

An aerial photograph of a city, likely Chicago, with a prominent red overlay. The image shows a dense urban landscape with a grid of streets and buildings. A large body of water is visible in the lower-left quadrant. The red overlay is semi-transparent, allowing the city details to be seen while adding a strong color theme.

**ECONOMIC DEVELOPMENT STRATEGY - VERSION 2**

# the COBURG initiative

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Names of public realm locations in this document are for drafting purposes only and do not indicate formal naming of these squares.

Version 2, April 2012.

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# Executive Summary

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This strategy is one of three being prepared in order to guide the preparation of a Place Framework Strategy and Concept Plan for The Coburg Initiative (TCI): an Economic Development Strategy; a Public Realm and Infrastructure Strategy; and a Built Form and Land Use Strategy.

The Economic Development Strategy has been prepared in order to identify and test whether the economic imperatives sought for the project could be delivered by the Central Coburg Structure Plan 2020. In turn this work will inform the other two strategies and the ultimate development of the Place Framework Strategy and accompanying Concept Plan.

A key question from the outset for the project was whether the Central Coburg Structure Plan 2020 could deliver a centre that would fulfil its role as a Principal Activity Centre - a role which is strongly aligned the Structure Plan's vision that it be the primary place of employment, shopping, living and activity in Moreland.

To achieve a Principal Activity Centre offer Central Coburg has to provide 4 key things:

1. A mix of activities that generate high numbers of trips, including business, retail, services and entertainment;
2. Be generally well served by multiple public transport routes and on the Principal Public Transport Network or capable of being linked to that network;
3. A very large catchment covering several suburbs, and attracting activities that meet regional needs; and
4. The potential to grow and support intensive housing developments without conflicting with surrounding land uses.

This strategy clearly identifies that because the centre poorly performs in the first element, it is unable to achieve element three. This assessment has confirmed that the task ahead for Central Coburg to fulfil its role as a Principal Activity Centre is indeed a large one. Central Coburg's present contribution to the Moreland economy is 11% of all Moreland jobs, 3% of all Moreland businesses, 8% of gross revenue (total output generated by Moreland businesses), and 11% of the marginal economic value added by businesses in Moreland.

Consequently all housing, retail, commercial and service targets currently established under the Central Coburg Structure Plan fall significantly short from those that are necessary for the centre to become a Principal Activity Centre or perform meaningfully within the Moreland economy. As a municipality that currently only provides 30,000 of the 60,000 jobs required to meet the needs of its local community, this transition is vital if Moreland is to achieve the level of investment required for the significant job creation task it has ahead.

Importantly this transition will also create a more resilient economy built upon a diversified employment offer and therefore more capable of sustaining the economic well-being of its community. As the primary place of employment within Moreland, Central Coburg and hence TCI, have an important function to fulfil. A vibrant and diverse economic base is a necessary condition for opportunity, hope and prosperity. For individuals, this means a broad range of employment and service options, and for business, quality infrastructure, spaces that allow them to grow in place, a ready labour force and of course, a viable and healthy market within which to trade.

Through analysing and benchmarking Central Coburg against two highly successful Principal Activity Centres – Box Hill and Subiaco, it has been possible to identify both the quantum of change (total

jobs and investment required) and the diversity of uses that could be appropriately located in Central Coburg. Further analysis was then applied to more specifically identify what TCI area contribution should be and a number of key targets for the project have been identified:

- > A target of 9,805 new jobs for Central Coburg – with 4,968 provided in TCI.
- > A target of 356,836m<sup>2</sup> increased floor area for Central Coburg – with 200,782m<sup>2</sup> provided within TCI.
- > A target of 5,800 dwellings for Central Coburg - with 2,944 provided in TCI.
- > Recognition that a number of key services within Central Coburg need to be enhanced and/or expanded in order to meet a regional rather than local function including: City Oval, Coburg Leisure and Aquatic Centre, Coburg Library and Coburg Town Hall and Civic Centre.

If these changes were to occur today, the likely flow on of economic impacts is that Central Coburg and TCI will provide as many as:

- > 12,954 jobs – almost half (43%) of all jobs in Moreland
- > \$3.2 billion in estimate output/gross revenue – more than a third (36%) of Moreland's total output of which manufacturing is the largest provider
- > \$1.7 billion in value added/marginal economic value – or half of Moreland's total marginal economic value of which manufacturing is again the largest provided

Working in conjunction with the other two strategies as well, this strategy will facilitate the delivery of five key community benefits for the project:

1. A strong local economy
2. Quality spaces and services for people
3. A great place to live
4. A connected community
5. Leading environmental benefits

The redevelopment of Central Coburg will be a catalyst for further development, investment and enhancement of the wider Central Coburg area. Central Coburg will set a new benchmark for the area by displaying all the characteristics that define contemporary quality and sustainable urban redevelopment, based on the four pillars of value, community, economic opportunity, quality of life, quality and sense of place.

# 1. Introduction

---

**The Coburg Initiative's integrated approach to urban regeneration offers an unparalleled opportunity to create a substantial city that truly builds the local community.**

In 2002, Moreland City Council embarked on an extensive consultation with the community, businesses and stakeholders to produce the 'Central Coburg 2020 Structure Plan'. This Plan was adopted by Council in 2006 and provides the framework for planning proposals and major projects in Coburg into the future in recognition of its status as the Principal Activity Centre for Moreland. It is a holistic document developed within a triple-bottom line framework where decisions will be made following consideration of their social, cultural, environmental and economic consequences.

Further work and extensive community engagement refined this Plan in respect of the core of the Activity Centre with the main aim of testing the commercial deliverability of the Plan and establishing an implementation plan to achieve that end –this work is known as 'The Coburg Initiative'. The City of Moreland is seeking to develop

alternative employment-generating activities to replace the loss of old style manufacturing and to re-establish a vibrant retail centre responsive to the changing nature of commerce, residential household profiles and local needs.

The Coburg Initiative's integrated approach to urban regeneration offers an unparalleled opportunity to create a sustainable city centre that truly builds the local community. The broad partnership and team structure create a unique opportunity to build on and draw out the creativity and commitment from the range of partners, and to guide the growth and development of Central Coburg as a regional shopping, living, employment and activity precinct; improving streetscape, character, quality of life and environment, encouraging economic expansion and improving transport infrastructure.





**Figure 1.** The Coburg Initiative study area.



The Coburg Initiative study area is approximately 40 hectares in size, of which 12.7 hectares is owned or managed by Moreland City Council.

This area includes:

- > Major supermarket chains;
- > A variety of retail premises;
- > Public transport facilities and services;
- > Moreland City Council Municipal Offices;
- > Coburg Primary and St Paul's Catholic Primary Schools;
- > Coburg Library;
- > Coburg City Oval;
- > Merri Community Health Services Limited;
- > Coburg Leisure Centre;
- > Churches representing a number of denominations; and
- > Regional community services.

The Coburg Initiative is a unique opportunity for as much as \$1 billion in new investments to enhance this offer and create a revitalized heart for Coburg which will celebrate and preserve the things that make today's Coburg great but will also provide jobs, housing, services, investment, new business and retail. It will lead to improvements to the public realm and address safety and accessibility issues. The Coburg Initiative focuses on new connectivity between people and their places of work, culture, sport, leisure and residence.





Figure 2. Coburg Principal Activity Centre (Central Coburg) and TCI Boundaries.

**The vision for Central Coburg in 2020 is to:**

**‘Develop as the prime shopping, living, employment and activity precinct in Moreland. The centre is transformed into an attractive system of streets and spaces. Central Coburg becomes a sought-after living environment, offering a range of housing choices, including high density housing. Most people arrive at the centre on foot, by bike or by public transport. The provision of a range of services enables people to conduct a number of different activities based on the one trip. Central Coburg is linked with networks of green space.’**

To drive this vision 12 key principals have been established against which every element of The Coburg Initiative project will be assessed:

**Central Coburg will revive and capitalise on its sense of place by –**

- > Recognising its history while building a strong economic future;
- > Connecting all its people and generating visible local pride and ownership of place;
- > Developing its cultural vitality and embracing entrepreneurship, creativity and innovation.

**Central Coburg will support a vibrant, safe, diverse, connected and harmonious community by providing –**

- > A place that is economically and environmentally efficient, economically and socially equitable, and socially and environmentally healthy;
- > A pedestrian-oriented environment, with streets, laneways and other public spaces that are attractive, safe, inviting and lively and by maintaining a human scale, flavour and feel to Sydney Road;
- > Streets that serve walking, cycling, public transport, delivery vehicles and private vehicles in that order, and easy access to regular and reliable public transport services of all types;
- > In one accessible location, mixed use development throughout that includes a range of services and community and cultural facilities that reflect a growing and diverse community;
- > Residential development that is high density, diverse, accessible and adaptable, includes affordable and social housing, and gives housing opportunities to all people;

- > Both public and private developments and public spaces that are accessible and allow participation by people of all abilities and ages;
- > A feature of high-quality open spaces with more street trees and off-street plantings, landscape features and improved links between places to allow social interaction for all ages and circumstances.

**Central Coburg will be an exemplar eco-city of the 21st century by –**

- > Harnessing the benefits of its close proximity to the Melbourne CBD and using its significant public transport links to strengthen Coburg’s role within the northern region as a Principal Activity Centre and increasing opportunities for people for work, study and play close to home;
- > Contributing to an excellent built environment through quality, sustainable design, development and stewardship and developing a reputation as a smart city.

### Five Key Community Benefits Sought

The future vision for Coburg will evolve from a range of opportunities and constraints which are balanced, prioritised and tested in order to achieve the optimal outcome. In order to determine a 'Sense of Place' Framework for Coburg which best services its community into the future, the City of Moreland carried out a process of Investment Logic Mapping for The Coburg Initiative.

This process has identified the 5 key benefits that the Coburg community is seeking from The Coburg Initiative. These are graphically represented in the Investment Logic Map on the following page along with key drivers, objectives, enablers, and Key Performance Indicators [KPI's] by which the success of achieving the desired benefits can be measured.

The Investment Logic Map, outlined on the following page, is a set of practices that allow :

- > The reason for the investment to be defined;
- > Shape the solution that will best respond to the needs; and
- > Track delivery of benefits throughout the lifecycle

The key benefits identified are:

#### Benefit 1: A strong local economy

Which will be achieved by:

- > Creating new jobs within Moreland.
- > Increasing retail floor space.
- > Increasing commercial floor space.
- > Encouraging new retail business to move to Moreland.
- > Investing in long-term social and physical infrastructure.

#### Benefit 2: Quality spaces and services for people

Which will be achieved by:

- > Providing quality, safe, welcoming public spaces.
- > Providing easily accessible, well-designed, flexible civic facilities.
- > Encouraging a diverse retail mix.
- > Providing appropriate and easily accessible community services.

#### Benefit 3: A great place to live

Which will be achieved by:

- > Enhancing community participation and engagement in social and cultural activities.
- > Encourage the expansion of the supply of appropriate, accessible, diverse, forward looking, flexible and affordable housing within Coburg.
- > Providing new dwelling.

#### Benefit 4: A connected community

Which will be achieved by:

- > Ensuring that residential stock meets regional housing statement targets.
- > Creating community spaces and programs which encourage social interaction.
- > Designing the Public Realm spaces in a way that encourages social activity within them.

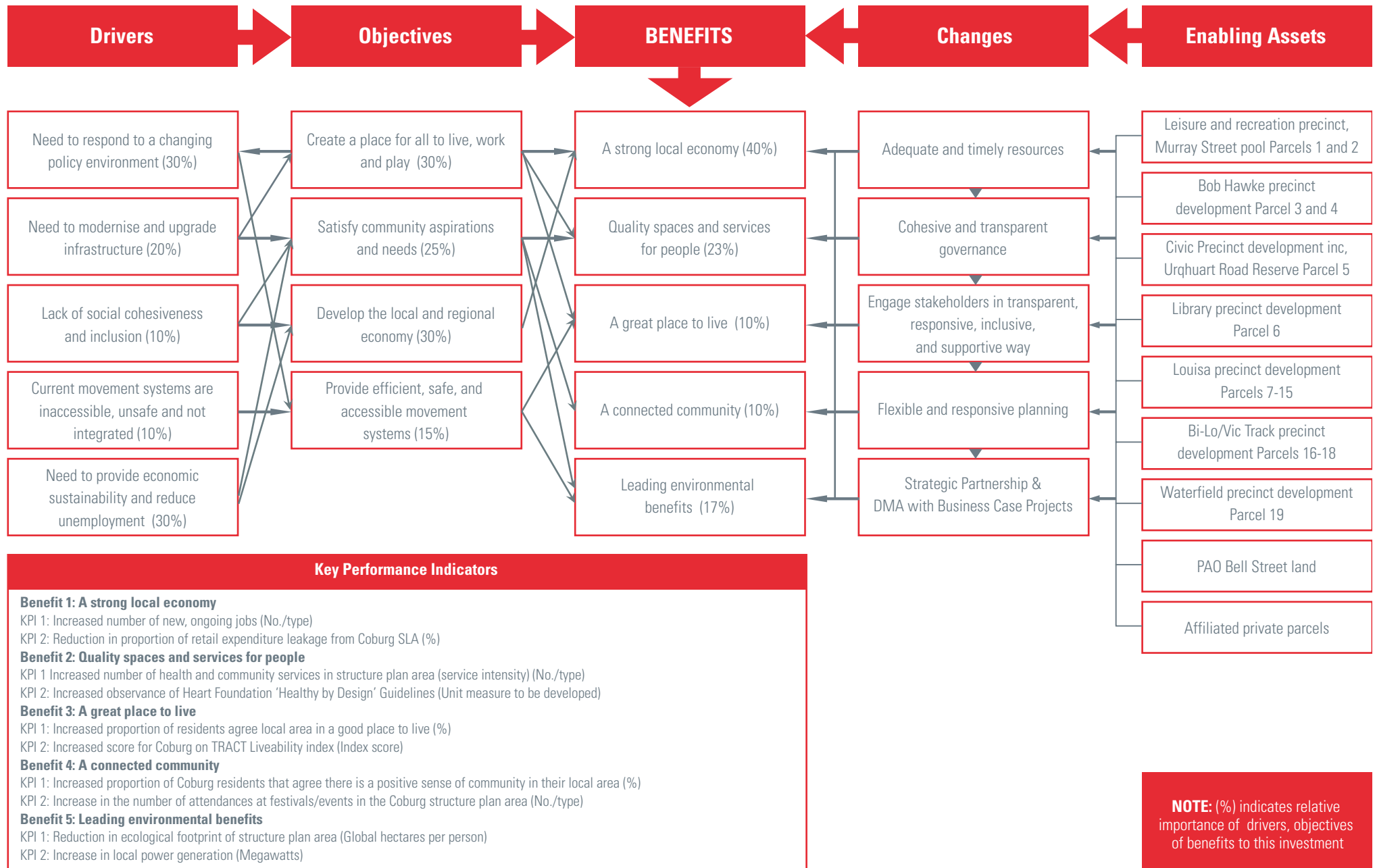
#### Benefit 5: Leading environmental benefits

Which will be achieved by:

- > Managing to, and achieving world's best practice with respect to building, utility infrastructure, transport and carbon emissions.
- > Encouraging alternative modes of transport to the car.
- > Incorporating specific pathways in and around the Activity Centre for alternative modes of transport.



## The Coburg Initiative Investment Logic Map V1.0 - adopted by Council in July 2008



## 2. The Case for Change - our key drivers

### 2.1 Strategic Role within the Region

There are a number of important State and Regional strategies and policies that have driven and support the focus given to achieving The Coburg Initiative and the vision sought for Central Coburg.

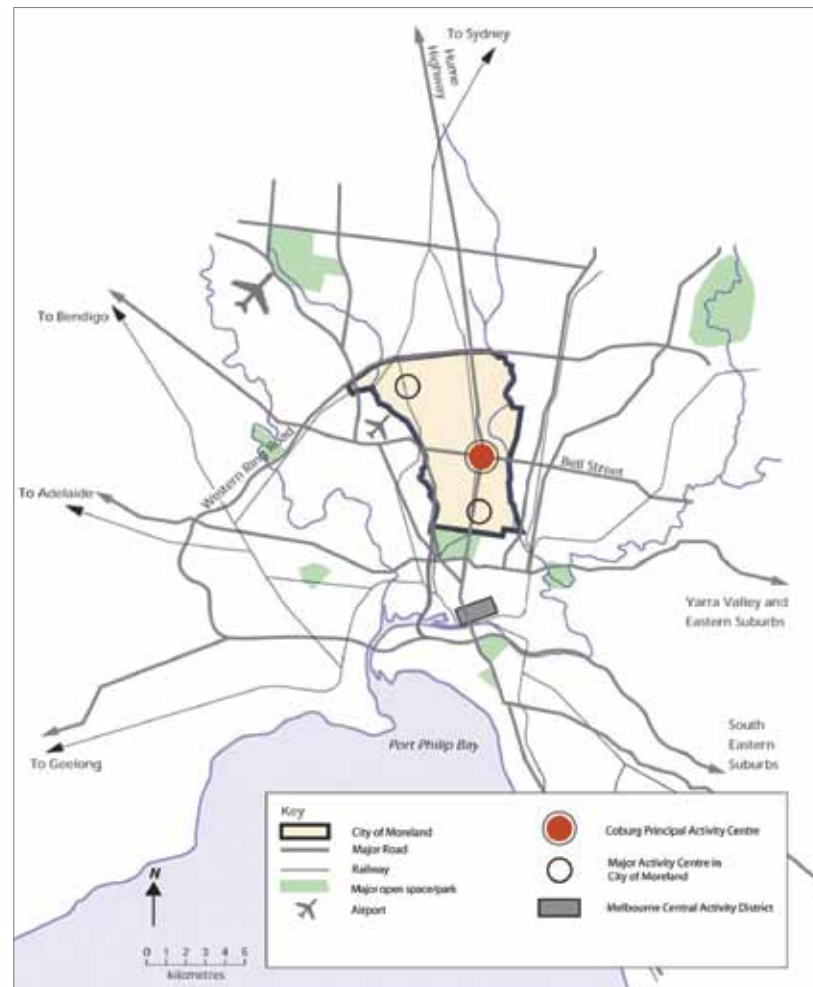


Figure 3. Coburg's location within Metropolitan Melbourne

**In order to satisfy the key characteristics of a Principal Activity Centre there are a number of roles which Central Coburg must strengthen if it is to fulfil this status.**

### **2.1.1 Melbourne 2030**

Melbourne 2030 is the plan for the growth and development of metropolitan Melbourne. It has as its main thrust, the objective to continue to protect the liveability of established areas and to increasingly concentrate major change in strategic redevelopment sites such as activity centres and underdeveloped land.

Coburg has been identified as a Principal Activity Centre within this framework as it is a large centre with a mix of activities and well served by Public Transport.

The location of Coburg, being approximately 8 kilometres from the Melbourne CBD with the Activity Centre covering an area of approximately 83 hectares incorporates arterial roads such as Bell Street and Sydney Road and is well serviced by public transport in the form of train, tram and bus routes. As can be seen in Figure 3, Coburg is a highly strategic transport hub.

