APPENDIX A
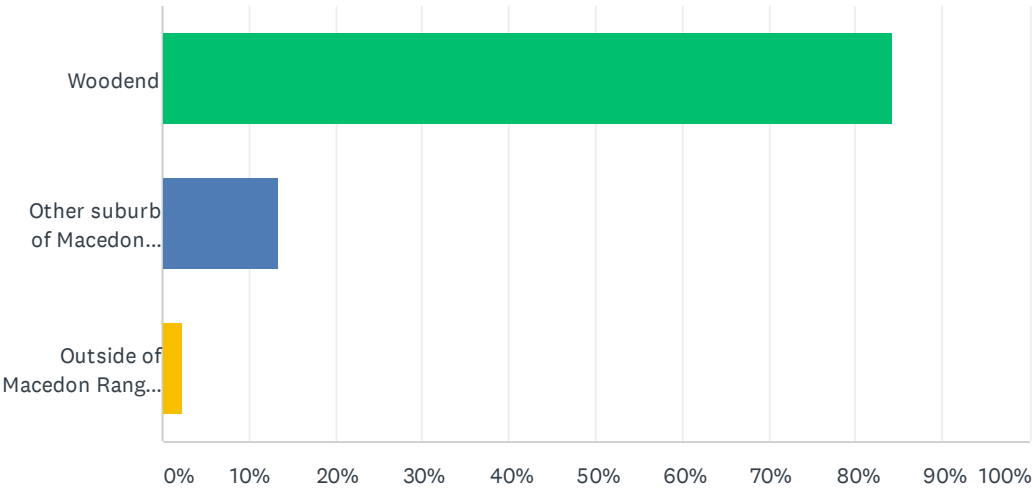## WCC SURVEY 1 SUMMARY DATA

Q1 What suburb do you live in? (please select one)
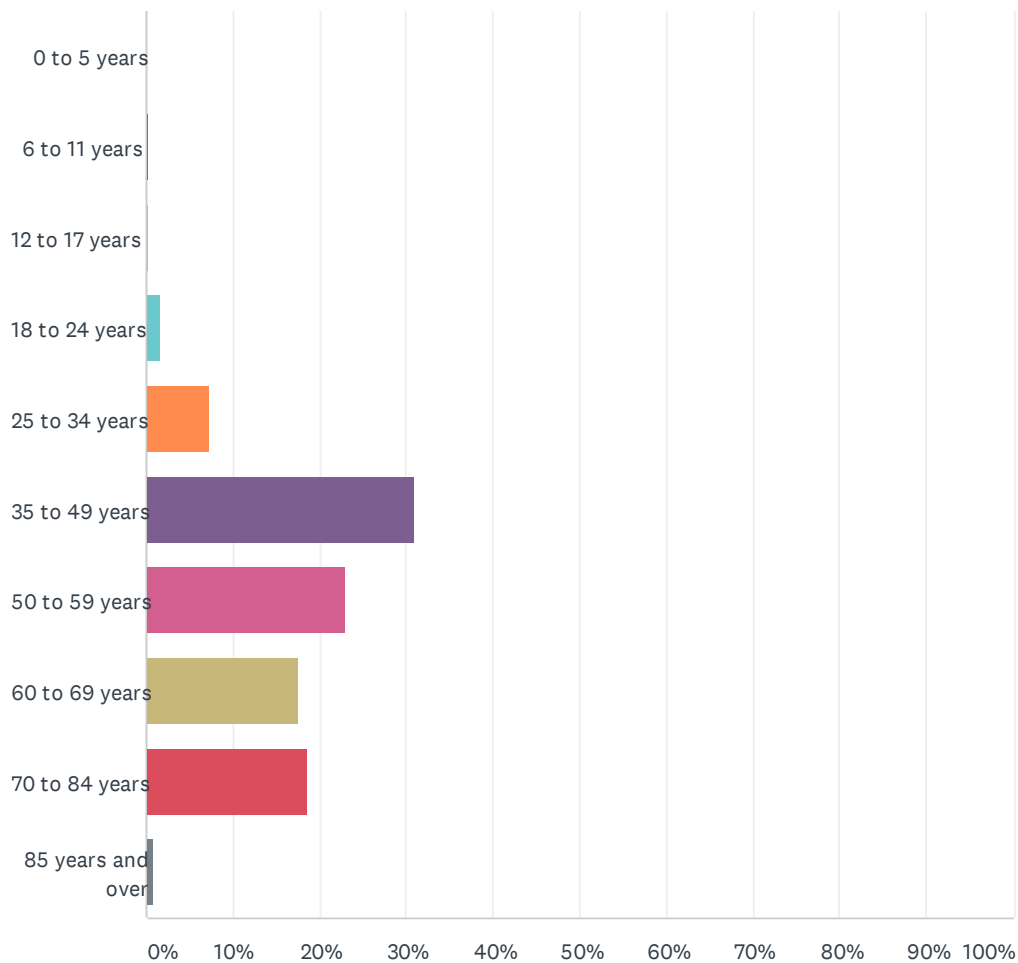
Answered: 382   Skipped: 0

ANSWER CHOICES	RESPONSES	
Woodend	84.29%	322
Other suburb of Macedon Ranges Shire	13.35%	51
Outside of Macedon Ranges Shire	2.36%	9
Total Respondents: 382		

Q2 How old are you? (please select one)

Answered: 382   Skipped: 0

ANSWER CHOICES	RESPONSES	
0 to 5 years	0.00%	0
6 to 11 years	0.26%	1
12 to 17 years	0.26%	1
18 to 24 years	1.57%	6
25 to 34 years	7.33%	28
35 to 49 years	30.89%	118
50 to 59 years	23.04%	88
60 to 69 years	17.54%	67
70 to 84 years	18.59%	71
85 years and over	0.79%	3
Total Respondents: 382		

Q3 What facilities do you currently use at the site? (Please select as many answers as relevant)

Answered: 372   Skipped: 10
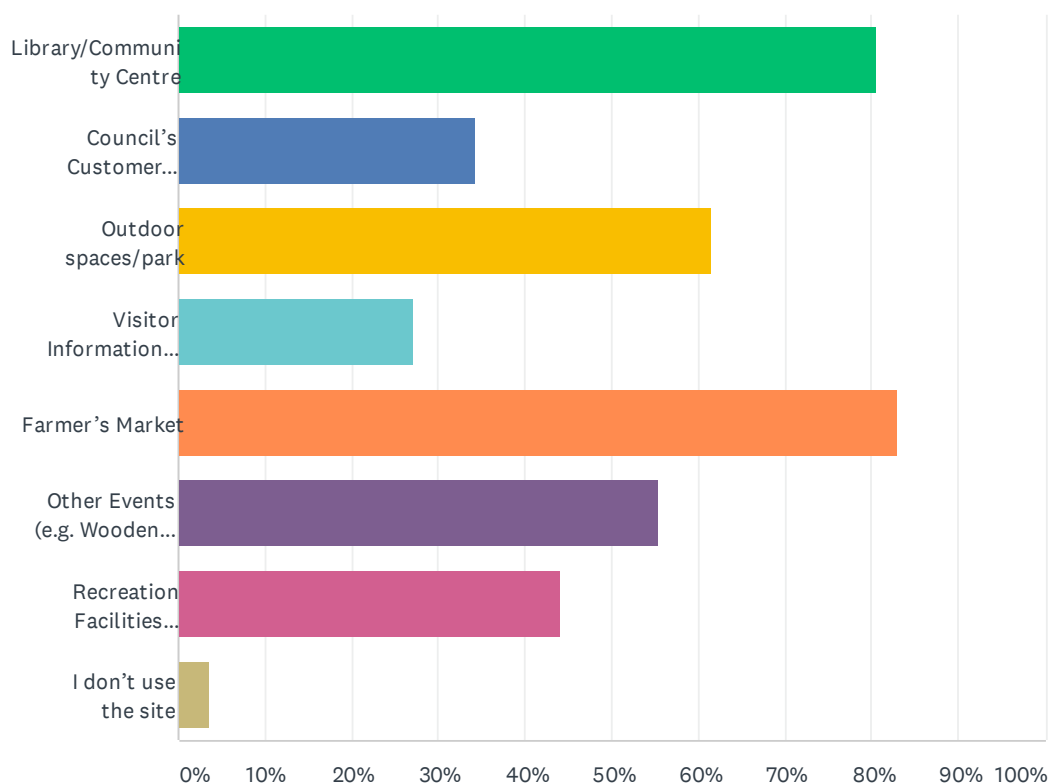
ANSWER CHOICES	RESPONSES	
Library/Community Centre	80.65%	300
Council's Customer Service Centre	34.41%	128
Outdoor spaces/park	61.56%	229
Visitor Information Centre	27.15%	101
Farmer's Market	83.06%	309
Other Events (e.g. Woodend Winter Arts Festival)	55.38%	206
Recreation Facilities (Tennis Courts, Swimming Pool, Skate Park)	44.09%	164
I don't use the site	3.49%	13
Total Respondents: 372		

# Input in to the Woodend Community Centre business case and draft master plan

#	OTHER - PLEASE SPECIFY	DATE
1	Cinema for all ages	8/17/2020 10:10 AM
2	Toilets	8/14/2020 12:39 PM
3	Bike riding path	8/14/2020 12:16 PM
4	Petanque Piste	8/14/2020 12:02 PM
5	Lions Market Sustainability Festival	8/14/2020 9:58 AM
6	Swimming pool upgrade would be great	8/13/2020 2:29 PM
7	Swimming Pool	8/13/2020 9:53 AM
8	Pool X3 per week	8/10/2020 5:04 PM
9	Walking Tracks	8/10/2020 4:34 PM
10	Neighbourhood House	7/27/2020 1:15 PM
11	Hall for community events (eg. Neighbourhood House Lunch)	7/27/2020 9:11 AM
12	Running and orienteering in the Five Mile Creek parkland adjacent to and beyond the study area	7/26/2020 5:34 PM
13	Creek walk	7/23/2020 12:27 PM
14	Christmas carols -outdoors (so much better than at Buffalo)	7/21/2020 11:26 PM
15	Gym	7/20/2020 5:20 PM
16	Outdoor Christmas carols	7/19/2020 10:18 PM
17	Currently use the space as a walk-thru link to connect High St to the Five Mile Creek and Racecourse walk	7/19/2020 6:08 PM
18	Community Repair Cafe https://www.facebook.com/groups/365506331054586/	7/14/2020 10:37 AM
19	Meetings, community minded	7/13/2020 3:57 PM
20	Woodend Neighbourhood House, Repair Caffee	7/12/2020 6:09 PM
21	Bowling club	7/11/2020 6:26 PM
22	Community Hall	7/11/2020 10:28 AM
23	Woodend Lions Club Sunday Community Market May to Sept Woodend Lion Club Community Christmas Carols	7/9/2020 8:23 PM
24	The banks of the 5 Mile Creek, which is directly adjacent	7/8/2020 8:24 AM
25	Meeting rooms, community events held at the centre	7/7/2020 4:51 PM
26	Five mile creek walking track	7/6/2020 7:19 PM
27	Woodend Lions Community Market	7/6/2020 3:00 PM
28	Children's park. Winter arts, and performance spaces needed	7/6/2020 12:10 PM
29	Walking track along the river	7/6/2020 9:07 AM
30	It is a part of the overall Woodend aesthetic (sense of place). So for me, it isn't just about physical use of the site, it is the appearance of the site and how it fits the overall 'art of Woodend' landscape.	7/6/2020 8:26 AM
31	The Five Mike creek walk and cycle path and the Children's Park, which are very well integrated or linked to the community centre site. Regarding the following question which talk about how often I use the site there is no box for daily use only weekl use. I Would use it daily.	7/4/2020 11:52 AM
32	I walk past it when the under bridge path isn't flooded	7/3/2020 5:49 PM
33	If the squash court building was open I'd use that. We use the pool a little. The 'skate park?' It's hardly a park! It needs improvement	7/2/2020 11:59 PM
34	Woodend Neighbourhood House, Community garden, skate park,	7/2/2020 10:49 PM
35	Neighbourhood House	7/2/2020 8:41 PM

| 36 | Pony club. Buffalo stadium | 7/2/2020 6:00 AM |
37	Neighbourhood House	7/1/2020 8:36 PM
38	Temporary Pétanque Piste.	7/1/2020 5:55 PM
39	Petanque playing area	7/1/2020 5:24 PM
40	My partner and I live in Sunbury and we are members of the Woodend Hanging Rock Petanque Club. I am a committee member.	7/1/2020 5:11 PM
41	Petanque Terrain	7/1/2020 4:55 PM
42	walking path, community hall for the film society	7/1/2020 3:38 PM
43	Scout/Guide hall	7/1/2020 12:08 PM
44	Outdoor space to play, meet others, have a picnic, visit car shows.	7/1/2020 11:05 AM
45	Dog off leash areas	7/1/2020 6:20 AM
46	Lions Community Market	6/30/2020 10:20 PM
47	we also walk/ride on the adjacent paths	6/30/2020 9:05 PM
48	Walk 5 mile creek track. Walk through the 'plan area' to reach the park across High St, G G oval area, or Buffalo. It's an exercise area - for families and individuals. Community art area and the outdoor area is used by the whole town and many many visitors.	6/30/2020 7:29 PM
49	Lions community market	6/30/2020 5:09 PM
50	Walk through site to school	6/30/2020 5:09 PM

Q4 How frequently do you use the site? (Select one)

Answered: 372   Skipped: 10
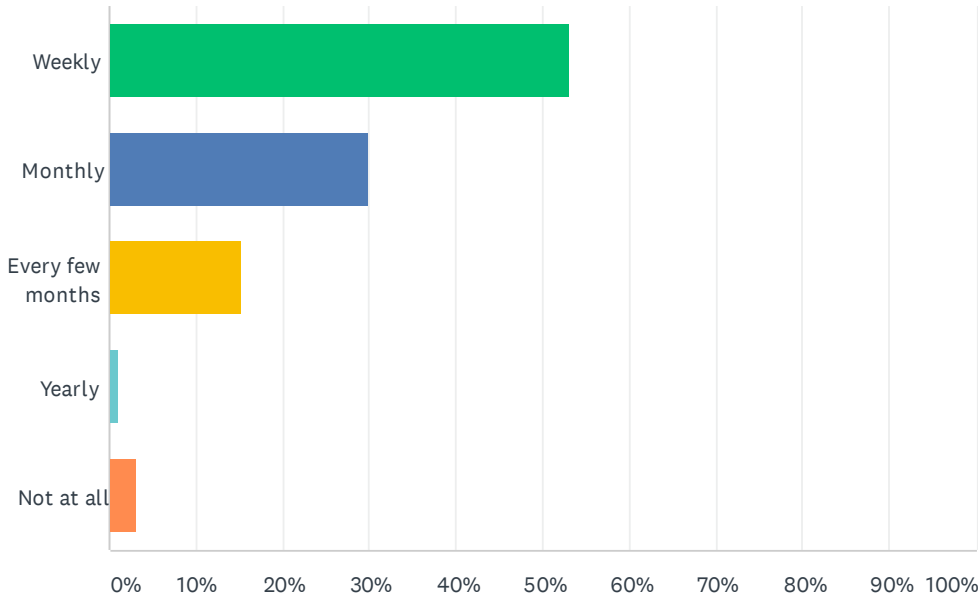
ANSWER CHOICES	RESPONSES	
Weekly	53.23%	198
Monthly	29.84%	111
Every few months	15.32%	57
Yearly	1.08%	4
Not at all	3.23%	12
Total Respondents: 372		

Q5 The community have already identified a number of ideas and opportunities below. Please rate whether you strongly agree, agree, neither agree nor disagree, disagree or strongly agree with each of these ideas:

Answered: 358   Skipped: 24
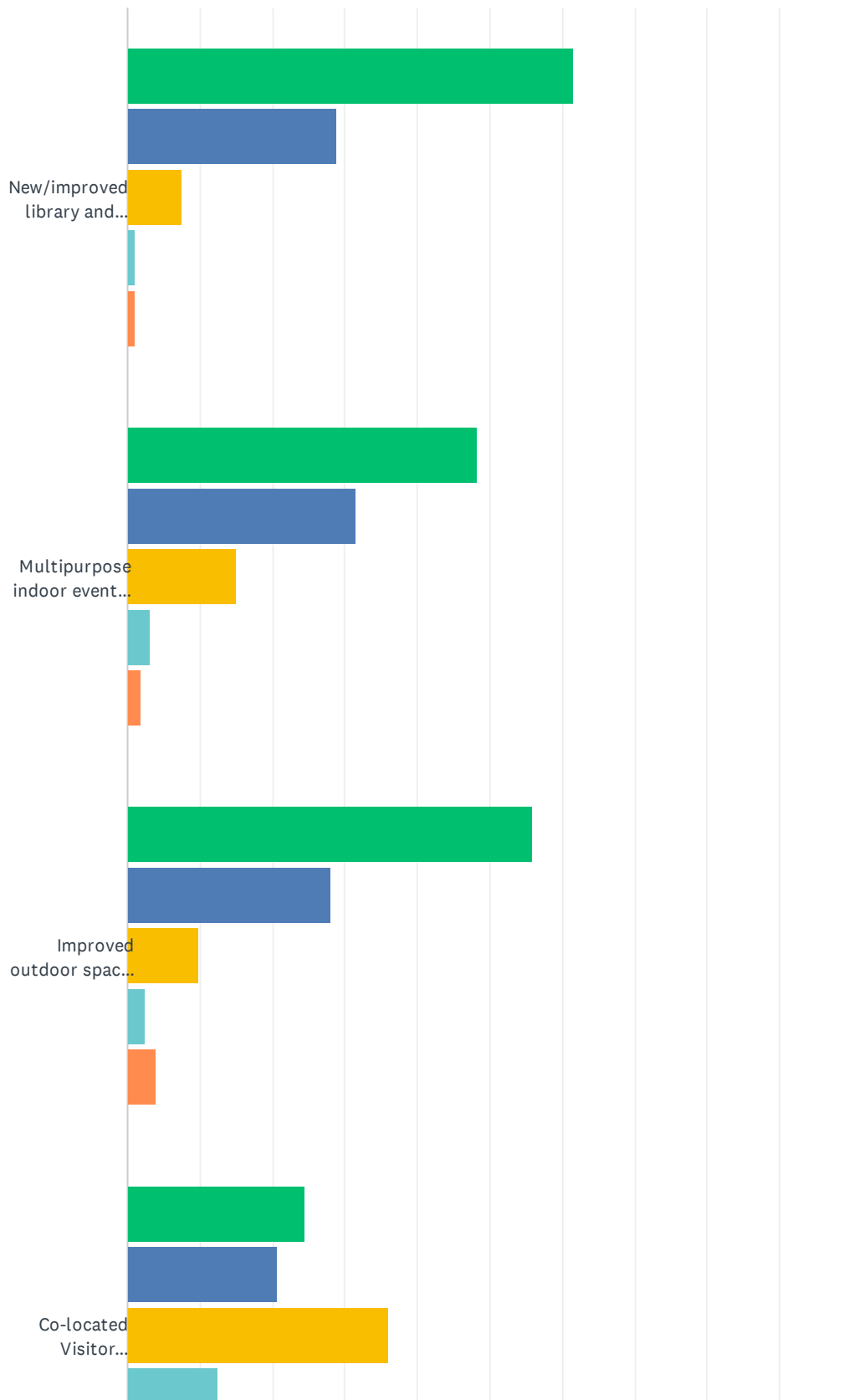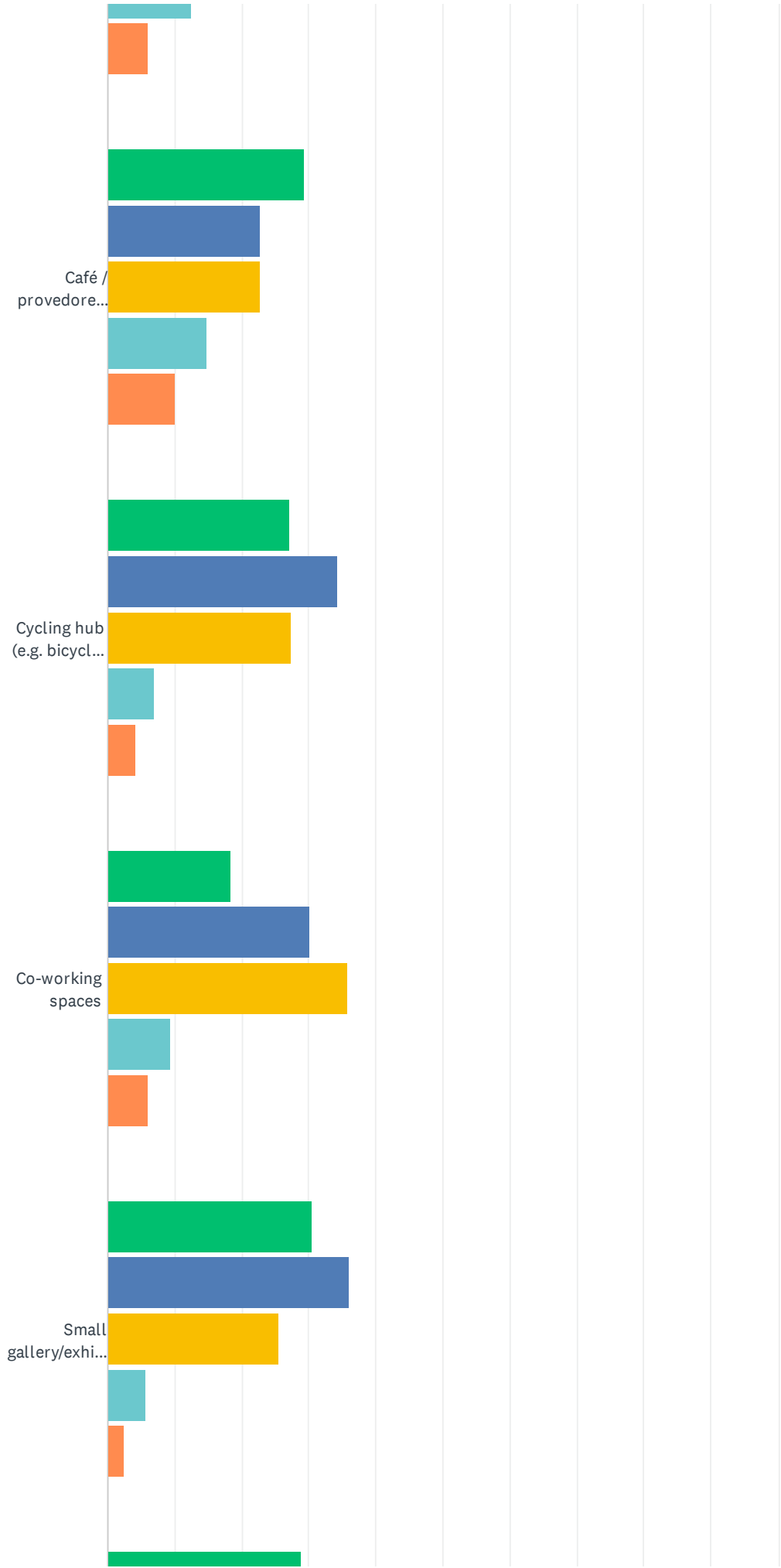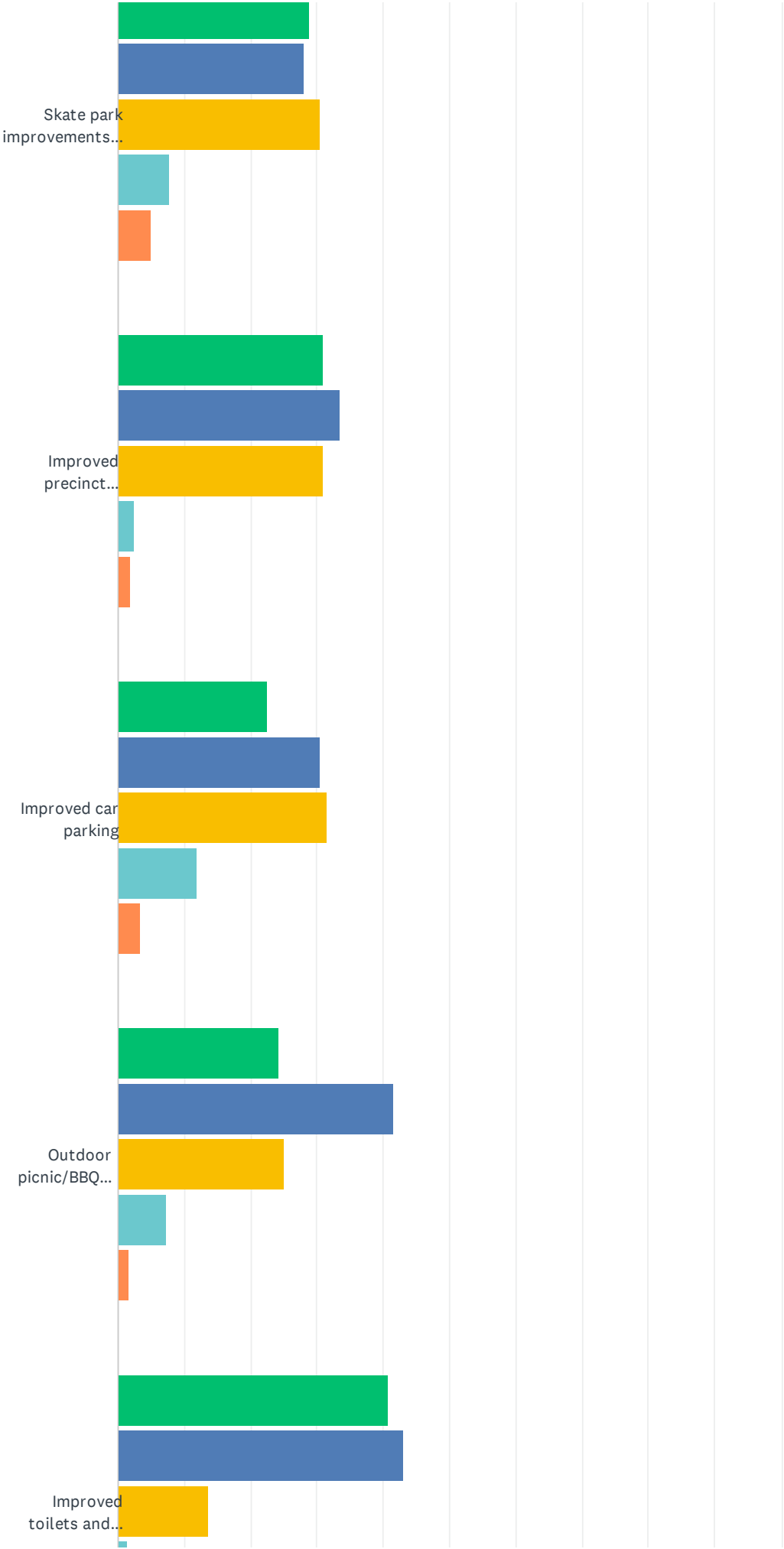
Input in to the Woodend Community Centre business case and draft master plan
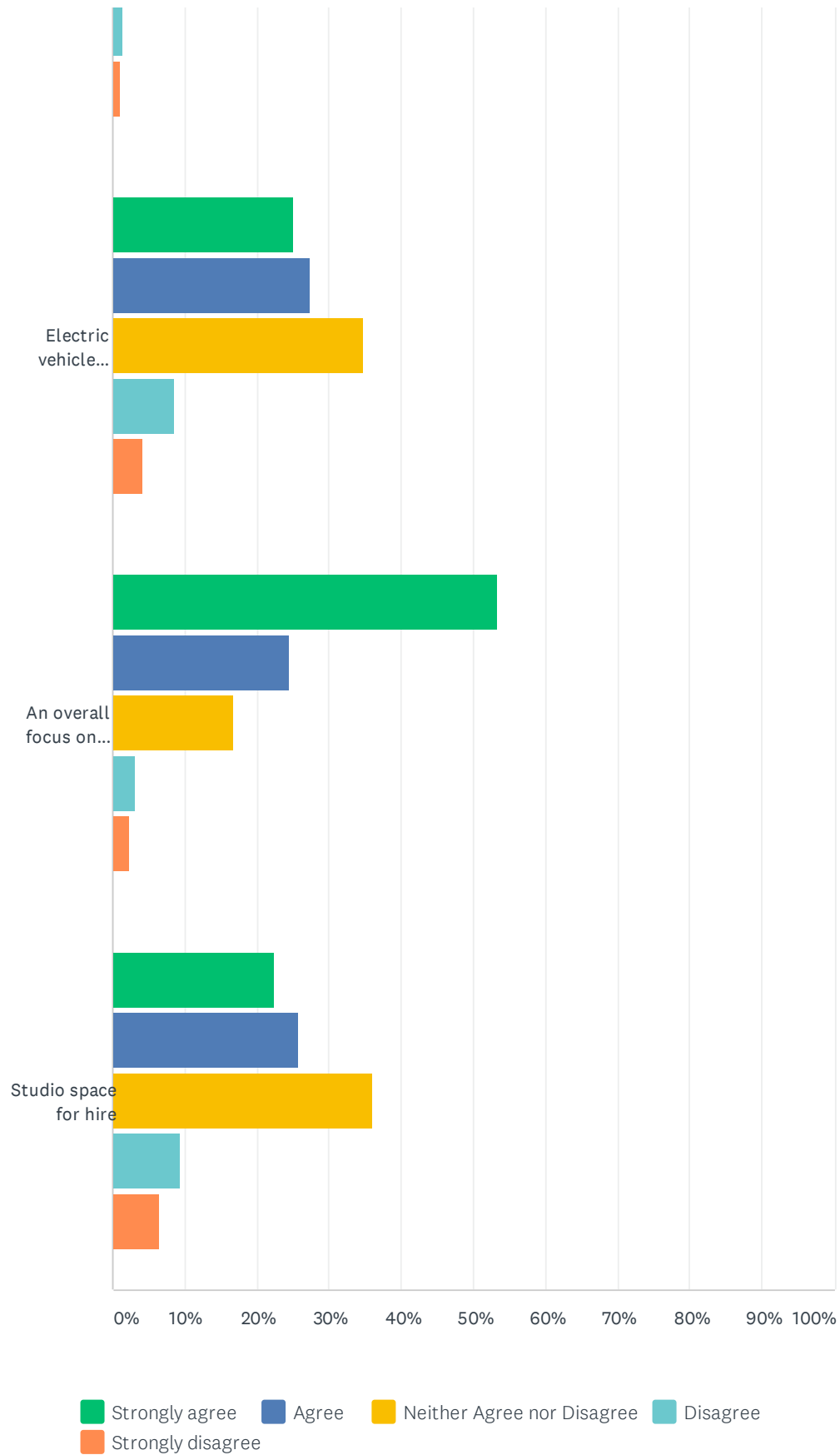
Café /
provedore...

Cycling hub
(e.g. bicycl...

Co-working
spaces

Small
gallery/exhi...

Input in to the Woodend Community Centre business case and draft master plan

Skate park improvements...

Improved precinct...

Improved car parking

Outdoor picnic/BBQ...

Improved toilets and...

Input in to the Woodend Community Centre business case and draft master plan

Legend:
- **Strongly agree**
- **Agree**
- **Neither Agree nor Disagree**
- **Disagree**
- **Strongly disagree**

Categories:
- Electric vehicle...
- An overall focus on...
- Studio space for hire

Input in to the Woodend Community Centre business case and draft master plan

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
New/improved library and community centre (e.g. multipurpose meeting rooms, children's areas, lounge spaces, study spaces, hireable computers, Wi-fi access, hireable kitchen etc.)	61.45% 220	28.77% 103	7.54% 27	1.12% 4	1.12% 4	358	1.52
Multipurpose indoor events space (performance space, lectures/seminars, etc)	48.32% 173	31.56% 113	15.08% 54	3.07% 11	1.96% 7	358	1.79
Improved outdoor space for events (including Farmers Market, Woodend Winter Arts Festival)	55.87% 200	27.93% 100	9.78% 35	2.51% 9	3.91% 14	358	1.71
Co-located Visitor Information Centre with library/community centre	24.58% 88	20.67% 74	36.03% 129	12.57% 45	6.15% 22	358	2.55
Café / provedore (showcasing local and regional produce)	29.33% 105	22.91% 82	22.91% 82	14.80% 53	10.06% 36	358	2.53
Cycling hub (e.g. bicycle parking, change facilities, bike maintenance/pump station, bicycle parking)	27.09% 97	34.36% 123	27.37% 98	6.98% 25	4.19% 15	358	2.27
Co-working spaces	18.44% 66	30.17% 108	35.75% 128	9.50% 34	6.15% 22	358	2.55
Small gallery/exhibition space	30.45% 109	36.03% 129	25.42% 91	5.59% 20	2.51% 9	358	2.14
Skate park improvements and opportunity for pump track	28.77% 103	27.93% 100	30.45% 109	7.82% 28	5.03% 18	358	2.32
Improved precinct linkages and access (i.e. to other facilities and activities)	31.01% 111	33.52% 120	31.01% 111	2.51% 9	1.96% 7	358	2.11
Improved car parking	22.63% 81	30.45% 109	31.56% 113	12.01% 43	3.35% 12	358	2.43
Outdoor picnic/BBQ spaces	24.30% 87	41.62% 149	25.14% 90	7.26% 26	1.68% 6	358	2.20
Improved toilets and access	40.78% 146	43.02% 154	13.69% 49	1.40% 5	1.12% 4	358	1.79
Electric vehicle charging stations	25.14% 90	27.37% 98	34.64% 124	8.66% 31	4.19% 15	358	2.39
An overall focus on sustainability	53.35% 191	24.58% 88	16.76% 60	3.07% 11	2.23% 8	358	1.76
Studio space for hire	22.35% 80	25.70% 92	36.03% 129	9.50% 34	6.42% 23	358	2.52

Q6 Are there any other key opportunities that you think should be considered for the site? (please keep your answer to 25 words or less)

Answered: 188   Skipped: 194

#	RESPONSES	DATE
1	- Add in a pizza oven to outdoor space where BBQ is. - Cinema - Skate park enlarged - Counld leave Visitor Information centre the same - Car Park - use the old car parking space and walk across. - Leave electric car charging stations over there too. (Old Coles carpark)	8/17/2020 10:15 AM
2	Make it all environmentally friendly and sustainable to help our planets	8/17/2020 9:59 AM
3	ARB and sustainability focused use of space with a permanent reconciliation space , truth telling indiginous space!!! PLEASE!!	8/14/2020 2:33 PM
4	Safe dry sheltered school bus drop off / pick up area	8/14/2020 2:28 PM
5	- Walk ways Cycle ways would be a tourist feature as well as serving local needs. - An oever/under pass connecting the childre's playground would be beneficial (Eaglehawk Complex - Botanic Gardens - walkways - playground bears testimony to this unified approach)	8/14/2020 2:12 PM
6	NO	8/14/2020 2:06 PM
7	A sustainable garden included on the site - like the garden the is presently there	8/14/2020 1:53 PM
8	A hydrotherapy pool in Woodend for elderly finding it too difficult to get to either Kyneton or Gisborne	8/14/2020 1:48 PM
9	A mountain bike track/path would be great as there's a lot of kids that bike ride locally. More things for teenagers to do!!!	8/14/2020 12:38 PM
10	Bigger Pool	8/14/2020 12:19 PM
11	Need more facilities to help link companies and individuals such as zoom. Not everyone has access to these tools and a hub would be beneficial since COVID-19	8/14/2020 12:15 PM
12	Youth space centre. a space for students and youth to go and hang out or have space to study/access internet as this may be difficult to do at home. FEEDBACK ON THE SURVEY: question 5 should be a rating scale from 1 - 10 of how necessary or important an individual thinks each facility is. I don't disagree with any of the proposed ideas but I obviously believe some are more necessary than others.	8/14/2020 12:09 PM
13	Need Petanque Piste especially for the elderly	8/14/2020 12:04 PM
14	Improvements or expansion to the community pool to allow for aquatic exercise, taher than just pool play (eg: exercise lanes, earlier opening times, aquatic rehab opportunities)	8/14/2020 11:26 AM
15	Access for all abilities	8/14/2020 11:22 AM
16	A dry space to meet in Winter. Currently no undercover areas if it is cold wet and windy aka a normal Woodend Summer :-)	8/14/2020 11:15 AM
17	Please keep in mind allergens when considering kitchen hire and cafe. eg- NO SEAFOOD allowed as that would mean I couldn't use the facilities AT ALL	8/14/2020 10:46 AM
18	Outdoor exercise area aimed at the elderly, caregivers. Youth focused areas, evets, centres, festivals etc.. Focus on completion of biking, walking tracks between Woodend, Hanging Rock!!	8/14/2020 10:40 AM
19	I've been interested in the Woodend Ponder's site. There is so much desire in the community for a cinema. Across lifespan, this is a universal opportunity. In my demographic, I'd like a safe bike trail , a cinema, support across the lifespan and family gathering.	8/14/2020 10:23 AM
20	- Improved multipurpose space with community kitchen - Better linkage to walking track - Get rid of Pony CLub from Buffalo stadium area. Total waste of space used by a select few a few dates of the year. Poor use of space within confines of Woodend CBD. - Make it a gathering point for community - rotunda - free standing powerpoints for use during events and markets etc	8/14/2020 10:16 AM
21	A cafe would compete with existing businesses	8/14/2020 10:10 AM
22	Ensure any walkways / connections have appropriate shade and the surfaces are preferably permcable and where possible made with regarded materials. Could show case sustainability design principals	8/14/2020 10:02 AM
23	Would be good for local business if the Shire had allocated parking for caravans also an overnight stopover area.	8/13/2020 4:39 PM

