



# Horsham North Urban Design Framework



SJB Urban

September 2013



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In conjunction with

**Place Partners**

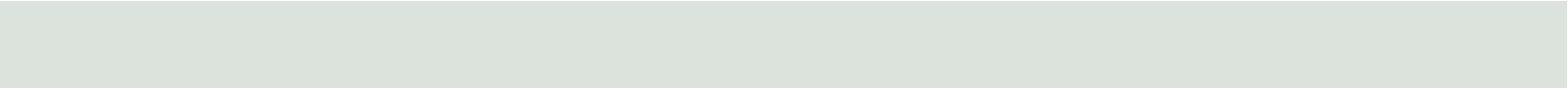


**GTA Consultants**



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# Introduction

The purpose of this Urban Design Framework for Horsham North is to provide an integrated, strategic plan for urban design and development over the short, medium and longer terms, in and around the urban area north of Horsham’s railway line.

This project is primarily focussed on urban renewal and regeneration. Horsham North is a significantly deprived area, with a pronounced shortage of community services, economic activity, educational opportunities and personal prosperity. The Horsham North community is isolated and separated from the rest of Horsham, and is affected by a range of significant social problems.

As an Urban Design Framework, this project is primarily focussed on physical interventions and outcomes, including streets and public spaces, buildings and landscape, and the potential of urban design to support and facilitate economic, social and environmental outcomes.

Horsham Rural City Council, with numerous other agencies and organisations, is continuing its parallel work towards improving service provision, safety, education and other areas, and this DF will seek to integrate with parallel proposals wherever possible.

## Project Process

This Urban Design Framework has been carried out in the following Phases:

### Phase 1: Investigation and analysis

Background documents, study area visits and analysis, initial consultation.

### Phase 2: Urban Design Framework

Draft Framework plans and supporting information, comprehensive consultation.

### Phase 3: Draft Concept Plans

Plans for key spaces and locations (Precincts)

### Phase 4: Exhibition period

Consultation on the Draft plans

### Phase 5: Refinements and Final UDF Report

Completion of the UDF, in response to consultation inputs.

## Report Format

This Urban Design Framework is structured in two main sections, as follows.

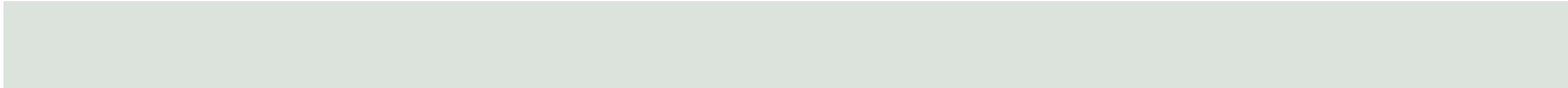
Part A of this report provides background information to the Urban Design Framework, including outcomes from the consultation processes, and analysis of the study area.

Part B contains the UDF itself, which commences with a series of high-level **Objectives**, providing the basis for the planning and design proposals.

These Objectives are translated into the **Directions**, around which the recommendations are structured. The Directions each contain a series of identified **Strategies** or ‘vehicles’ for achieving the Objectives. These Strategies are then broken down into a series of **Actions**, providing a clear Framework of recommendations and required initiatives towards achieving positive, sustainable change in Horsham North.

**Objectives → Directions → Strategies / Vehicles → Actions**











# Part A

## Background



# A1 Study Area



Location of Horsham in Relation to Melbourne & Adelaide  
(Source: Google Earth 2010)



Location of Horsham North in Relation to the Wider Area  
(Source: Google Earth 2010)



Study Area Map  
(Source: Google Earth 2010)







## A2 Consultation and Engagement

### Consultation process

Place Partners, in conjunction with SJB Urban, led a comprehensive process of engagement with the Horsham community and other stakeholders for this project. Place Partners' report is provided later in this report, but an outline summary of the process and outcomes is provided below.

The project involved extensive consultation with the Horsham North community and other stakeholders, through a series of forums and events, primarily on Monday and Tuesday 29-30 March, as follows:

**Project inception: study area visit (15 February 2010)**

Participants: HRCC/HCAC officer, SJB Urban

Drive and walk around the study area and key locations, discussion of current activities, issues and opportunities.

**Inception meeting (15 February 2010)**

Participants: Council officers, Mayor, stakeholder agency officers, resident representative, consultant team (approx. 10 participants)

Discussion of project process, timeframes, expectations and participants.  
Preliminary mapping of key locations and current issues and opportunities

**Meeting with Sustainability Victoria (Monday afternoon, 29 March 2010)**

Participants: Council officers, Mayor, consultant team (approx. 10 participants)

Presentation and discussion of the Zero Emissions Neighbourhood Program

**Stakeholder Focus Group Workshop (Monday afternoon, 29 March 2010)**

Participants: Stakeholder agencies, Government Departments, Service providers, local residents, Council officers, Mayor, consultant team (approx. 40 participants). Facilitated by SJB Urban.

Discussion and recording of issues and opportunities within four key Themes: Health, Education, Housing and Development, and Transport.

**Residents Workshop (Monday evening, 29 March 2010)**

Participants: Local residents, Council officers (approx. 15 participants).

Facilitated by Place Partners.

Discussion and recording of issues and opportunities.

**Business Workshop (Tuesday morning, 30 March 2010)**

Participants: Council officers, business owners, stakeholder agencies (approx. 10 participants). Facilitated by Place Partners.

Discussion and recording of issues and opportunities affecting business development and investment in Horsham North.

**Mothers Meeting (Tuesday morning, 30 March 2010)**

Participants: Local resident mothers approx. 6 participants). Facilitated by Place Partners.

Discussion and recording of issues and opportunities.

**Salvation Army lunch interviews (Tuesday afternoon, 30 March 2010)**

Participants: Local residents (approx. 30 participants). Facilitated by Place Partners.

Interviews with individual local area residents attending the weekly Salvos' Lunch.

### Consultation Outcomes: Stakeholder Workshop

In this Workshop, facilitated by SJB Urban, participants discussed, and recorded inputs, within the four key Themes: Health, Education, Housing and Development, and Transport. The inputs were recorded by participants on worksheets, under the following categories, as well as drawing and notations on maps of the area:

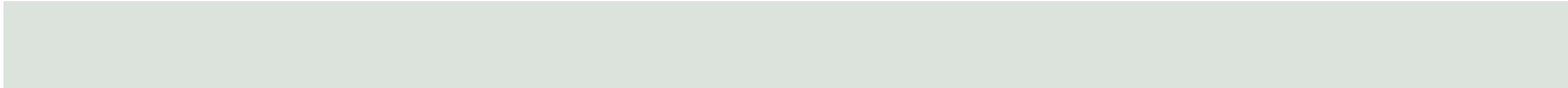
- Issues and Constraints
- Priorities for short-term action
- Opportunities
- Urban design implications / initiatives / suggestions

The following table summarises the inputs received through this process. A full record of the inputs and associated maps is provided in section C.

### Consultation Outcomes: Other workshops / Events

The other consultation events were facilitated by Place partners, in conjunction with SJB Urban and Horsham Rural City Council. The inputs received through these processes are detailed in Place Partners' report, in section C.





ISSUES AND CONSTRAINTS

HEALTH	EDUCATION	HOUSING & DEVELOPMENT	TRANSPORT
Greater diversity of services required	Low skills & education levels	Inaccessible street layouts – bad interconnections/courts	Lack of infrastructure
Poor accessibility & availability	High unemployment	High density areas	Not inviting/welcoming to cross over to the north
Mental health & depression	Lack of training (and available facilities)	Cheap and affordable housing	Public transport – timing, frequency, lack of stops, lack of rest stations, etc
High drug & alcohol use	Disconnect between training and employment	No community hub	Narrow walkways/footpaths
Safety of health workers	Lack of confidence to access services	Lack of “focussed” services and central shopping area	Safety (railway pedestrian cross link)
Poor transport options	Stigma/perceived reputation of the school	Location of houses provided by the Office of Housing all in one area	Long wide streets – encourage speeding
	Low school attendance & enrolment levels	Transient population	Connectivity/access to CBD/Horsham
	Poor state of school buildings & its location	Quality & standard of existing housing	Community Volunteer Car Program (no car seats to transport families)
	Negative attitudes to education (both adult& young)	Segregation from the CBD by the rail line & industrial area	Poor lighting
	Accessibility	Security	

OPPORTUNITIES

HEALTH	EDUCATION	HOUSING & DEVELOPMENT	TRANSPORT
Community Health Centre	Multi-purpose space for adult training/courses	Locate businesses on major access roads (not in residential areas)	Community bus to key services/facilities
Horsham North Youth Centre	Establish a school ‘precinct’	Establish through roads and redevelop streetscapes, improving linkages to the rest of Horsham	Review public transport system/infrastructure
Delivery of outreach services	Relocate school/kinder to improve connection to the community	Provide cheap and affordable housing	Expand the Community Volunteer Car program
Build relationships	Bring service providers to the community	Provide support to residents to maintain housing / establish a mentor scheme	Community taxis/cars, carpooling opportunities
Build and support playgroup	Education Expo at the Community Action Centre	Build community resources	Improve streetscape – sheltered paths, walkways
Education (drugs & alcohol)	Increase enrolments at the school	Establish Low social economic self-build program	More public/open spaces (centrally located)
Improved access/public transport	Build on success of community playgroups as a stepping stone to ongoing parent/child education	Establish business/commercial development opportunities and encourage social enterprise	Create commercial education hub centrally, encouraging cycling/walking
Swim Centre	Build on learning opportunities through the Community Garden	Provide communal office spaces and multi-use buildings	Bikeways / cycle lanes
Redevelop old school site into medical precinct	Encourage use of ‘Story Time’ at the library	Provide shopping facilities / farmers market	Open up the train line further
Establish a Children’s Precinct (health care, after-school care, drop-off, etc)	Mobile library	Redevelopment of Police Paddock, Freight Depot, farming areas	
		Co-ops	
		Housing associations	
		Regional sports precinct	

PRIORITIES FOR SHORT-TERM ACTION

HEALTH	EDUCATION	HOUSING & DEVELOPMENT	TRANSPORT
Improve accessibility	Provide spaces/facilities for adult education/short courses	Encourage relationships between members of the community	Redevelop the train station (including providing business opportunities)
Availability to maternal & child health services	Improve attitudes to education	Beautify the streetscape (wider paths, etc)	Improve transport options – extend/divert routes
Education and engagement (young mothers & young men)	Provide wireless networks	Plan for immigrant and refugee placement	Install new bike paths, walkways, walking tracks, cycling routes
Increase awareness and community support/engagement of existing services, activities and programs	Increase childcare services	Public transport accessibility & infrastructure	Improve safety – pedestrian crossings, lighting
Specialist services e.g. speech therapy, mental health services	Build on current services/activities (e.g. the community garden)	Replacement of poor quality housing stock – demolish the worst houses!	Streetscape – traffic calming devices, narrow sections, speed bumps
Provision of family focused services	Provide transport/accessibility of existing services	Shopping centre & business opportunites	Provide car seats for Volunteer Car Program
	Campaign to encourage use of the school/improve its reputation	Build community pride	Open up access points – underpass around train line to improve access
	Recommence ‘Homework’ Club	Improve street layout/flow through	Develop community spirit (cleanup, develop sense of pride)
	Support Playgroups (e.g. guest speakers/role models & training opportunities)	Retro-fit/upgrade existing DHS/Commission houses	

URBAN DESIGN IMPLICATIONS / INITIATIVES / SUGGESTIONS

HEALTH	EDUCATION	HOUSING & DEVELOPMENT	TRANSPORT
Improve access to services for both community & workers	Cooking classes tied into community garden	Community housing projects – group self build/owner builder assisted development	Plan for future relocation of Freight Centre
Support & promote activities and provide opportunities for community involvement	Development of school/hub/kinder/activity centre	Communal office spaces for home-based businesses	Future development of Rasmussen Road land (Coutts) into consideration
Parenting education sessions	Advertise/campaign	Commercial/business/social enterprise hub	Relocation of GWM & VIC Roads out of Kalkee Road into Industrial Estate
Minibus from Horsham to Horsham North	Sponsored student award	Improve streetscapes and open up courts	Hub to be well connected with walkways/cycleways
Community health care and athletic facilities	Link childcare and education/study facilities	Develop old school site into a community hub	Community mini-bus to key services/facilities
Improve disconnection and accessibility	Provide transport facilities to/from services	Public transport	Develop Freight Depot and Railway Line into medium density green zone with environmentally sound housing and links to bike paths & walkways
			Trade in scheme – old car for new bike & helmet
			Re-introduce milk/bread delivery services
			Remove perceived barriers

# A3 SWOT Analysis

The consultation inputs outlined above provide a highly considered, detailed and comprehensive assessment of the current issues and future opportunities for Horsham north, which this UDF should respond to.

In addition, we have also carried out a physical analysis of the study area from an urban design perspective, which is summarised in the following concise SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), and subsequent analysis plans:

## Strengths

### Street layout

The primarily grid-based street layout supports permeability and legibility for pedestrians and cyclists.

### Police Paddocks

The direct connection and access from Horsham North to Police Paddocks, a major passive recreation facility for Horsham and beyond, is a key asset for the local area.

### Community

The local pride, identity and interaction within the Horsham North community provides a strong basis for achieving ‘grass roots’ change, supported by effective policy and project implementation.

### Dudley Cornell Reserve

This large, centrally located recreation reserve is a key asset for the area, supporting community recreation, health and social benefits.

### Access to agricultural land

The immediate access to agricultural land around the urban area of Horsham North may provide various opportunities, such as urban farming, employment opportunities or green energy production.

### Availability of employment land

There is substantial available land in the urban area of Horsham North for new, more intensively developed business activity of a range of types.

### Redevelopment land

The substantial portions of potential redevelopment land within the urban area make Horsham North a potential site for positive redevelopment.

### Affordability

The affordability of property in Horsham North could be harnessed to encourage redevelopment for residential land commercial purposes, and increased local population and employment opportunities.

## Weaknesses

### Urban structure

The urban area of Horsham North displays a ‘loose’, spread out character, through inadequate planning. There is a lack of defined structure or hierarchy of places and connections, and lack of clear order. This makes the area difficult to navigate and understand for new visitors and residents alike.

### ‘Barrier effect’ of railway

Horsham North is isolated and separated from the rest of Horsham by the railway corridor and adjoining land, and the poor quality connections across the railway.

### Lack of defined centre

Horsham North lacks a defined centre or focus point, such as a neighbourhood activity centre.

### Underutilised land

The extensive underutilised land within the urban area, especially close to the railway line, creates unsightly gaps in the urban fabric, and prevents any sense of cohesion or intimacy and amenity in the area.

### Poor edges to open spaces

Key public open spaces in Horsham North (Dudley Cornell Reserve and the CMI foundry reserve) are characterised by blank edges (typically back fences), which reduce the amenity, safety and character of these spaces.

### Lack of service provision

The inadequate level of service provision in Horsham North, including community, health and social services, is well documented, and is being addressed through parallel programs to this UDF.

### Poor built form quality

Much of the existing building stock in Horsham North is aged and lacking in quality, which affects perceptions, comfort and amenity.

### Poor planning

Horsham North’s urban area is characterised by poor or unconsidered town planning decisions and outcomes throughout its development.



### Opportunities

The key opportunities listed below are described further in the Objectives (section B1, below). Several of these opportunities must be supported by parallel initiatives, in project funding, service provision, economic progress and community development.

- **Changing the negative image and perception of Horsham North**
- **Re-integrating Horsham North with the rest of Horsham**
- **Improving the urban environment**
- **Improving accessibility**
- **Creating a community focus or ‘heart’**
- **Improving safety in the public realm**
- **Facilitating economic development in Horsham North**
- **Improving health through services, facilities and recreation opportunities**

### Threats

#### Continued poor planning outcomes

It is vital that capital works and urban interventions in Horsham North are implemented through careful, considered and high-quality planning and design, to ensure high quality outcomes. Rushed and ill-considered planning decisions must be avoided.

#### Poor design quality

Individual development outcomes (private or public sector initiatives) should avoid bad design, and should deliver the best possible outcomes to maximise benefit for the local area. Any development project must be conscious of the implications for the area.

#### Lack of funding to implement change

Urban interventions are expensive, and lack of funding can cause long or ongoing delays to progress. In areas of high need such as Horsham North, it will be important to instigate an ongoing program of delivery of outcomes, starting immediately, even if small or modest.







# Part B

## Urban Design Framework





# B1 | Objectives

This section provides a summary of the primary, overarching aims or objectives for this project. This Urban Design Framework is required to establish a series of design and development proposals that will contribute to the renewal and regeneration of Horsham North.

These Objectives form the basis for the Directions in section B4 of this report, which in turn form the basis for a series of Strategies and Actions to achieve the Objectives. The key Objectives for Horsham North are as follows:



## Changing the negative image and perception of Horsham North

Horsham North suffers from a serious image problem. It is perceived within Horsham as a ‘different’, ‘poor’, ‘separate’ and ‘unsafe’ part of the town, to be avoided or shunned, and this affects perceptions of the Horsham North community, which in turn affects their opportunities and potentials.

Physical and programmatic interventions can help to address or change this perception, by creating a new image, role or place-based purpose for Horsham North. This shift is pivotal for achieving successful regeneration of the area.

## Re-integrating Horsham North with the rest of Horsham

Horsham North is physically separated from the remainder of Horsham, and the town centre, by the railway corridor and adjoining industrial land uses, which form a physical barrier and constraint to movement and access. Horsham North is also *perceived* as separate or outside from the rest of Horsham.

Developing initiatives to help re-integrate the urban areas on each side of the railway is a key requirement for this project.

## Improving the urban environment

The urban environment in Horsham North is generally of low quality, with damaged footpaths and street furniture, inadequate landscaping, poor edge conditions/frontages to open spaces, and mixed housing quality.

This project seeks to provide a framework of modest, achievable interventions to improve the quality, amenity and appearance of the public realm environment.

## Improving accessibility

Relatively high levels of non-car ownership, and lack of retail or community facilities in Horsham North, as well as the significant numbers of children attending other schools outside Horsham North, make accessibility a high priority in the area.

Public transport services and facilities are currently inadequate, and pedestrian conditions are poor, especially at the railway crossing points.

Therefore making substantial improvements to accessibility, especially for pedestrians, is a key objective for this project.

## Creating a community focus or ‘heart’

Horsham north currently lacks a centre or ‘heart’, a defined focal point for the urban area. An urban centre, perhaps comprising public space, community facilities shops, play area, seating and café, provides a recognisable place for meeting, social interaction and civic life (events, gatherings and meetings).

There is value in concentrating various mixed facilities in one centre or place, to encourage a range of activities for different age groups and interests, throughout the day and evening.

A sustainable neighbourhood centre can provide ‘spin –off’ benefits for the surrounding urban area, generating foot traffic, increasing safety and activity levels, providing employment opportunities, and enhancing access to health and social opportunities.

Further, a well-designed and carefully located centre or “hub” can play an important strategic role, in connecting places, signifying positive change and improvement, and enhancing local identity and ‘pride of place’.

## Improving safety in the public realm

Issues of personal safety in the public realm are common in areas of lower socio-economic circumstances or disadvantage. The perceived and actual lack of safety, particularly in certain locations and in the evenings, has various lifestyle impacts for residents of Horsham North.

Safety issues limit accessibility and social opportunities, restrict exercise opportunities, constrain independence for young people, and cause anxiety and fear.

An Urban Design Framework is limited in its capacity to address social problems, but urban design can have a significant effect on perceived and actual safety in streets and public spaces.

## Facilitating economic development in Horsham North

Horsham north accommodates limited business activity in the southern areas close to the railway line, and has a small number of corner store/milk bars within the residential areas. However there is no defined activity centre or significant shopping provision (supermarket or other retail) in the area, forcing residents to travel to other parts of Horsham for this purpose. There is also plentiful available land in the urban area for expansion of business activity.

Economic development can bring multiple benefits to an urban area, including improved access to shopping for food and other goods, employment opportunities, meeting and social interaction, and enjoyment. Increased business activity will make the area more active, vibrant and busy, creating a better ‘feel’ in the area.

Facilitating and encouraging economic development is also beyond the reach of an Urban Design Framework, but this study seeks to guide the implementation of this process, which should be supported by other processes.

## Improving health through services, facilities and recreation opportunities

Personal health issues (physical and mental) can also be concentrated in areas of lower socio-economic circumstances or disadvantage, and can be related to inadequate service provision, lack of access to recreation opportunities, dietary habits and personal capacity, and access to healthy food, among other factors.

This UDF seeks to propose urban design initiatives that can support physical exercise, social interaction and a safer, more amenable public realm. These outcomes can then provide improved personal health levels.



# B2 | Framework Plans

The following plans of the wider Horsham North area present various aspects of our analysis, forming a basis for planning and design proposals, as well as indicating potential focus areas and strategic initiatives, for improved urban environments and connections.

