



LOCAL CENTRE UPGRADE FEASIBILITY STUDY - CONSULTATION SUMMARY

FRASER, KALEEN, CAMPBELL AND DUFFY

Transport Canberra + City Services

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1.0 Introduction

The ACT Government maintains and upgrades public open space infrastructure to ensure current standards of safety, access and security are met. Through such maintenance, the ACT Government ensures that basic public infrastructure and amenity is supplied where necessary and the value of public assets are retained. In addition to routine maintenance, the ACT Government, through Transport Canberra and City Services' (TCCS) (Roads and Infrastructure) Local Centre Upgrade Program funds the upgrade of Canberra's local shopping centres.

Local centre upgrades aim to improve the public realm in a way that encourages use by all members of the community. Such works include, but are not limited to; improvements to lighting, pathways, pavements and pram ramps as well as car park arrangements where this is possible; landscape elements and amenity such as seats, cycle racks and drinking fountains are also improved.

The Local Centre Upgrade Program aligns with key ACT Government policies, including:

- *Climate Change Adaptation Strategy (2016)*
- *Building an Integrated Transport Network (2015)*
- *Statement of Planning Intent (2015)*
- *Healthy Weight Action Plan (2013)*
- *ACT Planning Strategy (2012)*
- *Transport for Canberra (2012)*

See Appendix A for further information on each policy.

In 2016, the ACT Government implemented a new model for their Local Centre Upgrade Program. This revised model takes into account the possibility of public contributions that would help fund local centre upgrades to improve shopping centre open space infrastructure beyond essential works. Consequently, designs for future local centre upgrades explore such opportunities where these exist.

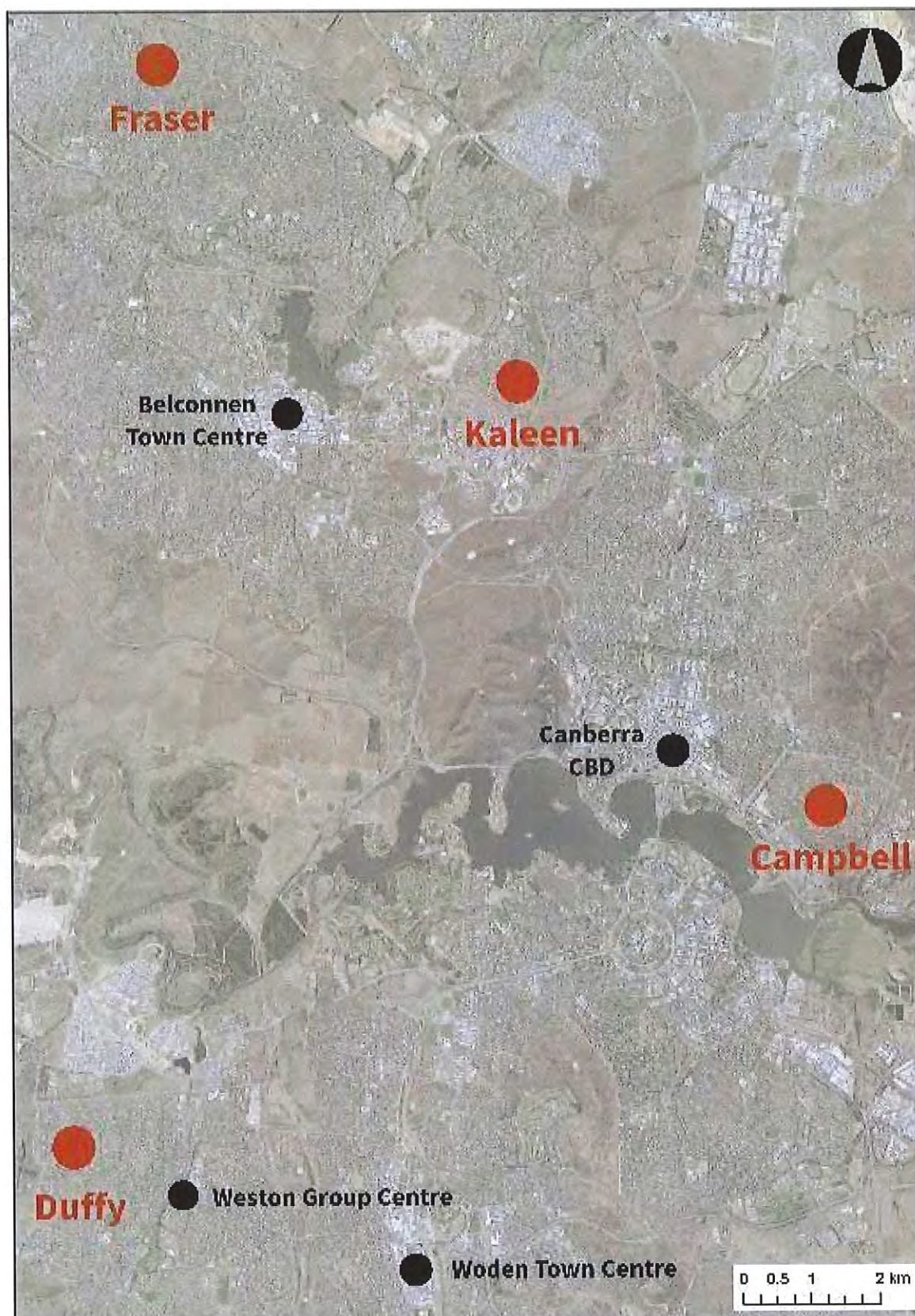
The ACT Government 2016 condition assessment of local shopping centres identified the public spaces at the **Campbell, Duffy, Fraser and Kaleen (Gwydir Square)** local shopping centres (Figure 1) as being highest priority for a future upgrade.

Consequently, these are the first four centres for which funding has been allocated to complete **feasibility studies** in accordance with the new upgrade delivery model. The aim of the feasibility studies is to determine whether upgrades at the local centres are feasible, and if so, what works would be required to ensure ageing public infrastructure is brought up to current standards and identify where community contribution may be possible.

Purdon Planning were engaged to coordinate and facilitate key public stakeholder group consultations at each of the four selected local centres, including identifying opportunities for co-contribution. Consultation occurred in a two-staged process, with upgrade needs and priorities identified in the first stage and draft plan presentation and discussions occurring in the second stage. This report outlines the key findings compiled during the first and second stages of consultation at all four centres.

The public consultations were preceded by consultations with Government stakeholder groups. These contributed to identifying site specific conditions, public asset needs and essential requirements for cost effective asset maintenance.

Figure 1-1: Study Site Locations – Campbell, Duffy, Kaleen, and Fraser



Source: Purdon Planning

1.1 The Local Centre

Canberra features a well-defined shopping centre hierarchy, with *local centres* providing basic services to a suburb, *group centres* servicing the needs of a group of suburbs and *town centres* catering to the needs of a whole district.

Local centres are smaller shopping centres throughout Canberra that provide convenience retailing and other accessible, community and business services to meet the daily needs of their local catchment population. These centres are increasingly delivering a specialised function and are often centralised around a key café or restaurant where the community congregates. Older local centres are often located centrally within a suburb, frequently adjacent to local schools and community hubs, and are accessible via main collector roads. They often provide a communal meeting place for the neighbouring residents and may vary in size and composition from one to approximately 15 shops, dependent on demand and competition from nearby group or town centres.

Given the importance of the local centres within the centres hierarchy, it is important that the public realm at these centres is maintained to assist in their ongoing attractiveness at the heart of their respective suburbs. It is expected that well maintained local centres will have an improved level of activity and will contribute to improved performance.

2.0 2016- 17 Local Centre Upgrade Program

2.1 Project Team

Through a tender process completed in November 2016, TCCS engaged the following consultants to undertake the Feasibility Study for the 2016-2017 Local Centres Upgrade Program:

- *Redbox Design Group* – landscape designs, preliminary costings, and funding maps
- *Purdon Planning* – planning advice and community consultation

2.2 Purpose

The purpose of this Local Centre Upgrade Program is to identify what upgrade works are possible and warranted to the public spaces at all four local centres. To do this, the community's local knowledge and views regarding upgrade needs and priorities were collated and used to identify both *core works* necessary to bring public infrastructure to current standards for access, safety and basic amenity as well as *additional works* that could be achieved through community financial or in-kind contributions.

This approach potentially broadens the scope and benefit of a future upgrade. While the opportunity and willingness for co-contribution was identified during the consultations, targeted discussions seeking these will take place at the time funds are allocated for final design and construction of the upgrades.

In addition to distinguishing the *essential core and additional works* possible at the four local centres (Campbell, Duffy, Fraser and Kaleen), this Feasibility Study will help determine the effectiveness of the new Local Centre Upgrade mode, through discussion and engagement with local stakeholders.

2.3 Objectives

The main objectives of the feasibility studies conducted at the four above mentioned local centres are to:

1. identify **priorities for improving the public realm** at each centre, which includes identifying matters that encourage or discourage visitation, such as public safety, security, accessibility, amenity, function, and appearance;
2. **facilitate discussions** that help establish whether works are warranted and possible as well as distinguish between upgrade proposals that will result in shopping centre assets being maintained to safe, functional and current standards (**CORE WORKS – Government funded**) and works which are additional amenity (**ADDITIONAL WORKS - Co-contribution funded**);
3. engage key community groups and stakeholders, including lessees and leaseholders, to identify **opportunities** and **constraints** as well as potential areas of **improvement within the centres**, which currently affect the centre's operation;
4. provide open and honest feedback to local communities, including in relation to the extent and limitations of possible upgrades approach; and
5. identify the priorities of the key local stakeholder's representatives to determine what works are a priority and what works are desired.

2.4 Scope

Local centres are comprised of ACT Government public open space land as well as privately leased land. The practical distinction between the two is often not easily defined. For example, where public pavement merges with pavement in private lease areas. This can make it difficult to clearly define where funding responsibility for an upgrade lies as a successful upgrade outcome requires works on both private and public land.

To overcome these challenges the physical boundaries of the local centres (see Figure 2-1) were taken as the scope of the project, with upgrade works at each of the four local centres classified into categories, based on scope and funding responsibility, namely (see Table 2-1 for examples):

- **Scope:** WITHIN scope or OUTSIDE of scope
- **Type of works:** potential for PRIMARY upgrade works or POTENTIAL works, if privately funded

It is important to note that some community suggestions were outside the scope of a shopping centre upgrade or were entirely private responsibility. These were categorised as co-contribution opportunities and if potentially Government funded, discussed with the relevant divisions with TCCS. This 'referral process' opens the opportunity for other government infrastructure programs, such as playground upgrades or new toilets, to be implemented concurrently with the local centre upgrades in the future. It also assists in a 'whole-of-government' approach to upgrades. Lastly, 'outside-of-scope' feedback was included in the draft concept plans to ensure that a complete picture of the centre and upgrade priorities were documented.

Plans prepared by Redbox for stage two of consultation presented draft upgrade designs informed by the outcomes of the first consultation round; these included compliance upgrades, public realm improvements and safety improvements. Plans also showed the extent of works that fell under PRIMARY upgrades and those that were identified as POTENTIAL works if stakeholders were prepared to co-contribute. Stage two then sought feedback from public stakeholder representatives to identify if key concerns had been addressed and to give reasons if not, and confirm the priority works for each centre.

Table 2-1: Classification of upgrade works by funding responsibility and inclusion within scope.

	CORE WORKS (Government funding)	ADDITIONAL WORKS (Co-contributions)
WITHIN SCOPE	<ul style="list-style-type: none"> - Pavement levelling, realignment, and connectivity improvements - Lighting upgrades on public land (to improve security) - Carpark reconfiguration (additional spaces) - Alteration of verge boundaries - Landscaping - Improved public seating - Construction of shade shelters - Installation of drinking fountains 	<ul style="list-style-type: none"> - Pavement improvement (aesthetics) - Lighting upgrades on private land - Additional seating - Private waste management improvements - Artwork
OUTSIDE SCOPE	<ul style="list-style-type: none"> - Playground upgrades - Public toilet installation - Road network upgrades - Installation of pedestrian crossings - Development of masterplans for suburbs - Pedestrian paths (outside of the project site) - Bus stops - Installation or upgrade to objects or buildings on privately leased land 	

Figure 2-1: Local Centre project boundaries (Campbell, Duffy, Fraser and Kaleen)

Campbell



Duffy



Fraser



Kaleen



Source: Purdon Planning

2.5 Methods

To achieve the project objectives (Section 2.3), the Feasibility Study was structured in the two stages outlined in the following two sub-sections.

Stage One Consultations

Stage One consultations were held during April – June 2017, with the following key objectives, outcomes and methods used:

Objectives	<ol style="list-style-type: none"> 1. <i>Informing</i> community about the purpose of the consultations 2. <i>Identification</i> of key concerns and upgrade needs for the centres, informed by local knowledge 3. <i>Prioritisation</i> of upgrade needs 4. <i>Categorisation</i> of upgrade works as CORE or ADDITIONAL works 5. <i>Identification</i> of areas for and interest in co-contributions
Outcomes	<ul style="list-style-type: none"> - Draft concept plans for each centre prepared by Redbox Design Group - Indicative cost estimates - Co-contribution suggestions
Consultation Methods	<p>During the preliminary consultation phase, four distinct forms of consultation were adopted to ensure that consultation methods used for each stakeholder were appropriate to their needs, availability, preference, and usage patterns of the shops. The consultation formats included the following:</p> <ol style="list-style-type: none"> 1. One-on-one consultations with traders, leaseholders, and community group representatives (in person, phone or via email) 2. Group consultations with traders 3. Face to face discussions with local shopping centre users guided by a site plan and three key questions: <ol style="list-style-type: none"> a. What works within your local centre? b. What doesn't work with your local centre? c. What needs improvement within your local centre?

Stage Two Consultations

Stage Two consultations were held during October – November 2017, with the following key objectives and outcomes.

Objectives	<ol style="list-style-type: none"> 1. <i>Review</i> of draft concept plans with the public stakeholders consulted during the first round of consultations. 2. <i>Identify</i> which works are a key priority and those that are additional to this
Outcomes	<ul style="list-style-type: none"> - Finalised concept plans - Consultation report - Co-contribution identified
Consultation Methods	<p>Stage Two built on feedback obtained throughout Stage One consultation. Plans showing the draft designs were presented to stakeholders for comment.</p> <p>Consultation was in accordance with the consultation strategy prepared for the second stage of this project (Appendix C).</p> <p>The key objective of stage two was to answer the following question:</p> <ol style="list-style-type: none"> a. Do the upgrades meet the needs of the centre? b. Have the designs missed anything? c. What upgrades are a priority? <p>Consultation methods varied from one-on-one consultation, group consultations and drop-in consultation which involved visiting centres and approaching stakeholders that could not be contacted or met with formally.</p>

(The consultation strategy for Stage Two is attached in Appendix C).

2.6 Implementation

The successful implementation of the above outlined consultation methods was founded on the following principles:

1. information required to inform stakeholders was readily available including plans provided by *Redbox Design Group*;
2. **communication materials were non-technical** so that they could be readily understood;
3. the **scope of the investigation was clearly explained**, that is, what is being consulted about and the extent of involvement possible;
4. a **consistent approach**, based on the communication message, was adopted by all team members;
5. key community groups and stakeholders were contacted directly;
6. participation was valued through providing feedback to participants;
7. the existence of different views was acknowledged; and
8. aspects of the project which required technical considerations were identified.

The consultation strategy adopted the following key messages for the project:

- "Over the last several years, the ACT Government has progressively been upgrading the public realm at local centres. Four centres have been identified in the ACT Government 2016 local centre condition assessment as priority for upgrades and for which feasibility studies should be prepared to identify upgrade potential"
- "The purpose of the current investigation is to identify upgrade priorities in conjunction with local communities, however capital expenditure for any upgrade works is not yet available. The timing of any future approvals will depend on funding availability and budget approval processes."
- "Upgrade works on leased land must be coordinated with the ACT Government and the lessee to ensure upgrade works are consistent across both leased and public land."
- "While funds for a feasibility study have been provided, no funds for upgrades have been allocated to works at this stage."

Challenges in Consultations

During Stage One consultations Purdon Planning had difficulties in contacting stakeholders, particularly leaseholders. To overcome these challenges and ensure that stakeholders were given equal opportunity to provide genuine feedback, stakeholders were frequently contacted through various communication channels until contact was successful. Where person to person contact was unsuccessful, Purdon Planning ensured that all stakeholders were informed in writing.

During Stage Two, stakeholders who could not be engaged were approached through drop-in consultation. This involved Purdon Planning attending individual shops and/or restaurants without prior arrangement. This strategy ensured that all stakeholders had an opportunity to engage in the process noting that some did not actively check emails or answer the telephone. If this method was not successful, stakeholders were again informed in writing.

2.7 Stakeholders

Consultation with both government and the community consisted of two stages. During Stage One, information and ideas for upgrades on each centre was gathered, while in Stage Two, comments were requested on draft plans developed with reference to the outcomes of the first stage consultations. During Stage Two, stakeholders were also requested to prioritise upgrades; the intent was to inform future TCCS local shops upgrades budget bids.

Government Stakeholders

Key agencies within Transport Canberra and City Services (TCCS) and the Environment, Planning, and Sustainable Development Directorate (EPSDD) were initially approached to help identify the planning, operational and infrastructure context of each centre prior to the public stakeholder representative consultations. An initial government stakeholder meeting was held on 24 March 2017 and a follow up was had on 25 August 2017 with representatives from the following agencies:

- EPSDD

- TCCS
 - ACTION
 - Roads ACT
 - City Services
 - Urban Treescapes
 - Capital Works

Issues at each centre were discussed individually and agency feedback regarding matters such as lighting, accessibility, waste management and code compliancy are outlined for each centre in Sections 3 to 6.

On 28 June 2017, the project team met with **EPSDD's Strategic Planning Division** to discuss any existing and future strategic planning options for the centres. The possibility of including one of the four local centres as a 'housing precinct demonstration' was discussed, with further investigations into its feasibility explored by Strategic Planning in the second half of 2017. During the meeting, the possibility of altering the Fraser Local Centre's classification from a 'local centre' to a 'node' due to its small size was discussed, as well the implications for an upgrade to this centre given the potential for rezoning and redevelopment of the surrounding area.

Additional discussions with the **Department of Education** were held during May and June 2017, during which parking issues at Kaleen Local Centres and expanding opportunities for parking at the adjoining school were discussed. Positive outcomes were reached with the Maribyrnong Primary School in Kaleen. Parking is provided at the Maribyrnong Primary School, but parents use the local centre's carpark as a pick-up and set-down area. This places extra pressure on already limited parking infrastructure. Discussions with the Department of Education led to an assessment of on-school-ground parking spaces and subsequent commitment to the construction of six additional parking spaces on school grounds.

On the 18th of July, a meeting with EPSDD's **NoWaste** division was held and the possibility of improving waste management and constructing designated waste enclosures at both the Kaleen and Campbell Shops were discussed. **NoWaste** also outlined their **ACTsmart Business Recycling** program, which together with an amalgamated waste enclosure could help to alleviate waste concerns at local centres. Information about this initiative were presented to traders during Stage Two consultations. ACTsmart business will approach centres at a later date as this initiative falls outside of project scope. The implementation and success of waste solutions will be dependent on the interest and action of stakeholders. This interest may be expressed in various formats, including but not limited to monetary contributions as well as the adoption of alternative waste management methods.

Local Stakeholders

A range of community stakeholders were consulted at each of the four local centres. Main stakeholder groups included:

- Leaseholders
- Tenants
- Shop clients
- Adjoining community groups
- Representative agencies for disadvantaged groups
- Community councils

A detailed stakeholder lists can be found in **Appendix B**, with their views presented and discussed in the following four sections.

Community Stakeholders

A number of Community Stakeholders (Pedal Power, Heart Foundation, Alzheimer's Australia and ACT Council of the Ageing) were engaged once proposals had been developed by Redbox. Community stakeholder feedback can, at times, be representative of the group's interests but may not necessarily reflect the desires and priorities of the broader region. Feedback from these stakeholders was non-specific and could be broadly applied to all centres. In instances where feedback from these stakeholders was specific to a particular centre, the comment has been included in individual local centre feedback tables. Non-specific feedback has been tabulated at Section 7.0.

