



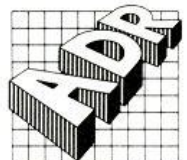
Activity Centres and Non-Residential Uses Strategy

Volume 2

Background Report:
Review Process & Key Issues

Draft 19 April 2011

Prepared by: Applied Development Research Pty Ltd
& the City of Casey





CONFIDENTIALITY, PROPRIETARY AND WARRANTY-EXCLUSION CLAUSES

This report was prepared by Applied Development Research Pty Ltd at the request of and for the exclusive use of the City of Casey. It is confidential and Applied Development Research Pty Ltd retains any and all intellectual property in it. Any unauthorised copying of it by persons other than the City of Casey, or any use of it without acknowledgement of its authorship, is an infringement of copyright.

This report records the statistical results, the perceptions and conclusions developed by Applied Development Research Pty Ltd, as a result of its investigations into the matters the subject of its commission. The information on which particular statements, perceptions or conclusions are based is, where practicable, identified in the Report and otherwise can be particularised by Applied Development Research Pty Ltd and data obtained from third parties. Whilst in all cases Applied Development Research Pty Ltd has taken steps to verify its sources and taken care in its recording, reproduction and / or treatment of data, the Report should be understood as an opinion drawn from the available evidence and Applied Development Research Pty Ltd to the fullest extent permitted by law disclaims any representations or warranties expressed or implied in this report, or any liability therefor.

Table of Contents

1. INTRODUCTION

1.1	PURPOSE OF THE REVIEW.....	3
1.2	REVIEW METHODOLOGY	4
1.3	GROWTH IN THE CITY OF CASEY	4
1.4	STATE POLICY CONTEXT	5
1.5	LOCAL POLICY CONTEXT	7

2. REVIEW ISSUES & FINDINGS

2.1	INITIAL REVIEW ISSUES	10
2.2	ISSUES WORKSHOPS.....	11
2.3	REVISED ISSUES AND CONCLUSIONS.....	12
2.4	DISCUSSION OF KEY ISSUES.....	18
2.4.1	OUT-OF-CENTRE DEVELOPMENT PRESSURES	18
2.4.2	COMMUNITY FACILITIES/COMMUNITY ACTIVITY CLUSTERS.....	19
2.4.3	EMERGING USES	20

3. ISSUE INVESTIGATION TASKS

3.1	INITIAL DPCD ENQUIRIES	
3.2	SUPERMARKET TRENDS.....	
3.3	OUT-OF-CENTRE ACTIVITIES	
3.4	COMMUNITY SERVICES	
3.5	EDUCATION	
3.6	RETAIL POLICY REVIEW.....	
3.7	ACTIVITY CENTRE GUIDELINES	
3.8	ACTIVITY CENTRE FIELD INSPECTIONS	
3.9	NEIGHBOURHOOD ACTIVITY CENTRE PLANNING	
3.10	NEIGHBOURHOOD ACTIVITY CENTRE LOCATION CRITERIA.....	
3.11	LOCAL NEIGHBOURHOOD ACTIVITY CENTRE REVIEW	

MAPS

MAPS 1-6: CASEY SMALL NAC INVESTIGATION MAPS 1-6	
--	--





1 Introduction

1.1 Purpose of the Review

The City of Casey is in the process of updating the Casey Activity Centres Strategy (ACS), a significant component of this process is to obtain a market perspective on recent trends in the land uses that comprise Activity Centres (ACs) with a focus on the lower order ACs. Applied Development Research Pty Ltd is aware of the pressures applying to new ACs and exerted on the existing ACS by the ongoing development in the City of Casey (highlighted by the Cranbourne West, Cranbourne East and Cranbourne East Part B Structure Planning) including;

- Changes in the retail offer,
- Progress in the 'community hub' concept,
- Co-location of a range of land uses at ACs (including zoning implications),
- Requirement for applicable definitions and planning policy,
- Establishment of effective location criteria,
- Provision for the justified enhancement of existing centres, and
- Issues of sustainability for individual ACs and the overall AC network.

The principal objectives of the review as defined by the City of Casey are:

- To undertake a considered review of the structure and format of the Casey Activity Centres Strategy (ACS) and to provide a clear strategic framework to enable the Strategy to continue to be used as a policy and management tool for the foreseeable future;
- To address the identified issues raised by Council Officers and the consultant;
- To ensure that emerging trends in the retail and services sector do not undermine the objectives of the Casey ACS;
- To ensure that the Casey ACS is consistent with State Government Planning Policy (i.e. Melbourne 2030).

In particular the investigations;

- Address the lack of clear definitions in the ACS and review the presentation of the current ACS,
- Be aware of the precedence of State Policy (Melbourne 2030) including the Retail Policy Review currently being undertaken by the DSE,
- Investigate and respond to the changing supermarket offer appropriate to the smaller ACs at the NAC level,
- Establish location criteria for non retail commercial operations and review, where it occurs, the traditional practice of establishing at 'out of centre' locations,
- Investigate the concept of Community Nodes and their relationship to AC community and recreational components, and
- Review the existing location criteria for NACs and establish location criteria for both new (green field) NACs and criteria for the revitalisation of existing NACs.



1.2 Review Methodology

The review methodology adopted a discrete series of tasks documented in the following sections;

Section 2 Addresses consideration of the tasks outlined in the brief, outlines the outcomes from the Issues Workshop, and presents the revised issues to be included in the review.

Section 3 Reports on the investigations undertaken with regard to the revised ACS Review issues.

1.3 Growth in the City of Casey

The City of Casey is a rapidly growing municipality on Melbourne's south-eastern metropolitan fringe, and is Victoria's most populous municipality. Since the last Activity Centres Strategy was adopted in 2006, the total population in the City of Casey has increased from 213,000 to 259,000, an increase of 46,000 persons. Future population projections anticipate an additional 32,000 over the next five years, and longer term projected population is for 450,000 persons by 2036.

These rapid growth projections present a number of issues and challenges with respect to Activity Centre Planning, including:

- Continued demand for the further expansion of existing activity centres
- Need for new activity centres on Greenfield sites to cater for new population growth on the urban fringe.
- Pressure for out-of-centre development as existing activity centres reach capacity and population continues to grow.
- Ensuring the timing and provision of new activity centres reach capacity and population continues to grow.
- Ensuring the timing and provision of new activity centres keeps pace with the rapid residential growth.
- The need to provide local employment opportunities to support future residential population growth.
- Funding of new infrastructure in relation to new activity centres, particularly transport infrastructure.
- Ensuring Casey has a full range of retail and commercial opportunities in appropriate locations, and a broad employment base; and,
- The desire for all new development to be environmentally sustainable.



1.4 State Policy Context

1.4.1 Melbourne 2030/Melbourne@5 million

Melbourne 2030 is the State Government's planning strategy for metropolitan Melbourne and its surrounding region for the next 30 years.

Melbourne 2030 directions relevant to Activity Centres include:

- Direction 5 – “a great place to be”. Melbourne 2030 aims to create memorable places in which to live, work and play.
- Direction 6 – ‘a fairer city’. Melbourne 2030 plans for a fairer distribution of social and cultural infrastructure, and for better coordination and timing in the delivery of services in new development areas.
- Direction 7 – ‘a greener city’. Five (5) directions of change are nominated to move towards sustainability in the areas of population, resource use, technological efficiency, waste and liveability.
- Direction 8 – ‘better transport links’. The Government states that it is committed to providing a more sustainable transport system that offers genuine options to travellers. Melbourne 2030 supports real transport choice for most residents, and aims to increase the numbers of people who use public transport, cycle or walk.

This Strategy is consistent with the key directions of *Melbourne 2030* in relation to:

- Promoting a diversity of land uses (including housing) within designated activity centres;
- Supporting the economic, social and environmental sustainability of activity centres;
- Defining an activity centres hierarchy;
- Ensuring street-based design and walkability in and around activity centres; and,
- Promoting net community benefit outcomes.

The State Government in late 2008 released *Melbourne 2030: a planning update – Melbourne@5 Million*, which is designed to support Melbourne 2030 and provides further planning policy direction to actively manage Melbourne's new growth projections.

The City Of Casey does not have a designated CAD within its municipal area. *Melbourne@5 Million* continues to support the defined activity centres hierarchy outlined in Melbourne 2030, and this Activity Centres Strategy provides a framework for the planning of future activity centres on greenfield sites on the urban fringe to cater for Melbourne's anticipated new population growth.

1.4.2 Retail Policy Review

The *Retail Policy Review* conducted by the Department of Planning and Community Development released its Discussion Paper in October 2008 responded to four guiding principles:

1. *Support activity centre policy and provide certainty for appropriate location of retail facilities*



2. *Provide for growth and change*
3. *Policies should not favour particular forms of retailing*
4. *Proposals should contribute to a sense of place and the role of the activity centre as a focus for the community*

This Strategy adequately responds to the issues identified in the Retail Policy Review in relation to a number of key issues, in that it:

- Provides a defined activity centres hierarchy and network;
- Facilitates development in and around designated activity centres;
- Provides for growth in restricted retail precincts;
- Seeks improved design outcomes; and,
- Applies a Location Assessment process for locating all non-residential uses (based on the retail policy's sequential testing process).

There has been no further retail policy direction from the State Government following the release of this Discussion paper.

1.4.3 State Planning Policy Framework (SPPF)

This Strategy supports the strategic policy directions outlined in the State planning policy framework as shown in its response to *Melbourne 2030*.

At *Clause 11.01 – Activity centres*, it is State policy:

- To build up activity centres as a focus for high quality development, activity and living for the whole community by developing a network of activity centres in accordance with Melbourne 2030; and
- To encourage the concentration of major retail, residential, commercial, administrative, entertainment and cultural development into activity centres which provide a variety of land uses and are highly accessible to the community.

At *Clause 11.02 – Urban growth*, it is State policy that growth areas are well planned in accordance with the strategic directions of the relevant Growth Area Framework Plan and precinct structure plans.

At *Clause 15 – Built Environment*, State policy seeks to achieve urban environments which are safe, functional and sustainable and achieve high quality urban design outcomes, contributing positively to the local urban character and a sense of place. New development should also contribute to neighbourhoods which are liveable, walkable, cyclable, diverse and sustainable

This strategy is consistent with the above policy objectives in the State planning policy framework in that it:

- Provides a supporting policy framework for the development of a network of activity centres of different size and function within the City of Casey;
- Encourages the concentration of major retail, residential, commercial, administrative, entertainment and cultural land uses in a range of highly accessible activity centres;
- Provides clear direction in relation to preferred locations for investment;
- Facilitates orderly planning in growth areas in accordance with the Casey-Cardinia Growth Area Plan and local precinct structure plans; and
- Seeks to ensure the economic, social and environmental performance of activity centres and all non-residential uses is improved, providing net community benefit.



1.5 Local Policy Context

1.5.1 Local planning policy framework (LPPF)

Clause 21 Municipal Strategic Statement (MSS)

This Strategy supports and reinforces the policy directions outlined in the MSS in relation to:

- Developing a diverse, robust activity centre system focussed on viable retail goods and services cores that form vibrant foci for community life and which are capable of evolving to accommodate changing needs.
- Reinforcing the primacy of the Council's two Principal activity Centre, Fountain Gate-Narre Warren CBD and Cranbourne Town Centre.
- Supporting the role of Major activity Centres as the second hierarchy tier centres within the municipality, being Hampton park Town Centre, Casey Central, Endeavour Hills and Berwick Village/Casey Technology Park.
- Promoting Neighbourhood Activity Centres with a variety of land uses that meet local community needs.

Clause 22.07 Retail policy

This policy provides a comprehensive framework for retail activity and related land use and development proposals in the City of Casey. It is directly based on the policies and guidelines contained in this Strategy, and in conjunction with the MSS, is the main statutory planning implementation of this Strategy.

Clause 22.08: Non residential uses in residential areas and future residential areas policy

This policy relates to out-of-centre development, where non residential uses are proposed in residential areas. This Strategy further reinforces and supports this policy, by providing policy direction and strategic guidelines on assessment criteria in considering requests for such proposals.

It is noted that changes to both of the above Local Planning Policies will be likely in order to implement the recommendations of this Strategy in the Casey Planning Scheme.



1.5.2 Casey C21 Strategy

Casey C21: A vision for our future ("C21") was adopted by Council in 2002, and is a reference document in the LPPF. It is a long-term strategic plan for Casey, and considers all the physical, social, and economic elements which make up the city. It is driven by the rapid rate of growth in Casey, and the size of its projected population. The C21 Strategy articulates the future direction of Casey, and provides Council's overriding strategic policy direction for land use and development within the municipality.

The C21 vision can be summarised as:

The City of Casey will be a distinctive, self-contained and self-sufficient city with a full range of learning, employment, shopping, leisure and social services, which are accessible to all of its residents.

It will be a sustainable city that plans for the health and well-being of current and future generations, working to achieve the best possible social, economic and environmental outcomes for its citizens.

It will be a city with a strong sense of place based on its "country feel and city living" character but with well-defined local communities which people will be proud to be a part of.

It will be an engaged city, where the community will work with the Council, employers, government and other agencies to achieve this vision, taking an active role in controlling the destiny of their city.

This Activity Centres and Non-Residential Uses Strategy supports the C21 Strategy which seeks to reposition the City of Casey from a series of largely dormitory suburbs into a 'City' in its own right. In support of this endeavour, this Strategy seeks to develop design principles and structure plans for each of Casey's Activity Centres that:

- Reflect a human scale and create street based activity;
- Reflect the local community's values and aspirations;
- Improve the safety and amenity of private and public space;
- Balance commercial viability and community design imperatives;
- Promote a dense 'urban' form; and,
- Create landmarks and reinforce a sense of place.

1.5.3 Other Council Documents

Casey Economic Development Strategy

The City of Casey Economic Development Strategy 2010-2015 identifies 4 key objectives:

- To assist existing businesses in Casey so that they may continue operations and growth in the future.
- To attract new businesses to the City of Casey in order to generate new jobs, enhance economic activity and increase investment in the municipality.
- To help develop skills, education and employment links between the businesses in the municipality, its residents and local educational providers.
- To ensure the City of Casey provides a positive business climate that is conducive to increased business activity and employment generation.

This Strategy is consistent with Council's Economic Development Strategy in that it supports a diversity of employment opportunities in and around designated Activity Centres, provides certainty for future investment locations and supports a healthy and robust retail and commercial sector in Casey that is conducive to job creation, investment and a positive business climate.



Municipal Health & Well Being Plan

The City of Casey Municipal Health and Well Being Plan 2009-2013 is a health and well being framework which seeks to ensure that Council maximises its influence to improve the health and well being of people living, working and playing within the City of Casey.

This Strategy supports the initiatives in the Health and Well Being Plan, by actively encouraging accessible and safe activity centres, integration of new development with open space, trail networks and public transport, encouraging environmentally sustainable design and recognising the important role activity centres play in facilitating vibrant and active local communities, creating a “sense of place” and contributing to the positive health and well being of Casey’s residents.

City of Casey Sustainability Plan

The City of Casey’s *Sustainability Plan 2010* identifies the following objectives:

- To conserve Casey’s natural environment in the face of development pressures.
- To help the global effort to reduce greenhouse gases.
- To ensure Council and the community uses resources efficiently.
- To make decisions with the challenges of the future in mind.
- To embed Ecologically Sustainable Development ideas throughout the City of Casey’s operations and decision-making processes.
- To help the community (including businesses) to adapt to future challenges and build resilience to more extreme weather, food security, peak oil and coastal hazards.