24	Yes improve the space and path network. No to loss of outdoor /greenspace. No to roof. We don't know if there would be a demand for this. Council would be better off improving recyling network around town than investing in large development.	8/13/2020 4:29 PM
25	Indoor sport and activity space	8/13/2020 4:17 PM
26	Community gym - fittness centre	8/13/2020 4:01 PM
27	* bird attracting plants - scented garden * caravan parking - dump point * Historical display of Woodend * Sound shell for outdoor performances (like the one in Girgarre - I Have driven to see it and it's fantastic	8/13/2020 3:57 PM
28	If this were to go ahead with all these additional facilities then good planning for bookings would need to be in place, otherwise parking would then become a problem. Looking forward to the improvements	8/13/2020 3:47 PM
29	Try and make whatever you do work for all age groups. Be inclusive!!	8/13/2020 2:57 PM
30	Somehow the link to the other side of the road should be improved so that there is better acess to the little park, bowls club, children's playground etc... some lighting???	8/13/2020 2:37 PM
31	All residents should be able to access these proposed facilities. Not just bike riders, the majority of whom are rude arrogant and have little respect for walkers or drivers in the area. About time bikes had to be registered.	8/13/2020 2:34 PM
32	Cafe / Providore (showcasing local and regional produce) - WE HAVE ENOUGH!!!	8/13/2020 2:26 PM
33	Ths is a fantastic opportunity to build an amazing space for the people of Woodend and beyond. A space for all age groups is important. A true community space that will improve amenity. Hopefully it will counteract the ugliness that greets visitors and residents at the other end of our town!!	8/13/2020 2:11 PM
34	The pentique pitch is good and I play weekly. I rake it and it could o with some edging	8/13/2020 11:48 AM
35	I thin the site sould be kept for local use only. Not used to attract tourist events. Existing businesses such as cafes etc.. can cater for that. Keep Woodend workable for the locals thatlive here. It is a community centre not a tourist hub!!	8/13/2020 11:37 AM
36	- Larger Council Offcie frontwith significantly wider operating hours - Extension to the library to allow for more space / floor space etc	8/13/2020 10:39 AM
37	Local bus service area	8/10/2020 5:17 PM
38	Improve outdoor garden / lawn area using native & welcoming bright flowering plants for the bees and paths for disabled and prams. Water feature for calm/quiet sitting area. Historical gallery showcases Woodend's past with memorbilia (Gold mining/panning and Chinese artifacts)	8/10/2020 5:14 PM
39	I would strongly suggest account taken with regards to native fauna & flora, also building sights & design. The environmental disaster at present being perpetrated at the Lake Earnshaws area should never be repeated both for the Woodend cohabitants and the what was thrivig wildlife area	8/10/2020 4:53 PM
40	- Dogs to be kept on leash in the area. - (?interactive) map of local businesses / shops & clubs	8/10/2020 4:36 PM
41	Safer access and express at the site is imperitive for vehicles due to the difficulty of turning right onto High STreet during peak times and the number of heavy vehicles using High & Forest STreets	8/10/2020 4:31 PM
42	The above list is comprehensive and good. The multi purpose indoor events space heads to feature projection capabilities, multi media, films power point presentations etc. and raked seating to be fully effective	8/10/2020 4:12 PM
43	Please improve the dirt roads which only get grade once a year if we are lucky. Only received this on 22/07/20 so not able to send it by 24/07/20	8/10/2020 3:47 PM
44	Modernise the Community Hall for stage and movable seating with warmth / decor / acoustics	8/10/2020 3:09 PM
45	Build and art gallery similar to the Mornington Penninsula Regional Art Gallery. This would include many of the above ideas and be a focus point the Ranges area	8/10/2020 2:58 PM
46	I would like more shade at the pools. 1 more tarp or 2 trees would do wonders	8/10/2020 2:34 PM
47	Cafe located in the current visitor Centre - Ideal site overlooking Five Mile Creek with scenic	8/10/2020 2:22 PM

outdoor sace and parking available

48	I think the market area should consider an under cover area for winter Markets. especially so that the winter markets are still usable by our elderly and vulnerable during the winter months.	8/6/2020 5:31 PM
49	Please don't build over our open spaces and make yet mire shops, cafes ect	8/4/2020 10:59 PM
50	Ideally it's NOT just a "destination" to drive to and from. Consider High Street redevelopment too.	7/27/2020 1:18 PM
51	A large shelter shed with power, seats, tables, for outdoor event organisers, participants, and day trippers. Retain open space and permeability. Improve drainage in open areas.	7/26/2020 5:43 PM
52	Community performance spaces that are suited to a variety of uses (concerts, theatre, independent film) and not simply tethered to the needs of the Winter Arts Festival are a must. A purpose build arts space that is accessible and affordable to community arts and performance groups should be a priority over the needs of a single event on one weekend of the year. This will spur investment and interest in additional events to attract both local and tourist dollars.	7/26/2020 2:42 PM
53	Improved crossing of high st as path under bridge is always flooded	7/24/2020 2:52 PM
54	Skate park designed to minimise noise to tennis courts, tennis court parking to be considered as priority, 2xadditional tennis courts on East or West side	7/24/2020 9:06 AM
55	State interest building, rooftop views garden, basement swimming spa- stone roof lining like cave-	7/23/2020 12:32 PM
56	I work across the region and rely on hubs like this to conduct my business. This hub is a wonderful opportunity to integrate opportunities for small businesses and communities to share resources. Modern libraries have so much potential for communities.	7/23/2020 9:19 AM
57	Wow, is council keen to undertake a commercial development here? It seems that way. The library needs improvement, the rest is OK. We have lots of other halls and community rooms in our community, at Buffalo, the RSL, both church facilities, schools and we don't need more.	7/21/2020 11:29 PM
58	Why don't you put in a small movie theatre, theatre for plays etc with a coffee shop and bar In addition. Woodend is parched for an upmarket coffee and grog Mecca. We have to move up a bit!!	7/21/2020 7:19 PM
59	Other indoor sporting options & activities for youth	7/21/2020 3:25 PM
60	A kitchen for hire sounded weird, but everything else sounded great. Improved crossing safety between the library & shops ie speed hump/crossing to slow cars A designated walking & biking path to the buffalo stadium and other places in that area	7/21/2020 8:40 AM
61	More activities for kids in Winter - covered park area?	7/20/2020 5:19 PM
62	Leave it alone!	7/20/2020 5:18 PM
63	Gallery spaces for local artists and indoor pool for swimming as current ones are overcrowded	7/20/2020 5:16 PM
64	Outdoor spaces that provide summer shade and winter protection	7/20/2020 5:14 PM
65	Not quite on the same site, but increase the height of the path under the bridge as the creek floods often	7/20/2020 5:11 PM
66	An extensive roofed area for shade/rain so a variety of activities can occur	7/20/2020 1:44 PM
67	Having been previously involved with MRSG, a suitable and adequate sized secured storage space for Market related items is needed. The current storage space under the Neighbour house is not that secure. Maybe part of the upgrade to the community centre would be to improve that storage space so it is properly secured for items stored by MRSG who run the farmers market.	7/20/2020 1:34 PM
68	Please don't cover the site in buildings and formalise everything. We need some outdoor areas that are not highly structured like the children's park is.	7/19/2020 10:20 PM
69	- Flexible Indoor event space required - no need for a cafe as opportunities exist in High Street. It is noted a planning application exists at 30 Brooke St Woodend for a function space also. - Outdoor areas require redevelopment which can tie in to other Council Strategies and Guidelines. Consider the outdoor community space to reflecting values, objectives and direction of the town, including improved outdoor indigenous landscaping,	7/19/2020 6:32 PM

indigenous heritage recognition, and dedicated bicycle facilities to provide a destination for both tourist and local cyclists. Landscaping should follow MRSC native planting guidelines. - Provide more pathways and benches through the site and added indigenous pocket planting. - Consider dedicated picnic area - No justification for larger car park. High St parking and Old Coles parking available. Promote cycling and walking for locals to Farmers Markets instead of providing a larger parking pad. - Site should not turn its back to the creek - this should be a focus and incorporation into any design - Ask skaters about a redevelopment of the skate park, and get them involved directly. Do not tuck the skate park away in a dark corner - incorporate it properly for passive surveillance opportunities. - Incorporate drinking fountain and dog water area. - Consider sand area to allow for childrens play, as well as local outdoor volleyball etc. - Consider community billboard and map to show recreation areas, paths, core retail areas etc

70	Sounds like you want to commercialise our community space, when there is commercial galore over the road. Please don't commercialise our community space. I'd prefer our money was spent on services to community (not a cafe or co working space)	7/15/2020 11:33 PM
71	Better pedestrian access	7/15/2020 6:04 PM
72	Please bring back the squash court	7/15/2020 5:43 AM
73	I think the integration of inside and outside needs to be highlighted and carefully considered - I like the idea of an indoor/outdoor area that provides cover but feels open to the environment.	7/14/2020 3:05 PM
74	A community reuse and repair shop/workshop like The Bower in Marrickville, Sydneyhttps://bower.org.au Or the Remakery in Scotland https://remakery.org/	7/14/2020 10:42 AM
75	Local performance site - indoor	7/13/2020 10:19 PM
76	Could the rotunda across the road be relocated and included as part of the plan? It may free up more parking for both the children's park, bowling club and community centre?	7/13/2020 6:21 PM
77	Always by monkey surveys that have a directed outcome is used, by many with inability to respond in a manner they wish without Tourism front and centre	7/13/2020 4:03 PM
78	Upgrade the pedestrian crossing to a zebra crossing	7/12/2020 6:16 PM
79	Multipurpose spaces (meetings, group fitness)	7/12/2020 5:52 PM
80	Plant out the zone to create a 'discovery' experience of out door garden room type areas. Plant edibles that encourages people to picnic and harvest a herb for the Sandwich all with connecting pathways and a sculpture walk.	7/12/2020 1:00 PM
81	A linkage in and out for properly using outdoor space - eg an atrium, market hall, multi use space	7/12/2020 12:13 PM
82	First initiated 1999 for ARTS precinct. ARTS last on the list? plans now too ambitious. If too expensive will never happen.	7/12/2020 9:09 AM
83	Public space could be created next to the creek while rebuilding the riparian environment in that stretch of waterway	7/12/2020 9:02 AM
84	Office space in a hub style environment for rent	7/12/2020 8:59 AM
85	outside seating / reading area something like a courtyard with nice greenery. somewhere to park prams; a parents room not just a disabled toilet with a baby change table- there are so many mothers with babies and if you're attending the library it would be nice to have a space where the mums can feed and change [like the nice spaces that big shopping centres have]	7/12/2020 1:12 AM
86	Woodend should have a gym and indoor pool like Kyneton	7/11/2020 7:38 PM
87	A very large undercover open space to accomodate exercise and sporting training (including cricket) during inclement weather.	7/11/2020 6:09 PM
88	Anything indoors and large with storage for local groups to run classes and activities from at reasonable cost and to store their equipment.	7/11/2020 10:37 AM
89	Child friendly walkways.	7/11/2020 10:34 AM
90	The overall design and aesthetic of the building design itself it needs to be in keeping with the local environment and surrounds.	7/10/2020 5:57 PM
91	I would like to see arts facilities.	7/10/2020 4:35 PM

92	Can the library face the beautiful creek?	7/10/2020 3:33 PM
93	Beautiful views of the creek environment from the library would be fantastic.	7/10/2020 3:30 PM
94	Rooms with storage so that groups could easily lock away their equipment, supplies, etc, between bookings.	7/10/2020 1:14 PM
95	Ensure a focus on the youth of Woodend	7/10/2020 12:50 PM
96	Don't lose the welcoming feel of the info site, green space etc. Tie it to the village feel of the main street. This will attract more people.	7/10/2020 10:03 AM
97	Community gardens, environment park showcasing environmental sustainability with cafe and other spaces conducive to community gathering similar to CERES	7/10/2020 8:20 AM
98	Quiet space for a Breastfeeding room/parents room that is accessible each day. The only room available at present is the maternal and child health waiting room which is not ideal when the nurses have clients or when Cobaw building is closed.	7/10/2020 7:21 AM
99	Less traffic	7/9/2020 9:15 PM
100	Performance and Arts. Woodend is a very strong hub for choirs, musicians, and fine artists from around the shire.	7/9/2020 8:24 PM
101	A gym and indoor pool	7/9/2020 7:34 PM
102	I don't want a card at the library. I like the quiet space. Coffee is available across the street	7/9/2020 7:02 PM
103	Discouraging driving. Focus on integrated community services. Upgrade amenities.	7/9/2020 6:18 PM
104	Connection with the indigenous history, culture & people of the area should be integral. links with surrounding landscapes, flora & fauna. Improved transport links with footpaths, present & future bike paths & train station.	7/9/2020 5:02 PM
105	A focus on the arts including performance. External arts spaces eg sculpture garden. Maintenance of lots of green space especially promoting indigo plants Significant recognition of indigenous people and culture.	7/9/2020 3:28 PM
106	Indoor swimming pool	7/9/2020 2:55 PM
107	Community based facilities first..tourism second	7/9/2020 2:32 PM
108	The design should fit in with the space, and have sustainable design (e.g. passive Haus design, great insulation etc) to reduce environmental impact and ongoing maintenance costs. I would love to see something modern and sustainable.	7/9/2020 12:45 PM
109	Wonder if the plan isn't a little too ambitious?	7/8/2020 11:07 AM
110	The interface between this site and the creeks needs to be better considered. The pool and tennis court fences are ugly and forbidding next to a natural feature. Do not let private interests take over the information centre: it is a public good, not a private opportunity for profit. Also, Woodend is not a suburb. It is a town. Please use this term.	7/8/2020 8:28 AM
111	Keep the area open not filled with buildings. We have lots of those on the Main Street. Council should not be competing with budinesses	7/7/2020 10:32 PM
112	Regenerative farming areas to create a food bowl for the regions	7/7/2020 6:09 PM
113	Adult education resources	7/7/2020 4:59 PM
114	Inclusion, improvement, development and maintenance of gardens/park. please don't make this re-development a concrete carpark.	7/7/2020 4:00 PM
115	Hard stand/shelters for Farmers Market & other events. Public town centre/outdoor plaza. Corresponding improved traffic management at cnr Forest & High St	7/7/2020 3:40 PM
116	Cinema, sustainability education centre	7/7/2020 2:40 PM
117	A heritage display/installation.	7/7/2020 2:34 PM
118	A formal playing area for the Woodend Hanging Rock Petanque Club in view of we may be losing our Hanging Rock facilities	7/7/2020 2:34 PM
119	Facilities suitable for community education e g U3A or informal youth groups. (if not already included) Woodend should develop a more pedestrian friendly environment by bypassing through traffic around the town and away from the central High Street area. This would create the opportunity to do something about the old Coles car park, a gaping hole in the heart of the town.	7/7/2020 12:26 PM

120	Yes a broader study to consider town planning to more direct link station access to new Community centre on the Park. Better lane way cross links east west. Bring trees and park into town centre with possible main road reroute on the East to facilitate a unified east west center of town. Also to stimulate more shop development to East with tread and town shade for future hot summers.	7/7/2020 11:44 AM
121	Both indoor and outdoor collective gathering spaces - taking into account spatial distancing as I think this will become the norm for some who feel safer at a distance.	7/6/2020 8:59 PM
122	Indoor youth space for kids in winter with attached counselling facilities.	7/6/2020 7:23 PM
123	I like having the open space, for pop up market, kids to run, the openness is attractive to me, a green space.	7/6/2020 6:04 PM
124	Move the skate park to the front so that it is visible to all users of the precinct. Asking for trouble if you tuck it away in the back.	7/6/2020 3:02 PM
125	A walking/bicycle trail from Woodend Railway Station to Hanging Rock would be a winner.	7/6/2020 12:28 PM
126	Ensuring the more active spaces i.e. skatepark are in a prominent location. Offer connection through links, integration and materials to all spaces.	7/6/2020 12:23 PM
127	Area available for parents with small children for activities in the winter months	7/6/2020 11:49 AM
128	Dog minding or day care centre	7/6/2020 9:10 AM
129	The site should be a meeting place for our village community. At the moment the Visitors centre and the market are for many tourists and not focused on Woodend residents. A complex that was a meeting place for residents is what is needed. The old Coles used to serve that purpose. Now the souless barn and eyesore that is Coles is not that at all.	7/6/2020 8:29 AM
130	Nope, think you guys have covered it well.	7/6/2020 7:13 AM
131	A proposal was shared with the community that repurposed the site as a key community and tourist destination. This looked fantastic. A large space that could accommodate the winter arts festival, local school performances and community events is key. Combine that with a well designed and functional outdoor space to accommodate the farmer markets would be sensational.	7/5/2020 8:05 PM
132	well covered	7/5/2020 6:19 PM
133	The Visitor Information Centre should also be an interpretive centre for the Macedon Ranges and Hanging Rock	7/5/2020 3:04 PM
134	This should be the heart and joy of Woodend, but instead it's a mess, poorly layed out, subject to all of the elements and broken footpaths	7/5/2020 12:07 PM
135	Keep it open with the creek.	7/5/2020 8:30 AM
136	This is an opportunity to create a facility that could bring in outside visitors as well as creating a community centre of growth and wellness for locals.	7/4/2020 7:25 PM
137	Cafe should be creek side.	7/4/2020 6:13 PM
138	Better library and study facilities is an absolute need for the local area. As is work spaces - as I imagine that in a post-COVID world, more people will be working from home and staying in their local area.	7/4/2020 5:19 PM
139	It would be great to have information about the area including prior to white settlement permanently accessible for visitors, even if the visitor centre is closed. There are some very engaging ways to do this and it could become a reason to stop in Woodend.	7/4/2020 2:44 PM
140	I think there should be an emphasis on teenager use. All teenagers are at secondary schools outside Woodend (Braemar, Sacred Heart, Gisborne) it would be good if school buses dropped students at the centre for after school study and recreation, thereby strengthening the bond with their Woodend peers - increasing their sense of community and so supporting their return after University or TAFE studies.	7/4/2020 12:02 PM
141	There was a proposal for a covered shelter in a scheme before. This was a good idea as it gives the external space a focus	7/4/2020 11:54 AM
142	It is important that access to indoor toilets should be available at weekends .	7/3/2020 7:08 PM
143	Weed removal in the creek next to the grassland reserve. Improve the "gardens" of Woodend first. More natives. Stuff the Winter Arts Festival.	7/3/2020 6:02 PM

144	No	7/3/2020 12:40 PM
145	Woodend could benefit from a large centralised cellar door and local produce hall. This may be better at a larger site though e.g. the old Coles site. Links to bike trails, including connections to the mountain bike track could add tourism value.	7/3/2020 8:47 AM
146	A youth space and improved skate park would be a great improvement for the area	7/3/2020 12:02 AM
147	Many trees and greenery. Lighting improvements.	7/2/2020 10:53 PM
148	What about space for a dog park?	7/2/2020 8:31 PM
149	Opportunity to re-orient the pool entry and modernise its facilities.	7/2/2020 7:54 AM
150	Improvement of the toy library space	7/2/2020 7:27 AM
151	N/a	7/2/2020 7:26 AM
152	Disability access	7/2/2020 6:03 AM
153	A separate kids area in the library to allow the library to bed a quiet place for reading or study.	7/2/2020 5:51 AM
154	Township be decorated for Christmas holidays and celebrate with town event. Town event for new years eve (gathering and fireworks. New years day market Pool change rooms updated. Open for longer period of time and longer days. Music events for youth. They used to be held at the community centre many years ago when i was a teenager. Youth group space.	7/1/2020 11:05 PM
155	We have a pétanque piste in the area which we would like to keep, and wish to promote the game for all ages and capabilities	7/1/2020 10:45 PM
156	Pave paradise and put up a parking lot.	7/1/2020 10:40 PM
157	Keep the open spaces, the openness of the creek. Please, no buildings along the creek area, the area and grass area is open and beautiful and does not need a roof for a market once a month.	7/1/2020 10:37 PM
158	More public spaces to be lit up in the evening during winter to promote people walking & using the area with confidence & safety.	7/1/2020 9:34 PM
159	Opportunity to house undercover tennis courts, with multiple purpose club rooms	7/1/2020 9:12 PM
160	Love the idea of little study rooms in the library, I liked studying in the library when I was in year 12- only problem was the noise of everyone	7/1/2020 9:07 PM
161	Maximise cultural activities. Accessible for people with disabilities . Youth space	7/1/2020 9:00 PM
162	Ensure appropriate lighting and enough space that's covered from the elements.	7/1/2020 8:50 PM
163	Shouldn't consolidation of the neighbourhood house fit into this facility?	7/1/2020 8:19 PM
164	Incorporating other neighbouring community facilities (Woodend Playgroup and Woodend Scout Hall) into the overall plan for the space.	7/1/2020 8:08 PM
165	The cost is crippling to small groups to hire space. We are looking for a space to hire, that is affordable	7/1/2020 7:44 PM
166	Nature / history interpretation opportunities	7/1/2020 6:07 PM
167	Opportunity for Woodend Hanging Rock Petanque Club have access to area to practice and Play Petanque. We would require a gravel area.	7/1/2020 5:59 PM
168	Petanque playing spaces less concrete more flexible surface	7/1/2020 5:27 PM
169	Would love to see an area set aside for community petanque within the complex.	7/1/2020 5:14 PM
170	Is Council trying to undermine the high street businesses with the commercial aspects of the site?	7/1/2020 4:58 PM
171	Make the car park / farmers market space mutipurpose gravel for Petanque etc	7/1/2020 4:58 PM
172	Links to the creek walk and nature. This sounds like a huge concrete jungle	7/1/2020 4:53 PM
173	It needs to become the community hub a vibrant space that attracts the community and all their friends and town visitors.	7/1/2020 3:42 PM
174	Focus on what currently works really well, e.g. Farmers' Market, Library and Neighbourhood House. Don't create things that aren't needed.	7/1/2020 3:09 PM

175	Small informal meeting rooms for community groups. Cushions, tactile environment, connection to environment. Lounge with fireplace, warm community meeting place in winter. Outside shaded community garden setting in Summer.	7/1/2020 2:59 PM
176	Connection right through from Childrens park, through identified zone to scout hall, possibly over time right along creek to Buffalo and up to Gordan Gilbert oval	7/1/2020 2:33 PM
177	This site is so central in Woodend and development should be focused on the needs of our community (now and into the future, not tourism.	7/1/2020 2:31 PM
178	I would like to see more online access to local products and being able to pick up locally	7/1/2020 12:41 PM
179	Ensure a wet weather plan for the facilities. Shelters made from solar panels. Also consider solar powered BBQs. Australian made in Brisbane. Appropriate tree species should be strategically placed to give a forest feel to the area. Adequate spacing for pedestrians. Large council flag poles to allow flying of flags to mark special occasions. Recognition of all indigenous clans of the area not just one.	7/1/2020 12:20 PM
180	Attractive landscaping to encourage outdoor performance, picnic usage. Also signage that describes towns history, indigenous and settler for the visitors.	7/1/2020 11:08 AM
181	should be capable of having WWAF fireworks, and carols by candlelight. These are two major community events that suffer because of not really having a home.	7/1/2020 11:04 AM
182	Very impressed with the design as presented. Look forward to seeing this come to fruition as soon as possible.	7/1/2020 6:24 AM
183	The paths to link to other community facility are important. Children's Park, oval etc. The orientation of the site towards north and creek. Integration with business community/cafes etc. It's the community lounge room and outdoor space.	6/30/2020 7:36 PM
184	Keep it simple. Woodend has already become congested and not very peaceful on weekends. What's the main focus - tourists/day trippers or local community groups?	6/30/2020 6:27 PM
185	In the original external consultations a number of years ago (2008?) the top priority for this site redesign was a specific and dedicated space for local young people (and not just the extension/improvement of the Skate Park facilities.	6/30/2020 6:02 PM
186	Employment of people at risk via a social enterprise model eg social foundry	6/30/2020 5:11 PM
187	Ensure support for WWAF and similar cultural activities by providing good facilities.	3/27/2020 4:48 PM
188	Please leave the open space, not all vacant land has to be built on.	3/20/2020 9:57 PM

APPENDIX B
WCC BACKGROUND AND OPPORTUNITIES REPORT

urban planning economics+tourism
enterprise

WOODEND COMMUNITY CENTRE REDEVELOPMENT

BACKGROUND AND OPPORTUNITIES REPORT

PUBLIC REALM LAB ON BEHALF OF MACEDON RANGES SHIRE | MARCH 2020

AUTHORS

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FILE	WCC-Background-and-Opportunities-Report-UE-v2
VERSION	1
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CONTENTS

FIGURES

TABLES

ACKNOWLEDGMENTS

ACRONYMS

ABS	Australian Bureau of Statistics
IVS	International Visitor Survey
MRSC	Macedon Ranges Shire Council
NVS	National Visitor Survey
TRA	Tourism Research Australia
VIC	Visitor Information Centre
VIS	Visitor Information Service
WCC	Woodend Community Centre

1. INTRODUCTION

1.1. BACKGROUND

Urban Enterprise was engaged by Public Realm Lab on behalf of Macedon Ranges Shire Council (MRSC) to prepare the Woodend Community Centre Business Case and Master Plan.

The purpose of the project is to develop a Master Plan and Business Case for the redevelopment of the Woodend Community Centre into a modern multi-purpose centre that meets the identified needs of the community and responds to economic development and tourism opportunities.

There has been strong interest from the community to upgrade the centre for many years. This interest culminated in the preparation of a concept plan for redevelopment of the site in 2016. This project reviews and builds upon substantial work completed by community groups, including to ensure that the project meets community and user needs, is viable and responds to local and regional opportunities.

1.2. PROCESS

The project is being undertaken in key stages, with Urban Enterprises outputs to include a **Background Report** (this report) and a subsequent Business Case to support development of the Master Plan (to be prepared by Public Realm Lab).

This Background Report has been informed by consultation with community groups, site users and key stakeholders, a community survey, demographic and economic analysis, case studies and benchmarking.

An overview of the process which has guided the preparation of the Background Report is shown in Figure 1.

F1. BACKGROUND REPORT PROCESS
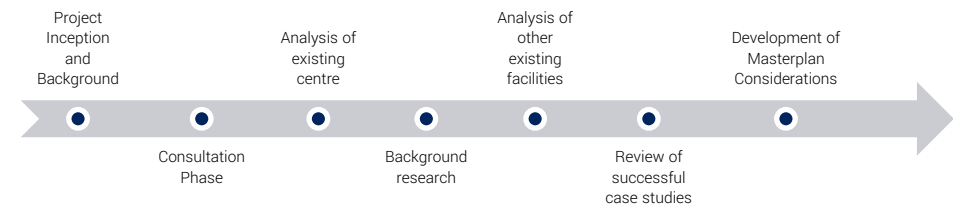
1.3. REPORT OUTLINE

The report is presented in the following sections:

- Consultation
- Strategic Context
- Facility Usage Analysis
- Demographic and Economic Analysis
- Tourism Market Assessment
- Case Studies
- Redevelopment Opportunities

1.4. CENTRE OVERVIEW

Woodend is located 69km north-west of Melbourne off the Calder freeway. The community centre is located at 117 High Street Woodend, in the heart of town, bookending the north of the retail and commercial centre.

The current community centre includes the community hall, library, council customer service centre, meeting rooms, a small theatre space/hall, kitchen and toilets. The Woodend Library is the major facility of the community centre, which is small but well-utilised by a range of community members.

The centre is located within a wider civic and recreation precinct, which includes the Woodend Swimming Pool, Visitor Information Centre, Tennis Courts, Skate Park and open parkland areas.

Outdoor areas adjacent to the Woodend Community Centre are used regularly for events, including the monthly Woodend Community Farmers Market and the annual Woodend Winter Arts Festival.

Appendix A provides a summary table of the facilities in the community centre and wider precinct, including an overview of key user groups.

Other civic activities also existing in proximity to the site including the Woodend Neighbourhood House, Woodend Toy Library, Cobaw Community Health Services, Woodend Play Group and Woodend & District Heritage Society.

The Woodend Community Centre is an ageing piece of infrastructure and is no longer fit for purpose to meet contemporary community needs and respond to broader economic and tourism opportunities in Wooded and more broadly in Macedon Ranges Shire.

The redevelopment of the site should be driven by existing and future community needs, and should be flexible and adaptable to respond to changing needs over time.

F2. STUDY AREA AND WIDER PRECINCT
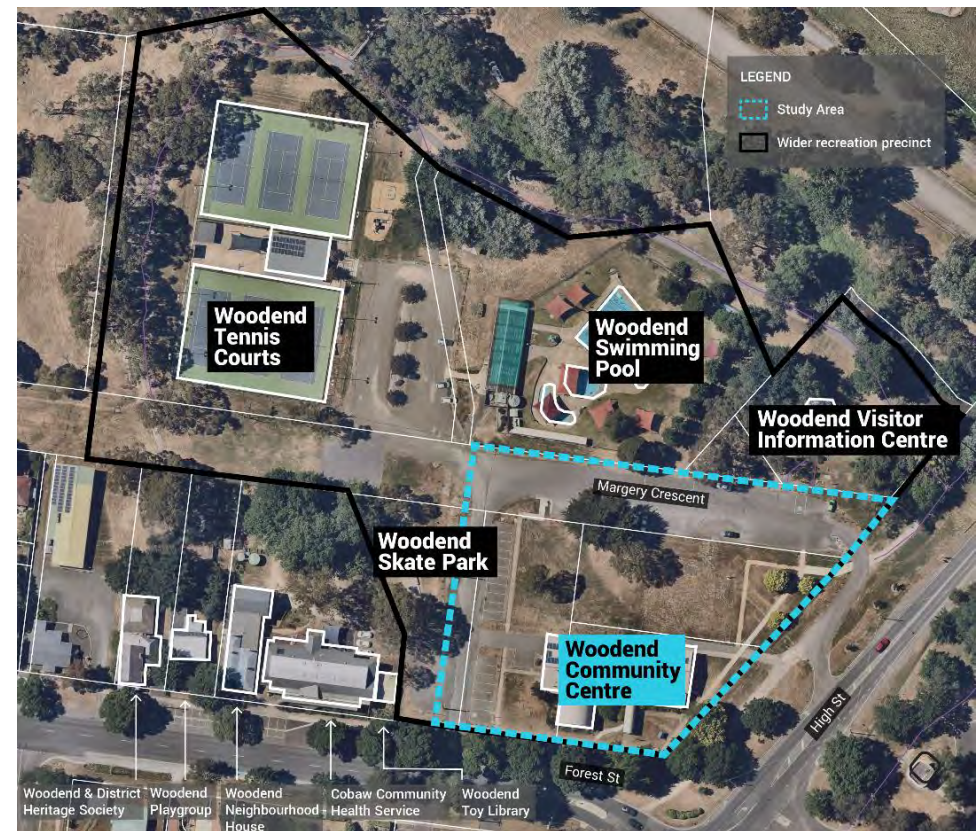
Source: Urban Enterprise, 2020.

1.5. EXISTING PROPOSAL

A devoted local community group have been working to develop concept plans for the redevelopment of the site since 2014. The planning undertaken by the community group has been in-depth and well considered.

Urban Enterprise and Public Realm Lab met with the members of the community group, who presented and discussed the proposal. The overall site layout proposal is provided at Figure 3 with select sections provided at Figure 4.

The following provides an overview of the components of the concept plans developed by the Woodend Community Group for the redevelopment of the Woodend Community Centre.

The key components of the Community plans include:

- **Redeveloped Library** – A new two-level library space, including two administrative offices, eight meeting rooms, breakout spaces, a 140 seat lecture theatre, activities room and art studio. The proposed library covers an area of approximately 650m^2 (excluding 140 seat lecture theatre).

- **Outdoor Agora** - Outdoor performance area with under cover stage with speakers, screens and lights. All weather surface able to be used for the Farmers Market and Boule (petanque) tournaments. The concept includes a market shelter. This area covers approximately 2,200m^2.

- **Wine/Visitor Centre** – An integrated visitor centre (involves co-location of the existing VIC) with wine room and cellar to showcase regional wines.

- **Café and kitchen** – A café and kitchen adjacent to the wine room and visitor centre.

- **Large Hall/Lecture Theatre** – 140 seat lecture theatre, incorporated as part of the library building.

- **Recital Hall** - 250 seat recital hall and recording studio (foot print only shown in site layout plan).

- **Skate Park** – relocation of the existing skate park.

- **Barbeque facilities** – Provision of BBQ and picnic facilities.
- **Car Park** – expanded and improved car park.
- **Toilets and Storage** – outdoor toilets and storage rooms.

Public realm and landscaping improvements are also suggested to improve the functionality and amenity of the site. This includes a neighbourhood park, interface treatments for the Tennis Courts and Swimming Pool and a redefined internal road network.

As the concept proposes to integrate the visitor information centre within the community centre building, the concept designates the existing VIC as a potential restaurant and/or picnic area.

The principles driving the development of the proposed uses appear to be sound and reflect identified needs of community, users and more broadly the tourism opportunities for Woodend. However, the feasibility of these concepts, including the proposed scale and operational functionality, needs to be tested through this Masterplan and Business Case process to ensure that the concept is practical and viable.

this bridge needs review

barbecue shelter

Skate Park possibility?

possible new bridge and tracks

5 Mile Creek

pool entry, accent shade tree' seat height walls

CFA Sports area as adjunct parking when available

powerful sculpture/seat as axial closer

Tennis

screen planting to pool

Pool

road reservation is available as casual parking

dappled shade pergola, long-table lunch setting

central toilets and stores

84 cars

Restaurant/Picnic ?

alternative Skate Park bringing activity to Agora edge

Skate Park
940 m2

extent of Neighbourhood House site - red dotted line

Store

simple, well detailed timber structure, on seat-height concrete column bases, flood tolerant, solar panels, curved to enfold space

"Neighbourhood Park" leads through to spine and Agora

Market Shelter

raised stage, store and column-free space for performances

Wine/Visitor Centre

Cellar

Cafe Kitchen

Activities Room
135 m2

Foyer?
Breakout

Agora
2200 m2

boules (petanque) alleys set out on all-weather sand surface - typical user of central space

cars in discrete bays, low bollard lights accent deciduous trees

Community Centres

Atrium

Edu Lease

foyer/cafe - north and east sun, looking onto activities on plaza

Library
650 m2

approximate footprint of a 250 seat recital hall and recording studio

existing library outline

new library and community rooms looking out to central space (NE)

Forest Road

High Street

drop-off zone & west entry

arcaded walk as central armature, linking everything, well lit, beautifully paved

N

Woodend Community Group

Woodend Community Centre proposal

Overall Site Layout
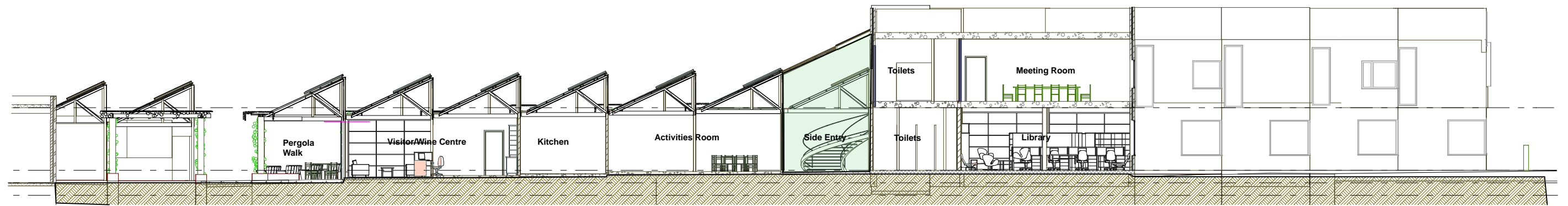
1 **Through Wine Centre, and part West Elevation of Library**

Pergola Walk · Visitor/Wine Centre · Kitchen · Activities Room · Side Entry · Toilets · Toilets · Meeting Room · Library
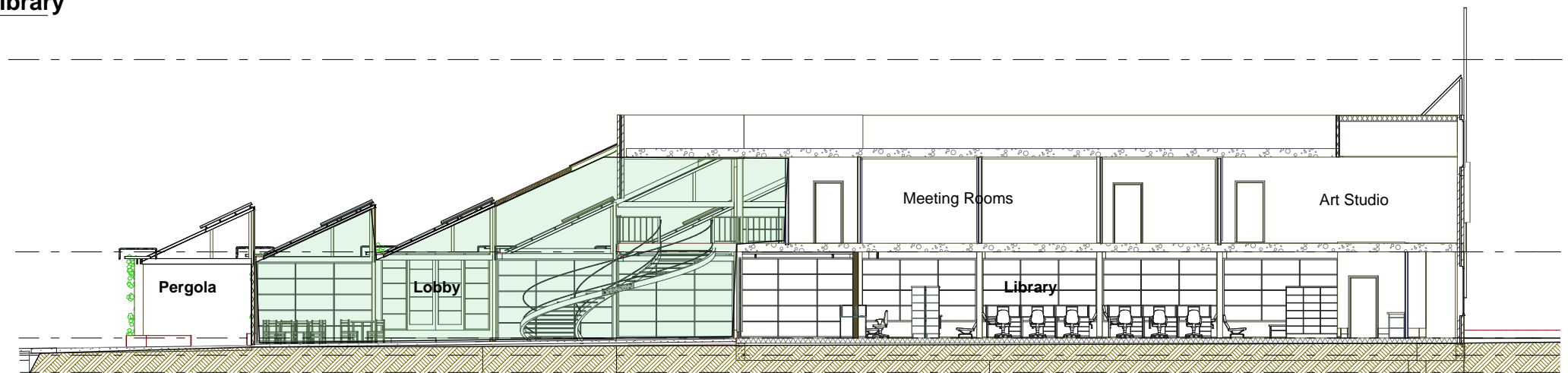
2 **Through Lobby, looking East**

Pergola · Lobby · Meeting Rooms · Art Studio · Library
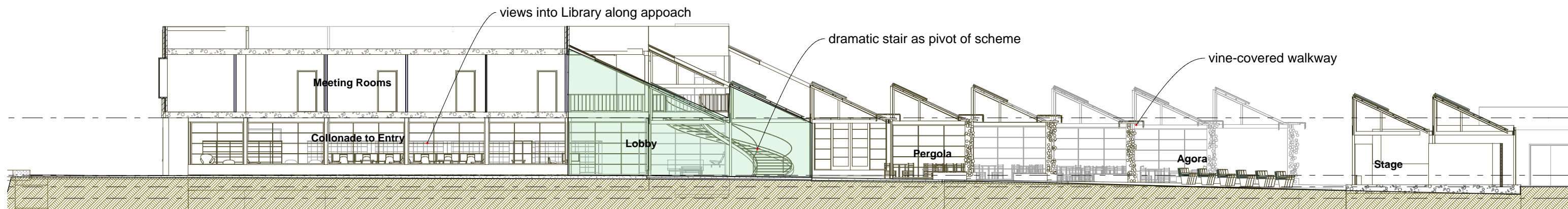
3 **Through Arrival Route, looking West**

views into Library along appoach

dramatic stair as pivot of scheme

vine-covered walkway

Meeting Rooms · Collonade to Entry · Lobby · Pergola · Agora · Stage
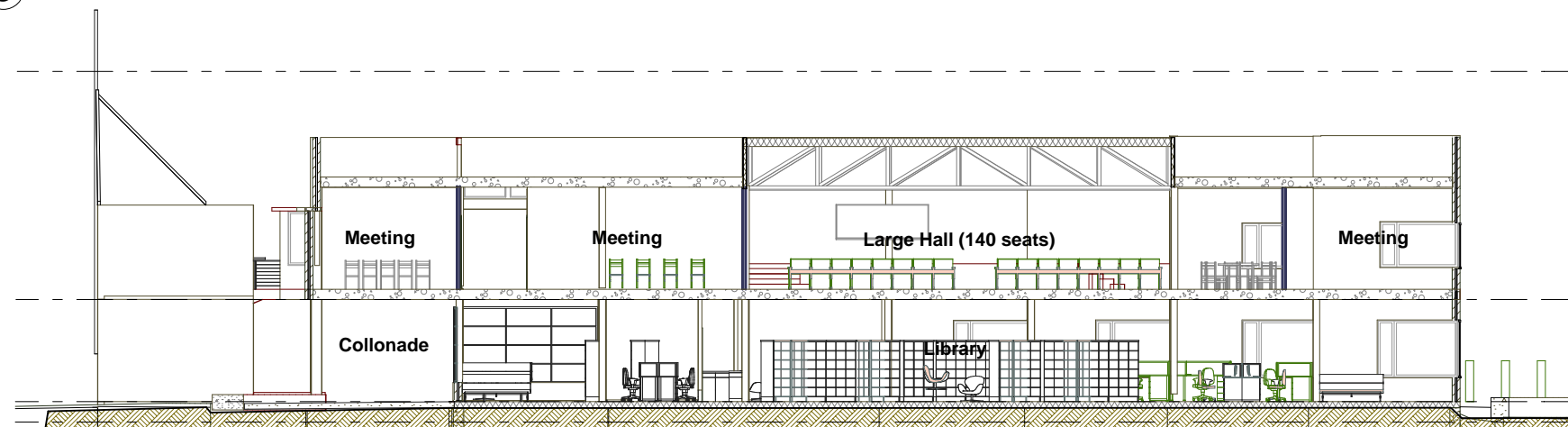
4 **Cross Section through 140 seat room**

Meeting · Meeting · Large Hall (140 seats) · Meeting · Collonade · Library

Woodend Community Group
Woodend Community Centre proposal

Sections

2. CONSULTATION

2.1. INTRODUCTION

The following provides a summary of consultation activities that have been undertaken to inform the project, within the scope of works. This includes an overview of consultation activities and a summary of outcomes. Appendix B contains a more in depth summary of consultation outcomes.