3.0 Campbell

3.1 Local centre snapshot

The Campbell local centre was developed in the 1950s/60s and has been an integral part of the suburb since its inception. It is located centrally within Campbell (Figure 3), adjoining an aged care facility and two schools, which makes it an ideally located community space, accessible to a wide range of demographics.

The centre is accessible via Blamey Crescent, Campbell's main collector road, which channels additional clientele from Russell Offices and Constitution Avenue. Campbell's proximity to two key places of employment within the ACT (the City Centre and Russell), has led the suburb to house one of ACT's youngest populations, with a median age of 26.9 (ABS, 2011), 7.6 years younger than the ACT median. This demographic trend creates a great opportunity for the centre, with young local families expected to frequent the adjoining primary school and use the shops as an after-school destination.

The centre features a broad range of services, including a supermarket, pharmacy, newsagent, post office and eating establishments, as well as various health services. This spread of shops contributes to the success and popularity of the centre. Closure of the service station was a loss by many local residents, and the empty site is now seen as an eyesore, with delays in redevelopment contributing to a loss of local amenity.

With further pressure and competition expected from the development of Section 5 along Constitution Avenue, the Campbell local centre is in need of renewal to sustain and support its success into the future.

Figure 3-1: Location map – Campbell Local Centre



Source: Purdon Planning

Stage One Consultation

3.2 ACT Government agency feedback

As part of the Stage One government consultation process, the project team sought to understand the issues and constraints associated with the centre, as well as potential opportunities, in order to inform future concept design/s. Various parts of the ACT Government were consulted in order to seek a comprehensive appreciation for Campbell.

Lighting	<p>A lighting evaluation was conducted in the first quarter of 2017, which resulted in a lighting upgrade to energy efficient LED luminaires within the centre. However, these updates have not resulted in sufficient lighting, likely due to the spacing of the original poles and not necessarily the new luminaires.</p> <p>In addition, it was highlighted that the existing concrete poles supporting the luminaires are frangible and therefore do not meet safety requirements. Regardless of potential heritage value, these poles may need to be replaced to meet road safety standards.</p>
Stormwater	<p>City Services raised concern regarding the functionality of the decorative walls within the car park, as these walls act as stormwater runoff guides within some of Canberra's older local centres. It was advised that such walls be assessed for their importance to stormwater control prior to removal or alteration to avoid potential unwanted impacts to the drainage of the site.</p>
Trees	<p>According to urban tree scapes the street trees within the Campbell local centre are generally of good quality and help to create a strong sense of place. It was advised that a tree assessment of the centres be undertaken and that careful consideration of new materials around trees and their roots be given, to ensure that tree health is maintained, and roots do not adversely impact pavement. The tree-net inlet infiltration system was recommended as a possible integration with any new kerb to collect rainwater and ensure that trees are sufficiently watered.</p>
Parking and Accessibility	<p>Parking was identified as being in short supply during peak periods for the Campbell local centre. EPSDD suggested that there be an improved balance between car parking and bicycle infrastructure to increase active travel. With its proximity to the lake, the city centre as well as Constitution Avenue, the Campbell local centre is ideally located to effectively implement and adopt the ACT's active travel and herewith become an exemplar centre.</p> <p>However, with an accessible parking rate of only 3%, accessible parking should be improved across the site. The existing accessible parking spaces are compliant, however insufficient for the nearby retirement villages.</p>

3.3 Community feedback

The Campbell Shops is a thriving local centre, with a solid mix of shops. However, a lack of wayfinding signage and street presence reduces the centre's potential to attract passers-by from out of area and limits the passive surveillance potential of the site. It is believed by traders that this lack of passive surveillance is a key contributor to the high level of crime incidents, in particular burglaries, for the local centre (see **Appendix F** for breakdown of crime statistics).

Furthermore, the site suffers from limited accessibility and active travel connections to Russell and Constitution Avenue, as well as local schools, such as Campbell High School. Improved pedestrian and bicycle paths in combination with increased free amenities such as seating options, shade, and bubblers, could help to see the centre become a destination point.

Such improved amenities would align with feedback received from various community group representatives and members of public, who called for the creation of a 'communal space'. These stakeholders recognised the role of such



an area in making the centre more appealing and accessible to all demographics, including elderly residents from the adjoining nursing home as well as younger families who frequent the nearby public playground.

Furthermore, the issue of personal safety was raised by various community stakeholders, with a particular concern around the lack of physical barriers between the public car park and outdoor seating expressed. Traders also voiced safety concerns for their employees after hours, as a lack of lighting infrastructure in the rear dock makes night time pedestrian movement unsettling. To address these safety concerns, as well as parking and waste management issues, one leaseholder expressed interest in coordinating government funded public realm upgrades with larger reconfiguration and development works on the rear dock.

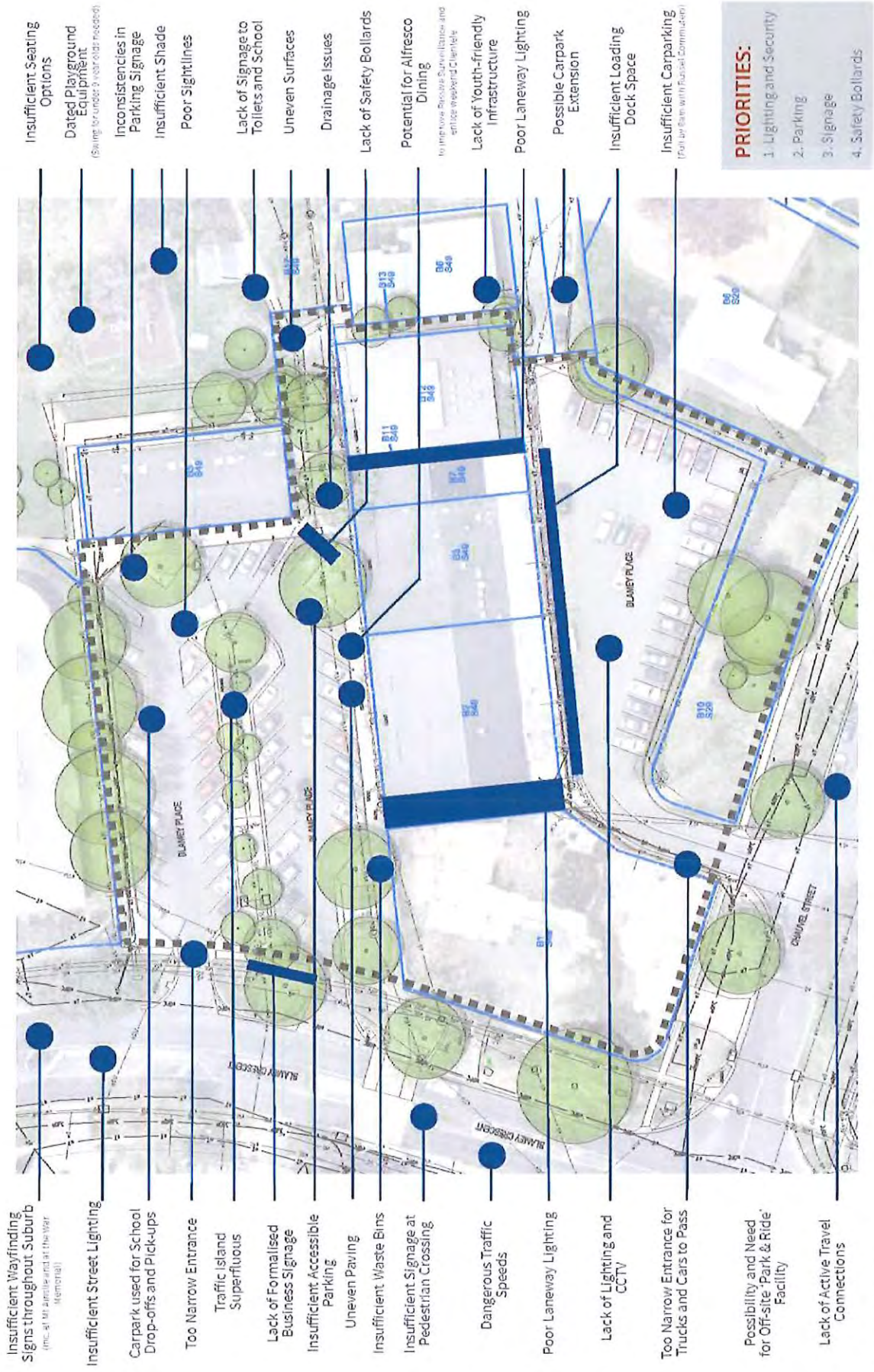
A summary of the feedback received for Campbell is provided in Table 3-1.

Table 3-1: Campbell key stakeholder feedback

Campbell		Suggested Improvements			Potential Co-contributions
Stakeholder	Issues Raised	Core Works	Additional Works	Priorities	Potential Co-contributions
ACT Government	<ul style="list-style-type: none"> - Poor lighting distribution - Stormwater drainage and backlog within centre - Street trees create a sense of place - Potential extension of shops to cater for suburb and demand growth 	<ul style="list-style-type: none"> - Light upgrade (to LEDs) - Standardisation of street furniture to be of hard wearing, low maintenance materials - Careful consideration of materials adjoining trees is necessary to ensure damage to tree is minimised - Improved and increased parking in order to meet demand - Improved balance between cycling, pedestrian, and vehicular infrastructure, in order to promote active travel - Increased accessible parking (only 3% currently is accessible parking) 			
Leaseholders	<ul style="list-style-type: none"> - Comprehensive redevelopment of site needed and improved landscaping - Poor site visibility (including signage) - Waste management issues - Safety concerns (lighting and bollards) 	<ul style="list-style-type: none"> - Improved lighting around shops, particularly in the rear dock and alleyways - Renewed landscaping 	<ul style="list-style-type: none"> - Waste management solutions in rear dock - Improved signage and street presence - Renewed landscaping 	<ol style="list-style-type: none"> 1. Improved waste management 2. Increased lighting (in rear carpark) 3. Installation of bollards 4. Increased signage 5. Improved landscaping 	Strong Interest
Traders	<ul style="list-style-type: none"> - Safety concerns - Crime prevention - Lack of parking - Poor site visibility 	<ul style="list-style-type: none"> - Increased lighting around shops to improve after hours safety 	<ul style="list-style-type: none"> - Improved signage and street presence - Improved safety infrastructure, e.g. bollards between outdoor dining and parking 	<ol style="list-style-type: none"> 1. Improve lighting & security 2. Increased parking 3. Increased signage 4. Installation of safety (bollards) 	Medium Interest
Local Community Groups (Campbell High School and Primary School)	<ul style="list-style-type: none"> - Poor quality landscaping and paving - Need for free communal space - Poor site accessibility (for active travel) - Parking limitations 	<ul style="list-style-type: none"> - Establishment of all hour's communal space, providing opportunity for activity without the need to spend money - Landscaping improvements, including improved and even paving 	<ul style="list-style-type: none"> - Improved and well-connected paths throughout the suburb 	<ol style="list-style-type: none"> 1. Improved accessibility (by foot and bike) 2. Creation of a communal space 3. Increased Parking 	Limited Interest

<p>General Public</p>	<ul style="list-style-type: none"> - Need for public amenity for young and old - Need for 'communal space' - Parking limitations - Tired playground in need of shade - Need for upgrades to landscaping and pavement 	<ul style="list-style-type: none"> - Improved facilities for the elderly, including seating 	<ul style="list-style-type: none"> - Improved and increased play equipment 	<ol style="list-style-type: none"> 1. Increased Parking 2. Playground upgrade (including shade) 3. Paving upgrade 4. Creation of a communal space 	<p>(Unmet/Implied)</p>
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Figure 3-2: Campbell community feedback map



Source: Purdon Planning

SWOT

The strengths, weaknesses, opportunities, and threats for the Campbell Local Centre are outlined in Table 3-2 below.

Table 3-2: Campbell SWOT analysis

Campbell	
Strengths	Weaknesses
<ul style="list-style-type: none"> - Engaged traders and leaseholders - Engaged users - Wide service offering - Wide demographic spread - Well maintained and used public toilet - Well used playground - Wide road leading to shops - Established trees throughout local centre - Wide internal parking lanes 	<ul style="list-style-type: none"> - Weak and insufficient lighting in rear dock - Poorly defined and managed waste management area - Poor visibility and site lines, resulting in limited security - Limited parking for customers and staff - Limited way finding signage - Limited public seating within local centre - Uneven paving and steep grades accessing shop entrances - Lack of active travel infrastructure to shops - Limited passive surveillance - Compromised safety on rear dock due to narrow driveways - Limited accessible parking
Opportunities	Threats
<ul style="list-style-type: none"> - Redevelopment opportunity of Block 1 and Block 10 for carpark and residential use - Committed leaseholder interested in co-contributing to large scale upgrade - Reconfiguration of playground and communal space - Development along Constitution Avenue, resulting in increased residents in the area 	<ul style="list-style-type: none"> - Development along Constitution Avenue, including commercial offerings - Threat of disjointed development on Block 1 Section 49 (petrol station) - Impact of access and mobility constraints within local centre on aging population - Poorly managed loading dock, with conflicting land uses - Dark laneways through site

3.4 Discussion

The Campbell local centre is a unique and thriving centre, offering a diverse variety of services and retail options frequented by a wide range of the local community. The centre is regarded highly by users, who provided valuable suggestions for future upgrade works. The upgrade suggestions were analysed by the project team to distinguish between core works (government funded) and additional works (community co-contribution funded), which are explored in the following sub-sections.

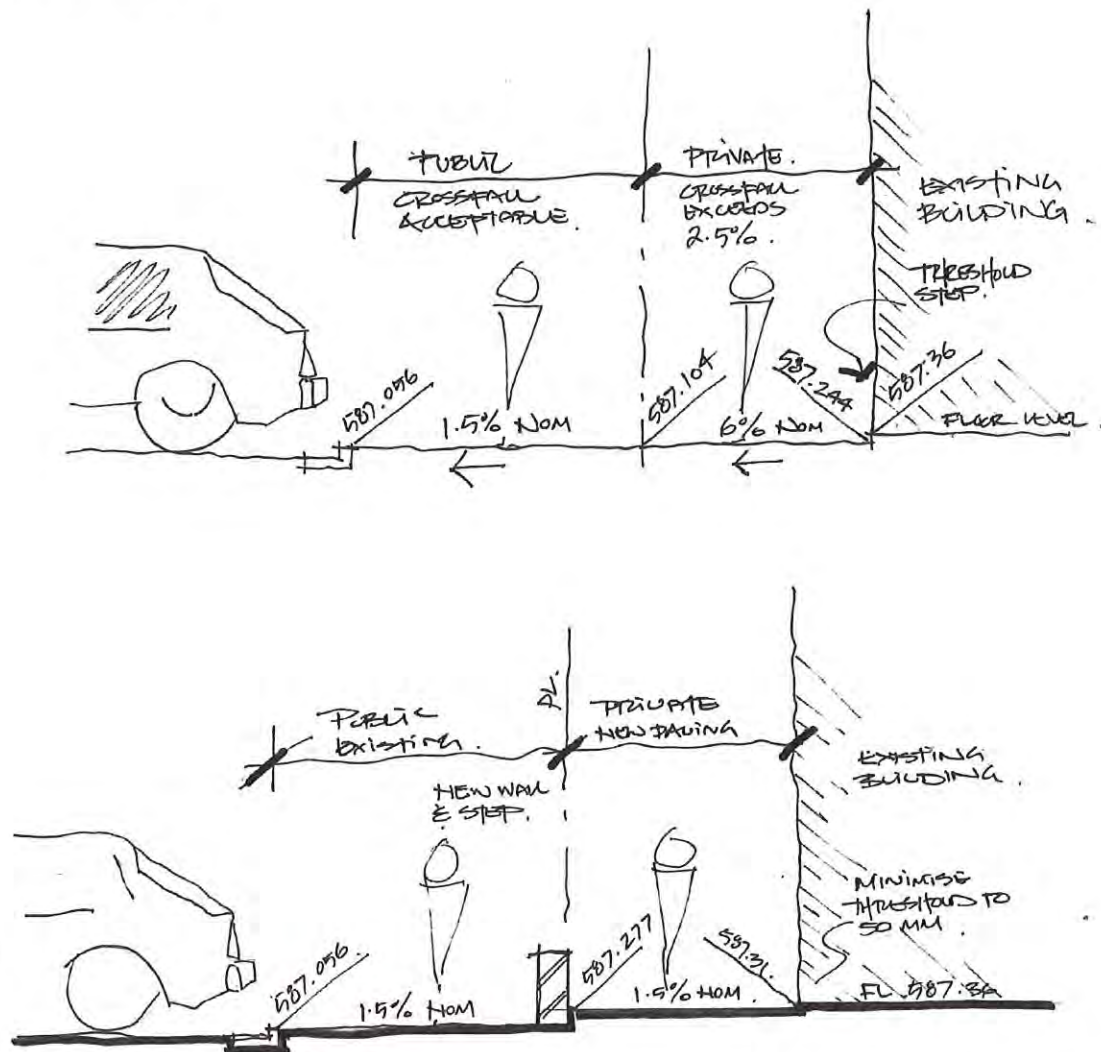
Core upgrades

Core upgrade works to *lighting* would help to ensure basic amenity and security is provided to users of the area, making night-time movement for both customers and staff safer. As significant alterations to the front carpark is not possible due to limited space, a *reconfiguration of the rear carpark* would aid in making the local centre more accessible to local residents by freeing up available car spaces. Such a reconfiguration would indirectly see waste management issues addressed and entries to the car park increased in width.

With retirement villages and an ageing population in close proximity to the local centre, the *levelling of the footpaths* and improvement of access ways both to and within the local centre are a key priority. Significant grade noncompliance can be found at the entrances to the western shops, which include a hairdresser, dry cleaner, pharmacy and post office (see Figure 3-3 below). In order to provide wheelchair access to these shops, the construction of a ramp may be required. With the grade noncompliance falling onto leased land, and grade compliancy being a Government concern, a co-contribution funding model may be required to undertake these necessary works. A median solution could be reached, in which compliant grades are reached on public land and noncompliant grades retained on leased land. The extent of works may be determined by the levels of co-contribution should these be sought.

Figure 3-3: Grade noncompliance at the Campbell Local Centre

Existing non-compliant grades



Source: Redbox Design Group

Core upgrades have been identified in three key areas, namely works on lighting, rear dock reconfiguration as well as levelling of footpaths. These would help to ensure that the Campbell local centre remains viable and safe.

With the construction of commercial competitors within developments along Constitution Avenue, it is important the Campbell local centre retains its competitiveness and can continue to provide valuable retail services to the local community. Without core investment by the ACT Government, it is unlikely that major upgrades at the centre would be possible and its competitiveness retained. Furthermore, investment in lighting and levelling works are mitigative in nature, and if not addressed are likely to lead to larger safety concerns and costs in the future.

Additional upgrades

Co-contributions at the Campbell local centre are expected to vary significantly in nature and form. During Stage One consultations it became clear that if the ACT Government were willing to release unleased territory land to the rear of the centre, significant investment from selected leaseholders could be expected. One leaseholder expressed interest in funding improvement works to the rear dock and existing waste management systems, as part of a larger redevelopment.

Traders, on the other hand, seem to be interested in improving their local centre, however would not have a comparable level of resources to help fund upgrades. Instead they are likely to contribute to upgrade initiatives which



directly benefit their business, such as the installation of signage along Blamey Crescent as well as contributions to pavement upgrades within leased land.

Lastly, co-contributions may also be sought for the installation of seating throughout the centre, which could be funded by individual members of the community. Contributions by local community groups, such as the adjoining primary schools, could take the form of public artwork, strengthening a sense of community ownership within the centre.

With high levels of interest and engagement from all stakeholders at the Campbell local centre, the prospects for achieving positive co-contribution outcomes at later consultations is high. The successful commitment to co-contributions will however be dependent on productive discussions being led by Purdon Planning. During these discussions, the project team will demonstrate upgrade outcomes and ensure that all expressions of interest to contribute, regardless of size, are encouraged.

