

6 implementation

Implementation of the Heathmont NAC Structure Plan will occur progressively over a period of approximately 20 years and will require careful on-going management and continued communication with the Heathmont community and landowners. The co-ordination across a wide range of stakeholders and funding partners is necessary to enable a proactive approach to the development of this important Neighbourhood Activity Centre. Improvements to the Canterbury Road commercial strip, particularly those identified for the public realm, similarly require cross-organisational action and stakeholder engagement to gain any traction.

The realisation of the 'vision' for Heathmont and the principles and objectives, espoused in the Structure Plan will only occur following the key actions described in this section of the report. This includes a range of statutory and non-statutory implementation actions. It is these actions, which will follow the finalisation of this document and will be critical to the implementation of this Plan. While many immediate actions will be the responsibility of departments within Maroondah City Council, initiatives will also need to be pursued by agencies, business operators and landowners as indicated in the table. To give greater certainty to the implementation of the vision for the Heathmont NAC, it is necessary to ensure key elements are included in the Maroondah Planning Scheme. This will occur through a range of local policies, overlays and rezoning of land to facilitate the continuing evolution of Heathmont. This Structure Plan will therefore play an important role in supporting Council in their decision-making where development pressures are at play in the Centre.

While the Council's lead role in review of development proposals in Heathmont is critical, it is also acknowledged that the Centre has a strong history of community engagement and involvement through associations such as the Traders Association, Transition Towns Maroondah, Heathmont Bushcare, and many other important organisations and active individuals. These groups and individuals will all have opportunities to influence the implementation of this plan and their support for the document will add weight and urgency to the actions contained within it. In addition, the role of private organisations in facilitating development of many of these ideas should not be underestimated through the use of public-private partnerships where appropriate. Where these are supported by the Plan, Council has a role to play in facilitating the Plan's outcomes.

Heathmont currently has a simple land use zoning structure that includes a strip of business zoned land on either side of Canterbury Road surrounded by residential land. Notably the residential land surrounding Canterbury Road is covered by a number of overlays that seek to both protect vegetation and ridgelines as well as landscape character. There is, however, limited guidance within the Planning Scheme as to how such controls are to be balanced with current State Planning Policies which seek to consolidate increased development of population growth around existing nodes of activity that are well served by public transport and highly accessible to services and facilities. Providing increased densities where there is excellent access to services, facilities and transport is also premised on creating more equitable and environmentally sustainable societies.

Consideration of the local context is considered highly important in Heathmont where there is a strong and highly identifiable village character, as well as natural landscape presence. By allowing this Plan to carefully consider and identify areas which will be suitable to accommodate modest increases in density and height, the position of protecting other areas within the Centre from more intensive development is strengthened.

The first and critical step in realising the objectives of the Structure Plan is the establishment of planning controls. The suite of zones, overlay and design controls recommended as part of this plan must initially be approved by the Council, and then incorporated into the Maroondah Planning Scheme. This will be undertaken as Stage 3 of this project

Finally, it must be acknowledged that changes in Heathmont will unfold over a long period of time and the needs and aspirations of the community will change over time. Therefore the Structure Plan needs to be flexible enough to be adapted to changing circumstances, be they relating to economic, social or environmental factors. Continued monitoring and evaluation of the Plan must be undertaken by the Council to ensure that it remains relevant to current practice and community expectations.

6.1 zoning and overlay controls

The use of the Victorian Planning Provisions (including zones and overlay controls), in conjunction with changes to the Local Planning Policy Framework are the key means by which it can be ensured that future development of the Heathmont NAC occurs in line with the strategic aims of this Structure Plan. Proposed zoning and overlay controls are identified and discussed in further detail below.

One important consideration is the proposed introduction of new zones to the Victorian Planning Provisions as proposed by the Minister for Planning. The rezoning recommendations contained in this plan consider only the existing suite of zones given the draft nature of the proposed zones. However, the following implications are noted:

- Under the proposed changes to the residential zones medical centres (under 250sqm) would become an 'as of right' use within the residential zone. The Heathmont NAC may experience pressure for this type of development given that the community recognised there is a lack of medical services in the Centre as part of the background stage.
- Under the proposed residential zones shops and food and drink premises under 100sqm would be allowed to establish 'as of right' within 100m of the existing business zoned land on Canterbury Road. This could potentially see such uses stretching down side streets such as Allens Road, Lisgoold Street and Stoda Street in purely residential areas.
- Offices would also be 'as of right' in those same areas provided they were under 250sqm. There would be no trigger for controlling the form of the development and ResCode would not apply.

zoning

The existing zoning is considered broadly appropriate, however the following is recommended:

- Rezone the former Poolwerx site from the Public Use Zone to the Business 1 Zone in recognition of the land's private ownership and connections to the commercial strip.
- Rezone other anomalous parcels of land within the NAC including incorrectly zoned PUZ4 land.

