



Pakenham Structure Plan

Implementation Plan

(2015–2035)

March 2017

Pakenham Structure Plan Implementation Plan (2015 – 2035) March 2017

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|  | This will be a public document that will be reviewed every 5 years when the Pakenham Structure Plan is reviewed.  The implementation plan informs the Pakenham Structure Plan Action Plan (which is an internal working document). | | |

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# Introduction

**Aspirations of the shared vision will be realised through projects on the ground**.

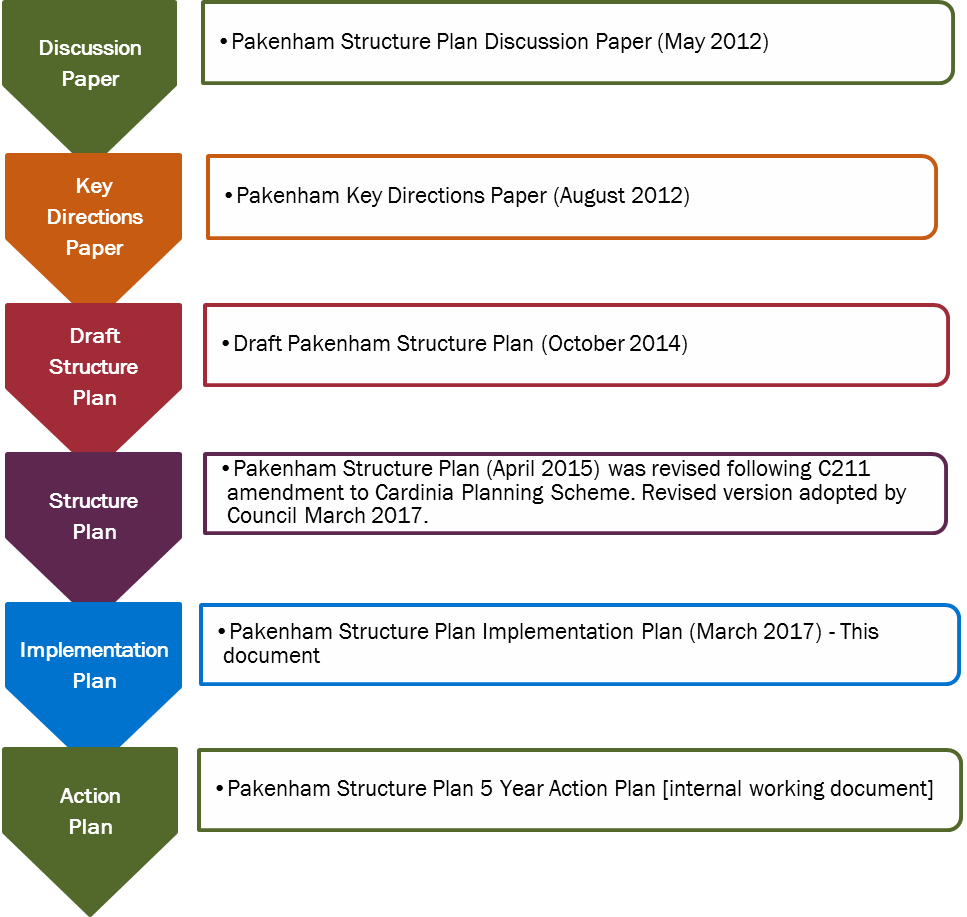


Figure 1: Evolution of the Pakenham Structure Plan

The Pakenham Structure Plan Implementation Plan (Pakenham SPIP) identifies 20 actions that Council intends to implement over the next 20 years.

The actions (and sub-actions) have been extracted from the Pakenham Structure Plan (2017) (Pakenham SP).

# The Pakenham Structure Plan (April 2017)

The Pakenham Structure Plan (Pakenham SP) was adopted by Council in April 2015.

The Pakenham SP was revised and re-adopted by Council in March 2017 as a result of recommendations in the Panel Report for Planning Scheme Amendment C211. This included text changes requested by PTV and VicTrack. Officers took this opportunity to update the structure plan to ensure its content was up-to-date and relevant. For a list of changes refer to the Council Report 6 March 2017.

The Pakenham SP will be the primary tool to guide Council's decision making on planning matters in the Pakenham Activity Centre (Pakenham AC)

The Pakenham AC is bounded by:

* Princes Highway to the north
* Pakenham Creek and a pocket of open space to the north east
* Racecourse Road to the east
* McGregor Road to the west
* the railway reservation to the south from McGregor Road to Bald Hill Road
* the Bald Hill Road industrial zone boundary to the south east from Main Street and Bald Hill Road to a pocket of industrial land east of Racecourse Road.

The plan provides an aspirational and exciting blueprint to guide change in the centre over the next 20 years and gives developers, investors and the local community greater certainty and confidence about future development in Pakenham.

## Consultation

The Pakenham SP is the end result of extensive discussion with departments across the organisation, the community as well as government departments and agencies.

In the lead up to the Pakenham SP a number of specialist/consultancy reports were produced as well as three Council documents for the Pakenham Structure Plan being an initial discussion paper (2012), a key directions paper (2012) and a draft structure plan (2014) for the Pakenham Activity Centre.

The Pakenham Structure Plan Implementation Plan is the next phase of the structure plan process. (As shown in Figure 1: Evolution of the Pakenham SP).

## Vision and strategic response

The Pakenham SP vision is as follows:

*In 2035 the Pakenham Activity Centre will be a prosperous and sustainable activity centre accommodating high quality new development, providing local employment and a diverse range of retail, commercial and residential options.*

*Main Street will be the heart of the activity centre with an attractive, innovative and integrated shared space where people and traffic move about in harmony.*

*The streets, public realm and Open Space network will be interconnected, vibrant and welcoming, used by everyone at all hours of the day.*

*Pakenham railway station will be a high amenity ‘state-of-the-art’ facility offering an efficient and reliable multi-modal service that is safe and accessible to all.*

*The ambiance of the Pakenham Activity Centre will inspire a strong sense of community pride where the community and visitors can shop, eat, relax, socialise, work and live.*

The strategic response to this vision is encompassed in four themes which apply across the entire Pakenham AC. There are also nine precincts that provide detailed direction specific to particular areas.

The four themes are:

* Activities and land use (such as housing, core retail, mixed use, industrial, community services and civic uses).
* Access for all (railway crossings, pedestrian, cycling, vehicles, car parking and public transport).
* Public realm (Open Space, streets and gateways).
* Built form and environment (character, heritage and sustainability).

The nine precincts are:

* Precinct 1 – John and Main Streets
* Precinct 2 – Station Street
* Precinct 3 – Princes Highway (south side)
* Precinct 4 – Pakenham Place
* Precinct 5 – Former Pakenham Racecourse
* Precinct 6 – Former Consolidated School
* Precinct 7 – High Amenity Employment
* Precinct 8 – Entertainment Plaza
* Precinct 9 – Civic Gateway

Each theme and precinct has its own objective, set of strategies and **actions** to implement the vision of Pakenham SP.

## Actions in the structure plan

The Pakenham Structure Plan identifies a number of actions within each theme and precinct, as identified in table 3.

The action list may appear to be excessive; however it is important to note that some actions have been intentionally repeated.

While it is important to read and interpret the structure plan document as a whole, some users concentrate on just one section, hence the need to specify an action more than once.

This repetition also aids in showing the connection and strong link between different themes and/or precincts across the Pakenham Activity Centre.

Table 1 provides an overview of the number of actions within each theme and precinct. To simplify this list of 121 actions the Pakenham SP Implementation Plan (Pakenham SPIP) has grouped duplicate and ‘like’ sub-actions to enable a more consolidated list which is ‘theme’ based.

Table 1:

Pakenham Structure Plan (2015) Actions

|  |  |
| --- | --- |
| Strategic Response | Actions |
| **Theme 1.0 Activities and land use** | **22** |
| 1.1 Activities and land use | 7 |
| 1.2 Housing | 4 |
| 1.3 Core retail | 3 |
| 1.4 Mixed use | 1 |
| 1.5 Industrial | 4 |
| 1.6 Community Services and Civic uses | 3 |
| **Theme 2.0 Access for all** | **38** |
| 2.1 Rail crossings | 7 |
| 2.2 Pedestrian and cycling | 10 |
| 2.3 Vehicles and car parking | 11 |
| 2.4 Public Transport | 10 |
| **Theme 3.0 –Public realm** | **21** |
| 3.1 Open Space | 9 |
| 3.2 Streets | 6 |
| 3.3 Gateways | 6 |

|  |  |
| --- | --- |
| Strategic Responses | Actions |
| **Theme 4.0 Built form and Environment** | **8** |
| 4.1 Character and Heritage | 4 |
| 4.2 Sustainability | 4 |
| **5. Precincts** | **32** |
| 5.1 Precinct 1 - John and Main Street | 6 |
| 5.2 Precinct 2 - Station Street | 2 |
| 5.3 Precinct 3 - Princes Highway (south side) | 4 |
| 5.4 Precinct 4 - Pakenham Place | 3 |
| 5.5 Precinct 5 - Former Pakenham Racecourse | 0 |
| 5.6 Precinct 6 - Former Consolidated School | 2 |
| 5.7 Precinct 7 – High Amenity Employment | 4 |
| 5.8 Precinct 8 – Entertainment Plaza | 4 |
| 5.9 Precinct 9 – Civic Gateway | 7 |
|  |  |
| **Total of all actions** | **121** |

# The Pakenham Structure Plan Implementation Plan

## Whole of Council approach

This implementation plan has been cross referenced against key Council documents, including, but not limited to:

* Council Plan 2015–16
* Municipal Public Health & Well Being Plan (MPHWP) 2013–17
* Age Friendly Strategy (AFS) 2015–19 (April 2015)
* Access and Inclusion Action Plan 2014–17
* Aspirational Energy Transition Plan   
  2014–24 (October 2014)
* Healthy by design (2015)
* Housing Strategy (December 2013)
* Integrated Water Management Plan (IWMP) (Draft) (March 2015)
* Open Space Management Framework (2015–2020)
* Pedestrian and Bicycle Strategy Project Brief 2015
* Play Space Strategy (Adopted:   
  17 November 2014)

The outcome of this investigation showed a very clear alignment with a number of strategies already adopted by Council, many of which also have an action plan list.