As a Principal Activity Centre, Central Coburg has an especially important role to play as a focus for community activity, services and investment and as such, has or should have the following characteristics:

- > A mix of activities that generate high numbers of trips, including business, retail, services and entertainment;
- > Be generally well served by multiple public transport routes and on the Principal Transport Network;
- > A very large catchment covering several suburbs, attracting activities that meet metropolitan needs; and

- > The potential to grow and support intensive housing developments without conflicting with surrounding land uses.

Central Coburg does not currently fulfil all of these Principal Activity Centre roles. Its particular weakness is the limited mix of activities it currently offers, which severely constrains its ability to serve a very large catchment. As stated, it is however, well served by public transport and has strong potential to grow and support intensive housing developments without conflicting with surrounding land uses.

Combined with its potential to be able to meet a greater mix of activities, there is enormous potential for Central Coburg to successfully fulfil its role as a Principal Activity Centre.

Over the next two years the Victorian Government will be preparing a new metropolitan planning strategy to manage Melbourne's growth and change. The strategy will contribute to the overall vision for the State including links with regional Victoria. The strategy will help guide Melbourne's growth and change over the next 30-40 years. It will give communities, businesses and local government the confidence, flexibility and certainty needed to make informed decisions about their future.



## 2.1.2 Melbourne @ 5 Million

**There is increasing pressure on established areas like Central Coburg to provide employment locations and intensive housing development.**

Released in December 2008, this complementary policy initiative established further directions for Melbourne 2030. Projecting Melbourne's population growth as reaching 5 million much faster than previously forecast has placed even greater emphasis on urban renewal and employment locations in established areas.

State Government is working collaboratively with Moreland City Council to help the "inner north sub region" reach its full potential. The emphasis of this work is on freeing up surplus industrial land located in and around activity centres, exploring how more housing can be accommodated along transport corridors, and improving public spaces to help stimulate private investment.

In effect this has placed an even greater emphasis on maximising the potential of Coburg, particularly for intensive housing development.

## 2.1.3 Victorian Transport Plan

**Network improvements relevant to Coburg are unclear and the need for 2 additional tracks on the Upfield line may be required.**

The Victorian Transport Plan, announced in December 2008, is a \$38 billion transport planning framework for Victoria and aims to integrate transport and land use planning to link employment, services and homes. It was prepared in response to, and largely centred on, solutions to urban transport problems in Melbourne.

This Plan and Melbourne @ 5 Million bring together future transport and land-use decisions to:

- > Increase development and job opportunities through transport investment;
- > Develop future housing in Melbourne's established areas along the train and tram network;
- > Invest in new transport links to promote more jobs closer to homes in Melbourne's fast growing west and north; and
- > Support Melbourne's growth areas with high capacity public transport links.

The Victorian Transport Plan has 6 main goals, which it aims to achieve through extensive expansion of the public transport network and road system and improvements made to existing roads and rail services as well as addressing changes in the way people commute to and around Melbourne and Victoria.

Those goals and projects relevant to Coburg are:

- > Goal: Shaping Victoria – linking jobs, services and homes:
- > Increase development and job opportunities through strategic transport investment
- > Develop future housing in established areas of Melbourne along the tram and rail network
- > Goal: Linking rural, regional and metro Victoria – strengthening these connections so all parts of the State share in prosperity
- > Significantly increase regional passenger rail services by investing in new tracks, purchasing new trains and
- > station upgrades (possible 2 additional standard gauge tracks to serve the north east regional and interstate passenger services) has been identified by VicTrack ( August 2010)and future option preserved within The Coburg Initiative area) <sup>1</sup>
- > Goal: Creating a Metro System – taking practical steps to increase the frequency, reliability and safety of trains and trams, and move towards a Metro System
- > Deliver 70 new trains and 50 new trams to increase capacity (north, west and south-eastern lines up from 67 to 109 in busiest hours)
- > Upgrade key stations and provide more staff (part \$80 m program)
- > \$440m program to eliminate level crossings at critical locations
- > Recast timetables to make them simpler and services more frequent

<sup>1</sup>High Level Track Alignment Concept Future Land Use Investigation – Coburg VicTrack – Connell Wagner P/L  
19 December 2008.

- > Goal: Taking Practical Steps for a Sustainable Future – Moving towards a sustainable and lower emissions transport system to support a greener Victoria
- > Linking urban planning and transport projects to reduce car reliance, where people live closer to opportunities to reduce the need for travel
- > Significantly increase bicycle paths (part \$100m program)

There is clearly the potential for significant public transport investment to be made in the network supporting Central Coburg.

Given the significant investment needed to occur in Central Coburg in order for it to fulfil its role as a Principal Activity Centre, such investment will be vital if Central Coburg is going to be part of the move towards a sustainable and lower emissions transport system.

Considerable investment by the State Government is being made to strengthen the public transport network. Such investment will be vital if Central Coburg is going to be part of the move towards a sustainable and lower emissions transport system.

### 2.1.4 Victorian Government's Climate Change White Paper and Bill

July 2010, the Victorian Government released its Climate Change White Paper *Taking Action for Victoria's Future*. The White Paper commits \$329 million to ten key actions intended to drive down emissions, drive up job and investment opportunities and secure the future for Victorians as we transition to a low-carbon future.

Central to the Victorian Government's plan is a commitment to cut greenhouse gas emissions by at least 20 per cent by 2020 (compared to 2000 levels) and to cut emissions from brown coal power stations over the next four years (equivalent to the closure of two of the eight units at Hazelwood Power Station). In the same week the Victorian Government introduced a Climate Change Bill to Parliament that will make law the State's emissions reduction target of at least 20 per cent by 2020 compared to 2000 levels (equivalent to 40 per cent per capita).

### 2.1.5 Melbourne's North – The New Knowledge Economy

**It is critical that the knowledge economy is embraced in Central Coburg and that education and training levels are increased to align the skills of residents and local businesses to ensure access to these new opportunities**

Melbourne's North – The New Knowledge Economy (2009) report provides a detailed analysis of Melbourne's North regional economy, together with recommendations and benchmarks that will support growth and quality employment outcomes for the region into the future.

This report has confirmed that Melbourne's North is in the process of evolving from a manufacturing past to a culturally diverse region, characterised by:

- > new and emerging companies in the biotechnology, information and communications technology (ICT), automotive and food industries;
- > strong and successful collaboration between R&D facilities, education, government and business, leading to outstanding new businesses;
- > advanced high technology manufacturing;
- > a multi-skilled workforce;
- > quick and direct access to the CBD, Port of Melbourne and Melbourne Airport ; and
- > a strong sense of community.

Results from modelling show that between 1991 and 2006, Melbourne's North held its share of Victorian gross domestic product (GDP) between 11.6% and 12.5%, but did not improve it. Given the historical importance of manufacturing to Melbourne's North and these sectors decline and restructuring, the region has done extremely well to maintain its share of Victorian GDP, which demonstrates an economy in transition, and an economy that is creating new foundations on which to build its future prosperity.

To maximise the future for the North, it is critical that the knowledge economy<sup>2</sup> is used as a driver and spread as broadly as possible across the region. This means that smart businesses need to operate in the region, growing knowledge, skills and innovation. It also requires an increase in the number of highly skilled households, whose residents have a range of qualifications and skills, adding value to the region. Education and industry must also be further aligned to ensure a higher level of R&D, as well as training residents with the skills needed by local businesses. Retraining of unemployed residents is also a vital factor. The advent of the knowledge economy, which is primarily accommodated in offices, is increasing the need for office floor space across a range of sizes and in a variety of locations.

The built environment should include smart office buildings, housing developments, business parks and incubators. Both businesses and households should be positioned to take advantage of a carbon-constrained economy and the opportunities presented by climate change.

The way in which communities are developed and how well they are located in relation to employment nodes will determine their sustainability from both economic and environmental perspectives. Activity Centres increase in economic significance as the knowledge economy grows stronger, manufacturing declines and cities become more constrained because of population growth.

<sup>2</sup> The "knowledge based economy" is an expression coined to describe trends in advanced economies towards greater dependence on knowledge, information and high skill levels, and the increasing need for ready access to all of these by the business and public sectors

In order for Central Coburg to be part of this required change there needs to be increasing emphasis on key sectors that will encourage a sustainable and viable future local and regional economy, namely:

### **The Education sector**

Education provides the regional foundation for economic growth and productivity and is a critical component in meeting the goals of enabling greater knowledge intensification of industry and the higher skills of residents. At the core of all opportunities for economic development in the region is the knowledge and skills of its residents. Schools play an important role in the economic development of a region as, apart from teaching excellence, schools can determine where parents choose to live. Local secondary schools are an essential part of creating and sustaining local employment, local spending and community development benefits.

Adequate provision of school infrastructure has also been shown to have direct links with the attractiveness of a location to international and interstate investors. With access to local schools, families are better connected to their local community and will undertake more overall family activities such as sports, leisure activities and library usage.

Given the relatively low skills of some residents there is a strong case for increased investment in, and development of, education at both school and tertiary level including:

- > Currently there are only two high schools within the immediate Coburg area, both select entry schools being Coburg Senior High School and Preston Girls High School.
- > RMIT University and LaTrobe University provide tertiary education in Melbourne's North from their campuses in Brunswick (Dawson Street) and Bundoora. They have a role assisting with regional

integration of learning and research, to assist the local community towards better employment prospects and give industry improved access to highly skilled workers.

- > NMIT currently delivers 640 programs through its campuses in Melbourne's north located at Greensborough, Heidelberg, Epping and Preston.
- > TAFE is Victoria's major training provider for the automotive, aerospace, polymer and transport industries and is the States' largest provider of traineeship and apprenticeship training with locations in Moreland, Coburg, Broadmeadows and Craigieburn in the North. They also have a role assisting with regional integration of learning, improving local employment prospects, and improving industry access to high skilled workers.

The training, education and industry sectors need to work closer together to develop training programs whilst industry needs to consider the training and education sectors in its planning and development, including encouraging work placements and using education providers' networks.

Education is a lifelong activity and given the decline and restructuring of the manufacturing industry in Melbourne's North, a greater training effort for older workers is critical.

### **Construction Sector**

Despite the economic downturn there will be opportunities in construction, including infrastructure developments and the retrofitting of commercial and domestic buildings to improve their environmental sustainability.

Sustainable buildings of the future will be more energy and water efficient through improved design and extensive use of innovative



green systems, equipment and appliances. Tradespeople involved in design and construction will need new knowledge and skills to fully realise the potential of leading construction techniques, advanced materials and green technologies. Ongoing training and up-skilling of construction workers and trades will play an important role in improving the regional competitiveness of the construction industry.

### Health Sector

The development of health clusters should encourage growth in specialist services. The strategy for the region will be to increase the depth of services available locally and the consolidation of the practice specialisation of major hospitals.

Training and ongoing education is also an important part of the mix – cancer research, medicine and the aged and rehabilitation are among the disciplines in which the region has built knowledge, skills and competitive advantage.

### Business Services Sector

The development of business services, and increasingly specialist business services is essential if the region is going to increase the knowledge intensity, export and innovation capacity of its business sector.

### Business Incubators

The region's enterprise or business incubators include the Brunswick Business Incubator, the La Trobe Technology Enterprise Centre and the Darebin Enterprise Centre. The regions incubators provide an opportunity to grow a range of new businesses and successful new businesses moving out of incubators need to be accommodated locally.

## 2.2 Local Economic Structure

### 2.2.1 Workforce

**The local employment opportunity ratio (ratio of local jobs to residents in the workforce) is unacceptably low compared to other metropolitan Councils at 0.50.**

A relatively low proportion of Moreland working residents actually work in Moreland with around 17% or one in six, as compared with one in three in Wyndham or one in four in Bayside, for example. The vast majority of Moreland residents in the workforce travel outside the municipality to work in adjacent or nearby areas such as Melbourne, Hume, Yarra, Moonee Valley, Darebin, Port Phillip and Brimbank. People who work in Moreland but live outside the municipality travel from a similarly wide area that ranges from municipalities in the west, such as Moonee Valley, Brimbank and Maribyrnong, from the north, such as Hume, Whittlesea, Banyule and Nillumbik, and from the east and south, such as Manningham and Yarra.

The local employment opportunity ratio (the ratio of local jobs to residents in the workforce) of Moreland is low compared to most other municipalities in metropolitan Melbourne. Continuing employment loss in major industries and urban consolidation has continued to reduce this ratio from 0.57 in 1996 to 0.50 in 2006, which is of the same order of magnitude as dormitory municipalities like Glen Eira and Manningham, and also semi-rural municipalities like Yarra Ranges and Cardinia.

**Moreland's resident labour force is approximately 60,000 and half the number of jobs are provided by local employers. Of the 30,000 jobs required to achieve full containment, more than 17,600, are in industry sectors that can be appropriately provided in a Principal Activity Centre.**

Based on the 2006 Census, the difference between the jobs provided and the work Moreland residents are engaged in (shortfall) is outlined in Table 4 on the following page. Key shortfalls of jobs in industry sectors that can appropriately be accommodated in a Principal Activity Centre exist in the areas of:

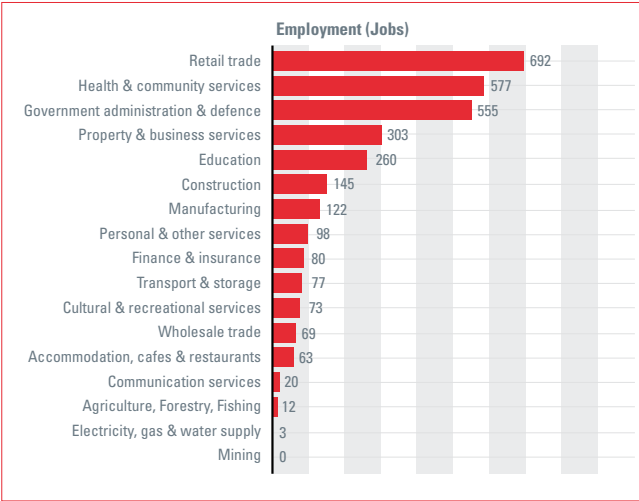
- > Professional, scientific and technical services (3,562 job shortfall)
- > Education and training (3,030 job shortfall)
- > Financial and insurance services (2,495 job shortfall)
- > Accommodation, cafes and restaurants (2,353 job shortfall)
- > Health care and social assistance (2,149 job shortfall)
- > Public administration and safety (2,066 job shortfall)
- > Retail (2,028 job shortfall)
- > While it is recognised that the choice of employer is largely a very personal decision a greater match between the jobs sought by residents and jobs provided by local businesses will greatly enhance Moreland's ability to improve the local employment opportunity ratio. A targeted approach to job creation will have more success in opening up opportunities for the Moreland resident workforce and the greatest potential demand is in those sectors outlined above.

Industry Division	Shortfall	Moreland Workforce		Industries in which Moreland Residents work	
		No.	%	No.	%
Agriculture, forestry and fishing	51	41	0%	92	0%
Mining	65	10	0%	75	0%
Manufacturing	621	5,362	18%	5,983	10%
Electricity, gas, water and waste services	288	64	0%	352	1%
Construction	1,944	1,766	6%	3,710	6%
Wholesale trade	534	2,173	7%	2,707	5%
Retail trade	2,028	3,919	13%	5,947	10%
Accommodation and food services	2,353	1,512	5%	3,865	6%
Transport, postal and warehousing	2,032	1,069	4%	3,101	5%
Information media and telecommunications	1,577	234	1%	1,811	3%
Financial and insurance services	2,495	533	2%	3,028	5%
Rental, hiring and real estate services	338	404	1%	742	1%
Professional, scientific and technical services	3,562	1,532	5%	5,094	9%
Administrative and support services	1,670	630	2%	2,300	4%
Public administration and safety	2,066	1,780	6%	3,846	6%
Education and training	3,030	2,816	9%	5,846	10%
Health care and social assistance	2,149	3,966	13%	6,115	10%
Arts and recreation services	827	406	1%	1,233	2%
Other services	642	1,553	5%	2,195	4%
Inadequately described/not stated	1,326	365	1%	1,691	3%
<b>Total</b>	<b>29,597</b>	<b>30,135</b>	<b>100%</b>	<b>59,732</b>	<b>100%</b>

Source: 2006 ABS Census

**Figure 4: Moreland Labour Force and Employment**

The current provision and mix of jobs in Central Coburg and immediate surrounds<sup>3</sup> is summarised below and further highlights the mismatch between the jobs sought by the resident workforce and those currently on offer.



**Figure 5. Employment (Jobs)**

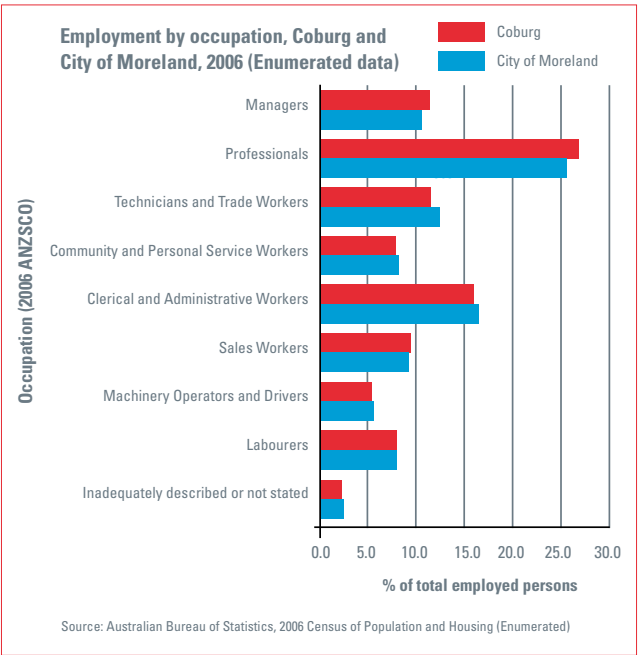
Note: Manufacturing in the area includes printing, photographic & scientific equipment and furniture making. (Source: REMPLAN)

The total employment in the Coburg Initiative Area is 3,149 jobs, with the top industry sectors of employment being retail trade, health and community services, Government administration (almost entirely local government), property & business services and education. A significant number of jobs need to be added to this provision if Central Coburg is going to raise its position as the primary employment precinct in Moreland and assist in moving the gap between the job supply and local resident workforce supply.

**Coburg residents are becoming increasingly better educated and now access a wider range of occupations currently in under supply in Coburg.**

As can be seen from Figure 6, adjacent Coburg residents are becoming increasingly better educated enabling greater access to a wider range of jobs and industry sectors. Coburg now has a greater proportion of University graduates than the Moreland average (22.7% compared to 21.4%) and the proportion of residents in Coburg who now have post-school qualifications (Diploma, Certificate, Degree or higher) has increased by 31% since 2006.

The occupation of residents in Coburg has also changed over the past ten years. Accompanying an increase in the proportion of managers, professionals, and community and personal service workers, has been a decrease in the proportion of technician and trades workers, clerical and administrative workers, sales workers, machinery operators and drivers and labourers.