While consideration was given to rezoning land identified for medium density development of 3-4 storeys to Residential 2 Zone (which is intended to facilitate this type of development), the absence of notice and appeal rights associated with that zone

means this Plan does not recommend this rezoning. However, the proposed draft Residential Growth Zone encourage this type of development and imposes a discretionary height limit of 12.5m, while allowing for a mandatory height to be specified, local objectives to be included and retains notice and appeal rights. Should this new zone be introduced, Council is encouraged to consider its application in the identified areas.

overlays

Overlay controls provide an additional layer of control for specific areas where zoning controls are not considered sufficient in managing development. Overlays should be used where appropriate in preference to local policy. As such the following overlay controls are recommended:

- Removal of the existing DDO and SLO controls from the Canterbury Road commercial strip and replacement with design guideline controls in a revised DDO, relating to built form, siting and landscape as expressed in the Structure Plan.
- Removal of the existing DDO and SLO3 controls from the Residential Growth Precinct and replacement with design guideline controls in a revised DDO, relating to built form, siting and landscape as expressed in the Structure Plan.
- Retention of the existing SLO and DDO controls in the Bush Residential Growth Precinct. However, there is a need to review of these schedules to ensure that landscape and environmental attributes are adequately reflected and balanced with low to mid-rise infill development opportunities encouraged by the Structure Plan.
- Retention of the existing DDO and SLO controls in the Neighbourhood Protection Precinct and review of these schedules to ensure the landscape and environmental attributes are adequately reflected, protected and prioritised.
- Retention of the existing SLO controls and review of the existing DDO minimum allotment size requirements as relates to the Uambi Property, following preparation of a masterplan.

6.2 planning policy

In conjunction with the proposed zoning and overlay changes, detailed above, the Structure Plan should be implemented through adjustments to local policy. Within the Maroondah Planning Scheme, the Municipal Strategic Statement (MSS) at Clause 21 sets out the strategic directions for planning across a range of issues and Clause 22 provides specific direction on a range of matters where additional guidance is required for the exercise of discretion. The following changes are recommended to the existing Maroondah Planning Scheme

- Under Clause 21.03: Maroondah Vision – The Strategic Framework, add the Heathmont Neighbourhood Activity Centre Structure Plan to the 'local strategies' list.
- In Clause 21.07: Image and Urban Design, under 'zoning and overlays' within the implementation section add the application of a Design and Development Overlay to the existing list. Also add the Heathmont NAC Structure Plan as a reference document.
- Under Clause 22.03: Maroondah Residential Neighbourhood Character Policy, add the Heathmont Neighbourhood Activity Centre to the list of areas not subject to this policy (in recognition of the fact that the DDO will provide these controls).

6.3 funding strategies

The Structure Plan requires a funding strategy to outline the means by which concepts may be implemented over time. Maroondah City Council will need to carefully consider how this will occur as part of broader funding strategies. The role of a funding strategy will be to identify sources from which funds will be derived for this particular project. A funding strategy will need to look at all income sources and the potential of different sources to contribute to the total cost of implementing the plan. Importantly, in the Heathmont context, the on-going partnership and collaboration between Council and the many active community associations and other agencies operating in the area will be crucial to identifying and accessing a broad range of funding opportunities to achieve the aims of this plan. Other elements of the funding equation are likely to include the following:

funding from general rates

The ability of the Council to fund public works from general rates is limited by budgetary constraints and the current commitment of funds for existing major capital works projects. However, in order to demonstrate its commitment to civic improvements in this important local centre, the Council should provide some funds from general revenue. This could be either for specific projects, or on a dollar for dollar basis (or some other proportion) to match funds derived from other sources.

state government funds

The State Government makes funds and grants available to local government for public works and other urban improvements. This document will provide the Council with strong strategic justification to support applications to the State Government for project funds as they become available.

special charges

The levying of a special charge to cover the cost of works would be an option for generating funds for works, in situations where existing property owners and businesses benefit (such as the provision of road upgrades or consolidated car parking opportunities for example). A special charge could also be levied to cover the administrative and operational costs of any implementation body established to implement the plan. Political and equity considerations need to be taken into account in deciding to introduce a special charge

other sources

A series of new and innovative approaches to development funding are also available, including the opportunities for 'partnership projects' that demonstrate collaboration and joint venturing between the private and public sector. In addition, funding is available through agencies such as Sustainability Victoria and other organisations that focus on specific areas. More standard public / private partnerships could also be pursued by Council to achieve some key identified projects.