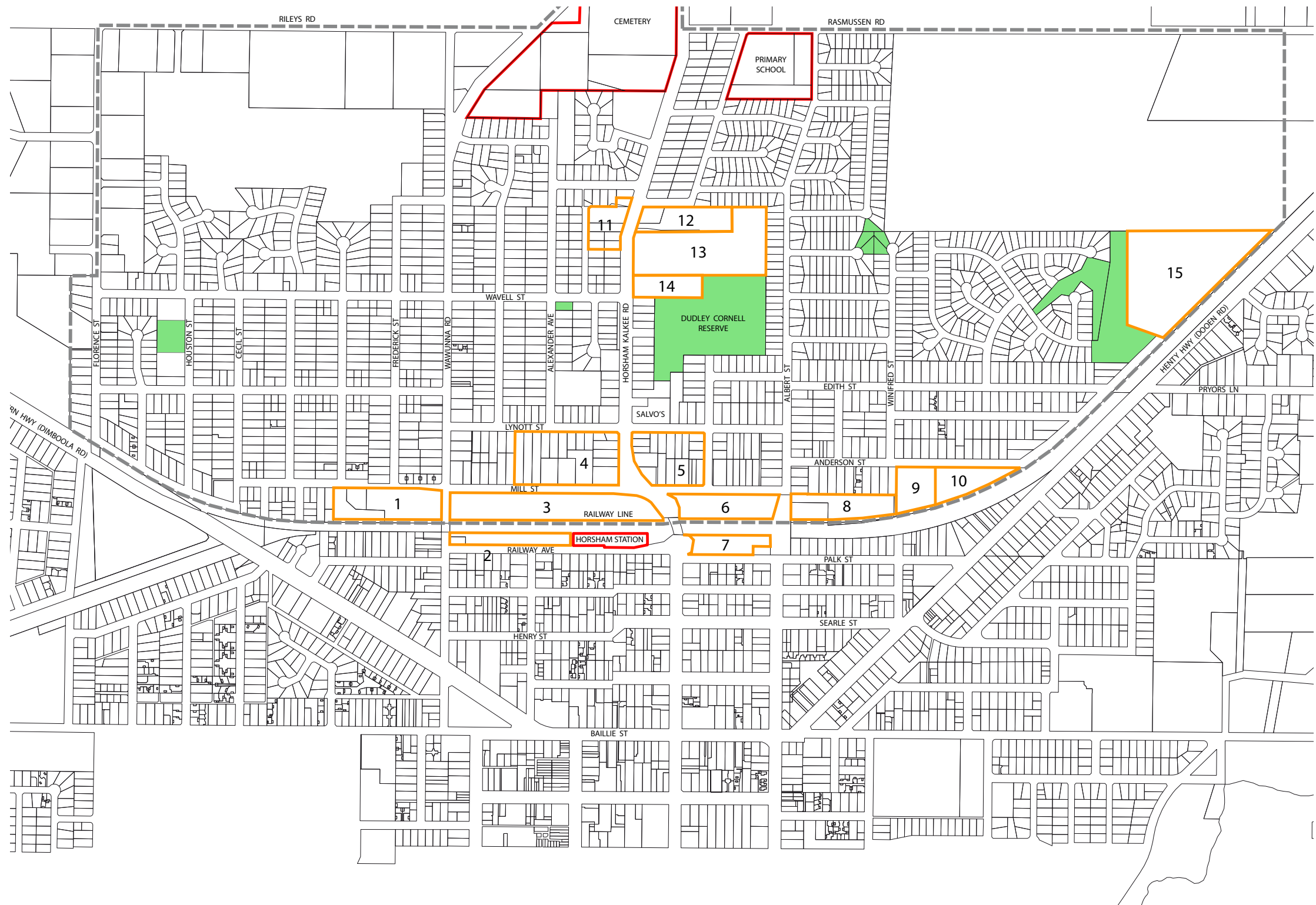
The map on the following page indicates key locations within Horsham North which may present opportunities for redevelopment, public space and other urban improvements.



# Key Sites


## Key to Sites

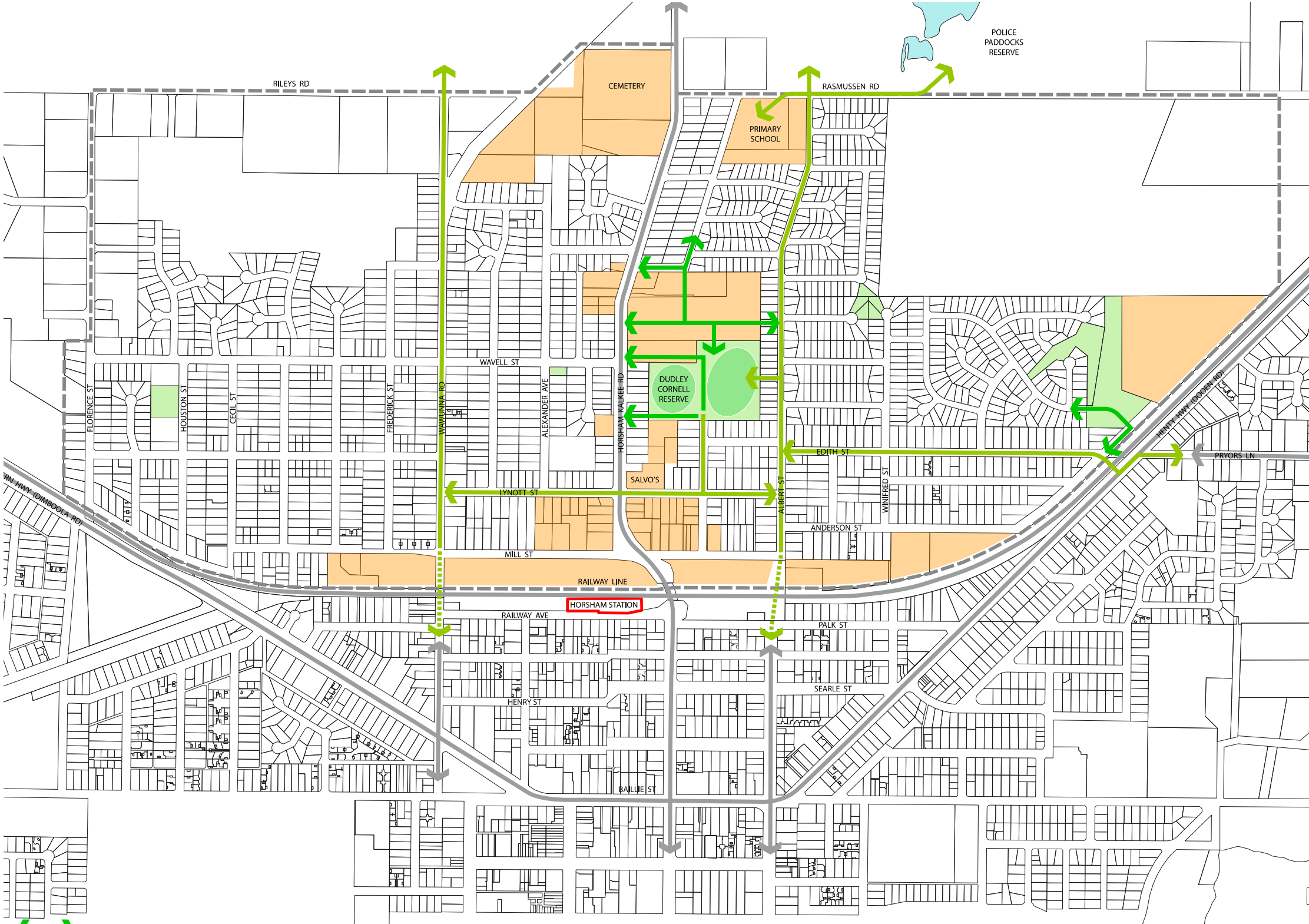
1. Under-utilised Industrial Land - Grain Corp and various private owners
2. Vacant Land Adjacent Horsham Railway Station - VicTrack
3. Freight Terminal to relocate - VicTrack
4. Under-utilised Industrial and Residential Land - various private owners
5. Under-utilised Industrial Land - various private owners
6. Under-utilised Industrial Land - VicTrack
7. Under-utilised Industrial Land - VicTrack
8. Under-utilised Industrial Land - VicTrack and unknown owner
9. Existing Industrial Site with Redevelopment Potential - private owner
10. Vacant Land - VicTrack
11. GWMWater
12. VicRoads
13. Asphalt Works
14. Existing Industrial Site - GWMWater
15. CMI Foundry Site



# New and Improved Connections

## Key to Connections




-  New Connection
-  Enhanced Connection
-  Enhanced Pedestrian Connection
-  Existing Connection
-  Key Site

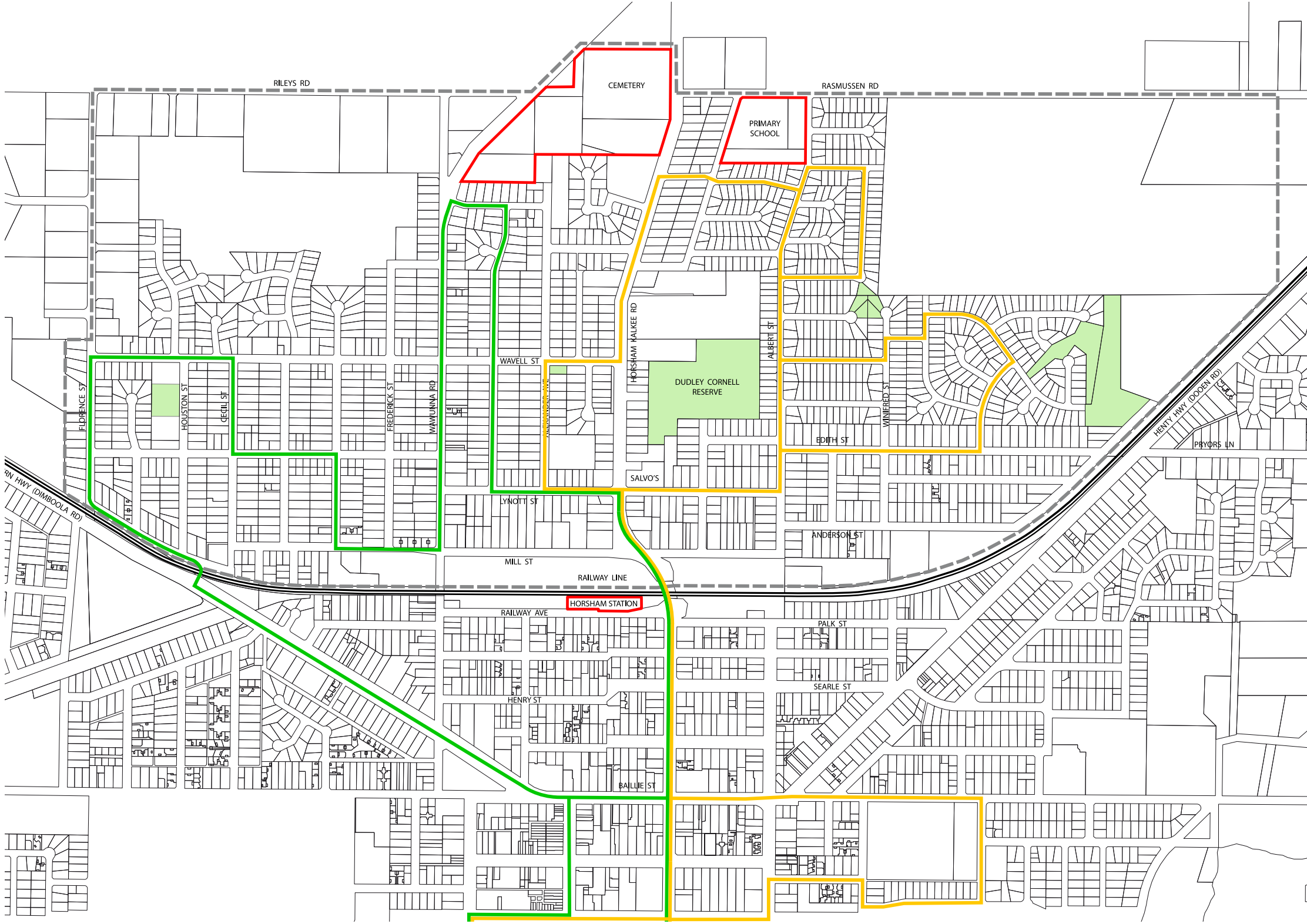




# Existing Public Transport (Bus) Network




## Key to Bus Network

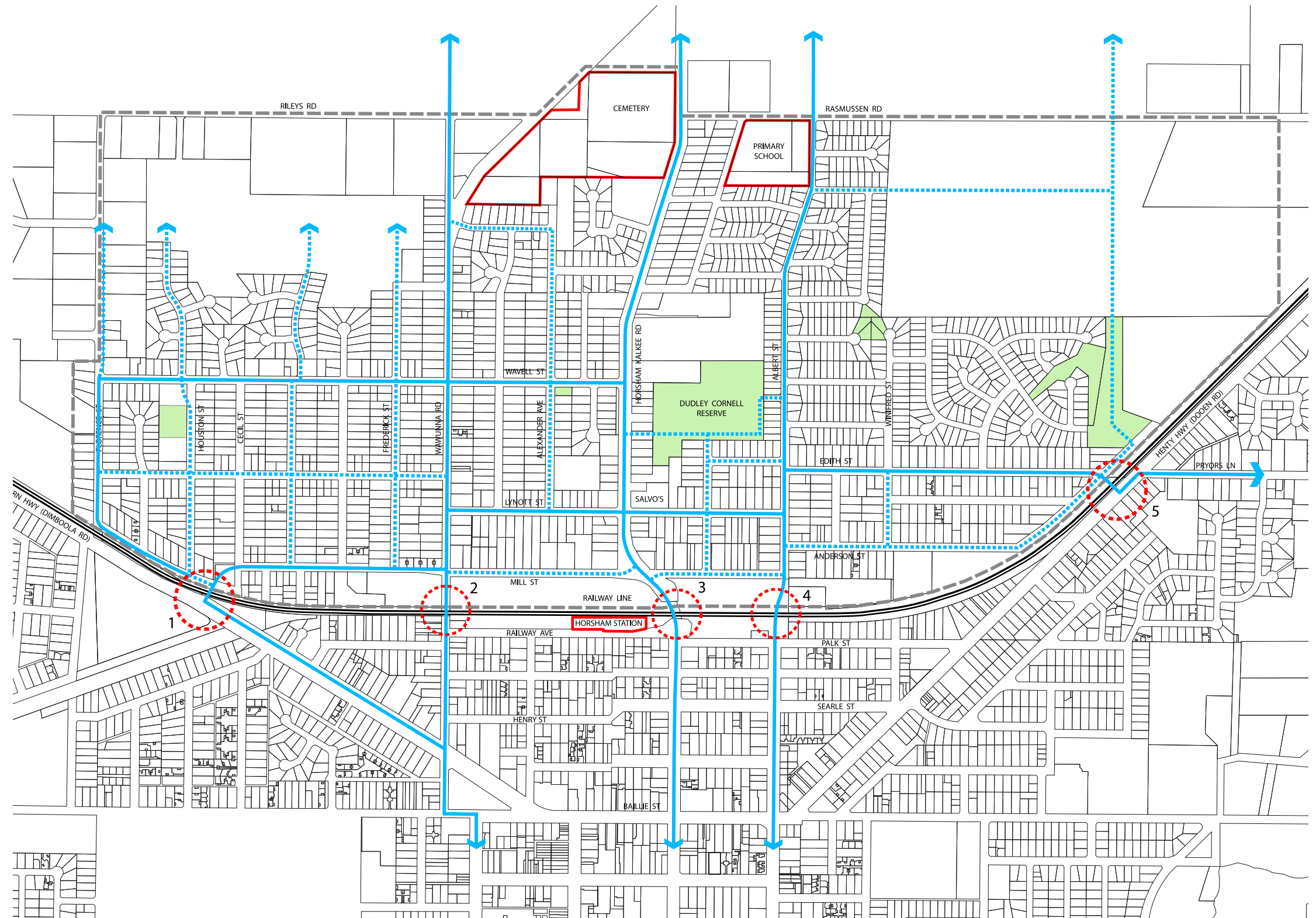
-  Bus Route 1
-  Bus Route 2
-  Community Infrastructure



## Proposed Bicycle Network

### Key to Bicycle Network

-  Planned Bicycle Path (As per VicRoads Municipal Bicycle Network)
  -  Proposed Bicycle Path (Secondary Path to Supplement VicRoads Municipal Network)
  -  Existing Crossing Point
    1. Hazel St Level Crossing
    2. Wawunna Rd Pedestrian Crossing
    3. Horsham - Kalkee Rd Vehicular Overpass
    4. Albert St Pedestrian Crossing
    5. Edith St Level Crossing

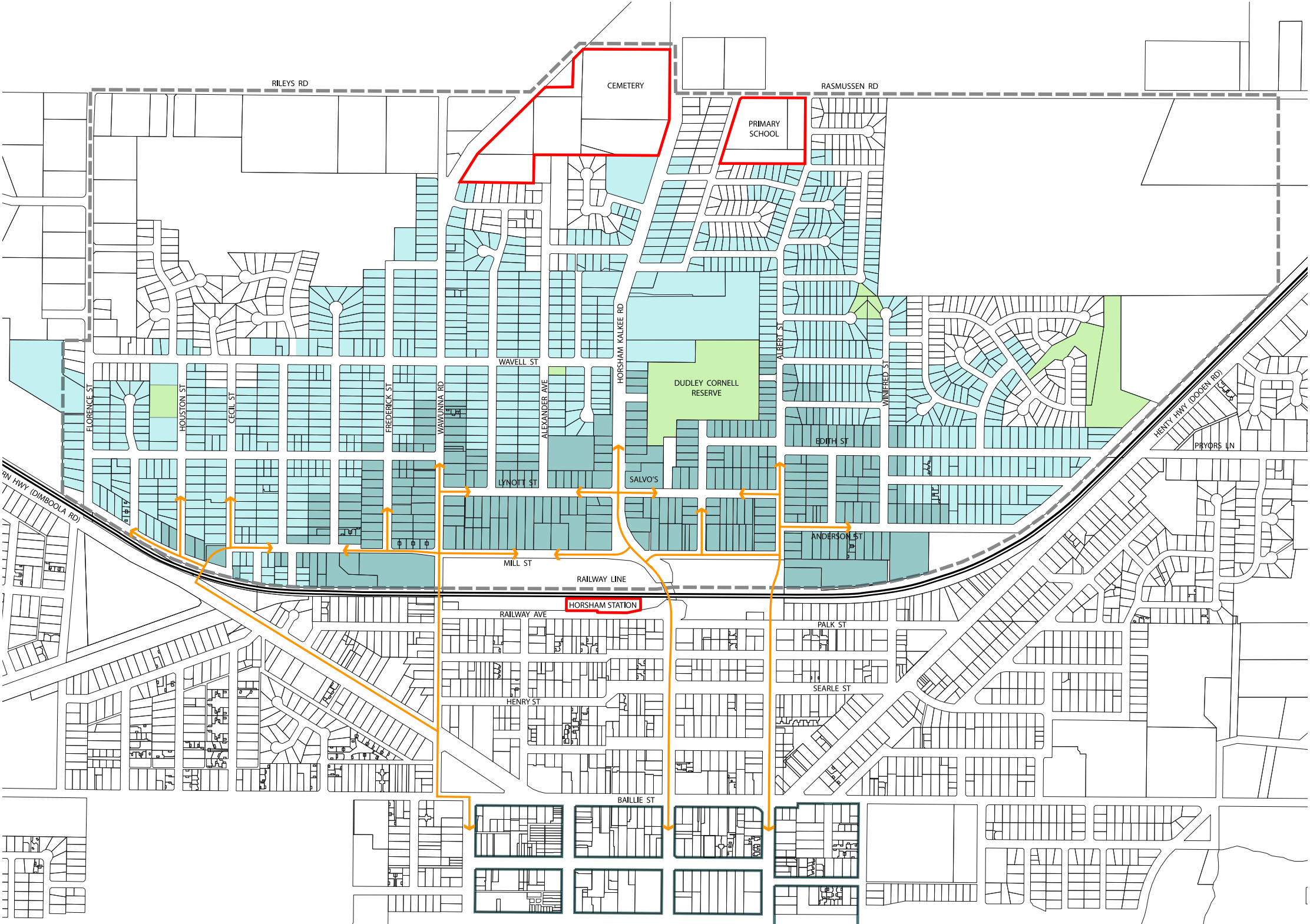




# Cycling Distances to the CAD

## Key to Cycling Distances

- Land within 1.0km of edge of CAD (4min. Bicycle Ride)
- Land within 2.5km of centre of the CAD (10min. Bicycle Ride)
- Direct route, by Bicycle, to CAD







# B3 | Precinct Plans

Part B3 provides more detailed plans of key opportunity locations within Horsham North, to illustrate the key redevelopment proposals which comprise this Urban Design Framework.

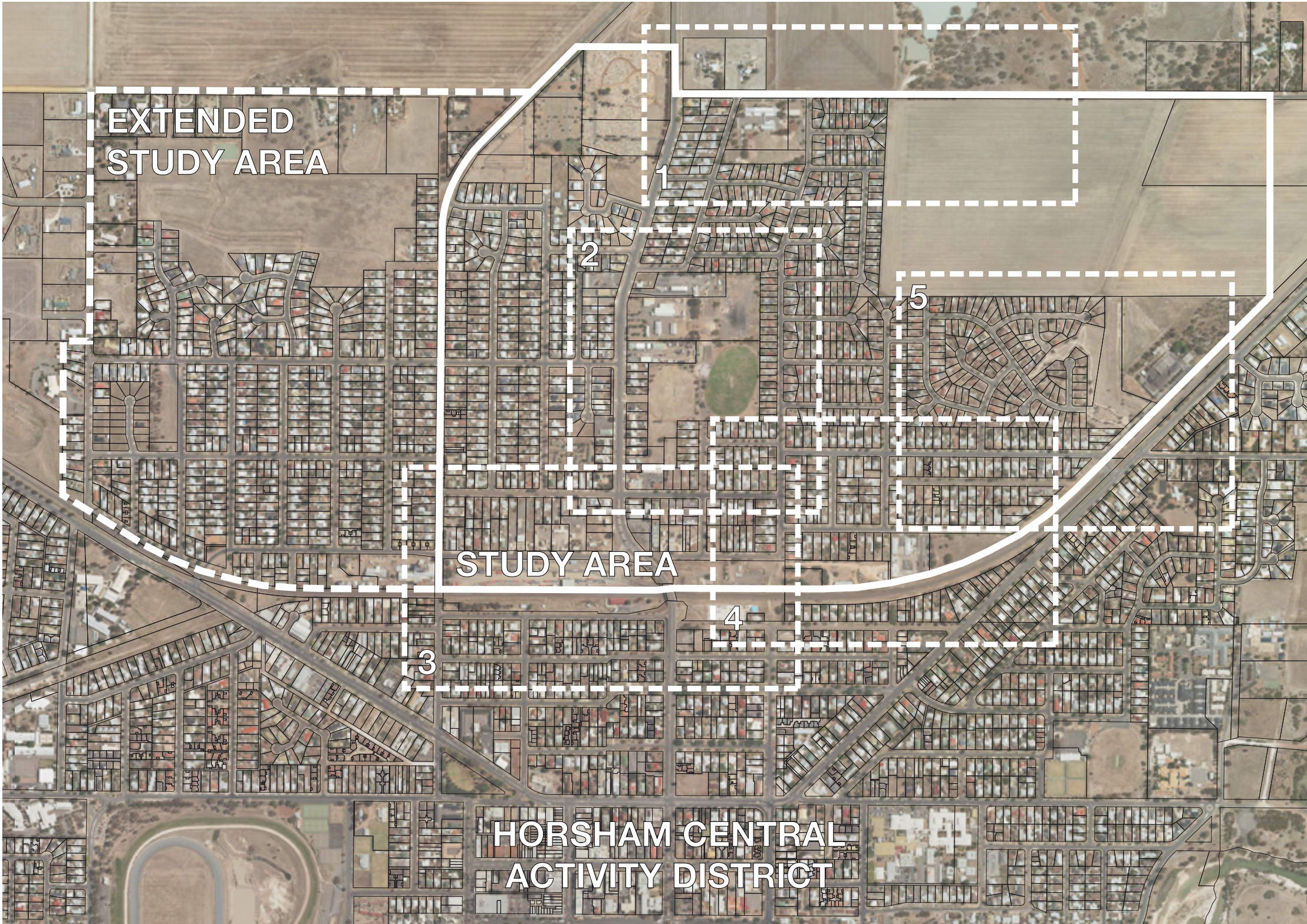
The more detailed concept designs are shown in five identified Precincts within Horsham North. These Precinct areas are indicated on the following map. These Precinct Plans are then referenced closely in the following section (B4), comprising the Directions, Strategies and Actions, which form the basis for the Precinct Plans.