## Purpose

The Pakenham Structure Plan Implementation Plan (Pakenham SPIP):

* will be a council adopted document used to assist in the implementation of the actions outlined in the Pakenham Structure Plan (2015) over a 20 year time frame.
* provides a clear framework to inform the community, major stakeholders and government agencies of projects that are to take place in the Pakenham Activity Centre.
* provides clear direction on the priority projects and resource allocation which has been developed following extensive consultation with the community, government agencies, major stakeholders and senior management within Council.
* will be reviewed concurrently with the Pakenham Structure Plan (2017), which will occur every 5 years.
* will used to inform the Pakenham Structure Plan Action Plan (Pakenham SPAP) which is discussed in Section 5.

## Guiding principles

The following guiding principles set the foundation for this implementation plan:

* it has been informed by the Pakenham SP
* it provides the strategic link to:
  + the Pakenham SP
  + Council work plans and budget allocations
  + Council seeking external funding direction
  + Council’s advocacy role
* it is an accountability tool to ensure actions identified in a Council adopted document (that has been developed in consultation with the community, government departments and agencies) are not ‘just shelved’ and forgotten.

## Actions in the Implementation Plan

The actions are listed in *table 3 Extract of objectives and actions from the Pakenham Structure Plan (2017)*. Information in table 3 also includes the relevant page number within the Pakenham SP.

The Pakenham SPIP groups duplicate and ‘like’ sub-actions to enable a more consolidated list which is ‘theme’ based. The ‘theme’ based approach has resulted in the development of 20 actions, which are listed in *Table 2: Actions for the Pakenham SPIP.*

|  |
| --- |
| Table 2: Actions for the Pakenham Structure Plan Implementation Plan. |
| Action 1 Seek amendments to the Cardinia Planning Scheme in relation to land within the Pakenham Activity Centre. |
| Action 2 Further strategic work including a core retail and mixed use assessment, car parking strategy, guidelines for the orbital road and heritage related studies for the Pakenham Activity Centre. |
| Action 3 Review the Pakenham Town Centre Urban Design Framework (Pakenham TCU DF) and develop Pakenham Structure Plan Urban Design Guidelines (Pakenham SP UDG) for the Pakenham Activity Centre in light of the vision, strategic response and precinct plans outlined in the Pakenham Structure Plan (2015). |
| Action 4 Further strategic investigations in relation to the industrial zoned within the Bald Hill Road industrial area (Precinct 7 – High Amenity Employment). |
| Action 5 Review the (future) Open Space Strategy in relation to the Pakenham Structure Plan Implementation Plan (2015–2035) and action plans. |
| Action 6 Review the (future) Pedestrian and Bicycle Strategy in relation to the Pakenham Structure Plan Implementation Plan (2015–2035) and action plan. |
| Action 7 Review the Open Space Management Framework Action Plan (2015–2020) in relation to the Pakenham Structure Plan Implementation Plan (2015–2035) and action plans. |
| Action 8 Explore with the relevant management authority and other key stakeholders possible options and design outcomes to reduce the negative impacts of existing planning scheme overlay controls on the permeability and accessibility of the Pakenham Activity Centre. |
| Action 9 Advocate to the Victorian Government, VicTrack and Public Transport Victoria (PTV) for the redevelopment of the Pakenham railway station as a high quality multi- modal transport interchange offering high frequency and integrated train and bus services. |
| Action 10 Advocate to the Victorian Government, VicTrack and Public Transport Victoria (PTV) for the replacement of the level crossings in the Pakenham Activity Centre with grade separated crossings. |
| Action 11 Advocate to Public Transport Victoria (PTV) and other related agencies for improvements in all forms of public transport (and taxis) within the Pakenham Activity Centre. |
| Action 12 Advocate to Vic Roads for improvements to sections of Princes Highway, Racecourse Road and Koo Wee Rup Road within the Pakenham Activity Centre.. |
| Action 13 Advocate to the relevant agency with regard to the removal of the overhead power lines in the core retail area of John Street Pakenham. |
| Action 14 Conduct an audit of existing way-finding signage within the Pakenham Activity Centre and develop a legible way-finding system that meets current signage standards throughout the activity centre and surrounding areas to assist in navigation. |
| Action 15 Develop and promote a streetscape master plan for Main Street between John Street and Station Street, as well as for John Street from PB Ronald Reserve to Pakenham Place. |
| Action 16 Develop a streetscape master plan for the Entertainment Plaza Precinct. |
| Action 17 Establish a steering committee which includes Council representatives, community members and key stakeholders to oversee and assist in the implementation of the Pakenham Structure Plan. |
| Action 18 Explore partnership options with organisations and businesses that would assist in achieving the vision of the Pakenham Structure Plan. |
| Action 19 Investigate feasibility of introducing an Infrastructure Contributions Plan (ICP) (formally known as a Development Contributions Plan (DCP)) as a mechanism of funding for infrastructure in the Pakenham Activity Centre. |
| Action 20 Review in-house processes and other Council documents to ensure that the Pakenham Structure Plan vision is implemented over time. |

Each of the 20 Actions has a series of sub-actions. The Pakenham SPIP list of the actions and sub-actions is provided in *Table 3: The Pakenham Structure Plan Implementation Plan (2017) list of the actions and sub-actions.*

Within this table, each action includes information in relation to:

* action number
* action description
* the allocated timeframe
* Reference of relevance to Pakenham Structure Plan.
* the responsible agent (Council or the Victorian Government department/agency where Council will play an advocacy role)
* how the delivery/outcome of the task will be measured.

#### Time frame

The ‘Time frame’ for each action has been allocated in the following five categories:

* ongoing
* short term (0–5 years)
* medium term (5–10 years)
* long term (10–20 years)
* ultimate (20+ years, likely to be beyond the life of the structure plan) (which includes advocacy)

An action may have been placed in the ‘short’ term category for the following reasons:

* it already has the budget allocated for the action to the undertaken
* other actions are dependent on the findings of this action
* it may not need significant funding
* it can be accommodated in current work plans and/or is already being undertaken under current work plans
* it is considered to be a ‘quick win’ project, whereby the work to undertake the task is minimal compared to the results/outcome of the findings

Actions may have been placed in the ‘long’ term category for the following reasons:

* Work cannot commence on the action until further strategic work has been completed to help inform this action.
* In order to commence the action substantial funding is required.

#### Responsible agency

Each action identifies the responsible agent that has a role in implementing the action.

In cases where a Victorian Government department/agency has been identified, Council will play an advocacy role in the action identified.

#### Measure

Each action has a ‘measure’ identified to ensure that each action can be tracked and monitored, and more importantly identify if an action has been delivered within the identified timeframe.

## Monitoring and evaluation

Successful implementation is underpinned by effective monitoring, review and evaluation processes.

Council is responsible for the monitoring and evaluation of the actions identified in this implementation plan.

Targeted communications are proposed to ensure government departments, agencies, key stakeholders and the community as a whole will remain well informed and engaged in the process.

Examples of targeted communications include (but are not limited to):

* major projects/tasks and milestones published via social media, online latest news and/or Connect magazine (Council’s community publication)
* Council’s website will be updated (when considered necessary) to advise the community of the achievements and milestones for projects/tasks

An open and transparent monitoring and evaluation process that allows the community, stakeholders and government agencies access to information about the progress of the Pakenham SPIP increases Council’s credibility and accountability.

#### Resources

The Pakenham SPIP identifies a number of actions/projects of which Council is responsible for its delivery. Resources include both financial as well as ‘officer time’.

Such projects place additional strain on the existing Council budget. Council will therefore, need to explore a range of other sources to assist in funding these projects.