Stage Two Consultation

Redbox Design Group built on feedback received during Stage One of stakeholder consultation to develop plans that responded to key priorities, weaknesses and strengths of the Campbell local centre. The full set of plans presented to community stakeholder representatives can be seen at Appendix D.

Plans that identified the extent of co-contribution were developed by Redbox and were available to the community but were not necessarily provided unless the issue (co-contribution) was raised by the stakeholder. This approach was in accordance with the revised scope for Stage Two which saw consultation emphasise identification of priorities rather than actively seek contributions at this preliminary design stage.

Figure 3-4: Landscape Plan

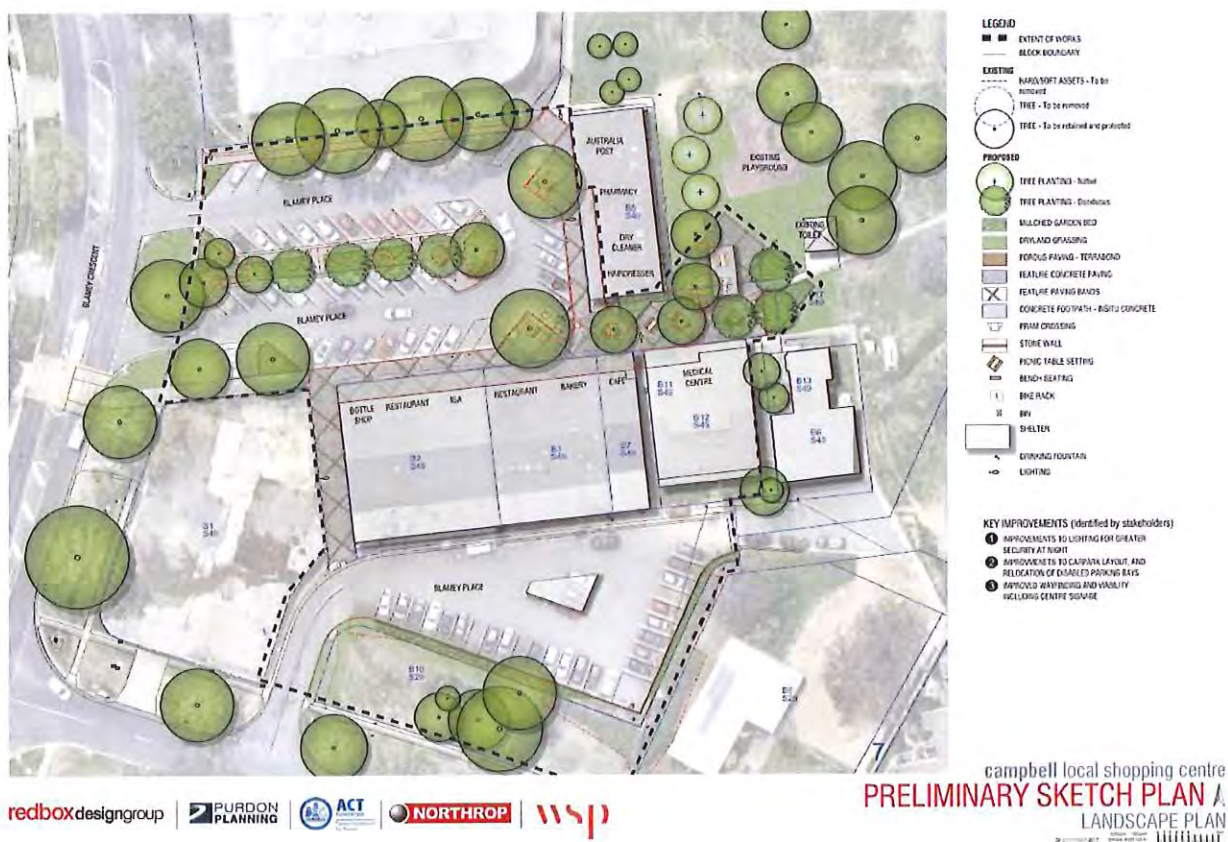


Figure 3-5: Perspective Images

1 SITE BAKERY CENTRAL PAVED ZONE UNDER EXISTING TREES
NTS2 ALTERNATIVE BAKERY PROPOSED CENTRAL GATHERING SPACE UNDER EXISTING TREES
NTS3 SITE BAKERY OPEN SPACE ADJACENT EXISTING PLAYGROUND
NTS4 ALTERNATIVE BAKERY PROPOSED SHELTER & AMENITY ADJACENT EXISTING PLAYGROUND
NTS

Source: Redbox Design Group (2017)

Stakeholder Feedback

The designs presented in Stage Two were generally well received by the users of the Campbell local centre. The improvements to accessibility and lighting were especially welcome. However, in many cases it seemed as though many of the most significant and urgent priorities could not be directly addressed within the scope of the project. Three main comments about the plan were heard numerous times. The first was that the playground, in a state of disrepair and urgently needed by the community, needed an upgrade. This is an especially pressing concern because of the imminent modernisation of Campbell Primary School, which will see their play equipment closed to the public. This makes the local centre playground the only available in the area. The second was that the lack of parking was not addressed, and the final was that further security measures, especially some kind of ram barrier in front of the shops, was not provided. On all three matters the reasoning behind their omission was explained. In the case of the playground the works were out of direct scope, however the issue has been raised with TCCS. With regard to parking, a lack of space makes it virtually impossible to add more spaces without significant cost. It is hoped that the inability to provide additional car parking spaces may lead to promotion of active transport modes.

It was found that many of the issues, especially regarding parking and security, are so deeply ingrained in the design of the centre that a larger redesign of the centre would be needed to solve them. An example of these design issues is evidenced by the inability to provide additional car parking spaces on site. The access issues in Campbell however, are arguably the most severe of the four centres identified, especially given the demographics of the area show that a large number of elderly people use the local shops.

It was noted by stakeholders that access issues are well addressed by the designs. Solving access issues has been identified as having a positive impact for a lower cost than many of the other works proposed at Campbell and for the other centres that are the subject of this study.

Lastly, the provision of a dedicated ram barricade would have detrimental effect to the character of the centre. The crime statistics retrieved as part of analysis did not show evidence of ram raids but did show that some break-ins had occurred. However, alternative design measures may be used to deter vehicles mounting the pavement. It is

considered other security measures including lighting would have more of an impact to security than a ram-raid barricade.

Government Stakeholder Feedback

City Services asset managers recommended that furniture proposed should be readily available to ensure easier and more cost-effective replacement and repair. Bespoke furniture was not supported.

City Services also stated that they were unaware of current storm water drainage issues, however when advised of possible problems stated that they would investigate. This matter will be investigated in more detail at future design stages.

Urban Treescapes advised that the trees in the centre of the car park were not in good health and suggested these trees could be removed to create additional car parking spaces or to have the ground remediated with new trees planted to provide a better opportunity for healthy growth.

Maintenance suggested that wheel stops would be a better alternative to bollards and that bike racks could also perform the same function as bollards in preventing the chance of ram raids.

During community consultation Purdon Planning received the following feedback from interested community stakeholder representatives:

Table 3-3: Stage Two Consultation Feedback

TCCS Local Centre Upgrades Stage 2 Stakeholder Engagement Campbell				
Subject Area	Stakeholder feedback	Significant Stakeholder Proponents	Purdon Comment	Redbox Response
Parking and vehicle access	Not enough parking, everyone would like to see more parking. The general consensus was that this was not addressed to satisfaction in the designs.	St Thomas More PS Traders Campbell Primary School	Expanding car parking was investigated but the site is too constrained to fit in any more.	Providing additional parking was investigated but site is too constrained to fit in any more.
	People park illegally due to lack of spaces.	St Thomas More PS	Landscaping improvements will discourage illegal parking/ as above	As above
	People who are not necessarily associated with or using the centre park during the day. This includes commuters to Russell and potentially the City	St Thomas More PS Traders	Paid parking and timed parking were floated as possible options but both were considered greater evils than the current shortage.	Noted
	Back carpark is poorly designed; the ideal scenario would be a throughput like in the front to reduce congestion as well as provide more space.	Traders	This is a broader issue outside of the scope of the project. Large scale works like this are very expensive.	Noted: This is a broader issue outside of the scope of the project.
	Waste enclosure proposed in the plan is poorly located as that space needs to be used	Traders	See Redbox Response	Noted: turning circles of trucks has been assessed and design works, but only when back of house are clear of vehicles and rubbish.

<p>by delivery vehicles to turn out of behind the shops.</p>	<p>Disabled parking upgrades are supported. However, it was noted that the ACT disabled community does not support the practice of exchanging wider disabled parking spaces for ones with the gap in-between.</p>	<p>People With Disabilities ACT</p>	<p>See Redbox Response</p>	<p>Noted: This is a broader issue outside of the scope of the project. The design meets current standards.</p>
<p>Trees can be removed to create additional car parking spaces</p>	<p>Urban Treescapes</p>	<p>Removal of these trees is unlikely to create additional car parking spaces.</p>		
<p>Individual spaces are quite small and there is a lack of access points from the spaces to the carpark. This makes it difficult for elderly and disabled people parking and getting out to the shops</p>	<p>Council on the Ageing People With Disabilities ACT</p>	<p>See Redbox Response</p>		<p>Noted: The parking provided is to standard. Unfortunately, the constrained site means that not a lot can be done regarding parking issues for the site.</p>
<p>Security and Safety</p>	<p>Risk of driver's ram raiding shop fronts, accidentally or on purpose. Stakeholders would like to see some sort of barrier implemented.</p>	<p>Traders Pedal Power</p>	<p>See Redbox Response Barrier options such as bollards are also an aesthetic issue. Most stakeholders agreed the hostile look of bollards was not worth the protection</p>	<p>Noted: Options for barriers between parking and shops were explored, but site is too constrained to fit them without creating access issues. Barriers at the ends of the disabled bays will be provided.</p>
	<p>Centre areas poorly lit at night, especially back carpark and alleys. Lighting proposed is highly supported, but more</p>	<p>Traders</p>	<p>See Redbox Response</p>	<p>Noted: A full lighting audit will be done in future design phase.</p>

	out the back and around the playground might be good.			Lighting is included in the current design.
Accessibility	<p>Lighting in the middle alley was requested</p> <p>The proposed ramp outside the post office is strongly supported. However, the step and poles and other obstructions near the entrance to the ramp may be a hazard for the disabled. The design needs to be talked through with a person who will be using that infrastructure.</p> <p>Pavement design can pose an access issue; boundaries between pathways, standing areas (places with trees, poles, seats and other obstructions) and roadways need to be clearly marked. On the other hand, changes in texture and colour that do not denote a change can be confusing.</p> <p>If some sort of barricade is erected between the parking spaces and the shopfronts to protect against accidents and ramraids, this needs to not also be a barrier for people</p>	Traders	See Redbox Response	<p>Noted: The middle alley cannot be lit as any lighting would need to be attached to privately leased structure.</p> <p>Noted: The project team will consider including a 'Road-Test' from PWDACT representatives from each of the suburbs surrounding the local centres.</p> <p>Noted. Pattern will be in grey hues which is acceptable to PWDACTAA ensuring no strong contrasting greys to be used.</p> <p>Noted: Options for barriers between parking and shops were explored, but site is too constrained to fit them without creating access issues. Barriers at</p>

<p>using walking frames and similar.</p> <p>Obstructions on the pavement like poles are generally a problem in Campbell. Especially the lamp in the middle alley (near the bike racks) is a problem. It would be nice to get the lamp pole moved to be in line with the trees.</p> <p>Add seating with arm rest and back rest to accommodate people with mobility issues</p>	<p>Pedal Power</p> <p>See Redbox Response</p> <p>Constraints such as wiring, and root balls can limit where poles can be located. This particular light is the only source of light for the narrow alley.</p> <p>See Redbox Response</p> <p>Alzheimer's Australia</p>	<p>Note: The Project team will investigate moving the pole.</p> <p>Note: Ensure a high percentage of new seating has armrests and backs</p>	<p>the ends of the disabled bays will be provided.</p>
<p>Design and Aesthetic</p> <p>Wayfinding signs needed to direct people into and towards the centre.</p> <p>Landscaping changes to allow better visibility from the street would be good. Would not only draw people into the centre but would also provide some passive surveillance.</p> <p>Playground is not interesting or well designed; lifting that space would make it a more attractive destination for parents and take some pressure off the school playgrounds.</p>	<p>Traders Campbell Primary School</p> <p>Traders Campbell Primary School</p> <p>Campbell Primary School</p>	<p>This is outside the scope of the project. Suggested as a possible opportunity for co-contribution</p> <p>Addressed in plans</p> <p>See Redbox Response</p>	<p>This is outside the scope of the project, however has been noted and will be raised with the appropriate section of TCCS.</p> <p>Noted</p> <p>Upgrade of the playground is outside of the scope of the current project. However, this comment will be raised with the appropriate section of TCCS.</p>

	Colourful furnishings are widely supported, they are both good for access and they will bring a bit of interest aesthetically.	Heart Foundation People with Disabilities Alzheimer's Australia	Addressed in plans, has been raised with Redbox	Noted
	Instead of using terracotta paving to create tartan use a grey so that it is not confusing for those that are visually impaired	Alzheimer's Australia	Addressed in plans, has been raised with Redbox	Noted: There is no intention of using terracotta; pattern only using grey hues.
	Wheel stops are preferred over bollards. Bike racks can also perform same function as a bollard.	City Services	Wheel stops are not preferred from a design perspective. Bike racks will create clutter and take up more space than bollards.	Noted: Currently no wheel stops suggested. The only bollard we are suggesting is associated with the disabled car parking where clutter should be avoided.
	Selected street furniture is not supported from a maintenance perspective	City Services	Street furniture is indicative only. When budget bids are confirmed and plans are refined street furniture suggestions will be confirmed.	Noted: Street furniture is indicative only. Future design phase will identify materials and maintenance concerns
Amenity and usability	Shade in playground area is currently lacking; would like to see a sail cloth or similar. Playground is currently old and overcrowded. This will get worse as Campbell PS is about to undergo a modernisation and the accompanying construction will see their playgrounds closed to the public.	St Thomas More PS Traders Campbell Primary School St Thomas More PS Traders Campbell Primary School	Outside of project scope, however, will be raised with TCCS Outside of project scope, however, will be raised with TCCS	Shade for the playground will be investigated, however upgrades to playgrounds are dealt with by a separate part of TCCS. TCCS will work on coordinating possible future upgrades where possible. Playgrounds generally are outside the scope of the project. However, this playground can be flagged with the relevant taskforce.

Formal path connections between the playground and the centre are lacking. The playground is a bit hidden. This is also an access issue for people with prams etc.	St Thomas More PS Traders Heart Foundation	Addressed in plans, has been raised with Redbox	Noted
Bins are currently over capacity, they make a mess and smell. Recycling would be appreciated as much of the waste is bottles.	Traders	See Redbox Response	Increased waste capacity is being investigated as part of the project. This will also involve bins which hinder dumping of household and business waste through the use of an enclosure.
Path connections to the centre currently run through Campbell primary school. Campbell PS would like to end this and they are currently in the process of fencing off those paths, however that means new paths around the school to connect to the centre are needed.	Campbell Primary School		Noted
More bike racks are needed in the centre in a more convenient location. The location suggested in the plan is good and out of the way. However, they are a long way from the centre of the centre; making them inconvenient. They also have poor surveillance, and you have to ride through the centre to get to them so bikes will ride on the pavement. Bike racks	Pedal Power Heart Foundation Traders	See Redbox Response	Noted. The pedestrian areas are tight in front of shops and barriers, bike racks and other clutter are minimised to provide opportunity for alfresco dining and pedestrian movement. This will be investigated as part of ongoing design.

outside the Cafe and or the IGA may be a good option.

As part of the Second Stage of Consultation, Purdon Planning asked stakeholders to identify key priorities for upgrade should funds become available for this. Based on the feedback received, Purdon Planning have identified the following priorities for Campbell:

Figure 3-6: Campbell Priorities

Priorities	Interested stakeholder	Comment
1. Safety and Pavement upgrades	Post Office, Chemist, Hairdresser, Campbell Primary School, People with Disabilities ACT, Alzheimer's ACT, Hello Café	All parties, but especially the traders, would welcome upgrades to the pavement to make it safer and more accessible. Those traders serviced by the proposed ramp consistently listed that as a very high priority. The centre is frequented by elderly people; the uneven pavers are a trip and slip hazard with a number of instances reported. Included in this priority are path connections with the outside; including with Campbell PS, where a rethink of those paths may be required.
2. Security and Lighting	Hello Café, Lanterne Rooms, IGA, Campbell Liquor, Estate Agent, Physio Therapist, Chemist	Those Traders who did not have access issues regarding their stores listed security as the number one priority. Improved lighting in the centre carpark and back carpark is strongly supported. Another item of anxiety for traders is the possibility of ramraids from the carpark. Campbell Liquor Discounts and the IGA expressed a desire for bollards or other barriers to protect the shop fronts.
3. Car parking	St Thomas More's Primary, Campbell Primary, Hello Café, Hairdresser	Car parking was identified as a high priority for this centre but was considered to be an unachievable objective in the short term given the lack of space available on site.

Upgrades to the playground at this centre were also identified as a priority. Campbell primary is about to undergo a modernisation program that will see its playgrounds fenced off from the public. These playgrounds are heavily used on weekends and out of hours; that traffic will get pushed onto the small and poorly designed existing play equipment. The space surrounding the playgrounds is dingy and poorly designed; stakeholders are glad to see upgrades but would like to see a more formal connection between the playground and the centre and improved seating around and facing the playground.

Priorities

While a smaller percentage of stakeholders identified the state of Campbells pavement as their number 1 issue, pavement featured heavily as a number 2 or 3. It was an issue the entire centre was concerned with which is why it is the first priority.

Security was another issue often brought up, especially for the traders; even though statistics don't suggest an abnormally large amount of crime in the centre, perceptions matter. Many traders cited concern that staff and customers are uncomfortable to move around the centre at night. Those stakeholders around the periphery of the centre identified the playground upgrades as a long-term change that could have a big positive impact.

Parking was also a consistent issue; however more parking spaces are not achievable due to space constraints on site.

Planning opportunities external to project scope

Although outside the scope of the local centres feasibility study, the community raised interest in the development of a master plan for the centre as a whole. This suggestion was presented in response to concerns raised around *limited active travel connections* to and from the local centre, as well as a lack of clarity around *future development* visions for the vacant site Block 1 Section 49.

The drafting of upgrade work plans for the Campbell local centre may act as a base for any future master plan developed for the area. With ACT Government input on future land release and vacant block development plans, the concept sketches may be amended and act as a basis for discussions between leaseholders and the ACT Government regarding future development.

Purdon Planning also recommends that TCCS Capital Works cooperates closely with ACT NoWaste, Strategic Planning and leaseholders to ensure that holistic, well-considered and long-term solutions are developed for the Campbell local centre and that the significant interest in leaseholder investment is harnessed.