2.2. CONSULTATION ACTIVITIES

Consultation was undertaken with Council staff, key user groups and community members. This involved five workshops undertaken over two days at Macedon Ranges Shire Council, and a survey distributed by Council.

The purpose of consultation with community and user groups was to understand how the site currently functions, what activities occur, who uses the site and key issues and opportunities for the centre.

Consultation with Council was imperative to understand the more technical components of site redevelopment, strategic objectives and key site issues and opportunities.

Consultation activities included:

- **Council workshops.** Attended by over 20 staff from various Council departments, including Community Services, Strategic Planning, Economic Development and Tourism (including Visitor Information Centre staff), Operations, Community and Culture (including library staff) and Engineering and Projects.
- **Community/User Group workshops.** Attended by over 20 community members. This included key user groups such as staff from the Woodend Library, Macedon Ranges Sustainability Group, Woodend Business and Tourism Association (WBATA), and Woodend and Hanging Rock Petanque Group.
- **Survey.** A short survey was developed by Urban Enterprise and distributed by Council, with 382 responses from community members received. The survey well-represented most age groups, with the lowest proportion of responses received from those aged 18 to 34 (9%).

  The purpose of the survey was to understand which features of the site are used most regularly, test concepts for redevelopment of the site, and understand community priorities for a redeveloped site. The results of this survey have been drawn on throughout the report.

Written and verbal feedback was also received from a number of user groups who were unable to attend workshops.

2.3. SUMMARY OF CONSULTATION OUTCOMES

Through the consultation process, a number of consistent themes and priorities for redevelopment of the Community Centre site were conveyed. Key priorities and considerations from the workshops include:

- Redevelopment of the site into a contemporary space with modern facilities and spaces;
- Maximise the already well-utilised library and develop into a contemporary library with a range of spaces for all age groups, including play spaces for children, teenage 'hang-outs', quiet study spaces for students;
- Community desire for an inclusive civic precinct and village green for community and visitors alike to meet and gather, socialise, conduct business, learn and play through provision of a range of suitable spaces;

- Improved connectivity of the site within the broader precinct, including improved access across High St and Forrest St, and better linkages to the surrounding community assets such as the Children's Park and Neighbourhood House;

- Need for improved efficiencies of the site to reduce operating and staffing costs, as well as developing an active, consistently utilised hub;

- Desire to showcase Woodend's unique focus and strength on environmental sustainability throughout the redeveloped site;

- Retaining open outdoor space and ensuring it remains flexible and unstructured, to accommodate a range of community uses;

- Capitalise on Woodend's location as gateway to the region through a strong visitor servicing component at the site, including a space to showcase local produce and tourism offering before visitors disperse throughout the region; and

- Development of a high-quality architecturally designed site that will attract visitor stopover and create a destination for visitors.

Please see attached Appendix B and C for a detailed summary of workshop and survey outcomes.

SPECIFIC USER NEEDS

Specific needs of some existing user groups were highlighted through consultation and written feedback provided to Urban Enterprise. These included:

- **Woodend Farmers Market:**
  - Approximately 60-80 sqm dry lockable storage space with large doors – must be able to drive up to it.
  - Adequate lighting for market set-up in early morning.
  - Room for 120 stalls – space for market to grow
  - Scalable – trees to separate spaces to scale up/down when necessary
  - Adequate shade.

- **Community Radio Station:**
  - Improved acoustics.
  - A control room is required for recordings of performance etc.
  - A control room can be multipurpose and support larger events in a redeveloped centre.

3. STRATEGIC CONTEXT

3.1. INTRODUCTION

There are a number of existing strategies, plans and policies at the State, Regional and Local level that are relevant to the redevelopment of the Woodend Community centr. This section provides a review of key relevant documents.

3.2. STATE

Plan Melbourne (2016)

Plan Melbourne is Melbourne's long-term metropolitan planning strategy, intended to guide land-use and development over the years between 2017-50.

Approximately half of Macedon Ranges Shire is within metropolitan Melbourne and is considered to be 'peri-urban'. This includes the towns of Gisborne, Macedon, Riddells Creek, Romsey and Lancefield, but does not include the towns of Woodend and Kyneton.

A key policy direction of Plan Melbourne is to support planning for growing towns in peri-urban areas. The strategy identifies a number of towns in peri-urban areas that have capacity for more housing and employment-generating development without impacting on the economic and environmental roles that surrounding non-urban areas provide. Gisborne is identified as a regional centre and one of the key growth areas of Macedon Ranges Shire.

There are no strategic directions for Woodend, however it is expected that surrounding townships such as Woodend may continue to experience incremental population growth given the proximity to Melbourne.

Victorian Visitor Economy Strategy (2016)

The Victorian Visitor Economy Strategy has been developed to guide targeted enhancement of the visitor economy across the state, identifying key priorities for metropolitan and regional areas.

The plan sets an ambitious goal of increasing visitor spending to $36.5 billion by 2025 and identifies the following nine priorities to achieve this:

- More private sector investment;
- Build on the potential of regional and rural Victoria;
- Improved branding and marketing;
- Maximising the benefits of events;
- Improved experiences for visitors from Asia;
- Better tourism infrastructure;
- Improved access into and around Victoria;
- Skilled and capable sector; and
- More effective coordination.

Redevelopment of the Woodend Community Centre has the opportunity to address a number of these priorities at a local level. This can be achieved through investigating private sector opportunities within the redeveloped Centre, building on and enhancing the existing regional tourism offering through the site, improving tourism infrastructure and visitor servicing for regional visitors, and providing improved infrastructure to support high quality tourism events.

3.3. REGIONAL

Loddon Mallee South Regional Growth Plan (2014)

The Loddon Mallee South Regional Growth Plan is the strategic land use plan for the region to guide growth and change for the next 30 years. The plan covers the local government areas of the Central Goldfields Shire, the City of Greater Bendigo, Loddon Shire, Macedon Ranges Shire and Mount Alexander Shire.

The Regional Growth Plan identifies Kyneton and Gisborne as the two regional centres designated for growth within Macedon Ranges Shire, with Gisborne also identified as a designated growth area in Plan Melbourne. Woodend lies directly between these two regional centres along the Calder Freeway corridor.

Woodend is located within Melbourne's peri-urban area, which has unique natural, cultural and recreational assets which provide great economic and tourism development opportunities. The Plan identifies Woodend as a suitable tourism development location, leveraging the towns natural assets, the unique 'village feel' which attracts visitors from surrounding growth areas, and the strategic location as the gateway to the wider Daylesford and Bendigo regions.

Key relevant actions include:

- Support the sustainability of small towns through investment and diversification of their economies and appropriate flexible zoning provisions; and
- Coordinate government agencies' land and infrastructure strategies to align the provision of public and community facilities, including existing and new education facilities.

Loddon Mallee Regional Strategic Plan 2015-2018 (2015)

The Loddon Mallee RDA Region covers 10 local government areas from central to far north western Victoria, including Macedon Ranges Shire.

The following are the four strategic directions for the Loddon Mallee Region, with relevant priority areas highlighted beneath each direction.

1. **Foster our comparative advantages in agriculture, food processing and other regionally significant industries**
   a. Invest in tourism product, assets and related infrastructure.
2. **Build the connecting infrastructure for our diverse economy**
   a. Encourage innovative ways to attract investment and deliver services.
3. **Enhance the wellbeing and economic participation of our people**
   a. Improve community health and wellbeing through strategies that promote good health.
   b. Improve educational aspirations, attainment, accessibility and quality.
   c. Improve level of and appreciation for cultural diversity.
4. **Protect and enhance the liveability and appeal of our Region**
   a. Maintain and build healthy places.
   b. Adopt smart solutions to the management of waste and natural resources.
   c. Improve small town liveability, adjustment and access to services.
   d. Build on the strengths of regional centres and towns.
   e. Support thriving arts, culture, sports, recreation and major events.
   f. Improve our pride in, and protection of, our Aboriginal and historic cultural heritage.

These strategic directions and associated priorities provide overarching principles to guide and support redevelopment of the Woodend Community Centre.

Bendigo Region Destination Management Plan 2015

Although Macedon Ranges Shire is just outside the Bendigo region, Woodend acts as a gateway to the region for visitors from Melbourne who exit the Calder freeway at Woodend to travel north.

In 2015, the Bendigo Region attracted around 2.9 million visitors per annum, of which 2 million are day-trippers and 900,000 are overnight visitors. There is opportunity to leverage from these visitors, particularly the large number visiting for the strong arts and cultural tourism across the region. Key attractions include Bendigo Art Gallery,

major events such as the Castlemaine State Festival, as well as the creative communities located in the region.

Market testing showed that arts and cultural tourism is the highest rated activity to motivate visitors to the region. There is significant opportunity to leverage the growth of arts and cultural tourism through the development of complementary experiences (e.g. food and wine) and exhibitions and attractions that broaden the appeal (particularly younger markets).

One of the priority projects for the Bendigo Region DMP is Village Touring and Branding. The routes will leverage from the main transport corridors linking Bendigo to Melbourne and Ballarat. The project aims to build the brand and identity of the villages to provide an appealing touring experience which may include a number of route and itinerary options.

There is opportunity for Woodend to further leverage touring visitors to Bendigo, including capture of arts and cultural visitors.

3.4. LOCAL

Macedon Ranges Council Plan 2017-2027 (2017)

The Council Plan 2017-2027 outlines the five key priorities for the next 4 to 10 years, and sets out how the Shire will invest in services and facilities. Relevant priorities include:

- **Promoting health and wellbeing –** Council will contribute to positive health and wellbeing in our community by proactively supporting mental health, the prevention of violence against women, healthy lifestyles for all ages and abilities, social connection/inclusion, volunteers, community safety, and arts and culture.
- **Improve the built environment –** Council will protect the natural environment through proactive environmental planning, advocacy and policy to address climate change, support biodiversity, enhance water catchment quality, and manage waste as a resource.

- **Protect the natural environment –** Council will maintain the built environment—including roads, paths, buildings, open space and other assets—in a fiscally, environmentally and socially sustainable way. This includes effective land use planning, which has a direct impact on the liveability of our shire.; and
- **Enhance the social and economic environment –** Council will foster economic vitality in a way that promotes positive individual and community health outcomes, including business diversity; housing, transport and employment options. Investment attracted to the shire will be consistent with Council's vision.

The preparation of a master plan / feasibility study for revitalisation of the Woodend library and community centre and associated land area is a key priority for Council within the Council Plan.

Arts and Cultural Strategy 2018-2028 (2018)

The Macedon Ranges Arts and Cultural Strategy 2018-2028 guides how Council will promote, support and invest in Arts and Culture in Macedon Ranges over the next decade.

The arts and culture sector is an integral part of the Macedon Ranges economy. The artists, local stories, creators, commercial arts-based businesses, cultural activators and volunteers provides the opportunity to provide new and unique cultural experiences that will attract visitors.

The vision for arts and culture is:

'Macedon Ranges has a thriving arts economy, fosters local talent and offers cultural experiences that delight, engage and challenge locals and visitors'

The goals of the strategy include:

- Opportunities for all local people and visitors to participate in artistic and cultural appreciation and expression.
- Connect our community by interpreting and celebrating our region's stories.

- Partnerships that inspire and support innovative arts and culture projects and activities.

- Enhance the local economy by providing opportunities for local talent and arts-related businesses to thrive.

- Cultural planning integrated with other planning disciplines and placemaking.

- Our community has access to a range of diverse, viable and vibrant cultural assets across the Shire.

Actions of the Strategy relevant to infrastructure include:

- Support the Gisborne Regional Events Activities and Tourism (GREAT) group with their vision of an amphitheatre and sound shell in Gisborne.

- Art and Culture team proactively engage in significant infrastructure planning to incorporate consideration of art and culture where appropriate.

- Incorporate the consideration and need for arts and cultural facilities into the preparation of township/precinct structure plans, streetscape plans and development plans.

- Continue upgrades to ensure the Kyneton Town Hall is accessible and able to appropriately hist significant events and performances.

- Rationalisation of cultural facilities across the Shire to provide fewer but better equipped and maintained cultural facilities.

The Strategy also notes that the Kyneton Town Hall should be promoted as the premier cultural venue in the Shire.

Community ambitions relevant to Woodend include:

- A cultural centre at Woodend;

- Future libraries that have spaces and technology to better engage creative people; and

- Summer cultural events in parks, gardens and open spaces.

The Arts and Cultural Strategy Background Report provides the following relevant information regarding the Woodend Community Centre:

- The Woodend Community Centre is home to the Woodend Library, MRSC Customer Service Centre, Woodend Senior Citizens also has meeting rooms available There is a room (seniors use) with a small kitchen for hire.

- The hall in the past has been used by the library, local scout group, senior citizens and local festivals like Woodend Winter Arts Festival. There are immunisation session held there regularly.

- The hall space is a difficult space for community hirers and many hirers prefer to use St Ambrose Community Hall instead because the acoustics are better.

- The facility is DELWP owned and managed by the Governance Unit of Council.

- There are some spaces within the facility that could be better used.

Visitor Economy Strategy 2019-2029 (2019)

The Visitor Economy Strategy 2019-2029 intends to set the long-term vision and strategic direction to support the sustainable growth of the future visitor economy.

The Strategy provides the following product and experience enhancement opportunities relevant to Woodend and opportunities for the redevelopment of the Community Centre:

- Investment in cycle tracks and trails, in particular formalised quality mountain biking and off-road recreational / rail trails;

- Investment and enhancement of the network of walking trails;

- Increase in agritourism experiences that complement existing farming practices, such as farm gate/wine trails, workshops and farm stays;

- Strengthening of Macedon Ranges Wines through experience and brand development;

- Continued strengthening of the regionally significant events and procurement of new events that meet gaps in the event offer; and

- Work in partnership with Traditional Owners to explore opportunities for Aboriginal cultural tourism experiences and interpretation at culturally significant visitor nodes.

Woodend Structure Plan (2014)

The Woodend Town Structure Plan presents a vision for the future of Woodend, and provides strategies and actions to achieve the vision.

The Woodend Community Centre is identified as part of the Five Mile Creek & Forest Street Precinct. The Structure Plan identifies the need for a masterplan for the precinct, as shown in the adjacent Strategic Framework (Figure 5).

The Structure Plan states that the *'entire precinct needs to be planned as a community focal point for the town, with an integrated design for buildings, pedestrian pathways, car parking and the landscaped spaces between each facility'.*

Relevant objectives key to the redevelopment of the Community Centre include:

- A sense of vibrancy; a town that provides jobs and services for local people, and opportunities for recreation;
- A town centre that has a strong 'village' character; is walkable, local and friendly;
- Strong connection to its highly valued landscape features and surrounding natural environment; and
- A range of sustainable and active transport options for efficient local and regional access.

Key strategies and actions for tourism and economic development include:

- Encourage opportunities to provide new tourism accommodation in town;
- Promote Woodend as a regional centre for cycling, nature-based recreation activity, local food and wine produce, and arts and culture; and
- Identify other opportunities to improve the retail, commercial and tourism offer of the town.

Macedon Ranges Walking and Cycling Strategy (2014)

The Macedon Ranges Walking and Cycling Strategy was developed to improve trail infrastructure and connectivity across and between the Shire's townships, maximise participation in cycling and walking by developing 'all-age' trails, and promoting healthy lifestyles in the Shire by providing access to shared trails.

Development of a shared trail from Hanging Rock to Woodend is a priority action identified within the Strategy. Development of this trail would be particularly beneficial to Woodend, by increasing the tourism offering, maximising use of Hanging Rock as a key natural asset, and promoting increased touring of the local area.

A range of cycling upgrades for Woodend town centre are also considered within this strategy.

F5. WOODEND STRATEGIC FRAMEWORK

Golf Course Hill

Protect landscape, geological and historic significance of Golf Course Hill

Maintain ridgeline free from development

Investigate potential for public open space and lookout

Five Mile Creek

Prepare a masterplan for open spaces and community facilities around Five Mile Creek

Town Centre

Contain the commercial zone 'between the bridges'

Consider expansion of the commercial zone east as required

Improve public environment & landscaping

Investigate potential for new community open space

Provide additional pedestrian crossing & reduce traffic speed

Create shared traffic zones in service lanes

Implement 9m building height to protect character and views to Mt Macedon & Golf Course Hill

Potential Future Residential

Subject to completion of masterplan

Low Density Residential

Opportunity for low density residential within town boundary

Industrial Areas

Rezone (town centre industrial area) to Industrial 3 Zone, improve appearance and amenity

Expand role of Clancy's Lane Industrial area (located north of township)

Train Station

Improve access for pedestrians, cycles and cars

Improve commuter facilities

STRATEGIC FRAMEWORK MAP

0   1km

Legend

- Town Boundary
- Property Boundaries
- Railway & Station
- Creeks & Waterways
- Avenue of Honour
- Golf Course Hill Ridgeline
- Key Views
- Residential (Contain Within Town Boundary - 15 Years' Land Supply)
- Encourage Medium Density Housing
- Commercial
- Potential Expansion of Commercial Zone
- Industrial
- Community Facilities
- Public Open Space / Recreation
- Rural
- Investigate options for residential expansion (long term - 15 years + supply)
- Encourage Mixed Use Development
- Landscape Buffer
- Open Space Links
- Shared Path Spines
- Potential Regional Bicycle Link
- Enhanced Street Tree Planting

Source: Woodend Structure Plan, 2014

KEY FINDINGS

The regional and local strategic documents identify Woodend as a unique, peri-urban lifestyle residential township and tourism destination.

Woodend is identified as a suitable township for further tourism investment and development, leveraging the towns natural assets, the unique 'village feel' which attracts visitors from surrounding growth areas, and the strategic location as the gateway to Daylesford, Hanging Rock and the Bendigo region.

Macedon Ranges Shire Council's strategic priorities include promoting health and wellbeing, improving the built environment, protecting the natural environment, and enhancing social and economic outcomes. A key priority for Council is investing in community infrastructure to promote improved social and wellbeing outcomes, as well as economic diversification to support a strong economy. Both of these priorities will be considered through the redevelopment of the Community Centre.

The preparation of a master plan and feasibility study for revitalisation of the Woodend library and community centre and associated land area is a key priority for Council within the Council Plan and Woodend Structure Plan.

Key tourism development opportunities for Woodend identified through existing strategies include leverage arts and cultural tourism; promote Woodend as a key centre for cycling and nature-based tourism; and show case local food and wine.

The Structure Plan outlines the need for the entire Woodend Community Centre precinct to be 'planned as a community focal point for the town, with an integrated design for buildings, pedestrian pathways, car parking and the landscaped spaces between each facility'.

4. FACILITY USAGE ANALYSIS

4.1. INTRODUCTION

This section provides analysis of key facilities within the study area. This includes a review of the library, Council's customer service centre, Visitor Information Centre and meeting room/hall/theatre space.

4.2. COMMUNITY USAGE OF THE SITE

The community survey contributed substantially to understanding the current usage of the site by community members.

The Woodend Community Centre is an important community asset, with 83% of survey respondents using the site every month. The majority of survey respondents visit the site every week (53%) or monthly (30%).

Only a small proportion of respondents use the site irregularly, either yearly (1%) or not at all (3%). This further reinforces the importance of the Centre to the community.

F6. FREQUENCY OF SITE USE
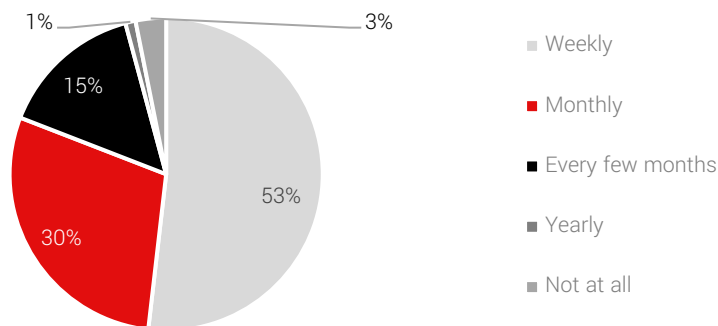
Source: Woodend Community Centre Redevelopment Survey, Macedon Ranges Shire Council, 2020

As shown in Figure F7 below, the site is predominately used by community members for the Farmers Market (83%), Library/Community Centre (81%) and Outdoor spaces/park (62%).

The site is also well utilised for its surrounding recreation facilities.

F7. COMMUNITY USAGE OF THE SITE
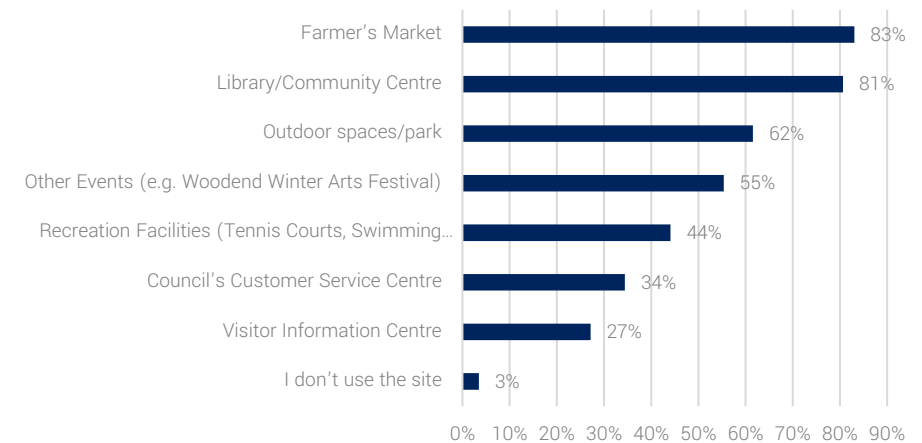
Source: Woodend Community Centre Redevelopment Survey, Macedon Ranges Shire Council, 2020

4.3. WOODEND LIBRARY

The Woodend Library is the core facility of the Woodend Community Centre. The Library is highly valued by the community and is one of the best performing libraries in Macedon Ranges Shire. The dedication and commitment of library staff is one of the key reasons for the success of the library and part of the reason that it is so valued by the community.

The following provides an overview of historical usage of the library, benchmarking with other libraries in Macedon Ranges Shire and a projection of future library floorspace needs.

HISTORIC LIBRARY USAGE

Table 1 shows historical usage of the Woodend Library between the financial years 2014-15 and 2018-19.

Over the five-year period, library visits, programs and program attendance and WiFi usage has grown. However, members and loans have slightly decreased.

The growth in visits and program attendance is likely a reflection of efforts by library staff and the personal nature of services provided. However, declining (although modest), shows that the library facilities may not be fully meeting the needs of members of the community. Given the age and quality of the building, improvements to the facility, coupled with existing high quality services will likely see an increase in these metrics.

Use of Internet PC sessions has remained relatively consistent over the past five years, although there has been an increase in Wi-Fi usage which indicates greater demand for WiFi services through usage of personal computers and devices.

T1. HISTORIC USAGE, WOODEND LIBRARY

Year	Members	Visits	Loans	Internet PC usage	Wi-Fi	Programs	Program Attendance
2014-15	4,402	76,125	81,174	4,085	NA	263	NA
2015-16	4,118	78,441	82,403	4,211	NA	311	4,768
2016-17	4,059	80,495	82,410	3,964	2,017	300	6,431
2017-18	4,053	81,168	81,935	3,296	2,619	332	8,134
2018-19	4,183	82,430	80,573	3,948	2,852	361	8,918

Source: Goldfields Library Corporation Annual Report, 2014/15 - 2018/19.

VISITS AND LOANS

Figure 6 shows the change in visits and loans at the Woodend Library over the previous 5 years.

Library visits have grown at a rate of 1.6% per annum between 2014-15 and 2018-19, however there has been a slight reduction in loans over the same period.

Increased library attendance is likely due to the increase in the number of programs run by the Library and the corresponding growth in program attendance (detailed further below).

Decreasing loans is likely reflective of the increased availability of online information, e-readers and downloadable content. However, this data illustrates the changing role of libraries from places traditionally associated with the borrowing of books to their role as community living rooms, providing places for meeting (both informally and formally), the sharing ideas and knowledge, accessing technology and fostering creativity.

F8. VISITS VS LOANS, WOODEND LIBRARY
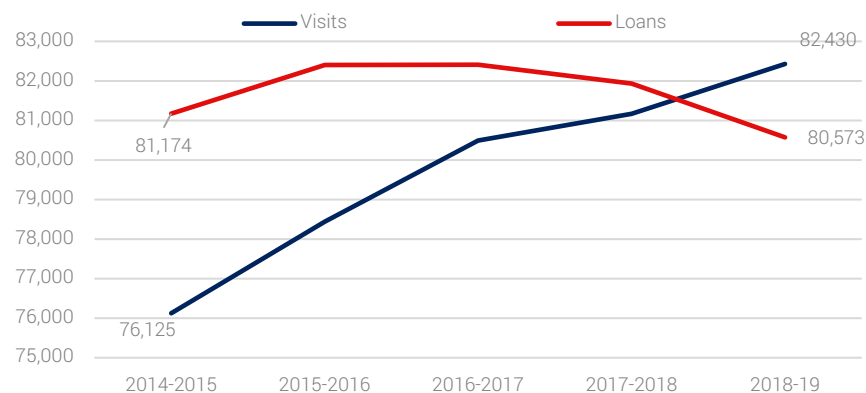
Source: Goldfields Library Corporation Annual Report, 2014/15 - 2018/19.

PROGRAMS AND PROGRAM ATTENDANCE

Table 2 shows the growth in programs and attendance at the Woodend Library between 2015-16 and 2018-19.

Attendance to programs has almost doubled (+87% / +4,150 attendees) in the previous three years, whilst programs have only grown by 16% over the same period. This indicates growing demand for programs by the community, which is likely a result of the quality of programs and the alignment of the programs to the changing demographics of the local population (see Section 5).

T2. GROWTH IN PROGRAMS AND ATTENDANCE, WOODEND LIBRARY

	2015-16	2018-19	Growth (no.)	Growth (%)	Growth p.a.
Programs	311	361	+50	16%	4%
Program Attendance	4,768	8,918	+4,150	87%	17%

Source: Goldfields Library Corporation Annual Report, 2015/16 - 2018/19.

Figure 7 shows there are a number of early year literacy programs (0-5 years) run at the Woodend Library, which are popular amongst parents and children. These programs account for 73% of total program attendance. This includes programs such as 1000 Books before School, Rhyme, Toddler and Story Times.

F9. PROGRAMS
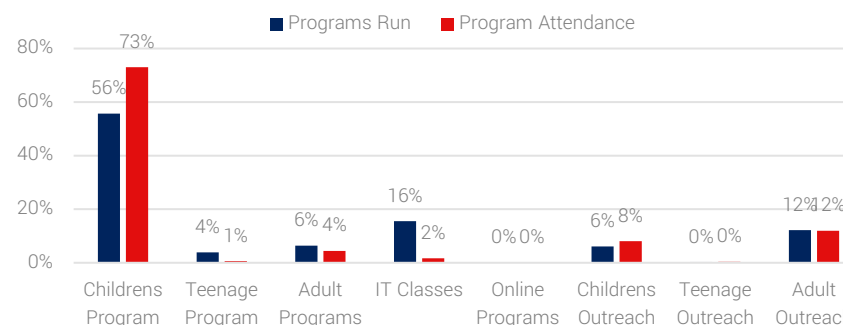
Source: Goldfields Library Corporation Program Data, 2018/19.

BENCHMARKING LIBRARY USAGE

Table 3 shows the usage of the Woodend Library benchmarked against other libraries within Macedon Ranges Shire.

In 2018, Woodend Library had the highest number of visits of any library in Macedon Ranges Shire and the highest number of visits per capita (10.12 visits per person). This shows that the Woodend Library is the most well-utilised library across the Macedon Ranges Shire, despite the library being limited in its physical infrastructure and space. This is likely due to having the highest program attendance of all libraries, with more than double the attendance received by all other libraries. This illustrates the high level of need from the community for library services and programs.

T3. USAGE OF LIBRARIES IN MRSC

	Members	Visits	Loans	Program Attendance	Programs
Woodend	4,183	82,430	80,573	8,918	361
Romsey	2,593	22,808	35,744	2,742	124
Gisborne	6,447	72,118	109,278	4,944	230
Kyneton	5,154	72,078	85,338	4,427	304

Source: Goldfields Library Corporation Annual Report, 2019.

T4. PER CAPITA USAGE OF LIBRARIES IN MRSC

	Members	Visits	Loans	Program Attendance	Programs
Woodend	0.51	10.12	9.89	1.09	0.04
Romsey	0.41	3.58	5.62	0.43	0.02
Gisborne	0.46	5.16	7.83	0.35	0.02
Kyneton	0.55	7.62	9.03	0.47	0.03

Source: Goldfields Library Corporation Annual Report, 2019.

[1] People Places: A Guide for Public Library Buildings in New South Wales (3rd Edition, Sydney: State Library NSW, 2012)

4.3.1. PROJECTED LIBRARY FLOORSPACE REQUIREMENTS

The State Library of New South Wales[1], publishes a calculator to forecast required library floorspace based on the local population and non-resident workforce.

Table 6 shows the projected library floorspace requirement for the Woodend Library based on use of this method.

The Population Based Benchmark analysis results in an estimated requirement for a library of approximately 678m^2 to service the projected ten-year catchment population. This considers both the needs of the projected population (2031) and the projected non-resident workforce.

The indicative area of the current library (based on measurement of aerial photography) is approximately 460m2 (excluding the Hall/kitchen space). This shows that the current size of the library may be insufficient to meet the needs of the community.

Although only providing an indicative guide only, the results can provide a high-level guide as to the approximate floorspace of the library for planning and master planning purposes. The indicative floor area is inclusive of all spaces including service desk areas, children's youth spaces, specialist collections and spaces, IT workstations, staff spaces, amenities, foyers, toilets, plant and equipment, storage areas etc.

T5. PROJECTED LIBRARY FLOORSPACE REQUIREMENT

	Forecast for 2031
Resident population of Library catchment (Woodend SA2)	8,897
Non-resident workforce*	932
Library floor area required	678 sqm

Sources: ABS 2016, Profile.Id 2018, State Library of New South Wales, 2013.

*Non-resident workforce projected by applying ten year forecast population growth rate between 2016 and 2026.
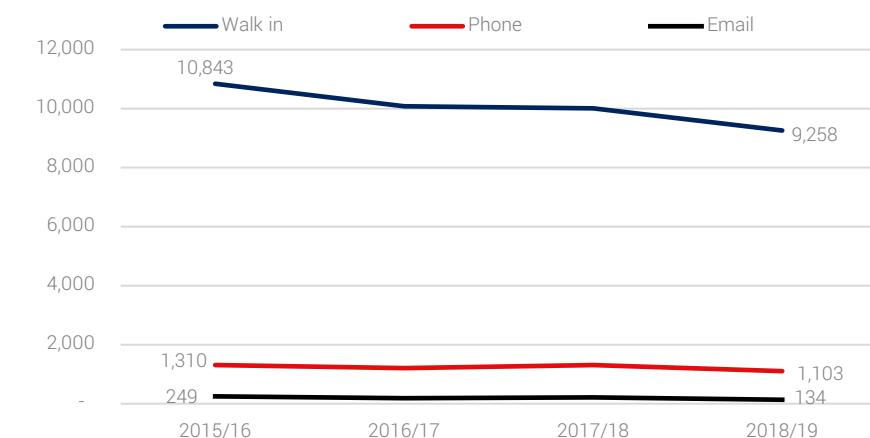
4.4. VISITOR INFORMATION CENTRE

The Woodend Visitor Information Centre (VIC) is an accredited Visitor Information Service (VIS). The VIC is a stand-alone building located to the north of the Community Centre.

Figure 8 shows that the Woodend Visitor Information Centre (VIC) has experienced a decline in walk-in visitors, phone calls and email enquiries over the period between 2015/16-2018/19. These declines are generally reflective of trends across the state for traditional VIC models.

Anecdotally, Council's VIC staff members report that a high proportion of walk-in visitors to the Centre stop mainly for the purpose of using the toilet facilities. Nonethless, visitor stopovers to the precinct provides the opportunity to influence a visitors current or future travel behaviours, including leveraging additional visitation, visitor dispersal and yield.

F10. VISITOR INFORMATION CENTRE USAGE

The Victorian Tourism Industry Council (VTIC) released their revised Victorian Accredited Visitor Information Servicing Guidelines in 2018, moving away from the name Visitor Information Centre (VIC) which does not cover all visitor servicing models, and consequently moving to the name Visitor Information Servicing (VIS).

The Guidelines encourage VIC's to move away from a singular building model, and to consider alternative and additional Visitor Information Servicing models such as roving ambassadors, mobile vehicles, digital offerings and temporary information booths at festivals and events.

The imbalance between available visitor centre resources (financial and people) and the need for greater focus and innovation in online and mobile engagement, is considered to be a key issue that must be addressed regarding the future of VICs[2].

The vast majority of visitors now consume visitor information through digital media, including computers, laptops, tablets and smart phones. This includes pre and during trip information consumption.

The Macedon Ranges Shire Council Visitor Servicing Review (Final Draft, Jan 2020), reiterated the findings of the state review, including a need to reposition physical VICs to more closely align with visitor flows and behaviours and to reimagine the experience of a VIC by being more relevant, engaging and modern. In some cases, this means creating community hubs which are exciting places of inspiration, offering visitors a taste of the full range of experiences a destination has to offer.

The review recommended that the Woodend VIC be completely redeveloped as a visitor inspiration hub as part of the Woodend Community Centre Master Planning project. The redevelopment of the Woodend Community Centre should therefore incorporate a new visitor servicing space, which is contemporary, streamlined and reflects the values and product offer of Woodend and the Shire.

[2] The Future of Visitor Centres in WA 2014, Haeberlin Consulting.

4.5. COUNCIL CUSTOMER SERVICE DESK

Council's Customer Service Centre desk is a valuable community service for residents of Woodend, used by 34% of respondents to the community survey.

Although Council do not have data available for visits to the customer service desk, it is estimated based on other systems that the customer service desk currently averages 30 customers daily at that counter.

Council staff suggest there has been a steady decline in usage of the Customer Service Centre over the past five years; with a reduction likely to be as much as half.

Council have identified that there are peak seasons that skew this figure, however the decline is significant enough that the opening hours for the site are being reconsidered.

Anecdotally, Council Staff have identified that there has consistently been confusion from visitors between Council's Customer Service Desk and Visitor Information Centre. Many visitors mistakenly visit the Community Centre, thinking it is the VIC.

This further reinforces the opportunity to co-locate the VIC with the Community Centre, increasing operational efficiencies and providing one point of contact for visitors and residents by removing facility ambiguity.

4.6. MEETING ROOMS AND THEATRE/HALL SPACE

Although there is no available booking data for the meeting rooms and theatre/hall space at the Woodend Community Centre, anecdotal evidence from community and Council staff suggest that usage of both spaces is quite limited as the spaces are not meeting current user needs and expectations.

The meeting rooms are mainly used by Council Staff and a Senior Citizens group, with limited bookings from other user groups. The theatre/hall space is scarcely utilised across the year, as acoustics are poor, it is not a functional space for performances and is generally not fit for purpose. Anecdotally, potential user groups choose to use other facilities, such as St Ambrose Church or the Woodend Primary School hall. This is due to a number of factors, including:

- **Spaces are not fit for purpose -** the spaces are poorly designed and lack flexibility to be used for a range of uses.
- **Outdated and unattractive design of spaces -** this includes dated furniture, insufficient lighting, and infrastructure needing renovation and maintenance.
- **Poor acoustics and technology** - The rooms have poor acoustics and outdated technology, therefore unable to accommodate a range of users.