A range of mechanisms will need to be explored, including (but not limited to):

* Victorian Government funding sources
* Australian Government funding sources
* Infrastructure Contribution Plans (ICP) /Development contributions plans (DCP)
* Cash-in-lieu schemes to fund parking facilities
* Special charge schemes for capital works
* Public–private partnership and joint ventures with the private market on Council-owned land
* Engagement of housing associations

Victorian Government departments and agencies will need to play a key role in implementing the identified actions beyond the control of Council. Council will however, play an advocacy role to develop long-term partnerships for the delivery of these projects.

It is acknowledged that any Victorian or Australian Government funding would need to be considered as part of future budget processes and against other state/nation-wide priorities.

Review

The Pakenham SPIP will be reviewed every 5 years, in conjunction with the review of the Pakenham SP. It is expected that the documents will be reviewed in 2020.

# The Pakenham Structure Plan Action Plan

The Pakenham SPIP will inform the Pakenham SP Action Plan (Pakenham SPAP).

The Pakenham SPAP plan will be ***an internal working document*** prepared for each financial year.

The action plan will be closely monitored and will assist in the preparation of Council business unit work plans, funding submissions as well as Council’s capital works program.

# Related documents

* Pakenham Structure Plan Initial Discussion Paper (2012)  
  [Council ref: INT161929]
* Pakenham Structure Plan Key Directions Paper (2012)  
  [Council ref: INT161210]
* Draft Pakenham Structure Plan (2014)  
  [Council ref: INC1480884]
* Pakenham Structure Plan (2017)  
  [Council ref: INT175702]

# Glossary of terms

A glossary of terms is attached as Appendix A.

Table 3 - The Pakenham Structure Plan Implementation Plan (2016) list of actions and sub-actions.