4.0 Duffy

4.1 Local centre snapshot

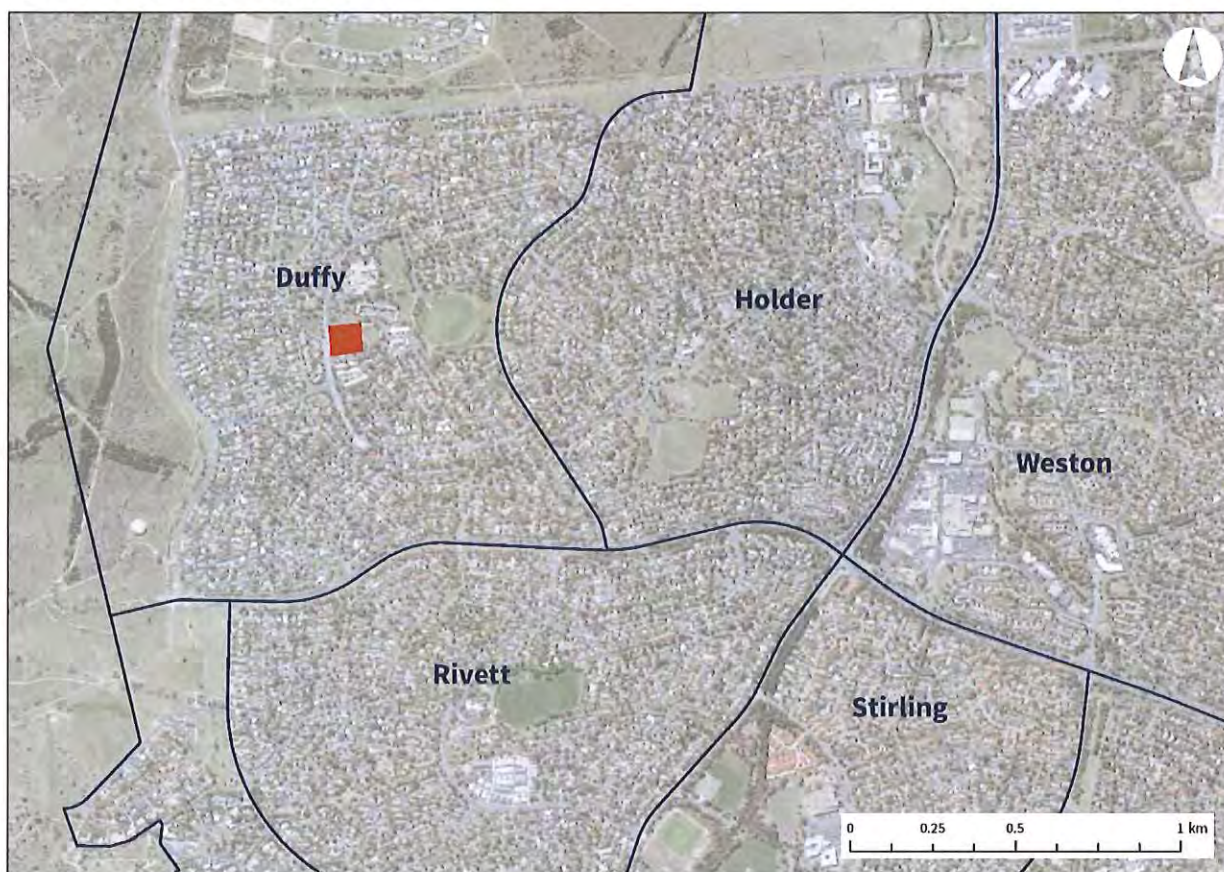
The Duffy local centre (see Figure 4-1 below) adjoins the Duffy Primary School, public open space and medium density housing. It is accessible via Glenmaggie Street, which adjoins Burrinjuck Crescent, Duffy's main collector road. Due to the centre's central location within the suburb and limited signposting, the centre's main clientele remains local residents.

The Duffy local centre is small in size and features a restaurant, café, and supermarket. The café, which opened in recent years has brought a new wave of vitality to the centre. The centre has more car parking spaces than it currently needs or uses and there are sufficient spaces to support another active business.

Duffy was strongly hit by the 2003 bushfires, and subsequently a large portion of the suburb was redeveloped. Due to the large block sizes and cost involved in redevelopment of fire damaged homes, the local population has morphed into above median income households. As such, Duffy and is well placed to support a successful local centre.

The centre displays future development potential, with a number of unleased vacant blocks of land located directly next to the shops. Investment in the centre and surrounding area by both the ACT Government and general public could see an increase in both commercial and residential offerings in close proximity to the local centre, revitalising an ageing local centre in need of investment

Figure 4-1: Location map – Duffy local centre



Source: Purdon Planning

Stage One Consultation

4.2 ACT Government agency feedback

As part of the Stage One consultation program, the project team sought to understand the existing issues and constraints related with the Duffy local centre. As a key stakeholder group, various ACT Government agencies were consulted, in order to form a comprehensive picture of existing constraints on the site, future opportunities as well as existing government works.

During discussions, it was found that the centre suffers from stormwater drainage issues. In line with this feedback, traders recounted that during heavy rainfalls gravel from Block 11 Section 26 washes onto the adjoining carpark. In addition, the run-off disturbs infrastructure, including the Telstra service box located on this vacant block of land. This Telstra box services the adjoining supermarket, which suffers from communication issues after rainfall.

4.3 Community feedback

According to local Duffy residents, the shops greatly profited from the addition of the Niugini Arabica Café in 2014, which has led to activation of the north-eastern corner of the shops. Both the traders and community alike feel that upgrades of the communal areas surrounding the playground would greatly benefit the area. These upgrades could include both improved landscaping, extended café seating areas as well as additional public infrastructure such as drinking fountains and public toilets.

The community and local stakeholder groups also expressed interest in an upgraded playground area including a shade structure, to make the playground attractive in hotter months.

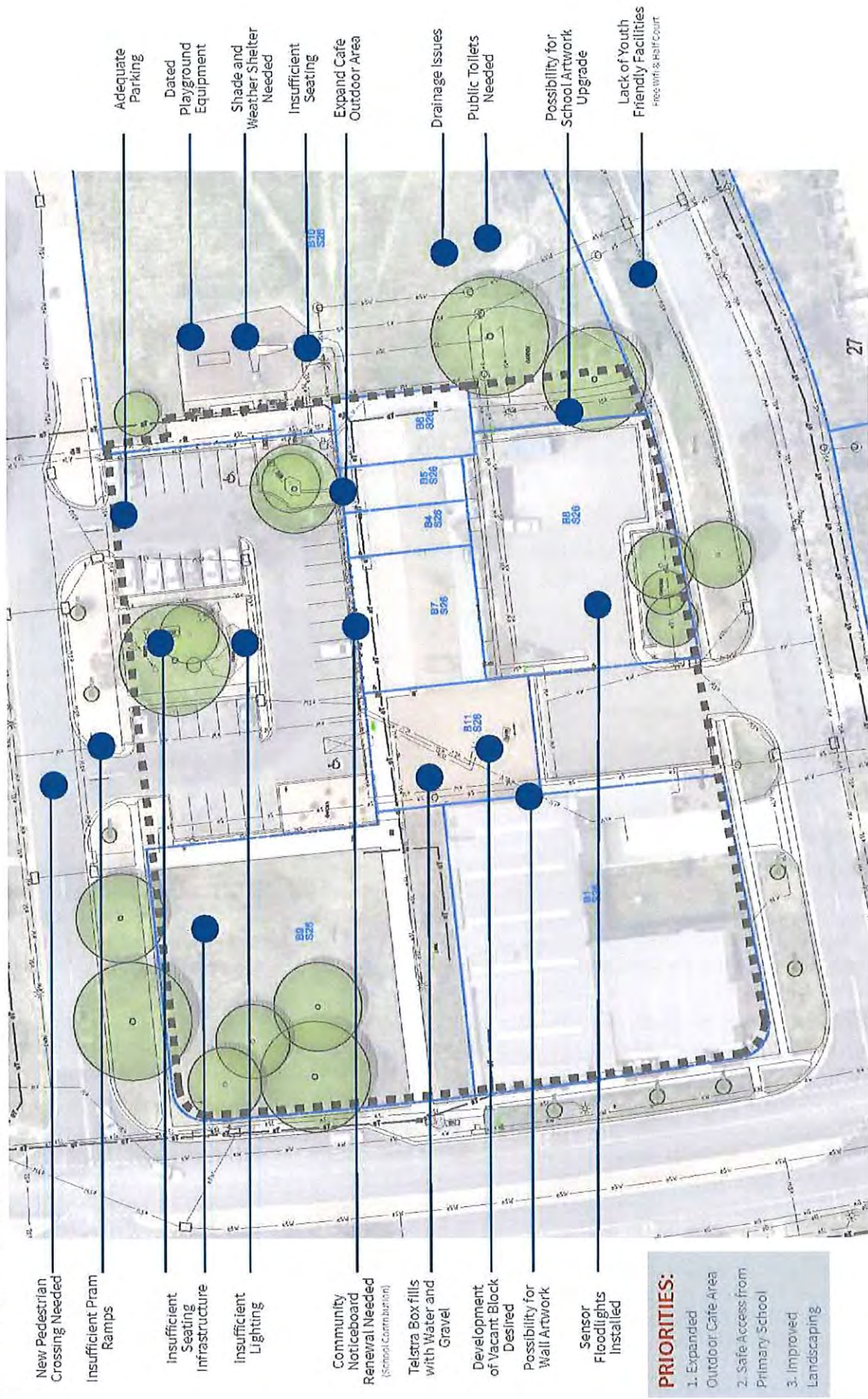
Lastly accessibility was a key issue raised by the adjoining primary school as well as shop patrons. As the shops are heavily frequented by young parents with prams and people with mobility issues, improved connections including pram ramps and safe pedestrian crossings to the adjoining primary school were requested.

A summary for stakeholder feedback received for Duffy is in Table 4.1 and community feedback is presented in Figure 4.2.

Table 4-1: Duffy key stakeholder feedback

Stakeholder	Issues Raised	Suggested Improvements		Priorities	Potential Co-contributions
		Core Works	Additional Works		
ACT Government	Major stormwater drainage issues				
Leaseholders	NA. Leaseholders were not interested in providing feedback on the needs of the centre.				Limited interest
Traders	<ul style="list-style-type: none"> - Increased development in the area could improve passive surveillance - Public amenity upgrades needed - Extended outdoor seating options needed - Shading and improved public amenities needed, including public toilets - Stormwater drainage limitations 	<ul style="list-style-type: none"> - Creation of a communal space to the eastern side of the shops, adjoining the public playground - Removal of 1-2 car spaces to create larger outdoor alfresco dining area (in front of café) - Improvement of drainage on vacant block (B11 S26) 	<ul style="list-style-type: none"> - Creation of a communal space to the eastern side of the shops, adjoining the public playground - Installation of shade structure - Increased outdoor seating 	<ol style="list-style-type: none"> 1. Improved landscaping 2. Installation of public toilet 3. Alfresco dining options 4. Shading for playground 5. Development on vacant block (residential) 6. Increased public seating 	Strong interest
Local Community Groups (Duffy Primary School)	<ul style="list-style-type: none"> - Lack of safe pedestrian access - Degraded public amenities (playground, paving etc) - No amenities for youth 	<ul style="list-style-type: none"> - Construction of pedestrian crossing over Glenmaggie Street 	<ul style="list-style-type: none"> - Improved landscaping, signage, and paving - Playground upgrade - Installation of a water refill station - Installation of public toilets 	<ol style="list-style-type: none"> 1. Construction of pedestrian crossing 2. Playground renewal (including shade) 3. Improved landscaping 4. Installation of public toilets 5. Improved seating 	Medium interest
General Public	<ul style="list-style-type: none"> - Lack of public toilets - Limited seating - Lack of community area 	<ul style="list-style-type: none"> - Improved landscaping 	<ul style="list-style-type: none"> - Playground upgrade - Installation of public toilets - Increased alfresco dining space - Increased public outdoor seating 	<ol style="list-style-type: none"> 1. Playground upgrade (including shade) 2. Installation of public toilet 3. Improved landscaping 4. Addition of alfresco dining 5. Construction of pedestrian crossing 	Limited interest

Figure 4-2: Duffy community feedback map



Source: Purdon Planning

SWOT

Table 4-2 below lists a summary of the strengths, weaknesses, opportunities, and threats for the Duffy local centre.

Table 4-2: Duffy SWOT analysis

Duffy	
Strengths	Weaknesses
<ul style="list-style-type: none"> - Vacant land parcels adjacent to centre - opportunity for future development - Established vegetation (particularly on Block 9) - Well established café - Affluent suburb - Engaged community - Well used playground - Close proximity to primary school - Good engagement and interest from primary school 	<ul style="list-style-type: none"> - Limited passive surveillance - Wall around rear loading dock provides visual barrier and potential safety issues - Lack of interest from leaseholders - Lack of safe pedestrian linkages between local centre and adjoining primary school - Steep grades and limited pedestrian linkages to centre - Vacancy of Block 11 and associated drainage issues - Limited variety of shops - Current shop configuration limits visibility from street - Limited lighting - Limited public amenities, e.g. furniture, bins, public toilets, and water bubblers
Opportunities	Threats
<ul style="list-style-type: none"> - Opportunity for reconfiguration and future development on rear loading dock - Future development of B11 S26 - Reconfiguration opportunity of urban open space to the east - Extension of outdoor seating area to create a communal space - Mural on party wall to the west of the Block - Development opportunities on Block 10 	<ul style="list-style-type: none"> - Unsafe configuration of rear dock - Vacancy of Block 11 - Steep grades leading to and from local centre

4.4 Discussion

Core upgrades

With limited co-contribution capacity and interest by traders and leaseholders identified at the Duffy local centre, ACT Government investment will be required to see this local centre improved. With limited passive surveillance around the centre, including a reasonably new residential development to the east of the shops, the centre has been had a number of burglaries. As a result, safety and security were issues of great concern to the centre's traders. Requests for *improved lighting* around the shops were made, to add to security features such as cameras, bollards and shutters installed by the traders.

In addition to lighting, accessibility and stormwater run-off are two large areas requiring core upgrade works. These were highlighted both by the traders and general public. Simple *ground installations on Block 11 Section 26* would be required to address the gravel run off issues present on the site and protect the Telstra communications box.

The construction of a *ramp and steps to the east of the site, accessing the playground* as well as additional *pram ramps* to the northern footpaths would ensure that the shops are accessible both to mobility impaired members of the community as well as parents with prams. Stairs to the west of the centre would also be required to bring all paths leading to the centre to compliant standard.

Additional upgrades

Various stakeholders expressed the desire for an extended alfresco dining area outside the café. This would be made possible through the removal of two parking spaces and then paving those spaces. This work along with an improvement in street furniture and landscaping in the area would be helped with contributions from the Duffy community. Lastly, licensing incentives / dispensations provided by the ACT Government could help local businesses afford extended outdoor seating to ensure that upgrade works are successful and can be used to their full potential.

These works could be added to with playground upgrades, the installation of shade structure, drinking fountain and a public toilet. The playground and toilet are outside the direct project scope, and may need co-contributions for proposed improvements, however if these works were undertaken they would strongly contribute to creating a cohesive, useable community area with strong links to the shops.

Planning opportunities external to project scope

Duffy is poorly orientated atop of a hill and is setback from key roads, the local centre presents many opportunities for future development. For instance, Block 11 Section 26 could be extended into the rear dock and released by the ACT Government for auction. Its location would be ideal for further residential or commercial usage.

Reconfiguration of the rear dock would also allow for more effective usage of space and could create clearer site lines and passages through the centre. Contrary to the views of some local residents, Purdon Planning would recommend the retention of Block 9 Section 26 as a vacant parcel of land, due to its high-quality vegetation, as well as to enable site visibility from Burrinjuck Crescent.

Block 10 Section 26 on the other hand, located to the east of the site is ideally placed for any residential development. Once again, its location would bring further activity to the centre and increase passive surveillance of the site.

Furthermore, an upgrade and reconfiguration of the playground would allow for a strong communal space to be established and amendments to outdoor licencing agreements for the café would boost the site's potential and cater for more patrons during peak periods.

Stage Two Consultation

Redbox Design Group built on feedback received during Stage One of stakeholder consultation to develop plans that responded to key priorities, weaknesses and strengths of the Duffy local centre. The full set of plans presented to community stakeholder representatives can be seen at Appendix D.

Plans that identified the extent of co-contribution were developed by Redbox and were available to the community but were not provided unless the issue (co-contribution) was raised by the stakeholder. This approach was in accordance with instructions from TCCS and the revised scope for Stage Two which saw consultation move away from co-contribution proposals and towards identification of priorities.

Figure 4-3: Landscape Plan



duffy local shopping centre
PRELIMINARY SKETCH PLAN A
LANDSCAPE PLAN

Co-contribution should be further explored during detailed design. Purdon Planning observed some willingness to for co-contributions from store owners during Stage One, and again through Stage Two.

Figure 4-4: Perspective Images

1 SITE IMAGERY, EXISTING PUBLIC SEATING ZONE
NTS2 INDICATIVE IMAGERY, PROPOSED PUBLIC SEATING ZONE AND CAFE SPACE
NTS3 SITE IMAGERY, EXISTING PUBLIC SEATING ZONE AND PLAYGROUND
NTS4 INDICATIVE IMAGERY, PROPOSED EXTENDED PUBLIC ZONE, LINKING NEW PLAYGROUND
NTS

Source: Redbox Design Group (2017)

Stakeholder Feedback

Of the centres assessed Duffy has seen the most significant changes proposed as part of Draft Plans. The suggestion to extend the curb even further into the car park in front of the shops supported the Red Box design proposals and demonstrated the desire of the community to reclaim the centre for pedestrians.

Duffy was unique among the centres assessed; Campbell and Kaleen are both thriving centres experiencing challenges resulting from overcrowding and growth (especially regarding parking and waste) while the concerns of the Fraser community tended to come down to problems outside the scope of the study such as visitation and ongoing viability. The problems of the Duffy Centre were largely within the scope of the project and it seems that these works have the potential to transform the centre, economically and culturally, into something as lively as Campbell and Kaleen. Many of the stakeholders consulted also mentioned the challenges the suburb has faced with regard to Mr Fluffy. The suburb is in the midst of a strong recovery and an upgraded centre could benefit from and contribute to that recovery.

Duffy also boasts a unique suburban composition influenced heavily by the 2003 bushfires. The suburb is only now getting close to fully recovered with new residents moving in, and former Duffy residents using the centre to meet old friends that remain in the suburb.

Government Stakeholder Feedback

Asset managers prefer no public toilets in this location given the maintenance required for these facilities. Toilet facilities are also not within the scope of this study.

Strategic Planning noted that planting or grassing Block 11 was not preferred as it may then be perceived to be permanent public open space which could cause counter-productive public relations issues when it is eventually released for sale.