# Precincts Plan

## Key to Precincts

1. Proposed Passive Recreation Hub at Existing Primary School and Police Paddocks
2. Proposed Dudley Cornell Reserve Redevelopment (Inc. Proposed Redevelopment of Underutilised Industrial Land to North)
3. Freight Terminal Redevelopment and Proposed multiple use area
4. Edith Street 'Green Way' Connector and Redevelopment of Underutilised Industrial Sites
5. Proposed Enhanced Connections to Office of Housing Estate Redevelopment of Community Gardens and Parkland





# PRECINCT 01: Existing Conditions and Key Connections

- Key to Precinct Plans**
- Proposed Pedestrian Link
  - Proposed Vehicular + Pedestrian Link
  - Proposed Access / Active Frontage
  - Approx. Precinct Boundaries

Existing Conditions

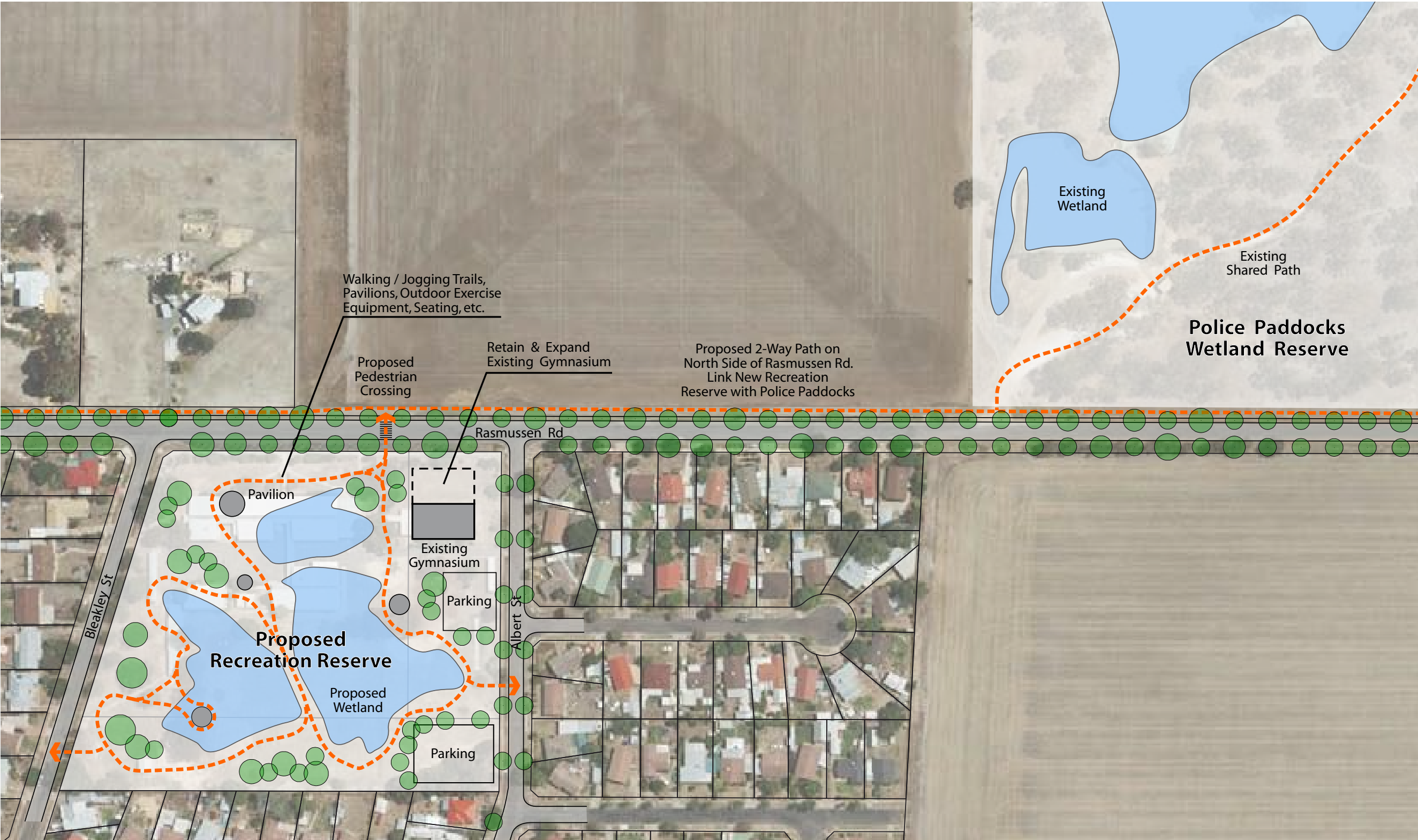


Key Connections





**PRECINCT 01: Concept Plan**





# PRECINCT 02: Existing Conditions and Key Connections

- Key to Precinct Plans**
- Proposed Pedestrian Link
  - Proposed Vehicular + Pedestrian Link
  - Proposed Access / Active Frontage
  - Approx. Precinct Boundaries

Existing Conditions



Key Connections





## PRECINCT 02: Concept Plan





# PRECINCT 02: Concept Option A

## Initial Actions

- Acquire 7 residential properties along Horsham / Kalkee Road
- Acquire parcels of land to south of Junior Oval

## Short Term Actions

- Construct integrated School and Community Hub on acquired land
- Provide bus access from Horsham / Kalkee Road
- Consolidate car parking to the south of the proposed Children's Hub
- Redevelop the industrial site to the north of the Junior Oval for medium density housing
- Provide access to housing with a new street from Horsham / Kalkee Road
- Commence landscaping improvements to both ovals. Plant larger trees so they may establish sooner rather than later

## Medium Term Actions

- Open Junior Oval to Horsham / Kalkee Rd by acquiring and removing residential properties in between
- Complete landscaping works to Junior Oval
- Redevelop industrial land to the north of the Dudley Cornell Reserve. Establish thru streets that enhance north-south and east-west permeability. Provide a local activity centre, medium-density housing and public open space



Option A: Existing Site Configuration



Option A: Stage 01 (short term)



Option A: Stage 02 (medium term)



## Long Term Actions

- Explore the potential in consultation with residents of opening the Senior Oval to Albert St by acquiring and removing residential properties in between. If this proceeds then redevelop some acquired properties for medium density housing
- Relocate Clubhouse / Pavilion to McPherson St for enhanced exposure and access
- Realign the Senior Oval and complete landscaping works
- Extend Gertrude St through the Dudley Cornel Reserve to connect with proposed residential development to the north



Option A: Stage 03 (long term)



# PRECINCT 03: Existing Conditions and Key Connections

- Key to Precinct Plans
- Proposed Pedestrian Link
  - Proposed Vehicular + Pedestrian Link
  - Proposed Access / Active Frontage
  - Approx. Precinct Boundaries



Existing Conditions



Key Connections



# PRECINCT 03: Concept Plan

The rail corridor and the area immediately adjacent (approximately indicated) will be redeveloped into an area with multiple uses to enable the area to become a focus of social, cultural and recreational activity for the whole Horsham community. These uses may include pedestrian and cycle pathway, areas for recreational and community activity, medium density housing,

community facilities and subordinate commercial activity that will service these functions. New development will provide positive frontages to the public realm to enhance public safety. Current North-South pedestrian and vehicle connections will be maintained or improved.





PRECINCT 04: Existing Conditions and Key Connections

- Key to Precinct Plans
- Proposed Pedestrian Link
  - Proposed Vehicular + Pedestrian Link
  - Proposed Access / Active Frontage
  - Approx. Precinct Boundaries

Existing Conditions



Key Connections





# PRECINCT 05: Existing Conditions and Key Connections

Key to Precinct Plans

- Proposed Pedestrian Link
- Proposed Vehicular + Pedestrian Link
- Proposed Access / Active Frontage
- Approx. Precinct Boundaries

Existing Conditions



Key Connections





## PRECINCT 05: Concept Plan





Proposed: Rasmussen Road Shared Path (PRECINCT 01)



Proposed Rasmussen Rd shared path - Part of passive recreation hub





# B4 | Directions, Strategies, Actions

Part B4 builds on the Objectives outlines earlier in this Report, and provides a series of Strategies and Actions, to guide the implementation of the recommendations which form this Urban Design Framework. The initiatives explained below correspond closely to the Precinct Plans above.

It is recognized that achieving the outcomes detailed in this section of the Urban Design Framework are influenced by a number of external constraints. The implementation of the actions will therefore be phased accordingly over the short, medium and longer terms.



# DIRECTION 01: Integrating Horsham North

## Direction 01

*Re-integrating Horsham North with wider Horsham and reducing the barrier effect created by the railway line*

### Rationale

A key outcome for this project and associated works is to reduce the separation and isolation of Horsham North, caused primarily by the barrier effect of the railway line and perceptions of Horsham North being 'other' or 'outside' Horsham itself.

Re-integration can facilitate improved access to wider Horsham and its facilities and services, for Horsham North residents, especially for pedestrians and cyclists, as well as encouraging increased activity in Horsham North.

This can also reduce the prevailing negative perception of Horsham North, making it an integral part of Horsham.

### Strategy 1.1: Improve existing pedestrian/cycle connections across the railway (see Precincts 03 & 04)

#### Purpose/intent:

The existing connections across the railway corridor are of very poor quality, in terms of accessibility, safety, amenity and appearance. In order to encourage their use and facilitate increased accessibility and movement between Horsham North and central Horsham, it is vital that these crossings are improved.

#### Action 1.1-A

***Redevelop or replace both existing pedestrian underpasses, to improve pedestrian access. Council will explore with Department of Transport Planning and Local Infrastructure (and other relevant authorities) the means to provide rail crossings that will provide accessible (Disability Discrimination Act compliant) crossing points within Horsham North.***

The existing underpasses are located approximately on alignment with Albert Street and Wawunna Road. In both cases there is the opportunity to create a crossing which provides wide, straight, visible and 'open' pedestrian access. The new or redeveloped crossings should create opportunities for public art, along with carefully designed lighting, signage and landscaping.

Of the two existing links, the Albert Street underpass is considered a priority, as it is located closer to key movement routes and existing and proposed facilities in Horsham North.

#### Action 1.1-B

***Identify opportunities for a new/extended pedestrian walkway attached to the existing road bridge.***

The existing Kalkee Road overpass provides for limited pedestrian space and poor amenity. There may be opportunity to widen the pedestrian space and to provide additional separation from vehicular traffic on the bridge, through a 'clip-on'-type bridge extension.

Constraints to this potential include structural considerations, construction cost and DDA considerations (Disability Discrimination Act). That is, the existing bridge gradients may be too steep to provide DDA-compliant pedestrian access.

This is proposed to be a medium term action.

#### Action 1.1-C

***Develop Kalkee Road and Edith Street as "Connection Corridors" or "green ways"***

These two roads currently provide connections across the railway line, via a road bridge and level crossing respectively. The approach here is to reinforce the streets with existing connections across to central Horsham.

These Connection Corridors should incorporate treatments such as:

- Signage (pedestrian and cycle focussed)
- Consistent, improved street tree planting
- New, demarcated cycle lanes (preferably physically separated from traffic lanes)
- New pavement treatments to footpaths
- Regular rest/meeting points, with shelter and seating, these may coincide with bus stops
- New lighting, with pedestrian focus
- Linked to existing and proposed bicycle and pedestrian networks.

These treatments should extend well beyond Horsham North, into central Horsham, to signify continuity and 'stitching together'. These streets are intended to become the key 'safe routes' with highest pedestrian amenity and accessibility, as well as a focus for enhanced public transport and cycling facilities.

Primary "green way" connector routes:

- Kalkee Road, between Edith Street and Western Highway (somewhere near CBD)
- Edith Street, between Kalkee Road and the Wimmera River (somewhere across railway line)
- Albert Street, between Rasmussen Road and Searle Street (McPherson St intersection)

Secondary "Green ways" (lower priority)

- Lynott Street
- Hazel Street, between Kalkee Road and Dimbola Road/Western Highway

This is proposed to be a short term action.



**Strategy 1.2: Create new pedestrian connections across the railway (see Precinct 04)**

**Purpose/intent:**

Additional connections across the railway corridor will provide increased accessibility and further reduced the railway’s barrier effect, while also providing new, contemporary crossings which will be safer and more comfortable for pedestrians and cyclists.

**Action 1.2-A**

*Investigate opportunities for a new pedestrian and cycle link across the railway corridor at Albert Street to McPherson Street.*

This may take the form of a new pedestrian level crossing (if allowable under current legislation) or a new footbridge or new/redeveloped underpass. New mixed-use development around this connection should be encouraged, to help to activate the area and increase safety. See also Action 1.1-A above.

This is proposed to be a medium term action.

**Strategy 1.3: Encourage redevelopment of underutilised sites**

**Purpose/intent:**

Underutilised or vacant land and disused buildings can be a visual blight in the urban environment, and create gaps in streetscapes and urban areas which lack activity or opportunities for visual interaction. Horsham North contains numerous underutilised sites, particularly in the industrial area alongside the railway corridor.

Well-designed redevelopment of these sites can enhance streetscape conditions, safety, activity levels and the general appearance of the urban environment.

**Action 1.3-A**

*Encourage the re-use and redevelopment of underutilised or unoccupied land close to the railway corridor, for recreation purposes, community purposes, residential purposes and a range of appropriately scaled commercial activities that will support those uses.*

Redevelopment of underutilised land close to the railway corridor will reduce the barrier effect of this area in separating Horsham North from the remainder of Horsham, filling in gaps with new activity.

New development should enhance streetscape conditions, and encourage activation of the public realm, and seek to ‘infill’ the available land close to the railway line, to reduce the ‘gap’ between Horsham North and central Horsham.

This is proposed to be a short term action.

**Strategy 1.4: Establish a new Children’s/Community Hub close to Dudley Cornell Reserve, to support redevelopment of this area as the focus for Horsham North (see Precinct 04)**

**Purpose/intent:**

The planned Community Hub development is discussed in detail in Direction 4, below. It is proposed that this development, incorporating a new primary school for Horsham North and other community/children’s health facilities, be located close to Dudley Cornell Reserve, where it can become part of focal point for Horsham North, and assist in creating a new identity for the area.

**Action 1.4-A**

*Develop a children’s community hub building (adjacent to Dudley Cornell Reserve) incorporating improved pedestrian and bicycle links to Horsham’s existing and proposed pedestrian and cycle network, including additional and improved access across the railway line.*

The new hub building can, in this way, start the process of creating a new focus for Horsham North, and provides a nucleus for the formation of the new focal point for Horsham north. The areas adjacent the Hub is discussed further in sections 2 and 4, below.

This is proposed to be a short to medium term action.





# DIRECTION 02: Improving the Urban Environment

## Direction 02

### Improving the urban environment

#### Rationale

Physical improvements to the public realm (streetscapes, public places, open space) can help to enhance the image and perception of an urban area, and instil local pride amongst residents. These improvements also have a functional aspect, allowing easier movement, increased safety and greater amenity and comfort. Horsham North's public realm areas require significant upgrades, in terms of functionality and appearance.



Existing entry to Dudley Cornell Reserve

### Strategy 2.1: Improve the accessibility, safety and edge conditions of Dudley Cornell Reserve (see Precinct 02)

#### Purpose/intent:

The safety and amenity of public spaces is greatly enhanced by active frontages in surrounding development. That is, buildings which face directly onto the space, allowing passive surveillance and visual interaction between the public and private realms. This creates a sense of activity and movement around the public space, and reduces 'hidden' areas or corners which can attract unsociable behaviour.

Dudley Cornell Reserve is a highly utilised and valued community recreation asset, located centrally within Horsham North, comprising two sports ovals and a central access roadway and sports pavilion. However the safety, amenity and sense of activity within this Reserve is constrained by its edge conditions, which primarily comprise back fences to adjoining houses fronting onto surrounding streets. The Reserve is 'hemmed in' by surrounding houses.

#### Action 2.1-A

**Encourage infill redevelopment and reconfiguration around Dudley Cornell Reserve to increase access and the extent of active frontage to the open space, without reducing the functionality of the open space**

There is an opportunity for new infill residential development (townhouses or similar) around some edges of Dudley Cornell Reserve, to help activate the edges of the open space and create a safer public environment. This would occur particularly in the undefined area of open space south of the smaller oval, which is currently the site of safety/crime issues.

This new development could be implemented to varying extents, depending on the availability of private residential land, but the extent of required land acquisition is small for the significant benefit of 'opening up' the reserve to the surrounding urban area, and encouraging through-movement within the Reserve. This will allow the Dudley Cornell Reserve to play a more central, important role in the local area.

This is proposed to be a medium term action.

#### Action 2.1-B

**Encourage existing houses which 'back onto' the Reserve to adopt lower height/visually transparent fences of the Reserve boundary, to facilitate increased passive surveillance of the Reserve area. Apply a standard to improve the visual appearance of fences abutting the Reserve.**

Fences which facilitate a stronger visual connection between private property and public open space, while maintaining appropriate levels of privacy and security, can help to enhance safety and the feeling of 'connectedness' between those in the park and the surrounding houses. Increased visual permeability will allow residents adjoining the Reserve to take 'ownership' and pride in the park, helping to maintain safety and an increased sense of activity. In addition work with relevant property owners to develop standards that will constrain fencing types considering height, colour, construction method and other factors affecting the appearance of the fences visible from the park.

#### Action 2.1-C

**Encourage redevelopment of commercial sites north of Dudley Cornell Reserve.**

The land north of the Reserve occupied by GWMWater, VicRoads and AH Plant Hire, provide a strong opportunity for potential redevelopment for a neighbourhood activity centre and residential development, with additional open space provision. This development would benefit from main road frontage to Kalkee Road, and immediate proximity to the Reserve, forming an integrated, mixed-use hub located centrally within Horsham North.

This is proposed to be a medium term action.







**Strategy 2.3: Enhance edge conditions to planned landscape/recreation corridor [CMI reserve] (see Precinct 05)**

**Purpose/intent:**

A landscape plan has been prepared, and implementation commenced, for the landscape corridor at the east end of Horsham North, known as CMI Reserve. Implementation to date includes a new playground, and community vegetable garden.

This landscape plan is strongly supported, but the outcomes could be strengthened by improvements to the edge conditions of the landscape area. The existing conditions are dominated by back fences to adjoining houses, making the space feel isolated, quiet, disconnected and unsafe. Through targeted redevelopment, these edges may be improved to facilitate passive surveillance and active, open edges to a valuable community open space asset.

**Action 2.3-A**

***Encourage new street connections to provide a more integrated movement network and higher levels of accessibility and permeability.***

A new street link from the existing entry to the CMI Reserve car park into the existing residential area will run through the southern part of the landscaped corridor, but will provide an active movement link and strong connection into residential areas, integrating the open space with the development area.

This is proposed to be a long term action.

**Action 2.3-B**

***Encourage redevelopment of existing residential properties which ‘back onto’ the landscape corridor, at the appropriate time.***

If circumstances (ownership, condition) allow redevelopment of some or all of these properties, new development should provide for ‘dual aspect’ residential buildings, which face both the street and the landscape reserve.

This is proposed to be a medium term action.

**Action 2.3-C**

***Continue implementation of the planned landscape area within the CMI Reserve, including community facilities, vegetable gardens, planting and play areas.***

The established plan should continue implementation to provide a high quality recreational and productive asset for the community.

This is proposed to be a short term action.

**Action 2.3D**

***Encourage existing houses which ‘back onto’ the foundry park to adopt lower height/visually transparent fences of the Reserve boundary, to facilitate increased passive surveillance of the Reserve area. Apply a standard to improve the visual appearance of fences abutting the park.***

Fences which facilitate a stronger visual connection between private property and public open space, while maintaining appropriate levels of privacy and security, can help to enhance safety and the feeling of ‘connectedness’ between those in the park and the surrounding houses. Increased visual permeability will allow residents adjoining the Reserve to take ‘ownership’ and pride in the park, helping to maintain safety and an increased sense of activity. In addition work with relevant property owners to develop standards that will constrain fencing types considering height, colour, construction method and other factors affecting the appearance of the fences visible from the park.

**Strategy 2.4: Streetscape improvements**

**Purpose/intent:**

As discussed above, the urban environment in Horsham North would benefit from physical improvements, including streetscape beautification, lighting and signage, pavement repairs and other initiatives. These improvements will help to enhance local pride and sense of belonging and ‘ownership’ of the area, but can be quite modest in scale and cost.