The *Sustainability Plan* identifies a number of themes which focus on using resources more efficiently:

- Water – actions to minimise potable water use
- Flora and Fauna – actions to improve habitat for plants and animals to achieve a gain in indigenous biodiversity
- Air and Atmosphere – actions to reduce greenhouse gas emissions through good design and use of alternatives
- Land – actions to optimise the use of land and pursue its best use
- Materials and Waste – actions to minimise raw material use
- Energy – actions to minimise energy use through good design and behaviour change

This strategy supports the above objectives, and supports environmentally sustainable design as a means of contributing to the net community benefit of all new land uses and/or development within the City of Casey.





2 Review Issues and Findings

2.1 Initial Review Issues

The brief for the review identified eight key issues, these were as follows;

- A lack of clear definitions in the current ACS.
- The Community Activity Clusters identified in the current strategy lacked clear strategic purpose, considered to give grounds for Out-of-Centre development
- Lack of criteria to determine new AC locations, crucial in Greenfield locations.
- Lack of criteria to add new AC locations or rationalise existing ACs in the existing urban area.
- Substantial change in the retail sector not currently addressed through the ACS.
- The current Retail Policy Review being undertaken by the DSE will take precedence over the Casey Activity Centre Strategy.
- An over emphasis on the retail component of ACs.
- The City of Casey Planning scheme (Clause 12, 21.13, 22.07 and 22.08) to be consistent with the ACS.
- Review of Report format

While not suggesting modification of research undertaken for the current ACS the nominated issues clearly require a range of investigations and consultations with AC and other Stakeholders from both the Public and Private Sectors. The initial consultation took the form of an Internal Issues Workshop with officers from the City of Casey.

2.2 Issues Workshop

An internal workshop was held with City of Casey officers was held on the 1st of October, early in the study program, to review the initial issues and their application across the Activity centre hierarchy. In addition Peripheral Sales Precincts and Out of Centre activities were discussed along with the strategy implementation. The key points arising from the workshop are as follows;

Principal Activity Centres (PACs)

Discussion focused on the CTC and its current retail emphasis dominated by the Centro development. It was noted that this is changing with the development of the Cranbourne Leisure and Entertainment Precinct and the introduction of a number of commercial facilities including at the Southern health Cranbourne Integrated Care Centre in accordance with the CTC Structure Plan.

Major Activity Centres (MACs)

The lack of discount department store facilities at both Hampton Park and Berwick Village was noted, as the ACS identifies a discount department store ('sub-regional' retail component) as the anchor retail operator for a MAC.

Neighbourhood Activity Centres (NACs)

Discussion identified the need for NACs to serve and be central to an identified catchment population, including the awareness of the 'walkable catchment' concept. Existing examples

were identified in the existing activity centres of Sandhurst Village, Parkhill Plaza and Amberley Park.

Community facilities

There are currently no specific criteria or principles to determine the location of new community facilities. Additionally, there is no preferred option in regards to locating new community facilities in an AC or near other civic institutions/services. Each community facility is dealt with on a case-by-case basis, taking into account of community demographics and existing infrastructure.

Out-of-Centre Development

Market conditions need to be clarified as a number of traditional out-of-centre facilities are locating either in or adjacent to activity centres as well as at freestanding sites within the R1Z.

AC Composition and Implementation

All ACs contain a range of land uses and care needs to be taken to ensure that the AC design complements its operation (economic, social and environmental) and its multi-purpose role.

The results of the workshop were translated into a number of issues a majority of which, following discussion with the project management team, were incorporated into the following revised issues statement.

2.3 Revised Issues and Findings

Based on the outcomes of the Issues Workshop additional issues were added to those identified in the initial project brief. This resulted in the following revised range of Issues and Review Findings.

1. A lack of clear definitions in the ACS.
 - Implemented in Volume 1
2. The Community Activity Clusters identified in the current strategy lacked clear strategic purpose (considered to give grounds for Out-of-Centre development) and policies to incorporate appropriate elements into the AC hierarchy.
 - The ACS defines Community Clusters as including education facilities, multi-function community buildings and cultural, recreational and sporting facilities.
 - The clusters and existing community facilities locations were lacking in strategic purpose and could be defined as 'out –of-centre' locations.
- 2a. During the AC Review two further activities, gymnasiums and medical centres, were investigated as examples of activities that frequently locate at out-of-centre locations.

Gymnasiums:

- Small operations were able to find space in the lower rental areas of NACs, serving a local community and with the advantages of car parking and passing trade.
- Larger operators, acting as destinations in their own right, either operated in or adjacent to an AC or at sites removed from an AC. While leasing premises was still an option there was evidence of property ownership (or intent) in the market.
- While a location in an AC was seen as an advantage it was often prohibitive in terms of costs (rental) and in most instances did not provide an opportunity for property ownership.

Medical Centres

- Experience suggests that for this sector rentals have been prohibitive in the major shopping complexes at the upper end of the AC hierarchy.
 - Small operators (as with gymnasiums) were able to find space in the lower rental areas of NACs, serving a local community and with the advantages of car parking and passing trade.
 - Where property ownership was sought by larger operators, AC opportunities at the upper end of the hierarchy were limited to where multiple land parcels were available. Note single ownership could also be a limiting factor at the lower end of the activity centre hierarchy at the NAC level.
3. Lack of criteria to determine new AC locations (crucial in Greenfield locations) and the identification of target centres in the existing centre network (or new sites) for AC based enhancement.
- The need for NACs to serve and be central to an identified catchment population, including the awareness of the 'walkable catchment' concept
 - All ACs contain a range of land uses and care needs to be taken to ensure that the AC design complements its operation (economic, social and environmental) and its multi-purpose role.
 - The proposed Cranbourne East NAC concept as articulated in the Cranbourne East Precinct Structure Plan B represents a far better model of fully integrated community facilities which will also meet the other objectives such as accessibility, convenience, safety, flexibility and co-location.
 - The Fountain Gate Peripheral Sales component is located both within the AC precinct and along the major arterial roads identifying the potential for a preferred out-of-centre location abutting the designated AC precinct.
 - The location of adjacent and nearby out-of-centre activities in the R1Z surrounding the Endeavour Hills MAC reflects the concept of an AC perimeter buffer role surrounding the commercial core.
 - The field inspections identified a wide range and diversity in that the provision of NACs within the Casey urban area, and the need to identify those with a potential, through either consolidation or expansion, to take on an expanded role particularly in the retail and community services components; and the future of apparently less viable NACs.
 - At the NAC level 'main street' designs with active frontages were more readily achievable at connector road based ACs, where the 'main streets' had a practical purpose in contrast to artificially imposing a potentially non functioning main street and active frontages at an NAC located on an arterial road and or intersection.
 - Subject to the defined catchment 'geography', an inboard collector road NAC location with a range of co-located components can function at a more 'human scale' than an outboard arterial location with safety, environmental and access limitations, even where some co-location can occur.
 - Define the trade area/catchment population (focus on walkability) to be serviced by the proposed NAC and assess as a measure of demand for each NAC land use component.
 - Identify and assess the relationship of the proposed NAC with both competing ACs and future AC proposals noting the existing role of NAC components in the competing ACs and impacts on the proposed NAC
 - Define an optimal location for the proposed NAC based on the defined trade areas/catchments and identified competition.
 - Record and assess the locational requirements and Net community benefit of each NAC component including performance expectations, accessibility, competition and links with complementary land uses.
 - Establish a NAC precinct, again at a walkable scale, based on the requirements of each land use component of the proposed NAC

- Examine location options within the defined AC precinct for each land use component of the proposed NAC maximising the opportunities for co-location and linkages within the precinct.
 - Establish precinct sub-areas for each land use component of the proposed NAC as the basis for the structure planning of the proposed NAC
- 3a. As a result of the initial AC inspections the AC Review was extended to investigate selected NAC locations and sites to assess the enhancement and revision of existing operation and the opportunity for additional NACs.
- The NACs currently operating in the Casey urban area currently lack sufficient understanding in terms of role, design guidelines, composition, economic viability and boundary definition to enable planning for their sustainable future operation.
 - A major NAC sustainability element is the presence of a sustainable supermarket anchor
 - The quality of the public realm is a major contributor to NAC amenity and sustainability
 - The co-location of land use segments and elements is important even in the smaller NACs.
 - The expansion of existing NACs sometimes requires the re-location of existing land uses within the NAC precinct
 - Destination operators, retail or non- retail can take an anchor role in smaller NACs.
 - Low rent paying retail, service and community services can be accommodated traditional smaller NACs in older established urban area.(
 - The smaller NACs are vulnerable and find it difficult to respond to increased competition from additional ACs or changes in the scale or offering of nearby higher order ACs.
 - New NACs components can benefit from a range of existing land uses and in turn contribute to the established land uses in the NAC precinct.
 - General stores that have served as local 'rural service centres' are often vulnerable as part of a new residential 'landscape'
4. Lack of AC based location criteria for all AC components.
- There are currently no specific criteria or principles to determine the location of new community facilities.
 - A number of traditional out-of-centre facilities are locating either in or adjacent to activity centres as well as at freestanding sites within the R1Z.
 - For supermarkets inboard, collector road, locations with growth over time are a location option when matched to catchment populations. Still need access to at grade parking and good exposure (corner sites and proximity to railway stations work well
 - The supermarkets had an overall positive response to co-location with community services and the primary schools (increased frequency of visit assisting sustainability) it is recognised that this outcome is easier to achieve in a Greenfield environment.
 - In terms of community facilities the proposed Casey PAC would include the Civic Centre, Library, Youth Information Centre, an Arts space and other facilities; the Cranbourne PAC is more 'complex'
 - Whilst many the Community Services principles and objectives are met in the MACs, some further work is needed)
 - There are a number of stand alone community or service outlets at NACs which are, for the most part, reasonably well integrated with such facilities as shopping precincts
 - The proposed Cranbourne East NAC concept as articulated in the Cranbourne East Precinct Structure Plan B represents a far better model of fully integrated community facilities which will also meet the other objectives such as accessibility, convenience, safety, flexibility and co-location.

- At the upper level of the activity centre hierarchy of these facilities might be enhanced by an indoor Leisure Centre and secondary education facilities at a MAC; and an extensive range of more regional facilities at a PAC including aquatic and indoor sporting facilities (basketball, gymnasium and workout space), library, arts/cultural facilities and a community centre along with tertiary education facilities.
- 5. Substantial change in the retail sector not currently addressed through the ACS.
 - Supermarket anchors for smaller activity centres (NACs) can range – subject to operator - from; two supermarket outlets serving a catchment of the 15,000 to 25,000 persons, a major full line supermarket (3,000 to 4,200 square metres) serving a catchment of 8,000 to 12,000 persons, a small format supermarket (1,000 to 2,500 square metres) serving a catchment of 4,000 to 6,000 persons and a conveniences grocery outlet (up to 500 square metres) is serving a smaller catchment.
 - Given the presence of a range of supermarket footprints currently available it is now possible to service a range of NAC catchments and provide NAC component parameters and compositions to guide NAC land uses and in some instances floorspace caps.
- 6. The current Retail Policy Review being undertaken by the DSE will take precedence over the Casey ACS particularly as regards perimeter and internal AC boundary definition, implementation and flexibility with regard to AC anchor land uses.
 - State Planning Policy Framework - Clause 12 Page 1 of 20 (
 - The Retail Policy Review Discussion Paper identifies NACs as requiring special attention with regard to both development staging and refurbishment. (Pg 30) It also addresses the definition of AC boundaries and the importance of public realms. (
 - Given the concept of 'walkability', NAC components, and 'ipso facto' the NAC precinct, could be located up to 400 metres from a NAC centroid raising the possibility for traditional out-of-centre locations to locate within the NAC precinct. It is recognised that this could include some traditional residential within the NAC precinct arguably with the potential to be upgraded in the future to higher value land uses.
- 7. An over emphasis on the retail component of ACs, retail is only one component of an AC.
 - Small service business operators prefer Activity Centre locations with the advantages of car parking and passing trade.
 - Large service business operators often find rentals prohibitive in major shopping complexes at the upper end of the Activity Centre hierarchy.(p. 23)
 - Service business (and other activities) often seek ownership of their premises and this is not always available in an Activity Centre. (p. 20)
 - Locating community facilities at activity centres achieves objectives including accessibility, convenience, safety, flexibility and co-location. (p.27)
 - School sites should be integrated with the neighbourhood and located near ACs and integrated with community facilities. (p.28)
- 8. The City of Casey Planning Scheme (Clause 12, 21.13, 22.07 and 22.08) to be consistent with the ACS.
 - See Volume 1.
- 9. Review ACS Report Format.
 - See Volume 1

2.4 Discussion of Key Issues

As a result of the review findings, there are a number of changes being made to this Strategy from previous versions. A discussion of the key issues that have resulted in the major policy changes are discussed further in this Section.

2.4.1 Out-of-Centre Development Pressures

There are a number of key development pressures that this Review has investigated, which have the potential to significantly impact on the Activity Centre framework:

- Isolated, ad-hoc, retail and commercial facilities along arterial roads, particularly at major intersections and in industrial zones.
- Facilities with the potential to add financial value to property, that are premature and do not have viable supporting catchments (including supermarkets and discount department store outlets and take away food agglomerations).
- Out-of-Centre location of commercial facilities and associated non-retail and ancillary businesses including gymnasiums, medical centres and child care centres in residential areas.

In the past, the Activity Centre Strategy has been primarily focussed on retail development, and determining where and how retail floorspace should be distributed within an activity centre network. However, it has provided little guidance as to where restricted retail, non-retail, service business and other commercial facilities should locate outside of a designated activity centre. Whilst most operators agree that locations in activity centres are advantageous given benefits of parking, customer catchments, exposure, etc, rentals are often prohibitive for smaller business owners, and land ownership is very costly. As a result, there is always pressure for edge-of-centre and out-of-centre applications, often for proposals along main roads and in residential areas, to take advantage of lower rentals and/or land ownership costs.

Whilst recognising that there are many reasons why edge-of-centre or out-of-centre proposals may be appropriate under certain circumstances, there are many circumstances where they are not so desirable, for varying reasons. Over the past few years, this has been particularly apparent with uses such as medical centres, child care centres and gymnasiums seeking to establish out-of centre, and for which the *2006 Strategy* and its predecessors were 'silent' on providing effective strategic policy guidance. Similarly, the 'ribboning' of commercial and restricted retail development along main roads has occurred on an ad-hoc basis, with no real strategic framework in place to determine suitable locations, and 'de-facto' commercial strips resulting in locations which were never designed for this purpose. Other issues arising from this have been urban design and amenity related issues, which are difficult to address once the land uses are already established.

This review has highlighted the lack of strategic policy to assist in the decision-making process for out-of-centre applications, and the need to broaden the scope of the Activity Centres Strategy to include strategic direction for the location of all non-residential uses across the municipality (except for industrial uses in industrial areas – refer discussion in Section 1.6).

In response, this Strategy introduces the concept of sequential testing for all non-residential uses, and where a site is proposed outside of a designated activity centre, a further strategic assessment process is identified (refer Section 4.3.2).

The level of assessment will be dependant upon the scale and nature of the proposal. However, the same location selection methodology and strategic framework assessment will apply to all proposals, from a medical centre or child care centre in a residential area, right up to a major retail/commercial expansion in a higher order activity centre.

This Strategy incorporates the policy directions of Council's *"Non-Residential Uses in Residential and Future Residential Areas Policy"*, to provide specific policies when assessing applications for non-residential uses in residential or future residential zones. The Strategy also expands the assessment process to include an assessment of net community benefit and impact on the wider activity centre hierarchy for all non-residential applications.