**Figure 6. Moreland Resident Occupations (Source: 2006 ABS Census)**

<sup>3</sup> REMPLAN uses a study area defined by VicRoads destination zone boundaries that are greater than The Coburg Initiative area but are as refined as possible within the data set restrictions imposed under ABS Census requirements.



**Central Coburg's primary and secondary catchments are rapidly changing, demanding new products and services which should be developed if escape expenditure is to be captured.**

## 2.2.2 Customers

Potential customers for Central Coburg arise from 3 possible catchments:

- > Primary catchment – includes approximately 23,000 existing residents within Coburg, and approximately 3,150 people currently employed within Central Coburg
- > Secondary catchment – includes the remaining residents of Moreland, approximately 121,000 people
- > Tertiary catchment – includes a portion of residents located in Darebin and Maribyrnong City Council's located within a 7.5km radius of Central Coburg

A customer survey conducted in 2005 indicates that patrons in the centre were significantly from Coburg and also Pascoe Vale, parts of Brunswick and other surrounding areas of Glenroy, Fawkner, Reservoir, Preston and Thornbury.

Nearly one third of all local households shopping is satisfied outside the Moreland area to centres that exhibit greater critical mass and gravity of attraction and where the range and depth of merchandise is much greater. The main consumer spend in Coburg is on food, both grocery and fresh food; lower order retail and service demands of the area, hence this is why supermarkets trade very well. Coburg has a strong traditional business offering of newsagents, chemists, post office and full range of banks. Coburg's other key strength is as

a community centre and this is indicated by its strong presence of community activities.

A substantial dollar leakage occurs within the primary, secondary and tertiary catchment areas within all household expenditure categories but particularly in non-food related items. Key competitors that attract escape expenditure are:

- > Victoria Market (food and general merchandise)
- > Preston Market (food and general merchandise)
- > CBD (Fashion & Entertainment)
- > Northland Shopping Centre and Northland homemaker centre (fashion, homewares, giftware)
- > Sydney Road, Brunswick (Café culture)
- > Carlton (entertainment)
- > DFO Direct Factory Outlets – Essendon

In surveys undertaken, people who use the centre like the variety of shops, proximity to their home, convenience and the cosmopolitan and friendly atmosphere. Whilst a minimal number of users of the centre expressed dislike, they have cited issues including crowding and lack of bigger stores as their key detractor. A careful balance between maintaining the existing features and addressing these dislikes needs to be achieved.

In order for Coburg to move forward it must become more relevant to its users (consumers and businesses alike) by being able to better meet, relative to its competitors, the changing needs of existing and future users who have increasingly different characteristics than the historic catchment of users.

Key changes include:

- > Since 1996, couples with children have decreased in Coburg and have been replaced by couples without children or one parent families.
- > Coburg residents have a higher average weekly household income than Moreland overall, with 45.5% of households earning more than \$1,000 per week compared to 41.8% of Moreland households.
- > Increasing numbers of professionals
- > Increasing numbers of residents who speak English only at home (up from 42% in 1991 to 50% in 2006)

Coburg residents contribute to the multicultural community of the City of Moreland, with people from all over the world choosing to live in the area. The diverse nature of the community has created an exciting selection of shops, restaurants, community organisations and businesses, however the Coburg community is changing and there is evidence (2006 ABS census) of a trend towards gentrification, such as the growing numbers of professionals within the population.

Under current investment patterns, Coburg's population is predicted to rise steadily and fairly evenly to 2026, and then slow to 2031 as shown in Figure 7 below.

**Figure 7. Coburg population projections (Source i.d. Consulting)**

Year	2006	2011	2016	2021	2026	2031
Total population	23,255	26,172	29,069	31,857	33,453	33,832
Household size	2.63	2.58	2.54	2.51	2.46	2.40

New development both in The Coburg Initiative and Pentridge Village areas create a potentially new demographic for Central Coburg with specific lifestyle needs such as quality restaurants and value-add food sought by residents and future employees. These developments will also significantly increase broader demand in the primary catchment as well, with over 2,800 and 2,500 new dwellings proposed respectively, representing as many as 11,000 new residents, and greatly expanded business activity representing as many as 12,954 jobs in the primary and secondary catchments generated from The Coburg Initiative alone.

## 2.2.3 Competitors

### Retail

Central Coburg is located in a highly competitive market that is characterised by a mix of traditional main streets, which are a defining feature of Melbourne's retail market, and large enclosed shopping centres. Coburg's existing retail and commercial environment has deteriorated since the early 1990's because capital investment bypassed it on its way to surrounding locations (mainly enclosed retail centres), which significantly enhanced their competitive offer.

On the map adjacent is an overview of the major retail centres within 7.5km of Central Coburg as well as smaller retail precincts within the more immediate catchment of Central Coburg that may compete directly.

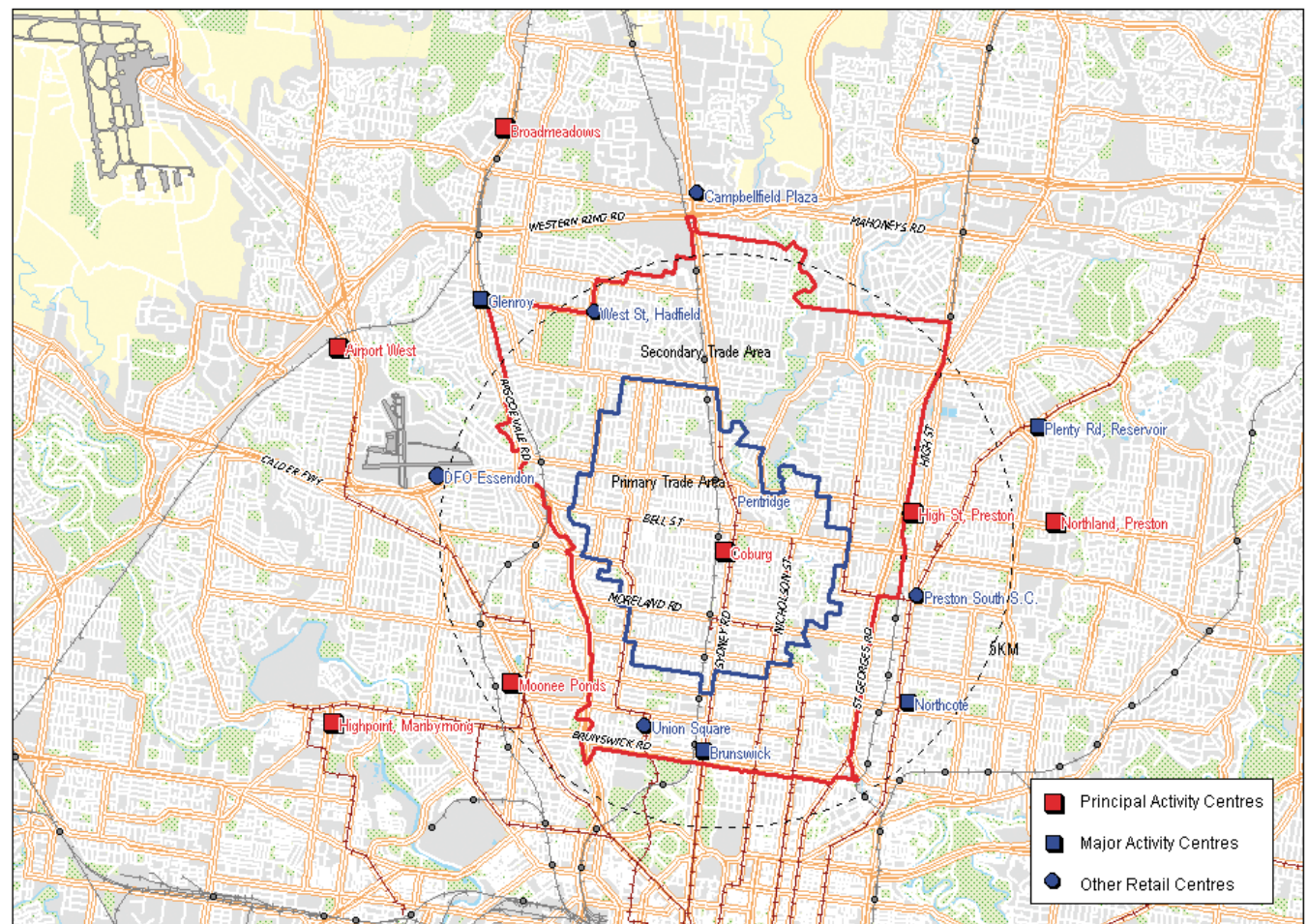


Figure 8. Retail Catchment and Competitive centres

- > **Northland Shopping Centre** is 6km east of Central Coburg and provides high order regional shopping facilities in an enclosed centre. Its catchment is extensive and encompasses the majority of Central Coburg's catchment. The centre is anchored by a Myer department store, the closest such department store to Central Coburg, as well as two full line supermarkets and a Kmart. Northland is a solid performing centre with annual turnover in excess of \$400 million.
- > **Highpoint Shopping Centre** is the only regional centre in the western suburbs and contains more than 100,000sqm of retail floorspace including Myer, Target, Big W and Safeway as well as a Hoyts Cinemas. It is one of Australia's largest centres and has annual turnover in excess of \$700million. It is 7.5km south west of Coburg and is considered to be more difficult to access than Northland for residents within the Coburg catchment. It is considered that Northland is likely to attract more customers from the Coburg catchment for comparison and higher order shopping, despite the very strong retail mix at Highpoint.
- > **High Street Preston** is closest to Coburg, being 3.5km to the east. Preston is anchored by the **Preston Market, the largest market in Melbourne** outside of Queen Victoria Markets, as well as Safeway and Aldi supermarkets. The retail offer is not as comprehensive as Coburg and is dominated by food catering, services and convenience retailing. As with Coburg, the multi-cultural offering of the retail is apparent. Currently, the market is quite run down. Should it be redeveloped, Preston will pose much stronger competition to Coburg than it currently does.
- > **Moonee Ponds** is only 4.5km south west of Central Coburg but caters to a very different catchment demographic to Coburg. It has a much stronger fashion offering and has developed

somewhat of a "café culture" serving the growing affluence within the inner north western market. Moonee Ponds Central is undergoing a major redevelopment, which will add a Kmart store to the retail mix, the first discount department store in Moonee Ponds. Moonee Ponds has successfully married traditional main street retailing (along Puckle Street) with modern large format and enclosed centre retailing (Safeway, Coles).

- > **Westfield Airport West and Broadmeadows Town Centre** are both large sub-regional centres, bordering on regional status but without a full-line department store (Airport West has a Discount Department Store (DDS) in K-Mart). They are a considerable distance from Central Coburg, although both provide strong competition for residents in the north-western part of the Coburg catchment. These centres effectively limit the existing and future reach of Central Coburg.
- > **Brunswick** is considered the major direct competition to Central Coburg, with its retail core being 3.5km from Coburg's retail core. Both precincts are centred along Sydney Road, which carries considerable traffic and is characterised by older retail stock with relatively fragmented ownership and small lot sizes. The Brunswick precinct is anchored by Barkly Square, a sub-regional shopping centre comprising Kmart, Coles, Safeway and over 40 specialty stores with annual turnover of over \$100million.
- > **Northcote Plaza** provides a similar retail offer to Barkly Square although it is not supported by an extensive main street offer.
- > **Plenty Road Reservoir** is located approximately 6km from Central Coburg and provides modern convenience shopping facilities anchored by two supermarkets and a DDS. Its offer is quite different to the offer at Coburg, however its ease of access

is likely to be a drawcard for residents in the north eastern sector of the Coburg catchment.

- > **Glenroy** provides a main street retail offer anchored by a Coles supermarket. It is less extensive than Coburg and more compact. Glenroy, which is 6km from Coburg, is not considered to be as much of a competitive threat to Coburg as nearby Brunswick. The trade area of Glenroy overlaps mainly with the north-west portion of Coburg's secondary trade area.

Of the other retail precincts within close proximity to Coburg, **Campbellfield Plaza** is the greatest direct competitor, being a solid performing sub-regional level centre with a large Kmart, Coles, Officeworks and over 20 specialty stores. The centre has annual turnover in excess of \$85 million per annum and would attract customers from the northern portions of Coburg's primary and secondary trade areas. Officeworks provides a point of difference for Campbellfield Plaza and attracts customers from a relatively wide catchment. Its strengths are its location, convenience and ease of access, being on the corner of Hume Highway and Mahoneys Road.

**Essendon Airport** is also an emerging competitive retail centre, being home to both a large DFO outlet centre (at the south eastern end of the airport on Bulla Road) and a Coles supermarket in the central western end of the airport (English Street). The DFO Centre is the only one of its kind in the north western suburbs of Melbourne, and as such is a 'destination' shopping centre.

## Commercial

As an inner northern suburb close to the Melbourne CBD, Coburg has not evolved as a significant office market in a regional context.

There is relatively weak commercial office competition in the immediate vicinity, with developers and occupiers reluctant to invest in traditional main street style precincts. Coburg has advantages over some competing markets, with large sites available in the core as well as on the periphery, in particular within the Pentridge precinct.

Coburg currently lacks the quantum or quality of space that would typically define a Principal Activity Centre. As a comparable northern-suburban PAC, Moonee Ponds provides over 4 times the amount of commercial space than Coburg, however half this space is occupied by one tenant (the ATO). In order for Coburg to achieve the aims of Melbourne 2030, Council and other stakeholders must plan appropriately for office usages, and diversify the economic offering of Central Coburg.

In order for Central Coburg to initiate concentrated commercial development, it needs to be ignited and recognised as an urban commercial hub. This means drawing large commercial tenants to the area by making it the most attractive option, in terms of location, price, quality and access to amenity, staff and transportation. An investigation of the likely competing supply is necessary to identify the alternatives a tenant may consider and the foreseeable benefits of relocating at other sites. In assessing competing supply, consideration needs to be given not only to the geographically competing locations (e.g. Moonee Ponds), but areas that could conceivably cater to the same tenants/occupiers, within a reasonably comparable location (e.g. University Hill).

## 2.3 Economic Performance

Historically, Central Coburg has been seen as an entry point for low-cost business start-ups, including recent migrants that have located in the Coburg region. As such, Central Coburg is culturally diverse with a variety of food offerings, fresh produce retailing and other specialty retailing that reflects its cultural diversity.

The majority of businesses (62%) in Moreland are non-employing businesses (i.e. are comprised of self-employed persons). Most employing businesses in Moreland employ only 1-4 persons. The number of large employing businesses in Moreland has gradually declined over the past several decades. There are now only 48 businesses that employ 100 or more people.

The micro and small business sector is numerically predominant in Moreland, with 52% (or 5,493 businesses) having an annual turnover of less than \$100,000, and a further 17% (or 1,812 businesses) having a turnover of between \$100,000 and \$200,000 per year.

Moreland also contains a significant proportion of businesses that could be described as 'medium-sized', with 15% of registered businesses (or 1,647 businesses) having an annual turnover of between \$200,000 and \$500,000.

Only 9% of Moreland businesses (or 960 businesses) have a turnover in excess of \$1million per year. There are just six businesses (three wholesale, three retail) located in Moreland that have a turnover of \$200 million per year.

### 2.3.1 Business Profile

Coburg is well known for its multicultural atmosphere, particularly its food offerings. The early Anglo-Saxon settlement made its mark on Coburg's physical landscape with the planning and architecture of the area reflecting the dominant culture of the time. However, it is the Italian and Greek migration periods post WW2 that were most important for developing its current image. Today there is also a strong presence of migrants from Arabic speaking countries, and increasing influence from Asian cultures such as China, India and Sri Lanka.

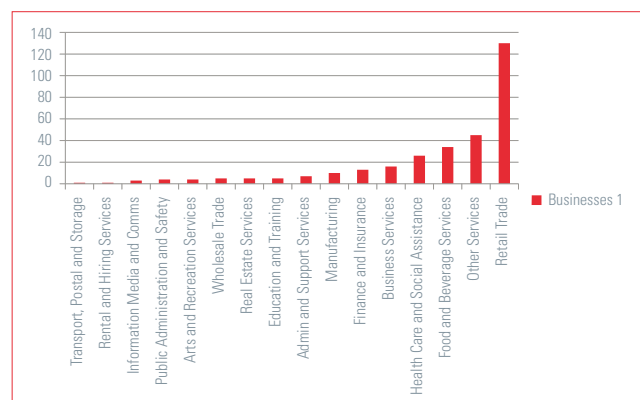
Much of the commercial and retail space in Central Coburg is owned by a mix of owner occupiers and local investors, with little institutional ownership apart from the supermarket premises. The occupier profile of the existing office market suggests that demand in the Central Coburg area is principally derived from local businesses serving the needs of the surrounding residents and from government agencies, medical practitioners and Council divisions delivering services to the resident population.

Central Coburg has over 300 businesses with the majority of employment in concentrations in food, groceries and discount clothes and variety retail. A large number of these businesses are held under small holdings, and many run on low rent and low turnover. Anchoring these specialty stores and contributing to the retail employment are a number of big box retail premises on the West side of Sydney Road, including three major supermarkets, Dan Murphy's and discount retailer, Dimmeys. (Refer profile Figure 9)



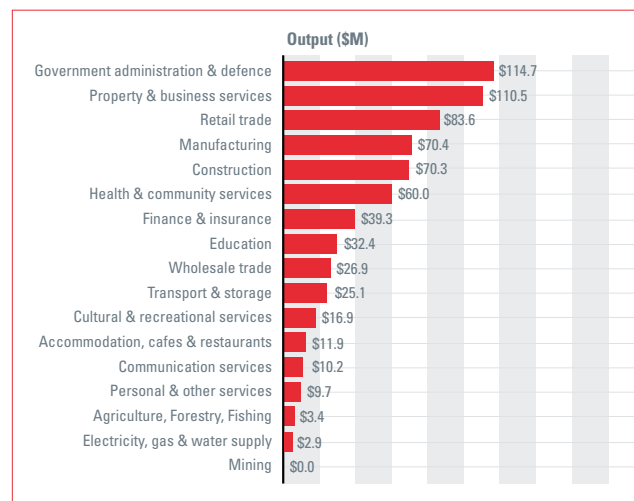
Health and community services employment is scattered in suites amongst the retail within the arcades and on the fringe of the central activity core. What is lacking is a strong financial and business services sector. Commercial employment is limited to small shop-top offices and business and personal services operations, including tax consultants, independent financiers, real estate agents and bank branches.