KEY FINDINGS

Demand from the Woodend Community for programs and services is strong. The Woodend Library is the most utilised library in the Macedon Ranges Shire in terms of visits and visits per capita, despite the outdated and inadequate facilities. This highlights the importance of the Library to the community and the need to develop a facility that is in line with contemporary library facilities.

An analysis of future library floorspace requirements shows that the current library will be undersized by over 200sqm by 2031. Further, consultation with library staff and management suggest the current facilities are inadequate to cater to different user and community needs.

It can be expected that a redeveloped Woodend Library will have significantly increased appeal to the community and result in increased library patronage and activity.

The meeting rooms and recital hall/theatre space at the Community Centre are generally poorly utilised, due to the facilities not being fit for purpose and a lack of flexibility of the spaces to suit a range of meeting and event types. Anecdotal evidence from user groups highlights many prefer to use other local facilities such as the Woodend Neighbourhood House as the facilities better meet their needs, and that upgraded fit-outs in the Community Centre would motivate them to use these spaces.

Both Council's Customer Service desk and the Visitor Information Centre have experienced a decline in visitation and usage in recent years. These declines are reflective of broader trends through the increased availability of information and services online.

There is significant opportunity for the Master Plan to consider an integrated approach to visitor servicing, customer service and library services to allow greater flexibility in operations, improve operational efficiencies, reduce facility ambiguity for visitors and increase activation of the Community Centre through a higher volume of users in a centralised location.

5. DEMOGRAPHIC AND ECONOMIC ANALYSIS

5.1. INTRODUCTION

This section includes analysis of Woodend's demographic and economic context, benchmarked against Macedon Ranges Shire and Regional Victoria.

The purpose of this analysis is to identify the demographic characteristics of the resident population and how this may impact on demand for community services; analyse demand indicators in terms of population growth; and analyse the employment profile to determine potential economic opportunities.

Figure 9 shows the Statistical areas within Macedon Ranges LGA utilised for this analysis.

The first image shows the Statistical Area 2 (SA2) boundaries used by the Australian Bureau of Statistics (ABS), and the second image shows the Small Area boundaries used by Profile.Id.

The statistical boundaries are very similar, however the Woodend District Small Area used by Profile.Id includes slightly more of the south-west area of the Kyneton SA2. This area is mainly rural living, therefore it is not considered to impact the results for Woodend between the two statistical boundaries.

F11. WOODEND DISTRICT WITHIN MACEDON RANGES SHIRE
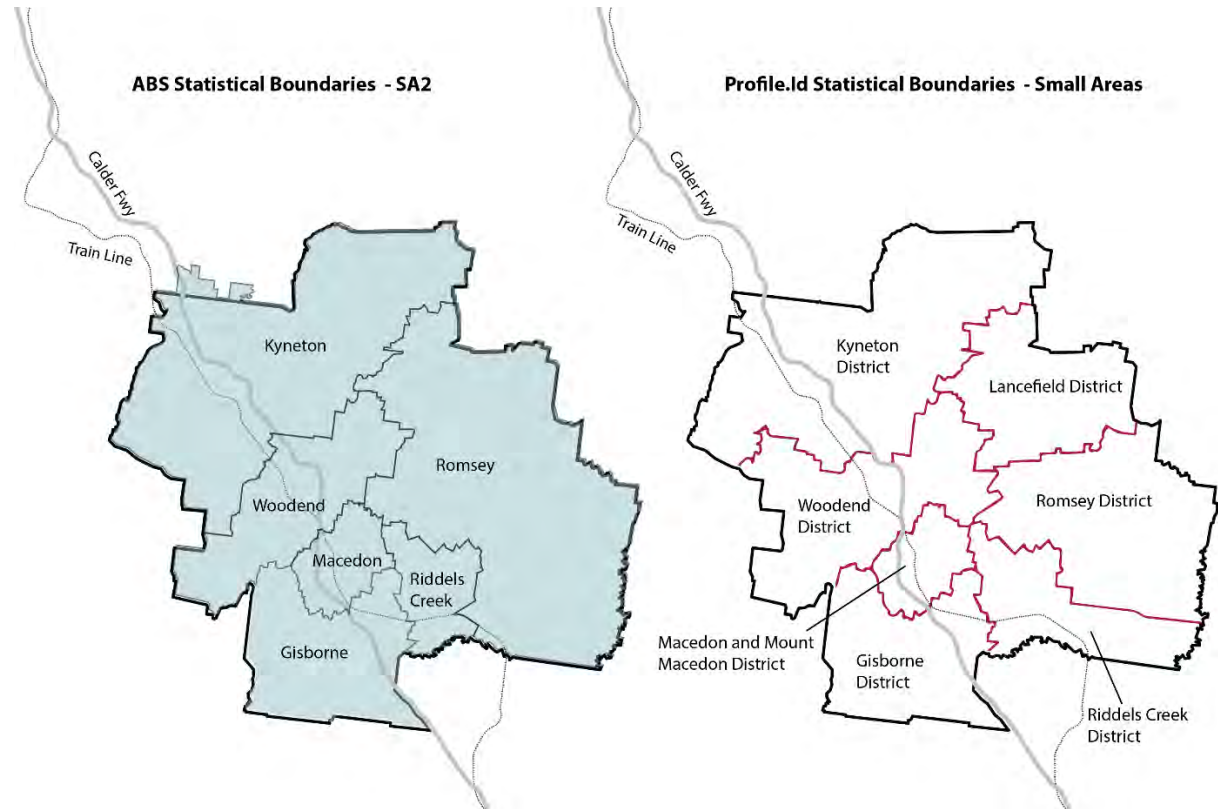
Source: Urban Enterprise, 2020.

5.2. POPULATION

HISTORIC POPULATION GROWTH

The usual resident population of Woodend was 7,660 in 2016. Woodend experienced population growth of 1.5% per annum between 2011 and 2016.

Woodend has grown at a slightly lower annual rate than Macedon Ranges Shire (1.5% compared to 1.9%). Population growth across the Shire has been largely driven by growth in peri-urban areas, including Gisborne and Riddell's Creek.

Woodend's population grew at a slightly higher annual rate compared to Regional Victoria (1.3%).

T6. USUAL RESIDENT POPULATION

	2011	2016	Growth	Growth (%)	AAGR
Woodend	7,102	7,660	+558	7.9%	1.5%
Macedon Ranges Shire	41865	46100	+4,235	10.1%	1.9%
Regional Victoria	1,345,727	1,433,818	+88,091	6.5%	1.3%

Source: Profile.id, based on ABS Census 2011 and 2016.

ESTIMATED RESIDENT POPULATION

In 2018, the estimated resident population (ERP) of the Woodend District was 8,148. This accounts for 16% of the total Macedon Ranges Shire population, which was estimated at 49,388 in 2018.

Based on the 2018 ERP, Woodend has experienced population growth of 1.8% per annum since 2012.
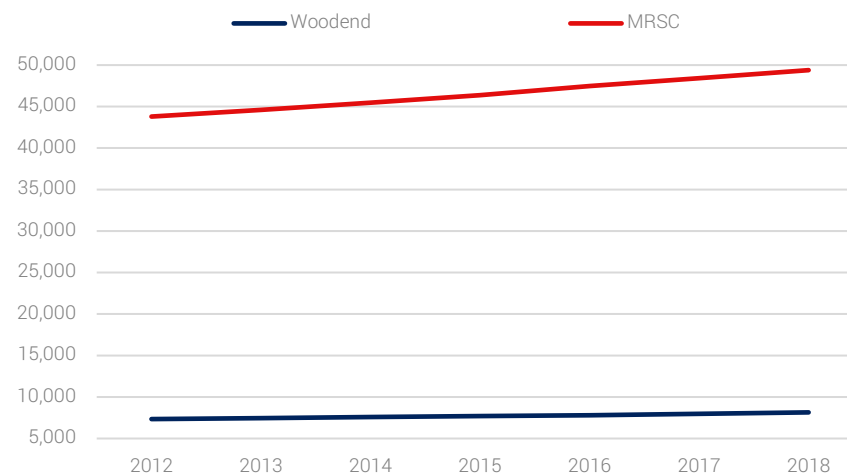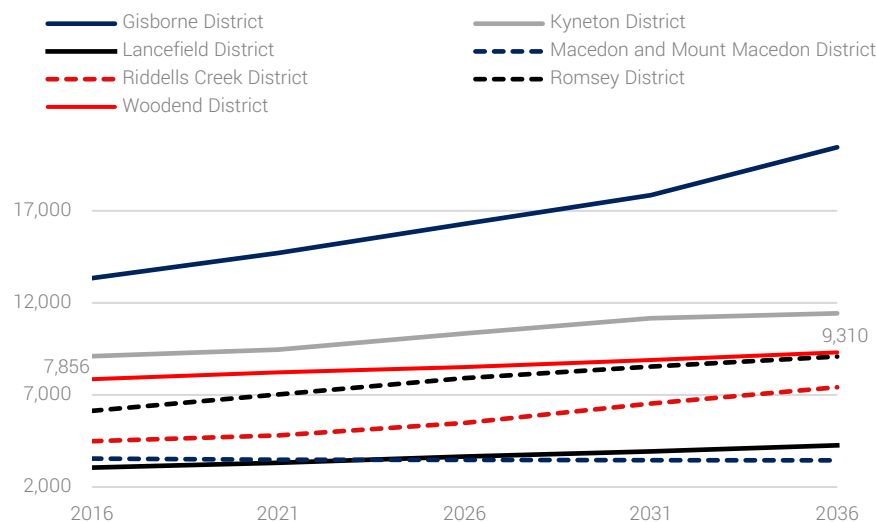

Source: Profile.id, 2020.

FORECAST POPULATION GROWTH

Figure 10 shows the forecast population growth for the districts of Macedon Ranges Shire.

Woodend district is predicted to reach a population of 9,310 in 2036, at a forecast growth rate of 0.9% per annum (equating to a total of 1,454 additional residents).

The population of Macedon Ranges Shire is projected to grow at a faster rate of 1.6% per annum, to reach 65,405 residents by 2036. This will be driven by strong growth in the following locations: Riddles Creek (2.5% p.a.), Gisborne (2.2% p.a.) and Kyneton (1.1% p.a.).

F12. FORECAST POPULATION GROWTH

Source: Forecast.id, 2020.

5.3. DEMOGRAPHICS

AGE PROFILE

Figure 11 shows the age structure of Woodend residents.

In 2016, the largest age cohort in Woodend was middle aged residents, with 31.4% of the population aged between 40-59 years old.

There is a lower proportion of residents in Woodend in the 20-34 year age bracket compared to regional Victoria, but a comparatively higher proportion of children aged between 0-14 years. This indicates that there are a large proportion of families with middle aged parents.

Across Macedon Ranges Shire, 24% of the population was aged over 60 years in 2016. However, compared to regional Victoria there is a lower proportion of residents aged 70+ years.

F13. AGE STRUCTURE IN 2016
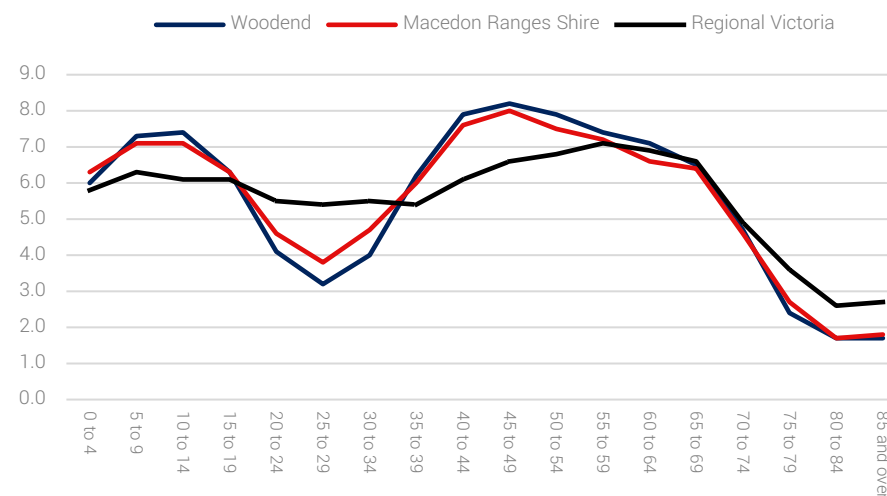
Source: Profile.id, based on ABS Census 2011 and 2016.

HISTORIC AGE PROFILE

Table 7 shows the service age groups of Woodend and Macedon Ranges Shire residents, between 2011-16.

Parents and homebuilders (35 to 49 years) were the largest age cohort in 2016 (23% of the population). The highest growth in population by service age groups has been in empty nesters and retirees (+171 residents) and seniors (+207 residents).

Woodend has also experienced growth in residents aged in the young workforce (+47 residents) and primary schoolers (+66 residents), indicating growth in the young family/second home buyer residential market.

T7. SERVICE AGE GROUPS

Service age group (years)	Woodend			Macedon Ranges Shire		
	2011	2016	Growth	2011	2016	Growth
Babies and pre-schoolers (0 to 4)	450	456	6	2,708	2,902	194
Primary schoolers (5 to 11)	732	798	66	4,337	4,669	332
Secondary schoolers (12 to 17)	600	590	-10	3,801	3,741	-60
Tertiary education and independence (18 to 24)	439	474	35	3,029	3,167	138
Young workforce (25 to 34)	510	557	47	3,409	3,942	533
Parents and homebuilders (35 to 49)	1,771	1,719	-52	9,805	9,987	182
Older workers and pre-retirees (50 to 59)	1,135	1,167	32	6,213	6,803	590
Empty nesters and retirees (60 to 69)	881	1,052	171	5,089	5,967	878
Seniors (70 to 84)	473	680	207	2,840	4,114	1274
Elderly aged (85 and over)	106	133	27	634	811	177
Total	7,102	7,631	529	41,865	46,103	4238

Source: Profile.id, based on ABS Census 2011 and 2016.

PROJECTED AGE PROFILE

The projected age profile of Woodend residents is expected to generally remain consistent with the current age profile, however there is expected to be a slight reduction in the proportion of residents aged 29 years and below and an increase in the proportion of residents aged 70 years+. This highlights the ageing demographic forecast for Woodend. As a result, there will be an increased need for services and programs required to support an ageing population as well as a need to provide services and amenities that continue to attract families and a young workforce.

F14. PROJECTED AGE PROFILE
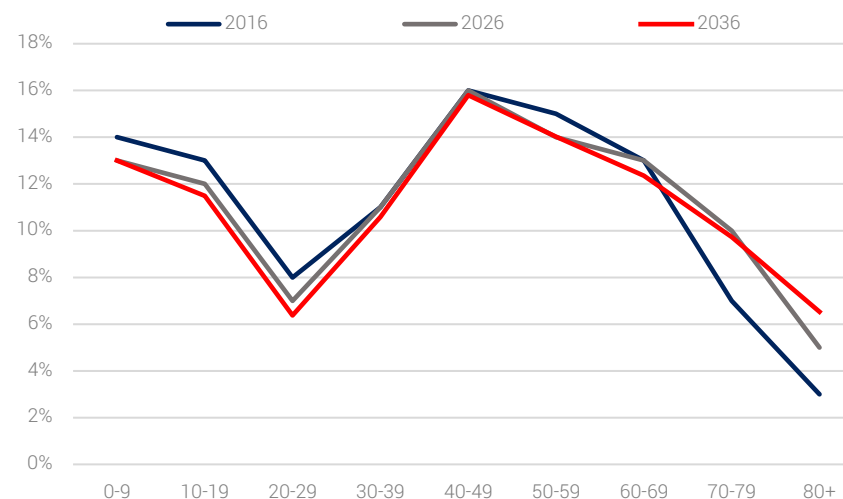

Source: Forecast.id, 2020.

5.3.1. HOUSEHOLD TYPES

Figure 13 shows household types in Woodend in 2011 and 2016, benchmarked with Macedon Ranges Shire (2016).

The predominant household types in Woodend are couples with children (33%), followed by couples without children (24%) and lone person households (24%).

The household profiles of Woodend and Macedon Ranges Shire are comparable.

F15. HOUSEHOLD TYPES
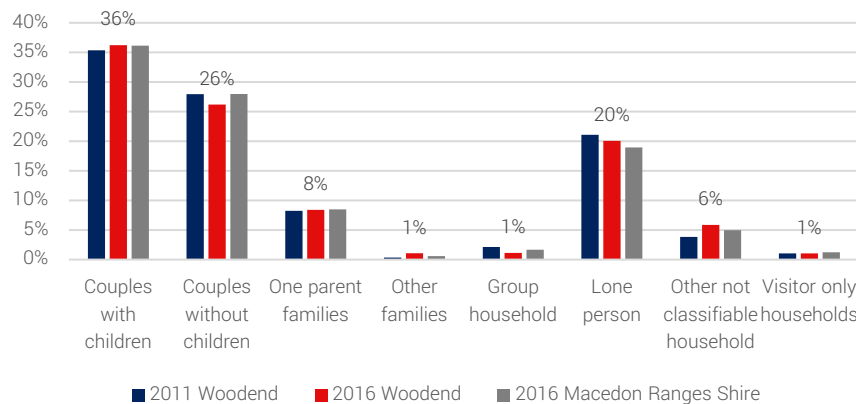
Source: Profile.id, based on ABS Census 2011 and 2016

5.3.2. HOUSEHOLD INCOME

Figure 14 shows the median weekly household income of Woodend in 2016, benchmarked with Macedon Ranges Shire and Regional Victoria.

Analysis of household income levels in Woodend shows that Woodend has a higher proportion of higher income households (those earning $2,500 per week or more) and a lower proportion of lower income households (those earning less than $650 per week) compare to Regional Victoria. Woodend household income levels are relatively consistent with Macedon Ranges Shire.

Lower income households in Woodend account for 13% of households, significantly lower than Regional Victoria (23%).

The redevelopment of the Woodend Community Centre provides the opportunity for creation of an inclusive civic space, which caters to a diversity of household types.

F16. MEDIAN WEEKLY HOUSEHOLD INCOME
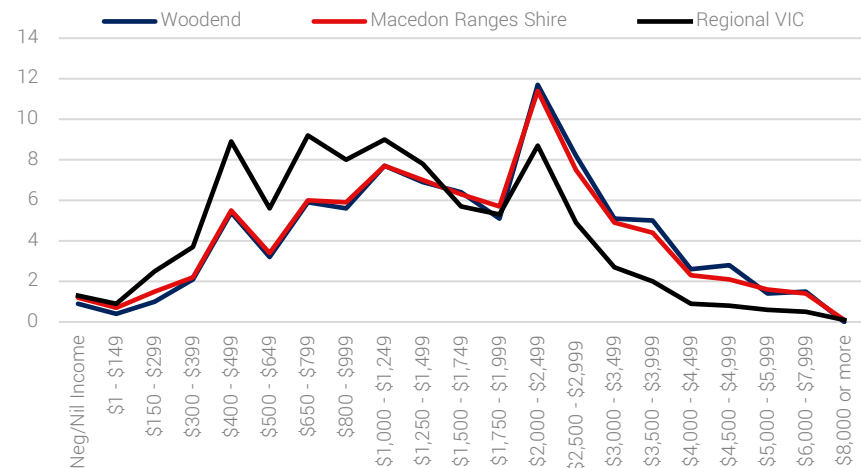
Source: Profile.id, based on ABS Census 2016.

EMPLOYMENT STATUS

There was a total of 3,546 employed residents in Woodend in 2016 and 157 unemployed. This represents a low unemployment rate of 4.2%, compared to 4.4% in Macedon Ranges Shire and 6% in Regional Victoria.

Between 2011 and 2016, there was been a 1.5% increase in the number of unemployed residents in Woodend. This is likely due to the ageing population and a growing number of retirees.

T8. EMPLOYMENT STATUS 2016

Employment status	Woodend	Macedon Ranges	Regional VIC
Employed	95.8%	95.6%	94.0%
Employed full-time	*54.4%*	*55.8%*	*53.8%*
Employed part-time	*40.3%*	*38.2%*	*38.3%*
Hours worked not stated	*1.1%*	*1.6%*	*1.9%*
Unemployed (Unemployment rate)	4.2%	4.4%	6.0%
Looking for full-time work	*2.2%*	*2.3%*	*3.5%*
Looking for part-time work	*2.1%*	*2.1%*	*2.5%*

Source: Profile.id, based on ABS Census 2016.

T9. EMPLOYMENT STATUS 2011-2016

Employment status	Woodend			Macedon Ranges Shire		
	2011	2016	Change	2011	2016	Change
Employed	97.3%	95.8%	-1.5%	96.3%	95.6%	-0.7%
Unemployed (Unemployment rate)	2.7%	4.2%	1.5%	3.7%	4.4%	0.7%

Source: Profile.id, based on ABS Census 2011 and 2016.

INDUSTRY OF EMPLOYMENT OF RESIDENTS

The largest employment sector for residents of Woodend was Health Care and Social Assistance (451 jobs), Education and Training (403 jobs) and Professional, Scientific and Technical Services (331 jobs). These were also the key industry sectors where resident employment increased between 2011 and 2016.

Residents employed in sectors where remote working is possible could utilise facilities as part of a redeveloped centre, including as a temporary work space and to conduct meetings. Professional services is a key sector that grew between 2011 and 2016 (3% p.a.), providing current future remote working opportunities.

T10. INDUSTRY OF EMPLOYMENT, WOODEND RESIDENTS

Industry sector	2011	2016	Growth	AAG (%)
Health Care and Social Assistance	413	451	38	2%
Education and Training	362	403	41	2%
Professional, Scientific and Technical Services	290	331	41	3%
Construction	310	289	-21	-1%
Public Administration and Safety	274	276	2	0%
Retail Trade	340	246	-94	-6%
Manufacturing	293	238	-55	-4%
Accommodation and Food Services	183	185	2	0%
Transport, Postal and Warehousing	228	166	-62	-6%
Financial and Insurance Services	114	121	7	1%
Agriculture, Forestry and Fishing	104	105	1	0%
Administrative and Support Services	95	99	4	1%
Other Services	92	93	1	0%
Wholesale trade	109	71	-38	-8%
Arts and Recreation Services	82	69	-13	-3%
Information Media and Telecommunications	65	66	1	0%
Rental, Hiring and Real Estate Services	60	52	-8	-3%
Electricity, Gas, Water and Waste Services	22	32	10	8%
Mining	3	17	14	41%
Total employed persons aged 15+	3,439	3,310	-34	-1%

Source: Profile.id, based on ABS Census 2011 and 2016

TRAVEL TO WORK FOR WOODEND RESIDENTS

Table 11 shows the top LGA's to which Woodend residents travel to for employment.

The data highlights that 55% of Woodend residents leave the Shire to access employment, with 17% of the total workforce travelling to Melbourne for employment and 7% travelling to neighbouring Hume City Council.

No fixed address indicates that there are a number of residents (5%) who either travel for work, work partly from home, or work from a number of locations.

The high proportion of residents that travel outside of the Macedon Ranges Shire to access employment provides further opportunity for provision of local employment opportunities and exploration of facilities that would assist with remote working capability.

T11. TRAVEL TO WORK FOR WOODEND RESIDENTS – TOP 5 LGA'S

Place of Work by LGA	Woodend Residents	
	Number of Residents	Proportion of Residents
Macedon Ranges (S)	1,430	45%
Melbourne (C)	522	17%
Hume (C)	219	7%
No Fixed Address (Vic.)	164	5%
Brimbank (C)	107	3%

Source: ABS, 2016

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5.4. ECONOMIC PROFILE

JOBS IN WOODEND BY INDUSTRY

Table 12 shows employment by industry for workers in Woodend and Macedon Ranges in 2011 and 2016.

Healthcare and Social Assistance (17%) is the largest employing sector in Woodend, while tourism related industries of Retail Trade (11%) and Accommodation and Food Services (8%) also make up a significant share of employment.

There has been significant growth in jobs in the Accommodation and Food Services industry (+249 jobs) across the Macedon Ranges municipality, however a slight decline in these jobs in Woodend (-10 jobs).

The project provides the potential to support local employment opportunities both directly through the development and operation of the centre, but also indirectly through growth of the local economy. Particular emphasis should be placed on creating job opportunities to the sectors that align with economic growth opportunities, this includes population based services, creative industries and the tourism industry.

T12. INDUSTRY OF EMPLOYMENT, WOODEND & MACEDON RANGES WORKERS

| Industry | Woodend | | | | Macedon Ranges | | | |
| | 2016 | | Change 2011-2016 | | 2016 | | Change 2011-2016 | |
	Total	%	#	%	Total	%	#	%
Health Care and Social Assistance	296	17%	+83	39%	1,244	12%	+321	26%
Manufacturing	215	12%	+43	25%	890	8.4%	+143	16%
Retail Trade	194	11%	-26	-12%	1,401	13%	-6	-0.4%
Professional, Scientific and Technical Services	150	8.6%	-1	-0.7%	617	5.8%	+105	17%
Education and Training	138	7.9%	-13	-8.6%	1,162	11%	+247	21%
Accommodation and Food Services	136	7.8%	-10	-6.8%	781	7.4%	+259	33%
Construction	133	7.6%	+22	20%	962	9.1%	+178	19%
Other Services	90	5.1%	+38	73%	433	4.1%	+119	27%
Inadequately described	65	3.7%	+54	491%	110	1.0%	+287	261%
Agriculture, Forestry and Fishing	61	3.5%	-3	-4.7%	506	4.8%	+41	8.1%
Public Administration and Safety	49	2.8%	-7	-13%	605	5.7%	+159	26%
Administrative and Support Services	37	2.1%	+2	5.7%	258	2.4%	+65	25%
Rental, Hiring and Real Estate Services	34	1.9%	-4	-11%	204	1.9%	-5	-2.5%
Wholesale Trade	33	1.9%	-10	-23%	316	3.0%	-118	-37%
Transport, Postal and Warehousing	27	1.5%	+2	8.0%	315	3.0%	+61	19%
Arts and Recreation Services	24	1.4%	+8	50%	297	2.8%	-19	-6.4%
Electricity, Gas, Water and Waste Services	23	1.3%	+14	156%	58	0.5%	+22	38%
Financial and Insurance Services	21	1.2%	+5	31%	356	3.4%	+51	14%
Information Media and Telecommunications	19	1.1%	+2	12%	94	0.9%	0	0.0%
Not stated	16	0.9%	+13	433%	12	0.1%	+111	925%
Mining	0	0.0%	0	NA	8	0.1%	+8	NA
Not applicable	0	0.0%	0	NA	0	0.0%	0	NA
Total	1,751	100%	+203	13%	10,614	100%	+2,058	19%

Source: ABS Census , 2011 & 2016

5.4.1. JOURNEY TO WORK

RESIDENT VS NON-RESIDENT WORKFORCE IN WOODEND

Table 13 shows the place of usual residence for the Woodend Workforce.

There were 1,751 jobs in Woodend SA2 in 2016. Approximately 51% of the working age population live and work within the Woodend SA2 (891 residents). More broadly, 77% of workers in Woodend, live within the Macedon Ranges Shire.

The non-resident workforce in the Shire in 2016 was 860. This includes the 455 workers who live outside of Woodend SA2 but within Macedon Ranges Shire, and the 405 employees who live outside of the Shire.

Table 13 highlights that there has been a 24% increase in the non-resident workforce between 2011 and 2016, accounting for 83% of the total growth in the Woodend workforce.

T13. WORKFORCE IN WOODEND, 2016

Place of Work Woodend (SA2)	Place of Usual Residence			Total Woodend Workforce	Total Non-Resident Workforce
	Woodend (SA2)	Macedon Ranges (LGA)	Outside Macedon Ranges		
2011	857	1,291*	257	1,548	691
2016	891	1,346*	405	1,751	860
Change	+34	+55*	+148	+203	+169
Change %	4%	4%*	63%	13%	24%

Source: ABS, 2016 *Includes Woodend residents

BUSINESSES COUNTS

Table 14 shows the number of local businesses in the Woodend SA2 by industry sector as of June 2019. The data shows that the business base consists primarily of smaller businesses including non-employing businesses (63%) and 1-4 employees (28%).

Non-employing businesses are typically sole traders and often are home based business. There is opportunity to support these businesses through the provision of appropriate local facilities such as co-working spaces, meeting rooms and business IT services. Industry sectors where home-based business could utilise these services include Financial and Insurance Services, Professional, Scientific and technical Services, Education and Training and Arts and Recreation Services. Across theses sectors there were 157 non-employing businesses as of June 2019.

Providing facilities that can nurture and support home-based business provides opportunity for these businesses to grow and graduate into commercial tenancies and become employing businesses.

This is a key opportunity for which a redeveloped Woodend Community Centre could address.

T14. BUSINESS COUNTS WOODEND SA2

	Non employing	1-4 Employees	5-19 Employees	20 + Employees	Total
Agriculture, Forestry and Fishing	69	5	3	0	71
Mining	0	0	0	0	0
Manufacturing	15	11	3	3	31
Electricity, Gas, Water and Waste Services	0	0	0	0	3
Construction	57	53	8	0	121
Wholesale Trade	16	6	0	0	23
Retail Trade	22	19	10	0	49
Accommodation and Food Services	14	7	5	0	29
Transport, Postal and Warehousing	17	6	0	0	24
Information Media and Telecommunications	11	3	3	0	15
Financial and Insurance Services	55	4	0	0	61
Rental, Hiring and Real Estate Services	40	6	3	0	51
Professional, Scientific and Technical Services	83	50	9	0	137
Administrative and Support Services	6	9	3	0	24
Public Administration and Safety	3	0	0	0	3
Education and Training	7	3	0	0	12
Health Care and Social Assistance	23	12	3	0	39
Arts and Recreation Services	12	4	0	0	13
Other Services	15	12	4	0	32
Currently Unknown	3	0	3	0	3
Total	468	210	57	3	741
Total %	63%	28%	8%	0.4%	100%

Source: ABS Business Counts, 2016

KEY FINDINGS

Woodend had an estimated population of almost 8,200 residents as of 2018. The population is expected to grow at a rate of 0.9% per annum to over 9,300 residents by 2036. Although, this is a high growth rate, Woodend is expected to grow at a slower pace comparatively to larger centres in Macedon Ranges Shire, such as Gisborne.

The main age cohorts in Woodend consist of older residents (pre-retirees and retirees) and families (typically associated with second home buyers). The local population is expected to age, which is reflective of broader trends across regional Victoria.

There are a diversity of household types across Woodend, including families with and without children and lone person households, as well as high income earners and low income earners.

The role of the Community Centre should be to provide an inclusive civic space, which is welcoming for all residents and visitors. The redeveloped Community Centre should be flexible and adaptable to changing demographics over time, including supporting an ageing population, whilst encouraging the attraction and retention of young families and a young workforce to support the local economy.

The redevelopment of the Woodend Community Centre provides strong opportunity to support local home-based businesses, small businesses and people who commute to the City for work, through the provision of spaces to work remotely, conduct meetings and utilise IT infrastructure. This also provides for the opportunity to encourage local business growth and the graduation of non-employing businesses to employing businesses.

Key sectors in which residents are employed include health, professional services and education and training. Many of these residents commute out of Woodend for employment and this is likely to grow as the population grows. Fostering opportunities for residents to work remotely is likely a key opportunity that the Woodend Community Centre could deliver.

6. TOURISM MARKET ASSESSMENT

6.1. INTRODUCTION

This section provides an overview of tourism in Woodend and the Macedon Ranges. This includes an overview of Woodend within the wider regional tourism context.

6.2. REGIONAL TOURISM CONTEXT

Woodend is part of the Daylesford Macedon Ranges tourism region, which includes Macedon Ranges Shire and Hepburn Shire.

Table 15 outlines the four brand pillars of the Daylesford and Macedon Ranges region, as identified by the Daylesford and Macedon Ranges Regional Tourism Board.

The Daylesford and Macedon Ranges region is renowned for its natural spring water, luxurious spas, gourmet food, boutique wines, quality accommodation and nature trails and parks.

The Plan also provides a general visitor profile for the Daylesford and Macedon Ranges region:

- Leisure visitors comprise around 38% of all visitors to the region. Leisure visitors are defined as those who arrive for relaxation and holidays either for the day or overnight.
- Visiting friends and relatives (VFR) make up about 40% of visitors to the region. These are visitors who are hosted privately but still participate in local experiences.
- Business visitors comprise around 11% of all visitors to the region.

- Another 12% of visitors to the region come for other reasons such as personal appointments, education and employment.
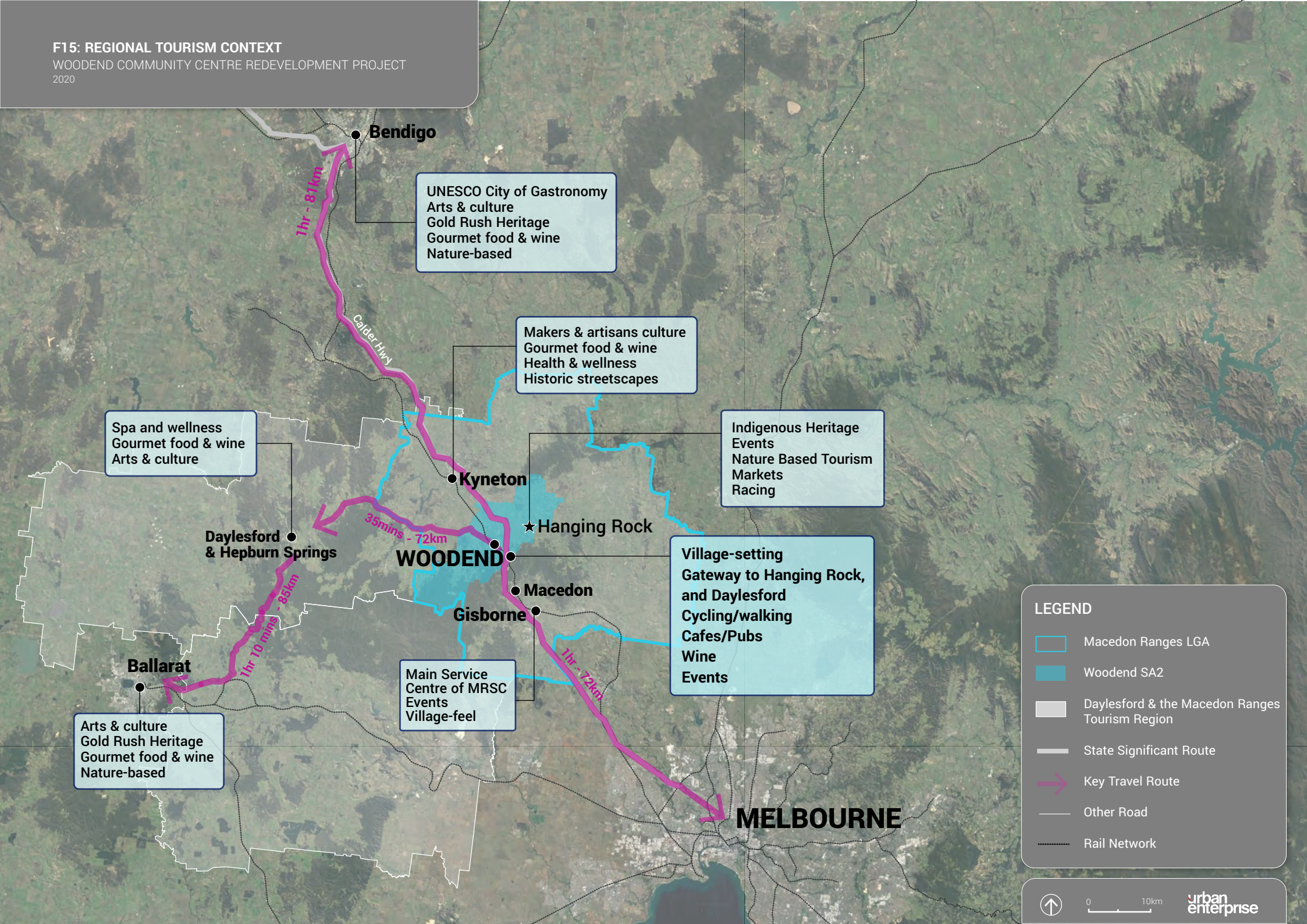
T15. DAYLESFORD & MACEDON RANGES BRAND PILLARS

Product/Theme	Description
Food and Drink	Visitors have the opportunity to experience a stunning natural environment in parallel with gourmet seasonal food and boutique cool to cold climate wine. Producers have a pristine environment, volcanic soil and rich natural mineral waters to craft their fair, grow their crops and raise their livestock.
Escape and Rejuvenate	Daylesford and the Macedon Ranges is Australia's premier spa and wellbeing destination, with a number of natural springs popular amongst visitors. The region also offers a variety of walking and cycling tracks.
History and Culture	The region boasts historic villages and streetscapes which attract visitors for their culture and amenity. Indigenous Australians valued the rich mineral water, before the Swiss Italians recognised its value during the gold rush era. The Victorian Gold Rush era began within the region and the surrounding Goldfields region.
Art and Artisanal	Art and artisanal offerings are abundant throughout the region, with art studios, galleries, workshops and festivals. The region offers an array of year-round arts and culture events, and local makers and producers.

Source: Daylesford and Macedon Ranges Regional Tourism Board.

Bendigo

UNESCO City of Gastronomy
Arts & culture
Gold Rush Heritage
Gourmet food & wine
Nature-based

1hr - 81km

Calder Hwy

Makers & artisans culture
Gourmet food & wine
Health & wellness
Historic streetscapes

Spa and wellness
Gourmet food & wine
Arts & culture

Indigenous Heritage
Events
Nature Based Tourism
Markets
Racing

Kyneton

35mins - 72km

★ **Hanging Rock**

**Daylesford
& Hepburn Springs**

WOODEND

Village-setting
Gateway to Hanging Rock,
and Daylesford
Cycling/walking
Cafes/Pubs
Wine
Events

Macedon

1hr 10 mins - 85km

Gisborne

1hr - 72km

Ballarat

Main Service
Centre of MRSC
Events
Village-feel

Arts & culture
Gold Rush Heritage
Gourmet food & wine
Nature-based

MELBOURNE

LEGEND

Macedon Ranges LGA

Woodend SA2

Daylesford & the Macedon Ranges
Tourism Region

State Significant Route

Key Travel Route

Other Road

Rail Network

0   10km

urban
enterprise

6.3. WOODEND TOURISM CONTEXT

Woodend is located in the heart of Macedon Ranges Shire, in close proximity to the major townships and settlements of the Shire. For visitors travelling north it is the gateway to Hanging Rock and Daylesford, as well as a potential key stopover for visitors travelling further afield to Bendigo.