The proposed changes to the Strategy will not result in all proposals for non-residential uses across the municipality being required to be located within an activity centre. Rather, it seeks to ensure that each activity centre is developed in accordance with its desired strategic direction, and that proposals that are outside of a designated activity centre will have sufficient strategic support to be there. It will ensure a more consistent basis to all decision-making, and that the overall activity centre network is strengthened as a result.

2.4.2 Community facilities/community activity clusters

Similar to the discussion above for out-of-centre applications, it is acknowledged that the 2006 Strategy had no specific criteria or principles to guide the location of new community facilities. Additionally, there was no preferred policy position in regards to locating new community facilities in an activity centre or near other civic institutions/services. Each community facility has therefore been dealt with on a case-by-case basis, taking account of community demographics and existing infrastructure.

The 2006 Strategy identified "Community Activity Clusters", which were essentially groupings of non-residential community focussed activities (ie: education facilities, multi-function community buildings and cultural, recreational and sporting facilities). They were intended to recognise groupings of non-residential activities that did not have a core retail/commercial component, however the 2006 Strategy did suggest that appropriate commercial and other uses could locate at these clusters. These other commercial uses could include medical centres, child care centres, places of worship, and the like.

However, as part of this review, it became apparent that the identification of these Community Activity Clusters were lacking in strategic purpose. Some of the problems arising included the belief that these community activity clusters were in fact "de-facto" activity centres, encouraging commercial based uses to locate there without any proper assessment of their impact, as well as providing a disincentive for community uses to actually be located within or on the fringe of a designated activity centre, where maximum co-locational benefits would exist. There were also no specific criteria or principles to assist in establishing suitable locations for such community facilities.

In greenfields sites, recent structure planning in the City has adopted a model of integrated community facilities as part of a multifunctional activity centre design. Locating community facilities at activity centres achieves the key objectives of this Strategy including accessibility, convenience, safety, flexibility and co-location.

However, this model does not apply so easily to the existing urban area with its fragmented pattern of community services sites, mixture of existing uses, and the more site-specific approach to decision-making. Whilst there is some policy direction in Clause 22.08 of the Casey Planning Scheme – *Non-residential uses in residential areas and future residential areas policy* for the location of these uses, this is confined to residential zones only, and does not form a recognised part of the existing Activity Centres Strategy.

As part of this review, it has been determined that the Community Activity Clusters will no longer form part of the Strategy, as they are not advantageous to the decision-making process. As outlined above under discussion on Out-of-Centre applications, this Strategy introduces the concept of sequential testing for all non-residential uses, and where a site is proposed outside of a designated activity centre, a further strategic assessment process is outlined. This will apply equally to community and commercially-based uses.

The clustering of community activities is still a key objective of this Strategy, however the locational criteria will be more strategically focussed than this and include such concepts as net community benefit, sustainable design and impact on the wider activity centre hierarchy. This is intended to maximise in-centre and edge-of-centre location of community facilities to maximise co-location benefits and strengthen the overall activity centre network. It will also go some way to redressing the previous emphasis on retail development as the 'core' of an activity centre, and recognising the importance of community function and activity within a well balanced activity centre framework.

This is considered to be a far more flexible and performance-based approach to considering applications for community uses in existing urban areas, where the broad strategic objectives can be assessed in the context of site specific locational criteria.

2.4.3 Emerging uses

New supermarket operators

In addition to the established supermarket chains varying their formats to secure both larger and smaller market opportunities, new operators (ie: ALDI) have recently entered the market in Casey, and there are other potential new operators that could show interest (ie: Costco). The introduction of ALDI in particular has altered traditional locational criteria and catchment planning for supermarkets in Activity Centres, and requires a review of Council policy in relation to where they fit into the market and where they can and should be located.

ALDI supermarkets have a number of points of difference to the larger national supermarket chains, as they have smaller outlets competitive in price but not offering the range of depth of the product offerings of major national chains.

This lack of choice and price focus has been a conscious positioning requiring a larger (sub-regional) catchment for its stores (20,000 persons) as they function in many instances as complementary to a regular weekly or fortnightly supermarket shopping trip. This compares to the catchment of larger national supermarket chains (8-10,000 persons).

As a result of these points of difference, ALDI has made a conscious policy decision to co-locate at centres in association with either of the two national chain outlets to benefit from their stronger local customer base at larger activity centres (PACs and MACs) and to benefit from the ability of their anchor tenant's department store/discount department stores to draw customers from the ALDI (20,000 person) trade area and beyond.

Council's policy position has been that supermarket operators with a sub-regional catchment should locate at either Principal Activity Centres and/or Major Activity Centres. However, having an understanding of the specific locational criteria used by ALDI, and the size and product range of their stores, this review has highlighted that Council policy should be flexible to ensure that if suitable sites are not available in a PAC or MAC, then ALDI could locate (as the second supermarket) in the nearest large NAC.

This policy will also apply to any new supermarket operators entering the market. It is accepted that it is very difficult to ensure policy will always cater for any new retail operator proposing to enter the market, however it is noted that this Strategy review has resulted in greater flexibility to accommodate new operators. Any new operators entering the market will therefore be subject to this Strategy and associated planning policy. Future strategy reviews will have the opportunity to reassess the strategic policy framework in the light of changing market conditions in the future.

Factory Outlet Centres

Factory outlet centres have emerged in recent years as a significant player in the retail market, generally operating well away from existing activity centres, on large land parcels, in areas where other retail uses are not generally existing (often locating on Commonwealth land thereby avoiding normal planning regulations).

There are presently no factory outlet centres in Casey, however that may not always be the case. As they presently operate, factory outlet centres are defined as a “shop” use under the Casey Planning Scheme, and would generally be prohibited in most zones in Casey outside of a designated Activity Centre (which are usually a Business 1 Zone).

In the absence of any statewide planning scheme controls specifically for such uses, it is Council's policy that as “shop” uses, they should be located within designated activity centres, in accordance with the objectives and policies of this strategy and the relevant structure plan for that centre. Given the generally large floor areas associated with these outlet centres, and their regional catchments, it is highly unlikely they could operate from NACs or even MACS, and so if proposed in the City of Casey, would probably need to locate within an existing Principal Activity Centre (ie: Narre Warren - Fountain Gate CBD or Cranbourne Town Centre). However, any such proposal would be likely to have a significant impact on existing or planned retail activity in either of these two centres, and accordingly, a full strategic assessment would need to be undertaken, including an economic impact assessment.

Where a factory outlet centre is proposed (whether in a designated activity centre or an out-of-centre location), early discussions with Council must occur, and substantial justification in the context of the whole Activity Centre Hierarchy must be demonstrated, including comprehensive net community benefit analysis, sequential testing and strategic assessment processes to be undertaken.

Home Based Businesses

Home Based businesses are becoming increasingly popular, as improved technology, lower overheads and increasing desire for better work/life balance sees home businesses as an attractive option to the daily commute. The number of home businesses in Casey is expected to increase as the population increases, and further technology improvements make the home business a more viable alternative.

In most instances, home occupations do not require a permit (subject to Clause 52.11 of the Casey Planning Scheme). However, issues do arise when home businesses wish to expand beyond the allowable limits, which may result in permits being required and/or the business requiring new premises. In these instances, the “suitability” or otherwise of such a business in a residential area (with associated traffic and amenity impacts) needs to be assessed.

This Strategy now includes a locational and net community benefit assessment process for all non-residential uses, which would apply to any home based business which has grown beyond the limits of its ‘as-of-right’ entitlements under the Casey Planning Scheme. Where relocation is seen as the preferred option for the business, Council encourages these businesses to be relocated to a suitable site elsewhere within the municipality (ideally nearby NAC's or within identified SOHO precincts, etc), in order to retain these businesses within Casey.

3 Issue Investigation Tasks

A major thrust in this review has been directed at NACs which are a basic building block in the major growth areas and also in rejuvenating outer suburban urban areas established in an era of private car dependence. The DPCD in addressing ACs has focused on providing a policy basis for the larger PACs and MACs leaving NACs with little or no policy guidance. As a result, it has fallen on Council to fill this policy gap, through the policy directions of this Strategy. The potential benefits to be gained from addressing the lower (NAC) end of the AC hierarchy has been recognised by planners, economists, community providers and business; and by the City of Casey in this ACS review.

3.1 Initial DPCD Enquiries

Early in the review program discussions were held with the DSE officers (Lucy Botta and Greg Woodford of the Metropolitan Planning Division) to generate a starting point for the issues investigations, particularly to ascertain the Department's role regarding the implementation of Melbourne 2030 at the NAC level of the AC hierarchy. The topics raised and responses were;

Lower Order ACs, Neighbourhood, Convenience and Community Hubs (NACs):

- For the lower order ACs the local council has the strategic policy role. (Note this applies to both new and existing NACs at both Greenfield and Brownfield locations.)
- The future of older 'strip centres' to be worked out between council and developer (if expansion being addressed) with major issues being economic considerations and any impact on the residential interface.

The 'Main Street' development concept

- For lower order ACs this development concept to be resolved between council and the developer

Note: Active frontages are referred to both in terms of Structure Planning and in the recently released Activity Centre Guidelines states under Element 1 Urban Context 'To integrate activity centre streets into the local street network' (Objective 1.4) and 'To intensify active uses along street frontages' (Objective 1.6) along with a series of objectives under Element 3 Street Design.

Arterial Road frontages

- These locations serve to keep traffic out of residential streets.

Note: VPP Clause 56.03 Liveable and Sustainable Communities under its Compact and Walkable Neighbourhood objectives 'To create compact neighbourhoods that are oriented around easy walking distances to activity centres, schools and community facilities, public open space and public transport' and the Activity Centre Objective notes that ACs can be located on arterial roads or connector streets'.

Land Use Components

- Land use components include retail, business services, recreation, health and community services, civic, education, residential and open space (sporting and recreation).

Walkable Catchments

- The extent of walkable catchments is to be related to the scale of an AC.

Note: VPP Clause 56.03-2 Activity Centre Standards states that ACs is to be accessible by neighbourhood and regional walking and cycling tracks

Sustainability (Economic, Social and Environmental)

- Economic and social sustainability relate to the AC functioning.
- Environmentally Sustainable Development (ESD) was identified in terms of reduced car dependency and increased walkability. Water based elements to be covered in building regulations.

Current Retail Policy Review

- Still under consideration, but with background material progressively available.

Conclusions

1. These considerations suggested the need for a series of Casey AC field inspections in the light of the above outcomes
2. Confirmed that for lower order ACs the local council has the strategic policy role.
3. Confirmation of the Main Street concept in AC design as per the Activity Centre Guidelines.
4. The VPPs and AC objectives confirm walkable catchments, and that ACs can be located on arterial roads or connector streets accessible by neighbourhood and regional walking and cycling tracks.

3.2 Supermarket Trends

Recent Growth Area Structure Planning Studies in the City of Casey have identified a market response to the possibility of smaller footprint supermarket outlets anchoring ACs that are defined as convenience in the ACS. To flesh out this change in behavior that would facilitate the development of a range of NACs based on catchment populations and a supermarket response interviews were conducted with the following supermarket operators Coles, Safeway, IGA and Aldi. The interview format was based on the following statements;

- Role of supermarkets in the AC hierarchy.
- The changing supermarket footprint.
- Location criteria for NACs.
- The value of co-location with community services and education facilities.
- Impact of changes in design to incorporate a 'main street' concept in planned AC developments.
- Presence in the Casey market, and
- Operator Issues.

The meetings proved to be frank and open discussions, and while reported in general terms have made a considerable contribution to particularly the definition of NACs, which will find application throughout all urban areas. Responses were forthcoming on all the topics addressed in addition to more general comments as follows;

Role of supermarkets in the AC hierarchy

- Retail anchor at smaller ACs
- Convenience store option
- Fundamental to the Hierarchy
- Link to at grade parking

The changing supermarket footprint

- Fitting the outlet to the catchment (smaller sizes)
- Flexibility
- Respond to the market

Location criteria for NACs

- Inboard locations are an option, with growth over time
- Do research
- Exposure is important
- Inboard locations matched to catchments
- Corner sites
- Railway stations
- Inboard centres supported by local population

The value of co-location with community services and education facilities

- Works well in a green fields situation
- Impact on frequency
- Dubious
- Positive response
- With primary schools
- Education linked to drop-off and pick-up

Conclusions

1. Supermarket anchors for smaller activity centres (NACs) can range – subject to operator - from; two supermarket outlets serving a catchment of the 15,000 to 25,000 persons, a major full line supermarket (3,000 to 4,200 square metres) serving a catchment of 8,000 to 12,000 persons, a small format supermarket (1,000 to 2,500 square metres) serving a catchment of 4,000 to 6,000 persons and a conveniences grocery outlet (up to 500 square metres) is serving a smaller catchment.
2. Inboard, collector road, locations with growth over time are a location option when matched to catchment populations. Still need access to at grade parking and good exposure (corner sites and proximity to railway stations work well).
3. An overall positive response to co-location with community services and the primary schools (increased frequency of visit assisting sustainability) it is recognised that this outcome is easier to achieve in a Greenfield environment.

3.3 Out-of-Centre Activities

Gymnasiums

Council officers have expressed a concern arising from gymnasiums extending to include cafes and childcare facilities, and becoming an example of the potential for creating out-of –centre ACs. Three gymnasiums were identified for assessment based on location and business model and a fourth was added as a result of the AC inspections conducted as part of the review program. The areas addressed in the interviews were;

- Year commenced at this site
- Size of operation and market (customers and competition)
- Important criteria in choosing this site
- Would you choose this site if starting today?
- Why have you / would you locate in or near an AC?
- Other comments

Of the respondents two were franchise operations (one large and one small) and two were owner operator (one large and one smaller), two were 'women only', two were in converted squash courts and two were located within ACs and two were at out-of-centre locations (of which one had subsequently been included in a AC boundary change). It should be noted that minor refreshments were available, self serve focused on drinks both hot and cold.

Given the divergent outlets responses were quite similar in a number of areas.

Year commenced at this site

- 2004, 1979, 1995, 2006

Size of operation and market (customers and competition)

- Over 1500 members local customer base (employment based)
- Large and in a reasonable position
- Tailored market focus
- Elite sports persons, disabilities and rehabilitation giving a broad shallow catchment (less than 1,000 members)
- Small facility
- Reasonable passing trade
- Competition is increasing

Important criteria in choosing this site

- Knew the building owner
- Visible and passing trade
- Convenience (close to clients homes)
- Parking directly outside
- Main Road frontage convenient to major customer base

Would you choose this site if starting today?

- No, would go for factory or warehouse on a main highway frontage
- Yes, convenience and exposure
- Yes, good access to immediate residents
- Be within one kilometre of large AC
- Yes, convenience

Why have you / would you locate in or near an AC?

- Traffic, people and movement (impulse)
- Yes, but rent can be expensive
- Outside AC no controls, advertising (limited impulse)
- Customer base (shoppers), access, convenience and marketing opportunities
- Less of a destination if located in an AC
- Yes, exposure to local residents
- Market and activity

Other comments

- Business has to follow market trends
- Large operators more vulnerable to competition
- Differentiate or specialise (be different)
- Impact of increased competition
- Seek people going past the front door
- Competition nearby is ok unless exactly the same offering

Conclusions

1. Small operations were able to find space in the lower rental areas of NACs, serving a local community and with the advantages of car parking and passing trade.
2. Larger operators, acting as destinations in their own right, either operated in or adjacent to an AC or at sites removed from an AC. While leasing premises was still an option there was evidence of property ownership (or intent) in the market.
3. While a location in an AC was seen as an advantage it was often prohibitive in terms of costs (rental) and in most instances did not provide an opportunity for property ownership.
4. Gymnasiums were identified as a diverse market both in terms of size and the potential for specialisation including gender focus.