**Action 2.4-A**

***Establish an ongoing program of streetscape improvements across the urban area of Horsham North.***

A planned, ongoing program of streetscape improvements across the area will demonstrate a continual process of upgrades and expenditure, and a commitment to ‘bringing the area up to speed’ with other parts of Horsham.

This program should include street planting, pavements, lighting and signage, and other street furniture, designed for visual consistency, quality and durability. Key connection routes should be prioritised, as discussed in Direction 3 below.

**Action 2.4-B**

***Ensure that maintenance and repairs are carried out in an organised and rapid manner, in response to any damage***

Any physical improvements should be accompanied by an effective, ‘immediate response’ maintenance program, to ensure that any damage is quickly repaired. This demonstrates a commitment to maintaining quality and protecting community assets, and to defeating any efforts at wilful damage.

New fixtures such as street furniture and lighting should be selected for durability and to minimise maintenance requirements.

This is proposed to be a short term/ongoing action.



## DIRECTION 03: Improving Accessibility

### Direction 03

#### *Improving accessibility*

##### **Rationale**

Accessibility has been identified as a key issue for the Horsham North community, including movement within Horsham North, and to other parts of Horsham and beyond. Conditions for walking and cycling are generally quite poor, and public transport services are limited, with unsatisfactory facilities and bus stops.

The provision of effective transport alternatives to the private car is vital for Horsham North, because of relatively low car ownership rates, and the need to facilitate more sustainable travel.

Further, the relatively short distances within Horsham North, and to central Horsham, and the flat landscape and wide streets with generally low traffic volumes, provide an ideal base for encouraging walking and cycling in the urban area.

#### **Strategy 3.1: Identify key routes for pedestrian and bicycle movement, and enhance the amenity, safety and appearance of these routes**

##### **Purpose/intent:**

The identification, enhancement and promotion of key “green way” routes along Kalkee Road, Edith Street and Albert Street, with improved conditions for safe and comfortable walking and cycling, will focus people movement to these routes, which will further enhance the sense of safety and activity. These routes will contribute to the effective re-integration of Horsham North with central Horsham.

##### **Action 3.1-A**

#### ***Develop and promote ‘green ways’ on Kalkee Road, Edith Street and Albert Street***

The ‘green way’ concept relates to both sustainable travel (emphasising walking and cycling, as well as public transport), and a green environment, through new street trees, landscaping and water sensitive urban design (WSUD).

Kalkee Road, Edith Street and Albert Street are identified as key north-south and east-west connectors, with sufficient width to accommodate high-quality streetscape improvements including pedestrian and cycling infrastructure.

Further, these ‘green way’ streetscape treatments should extend across the railway line beyond Horsham North, to emphasise continuity and integration across Horsham. New/modified bus routes should also focus on these streets.

This is proposed to be a medium term action.

##### **Action 3.1-B**

#### ***Incorporate traffic calming devices to these “green way” streets and other key routes, to limit speeding and ‘hoon driving’ on the straight, wide local streets.***

Initiatives such as kerb outstands, road narrowing, raised pedestrian crossings and alternate paving treatments should be incorporated as traffic calming devices, particularly focussing on key pedestrian and cycle connector routes.

This is proposed to be a medium term action.





Strategy 3.2: Install bicycle lanes on local streets

Purpose/intent:

Horsham North’s wide streets, grid-based street network, low traffic volumes and flat terrain, as well as the relatively short distances, provide ideal conditions for local cycling access. The provision of demarcated cycle lanes on a range of streets will provide for safer cycling, while also helping to promote cycling as a legitimate transport option.

Action 3.2-A

Install separate, ‘Copenhagen-style’ bicycle lanes on key routes, including Kalkee Road, Edith Street and Albert Street.

A ‘Copenhagen-style’ bicycle lane is physically separated from vehicular traffic by a level change (kerb) and on-street parking areas, so is located adjacent to the footpath, and clearly marked for cyclist use. These lanes may be two-way on one side of the road, or one way on each side of the road.

This approach represents ‘best practice’ in on-road cycle lanes, and should be implemented as part of the “green ways” program on Kalkee Road, Edith Street and Albert Street.

This is proposed to be a medium term action.

Action 3.2-B

Install demarcated cycle lanes on other local streets

Simple ‘painted white line’ bicycle lanes can be installed on local streets easily and at low cost, and will provide a demarcated space on the street for cyclists.

This is proposed to be a short term action.

Action 3.2-C

Encourage local cycling through Council-run events and programs

Events such as “Ride to School/Work Day”, “Car-free days” and organised local/regional bike rides, and programs such as bike giveaways or free repairs, will encourage cycling as a recreational pursuit, and help residents to ‘discover’ the potential for cycling to school, work, shops etc.

This is proposed to be a short term action.

Strategy 3.3: Improve footpath conditions

Purpose/intent:

The poor condition of footpaths in Horsham North has been identified as a key issue affecting accessibility and the perception of the area. Encouraging and facilitating walking as a transport mode will require the short-term improvement of streetscape conditions, with pedestrians as the priority.

Action 3.3-A

Implement footpath pavement repairs as part of an ongoing streetscape improvement program, focussing on key routes and priority locations.

Repair or replace footpaths along major local streets where required. Widen footpaths where possible, to encourage social walking. Ensure consistency of materials and finishes.

This is proposed to be a short term/ongoing action.

Action 3.3-B

Establish an ongoing footpath maintenance program, to rapidly address ongoing issues or damage.

Ensure required maintenance is carried out in a timely, responsive manner, and contributes to the wider improvement program.

This is proposed to be a short term/ongoing action.

Action 3.3-C

Improve the pedestrian path network on local streets

Narrowing the side local streets by formalising the on-street parking spaces, providing on-road cycle lanes and intermittent kerb outstands for narrower pedestrian crossing points, will help to improve conditions for walking and crossing streets. Also consider new zebra crossings at key locations, such as near the planned Community Hub.

This is proposed to be a short term action.



Example existing conditions



### Strategy 3.4: Improve public transport connections to Horsham CBD and community facilities

#### Purpose/intent:

As discussed above, accessibility has been identified as a key issue for the Horsham North community, and the provision of effective transport alternatives to the private car is vital. Current public transport (bus) services and facilities in Horsham North are inadequate. Bus timetables are limited to weekday periods (not weekends or evenings) and services are infrequent.

#### Action 3.4-A

**Review existing local bus services, with a view to implementing improvements, including routes, timetables, destinations, patronage and cost.**

Identify existing shortfalls and issues with current services, and develop approaches to improvement.

This is proposed to be a short term action.

#### Action 3.4-B

**Improve bus services and facilities for Horsham North**

Implement improvements to services and facilities, including:

- Subsidised/free travel for seniors, concession holders and/or unemployed (as appropriate)
- Increased service frequency (minimum 30 minutes frequency)
- Expanded service hours, including early mornings, evenings and weekends, to support commuter travel and social activity
- Improved bus stop facilities, including seating, shelter and lighting, giving priority to key routes such as Kalkee Rd and Edith St
- Improved routes, to key destinations (supermarkets, library, city centre, sport and recreation facilities)

Also consider introducing a daily/weekly 'shuttle bus' that stops at key community facilities (supermarket, church, hospital etc).

This is proposed to be a short term action.

#### Action 3.4-C

**Improve the Rail Station environment**

Improve the railway/Station interface by upgrading car park areas, signage and landscaping. Prioritise pedestrian/cycle links to/from the Station.

This is proposed to be a medium term action.

#### Action 3.4-D

**Advocate for the re-activation of rail links to other towns**

Currently the only passenger rail service stopping at Horsham is the Melbourne-Adelaide overland route. V/Line trains from Melbourne only extend to Ararat. It is suggested that opportunities to re-activate V/Line rail services to Horsham be investigated and implemented. When the railway line is re-aligned ensure that provision is made for passenger services to continue to Horsham.

This is proposed to be a short term action.



Existing conditions along Lynott St near level crossing



Proposed 'Safe-Places' along Lynott St



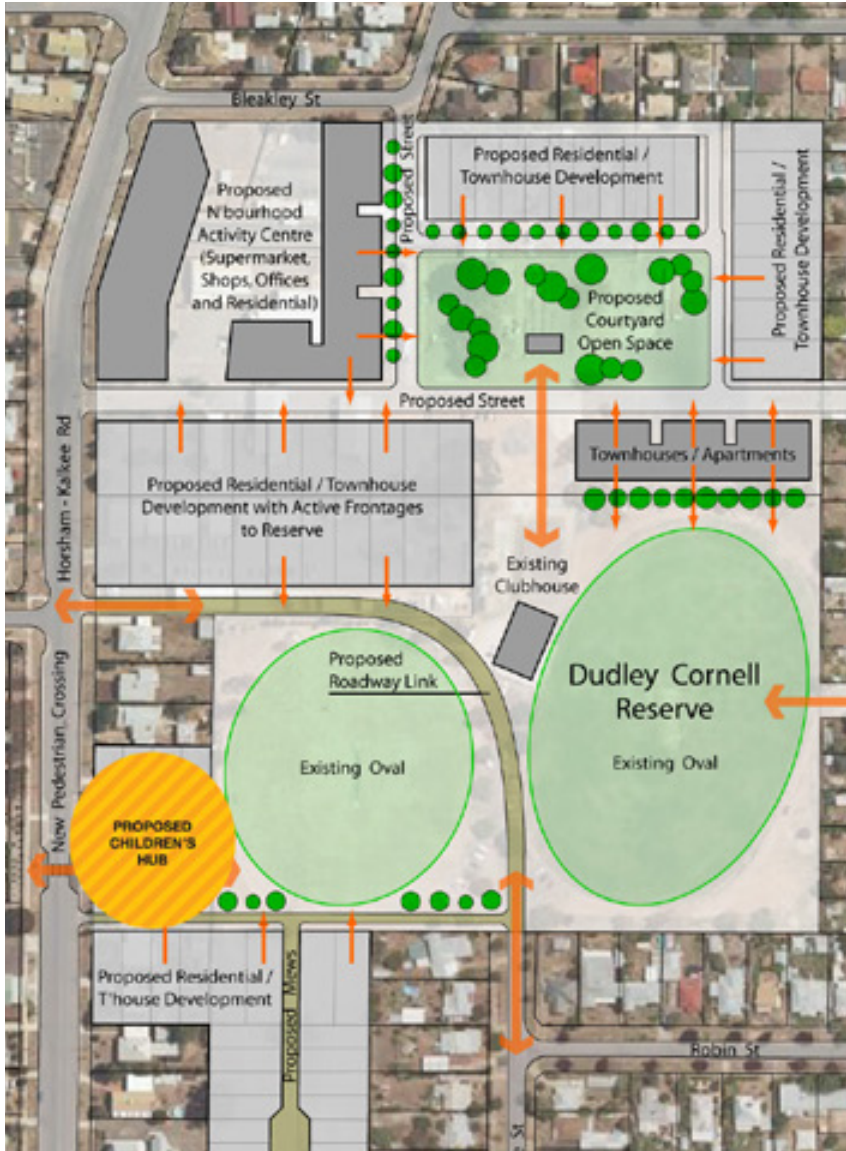
## DIRECTION 04: Creating a Community Focus or ‘Heart’

## Direction 04

## Creating a community focus or 'heart'

## Rationale

Horsham Rural City Council, in conjunction with the Department of Education and Early Childhood Development (DEECD), is in the early stages of planning for a new Community Hub development, comprising redeveloped/relocated primary school for Horsham North, and other children's services and facilities.



**Strategy 4.1: Deliver a new Children's/Community Hub development, comprising primary school, care services, MCH etc, as a focus for the Horsham North community (see Precincts 02 & 04)**

### Purpose/intent:

As the major new facility currently being planned for Horsham North, it is vital that the new Children's/Community Hub delivers excellent outcomes for the urban area, helping to generate activity, safety, pride, identity and 'sense of place' in Horsham North.

It is envisaged that this Hub will become a civic/community focus, forming a new 'heart' for this part of Horsham. In an area of serious disadvantage, isolation and long term neglect, the message of this development is, in many ways, as important as the function.

### Action 4.1-A

*Plan the Children's/Community Hub as a vehicle for local area regeneration.*

The provision of new facilities, with high quality design and maintenance, can create a community ‘heart’ or central focus, which signals a new start for Horsham North, and a new commitment to quality, service provision, safety and sustainable growth in the area. The Hub could provide a broad range of services and activities, to assist with ‘grassroots’ regeneration activities in the area.

By locating the Children's/Community Hub adjacent Dudley Cornell Reserve, it is possible for the development to become the impetus that starts the process of reinvestment in the area. The Hub will become a key attractor for the area, and the co-location of services and other new developments in the vicinity will assist in creating the new heart of the community. As show in the concept drawings, potential exists for private development of new facilities and housing to leverage off of this new facility.

This is proposed to be a short term action.

### Action 4.1-B

*Design the Hub as a highly visible 'beacon' and landmark.*

To contribute effectively to broader urban regeneration, and to become a new civic ‘heart’ for Horsham North, the Hub should be located and designed to be highly prominent and visible in the urban area, ‘standing out from the crowd’. A new, contemporary and well-designed development will attract the full spectrum of community members to utilise the facilities.

This is proposed to be a short term action.

### Action 4.1-C

*Integrate other uses within the Hub, such as a commercial café, community action centre, meeting rooms, community kitchen, playground and outdoor urban plaza.*

A diverse mixture of uses within the Hub will help it to become a civic ‘heart’, attracting the full range of community members to use the facilities, and broadening its role from just an educational facility, to a vibrant, enjoyable urban centre of activity.

Land to the north of Dudley Cornell Reserve may also benefit from the increased activity levels generated by the construction of the Children's/Community Hub. This land may be developed for a range of commercial and residential uses that will further improve the role of this area as the new focus for Horsham North.

This is proposed to be a medium term action.



# DIRECTION 05: Place Making

## Strategy 5.1: Turn the existing Rail Corridor into a gathering place for the Horsham community. (see Precincts 03 & 04)

### Purpose/intent:

This key area will become the key focus point for Horsham North and wider Horsham. Through considered urban design, siting, configuration, and a range of new activities and uses, the area will become an effective vehicle for the re-integration and urban renewal of Horsham North. The area now occupied by the rail line and its freight handling and other associated uses will be transformed into a place to go for recreation, socialising, and community activities. These activities will be supported by a range of new uses to be introduced to the area, which may include café, bicycle hire, a Men's Shed, BBQ and picnic areas, and other business that would support the role of the area as a place to gather. The area may also include some small scale medium density housing.

### Action 5.1-A

*Create a public open space area along the existing rail corridor, including the existing freight handling area, that includes areas for active and passive recreation opportunities for all times of the year, adds to Horsham's network of pedestrian and cycling path, potential for new residential development, and appropriately scaled commercial development that will support these new activities.*

As the rail corridor currently has the barrier effect of separating Horsham North from the remainder of the city, turning it into an area that attracts and engages people, allows for easy and pleasant movement through and across the area, and provides linkages with other areas of the city, will help to revitalise this area, filling in a prominent gap in the urban fabric. The creation of this place should signal a positive change in Horsham North, and 'bridge the divide'.

Key considerations for development of an activity place on railway land include:

- Potential land contamination, from previous or adjoining land uses
- Dangerous pollution from nearby land uses
- Noise and vibration from passing trains and adjoining land uses
- Safety and accessibility, regarding adjoining roads and railway lines
- Requirement to purchase or lease land, probably from VicTrack
- Relocation of the rail line
- Managing potential conflicts between the proposed new activities and the rail line in the intervening period
- Integrating residential and complementary commercial activity within the redeveloped area

Some of these issues will require site investigations during the early project planning phase, to determine an appropriate site. Others can be addressed through effective architectural design.

Key benefits from creating an activity place in the railway corridor include:

- Forming a positive, new gateway gesture at a key entry point to Horsham North
- Accessibility from across Horsham North, and from other parts of Horsham
- Visibility from central Horsham, inviting visitation, activity and exploration
- Opportunity to incorporate new and enhanced pedestrian connections using the railway corridor
- Bringing people towards central Horsham, becoming more a part of the town
- Increasing amenity of adjoining streets, through new frontages onto a new people oriented area.
- Improving the image and perception of Horsham North, through a prominent, contemporary development at a highly visible location
- Improving access to open space for a large area of the city
- Creating a major east west pedestrian and cycle connection for the northern area of the city (once the rail line has been removed).

This is proposed to be a long term action.

### Action 5.1-B

*Instigate an effective project development process, with a Project Manager and skilled and experienced team.*

The project process should incorporate the following key stages:

- Site investigations and confirmation
- Briefing and determination of requirements for long-term sustainability
- Urban Design – siting and configuration of buildings, including entries, frontages, connections and open spaces
- Detailed design and documentation
- High quality construction

This is proposed to be a short term action.



#### Action 5.1-C

*Ensure that the design of the various components of the area are appropriate to the place, its purpose and context.*

The redevelopment of the area must deliver on a range of strategic initiatives that make best use of the land and its locality. The redeveloped rail corridor must create an area which:

- Is highly visible from the north and south
- Is accessible from the north and south
- Can be open to the east and west once the rail line is removed
- Is open and welcoming, not concealed or hidden away
- Has a substantial, positive, active frontage to major roads/streets
- Has significant potential for future expansion
- Incorporates enhanced pedestrian crossings over the railway corridor
- Makes a strong, positive statement to visitors/residents on arrival in Horsham North – about a forward looking, changing place and community
- Creates a place that caters to the needs and aspirations of the community

This is proposed to be a medium term action.



Existing conditions along Edith St near level crossing



Proposed 'Safe-Places' along Edith St



# DIRECTION 06: Improving Safety in the Public Realm

## Direction 06

*Improving safety in the public realm*

### Rationale

Safety in the public realm in Horsham North has been identified as a primary issue, affecting local residents' health, accessibility, sense of isolation, life opportunities and choices regarding school, work and social activity.

Many or most of the initiatives in this UDF are aimed at increasing levels of safety in streets and spaces, through direct or indirect initiatives, but there are opportunities for specific initiatives to demonstrate a commitment to facilitating safe movement for residents.

### Strategy 6.1: Create “Safe Places” for meeting and waiting

#### Purpose/intent:

Issues with safety in the public realm, and the difficulty of accessing facilities in other parts of Horsham, suggest the need for ‘meeting points’ or facilities where residents can meet together, or wait for public transport, in a safe environment.

#### Action 6.1-A

##### Create a series of “Safe Places”

These Safe Places should be carefully designed with CPTED (Crime Prevention Through Environmental Design) principles and latest technologies, and may comprise:

- Sheltered space and seating
- Effective lighting
- Emergency on-call security system / CCTV
- High levels of visibility and visual openness
- Public transport information
- Regular monitoring and maintenance
- Direct overlooking from nearby houses and other buildings

These should be located at key intersections and streets, for easy access from a local residential catchment, and direct proximity to transport services.

This is proposed to be a short term action.

#### Action 6.1-B

##### Encourage local ‘ownership’ and protection of Safe Places

There may be opportunity to encourage key local residents to take ‘ownership’ and care of these new facilities, if located close to their homes, as an approach to community-based responsibility and supporting local pride of place.

This is proposed to be a short term action.

#### Action 6.1-C

##### Encourage pedestrian movement to focus on key routes in the short term, to concentrate activity and movement

The identified “green way” connector routes of Kalkee Road, Edith Street and Albert Street should be promoted as key pedestrian movement spines, which link into all other streets. In this way, pedestrian activity can be concentrated on these streets, to increase safety levels here.

This is proposed to be a short term action.

### Strategy 6.2: Activate key edges to streets and open spaces, and increase activity levels on local streets

#### Purpose/intent:

Active edges to streets and spaces are created by buildings with visible entries and frontage windows, allowing ‘eyes on the street’ or passive surveillance, and visual interaction between the public realm and internal spaces. This condition increases the presence of other people, and so helps to increase perceived and actual safety.

#### Action 6.2-A

##### Ensure all new development has a positive impact on the public realm

Ensure that new development provides positive frontages to the public realm, to encourage passive surveillance and visual interaction. This may be achieved through prominent, visual entries, large windows at ground floor level, and other design devices to make internal activity visible from the public realm.

This is proposed to be a short term/ongoing action.



**Action 6.2-B**

***Encourage medium-density residential development within the established urban area of Horsham North***

Increased residential development and local resident population will result in increased activity levels, and therefore greater safety levels. More people make a place feel busier, more vibrant, and safer.

New residential development should focus on established urban areas, rather than urban expansion necessarily, to ‘fill the gaps’ and concentrate activity in a defined area, supporting walkable access.

This is proposed to be a short term/ongoing action.

**Strategy 6.3: Provide high-quality, contemporary youth-focussed facilities in Horsham North**

**Purpose/intent:**

The provision of youth-focussed facilities or other youth-specific recreation opportunities, demonstrates a commitment to and respect for young people in the local area, and may result in a safer public environment (less boredom, vandalism, anti-social behaviour, resulting from increased opportunities for social behaviour).

In other locations, such as the new youth space in Geelong, an investment of a high quality facility in a prominent, valuable location, has been responded to by respect and care for the facilities by the young people using them. This type of contemporary facility can provide opportunities for physical exercise, social interaction, performance, events and gatherings, and a positive place for young people to ‘hang out’.

**Action 6.3-A**

***Expand the role of the North Gym facility on the current Primary School site, as a contemporary fitness facility, with associated running tracks and other outdoor facilities.***

Expand the role of the North Gym facility on the current Primary School site, as a contemporary fitness facility, with associated running tracks and other outdoor facilities.

By developing a contemporary recreation facility which appeals to young people, and provides a range of services and recreational opportunities, the health of local youth may be improved.

This is proposed to be a short term/ongoing action.

**Action 6.3-B**

***Investigate the potential to develop a youth recreation space / skate facility in Horsham North***

A new youth-focussed facility should be located close to one of the identified “green way” connector routes (Kalkee Road, Edith Street and Albert Street), and should be prominent and highly visible. Further, the design and location must be demonstrably inclusive, and in a location which is integrated with all other activities.

This is proposed to be a short term action.