During community consultation Purdon Planning received the following feedback from interested community stakeholder representatives:

Table 4-3: Stage Two Consultation Feedback

TCCS Local Centre Upgrades Stage 2 Stakeholder Engagement Duffy				
Subject Area	Stakeholder feedback	Significant Stakeholder Proponents	Purdon Comment	Redbox Response
Parking and vehicle access	Many traders do not support removing parking at the shopfront. Most depend on convenience traffic and a drawcard of the centre is that people can park quickly, close to the shops. This parking is also valuable for elderly people and parents because they do not need to cross a traffic area to reach the shops.	Traders	See Redbox Response This aspect of the design has been modified.	Noted. Redbox have investigated pavement expansion to ensure no loss of car parks in front of shops whilst providing trees. Impact is to east west aligned car parks being reduced in number and subsequently size of central park is reduced. Noted. We will investigate a method of improving amenity while not impacting shopfront parking
	People park illegally due to lack of spaces. It is understood this happens only once or twice a year during big events.	Traders (duffy5star)	See Redbox Response	Noted: Formalisation of landscaped blocks will discourage this.
	Disabled parking upgrades are supported. However, it was noted that the ACT disabled community does not support the practice of exchanging wider disabled parking spaces for ones with the gap in-between.	People With Disabilities ACT	This is a broader issue outside of the scope of our project, this parking lot is not particularly crammed so disabled spaces will often have empty spaces around them.	Noted: This is a broader issue outside of the scope of our project

<p>Security and Safety</p>	<p>Landscaping and shade in front of the shops may encourage teachers at the school and others to park long term in the area. One good thing about the area lacking shelter is that long term visitors use the centre island leaving the convenience spots open</p>	<p>Traders</p>	<p>Noted: it is not understood Teachers using the centre for long term parking is currently an issue and parking is not currently in short supply. This issue can be addressed should it arise at a later date.</p>	<p>Noted: not in agreement</p>
<p>Security and Safety</p>	<p>Risk of driver's ram raiding shop fronts, accidentally or on purpose. Stakeholders would like to see some sort of barrier implemented. Perhaps pot plants or bollards, this would also prevent illegal parking on B11</p>	<p>Traders Heart Foundation</p>	<p>See Redbox Response Awning supports provide some natural protection. Not understood to be current issue, just a hypothetical one. Extending the pavement will reduce the risk of accidental raids.</p>	<p>Noted: No specific RAM raid prevention elements installed</p>
<p>Security and Safety</p>	<p>Centre poorly lit at night, while stores are closed many night users of the school park in the centre and walk over (and may use the grocery store), lighting to connect with the school is desired</p>	<p>Horizon Church</p>	<p>See Redbox Response Connections to school are outside the scope of the project but have been raised</p>	<p>Noted: new lighting installation is designed to standards</p>

<p>Accessibility</p>	<p>The proposed ramp down the side of B9 is strongly supported. People With Disabilities ACT expressed an interest in "Road testing" the design with one of their members. They mentioned a number of considerations; The start of the steps need to be clearly marked with tactile and a colour change so that they are easy to find. Other obstructions near the entrance to the ramp may be a hazard for the disabled. Especially poles that might be mistaken for railings and the like. The example given of what not to do was the sign pole at the base of the ramp at Waramanga shops. Flat rest areas on long slopes and ramps like this are desirable.</p>	<p>People With Disabilities ACT Alzheimer's Australia Traders</p>	<p>Noted: Instigating a road test of future designs has been recommended in the report</p>	<p>Noted</p>
<p>Pavement design can pose an access issue; boundaries between pathways, standing areas (places with trees, poles, seats and other obstructions) and roadways need to be clearly marked. On the other hand, changes in texture and colour that do not denote a change can be confusing. The concept design of the pavement was flagged as a potential risk because of the big changes in shade. Paving colour should be mostly greys so that it does not confuse dementia or other visually impaired people</p>	<p>People With Disabilities ACT Alzheimer's Australia</p>	<p>See Redbox Response</p>	<p>Noted: Remove brick banding is preferred though grey scale band could be supported. Bike Racks are low and could be a trip hazard unless off the main route of travel. Provide seats with back rests and arm rests.</p>	

Signs needed to direct people into and towards the centre.	Traders	See Redbox Response Landscaping changes will make centre more visible from the street.	Noted: Current sign is satisfactory though would be upgraded if funds allowed - not a high priority.
Colourful furnishings are widely supported, they are both good for access and they will bring a bit of interest aesthetically.	Heart Foundation People with Disabilities Alzheimer's Australia	Noted	Noted
Glad to see the tree outside Nuigini Café Removed, it makes a mess and is looking a bit dangerous. Future landscaping should consider keeping and building a theme around the centre; as currently happens with the eucalyptus trees.	Traders Leaseholder Weston Creek Community Council	See Redbox Response	Noted: Redbox have reviewed the tree planting of Duffy and the current mix is deciduous and native. Redbox intend to promote solar passive environment through introduction of deciduous plantings to northern façade and in areas where people will be gathering.
Why are we keeping the Phone booth? Is it used?	Weston Creek Community Council	See Redbox Response	Noted. This is an issue for Telstra. Apparently still economically viable.
Amenity and usability Shade in playground area is currently lacking; would like to see a sail cloth or similar. Even if the playground is not upgraded. Widening of the footpath is strongly supported by all parties. If the curbs are going to be ripped up to widen it by 1 metre, why not 2 or 3 (taking space from the centre island) this would allow landscaping in front of the shops without loss of convenient parking spaces.	Horizon Church Traders Duffy Primary School Traders People with Disabilities ACT Leaseholder	Proposed landscaping around playground will achieve this with deciduous shade trees. Has been raised with TCCS See Redbox Response	Noted: Will inform for TCCS to consider in future playground upgrades Noted: Widening of pedestrian pavement in front of shops has been incorporated as suggested. Central island now smaller for greater pavement and shade trees in front of shops.

<p>Bike racks are currently under used; better racks are strongly supported, however the location of the racks near the Café is important as often cyclists doing the rounds will stop at Duffy and sit outside with their bikes.</p>	<p>Duffy Primary School Traders Heart Foundation</p>	<p>See Redbox Response</p>	<p>Noted: bike racks provided in clear sight of cafe</p>
<p>All stakeholders support the upgrade of the corner space outside the café. Some things to consider were; accessible furniture. Space for Xmas carols and similar. Barrier or fence between playground (proposed and existing) and the carpark.</p>	<p>Traders Weston Creek Community Council Horizon Church Duffy Primary School</p>	<p>See Redbox Response</p>	<p>Noted: a barrier is provided</p>
<p>Some seats should have an arm rest for people with mobility issues</p>	<p>Alzheimer's Australia</p>	<p>See Redbox Response</p>	<p>Noted: Ensure a high percentage of new seating has armrests and backs</p>
<p>Seating in centre island should be retained, it currently acts as a de-facto designated smoking area; having it keeps smokers from using the tables and chairs near the playground and cafes. There also might be an option for seating in b9 to activate that space as it currently does nothing.</p>	<p>Traders</p>	<p>See Redbox Response</p>	<p>Noted: Redbox have considered the comments and have improved the site with seating and shade trees.</p>
<p>Bike and pedestrian connections to and from the school are currently poor. The crosswalk is welcome but cyclists and walkers crossing the centre, rather than going to it should be considered.</p>	<p>Duffy Primary School Pedal Power</p>	<p>Connections to the school are largely outside the scope of the project. A crosswalk and connections to that crosswalk are provided. Expanding pedestrian space throughout the centre will improve it for through</p>	<p>Noted</p>

travel as well as travel within the centre.

Public toilets are not supported	City Services	No toilets proposed.	Noted.
Planting or grassing block 11 is not supported as the community may consider it as urban open space which will cause issue when the block is eventually sold	Strategic Planning	No plantings are proposed within Block 11.	Noted: Current unstable surface causes drainage pits to be blocked causing water pooling issues. As maintenance of SW pit appears to be non-existent stabilisation of ground as a minimum is suggested. Future design phase will identify material options.

As part of the Second Stage of Consultation, Purdon Planning sought a revision of plans and then asked stakeholders to identify key priorities to inform a potential budget bid. Based on the feedback received, Purdon Planning have identified the following priorities:

Figure 4-5: Duffy Priorities

Priorities	Interested stakeholder	Comment
<p>1. Footpath Widening</p>	<p>Duffy5Star, Nuigini Arabica Café, Horizon Church, Lessee, Weston Creek Council</p>	<p>This change was supported by all stakeholders. It was especially a priority for the Traders who are currently struggling with the constricted pavement space available. The café would like more space to put chairs out, and there is currently very little room for pedestrians especially after traders put out their displays. At present, display signage complies with spatial requirements for a-frames.</p> <p>It was suggested that a 1m extension was not enough and that a greater extension would be preferred.</p>
<p>2. Safety</p>	<p>Duffy5Star, Nuigini Arabica Café, Horizon Church, Duffy Primary School, People with Disabilities ACT, Alzheimer's Australia, Pedal Power, Weston Creek Council</p>	<p>This was less of a focus for the traders and more for other stakeholders. Improvements to the connection to the school; with a crosswalk and compliant paths were strongly supported. Also, strongly supported was making the path into the centre from the west a compliant slope with steps and a ramp.</p>
<p>3. Playground Improvements</p>	<p>Duffy5Star, Nuigini Arabica Café, Horizon Church, Lessee, Duffy Primary School, People with Disabilities ACT, Alzheimer's Australia, Weston Creek Council</p>	<p>Certain stakeholders were very interested in seeing the space around the playground and the playground itself upgraded into a space that can serve as a true community focal point. Large amounts of seating; moving the playground back from the carpark, and providing shade were especially important to the school and the church who see the playground as a key asset of the centre.</p> <p>Also identified as priorities by some stakeholders were landscaping improvements, improvements to the centre island and the provision of public toilets.</p>



Priorities

The main priority of almost all consulted was an upgrade of the path running along the shopfront and the car park. Currently that path is largely blocked by café tables, an ice machine and other outdoor furniture, this space is the core of the centre. The traders consulted however did not consider it worth sacrificing car parks in front of the stores to widen this space.

Access was also a priority; this issue was largely invisible to those not directly familiar with the limitations of the space. This suggests it is not a major problem such as that seen in Campbell, although if people with disabilities are avoiding the centre because of these issues it would not necessarily come through in consultation.

Also identified as priorities were general landscaping upgrades, especially grassing B11 to prevent erosion and illegal parking, and of the centre island so that smokers avoid sitting near the playground and café.

5.0 Fraser

5.1 Local centre snapshot

The Fraser local centre is accessible off Daley Crescent, which connects to Tillyard Drive, the main collector road through Fraser and Charnwood. The centre does not directly front Tillyard Drive, which has been highlighted by the community as a contributing factor to the centre's lack of activity.

The centre consists of a small supermarket, a tavern and a Chinese take-away. The public car park is located adjacent to the shops and a staff car park / service area is located to the rear of the shops. T parking spaces at the front of the shops are excessive for the centre, and the rear carpark is used by parents from the adjoining Fraser Primary School as a drop-off and pick-up area. The centre's configuration does not harness the activity generated from the adjoining school due to the businesses of both Tillyard Drive and Daley Crescent and poor pedestrian connectivity between the two hubs. Parents are also reluctant to take children to the Fraser shops because of the Fraser Tavern.

The quality of the public realm immediately outside the entry to the shops is of poor quality, with shrubs, street furniture and paving being worn and low quality. There are no other public amenities in or near the centre such as playgrounds or public toilets.

The location of the centre at the southern edge of the suburb, combined with the extended east-west arrangement of Fraser (Figure 5-1), means that the catchment area for the centre is not well defined. The western half of the suburb connects with Tillyard Drive to the south of the centre, resulting in many residents frequenting other larger competing shopping centres. In addition, many residents in the eastern part of the suburb have easy access to the Spence local centre, which provides a greater range of facilities.

Figure 5-1: Location map – Fraser local centre



Source: Purdon Planning

Stage One Consultation

5.2 ACT Government agency feedback

As part of Stage One consultations, the project team sought to understand the issues and constraints and opportunities associated with the Fraser local centre. As a key stakeholder group, various sections of the ACT Government were consulted in order to provide site specific information and asset manager requirements to inform concept designs for a future upgrade.

Government stakeholders recalled that the garden beds at the Fraser local centre were recently mulched. These works were identified as a short-term fix, with more shade trees, shrub removal and garden bed improvement work needed. It was also highlighted that the bollards located at the entrance to the southern boundary path are non-compliant and require replacement.

5.3 Community feedback

During Stage One consultation discussions, it became apparent that the Fraser Shops are competing with larger, nearby shopping centres such as the Tillyard Shops, Spence Shops, and the Charnwood Group Centre, which offer a larger variety of retail options. The limited facilities, aged façades, steep grades and lack of active street frontage are contributing factors to the poor condition and limited use of this centre.

Simple investments in landscaping and public amenities could slightly improve the shops' attractiveness, however a significant increase in community and commercial activity is unlikely without commensurate increase in retail offerings as well as an improved reconfiguration of the shops. The shop's proximity to the Fraser Primary School provides another opportunity for revitalisation. A safe pedestrian crossing to the school as well as opportunities for play and more shade could help transform the shopping centre from simply a drop-off / pick-up car park, to an afterschool family destination.

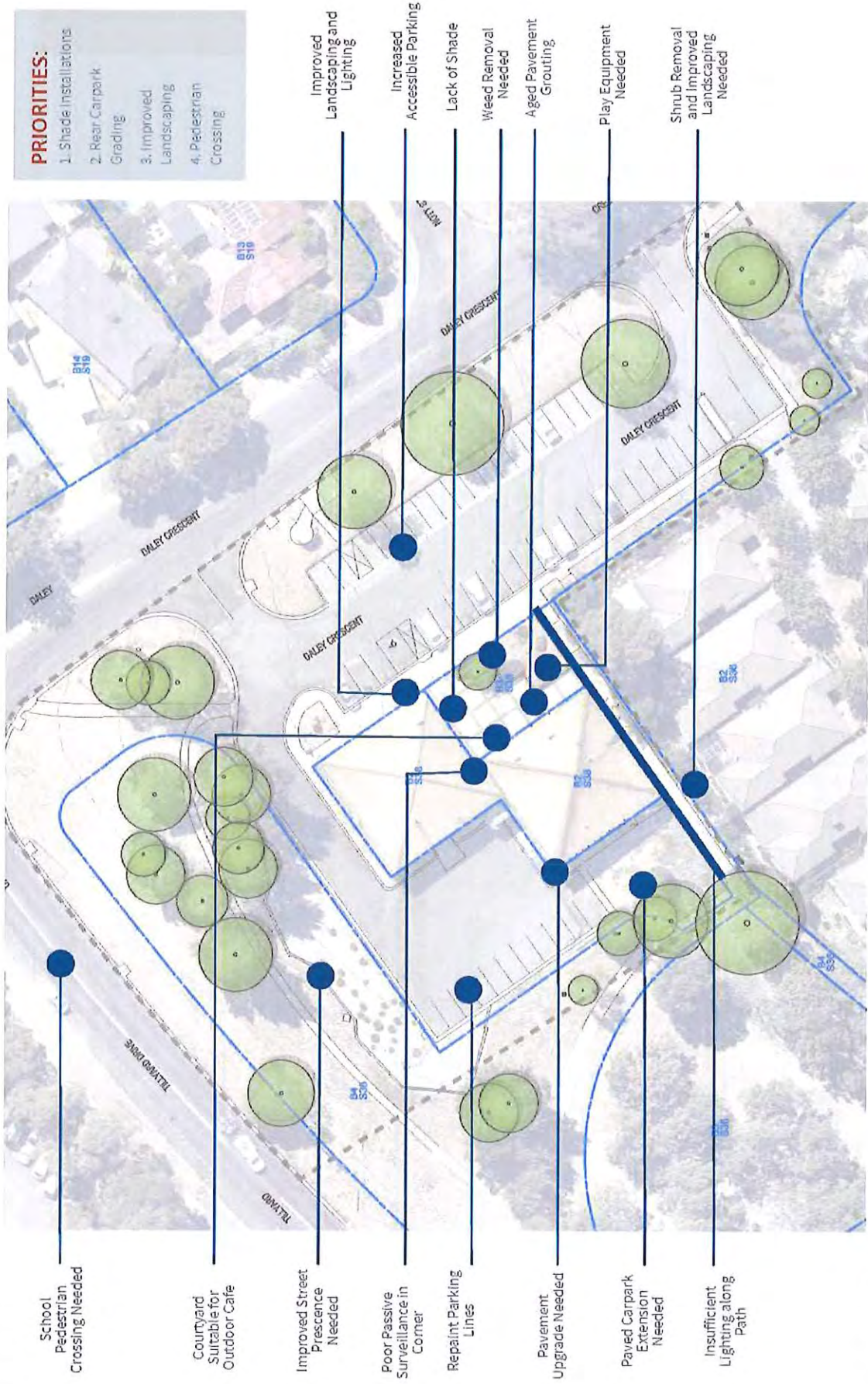
Fraser Shops is owned by a sole leaseholder, who is greatly interested in seeing the shops revitalised and its full potential harnessed. The greatest upgrade challenge relates to the non-compliant nature of the centre, due to its steep grade.

A summary of stakeholder feedback received is at Table 5-1. Community feedback is presented in map format at Figure 5-2.

Table 5-1: Fraser key stakeholder feedback

Fraser	Suggested Improvements				Potential Co-contributions
Stakeholder	Issues Raised	Suggested Improvements		Priorities	
		Core Works	Additional Works		
ACT Government	<ul style="list-style-type: none"> - Infrastructure non-compliance (grades and amenities, including bollards) 	<ul style="list-style-type: none"> - Bollard Upgrade and Replacement (to comply with standards) - More shade trees - Removal of shrubs and improved landscaping - Renewed parking lines - Improved carpark grading 	<ul style="list-style-type: none"> - Improved play equipment - Installation of shade cloths - Installation of seating in courtyard - Extension of loading dock - Expansion of block sizes 		
Leaseholders	<ul style="list-style-type: none"> - Competition with larger shops - Lack of variety in retail offerings - Lack of street frontage 			<ol style="list-style-type: none"> 1. Revision of property boundaries / increase shop's footprint 2. Utilisation of central courtyard for outdoor activity 3. Improved landscaping and street frontage activation 	Strong interest
Traders	<ul style="list-style-type: none"> - Lack of shade structures - Lack of seating options - Poor car park surfacing quality - Limited spread of available services 			<ol style="list-style-type: none"> 1. Improved shade 2. Rear carpark resurfacing 3. Installation of play equipment 4. Improved landscaping 	Medium interest
Local Community Groups (Belconnen Community Council)	<ul style="list-style-type: none"> - Negative perception of centre 	<ul style="list-style-type: none"> - Improved landscaping in central courtyard - Safe pedestrian crossing across Tillyard Drive 			
General Public	<ul style="list-style-type: none"> - Poor landscaping - Lack of shade - Limitations to site access (mobility and active travel) 			<ol style="list-style-type: none"> 1. Installation of pedestrian crossing across Tillyard Drive 2. Improved landscaping 3. Installation of shade 	Limited interest

Figure 5-2: Fraser Community Feedback Map



Source: Purdon Planning

SWOT

Table 5-2: Fraser SWOT analysis

Fraser	
Strengths	Weaknesses
<ul style="list-style-type: none"> - Adjoining large vacant block - Proximity to local primary school 	<ul style="list-style-type: none"> - Steep grades prevent accessibility to site by foot - Loading dock configuration and quality - Limited retail offerings - Steep grade - Lack of passive surveillance - Limited lighting - Landscaping (lack of greenery)
Opportunities	Threats
<ul style="list-style-type: none"> - Proximity to school could increase clientele - Vacant space for effective redevelopment / reconfiguration of shops - 	<ul style="list-style-type: none"> - Loading dock configuration and quality - Instability of rear dirt carpark - Steep grades prevent accessibility to site by foot Declining population in Kaleen

5.4 Discussion

Fraser is the least utilised of the four subject centres, providing a relatively low number of retail offerings to the community. This local centre is competing with larger, nearby shopping centres such as the Tillyard Shops, Spence Shops, and the Charnwood Group Centre, which offer a large variety of retail options.

Core upgrades

The site's steep gradient was found to be the largest challenge on the site, resulting in many non-compliant grades. If a large budget were allocated to core upgrade works at the Fraser local centre the front parking lot could be brought up to standard, however substantial earthworks and investment would be required, with potentially small return. A concern associated with earthworks is the longevity of such works. As the ACT Government has already expressed interest in the reconfiguration and rezoning of the land, works at the centre may be relatively temporary.

Other core upgrade works include the installation of a shade structures within the centre's core courtyard and a connection pathway to the rear of the building. Minor landscape works in the courtyard would also aid in the improvement of the centre.

EPSDD's Strategic Planning division as well as various community stakeholders questioned the viability of the local centre and whether or not upgrade works would be worthwhile. Various suggestions for complete reconfiguration were suggested.

Additional upgrades

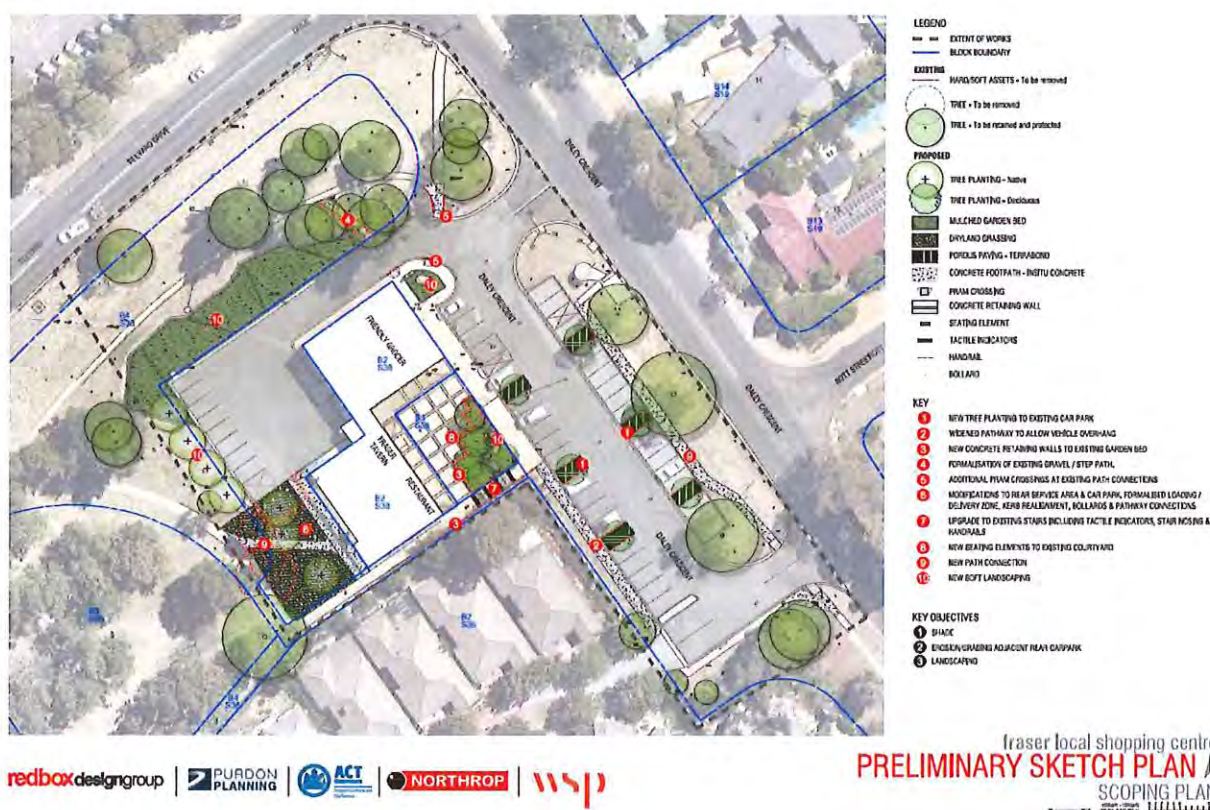
Through co-contributions additional features could be added to the courtyard, including new pavement as well as increased seating options.