**Figure 9. Coburg Business profile**



Number of Businesses by Business Type. (Source: -2007 Clue Project)

**Figure 10.**



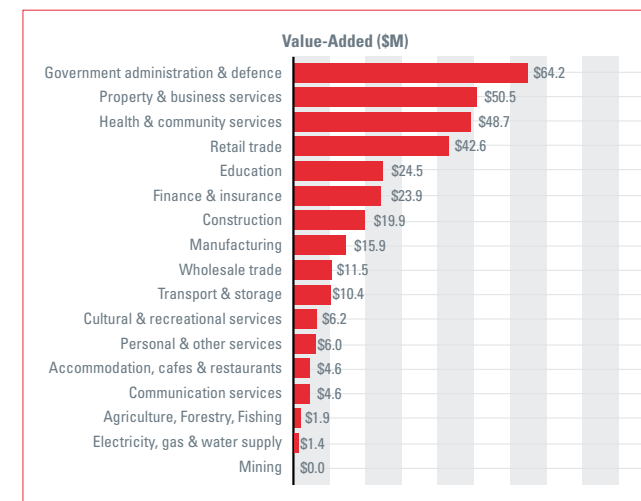
The total output<sup>4</sup> estimate for Coburg Initiative Area is \$688.1 Million. The top industry sectors in terms of output are Government Administration, Property and Business services, Retail trade, Manufacturing<sup>5</sup> and Construction. Combined these sectors generate \$449 Million or 65% of total output.

<sup>4</sup> Source REMPLAN. Output data represents the gross revenue generated by businesses/organizations in each of the industry sectors. Gross revenue is also referred to as total sales and total income.

<sup>5</sup> Manufacturing in the area includes printing, photographic and scientific equipment and furniture making.

<sup>6</sup> Source: REMPLAN. Value-added data represents the marginal economic value that is added by each industry sector in a defined region. Value-added can be calculated by subtracting local expenditure and expenditure on regional imports from the output generated by an industry sector, or alternatively, by adding the Wages & Salaries paid to local employees, the gross operating surplus and taxes on products and production. The total value-added estimate for the Coburg Initiative area is \$336.7 Million

**Figure 11.**

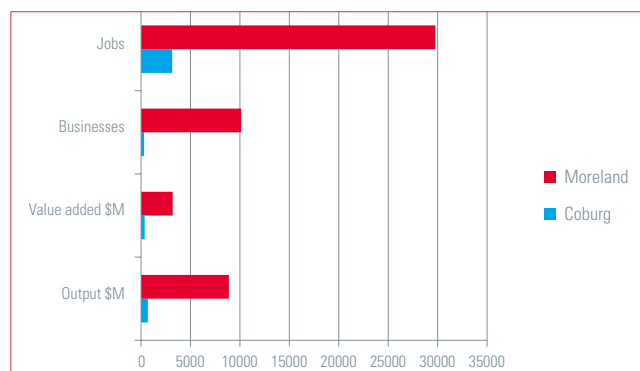


The total value added<sup>6</sup>. estimate for TCI is \$336.7 million, the top industry sectors in terms of output are Government Administration, Property and Business services, Health and Community services, Retail trade and Education. Combined these sectors generate \$230.5 million or 69% of total value added.

Coburg currently comprises 11% of all Moreland jobs, 3% of all Moreland businesses, 8% of gross revenue (total output generated by the businesses in Moreland, and 11% of the marginal economic value added by businesses in Moreland. As demonstrated in the graph on following page, on all four accounts Coburg falls well short of being a principal place of employment or a major source of output or value add for Moreland. To do so will require significant structural change.

**Figure 11a. Coburg and Moreland comparison.**

Source - REMPLAN



### 2.3.2 Gap Analysis

As identified, significant structural change to the Central Coburg offer needs to occur in order to fulfil its role as a Principal Activity Centre. In determining what this offer should be, an analysis and comparison with 2 successful Activity centres was undertaken as these established activity centres provide insights to the long term future of the TCI area.

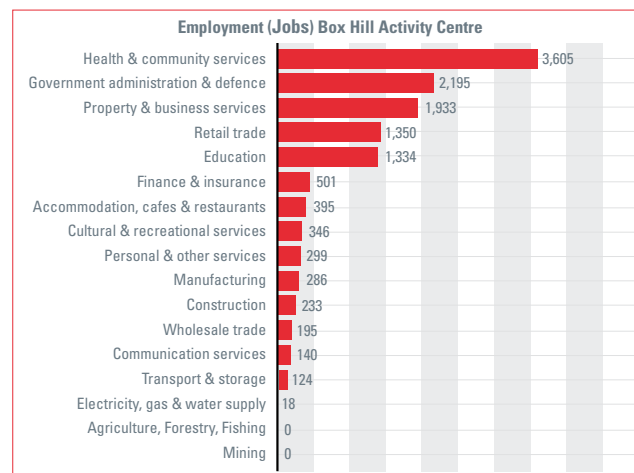
Employment structures and distributions in the established activity centres of Subiaco in Perth Western Australia, and Box Hill in Melbourne's South East have been examined with a view to gaining insights into what the future may hold for an expanded future Coburg Initiative Area.

Both centres were selected on the basis that they are major activity centres that contain major hospital facilities and are similarly located with regard to the CBD.

### Employment Numbers

Total employment in the Box Hill Activity Centre, in the City of Whitehorse (VIC) is 12,954 jobs as shown in Figure 12.

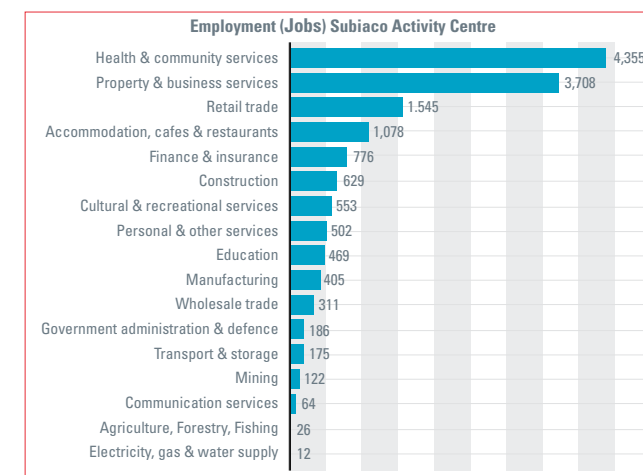
**Figure 12. Box Hill Activity Centre Employment Structure**



Source - REMPLAN

Total employment in the Subiaco Activity Centre, in the City of Subiaco (WA) is 14,916 jobs as shown in Figure 13.

**Figure 13. Subiaco Activity Centre Employment Structure**



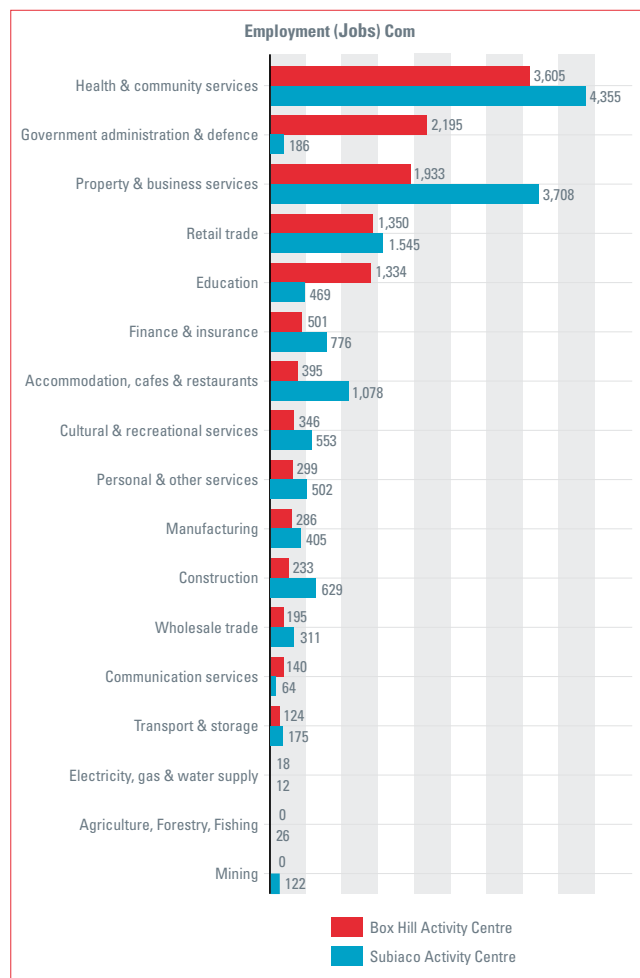
Source - REMPLAN

The difference between the two Activity Centres is shown in Figure 14 opposite.

In the long term, were the Coburg Initiative Area to expand to the equivalent level of the current Box Hill Activity Centre in the City of Whitehorse, the marginal increase in employment under this hypothetical scenario would be 9,805 jobs, resulting in a total of 12,954 jobs in the Coburg Principal Activity Centre.

This provides an employment target for the Coburg area which include 'The Coburg Initiative Area' and the broader Activity Centre.

**Figure 14. Employment comparison between Subiac**



## Employment Structure

The analysis of Box Hill and Subiaco establishes a benchmark of 9,805 jobs. In the long term should growth occur beyond this level, changes to the role and functions of the local economy are possible as the increased scale of activity is likely to correspond to greater diversity in the services provided by the Coburg Principal Activity Centre. The structure of the established activity centres has provided insights regarding the possible future mix of economic activity and the associated distribution of jobs in the core (the Coburg Initiative Area) and outside the core in order to provide an additional 9,805 jobs.

Of the total jobs required a decision has to be made about those that are most relevant to the core of a Principal Activity Centre (identified as The Coburg Initiative area) and those that can be appropriately located outside the core.

In order to determine the development yield potential for the core, an analysis was completed of 4 development scenarios, demonstrated in the adjoining maps and outlined on Table 15 on page 32.

1. **The Coburg Central 2020 Structure Plan** with identified yields.
2. **Concept Plan Low** - Structure Plan yields with additional development west of the railway and the south east corner of the precinct and City Oval reduced to a Cricket -sized oval allowing for a larger aquatic facility.
3. **Concept Plan Medium** - The above including replacing City Oval with a town square and minimal increases in residential or commercial activity.
4. **Concept Plan High** - The above, but retaining the City Oval at its current size and with additional residential and commercial activity.

In all scenarios the yields reflect those uses viewed as most appropriate in the core of a Principal Activity Centre and capable of achieving the 12 key principals of the project.

A comparison of yields associated with each of these scenarios is outlined in Table 15.

Those plans demonstrating each of the scenarios are outlined on the following pages. These were developed in order to consider a range of options including no development over the railway line and possible reductions to the size of the oval. These have informed a final plan which applies the yields relevant to scenario 4 but retains the current size of the oval and includes provision for development over the railway line as the preferred vision for Central Coburg.



Coburg Central 2020 Structure Plan













**Table 15. Proposed Land Use Yields for 4 Scenarios**

Land Use	Existing Central Coburg Area Floor Area m <sup>2</sup>	Scenario 1 Structure Plan 2020 Floor Area m <sup>2</sup>	Scenario 2 Concept Plan Low Floor Area m <sup>2</sup>	Scenario 3 Concept Plan Medium Floor Area m <sup>2</sup>	Scenario 4 Concept Plan High Floor Area m <sup>2</sup>
Retail Trade (Retail)	29,032	47,782	54,298	54,298	54,298
Hotel (Accommodation, Cafes & Restaurants)	11,392	17,642	30,994.0	30,994	30,994
Culture & Recreational Services (Recreation & Leisure & Open Space) *includes churches*	4,925	4,925	12,723	7,223	7,223
Manufacturing (Construction, Wholesale Trade, Transport & Storage)	1,838	-	-	-	-
Finance & Insurance + Property & Business Services (Office)	15,771	27,145	30,786.0	30,286	53,203
Government (Office)	5,187	11,460	11,460.0	11,460	11,460
Education (Education)	5,938	5,938	6,722.0	6,722	6,722
Health & Community Services (Health)	6,200	7,500	36,882	43,282	43,282 - 6,400** = 36,882
<b>Total</b>	<b>80,283</b>	<b>122,392</b>	<b>183,865</b>	<b>177,865</b>	<b>200,782</b>

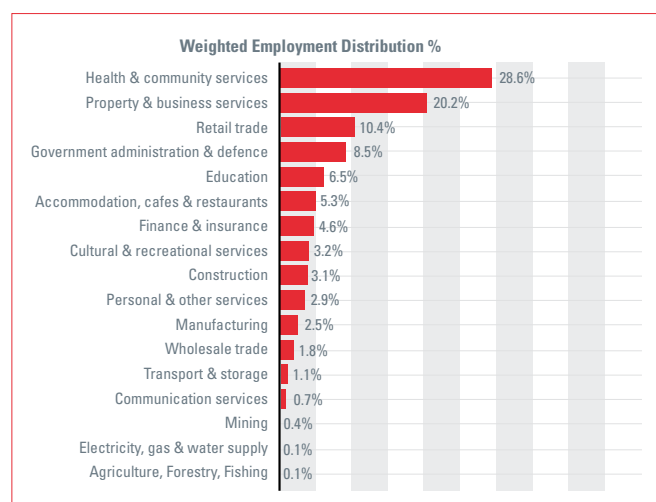
\*\* An additional 6,400 m<sup>2</sup> for an administration building in Parcel 2B has been included after finalising the documents. This has not been included in the above calculations or any of the economic analysis throughout the document and is therefore identified separately.

Assuming that employment changes are proportionate to changes in land use, and having regard to the yield and employment imperatives outlined above, the only suitable scenario is development scenario 4 – Concept Plan High Yield.

Using the yield generated per worker, per square metre as demonstrated in Table 18, it is not possible to contain all of the required increase in jobs and their associated yields within the Coburg Initiative area. Those yields proposed in Table 15 above, represent a target yield that can be provided having regard to the vision, 12 key principals, and 5 key community benefits sought for the project.

As outlined in Table 17, the target of 4,968 jobs of the total 9,805 required to achieve a Principal Activity Centre status can be appropriately achieved within The Coburg Initiative Area. Guidance regarding the likely distribution of the remaining 4,837 jobs outside the core has been established using a weighted employment distribution as outlined in the Table 16.

**Table 16. Activity Centres Weighted Employment Distribution**



These percentages have been applied to the additional 4,837 additional jobs outside the core and the distribution of this employment is presented in Table 17.

**Table 17. Employment changes to achieve Principal Activity Centre status (as compared to Box Hill)**

Industry Sector	Existing Central Coburg Employment	Total Employment required for PAC	Total new Employment required for PAC	Total new Employment generate with high yield scenario for Core/TCI	Additional required to achieve PAC in area outside Core/TCI
Agriculture ,Forestry, Fishing	12	44	32	28	4
Mining	0	21	21	0	21
Manufacturing	122	120	(2)	(122)	120
Electricity, Gas, Water Supply	3	15	12	7	5
Construction	145	150	5	(145)	150
Wholesale Trade	69	88	19	(69)	88
Retail Trade	692	1,783	1,091	589	502
Accommodation, Cafes, Restaurants	63	427	364	108	256
Transport & Storage	77	52	(25)	(77)	52
Communication Services	20	102	82	47	35
Finance & Insurance	80	492	412	190	222
Property & Business Services	303	2,000	1,697	718	979
Government	555	1,639	1,084	671	413
Education	260	607	347	34	313
Health	577	4,815	4,238	2,856	1,382
Culture & Recreation	73	263	190	34	156
Personal & Other	98	336	238	99	139
<b>Total</b>	<b>3,149</b>	<b>12,954</b>	<b>9,805</b>	<b>4,968</b>	<b>4,837</b>

Applying the weighted distribution to the remaining 4,837 jobs outside the core and establishing a yield per square metre for a worker based on existing job to floor areas provides a means of identifying future employment distribution and approximate yields to achieve the 9,805 employment benchmark.

A breakdown of the requirements for each land use category is outlined in Table 18 to follow. In summary the yield requirements are:

- > Core (TCI) 200,782 m<sup>2</sup> (existing plus high yield)
- > Outside / Remaining 156,054 m<sup>2</sup>
- > Total Central Coburg 356,836 m<sup>2</sup>

As can be seen the high yield scenario for The Coburg Initiative area provides for a total floor area 200,782m<sup>2</sup> or 56% of the identified yield to fulfil PAC status. This leaves a remaining opportunity of 156,054m<sup>2</sup> to be provided elsewhere within the Coburg PAC. This is a significant shortfall if Coburg is to fulfil its PAC status as compared to Box Hill, and highlights the importance of the Pentridge land. It is unclear to what extent existing planning approvals for the Pentridge land may already fulfil this requirement and no reliable yields have been available for this analysis.

**Table 18.** Yield requirements and split of activities to achieve Principal Activity Centre status (as compared to Box Hill)

Industry Sector	Existing Central Coburg Yields			New Yield Required		Total Yield Required		Distribution of Yield (based on High Yield TCI Scenario)	
	Existing Yield	Existing Employment	Yield generated per worker per sqm	Required PAC increase employment	Required PAC increase yield (sqm)	Total Required Employment	Total Required Yield Central Coburg (sqm)	Total Recommended outside Core (sqm)	Total Required Recommended Core /TCI (sqm)
Retail Trade (inc Personal & Other)	29,032	790	36.75	1,329	48,907	2,199	77,939	23,641	54,298
Accommodation, Cafes, Restaurants	11,392	63	180.83	364	65,811	427	77,203	46,209	30,994
Culture & Recreational Services	4,925	73	67.47	190	12,825	263	17,750	10,527	7,223
Manufacturing (inc Transport, Storage, Construction & Wholesale Trade)	1,838	413	4.45	-4	-18	409	1,820	1,820	0
Office (inc Property, Business, Finance, Insurance, Communication, Agriculture, Mining, Forestry Fishing, Electricity, Water, & Gas Services)	15,771	418	37.73	2,257	85,156	2,675	100,927	47,724	53,203
Government	5,187	555	9.35	1,084	10,190	1,639	15,377	3,917	11,460
Education	5,938	260	22.84	347	7,912	607	13,850	7,128	6,722
Health & Community Service	6,200	577	10.75	4,238	45,770	4,815	51,970	15,088	36,882
<b>TOTAL</b>	<b>80,283</b>	<b>3,149</b>		<b>9,805</b>	<b>276,553</b>	<b>12,954</b>	<b>356,836</b>	<b>156,054</b>	<b>200,782</b>

\*\* An additional 6,400 m<sup>2</sup> for an administration building in Parcel 2B has been included after finalising the documents. This has not been included in the above calculations or any of the economic analysis throughout the document and is therefore identified separately.

Notes:

- > As the purpose of this exercise is to address economic gaps in the Central Coburg offer as a Principal Activity Centre all yields exclude floor areas relating to non employment generating activities such as residential, open space and car parking.
- > The Melbourne average for the provision of retail floor space is 1.5sqm per worker. On this measure alone the required retail floor space for the current primary catchment (Coburg) is 34,883sqm (current shortfall of 5,851 sqm). However, current population forecasts for Coburg by 2031 are estimated to be between 33,832 and 37,215 when the combined effect of the revised TCI (pop 5,600) and Pentridge Land (8,360) residential development targets are added. This alone will generate a requirement of 55,823 sqm of retail in the primary catchment. Added to this, Central Coburg must own a greater portion of its secondary and tertiary catchments if it is to function as a Principal Activity Centre, and increased economic activity in other industry sectors will also drive demand for further retail activity. A yield of 77,939 sqm is therefore considered appropriate.