5. Franchise operations have entered this market with their defined territories and location criteria impacting site selection.

Medical Centres

The second component of the out-of-centre activity analysis was medical centres. Four operators were interviewed comprising Southern Health, the overarching provider in the city of Casey, and three medical centres one located in an AC, another adjacent to an AC and a third in a residential area removed from AC influence. In addition inspections were made of a number of medical centres located in existing in NACs.

Southern Health

Southern health (funded by DHS) is the largest healthcare provider in Victoria serving a primary catchment area including the cities of Cardinia, Casey, Greater Dandenong, Kingston and Monash. The Monash Medical Centre in Clayton (highest order hospital) is one of Victoria's major teaching and research and tertiary referral hospitals. Southern Health also has a number of second tier hospital facilities and an extensive community health program. The community health program works closely with local government in the areas of maternal and child health and home health with, inevitably, some areas of overlap.

Facilities within the City of Casey include;

- Casey Hospital located in an extensive band of activity centre elements, located in Berwick between the Princes Freeway and the railway line, providing medical and surgical services, rehabilitation, palliative care, renal analysis and mental health services. It also has a 24 hour a day emergency department.
- Cranbourne Integrated Care Centre is located within the Cranbourne PAC on the southern side of Slater Street west of the South Gippsland Highway. The centre provides a range of same-day services including surgery, renal dialysis, specialist consulting and a variety of community health services.
- Community Health Centres providing a range of services are located at the Endeavour Hills MAC, the Autumn Place NAC (Doveton) and on Parkhill Drive, Berwick (not associated with the Parkhill Plaza NAC).

The location of the Southern Health facilities is a function of 'service', with the requirements of both site availability (ownership is preferable) and accessibility. Locating in, or co-location with, ACs is confirmed specifically at the lower end of the 'provision' hierarchy where facilities can benefit from co-location rather than being destinations in their own right as is the case with the hospital facilities. However it should be noted that in the case of the Dandenong and Cranbourne Southern Health hospitals these facilities are located near to a PAC and MAC respectively.

In the Casey context it is significant that Southern Health relocated to the Parkville Drive from the Fountain Gate PAC with operating costs (rental) being a major factor. Currently Southern Health is seeking to expand their specialist services in Casey and, while the growth area ACs in both Cranbourne West and Cranbourne East have been considered, it is acknowledged that a location, subject to site availability, in the Cranbourne PAC is a more appropriate, and the preferred location.

The three medical centres interviews (in addition to Southern health) used the same 'out-of-centre' format as the gymnasium sample (see above) with the following results.

Year commenced at this site

- 1989, 1995, 1993

Important criteria in choosing this site

- The new and expanding residential area
- availability of land
- in a growth area
- co-location with other facilities (activity centre)
- close to a main road

- more favourable council planning issues
- lack of doctors in the area
- act as a destination
- high rentals in the planned shopping centres (activity centres)
- advantages being part of a larger destination

Would you choose this site if starting today?

- Yes, subject to site availability with good exposure, access, and off-street parking
- yes, been successful here
- yes, exposure on a major intersection

Why have you/would you locate in or near an AC?

Yes

- overflow car parking opportunity
- convenience
- particularly with an ownership opportunities
- complementary facilities (pharmacy)
- passing trade (linked to shopping visit and school pick-up)
- the issue of neighbours when locating in a residential area
- staff use of the AC facilities

No

- provide our own off-street car parking
- don't get much passing trade
- Security issues
- we are a destination
- loss of autonomy
- trading hours

Other comments

- the trend is to larger multifunctional medical centres
- private investment opportunities favour ownership rather than leasing

In addition to the formal interviews, inspections of medical facilities at a number of NACs suggest that where facilities are leased they tend to be smaller operations and their office function (a lower rental service provision) leads to a smaller or less attractive (cheaper) space allocation if located in a planned single ownership NAC. In the current market signs of change are appearing with AC developers identifying medical centres as worthwhile tenants, but as part of a commercial office component.

Conclusions

1. Experience suggests that for this sector rentals have been prohibitive in the major shopping complexes at the upper end of the AC hierarchy.
2. Small operators (as with gymnasiums) were able to find space in the lower rental areas of NACs, serving a local community and with the advantages of car parking and passing trade.
3. Where property ownership was sought by larger operators, AC opportunities at the upper end of the hierarchy were limited to where multiple land parcels were available. Note single ownership could also be a limiting factor at the lower end of the activity centre hierarchy at the NAC level.
4. While smaller facilities are generally had one or two operators, larger facilities provided a range of services which in some cases operated out of leased space within a freestanding facility.

Comment

Where small operators wanted property ownership the popular purchase was a single freestanding residential dwelling, often adjacent to or in close proximity to an AC provided an alternative to leasehold activity centre accommodation.

3.4 Community Services

To address the issue of Community Activity Clusters and explore the possibility of providers addressing the option of co-locating at Activity Centres, meetings were held with Casey officers Mr Brendan Ball (Community Planner) who had attended the Issues workshop, and Mr Richard Amon (Manager Community Plans). These initial meetings addressed the following;

- The ACS defines Community Clusters as including education facilities, multi-function community buildings and cultural, recreational and sporting facilities. Further the strategy suggested that appropriate commercial and other uses could locate at these clusters.
- The clusters and existing community facilities locations were lacking in strategic purpose and could be defined as 'out-of-centre' locations.
- Community facilities as an AC component.
- Community facilities location criteria, and
- Potential interaction with other AC land use components.

In the case of Community Activity Clusters the consultation extended to a series of meetings addressing community facilities generating favourable responses both in terms of growth areas and the existing urban area. The meetings also highlighted the breadth of services provided including; Children's Services, Community Care and Health Provision, Community Safety and Support, Youth and Family Services, Community Development and Arts and Leisure.

The review of the ACS was identified as timely providing a framework for applying the forward planning of the Community Services Division (CSD) based on the Community Development Principles (2005) of inclusiveness, collaboration, capacity building, equity and responsiveness and a range of other key policy objectives. In terms of the form and function of community and service facilities the CSD sees the 'ideal' where facilities are; co-located, fully integrated, accessible, flexible and adaptable, safe and convenient. A number of these 'ideals' can be achieved at AC locations and while conditions vary over the AC hierarchy the CSD noted the following with regard to Community Facilities as an AC component;

Principal Activity Centres (Narre warren-Fountain Gate CBD; Cranbourne Town Centre):

At this time, there are no direct links between key facilities in the Narre Warren PAC, however proposed Casey Activity Centre would include the Civic Centre, Library, Youth Information Centre, an Arts space and other facilities. The proposed Casey Community Resource Centre would be located on Webb Street Narre Warren, and would forge close links between the Community Information and Support Service, and the Non-Government providers.

The Cranbourne Principle Activity Centre is spread across a large geographic area, and encompasses the CBD as well as the area known as 'The Complex', both of which contain a raft of community facilities. The co-location arrangements between facilities in The Complex are complimentary and provide mutually beneficial outcomes. However the community services hub on High Street (which involves the Family Resource Centre, the Cranbourne Community Information and Support Service, and the High St Preschool, as well as the Southern Health Integrated Care Centre) offers low level accessibility in terms of parking and congestion, and the Preschool has suggested that at peak times dropping off children in this area can be dangerous. That said the Council facilities in Cranbourne are all well located in terms of public transport access, and convenience for those accessing the Cranbourne Centro shopping complex.

Although the positioning of community and service outlets in the Principal Activity Centres would achieve many of the Community Services objectives, land and construction in this vicinity are often cost prohibitive.

Major Activity Centres (Berwick Village, Casey Central, Endeavour Hills, and Hampton Park):

Whilst many the Community Services principles and objectives are met in the Major Activity Centres, some further work is needed. For example, community facilities in Hampton Park are in close proximity and firm links exist between each, however some work is being done in terms of improving this area and potentially reconstructing these facilities in order that they are more fully integrated in future. A medical centre and pharmacy are also located in this vicinity which is considered valuable in terms of synergy with community and service facilities.

Neighbourhood Activity Centres (Autumn Place, Eden Rise, Lynbrook, Narre Warren Village, Parkhill Plaza, Pearcedale, Spring Square, Thompsons Parkway and Tooradin)

There are a number of stand alone community or service outlets at Neighbourhood Activity Centres which are, for the most part, reasonably well integrated with such facilities as shopping precincts. However some further work is required to better integrate them into the broader community or service system. For example although the Maternal and Child Health Service and Preschool in Doveton are close in proximity to the Autumn Place shops, they remain disconnected from the Learning Centre, the Community Health Service and other facilities such as The Dove. The proposed Cranbourne East Neighbourhood Activity Centre as articulated in the Cranbourne East Precinct Structure Plan B represents a far better model of fully integrated community facilities which will also meet the other objectives such as accessibility, convenience, safety, flexibility and co-location.

Convenience Centres (Box St, Camms Rd, Cranbourne Place, Doveton Avenue, Hotham St, Linden Place, Llewellyn Place, Lurline St, Somerville Rd, The Arcade, Heatherton Rd, Greaves Rd, Bemersyde Dv, Pearcedale Dv, Main St, Ernst Wanke Rd, Freeway Sports)

As already stated, the location of City of Casey service and community outlets is driven by demand. Regular reviews are undertaken by each of the relevant Community Services Departments regarding the number, location and EFT allotment to each of the service outlets. Whilst it is accepted that the strength of Convenience Centres can impact on the extent to which a particular service location is accessed by the community, the decision making process to its viability is made through the principles and objectives stated above."

Community Services Response to Activity Centre Review 30.10.07

Notwithstanding medical centre and education facilities (specified here but addressed elsewhere) the community facilities as outlined in recent City of Casey Structure Plans specified the following for NACs;

- community meeting space and a village green at a lower level NAC;
- primary school, neighbourhood park, transitional housing, community meeting space and a medical centre at a mid range NAC, and
- community learning centre, family resource centre and youth accommodation at a large NAC.

At the upper level of the activity centre hierarchy of these facilities might be enhanced by an indoor Leisure Centre and secondary education facilities at a MAC; and an extensive range of more regional facilities at a PAC including aquatic and indoor sporting facilities (basketball, gymnasium and workout space), library, arts/cultural facilities and a community centre along with tertiary education facilities.

Community services in the existing urban areas of the City are being addressed through the development of Community Plans, discussions regarding the implementation of these plans identified a good synergy between the ASC and Community Plans. An example cited was where the ACS through its identification of location criteria for AC components could nominate existing NACs in the existing urban area for a local area focus for community services.

As part of the Community Services response to the Activity Centre Review the Community Safety Department have (January 2008) addressed issues relating to community safety that apply across the Casey AC hierarchy, these include the following;

1. Theft/crime
2. Property damage
3. Attitudes/ behaviours of those using the activity centre
4. Public responsibility to report or act on problems or issues
5. Responsibility of traders or other stakeholders to report or act on problems or issues
6. Large group gatherings can create a perception of being unsafe
7. High risk times such a school holidays or late night trading
8. Design / Crime Prevention Through Environmental Design issues
9. Traffic volumes
10. Road infrastructure such a car parking and entry points
11. Public transport
12. Amenity aesthetics that includes eliminating discreet areas that foster antisocial behaviour.
13. Child safety may include education regarding key issues such as children left in cars etc
14. Public toilets need to conform to CPTED principles to prevent antisocial behaviour
15. Competing infrastructure such as speed humps that are made to appear like pedestrian crossings that create confusion for both drivers and pedestrians
16. Draw cards are important to attract people to the activity centres as large numbers of people reduces the likelihood of antisocial behaviour

While many of these issues are the subject of ongoing investigation this does not limit their application and relevance to the existing AC hierarchy. It is anticipated that further input from the Safety Department and other Community Services departments will be forthcoming.

Conclusions

1. Recent structure planning in the City has adopted a model of integrated community facilities as part of a multifunctional activity centre design. Locating community facilities at activity centres achieves objectives including accessibility, convenience, safety, flexibility and co-location.
2. While this coordinated grouping of facilities is possible at Greenfield sites the existing urban area with its fragmented pattern of community services sites will require a longer term and a more ad hoc response. In the existing urban area specific activity centres will have to be identified, particularly at the lower end of the AC hierarchy, as target location is for new, replacement or relocated community services. These issues are currently being addressed in part by the City through their Community Plans.
3. While a strategic approach to community services is a 'work in progress' the materials supplied by the Community Safety Department displays the potential breadth and depth of community services and their application to both existing and proposed ACs.

3.5 Education

Discussions involving officers of DET including Mr Mathew Lundgren (Acting Manager School Planning) have confirmed the changing nature of the relationship between education, particularly primary schools and other AC components including community facilities, recreation space and retail operations. An investigation of DSE documentation has identified the following;

"We will ensure all new schools in growth areas have space for integrated children's centres and will explore options to develop facilities on land adjacent to existing schools."
(A Fairer Victoria DSE 2007 Pg 14)

This co-location builds upon the existing policy as outlined in the VPPs Clause 56 which states in part under the 'Planning for Community Facilities' objective that;

School sites should

- *Be integrated with the neighbourhood and located near ACs*
- *Be located on walking and cycling networks*
- *Adjoin the public open space network and community sporting and other recreation facilities*
- *Be integrated with community facilities*

3.6 Retail Policy Review

Discussions with Ms Denise Thorson of the DSE identified the Victorian Retail Policy Review as currently a work in progress coming out of the development of 'Out-of- Centre Assessment Criteria' and includes a number of background papers that have fed into the Melbourne 2030 Audit. The Review is broad in scope, its purpose as set out in the terms of reference being to:

Examine the existing policy and statutory framework in the Victorian Planning Provisions (VPP) and planning schemes guiding the planning, development and investment of retail activity in Victoria.

In Retail Policy Background Paper No. 2 – Past Policy Settings for Retail Draft Report for Department of Sustainability by Peter McNabb and Associates Pty Ltd June 2006, Retail Policy is traced from the 1954 Melbourne Planning Scheme to Melbourne 2030. The report notes that the main aspects of Strategy in Clause 12 of the State Planning Policy Framework. 19/01/2006

VC37

State Planning Policy Framework - Clause 12 Page 1 of 20

'12.01-2 Strategies

Activity Centres

Concentrate new development at activity centres near current infrastructure and in areas best able to cope with change. Development is to respond to its landscape, valued built form and cultural context and achieve sustainable objectives. Build up activity centres as a focus for high-quality development, activity and living for the whole community by;

Developing a network of activity centres that:

- Comprises a range of centres that differ in size and function
- Is a focus for business, shopping, working, leisure and community facilities.
- Provides different types of housing, including forms of higher density housing.
- Is connected by public transport. Maximises choice in services, employment and social interaction.