# DIRECTION 07: Improving the ‘Image’ and Perception of Horsham North

## Direction 07

Improving the ‘image’ and perception of Horsham North

### Rationale

Horsham North’s negative image and perceptions of Horsham North as a poor, unsafe place that should be avoided, is recognised as a primary issue affecting its future development. Achieving positive change in the image and perception of this area is therefore a key outcome for the implementation of this project, and is vital to achieve effective and sustainable urban renewal.

### Strategy 7.1: Identify and develop a new strategic role for Horsham North, as a vehicle for urban renewal

#### Purpose/intent:

What will Horsham North become?

Identifying an agreed Vision and future role for Horsham North will provide a strong basis for change, towards an ultimate goal. This vision and strategic role should encompass economic, social, cultural and environmental considerations, in response to local opportunities, and should provide a clear ‘driver’ for change in the area. It should seek to answer:

#### Action 7.1-A

*Officially ‘remove’ the title Horsham North, replaced by simply “Horsham”, or: identify a new name for Horsham North.*

An official name change can signify broader changes and new directions. A new name may be based on historic/cultural references, or could be a more modest change, such as “New Horsham” (like New Gisborne, or the New Gorbals, UK). Extensive and effective community participation should inform and drive this process.

This is proposed to be a short term action.

#### Action 7.1-B

*Develop a bold, forward-thinking and ‘big’ vision for the future of this part of Horsham*

Through effective and comprehensive community consultation, in Horsham North and other areas of Horsham, as well as other consultation and strategic planning, a Vision should be developed, to guide future development and confirming what this urban area will become in the future. Community support and ‘buy in’ is essential, as is thinking big.

The aims established for the Horsham Community Action Centre (HCAC) are strongly supported. These are:

- Address issues of service fragmentation
- Enhance the strengths of the Horsham North community
- Enhance capacity to attract outreach services
- Enable sharing of infrastructure / resources
- Provide a community focal point
- Provide opportunities for sustained service provision of education, training, well-being and safety
- Build the skills, knowledge and capacity of community members
- Provide a welcoming and supportive and non threatening meeting place; and
- Enhance the links between Horsham North and the broader community

Many of these aims are inherent in the Directions, Strategies and Actions set out in this Urban Design Framework Report.

This is proposed to be a short term action.

#### Action 7.1-C

*Develop a series of Actions or “Terms of Reference” to guide progress towards the Vision*

An effective Vision must be accompanied by an appropriate implementation strategy, providing a clear ‘road map’ to achieving the preferred future for the area. This strategy should commence with immediate, short-term initiatives and progress to longer term actions.

The residents of Horsham North have established an outline for the next few years, describing the preferred future for the area, in the form of an Action Plan. The numerous Actions fall under the following themes:

- Horsham North ‘A great place to Live’
- Horsham North ‘A great place to Learn’
- Horsham North ‘A great place to Play’
- Horsham North ‘A great place to Work’
- Horsham North ‘A great place for Families’
- Horsham North ‘A place that is friendly to the Environment’

Again, the contents of this UDF reflect these Themes.

However, this UDF also takes a longer-term view, and envisions more substantial change and development, while maintaining the valued characteristics and community strengths which characterise Horsham North today, and continuing to respond to the established themes (above) for community action.

This is proposed to be a short term action.



**Strategy 7.2: Promote/publicise the new role within Horsham and beyond**

**Purpose/intent:**

Communication is key to changing perceptions of a place. Notifying residents across Horsham and beyond of the new direction and changes underway will begin to change residents’ image of Horsham North, and may help to mobilise ‘on the ground’ support for key initiatives

**Action 7.2-A**

*Design, create and distribute newsletters, emails, website and other publicity materials on a regular basis, to communicate and promote the changes taking place in Horsham North.*

This communication activity must take place within Horsham North, and across wider Horsham and nearby locations. Recent reference examples include:

Canvey Island, near London, UK  
<http://www.canveycomesalive.co.uk/>

This is proposed to be a short term/ongoing action.

**Action 7.2-B**

*Conduct events and announcements to communicate the changes underway in Horsham North*

Events and gathering in Horsham north can become vehicles to signal and communicate the area’s new role and position in the town and wider region.

This is proposed to be a short term/ongoing action.



# DIRECTION 08: Generating Economic Activity in Horsham North

## Direction 08

### Generating economic development in Horsham North

#### Rationale

Horsham North accommodates some business activity in the southern areas close to the railway line. This area, however, will likely undergo a great deal of change in the level of business activity when the existing rail freight and logistics activities move to the newly created Wimmera Intermodal Freight Terminal Precinct (WIFTP). There is also a limited amount of local convenience shopping available in the area.

The potential exists to create a new mixed use commercial and residential precinct adjoin the Children’s/Community hub adjacent Dudley Cornell Reserve. Development of this nature will assist in increasing the activity levels in this new focal point for Horsham North.

Economic development can bring multiple benefits to an urban area, including improved access to shopping for food and other goods, employment opportunities, meeting and social interaction, and enjoyment. Increased business activity will make the area more active, vibrant and busy, creating a better ‘feel’ in the area.

#### Strategy 8.1: Reinvestment and Employment

##### Action 8.1-A

**Create a Mixed Use commercial and residential area north of Dudley Cornell Reserve and the Children’s Hub.**

To further establish the Dudley Cornell Reserve area as the new focal point for Horsham North, the establishment of new commercial centre to service the neighbourhood, along with opportunity for medium density housing fronting onto the reserve should be pursued. This new development should provide an active frontage to the reserve, as well as integrate with the proposed Children’s Hub.

This is proposed to be a medium term action.

##### Action 8.1-B

**Identify opportunities for retail to support the function of the redeveloped rail corridor.**

The redeveloped rail corridor will become a focus of social, cultural and recreational activity for the whole Horsham community. This new role will be supported by subordinate commercial activity that will service that function, such as café, bicycle hire, BBQ and picnic areas, and other business that would support the role of the area as a place to gather.

This is proposed to be a medium to long term action.

##### Action 8.1-C

**Encourage businesses to (re)locate in Horsham North.**

New business activity will provide several benefits to Horsham North, including a more diverse, developed urban area, local employment and training opportunities, increased activity levels, and spin-off benefits for other businesses, such as shops and cafes.

This is proposed to be a medium term/ongoing action.

##### Action 8.1-D

**Encourage the rezoning and redevelopment of current and former industrial areas within the urban area of Horsham North, especially along the railway corridor.**

Existing industrial areas add to the barrier condition and separation between Horsham North and other parts of Horsham. These areas also blight the visual landscape, and leave gaps in the urban fabric or an otherwise predominantly residential area. Rezoning and redevelopment will address this issue, and lead to a new ‘frontage’ for Horsham.

Ensure all new development addresses/improves streetscapes through positive frontages.

Encourage new clean, advanced industries (such as energy technology or clean production/manufacturing) to locate in existing industrial areas.

This is proposed to be a short term action.

#### Strategy 8.2: Retail

##### Action 8.2-A

**Council to investigate the feasibility of a new retail based development (local activity centre) in Horsham North focused on convenience based shopping, or preferably a supermarket (possibly small size)**

This is proposed to be a short term action.

##### Action 8.2-B

**Encourage the development of a small-scale retail convenience centre on Kalkee Road.**

This is proposed to be a medium term action.

##### Action 8.2-C

**Encourage an activity centre (retail/commercial) development on the current VicRoads/GWM Water/AH Plant Hire sites, with the primary frontage to Kalkee Road.**

This is proposed to be a medium term action.



**Action 8.2-D**

**Encourage existing activities and events to locate in Horsham North**  
Key events on Horsham’s calendar can be used as vehicles for re-integration, by encouraging these events to locate partly or fully within Horsham North, bringing people into the area, and demonstrating support for the area.

Existing Horsham events such as Farmers’ Markets, annual celebrations and community gatherings should be located within the Horsham north area, perhaps temporarily, to help to bring people into this area, and to introduce the changes underway. Events and communal gatherings can help give places a new image, encouraging residents to view the places differently.

A range of community programs that are currently delivered throughout Horsham should be encouraged to take place in Horsham North, and the redeveloped rail corridor.

This is proposed to be a short term/ongoing action.

**Action 8.2-E**

**Develop new events for Horsham North and wider Horsham, which focus on and celebrate ongoing changes in the area**  
Programming for events, gatherings and entertainment and is an important aspect of public space design and management, as well as communicating a new image and role for a place. In terms of this UDF, events could be programmed for the Dudley Cornell Reserve, current Primary School site (when the school is relocated) or by closing off key streets temporarily.

Another highly successful event can be a “Ride to Work/School Day” or “Car-free Day”, where residents are encouraged to try cycling, walking, running and recreation, through temporary limitations on car traffic. This helps to introduce people to other transport options, and in this case, to new “green way” connector routes or new streetscapes and bicycle lanes.

This is proposed to be a short term/ongoing action.

**Strategy 7.3: Residential**

**Action 8.3-A**

**Encourage/facilitate new infill residential development within the urban area of Horsham North**  
Infill development should be encouraged, as it will lead to a more vibrant, active and diverse urban area. Infill development should be located especially where it can provide a benefit to exiting streets and open spaces, through enhanced active frontages, passive surveillance opportunities, and improved appearance and amenity.

This is proposed to be a medium term action.

**Action 8.3-B**

**Encourage/facilitate new residential development north-east of the existing Horsham north area and south of Rasmussen Road**  
While new development on this currently vacant land can bring several benefits, as discussed above, such as increasing the population ‘critical mass’ and helping to improving the image of the area, development here may also further limit potential for infill development/consolidation within the established urban area, which can also bring many benefits.

The release of land for residential development should be carefully managed on a Horsham-wide basis. However, from an urban design point of view, it is suggested that infill development, if it can be made financially viable, is likely to bring greater benefit to the Horsham North area, than further, low-density development and dispersal.

This is proposed to be a medium term action.



Proposed shared path along Rasmussen Rd



# DIRECTION 09: Improving Health and Recreation Opportunities

## Direction 09

### Improving health and recreation opportunities

#### Rationale

The community and stakeholder consultation process for this study identified various issues and concerns regarding health and physical activity in Horsham North. The current lack of local health facilities and services has been well documented, and is being addressed through other processes.

The combination of limited accessibility, safety issues and poor quality walking paths, limited residents' opportunities to engage in walking on local streets. Financial and transport constraints further limited access to recreational facilities, such as Horsham's aquatic centre and skate park.

The increased provision of local, accessible and free of charge recreational activities can provide great opportunities for encouraging physical activity and improved health, social interaction, youth-focussed and family-based recreation.

## Strategy 9.1: Encourage new health facilities and services in Horsham North

### Purpose/intent:

There are no dedicated health facilities currently located in Horsham North. Accessing facilities in other parts of Horsham can be difficult and challenging for some residents. Therefore new facilities within Horsham North should be encouraged, and should be co-located with other facilities, such as retail shops, community facilities (such as the children's hub) or education spaces.

### Action 9.1-A

#### Encourage medical practitioners and/or health services to (re)locate in Horsham North, through planning or other incentives.

The location of health facilities within the local Horsham North area will provide increased accessibility to services, while contributing to a more established urban area, making it feel less isolated and neglected. Co-locating new medical facilities with other commercial or community spaces provides opportunities for residents to make multi-purpose trips to an activity centre, while also increasing activity around key locations in the area.

This is proposed to be a medium to long term action.

### Action 9.1-B

#### Ensure that the Children's Hub has the capacity to host visiting medical specialists.

This is proposed to be a medium term action.

## Strategy 9.2: Increase opportunities for active and passive recreation (see Precinct 01)

### Purpose/intent:

The increased provision of local, accessible and free of charge recreational activities can provide great opportunities for encouraging physical activity and improved health, social interaction, youth-focussed and family-based recreation.

Increased physical activity and health brings many other benefits, improving energy, confidence, productivity and happiness.

### Action 9.2-A

#### Redevelop the existing Horsham North Primary School site as a passive recreation space

The planned relocation/redevelopment of the Horsham North Primary School will provide an opportunity for new uses of the current site.

Developing the site as a passive recreation space would include the existing North Gym, along with new walking/jogging trails, outdoor exercise equipment, and passive open spaces.

This is proposed to be a long term action.



**Action 9.2-B**

***Establish a new Shared Path connection alongside Rasmussen Road, linking the primary school site to the entrance to Police Paddocks.***

This initiative provides a tangible and accessible connection between the urban area of Horsham North, and the significant recreation/conservation asset of Police Paddocks, creating an integrated ‘hub’ for passive recreation, and creating a strong link between the urban area and the Police Paddocks, especially for pedestrians and cyclists.

This is proposed to be a short term action.

**Action 9.2-C**

***Establish new on-road cycling lanes/paths and improved footpaths.***

New and improved street-based infrastructure will encourage increased walking and cycling, for recreation, access to local facilities, and travel to school and work. Infrastructure can greatly assist in establishing alternative modes as serious transport options.

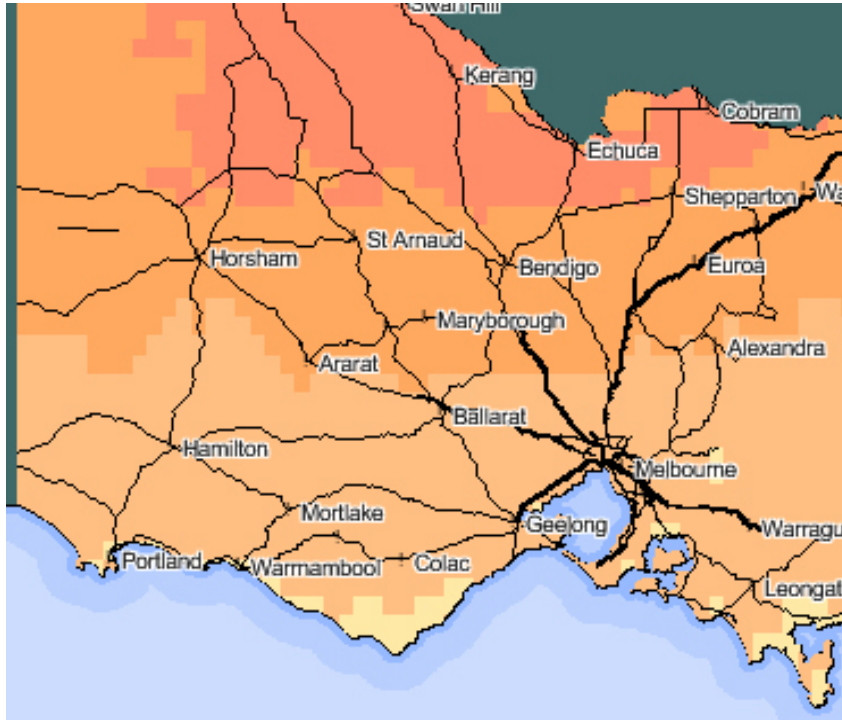
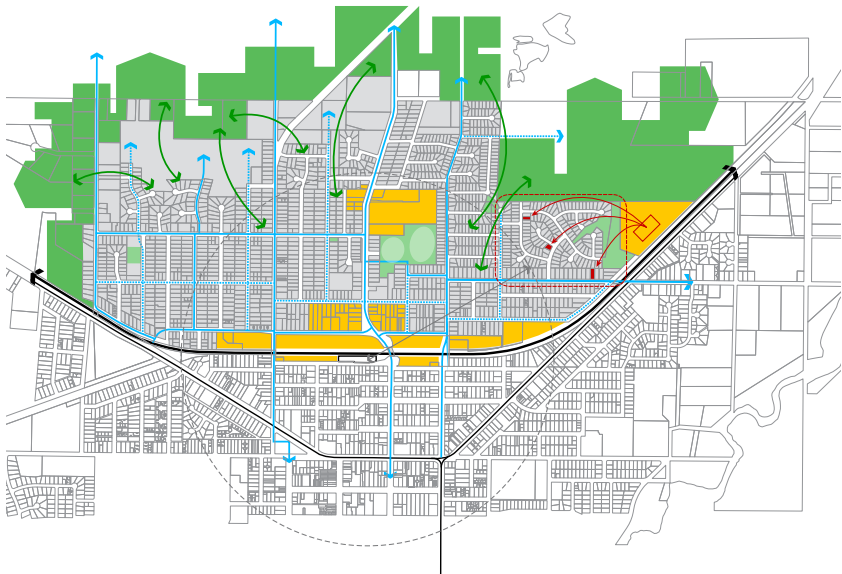
This is proposed to be a short term action.

**Action 9.2-D**

Encourage the re-use and redevelopment of underutilised or unoccupied land close to the railway corridor, for recreation purposes, community purposes, residential purposes and a range of appropriately scaled commercial activities that will support those uses. Redevelopment of underutilised land close to the railway corridor will reduce the barrier effect of this area in separating Horsham North from the remainder of Horsham, filling in gaps with new activity.

New development should enhance streetscape conditions, and encourage activation of the public realm, and seek to ‘infill’ the available land close to the railway line, to reduce the ‘gap’ between Horsham North and central Horsham.

This is proposed to be a medium to long term action.



Solar Map of Victoria. Source: Sustainability Victoria



# DIRECTION 10: Working Towards a Zero Emissions Neighbourhood

## Direction 10

### Working towards a Zero Emissions Neighbourhood

#### Rationale

One avenue for achieving the objectives of Direction 6 ‘Improving the Image and Perception of Horsham North’, including creating a new strategic ‘role’ for the area, is to incorporate the principles of sustainable urban design as a foundation for urban improvements and future development. Horsham North presents numerous potentials for becoming a leading, innovative sustainable town or ‘demonstration project’, including initiatives in Renewable Energy Generation, Sustainable Transport, Localised Food Production and ‘Green-Collar’ Employment.

Whilst these opportunities provide a substantial foundation for the long-term development of Horsham North as a sustainable neighbourhood, in the short-term, they may inform the basis of an application to the Sustainability Victoria ‘Zero Emission Neighbourhoods’ (ZEN) Grants and Assistance Program. Whilst such a program would be adjunct to the long-term goals of achieving sustainable environmental, social and economic outcomes for Horsham North, a successful application would provide the ‘seed funding’ necessary to kick-start key initiatives, such as electricity co-generation, tri-generation and/or third-pipe recycled water reticulation.

Therefore this Direction provides a series of strategic directions for working towards a leading, innovative, sustainable urban area in Horsham North and beyond. This approach is posited as an ideal, topical and locally-relevant potential new strategic role for the area.

The development of Horsham North as a demonstration ‘Eco-Town’ could encompass a broad range of urban regeneration initiatives, across environmental, economic and social categories, such as:

- Low-cost energy, through local production
- Expanded community agriculture, and education around healthy eating and sustainable farming
- Employment and job training, in high-technology industries
- Focus on sustainable, affordable transport
- Utilising local climate conditions to generate clean energy

#### Strategy 10.1: Sustainable Transport

##### Purpose/intent:

The development and encouragement of sustainable transport in Horsham north can provide several benefits, as follows:

- Reducing carbon emissions by providing attractive alternatives to car transport
- Reducing transportation costs for local residents
- Improving physical health outcomes
- Increased safety for pedestrians and cyclists
- Improved streetscape design and quality
- Potential to reduce ‘hoon’ driving through traffic calming

##### Action 10.1-A

###### Cycling infrastructure

Plan and implement a comprehensive bicycle network for Horsham North and wider Horsham

Extend bicycle network to secondary streets

Provide sheltered bicycle lockers and hoops at Horsham Station and all community facilities and key destinations

Improve cycling and pedestrian connections to the Horsham town centre and key destinations

This is proposed to be a short term action.

##### Action 10.1-B

###### Pedestrian infrastructure

Extend and enhance pedestrian infrastructure (footpaths, street plantings, etc)

Provide rest facilities (seats, water bubblers) at key locations

Improve pedestrian-scale lighting, especially along key routes

Install a system of pedestrian way-finding signage

Improve pedestrian amenity through paving, landscaping, lighting and other initiatives

This is proposed to be a short term action.

##### Action 9.1-C

###### Bus services

Review bus routes throughout Horsham North, and connecting to central Horsham, to ensure adequate coverage

Review and extend bus timetables to support commuter and recreational trips, including:

- Increased frequency (30 minutes or less)
- Evening services
- Saturday / weekend services (all day)

Provide attractive, accessible and well-lit bus-shelters, including along the proposed “green ways”

#### Strategy 10.2: Renewable Energy and Resources

##### Purpose/intent:

Investment in and development of infrastructure for renewable energy and resources will bring particular opportunities for Horsham North, and various potential benefits:

Benefits:

- Reducing carbon emissions through local, renewable energy generation
- Reducing energy costs for local residents
- Potential opportunities:
- Electricity co/tri-generation at former CMI Foundry Site and other industrial uses located throughout Horsham North, to supply heat and cooling for industrial use, and energy for domestic and industrial use
- Solar electricity generation, in a centralised location
- Solar hot-water installation program for individual dwellings

##### Action 10.2-A

###### Electricity Co-generation / Tri-generation

Explore opportunities for electricity co-generation /tri-generation with industries in Horsham North.

This is proposed to be a medium term action.



**Action 10.2-B**

***Solar electricity / Solar hot-water***

Investigate feasibility of large-scale or centralised solar electricity production, perhaps integrated with the proposed Community Hub development.  
Promote and subsidise the adoption of solar hot-water systems to local residences

This is proposed to be a medium term action.

**Action 10.2-C**

***Wind power***

Investigate the feasibility of a large-scale wind power facility on the outskirts of Horsham North, and/or small-scale wind generation within the urban area.

This is proposed to be a medium term action.

**Action 10.2-D**

***Third-pipe recycled water distribution***

Investigate the feasibility of third-pipe recycled water distribution throughout Horsham North  
Incorporation of third-pipe system with public water infrastructure (for parks and gardens) and proposed food production areas may reduce implementation costs  
Consult with Grampians-Wimmera-Mallee Water (GMMWater)

This is proposed to be a medium term action.

**Strategy 10.3: Food production and carbon emission offsets**

**Purpose/intent:**

Horsham North benefits from an abundance of arable/productive land in close proximity to the urban area, forming a 'green-belt'. This are could be utilised for expansive 'urban farming', producing healthy, affordable food for local consumption, and a source of work and training for local residents.