6.4 other actions

In addition to implementing the Structure Plan through the Maroondah Planning Scheme, a number of other actions should be initiated by Maroondah City Council, other authorities and local stakeholders to achieve the 'vision' of this plan. There is also further work which this plan has identified which will need to be undertaken before particular strategies can be pursued. These are outlined on the following page.

As mentioned in the introduction to this section, the development of the initiatives identified above will happen over a period of time as developments are proposed and funding becomes available. Priorities may also change over time, as selected initiatives of the plan become more critical or of greater importance to the Heathmont community. To assist in the process, however, a number of priorities have been identified which should be the focus for the pursuit of funding. The resolution of some more specific areas through a process of more detailed concept design is also highlighted.

Identified actions will require the cooperation of a number of different parties including landowners and other government authorities. Prioritising the actions allows not only for the key projects to be highlighted but for additional weight to be added when seeking funding for specific projects identified as priorities. As opportunities for funding and grants become available this Structure Plan will demonstrate the strategic importance of noted projects. The following timeframes have been adopted for this project:

- short term: 2013 – 2017;
- medium term: 2017 – 2023; and
- long term: 2023 - 2033).

The following implementation table defines the actions, timeframes, costs, priority, key stakeholders, community engagement processes and the parties responsible for implementing each action.

6.5 monitoring and review

Maroondah City Council should provide a progress report on the implementation of the Heathmont Structure Plan in its Annual Report. This process will enable Council to measure progress and to ensure the Structure Plan's key ambitions, principles and objectives are being delivered.

The Heathmont NAC Structure Plan should be reviewed every four years to ensure that it remains relevant and consistent with Council's strategic policies, MSS and the Council Plan. This review will also identify any changes required to respond to new trends, policies or changing circumstances such as increased retail demand.