Stage Two Consultation

Redbox Design Group built on feedback received during Stage One of stakeholder consultation to develop plans that responded to key priorities, weaknesses and strengths of the Fraser Shops. The plan developed for the Fraser Shops included a number of small changes related mainly to compliance and safety. Works proposed were constrained by the future viability of these shops being unclear; the broader community, including the Belconnen Community Council and the School were of the view that these shops should be redeveloped to better suit the community's needs.

All the future upgrade works proposed have been identified as core upgrade works.

Figure 5-3: Landscape Plan



Community Feedback

Some community stakeholders shared the view that works at the Fraser Shops should remain minimal due to the uncertain longevity of the centre and the relative cost involved in making the site access compliant. Stakeholders agreed that the economic longevity of the centre was uncertain and accepted that only minimal upgrades were appropriate. Traders were more optimistic with the Friendly Grocer trialling a coffee stall inside the grocery shop. There is also potential for this site to be redeveloped with new residential areas proposed in close proximity and improvements to under-utilised space around this centre which is well located to take advantage of projected growth in the surrounding area.

Local Stakeholder Feedback

Purdon Planning consulted with the Belconnen Community Council, the lessee, The Fraser Primary School, the owner of the Friendly Grocer and Fraser Tavern in relation to the Fraser Shops. The Owner of the Friendly Grocer had recently placed some tables and seats outside of the shop and transformed the fresh food section of the store into a coffee shop to try and attract more customers. The Friendly Grocer was of the view that the centre needed to diversify its retail and hospitality offerings to attract customers. The owner of the Fraser Tavern was not concerned with a loss of car parking spaces but if car parks were to be removed to put in trees, he would prefer the rear car park be repaired to compensate for the loss. The Principal at the Fraser Primary School suggested that the nature of the limited retail



opportunities at Fraser shops caused parents to shop elsewhere and suggested that the Tavern be realigned to permit entry from the rear car park rather than the main entry.

Government Stakeholder Feedback

Urban Treescapes supported the addition of trees to car parking areas and recommended that the garden beds for the trees be mulched.

No other government stakeholders provided commentary on the proposed works at Fraser.

Table 5-3: Stage Two Consultation Feedback

TCCS Local Centre Upgrades Stage 2 Stakeholder Engagement Fraser					
Subject Area	Stakeholder feedback	Views shared by	Comment (Purdon Planning)	Action (Redbox Design Group)	
Parking and vehicle access	Daley Crescent is very steep and people travel very fast. Need something to slow traffic as there are concerns that people will travel down the hill, loose control and run into the school.	Fraser Primary	This not within the scope of the study but this feedback will be passed onto TCCS.	Noted: This not within the scope of this study.	
	Losing parking to include trees is a concern. This concern could be off-set by improving the rear car park and encouraging use of this area	Lessee	Noted. Trees will provide significantly improved amenity for the shops. The rear car park will likely be used voluntarily if car parking at the front becomes difficult.	Noted. Improvements to the rear carpark have been proposed including re line marking, new deciduous trees and improvements to the surrounding soft landscaping.	
Security and Safety	Additional trees for the front car park are welcomed as the car park is rarely full. Suggest more trees.	Store owner	Noted.	Noted.	
	The rear car park is underutilised because it isn't visible and there is a lack of lighting; it is also poorly drained.	Lessee, Belconnen Community Council	The lack of lighting at the rear car park is acknowledged and will be improved. Visibility of this car parking area is hard to improve given all adjacent buildings are privately owned and turn their back on it. To address this, lessees would need to reconfigure buildings.	Noted. Lighting improvements are proposed.	

<p>Accessibility</p>	<p>The path from the school leads to the edge of Tillyard Drive but there isn't a crossing so parents and children are forced to jaywalk. The underpass is too far away for people to use and takes people to the rear of the shops which is not the desired pathway.</p>	<p>Fraser Primary</p>	<p>This not within the scope of the study. Minor upgrades to the rear car parking area may encourage people to use the underpass as there are adequate pathways from this car park to the underpass.</p>	<p>Noted. This not within the scope of this study.</p>
	<p>Paving should be mostly low contrast greys so that it does not confuse people with dementia and visually impaired people.</p>	<p>Alzheimer's Australia</p>	<p>Noted.</p>	<p>Noted. Pavement upgrade is limited to remediation of existing pavements such as removal of trip hazards.</p>
	<p>Need paths that allow parents and children to avoid the tavern. Perhaps they could be diverted around Daley Crescent.</p>	<p>Fraser Primary</p>	<p>This not within the scope of the study. There are pathways that allow people to avoid the tavern.</p>	<p>Noted.</p>
	<p>Improve the path to the underpass more attractive and safe so that people want to use this</p>	<p>Fraser Primary</p>	<p>Upgrade of the rear car park may address this issue. However, these paths are not within the scope of this investigation</p>	<p>Noted. This not within the scope of this study.</p>
<p>Design and Aesthetic</p>	<p>Space behind the Tavern and Restaurant is an eye sore</p>	<p>Lessee</p>	<p>Agreed. Improvements to this area are proposed and Redbox plans address this.</p>	<p>Noted. Improvements have been included in the design proposal; improved path connection, re-grassing and deciduous tree planting to improve the public land in this area.</p>
	<p>Trees along Tillyard Drive block visibility to the centre. Trees need to be pruned at the lower level to increase visibility from the street.</p>	<p>Lessee</p>	<p>This is a maintenance issue and will be recommended to TCCS.</p>	<p>Noted</p>
	<p>Trees supported. Mulch recommended in tree garden beds.</p>	<p>City Services</p>	<p>Noted.</p>	<p>Noted.</p>
	<p>Signage to the centre is lacking. Signage at the corner of Tillyard Drive and Daley Crescent would help</p>	<p>Lessee</p>	<p>Signage was not supported in this location because of the</p>	<p>Noted. Shop signage is not proposed in the scope of the minor upgrade works for this centre.</p>

	lower level of investment warranted at this centre.	
<p>Amenity and usability</p> <p>The tavern suffocates the centre and discourages people from visiting. Would be good if the tavern was orientated away from the centre square towards the rear car park.</p> <p>Shop needs updating/more stores or cafes are needed as the centre is remote and needs to have a draw card.</p> <p>The existing building is ugly. Rendering/painting would improve the centre</p>	<p>Fraser Primary,</p> <p>Fraser Primary, Friendly Grocer Owner, Belconnen Community Council</p> <p>Lessee</p>	<p>Noted</p> <p>The Tavern is subject to a private lease and TCCS has no control over tenants at the shops. Orientation of the tavern is a matter for the lessee.</p> <p>TCCS have no role in the business types located at the shops. This is a matter for the lessee.</p> <p>The buildings are privately leased and any improvements to buildings will be at the cost of the lessee.</p> <p>Noted. The proposed landscape upgrade will improve the shop amenity with new trees, upgrade to pavements, soft landscape, seating and lighting.</p> <p>Noted. Improvements to privately leased land is not within the scope of this study.</p>

Priorities

As part of the Second Stage of Consultation, Purdon Planning asked stakeholders to identify key priorities to inform a potential budget bid. Based on the feedback received, Purdon Planning have identified the following priorities:

Figure 5-4: Fraser Priorities

Priorities	Interested stakeholder	Comment
1. Storm water management	Lessee, Fraser Tavern	Improvements are required to manage storm water run-off. At present the Fraser Tavern has laid some rugs at the rear to prevent gravel and other sediment running off. The earthen batter that runs parallel to Tilyard Drive also needs repairing to prevent erosion.
2. Trees	Belconnen Community Council, Fraser Tavern, Friendly Grocer, Fraser Primary School, lessee	Trees to be added to the car park to improve amenity and visual interest. The tree at the centre of the shops has been stunted by the garden bed it is in and needs replacing. Casuarinas along Tilyard Drive block visibility to the centre and need under pruning to create sightlines to and from the centre from the Road.

Priorities

Accessibility and non-compliant gradients were identified by many of the community stakeholder representatives as an issue but have not been a priority for upgrading. Redbox explored remediation works to bring the centre in line with access and mobility standards however could not effectively achieve substantive change without affecting the efficiency of the car park and adding significant cost given the substantial size of earthworks required. The cost of regrading to accessible standards is low value for money and would be practically extremely difficult to achieve. As such, the priorities for the Fraser Shops are limited to minor public realm upgrades including provision of shade and erosion control to manage stormwater runoff.

Stormwater management on site at present consists of rugs placed at the rear of the shops by the tenants. Upgrades propose stormwater management through reinstatement of the earthen batter and reinforcement of retaining walls. Shade is addressed through addition of trees.

Works have been minimised to avoid unnecessary spending on a centre that may not be viable in the long term.

Planning opportunities external to project scope

A study of the zoning history of the Fraser local centre reveals that the centre was planned for a larger scale development with a central commercial hub (CZ4) surrounded by medium density residential development (RZ4). Whilst not meeting a perceived vision based on its zoning, the layout of the site does present an opportunity to potentially reconfigure the site. The CZ4 component of land surrounding the site which is currently vacant could be explored for development to reinvigorate the centre. This could help to invite refreshed activity to the centre through provision of a wider choice of service offerings as well as improving residential mix in Fraser.

A reconfiguration and redevelopment of the Fraser local centre is possible and may be palatable to the leaseholder of Block 2 Section 38. Such a reconfiguration process could see the development of an ACT Government 'housing demonstration precinct' in which various ACT Government policies, including *Active Travel*, *Climate Change Adaptation* and *Affordable Housing* policies could be implemented. This demonstration precinct would bring great benefit to the area, through increased activity and investment.

6.0 Kaleen

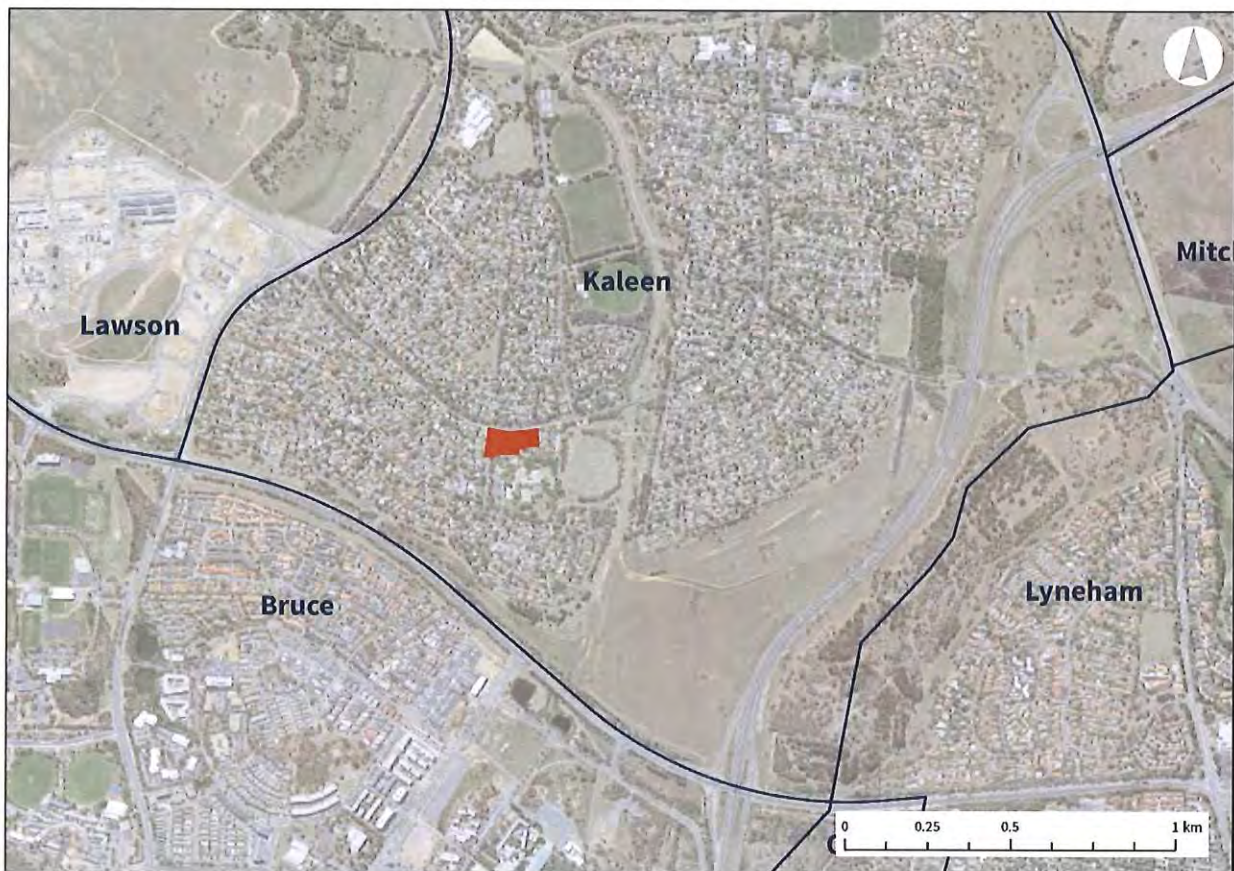
6.1 Local centre snapshot

The Gwydir Square local centre is one of three shopping centres located within Kaleen. With direct access off Maribyrnong Avenue, the main collector road through Kaleen, the centre has the ability to 'capture' passing traffic as well as service future residents of new development in Lawson.

The petrol station adjoining the local centre acts as a marker point for the centre, while the Supa-Express Supermarket and U & Co Cafe act as key anchors of the site. The local centre offers a wide variety of services, including a chemist, dentist, hairdresser and various food outlets, all drawing in clientele from around the suburb.

A small children's playground is located in the south-eastern corner of the centre, which is heavily used by both the school and nearby families. Pedestrian access from the north crosses Maribyrnong Avenue via a signalised pedestrian crossing, which leads to Maribyrnong Primary School, acting as a drop-off and pick-up passageway.

Figure 6-1: Location map – Kaleen local centre



Source: Purdon Planning

Stage One Consultation

6.2 ACT Government agency feedback

As a key stakeholder group, various branches of the ACT Government were consulted to gain a comprehensive understanding of the site's opportunities and constraints.

Development

Block 26 Section 120, which houses the adjacent petrol station, is undergoing a redevelopment, with a Development Application lodged in April/ May 2017. The Development Application (DA) includes a reorientation of service station, with its active frontage facing away from the local centre, as well as the removal of the existing mechanic garage. The new plans will retain a double entry off Maribyrnong Avenue. Concerns were expressed by traders and leaseholders of the local centre regarding the orientation of the new station, in particular the reduction in passive surveillance as well as the configuration of parking and site access.

The Notice of Decision (NOD) for this development application was issued in July 2017. It approves the DA with conditions, which include amendments to the party wall which faces towards the local centre. This change will enable improved natural surveillance of the local centre from the new service station.

Active transport

Roads ACT recommended the integration of Active Living principles into the redevelopment of the Kaleen local centre in order to reduce demand for parking. Additionally, better, and safer pedestrian access is required, particularly around the pedestrian crossing over Maribyrnong Street. This intersection was raised by community stakeholders and government agencies alike to cause delays and traffic jams. More significantly, the intersection has seen many near misses, due to its proximity to the T-intersection, local Primary School, and bus stop.

ACTION commented on the location of bus stops within the Kaleen local centre to be ideally located. Connection to and from the centre has been improved in April 2017, through the *Age Friendly Suburbs* project, which saw improved connections around the centre, in particular for mobility impaired residents.

Upgrade delivery

Given the large number of infrastructure works required in the Kaleen local centre, the amalgamation of road, parking and amenity works is recommended.

6.3 Community feedback

Stakeholders at the Kaleen Shops were very interested to see their local centre improved. In 2016, traders together with the local community, submitted a petition to their local MLA asking for upgrades to the car park and for public toilets to be constructed. This feasibility study offered the community further opportunity to express their views on improvement needs for the Kaleen shops.

The Kaleen community was most interested in seeing accessibility and logistical challenges resolved, with key concerns raised regarding parking, public toilets, lighting and general safety at the shops. Furthermore, site visibility from Maribyrnong Avenue was highlighted as being very limited, due to overgrown shrubs, lack of signage and multiple entries to the shops car park.

Through consultations it became strongly evident, that the centre's proximity to the Maribyrnong Primary School not only brings extra clientele to the shops, but also places greater pressure on the shopping centre infrastructure. Since the school's rapid expansion from 275 to 400 students, the shops have not had the resources to adjust and adapt to this increase.

Despite the nearby competing shops, the Kaleen Shops (Gwydir Square) has successfully grown. However, to sustain growth and the viability of this centre, both traders and leaseholders feel that sufficient investment is needed and have expressed willingness to contribute accordingly.