Ensuring activity centres are developed in a way that:

- Reduces the number of private motorised trips by concentrating activities that generate high numbers of (non-freight) trips in highly accessible locations.
- Encourages economic activity and business synergies
- Broadens the mix of uses appropriate to the type of centre and needs of the population served.
- Provides focal points for the community. Improves access by walking, cycling and public transport to services and facilities for local and regional populations.
- Supports the development of the Principal Public Transport Network

Ensuring planning for activity centres:

- Sets the strategic framework for the use and development of land in and around the centre and gives clear direction in relation to preferred locations for investment.
- Supports the role and function of the centre given its classification, the policies for housing intensification, and development of the public transport network

Improves the social, economic and environmental performance and amenity of the centre
Broadening the base of activity in centres that are currently dominated by shopping to include a wider range of services over longer hours by:

- Locating significant new education, justice, community, administrative and health facilities that attract users from large geographic areas in or on the edge of Principal or Major Activity Centres with good public transport
- Locating new small scale education, health and community facilities that meet local needs in or next to Neighbourhood Activity Centres

Defining the role and function of activity centres, preferred uses, scale of development and links to the public transport system based on five classifications of activity centres comprising the Central Activities District, Principal Activity Centres, Major Activity Centres, Specialised Activity Centres and Neighbourhood Activity Centres.'

In summarising, the report found that: 'There is no doubt in all of the decisions reviewed that net community benefit was the key assessment criteria for retail development proposals....The question is whether there is a need for this consistent approach to be set out in a comprehensive package, or whether the accepted principles need redefinition.' (Pg 33)

It is noted that these background papers are but a start to the review which has progressed to the point where an issues paper is shortly to be released. In the interim a range of submissions have been received and a series of workshops held, these workshops have considered matters including;

- retail hierarchy and AC designation
- availability of suitable sites for retailing
- competition and innovation
- zones
- definitions
- floor space limits
- assessing proposals
- designed and built form

Retail Policy Review Discussion Paper

The Retail Policy Review conducted by the DPCD released its Discussion Paper in October 2008 responded to four guiding principles;

1. Support activity centre policy,
2. Provide for growth and change,
3. Policies should not favour particular forms of retailing, and
4. Proposals should contribute to a sense of place and the role of the activity centre as a focus for the community.

In applying these principles the Review addressed the following Issues (Challenges) and it is noted that while all the Issues relate to AC planning and operation the following are significant in terms of this review;

1. Managing growth and the network of centres
 - Treating larger ACs in isolation rather than in a competitive context with other larger ACs.
 - Are AC boundaries too tight leading to a high demand for out-of centre proposals?
2. Facilitating appropriate growth in appropriate locations
 - An awareness of the possibility for specialisation in ACs,
 - The potential for ACs to grow (in some instances beyond their identified role and function) and thereby impacting on other ACs in the 'local' network.
 - The difficulty experienced in implementing walkable catchments in both growth areas (timing and staging issues) and established communities (finding opportunities for 'small grocery stores' in smaller established NACs).
 - Sometimes the mix of existing zones applicable to ACs can be a distraction, note the proposed new Activity Centre Zone (Planning for all of Melbourne; Development in Activity Centres Fact Sheet).
3. Managing restricted retail premises
 - The broadening of the merchandise ranges included in the restricted retailing category.
 - The locating of restricted retail activities on the edge of ACs has developed into a trend to locate in industrial areas removed from ACs.
4. Managing retailing in industrial areas
 - The intention to establish restricted retail outlets in industrial areas as a prohibited use.
5. Managing new centres and major retail proposals
 - The impact of councils dealing with restricted retail at a 'regional' (MAC) level.

6. Improving design outcomes.
 - Integration of retail into multi-activity ACs
 - The importance of the public realm in AC design
 - The future of internal malls
 - Integration of ACs with adjacent and surrounding land uses.

Conclusion

The findings of the Retail Policy Review although limited to a discussion paper at this time have informed this current Strategy Review. Unfortunately there have been no further policy directions at a State level since the release of the Discussion Paper.

3.7 Activity Centre Guidelines

The Activity Centre Guidelines recently released by the DSE are a further attempt to offer direction and interpretation to policy regarding the composition and nature of ACs following Melbourne 2030. In introducing the report the then Minister for Planning stated that; 'These guidelines set out objectives and suggestions for designing activity centres to ensure that they are exciting places where people want to live, work, shop and play.'

The guidelines are based on, and develop through a series of design principles, eight aims for AC design based on Melbourne 2030 principles for the development of urban design guidelines.

The AC Guidelines design elements are;

- Urban structure
- Stations and interchanges
- Street design
- public spaces
- building design
- malls and large stores
- higher density housing
- car parking

These design elements contribute to the following aims;

- Developed a good quality public environment
- promote street-based patterns of connection
- improve community safety
- encourage a mix of uses
- improve pedestrian and cycling amenity
- promote a public transport focus
- increased accessibility and integration
- encourage environmental sustainability

These guidelines found application in the initial enquiries for this review and will inform AC development planning, the practical application of the ACS.

Conclusion

The AC Guidelines provide the basis for applying the concepts of Melbourne 2030 in a practical sense to the implication of activity centres particularly in Structure Planning, Development Planning and elements of Urban Design.

3.8 Activity Centre Field Inspections

As part of this review a number of ACs in the City of Casey were inspected with regard to the ACS and in particular addressing NACs either in their own right or as functions of higher order ACs.

PACs

- **Fountain Gate Narrew Warren CBD**

1. The AC has examples of all components with the exception of purpose built residential accommodation.
2. The AC as planned has two extant NAC nodes; the traditional Narre Warren centre between the railway line and the Princes Highway, with its railway station focus and the proposed facility to serve the AC employment workforce east of Narre Warren North Road, and the Westfield major retail/commercial focus of the AC also has a NAC role 'nested' within its higher order functions.
3. The Peripheral Sales component is located both within the AC precinct and along the major arterial roads identifying the potential for a preferred out-of-centre location abutting the designated AC precinct.

- **Cranbourne Town Centre (CTC)**

1. The CTC also has examples of all components with the exception of purpose built residential accommodation.
2. The AC has at two distinct NAC retail components associated with the strip development along High Street, on the west (IGA anchor) and on the east (Aldi anchor).
3. In addition the Centro major commercial focus of the AC also has a NAC role 'nested' within its higher order functions.
4. It should be noted that any expansion of the Centro development to the south that incorporated the IGA outlet would subsume the current 'eastern' High Street NAC component.

MACs

- **Hampton Park Town Centre**

1. The AC while classified as a MAC is lacking some components including purpose built residential and a DDS anchor operator.
2. The AC with two full line supermarket outlets performs a significant NAC role.
3. While a DDS facility is not present at the AC the perceived latent demand for a DDS outlet has resulted in an opportunity being actively pursued at other locations.

- **Berwick Village**

1. As with Hampton Park this AC is lacking some components including purpose built residential and the retail offering lacks a MAC discount department store anchor.
2. The AC has two supermarkets anchoring its NAC role within a MAC.
3. While not having a DDS outlet the AC has a traditional 'sub-regional' draw based on its restaurant and café High Street precinct.
4. Note in the absence of a DDS outlet the perceived market gap has resulted in pressure from nearby Eden Rise NAC to take on this MAC function albeit in the current proposal at a limited scale.
5. The nearby medical and education facilities (see above) raise the issue of the location of the AC perimeter boundary.

- **Casey Central**

1. Currently this AC operated as a NAC and is purely a traditional planned shopping centre on a major road corner site with a nearby primary school.
2. As this AC expands to MAC status detailed urban design and carefully monitored development planning will be needed to ensure that the outcome abides by the DSE Activity Centre Guidelines and associated Melbourne 2030 parameters.

3. Care will need to be taken to ensure that the convenience and accessibility of the NAC function serving its local catchment population is not reduced when incorporated into the MAC commercial provision.

- **Endeavour Hills**

1. This MAC is currently a DDS anchored traditional planned shopping centre with adjacent community facilities.
2. While the AC does not have at grade off-street parking provision, its decked undercover parking is a function of site topography rather than urban design.
3. The location of adjacent and nearby out-of-centre activities in the R1Z reflects the concept of an AC perimeter buffer role surrounding the commercial core.

NAC selection

- **Cranbourne North (Thompsons Parkway)**

1. Traditional arterial corner site supermarket anchored shopping centre with supplementary non food mini major outlets.
2. Supported by (or supporting) The Great Southern Home Centre on the adjacent corner.

- **Lynbrook**

1. Modern 'main street' development, arterial corner location, supermarket anchored and including an ABC childcare facility and with provision for future community facilities and buffering medium density residential development.
2. The inspection suggests that the internal vehicle based 'main street' component as part of this arterial location for a NAC has not met expectations in this instance.

- **Amberley Park**

1. A partially co-located NAC at a connector road intersection comprising retail, office, recreation, community and education components.
2. In this instance the school (P to 12) though adjacent to the balance of the NAC has its orientation offset and does not appear to share the AC car parking facilities.
3. The balance of the NAC is basically a three sided open planned development one side a medical facility, the second retail (including a civic function), with a supermarket anchor at one end and the third recreation (swimming pool anchor) and office facilities (with part operating as a small gymnasium).

- **Parkhill Plaza**

1. A connector road based NAC with recreation (open space), retail and education (primary)/community facility divided by adjacent intersections incorporating another connector road and court respectively.
2. While the retail component is an inward facing supermarket anchored open 'loop' around a central car park, there are clear pedestrian links to the other AC components in addition to car park access.
3. Other nearby facilities highlights the issue of AC boundary definition.

- **Sandhurst Centre**

1. This co-located NAC on a collector road intersection comprises three of the four corners with an open plan supermarket anchored retail/community services development backing an off-street car park, flanked by a retirement village and a primary school.
2. While the three components have different orientations their scale and proximity facilitate a relatively high degree of interaction.

- **Eden Rise**

1. An arterial road based NAC comprising a planned commercial centre anchored by a Coles supermarket with off-street car parking in conjunction with nearby hospitality, fast food and primary education facilities.
 2. The commercial component of the NAC is to be extended to include expansion of the existing Coles outlet, a second supermarket and a range of community facilities and additional specialty outlets.
 3. It should be noted that this extension will not alter the NAC status of the AC.
- **Autumn Place**
 1. This smaller NAC is a one sided open strip development with off-street parking.
 2. It is an example where the community services component including The Dove and library facilities are separate yet part of the AC raising the issue of an extended AC boundary including a component of traditional residential land use.
 - **Llewellyn Place**
 1. Another one sided strip format NAC with off street parking fronting a minor road.
 2. It would be easy to condemn this AC as a 'disaster', a failed NAC however this is only the case if viewed through a retail perspective. The dominant land use here is commercial office with the exception of a wholesaler (actually a retailer) warehousing 'on-site', a residence and a couple of vacancies.
 3. Llewellyn Place is an example of a viable NAC currently operating without any traditional retail space.
 - **Lurline Street**
 1. This NAC is a one sided strip development with angled curb side parking on a collector road (at an intersection with an arterial) and arguably anchored by a liquor store or video hire that is in the shadow of the Cranbourne PAC.
 2. The AC has become 'home' to take away food outlets and charity shops. In addition medical facilities are located in 'adjacent' house.
 3. Here is another example of a struggling NAC on the 'way out' given a narrow retail perspective, however it provides opportunities for lower rental land uses with a 'community focus' that could not sustain higher rentals.

Conclusions

1. The field inspections identified a wide range and diversity in that the provision of NACs within the Casey urban area, and the need to identify those with a potential, through either consolidation or expansion, to take on an expanded role particularly in the retail and community services components; and the future of apparently less viable NACs.
2. Where NAC functions are present in existing PAC and MAC facilities or in proposal there is a need to address issues of accessibility and relationship with associated AC components.
3. The uncertainty and resultant market pressures where DDS facilities are not present in Casey MACs (Hampton Park and Berwick). Structure Planning Studies have been commenced at both these MACs and are addressing several of the issues identified above.
4. Based on the location of activity centre components, including community services, at the MACs of Hampden Park and Berwick and a number of NACs there is a requirement to address the issue of boundary definition for these (and possibly other) ACs.

3.9 Neighbourhood Activity Centre Planning

On the basis of field inspections and interviews undertaken for the review a further meeting was held with the DPCD (Manager Activity Centres) Mr Paul Buxton to explore a number of issues with implications for the ACS review. Note this meeting followed the Cranbourne Ease Part B Design Workshop where the merits of 'outboard and inboard' NAC locations were reviewed.

Outcomes from the discussion included the following;

1. At the NAC level 'main street' designs with active frontages were more readily achievable at connector road based ACs, where the 'main streets' had a practical purpose in contrast to artificially imposing a potentially non functioning main street and active frontages at an NAC located on an arterial road and or intersection.
2. Subject to the defined catchment 'geography', an inboard collector road NAC location with a range of co-located components can function at a more 'human scale' than an outboard arterial location with safety, environmental and access limitations, even where some co-location can occur.
3. Medium density housing adjacent to NACs serves a range of purposes including; audio and visual buffering to traditional residential land use, passive security when overlooking the AC, and a local customer base that supports extended hours trading and recreating at the AC.
4. The option, given the importance of land use interfaces, of designating specific precincts for AC land use components, under a CDZ as against a B1Z, to guide development planning and urban design.
5. Given the concept of 'walkability', NAC components, and 'ipso facto' the NAC precinct, could be located up to 400 metres from a NAC centroid raising the possibility for traditional out-of-centre locations to locate within the NAC precinct. It is recognised that this could include some traditional residential within the NAC precinct arguably with the potential to be upgraded in the future to higher value land uses.
6. Given the presence of a range of supermarket footprints currently available it is now possible to service a range of NAC catchments and provide NAC component parameters and compositions to guide NAC land uses and in some instances floorspace caps.
7. Recognition that NAC planning and development would remain subject to negotiation between council the developer (under the umbrella of Melbourne 2030) with specific council input particularly in terms of NAC Structure Planning and Urban Design.

Conclusions

1. The NACs currently operating in the Casey urban area currently lack sufficient understanding in terms of role, design guidelines, composition, economic viability and boundary definition to enable planning for their sustainable future operation.
2. Issues relating to site selection, co-location, buffering, boundary definition and implementation (including the defining of internal land use precincts and design guidelines) also apply to the planning of NACs in the cities future growth areas.

3.10 Neighbourhood Activity Centre Location Criteria

Arising out of the Activity Centre inspections and other investigations undertaken as part of this review, and recent Development Planning undertaken by the City of Casey in association with Cranbourne West and Cranbourne East Part B, support the need for a revision of the location criteria for NACs.

Planning Background

Melbourne 2030 has changed the development map with the introduction of the Activity Centre concept formally bringing together retail, office, education, community services, civic, medium density residential and recreational open space into a hierarchical network of ACs. The resulting network recognises and responds to the advantages of co-location as informed by transport, accessibility and sustainability issues with a focus on 'walkable' catchments. This significant planning revision has given the DSE, now auspiced by the DPCD, responsibility for nominating the larger ACs namely PACs, MACs and Specialised ACs. The responsibility for the lower order ACs namely NACs rests with Local Government. Recognising that policy is static and the application environment is dynamic the 'system' allows for various conventions to operate that facilitate both interpretation and implementation of planning policy. These conventions, though positive, also have the potential to become entrenched, or protected, particularly when they support specific interest groups and/or the financial advantage of particular parties.

The City of Casey

While not unique Casey has a number of elements that have produced circumstances requiring innovative solutions. Casey has been, and is continuing to be, overtaken by the growing Melbourne urban area, resulting at this time in the following pattern and pressures for change.

In the north strong growth along the east west road (now freeway) and rail corridor has produced the demand that has led to the provision of additional commercial and social infrastructure. At the highest level this has generated a significant regional commercial focus at Fountain Gate (opened 1980) complementing the traditional focus at the Narre Warren railway station, note this facility is also able to service an area in Casey to the south and southeast focused on the existing road (south Gippsland Highway) and rail (currently terminating at Cranbourne) corridor.