## 3. Economic Transformation

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A key element of the vision for Central Coburg in 2020 is to develop as the prime shopping, living and employment precinct in Moreland. In achieving this vision, those key principals most relevant will be:

- > Recognising its history while building a strong economic future;
- > Connecting all its people and generating visible local pride and ownership of place;
- > Developing its cultural vitality and embracing entrepreneurship, creativity and innovation;
- > A place that is economically and environmentally efficient, economically and socially equitable, and socially and environmentally healthy;
- > In one accessible location, mixed use development throughout that includes a range of services and community and cultural facilities that reflect a growing and diverse community;
- > Residential development that is high density, diverse, accessible and adaptable, includes affordable and social housing, and gives housing opportunities to all people; and
- > Harnessing the benefits of its close proximity to the Melbourne CBD and using its significant public transport links to strengthen Coburg's role within the northern region as a Principal Activity Centre and increasing opportunities for people for work, study and place close to home.

In fulfilling these principals the key community benefits sought are:

- > A strong local economy,
- > A great place to live, and
- > A connected community.

To achieve the vision, principals and community benefits, substantive change is required. To drive this economic transformation the following goals and objectives have been established.

## 3.1 Goals and Objectives

Based on the preceding analysis the following goals and objectives have been established for The Coburg Initiative:

	Goal – future expected outcome	Objective – measurable time limited statement of action		Goal – future expected outcome	Objective – measurable time limited statement of action
1.	Diversify and increase the business mix offer to fulfil the role as Principal Activity Centre for Moreland	<p>Based on existing yields, target:</p> <ul style="list-style-type: none"> <li>&gt; Retail space and offer by an additional 25,300m<sup>2</sup> to 54,300m<sup>2</sup></li> <li>&gt; Accommodation, cafes and restaurants by 19,600m<sup>2</sup> to 31,000m<sup>2</sup></li> <li>&gt; Cultural and recreational services by an additional 2,300m<sup>2</sup> to 7,200m<sup>2</sup> (comprising Library and Leisure Centre)</li> <li>&gt; Office (includes finance, insurance, property and business services) by an additional 37,400m<sup>2</sup> to 53,200m<sup>2</sup></li> <li>&gt; Government by an additional 6,300m<sup>2</sup> to 11,500m<sup>2</sup></li> <li>&gt; Education by an additional 1,000m<sup>2</sup> to 6,700m<sup>2</sup></li> <li>&gt; Health and community services by an additional 30,800m<sup>2</sup> to 37,000m<sup>2</sup></li> </ul>	3.	Continue to strengthen the community infrastructure offer	<p>Ensure that key community facilities fulfil a regional function:</p> <ul style="list-style-type: none"> <li>&gt; Library and Cultural Centre</li> <li>&gt; Aquatic Centre</li> <li>&gt; Town Hall &amp; Civic Centre</li> <li>&gt; City Oval</li> <li>&gt; Hospital or Major Health Facility</li> <li>&gt; Merri Community Health and other Community Health Services</li> </ul> <p>Ensure that key local community facilities are provided in a timely manner noting the following priorities:</p> <ul style="list-style-type: none"> <li>&gt; High Priority <ul style="list-style-type: none"> <li>&gt; Kindergartens</li> <li>&gt; Art Spaces</li> <li>&gt; Playgrounds</li> <li>&gt; Public secondary school</li> <li>&gt; Spaces for Young People</li> <li>&gt; Maternal and Child Health Centres</li> <li>&gt; Youth Resource Centre for the municipality</li> </ul> </li> <li>&gt; Medium and Long Term priority <ul style="list-style-type: none"> <li>&gt; Halls, meeting spaces and community centre</li> <li>&gt; Public Primary School</li> <li>&gt; Sportsgrounds</li> <li>&gt; Planned activity groups for older citizens.</li> </ul> </li> </ul>
2.	Diversify and increase the housing offer to fulfil the role as Principal Activity Centre for Moreland	<p>Target the number of residential dwellings from 61 to 2,944. Within this target aim for the following mix:</p> <ul style="list-style-type: none"> <li>&gt; Provide 20 per cent of all housing (589 dwellings) as affordable housing through the following approaches: <ul style="list-style-type: none"> <li>&gt; Development Management Agreement (DMA) initiated partnerships with housing associations '(ie. Melbourne Housing Association)'</li> <li>&gt; Housing Association initiated partnerships</li> <li>&gt; Private developer initiated partnerships with housing associations</li> </ul> </li> <li>&gt; Target groups , including provision for approximately 150 student accommodation units, 55 (10%) of public housing units and other mix in consultation with local housing agencies (i.e. St Vincent de Paul, Merri Housing services, WISHIN, Hope Street)</li> <li>&gt; Ensure that the remaining housing stock accommodates a diverse range of household types.</li> </ul>			

	Goal – future expected outcome	Objective – measurable time limited statement of action
4.	Stimulate investment	<ul style="list-style-type: none"> <li>&gt; Provide direction and certainty for investment by implementing a robust planning framework that is guided by this strategy, Built Form and Land Use Strategy, and Public Realm and Infrastructure Strategy.</li> <li>&gt; Create an attractive and functional centre by implementing a comprehensive infrastructure strategy as detailed in the Public Realm and Infrastructure Strategy.</li> <li>&gt; Support change and redevelopment that is integrated and mixed use in nature.</li> <li>&gt; Develop a comprehensive marketing strategy that guides a strong brand image and drives a targeted investment campaign, strongly founded on TCI's uniqueness as an exemplar eco city of the 21st Century.</li> <li>&gt; Continue to assemble strategic land parcels to facilitate future development.</li> <li>&gt; Guide all future development of Council land through the implementation of a Development Management Agreement.</li> </ul>
5.	Achieve a fair and prosperous economy	<p>Maximise employment opportunities to target total jobs to 8,117 (currently 3,149) in the areas of –</p> <ul style="list-style-type: none"> <li>&gt; Retail (inc Personal &amp; other Services) by up to 1,478 jobs (currently 790, target 688 new jobs)</li> <li>&gt; Accommodation, cafes and restaurants by up to 171 jobs (currently 63, target 108 new jobs)</li> <li>&gt; Cultural and recreation services to increase to 107 jobs (currently 73 jobs, target 34 new jobs)</li> <li>&gt; Finance and Insurance services up to 270 jobs (currently 80, target 190 new jobs)</li> </ul>

	Goal – future expected outcome	Objective – measurable time limited statement of action
5.	Achieve a fair and prosperous economy <i>(cont.)</i>	<ul style="list-style-type: none"> <li>&gt; Health and community services to target to 3,433 (currently 577, target 2,856 new jobs)</li> <li>&gt; Government administration and defence up to 1,226 (currently 555, target 671 new jobs)</li> <li>&gt; Education up to 294 (currently 260, target 34 new jobs)</li> </ul> <p>Build on strengths of existing businesses by:</p> <ul style="list-style-type: none"> <li>&gt; Retaining the diverse multicultural product offer</li> <li>&gt; Retaining and growing opportunities for small and start up enterprises</li> <li>&gt; Retaining and growing the full complement of daily weekly shopping and service needs</li> <li>&gt; Retaining a strong core of community services and activities</li> <li>&gt; Retaining the authentic social ambience of business and street life</li> </ul>
6.	Improve business performance	<p>Retain and expand existing and future businesses as outlined in the Moreland Economic Development Strategy 2010.</p> <p>Facilitate an 18 hour economy by:</p> <ul style="list-style-type: none"> <li>&gt; Encouraging business activities associated with entertainment, lifestyle cafes, night markets and retail activities.</li> <li>&gt; Activate public spaces through a comprehensive events program that where possible links sporting, cultural, religious, education (inc library) and trader activities.</li> </ul>

## 3.2 Precincts

Five distinct precincts emerge for the successful reinvention of Coburg as it relates to The Coburg Initiative area and are generally described as:

Precinct 1 – Station Precinct and Sydney Road

Precinct 2 – Bell Street North

Precinct 3 – Civic, Community, City Oval and Environs

Precinct 4 – Russell Street and Environs

Precinct 5 - The Boulevard and Environs

Refer Precinct Map opposite

The key economic roles for these precincts and proposed yields are described to follow. Given a key goal is to retain existing businesses their existing yields are also included.

Given that a fully integrated land use approach is key to the success of the area residential yields have been included. This also ensures that all yields outlined to achieve the goals and objectives of this strategy can be supported within The Coburg Initiative area.

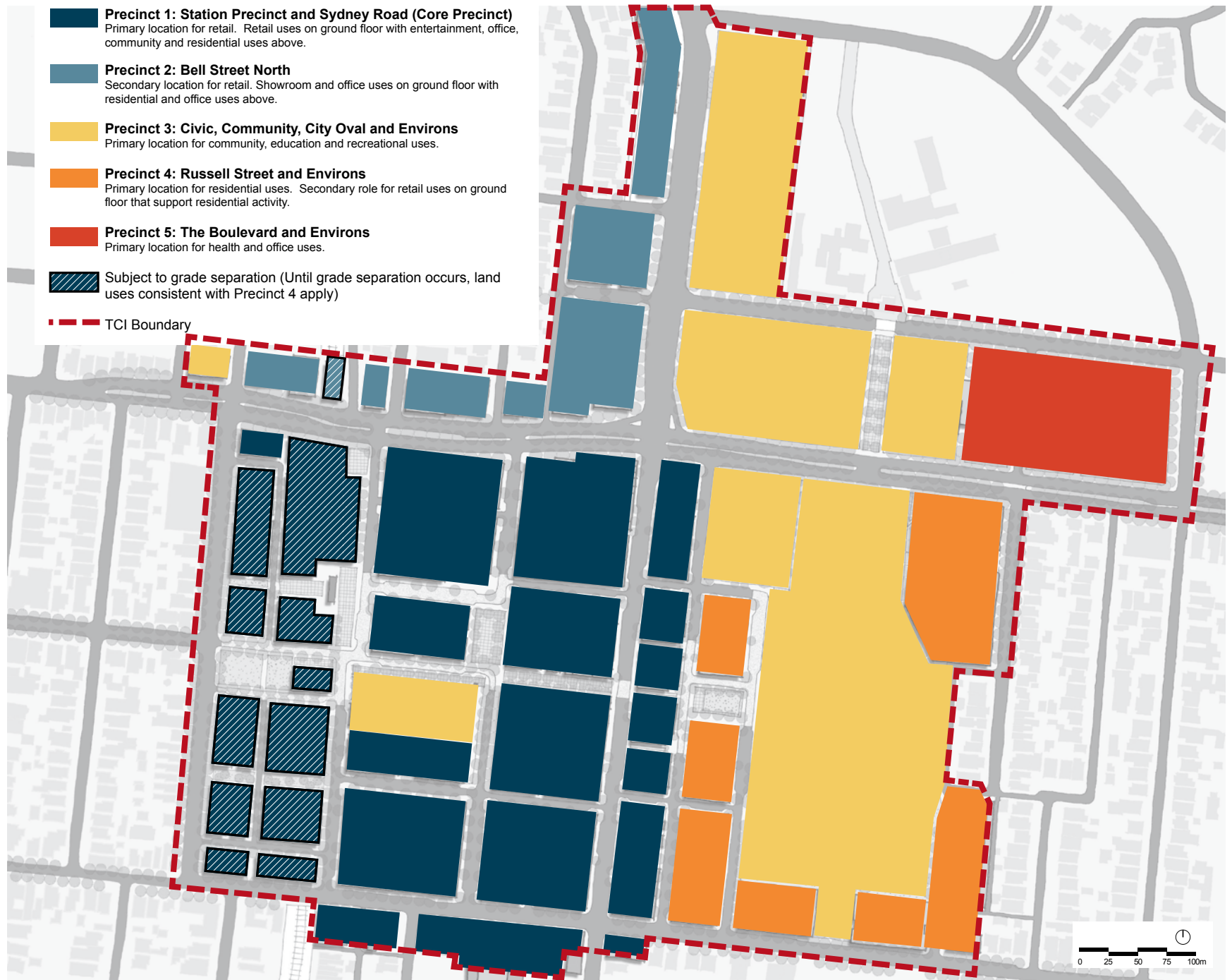
It is important to note that the yields outlined for parcel 15 are subject to rail grade separation. As this is a long term strategy the yields on parcel 15 cannot be achieved until such time as this occurs. As parcel 16 remains effectively split from the rest of Precinct 1 the yields have been kept low to reflect outcomes more in keeping with Precinct 4. Until such time as a development connection between parcels 15 and 16 can be made, yields more reflective of Precinct 1 will not be determined.

While not intended to be fixed in application, changes to the target yields nominated for each precinct and parcel must be considered in terms of suitable trade off locations for introducing alternative yields, and uses should be identified and applied to alternative parcels and confirmed as achievable before being considered. It is recognised that these targets need to be reviewed annually as development progresses and the economic impacts are assessed.

The provision of car parking to support these uses and the management of the interface between these uses and public areas (particularly town squares and leisure and recreation areas) is outlined in the Public Realm and Infrastructure Strategy and Built Form and Land Use Strategy respectively.



*Potential Development Parcels*





### 3.2.1 Precinct 1: Station Precinct & Sydney Road

(Includes parcels: 1, 3, 9, 10, 11, 12, 13, 14B, 15 and 16 – Note: Option B reflects absence of grade separation. Yields for parcel 16 could increase if this were to occur)

Role: Mixed Use - Primary retail location on ground floor to maximise active street frontages with office, community uses, and entertainment primarily provided above the ground floor. Retail and hospitality activity should leverage interface with public squares and large format retailing is best suited to areas not adjoining these spaces or located at upper levels. Apartment development and visitor accommodation (associated with main road frontage) that can sustain low car dependency to be provided above ground level. Strong focus on uses that support an 18 hour economy and that provide comprehensive daily/weekly shopping needs.

**Table 20. Primary Yields Precinct 1: Station Precinct & Sydney Rd**

Category	Gross Target Yields (m <sup>2</sup> ) Option B = Parcel 15 removed
Retail Trade	61,955 (less 3,920 in parcel 15 for Option B)
Accommodation, Cafes, Restaurants	10,920 (plus part retail above)
Cultural & Recreational Services	0
Manufacturing	200
Office	40,651 (less 3,800 in parcel 15 for Option B)
Government	4,530
Education	0
Health & Community Services	11,900 (possible part office yield above)
Residential	138,250 (less 49,840 in parcel 15 in Option B)
TOTAL	268,406 (210,846 where parcel 15 removed in Option B)

### 3.2.2 Precinct 2: Bell Street North

(Includes parcel: 17 and guides land uses north of the parcel and south of precinct 1)

Role: Mixed Use – Secondary retail location more suited to retailing that is destination or single purpose trip in nature with showroom and office on ground floor, and residential and office above. Emphasis on larger format showrooms utilising main road exposure, and apartment development above that can sustain low car dependency.

**Table 21. Primary Yields Precinct 2: Bell Street North**

Category	Gross Target Yields (m <sup>2</sup> )
Retail Trade	8,204
Accommodation, Cafes, Restaurants	2,000
Cultural & Recreational Services	0
Manufacturing	0
Office	5,950
Government	(possible part office &/or residential yields)
Education	(possible part office &/or residential yields)
Health & Community Services	0
Residential	51,950
TOTAL	67,744

### 3.2.3 Precinct 3: Civic, Cultural, City Oval & Environs

(Includes parcels: 6 and 14a)

Role: Mixed Use – Primary community, education and recreation uses location that provides cultural and spiritual hubs, an active recreation hub, and complimentary uses to the regional library in Precinct 1 in order to complete an information and learning hub. It is not envisaged that there will be substantial change in the activities in these areas and the emphasis is to strongly support the existing cultural, religious, educational and local government activities particularly with regard to the town hall and the existing recreational hub.

**Table 22. Primary Yields Precinct 3: Civic, Cultural, City Oval & Environs**

Category	Gross Target Yields (m <sup>2</sup> )
Retail Trade	1,260
Accommodation, Cafes, Restaurants	0
Cultural & Recreational Services	3,000
Manufacturing	0
Office	1,260
Government	0
Education	0 (up to 14,000m <sup>2</sup> desirable)
Health & Community Services	0
Residential	4,400 (44)
TOTAL	15,420

3.2.4 Precinct 4: Russell Street & Environs

(Includes parcels: 4, 5, 7 and 8)

Role: Mixed Use – Primary residential location with secondary roles for retail on ground floor that supports residential activity (such as dry cleaners, laundromats, newsagents, minor pharmacy, and car hire, and home based business activity such as cafes, stationery supplies, and printing), and minor office activity. Apartment development that accommodates a wide range of household types (including home office activity) and not necessarily constrained to low car dependency. Minimal retail and hospitality activities should leverage public squares and park spaces.

Table 23. Primary Yields Precinct 4: Russell Street & Environs

Category	Gross Target Yields (m²)
Retail Trade	4,053
Accommodation, Cafes, Restaurants	(part above)
Cultural & Recreational Services	0
Manufacturing	0
Office	1,275
Government	0 (move to multipurpose facility in Pavilion)
Education	0
Health & Community Services	4,400
Residential	89,660
TOTAL	99,388

3.2.5 Precinct 5: The Boulevard & Environs

(Includes parcels: 2 and 18)

Role: Primary health and office location. There is considerable scope to include additional office space in association with the civic centre that can also support the activities of a hospital or major health facility, and complete the range of activities that establish a health and wellbeing hub. As a land mark building the hospital or major health facility will mark the gateway to Coburg Central from the east.

Table 24. Primary Yields Precinct 5: The Boulevard & Environs

Category	Gross Target Yields (m²)
Retail Trade	0
Accommodation, Cafes, Restaurants	0
Cultural & Recreational Services	0
Manufacturing	0
Office	(part office below)
Government	16,035
Education	0
Health & Community Services	22,897 6,400**
Residential	0
TOTAL	38,992 + 6,400** = 45,332

\*\*An additional 6,400 m². for an administration building in Parcel 2B has been included after finalising the documents. This has not been included in the above calculations or any of the economic analysis throughout the document and is therefore identified separately.

A summary of the precinct yields is outlined below.

**Table 25. Summary of Precinct Yields**

Category	Proposed Yields (GFAm <sup>2</sup> )								
	Precinct 1		Precinct 2	Precinct 3	Precinct 4	Precinct 5	Total	Target	Difference (less residential)
	Option A	Option B							
Retail Trade	61,995	58,075	8,204	1,260	4,053	0	75,512	54,298	21,214
Accommodation, Cafes, Restaurants	10,920 Plus part retail below		2,000	0	Part retail above	0	12,920	30,994	-18,074
Cultural & Recreational Services	0		0	3,000	0	0	3,000	7,223	-4,223
Manufacturing	200		0	0	0	0	200	0	200
Office	40,651	36,851	5,950	1,260	1,275	0	49,136	53,203	-4,067
Government	4,530			0	0	16,035	20,565	11,460	9,105
Education	0			0	0	0	0	6,722	-6,722
Health & Community Services	11,900		0	0	4,400	22,897	39,197	36,882	3,000
Residential (dwellings)	138,250	88,410	51,590	4,400	89,660	0	283,900	N/A	N/A
	(1,340)	(496)	(515)	(44)	(1,045)	(0)	(2,944)	(2,944)	(0)
TOTAL	<b>268,446</b>	<b>210,886</b>	<b>67,744</b>	<b>9,920</b>	<b>99,388</b>	<b>38,932**</b>	<b>484,430</b>	<b>200,782</b>	<b>433</b>

\*\* 6,400 m<sup>2</sup> for an administration building in Parcel 2B has not been included in any economic analysis throughout the documents and is therefore identified separately.