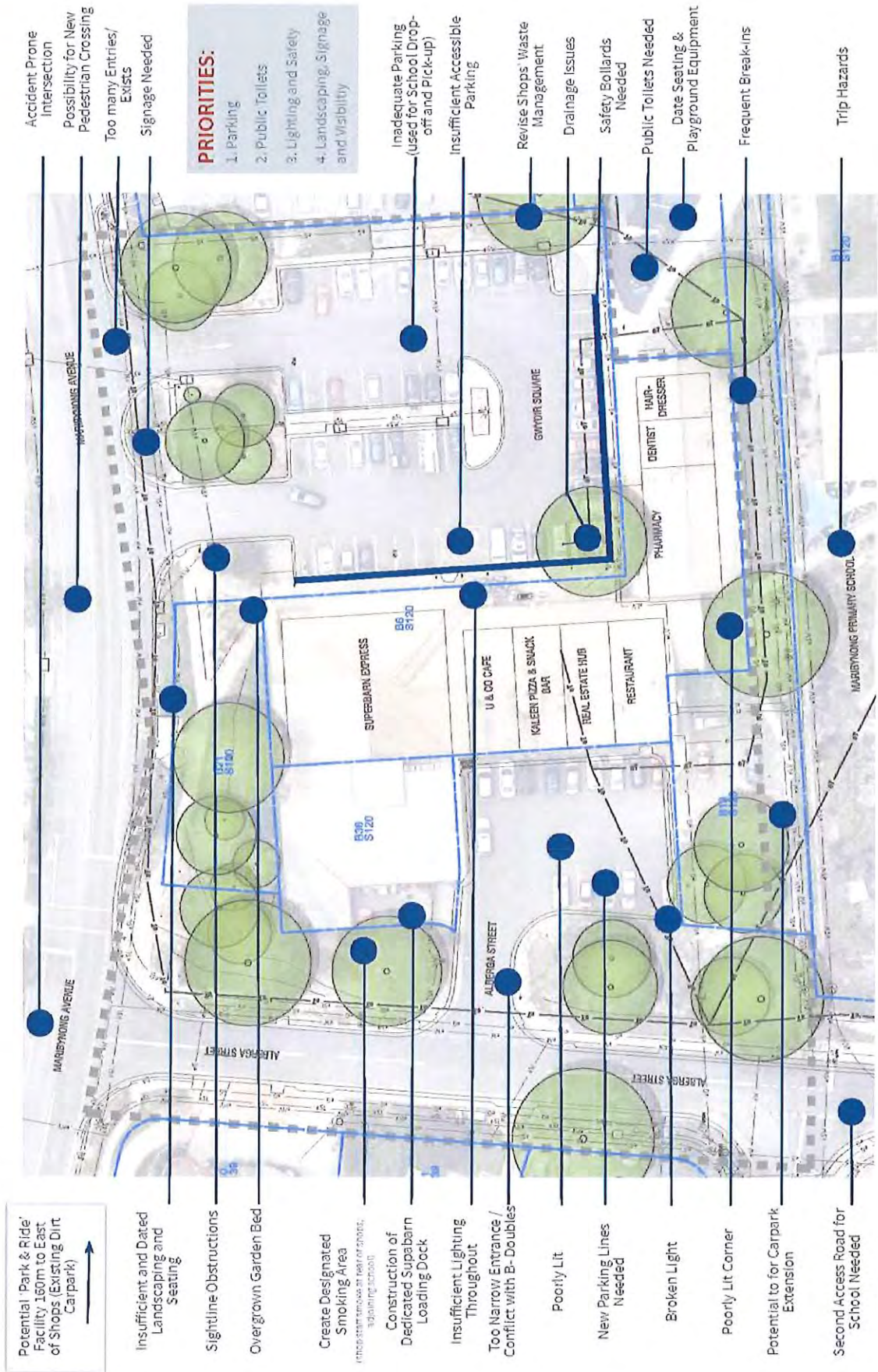
A summary of stakeholder feedback is at Table 6-1 and community feedback is mapped at Figure 6-2.

Table 6-1: Kaleen key stakeholder feedback

Kaleen		Suggested Improvements			Potential Co-contributions
Stakeholder	Issues Raised	Core works	Additional Works	Priorities	Potential Co-contributions
ACT Government	<ul style="list-style-type: none"> - Submission of DA for adjoining petrol station - Parking constraints - Resolution of issues regarding site access and parking in petrol station DA - Promotion of active living principles and consequent reduction in parking demand - Safer pedestrian access required at Maribyrnong Avenue - Combination of minor upgrade works to form one large upgrade project 				
Leaseholders	<ul style="list-style-type: none"> - Limited site visibility - Poor landscaping - Traffic concerns 	<ul style="list-style-type: none"> - Improved traffic management solutions in area to improve supply of parking 	<ul style="list-style-type: none"> - Improved landscaping affronting Maribyrnong Avenue 	<ol style="list-style-type: none"> 1. Improved parking and traffic solutions 2. Improved lighting 3. Improved landscaping and site visibility 	Strong interest
Traders	<ul style="list-style-type: none"> - High crime rates - Excessive parking demand - Poor quality public amenity - Poor street presence 	<ul style="list-style-type: none"> - Increased parking to cater for demand - Improved lighting in public realm in order to minimise crime - Improved site visibility and street presence (including signage) 	<ul style="list-style-type: none"> - Improved landscaping and seating areas - Installation of public toilets 	<ol style="list-style-type: none"> 1. Improved parking arrangements 2. Improved lighting and safety 3. Installation of public toilets 4. Improved landscaping, signage and street visibility 5. Playground improvements 	Strong interest
Local Community Groups (Kaleen Community Council, Diamantina Scout Group, Kaleen Cubbyhouse Early Childhood Centre, Maribyrnong Primary School)	<ul style="list-style-type: none"> - Safety (foot and vehicular) - Poor public amenities 	<ul style="list-style-type: none"> - reconfiguration of rear loading dock - Increased accessible parking - Increased public amenity, including 		<ol style="list-style-type: none"> 1. Installation of public toilets 2. Improved parking arrangements 3. Improved playground amenities 	Limited interest

		waste bins, seating and shade			
General Public	<ul style="list-style-type: none"> - Lack of public amenities - Limited access - Public Health 	<ul style="list-style-type: none"> - - Holistic parking upgrade needed - 	<ul style="list-style-type: none"> - Improved and increased seating options - Non-smoking area - Installation of public toilets 	<ul style="list-style-type: none"> 1. Improved parking arrangements 2. public toilets 3. Playground Improvements 4. Non-Smoking Areas 	Limited amenities

Figure 6-2: Kaleen community feedback map



Potential Park & Ride Facility, 150m to East of Shops (Existing Dirt Carpark)

Insufficient and Dated Landscaping and Seating

Sightline Obstructions

Overgrown Garden Bed

Create Designated Smoking Area (inter-street smoke at rear of shops, adjoining school)

Construction of Dedicated Supabarn Loading Dock

Insufficient Lighting Throughout

Too Narrow Entrance / Conflict with B-Doubles

Poorly Lit

New Parking Lines Needed

Broken Light

Poorly Lit Corner

Potential for Carpark Extension

Second Access Road for School Needed

Source: Purdon Planning

SWOT

A summary of Strengths, weaknesses, opportunities and strengths is summarised at Table 6-2.

Table 6-2: Kaleen SWOT analysis

Kaleen	
Strengths	Weaknesses
<ul style="list-style-type: none"> - Regular clientele - Comradery between traders - Location and accessibility (car and foot) - Diversity and quality of shops - Proximity to primary school - Front of house layout - 	<ul style="list-style-type: none"> - Back of house layout - Movement barriers within area (between school and shops) - Insufficient parking - Lack of public amenities, such as public toilets - Poor lighting - Lack of visibility - Smoking between school and shops - Poor quality landscaping
Opportunities	Threats
<ul style="list-style-type: none"> - Proximity to north Lawson (increased clientele) - Redevelopment of service station (increased business) - Proximity to primary school - Community involvement - Demographic spread - Street activation potential (B21 S120) - Shop expansion - Reconfiguration of carpark (front and rear) - Engaged traders and leaseholders - Likely co-contributions, aiding implementation 	<ul style="list-style-type: none"> - Lighting and safety - Trip hazards - Layout of service station - Unsafe pedestrian access to site (from north) - Completion of north Lawson construction (fewer tradesmen) - Creation of inappropriate smoking location - Rear dock configuration (safe truck movement) - Damaging of trees and roots from informal parking - Lack of barriers between carports and shops (safety)

6.4 Discussion

During the Stage One consultations it became apparent that a strong sense of community was present throughout all stakeholder groups at the Kaleen local centre. Traders were on first name basis and leaseholders as well as the general community had long term investment and interest in the centre's future. This commitment to and interest in the centre is expected to translate positively to the discussions regarding co-contributions in the future.

Co-contribution was not re-discussed during Stage Two, based on instruction from TCCS.

Core upgrades

Whilst the Kaleen local centre could strongly benefit from core works such as *landscaping and paving upgrades*, the key point of community concern was *insufficient parking*. Through initial assessments it has become evident that minor adjustments to the front carpark could result in additional parking spaces. These works combined with formalisation of the rear dirt carpark and adjusted parking lines, could yield up-to 10 new car parking spaces.

In addition to parking concerns, *safety and security* were of high priority to traders and leaseholders, as many businesses have been burgled over the past few months. In order to address these security concerns, *improved lighting* is a priority for the centre.

Additional upgrades

As the Kaleen local centre features aged public infrastructure, an upgrade to the centre's *pavement and landscaping* would be beneficial. These h works are aesthetic rather than functional in nature and are therefore an opportunity for co-contribution, in particular in private lease paved areas. Similarly, street presence could be improved with signage.

Interest for the installation of *public toilets* was expressed. These are usually outside the scope of local shopping centre upgrades but may be possible under the toilets upgrade program together with co-contributions.

Waste management on the rear dock is poorly managed and there are many bins built up at the rear. This is unsightly and also has an impact on car parking. The opportunity exists for traders to engage with NoWaste to compile their waste skips and construct a new waste enclosure. The financing of such a structure would require co-contributions from stakeholders.

Stage Two Consultation

Redbox Design Group built on feedback received during Stage One of stakeholder consultation to develop plans that responded to key priorities, weaknesses and strengths of the Kaleen local centre. The full set of plans presented to community stakeholder representatives can be seen at Appendix D.

Plans that identified the extent of co-contribution were developed by Redbox and were available to the community but were not necessarily provided unless the issue (co-contribution) was raised by the stakeholder. This approach was in accordance with the revised scope for Stage Two which saw consultation emphasise identification of priorities rather than actively seek contributions at this preliminary design stage.

Figure 6-3: Landscape Plan



Kaleen local shopping centre
PRELIMINARY SKETCH PLAN A
LANDSCAPE PLAN

Co-contribution should be further explored during detailed design. There was some in-principle support for co-contribution from lessees and traders at the Kaleen Local Centre.

Figure 6-4: Perspective Images



1 SITE BASHBY AMENITY ADJACENT EXISTING PLAYGROUND



2 INDICATIVE BASHBY PROPOSED SHELTER & AMENITY ADJACENT EXISTING PLAYGROUND



3 SITE BASHBY AMENITY ADJACENT EXISTING PLAYGROUND



4 INDICATIVE BASHBY PROPOSED SHELTER & AMENITY ADJACENT EXISTING PLAYGROUND

Local Stakeholder Feedback

Traders at the Kaleen Local Centre were highly engaged and the degree of willingness to contribute was very high. Traders at Kaleen were closely aligned in their priorities and opinions and many took great pride in their Centre.

The primary concern for traders was car parking; this concern was mirrored in feedback from other local stakeholders like the Diamantina Scout Hall and Maribyrnong Primary School. Many were appreciative of the additional car parking spaces shown on the draft plans but remained concerned that demand would surpass this gain.

Stakeholders were interested in Block 26 Section 120 Kaleen (Petrol Station) and were not satisfied with the outcome of the DA201731062 which saw the petrol station 'turn its back' on Gwydir Square. Stakeholders understood that this was private property and that the petrol station was outside of the scope of the investigation but still queried how the proposed upgrades could reduce the impact of the petrol station through art or landscaping.

Many of the stakeholders expressed that they were unlikely to partake in co-contribution toward the ACT NoWaste bin enclosure due to the differing volumes of waste generated by businesses. Notwithstanding this, businesses were willing to engage in a conversation and consider co-contribution for this service, and for broader upgrades.

Community Stakeholder Feedback

Community Stakeholder Feedback for Kaleen was generally supportive of the Redbox designs. Alzheimer's Australia were concerned that paving shown in plans could be confusing if the colours were contrasting and could be perceived as obstacles. They also expressed concern surrounding the path like paving that wraps around the seating areas (refer indicative image 2 above) as impaired persons could follow this path believing it would take them somewhere. Whilst potentially impractical, it was noted that this particular 'path' was harmless as it did not lead people into danger (road/car park). Regardless alternative solutions will be sought at future design stages.

Other community groups noted a preference for additional bike racks and improved connectivity between community facilities like the school, scout hall and public transport stops. Whilst important, these links were outside the project area scope but the need is noted.



Government Stakeholder Feedback

Toilets were not preferred at the centre due to the significant ongoing maintenance costs. Public toilets were also not within the scope of this investigation.

. While the proposed seating was found appealing from an aesthetic standpoint, it was considered more of an art form rather than an easily replaced and maintained practical item preferred by asset managers. Metal was identified as an unsuitable material for seating as it is often too hot or too cold to use.

Time limited car parking spaces were identified as a potentially helpful for managing parking problems experienced at this centre.

The removal of unhealthy trees was supported in principle by Urban Treescapes.

During community consultation Purdon Planning received the following feedback from community stakeholder representatives:

Table 6-3: Stage Two Stakeholder Feedback

TCCS Local Centre Upgrades Stage 2 Stakeholder Engagement Kaleen				
Subject Area	Stakeholder feedback	Views shared by	Comment (Purdon Planning)	Action (Redbox Design Group)
Parking and vehicle access	Rear car park needs to be line marked	Traders, Maribyrnong Primary P&C	Redbox Design Group have addressed this in the plans.	Noted: Redbox have investigated expansion, including formal line marking to provide an orderly carpark which maximises formal parking numbers. The carpark currently has 4 marked bays, but has pavement area for more capacity (up to 10).
	Narrow the grassed/garden areas along Maribyrnong Avenue/Carpark entry/egress to fit in more car parking spaces	Traders	Verges comply with Territory Standards and reduction of these areas may not be permitted. This would also have an impact on trees.	Noted: This has been explored but has been assessed as having too great an impact on established trees, and is unlikely to achieve additional parking which meets specifications.
	Narrowing the car park entry/egress will cause collision	Traders, Diamantina Scouts	The car park was originally designed to be two-ways and as such, is very wide. The car park will be redesigned in accordance with Territory standards.	Noted: Narrowing of the entry / egress is not as part of the PSP proposals. The exit will be formalised with line marking to delineate right hand / left hand manoeuvre.
	Alternative to narrowing the car park could be to put in wheel stops	Belconnen Community Council,	Wheel stops are considered to be unsightly and where other alternatives are feasible they should not be encouraged. Purdon Planning are of the view that the proposed car parking realignment makes for a better pedestrian environment and also improves safety.	Noted: This option has been explored but TCCS prefer not to use wheel stops where not absolutely necessary as they are high maintenance and can be a trip hazard.

<p>Timed car parking could be a solution to the parking issues.</p>	<p>Roads ACT</p>	<p>This option has been discussed with traders and many were not supportive of this approach as it would affect staff. This is a traffic management issue and is not within the scope of this project to resolve.</p>	<p>Noted. Future design phases may investigate options for timed parking. This has not been proposed at this stage.</p>
<p>More than 10 car parking spaces needed</p>	<p>Lessee, Traders, Maribyrnong Primary</p>	<p>Purdon Planning understand that car parking is a priority for stakeholders but all space that can be dedicated to car parking already is. We think that the addition of 10 car parking spaces will still have an impact and be of benefit to traders and visitors.</p>	<p>Noted. The site is constrained so creation of car parking spaces is difficult, but modifications to primary and rear carparks, including reline marking to meet code requirements will provide a nett increase of 11 formally marked bays - an approximate increase of 14%</p>
<p>Need a pedestrian crossing as children have nearly been hit</p>	<p>Maribyrnong Primary</p>	<p>Documents obtained from the AFP do not reflect this. All near miss accidents should be reported to the AFP so that Roads ACT can address the issue. The pedestrian crossing is not within the scope of the study.</p>	<p>Noted: This is outside the scope of the PSP design. Purdons have been provided information from the AFP which shows that pedestrian/vehicle arrangements are adequate at present. If accidents are occurring, they need to be reported so that there is evidence to support upgrades. The crossing is also not within the scope of this investigation.</p>
<p>Not in favour of creating car parks as the focus should be on improving pedestrian amenity</p>	<p>Belconnen Community Council, Diamantina Scouts</p>	<p>Purdon Planning understands the benefit of active travel and from an urban planning perspective agree that pedestrian movements should be prioritised over car parking. However, as a community amenity, centre viability and visitation are reliant on convenience and the availability of car parking spaces is closely linked to this. All other stakeholders have prioritised car parking.</p>	<p>Noted: Car parking has been a priority for all other stakeholders engaged. Pedestrian amenity works have been proposed as well.</p>
<p>Security and Safety</p>	<p>Lighting needs to be increased</p>	<p>Lighting has been improved in plans developed by Redbox.</p>	<p>Noted. The PSP design includes upgrade works to lighting.</p>

	Create a perception of safety so that people return	Belconnen Community Council,	Purdon Planning believe that plans developed by Redbox respond to this and improve pedestrian safety. Crossings and paths outside of the centre are not within the scope of this investigation.	Noted. New and increased light levels, removal of shrubs to improve sight lines will increase safety.
Accessibility	Need paths to connect school, scout hall and shops	Belconnen Community Council, Lessee, Diamantina Scouts	These paths are not within the scope of this investigation but the feedback on the need will be provided to TCCS.	Noted: This is outside the scope of the current project, however improvements to the paths around the centre, including new and improved pram ramps will improve connections.
	Improve pedestrian linkage from the bus stop to the shops. The bus stop pad needs to be lengthened to permit rear egress	Belconnen Community Council,	This is not within the scope of the investigation, but comments will be provided to TCCS and it will be recommended that necessary ACTION bus stop upgrades are undertaken in conjunction with the local centre upgrades to reduce centre disruption.	Noted: improvement to the path connection has been considered in the PSP design, this includes addressing comments from the Access consultant on improvements to gradients.
	Paving colour should be mostly greys so that it does not confuse dementia or other visually impaired people	Alzheimer's Australia	Noted and will be recommended.	Noted: Redbox and Purdons met with the group. The current design of mixed grey pavers of different hues is considered acceptable. Highlight bandings, in the context of the design were also discussed. Whilst the paving band may be something that can be used as a path, this was not considered a major concern.
	Path at the rear of the shops needs to be improved	Traders, Maribyrnong Primary P&C	Pedestrian linkages have been improved in plans by Redbox.	Noted: This has been addressed with the proposed design to improve connection from Alberga to the shops.
Design and Aesthetic	Landscaping needed around the petrol station	Belconnen Community Council,	The petrol station is on a privately leased block. This site is not within the scope of the study.	Noted: The petrol station is privately owned land so landscaping on this site is not within the scope of this investigation.

Centre Signage needs updating	Traders, Lessee	Redbox have proposed new signage.	Noted: New centre signage is proposed on Maribyrnong Street frontage.
Playground fence should not be removed	Maribyrnong Primary P&C	Purdon Planning do not believe the fence will be removed. It is likely an error on the artistic impression images.	Noted. Redbox have proposed increased amenity around the playground. This includes retention of the playground, possible toilet and seating area. The playground needs a fence to meet compliance with TCCS design standards due to its proximity to the car park, and is therefore not proposed to be removed. Further design development (outside this study) is required to resolve this area in detail, and could include interesting fence / barrier elements.
Seating shouldn't be located too close to bins as it is unpleasant to sit near a bin	Maribyrnong Primary P&C	Noted. We will recommend that bins are located further away from the seating.	Noted: Bins will be upgraded to match the selected furniture palette. Bin locations have been considered and placed away from seating as much as practicable.
Seating is aesthetically pleasing but may not be practical. It does not appear that this furniture is catalogued. Metal seating is not ideal as it is often too hot or too cold.	City Services	Seating is indicative only. Upon refinement of plans all street furniture suggestions will be confirmed.	Noted. A range of furniture is proposed to provide formal seating with backs and armrests, but also other elements which can act as informal resting opportunities. Metal seating is durable which is often desirable from an asset management perspective. Colour choice effects the heat retention of the material, with light colours generally being more comfortable
New bins that don't permit illegal dumping are needed	Traders, Maribyrnong Primary, Maribyrnong Primary P&C	Noted. New Territory standard furniture does not permit disposal of large items.	Noted. Bin style will be finalised in next design phase, but usually will include a canopy which restricts the size of rubbish which can be inserted i.e. usually lunch wrappings / cans etc.

	Need to consider interface with the petrol station.	Lessee	The interface with the petrol station is not within the scope of this investigation.	Noted: The interface with the petrol station has been considered. However, as the petrol station has turned its back on the shops, creating an interface between the centre and this site is difficult. Some low plantings may be considered in next design phases subject to further consultation with asset managers.
Amenity and usability	<p>The tree in front of the chemist is a problem. The roots crack the concrete and block drainage and plumbing</p> <p>Removal of trees is supported.</p> <p>Some seats should have an arm rest for people with mobility issues</p> <p>Need an area for pop-up stalls</p> <p>Phone booth should be kept but relocated away from the playground</p> <p>Bollards at the entry to the Diamantina Scout Hall driveway are</p>	<p>Lessee</p> <p>Urban Treescapes</p> <p>Alzheimer's Australia</p> <p>Diamantina Scout Hall</p> <p>Diamantina Scout Hall</p> <p>Diamantina Scout Hall</p>	<p>This tree was valued by many other stakeholders and removal of it is unlikely.</p> <p>Noted.</p> <p>Noted and will be recommended.</p> <p>Noted.</p> <p>Noted and will be recommended.</p> <p>Noted.</p> <p>This not within the scope of this investigation.</p>	<p>Noted: The majority of the community expressed desire to keep this tree and improve seating around it as a feature of the centre. The tree has been reviewed by TCCS Urban Tree Unit and is in acceptable condition. The proposed works includes providing the tree with a bigger root zone area in a raised planter.</p> <p>Noted.</p> <p>Noted: a mixed range of seating is proposed, including seats with backs and armrests. This should be further considered in the next design phases.</p> <p>Noted.</p> <p>Noted: The current design has not relocated the phone booth. This can be accommodated if required in the next design phase.</p> <p>Noted: This is not within the scope of this investigation.</p>

needed to stop cars parking and blocking the entry

Public toilets are needed

Traders, Maribyrnong Primary, Maribyrnong Primary P&C

This not within the scope of this investigation but has been recommended to TCCS and may be developed separate to the proposed upgrades.