Woodend is characterised by its modern quaint rural village feel, its cafes, country-style bakeries and pubs (including Holgate Brewery), cycling routes, local walks and surrounding boutique rural wineries and farmgate experiences.

A GATEWAY LOCATION

Woodend is favourably positioned as the gateway to Hanging Rock and Daylesford, providing significant opportunity to leverage existing visitor markets for increased stopovers and local expenditure.

Hanging Rock is a major visitor destination in the Macedon Ranges of Indigenous significance. It is located approximately 10 minutes' drive east of the Community Centre. Hanging rock is a key visitor destination, with hiking trails, guided ranger-tours, picnic spots, discovery centre and café and shop. Hanging Rock is also currently host to international music concerts and popular horse races.

In 2018/19 Hanging Rock attracted 132,234 visitors, it hosted 8 events attended by 19,876 people, 7-night walks and 26 guided tour walks.[3]

Woodend is also the gateway for visitors travelling to Daylesford and Hepburn Springs. Daylesford and Hepburn Springs is known for its quality dining, health and wellness and spa facilities and arts and culture.

These regions are not only popular with the domestic market but attract interstate and international visitors. There is a strong opportunity for Woodend to further

position itself as a gateway location to increase stopovers, inspire future visits to Woodend and grow the local tourist economy.
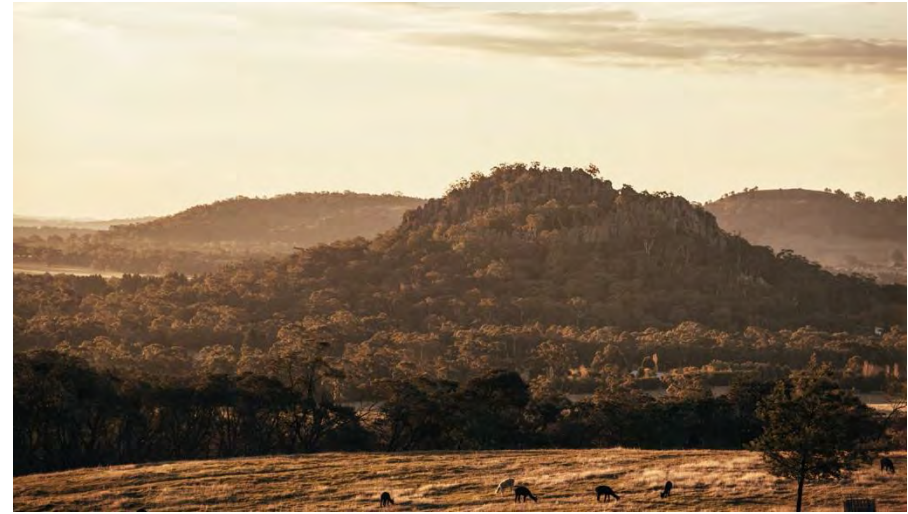
Source: Macedon Ranges Shire - Visit Macedon Ranges

WALKING AND CYCLING

Woodend has a number of local walking and cycling loops. The Five Mile Creek walking track follows the Five Mile Creek which is adjacent to the Woodend Community Centre site. The peaceful 3.4km walk passes through picnic grounds, reserves and recreation areas.

Cyclists also use Woodend as a base for road, gravel and mountain biking. There are a number of local cycling loops from Woodend and mountain biking tracks in the Wombat State Forest. As well as the annual mountain biking Wombat MTB 25 and 50km challenge held in the Wombat State Forest each March.

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[3] Macedon Ranges Shire Council Annual Report 2018/19

Some of the key cycling loops are shown at Figure 16.

Redevelopment of the community centre and wider site provides string opportunity to reinforce Woodend as a cycling hub, leveraging further visitation and local expenditure.

WINERIES AND FARMGATES

There are a range of winery and farmgate experiences in the Woodend region including Hanging Rock Winery, Mount Macedon Winery, Cloud 9 Farm, Mount Toworong Vineyard, Hunter Gatherer Vintners and Granite Hills. Most of the wineries and farmgate experiences are only open on the weekends, with some cellar doors only open sporadically for events.

There is opportunity to provide a central hub in Woodend that gives visitors a sample of what is on offer in the surrounding region. This could include stocking local produce combined with a visitor information presence.

EVENTS

Macedon Ranges Shire hosts and attracts a range of events, including farmers markets, agricultural events, concerts, fun runs, food and wine, cultural events and nature-based events. Some major events and festivals (noted in the Macedon Ranges Arts and Cultural Strategy) include:

- Gisborne Old Time Market (60,000 attendance p.a.);
- Farmers Markets (47,000 attendance p.a.);
- Performance program at Kyneton Town Hall (24,000 attendance p.a.);
- The Lost Trades Artisans Festival (17,000 attendance per annum);
- Kyneton Daffodil Festival (11 days – estimated 20,000 attendance);
- The Woodend Winter Arts Festival (7,000 attendance);
- The Megafauna Festival (3,000 attendance p.a.);
- Exhibitions at Kyneton Museum (2,000 attendance p.a.);
- Macedon Ranges Music Festival (1,500 attendance p.a.);
- Kyneton Music Festival (1,500 attendance p.a.);
- Kyneton Contemporary Art Triennial (810 attendance p.a.);
- One Act Play Festival (240 attendance p.a.).

Other major events include:

- Events at Hanging Rock (concerts, fun run etc) (132,234 attendance);
- Kyneton Agricultural Show (estimated 5,000 attendance);
- Annual Picnic at Hanging Rock Car Show (estimated 4,000 attendance);
- Lancefield Agricultural Show (estimated 4,000 attendance);
- Budburst food and wine festival (estimate 1,000 – 2,000 attendance);

Woodend has a number of local events including the monthly farmers markets (held on the subject site), the annual Woodend Winter Arts Festival and the Sustainable Living Festival (run in conjunction with the Woodend Farmer's Market).

The annual Woodend Winter Arts Festival is one of the Shire's major arts and culture events, with an estimated annual attendance of 7,000 visitors. The Festival brings together performances and artistic experience in a vibrant village setting that allows close engagement among audiences and performers. Literary events are held at the Woodend Library.

The Woodend Farmers Market is a monthly local produce market held on the first Saturday of the month. It is a popular market for locals and visitors. The market is run by the Macedon Ranges Sustainability Group.

Woodend is also used as a servicing area for events held at Hanging Rock. Frontier Touring run a handful of major international concerts at Hanging Rock annually, with capacity of up to 18,000 people. Shuttle services for these events run to and from the Woodend Community Centre.

This project provides the opportunity to better service existing events, including opportunity for increased capacity and frequency, whilst also providing facilities that appeal to a broader range of event types so as to attract new events to Woodend.

As Woodend is a key location for shuttle services to Hanging Rock, there is opportunity to further leverage visitor expenditure and length of stay in Woodend.

Woodend Farmers Market

Source: Urban Enterprise, 2020

ACCOMMODATION

The town has a small boutique accommodation offering, with mainly self-contained and AirBnb properties available for visitors. Limited accommodation supply can impact the ability of the town to support large numbers of visitors for events and festivals, such as the influx of visitors experienced for the Hanging Rock Concerts.

Growth in Woodend as a destination will increase opportunity for new accommodation establishments, supporting overnight visitation and additional visitor yield.

6.4. WOODEND VISITOR PROFILE

6.4.1. VISITATION OVERVIEW

Table 16 shows an overview of annual visitation to Woodend, adopting a 5-year average.

On average, Woodend attracted 224,655 visitors per annum between 2014/15 to 2018/19. This is comprised predominately of daytrip visitors (82%), followed by 17% of overnight visitors.

This distribution of overnight and daytrip visitors to Woodend is similar to that of Macedon Ranges Shire. The high proportion of daytrip visitors is driven by proximity and ease of access to Melbourne. Regional Victoria, by comparison, receives a significantly higher proportion of overnight visitors.

Year on year visitation growth for Woodend is unable to be obtained due to sample size limitations, however Macedon Ranges has experienced high visitation growth at 7.2% per annum, which is slightly lower than the Regional Victorian growth rate of 8.8%.

T16. VISITATION OVERVIEW, 5 YEAR AVERAGE

	Woodend (SA2)		Macedon Ranges (LGA)		Regional Victoria	
Daytrip	184,598	82%	937,024	79%	33,636,519	69%
Overnight	38,570	17%	245,798	21%	14,773,154	30%
International	1,487	1%	6,843	1%	476,944	1%
Total	224,655	100%	1,189,665	100%	48,886,617	100%

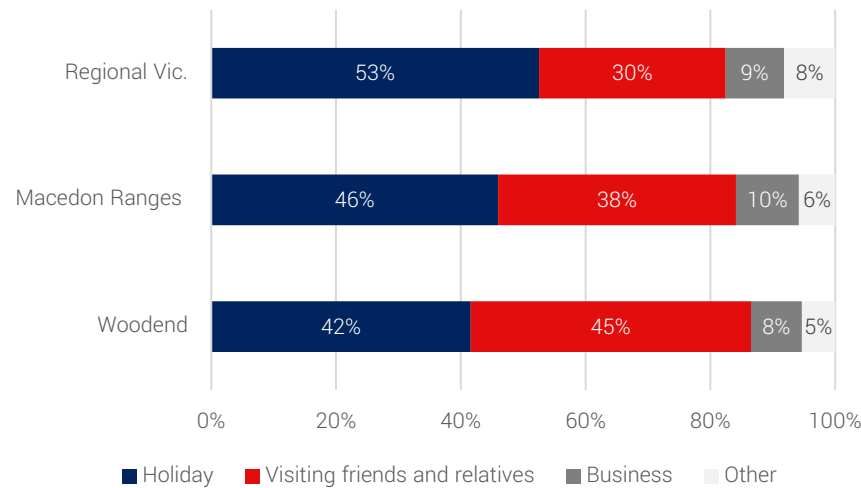Source: TRA NVS and IVS, 5 year average, Financial Year 2014/15- 2018/19.

6.4.2. PURPOSE OF VISIT

Figure F19 shows the purpose of visit for visitors to Woodend, benchmarked with Macedon Ranges and Regional Victoria.

Woodend receives a high proportion of visitors travelling for the purpose of visiting friends and relatives (45%), as compared to Macedon Ranges (38%) and Regional Victoria (30%).

Woodend receives the lowest number of visitors travelling for the purpose of a holiday. This is likely due to the proximity to Melbourne, and a higher proportion of visitors travelling to visit friends and relatives who live on Melbourne's fringe.

F19. PURPOSE OF VISIT, TOTAL VISITORS, 5 YEAR AVERAGE

Source: TRA NVS, 5-year average, Financial Year 2014/15- 2018/19.

6.4.3. VISITOR ORIGIN

DAYTRIP VISITOR ORIGIN

Table T17 shows the origin of domestic visitors by Local Government Area for Macedon Ranges and Regional Victoria.

The largest share of visitors to Macedon Ranges travel from Greater Bendigo (8%), followed by a number of inner Melbourne LGAs in Moonee Valley (6%), Moreland (6%) and Stonnington (5%).

T17. DAYTRIP VISITOR ORIGIN BY LGA, 5 YEAR AVERAGE

| Macedon Ranges		Regional Victoria	
LGA of Origin	%	LGA of Origin	%
Greater Bendigo	7.9%	Casey	3.7%
Moonee Valley	6.4%	Greater Geelong	3.5%
Moreland	6.3%	Wyndham	3.1%
Stonnington	4.5%	Whitehorse	2.9%
Hume	4.3%	Boroondara	2.9%
Banyule	4.0%	Monash	2.7%
Melbourne	3.8%	Yarra Ranges	2.5%
Wyndham	3.5%	Greater Bendigo	2.5%
Macedon Ranges	3.3%	Banyule	2.4%
Yarra	3.2%	Melbourne	2.3%

Source: TRA NVS, 5 year average, Financial Year 2014/15- 2018/19.

OVERNIGHT VISITOR ORIGIN

Figure F20 shows the origin of overnight visitors by state for Macedon Ranges and Regional Victoria.

Majority of overnight visitors to Macedon Ranges originate in Melbourne, followed by other areas of Victoria. New South Wales is the largest interstate market.

F20. OVERNIGHT VISITOR ORIGIN, 5 YEAR AVERAGE
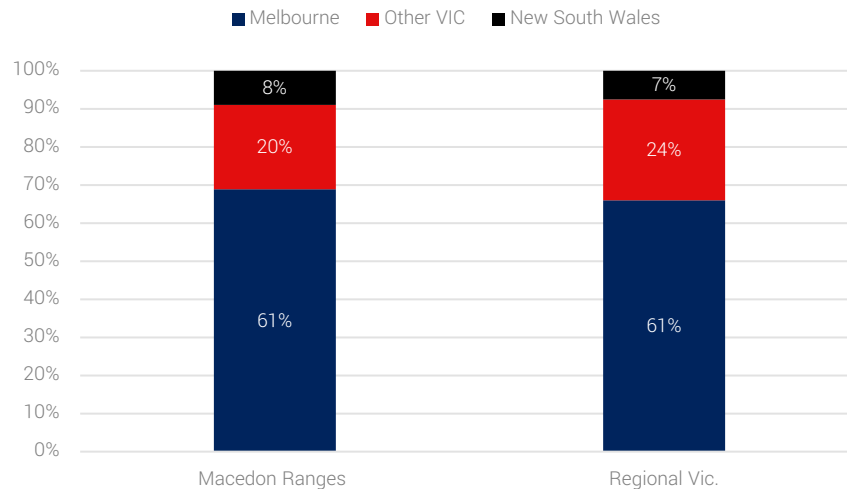
Source: TRA NVS, 5 year average, Financial Year 2014/15- 2018/19.

6.4.4. AGE

Figure F21 shows the age profile of domestic visitors to Macedon Ranges LGA.

There is a higher proportion of visitors to Macedon Ranges LGA aged between 45-54 years, as compared with Regional Victoria and a lower proportion of visitors aged 15-24 years.

F21. AGE PROFILE, TOTAL DOMESTIC VISITATION, 5 YEAR AVERAGE
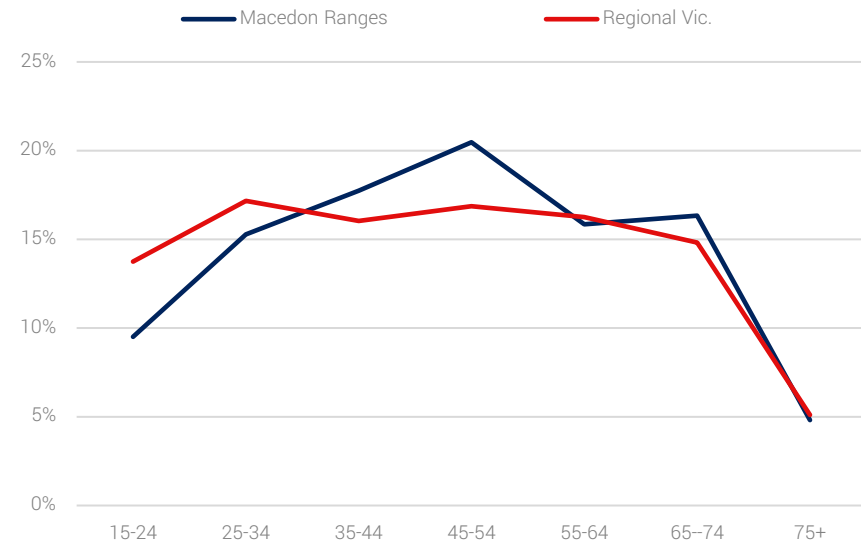
Source: TRA NVS, 5 year average, Financial Year 2014/15- 2018/19.

6.4.5. ACTIVITIES

Table 18 shows the activities undertaken by visitors to Woodend, as compared to Macedon Ranges and Regional Victoria,

The most popular activities undertaken by visitors to Woodend is to visit friends and relatives (52%), eat out/dine at a restaurant and/or café (49%), sightseeing/looking around (28%) and bushwalking/rainforest walks (19%).

A higher proportion of visitors to Woodend are visiting friends and relatives, sightseeing and visiting history/heritage buildings.

T18. TOP ACTIVITIES UNDERTAKEN BY VISITORS, 5 YEAR AVERAGE

Activities	Woodend (SA2)	Macedon Ranges	Regional Victoria
Visit friends & relatives	52%	44%	36%
Eat out / dine at a restaurant and/or cafe	49%	45%	51%
Sightseeing/looking around	28%	23%	22%
Bushwalking / rainforest walks	19%	16%	11%
Pubs, clubs, discos etc	13%	10%	11%
Visit national parks / state parks	10%	13%	10%
Visit history / heritage buildings, sites or monuments	10%	6%	4%
None of these	8%	8%	9%
Go shopping for pleasure	8%	12%	16%
Visit botanical or other public gardens	7%	8%	4%
Picnics or BBQs	7%	6%	5%

Source: TRA NVS, 5 year average, Financial Year 2014/15- 2018/19.

KEY FINDINGS

Woodend is located in the centre of Macedon Ranges Shire and is the gateway township to Daylesford and Hepburn Springs and Hanging Rock.

Woodend's tourism strengths include its central and gateway location, historic village feel, cycling, proximity to boutique rural wineries and farmgate experiences, natural assets, rural landscape amenity and local walks.

Majority of visitors to Woodend are daytrip visitors, driven in part by its peri-urban location and tourism infrastructure.

Woodend is a key location for a number of events including the Woodend Winter Arts Festival, monthly Farmer's Market and a key servicing location for visitors attending events at Hanging Rock.

The redevelopment of the Community Centre and precinct provides significant opportunity to leverage existing locational and tourism strengths to drive increased visitation, length of stay and expenditure.

As a gateway location, Woodend is perfectly positioned to increase its capture of touring visitors through stopover visits. Stopover visits increase visitation and expenditure and provide the opportunity to inspire future visits and dispersal of visitation across Macedon Ranges Shire. Redevelopment of the Community Centre provides opportunity to do this through improved activation of the site, visitor information, provision of local produce and visitor services (e.g. toilets).

There is opportunity to further support the role and function of the site as a servicing point for visitors, this includes targeting cyclists, walkers, visitors attending concerts at Woodend and touring visitors.

Further support of existing events (Farmers Market and Winter Arts Festival) as well as attracting new events to Woodend is a key opportunity for which redevelopment of the site could deliver. This includes through provision of appropriate and flexible hard infrastructure to cater to a diversity of event types.

7. EVENT FACILITIES

7.1. INTRODUCTION

Consultation with community and Council suggested that the site would be an appropriate location for a function, event and performance space. This section provides an overview of existing community function and event facilities in Woodend, as well as a review of key event facilities across Macedon Ranges Shire. The purpose of this analysis is to identify potential facility gaps for which the redevelopment of the Woodend Community Centre could fill.

7.2. INDOOR EVENT VENUES

WOODEND VENUES

Table 19 on the following page provides a summary of event, function and meeting facilities available locally in Woodend.

Key larger indoor event venues in Woodend (excluding the Community Centre hall) available for hire for both tourism and community events include:

- **Primary school halls -** Woodend Primary School and St. Ambrose Parish Primary School. The St Ambrose Hall has capacity for 100 seated guests. Both venues are flat floor venues.
- **Churches and Church Halls -** Norma Richardson Hall at St Mary's Anglican Church and St. Ambrose Church. The Norma Richardson Hall has capacity for 100 seated guests and is a flat floor venue. The St Ambrose Hall has capacity for 200 seated guests on a flat floor venue. The St Ambrose Church is utilised by the Woodend Winter Arts Festival due to the favourable acoustics.
- **Woodend Neighbourhood House** – Flat floor venue with maximum capacity for 60 seated guests.

- **Commercial Establishments -** Victoria Hotel function and event space (150 people standing) and Holgate Brewhouse (up to 90 standing); and Woodend RSL (up to 80 seated for dining).
- **Sporting Establishments:** Buffalo Sports Stadium and Woodend Tennis Courts.

There are a number of other small venues such as cafes and restaurants that are able to be hired for social events, however none of these are sizeable and thus have not been included in this assessment.

There are a number of venues that have potential to be utilised for events or functions with 100+ patrons in Woodend, however, all of these venues are flat floor venues (ie. no raked seating) and some lack contemporary facilities and infrastructure required to host larger-scale indoor community or commercial tourism events (concerts, touring shows, performances etc).

The facilities analysis in Woodend highlights that Woodend is lacking a suitable, modern, purpose built indoor events venue that can host cultural and tourism events, in particular a venue with raked seating is an identified gap.

Facility Name	Description	Facility Spaces	Capacity	Facility Quality/Suitability
Woodend Neighbourhood House	The Woodend Neighbourhood House is well utilised by the Woodend Community, with a range of user groups using the various meeting and event spaces for workshops, classes, Community Group meetings, social events, and other community gatherings. The Neighbourhood House also has a kitchen available for hire.	The Front room	Seats 12 with tables / 20 with no tables	Facilities meet the needs of current users, however the space is outdated.
		The Round room	Round table / 6 chairs	
		The Garden room	8-10 with the tables / 15 with no tables	
		The Rodney Snell Function room	10 tables / 60 chairs	
		The Resource Room	Small desk space, suitable to hot desk or hold 1:1 meetings	
		The Undercroft	Unstructured space	
Woodend Primary School	The Woodend Primary School has a recently upgraded gym space that is often hired by community groups to hold events.	Gym/Hall	NA	Recently upgraded facilities
Buffalo Sports Stadium	Activities held at the Stadium include basketball, netball, soccer, volleyball, martial arts, dance and health and fitness. There is also a kitchen suitable for catering or to be used as a kiosk.	Rotary Room	70 standing / 50 seated	Suitable for meetings, but unsuitable for large-scale events
		Small meeting Room	10 seated	
		Stadium	200+ seated / standing	
Norma Richardson Hall at St Mary's Anglican Church	The Norma Richardson hall is used for events. The Hall can be hired at a daily rate of $300 or casual hourly rate of $35/hr.	Main Hall	100 people and includes trestle tables and chairs	Suitable for events, reasonable quality, able to be repurposed
Woodend Tennis Courts	The Woodend Tennis Court club room is able to be hired by community members	Club Rooms	NA	Suitable for small community events
Woodend RSL	The Woodend RSL is able to be hired for private functions or events, and is available by enquiry only.	Woodend RSL Hall	100 people (80 seated for dining)	Suitable for small community or social events
Victoria Hotel	The Victoria Hotel has two flexible spaces that can be hired for events/functions. The smaller space holds only 16 guests.	Mountain View Room upstairs	150 standing or 90 seated	Suitable for events or conferences
Holgate Brewhouse	Holgate Brewhouse has private function rooms available for hire for events, including facilities to host small-scale conferences (25 people capacity).	Brewhouse	20-50 seated / 80 standing	Suitable for small community or social events
		Tap Room	50 seated / 90 standing	
St. Ambrose Parish Primary School	The school is the primary user of the facility, however the Woodend Winter Arts Festival programmes a lot of activities in the Church rather than at the Woodend Community Centre due to better acoustics.	Church	200^	Suitable for community or social events
		Hall	200 seated*	

Source: Urban Enterprise, desktop research, 2020. *Arts and Culture Strategy Background Report / ^Estimated

MACEDON RANGES

Table 20 on the following provides a summary key larger community function and event venues across the Macedon Ranges Shire.

There are a number of larger indoor theatre and performance spaces in Macedon Ranges Shire. The majority of venues are Hall style venues or converted heritage buildings with flat floor seating.

There are limited examples of contemporary venues with tiered seating in Macedon Ranges Shire, that are suitable for concerts, touring shows, theatre and other performances. The Mount Players Theatre in Macedon was the only identified example of a purpose built theatre venue. This venue has capacity for 100 people (seated). This theatre is used each week night and on weekends and the shows are well attended.[4]

The largest venue is the Kyneton Town Hall, which has capacity for 400 guests for theatre performances including 200 on the flat floor hall area downstairs and 200 seated in the upstairs balcony area. The recent Arts and Culture Strategy supports this venue as the premier cultural venue in Macedon Ranges.

The data shows that there is potentially a gap in contemporary, multi-purpose performance and theatre space with tiered seating capacity for between 100-150 people. This type of facility would be suitable for concerts, touring shows (e.g. comedy shows), community performances and events, school performances, author talks and presentations and conference event presentations. This scale is likely suited to Woodend and the market size. It is also supported by research into Metropolitan Melbourne's live music scene, which shows that majority of concerts are in small venues[5]. Further, research conducted by EY in regard to business events in Australia, found that over 80% of single day business events included under 100 delegates.[6]

Kyneton Town Hall
Source: Macedon Ranges Shire Council

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[4] Arts and Culture Strategy 2018-2028 Background Report p. 42

[5] Melbourne Live Music Census Report, 2017 – Dobe Newton and Rosa Coyle-Hayward, April 2018

[6] EY, the Value of Business Events to Australia, Business Events Council of Australia, 2015

Facility Name	Description	Capacity	Usage p/a
Kyneton Town Hall	Multi-purpose venue including performance (theatre, concerts, ballet etc.), conference, meetings, film, exhibitions, antique fairs and other events.	200 seated (flat floor – downstairs) 200 seated (tiered fixed seating balcony) 400 total capacity	25,000 pa
Kyneton Mechanics Institute	Main hall with a small stage, plus restored meeting rooms of various sizes. Mainly used for community meetings, community lunches, and other events.	200 seated (flat floor)	16,500 pa
Bluestone Theatre (Kyneton)	Retro-fitted Church. Mainly used for performance and other events using proscenium arch stage.	100 seated (retractable tiered seating)	4,200 pa
Redbrick Hall (Kyneton)	The Hall was a former Sunday School and can be hired by community for workshops and classes. There are a number of regular users, most of whom also use the hall to store equipment. The site is used predominately for community art workshops, meetings and other events.	NA	4,060 pa
Malmsbury Town Hall	Built in 1868, suitable for hire for weddings, meetings, performances and community events. Includes new commercial kitchen. Sits at the boundary to the Botanical Gardens.	200 seated (flat floor)	NA
Jubilee Hall (Macedon)	Jubilee Hall is a large hall available for hire on a casual or regular basis. The hall is used frequently for weddings, social events and funerals. The facility is also suitable for meetings, dance and exercise classes.	120 seated (flat floor)	NA
Mount Players Theatre (Macedon)	Mount Players Theatre is a converted church. The theatre space is predominately used by the Mount Players for their theatre productions. They also have a youth theatre company operating. The Theatre is used each week night and on weekends. The shows running in the theatre are well attended.	100 seated (tiered seating)	NA
Romsey Mechanics Institute	The Romsey Mechanics Institute offers a large main hall, supper room, kitchen and other smaller rooms. The Romsey Mechanics Institute currently has a number of regular user groups (e.g. RSL, CWA Romsey/Lancefield Social Group & Carol's Line Dancing) and casual user groups, (e.g. weddings, funerals, school concerts & birthday parties).	200 seated (flat floor)	NA
Lancefield Mechanics Institute	The Lancefield Mechanics Institute has been upgraded with State Government funding. The kitchen facilities are up to a commercial standard. The hall has a polished wooden floors, small foyer, dining room, toilets off to the side of the main hall and a stage.	NA (flat floor)	NA
St Ambrose Hall (Woodend)	This Parish Hall caters for weddings and events. This venue includes a supper room and a stage. The hall is on the school grounds and sharing the same main entrance to the school.	200 seated (flat floor)	NA
Norma Richardson Hall	The main flat floor hall includes trestle tables and chairs and a veranda area. Other facilities include a fully- equipped kitchen, full wheelchair access, baby change station, data projector, black-out blinds, gas ducted heating, ample space for parking and a timber deck.	100 seated (flat floor)	NA

Source: Arts and Culture Strategy Background Report, Macedon Ranges Shire Council, 2019.

7.3. OUTDOOR EVENT VENUES

There are a number of outdoor spaces across Macedon Ranges that are able to host events, including a number of parks, reserves, gardens and outdoor sporting venues.

Although there are a range of gardens that hold events in the Shire, many of these are limited by a lack of supporting infrastructure, including sufficient access to electricity, bump-in infrastructure, and toilets.

The key outdoor locations in Woodend that are able to host events include the Woodend Racecourse Reserve and Hanging Rock Reserve. These venues suitable to cater to large scale events. The Woodend Racecourse Reserve is currently closed due to site upgrade requirements, and the Hanging Rock Reserve is already well-utilised and can be difficult to hire for community and tourism events due to the busy events calendar at Hanging Rock.

The Woodend Community Centre is already a key location for outdoor events, hosting the monthly market. The sites functionality and infrastructure could be improved to support greater utilisation of the site for community and commercial events.

KEY FINDINGS

There are a number of community event facilities across Woodend and in Macedon Ranges Shire. The majority of larger community venues are either older style halls or converted heritage buildings, generally with a flat floor.

In Woodend, there are a number of community hall or church style venues, however, there is a clear gap in contemporary facilities. Although Woodend has indoor venues that are utilised by community groups and residents for social events, these are currently utilised as the 'best option' by user groups and anecdotally, many would use an alternative space if it were available.

Kyneton Town Hall is recognised and supported as Council's premier cultural venue, providing capacity for 400 seated guests.

The redevelopment of the Community Centre provides the opportunity for creation of a new modern, indoor performance venue to cater to community and commercial tourism events.

A purpose built space could leverage Woodend's strategic location in the centre of the Shire to provide for events and functions that can be accessed by many residents. In addition, Woodend's location on the train line enables direct access to metropolitan markets including to facilitate business related events.

A contemporary performance venue with tiered seating capacity for 150-200 people would be suitable for the site. This venue could be utilised by existing events (Woodend Winter Arts Festival) as well as attract new touring performances and shows to Woodend, such as comedy shows, concerts, author talks, conferences and business events. There is opportunity for a venue of this type to include breakout spaces for pre and post event activities.

The site is also highly suited to the continued use of the space for outdoor events, including the monthly market. There is opportunity to increase the flexibility of outdoor spaces to provide for other events (concerts, arts and crafts markets and cultural festivals) as well as useable public open spaces and break out spaces for indoor events.

8. CASE STUDIES

8.1. INTRODUCTION

The following section provides review of a number of case studies relevant to the redevelopment of the Woodend Community Centre precinct. The case studies include libraries, community centres, arts, cultural and event precincts. The selection of case studies has been informed by the preceding analysis as well as used to inform opportunities.

8.2. THE WAREHOUSE

The Warehouse in Clunes is a community, cultural and tourism facility, which was opened in 2014 following the redevelopment and expansion of the Clunes Museum building. The facility is open 6 days a week, only closing on Wednesday's.

The redeveloped Warehouse facility incorporates the Visitor Information Centre, Clunes library, Clunes Museum, Council customer service, exhibitions, events and multi-purpose meeting spaces.

The site has a purpose-designed, well-utilised outdoor gathering space, used for informal meetings, picnics and to host events such as the Clunes Farmers Market and an Outdoor Cinema over summer.

Esmond Gallery is a modern space for artists of all types to exhibit their art work. The space is free for artists to hire. The gallery is able to be repurposed and redesigned to suit artist needs and includes 28 metres of hanging system and professional lighting.

This redevelopment has had significant success and is now a well utilised community and visitor precinct. The Community Centre has substantially increased the services and opportunities available to both the local community and visitors to the town.

Source: Visit Hepburn Shire

8.3. GASWORKS ARTS PARK

Gasworks Arts Park is a vibrant arts precinct located in the City of Port Phillip.

The precinct is a former gas works plant, which has been converted into a multi-purpose arts precinct. It includes two theatres, three gallery spaces and a fully functioning bar.

The precinct is located within 4 hectares of open parkland and terraced areas, providing a unique backdrop for outdoor events and performances.

Key venues include:

- **The Gasworks Theatre** - is a black box performance space with a flat, sprung floor and raked seating bank. The standard capacity for most theatre shows is 192 people. The theatre can also accommodate cabaret style seating fort up to 50 patrons around 10 tables. The theatre can fit up to 300 seats for other types of events, such as conferences that can utilise a reduced stage space.

- **Studio Theatre** - The Studio Theatre is an intimate performance space with floorboards and flat rows of moveable seating for up to 60 patrons.

- **Foyer Gallery** – A gallery space for community group shows and emerging artists is an open access space that is also used for meetings and functions. This space is also utilised as the foyer and includes the Gasworks Bar and Box Office for events.

- **Angela Roberts-Bird Gallery** - Exhibitions by established and emerging artists rotate every three weeks in this gallery space, which features white walls, professional track & lighting systems and polished floorboards.

- **Garden Studio** - The Garden Studio is a wood laminate space suitable to hire for classes, meetings and rehearsals for up to 20 people. It is commonly used for theatre rehearsals and auditions, exercise and drama classes, meetings, mothers' groups, playgroups and parties.

- **Art and Craft Room** - The Art and Craft Room is suitable for wet or dry activities for up to 15 students. Facilities include easels, drawing boards and a tea and

coffee-making area, and the room is suitable for activities including textiles, painting, ceramics, drawing and sculpture.
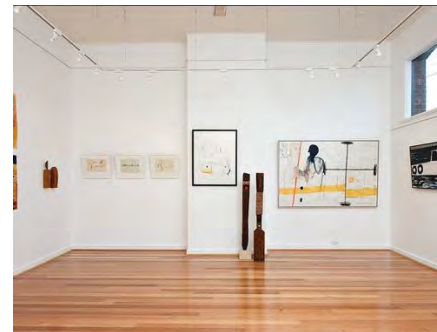
Source: Gasworks Arts Park

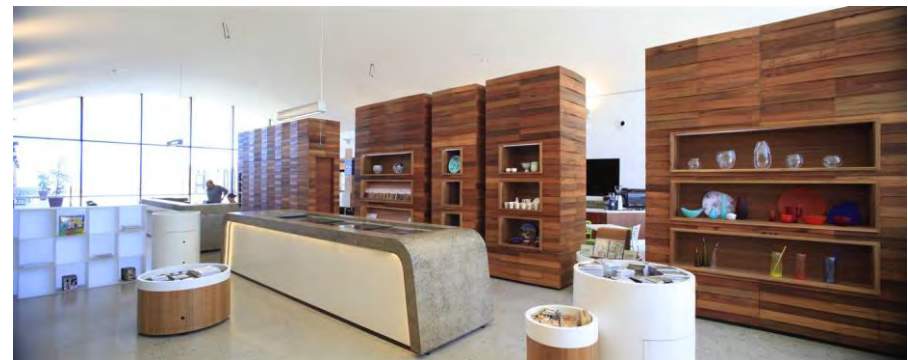## 8.4. BLUE MOUNTAINS CULTURAL CENTRE

The Blue Mountains Cultural Centre is located in New South Wales is a multi-functional centre, co-located with the Katoomba Library.

The Blue Mountains Cultural Centre features the Blue Mountains City Art Gallery and World Heritage Exhibition which is devoted to education about the distinctive environment, history and culture of the Blue Mountains region. Additional features of the Cultural Centre include:

- Foyer – providing cultural and visitor information;
- Theatrette/Seminar room- for seminars, talks and presentations;
- Multi-purpose workshop room – for educational public programs;
- Cultural Centre Restaurant / Café – for fine food and outdoor dining;
- Cultural Centre Shop –providing quality craft and mementos of the Blue Mountains Region. The shop stocks over 40 local suppliers.
- Two public courtyards and a scenic viewing platform – providing opportunities for outdoor events and views over the Jamison Valley.

The 900sqm library fitout cost approximately $1.1 million. It includes multi-purpose spaces for activities including children's storytimes, book launches and quiet study. There are lounges for reading and areas for meetings. Other features include:

- 12 internet terminals and free Wi-Fi access;
- Lots of natural light;
- Quiet spaces.

Sources: Architecture and Design / Blue Mountains Cultural Centre / Travel Notes Australia

8.5. ARARAT ARTS PRECINCT

The Ararat Arts Precinct is located in the centre of town. The precinct was recently upgraded and the redeveloped through a $7.735million investment from the Victorian Government, Australian Government, Local Government and community fundraising.

The redeveloped precinct includes:

- **The Ararat Regional Art Gallery** - Textile Art Museum Australia (TAMA) – The gallery is a textile focussed regional art gallery.

- **A refurbished Performing Arts Centre at the Town Hall** – refurbishment included upgrades to the auditorium, foyer, box office and a new building including a green room, improved storage and technical upgrade. The auditorium space provides retractable seating providing flexibility to cater to different types of events including concerts, theatre productions, seminars, balls and cabaret. The auditorium can seat 500 people for concerts or seminars and approximately 243 for theatre performances. The Town Hall includes a commercial kitchen for catering and supper room.

- **New café** – located adjacent to the entry to the precinct, the café is privately operated and offers dining. The café building is Council owned and is leased to a private operator, following a tender process run by Council. The café has an emphasis on locally sourced produce and being environmentally friendly.
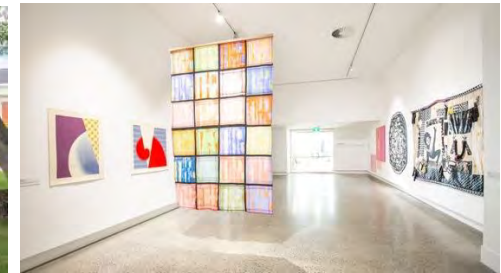
Source: Ararat Town Hall, TAMA and Visit Vic

KEY FINDINGS

The Case studies provide exciting precedents of successful community, tourism, arts and events precincts.

The redevelopment of the Woodend Community Centre precinct can borrow lessons from existing precedents. The case studies show how different uses and activities can be combined to create a successful community and tourism destinations.

Key learnings from the case studies that can be applied to the redevelopment of the Woodend Community Centre include:

- **Different uses and functions can be successfully combined (including libraries, community centres, events, visitor information, art and culture activities) to create hubs of activity and exciting public gathering space.**

- **Event and performance spaces can be flexible and can accommodate a range of event types including concerts, performances, theatres and seminars. The use of retractable seating can increase the flexibility of a venue and provide for more opportunities for events.**

- **Contemporary library spaces are multifunctional spaces that are used as community living rooms, places for gathering, socialising, learning and working.**

- **Community and tourism precincts can be combined with commercial operators, such as cafes. Commercial spaces can be owned by Council and leased to a private operator through an open and competitive tender process. This increases activation of the precinct, while improving the tourism offering. Cafes can focus on sourcing local produce.**

9. REDEVELOPMENT OPPORTUNITIES

9.1. INTRODUCTION

This section provides an overview of the key considerations for the development of the Masterplan, based on background research, consultation and relevant case studies.