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| ***Action 1 - Seek amendments to the Cardinia Planning Scheme in relation to land within the Pakenham Activity Centre*** | | | | |
| Action 1.1  Phase 1 - Seek an amendment to the Cardinia Planning Scheme to incorporate the Pakenham Structure Plan into the scheme. | Short | **5.1 Activities and Land use**  Action2 | Council | Planning Scheme Amendment submitted to Minister for approval. |
| Action 1.2a  Phase 2 – On the completion of the additional investigations, as directed in the implementation plan, seek an amendment to the Cardinia Planning Scheme to:   * Implement the Pakenham Structure Plan via the Activity Centre Zone (ACZ) to the land identified in Figure 9: Activities and land use (Pakenham SP 2015) (in accordance with DPCD Activity Centre Zone Practice Note 56 September 2009) and/or alternative zones and overlays. * Provide direction in relation to information that must be provided as part of an application (an example is outlined in Appendix A of the Pakenham SP (2015). * Investigate the development of an environmentally sustainable design (ESD) policy. The ESD policy will require a level of Sustainable Design Assessment in the Planning Process (SDAPP). * Amend Clause 22.04 Highway Development to include specific reference to the development of the land south of Princes Highway. * Include housing design guidelines. | Short | **5.1 Activities and Land Use**  Action 3  **5.4 2 Sustainability**  Action 88  **6.3 Precinct 3 – Princes Highway (south side)**  Action 99  **6.6 Precinct 6 - Former Consolidated School**  Action 106  Action 106a – 106i | Council | Planning Scheme Amendment submitted to Minister for approval. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| Action 1.2b  Phase 2 – On the completion of the additional investigations, as directed in the implementation plan, seek an amendment to the Cardinia Planning Scheme in relation to the orbital road to seek future road links (and splays for intersections) as Public Acquisition Overlay (PAO):   * land for a road connection between James Street and Henry Street (which affects 24 James St and 21 and 21a Henry Street) * land for the extension of Webster Way to be constructed as an underpass of the railway line, this will enable the closure of the level rail crossing at Main Street (affects 28-46 Bald Hill Road) * additional land that may be required to enable improved intersection treatments along the orbital road. | Short | **5.2.3 Vehicles and car parking**  Action 43 | Council | Planning Scheme Amendment submitted to Minister for approval. |
| Action 1.3  Phase 3 - Following a comprehensive strategic review of the industrial zoned land within and surrounding the Pakenham AC, amend the planning scheme to facilitate any change recommended as part of the review. | Medium | **5.1 Activities and land use**  Action 4  **5.1.4 Industrial** Action 19  **6.7 Precinct 7 - High Amenity Employment**  Action 107 | Council | Planning Scheme Amendment submitted to Minister for approval. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| ***Action 2 – Further strategic work including a core retail and mixed use assessment, car parking strategy, guidelines for the orbital road and heritage related studies for the Pakenham Activity Centre*** | | | | |
| Action 2.1  Undertake an assessment of the potential floor space of the retail, commercial and mixed use land within the Pakenham AC as defined in this structure plan. The purpose of the review of floor space is to provide a future view of the likely scope of demands on the existing and future activity centre system such as for car parking. It is not intended to be used as a constraint on floor space development. | Short | **5.1.2 Core Retail** Action 14 | Council | Complete Pakenham Activity Centre core retail and mixed use assessment.  Report to Council seeking adoption. |
| Action 2.2  Review the provision of car parking in the Pakenham AC and how this should best be provided for into the future. The review would include investigating alternative locations for a Council car park as well as the preparation of a car parking strategy which would guide the introduction of a Car Parking Overlay for the Pakenham AC to enable cash-in-lieu payments to fund a Council car park (see glossary).  The review is to:   * Explore opportunities with owners and managers of Pakenham Central Marketplace and Pakenham Place for better integration with the shopping centre areas with the existing street network and maintaining/ improving linkages to John and Main streets. * Undertake an audit of existing Council-owned car parks to ensure adequate directional signage, sufficient lighting and safe access for pedestrians. * Commence discussions with private car park operators with a view to improving directional signage, pedestrian permeability and safety. | Short | **5.1.2 Core Retail** Action 13  **5.2.3 Vehicles and car parking**  Action 44  Action 45  Action 46 | Council | Complete Pakenham Activity Centre Car Parking Strategy.  Report to Council seeking adoption. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| Action 2.3  Review the findings of the Pakenham Inter War and Post War Heritage Study (2013) and St James Estate Comparative Heritage Study (2014) to:   * Determine what properties (if any), should be protected via a heritage overlay. * Reassess the heritage significance of the relocated Old Shire Offices with the view to include the building in a heritage overlay for its protection. * Develop conservation guidelines appropriate to each new property protected by a heritage overlay. * Provide planning, design and heritage guidance or any planning application in Precinct 9 – Civic Gateway.   Undertake further research of the existing built form character of the Pakenham AC and incorporate the key findings in the future UDG for the Pakenham AC. | Short | **5.4.1 Character and heritage**  Action 82  Action 83  Action 84  **6.9 Precinct 9 - Civic Gateway** Action 118  Action 119 | Council | Complete review of the Pakenham Inter War and Post War Heritage Study (2013) and St James Estate Comparative Heritage Study (2014).  Report to Council to advise of findings and resolve on next steps. |
| Action 2.4a  Prepare guidelines for the orbital road to ensure:   * a consistent and complementary streetscape is provided across the entire circuit, including legible and cohesive signage * intersections are designed and constructed to ensure safe and easy movement for buses and larger vehicles * the ultimate design does not result in the orbital road becoming a major barrier around the activity centre. | Short | **5.2.3 Vehicles and car parking**  Action 41 | Council | Complete Pakenham Activity Centre Orbital Road guidelines.  Report to Council seeking adoption. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| Action 2.4b  Develop a timeframe for the orbital road in relation to the delivery of the construction and/or upgrade of the existing streets and intersections to ensure the delivery of a safe and convenient vehicle movement in a timely manner. | Same as Action 2.4a | **5.2.3 Vehicles and car parking**  Action 42 | Council | Complete Pakenham Activity Centre Orbital Road guidelines.  Report to Council seeking adoption. |
| ***Action 3 - Review the Pakenham Town Centre Urban Design Framework (Pakenham TC UDF) and develop Pakenham Structure Plan Urban Design Guidelines (Pakenham SP UDG) for the Pakenham Activity Centre in light of the vision, strategic response and precinct plans outlined in the Pakenham Structure Plan (2015).*** | | | | |
| Action 3.1  Review the Pakenham TC UDF in light of the vision, strategic response and precinct plans outlined in the Pakenham SP to develop Pakenham SP UDG in relation to the preferred built form and design outcomes within the Pakenham AC for:   * housing, the core retail and mixed use areas, the industrial area as well as community services and civic uses * the path network for pedestrians and cyclists * the road network and car parking * open space and the creek network * the streetscape design principles and gateways * character and heritage (including findings from further research identified in Action 2.3) * Precinct 1 - John and Main Street, Precinct 2 - Station Street, Precinct 3 – Princes Highway (south side), Precinct 4 – Pakenham Place, Precinct 6 – Former Consolidated School as well as Precinct 8 – Entertainment Plaza   Action 3.1 (continued)  The Pakenham SP UDG is to also address the following:   * ESD principles and Council’s Healthy by Design Guidelines * Planning and design guidelines for the arcades that both assist in maintaining the pedestrian connections and improve aesthetic appeal. * A local policy (Bald Hill Road Policy) to ensure specific design criteria is introduced to improve the southern gateway to the Pakenham AC. * Review the Draft Design Guidelines for Industrial Development December 2000 in order to protect and enhance the southern gateway to the Pakenham AC, as well as consider the interface to the abutting residential area. * A local signage policy that guides signage applications in Precinct 7 – High Amenity. | Short | **5.1 Activities and land use**  Action 6  **5.1.1 Housing**  Action 8  **5.1.2 Core Retail**  Action 12  **5.1.3 Mixed Use**  Action 15  **5.1.4 Industrial**  Action 16  Action 17  **5.1.5 Community services and civic uses**  Action 20  **5.2.2 Pedestrian and cycling**  Action 30  **5.2.3 Vehicles and car parking**  Action 40  **5.3.1 Open Space**  Action 63  **5.3.2 Streets**  Action 71  **5.3.3 Gateways**  Action 79  **5.4.1 Character and Heritage**  Action 85  **5.4.2 Sustainability**  Action 86  **6.1 Precinct 1 – John and Main Streets**  Action 90  **6.2 Precinct 2 – Station Street**  Action 96  **6.3 Precinct 3 - Princes Highway**  **(south side)**  Action 98  **6.4 Precinct 4 –Pakenham Place**  Action 102  Action 104  **6.6 Precinct 6 - Former**  **Consolidated School**  Action 105  **6.7 Precinct 7 – High Amenity Employment**  Action 108  Action 109  **6.8 Precinct 8 Entertainment Plaza**  Action 111 | Council | Complete Pakenham Structure Plan Urban Design Guidelines.  Report to Council seeking adoption. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| ***Action 4 - Further strategic investigations in relation to the industrial zoned within the Bald Hill Road industrial area (Precinct 7 – High Amenity Employment).*** | | | | |
| Action 4.1  Undertake a strategic review of the industrial area in the Pakenham AC with a focus on investigating suitable complementary uses that generate employment and could take advantage of the close proximity to the Pakenham railway station and core retail area.  The review should include a variety of uses, some of which could activate the area in the evening or on weekends.  The outcome of the review should ensure land uses and design controls assist in providing an aesthetically pleasing southern gateway. | Medium | **5.1.4 Industrial** Action 18 | Council | Complete review of the industrial area in the Pakenham AC.  Report to Council to advise of findings and resolve on next steps. |
| ***Action 5 - Review the (future) Open Space Strategy in relation to the Pakenham Structure Plan Implementation Plan (2015-2035) and action plans.*** | | | | |
| Action 5.1  Prepare a long-term open space and landscape plan for the Pakenham AC that is in accordance with Council’s Open Space Strategy and consider the following:   * Surrounding areas such as the Pakenham East Precinct Structure Plan (PE PSP). * Review opportunities for place making that exist or could exist between the creek network and the streets at key locations or nodes. * Explore opportunities to facilitate new, quality public spaces for the purpose of a meeting place and focal point for social interaction for the community. * Ensure coordination and consistency with Council’s (future) Open Space Strategy. | Medium | **5.3.1 Open space**  Action 62  Action 66  Action 67  **5.3.3 Gateways** Action 80 | Council | Complete Pakenham Activity Centre Open Space Strategy.  Report to Council seeking adoption. |
| ***Action 6 - Review the (future) Pedestrian and Bicycle Strategy in relation to the Pakenham Structure Plan Implementation Plan (2015-2035) and action plan.*** | | | | |
| Action 6.1a  Prepare a principal pedestrian network (PPN) for the Pakenham AC which includes the following:   * an assessment in relation to Council’s Healthy by Design principles * an audit of the existing path network (which includes the footpath, shared path and both on and off road cycle network) within the Pakenham AC and address and identify: * missing links * priority routes * a hierarchy of routes that can be used to prioritise funding * where street furniture may be introduced and/or improved * different needs for pedestrians and cyclists and resolve whether a shared path, footpath and/or dedicated bicycle path (on or off road) is the best outcome * whether key destination areas or nodes at strategic points may require additional paths * where lighting may be required or in need of improvement * whether there is sufficient width and/ or grade within the creek reserve to enable a shared path network along both Pakenham and Kennedy creeks. | Short | **5.2.2 Pedestrian and cycling**  Action 31  Action 31 a – 31 j | Council | Complete Principal Pedestrian Network Plan.  Report to Council seeking adoption and resolve on next steps. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| Action 6.1b  Review existing and anticipated desire lines for pedestrian and cycle movement and resolve whether Council should undertake further investigation to measure pedestrian volumes (and vehicle volumes) to determine whether sufficient demand exists to meet a warrant for a particular type of pedestrian crossing treatment | Short | **5.2.2 Pedestrian and cycling**  Action 32 | Council | Complete Principal Pedestrian Network Plan.  Report to Council seeking adoption and resolve on next steps. |
| Action 6.1c  Investigate options for the crossing of Pakenham Creek with Princes Highway and Racecourse Road and Kennedy Creek with Princes Highway and how such crossings could be funded. | Short | **5.2.2 Pedestrian and cycling**  Action 33 | Council | Complete Principal Pedestrian Network Plan.  Report to Council seeking adoption and resolve on next steps. |
| Action 6.1d  Review and investigate:   * roundabouts and other key intersections treatments and investigate ways in which they can be made more pedestrian and cycle friendly. * options to deliver better traffic management and pedestrian/cycle permeability at key intersections. * appropriate locations and designs for additional pedestrian crossings along key pedestrian routes. | Short | **5.2.2 Pedestrian and cycling**  Action 36  **5.2.3 Vehicles and car parking**  Action 47  **5.3.2 Streets**  Action 72 | Council | Complete Principal Pedestrian Network Plan.  Report to Council seeking adoption and resolve on next steps. |
| Action 6.2  Develop clear and consistent signage to encourage and facilitate the use of the path network. This is to include, but is not limited to, signage to identify the purpose of each path (for example if it is a shared path) and a legible way-finding system throughout Pakenham AC and surrounding areas to assist in navigation. | Short | **5.2.2 Pedestrian and cycling**  Action 35 | Council | Complete signage guidelines.  Report to Council seeking adoption and resolve on next steps. |
| ***Action 7 - Review the Open Space Management Framework Action Plan (2015 – 2020) in relation to the Pakenham Structure Plan Implementation Plan (2015-2035) and action plans.*** | | | | |
| Action 7.1  Ensure that open Space development standards promote a sustainable future maintenance program. | Ongoing | **5.3.1 Open space**  Action 64 | Council | Complete review the Open Space Management Framework Action Plan (2015 – 2020).  Report to Senior Leadership Team to resolve on next steps. |
| Action 7.2  Advocate to the Victorian Government for better landscape design, maintenance and planting along Princes Highway, Racecourse Road, and within the railway reserve and drainage reserves. | Ongoing | **5.3.1 Open Space**  Action 68 | Council | Report to Senior Leadership Team when required. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| Action 7.3a  Prior to the completion of the Phase 2 Amendment proposed as Action 3 of the structure plan, and in consultation with VicTrack and other affected stakeholders resolve the potential future use and designation of Bourke Park. An implementation program should also be included as part of this review.  Further investigation in relation to the following:   * Review the PB Ronald Reserve master plan to ensure that they are consistent with the vision and direction of the Pakenham Structure Plan. The review is to include the identification of possible future civic uses on these sites. * Review the design of the Open Space area within the Precinct 9 – Civic Gateway with a focus on creating a landscape design that integrates both sides of Main Street and reinforces its gateway function. Public art should be one of the considerations. Landscaping proposals within the arterial road reserve must satisfy VicRoads clear zone and sight distance requirements to ensure the safe and efficient operation of the road. | Short | **5.3.1 Open Space**  Action 61  Action 65  **6.9 Precinct 9 – Civic Gateway** Action 115 | Council | Report to Senior Leadership Team when required to resolve on next steps. |
| Action 7.3b  Further investigation in relation to the following:   * Undertake an audit of the existing street tree stock within the Pakenham AC to determine the species, characteristics, suitability, health and life cycle. This will help inform the planting of replacement and new trees overtime. * Research and implement over time the best possible rainwater capture systems that can help irrigate planting on road reserves. * Investigate plant species that are suitable for the local natural environment and resilient to drought to help inform planting selection. | Short | **5.3.2 Streets**  Action 70  Action 73  **5.4.2 Sustainability**  Action 87 | Council | Report to Senior Leadership Team when required to resolve on next steps. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| Action 7.4a  Further investigation in relation to the development of an urban forest strategy that helps mitigate the heat island effect and some local impacts of climate change. | Medium | **5.3.2 Streets**  Action 75 | Council | Complete Urban Forest Strategy.  Report to Council seeking adoption and resolve on next steps. |
| Action 7.4b  Further investigation in relation to the following:   * Develop landscape concept plans for each gateway site and ensure the gateway designs assist in reinforcing the place-making themes as identified throughout the Pakenham SP and assist in making the access points to the Pakenham AC more legible. * Develop an ongoing maintenance program for the gateways that reflects the importance of these locations. | Medium | **5.3.3 Gateways**  Action 76  Action 77 | Council | Complete audit maintenance program for the gateways.  Report to Senior Leadership Team to advise of findings and resolve on next steps. |