It is important to note that 57,560sqm of yield provided for in Precinct 1 can only be realised in the event that the railway line is undergrounded. This is not envisaged to occur in the short to medium term and yields within Parcel 16 should be restrained until grade separation has been scheduled as suggested by the yields currently allowed for in Precinct 1.

### 3.2.6 Community

The yields proposed under the previous precinct discussion provide for a range of activities that also support a preferred approach of clustering activities in The Coburg Initiative to achieve 6 important hubs of community infrastructure:

Hub 1 – Local Community Hub, a place where local open space, meeting spaces, access to information and schooling is provided within walkable access.

Hub 2 – Information and Learning Hub, a place where access to information, library services, meeting spaces, community education and post school education is possible.

Hub 3 – Cultural and Spiritual Hub, a place that provides spaces for reflection, meeting spaces, performance and exhibition spaces, large events, and respects cultural and spiritual diversity.

Hub 4 – Health and Wellbeing Hub, a place where health and outreach services, community support, legal services, affordable recreation/leisure opportunities and family focus is provided.

Hub 5 – Active Recreation Hub, a place where indoor and outdoor recreation, low cost recreation opportunities, and activities for young people and families is provided.

Hub 6 – Workplace Neighbourhood Hub, a place where the community can genuinely work, reside and recreate (live work and play) in the one location.

Social sustainability is the investment and use of social resources to meet the need of current generations without compromising the

capacity of future generations to realise their aspirations. The social sustainability of Coburg requires foresight in planning to ensure that investment in social infrastructure facilitates just and equitable social outcomes now and into the future. Additionally, the established communities within Coburg must not be disadvantaged or displaced by the development of the centre.

Social planning objectives have been developed to guide decision-making with respect to the planning and provision of social, recreational and cultural facilities and services in Central Coburg. These reflect existing state and local policy directions and the findings of the research and consultation process undertaken to develop the social and cultural needs assessment. The objectives have been developed to support an integrated approach to planning and service delivery and to ensure that key social values inform future initiatives.

Social planning objectives for Central Coburg 2020 include:

- > integrating municipal and regional community services that will support the role of the centre as a community hub;
- > developing the role of the centre in building community capacity and creativity through access to space, resources, knowledge and learning;
- > planning for sustainable models of service delivery, that are effective in the delivery of identified social outcomes and responsive to changing needs over time;
- > optimising the use of public space for informal leisure and social interaction;
- > providing opportunities for the expression and integration of cultural heritage and identity;

- > providing multi-modal access to the centre (i.e. planning for the use and integration of different types of transport into the centre);
- > optimising pedestrian and cycling connectivity of the centre with surrounding areas; and
- > supporting the value of social diversity through the housing, service and facility mix provided in the centre.

These objectives acknowledge the complementary roles of the centre as a focus for civic and community activity, both through the provision of facilities and services and the design of public spaces to support community interaction. The principals support key state and local policy objectives to improve the integration, flexibility and efficiency of social infrastructure, and imply a partnership approach to future initiatives.

#### Identifying Community Infrastructure Needs

In determining the future needs of Central Coburg, a Social, Cultural and Leisure Needs Assessment has been completed. An initial assessment based solely on population benchmarks has revealed a number of priorities for community infrastructure in Coburg. Refer Appendix 5.1 for a full assessment

High priorities for Coburg Central are:

- > Kindergartens
- > Arts spaces
- > Playgrounds
- > Public secondary school; and
- > Spaces for young people

Medium and long term priorities are:

- > Halls, meeting spaces and a community centre
- > Public primary school
- > Maternal and Child Health Centres
- > Sportsground
- > Youth Resource Centre for the municipality
- > Planned activity groups and activities for older citizens

These priorities will need to be assessed in relation to capacity, demand and policy directions in detail however a strategic approach to community infrastructure delivery will involve:

- > Linking Coburg with surrounding areas and consolidate the service and facilities
- > Providing access to information through all community facilities
- > Providing meeting spaces that are flexible enough and are appropriate scale to meet a range of needs and functions
- > Providing more health services and family and children's services
- > Providing more youth and family friendly spaces
- > Creating safe, sustainable and culturally sensitive spaces
- > Increasing capacity for library services
- > Improving standards of ageing facilities, including disability access

In addition to those projects identified in the Public Realm and Infrastructure Strategy that will address this strategic approach, the following projects summarised in Table 26 to follow are therefore necessary.

## Key Decisions

### 1. Regional Facilities

A key function of a Principal Activity Centre is to offer activities that serve a metropolitan or regional function. To this end a number of Council community facilities have been identified as appropriately serving such a function, namely; City Oval, Coburg Leisure and Aquatic Centre, Coburg Library and Town Hall and Civic Centre.

The options outlined for these facilities (outlined Table 26) recognise that Council has resolved to keep City Oval in its current form and therefore operating as a regional sportsground. Locations for additional sportsgrounds and/or alternative regional sportsgrounds have also been identified.

The next key decision is to confirm Council's desire to establish a regional leisure and aquatic facility. As this cannot be accommodated in the current configuration of City Oval a decision to establish such a facility requires either an alternate site (identified as Murray Road) or the reconfiguration of City Oval. If the existing local facility is retained this means that reuse options for other high priority facilities such as child care and senior citizens facilities will require purpose built facilities on alternate sites.

The brief for the library and Town Hall and Civic Centre have been prepared to serve a regional service function.

### 2. Confirmation of priorities

Sequencing of the provision of Council's new and /or refurbished community facilities is clearly an important factor that has the potential for flow on implications for land assembly and staging. For this reason Table 26 outlines the suggested sequencing of projects and preferred location for each facility. Ultimately this will inform future financial modelling for these projects.

To assist in this sequencing it is also important that capacity to temporarily locate facilities is enabled. The creation of multipurpose facilities at the Court House and City Oval Pavilion will assist in creating this capacity.



**Table 26. Council and Community Proposed Facilities Projects**

Community Infrastructure Projects * Indicative costs - QS report has not been undertaken	Current Size (NLA m²)	Area Required (NLA m²)	External Space Required (m²)	Indicative Cost (\$M)	Prioritybased on pop’ forecasts 1 = 0-5 yrs, 2 = 5 -10 yrs, 3 = 10yrs+	Priority based on community feedback	Recommended Location by Parcel (Refer Appendix 5.1, A = Preferred Option)		
							A	B	C
Information & Learning Hub									
- Regional Library	1,925	3,519	0	15 - 20		1	1C	3B	None recommended
- Youth Facility	0	1,911	0	5.6	1		Flexible		
Leisure & Aquatic Centre:									
- local facility (current location)	3,145	0	0	0		1	6	N/A	N/A
- regional facility (inc. 50m pool requires oval reconfiguration)	0	8,500	0	40-50		1	To be confirmed		
City Oval:									
- Pavilion upgrade to allow multipurpose use	125	375	Same	3	2		0	N/A	N/A
- reconfigured to open up	42,050	Same	Same	Refer PR&IS	2		2	Additional/Alternative sportsground possible at De Chene or McDonald reserves	
- reconfigured to allow expansion of leisure centre*	42,050	Same	Same	Refer PR&IS	2				
Coburg Bowls Club	425 club 2,914 greens	0	0	0	Nil		To be confirmed		
Child Care:									
- Coburg Children’s Centre	575 floor space 501 play area	1,384	2,756	5		1	8A	2B	None recommended
- Maternal and Child Health Centre	75	385	77	(inc. above)		1	8A	6	None recommended
Coburg Historical Society	175m² cottage 111m² annex	133	0	0.4 - 0.5			18C as is with new annex	17A (Court House)	18C (grd flr new bldg)
Senior Citizens Facilities:									
- Coburg Senior Citizens	247	(inc below)	0	tba	2	1	8A	18 pt Merri Comm	None recommended
- Senior Planned Activity Group		100	0	tba	2	1	8A	18 pt Merri Comm	None recommended
- Bob Hawke Kitchen	860	260 + vehicle access	0	2.5	n/a	1	8A	18 pt Merri Comm	None recommended
Civic Centre	5,000	8,583	0	30 - 32		1	2A	None recommended	
Town Hall & Meeting Spaces	(inc.above)	Add Elm Grove	0	(inc. above)	2	1	2E & inc with other facilities	None recommended	
			TOTAL	104.25 – 121.35					

### 3.3 Land

Land ownership in Central Coburg is characterised by numerous land owners and most with small land holdings. Many of these have been owned for many years with little reinvestment or renovation. Larger plots of land within the centre are owned by a number of owners. These include: the State Government (VicTrack operated land); Crown land (reserves and community facilities); two developers on the Pentridge land; and Council land (car parks, civic precinct, community facilities, parks and Coles operated sites).

Those holdings within The Coburg Initiative area that are of most note however are owned by Council and the State Government as shown in the map right.



### 3.3.1 Transaction Strategy

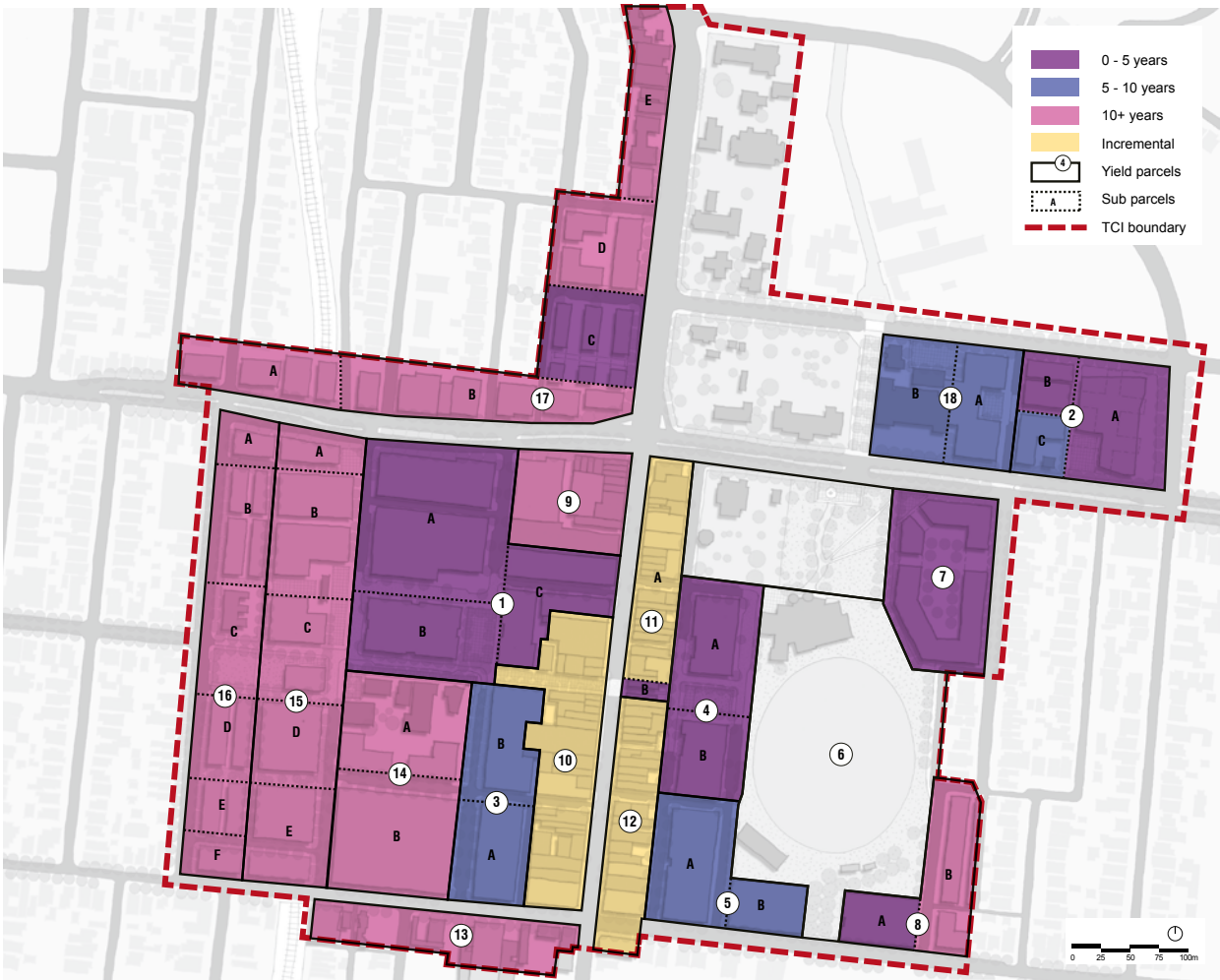
As outlined earlier Council holds a number of existing key land parcels in The Coburg Initiative area. In managing the future development of this land, Council has indicated its preferred approach is to retain ownership to provide an ongoing funding stream for the operation and maintenance of the Coburg Initiative area. In the current market, Council is exploring sale of land for residential activity. This is likely to utilise strata titles. As a result, it is likely that a mixture of approaches will be required to deal with this land.

Added to Council's preferred long term land management approach is the need to retain significant parcels of space for the purpose of public car parking provision (outlined in detail in the Public Realm and Infrastructure Strategy) . As significant areas of basement car parking for public purposes are required under virtually every Council owned land parcel, Council will seek to retain ownership of this layer of the development. In effect the new opportunity is to develop above these parcels. Each development will be assessed on a case by case basis in order to maximise the benefit to Council and the community.

### 3.3.2 Land Staging

The following map outlines the proposed staging of development within The Coburg Initiative having particular regard to:

- > existing approved projects,
- > projects currently being investigated ; and
- > those viewed as high priority catalyst projects occupying land parcels that are largely assembled.



Staging

## 4. Expected Outcomes

### 4.1 Economic Impact

An economic impact assessment was completed for all four development scenarios outlined in Section 2.3.2. As scenario 4 was best able to fulfil the development objectives outlined in Section 3.1, only the assessment relating to this scenario is included in this report.

Under scenario 4, employment in the Coburg Initiative Area is projected to increase by 4,968 jobs across the following industry sectors:

Industry Sector	Marginal Employment Change
Retail Trade	688
Accommodation, Cafes, Restaurants	108
Cultural & Recreational Services	34
Manufacturing	-413
Office	990
Government	671
Education	34
Health & Community Services	2,855
TOTAL	4,968

### 4.1.1 Methodology

Developed by Compelling Economics, REMPLAN is an established, tested and proven economic analysis package that has been applied by economic development practitioners and researchers in government agencies, universities and consulting firms for more than 10 years. It is underpinned by a high level of transparency and external review.

REMPAN is automated and systemised software that processes the building and updating of region-specific input-output economic models. Place of work employment data from the Census is the basis upon which industry size and composition is estimated at the regional scale. National accounts data is then applied to the employment profile in order to estimate the value of output by industry and the proportions of output spent on wages and salaries. Place of work employment data is the basis in REMPLAN for estimating local demand by industry for intermediate goods and services as well as the capacity for the local economy to supply a proportion of those goods and services.

To understand the likely implications of these projected future changes to the Moreland economy, the marginal employment changes detailed above have been applied to a model of the current Moreland economy as a “what if” scenario. That is, if these changes were to occur today, what would the likely flow-on implications be for the local economy?

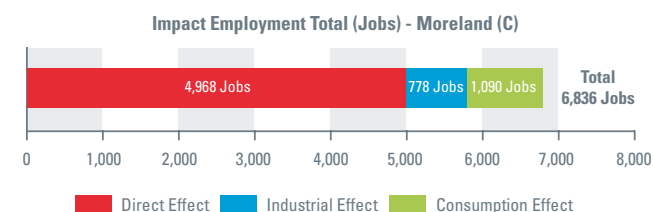
### 4.1.2 Employment impacts

From an expansion in the economy corresponding to a direct increase of 4,968 jobs, flow-on industrial effects in terms of local purchases of goods and services are anticipated. It is estimated that these indirect impacts would result in the gain of a further 778 jobs. This represents a Type 1 Employment multiplier of 1.157.

The increase in direct and indirect economic activity is expected to result in an increase in the wages and salaries paid to people working in the Moreland economy. A proportion of these wages and salaries is typically spent on consumption and a proportion of this expenditure is likely to be captured in the local economy. The consumption effects under this scenario are estimated to further boost employment by 1,090 jobs.

Total employment, including all direct, industrial and consumption effects is therefore estimated to increase by up to 6,836 jobs. This represents a Type 2 Employment multiplier of 1.376. That is, for every 10 direct jobs created under this scenario, a further 3 to 4 jobs would be generated once flow-on industrial and consumption effects are taken into consideration.

This impact is summarised as follows:





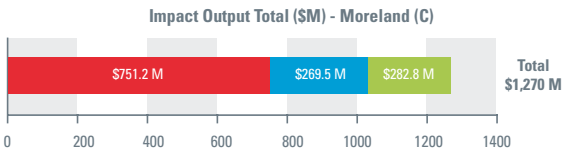
### 4.1.3 Output Impacts

The creation of 4,968 jobs under this scenario would correspond to a direct increase in output of an estimated \$751.2 million. From this increased economic activity it is estimated that the demand for intermediate goods and services in the local economy would rise by \$269.5 million. This represents a Type 1 Output multiplier of 1.359. These industrial effects include multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy.

The increases in direct and indirect output would typically correspond to the creation of jobs in the economy. Corresponding to this change in employment would be an increase in the total of wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated at \$282.8 million.

Total output, including all direct, industrial and consumption effects is therefore estimated to increase by up to \$1.27 billion. This represents a Type 2 Output multiplier of 1.690. That is, for every additional dollar of direct output generated under this scenario, the broader economy could expand by up to a further \$0.69 once the flow-on industrial and consumption effects are taken into consideration.

This impact is summarised as follows:



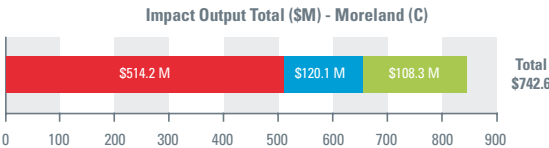
### 4.1.4 Value-Added Impacts

From a direct increase in output of \$751.2 million the corresponding increase in direct value-added is estimated at \$514.2 million. From this direct expansion in the economy, flow-on industrial effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to value-added of \$120.1 million. This represents a Type 1 Value-added multiplier of 1.233.

The increase in direct and indirect output and the corresponding boost to jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost value-added by \$108.3 million.