This includes broader strategic considerations and objectives for the redevelopment of the site, as well as more detailed recommendations in regard to key uses and activities.

9.2. STRATEGIC CONSIDERATIONS

This section highlights the broader strategic considerations for the redevelopment of the Woodend Community Centre.

- **Provide for an inclusive and activated civic space** - There has been an expressed need by both community members and Council to develop an inclusive civic space for community to congregate and to foster a sense of belonging. This could take the form of a village square or village green, which combines civic uses with commercial and tourism elements and indoor and outdoor elements to create an activated and exciting public precinct.

- **Co-location of facilities** - There are a diverse range of organisations located in the wider civic precinct surrounding the Study Area. There is potential to increase the efficiencies of Council and community service provision, through potential co-location of a range of facilities. This includes the Woodend Visitor Information Centre and consideration of inclusion of the Woodend Toy Library. Council should consider the co-location of these services within the Woodend Community Centre building to increase service efficiencies as well as improve activation of the site.

The Romsey Toy Library was recently re-located with the Romsey Library, and this has greatly improved the efficiency and effectiveness of the service.

If the Visitor Information Centre is co-located within the Community Centre, there is potential to explore the repurposing of the current VIC site for an alternative use.

- **Leverage the 'gateway' and central location of the site** - There is significant opportunity to capitalise on the strategic location of the site as the gateway to key destinations in the region including Daylesford and Hepburn Springs and Hanging Rock.

The gateway location supports the role of the site as a visitor servicing point, supporting opportunities for visitor information (through contemporary service provision models), toilets and car parking.

- **Capitalise on tourism strengths and opportunities** - The redevelopment of the site should capitalise on the tourism strengths and opportunities. This includes leveraging events, cycling, wine, arts and creative industries.

  - **Cycling** - As Woodend is a hub for road and other cyclists, there is a strong opportunity to provide for improved infrastructure to cater to this market and encourage greater visitation and local expenditure from cyclists. This includes considering infrastructure such as parking, toilets, hireable lockers, cyclist service station and commercial activities (café / local produce). The same infrastructure can also be utilised by walkers (e.g. for the Five Creeks Trail).

  - **Events** - Events are a critical consideration and core opportunity for the redevelopment of the site. The site is currently utilised for events including the monthly farmers market and there is further opportunity to support events through improvements to indoor and outdoor infrastructure.

- **Food and Wine** – The region is known for its wine producers and local produce. There is opportunity for the site to provide a role in marketing existing producers in the region through a presence on site. This could take the form of the integration of a local produce store and café that uses local product.

- **Arts and Creative Industries** – Arts and creative industries are an important part of the Macedon Ranges economy and the tourism economy. The redevelopment of the centre provides the opportunity to support creative businesses and creative people.

- **Aligning to local community needs** – This includes existing and potential user needs. The local community is made up of a broad spectrum of people. The centre therefore needs to be inclusive and consider changing demographics. In particular, this should include consideration of an ageing population and supporting young families.

- **Supporting local business** - There are a high proportion of small and non-employing business (including home-based business) in Woodend. There is opportunity to support these businesses through appropriate infrastructure and business support services.

- **Improved connectivity and access** – There is a need to improve connectivity, access and permeability to better connect existing and future assets and activities within the precinct and beyond.

- **A focus on sustainability** - Community members and Council have identified a significant opportunity to showcase the unique sustainability and biodiversity focus of Woodend, as a point of difference for Woodend amongst the Shire's towns. There is strong community interest in sustainability and a variety of sustainability initiatives taken by a range of community groups. The Woodend Permaculture Garden is located at the rear of the Woodend Neighbourhood House, and holds a garden, espaliered fruit trees, chicken house, and compost bins. There is opportunity to better integrate this garden into the site, and potentially to expand the garden further into the site.

- **Best practice design** - The redeveloped site and building design need to meet best practice Environmentally Sustainable Design (ESD) principles and practices. All development should be in-line with Council's commitment to be carbon neutral by 2030.

- **Ensure an appropriately scaled development** – The scale of the Centre needs to be appropriate to the size of the local residential population and the size of the visitor economy, whilst accounting for future growth both in population and the visitor market. This is to ensure that the facility is highly utilised and operationally sustainable, whilst ensuring the highest return in terms of tourism benefits.

9.3. REDEVELOPMENT OPPORTUNITIES

The following provides a summary of the opportunities for the redevelopment of the community centre site based on the outcomes of consultation, research and strategic redevelopment considerations. These opportunities document key uses only, it is not intended to provide an exhaustive list of facilities or infrastructure.

The redevelopment opportunities are documented in Table 21 on the following page and are grouped under four key elements:

1. Library, Community and Visitor Information Hub
2. Indoor performance and event space, including multi-purpose foyer and gallery space
3. Café and Produce Store
4. Village Green and Multi-Purpose Outdoor Events Space

The local community showed strong support for each of these concepts. This was reinforced through the results of the Community Survey, with the majority of responses indicating community members agreed or strongly agreed with the proposed redevelopment opportunities. This is detailed below in Table T21.

The key elements and estimated size/capacity for each opportunity are intended to provide an indicative guide only. This is to ensure that there is flexibility to allow for

site constraints and specific design/activity opportunities that may present themselves through the master planning and design process.

Although each of the opportunities are presented as separate lines in Table 21, it is envisaged that these opportunities will be integrated with one another into a cohesive community and visitor precinct.

In addition to the opportunities outlined in Table 21, the precinct should include appropriate levels of car parking and pick up/drop off spots for shuttle buses to and from Hanging Rock. There is also opportunity to consider the inclusion of electric car charging stations.

T21. ANALYSIS OF RECOMMENDED MASTERPLAN USES

Opportunity	Overview	Key Elements	Estimated Size / Capacity	Community Support (as indicated through Survey responses)
Library, Community and Visitor Information Hub	The redeveloped Library, community and visitor hub is one of the core facilities of the project. This should be a multi-activity space and cater to varying segments of the community, including young families, older retirees, school students and businesses. The Library and community hub needs to be flexible and adaptable in its design so that it can respond to changes in technology and society over time. The facility should integrate the visitor information centre delivered in a restrained and contemporary format. This could include co-location of visitor information staff/volunteers at a central service desk as well as opportunity for roving ambassadors.	• Shared service area which includes library, Council customer service and visitor information. • Learning resources (books, digital) • IT area and access to WiFi • Bookable meeting/consulting rooms • Quiet Study Spaces • Children's Story Time Area • Shared desk space for working and meetings • Possible integration of Toy Library. • Workshop/studio space for hire and for programs • Staff areas • Storage, sorting and after hours returns • Toilets and change areas • Bike locking facilities, bike maintenance station and lockers for hire catering to cycling visitors	Approx. 600-700 sqm	Strong community support for all concepts, including an Improved Library (88% agree/strongly agree), co-location of the Visitor Information Centre (44% agree/disagree and 35% neutral) and Co-working spaces (47% agree/strongly agree and 35% neutral).

Opportunity	Overview	Key Elements	Estimated Size / Capacity	Community Support (as indicated through Survey responses)
Indoor Performance and Events Space + Multi-Purpose Foyer and Gallery Space	There is opportunity to incorporate an indoor performance and event space as part of the redevelopment. This would be a flexible space that can accommodate between 100-150 people in a theatre seating arrangement. This space should incorporate retractable seating so that the space can be used for different purposes and events (performances, seminars, concerts, author talks, school performances, touring shows). This space could be connected to a break-out space such as a large foyer area, that could also double as a gallery space for the display of local and regional artists work. The performance space and break out area should both operate in conjunction with the library, community and visitor hub as well as provide the opportunity to be used independently.	• Event and performance space with retractable seating – includes required services and amenities such as control room (for recordings and other equipment), green room/dressing room space. • Connection to breakout space/foyer/gallery space. • Catering kitchen for events (ie. an area for external caterers to bring in and dispense catering, as opposed to a commercial kitchen)	Approx. 100-150 seat theatre seating capacity + break out space/foyer/ gallery for up to 100-150 people.	Strong community support for a multipurpose indoor events space (82% agree/strongly agree) and small gallery / exhibition space (65% agree/strongly agree).
Café and Produce Store	There is also opportunity for the incorporation of a café and local produce store. The café and produce store would assist in activating the site, provide catering to library visitors and tourists, as well as providing the opportunity for providing catering to events held for indoor and outdoor events. The produce store provides the opportunity to provide visitors with a taste of the quality produce in the region including wines and gourmet food. The Café and produce store could provide for indoor and outdoor dining and leverage the views toward the north. The café should be integrated within the precinct, however, should also be considered a separate commercial tenancy that can be opened and closed independently of the larger facility.	• Café and produce store with indoor and outdoor dining options	Approx. 80-100sqm (indoor) + outdoor seating/terrace area	Significant community support for café / product store (51% agree/strongly agree and 22% neutral).

Opportunity	Overview	Key Elements	Estimated Size / Capacity	Community Support (as indicated through Survey responses)
Village Green and Multi-Purpose Outdoor Events Space	There is strong opportunity for the site to act as a village square/village green which is a welcoming and inclusive space for the community and visitors. The village green can also double as an outdoor events space and should provide for the continued operation of the monthly farmers market (as well as opportunity for future expansion to include additional stalls) and other outdoor events (small concerts, festivals and fairs, petanque and other events).	• Village green and events space • Potential for part covered structure (this space could be used as a set up space for staging, some market stalls etc.) • All weather surface and green spaces	To be determined through master planning process	Strong community support for an improved outdoor space for events (82% agree/strongly agree) and Outdoor picnic spaces/bbqs (64% agree/strongly agree).

APPENDICES

Facility	Description	Key User Groups
Facilities within Study Area		
Woodend Library	The Woodend Library is managed by the Goldfields Library Corporation. The library offers a book collection and audio materials for loan, internet and PC access, copying and printing and scheduled community activities. A range of programs are run at the Library for all age groups, with a major focus on early education. The Library is open 6 days a week from 9:30 am, with closing times varying between 5 and 6 pm on weekdays, and 12:30 pm on Saturday's.	• Residents, community groups and schools • Primary school and high-school children • Professionals using desk space
Council Customer Service Centre	Council has a Customer Service Centre desk located within the Community Centre, and provides a contact point for services and a place to make enquiries, applications and payments. The opening hours vary between Monday to Friday and anecdotally, receives approximately 30 visitors per day.	• Community members
Open Space	The outdoor open space is largely un-landscaped and has a few trees around the periphery to provide shade. The old squash courts outdoors on the site were recently removed. The outdoor open space is used monthly for the Woodend Farmers Market, the Woodend Lions monthly Sunday Market (Sept-March) and markets held by Woodend Rotary Club.	• Macedon Ranges Sustainability Group • Woodend Rotary • Woodend Lions Group • Woodend Skate Park Group • Woodend and Hanging Rock Petanque Group
Meeting rooms	Two meeting rooms are available for hire at the Woodend Community Centre, and are mainly utilised by Council Staff and the Senior Citizens Groups. MRSC provides free monthly immunisation sessions in the meeting rooms.	• Woodend Senior Citizens • Macedon Ranges Shire's Immunisation Services
Recording Studio	There is a small recording studio space within the Community Centre which hosts 100.7 Highlands FM, Macedon Ranges' community radio station that offers community service announcements and broadcasts a range of programs 24 hours, 7 days a week.	• 100.7 Highlands FM Radio Station
Hall/theatre space	A small scale hall which holds approximately 80 people. The space is outdated with poor lighting and acoustics, and therefore is not often utilised.	• Woodend Movie Group • Woodend Senior Citizens • Woodend Winter Arts Festival
Facilities within Wider Recreation Precinct		
Woodend Visitor Information Centre	The Woodend Visitor Information Centre services visitors passing through the region with brochures, regional information and advice.	• Visitors to Woodend or to wider region
Woodend Tennis Court	The Woodend Tennis Courts are used by the Tennis Club, local schools, local community groups and residents.	• Woodend Tennis Club • Residents, community groups and schools

Woodend Swimming Pool	The Woodend Swimming Pool is an outdoor swimming pool run by MRSC. The pool is open seasonally based on weather forecasts.	• Residents, community groups and schools
Woodend Skate Park	The skate park is a small well-constructed concrete park with quarter pipe, banks, hip, hubba ledge, euro gap and handrail.	• Residents, community groups and schools

SUMMARY OF WORKSHOP OUTCOMES

The following provides a summary of key outcomes from the range of workshops undertaken with Council and Community/user groups, as well as key considerations for site development and opportunities to be tested through the feasibility and demand assessment.

Existing site strengths/benefits

- Woodend is the gateway for visitors to the region
- Woodend is the central town for the municipality
- Civic precinct for community and visitor servicing
- Central location with good walkability to town and train station
- Diversity of organisations located in the precinct – neighbourhood house, sporting community, scouts etc.
- Well-utilised library (including good range of programs and activities)
- Range of user groups (parents and young children, school children, senior citizens, Woodend Sustainability Group)
- Northern aspect, views towards ranges and siting alongside 5 Mile Creek
- Open space and outdoor area
- Good exposure of the site to passing traffic
- Shuttle service for Hanging Rock Concerts operates to Hanging Rock, with one pick up and drop off point at Woodend Community Centre (6-10,000 people there at once sometimes)

Existing Site Weaknesses/Barriers

- Aesthetic of building and quality of spaces - poor acoustics, ageing building, dark spaces, lack of ventilation
- Spaces not well utilised because of low quality and not fit for purpose

- Poor landscaping, lack of shade, no outdoor lighting
- Hall is not fit for purpose for concert and theatre uses
- Low quality toilets, no DDA toilet, no after-hours access to toilet facilities
- No waste facilities on site (particularly an issue for the Farmers Market and Lions Market)
- Most active library yet most cramped facility
- Lack of ownership for site because of multiple user groups
- Connectivity and safety issues crossing High St, particularly for main user groups (elderly and children)
- Flood prone location (both site and underpass to cross High St) which often experiences drainage issues (Farmers Market often loses market space due to drainage issues)
- Inefficiencies in the buildings and facilities located in the precinct
- Lack of quiet working spaces for students, workers etc.
- Lack of activities for teenagers in Woodend and site doesn't provide any opportunities to engage teenagers
- Lack of storage for user groups
- Unreliable telecommunications on site
- Activity focused to train station and Coles and away from northern end of town
- Confusion between VIC and community centre – lack of signage
- Poor quality of VIC, lack of presence or signage, and outdated facilities

Existing User Groups

- Community Radio Station
- Woodend Farmers Market (Macedon Ranges Sustainability Group)
- Senior Citizens
- Parents and children using Library

- Teenagers using site after school
- School buses use the site
- Visitors stopping to use the toilets at Community Centre/VIC
- Macedon Ranges Film Society have film viewing nights at the Community Centre
- Council use the meeting spaces
- Hanging Rock Concerts shuttle bus service pick up and drop off location

Key Opportunities

- Capitalise on location as gateway to the region through strong visitor servicing component
- Regional produce showcase – potentially through VIC
- Rapid charging station for electric vehicles
- Sustainability showcase
- Events space (both indoor and outdoor)
- Cycling hub (including changing facilities, bicycle hire, bike racks etc.)
- Co-working spaces to support large number of home-based businesses, large commuter population
- Co-location of VIC – increase efficiencies, consolidate and centralise information and resources
- Co-location of toy library with Library
- Designated transport exchange (shuttle buses, school buses and tour buses)
- Sheltered outdoor space
- Community garden
- Relocation of playgroup with library (Romsey Library model)
- Beautification and landscaping to attract both residents and visitors
- All weather pump track – appeals to family market (tourism and resident)

- Wine Hub (e.g. Bendigo, Heathcote and Mildura Wine Hubs)
- Café space (potential to be satellite of existing café)
- Flexible multi-purpose meeting rooms
- All weather outdoor surface and well-drained – gravel, paving etc. (for markets, Petanque group, events etc.)
- Areas for display (e.g. art, information etc.)
- Repurpose VIC as a restaurant
- Village square to be used as an informal meeting space and for formalised events
- Better integration of the site with buildings/facilities in the precinct as well as the 5 Mile Creek (including potential link to walking track)
- Youth spaces and activities –need to engage teenagers and provide them with activities
- Improved integration, showcase and education of Indigenous history
- Consolidation of assets in town (including toilets and buildings)

KEY CONSIDERATIONS FOR SITE DEVELOPMENT

- Showcase sustainability and biodiversity as a point of difference for Woodend
- Provision of centralised civic services
- Need for an inclusive civic space for community to congregate and to foster a sense of belonging– both formal and informal
- Improved connectivity – active transport and public transport
- Better integration of facilities in the precinct
- Improved linkages to other nearby facilities/assets (e.g. primary school, children's park etc.)
- Retain the village feel, open space and views to the north
- High quality architecturally designed spaces and facilities to encourage visitor stopover
- Maximise the participation of all the groups that can co-exist together
- Site and building design to meet best practice (e.g. passive design, solar, water cycling, water sensitive design) - Council to be carbon neutral by 2030
- Staged implementation approach

OPPORTUNITIES TESTING

The following section provides an overview of key site opportunities that were repeatedly mentioned during workshops with Council and Community/User groups.

These opportunities could potentially be incorporated into the redeveloped Woodend Community Centre site. The way these functions/uses will be integrated on site will be tested in the Masterplan.

Events Spaces

- Multipurpose indoor venue (performance space, lectures/seminars, etc)

- Multipurpose outdoor events/gathering space (e.g. markets, concerts, food truck festivals, Woodend Winter Arts Festival)

Library

- Lounge spaces
- Children's spaces
- Teenage spaces
- Computer access
- Free wi-fi access for personalised devices
- Quiet working spaces
- Co-working/business incubator
- Meeting rooms (informal and bookable)
- Service amenity such as toilets and kitchenette

Visitor centre:

- VIC co-location with library/community centre
- Bike hub
- Electric vehicle charging
- Arts/gallery space
- Transport exchange (shuttle buses, school buses and tour buses)

Tourism Product:

- Café
- Wine hub (e.g. Bendigo Wine hub, Mildura Wine Hub, Heathcote Wine Hub)
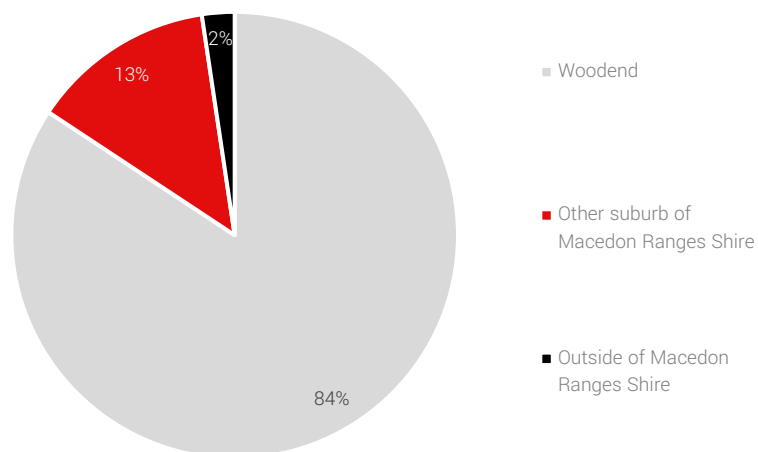- Restaurant (repurposing of the VIC site)

APPENDIX C SURVEY RESULTS

The survey received 382 responses from Community members and was used to test concepts for redevelopment of the site.

SUBURB OF RESIDENTS

The majority of survey respondents live in Woodend (84%) or another suburb of Woodend (13%).
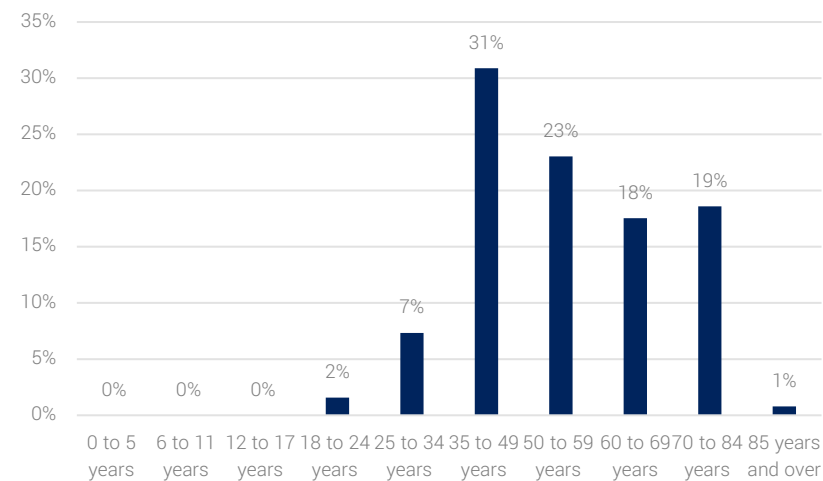
F22. SURVEY RESPONDENT PLACE OF RESIDENCE

■ Woodend

■ Other suburb of Macedon Ranges Shire

■ Outside of Macedon Ranges Shire

Source: Woodend Community Centre Redevelopment Survey, Macedon Ranges Shire Council, 2020

AGE OF RESPONDENTS

There was strongest representation from the middle aged groups (35 to 59 years – 54% of responses). There was a lower representation of young adult and young workforce age groups (18 to 34 years - 9% of responses.).

F23. AGE PROFILE OF RESPONDENTS

Source: Woodend Community Centre Redevelopment Survey, Macedon Ranges Shire Council, 2020

COMMUNITY USAGE OF THE SITE

The community survey contributed substantially to understanding the current usage of the site and its importance to all users.

As shown in Figure F7 below, the site is used by community members predominately for the Farmers Market (83%), Library/Community Centre (81%), and outdoor spaces/park (62%).

Only 3% of respondents do not use the site.

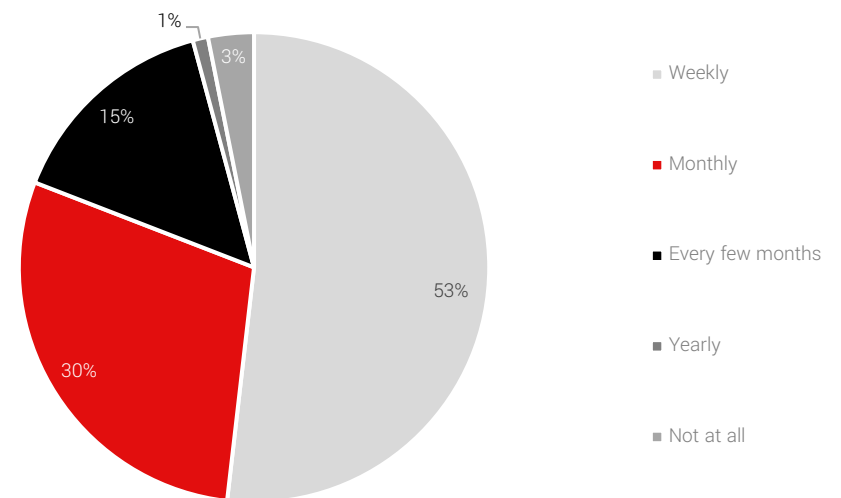F24. COMMUNITY USAGE OF THE SITE
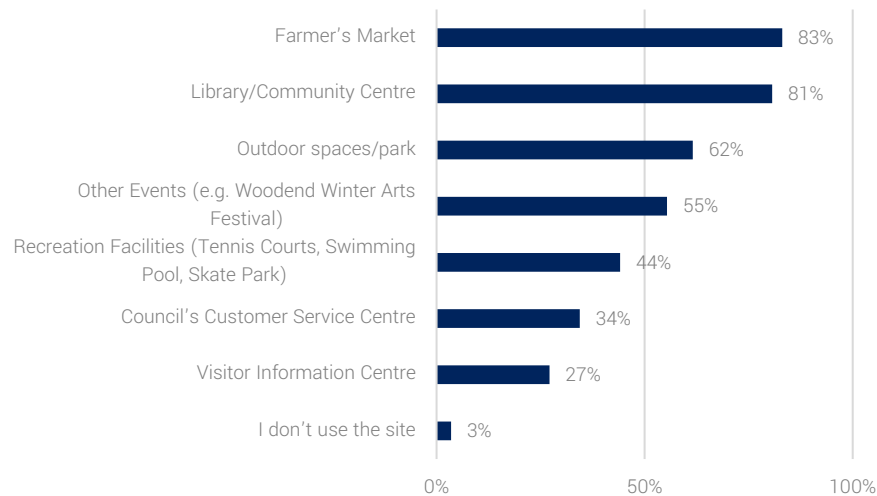
Source: Woodend Community Centre Redevelopment Survey, Macedon Ranges Shire Council, 2020

FREQUENCY OF USE

The Woodend Community Centre is an important community asset, with 83% of survey respondents using the site every month. The majority of survey respondents visit the site every week (53%) or monthly (30%)

There are few users who only use the site yearly (1%) or not at all (3%).

F25. FREQUENCY OF SITE USE

Source: Woodend Community Centre Redevelopment Survey, Macedon Ranges Shire Council, 2020

REDEVELOPMENT OPPORTUNITIES

There was strong support for most opportunities, in particular:

- New/improved library and community centre (88% agree/strongly agree)
- Multipurpose indoor events space (82% agree/strongly agree)
- Improved outdoor space for events (82% agree/strongly agree)
- Improved toilets and access (78% agree/strongly agree)

There was strong support for a sustainability focus (78% agree or strongly agree), which was reinforced in the other opportunities section with sustainable design and native landscaping suggestions.
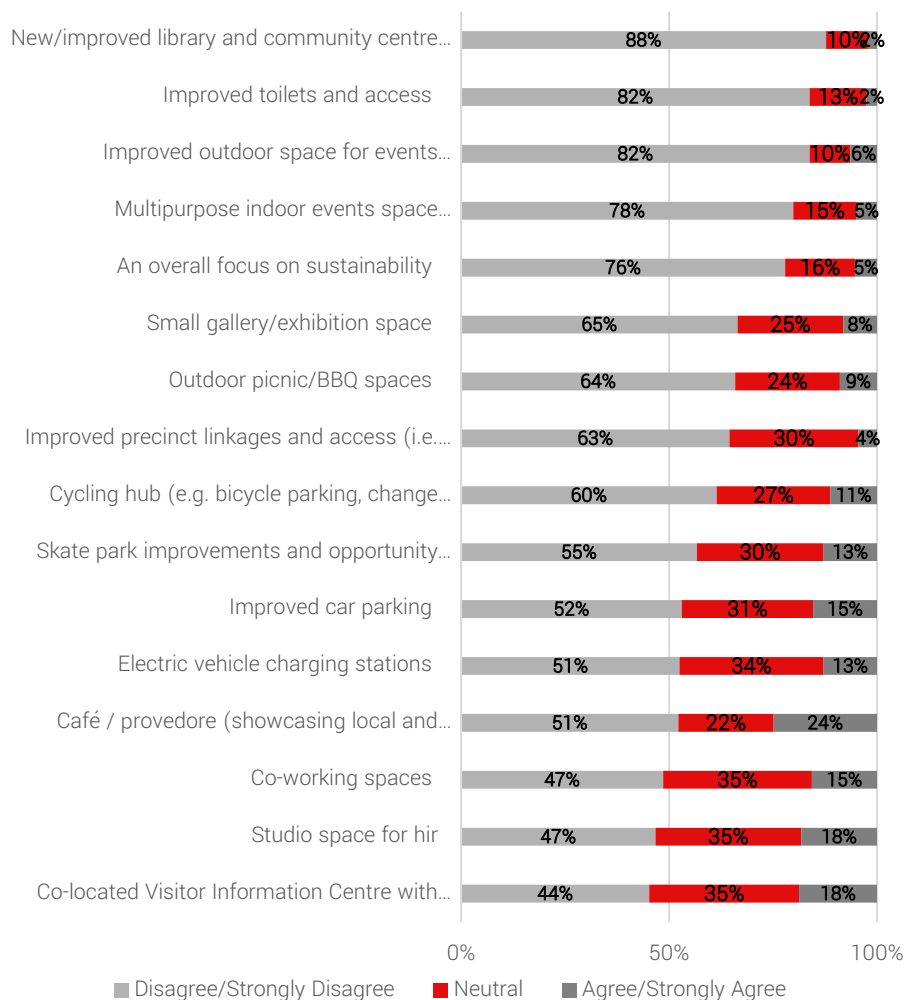
Some opportunities had overall support but also a higher amount of neutral responses (likely due to the uses being less widely applicable), in particular the cycling hub, co-working spaces, electric vehicle charging stations and studio space for hire.

There was overall support but some slight concern regarding the following opportunities:

- Café showcasing local/regional produce (25% disagree or strongly disagree), however majority of users still supported the opportunity (51%). Concern was related to taking business away from existing operators.
- Co-location of VIC (19% disagree or strongly disagree), however still overall support (45%). Most comments suggested respondents thought it was fine where it is currently.

Majority of comments reinforced specific ideas identified within this questions. There were no additional use suggestions that had not already been covered. There were many design and landscaping related suggestions, and some out of scope suggestions, including specific improvements to the community pool and linking walking trails on regional scale (between Woodend and Hanging Rock).

F26. SUPPORT FOR REDEVELOPMENT OPPORTUNITIES

Opportunity	Disagree/Strongly Disagree	Neutral	Agree/Strongly Agree
New/improved library and community centre…	88%	10%	2%
Improved toilets and access	82%	13%	2%
Improved outdoor space for events…	82%	10%	6%
Multipurpose indoor events space…	78%	15%	5%
An overall focus on sustainability	76%	16%	5%
Small gallery/exhibition space	65%	25%	8%
Outdoor picnic/BBQ spaces	64%	24%	9%
Improved precinct linkages and access (i.e.…	63%	30%	4%
Cycling hub (e.g. bicycle parking, change…	60%	27%	11%
Skate park improvements and opportunity…	55%	30%	13%
Improved car parking	52%	31%	15%
Electric vehicle charging stations	51%	34%	13%
Café / provedore (showcasing local and…	51%	22%	24%
Co-working spaces	47%	35%	15%
Studio space for hir	47%	35%	18%
Co-located Visitor Information Centre with…	44%	35%	18%

Source: Woodend Community Centre Redevelopment Survey, Macedon Ranges Shire Council, 2020

APPENDIX C
20 MINUTE NEIGHBOURHOODS, VICTORIA STATE GOVERNMENT

20-Minute Neighbourhoods

Creating a more liveable Melbourne

TANDERRUM 2015, facilitated by ILBIJERRI Theatre Company. Photo by David Harris

Aboriginal acknowledgement

We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria's land and waters, their unique ability to care for Country and deep spiritual connection to it. We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

We are committed to genuinely partner, and meaningfully engage, with Victoria's Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader aspirations in the 21st century and beyond.

Contents

Liveability starts in our neighbourhoods

Melbourne's distinct neighbourhoods and urban villages form an integral part of our multicultural identity. Their unique character reflects the diversity of our communities and shapes the personality of our global city.

Like many cities that saw significant growth during the post-war period, cars became central to Melbourne's design.

As Melbourne's population continues to grow, we need to find better ways to reduce traffic congestion and pollution, while enhancing the liveability of our neighbourhoods.

Plan Melbourne 2017–2050 is the Victorian Government's long-term plan to ensure Melbourne remains liveable, sustainable and accessible to people of all ages and abilities.

The strategy is guided by the principle of 20-minute neighbourhoods, liveable places where people can access most of their daily needs locally — without needing a car.

When we design accessible and walkable neighbourhoods, we create a city where people are connected to their community.

Places where people are happier and healthier and neighbourhoods are safer and more inclusive.

This report outlines the learnings of projects from across Melbourne. These projects identified opportunities to design more liveable 20-minute neighbourhoods.

The Heart Foundation, Victoria Walks and our partners in local government have made invaluable contributions to this report, bringing specialist expertise and unique local insights.

The recommendations in this report establish a roadmap to create a more liveable Melbourne.

Together, we have an opportunity to take advantage of our continued growth and enhance our neighbourhoods for the benefit of all Melburnians.

Richard Wynne

The Hon. Richard Wynne MP
Minister for Planning

Executive summary

Melbourne is growing as a global city of opportunity and choice. While this growth has supported investment and productivity, it has created pressure on local infrastructure and maintaining our liveability.

Plan Melbourne 2017–2050 is a long-term plan to accommodate Melbourne's future growth in population. The strategy is guided by the principle of 'living locally — 20-minute neighbourhoods'.

The principle supports a new approach to planning, one that seeks to deliver more inclusive, vibrant and healthy neighbourhoods.

In January 2018, the 20-Minute Neighbourhood Pilot Program was launched to test the delivery of the principle in Croydon South, Strathmore, and Sunshine West.

The projects in established middle ring neighbourhoods enabled the principle to be tested in different metropolitan contexts.

The projects were coordinated by the Victorian Government and supported by Maroondah, Moonee Valley and Brimbank City Council. The councils developed community partnerships and identified opportunities to practically deliver 20-minute neighbourhoods based on local knowledge.

The projects were supported by the Heart Foundation (Victoria) and Victoria Walks, who brought specific and relevant expertise on how to design the built environment to support better planning and health outcomes.

Community partnerships are key to successful neighbourhood planning

Detailed insights on each of the projects can be found in the three neighbourhood reports:

- Croydon South: Our 20-minute neighbourhood
- Strathmore: Our 20-minute neighbourhood
- Sunshine West: Our 20-minute neighbourhood.

This report outlines findings from the program:

- Place-based planning is effective.
- Community partnerships are key to successful neighbourhood planning.
- Implementing 20-minute neighbourhoods needs to be a long-term commitment by State Government.
- A program is needed to support innovative neighbourhood projects.
- Planning outcomes need to be monitored.

The report details recommendations to embed a whole-of-government approach to living locally. The priority recommendations are to:

- review the Victoria Planning Provisions to strengthen 20-minute neighbourhood policies.
- embed an approach to delivering 20-minute neighbourhoods in infrastructure projects
- investigate a process to streamline approval of best practice development that delivers a 20-minute neighbourhood – 'Green light initiative'
- scale up the pilot program approach and investigate funding opportunities
- encourage better neighbourhood design — density done well
- support improved whole-of-government coordination of 20-minute neighbourhoods.

Background

Plan Melbourne 2017–2050

Plan Melbourne 2017–2050 is guided by the principle of 20-minute neighbourhoods. The 20-minute neighbourhood is all about 'living locally' — giving people the ability to meet most of their daily needs within a 20-minute walk from home, with access to safe cycling and local transport options.

These daily needs include local schools, services, parks and fresh food.

The *Plan Melbourne Five-Year Implementation Plan* establishes actions to drive Melbourne as a sustainable, competitive and liveable city.

The Department of Environment, Land, Water and Planning (DELWP) is the lead agency for delivering *Action 75: Whole-of-government approach to 20-minute neighbourhoods*.

Plan Melbourne Five-Year Implementation Plan

Action 75 — Whole-of-government approach to 20-minute neighbourhoods.

Embed the 20-minute neighbourhood concept as a key goal across government. Key steps are to:

- identify and undertake flagship 20-minute neighbourhood projects with the metropolitan regions and the private sector to focus planning and implementation work
- provide guidance to local government on embedding the 20-minute neighbourhood concept into local planning schemes
- build community partnerships to help deliver 20-minute neighbourhoods
- improve information and research to be shared with local government.
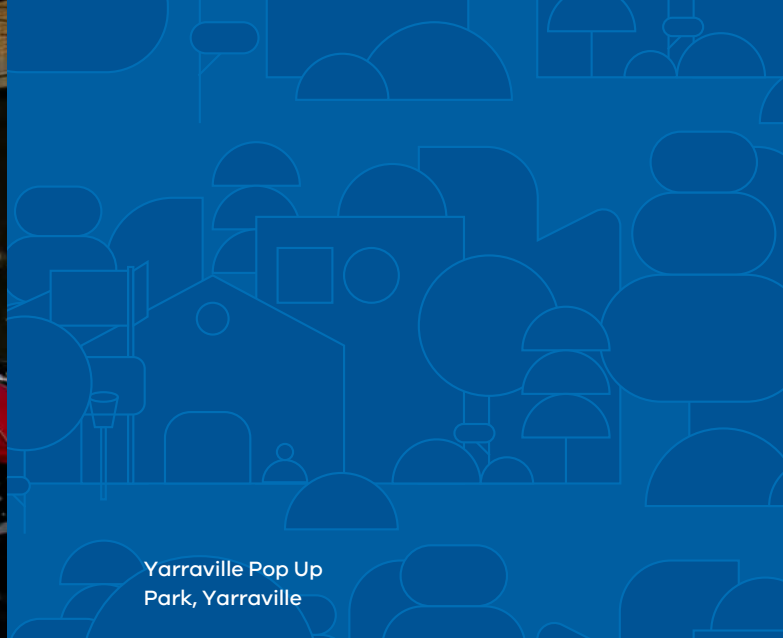
Yarraville Pop Up Park, Yarraville

20-Minute Neighbourhood Pilot Program

In January 2018, the Minister for Planning launched the 20-Minute Neighbourhood Pilot Program.

The program is being delivered in five steps in partnership with the Heart Foundation, Victoria Walks, Resilient Melbourne and local government.

The purpose of the program is to test the practical delivery of 20-minute neighbourhoods in different locations across Melbourne.

The Victorian Government will evaluate the recommendations in this report and explore implementation approaches. The relevant agency will then will act on recommendations that are feasible.

This report details steps 1 to 3.