Table 2: Implementation table

no.	action	council responsibility	external groups	priority
1	Prepare an amendment to the Maroondah Planning Scheme as outlined in Sections 6.1 and 6.2 to implement the Heathmont Activity Centre Structure Plan recommendations.	Integrated Planning, Statutory Planning	DPCD	Immediate
2	Initiate discussions with VicRoads regarding: <ul style="list-style-type: none"> The most appropriate location for pedestrian operated traffic lights on Canterbury Road. Variable speed limit options for Canterbury Road, including reducing speeds to 40km/hr during peak shopping times. Addressing known pedestrian, cyclist and vehicular conflicts at key traffic junctions. Moving forward with public realm and landscaping improvements recommended for Canterbury Road, including participating in a masterplanning process for streetscape improvements to the commercial strip. 	Engineering + Infrastructure Services, Integrated Planning	VicRoads, Heathmont Traders Group, Transition Towns	Immediate
3	Prepare a streetscape masterplan for the Canterbury Road commercial strip, incorporating the public realm improvements outlined in the Structure Plan. The masterplan should seek to coordinate landscaping, furniture, lighting and signage design to develop a strong local identity and address the existing deficiencies in such facilities that have been identified in the Structure Plan.	Integrated Planning, Business + Development Engineering + Infrastructure Services	VicTrack, VicRoads, Heathmont Traders Group, Transition Towns	Short term
4	Work within VicRoads regarding the introduction of bicycle lanes on Canterbury Road as part of the establishment of the Priority Bicycle Network (PBN).	Engineering + Infrastructure Services, Leisure, Culture + Youth Services	VicRoads, Transition Towns	Short term
5	Form a working relationship with VicTrack in order to prepare a masterplan for the surplus VicTrack land surrounding the rail precinct and investigate opportunities for establishing a pedestrian / bicycle underpass at the Canterbury Road rail bridge.	Integrated Planning, Business + Development,	VicTrack, Traders Group, Department of Transport, Public Transport Victoria, Transition Towns	Medium term
6	Develop a set of 'public realm' guidelines for the typologies identified in section 4.5, including an identified style of street furniture to be utilised at the identified 'street furniture nodes'. The design of this street furniture should reflect the identified 'branding' for the centre. The public realm guidelines should also include the design of the pedestrian and cyclist wayfinding signage network in addition to identification of locations and type of bicycle facilities (including parking racks, shelters and appropriate end of trip facilities).	Integrated Planning, Business + Development, Leisure, Culture + Youth Services, Engineering + Infrastructure Services	Shop owners and Traders Group	Short term
7	Develop a 'branding strategy' for the Centre including development of a preferred materials and colour palette, as well as vegetation species selection preferences. Consider recognising difference between each village with agreement of the Traders Association.	Integrated Planning, Business + Development, Communications + Marketing	Traders Group and Heathmont Community	Short term
8	Investigate opportunities to establish a community garden on the north side of the railway reserve as a priority. Alternative sites to consider include the Viviani Crescent park and Uambi.	Integrated Planning, Leisure, Culture + Youth Services	Heathmont community, VicTrack, Transition Towns	Short term
9	Undertake an amendment to the Maroondah Planning Scheme to include identified culturally significant properties within the Heritage Overlay on the basis of the Maroondah Heritage Study.	Integrated Planning	Heritage Adviser	Short term
10	Undertake a project to outline the sustainability measures that could be introduced within the public realm of Heathmont as a benchmark centre for sustainable development. Consider a strategy for achieving this ambition, including benchmarking targets and the development of a community reference group.	Integrated Planning, Leisure, Culture + Youth Services	Transition Towns, Heathmont community	Short term
11	Prepare Ecologically Sustainable Development Guidelines for commercial and medium density residential buildings.	Integrated Planning, Business + Development	Transition Towns, DPCD	Short term
12	Work with the owners of the Uambi Property to explore opportunities for alternative housing typologies such as cluster housing as a response to infill housing needs.	Integrated Planning, Statutory Planning	Landowner	Short – medium term
13	Consider opportunities for purchasing of private or VicTrack land to facilitate the provision of community facilities and gathering places within the Centre.	Business + Development, Leisure, Culture + Youth Services	VicTrack and private landowners	Short – medium term

14	Undertake more detailed planning and consultation for the introduction of on-road bicycle paths on Heathmont and Allens Roads.	Engineering + Infrastructure Services, Leisure, Culture + Youth Services	Heathmont community, Transition Towns	Short – medium term
15	Introduce different road treatments (coloured or textured surface and / or raised thresholds) at the identified priority public realm improvement areas.	Engineering + Infrastructure Services		Short – medium term
16	Prepare a masterplan for the railway precinct and railway alignment / Canterbury Road junction and the adjoining access way, having regard to the sketch plan prepared in this Structure Plan.	Integrated Planning, Business + Development Engineering + Infrastructure Services Business + Development	VicTrack, VicRoads, Traders Group, Department of Transport, Public Transport Victoria	Short term
17	Investigate the feasibility of undergrounding or bundling powerlines with the Centre with priority given to the Canterbury Road commercial strip.	Business + Development, Engineering + Infrastructure Services	Traders Group, VicRoads, Electricity Infrastructure Supplier	Medium term
18	Once a 'branding strategy' has been developed, commission and install appropriate gateway signage in the identified location and supporting way finding signage.	Business + Development		Medium term
19	Investigate the feasibility of establishing a community or Telebus bus service in association with the Department of Transport in order to service the residential area around the Canterbury Road commercial strip.	Engineering + Infrastructure Services	DoT, Local Bus Provider, Transition Towns	Medium term
20	Investigate incentives to encourage the opening up and activation of existing buildings to rear car parks and laneways including: commitment by Council to match public realm improvements where private investment is made in interfaces that address laneways and rear parking areas.	Business + Development, Engineering + Infrastructure Services	Landowners and developers	Medium - long term
21	Work in an on-going capacity with landowners and developers of identified key redevelopment sites to realise development opportunities.	Integrated Planning, Business + Development	Landowners and developers	On-going
22	Undertake an upgrade of the Heathmont Rail Trail.	Integrated Planning, Engineering + Infrastructure Services	VicTrack,	Short term
23	Develop a Heathmont Mobility Map.	Integrated Planning, Engineering + Infrastructure Services	VicTrack	Short - medium term
24	Advocate for frequency and duration extensions to the 679 bus route.	Integrated Planning, Engineering + Infrastructure Services	Department of Transport, Public Transport Victoria	Short term