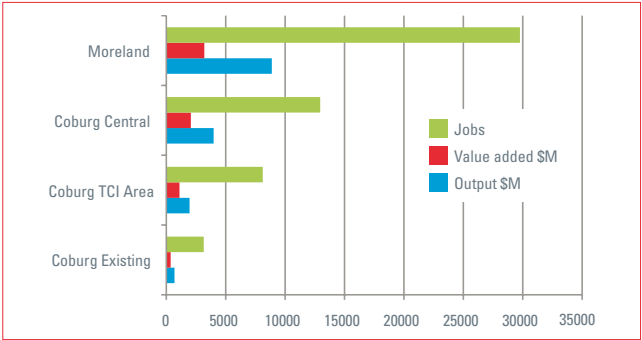
Total value-added, including all direct, industrial and consumption effects is therefore estimated to increase by up to \$742.6 million. This represents a Type 2 Value-added multiplier of 1.444.

This impact is summarised as follows:



Further analysis was completed to understand the expected economic impacts for the employment projections for Central Coburg as a whole as well. These are included in the summary outlined in the table adjacent.

### Coburg and Moreland economic impact



It is clear that the combined effect of yields and employment targets projected for The Coburg Initiative area and remaining areas outside the core (identified as Central Coburg in the graph) begins to see the creation of a precinct that significantly contributes to the Moreland economy in terms of jobs, output and value add. If the changes proposed were to occur today the likely flow on implications are that Central Coburg will provide as many as:

- > 12,954 jobs – almost half (43%) of all jobs in Moreland (currently 29,764)
- > \$3.2 billion in estimated output/gross revenue generated by business – or more than a third (36%) of Moreland's total output (currently \$8.8 billion, of which manufacturing is the biggest provider at 39%)
- > \$1.7 billion in value added /marginal economic value – or half of Moreland's total marginal economic value (currently \$3.4 billion, of which manufacturing is again the biggest provider at 22%)

The restructuring of Central Coburg to a Principal Activity centre will diversify the whole of the Moreland economy, creating an important opportunity for economic resilience not currently afforded to an economy so dependent on manufacturing.

## 4.2 Community Benefit

This section identifies the key areas of the Coburg Initiative development that will deliver benefits to the Coburg community and wider Moreland. Under each development area there is a brief summary of the context and key issues, related projects, and a more detailed list of the anticipated community benefits.

Related projects and initiatives are listed which are currently being delivered in Coburg or are planned for the future. These projects are the vehicle for delivering the community benefits and are the links between identified issues and community benefits of the Coburg Initiative. Community benefits are derived from the Coburg Investment Logic Maps (ILMs).

### 4.2.1 Quality Diverse Housing

#### Context

- > ILM Benefit 3 – A great place to live
- > ILM Benefit 4 – A connected Community
- > ILM Benefit 5 – Leading Environmental benefits

Housing is a key component of the Coburg redevelopment that will deliver a significant community benefit to the city. As part of the Coburg initiative, approximately 3000 new dwellings will be provided within the activity centre, including 20% affordable housing on Council owned land, and encouragement for private sector development to include 20% affordable housing as well.

The Coburg Initiative encourages diverse, accessible, flexible and appropriate housing to cater for all members of the community across life stages. Diversity of housing, including provision of social and affordable housing, can ensure stability of tenure for all members of the community. A housing mix can reduce the development of socio-economic enclaves and associated stigma, creating a more inclusive and stronger community.

Improved density of housing will increase activity and viability of businesses, as well as more vibrant and safe places, especially at night. Higher density housing can also be more environmentally friendly by reducing the urban footprint, providing more efficient use of land resources and encouraging public transport use when housing is well located. The design and construction phases and choice of housing materials should draw on environmentally sustainable development (ESD) principals.

The Department of Planning and Community Development (DPCD) generally describes medium density housing as more than one dwelling on an ordinary house block, or any form of attached housing such as townhouses or apartments. High density housing generally refers to apartments and multi-storey towers. The best outcome to achieve housing goals in Coburg would be medium density housing. Medium and higher density living also increases the demand for quality public and green spaces that are sensitively linked to housing.

#### Key Issues

- > Need to increase residential density overall, and potential for high density housing in particular areas
- > Changing housing market
- > Providing a mix of appropriate and flexible housing
- > Creating a more active, safe and vibrant community as more residents live in the activity centre and provide informal surveillance
- > Inclusive housing options for all members of the community and reduction of socio-economic enclaves
- > Need for sensitive linkages between housing and public and green spaces
- > Environmentally sustainable development

#### Related projects:

- > Shop-top housing (new build and refurbishment) including partnerships with Housing Associations

#### **Related projects:**

- > Shop-top housing (new build and refurbishment) including partnerships with Housing Associations
- > 20% of all housing on Council-owned land to be delivered as affordable housing, and encourage private developers to do the same
- > Housing capacity project through the DPCD
- > Mixed residential developments with a range of tenures and price points including those wishing to downsize, student housing and specific sites for vulnerable tenants (low-income, rooming houses, special needs)
- > Residential development in air rights over car parks
- > New build community facilities to include affordable housing

#### **Anticipated Community Benefits:**

- > Inclusive community by reducing the existence of enclaves and the potential for stigma attached to housing type
- > Vibrant and safe community
- > Healthy community due to housing stability
- > Distinct sense of place
- > Improved quality of life
- > Improved local economy

### **4.2.2 Civic Spaces**

#### **Context**

- > ILM Benefit 2 – Quality spaces and services for people
- > ILM 4 – A connected community.

Central Coburg is currently home to a number of important civic buildings for Moreland, including the Municipal Offices, Council Chambers and the Town Hall. There is an opportunity to build on this clustering to become a stronger civic precinct with high utilisation and enjoyment of civic facilities.

The civic precinct, and particularly the Town Hall, are under-utilised and fail to act as a central meeting point for the community. Improved linkages between the civic precinct and the central core of Coburg would increase patronage and safety. Currently the traffic and roads (particularly Bell Street) act as major barriers.

The improved civic precinct can enhance the sense of place and connection. Engagement with the local government and democratic processes will also be strengthened.

### **4.2.3 Health and Wellbeing**

#### **Context**

- > ILM Benefit 1 – A strong local economy
- > ILM Benefit 2 – Quality spaces and services for people
- > ILM Benefit 3 – A great place to live

Access to community services and facilities is at the core of community health and wellbeing. The Coburg Initiative has a strong focus on co-located service delivery and community hubs. The co-location and hubs models are supported by State and local policy (activity centres planning), and aim to provide more efficient service provision and equitable access than traditional stand-alone facility models.

The range of health services available in Coburg must meet the needs of the community at each different life stage, including services for infants and children, families, young people and older people; and at the same time be flexible enough to adapt to a changing community.

Council research has identified that most health and support services are at or near capacity in Coburg and the infrastructure of existing services is ageing. Satisfaction surveys with the current services is low, although the accessibility of community health services in Central Coburg is valued by residents, especially being able to walk to all services within the same area. The Coburg Initiative should deliver services that build on current accessibility and improve capacity and availability of health services in Central Coburg.

Improved access to health services can improve quality of life through enhanced health and wellbeing and social connectivity. However, in order to produce these benefits there should be no barriers to services, whether cost, cultural understanding, level of ability or transport and distance from other services. By delivering health services through the co-location approach, social connectivity and strength is enhanced, and there are increased opportunities to build both informal and formal community networks.

#### **Key Issues**

- > Build on current successes in community services, namely that services are all within walking distance of each other.

- > Co-location as a service model
- > Current services at capacity, infrastructure is ageing and satisfaction is low
- > Flexible services with the ability to cope with demographic change and changing work patterns
- > Increase social connectivity resulting in increased social capital

#### **Related projects:**

- > Moreland Combined Community Health Centre
- > New Maternal and Child Health Centre
- > Regional Aquatic Centre

#### **Anticipated Community Benefits:**

- > Healthy community
- > Inclusive community
- > Improved quality of life
- > Improved delivery of and access to health and community services
- > Increased social capital, through increased opportunities for positive social interaction

## **4.2.4 Information and Learning**

### **Context**

- > ILM Benefit 1 – A strong local economy
- > ILM Benefit 2 – Quality spaces and services for people
- > ILM Benefit 3 – A great place to live
- > ILM Benefit 4 – A connected community

Council research shows that the Library is the most successful community space in Coburg and it is seen as a key community service and meeting point. The location is important as it ties into the Victoria Street Mall, also an important community space in Coburg. To build a sense of place, Coburg needs to retain those aspects which create community at present, build on them and improve them. Redeveloping the library into an Information, Learning and Cultural Hub is a good example of how a facility can deliver the community benefit of sense of place to Coburg.

The planned expansion of the Coburg Library will include linkages to public arts, education providers, training services, community events and spiritual places. There will be a focus on providing new media technologies and modern library services. The Library and Cultural Centre offer an opportunity to showcase Coburg's cultural diversity in community events, art, displays, education and community groups; which can increase sense of place and pride in Coburg.

Increased access to information and learning opportunities can enhance social connectivity, and open up employment opportunities. It can also create a more informed and therefore empowered community, which in turn can increase social capital in Coburg.

By delivering education and information services through an improved library and cultural centre, social connectivity and strength is enhanced, and there are increased opportunities to build both informal and formal community networks.

### **Key Issues**

- > Build on current success of the library
- > Redevelop library facilities to include linkages to lifelong learning, education providers, formal and informal training, public arts, community events and spiritual places
- > IT literacy & new media technologies
- > Celebrate the cultural diversity of Coburg

### **Related projects:**

- > Redevelopment of Coburg Library to an Information, Learning and Cultural Hub that will include larger activity spaces, collection spaces, art spaces, new technologies, more computers, and a recording studio and other facilities. Coburg library will also increase opening hours.
- > Expand the current high level of program provision including holiday programs, reading sessions, book clubs, training sessions and talks
- > Partnership and training through Moreland Adult Education

### **Anticipated Community Benefits:**

- > Increased social capital
- > Improved quality of life

- > Improved delivery of and access to information and education services
- > Culturally enriched community
- > Increased opportunities for positive social interaction
- > Informed and empowered community
- > Sense of place

## 4.2.5 Leisure and Recreation

### Context

- > ILM Benefit 1 – A strong local economy
- > ILM Benefit 2 – Quality spaces and services for people
- > ILM Benefit 3 – A great place to live
- > ILM Benefit 4 – A connected community
- > ILM Benefit 5 – Leading environmental benefits

Council research identifies that most recreation service areas are working well, but there is a need to continue to support programs for older adults and ethnic specific groups; provide low cost recreational activities; improve information about recreational programs; and to better link the open space with Central Coburg.

City Oval will be opened up to the public which will encourage passive recreation and provide for an increase in open space that can be used by all members of the community. With the adjoining Bridges Reserve, the oval will form the 'green lungs' of Central Coburg but must be well linked to the downtown area in order to result in high patronage, and therefore the most community benefit.

An option for the Coburg Leisure Centre is to relocate to the Coburg Olympic pool site in order to provide a regional comprehensive indoor/outdoor recreation and aquatic centre for Coburg.

Accessible recreation and leisure services will result in a healthier, more active community through increased activity as well as building social connectivity through opportunities for positive social interaction. By ensuring recreational and leisure services are accessible to the whole community – across age groups, cultural background, gender and level of ability - the result will be a more inclusive community overall.

### Key Issues

- > Improve access to recreational activities – physical linkages to Central Coburg, culturally accessible and low cost options available.
- > Improve programs for older adults and ethnic specific groups
- > Physical space for administration and community involvement

### Related projects:

- > City Oval to be opened up as public space
- > Possible relocation of Coburg Leisure Centre with Coburg Olympic outdoor pool to create a regional comprehensive indoor/outdoor recreation and aquatic centre for Coburg.

### Anticipated Community Benefits:

- > Healthy and active community
- > Inclusive community
- > Sense of place
- > Increased community connection
- > Improved quality of life



## 4.2.6 Public Realm

### Context

- > ILM Benefit 1 – A strong local economy
- > ILM Benefit 2 – Quality spaces and services for people
- > ILM Benefit 3 – A great place to live
- > ILM Benefit 4 – A connected community
- > ILM Benefit 5 – Leading environmental benefits

In order to maintain and enhance a sense of place, to build community pride and connectivity and celebrate the culture and diversity of Coburg, the activity centre must have well-designed public realm – its spaces and places.

The public realm includes streetscapes, open space, urban design and landscaping, informal meeting spaces, public art and other features that celebrate Coburg's heritage, culture and diversity. The Coburg Initiative aims to create welcoming places that cater for all members of the community and are places where people can meet informally and build community connections to create a safe, more vibrant and healthy community, 24 hours a day.

Currently, Coburg does not have a large amount of open space, informal meeting space or other areas which are pedestrian-friendly. The most successful example of the existing public realm is Victoria Street Mall, including the seating outside the library. Victoria Street Mall maintains high utilisation and genuine enjoyment by the local community, indicating that additional public spaces like this would make Coburg a better place to frequent.

Coburg has a proudly diverse community and a heritage that should be celebrated throughout the centre to contribute to a sense of place and community. One element is public art, which is currently lacking in Coburg. Meeting spaces, public art and streetscapes would all play a part in building a strong sense of place and improving amenity in Coburg.

Structure planning highlights the importance of retaining an active arts presence in Coburg. By supporting arts workers through local commissions for public art, providing studio space and affordable housing options, a creative element can be protected and fostered in Coburg.

Residents feel that most areas of Coburg are 'car-centric' and that traffic and car parks dominate pedestrians. Redesigning the public realm to reclaim many of the car parking expanses for more active, ground level uses with active interfaces, would increase patronage and vitality and improve safety. The increased value of the public realm as a welcoming, pedestrian- friendly space would be a community benefit.

Currently, the centre of Coburg is empty in the evenings, making it feel unsafe and undesirable. There is a negative perception of the young people who use the city at night. The public realm in Coburg needs to be active and vibrant at all times during the day to foster safety, and young people need to be better engaged in the community to reach full community benefit.

By investing in and improving the public realm in Coburg, the end result would be safe, vibrant community with a strong sense of place and increased amenity.

### Key Issues

- > Places to meet and create community connections
- > Retaining and building on the sense of place, including spaces like Victoria Street Mall
- > Safety and vibrancy, particularly at night
- > Cultural diversity and heritage; opportunities for multicultural celebration
- > Young people need to be engaged and accepted as part of the community
- > Providing alternatives to ground level provision of parking
- > Pedestrian friendly scale and 'readability'
- > Supporting local art workers

### Related projects:

- > New station forecourt on both sides of the station and improved pedestrian underpass
- > New Market Square which will become the main hub and meeting point in Central Coburg
- > Russell Square on the eastern side of Sydney Road.
- > Extension of Victoria Street Mall across Sydney road connecting to Russell Square.
- > Creating Victoria Street as a major east-west pedestrian friendly street connecting Station Square, Market Square and Russell Square.

- > Overall improved Streetscape and footpaths within the Coburg Initiative area.
- > City Oval will be retained and opened up to public for increased use.
- > A pedestrian friendly connection through Elm Grove and Bridges Reserve connecting Pentridge Development to Central Coburg.
- > OxyGen Project for connecting young people

#### **Anticipate Community Benefits:**

- > Healthy, connected community
- > Sense of place and increased amenity - Coburg as a destination
- > A vibrant and safe city centre
- > A creative Coburg
- > Increased investment in Central Coburg
- > Greater patronage for Central Coburg
- > Inclusive community – welcoming spaces for all

## **4.2.7 Environmentally Sustainable Development**

### **Context**

- > ILM Benefit 2 – Quality spaces and services for people
- > ILM Benefit 3 – A great place to live
- > ILM Benefit 4 – A connected community
- > ILM Benefit 5 – Leading environmental benefits

A key principal for the Coburg Initiative is to be an “exemplar eco-city of the 21st century” through improved public transport, increased options for people to work, study and play close to home, and provision of a quality, sustainable built environment.

Environmentally sustainable development (ESD) can provide community benefits in a number of ways including health and vitality, empowering and educating the community, building community connectivity and strength and improved amenity and sense of place.

Central Coburg currently lacks many ecological elements needed for it to become an ‘eco-city’ including poor air quality based on high traffic volumes and neighbouring industrial areas, poor biodiversity and lack of native flora and fauna. Public realm redevelopment and an increase in public transport should improve air quality. The Coburg Initiative also aims to link natural habitat corridors to improve biodiversity.

Council research has identified that environmental sustainability design is important for the community when looking at Coburg’s future. By proactively engaging the community in the discussion about shaping the environment for future generations, the community is empowered and strengthened.

Environmentally sustainable design will also result in more efficient use of resources and assets, increasing financial sustainability. Through working together as a community and with local developers and businesses, partnerships will be formed and will strengthen the social connectivity within Coburg.

### **Key Issues**

- > Key principal of the Coburg Initiative
- > Increasing sustainable forms of transport
- > Increasing opportunities to work and play close to home
- > Improving amenity
- > Poor biodiversity and low air quality
- > ESD in design and construction phase

### **Related projects:**

- > Establish an energy demand profile for the Coburg Activity Centre that will minimise the requirement for energy from non-renewable resources.
- > Provide low emissions energy supply through cogeneration and/or trigeneration.
- > Implement Zero Carbon Moreland at every workplace and household across TCI to address, coordinate and measure energy demand across the precinct.

- > Develop an approach and deploy a solution to ensure access and response to real-time energy information utilising smart grid and real-time information.

#### **Anticipated Community Benefits:**

- > Engaged and empowered community
- > Improved quality of life
- > Financial sustainability
- > Partnerships to increase community strength

## **4.2.8 Retail and Commercial**

### **Context**

- > ILM Benefit 1 –A strong local economy
- > ILM Benefit 2 – Quality spaces and services for people

The Coburg 2020 Structure Plan identifies that one of the purposes of the retail element is: “to alter the structure of the retail mix and increase the retail offer by providing additional retail floor space without losing the authentic character of Coburg with its human scale buildings, small traders, diversity of cultures, arcades and laneways, layers of character, and the village atmosphere”.

Consultation with the community has identified that residents value the diverse, small-scale retail centre of Coburg, and feel that it is welcoming, comfortable and unpretentious. The shops and cafes showcase the cultural diversity that is at the centre of the Coburg community.

People would like Coburg to attract more quality stores, be more pedestrian friendly, and to be more vibrant - especially at night when Central Coburg is perceived as unsafe due to lack of activity. Coburg currently has a number of low quality stores and vacant buildings; and the lack of retail and business has meant a reduction in local employment opportunities, along with financial market uncertainty.

Coburg lacks a real ‘city centre’ to focus retail activity outside of Victoria Street Mall. A common theme or branding for the Coburg activity centre retail and commercial area will increase the sense of place.

There is likely to be increased investment with the emergence of quality retail and commercial opportunities, coupled with the other outcomes

of the Coburg redevelopment. This will enhance local employment opportunities, services and economy; thereby increasing the quality of life for the community.

### **Key Issues**

- > Vibrancy and quality of retail
- > Existing cultural diversity of retail outlets
- > A more identifiable retail centre for Coburg
- > Lack of night-time activity
- > Local employment
- > Need to maintain individual traders and small-scale, village feel shopping
- > A common theme or branding for the Coburg activity centre retail and commercial area

### **Related projects:**

- > Common branding for Coburg centre retail
- > Quality and vibrancy of retail through the identified actions of the Economic Development Strategy

### **Anticipated Community Benefits:**

- > Enhanced local work opportunities, services and economy
- > Improved quality of life
- > Vibrant and safe community
- > Sense of place and increased amenity
- > Increased community connection

## 4.2.9 Transport and Movement

### Context

- > ILM Benefit 2 – Quality spaces and services for people
- > ILM Benefit 4 – A connected community
- > ILM Benefit 5 – Leading environmental benefits

Transport, movement and access are key drivers in activity centres planning – being able to access services, social and leisure activities, retail, employment and housing all within easy walking distance of each other and well serviced by public transport.