| Action 7.4c  Design the landscape and streetscape in accordance with Council’s road standards, the (future) Pakenham SP UDG for the activity centre and the (future) Open Space Strategy. | Ongoing | **6.9 Precinct 9 - Civic Gateway**  Action 116 | Council | Report to Senior Leadership Team when required. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| ***Action 8 - Explore with the relevant management authority and other key stakeholders possible options and design outcomes to reduce the negative impacts of existing planning scheme overlay controls on the permeability and accessibility of the Pakenham Activity Centre.*** | | | | |
| Action 8.1  Explore with the relevant management authority and other key stakeholders possible options and design outcomes to reduce the negative impacts of the following planning scheme overlay controls on the permeability and accessibility of the Pakenham Activity Centre:   * Land Subject to Inundation Overlay (LSIO) * Special Building Overlay (SBO) * Floodway Overlay (FO) | Short | **6.1 Precinct 1 - John and Main Streets**  Action 94  **6.4 Precinct 4 - Pakenham Place**  Action 103  **6.8 Precinct 8 - Entertainment Plaza**  Action 113  **6.9 Precinct 9 - Civic Gateway**  Action 117 | Relevant floodplain management authority under Section 55 of the Planning and Environment Act  Council – advocacy role with relevant management authorities and key stakeholders. | Complete Stage 1 review.  Report to Senior Leadership Team to advise of findings and resolve on next steps (in particular whether to proceed with investigation and engage a specialist). |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| ***Action 9 - Advocate to the Victorian Government, VicTrack and Public Transport Victoria (PTV) for the redevelopment of the Pakenham railway station as a high quality multi- modal transport interchange offering high frequency and integrated train and bus services.*** | | | | |
| Action 9.1  Advocate to the Victorian Government, VicTrack and Public Transport Victoria for the redevelopment of the Pakenham railway station as a high quality multi-modal transport interchange offering high frequency and integrated train and bus services, with improved lighting, improved disability and pedestrian access, improved facilities (i.e. passenger waiting areas and bicycle storage), better taxi ranks and ‘park and ride’ and ‘kiss and ride’ facilities.  Design and deliver a station precinct based on Transport Orientated Development (TOD) principles with the Victorian Government, VicTrack and Public Transport Victoria. | Ongoing | **5.2.4 Public transport** Action 51  Action 52 | Victorian Government, VicTrack and Public Transport Victoria (PTV)  Council – advocacy role | Report to Senior Leadership Team when required. |
| ***Action 10 - Advocate to the Victorian Government, VicTrack and Public Transport Victoria (PTV) for the replacement of the level crossings in the Pakenham Activity Centre with grade separated crossings.*** | | | | |
| Action 10.1  In the short to medium term, advocate for the duplication of McGregor Road across the railway reservation with traffic management improvements at Rogers Street and Henty Street with McGregor Road. | Ongoing | **5.2.1 Railway crossings** Action 24 | Victorian Government, VicTrack and Public Transport Victoria (PTV)  Council – advocacy role | Report to Senior Leadership Team when required. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| Action 10.2  Advocate for the delivery of:   * Grade separated crossings at McGregor Road and Racecourse Road (Road over rail) to replace the existing level crossing. * Grade separated pedestrian and cycle crossing mid-block of Main Street and McGregor Road as an underpass (path under rail) to replace the existing pedestrian level crossing. * Webster Way extension through to Henry Road (in the former racecourse site) via a grade separated crossing (road under rail). This project would also include constructing a pedestrian underpass at Main Street and facilitate the closure of the Main Street level crossing to vehicles. | Ongoing  (Ultimate time frame) | **5.2.1 Railway crossings** Action 25  Action 26  Action 27 | Victorian Government, VicTrack and Public Transport Victoria (PTV)  Council – advocacy role | Report to Senior Leadership Team when required. |
| ***Action 11 - Advocate to Public Transport Victoria (PTV) and other related agencies for improvements in all forms of public transport (and taxis) within the Pakenham Activity Centre.*** | | | | |
| Action 11.1  In the short to medium term, advocate for the improvement of pedestrian and cycle access at the level crossing at:   * Main Street and the Pakenham railway station through the provision of an improved pathway to enable access for all with enhanced lighting and way- finding signage. * The level crossing at Main Street and the Pakenham railway station through the provision of an improved pathway to enable access for all with enhanced lighting and directional signage. | Ongoing | **5.2.1 Railway crossings**  Action 23  **5.2.2 Pedestrian and Cycling**  Action 34 | Victorian Government, VicTrack and Public Transport Victoria (PTV)  Council – advocacy role | Report to Senior Leadership Team when required. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| Action 11.2  Advocate:   * To Public Transport Victoria (PTV) to improve pedestrian and cycle access to and around the Pakenham railway station and over time install additional secure bicycle storage facilities * for the improvement of public transport frequency, multi-modal integration, comfort and amenity in order to promote public transport as a desirable transport alternative * for the improvement of the bus interchange at Bourke Park to enhance public transport usage, in the short term * for the provision of passenger shelters and timetable/route information for all bus stops in the Pakenham AC * with the taxi industry, mobility groups, Public Transport Victoria and other stakeholders in relation to the location of taxi ranks in the Pakenham AC and near the Pakenham railway station. | Ongoing | **5.2.2 Pedestrian and Cycling**  Action 38  **5.2.4 Public transport**  Action 54  Action 55  Action 57  Action 60 | Victorian Government, VicTrack and Public Transport Victoria (PTV)  Council – advocacy role | Report to Senior Leadership Team when required. |
| Action 11.3  Audit:   * The existing bus network and, if deemed necessary, advocate for new and/or better frequency of bus routes and bus stops. * Bus stops to ensure DDA (see glossary) compliance and that shelters, seating and signage are appropriate. | Short | **5.2.4 Public transport**  Action 56  Action 58 | Council | Complete audit.  Report findings to Senior Leadership Team and resolve on next steps. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
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| ***Action 12 - Advocate to Vic Roads for improvements to sections of Princes Highway, Racecourse Road and Koo Wee Rup Road within the Pakenham Activity Centre.*** | | | | |
| Action 12.1  Investigate improvement options at the roundabout at Bald Hill Road and Racecourse Road and advocate to VicRoads for funding for such improvements. | Ongoing | **5.2.1 Railway crossings**  Action 28  **5.2.3 Vehicles and car parking**  Action 49  **5.3.3 Gateways**  Action 78 | Victorian Government and VicRoads  Council – advocacy role | Delivery of an upgraded intersection treatment to meet the demands of the traffic volumes. |
| Action 12.2a  Advocate to VicRoads::   * to consider on-road bicycle lanes for Princes Highway and Racecourse Road * to reviewing access arrangements to the service road [[1]](#endnote-1)(as required) | Ongoing | **5.2.2 Pedestrian and Cycling**  Action 37  **5.2.3 Vehicles and car parking**  Action 49  **6.3 Precinct 3 – Princes Highway (south side)**  Action 100a | Victorian Government and VicRoads  Council – advocacy role | Report to Senior Leadership Team when required. |
| Action 12.2b  Advocate to VicRoads:   * to improve the design and maintenance of the gateways under its ownership, for example the Racecourse Road and Bald Hill Road roundabout. * to develop a landscaping plan with an appropriate theme for the length of Princes Highway from McGregor Road to Racecourse Road as a gateway to the Pakenham AC. * to improving the maintenance of Princes Highway from McGregor Road to Racecourse Road. | Ongoing | **5.3.3 Gateways**  Action 78  **6.3 Precinct 3 – Princes Highway (south side)**  Action 100b  Action 100c | Victorian Government and VicRoads  Council – advocacy role | Report to Senior Leadership Team when required. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| ***Action 13 - Advocate to the relevant agency with regard to the removal of the overhead power lines in the core retail area of John Street Pakenham.*** | | | | |
| Action 13.1  Initiate discussions with the relevant authority/agency in relation to relocating the power lines underground for sections of Main Street and John Street that currently have overhead power lines. | Short | **6.1 Precinct 1 - John and Main Streets**  Action 93 | Electricity Distributor Company and Victorian Government  Council – advocacy role | Complete investigative work.  Report to Senior Leadership Team to resolve on next steps. |
| ***Action 14 - Conduct an audit of existing way-finding signage within the Pakenham Activity Centre and develop a legible way-finding system that meets current signage standards throughout the activity centre and surrounding areas to assist in navigation.*** | | | | |
| Action 14.1  Audit:   * All signage providing information on the location of community services and civic uses. * Existing way-finding signage to the Pakenham railway station from key destinations to ensure the signage is appropriately located. | Short | **5.1.5 Community services and civic uses**  Action 21  **5.2.4 Public transport**  Action 53 | Council | Complete audit.  Report findings to Senior Leadership Team and resolve on next steps. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| ***Action 15 - Develop and promote a streetscape master plan for Main Street between John Street and Station Street, as well as for John Street from PB Ronald Reserve to Pakenham Place.*** | | | | |
| Action 15.1  In consultation with all key stakeholders, develop a streetscape master plan for Main Street between John Street and Station Street, as well as for John Street from PB Ronald Reserve to Pakenham Place.  The streetscape master plan could include, but is not limited to the following:   * Convert the section of Main Street between John Street and Station Street to a shared space that would allow for self- regulating negotiated movement that naturally gives priority to pedestrians at peak times but still allows convenient vehicle circulation at other times. * Increase the width of the footpaths to allow for more on-street trading (such as outdoor dining) and also facilitate the safe movement negotiation of pedestrians and cyclists, even at peak usage times. * Investigate intersection treatments at the John Street/Main Street and Station Street/Main Street that are safer for the increasing pedestrian and cyclists volumes. * Increase shade and weather protection through the planting of appropriately selected trees. * Create a functional, distinctive and unobtrusive street furniture palette that includes elements such as public lighting, seating, drinking fountains and rubbish bins. * Conduct an assessment in relation to Council’s (future) Open Space Strategy. * Ensure particular focus and detail be provided specifically for the section of Main Street between John Street and Station Street. | Short  (Stage 1)  Medium  (Stage 2) | **6.1 Precinct 1 - John and Main Streets**  Action 91  Action 91a – 91g | Council | Complete streetscape plan for Main Street between John Street and Station Street, as well as for John Street from PB Ronald Reserve to Pakenham Place (Stage 1).  Report to Council seeking adoption and resolve on next steps.  Delivery of the Council adopted streetscape plan (Stage 2) – medium time frame. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| Action 15.2  Develop a communication plan in consultation with Communications about the proposed shared space concept for Main Street to ensure a high level of public awareness. | Short | **6.1 Precinct 1 - John and Main Streets**  Action 92 | Council | Complete Communication Plan.  Report to Senior Leadership Team seeking signoff. |
| Action 15.3  Investigate possible options for collecting funds to undertake the works proposed by the future streetscape master plan. Possible options for consideration include (but are not limited to):   * an infrastructure contributions plan (ICP) (formally known as development contributions plan (DCP)) for the Pakenham AC to provide funding towards the future streetscape works * a ‘streetscape scheme’ to be funded only by particular land uses (for example the core retail area) * actively seeking a contribution from a variety of grants, government initiatives as well as the private sector | Short | **6.1 Precinct 1 - John and Main Streets**  Action 95  Action 95a – 95c | Council | Complete investigative work.  Report to Senior Leadership Team advising of findings and resolve on next steps. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| ***Action 16 - Develop a streetscape master plan for the Entertainment Plaza Precinct.*** | | | | |
| 16.1  In consultation with all key stakeholders, develop a streetscape master plan for the Entertainment Plaza Precinct.  The streetscape master plan could include, but is not limited to the following:   * As an interim measure, increase the width of the footpaths to allow for more on-street trading (such as outdoor dining) and also facilitate the safe movement negotiation of pedestrians and cyclists, even at peak usage times. * A truncated boulevard at the end of Main Street which is to be in accordance with Council’s standards (on the completion of the Webster Way extension and grade separation of the railway line). * Design the space to allow for outdoor events such as markets and craft fairs. * Investigate intersection treatment at Station Street and Main Street that is safer for the increasing pedestrian and cyclist volumes. * Increase shade and weather protection through planting appropriately selected trees along the buildings. * Create a functional, distinctive and unobtrusive street furniture palette that includes elements such as public lighting, seating, drinking fountains and rubbish bins. | Long | **6.8 Precinct 8 – Entertainment**  **Plaza**  Action 112  Action 112a – 112f | Council | Complete streetscape plan for the Entertainment Plaza (Stage 1).  Report to Council seeking adoption and resolve on next steps.  Delivery of Council adopted streetscape plan. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| ***Action 17 - Establish a steering committee which includes Council representatives, community members and key stakeholders to oversee and assist in the implementation of the Pakenham Structure Plan.*** | | | | |
| Action 17.1  Establish a steering committee which includes Council representatives, community members and key stakeholders to oversee and assist in the implementation of the Pakenham SP. | Ongoing | **5.1 Activities and land use**  Action 5 | Council | Prepare steering committee charter.  Report to Senior Leadership Team when required. |
| ***Action 18 - Explore partnership options with organisations and businesses that would assist in achieving the vision of the Pakenham Structure Plan.*** | | | | |
| Action 18.1  Provide ongoing support to businesses and provide guidance should there be a desire to establish a business group for Pakenham AC. | Ongoing | **5.1 Activities and land use**  Action 1 | Council | Report request to form a business group to Senior Leadership Team as required |
| Action 18.2a  Social Housing:   * Continue discussions with housing associations to explore and identify partnership and funding opportunities for additional social housing to be provided within the Pakenham AC. * Identify and propose land parcels and locations (including Council–owned land) within the Pakenham AC that could be developed for social housing. | Ongoing | **5.1.1 Housing**  Action 9  Action 10 | Council – advocacy role with housing associations | Report to Senior Leadership Team when required. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| Action 18.2b  Social Housing:  Provide information to educate the community about the need and purpose of the various types of housing forms that might be referred to as affordable and/or social housing to help alleviate community concern or confusion. | Ongoing | **5.1.1 Housing**  Action 11 | Council - advocacy | Report to Senior Leadership Team when required. |
| Action 18.3  Advocate with potential developers to either consolidate their land holdings or develop in an integrated manner in accordance with an overall master plan. | Ongoing | **6.2 Precinct 2 - Station Street**  Action 97 | Council - advocacy | Report to Senior Leadership Team when required. |
| Action 18.4  Explore partnership options with organisations that would synergise with the civic focus of the precinct. | Ongoing | **6.9 Precinct 9 – Civic Gateway**  Action 120 | Council - advocacy | Report to Senior Leadership Team when required. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| ***Action 19 - Investigate feasibility of introducing an Infrastructure Contributions Plan (ICP) (formally known as a Development Contributions Plan (DCP)) as a mechanism of funding for infrastructure in the Pakenham Activity Centre.*** | | | | |
| Action 19.1  Investigate the feasibility of introducing an infrastructure contributions plan (ICP) (development contributions plan (DCP)) to the Pakenham AC to provide funding (and support funding) towards:   * the interim improvements to both Main Street and McGregor Road level crossing * the pedestrian and cycle path network * the missing links in the orbital road network * traffic signals at McGregor Road and the deviated Main Street * downgrading of existing intersection with McGregor Road and Main Street * the traffic signals at Princes Highway and John Street * intersection treatments along the orbital road and any other traffic management projects within the activity centre * improvements to bus stops (as an alternative or a supplement to the current delivery of bus stop infrastructure) * improvements to open space, streetscapes, gateways, Princes Highway landscape, the streetscape in the industrial area, Precinct 8 – Entertainment Plaza and Precinct 9 – Civic Gateway | Short | **5.2.1 Railway crossings**  Action 29  **5.2.2 Pedestrian and Cycling**  Action 39  **5.2.3 Vehicles and car parking**  Action 50  Action 50a – 50f  **5.2.4 Public Transport**  Action 59  **5.3.1 Open Space**  Action 69  **5.3.2 Streets**  Action 74  **5.3.3 Gateways**  Action 8a  **6.3 Precinct 3 - Princes Highway**  **(south side)**  Action 101  **6.7 Precinct 7 – High Amenity Employment**  Action 110  **6.8 Precinct 8 Entertainment Plaza**  Action 114  **6.9 Precinct 9 – Civic Gateway**  Action 121 | Council | Complete investigative work and feasibility assessment (Stage 1).  Report to Senior Leadership Team and resolve on next steps.  Prepare Pakenham Structure Plan Infrastructure Contributions Plan (if supported in findings of stage 1).  Report to Council seeking adoption and resolution to proceed with a Planning Scheme Amendment. |