Other related opportunities include collecting household food waste for reprocessing/fertilising, third-pipe recycled water distribution from Grampians-Wimmera-Mallee Water, and carbon sequestration through tree planting.

**Action 10.3-A**

***Establish localised food production***

Investigate opportunities to utilise agricultural land adjoining the urban area of Horsham North for local food production.  
Establish community based programs for involving residents in food production, harvesting, exchanging and selling, including education and training opportunities for children and adults.

This is proposed to be a short term action.

**Action 10.3-B**

***Establish food and garden waste reprocessing facility***

Establish the collection of household (organic) and garden waste for commercial composting reprocessing  
Collect farm waste for fertilising food production areas

This is proposed to be a medium term action.

**Action 10.3-C**

***Tree planting and carbon sequestration***

Engage local community groups in tree planting programs  
Collect carbon credits for community (or private) programs, and measure the impact of local efforts  
Establish replanting programs for the periphery (hinterland inc. police paddocks) and public domain (including recreation reserves and nature strips)

This is proposed to be a short term action.

**Strategy 10.4: Providing 'Green-Collar' Employment**

**Purpose/intent:**

New business activity and economic development is much needed in Horsham North, and will bring associated benefits including employment opportunities, training and education, and opportunities to 'clean-up' unsightly parts of the urban area, improving appearances, amenity and safety.

**Action 10.4-A**

***Attract innovative 'green-industries' to Horsham North***

Improve / remake the image of Horsham North through green-industry initiatives – encouraging sustainability-focussed business to locate in Horsham North, through incentives and synergistic planning.  
Engage local young people by providing opportunities for 'green-collar' employment and training support (through TAFE, High School, etc)  
Identify local and regional parties (private and public) that may be interested in establishing green-industries in Horsham North  
Devise a strategy to encourage green-industries to invest in business development, local employment and training, as part of a business 'incubator' facility or regional program for sustainable economic development.  
Consult with local education providers for training opportunities and synergies with prospective green-collar employers.

This is proposed to be a medium term action.









## Part C

# Place Partners Community Engagement Report





# Horsham North Urban Design Framework

COMMUNITY ENGAGEMENT REPORT  
April 2010

**PLACE  
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## Horsham North Urban Design Framework

### Community Engagement Report

4 May 2010

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# Part A

## Introduction

Place Partners is a place making consultancy providing community engagement services for the Urban Design Framework for Horsham North being prepared by SJB Urban.

The purpose of the Horsham North Urban Design Framework (UDF) is as a planning and design study of the area known as Horsham North; to provide a set of recommendations, guidelines and strategies to deliver change and growth for Horsham North's future. While the framework should look at long-term neighbourhood development and the regeneration of the Horsham North area, it importantly must also reflect the needs and aspirations of the community.

Horsham North is an area known to have a very high socio-economic disadvantage with a number of social issues, including: significant unemployment, alcohol and drug abuse, family violence and truancy. While a number of renewal activities have already been activated, these focus particularly on social welfare and community opportunities.

Place Partners role was to coordinate and facilitate the community engagement component of the project; and to feed the community desires regarding the future of their place into the UDF. This report comprises the findings from all of the resultant findings conducted as part of the process of engaging with the Horsham North community.

An additional engagement task was added to the initial process. Its goal was to conduct a preliminary investigation to gauge the community's level of interest and ideas for a Children's Hub located in Horsham North. The Children's Hub concept was originally proposed to provide an educational and experiential facility that shared community services and resources and offer a new approach to childhood learning. An integrated service delivery approach was considered the best way forward to; improve local access to community services, community building, as well as address some of the social issues and inequalities in the area. A Project Plan was developed in 2008; however, no specific community engagement had been done for this proposal. This engagement task was used to reignite the discussion in light of future planning and the UDF. The findings from the Children's Hub engagement have also been included in this report.

# Methodology

A broad range of consultation methods was used to reach as many members of the community as possible for community input regarding the UDF and Children's Hub. This included holding a number of workshops and focus groups, as well as one-on-one surveys with the community. While some research methods were specifically focussed on the Children's Hub, such as the Supported Playgroup survey, all other workshops and focus groups combined both topics to gauge the community response. For the purpose of this report the findings have been separated.

The following community groups were targeted through the following methods:

**Table 1: Horsham North UDF Community Engagement Strategy**

	Attendees	UDF	Children's Hub
Stakeholder Workshop	C 45	X	X
Residents Workshop	14	X	X
Business owners and associations focus group	8	X	X
Mothers focus group	7	X	X
Salvation Army short one-on-one surveys	15	X	
Supported Playgroup one-on-one surveys	8		X

The workshops and focus groups were held over a two day period on Monday 29th and Tuesday 30th March, at the Salvation Army's Children's Church in Horsham North. The Mothers focus group was held externally at a local hairdressing salon, and the surveys were conducted at the Salvation Army Tuesday lunch, the Horsham North Primary School, and the Horsham North Supported Playgroup.

While the Stakeholder Workshop was extremely well supported with approximately 45 attendees, the Residents, Business and Mothers groups attracted much smaller attendance. The workshop times had been considered carefully to attract as many people as possible, and a widespread invitation process had been activated, there was little enthusiasm generated for these workshops. The invitation for the Residents Workshop was published in the resident newsletter with a database of 700 local residents, however, it was indicated that very few people actually received invitations or knew about the workshops. Poor attendance may relate to low local interest levels in community matters, possibly associated with the transient community generally connected to the public housing in the area. Local business operators also appeared to have difficulty taking the time out of work commitments to attend the breakfast workshop.

The people who did attend the workshops were extremely supportive of the process and were able to provide valuable insight into the community of Horsham North, the issues facing it currently and their desires for its improvement. There were a number of residents who appeared to come specifically out of concern for a new electrical business locating itself into what they see as a residential area. They were, however, able to voice their concerns for this issue and follow up directly to Mayor Michael Ryan and other Council staff, who were in attendance in all of the workshops excepting the Mothers Group.

# Executive Summary

The process of engaging with the Horsham North community has revealed a community disappointed and frustrated in the position it finds itself in. There is a strong community spirit, defined by its long-term local residents, who feel forgotten and neglected by the rest of the Horsham community. The community feel the negative identity associated with Horsham North, has been unfairly attached to them and combined with the physical isolation from the town south of the railway line, makes them feel socially isolated from the greater community.

The Horsham North community; strongly supportive of each other, with many diverse and wonderful characters, also revealed the shadow of its many social issues. It is a community that finds itself in a position where they need assistance to reverse the cycles that are being perpetuated here, be they poverty, crime, family violence, drugs, alcohol or lack of education.

The key findings that emerged from the research indicate the following:

Table 2: Community Engagement – Key Findings

1.	<b>The community has a desire to renew its sense of pride</b> There is a solid, supportive community base that wants a friendly, bright future for a Horsham North that is loved and cared for by all.
2.	<b>Making connections within the community is important to rebuilding its future</b> Allowing physical connections to be made within and through the public realm is desired for building social connections; to reconnect people with each other and with the surrounding natural environment and greater city area.
3.	<b>Education is strongly supported as the key to creating a better future</b> The Children’s Hub concept has been embraced by many in the community as a positive way forward to provide the support network needed for local children at the early intervention stage to give them better opportunities in life. Education for all ages also includes: adult education, new mothers and general health and well being.
4.	<b>Future provision of services should be accessible to all</b> The community appears very inclusive and supportive of each other’s needs and the desire for a range of affordable options for: housing, public spaces, services and retail options.

The research also uncovered specific concerns for each of the following:

Table 3: Community Engagement – Physical Findings

<b>Physical findings</b>
- Lack of maintenance of streets and footpaths
- Lack of street lighting
- Lack of public transport seating and weather cover
- Lack of shops
- Industrial entry points to Horsham North detract from aesthetics and add to negative perception about the people and place of Horsham North
- Limited open public and community gathering spaces
- Rail line represents a physical and mental barrier to entering Horsham North

Table 4: Community Engagement – Social Findings

<b>Social findings</b>
- Stigma of the name Horsham North affects community morale, business development and land prices
- Community divide between long term locals and community housing/transitional residents
- Lack of safety on the streets and police patrol of the area
- Drug and alcohol issues create a negative perception of the identity and safety of the area
- Lack of control and guidance of children through school system negatively affects the identity and safety of the area
- Racial and inter-generational tension, affecting community cohesion
- Lack of activity generated in Horsham North

## Opportunities

The community also shared what it considered to be the opportunities for the physical and social aspects of Horsham North:

Table 5: Community Engagement – Physical Opportunities

<b>Physical</b>
- Rename Horsham North
- Investment in the place and its people, in the public realm and ongoing maintenance will have multiple benefits including: building pride of the community in their place, begin to reverse the negative perceptions of the place, and create visible physical places that are better for its residents (building physical connections will build better social connections)
This investment could include:
• Community gathering spaces: needed to provide opportunity for outdoor gathering and assist building community
• Better transport and connecting paths through the area and with Horsham will work to get more people out and active on the streets, providing natural surveillance of the place and reduce isolation of Horsham North
• Improved footpaths, street lighting and furniture
• Gateway entry points: welcoming entry points to Horsham North that signal how proud the residents are of their place

Table 6: Community Engagement – Social Opportunities

<b>Social</b>
- Children’s Hub - represents an investment in the future of Horsham North as well as targeting early childhood development to give socially disadvantaged children a better start in life
- Investment in child and maternal health as well as parent support and education is seen as vital to providing a better start in life for disadvantaged children. Giving parents an education in parenting will provide better knowledge within the broader community about education, health, behaviour and social responsibility. In turn they will be able to pass on this knowledge to their children, the intention being to break the disadvantaged cycle seen between generations oh Horsham North families
- Community based projects and activity will provide much needed community support, surveillance and building opportunities



## Children’s Hub

The research has shown divided opinion about the need for a Children’s Hub vs. the need for a ‘Community Hub’, providing for the entire community. It has been indicated by some community members that many services are already available and accessible in Horsham. However, it appears that the social disadvantage experienced by many of the community prevents their access to the services.

A balance needs to be found between the potential to build on and improve the existing resources, providing additional services and better funding, OR provide the community with a fresh start and a visible investment in them and Horsham North. The community is generally excited by this proposal, and desire change and a better future. They see the Hub as providing the catalyst for change and future development, in addition to the benefits of the co-location of services and facilities and the opportunity to build community cohesion.

The location of any type of facility is an issue that will require detailed consideration. There is great concern that if a facility were located specifically at Dudley Cornell Park, the community would be losing a valuable asset that is one of the very few open, and green, spaces within Horsham North.

## Part B Summary of Findings

### 1.0 Horsham Urban Design Framework

The following pages provide an outline of the discussions and feedback gained from the Horsham community regarding any current issues, future opportunities and priorities for future development in Horsham North.

This report aims to capture and organise the information collected from the two days of engagement in Horsham North. Original workshops notes, surveys and worksheets are also available upon request.

### 1.1 Residents Workshop

The Resident’s Workshop saw 9 local community members, and 5 Council staff, attend a two hour evening session. These were predominantly older members of the community, but two young children (8-12yrs) were also in attendance with their mother and were able to provide a youth perspective for the evening, particularly relevant for the places they liked around Horsham North.

The workshop was broken into two parts, the first part focussing on Horsham North now; it’s issues, any ideas and opportunities, its current and future character. The second part focussed on the Children’s Hub and gauging the community’s response to the idea.

The following questions were put to the entire group. Tables of 2-4 people were asked to work as a group to brainstorm their responses. Part One questions included:

1. What are the issues and opportunities facing Horsham North now?
2. Using the Worksheet tell us about Horsham North? Where are the good places, bad places, what should change, what should not change etc
3. If Horsham North was a person – how would you describe him/her? Now? In the future?
4. If Horsham North was a famous person – how would you describe him/her?

The responses to the questions are as follows:

#### Q1. What are the issues and opportunities facing Horsham North now?

(These have been listed in no particular order)

Table 7: Residents Workshop: Issues and opportunities facing Horsham North now

Current Issues	Future Opportunities
Lack of housing	A park at the end of Watt/Hennessy and Winifred Sts with BBQ facilities
The state of the Office of Housing property (disrepair) vs. private houses	Family and children’s activity centre
Safety in the street (lack of) and slow police response times	Redevelopment of the school and kinder
Lack of street lighting	Affordable land for private housing
Lack of resident support	Local residents should speak positively about the area
Footpaths in disrepair	Organise community clean-up days
Horsham North is stigmatized	Put in bells and boom gates at McPherson and Wawunna Rd and fill in underpasses
Ministry of Housing has shifted the slums out of Melbourne to Horsham	Council cleanup days for hard rubbish pickups
Horsham North is seen as ‘different’ (why?)	More play areas and parks (advertise events)
A large-scale electrical business is being	Improve standard of schooling and play areas



relocated to Anderson St. This will cause: increased traffic increased noise disruption to the neighbours increased opportunities for theft/vandalism	
Better maintenance of Office of Housing property would encourage residents to look after their own houses. Office of Housing should sell off their land when derelict buildings demolished to encourage private property	Better footpaths, gutters and roads
Issuing of business/commercial permits within residential area (Re Electrical business)	Return kindergarten and community health centre
Wrong side of tracks	Utilise the buildings that are available already i.e. North Horsham primary
Storm water drains can't cope with rain	Land to develop
Footpaths	Use the people and camaraderie of neighbours
Schools need to be looked at – have different campuses	Allow built fences around private homes – allow us to have some pride in our homes
Bus stops don't have seating or lighting	
Stigma of Horsham North affect property prices (lower rents and prices)	
Lack of shops and infrastructure	
Lack of employment	

**Q2. Using the Worksheet tell us about Horsham North? Where are the good places, bad places, what should change, what should not change etc.**

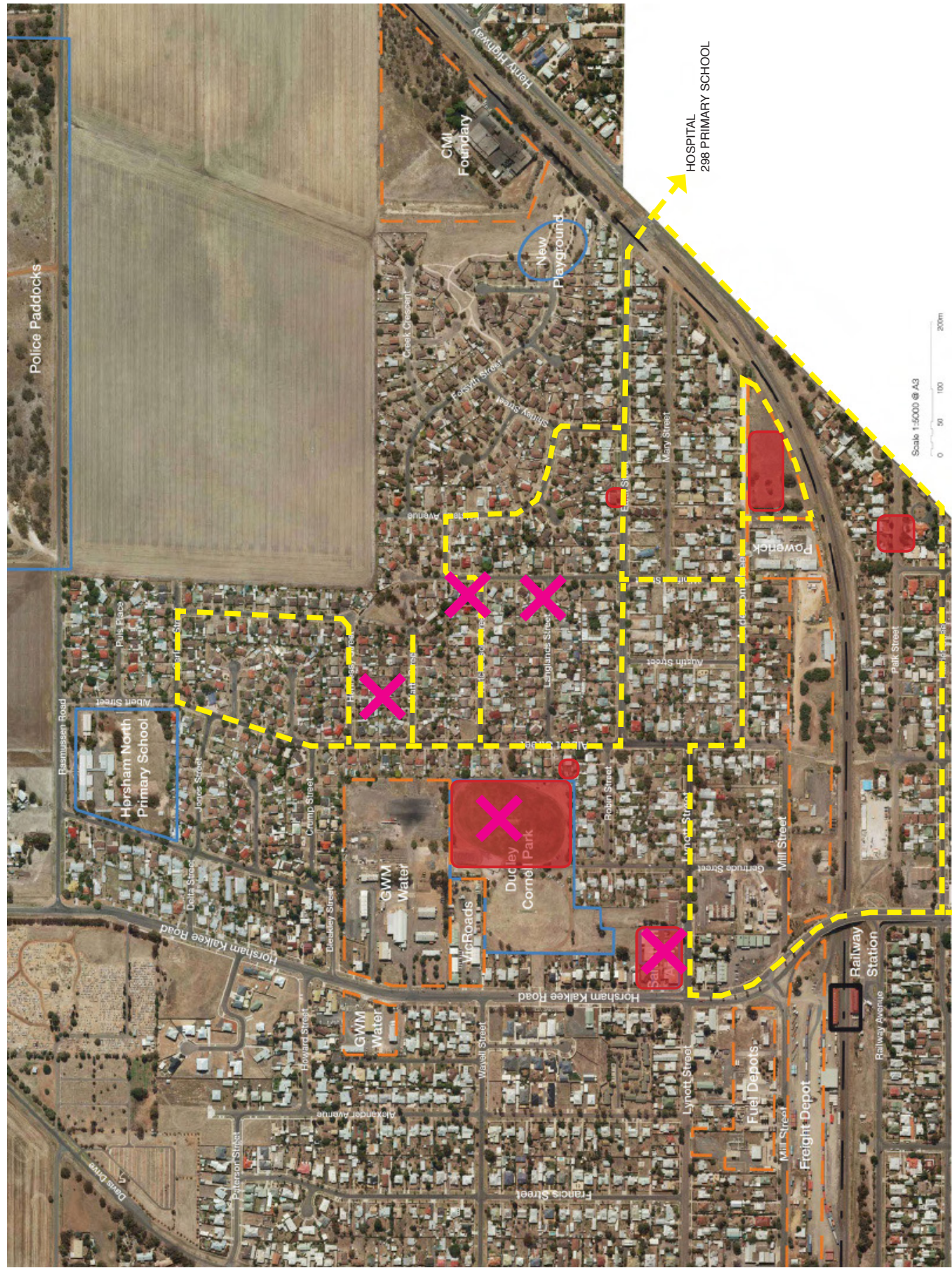
The participants were provided with an aerial map of the site and asked to provide their thoughts about Horsham North now. The aerial photo on the following page shows what was noted in this exercise.

Additional points to note from this exercise are as follows:

- People's residences were often noted as favourite and safe places
- While noting favourite paths, it was noted that people would not walk outside at night at all
- No-go areas included Forsyth St for the drugs
- Desired amenities included: pool, doctors, dentists and shops
- The children liked Dudley Cornell Park "because we have the oval to play on"
- The children also noted, " I don't like to go outside because I don't feel safe"
- Railway lands were noted as "tidy, peaceful and quiet" and it was hoped they stay that way
- It was desired the gymnasium at Horsham North was kept as a community asset

TELL US ABOUT... HORSHAM NORTH







Q3. If Horsham North was a person – how would you describe him/her? Now? In the future?

Table 8: Residents Workshop: Horsham North as a person - now and in the future

Now	Future
Underutilised (people and place)	No stigma
Great	Cleaner
Happy to live here	Accessible
Disappointment	Safe
Making an effort now	Maintained
Scruffy	Better transport
Character	More services
No-go zone	Quiet
Afraid of Horsham North (other people)	Family friendly
Lack of understanding	More for kids of all ages
Exposed	Want people to stay here
Accepting	Supportive friendly community
Diverse (people)	Community taking charge
Real community	Things get finished
No-go zone	Accessible to all
Afraid of Horsham North (other people)	Need assistance
Lack of understanding	Opportunities
Exposed	
Accepting	
Diverse (people)	
Real community	

Q4. If Horsham North was a famous person – how would you describe him/her?

When asked if Horsham North was a famous person – how would you describe him/her now, the workshop participants responded initially with Kyle Sandilands. It was felt he was controversial and doesn't care about what other people think of him. However, it became clear through group discussion that the Horsham North character might actually be at the butt of Kyle Sandilands jokes rather than Kyle himself, thus suggesting that there might be no famous person equivalent, or name that sprang easily to mind.

When asked to consider who Horsham North might be in the future, Rebecca Gibney was suggested. The reasons for this choice were that she is familiar and beautiful and people don't say bad things about her. It was indicated that the Horsham North of the future be a place that people would like to come too. Interestingly the two famous people suggested are both on free-to-air, prime time, popular, Australian TV shows, which is perhaps suggestive of a) the popular, recreational habits of the local community, as well as b) a narrower scope of thinking that comes with lack of access to education and the broader world.

1.2 Business Workshop

The Business Workshop was a breakfast workshop targeting the small number of local Horsham North businesses as well as various local business associations. The early time slot aimed at gaining access to the business community before the working day began. Unfortunately there was very small attendance outside of Council, with only three local business representatives alongside five Council representatives.

A round table discussion allowed participants to share their ideas and local business knowledge and the questions asked were as follows:

- 1. What are the issues and opportunities generally facing Horsham North now?
- 2. What are the challenges of doing business in Horsham North and why?
- 3. What are the opportunities for business in Horsham North and why?
- 4. How could the UDF help business development in Horsham North?
- 5. How will a Children's Hub help the economic situation in Horsham North? What are the business co-location opportunities?

Q1. What are the issues and opportunities generally facing Horsham North now?

Participants were asked for their top 3 general issues and opportunities currently facing Horsham North. The responses have been noted below:

Table 9: Business Workshop: Issues and opportunities facing Horsham North now

Issues	Opportunities
Replacement of the second oval at Dudley Cornell Park	Friendliness, down to earth people
Overcoming stigma of Horsham North – existing idea that this side is not doing so well	Develop reason to visit (CMI park?)
Lack of viable ongoing business opportunity	Rebrand
Lower education standard	Gardens
Sporting facilities	Leverage flow-ons from industrial uses, e.g. CMI
Natural barrier of the rail network	Facilitate home based business growth; move into shopfronts
Lack of a central focus/drawcard (as a basis for investment and critical mass)	Open up the area
Dominance of Industrial uses for commercial activity	Improve housing
Low socio-economic class, poverty, segregation, violence/alcoholism	Build social connections
Branding (take the North out of Horsham North)	Bike paths (better transport generally)
Infrastructure/footpaths	Develop Dudley Cornell Park to encourage more use
Access	Relocation of rail network
Horsham North seems to be standing on its own with little help to link it to Horsham Central	More use of Dudley Cornell Park including Clubrooms
No inviting reason to come to Horsham North	Improve connectivity – road and footpaths
	Improvement in quality of housing stock
	Embrace and celebrate local Indigenous culture within Horsham North for all Horsham and Wimmera
	Improve the aesthetics of the place

Q2&3. What are the challenges and opportunities of doing business in Horsham North and why?