This mid section of Casey has historically focused on expansion of the Cranbourne Township. This growth and to a lesser extent growth in settlements further along the South Gippsland Highway and in the rural and coastal hinterland was recognised in the development of the sub regional Centro Cranbourne centre (opened 1979) as an extension of the traditional Cranbourne High Street commercial focus.

Recent growth pressures for both residential and employment land have provided this central section of Casey (in concert with changes to the Urban Growth Boundary) with the opportunity for major expansion.

To date major planned Greenfield expansion in this central section of Casey has included Cranbourne North, East, East Part B, South, and West along with Lynbrook and Lyndhurst soon to combine with the southern urban expansion through Narre Warren South and Berwick.

Activity Centres in Casey

The current scale of expansion in Casey, the parameters of Melbourne 2030 (informed by transport, accessibility and sustainability) and the evolving location options of AC land use components (in some cases addressing scale, market, location and sustainability issues) has presented the opportunity to revise the policies and practice of separating commercial (retail

and office) centres and community hubs (services). However in both instances, as with other AC land use components some conventions and associated 'wisdom' will have to be overcome where these component becomes part of an integrated AC, and part of a hierarchical network of ACs serving overarching objectives.

While the following sections address NACs the overall principals will apply to both PACs and MACs, particularly as both the larger ACs incorporate NAC functions although often not as clearly evidenced as in the case of the traditional Narre Warren NAC as a component of the Fountain Gate PAC.

Commercial Facilities

Traditional practice has been to identify an opportunity for additional space, usually but not exclusively retail, adjacent to an existing centre or at a separate location that offers the maximum potential to capture trade both now and in the future through progressive repositioning and expansion. This is achieved through securing a Business 1 Zone (B1Z) on the identified site, quite often on a major road on intersection to secure passing trade (including custom from beyond its defined trade area – another centres custom) and then maximising its potential in a competitive marketplace.

In the present planning environment a B1Z has a range of 'as of right' uses with no defined size limit save the capacity of the site which is vigorously protected against existing and potential competition to the fullest extent under the current law. Note this often leads to the securing of additional zoned land and a detrimental impact on the earlier adjacent centre, surrounding centres or other potential opportunities subsumed by the expanding centre. Often the new centre, or its expansion, is accompanied by an upgrade or new anchor tenant (perhaps introducing a second or larger supermarket, or a discount department store replacing a supermarket as the new anchor) often changing the centres role and function, as clearly defined by Melbourne 2030.

The scale of Casey growth has been such as to raise issues with regard to the location and scale of multiple NACs within its growth areas and retrospectively with regard to the NAC network within its existing urban area, having regard to Melbourne 2030 and the lifestyle and amenity of its residents both present and future. The current Casey position is that commercial facilities at the NAC level should be located to maximise trade area accessibility, including the concept of 'walkability' and 'multi-mode transport'.

Community Facilities

The community services provided by Casey are extensive covering Children's Services, Community Care and Health Promotion, Community Safety and Support, Youth and Family services, Community Development and Arts and Leisure. Presently these facilities are dispersed across the City predominantly in the Residential 1 Zone (R1Z), in some instances in proximity to either commercial/shopping centres and or schools. At the State level the association of children's services and primary education is being introduced (in some instances with accommodation co-located on a primary school site) and at Casey there is a strong case being made for community facilities to be co-located with other land use components at AC locations.

Conclusions

From investigations both informing this review and undertaken as part of the review program the identified NAC location pro-forma criteria is as follows;

1. Define the trade area/catchment population (focus on walkability) to be serviced by the proposed NAC and assess as a measure of demand for each NAC land use component.

2. Identify and assess the relationship of the proposed NAC with both competing ACs and future AC proposals noting the existing role of NAC components in the competing ACs and impacts on the proposed NAC.
3. Define an optimal location for the proposed NAC based on the defined trade areas/catchments and identified competition.
4. Record and assess the locational requirements of each NAC component including performance expectations, accessibility, competition and links with complementary land uses.
5. With regard to the 'net community benefit' of the commercial component of the proposed NAC the following also applies;
 - The scale of the commercial component, capped for both the anchor and smaller outlets, shall be determined by the size of the trade area to be serviced and the competing AC network.
 - The location of the commercial component is to be such that it maximises access and walkability to/from the defined trade area, and
 - Subject to the characteristics of the trade area to be serviced this central location could be on a collector or higher order road with public transport access, at an intersection or adjacent to a train station (unless precluded by safety, amenity or environmental constraints).
6. Establish a NAC precinct, again at a walkable scale, based on the requirements of each land use component of the proposed NAC.
7. Examine location options within the defined AC precinct for each land use component of the proposed NAC maximising the opportunities for co-location and linkages within the precinct.
8. Establish precinct sub-areas for each land use component of the proposed NAC as the basis for the structure planning of the proposed NAC.

3.11 Neighbourhood Activity Centre Review

As part of this Activity Centre Review small and local NACs have been addressed both where they occur as part of the current urban fabric as part of future TOD proposals at the Berwick and Hallam railway stations and the proposed station at Cranbourne East. The investigations are based on the premise that the existing and proposed local NACs will provide a set of locations at which to progressively relocate a selection of community facilities currently identified as forming 73 community clusters throughout the City.

Small local centres (NACs) have long been a component of the retail/commercial environment and have in recent times have been addressed in terms of localism, economic viability, sustainability and the environment. The issue of the future of these local NACs in the context of Melbourne 2030 environment as addressed below is the product of a number of factors covering economic, social and environmental elements and the concept of net community benefit.

Railway Stations

The location of NACs at Railway stations have been subject to investigation by both the City of Casey and VicTrack (Beca 2008). While the VicTrack objective is to have convenience retail facilities at their stations serving the needs of patrons and the residents/workforce of the adjacent and surrounding land uses. The review is currently awaiting the release of the VicTrack proposals.

Small and local NAC Investigation

A nominated set of 22 existing and proposed NACs and three Railway Stations/sites have been inspected and assessed in terms of local NAC provision and or enhancement. A strategic summary is presented below with individual location outcomes in some cases being subject to further investigation. The investigation included the following;

1. Physical inspections of the locations, both data collection and review, covering both weekday and weekend trading.
2. Analysis of land use segments both in the B1Z and the surrounding R1Z.
3. Definition of walkable catchment potential based on 800 metre radial trade areas.
4. Availability/proximity of public transport, and
5. Assessment of competing ACs (direct distance) with particular focus on higher order ACs both existing and proposed, including the expansion of existing ACs.

NAC and Site Reviews

The locations addressed in this investigation are geographically interesting having two concentrations, on the Dandenong/Fountain Gate axis and in the older Cranbourne residential area. Of the balance most are concentrated in the newer residential areas on the residential fringes and lack the overlapping radial trade areas of the older established centres. The NAC locations and their radial trade areas have been mapped (see Maps 1-6) following the centre documentation below.

1. Autumn Place (Small NAC see Map 1)

The core of this AC is a one sided strip on the north side of Autumn Place anchored by a Foodworks supermarket with an extension on Hawthorn Road anchored by a medical centre. The southern side of Autumn Place comprises a library, Kindergarten and maternal child health facilities and a pocket park. Other community facilities (senior citizens and community centre) and a second medical centre with pharmacy are located nearby on Paperbark Street. While the Autumn Place NACc is surrounded by four smaller NACs it is the major AC in its trade area but has a partial overlap with the Linden Place NACc the only other location with supermarket and community facilities in this pocket bounded by the Princes Highway in the south, Dandenong Creek to the west and Freeways to the north and east.

Autumn Place has significant marked angle parking in Autumn Place complemented by two off-street car parks providing 148 spaces and is on both arterial and local bus routes and a radial trade area population that suggests it is at the lower end of the NACc range. This is confirmed by the presence of opportunity shop (two frontages) and a further 4 discount traders including a food clearance outlet. The proximity higher order ACs (Dandenong PAC and Endeavour Hills MAC along with the expansion of Spring Square to NACa status will continue to constrain Autumn Place.

Recommendation

Reduce and monitor stock encroachment on the footpath pedestrian space and further enhance local support by taking the opportunity to convert a selection of the under performing strip premises to community uses matched to the trade area demographic.

2. Kirkwood Crescent (Small NAC Map 3)

The Kirkwood Crescent NAC is freestanding retail development of 5 outlets anchored by an Aldi supermarket in close proximity to Casey College. The development represents an Aldi location strategy based on drawing custom from well beyond the defined radial catchment. Inspection of the AC noted the separate edge location of the four specialty

outlets, away from the supermarket entrance was impacting their trading performance and reflected a lack of retail planning.

Recommendation

Monitor the NAC for future specialty shop trading and tenancy mix.

3. Spring Square (Small-Medium NAC Map 1)

Located on the eastern corner of the Princes Highway and Doveton Avenue this open planned AC comprises two sides of an open space that incorporates community services including a kindergarten. The AC provides 192 off-street car parking spaces and is currently anchored by a Foodland supermarket.

While having a low residential count in its 800 meter radial trade area (employment land uses south of the Highway) Spring Square is the major AC, north of the Highway and south of the Freeway, between the PACs of Dandenong and Fountain Gate further it is well removed from these PACs and has minimal nearby NAC competition.

In the light of this circumstance the upgrading of Spring Square to NACa status achieved, given site restrictions by relocating the community services to the nearby Eumemmerring Secondary College/ Hallam Primary School, was always a likely outcome.

Recommendation

Monitor the likely pressure on small businesses (retail and non-retail) following expansion to a Medium NAC to facilitate relocation of small operators, as appropriate, to smaller NACs in the local area.

4. Bemersyde Drive (Small NAC Map 4)

This NAC has several components along some 600 meters along Bemersyde Drive from the commercial focus at 'Clocktower Mews' commercial development (linked to a 'gated' residential development) to the Eddie Barton Reserve with its community centre and playground. In between are a medical centre, general store, maternal child health, kindergarten, Brentwood Park primary school and Kambrya College (P-12). The AC is on a local bus route and the retail components have 57 off-street car parks. Clocktower Mews is anchored by a Foodworks supermarket and a large central café/restaurant/bar, and has a local focus on food, TAF and personal services.

Recommendation

Monitor the operation of the AC, particularly the traditional general store, in terms of future land use options.

5. Berwick Springs Promenade (NAC site Map 5)

This is the site for the first of the three proposed Cranbourne North Growth Area NACs formerly defined as Convenience Activity Centres. As such planning is well in hand for this facility to be developed in line with trade area population growth. Note preliminary planning and negotiations are continuing on the other two locations.

Recommendation

Continued monitoring of development program for this proposed NAC including both retail and community facilities.

6. Box Street (Local NAC Map 1)

This NACd strip development with 8 off-street car parks is in the process of change with 2 of the six outlets no longer having a local focus. These are a specialist bread manufacturer and cycle shop with a competition focus. The scale of the AC and its proximity to higher order competing ACs and radial trade area population constrain its development not withstanding its public transport benefits.

Recommendation

Understand the attraction of the NAC to manufacturing and a destination retail outlet, and investigate possible uses that could support the nearby Doveton senior citizens and/or Casey aged care development currently under construction.

7. Camms Road (Local NAC Map 5)

The Camms Road NACd is a one sided planned strip development on the north eastern corner of Camms Road and Monahans Road with 24 off-street parking spaces on a local bus route. It comprises 10 outlets and is anchored by a convenience/grocer and Liquor outlet. The AC has only one non-retail outlet (Karate school) and has a focus on TAF and personal services while containing a clearance/discount outlet.

The AC serves a defined trade area it s radial catchment overlaps with the Sandhurst NACc restricting likely trade to the south of Camms Road. In addition the proposed northern NACd (CWDP) collocated with a proposed primary school will offer further competition.

Recommendation

In response to future market conditions Camms Road, to increase its presence needs to address/enhance its anchor grocery outlet in conjunction with obtaining community facilities (perhaps a neighbourhood house function) to consolidate a multi-destination role.

8. Cranbourne Place (Local NAC Map 5)

While not directly on a public transport route this NACd has access to a full range of facilities. This combined with a non-retail emphasis and ample parking both off-street and kerbside provides this location with an attraction beyond its local retail focus (milk bar, hairdresser and TAF).

The Cranbourne Place AC comprises a one sided strip development and an adjacent house a significant operator is Wresacare (3 frontages) offering services to people with special needs and their carers) this is complemented by the 2 other non-retail uses providing a range of medical services.

Recommendation

Continue to monitor the non –retail and community facilities that could locate at this AC at the northern edge of the Cranbourne Town Centre while not destroying its convenience retail function.

9. Doveton Avenue (Local NAC Map 1)

This AC is a one sided strip of 11 frontages on Doveton Avenue has 38 parking spaces and proximity to arterial and local bus routes has the opportunity of the nearby Eumemmerring primary school. In fact the AC lost a second tenancy between the two site inspections. The land use mix here also reflects the small AC dynamic containing a curtain manufacturer (with a retail function), a catering equipment supplier, computer shop and Rotary backed outlet. Traditional local focus retail is anchored by an Asian

grocer and a milk bar. In another sign of change the café is a part time outreach program for a local religious group.

These changes reflect both the low radial trade area and the nearby higher order competition particularly at the NAC level.

Recommendation

Monitor the transition of the centre to business services and investigate the possibility of extending the community function to compliment the local community.

10. Ernst Wanke Road (NAC site Map 2)

This site at the south western corner of the Ernst Wanke Road and Narre Warren North Road intersection forms part of a NAC location in association with the nearby primary school, recreation facilities (Jack Thompson Reserve and Kalora Park) and community facilities (Casey Gardens Nursing Home and Jehovahs Witnesses). Given the scale of the radial trade area and the competing centres, future population growth and trade from south (beyond the radial trade area) will be a key to the scale of commercial development and community facilities at this site as part of the NAC precinct.

Recommendation

Establish a position as to the land use mix and contribution of this site to the total NAC precinct and determine a time line for development.

11. Greaves Road (Local NAC Map 4)

This AC is located at the eastern corner of the Greaves Road and The Avenue and comprises a general store (10 off-street car spaces), the Kings Swim Centre (anchor operator), a child care facility and pocket park with play ground. Note the general store provides a range of functions; milk bar, convenience groceries, and TAF (pizza and fish and chips) in the one facility. Given the scale of the radial trade area access to public transport and the location of competing ACs this NAC has further potential constrained by current site constraints.

Recommendation

Be aware of the potential of the NAC and monitor the viability of current land uses with regard to redevelopment and/or refurbishment options.

12. Heatherton Road (Local NAC Map 1)

This AC has several components, the main commercial focus with 95 marked off-street parking spaces comprises three large outlets a major medical centre, Blockbuster Video and Lazio's Bakery and Café. Surrounding this focus are a Shell Service Station with a Coles Xpress convenience outlet, an early learning centre (child care), a Commonwealth funded low care Hostel and a vacant site with road frontage. In addition, though lacking direct access the AC has a large education element (Eumemmerring Secondary College with community centre, and Maranatha Christian School) and recreation facilities. Note that this level of education and community facilities alternatively located would readily complement the nearby Endeavour Hills MAC.

Recommendation

Monitor the location, and consider the option of improving the integration of the various NAC land uses.

13. Hotham Street (Local NAC Map 5)

This NAC is a planned one sided Strip of 8 outlets (one Vacant) with 20 on-street diagonal parking spaces is both near to arterial and local bus routes, the growing urban edge and the Cranbourne Town Centre. In response the AC is maintaining a convenience retail role while also containing a business service outlet (REA) community facility (Karate) and a destination retail outlet (Patchwork Passion). The location will come under further competitive pressure from the Hunt Club NACb but this is not expected to impact its current convenience role.