| Action number and description | Time frame | Relevance to Pakenham Structure Plan | Responsible agency | Measure |
| --- | --- | --- | --- | --- |
| ***Action 20 - Review in-house processes and other Council documents to ensure the Pakenham Structure Plan vision is implemented over time.*** | | | | |
| Action 20.1  Review processes to ensure a streamlined approval process for applications with the Pakenham Activity Centre. | Ongoing | **5.1 Activities and land use**  Action 7 | Council | Complete audit.  Report findings to Senior Leadership Team and resolve on next steps if required. |
| Action 20.2  Review and monitor residential development occurring in the Pakenham AC and surrounding areas to assess the needs of the emerging community in relation to access to service provision.  Pakenham SP page 51 | Ongoing | **5.1.5 Community services and civic uses**  Action 22 | Council | Report to Senior Leadership Team when required. |
| Action 20.3  Minimise amenity impacts of any through traffic in residential streets by using streetscape and traffic management measures.  Pakenham SP page 72 | Ongoing | **5.2.3 Vehicles and car parking**  Action 48 | Council | Report to Senior Leadership Team when required. |
| Action 20.4  Review the outcomes of the Cardinia Shire Council Aspirational Energy Transition Plan 2014–24 in relation to the Pakenham Activity Centre.  Pakenham SP page 95 | Short | **5.4.2 Sustainability**  Action 89 | Council | Complete review the Cardinia Shire Council Aspirational Energy Transition Plan 2014–24 in relation to the Pakenham Activity Centre.  Report findings to Senior Leadership Team and resolve on next steps in relation to Pakenham SP area. |