It was suggested by Chris McNeill of SPADE Consultants, that Horsham North has enough critical mass to support a small-scale convenience store, such as an IGA. The conversation was then opened up to discuss the challenges and opportunities for business in Horsham North.

Negative perceptions and the stigma of Horsham North was a key topic of conversation. Getting people into the area to do business and making it a habit was considered a major challenge given the current poor perceptions of the area. It was also particularly noted that the first impressions upon entry to Horsham North; at the overpass and its adjacent rail lines as well as the cemetery at the western Hazel St entry, were not welcoming and prevented people from entering the Horsham North area.

Additional challenges and opportunities have been noted below:

Table 10: Challenges and opportunities of doing business in Horsham North

Challenges	Opportunities
Entrances at North and South are very unattractive, industrial areas (the overpass and cemetery), particularly the fencing	Horsham North needs to have something unique that is not offered anywhere else – to try and break down the barriers
Perceptions – how people look at Horsham North is the problem	Community centre focussing on children’s health
Lack of co-habiting businesses	Establish a commercial/business precinct on the GWM site
Getting people to come over to Horsham North and then to surprise them once they are here	Build a children’s hub/education precinct
Finding the right locations for business – the streets are short and messy and people find getting around very hard	Redevelopment of VicTrack land and gateway precinct
There is not enough demand for business to relocate	Advertise business in the area
Established businesses don’t draw new business across the rail line	Pockets of convenience needed in the residential area
	Getting people into the habit of doing business in Horsham North
	Enhance the north east corner
	Focus activity rather than spreading it
	A gateway statement to Horsham North, a ‘wow’ factor entry point

Q4. How could the UDF help business development in Horsham North?

The UDF was considered as an opportunity to develop the Horsham North area for the benefit of the whole of community, which would hopefully begin to break down the negative perceptions of the area, which would in turn provide an opportunity for future development to thrive. It was not expected by the workshop attendees that business development would be an immediate benefit of the UDF. More importantly, reconnecting Horsham North with Horsham was considered very important, as well as enhancing connection within the area, between the community, different places and the environment. From a business perspective, the branding and advertising of business in Horsham, may be driven by creating better entry points to the area which can be directly helped by the UDF.

Some additional suggestions were noted as follows:

- The Children’s Hub at Dudley Cornell Park could provide children’s services, as well as a café, newsagency, library in an attractive setting of tables in gardens
- Location of parks, bike paths, future business locations
- Relocate the rail precinct
- Create connectivity to regain balance with the city
- Greater use and development of existing green spaces – Police Paddock to Wimmera River

1.3 Mothers Workshop

The local hairdressing salon at 15 Edith St was used as the venue to gather a small number of local mothers in a location that might encourage easy conversation. Six women (including two Council and HCAC Representatives) gathered, as well as one of the attendee’s young daughters. One woman had also previously attended the business workshop. She described her intimidation at having to talk at the Business Workshop as she felt she had little to offer in comparison to the other (predominantly male) attendees. Having experienced the earlier workshop, she was really valuable in the Mothers Workshop, encouraging the other women to think of ideas and developing her own further. She found the Mothers Workshop a much more relaxed and enjoyable experience.

This workshop was also conducted in two parts, the first part focussing on Horsham North now; its issues, any ideas and opportunities, its current and future character, and the second part focussing on the Children’s Hub and gauging the women’s response to the idea. The findings for the second part can be found in section 2.4 of this report.

The following questions were asked of the attendees.

1. Choose one or more images that describe to you the best future for Horsham North
2. If Horsham North was a person – how would you describe him/her? Now? In the future?
3. What are the issues and opportunities facing Horsham North now?
4. Using the Worksheet, tell us about Horsham Nth now. Where are the good places, bad places, what should change, what should not, which ways you travel through etc
5. What can you do in Horsham North now? What would you like to be able to do in the future?

Q1. Choose one or more images that describe to you the best future for Horsham North

A number of image cards were used as a starting point for the workshop and to quickly get the participants into thinking about their place, how they use it and why. The images shown on the following page were chosen to describe the desired future for Horsham North. Most women chose two or more images to express their thoughts.

The images indicated Horsham North in the future where the following can happen:

- People gather and do things together
- Can meet new people
- Active outdoor exercise
- Day and night activities (e.g. night markets)
- Friendly meeting places
- Nice architecture, good buildings/art and colour (public and private buildings)
- Community art installations
- Positive look and feel
- Bright entrances to building and area
- Relaxing places for kids and adults
- Covered and outdoor play spaces (adjacent to café’s)
- Different places for different ages





## HORSHAM NORTH OF THE FUTURE

People gather and do things together  
 Can meet new people  
 Active outdoor exercise  
 Day and night activities (e.g. night markets)  
 Friendly meeting places  
 Nice architecture, good buildings/art and colour  
 Bright entrances to building and area  
 Community art installations  
 Positive look and feel  
 Relaxing places for kids and adults  
 Covered and outdoor play spaces (adjacent to café's)  
 Different places for different ages



**Q2. If Horsham North was a person – how would you describe him/her? Now? In the future?**

Table 11: Mothers Workshop: Horsham North as a person now and in the future

Now	Future
Scared of change	Open – streets as well as attitudes
Friendly	Inviting to all
Lonely (no gathering spots)	Happy kids – happy parents
Tension between groups	Revamped
Wary	Services
Who is the voice for this area?	Gathering Spaces
No respect	
Isolated	
Angry (at the physical environment)	
Unhappy	
Frustrated	
Has potential	

**Q3. What are the issues and opportunities facing Horsham North now?**

- No lighting
- No seating
- Hoon driving
- Lack of police presence
- Poor traffic management
- Racial tension
- Inter-generational family tension
- Lack of rubbish removal (hard rubbish)

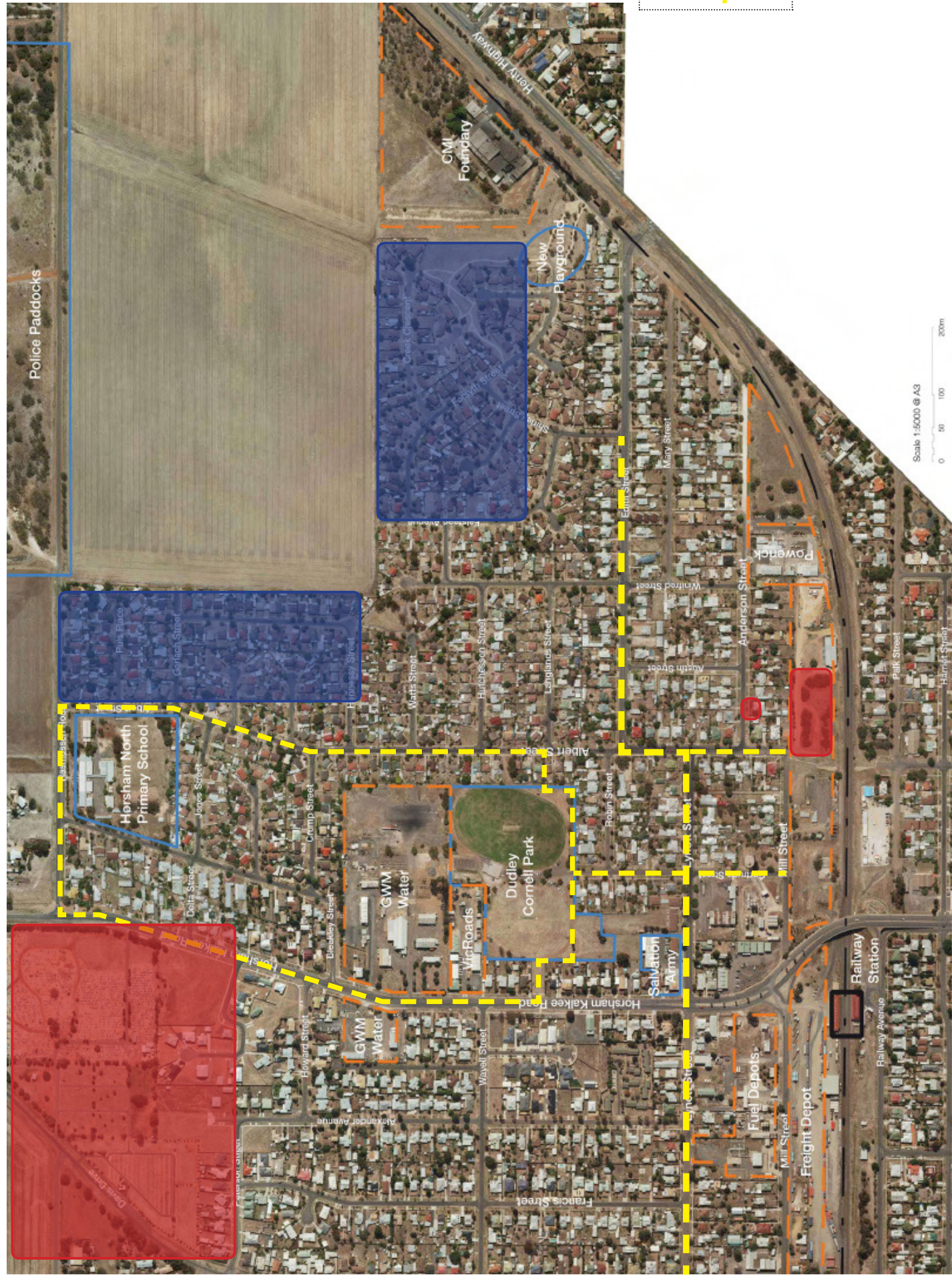
**Q4. Using the Worksheet, tell us about Horsham Nth now. Where are the good places, bad places, what should change, what should not, which ways you travel through etc**

The group worked together and using an aerial map of the site provided their thoughts about Horsham North now. The following aerial photo shows graphically what was noted.

Additionally the following comments were noted as this exercise was completed:

- The women generally felt safe only in their immediate neighbourhood areas for outdoor exercise. "I walk these streets because I know them"
- Additional favourite walks also included Rasmussen Rd and Riley's Road, as well as the cemetery area
- The rail underpasses would only ever be used during the day time and very rarely
- The areas noted as un-safe were described as 'no-go areas'. The women did not feel very welcome, thought these places were ugly and unkept with cars on the nature strips, long grass and rubbish. They also described these places as having bad vibes and a lot of tension in the air





KEY:

FAVOURITE PLACES

FAVOURITE PATHS

UNSAFE PLACES

MOTHERS WORKSHOP

Q5. What can you do in Horsham North now? What would you like to be able to do in the future?

Table 12: Mothers Workshop: Things to do in Horsham North, now and future

Now	Future
Hair done	Have a coffee
Salvation Army	Not have to worry about walking on the streets (better footpaths and streetscaping)
Play group	Fresh fruit and veg (cheap and good quality)
School	Post Office
Maternal child health	Service Station – small grocer, Subway, Milk, a deli
Community Vegetable Garden	Farmers Market
Milk and bread (expensive)	Better maintenance of public spaces
Public toilet (Police Paddock & Dudley Cornell park only)	Chemist, bakery – daily essentials
Little Athletics	Education
Soccer, cricket	
Fish and Chips (Edith St)	



1.4 Salvation Army Survey

The Salvation Army Tuesday lunch provided another avenue to access the Horsham North community outside of the formal workshop engagement model. Each Tuesday the Salvation Army at its Kalkee St headquarters, provides lunch for community members who can come in and have a three-course meal for a very nominal price. It is also a great opportunity for families to meet up with each other, or a place to socialise with friends and neighbours.

During the one-hour lunch time period, four surveyors spoke with 15 individuals and groups and asked them the following questions:

- 1. What are the best things about Horsham North Right now?
- 2. What are the worst things about Horsham North Right now?
- 3. What sorts of things can you do in Horsham North right now
- 4. What would you like to be able to do in Horsham North in the future?
- 5. What are your favourite places in Horsham North and why?
- 6. What are the places you don't like going to and why?
- 7. Any other ideas about how to make Horsham North better for the community?

Q 1&2 Best and worst things about Horsham North right now...

Table 13: Salvo's Survey: Best and worst things about Horsham North right now

Best things?	Worst things?
The new fences on the commission housing	No bus shelters
It is very tidy	Hoon drivers
Parks are good	Lack of safety on streets at night
Daytime bus service is good	Nothing for children to do
People are friendly, great community, great neighbours	Town bus services is infrequent
Salvation Army – soup kitchen	Commission houses
Edith St hairdresser	Drugs/alcohol
Fairly quiet depending on what street you live in	The Bronx – the stigma of Horsham North
School is good	Bindi's – noxious weeds on footpaths
Community Action Centre	Transient population can make it difficult when you get bad neighbours
Lollipop lady at Kalkee Road	Burglaries/damage to property
It's a good place to live	There are no problems
Its handy to town	Footpaths
Kinder	Barking dogs
Peaceful and quiet	Ampol yard is an eyesore
	Lack of police patrol/no protection

Q 3&4 What can you do in Horsham North now? In the future?

Table 14: Salvo's Survey: Things to do in Horsham North now and future

Now?	In the future?
Foundry Park	Skate parks
There is nothing to do/not a lot/nothing really	Walk in streets without fear of attack
Home League (Salvation Army)	Big W, Kmart
Women's Group	Bakery
Church	Swimming pool
Carpet bowls on Thursday night at Hamilton Lamb Hall	Gym
School sports at Dudley Cornell Park	Bike paths
Good park at corner of Hennessy and White Street	Youth activities – education about work opportunities, career advice

Salvation Army – music and church	Skating rink for the kids or BMX track
Voluntary work	Redo Police Paddocks to make BBQ & picnic area
Walk the dog	Bring back the drive-in cinema
Christmas Carolling	A better playground – secure and fenced in, bigger, with more equipment and toilets
Sports groups	Shops/cinema/entertainment – would use if closer
Hairdresser	A good all round store for shopping
Kinder/school	Restaurant
	Grand stand at Dudley Cornell Park
	Recreation centre – to bring in better people)
	A safe environment
	Community hall – that is affordable for hire
	Public toilets
	Another Nexus facility – youth focus with day trips and camps
	More jobs – trucks, gardens, factories, labourers

Q5&6 Favourite and least favourite places?

Table 15: Salvo's Survey: Favourite and least favourite places in Horsham North

Favourite?	Least Favourite?
Friends places (private homes)	Shirley St – the Aboriginal kids beat you up
Nexus	There is no reason to go there
Dudley Cornell park for the sports activities	Anywhere after dark
Salvation Army – friendly, welcoming and non threatening	Creek Crescent feels unsafe
The cemetery (visiting past relatives)	Underpasses
Home	The railway station
Local cricket at the oval	Certain streets are no-go zones
Local college	

Q7 Any other ideas about how to make Horsham North better for the community?

- Need more places for kids to go to, kids activities
- Upgrade the existing facilities – work with what we have
- Need more business/industry to provide more employment
- More facilities for the elderly
- More housing (affordable)
- Skate park
- Parks and green spaces
- Playground
- Organised school holiday activities
- More street lighting
- New indigenous school
- Leave Horsham North primary where it is - current location is ideal
- Tidy the place up – gardens and houses
- Kids play area at the Salvo's
- Bus shelter
- Don't close Dudley Cornell parks
- Turn the bad reputation around
- Bike paths, walking paths – linking Wimmera River to Police Paddock
- Beautification of parks
- Public meeting places
- Have more social workers on our street – to see how we live

## 2.0 Children's Hub

### 2.1 Stakeholder Workshop

The Stakeholder Workshop was held with a number of key stakeholders in Horsham, including, but not limited to representatives from: Dept. Human Services, Wimmera Health Care Group, Victoria Police, Dept. Education and Early Childhood Development and Horsham Rural City Council. This was the first workshop to be held as part of the community consultation process for the Horsham North UDF and a large number of people (approximately 45) were present at the meeting.

The first part of the meeting was facilitated by SJB Urban and looked at generating discussion around the four key Project Themes: Health, Education, Housing and Development, and Transport.

Place Partners facilitated the last half hour of the meeting, which focussed specifically on the proposed Children's Hub in Horsham North. The participants were asked the following questions:

1. What would be the advantages and disadvantages of providing Horsham North with a Children's Hub?
2. Is there another facility or other services the community would VALUE more? NEEDS more?
3. Where would this Children's Hub be best located? Where and why?

The concept of the Children's Hub had been raised frequently throughout the workshops. There was a great deal of concern that the Dudley Cornell Park has already been approved as the Children's Hub site, with limited understanding that the idea was still in proposal stage. The major issue raised with the proposed site was that the community would lose one of its only open green spaces that is used extensively. It was indicated by a workshop participant that 600+ people used the facilities each week and that if the site was approved for a Hub then a replacement was vital to this community.

#### Q1. What would be the advantages and disadvantages of providing Horsham North with a Children's Hub?

Table 16: Stakeholder Workshop: Advantages and Disadvantages of Children's Hub in Horsham North

Advantages	Disadvantages
Pride of place, renew pride in Horsham North	Centralising services loses connectivity of individuals with their neighbourhood
Attract people and services into the community	Size – focus could be lost, could become uninviting
One stop 'central' shop of services and support, combined facilities/services	Repeating other services from other parts of the community
Potential to incorporate GWM Water into the development site	Little opportunity for expansion around proposed site (Dudley Cornell Park)
Would provide a facility for whole of Horsham	Is a new school needed – who will go? Will it change people view of Horsham North School
Enables a range of services to work together for families benefit instead of segregated services	If attached to Dept. of Education there will be rules and regulations restricting services offered at hub, i.e. smoking areas, mix of adult vs. child ratio
Provide better infrastructure to Horsham North	Could be difficult to navigate services
Bring business to the area	Proposed location (Dudley Cornell Park)
Integrated service delivery	What about community members without kids?
May encourage increased enrolment at school	Will it limit future investment in Horsham North? Horsham North seen as getting enough help – no more future dollars
New development to catalyse other new development	Transport to the hub when there is already difficulties in cross area movement
Link west and east Horsham North	Security

Dudley Cornell park is central – good location	Lack of accessibility in and out of the area
State of the art facilities and children's service	Negative judgement from the wider Horsham community – it may fail because of broader community perception of the area
Staff support/monitoring development	Will need massive \$ investment to achieve goal which is not currently available in Horsham
Allow succession planning for staff	Intrusion on neighbours lifestyle
Welcoming, comfortable meeting place	Loss of the second oval at Dudley Cornell Park
Community focus for care and education	Farmland to north outskirts is not central and not on a main road
Allow a feeling of belonging and safety	Do residents even want a hub? Or do they perceive this to be a need and/or relevant
Place for connection to happen	Loss of oval would impact greatly on physical activity opportunities for residents
Creates a destination within the precinct	Loss of sporting facilities
New focus, new facility, new ideas	Bigger isn't better
Chance to restart/rebuild	If community doesn't engage – may be a white elephant
A sense of their own community	May not meet all needs – some may feel disconnected
Encourage people in their own area – empower them	May work better to have several smaller venues in the community
Has potential to be a true community hub if it caters to all sectors of the community and combines shops and jobs	Perception of centralised control
Will improve access to services for Horsham North residents	Prime opportunities for vandals
Involves all sectors of the community – a venue for parents, youth and meetings – all ages	Proposed location is going to detract from aesthetics and eliminate recreation opportunities
Ability to centralise access	Accessibility and use by Greater Horsham
"Whole of family" involvement	
Inclusiveness	

Additionally the following suggestions and opportunities were offered:

- The hub needs to offer a broader scope of services
- It should have sensitive design
- It should make referrals easy allowing early intervention
- Farmland opposite Police Paddock is a Greenfield site and cheaper to buy
- Needs to be on a main thoroughfare
- Needs allied health services – OT, speech, Podiatry, Community Health, Family Counsellor, Financial Counsellor, Support agencies
- Could demonstrate sustainable design and living
- Could combine school and maternal health all in the same place – specialist health
- Just build on/improve what we have
- Upgrade the existing school and co-locate the kindy, maternal and child health with it
- Build a community hall or commercial centre on Greenfield sites (rather than existing)



Q2. Is there another facility or other services the community would VALUE more? NEEDS more?