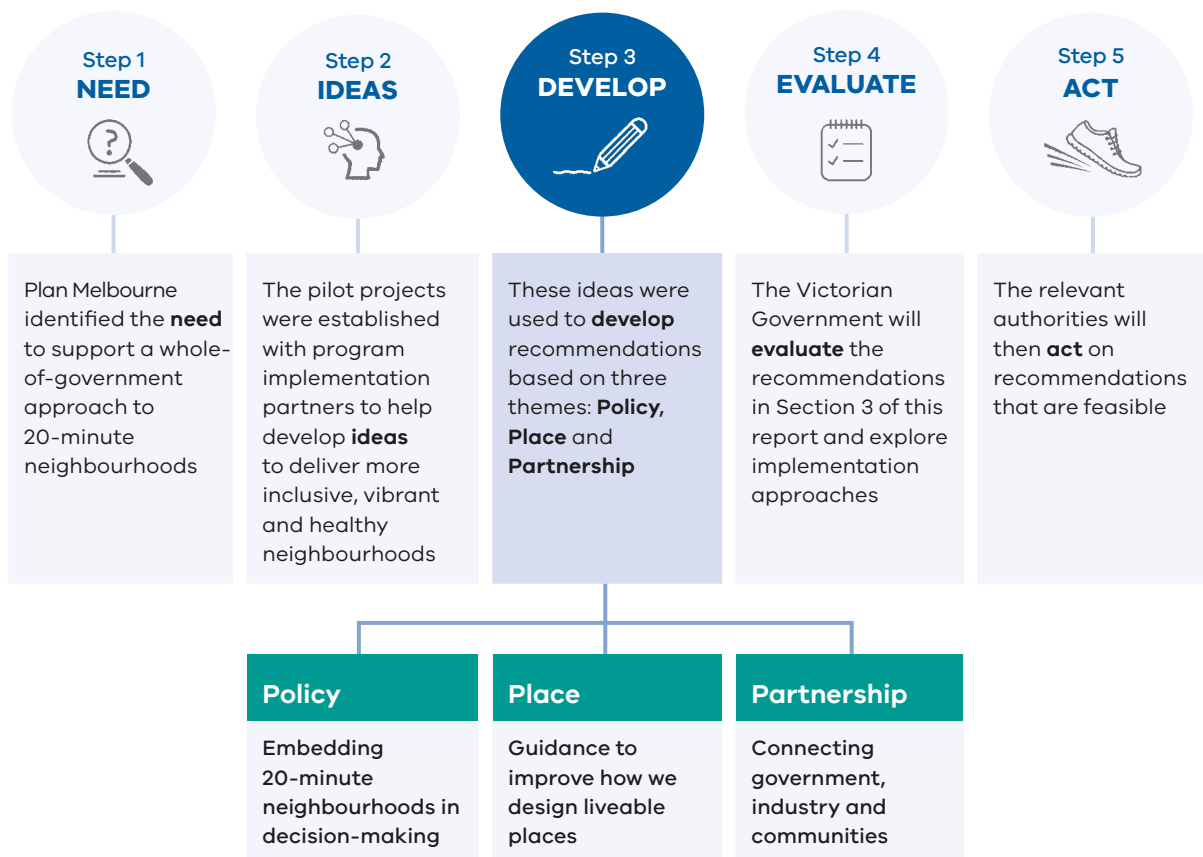| Step 1 NEED	Step 2 IDEAS	Step 3 DEVELOP	Step 4 EVALUATE	Step 5 ACT
Plan Melbourne identified the **need** to support a whole-of-government approach to 20-minute neighbourhoods	The pilot projects were established with program implementation partners to help develop **ideas** to deliver more inclusive, vibrant and healthy neighbourhoods	These ideas were used to **develop** recommendations based on three themes: **Policy**, **Place** and **Partnership**	The Victorian Government will **evaluate** the recommendations in Section 3 of this report and explore implementation approaches	The relevant authorities will then **act** on recommendations that are feasible

Policy	Place	Partnership
Embedding 20-minute neighbourhoods in decision-making	Guidance to improve how we design liveable places	Connecting government, industry and communities

1 Walkable, liveable neighbourhoods

Rose Street Markets
Photo: Visit Victoria

Healesville
Photo: Visit Victoria

Why our neighbourhoods are important

Neighbourhoods are the places where we live, spend time with our family and friends, and connect with our community. These places are critical in supporting community health and wellbeing.

Neighbourhoods form part of our social history and contribute to our individual identity. Walkable neighbourhoods can foster a sense of community, fundamental to creating a liveable city.

To create a liveable city, we must work with communities to design more inclusive, vibrant and healthy neighbourhoods. This process should acknowledge and protect the distinct character of individual neighbourhoods.

Land use, transport and urban design are interconnected systems that have an enormous effect on global issues, from climate change to obesity.[1]

Designing walkable neighbourhoods can reduce greenhouse gas emissions, support physical activity and promote healthy eating.[2]

To respond to global sustainable development challenges, we need community-led projects in neighbourhoods across our city. A community-led planning approach can ensure that the unique characteristics of a neighbourhood are considered. It can also help address social inequalities within and across neighbourhoods to create great places. It is the people living in neighbourhoods who know them best.

The areas in Melbourne that are the most walkable are often the most liveable.[3]

Walkable areas feature higher density, a diverse mix of uses, a range of destinations, and multiple active and public transport options. While many of the qualities may seem subjective, there is overwhelming evidence that active, walkable places produce a wealth of health, social, economic and environmental benefits.

We need densification and neighbourhood-scale interventions to create mixed-used environments with a range of destinations to which people can easily walk and cycle.

Global Epidemics of Obesity, Undernutrition and Climate — 2019 Lancet Report

SUSTAINABLE DEVELOPMENT G⬤ALS

Creating a city of 20-minute neighbourhoods aligns with the following United Nations Sustainable Development Goals

3 GOOD HEALTH AND WELL-BEING

11 SUSTAINABLE CITIES AND COMMUNITIES

17 PARTNERSHIPS FOR THE GOALS

Benefits of a walkable neighbourhood.[6]

Can halve household transport costs

Enhances sense of community and social cohesion

Walking infrastructure can provide a higher return than rail or road

Support health, infrastructure, and environmental savings to Victorian economy

Health

Living within 800m of social infrastructure and destinations leads to higher levels of walking and cycling and is beneficial to self-reported wellbeing.[4]

If 50% of short private-vehicle trips were instead made by walking, it would save the Victorian economy approximately $165 million a year in congestion, health, infrastructure and environmental costs.[5]

By participating in 15 minutes of walking a day, 5 days a week, the disease burden from physical inactivity would reduce by about 13%. If this is increased to 30 minutes, the burden can be reduced by 26%.[6]

Social

Walkable streets and community spaces can enhance the sense of community and provide critical opportunities for social interaction and social cohesion.[7]

Greenery and street-scale features can increase passive surveillance, increasing actual and perceived safety.[8]

Walking infrastructure delivers $13 benefit for every $1 spent

Improved health and wellbeing

Alleviates pressure on Melbourne's transport

Supports passive surveillance increasing safety

Helps reduce pollution and CO2 emissions

Increases retail trading by up to 40%

Economic

Household transport costs in walkable neighbourhoods are half of those in car-dependent areas and high walking rates can increase incidental trading in local shops by up to 40%.[9]

Walkable neighbourhoods alleviate pressure on Melbourne's transport system.[10]

Walking infrastructure can provide a higher return than projects such as rail and road. Evidence from 20 different studies shows that the benefit–cost ratio of walking interventions is 13:1 — $13 of benefit for every $1 of expenditure.[11]

Environmental

Compact mixed-use neighbourhoods help reduce pollution.

Walkability and cyclability reduce driving pollutants by as much as 40% and CO2 emissions by 10%.[12]

Urban greening and street trees remove pollution and increase tree cover by 10%, which can reduce the energy needed for heating and cooling by 5 to 10%.[13]

Our changing neighbourhoods

Melbourne's growth into a global city has created challenges for neighbourhoods.

By 2056, Melbourne's population is expected to grow to 9 million. The percentage of Melbourne's population aged over 65 is also projected to increase from 15.3% to 21.2%.[14] This change presents significant challenges for how the city functions, including how accessible services are to support people to age in place.

Melbourne will need 1.9 million new homes by 2056.[15] To support equitable growth, we must facilitate the development of housing that is affordable, but also offer a mix of types of housing that cater for different needs, whether that be for a single person, families or others.

An increase in compact residential development has created concern for many communities. Our continued growth has caused uncertainty about our density and the city's capacity to support change. When residential development is not well-designed or supported by improved amenity, communities are understandably apprehensive about change.

Compact mixed-used neighbourhoods were once central to community life. The post-war years brought enormous changes to our city. Rapid population growth and the increasing use of cars expanded the city's boundaries.

Local businesses in neighbourhood centres made way for big-box shopping centres located for convenient access by car, separated from communities and beyond walking distance for most people. This led to an increasing reliance on cars to access the most basic daily needs.

This shift has had lasting impacts on the shape of our city and has been detrimental to our high streets, villages and local economy. The concept of 20-minute neighbourhoods is our plan to address this, support sustainable development and build stronger communities.

Research suggests that for places to be walkable, they need to achieve a minimum density of at least 25 dwellings per hectare

Accessible services and infrastructure

While Melbourne's 'inner ring' neighbourhoods are considered some of the most liveable in the world, the middle and outer neighbourhoods often do not offer the same amenity or access to services and infrastructure.

Residents of our middle and outer neighbourhoods often have limited walkable access to their daily local needs. People have no choice but to drive to access the things they need. This leads to rising household costs and congestion. Low-density development and poor access to services and facilities entrenches social inequalities and locational disadvantage.

To reverse this pattern, we must create neighbourhoods with well designed, diverse and affordable housing within walking distance of services and infrastructure.

Research suggests that for places to be walkable, they need to achieve a minimum density of at least 25 dwellings per hectare. Many of Melbourne's neighbourhoods achieve less than half this amount, which shows there is significant scope for enhancing Melbourne's liveability.[16]

Health and wellbeing

Many Victorians are insufficiently active. The built environment is a major contributory factor, particularly when it comes to accessing healthy food locally.[17]

By designing neighbourhoods with increased housing diversity, greater street connectivity and more accessible destinations, planning can improve walkability and provide a built environment that supports communities to be healthy and active. When we design neighbourhoods that are walkable — where people can access daily needs locally — we can also create a city where people are connected to their community.

A recent report into neighbourhood impacts on health by the Australian Bureau of Statistics found that those living near supermarkets were more likely to walk for transport and participate in physical activity.[18] This is indicative of living in an area with access to a wide range of facilities and amenities. The detailed results found that adults aged 18 years and over living within 1500m of a supermarket were more likely to:

- walk for transport (59.8% compared with 51.0% without a supermarket within 1500m)
- be physically active (83.0% compared with 79.4% without a supermarket)
- have completed 150 minutes of physical activity a week (57.7% compared with 52.5% without a supermarket).

Our mental wellbeing is affected by the quality of our neighbourhoods. Places with poor walkability and reduced access to green space, typically seen more often in some greenfield growth areas, are associated with reduced mental health and wellbeing.[19]

Access to quality green space can lower feelings of stress, provide a place for relaxation, restoration and physical activity. Higher levels of physical activity, which are seen in walkable neighbourhoods, may also reduce the risk of developing some of our most common mental illnesses, such as depression and anxiety.

Locally-led neighbourhood design is essential in ensuring communities have streets and spaces where they feel comfortable and safe. These are places that foster social cohesion, a sense of belonging and ownership.

Neighbourhoods that are poorly connected, with an absence of spaces that allow people to come together, have high rates of social isolation and loneliness, which are being increasingly understood as public health issues.[20]

Melbourne will need 1.9 million new homes over the next 35 years

Housing choice and affordability

Housing affordability in Melbourne is a challenge to many, with the most severe and chronic housing affordability problems experienced by lower-income households in the private rental market.

Plan Melbourne outlines the need for affordable housing and for more variety of housing to cater for different household needs and lifestyles, with medium to higher-density housing close to jobs and services.

For Melbourne to become more equitable and accessible, residents need to have a choice of housing within their neighbourhood.

Many of Melbourne's established neighbourhoods are unaffordable for middle and low-income people looking to buy or rent. This creates social inequity because these are often the places with the most access to jobs, services and social infrastructure.

Conversely, while new housing in 'outer ring' neighbourhoods are often more affordable, they often have limited access to jobs, services and transport.

If these issues are not addressed, Melbourne will become unaffordable for many, creating social inequity, slowing economic growth and negatively impacting liveability.

Neighbourhood Activity Centres provide the infrastructure and services to service the needs of a growing population. They are appropriate locations for delivering diverse and affordable housing.

Better neighbourhoods

Adjacent to Lake Burley Griffin, New Acton is a recent mixed-use neighbourhood in Canberra.

The neighbourhood's distinct architectural form is enhanced by well considered and fine grain public spaces and landscaping, incorporating both the new and heritage buildings.

The neighbourhood features diverse multi-story housing, commercial offices, galleries, multi-functional retail spaces with cafés and bakeries transitioning into wine bars at night with regular cultural events.

The award winning mixed-use Nishi building is filled with local art and accommodates a boutique hotel, high quality restaurant, independent cinema and a regular program of markets and adult learning classes, making it a destination for the community.

New Acton demonstrates why good design matters and how to build places that are people oriented, dense and highly walkable.
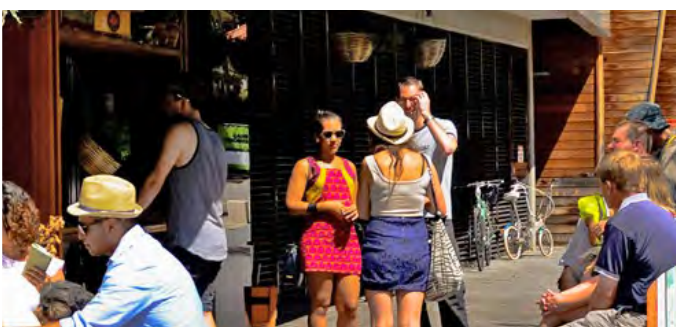
Planning Neighbourhood Activity Centres

The importance of Neighbourhood Activity Centres in accommodating growth is reinforced in Plan Melbourne outcomes, directions and policies.

The role and function of every Neighbourhood Activity Centre varies depending on its size and context within the metropolitan region. These places should have the capacity to support a range of local services that complement the wider network of centres and needs of the community.

Planning controls should respond by facilitating diverse housing and supporting mixed-use neighbourhoods around these centres.

The Victorian Government currently provides no formal guidance to support the identification and planning of these centres. A recent analysis has shown that there is no consistency in the approach to designating and planning these centres. There can be anywhere between 2 and 60 identified by individual councils with multiple designations and terminology.

Consistent guidance would improve the effectiveness of planning and managing the network of Neighbourhood Activity Centres.

Neighbourhood portals

Moonee Valley City Council is developing an online neighbourhood coordination portal to improve planning for neighbourhoods. The portal will coordinate engagement, events and other information about the neighbourhoods within its municipality.

This provides a central information portal for the whole council; it enables information sharing and avoids event clashes and duplication of engagements.

Place-based planning

The demographic profile, character, and needs of communities varies substantial between neighbourhoods. This diversity creates unique places that require context based strategic planning and service delivery.

Infrastructure and planning projects can often be delivered in isolation by individual state or local government departments, resulting in fragmented and overlapping community consultations. This often leads to inefficiencies in process and coordinating projects and can create inconsistent outcomes.

To respond to these problems, a 'place-based' approach aims to reconnect planning, infrastructure and service decision-making with the place and the needs of a community at a local level. It reflects the need for more flexible, locally led solutions to neighbourhood challenges.

A place-based planning approach means all government departments and agencies focus on the outcomes of a place rather than on individual projects and services.

It is a multidisciplinary approach that involves integrating capital works, strategic planning, economic development, urban design, environmental management, transport, services, programs and community-development projects.

Place-based planning leads to a more inclusive conversation about the future of a place and ensures the community's priorities are reflected in future service and infrastructure delivery.

PLACE-BASED TRANSPORT

Movement and Place

Movement and Place is a new road-management framework for Victoria.
It recognises the role of streets in moving people and goods, as well as being places for people to live, work and enjoy.

The framework takes a place-based approach to network planning. It takes into consideration the diverse role places play in planning the types of transport modes appropriate for a local street. The Department of Transport prepared a local assessment for pilot program neighbourhoods using this framework.
The assessment evaluated road network performance and place classifications.

A place-based planning approach means all government departments and agencies focus on the outcomes of a place rather than on individual projects and services

Strathmore Street Party

Community partnerships

Place-based planning begins by uncovering the needs of a neighbourhood through developing community partnerships. No one understands the challenges and opportunities of a place better than those who live and work there.

Partnerships involve government communicating openly and honestly with the community to understand the issues, aspirations, trade-offs and future realities for a neighbourhood. Community ideas are then shared with relevant government areas to help shape the planning process. Strong partnerships also improve government and community trust.

Developing community partnerships and undertaking place-based planning provides an opportunity to increase community understanding of the benefits of growth in housing brings, such as enabling improved services and destinations. Community partnerships should involve open discussion about the trade-offs and should enable communities to be a part of the decision making process.

Effective engagement

The community partnerships were a successful approach used in the pilot program, generating a wealth of information, ideas and feedback.

A common concern raised by councils and other government agencies and departments during the program was that there was no central area to hold and share information, which can often lead to duplication of consultation and 'consultation-fatigue' in the community.

Various organisations and governments are trying to resolve this deficiency through either technological solutions, such as portals or online hubs where information is stored and shared or through other approaches such as empowering the community to plan for their areas themselves.

INTERNATIONAL CASE STUDY

Community-led planning

The UK government has taken a stronger approach through the introduction of the Localism Act 2011, which gives communities statutory powers to plan for their neighbourhoods. The plans are developed by the local community, the people who know and love the area, rather than the Local Planning Authority. While this approach is quite different from the way we plan for places in Victoria, it demonstrates the need to think differently about engaging and involving the community in the future development of their neighbourhoods.

CASE STUDY

Strathmore Street Party

A community street party led by the Let's Make a Park youth group was held in June 2018. 400 community members, council officers, community organisations and local traders attended the event. The open event allowed council to engage on a range of local issues and projects in a meaningful way.

2 Creating a 20-minute neighbourhood

Gertrude Street, Fitzroy
Image: Visit Victoria

What are 20-minute neighbourhoods?

The 20-minute neighbourhood is all about 'living locally' — giving people the ability to meet most of their daily needs within a 20-minute walk from home, with access to safe cycling and local transport options.

Human settlements over the centuries have often been compact and walkable. Planners have tried to create models to achieve this through the 'Garden Cities' theory by Ebenezer Howard in the 1890s, the 'Central Place' theory by Christaller and Losch in the 1930s, and now the Plan Melbourne 20-minute neighbourhood principle.

These models are all about creating compact places where people can access daily needs locally.

There is a challenge in applying these approaches to places such as Melbourne, which experienced significant development during the post-war period, a time when cities were shaped around cars. The growing reliance on cars has caused congestion, pollution and many other social and environmental problems.

We often look to North America for examples of addressing this, as it faces similar challenges. The 20-minute neighbourhoods principle reflects North American planning concepts (such as 'complete communities' or 'new urbanism') that are increasingly being implemented in towns and cities around the world, drawn particularly from Portland, Oregon.

Gertrude Street, Fitzroy Image: Visit Victoria

The 20-minute neighbourhood principle is based on building walkable compact places. It recognises that liveable places are built on a human scale, primarily for people, that encourages walking rather than the use of cars.

Research suggests that this approach to planning has multiple benefits, including improved public health (mental and physical), increased safety and stronger social connections. It also reduces emissions, lowers household costs and increases environmental, economic and social sustainability.[21]

If 20-minute neighbourhoods existed across Melbourne, they could reduce travel by nine million passenger kilometres and cut Melbourne's daily greenhouse gas emission by more than 370,000 tonnes.[22]

20-minute neighbourhoods are the way we can think and act locally to resolve global challenges, such as reducing emissions and creating more sustainable ways of living. Directions and policies as outlined in Plan Melbourne that relate to 20-minute neighbourhoods are practical measures in delivering on the United Nations Sustainable Development Goals and New Urban Agenda.

Features of a 20-minute neighbourhood

Plan Melbourne outlines the following features of a 20-minute neighbourhood. These are fundamental to creating liveable places.

Figure 1 20-minute neighbourhood features

Features of a 20-Minute Neighbourhood

- Local employment opportunities
- Local shopping centres
- Local health facilities and services
- Local schools
- Lifelong learning opportunities
- Local playgrounds and parks
- Green streets and spaces
- Community gardens
- Sport and recreation facilities
- Safe streets and spaces
- Affordable housing options
- Ability to age in place
- Housing diversity
- Walkability
- Safe cycling networks
- Local public transport
- Well connected to public transport, jobs and services within the region

Hallmarks of a 20-minute neighbourhood

The 'hallmarks' are established in *Plan Melbourne's Direction 5.1 — Create a city of 20-minute neighbourhoods*. They provide a foundation and outcome measures for the delivery of inclusive, vibrant and healthy neighbourhoods.

The 'hallmarks' were developed in partnership with the Department of Health and Human Services and the Heart Foundation (Victoria) during the preparation of Plan Melbourne. The 'hallmarks' were refined through whole-of-government workshops involving a range of departments and agencies.

The 'hallmarks' outline that a 20-minute neighbourhood must:

- be safe, accessible and well connected for pedestrians and cyclists to optimise active transport
- offer high-quality public realm and open spaces
- provide services and destinations that support local living
- facilitate access to quality public transport that connects people to jobs and higher-order services
- deliver housing/population at densities that make local services and transport viable
- facilitate thriving local economies.

Neighbourhood Activity Centres — community anchors

Neighbourhoods range in size and each have their own distinctive characteristics. Just as every neighbourhood is distinctive, individual perceptions of our own neighbourhood vary from person to person.

Traditionally, the focal point of neighbourhoods were the high streets and local villages. A 'Neighbourhood Activity Centre' is the land-use planning term used to describe these local shopping centres, generally designated and planned for by local government. These places are small in scale and may have several retail shops and services to meet people's daily needs, such as bakeries, grocers and local health services.

Neighbourhood Activity Centres are an integral part of community life and fundamental to creating a city of 20-minute neighbourhoods.

While these places are critical to community health and wellbeing, there is often limited investment in them when compared to places of state significance such as Metropolitan Activity Centres.

The pilot program focused on Neighbourhood Activity Centres. While individually these places may only serve a local community's needs, the network of these centres plays a significant role in supporting an accessible city where people can walk to access their daily needs.

800-metre walkable catchments

Research shows that 20-minutes is the maximum time people are willing to walk to meet their daily needs locally.[23] These daily needs may include accessing local health facilities and services, local schools and local shopping centres.

This 20-minute journey represents an 800m walk from home to a destination, and back again.

800m has been adopted as the spatial accessibility measure of a walkable neighbourhood. This distance should be used as a guide only, as there are many factors that influence people's ability, or desire, to walk.

Walkable neighbourhoods must be accessible for people of all ages and abilities to enable independent living and participation in community life.

As outlined in Plan Melbourne, people walk more when they have access to pedestrian routes and connections that are safe, direct and pleasant to use. Improving the pedestrian environment in existing areas can be achieved by creating quality pedestrian links and short cuts.

High-quality pedestrian infrastructure like footpaths and crossings are also important to ensure communities, businesses and services are accessible to people with mobility limitations and to parents with prams.

800
metres

While cycling and local transport provide people with alternative active travel options to walking, these modes do not extend neighbourhoods, or access to 20-minute neighbourhood features beyond walkable catchments of 800m.

To establish a network of walkable Neighbourhood Activity Centres based on the 800m catchment, planning needs to direct population and housing growth near Neighbourhood Activity Centres. The application of zones, such as the Residential Growth Zone and the Mixed Use Zone, can facilitate diverse housing and a greater mix of uses at varying densities.

Walkable neighbourhoods must be accessible for people of all ages and abilities, to enable independent living and participation in community life

Brunswick Street, Fitzroy

Sunshine Social,
Sunshine West

20-Minute Neighbourhood Pilot Program

The pilot program was established in response to consultation with local government on how to implement the *Plan Melbourne Five-Year Implementation Plan: Action 75 — Whole-of-government approach to 20-minute neighbourhoods.*

The program identified the need to:

- work in partnership across State and local government
- test the implementation of 20-minute neighbourhoods
- provide clearer guidance on 20-minute neighbourhoods.

The purpose of the program is to test and evaluate the practical delivery of 20-minute neighbourhoods.

The program is being delivered in two project stages led by DELWP, in partnership with local government, Victoria Walks, the Heart Foundation (Victoria), and Resilient Melbourne.

Stage 1 Existing neighbourhoods

Stage 2 Greenfield neighbourhoods

To identify the project locations in Stage 1, a targeted expression of interest was provided to local government in 2017.

The selection criteria was that:

- 20-minute neighbourhoods form part of local governments strategic planning work.
- Neighbourhoods have characteristics that reflect the 20-minute neighbourhood features.
- The council's internal structures can support implementation and align capital spending.

The neighbourhoods selected for the projects were Strathmore in the City of Moonee Valley, Croydon South in the City of Maroondah and Sunshine West in the City of Brimbank.

Details on research projects on **Stage 2 Greenfield neighbourhoods** will be released in late 2019.

Stage 1 Existing neighbourhoods

The projects were delivered in three stages

1.1 Community partnerships

Place-based engagement to understand community concerns and capture their ideas.

1.2 Technical assessments

Technical assessments undertaken on walkability, transport network, land use, housing density and vegetation cover.

1.3 Future opportunities

Initiatives and infrastructure opportunities identified for the pilot neighbourhood.

These places were chosen for their differing locations in Melbourne's middle-ring neighbourhoods, and because of their diverse economic, social and built form profiles. This provided an opportunity for unique insights to support the delivery of the program.

The project approaches and findings are detailed in the Neighbourhood Reports developed for each neighbourhood.

As part of the project, the three councils worked with Victoria Walks to identify Principal Pedestrian Networks (PPN) for each Neighbourhood Activity Centre. Victoria Walks then undertook a comprehensive assessment of the walkability of the PPN routes, including recommended changes. The Heart Foundation (Victoria) supported project delivery and provided training workshops to council staff using the *Healthy Active by Design* guidelines.

Summary of neighbourhood projects

Croydon South

The project was led by Maroondah City Council's Council and Community Planning team. The project focused on developing an integrated neighbourhood plan in partnership with the local community.

Key opportunities for Croydon South include:

- Streetscape improvements to revitalize the Activity Centre
- Enhancing connectivity and amenity of Tarralla Creek through improved walking and cycling paths
- Exploring housing diversity options.

Council are exploring strategies to scale up the project approach to apply to other neighbourhoods across the municipality and are developing tools to support broader implementation.

Strathmore

The project was led by Moonee Valley City Council's Strategic Planning team. It focused on delivering a place-based approach to support councils strategic plan, MV2040.

Key opportunities identified for Strathmore include:

- Improve pedestrian safety, particularly around schools
- Install bicycle lanes to improve connectivity to the Activity Centre
- Review planning controls to support housing diversity.

Council are extending the project approach (including successful internal governance approaches and place approach) to other neighbourhoods in the municipality.
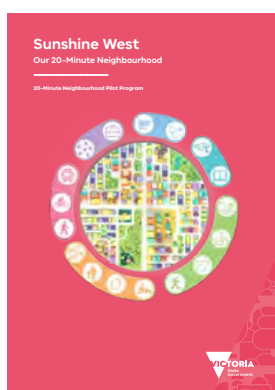
Sunshine West

The project was led by Brimbank City Council's Economic Development team. The project was delivered in partnership with local traders and focused on supporting a thriving local economy by building business strategies to revitalise Glengala Village.

Key opportunities identified for Sunshine West include:

- Support housing diversity around Glengala Village Activity Centre
- Encourage 'pop up' shops and street trading
- Explore streetscape improvements in the Activity Centre
- Support public art installations and 'creative spaces.'

Council are exploring similar business and community development approaches in the municipality.

For more information on each project click here

Meet a local trader in Strathmore

Before becoming a florist, I was a corporate tax accountant working here in Melbourne and overseas. While working in England, I had the opportunity to live in a couple of picturesque small villages, which I really enjoyed. When I made the decision to change careers, become a florist and buy my own business back in Melbourne, I really wanted to find somewhere that had that same wonderful village feel — and I discovered Woodland Street in Strathmore

Our little village is special. We offer a great variety of services — there are some fantastic shops! We are also close to public transport, surrounded by lots of great schools, and have good access to lovely parks and open spaces.

Owning a business in Strathmore has been great. Even though I am kind of the `new kid on the block' everyone has been friendly and supportive. I just love the village feel of Woodland Street, the strong sense of community, and the fact that everyone knows and looks out for each other.

I love all my wonderful customers. I have a lot of regulars, including mums dropping off and picking up children from the school up the road as well as many people who live close by.

I'm very happy being the village florist!

The Strathmore community is strong on supporting local business. And this is not a new thing — the business I purchased has been operating as a florist in Woodland Street for over 20 years.

I also really like all the community activities that happen here — like the regular dinners featuring amazing regional Italian food that are hosted by Rhonda from the corner cafe.

Woodland Street is a great place to run a business. It is for local people, servicing the local community, and creating a personal and friendly environment.

3 Creating a city of 20-minute neighbourhoods

Welcome to Thornbury, Northcote
Image: Visit Victoria

Findings from the projects

The program insights and key learnings are established below.

Place-based planning is effective

Government is responsible for planning and delivering services and social infrastructure to support communities and create liveable places.

The projects highlighted that planning and service delivery are divided between government departments and agencies, as well as within different council departments. This often leads to fragmented delivery and can create challenges when coordinating projects and public engagement. This leads to uncertainty for communities, resulting in poor experiences of growth and planning.

'Place-based' planning is an integrated approach to neighbourhood planning that involves whole-of-government coordination in a place.

It involves government communicating openly with communities to understand local challenges and needs.

This approach supports local solutions to addressing the unique needs of individual places. It also ensures each community's priorities are reflected in future service and infrastructure delivery.

The projects reinforced the importance of integrated planning. They provided an opportunity for all levels of government to collaborate with communities to address transport, health, environmental and economic aspects of the neighbourhoods.

The projects also highlighted that land-use planning, particularly in Neighbourhood Activity Centres, should be developed in coordination with the range of stakeholders in the neighbourhoods such as students and people with limited mobility. Furthermore, land use policies and plans should be supported by economic development strategies and investment to encourage the market to respond and support a thriving local economy.

Brimbank Council listening post, Glengala Road, Sunshine West

Place-based planning is an integrated approach to neighbourhood planning that involves cross-government coordination

Community partnerships are key to successful neighbourhood planning

Developing partnerships with the community through a variety of engagement initiatives was fundamental to the success of the projects.

The councils reported that the overall relationship with the community had improved due to the partnership approach. Data obtained during the program showed increased community participation and engagement with their neighbourhoods.

The projects demonstrated the desire of communities to revitalise their neighbourhoods. With the support of the community, the projects elevated the priority of all three pilot neighbourhoods for funding, advocacy, capital works and increased development in the future. Of note was the desire from all three communities to improve pedestrian amenity and housing diversity in and around the neighbourhood centres, which supports the 'hallmarks' and direction of delivering 20-minute neighbourhoods.

Creating 20-minute neighbourhoods is a long-term commitment

The program delivered *Action 75: Whole-of-government approach to 20-minute neighbourhoods* and partially addressed *Action 76: Metropolitan-wide 'neighbourhoods index'* of the Plan Melbourne Five-Year Implementation Plan.

Throughout the program, councils expressed the need for long-term investment and engagement, requiring ongoing support to maintain the momentum built during the projects. This will also help to deliver on the opportunities established in the neighbourhood project reports.

The projects confirmed that implementation of 20-minute neighbourhoods should be led by local government in partnership with communities.

This must be supported by continued guidance, resourcing and facilitation by State Government departments and agencies.

The *Plan Melbourne Five-Year Implementation Plan* Action 75 should reflect this and be established as a longer-term commitment. To achieve this, recommendations have been developed to help implement 20-minute neighbourhoods long-term.

Planning outcomes need to be monitored

The term 'liveability' is used across the world to describe and compare cities. Despite extensive use of the word, the term is not consistently defined or monitored.

Currently, there is no monitoring framework to track planning policy and the liveability of our neighbourhoods at a local level.

In 2018, RMIT University developed a liveability scorecard for Melbourne, building on the Creating Liveable Cities in Australia 2017 report.

Key recommendations were:

- measurable standards be included in policies, regulations and guidelines for urban planning, transport and infrastructure

- spatial policies be included for improving the food and alcohol environment
- spatial indicators be adopted to measure and monitor the implementation of state government policies designed to create liveable communities.

RMIT will be developing a liveability framework to measure public health and wellbeing. This framework and others should be monitored to assist in delivering *Plan Melbourne Action 76 Metropolitan-wide 'neighbourhoods index'*.

Implementation of 20-minute neighbourhood projects should be led by local government in partnership with communities

Better design — innovative development

Following discussions with councils, experts, developers and the community, it emerged that there was a need for better designed medium density development in neighbourhoods.

The communities demonstrated a strong desire to build well designed neighbourhoods. It was highlighted by councils and industry that there is no program or statutory approvals process to facilitate best practice mixed-use developments, despite there being clear policies in Plan Melbourne supporting high quality built form outcomes.

As part of the wider program of work, DELWP held workshops with international urban planning experts. All advised that there was a need to facilitate innovative development to deliver walkable 20-minute neighbourhoods in different development settings (inner, middle and outer metropolitan locations). The international experts also indicated that if the planning system makes it too complex to deliver these developments, streamlined processes could be developed to facilitate desired development outcomes.

Neighbourhood renewal and development is largely led by the market, therefore planning should encourage innovative development that helps create a 20-minute neighbourhood.

It is important that the government facilitates and incentivises the delivery of development that meets the 20-minute neighbourhood 'hallmarks'. Through consultation during the program it became apparent that there are many in the development industry and councils who were seeking to deliver this, but were finding existing statutory processes and provisions were not adaptable, and that there was no state government agency supporting delivery of localised planning projects.

The *Planning and Environment Act 1987* establishes a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians. Responsible authorities assess permit applications against provisions established under this framework.

While the framework ensures consistent decision-making, it can restrict approval of developments that may not meet prescribed planning provisions. These developments cannot be considered by responsible authorities, (generally local government), even if they align with Plan Melbourne directions and policy and would deliver a more liveable neighbourhood.

Better development

One of the challenges facing Melbourne is how we maintain and improve the quality of our built environment. Rapid development has in many cases led to poor quality buildings and a lack of integration with the neighbourhood.

Poor design has understandably led to community opposition, which makes the job of accommodating growth much harder. Throughout the pilot program, communities and councils reflected this view — so there is a need to demonstrate that better buildings can be built and to encourage good design that integrates well. Once the community sees the benefits, this could lead to a more constructive and positive discussion around growth.

The Nightingale Model is an example of a sustainable apartment design that, while remaining affordable, focused on the building's wider contribution to the neighbourhood.

The Commons in Brunswick, which was based on the Nightingale Model, provides an example of:

- an environmentally sustainable development by being 100% fossil fuel free
- a financially affordable development, through capped profits and reduced operating and maintenance costs
- an integrated development with the surrounding neighbourhood through active street frontages, that provide fine-grain and tactile pedestrian experiences.

Next steps for the Victorian State Government

Recommendations

Based on findings from the projects and the wider program, recommendations were developed to help create a city of 20-minute neighbourhoods. The recommendations establish a roadmap to create a more liveable Melbourne and are based on three themes:

Policy

Embedding 20-minute neighbourhoods in decision-making

Place

Guidance to improve how we design liveable places

Partnerships

Connecting government, industry and community

The Victorian Government will evaluate the recommendations and will explore implementation approaches to each. The relevant authorities will then act on recommendations that are feasible.

Policy

RECOMMENDATION 1

Review the Victoria Planning Provisions to strengthen 20-minute neighbourhood policies

Strengthen the Victoria Planning Provisions to support delivery of the 20-minute neighbourhood principle, 'hallmarks' and policies that underpin Plan Melbourne.

The concept of 'living locally — 20-minute neighbourhoods' and the need to deliver healthy communities is not integrated effectively in the policy framework.

The proposed review should strengthen the policy basis for delivering mixed-use neighbourhoods at varying densities, while balancing policy objectives to protect and enhance neighbourhood character.

RECOMMENDATION 2

Develop guidelines, resources and evidence to support implementation

Develop guidance to support a coordinated approach to delivering 20-minute neighbourhoods. Clear guidance and a toolkit will enable a more consistent approach to planning for Neighbourhood Activity Centres. The guidance should detail strategies to enhance and protect neighbourhood character while delivering housing and population at densities that make local services and transport viable. This guidance should detail best-practice approaches to place-based planning. These could be adapted to meet varying local government capacities and capabilities.

Providing strong evidence-based research will help inform the community on the need for 20-minute neighbourhoods and the potential benefits this approach creates. It may also highlight best practice approaches for industry.

Embedding place-based planning into local government processes will ensure delivering 20-minute neighbourhoods becomes core business. Further guidance and resources could include process toolkits, along with criteria to identify suitable locations for 20-minute neighbourhood projects. This may involve providing a scorecard or checklist based on the 20-minute neighbourhood 'hallmarks', which establish the foundation for undertaking a 20-minute neighbourhood project.

RECOMMENDATION 3

Embed an approach to delivering 20-minute neighbourhoods in infrastructure projects

Victoria is currently in a transport construction boom with major road and rail projects being delivered. Every infrastructure project is an opportunity to support sustainable development and deliver a 20-minute neighbourhood.

A place-based community partnership approach to delivering 20-minute neighbourhoods has been successfully tested through the pilot program.

There is an opportunity to model this approach in the delivery of state (and other) infrastructure projects to ensure the wider planning around investment is effective, delivers state policy and ensures that communities are partners in delivery. This could be achieved by developing neighbourhood plans to support major infrastructure projects.

Embedding the 20-minute neighbourhood 'hallmarks' into major infrastructure projects will ensure there is a coordinated outcomes framework to deliver more inclusive, vibrant and healthy neighbourhoods as part of major infrastructure investment.

RECOMMENDATION 4

Improve planning of Neighbourhood Activity Centres

Support local government to apply the 20-Minute neighbourhood principle to Neighbourhood Activity Centres.

Melbourne has more than 700 local shopping strips, villages and high streets. Despite rapid population growth, many of these Neighbourhood Activity Centres are not benefiting from investment. These places should be a stronger focus for growth, as well as services and infrastructure investment that improve liveability and support people to 'live locally'.

A consistent approach to identifying these activity centres will support a more coordinated approach to strategic planning and support targeted future investment.

RECOMMENDATION 5

Monitor neighbourhood liveability — measure the impact of planning on public health and wellbeing

Align the 20-minute neighbourhood approach with the *Victorian Public Health and Wellbeing Outcomes Framework*.