# Appendix A - Glossary of terms

**Activity Centre**

Suburban centres that provide a focus for services, employment, housing, transport and social interaction. (Source: Plan Melbourne)

**Activity centre zone (ACZ)**

The Activity Centre Zone (ACZ) is the preferred tool to guide and facilitate the use and development of land in activity centres. Councils must have an adopted structure plan or a body of significant strategic work progressed for the centre where the ACZ will be applied. (Source: (former) DPCD, Activity Centre Zone Practice Note 56, September 2009)

**Affordable housing**

Where the cost of housing (whether mortgage repayment or rent) is no more than 30 per cent of the household’s income. (Source: http:// www.moreland. vic.gov.au/community-services/ housing-more land/ affordable-housing.html)

**Built form**

Built form is the collective term of all human made structures in a neighbourhood, town and/or city. It is principally, but not exclusively, made up of buildings.

**Cardinia Urban Growth Area**

The Cardinia Urban Growth Area was created when the Victorian Government reviewed and extended Melbourne’s urban growth boundary following gazettal of Amendment VC48 to the Cardinia Planning Scheme on 10 June 2008.

This complemented the principles of the Melbourne 2030 Strategy which set out a blueprint for managing growth across the metropolitan area. Plan Melbourne is the current metropolitan strategy, which places the Cardinia Urban Growth Area within the Melbourne South- East Investigation Area (Casey-Cardinia Growth Area). (Source: [http://www.cardinia.vic.gov.au](http://www.cardinia.vic.gov.au/) and Plan Melbourne)

**Cash-in-lieu**

Cash-in-lieu is a financial contribution made as a way of meeting car parking requirements. A Schedule to the Parking Overlay can be used to require financial contributions (or ‘cash-in-lieu’ payments) in place of providing car parking spaces. Any requirement for a financial contribution needs to be justified and should address the core principles of need, nexus, accountability and equity in the strategic assessment of the proposal before it is introduced. (Source: (former) DPCD, The Parking Overlay, Practice Note 57, June 2012)**City of Casey**

The south-eastern municipality that abuts Cardinia Shire’s boundary to the west and forms part of the Cardinia–Casey Growth Corridor.

**Cranbourne-Pakenham Rail Corridor Project**

Major works to remove level crossings on the Cranbourne-Pakenham Line will commence in July 2016; and are expected to be complete by 2018.

The EOI to design, build, finance and maintain the fleet of 65 next generation High Capacity Metro Trains was released to market in June 2015, with the tender expected to be awarded late in 2016.

Delivery of the first High Capacity Metro Train for testing is expected in late 2018.

July 2016 - Publication of Preliminary Documentation under the EPBC Act - Pakenham East Train Stabling and Maintenance Depot.

PTV proposes to undertake construction and operation of a train stabling and maintenance depot, with associated connecting works to existing rail and road reserves, at Pakenham East, Victoria.

The proposed action is a controlled action under the EPBC Act. The controlling provision under Part 3 of the EPBC Act is listed threatened species and communities (sections 18 and 18A).

(Source: http://ptv.vic.gov.au/projects/rail-projects/Works-to-transform-the-Cranbourne-Pakenham-corridor/)

**Crisis housing**

A supported short-term accommodation with access to support services. It acts as a stepping stone to more permanent housing in public, community or the private market. It is required due to a change in circumstance, such as a loss of employment, relationship breakdown, or due to natural disaster or fire impacting upon existing accommodation. (Source: adaptation of http://www.chfv.org.au/transitional-housing/)

**DDA Compliance**

Compliance with the Disability Discrimination Act 1992. The DDA makes it illegal for public places to be inaccessible to people with a disability. This applies to existing places as well as places under construction. Existing places must be modified and be accessible (except where this would involve ‘unjustifiable hardship’). (Source: Design and Construction Standards for Public Infrastructure Works in the Docklands Area)

**Department of Human Services**

The Department of Human Services is responsible for the development of service delivery policy and provides access to social, health and other payments and services. Includes Medicare, Centrelink, Child Support, CRS Australia and Australian Hearing.

**Development Contributions Plan (DCP)**

Implemented via a Planning Scheme it is a plan that sets out how a development levy will be collected.

A development levy is a monetary contribution, or a contribution in kind through undertaking works, to the public sector by an individual involved in the land development conversion process. Such contributions are for the purpose of funding infrastructure, the need for which has arisen as a direct result of the development taking place. (Source: Standard Development Contributions Advisory Committee Report 1 – Setting the Framework)

The Victorian Government is reviewing the Victorian development contributions system, through an advisory committee. The Infrastructure Contribution Plan (ICP) is a new tool with which development contributions will be levied in priority growth locations.

Information obtained from Development Contribution Reform: Implementing Standard Levies, Frequently Asked Questions 1 May 2014 states that Councils who are preparing a DCP, such as a municipal wide or for a non- Greenfield Growth Areas or non-Strategic Development Area (such as Pakenham AC) should continue as planned.

**Environmentally sustainable design (ESD)**

The use of design principles and strategies to help reduce the environmental impact of buildings. These impacts include reductions in energy use and in greenhouse gases, potable water usage, resources going to landfill, and improvement in the quality of stormwater running to our water systems. Some strategies are good solar orientation, better insulation, increase in permeable surfaces, etc. (Source: adapted from Sustainable Design Assessment City of Moreland)

**Environment Protection and Biodiversity Conservation Act 1999 (the EPBC   
Act)**

Is an Act of the Parliament of Australia that provides a framework for protection of the Australian environment, including its biodiversity and its natural and culturally significant places.

The EPBC Act replaced the National Parks and Wildlife Conservation Act 1975.

The EPBC Act established the use of Environment Protection and Biodiversity Conservation Regulations, which have provided for the issuing of approvals and permits for a range of activities on Commonwealth land and land affecting the Commonwealth.

The EPBC Act is administered by the Australian Department of the Environment.

(Source: https://en.wikipedia.org/wiki/Environment\_Protection\_and\_Biodiversity\_Conservation\_Act\_1999)

**Grade separated crossing**

In railway construction, grade separation means the avoidance of level crossings by making any roads crossing the line either pass under or over the railway on bridges. (Source: adapted en.wikipedia.org/wiki/Grade\_separation)

**Heat island effect**

The heat island effect describes the pattern of higher temperatures in urban areas in comparison to surrounding areas, due to the increased thermal storage capacity of concrete, asphalt and other materials in these areas.

**Integrated development**

The overall development of a site that provides for the total built form and features that will be provided, including any public Open Space, common property, and private property.

**Land Subject to Inundation Overlay (LSIO)**

This overlay in the Planning Scheme and applies to land in either rural or urban areas which is subject to inundation, but is not part of the primary floodway. (Source: Using Victoria’s Planning System Chapter 1)

**Listening post**

A form of on-site consultation. Council officers arrange to be available at a specific/appropriate place for a period of time to engage with the local community. For example, listening posts during the exhibition of the draft Pakenham Structure Plan were set up at Pakenham Place (outside Coles), Main Street (outside the Post Office) and at Pakenham Marketplace (outside Safeway) on three separate days.

**Level crossing**

A level crossing is an intersection where a railway line crosses a road at the same level, as opposed to the railway line crossing over or under using a bridge or tunnel. (Source: adapted http:// en.wikipedia.org/wiki/Level\_crossing)

**Local planning policy framework (LPPF)**

Sets a local and regional strategic policy for a municipality in a Planning Scheme. It comprises the MSS and specific local planning policies. The LPPF must not operate inconsistently with the SPPF and should where possible demonstrate how broader state planning policies will be achieved or implemented in a local context. (Source: Using Victoria’s Planning System Chapter 1)

**Medium density housing**

Medium density housing is about 21-80 dwellings per net residential hectare, though most commonly is between 30-40 dwellings per net residential hectare. Medium density housing may be detached, semi- attached, attached or multi-unit. Net residential hectare includes lots, local streets and connector streets but excludes encumbered land, arterial roads, railway corridors, government schools and community facilities and public Open Space. (Source: Plan Melbourne)

**Melbourne CBD**

Melbourne’s original street layout bounded by the Yarra River, Spring Street, Latrobe Street and Spencer Street. (Source: Public Transport – Guidelines for Land Use and Development)

**Melbourne Water**

Melbourne Water supplies drinking and recycled water and manages Melbourne’s water supply catchments, sewage treatment and rivers, creeks and major drainage systems.