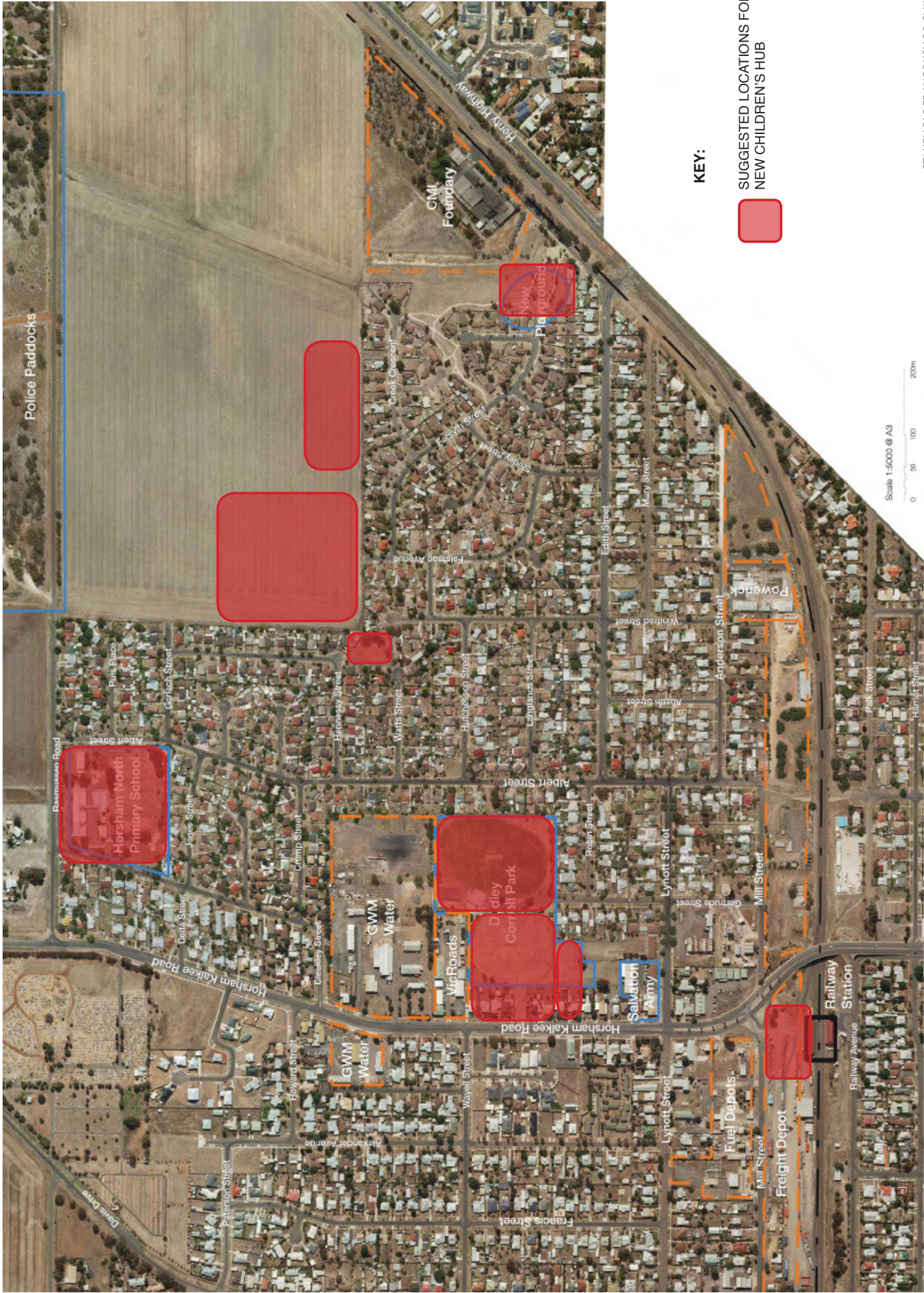
Table 17: Stakeholder Workshop: Facilities the community would value and need more than a Children's Hub

Value	Needs
New kindergarten, primary school and MCH and children's services, after school care	Horsham North to be recognised as part of Horsham
Tutoring for homework	Service providers need: accessibility, connectedness, safety and comfort
2 sports ovals	New kindergarten on same site as school, providing a seamless support network
Connections, even if in a different/separate location	Visiting specialists with equipped rooms
Skate facilities/Youth facilities – link to a new playground	Big hall
Informal training/education	Big kitchen
Joint use/multi-use facilities	Two facilities?
Funding opportunities	Up to 5yrs, 5yrs +
Functionality	multi-purpose spaces and health services
School used at night for other activities	Children/teenage > adult
Needs good design	
Business/shopping facilities	Teleconferencing facilities
Super store for buying food	A name?
Early education	
Mentoring in education	

Q3. Where would this Children's Hub be best located? Where and why?

The participants were provided with an aerial map of the site and asked to provide suggestions for alternative sites for the proposed Children's Hub.

The following aerial photo has shown the sites indicated as alternatives. There was very little response to this question with only a few of the participants marking up the worksheet provided.



TELL US ABOUT... A CHILDREN'S HUB IN HORSHAM NORTH?





2.2 Residents Workshop

Part Two of the Residents workshop focused specifically on the proposed Children’s Hub. Questions posed to the group included:

1. What would be the advantages and disadvantages of providing Horsham North with a Children’s Hub?
2. Is there another facility or other services the community would VALUE more? NEEDS more?
3. If Horsham North does get a children’s hub, what do you think it should be like? What are some words to describe this place?

Q1. What would be the advantages and disadvantages of providing Horsham North with a Children’s Hub?

Table 18: Resident’s Workshop: Advantages and Disadvantages of Children’s Hub in Horsham North

Advantages	Disadvantages
A children’s service in one are	Size
Places to outsource other agencies	Losing the pretty oval (at Dudley Cornell Park)
Accessibility	The hub would be landlocked (at Dudley Cornell Park)
Youth groups and counsellors	No disadvantages
Integrating families and everyone together	
More job prospects	
A good way for families to communicate more	
More jobs for Horsham North people who don’t have jobs	
Need all services for children <ul style="list-style-type: none"><li>- out of school care</li><li>- nurse</li><li>- play group</li><li>- child care</li><li>- kindy</li><li>- young parent support</li></ul>	

It was also noted by one workshop attendee “people don’t have to go to Horsham North to get something for kids to do.”

Q2. Is there another facility or other services the community would VALUE more? NEEDS more?

Table 19: Resident’s Workshop: Facilities the community would value and need more than a Children’s Hub

Needs	Wants
Transport	Transport
Health (medical centre)	Skate Park
Elderly support	Swimming pool
Early childhood support (parenting education)	Affordable services
Preventative services (Drug and alcohol)	General sporting facilities
Education services and initiatives	
Truant officers	
Street lighting	

Q3. If Horsham North does get a children’s hub, what do you think it should be like? What are some words to describe this place?

The community really responded to this question and could easily describe what the Children’s Hub could be like. Interestingly, they appeared to find this question easier to respond to than the question asking what the whole of Horsham North could be like in the future.

The following words and phrases were used to describe the workshop participants’ ideal Children’s Hub:

Table 20: Resident’s Workshop: Descriptive words of the ideal Children’s Hub

Fresh	Gives you a sense of pride	Well designed (re. acoustics/sound proofing for neighbours)
Bright	Centralised	Ultra modern
Welcoming	Accessible	Sky’s the limit
Child friendly	Open to all (integrating whole of community)	Long term development of infrastructure
Enjoyed by all	Representative of community spirit	Budget/Environmentally conscious
Free/cheap services	BBQ’s	

2.3 Business Workshop

The proposed Children’s Hub was raised at the end of the Business Workshop and the participants were asked: How will a Children’s Hub help the economic situation in Horsham North? What are the business co-location opportunities?

Conversation around the co-location potential of the proposed Children’s Hub suggested that the drawcard for the Hub is the community services available. This should be enough to leverage other services and business opportunities.

Additional suggested business opportunities included:

- Café
- Newsagency
- Library
- Skate board park
- Play centre
- Markets



2.4 Mother’s Workshop

A very general discussion about the proposed Children’s Hub flowed with discussion on ideas for: what it should and shouldn’t be, what it could be like and what services could be available. The idea of a Community Hub, rather than a specific Children’s Hub, was accepted very enthusiastically. It was believed this should be a community facility for all.

Very realistic comments were added about utilising existing service locations and providing a network of different community facilities that might cater for different needs. This would be of benefit in keeping some services away from a Children’s Hub, such as drug and alcohol support. Likewise a specific clinic for young adults could be co-located with a Community Hub but not a Children’s Hub.

It was suggested that a youth park could be incorporated into a Children’s Hub, alongside other activities, to being youth in to show the younger kids what they do, and allow interaction across the age ranges. This could involve a skate park, which has the double benefit of the natural surveillance from the parents in and around the adjacent Children’s Hub.

When asked what kinds of things they would like to do there, the mothers responded with the following activities:

- Spaces for meetings: groups, sporting team meetings etc
- Café
- Internet
- Play group
- Library –magazines, newspapers etc
- Community art space
- Public art
- Yoga

The group were also asked what it should feel and look like:

Table 21: Mother’s Workshop: How the Children’s Hub should feel and look

Feel like?	Look like?
Warm	Spunky
Friendly	Nice architecture
Welcoming	Clean
Non threatening	Reflect the Wimmera (see Wimmera Primary School)
Supported	Environmentally friendly
Loved	In tune with the natural environment (See Goolum Goolum building)
Making connections	Shade trees, more green spaces
Not forgotten (maintained)	Use landmarks local to the region Silos, Windmills, tractors
	<ul style="list-style-type: none"><li>• More flow, signs, connections</li></ul>

2.5 Supported Playgroup Survey

The Horsham North Supported Playgroup is part of the Playgroup Victoria's Supported Playgroup Initiative (SPPI) directed by the Victorian Government. The aim of this initiative is to provide parent and playgroups around the state to meet the needs of children and families who might otherwise miss out. It allows parents opportunities to meet and socialize and build a support and learning network, as well as allowing babies and toddlers socializing opportunities for their own development needs.

A short survey was conducted at the Horsham North Playgroup on two separate occasions by HCAC staff, as part of this engagement process, on 15<sup>th</sup> March and 12<sup>th</sup> April 2010. A total of 2 hrs were spent surveying parents and 8 surveys were completed. It aimed to get feedback and ideas for the proposed Children’s Hub from parents who already use support community, early childhood facilities. The following questions were asked in the survey:

1. Do you think that Horsham North needs a center catering specifically for early childhood services? Why/why not?
2. Is there another type of facility or service you think the community would appreciate or use more?
3. If Horsham North does get a Children’s Hub, what do you think it should be like? What would it look like, feel like, who should be there?
4. What kinds of services would you need at the Children’s Hub?

While the idea of a Children’s Hub was generally very well supported as a one stop shop of early childhood support, services and facilities, it has become clear through talking about this idea that opinions are divided. It has been suggested that the services already available are not hard to access at the moment, and that with additional maintenance and support the existing facilities could actually be better utilised. The co-location of services is greatly desired for easy access, however, it appears that the idea of the hub as bringing more services to Horsham North and giving people more choice for their children and themselves, is actually more important than what services are found there.

The following answers and ideas were generated from the survey questions:

Q1. Do you think that Horsham North needs a center catering specifically for early childhood services? Why/why not?

- Undecided – it might be good
- It should not be located on a busy road
- People may stay with the same service if it is based at the same place
- Yes, so everything is together – a one stop shop
- Having the kinder near/with the school will make the transition between easier
- A 3 yr old kinder is still an important service
- Yes all early childhood services are required
- Shared play facilities
- Shared utilities and maintenance costs (water, power etc)
- The shared services should only support early learning
- Better to have all services in one area, to allow children drop off and doctors visits etc

**Q2. Is there another type of facility or service you think the community would appreciate or use more?**

- Would support a playgroup, the same as we have now
- All of the ideas are good
- Shared doctor and medical facilities, visiting doctor services
- Maternal child and health services/nurses is a more important service for this community

**Q3. If Horsham North does get a Children’s Hub, what do you think it should be like? What would it look like, feel like, who should be there?**

- Playgroup
- Immunisations and medical services
- School holiday activities
- A bigger facility should reduce waiting lists
- A community kitchen could educate about food and allergies and other food health issues with cooking classes and community breakfasts
- It needs size and age appropriate play and toilet facilities
- A Neighbourhood House
- Ensure that activities do not clash with each other – e.g. a 4 yr old kinder need to work in with other providers
- Too many options could be overwhelming
- Room for the Hub to expand is important
- Both the outdoor play spaces and buildings should be enclosed
- The new playgroup should be modelled off the old one
- There should be different age group areas, and each age group should be catered for

**Q4. What kinds of services would you need at the Children’s Hub?**

- Not interested in having kids ‘hanging around’ unsupervised – we need more structured events
- “The more services the better!”
- The following services were regarded as very important to be accessed at the Children’s Hub:
  - After school care
  - Kindergarten
  - Mentoring programs
  - Primary School
  - After school tutors
  - Art Gallery
  - Music classes
  - Public Library branch

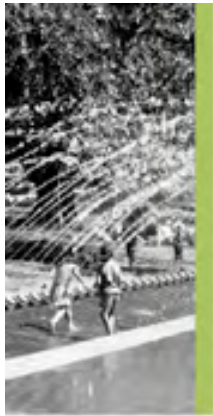
**Additional suggestions:**

- A fathers group
- Toy library
- Separate a skate park from early childhood centre – the older kids are too rough
- Get unemployed parents to do work for the hub, such as equipment making
- Note that 298 already caters for sporting needs
- It is actually not hard to access services currently

**Part C Appendix**

1. Workshop Agendas
2. Salvation Army Survey
3. Children’s Hub Supported Playgroup Survey





PLACE  
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**Horsham North Urban Design Framework**  
**Stakeholder Workshop Extension – Children’s Hub**

**Workshop Agenda**  
Monday 29 March, 4.40 – 5.15pm

**Purpose:** To assess interest in and high level ideas for Children’s Hub development

**Attendees:** VicRoads, VicTrack, Dept Transport, Dept Health, Dept Human Services, DSE, Rural Ambulance, Wimmera Uniting Care, salvation Army, additional TBC  
**Location:** Salvation Army meeting room, Horsham North  
**Facilitation:** Place Partners

4.40pm	Overview of Children’s Hub Project	HRCC
4.45pm	Question: What would be the advantages and disadvantages of providing Horsham North with a Children’s Hub?  Each participant to write down their 3 top advantages and disadvantages on coloured post-it notes (provided) and stick to wall with like advantages and disadvantages  Share themes + open discussion	PP
5.00pm	Group discussion: Is there another facility or other services the community would VALUE more? Are there other facilities or services the community NEEDS more?	PP
5.10pm	Small group work: Where would this Children’s Hub be best located? Where and why? Locate on the aerial map your preferred locations and tell us why.	PP
5.15pm	Close	PP



PLACE  
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**Horsham North Urban Design Framework - Residents Workshop**

**Workshop Agenda**  
Monday 29<sup>th</sup> March, 6.00pm – 8.00pm

**Primary Purpose:** To identify key issues and opportunities within the built and natural environment that influence community capacity, cohesion and connectivity that will influence the Urban Design Framework

**Secondary Purpose:** To assess interest in and high level ideas for Children’s Hub development

**Location:** Salvation Army meeting room, Horsham North  
**Facilitation:** Place Partners

6.00pm	Welcome	HRCC
6.03pm	Welcome and Introduction Rules of the meeting	PP
6.05pm	Introduction to the Urban Design Framework	SJB
6.10pm	Question: What are the issues and opportunities facing Horsham North now? Group work: In groups of 3-4 discuss and fill in the worksheet provided with your top 3 issues and opportunities. One representative from each group to scribe, one to share with group	PP All
6.40pm	Question: Tell us about Horsham North? Group work: Using the Worksheet with pens and stickers, tell us about Horsham Nth now. Where are the good places, bad places, what should change, what should not change etc	All
7.10pm	Horsham North’s Ideal character Question: How would you describe Horsham North as it is now and how you would like to see it in the future? Group exercise: 1. If Horsham North was a person – how would you describe him/her? Now? In the future? 2. If Horsham North was a famous person – how would you describe him/her?	PP All
7.30pm	Overview of Children’s Hub Project	HRCC
7.35pm	Group discussion: Question: Do you think that Horsham North needs a centre catering specifically for early childhood services? Show of hands	PP

	<p>Question: What would be the advantages and disadvantages of providing Horsham North with a Children's Hub?</p> <p>Each participant to write down their 3 top advantages and disadvantages on the coloured post-it notes provided and stick to wall with like advantages and disadvantages</p> <p>Share themes + open discussion</p>	
7.45pm	<p>Group discussion:</p> <p>Is there another facility or other services the community would VALUE more?</p> <p>Are there other facilities or services the community NEEDS more?</p>	PP
7.55pm	<p>Group discussion:</p> <p>If Horsham North does get a children's hub, what do you think it should be like?</p> <p>What are some words to describe this place?</p> <p>What sorts of things would we find there?</p>	PP
8.00pm	Close	PP

This meeting is intended to be a constructive and collaborative dialogue that helps interested members of the public to better understand the Horsham North Urban Design Framework (UDF) development process and to provide meaningful feedback so that the UDF reflects what you, the community wants for Horsham North. This Framework will become the key strategic document that will guide improvements to Horsham North across a range of areas, such as road planning, streetscape, community facilities and public housing.

Remember, no decisions will be made tonight! This workshop is about information sharing, interaction, and feedback that will lead to the UDF clearly addressing the community needs and desires for Horsham North's future.

#### Meeting rules:

1. Differing perspectives about issues and approaches are valuable to hear and will be regarded as problems to be solved rather than as battles to be won.
2. Please separate the people from the problems.
3. Please do not speak over another participant - you will be heard at some point in the workshop.
4. Please do not shout or raise your voice in anger or to get your point across - we are all here to find solutions.
5. Please stay focused on the task at hand and share airtime with others - ensure that every participant has the opportunity to speak.
6. Focus on the future, instead of getting stuck in the past.
7. Understand that the facilitator has a responsibility to keep the meeting on time. The amount of time for discussion for any one item may need to be limited.
8. Be a good listener – listening does not require agreement.
9. Commit to adhering to these few small ground rules.
10. Enjoy yourself and let us find out about Horsham North!



**PLACE  
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#### Horsham North Urban Design Framework Business Workshop

##### Workshop Agenda

Tuesday 30 March, 7.45am – 9.15am

**Primary Purpose:** To identify key issues and opportunities within the built and natural environment that influence community capacity, cohesion and connectivity that will influence the Urban Design Framework

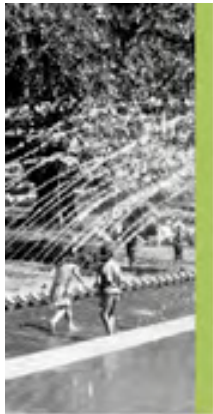
**Attendees:** Small business owners, Horsham Development Association etc

**Location:** Salvation Army meeting room, Horsham North

**Facilitation:** Place Partners

7.45am	Welcome and Introduction to the Urban Design Framework	HRCC
7.47am	Introduction	Spade
7.50am	<p>Question: What are the issues and opportunities generally facing Horsham North now?</p> <p>Each participant to write down their 3 top issues and opportunities on the coloured post-it notes provided and stick to wall with like issues/opportunities</p> <p>Share: Individual introductions and priority issue</p>	PP All
8.20am	<p>Business Challenges</p> <p>Question: What are the challenges of doing business in Horsham North and why?</p> <p>Each participant to write down their answers on the worksheet provided</p> <p>Share</p>	PP All
8.30am	<p>Business Opportunities</p> <p>Question: What are the opportunities for business in Horsham North and why?</p> <p>Each participant to write down their answers on the worksheet provided</p> <p>Share</p>	PP All
8.50am	<p>Redevelopment Opportunities – Public and Private Realm</p> <p>Question: How could the UDF help business development in Horsham North?</p> <p>Each participant to write down their answers on the worksheet provided</p> <p>Share</p>	PP All
9.05am	<p>Children's Hub</p> <p>Question: How will a Children's Hub help the economic situation in Horsham North? What are the business co-location opportunities?</p> <p>Group discussion</p>	PP All
9.15am	<p>Summing up what this all means to the Urban Design Framework</p> <p>Close</p>	SJB





Horsham North Urban Design Framework

**Mothers Workshop Agenda**  
Tuesday 30 March, 10.00-11.30am

**Primary Purpose:** To identify key issues and opportunities within the built and natural environment that influence community capacity, cohesion and connectivity that will influence the Urban Design Framework

**Secondary Purpose:** To assess interest and high level ideas for Children’s Hub development

**Attendees:** 6-8 Local Mothers  
**Location:** 15 Edith St Hair Salon  
**Facilitation:** Place Partners

10.00am	Welcome	PP/HRCC
10.05am	Image exercise: Choose one or more images that describe to you the best future for Horsham North Share	PP All
10.20am	Horsham’s Ideal character Question: How would you describe Horsham North as it is now and how you would like to see it in the future? Group exercise: 1. If Horsham North was a person – how would you describe him/her? Now? In the future? 2. If Horsham North was a famous person – how would you describe him/her?	PP All
10.35am	Question: What are the issues and opportunities facing Horsham North now? In pairs, discuss your ideas Share	PP All
10.55pm	Question: Tell us about Horsham North? Group work: Using the Worksheet, tell us about Horsham Nth now. Where are the good places, bad places, what should change, what should not, which ways you travel through etc	All
11.20am	Question: What can you do in Horsham North now? What would you like to be able to do in the future?	PP All
11.30am	Overview of Children’s Hub Project	PP/HRCC
11.35am	Group discussion: Do you think that Horsham North needs a centre catering specifically for early childhood services? Why/Why not? What are the advantages and disadvantages?	PP
11.40am	Group discussion: Is there another facility or other services the community would VALUE more? Are there other facilities or services the community NEEDS more?	PP
11.45am	Group discussion: If Horsham North does get a children’s hub, what do you think it should be like?	PP
11.50am	Group discussion: What kind of services would you need at the children’s hub?	PP
12.00pm	Close	PP



About you (circle):	male	female			
Age (circle)	0-15 56-75	15-18 76+	19-25	26-45	46-55
What are the <b>best</b> things about Horsham North right now?	What are the <b>worst</b> things about Horsham North right now?				
What sorts of things can you do in Horsham North now?	What would you like to be able to do in Horsham North in the future?				
Where are your favourite places in Horsham North? Why?	What places don't you like going to in Horsham North? Why?				
Any other ideas about how to make Horsham North better for the community?					



Proposed Children’s Hub

Background: Horsham Rural City Council is proposing an educational and community facility to benefit all of the Horsham North community. This facility aims to provide a range of services, educational facilities and community infrastructure in the one place, providing families with a ‘one-stop-shop’ of services to improve learning, health, development and wellbeing of their young children.

Please give us your feedback and ideas for this proposed project, by filling in the survey below.

Q1. Do you think that Horsham North needs a centre catering specifically for early childhood services?

Why/Why not?

Q2. Is there another type of facility or another service you think the community would appreciate and use more?

On a scale of 1-5, 1 being **not important** at all and 5 being **very important**, how would you rate the following list of community facilities?

	1	2	3	4	5		1	2	3	4	5
Children’s Hub						Community meeting/function hall					
Aged care facilities						Community Theatre					
Sports and Recreation centre						Art Gallery					
Youth Centre						Open public spaces					

Any other suggestions or ideas for a community facility?

Q3. If Horsham North does get a children’s hub, what do you think it should be like?

What would it look like? What would it feel like when you go there? Who should be there?

Q4. What kind of services would you need at the children’s hub?  
On a scale of 1-5, 1 being **not important** at all and 5 being **very important**, how would you rate the following list of community facilities and activities that could happen there?

	1	2	3	4	5		1	2	3	4	5
Kindergarten						Art Gallery					
Primary School						Art classes					
After school care						Mentoring/Big Buddy programs					
Childrens Health Clinic						After school tutors					
Early childhood disability support						Music classes					
Parks						Sports and Recreation Centre					
Skate Park						Public library branch					

Any other suggestions or ideas for what you want at the Children’s Hub?