Transport needs of residents, workers and visitors to Coburg need to be carefully considered when planning the future of major transport corridors, to provide greater economic certainty for business, improved equitable access for residents and a strong public transport system that is a viable alternative to the private car.

Coburg needs to harness the benefits of its close proximity to the Melbourne CBD through the Coburg Initiative, and lobby to improve public transport to build Coburg's important role as a Principal Activity Centre. Coburg has good train, tram and bus links but these can be improved.

The train line forms a major barrier to the west of the Central Coburg area, which is disconnected from the city centre. Services across train, bus and tram routes could be better linked to improve patronage and stations and stops could be more welcoming and user-friendly spaces.

The health and wellbeing of a community can be dramatically improved through integrated transport planning. Research shows that encouraging walking and cycling improves health, as well as providing access to health services and by reducing social isolation. Increased vibrancy and patronage is an outcome of increased permeability through improved transport and movement options.

Public transport use can reduce the impact of parking safety issues and vehicular traffic that currently exist within Coburg. At present residents feel the area is designed for cars, and pedestrians feel unsafe or overwhelmed with busy Sydney Road, Bell Street and large areas of car parking. By redesigning car parking areas in Central Coburg for higher value uses, the community will benefit from a safer, more vibrant city centre.

### Key Issues

- > Harnessing opportunities based on close proximity to CBD through transport
- > Safety
- > Encouraging walking and cycling, and public transport use
- > Accessibility and equitable access to services
- > Human scale design – making the area pedestrian friendly
- > Good public transport options, but could be improved through better linkages, redesign of bus and train stations to user friendly places

### Related projects:

- > Grade Separation of Bell Street
- > East/west pedestrian connection (under or over railway line) to resolve traffic and safety issues and enable pedestrian permeability from west of the railway line into the town centre.
- > New tram super stop along Sydney Road near Victoria Street Mall and a new Bus interchange along Bell Street, with dedicated bike lanes. This will improve connectivity to public transport and provide increased patronage.
- > Provision of car parking in accordance with agreed and approved strategy.
- > Maintain and improve north/south bike link to incorporate workable cycle links through the Activity Centre that minimise conflict with pedestrians and other forms of transport.
- > Design an efficient and functional road network within the activity centre area.

### Community Benefits:

- > Healthy and safe community
- > Improved local economy through increased patronage
- > Reduced reliance on cars
- > Release of car-parking land for other higher value community outcomes
- > Efficient use of energy
- > Inclusive community

## 5 Appendices

	Priority
	Long term or low priority
	No identified need based on population

### 5.1 Coburg Community Infrastructure Needs Summary

Community Infrastructure	Proposed facility Planning Benchmark	Population data (Id Forecast) - Coburg	Application of trigger	Audit	Assessment	Required Community Infrastructure	Priority
<b>Service Area: COMMUNITY DEVELOPMENT</b>							
<b>Neighbourhood House / Community Centre</b>	1 facility per 8,000 -10,000 residents <i>(Planning for Community Infrastructure in Growth Areas (PCIGA) 2008)</i>	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	<b>2010:</b> 2.6 - 3.3 <b>2020:</b> 3.2 – 4 <b>2030:</b> 3.5 – 4.3	<b>2010:</b> 3 centres <i>Newlands Community Centre; Nicholson Street Community House and Robinson Reserve Neighbourhood House</i>	Long term need for an additional neighbourhood house or multi-purpose community centre. Must be community driven.	1 neighbourhood house of multi-purpose community centre.	
<b>Community Meeting Spaces</b>	A range of community meeting space available at a subsidised rate <i>(Social, Cultural and Leisure Needs Assessment (SCLNA) for Central Coburg )</i>	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	N/A	<b>2010:</b> Spaces available at subsidised rates <i>Civic Centre; Library; Neighbourhood Houses</i>	Database shows these spaces are at or near capacity. Additional subsidised community meeting space required as population grows.	Additional meeting space can be provided in expanded library, arts space, neighbourhood house or civic space redevelopment.	
<b>Halls</b>	Cultural spaces with seating capacity of 200+ <i>(SCLNA Coburg)</i>	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	N/A	<b>2010:</b> 2 spaces <i>Coburg Town Hall; Concert Hall</i>	These spaces are at or near capacity. Possible need for a larger cultural venue, or refurbishment of current spaces as population grows.	Refurbish town hall to provide for cultural and meeting space needs.	



Community Infrastructure	Proposed facility Planning Benchmark	Population data (Id Forecast) - Coburg	Application of trigger	Audit	Assessment	Required Community Infrastructure	Priority
<b>Service Area: CULTURAL AND SPIRITUAL FACILITIES</b>							
<b>Library</b>	1 library per 26,000 residents <i>(PCIGA)</i> OR 39m <sup>2</sup> per 1000 resident population <i>(People Places: A Guide for Public Library Buildings in New South Wales)</i>	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	<b>2010:</b> 1 library or 1018 m <sup>2</sup> <b>2020:</b> 1.2 or 1247 m <sup>2</sup> <b>2030:</b> 1.3 or 1344 m <sup>2</sup>	<b>2010:</b> 1 library 2000m <sup>2</sup> <i>Coburg Library</i>	A single library will be sufficient until 2030 for Coburg but there will be a need to expand the current library and increase services offered.	Expand library – increased programs, meeting space, technology and collections.	
<b>Art spaces</b>	1 space/studio for 8,000 residents <i>(Docklands CIP; SCLNA Brunswick)</i>	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	<b>2010:</b> 3.3 <b>2020:</b> 4.0 <b>2030:</b> 4.3	<b>2010:</b> 2 council spaces, 4 other <i>Coburg Town Hall; Concert Hall; Harry Atkinson Centre; Coburg Lake Reserve; Harmony Park and Alevi Association</i>	Based on population and quality/ availability of spaces, arts space is a high priority for Coburg. Consider these elements as part of other community infrastructure and public realm development.	Studio/ flexible art space at community rate; outdoor stage in Central Coburg and indoor exhibition hanging space.	
<b>Arts and Performance Centre</b>	1 centre per 75,000 residents <i>(Docklands CIP)</i>	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	<b>2010:</b> 0.3 <b>2020:</b> 0.4 <b>2030:</b> 0.5	<b>2010:</b> 1 civic centre but no arts and performance centre <i>Coburg Civic Centre</i>	Not a priority, but existing cultural spaces should be refurbished to better meet the cultural needs of Coburg residents.		

Community Infrastructure	Proposed facility Planning Benchmark	Population data (Id Forecast) - Coburg	Application of trigger	Audit	Assessment	Required Community Infrastructure	Priority
<b>Service Area: EDUCATION</b>							
<b>Primary School - Public</b>	1 public school per 2,750 households <i>(DEECD)</i>	Households <b>2010:</b> 9,947 <b>2020:</b> 12,532 <b>2030:</b> 14,077	<b>2010:</b> 3.6 <b>2020:</b> 4.6 <b>2030:</b> 5.1	<b>2010:</b> 4 primary school (public); 1 special dev'mt school  <i>Coburg Primary; Coburg North Primary, Coburg West Primary, Moreland Primary and Coburg Special Development School</i>	Medium-long term requirement for public primary schools, based on population. Dependant on DEECD policy direction.	1 primary school	
<b>Primary School - Private</b>	Demand driven	Households <b>2010:</b> 9,947 <b>2020:</b> 12,532 <b>2030:</b> 14,077	<b>N/A</b>	<b>2010:</b> 5 primary school (private)  <i>Antonine College, Australian International Academy of Education, St Bernard's Primary , St Fidelis Primary ; St Paul's Primary</i>	Demand driven		
<b>Secondary School - Public</b>	1 public school per 10,000 households <i>(DEECD)</i>	Households <b>2010:</b> 9,947 <b>2020:</b> 12,532 <b>2030:</b> 14,077	<b>2010:</b> 1.0 <b>2020:</b> 1.2 <b>2030:</b> 1.4	<b>2010:</b> 1(years 10-12 only), 1 special dev'mt school  <i>Coburg Senior High School; Coburg Special Development School</i>	1 public secondary school required as a priority. Dependent on DEECD policy direction.	1 public secondary school	
<b>Secondary School - Private</b>	Demand driven	Households <b>2010:</b> 9,947 <b>2020:</b> 12,532 <b>2030:</b> 14,077	<b>N/A</b>	<b>2010:</b> 1.0	Demand driven		

Community Infrastructure	Proposed facility Planning Benchmark	Population data (Id Forecast) - Coburg	Application of trigger	Audit	Assessment	Required Community Infrastructure	Priority
Service Area: HEALTH							
Community Health Facilities & Support	1 facility for a population less than 50,000 <i>(DHS Level 2 health care)</i>	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	<b>2010:</b> 1.0 <b>2020:</b> 1.0 <b>2030:</b> 1.0	<b>2010:</b> 1 Community Health service ; 3 other support services  <i>Merri Community Health Service (4 sites in Coburg); Carinya Society; Moreland Hall; Kildonan Youth and Family Services and community garden.</i>	Based on population, not a priority for Coburg.		
Hospital - Public	Demand driven	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	<b>2010:</b> 0 <b>2020:</b> 0 <b>2030:</b> 0	<b>2010:</b> 0	Not a priority for Coburg.		
Hospital - Private	Demand driven	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	<b>2010:</b> 1.0 <b>2020:</b> 1.2 <b>2030:</b> 1.4	<b>2010:</b> 1 hospital (142-bed)	Not a priority when considering planned Bell Street Hospital.		

Community Infrastructure	Proposed facility Planning Benchmark	Population data (Id Forecast) - Coburg	Application of trigger	Audit	Assessment	Required Community Infrastructure	Priority
<b>Service Area: INFORMATION</b>							
<b>Staffed civic information centre</b>	Access to civic information	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	N/A	<b>2010:</b> 1 staffed civic information centre, website, hotline and various information points  <i>Moreland City Council - Citizens Services</i>	Not a priority	Not a priority but information points/ community boards should be considered in all council and community facilities.	
<b>Service Area: RECREATION AND LEISURE</b>							
<b>Sportsgrounds</b>	1 active open space per 6,000 people  <i>(PCIGA)</i>	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	<b>2010:</b> 4.3 <b>2020:</b> 5.3 <b>2030:</b> 5.7	<b>2010:</b> 4 sportsgrounds  <i>Campbell Reserve; City Oval; De Chene McDonald Reserve</i>	Based on population, sportsgrounds are a medium to long-term priority for Coburg	1-2 additional active open spaces by 2030	
<b>Indoor Recreation Centres</b>	1 large facility (4-6 court) for 40,000-60,000 people  1 neighbourhood facility (2-court ) for 20,000 - 30,000 residents  <i>(PCIGA)</i>	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	<b>2010:</b> 0.6 large and 1 neighb'rhd  <b>2020:</b> 0.8 large and 1 neighb'rhd  <b>2030:</b> 0.9 large and 1.7 neighb'rhd	<b>2010:</b> 1 large stadium, 2 indoor recreation centres  <i>Coburg Basketball Stadium; Coburg Table Tennis Club; Coburg Leisure Centre (gym and pool)</i>	Based on population, indoor recreation centres are not a priority for Coburg		
<b>Aquatic Centres</b>	1 Council Aquatic Leisure Centre for 40 - 50,000 residents  <i>(PCIGA)</i>	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	<b>2010:</b> 0 <b>2020:</b> 0 <b>2030:</b> 0	<b>2010:</b> 1 aquatic centre  <i>Coburg Leisure Centre</i>	Not a priority		
<b>Playgrounds</b>	1 per 1000 people (as part of passive open space provision)  <i>(PCIGA)</i>	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	<b>2010:</b> 26.1 <b>2020:</b> 32.2 <b>2030:</b> 34.5	<b>2010:</b> 18	Based on population, playgrounds are a high priority in passive open spaces	Need to increase playground provision by 100% by 2030 within passive open spaces in Coburg.	

Community Infrastructure	Proposed facility Planning Benchmark	Population data (Id Forecast) - Coburg	Application of trigger	Audit	Assessment	Required Community Infrastructure	Priority
<b>Service Area: FAMILY AND CHILDREN'S SERVICES</b>							
<b>Maternal &amp; Child Health</b>	1 facility (20 sessions per week) for every 280 children aged 0 <i>(PCIGA)</i>	0 years: <b>2010:</b> 391 <b>2020:</b> 467 <b>2030:</b> 478	<b>2010:</b> 1.4 centres or 28 sessions <b>2020:</b> 1.7 centres or 33 sessions <b>2030:</b> 1.7 centres or 34 sessions	<b>2010:</b> 3 centres (28 sessions per week) <i>Elm Grove (12 sessions); Murray Road ( 4 sessions); The Avenue (12 sessions)</i>	Currently meeting population benchmark but centres are at capacity and will need to increase in medium term to meet growing population of infants.	Increased sessions as infant population increases	
<b>Kindergarten</b>	1 place per 2 children aged 4-5 years <i>(SCLNA Brunswick)</i>	4 & 5 years years: <b>2010:</b> 686 <b>2020:</b> 799 <b>2030:</b> 841	<b>2010:</b> 343 <b>2020:</b> 399.5 <b>2030:</b> 420.5	<b>2010:</b> 2 in Central Coburg (85 places) and 145 places Kindergarten program in childcare. Additional 3 centres with 80 places in surrounding area. <i>Try Coburg; North West Maria Montessori</i>	High priority for Coburg. Centres at or near capacity. Even when considering broader centres available, places do not meet benchmarks.	To meet these benchmarks, need approximately 100 – 150 Kindergarten places by 2030	
<b>Child care (long day)</b>	1 place per 8.2 children aged 0-6 years <i>(SCLNA Brunswick)</i>	0-6 years: <b>2010:</b> 2,500 <b>2020:</b> 2,962 <b>2030:</b> 3,085	<b>2010:</b> 304.9 <b>2020:</b> 361.2 2030: 376.2	<b>2010:</b> total of 8 centres and 423 places (2 centres (122 places) in Central Coburg and 6 centres (301 places) in wider Coburg). <i>Pelican Childcare Coburg; Coburg Children's Centre and Kindergarten</i> <i>Barry Beckett Children's Centre; Kids on the Avenue Children's Centre; Shirley Robertson Children's Centre; Anne Sgro Children's Centre; ABC Learning Centre Coburg; Antonine Sisters Child Care Centre</i>	Based on population forecasts, childcare is not a priority for Coburg, though may be ongoing need for Central Coburg area. Centres at or near capacity and this needs to be assessed in terms of demand and capacity.		



Community Infrastructure	Proposed facility Planning Benchmark	Population data (Id Forecast) - Coburg	Application of trigger	Audit	Assessment	Required Community Infrastructure	Priority
Service Area: YOUTH SERVICES							
<b>Youth spaces</b>	Population age group increases	12-24 years: <b>2010:</b> 4,120 <b>2020:</b> 5,038 <b>2030:</b> 5,231	N/A	<b>2010:</b> 1 skate park <i>Harmony Park</i>	No specific youth spaces across the municipality mean the need for youth space is a priority. Consider co-location with library or neighbourhood house.	Youth friendly space provided, in conjunction with other community infrastructure provision.	
<b>Youth Resource Centre</b>	1 dedicated youth space (or centre) per 30,000 people <i>(PCIGA)</i>	Total population: <b>2010:</b> 26,099 <b>2020:</b> 31,988 <b>2030:</b> 34,472	<b>2010:</b> 0.9 <b>2020:</b> 1.1 <b>2030:</b> 1.2	<b>2010:</b> No dedicated youth space in Moreland CC	Identified need for municipal-wide dedicated youth service.	Youth Resource Centre for the municipality as a medium-long term requirement.	

Community Infrastructure	Proposed facility Planning Benchmark	Population data (Id Forecast) - Coburg	Application of trigger	Audit	Assessment	Required Community Infrastructure	Priority
<b>Service Area: AGED SERVICES</b>							
<b>Residential Aged Care</b>	Increasing population aged 70+  Demand driven - Commonwealth benchmarks exist but do not take into account changing models of aged care service delivery.	70 years +:  <b>2010:</b> 2,554 <b>2020:</b> 2,863 <b>2030:</b> 3,405	<b>2010:</b> 127.7 <b>2020:</b> 143.2 <b>2030:</b> 170.3	<b>2010:</b> 2 mixed use models in Central Coburg; currently 3 aged care services with 95 low care beds and 84 high care beds in Coburg  <i>Uniting Aged Care: Wesley Gilgunya</i>  <i>Bupa Coburg; Wesley Aged Care Housing Service; Wesley Gilgunya Aged Care Village</i>	Residential aged care places are now seen as just a small part of the housing and care needs of older people. There is still a need for high level support. However, there is a trend towards providing residential aged care beds in the context of a mixed model i.e. accessible independent units and community meeting space, café, shops. This model is being explored for Coburg in the future and should be sufficient to 2030	Ongoing need for mixed use aged care models, packages and services to help people stay at home longer, and some high care hostel beds.	
<b>Planned Activity Groups and Senior Citizens Centres</b>	Increasing population over 70 years increasing & demand driven.	70 years +:  <b>2010:</b> 2,554 <b>2020:</b> 2,863 <b>2030:</b> 3,405	N/A	<b>2010:</b> 2 Senior Citizens Centres, 13 seniors groups  <i>Coburg Senior Citizens Centre; Newlands Senior Citizens Centre</i>  <i>PAGs: Majority of PAGs run by Merri CHS, 6 Moreland CC PAGs</i>	Ageing population will ensure an ongoing need for seniors services but based on population, existing infrastructure of centres will suffice. Seniors centres are in poor repair. There is a need for more community meeting space for seniors.	Requirement for more meeting spaces which could also be used by seniors, PAGs and community groups/ activities for older people.	

- > This assessment does not consider facility assessment (i.e. building capacity, maintenance costs etc), policy direction, community views, demand, location of facilities etc. This assessment should only be used as a broad overview and a starting point for community infrastructure assessment, and should not be considered in isolation.
- > Main services summarised here but this is by no means an extensive community infrastructure assessment. This table is an indication of available and required community infrastructure only. This not assessed include training & education services, all health services, aged and disability respite care, all early years services, etc.
- > For many of the infrastructure types, there is a range of benchmarks from different sources and we have tried to use the most relevant for Moreland or Coburg in this assessment. Benchmarks are not specific to Moreland or Coburg and therefore need to be considered as a guide only, until more location-specific benchmarks are developed.
- > Population forecasts used here are from forecast.id. Population forecasts vary from different sources for Coburg.
- > Catchment area is the suburb of Coburg, not just the Central Coburg Activity Centre.

#### **Sources:**

- > Social, Cultural and Leisure Needs Assessment for Central Coburg, Moreland City Council, 2005.
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