**Metropolitan Activity Centre**

Higher order centre with diverse employment options, services and housing stock, supported by good transport connections. Existing centres include Box Hill, Broadmeadows, Dandenong, Epping, Fountain Gate/ Narre Warren, Frankston, Ringwood and Sunshine. Future centres will include Lockerbie and Toolern. (Source: Plan Melbourne)

**Multi-modal interchange**

A multi-modal interchange may include the following:

* Train and bus services
* Passenger waiting areas
* Pedestrian circulation space for interchange users and non-interchange users
* Bicycle access and storage
* Taxi ranks
* Park and Ride facilities
* Kiss and Ride facilities.

(Source: Public Transport – Guidelines for land use and development)

**National employment clusters**

Designated geographic concentrations of interconnected businesses and institutions that make a major contribution to the national economy and Melbourne’s positioning as a global city. (Source: Plan Melbourne).

**Parking Overlay (PO) (Clause 45.09)**

A parking overlay is shown on the planning scheme map as PO with a number. A parking overlay enables councils to respond to local car parking issues and can be used to outline local variations to the standard requirements in Clause 52.06. These variations can apply to the entire municipality or a smaller precinct. Local variations to Clause 52.06 can only be introduced using the Parking Overlay and accompanying schedule.

A Schedule to the Parking Overlay can be used to allow a financial contribution (such as a ‘cash- in lieu’ payment) to be paid in place of providing car parking spaces. (Source: The Parking Overlay, Practice Note 57, April 2013, former DPCD ISBN 978-1-921940-48-4.)

**Parking Precinct Plan (PPP)**

A Parking Precinct Plan (PPP) identifies parking rates to be provided for developments within a particular area. It also forms the strategic basis to the integration of the identified rates into the Planning Scheme as well as the financial contribution should the number of spaces required are not provided on site. Funds collection through this provision is allocated towards the construction of public car parking in the specified area.

**Passive Surveillance**

Also referred to as natural surveillance or ‘eyes on the street’ is when people, as they go about their daily activities, deter antisocial behaviour as they act as unwitting observers which, in turn, makes places ‘feel’ safer. (Source: adapted from Safer Design Guidelines (former) DPCD)

**Public Acquisition Overlay (PAO) (Clause 45.01)**

A Public Acquisition Overlay is shown on the planning scheme map as PAO with a number.

It is the reservation of land for public purposes (Planning and Environment Act 1987, the Land Acquisition and Compensation Act 1986 or any other act). An acquiring authority is the Minister, public authority or municipal council specified in the schedule to this overlay as the acquiring authority for the land.(Source: http:// planningschemes.dpcd.vic.gov.au/schemes/ vpps/45\_01.pdf)

**Public realm**

It is made up of all publicly used space (also referred to as the public domain). The public realm includes the natural and built environment used by the general public such as streets, plazas, parks, and public infrastructure. At times there is a blurring of public and private realms, particularly where privately owned space is publicly used. (Source: adapted from Urban Design Protocol for Australian Cities Australian Government)

**Public Transport Victoria (PTV)**

Public Transport Victoria (PTV) is a statutory authority that manages Victoria’s train, tram and bus services.

**Rail Transformation Consortium (RTC)**

The Victorian State Government has entered into a Public Private Partnership with the Rail Transformation Consortium (RTC) to deliver the $2.5 billion Cranbourne Pakenham Rail Corridor Project (CPRCP). RTC is made up of Leighton Holdings subsidiary John Holland, MTR Corporation and UGL Rail Services. (Source: <https://www.Engineeringineersaustralia.org.au/por>tal/news/first-contract-awarded-25b-melbourne-rail- corridor)

**Reference document**

A number of reference documents are listed in the Cardinia Planning Scheme. They provide background information to assist in the understanding the context within which a particular policy or provision has been framed. (Source: (former) DTPLE, Incorporated and Reference Documents, Planning Practice Note 13, October 2013,)

**Residential intensification**

Residential intensification is defined as the development or redevelopment of an existing building, site or area within the existing urban area at a density higher than what currently exists.

**Road Use Hierarchy (RUH)**

RUH is a concept that forms part of VicRoads SmartRoads initiative. The set of guiding principles that allocates priority road use by transport mode, place and time of day is called the Road Use Hierarchy. These principles are being used to determine the priority use of arterial roads in Victoria. (Source: SmartRoads, Connecting Communities, July 2011, VicRoads VRPIN02614 07.11)

**Shared space**

An area where the space is shared by pedestrians, cars and cyclists, where the emphasis is on pedestrians, with cars and cyclists moving at a slower pace. This may be controlled through the use of paving or other treatments.

**SmartRoads**

Developed by VicRoads, SmartRoads seeks to provide a balance between competing interests for road space and managing congestion and safety on key arterial roads, while supporting the development of a sustainable transport system into the future. SmartRoads shows how to make best use of the network by assigning priority to different modes of transport at particular times of the day. (Source: SmartRoads, Connecting Communities, July 2011, VicRoads VRPIN02614 07.11)

**Social housing**

A type of rental housing that is provided and/or managed by the government or by non-government organisations. Social housing is an overarching term that covers both public housing and community housing. (Source: Plan Melbourne)

**Special Building Overlay (SBO)**

This is an overlay in the Planning Scheme that applies to urban land which is subject to stormwater flooding or overland flow, but is not part of the primary floodway.(Source: Using Victoria’s Planning System Chapter 1)

**Special Charge Scheme**

A Special Charge Scheme is when a new piece of infrastructure (such as a car park, the construction of a road or footpath), is funded by Council and benefiting property owners, following an extensive consultation process.

The scheme is prepared in accordance with the Special Rates and Charges provisions of the Local Government Act, as amended along with Council’s Special Rates & Charges Policy which provides for payment by instalments and special consideration for those facing hardship. (Source: adapted from http://www.cardinia.vic.gov.au)

**State planning policy framework (SPPF)**

Every Planning Scheme includes the SPPF. The framework comprises general principles for land use and development in Victoria and specific policies dealing with settlement, environment, housing, economic development, infrastructure and particular uses and development.

To ensure integrated decision making, planning authorities and responsible authorities must take account of and give effect to the general principles and specific policies contained in the SPPF. (Source: Using Victoria’s Planning System Chapter 1)

**Streetscape scheme**

A scheme that provides a mechanism to collect money to improve a particular streetscape. It is similar to a Development Contributions Plan (DCP).

**Sustainable Design Assessment in the planning process (SDAPP)**

Refers to the consistent inclusion of key environmental performance considerations into the planning permit approvals process in order to achieve more sustainable outcomes for the long-term benefit of the wider community. SDAPP requires applicants to submit sustainable design information which is reviewed by an appropriately qualified person on behalf of Council to ensure the required level of sustainable design is met or exceeded.

**Sustainable Development**

It generally considered that sustainable development should balance the economic, environment and social needs of a given community (Source: adapted from World Summit on Social Development, 2005).

**Urban consolidation**

Urban consolidation is a means by which more people can be brought into existing built areas, in particular residential uses, where the necessary infrastructure such as public transport, schools and utilities are already in place. For social, economic and environmental reasons, it is preferable to creating new residential developments in the outskirts of our cities and towns. (Source: adapted from Urban Consolidation: Current Developments NSW Parliament 1997).

**Urban Design**

Urban design is concerned with the arrangement, appearance and function of our suburbs, towns and cities. It is both a process and an outcome of creating localities in which people live, engage with each other, and the physical place around them. Urban design involves many different disciplines including planning, development, architecture, landscape architecture, engineering, law and finance. (Source: Urban Design Protocol for Australian Cities Australian Government)

**Urban design guidelines**

These are a set of principles applied to the development of the public and private realm within a designated area that aim to achieve a particular urban design vision that is generally about making places that are safer, more livable, attractive and more sustainable. (Source: adapted from Design Guidelines in American Cities John Punter)

**Urban fabric**

It is the aggregate of the streets, Open Spaces and buildings in our neighbourhoods, towns and cities. (Source: adapted from Dictionary of Architecture & Landscape Architecture Penguine)

**Urban forest**

Urban forest is the management of trees, forests and natural ecosystems in urban areas to maximise the benefits that this vegetation provides to the surrounding area such as nature, shade, cleaner air and improved amenity.

**VicTrack**

VicTrack owns the majority of Victoria’s rail infrastructure and land on behalf of the state. VicTrack also owns a significant portion of the state’s passenger rolling stock (trains and trams).

**Water sensitive urban design (WSUD)**

Integrating water cycle management into urban planning and design. It seeks to manage the impacts of stormwater from development. WSUD works at all levels; at the lot level, street and precinct level, as well as regional scales, with the aim of protecting and improving waterway health by mimicking the natural water cycle as closely as possible. (Source: Melbourne Water - http:// [www. melbournewater.com.au/Planning-and-building/](http://www.melbournewater.com.au/Planning-and-building/) Stormwater-management/Water-Sensitive-Urban- Design/Pages/The-WSUD-approach.aspx)

1. [↑](#endnote-ref-1)