Recommendation

Recognise and investigate the potential for further related destination retail outlets and additional community facilities (at this low rental option close to the Cranbourne PAC).

14. Linden Place (Small NAC Map 1)

Linden Place is a similar design to Autumn Place, a one sided strip set back from Power Road it is anchored by a Friendly Grocer and buffered by open space incorporating a children's playground. The AC has 42 marked diagonal car spaces on Linden Place and is on a local bus route. Adjacent to the strip are; a medical facility on Acer Street, Community Services and Child care occupy part of the balance of the block over the lane behind the shops with the balance open space. The Doveton North Primary School incorporating a neighbourhood place and a maternal and child health centre is nearby.

While the AC has no vacancies evidence of a butchers shop now incorporated into the supermarket (liquor offering) reflects a changing context to a more convenience focus with an emphasis on TAF and personal services. Although the radial trade area suggests a market for Linden Place the stronger Autumn Place AC and the proximity of higher order ACs have constrained performance, if not for the primary school the current community facilities would have dispersed with Autumn Place a locational option.

Recommendation

Consider consolidating the community services to the school site and develop residential, possibly medium density on the block behind the strip.

15. Llewellyn Place (Business Services NAC Map 1)

Llewellyn Place has 12 outlets and gained a second vacancy between the two inspections. It has 37 off street car parks and a local bus route, and in current land use is almost the complete business service NAC. The nearest it comes to a retail function is a meat wholesaler service supplying a domestic freezer market, and a portable freezer hire service. In contrast to a retail land use focused NAC the business service NAC is 'vacant' on the weekend. It is important to recognise that this is still a viable and sustainable NAC.

Recommendation

Conduct a further investigation of this business service NAC to understand its operation and viability, identifying issues that may find application in other NACs with business services potential.

16. Lurline Street (Local NAC Map 5)

The Lurline Street NACd a planned strip development with 26 on-street diagonal car parks has had its radial trade area impacted by the upgrading of Sladen Street, at the southern edge of the centre, and has been impacted by both the Cranbourne PAC and the Sandhurst NAC.

The location has however has maintained a retail focus anchored by liquor and video outlets supported by a convenience offer dominated by TAF outlets.

In part reflecting its location and scale Lurline has become a focus for charity shops (Epilepsy and Vision Australia) an association that is continued in an adjacent house providing day care and office facilities for three local adult support organisations.

Recommendation

Recognise the community role of this location and the opportunity to co-locate complementary activities. Note that with the development of the Cranbourne Town Centre this location in the future may provide an option for destination retail outlets and overflow business and professional services seeking cheaper rental accommodation.

17. Main Street (Local NAC Map 2)

A traditional 'village' general store this location will be impacted by a new centre currently under construction on the opposite side of Main Road. Nearby facilities including the Narre Warren North Primary School, kindergarten and recreation ground providing key land use elements for an integrated NAC precinct at this location.

Recommendation

Monitor the leasing of the new commercial development and the options for the existing general store at this developing NAC location.

18. Pearcedale Road (Local NAC Map 6)

This NAC is a traditional rural depot/service station incorporating a general store and stock feed supplier. It is adjacent to the Cranbourne South Primary School and near the western edge of the Botanic Ridge Growth Area. The land is located outside the Urban Growth Boundary and has limited scope to expand to meet the needs of the nearby community. The future growth of this location as with Junction Village (NAC No 21) is dependent on the development of Botanic Ridge.

Recommendation

As the centre is outside the Urban Growth Boundary with a limited scope of expansion, it is recommended that this centre be removed from the strategy.

19. Sommerville Road (Local NAC Map 3)

This location with long term vacancies has its food component reduced to a TAF outlet supported by a white goods second hand goods and repair service and Accountant (the latter is in a more recent building part of which is still vacant) reflecting the proximity of the Hampton Park MAC. Adjacent NAC land uses include a church and sports reserve including netball and tennis courts. Also nearby is a CFA Station reflecting a remnant land use from an 'earlier life'.

Recommendation

Seek to attract low order community facilities to the location including the option of transitional housing.

20 Junction Village (Local NAC Map 5)

Junction Village is a small one sided strip development of 5 outlets on The Arcade, set back from the South Gippsland Highway with 8 marked on-street parking spaces (and no parking pressures). It has a convenience local retail role with a milk bar and butcher with

the balance of the AC comprising a wholesale bakery and two destination traders, farrier supplies (rural hinterland) and hydroponics. The radial trade area of this location has future growth potential in line with the Cranbourne East Part B and the Botanic Ridge growth areas.

Recommendation

No action at this time, consider the options for this AC in conjunction with the planning associated with the adjacent growth areas.

21. Sladen Street (Local NAC Map 5)

The Sladen Street NAC is a service station with convenience BP Shop sharing an arterial PAD site with a group of 6 outlets and 28 off-street parking spaces. The reality is that all 6 outlets are TAF with 3 trading and 3 closed/for lease. The concept offering TAF to passing motorists and a residential catchment (and competing with other NACs) appears to have had mixed success.

Recommendation

A creative solution could be a destination food services facility; however this would be subject to establishment costs which could be prohibitive. A first step would be to meet with the owners and ascertain the financial parameters applying to the development.

22. Thompsons Road (NAC site Map 5)

This location adjacent to the south eastern corner of the intersection of Narre Warren – Cranbourne Road is on both arterial (proposed) and local bus routes. Currently the site is vacant but is proposed for an integrated NAC including primary school, community centre, commercial centre, medium density residential and a recreation reserve. While the 800 meter radial trade area has further growth the site will face (direct access) competition from both the Proposed Casey Central MAC and the existing Thompsons Road NAC facility. The site offers the opportunity to develop an integrated single destination multi-focus NAC development.

Recommendation

Ensure that the planning and design for the proposed NACc maximises 'co-location' opportunity and incorporates a high standard public realm with a strong connection to public transport and the surrounding residential area emphasizing walkability.

Berwick Station

The AC review for Berwick Station NAC is currently being reviewed and is awaiting the release of VicTrack planning for the Station Precinct and the Clyde Road crossing.

Hallam Station

The AC review for Hallam Station NAC is currently being reviewed and is awaiting the release of VicTrack planning for the Station Precinct and the Hallam South Road crossing.

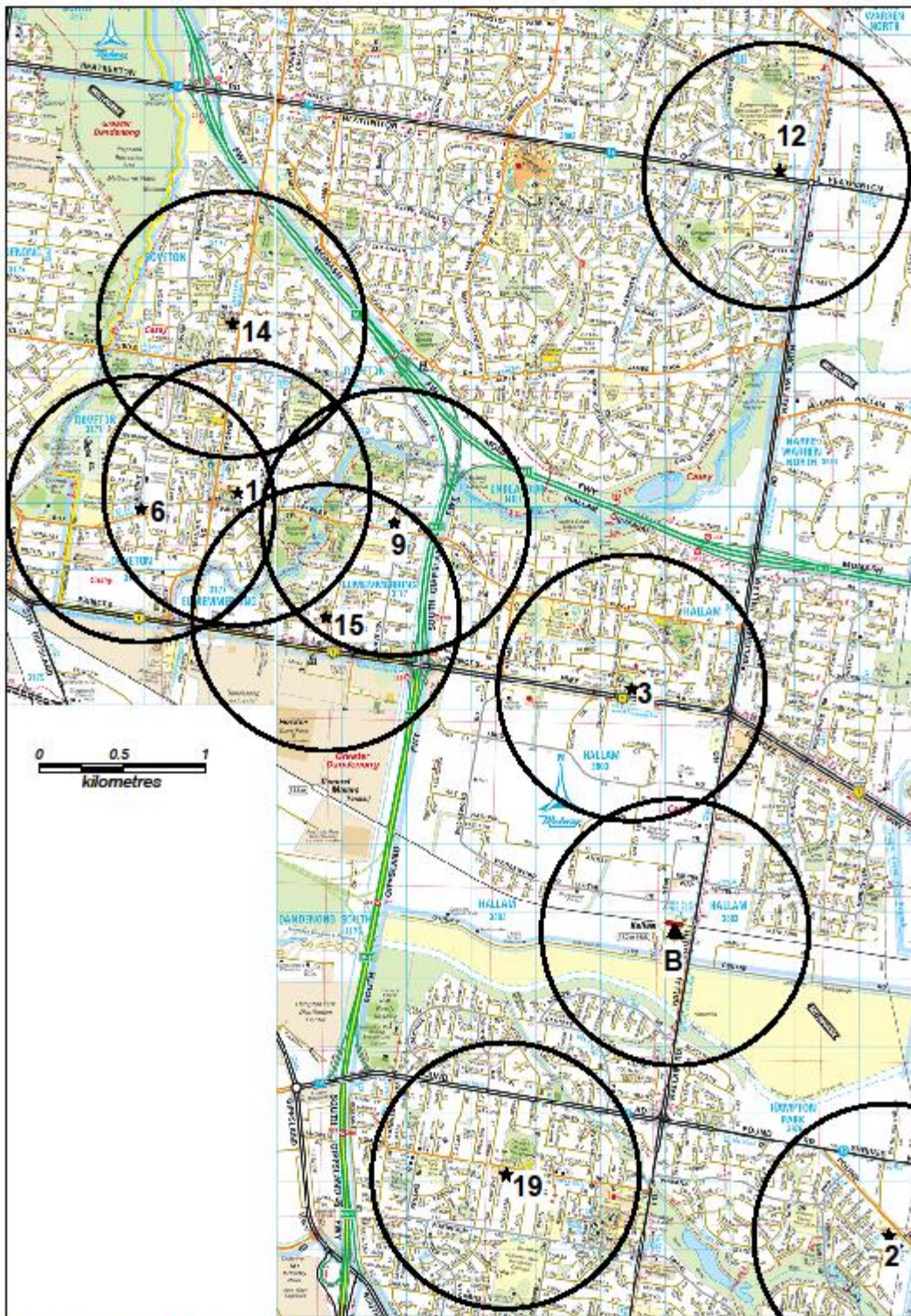
Cranbourne East Station

The AC review for future Cranbourne East Station NAC is currently being reviewed and is awaiting the finalisation of structure planning for the adjacent Cranbourne Leisure Precinct.

Conclusions

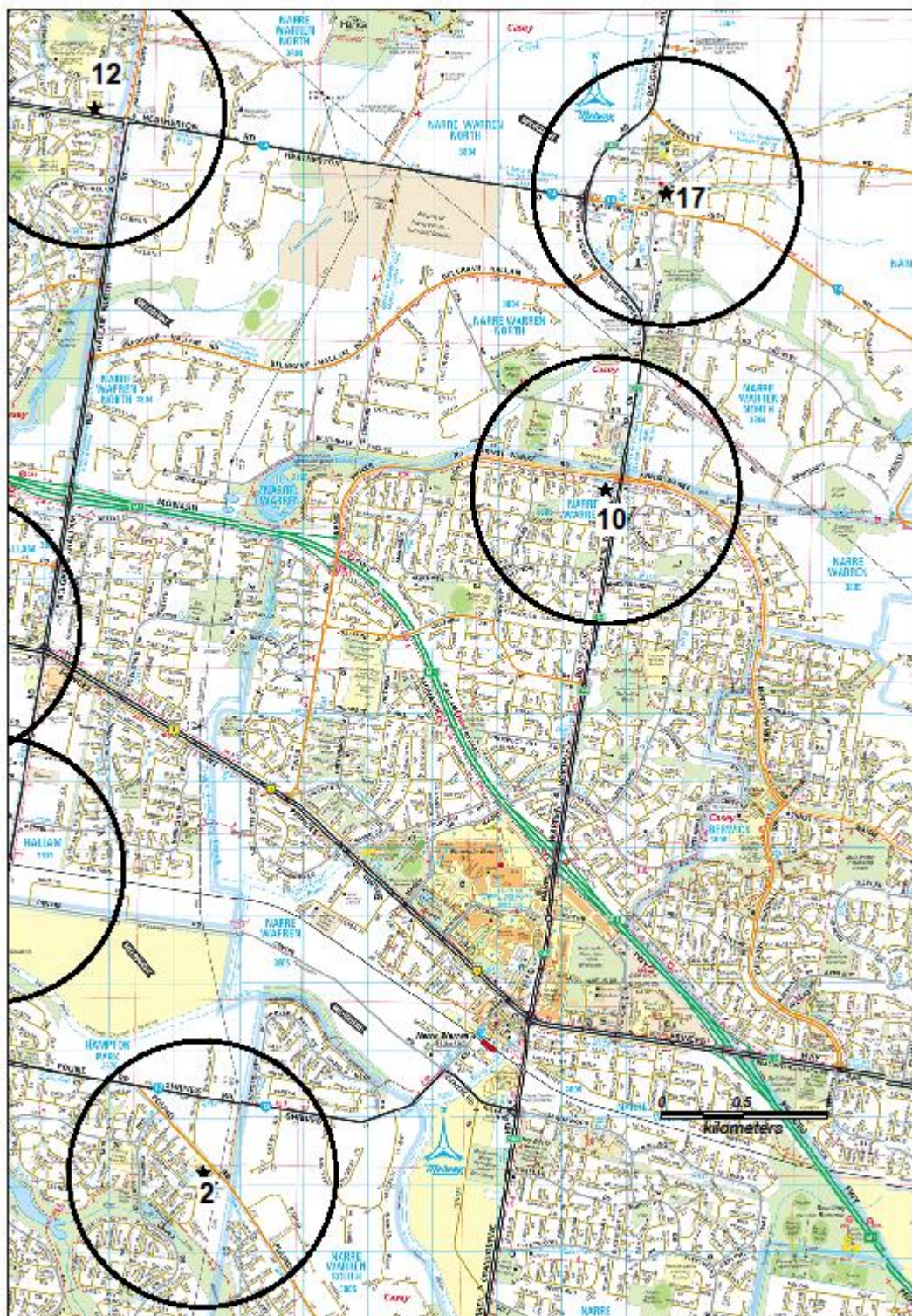
1. A major NAC sustainability element is the presence of a sustainable supermarket anchor.
2. The quality of the public realm is a major contributor to NAC amenity and sustainability
3. The co-location of land use segments and elements is important even in the smaller NACs.
4. The expansion of existing NACs sometimes requires the re-location of existing land uses within the NAC precinct
5. Destination operators, retail or non-retail can take anchor roles in smaller NACs.
6. Low rent paying retail and community services can be accommodated traditional smaller NACs in older established urban areas.
7. The smaller NACs are vulnerable and find it difficult to respond to increased competition from additional ACs or changes in the scale or offering of nearby higher order ACs.
8. New NACs components can benefit from and contribute to the range of existing land uses in the NAC precinct.
9. General stores that have served as local 'rural service centres' are often vulnerable as part of a new residential 'landscape'.