Noted: This is outside the scope of the project; however, some early designs were investigated with regards to a suitable location.

Public toilets should not be built as they encourage loitering and can be a burden on the centre

Lessee
City Services

Noted.

Noted.

Waste enclosure is too close to the school fence. Need shrubs/hedging around it to stop smell and loose rubbish blowing into the school

Maribyrnong Primary, Maribyrnong P&C

Noted and will be recommended.

Noted. The location of the waste enclosure has been considered with regards to waste vehicle pickup, access from shops, maximising carparking and visual amenity. Some low plantings may be considered in next design phases subject to further consultation with asset managers.

Single waste enclosure won't work but happy to talk to ACT No Waste

Supabarn, Takeaway

Noted.

Noted

As part of Stage Two consultation, Purdon Planning asked stakeholders to identify key priorities for the centre to inform a potential budget bid. Based on the feedback received, Purdon Planning have identified the following priorities for Kaleen:

Figure 6-5: Kaleen Priorities

Priorities	Interested stakeholder	Comment
1. Car parking	Supaexpress, Acacia Hair, Kaleen Pizza & Snack Bar, U&Co Café, @Home ACT Real Estate, Kaleen Family Dental Surgery, Max Value Kaleen Chemist, Maribyrnong Primary P&C, Diamantina Scout Hall, Maribyrnong Primary School, Lessee	<p>Car Parking was an absolute priority for many of the traders and interested stakeholders at the Kaleen Local Centre. Many were pleased to see additional car parking spaces proposed in the draft plans but thought that more than 10 car parking spaces were needed.</p> <p>The only stakeholder opposed to provision of additional car parking spaces was the Belconnen Community Council who preferred that car parking was not prioritised in general as it contributed to car dominance in the ACT and was a departure from active travel policy.</p>
2. Security	Supaexpress, Acacia Hair, Diamantina Scout Hall, Lessee, U&Co Café, @Home ACT Real Estate, Max Value Chemist, Maribyrnong Primary	Improved security through lighting and bollards was considered to be a needed improvement at the centre.
3. Public realm improvements	Supaexpress, Acacia Hair, Kaleen Pizza & Snack Bar, U&Co Café, @Home ACT Real Estate, Kaleen Family Dental Surgery, Max Value Kaleen Chemist, Maribyrnong Primary P&C, Diamantina Scout Hall, Maribyrnong Primary School, Lessee, Alzheimer's Australia, Pedal Power, Heart Foundation, Belconnen Community Council	<p>Public realm improvements (i.e. additional trees, landscaping, paving and art) were well received and highly desired but in terms of priorities for the centre, these works were supported but were seen to have less impact on business viability, security, and usability.</p> <p>The Belconnen Community Council was the only stakeholder engaged that outlined public realm improvements as a number one priority for the centre.</p>

Priorities

Car parking was an absolute priority for stakeholders, with the exception of the Belconnen Community Council who preferred an emphasis on public realm works and improvements to active travel components. Security was a perceived issue at the centre with many expressing concern surrounding lighting and potential for ramraids. However, AFP Crime Records depicted only one burglary and one theft in 2015. All stakeholders consulted with were highly supportive of the proposed public realm upgrades and many liked the blue water theme portrayed. The planter boxes were thought to be a great solution in terms of enabling security and improving amenity.

Planning opportunities external to project scope

Kaleen's invested traders and leaseholders indicate a positive future for the centre. As mentioned by some members of the community, Block 9 Section 149, a nearby sports oval, is no longer used. This unmaintained parcel of land could be ideally located for future residential development or some other development such as a parking facility. This would see an increased population surrounding the centre which would in turn generate economic benefit for traders.

During Stage One consultations, it was highlighted that the parking lot is used by some Kaleen residents as a 'park-and-ride' facility, using adjoining public transport routes to complete their commute. As park-and-ride facilities are strongly encouraged by the ACT Government and align with their *Active Travel* policies, such a facility would be beneficial within the precinct. Purdon Planning have identified a poorly used dirt carpark located 160 metres to the east of the Kaleen Local Centre, which would be ideally located to fulfil this demand. An investigation into its usage trends and associated costs of a park-and-ride facility installation are encouraged. Furthermore, as some of the leaseholders alluded to, a master plan for the immediate area around Gwydir Square could be beneficial. The area suffers from access and traffic issues and active travel paths within the centre could be strengthened. Such a master plan could help foster collaborative and integrated developments and also contribute to analysing development opportunities around the centre.

7.0 Feasibility Matrix

Purdon Planning have analysed each centre and used factors including need, willingness to co-contribute, cost, visitation rate, centre viability and appetite to upgrade to validate funds being allocated and determine the likely success of upgrades at each of the four centres.

- **Need** generally refers to compliance issues and the level of degradation and hazard evident at centres.
- **Co-contribution** refers to the willingness of stakeholders to engage in co-contribution for works.
- **Relative cost** is a measure of costs involved to carry out the proposed works as a function of what can be achieved. This can be loosely categorised as a perceived return on investment.
- **Visitation** is a reference to centre viability and is representative of the number of current users at the centre.
- **Viability** is related to current as well as potential visitation and is a measure of centre longevity.
- **Appetite for upgrade** reflects the level of engagement experienced throughout consultation and the level of enthusiasm shown towards the proposed upgrades.

Each are a subjective measure to quantify viability of upgrades.

Factors have been quantified between 0 – 5, 5 being the highest and 0 being the lowest. The following table is an assessment based on feedback obtained throughout Stage One and Two of the investigation:

Table 7-1: Assessment Matrix

	Fraser (Trees & Landscaping)	Kaleen (Parking & Paving)	Campbell (Paving, Ramp & Playground)	Duffy (Path & Pavement)
Need	4	3	4	5
Co-contribution	1	4	4	3
Relative cost	5	3	3	3
Visitation	1	5	5	3
Viability	1	5	5	3
Appetite for upgrade	5	5	3	4
Total	17	25	24	21

The 'need' for each centre is based on the priorities identified during Stage Two of consultation. Priorities differed between centres and can be summarised as follows:

Kaleen – The score for Kaleen is the highest, being 25. The centre scored high in the majority of categories and medium in terms of 'need'. This is due to the comparable need of other centres which suffered greater compliance and safety issues. The biggest priority for Kaleen was undoubtedly car parking which was considered to be insufficient for the centre. Paving was also considered an important upgrade in terms of compliance and safety for users. Kaleen is considered a centre in high demand for upgrades. The centre stakeholders show strong willingness to co-contribute, the is a medium cost associated with the upgrades and importantly the centre is considered viable and is often frequented.

Campbell – The score for Campbell was slightly less than Kaleen, at 24. All elements received high scores with visitation and centre viability particularly high. Campbell was perceived as having less of an appetite for upgrades due to the lower level of engagement across both stages of consultation. In terms of need, Campbell has accessibility issues with stakeholders stating that some customers need to enter stores from the rear (staff entry) due to the step-up entry to the hairdresser, chemist, dry-cleaner and post office. The ramp to these businesses is considered a priority. Paving at Campbell is also uneven and there is no pathway to the playground from the Centre. Campbell is in desperate need of upgrades, particularly those surrounding access. The proposed upgrades require a medium level of spending but noting the high level of visibility and viability, these upgrades would be well justified.

Duffy – Duffy has been scored 21. Paths and paving were considered a priority in Duffy with uneven surfaces being a trip hazard. Upgrade costs for Duffy are considered to be relatively low and centre viability is medium. Appetite for



upgrades and willingness to co-contribute were also both medium. The viability of the centre was perceived as medium due to the limited offering.

Fraser – Fraser scored well in terms of appetite for upgrades but low in willingness to co-contribute, visitation and viability. Trees and landscaping were the biggest priority for this centre with trees and landscaping being considered high impact public realm elements. Landscaping includes stormwater management aspects. Fraser differs in that need for upgrades is high but viability, visitation, and willingness to co-contribute are very low. This represents a conflict as the centre needs significant upgrades to make it compliant but uncertainty surrounding longevity due to low visitation and viability makes spending money on this centre risky.

8.0 General Stakeholder Groups

8.1 Community stakeholder feedback

Purdon Planning contacted various peak bodies representing the elderly and disabled communities and discussed their specific needs for accessing and utilising the local shopping centres. Accessibility was at the core of the discussions, with particular focus placed on the connectivity from other services to the local shopping centre as well as the centre being accessible to any form of transport (including by foot or wheelchair). To gain a better understanding of the connections to the centre Pedal Power, Alzheimer's Australia, ACT Council of the Ageing and The Heart Foundation's Active Travel Taskforce were consulted.

Contact was made with the National Aged Care Alliance, Australian Nursing and Midwifery Federation, Aged and Community Services Australia as well as Families Australia, however these bodies were unwilling to provide feedback or referred us to other organisations. Direct consultation was undertaken with the Council on the Ageing (COTA), People with Disabilities as well as the ACT Council of Social Services (ACTCOSS). Belconnen Community Council was engaged during Stage Two only as their preference was to comment on plans once drafted rather than be involved with development of preliminary plans.

COTA provided valuable feedback regarding amenity. They highlighted the need for wider parking spaces to improve accessibility as well as the need to improve sightlines for safety, particularly in car parks with narrow entrances. In addition, the necessity of attention to detail in infrastructure was discussed. For instance, benches and tables should include rails, to aid with navigation around this infrastructure. Additionally, more benches provide an opportunity for using local centres without the need of purchasing goods within the centres. COTA raised the importance of grandparents caring for children and said that it was important for grandparents to have seating around parks and play areas so that they could relax whilst young ones played. Furthermore, the location of pram ramps as well as paving must be closely studied to ensure that trip hazards are minimised. Quality material is also recommended, which ensures the longevity of infrastructure upgrades and may prevent the damage.

The Heart Foundation and Pedal Power both had a central focus on active travel and provision of cycling facilities. Pedal Power suggested an increase in bike racks across all centres and often preferred racks to be located in places that were central and visible from meeting places (i.e. Cafes and parks). This feedback was taken on board but in places that bike racks were considered underutilised or adequate, additional racks were not added to Redbox plans. Often traders did not want bike racks located centrally as it encouraged users to cycle through the centre which is considered hazardous.

Alzheimer's Australia was engaged during Stage Two of consultation and was met with on two separate occasions. The organisation provided useful information that focused on supporting Dementia patients. Much of the feedback dealt with the lacking visibility and depth perception that many Dementia/Alzheimer's patients experience. It was found that strong colours, when used on the ground, can cause confusion, and may be perceived as an obstacle. Grey, blue and green colours were accepted as these often presented as a consistent block colour and were less likely to be perceived as an object. The organisation also preferred incorporation of clear way-finding signage and favoured the use of traditional street furniture (seats and bike racks) as some of the 'arty' furniture may not appear to have a clear purpose and may be less functional. Small changes to Redbox designs have been incorporated into the final draft of plans to improve functionality of centres for these users.

Overall focus was placed on making each centre a *destination point*, in which all demographics could come and meet without having to spend any money. ACTCOSS highlighted the need for creating youth-friendly, adaptable spaces, which could be used after hours and herewith improve passive surveillance at the centre. For such a multi-functional centre to be successful it must be full of activity and well lit. All consulted groups also highlighted the need for any construction works to be conducted in a fashion, which does not impact access for disadvantaged demographics.

During consultations both ACTCOSS and the Heart Foundation pointed us in the direction of some key submissions and reports, which outline accessibility principles and actions to be incorporated into local centre upgrades, namely:

Recommended By	Report	Key Proposals
Heart Foundation Active Living Unit	Incorporating Active Living Principles into the Territory Plan , Draft Variation Number 348, December 2016, EPSDD "Shaping Spaces for Gen-Z", Forum Summary Document, 2017. (see section 5.4)	
ACTCOSS	"Rate Canberra 2016" , ACT Youth Coalition Safety Mapping Tool, Women's Centre for Health Matters, 2017 2016 Budget Submission , People with Disability "A Picture of West Belconnen" , 2014, Community Services Directorate	To be released 30 June

Stage Two Community Stakeholder Feedback

The following information was derived from engagement with general stakeholders during Stage Two.

Figure 8-1: Community Stakeholder Feedback

TCCS Local Centre Upgrades Stage 2 Stakeholder Engagement Duffy			
Stakeholder	Stakeholder feedback	Other Significant Stakeholder Proponents	Response
Heart Foundation	<p>Active travel should be front and centre in planning for these centres.</p> <p>Path connections were considered a high priority. Especially in centres with schools and aged care facilities. There is no point in making the centres compliant if the paths leading to them are not.</p> <p>Safety of pedestrians and cyclists and the perception of safety must be improved. Suggested is better crosswalk and zebra crossing connections.</p> <p>More consultation of local residents who use the centres day to day needed to get an accurate picture of the problems that need to be solved.</p> <p>Space and consideration for pop up markets and similar flexible temporary uses that can activate the spaces should be made.</p>	<p>Pedal Power</p> <p>Pedal Power</p> <p>People With Disabilities ACT</p> <p>Leaseholders</p>	<p>External connections are outside the scope of this project, however the points where the centres plug in to the active travel network have been a major focus.</p> <p>Crossings have been suggested for several centres. Improvements to pedestrian realm will enhance perception of safety.</p> <p>This has been flagged for the next round of consultations subject to the upgrade being funded.</p> <p>Upgrades of lighting, seating, and paving will naturally have this effect. The space available for these activities is being expanded in several centres, especially Duffy.</p>
Pedal Power	<p>Car parking increases should be at minimum matched by increase in bike racks. Bike racks should be located with the same principals in mind as parking.</p> <p>More bike parking is broadly needed</p> <ul style="list-style-type: none"> -Convenience -Visibility/ Casual Surveillance - Out of the way/ unlikely to be a nuisance <p>Lighting has been identified as a problem in many of the centres.</p>	Heart Foundation	<p>Responded to by Redbox:</p> <p>Changes to lighting, and the addition of more light sources are being investigated</p>
Council on the Aging (COTA) ACT	<p>Car spaces are quite small, though they are to standard having bigger spaces can help mothers and elderly people.</p>	People With Disabilities ACT	<p>Many of the centres are quite physically constrained. Parking is in short supply in many of the centres so expanding spaces at the expense of more spaces is not supported by most stakeholders.</p>

	<p>Would like to see Toilets available in more of the centres.</p>	Alzheimer's Australia	<p>Outside the scope of this project. However, this has been flagged.</p>
<p>People With Disabilities ACT (PWDACT)</p>	<p>Does not support the standard of disabled car parking with clear dismount space next to it, would rather that space be used to make the disabled spaces larger.</p> <p>Would like to see designs "road tested" by individuals with relevant disabilities who live and work in the centres.</p> <p>Planter Boxes and other features should be out of the way of major traffic areas; clearly marked with shape and colour.</p> <p>Strategic use of tactile pavement is desired. If the projects move forward, he would recommend getting an access consultant on board.</p> <p>Ramps; need to be clear of poles and other obstructions; 2.5m is the ACT standard that must be adhered to. Especially if poles might interrupt railings. (like at the base of the ramp at Waramanga)</p>	<p>Alzheimer's Australia</p>	<p>Outside the scope of this project. This has been flagged for the next round of consultations subject to the upgrade being funded.</p> <p>Responded to by Redbox: this has been flagged for the next round of consultations subject to the upgrade being funded.</p> <p>Responded to by Redbox:</p>
<p>Alzheimer's Australia</p>	<p>The designs need to ensure there are clear delineations between paths, standing areas and vehicle areas. Where there are stripes or similar on the ground they should lead somewhere, and if a path does lead somewhere it should be free of obstructions like poles.</p> <p>Things need to look like what they are; if art is going in it should be obviously art so that people don't think it's a seat or likewise.</p> <p>Travel areas should have a paving that is light in colour. Dark paving can look like the ground falls away.</p> <p>Obvious signs are needed marking the entry and exit to carparks, and marking various uses of street furniture and the likes.</p>	<p>People With Disabilities ACT</p> <p>People With Disabilities ACT</p>	<p>Responded to by Redbox:</p> <p>Responded to by Redbox:</p> <p>Responded to by Redbox:</p> <p>Responded to by Redbox:</p>

9.0 Conclusion

Community participation at all four centres was very positive. Generally, the community, traders and leaseholders were interested in seeing their centres improved and revitalised. Both the Campbell and Kaleen centres have grown steadily over the past years and are in need of upgrades to sustain this growth and provide maximum benefit for the community. The Duffy shops require investment to ensure that the centre's full potential can be harnessed to become an attractive community space. Fraser may potentially be re-thought as a new development node which includes multi-unit residential inclusive of retail and other commercial offerings.

During consultations, investment priorities were identified for all four centres, highlighting that each centre faces two to three core functionality issues. This feedback led to the development of various co-contribution options at each centre. Leaseholders at all centres, bar Duffy, were interested in co-contributing to ensure a continuous, effective upgrade is possible. In Duffy however, traders expressed interest in co-contributing, to balance a lack of interest from leaseholders. Leaseholders in Campbell and Fraser were willing to significantly invest in their land to enable a large-scale redevelopment and reconfiguration of the sites.

Interestingly, there was common feedback at all four centres; improved accessibility as well as key amenities such as public toilets, increased seating and shade were requested.

From both Stages of community consultation, it is clear that each centre could significantly benefit from upgrades. Importantly, the priorities identified in Stage Two ensures that the plans developed by Redbox correctly respond to the needs of individual centres and their users. Centres would benefit from the inclusion of multi-functional 'communal spaces' which attract local residents of all ages and provide the local community places to congregate.

Stage One consultations have helped establish or activate connections between stakeholders within the local centres, it is possible that these new or renewed connections will be beneficial in getting group consensus over possible co-contributions for each of the centres.

Stage Two identification of priorities help ensure that the design proposals put forward by Redbox meet the expectations of the community and address core issues identified in Stage One.

Based on the matrix contained in section 7, it is considered that Campbell and Kaleen are the two centres that would benefit from upgrades the most given the high volume of visitation at these centres and their perceived ongoing viability.

Duffy is a less frequented centre due to the limited offering of services but willingness to co-contribute, relative cost to upgrade, viability and visitation are all considered to be medium. It is considered that upgrades to the Duffy Local Centre may improve visitation and may provide incentive for diversification of business types at the centre.

Fraser is in need of upgrades, but the centre is less frequented, willingness to co-contribute is low and the cost to improve the centre is relatively high for what can be achieved. Given the longevity of Fraser is uncertain, Fraser would benefit from minor upgrades but substantial spending on this centre would not be cost effective.

Co-contribution was actively explored during Stage One of consultation and varying levels of interest were observed. As a result of this study, co-contribution plans were prepared by Redbox Design Group and were available for discussion with stakeholders during Stage Two of consultation. However, on instruction from TCCS, co-contribution was not actively explored or prioritised during Stage Two; unless stakeholders raised the idea. Stakeholders at Campbell and Kaleen were observed to have a greater interest in co-contributing to proposed upgrades. Duffy has a medium level of interest from stakeholders and Fraser had a low interest. Willingness to co-contribute is considered to be a reflection on centre viability and visitation.

Overall, all stakeholders showed a strong willingness to engage in consultation and all stakeholders expressed a desire to be reengaged should funding for an upgrade at their centres become available.