Map 1 - Casey Small NAC Investigation: Site and 800 Metre Trade Area Identification



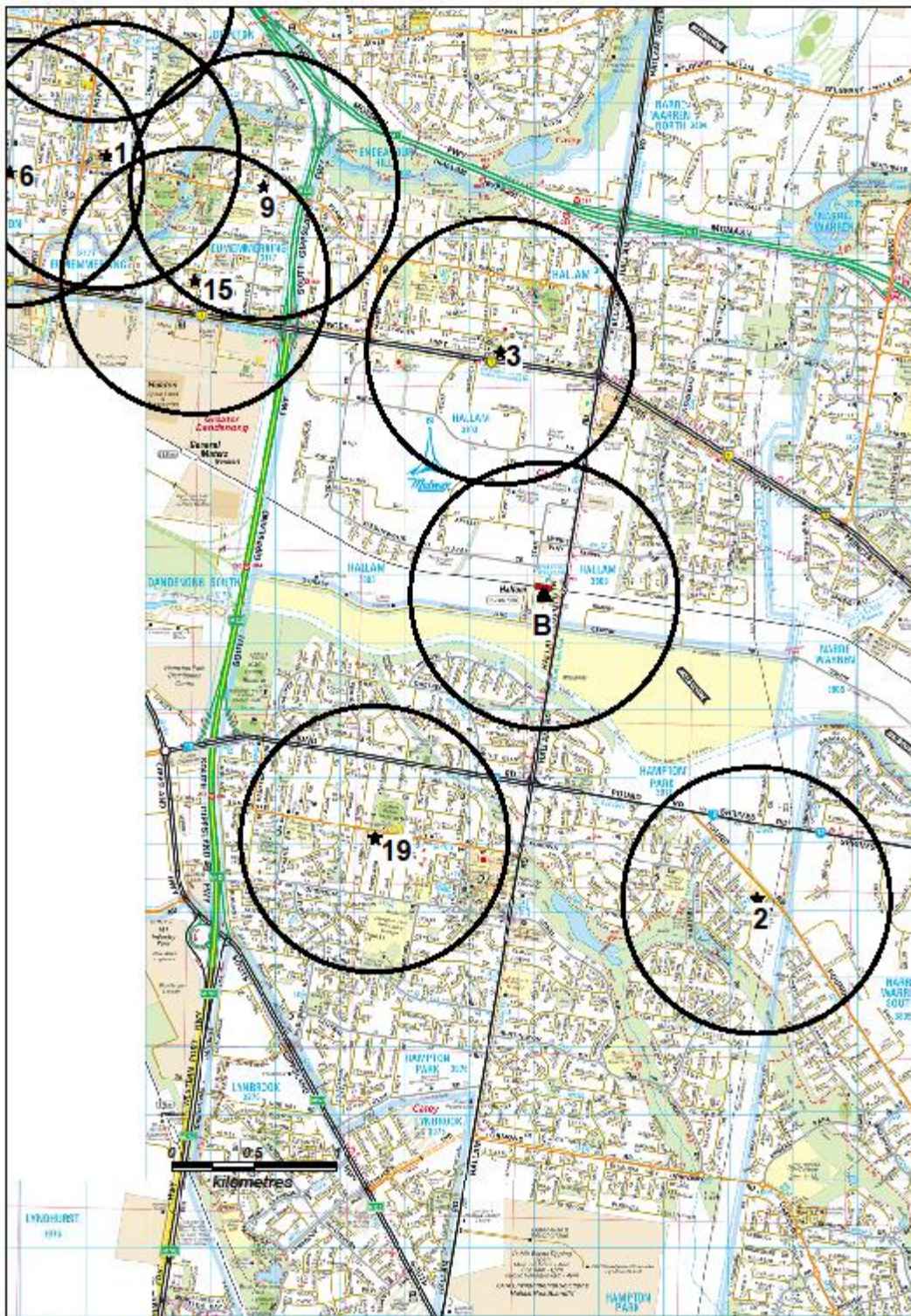
Source: ADR/Casey Field Inspection, ABS and MapInfo on Melway Base

Map 2 - Casey Small NAC Investigation: Site and 800 Metre Trade Area Identification



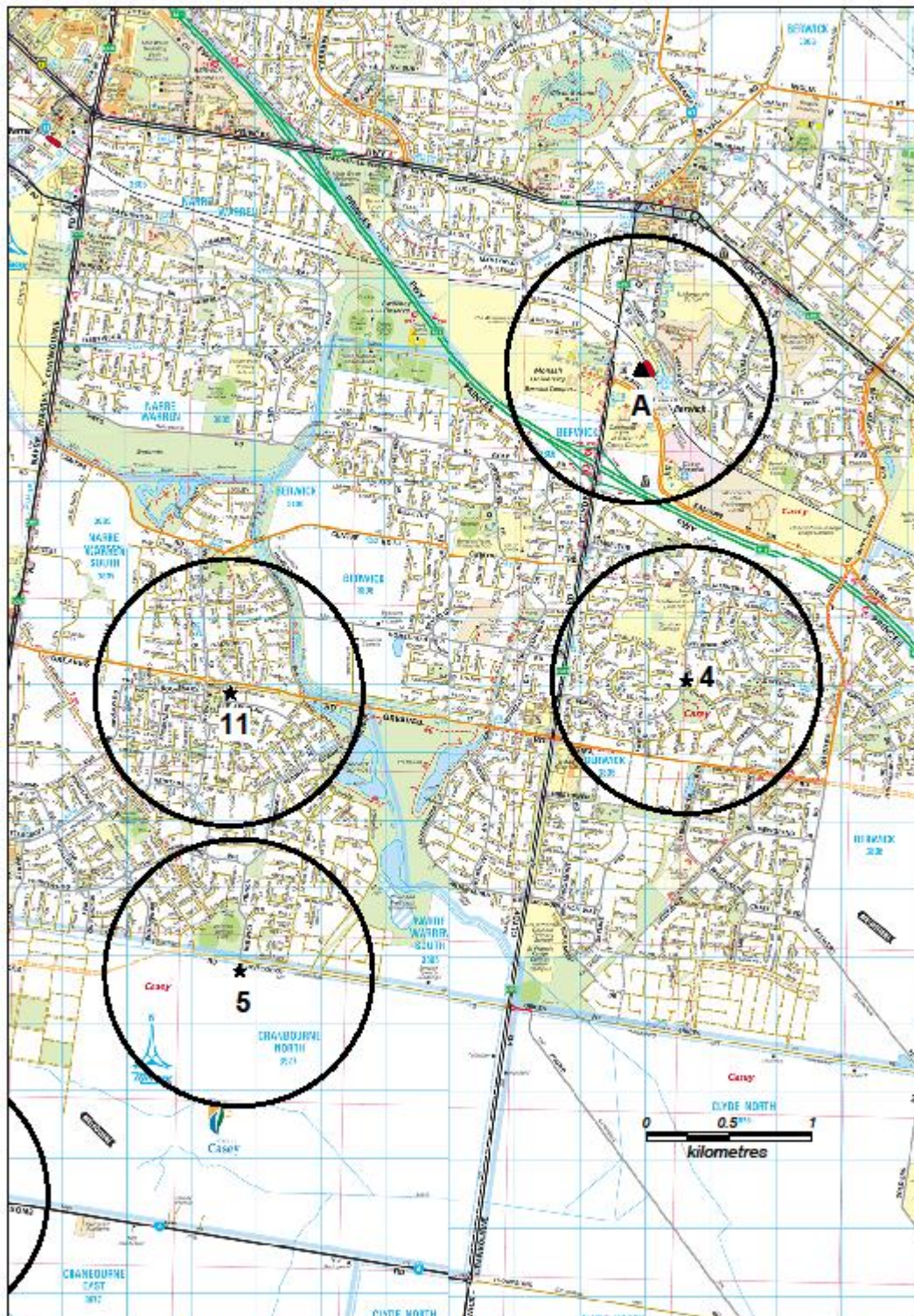
Source: ADR/Casey Field Inspection, ABS and MapInfo on Melway Base

Map 3 - Casey Small NAC Investigation: Site and 800 Metre Trade Area Identification



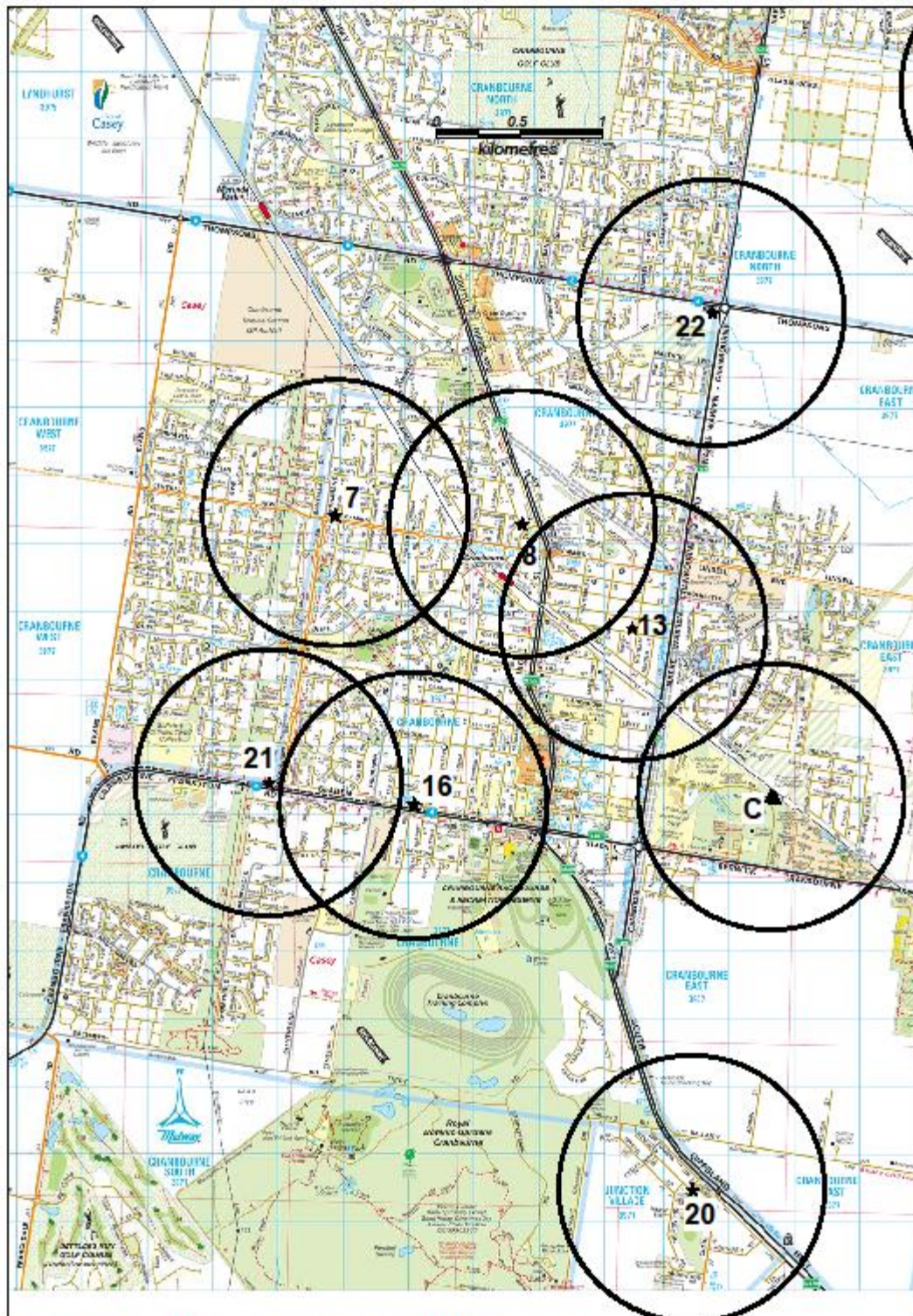
Source: ADR/Casey Field Inspection, ABS and MapInfo on Melway Base

Map 4 - Casey Small NAC Investigation: Site and 800 Metre Trade Area Identification



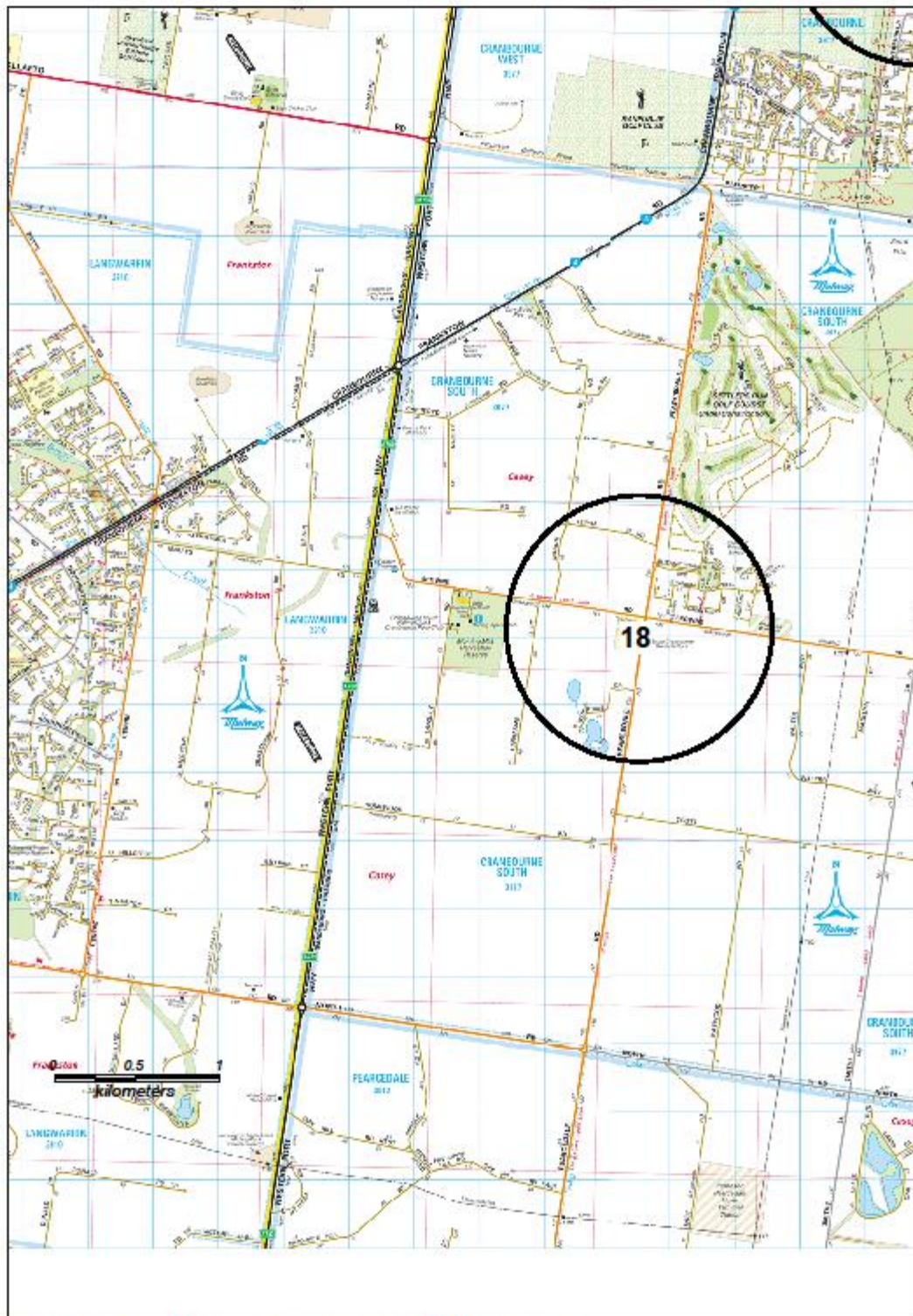
Source: ADR/Casey Field Inspection, ABS and MapInfo on Melway Base

Map 5 - Casey Small NAC Investigation: Site and 800 Metre Trade Area Identification



Source: ADR/Casey Field Inspection, ABS and MapInfo on Melway Base

Map 6 - Casey Small NAC Investigation: Site and 800 Metre Trade Area Identification



Source: ADR/Casey Field Inspection, ABS and MapInfo on Melway Base