The framework provides a clear approach to monitoring community health and wellbeing.

The indicators set out in the framework should be used to measure neighbourhood liveability, along with outcomes from Plan Melbourne. This will help monitor the effectiveness of implementation actions, including the *Plan Melbourne Five-Year Implementation Plan — Action 76 Metropolitan-wide 'neighbourhoods index'*.

RECOMMENDATION 6

Investigate a process to streamline approval of best practice development that delivers a 20-minute neighbourhood — 'Green light initiative'

Investigate a streamlined approach to support best practice developments that deliver on the 20-minute neighbourhood 'hallmarks.' This process must be supported by a collaborative community partnership approach.

Plan Melbourne is driven by the delivery of more inclusive, vibrant and healthy neighbourhoods. There is a need for the Victorian Government to work with the development industry to test innovative development models that deliver on this outcome. Promoting alternative development approaches should be based on the provision of development that aligns with the 20-minute neighbourhood 'hallmarks. It is important to promote development that is seen as international best practice mixed-used development, which can support wider change and better planning practices.

Any projects will require a deliberative design and community partnership approach early in the planning process and must deliver exemplary design.

This may support the mandate of the Red Tape Commissioner, through the review into Victoria's building and planning approval processes.

St Kilda Image: Visit Victoria

Place

RECOMMENDATION 7

Scale up the pilot program approach and investigate funding opportunities

Investigate ways to scale up the approach to 20-minute neighbourhoods. This may be by providing the tools and resources to other councils, or connecting delivery of opportunities in neighbourhoods to regional policy and investment priorities identified by communities through the Metropolitan Partnerships.

Investigating funding programs to support placemaking and neighbourhood planning projects, which are essential in creating a city of 20-minute neighbourhoods. Targeted funding will help councils deliver projects in priority areas, by bringing forward local infrastructure projects.

It is important for councils to link their grants programs and other funding avenues to small-scale projects that have been raised through the community partnerships. This could reflect similar funding programs such as the Growing Suburbs Fund.

Investigating strategies to streamline approval of small-scale placemaking projects across government departments and agencies is also critical in scaling up an approach to placemaking. This should address administrative barriers that local government and communities experience when seeking approval for community projects.

Work to deliver this recommendation could be aligned with *Plan Melbourne Five-Year Implementation Action 53: Place-making for public places.*

RECOMMENDATION 8

Support delivery of pilot program opportunities

Support councils to deliver the opportunities identified in the Neighbourhood Reports for Croydon South, Strathmore and Sunshine West.

Councils require continued support to deliver on the opportunities to ensure momentum built with the community and commitment from government is maintained. Continuing support will also help monitor program outcomes, to inform future longitudinal studies.

RECOMMENDATION 9

Support implementation of the Movement and Place framework

Facilitate a partnership between the Department of Transport and local government to refine Movement and Place classifications based on local strategic planning work and localised knowledge of places.

The review may also assess pedestrian movement around activity centres and local infrastructure, e.g. schools, libraries and public open spaces. This review may utilise a Principal Pedestrian Network methodology.

Acland Street. Image: Visit Victoria

Partnerships

Encourage better neighbourhood design — density done well

Local government and communities continue to raise the need to improve medium density development to support better neighbourhood design. There is also a need to better integrate the planning of mixed-use developments and social infrastructure.

To support better neighbourhood design, it is proposed to:

- develop tools and/or offer a design competition to facilitate delivery of better medium density housing projects in existing neighbourhoods
- recognise projects that deliver quality buildings and places.

Promote 20-minute neighbourhoods

Develop communication tools and messaging to support a coordinated whole-of-government approach to 20-minute neighbourhoods. Clear messaging will help align departmental priorities and support the delivery of place-based planning.

The following resources and tools could be established:

- a 20-Minute Neighbourhood Hub with online resources, research case studies and projects
- a 20-Minute Neighbourhood Network, a space for people across government and the sector to connect, find and share resources and experiences
- a professional-development program for government departments and agencies
- a communications program including presentations by DELWP and a social media campaign
- communication tools for community consultation framed around liveability and the need to 'live locally'.

Develop education programs for primary, secondary and tertiary students, to convey the importance of 20-minute neighbourhoods. Student resources can provide young people with the opportunity to be involved with neighbourhood planning and could include a design competition that aligns with the Victorian and Australian Geography curriculum.

Encourage councils to take a coordinated place-based approach

The program highlighted the importance of place-based planning and the need for local coordination. It is therefore important for there to be a single point of contact in local government for community members to discuss local planning issues.

Place managers for example can be one way to provide a direct conduit between community and government. Place managers can be responsible for issues such as place curation, coordination and communication. An important part of their role is to build long-term relationships with people as well as government agencies, landowners, business owners, developers and other stakeholders.

For this type of role to be effective, place managers or similar need to hold a strategic position and have capability to influence decision-making.

Support improved whole-of-government coordination of 20-minute neighbourhoods

Work with an existing cross government group to better coordinate the delivery of 20-minute neighbourhoods.

The program identified a common frustration — while multiple departments and agencies deliver projects that support 20-minute neighbourhoods, their planning and delivery is not always coordinated effectively.

A coordination group can build on the interest already shown from several departments and agencies to better align their work with DELWP's 20-minute neighbourhood program. This group should also collaborate with the Metropolitan Partnerships (aligning with Recommendation 9) to coordinate a broader approach to delivering 20-minute neighbourhoods across the six metropolitan regions.

Stories of Strathmore

Stories of local business owners and residents were celebrated as part of the program. Council value the role of storytelling as a mode of engagement and its potential to enhance the sense of community and this pilot provided an opportunity to undertake this approach.

Ten stories highlighted the contribution of individuals to the Strathmore community through story boards. The story boards were posted up on the exterior of local businesses providing interesting insights of local traders and their stories.

Walk. Engage. Appreciate.
STRATHMORE
Your 20-minute neighbourhood
mvcc.vic.gov.au/whatson

Partners

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15 Victoria in Future 2019, Department of Environment, Land, Water and Planning

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Image references

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- Canberra District's Wine Week Launch Event, https://allevents.in/canberra/canberra-districts-wine-week-launchevent/
- Tash, Mocan & Green Grout, https://akitchencat.com.au/mocan-green-grout/

Better buildings - The Commons, Brunswick p36

- Andrew Wuttke, https://www.smallgiantsdevelopments.com.au/past-projects

Accessibility

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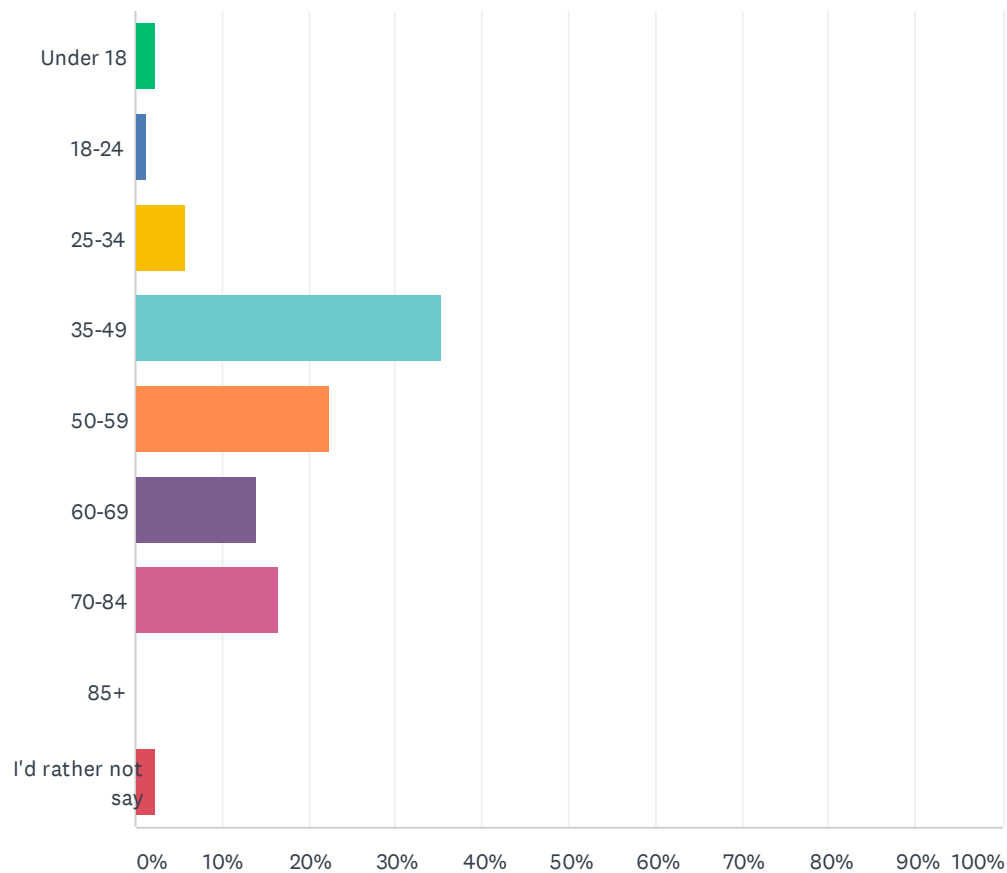
APPENDIX D
WCC SURVEY 2 SUMMARY DATA

Q1 What is your age?

Answered: 85   Skipped: 0

ANSWER CHOICES	RESPONSES	
Under 18	2.35%	2
18-24	1.18%	1
25-34	5.88%	5
35-49	35.29%	30
50-59	22.35%	19
60-69	14.12%	12
70-84	16.47%	14
85+	0.00%	0
I'd rather not say	2.35%	2
TOTAL		85

Q2 Gender?

Answered: 85   Skipped: 0
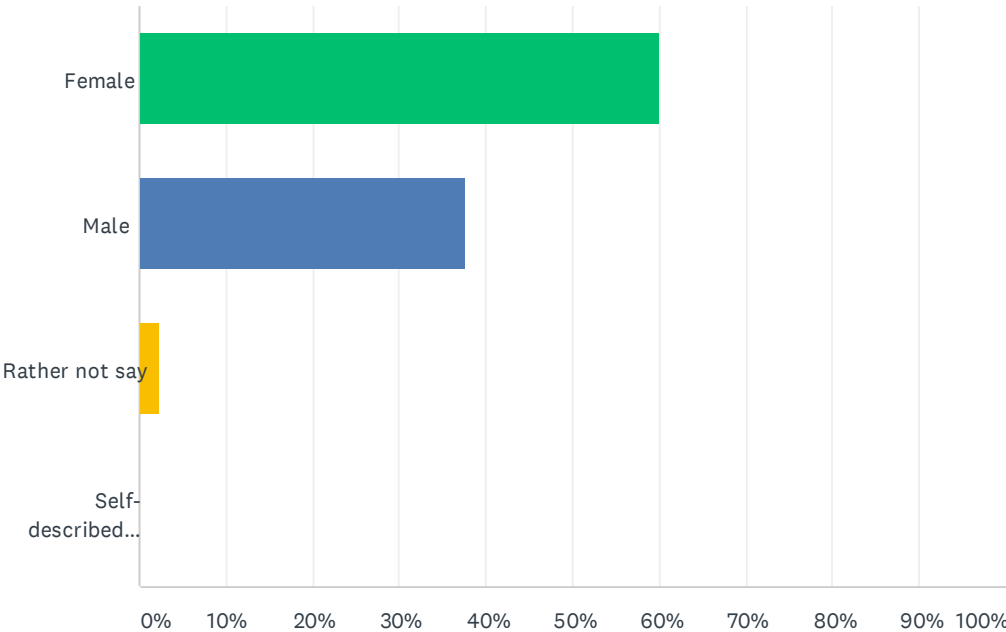
ANSWER CHOICES	RESPONSES	
Female	60.00%	51
Male	37.65%	32
Rather not say	2.35%	2
Self- described (please specify)	0.00%	0
TOTAL		85

#	SELF- DESCRIBED (PLEASE SPECIFY)	DATE
	There are no responses.	

Q3 Where do you live?

Answered: 85 Skipped: 0
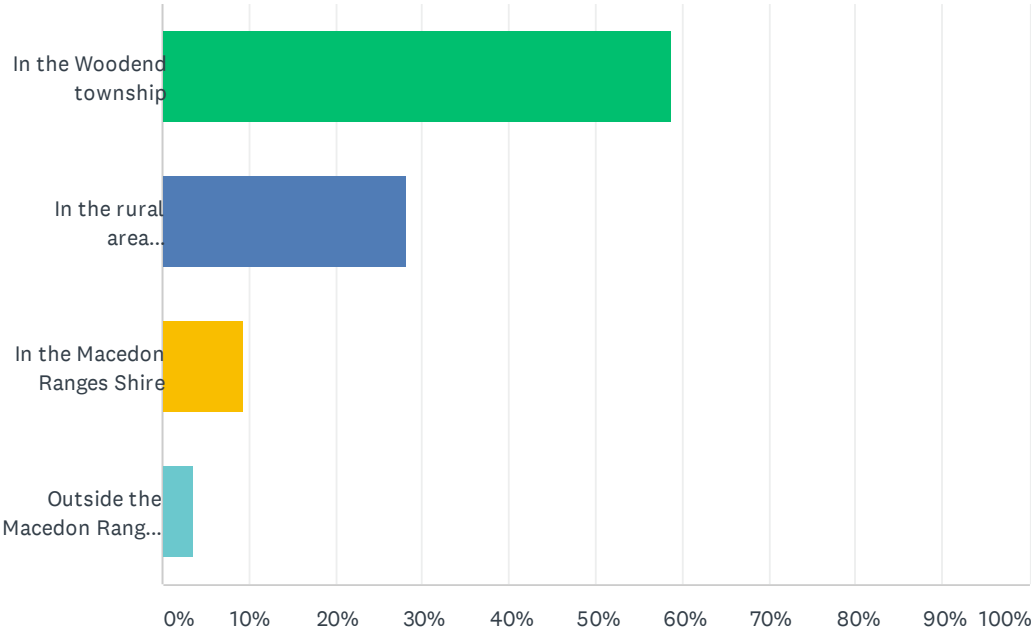
ANSWER CHOICES	RESPONSES	
In the Woodend township	58.82%	50
In the rural area surrounding Woodend	28.24%	24
In the Macedon Ranges Shire	9.41%	8
Outside the Macedon Ranges Shire	3.53%	3
TOTAL		85

Q4 How do you usually travel to the Woodend Community Centre?
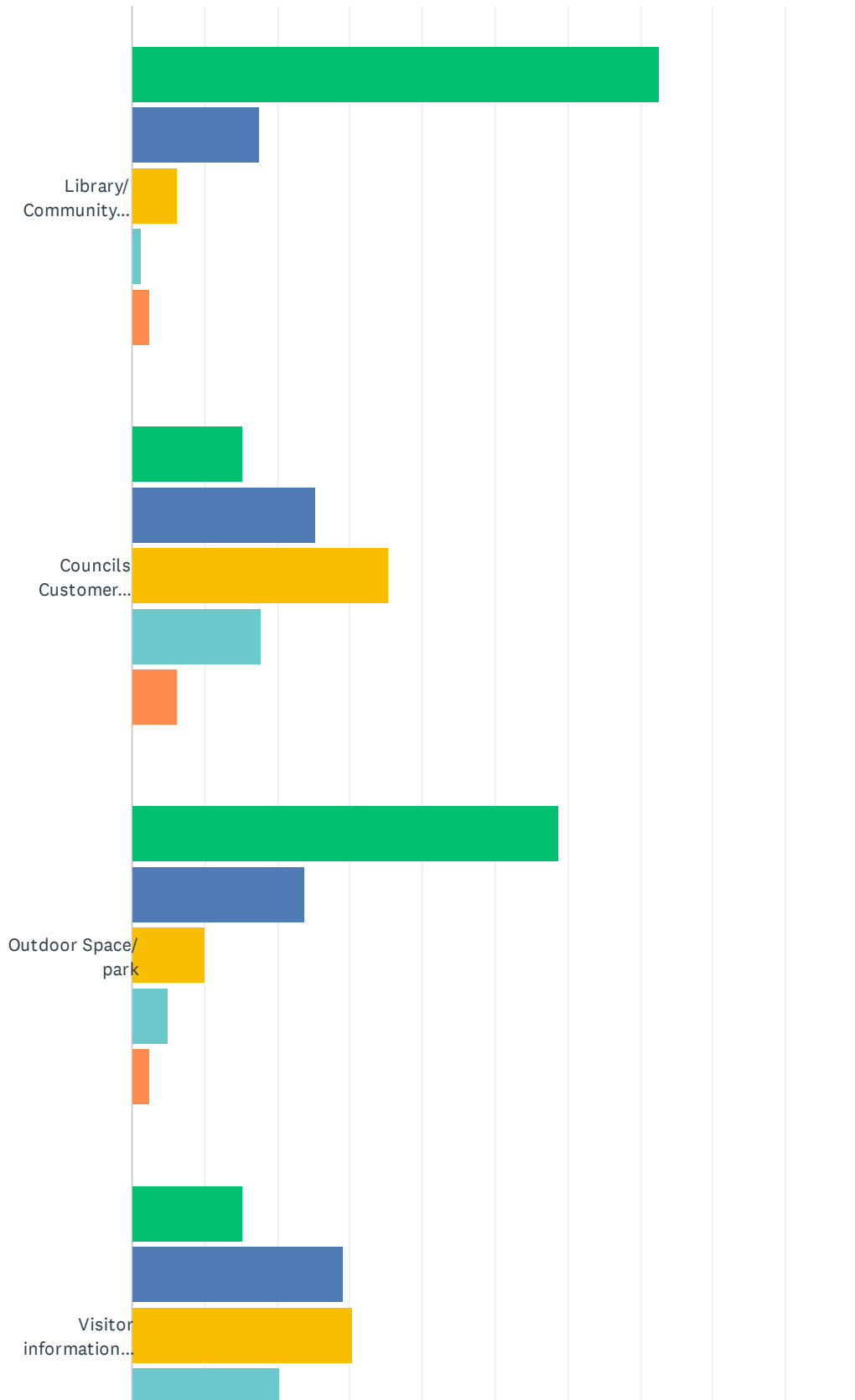
Answered: 84   Skipped: 1
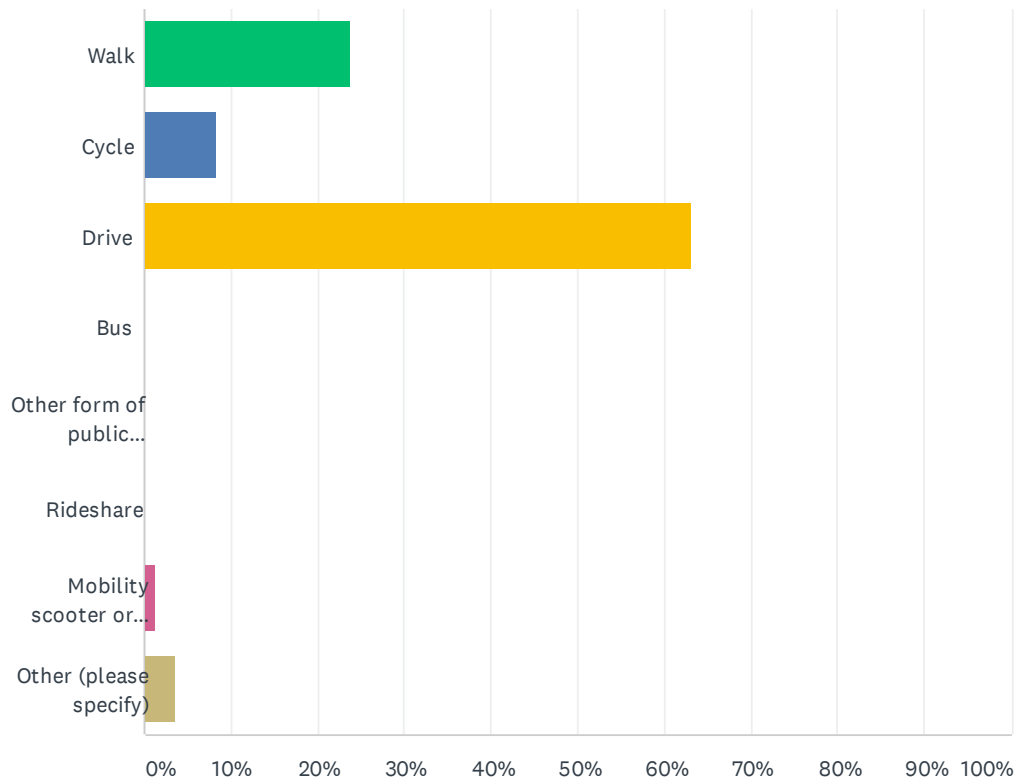
ANSWER CHOICES	RESPONSES	
Walk	23.81%	20
Cycle	8.33%	7
Drive	63.10%	53
Bus	0.00%	0
Other form of public transport	0.00%	0
Rideshare	0.00%	0
Mobility scooter or walking aid	1.19%	1
Other (please specify)	3.57%	3
TOTAL		84

#	OTHER (PLEASE SPECIFY)	DATE
1	Drive, but also cycle and walk very often	3/17/2021 8:48 PM
2	Combination of drive/walk	2/21/2021 7:33 PM
3	Walk, cycle, car	2/17/2021 11:23 AM

Q5 In the previous survey we heard that at least 50% of the surveyed community access the site at least once a week, and 80% at least once a month. How important are these facilities at the Woodend Community Centre to you?
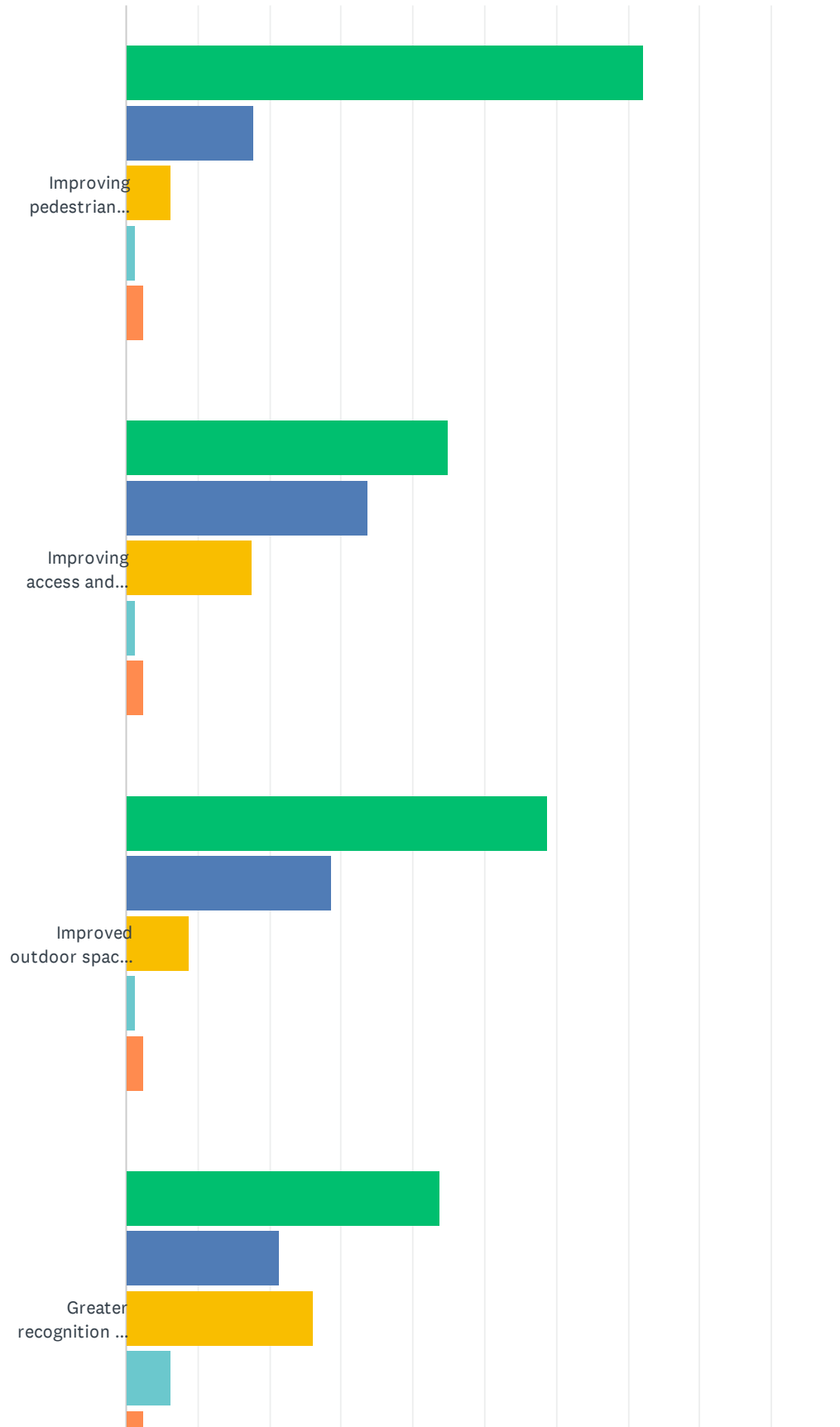
Answered: 81   Skipped: 4

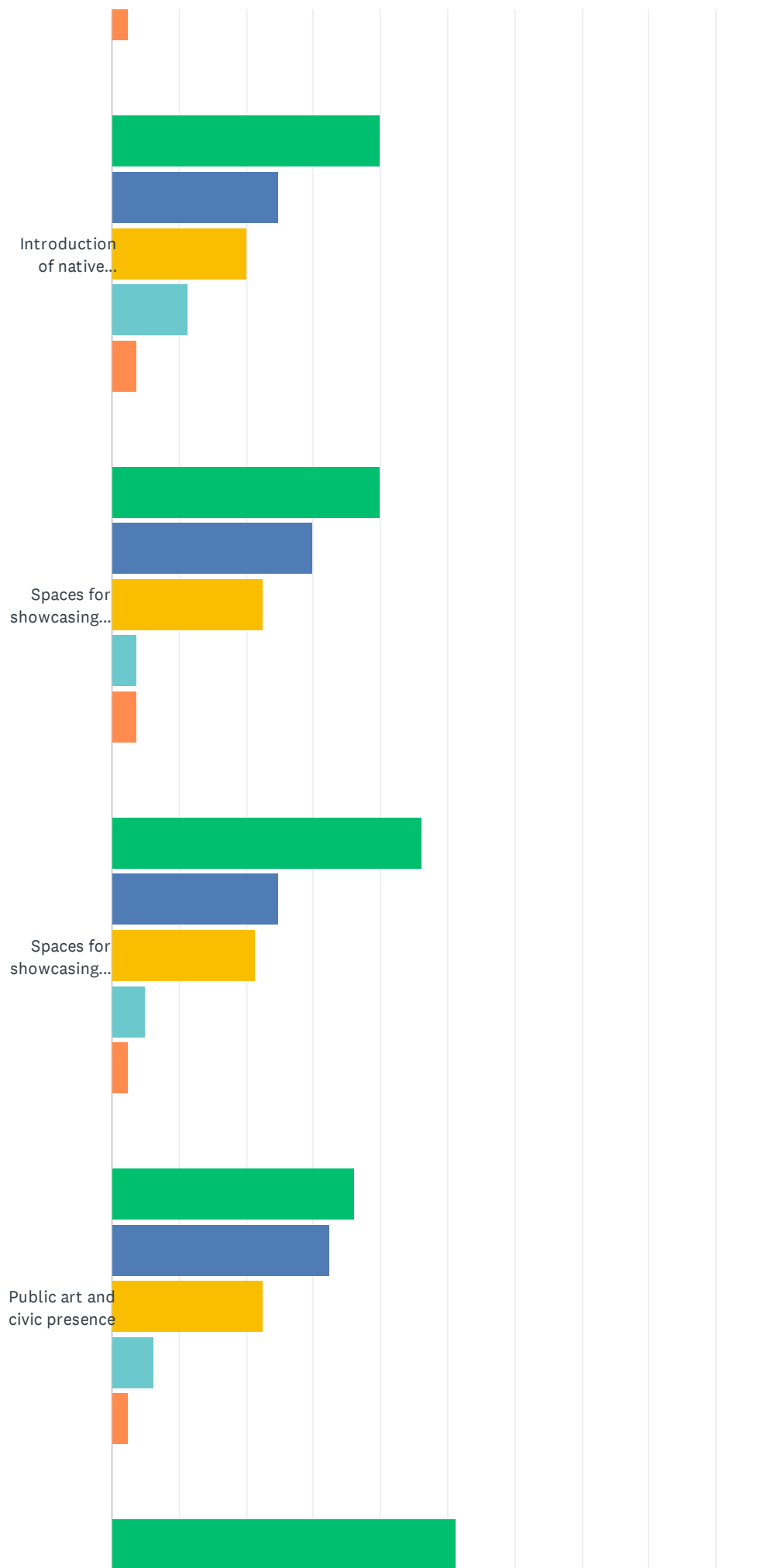# Have your say - Woodend Community Centre draft masterplan
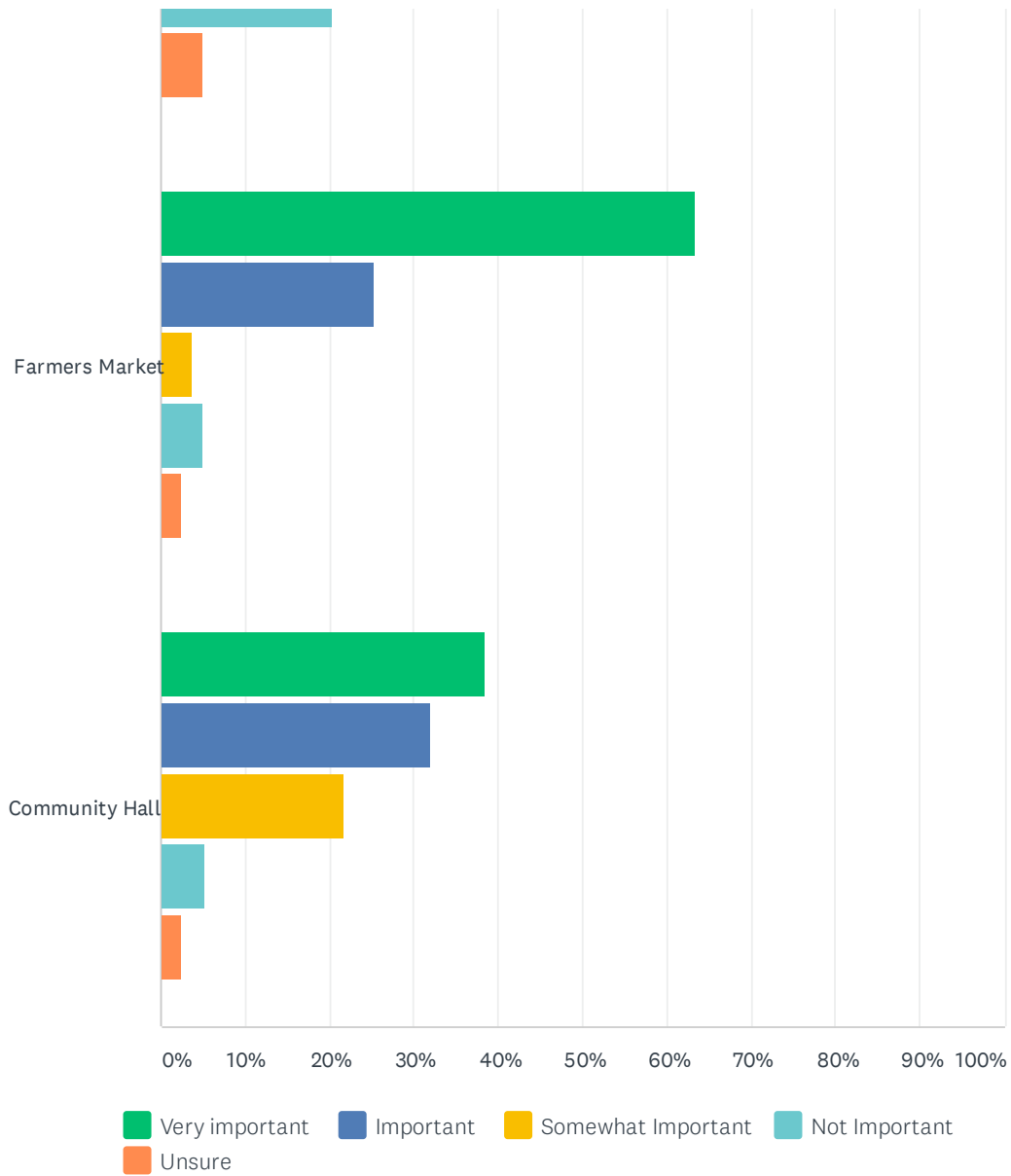
Legend: Very important (green), Important (blue), Somewhat Important (yellow), Not Important (teal), Unsure (orange)

	VERY IMPORTANT	IMPORTANT	SOMEWHAT IMPORTANT	NOT IMPORTANT	UNSURE	TOTAL	WEIGHTED AVERAGE
Library/ Community Centre	72.50% 58	17.50% 14	6.25% 5	1.25% 1	2.50% 2	80	1.44
Councils Customer Service Centre	15.19% 12	25.32% 20	35.44% 28	17.72% 14	6.33% 5	79	2.75
Outdoor Space/ park	58.75% 47	23.75% 19	10.00% 8	5.00% 4	2.50% 2	80	1.69
Visitor information Centre (nearby)	15.19% 12	29.11% 23	30.38% 24	20.25% 16	5.06% 4	79	2.71
Farmers Market	63.29% 50	25.32% 20	3.80% 3	5.06% 4	2.53% 2	79	1.58
Community Hall	38.46% 30	32.05% 25	21.79% 17	5.13% 4	2.56% 2	78	2.01

Q6 The key drivers for the Masterplan are sustainability, connectivity and diversity. The Masterplan includes the following, how important do you think each these Masterplan outcomes are?
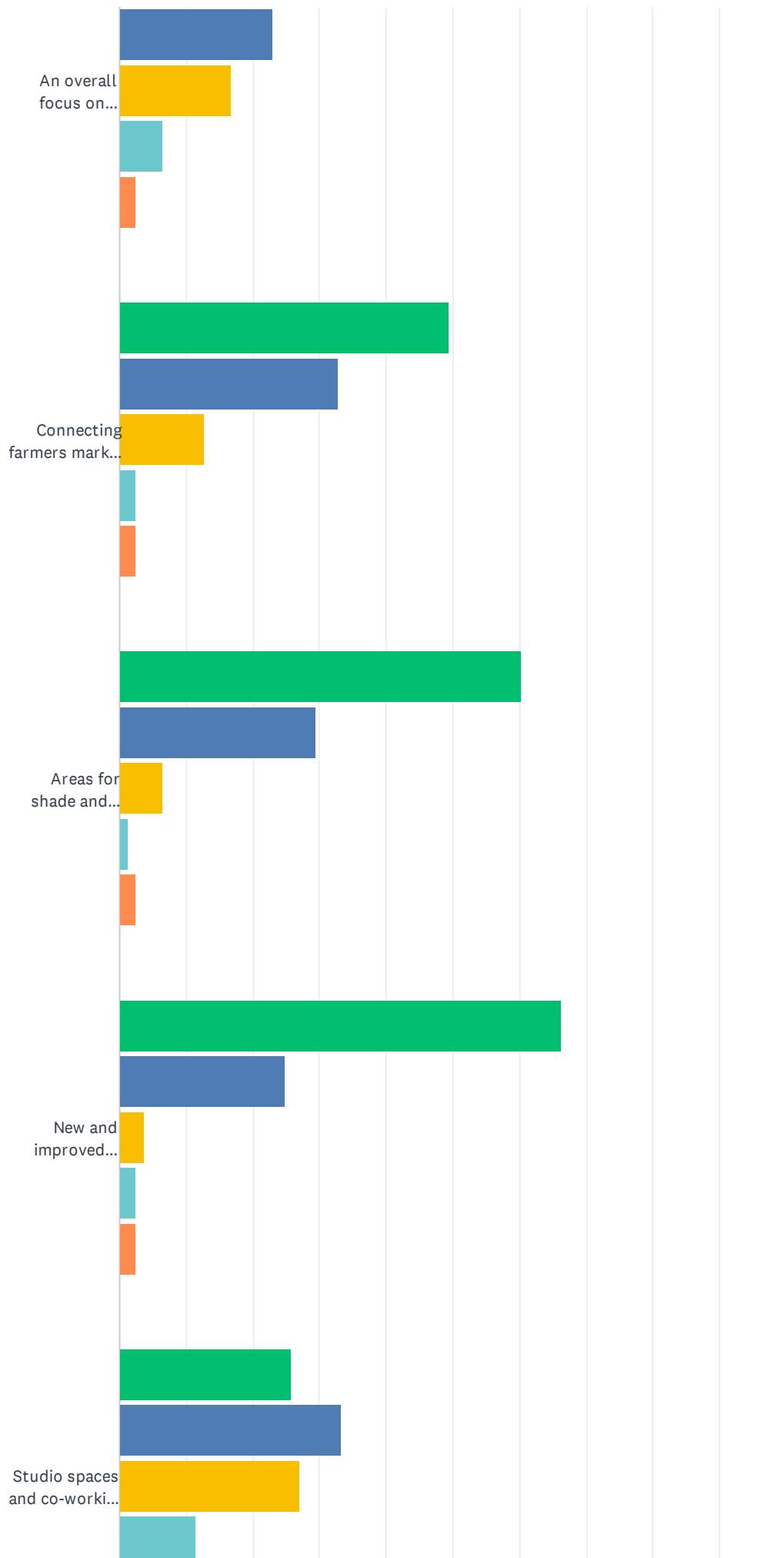
Answered: 80   Skipped: 5

Introduction
of native...

Spaces for
showcasing...

Spaces for
showcasing...

Public art and
civic presence

An overall focus on...

Connecting farmers mark...

Areas for shade and...

New and improved...

Studio spaces and co-worki...

Co-location of
community...

Bike Hub and
repair station

Outdoor
picnic/ BBQ...

Improved
toilets and...

Have your say - Woodend Community Centre draft masterplan

Legend:
- Very important
- Important
- Somewhat Important
- Not Important
- Unsure

Categories:
- Implementation of electric...
- Multi-purpose space for...
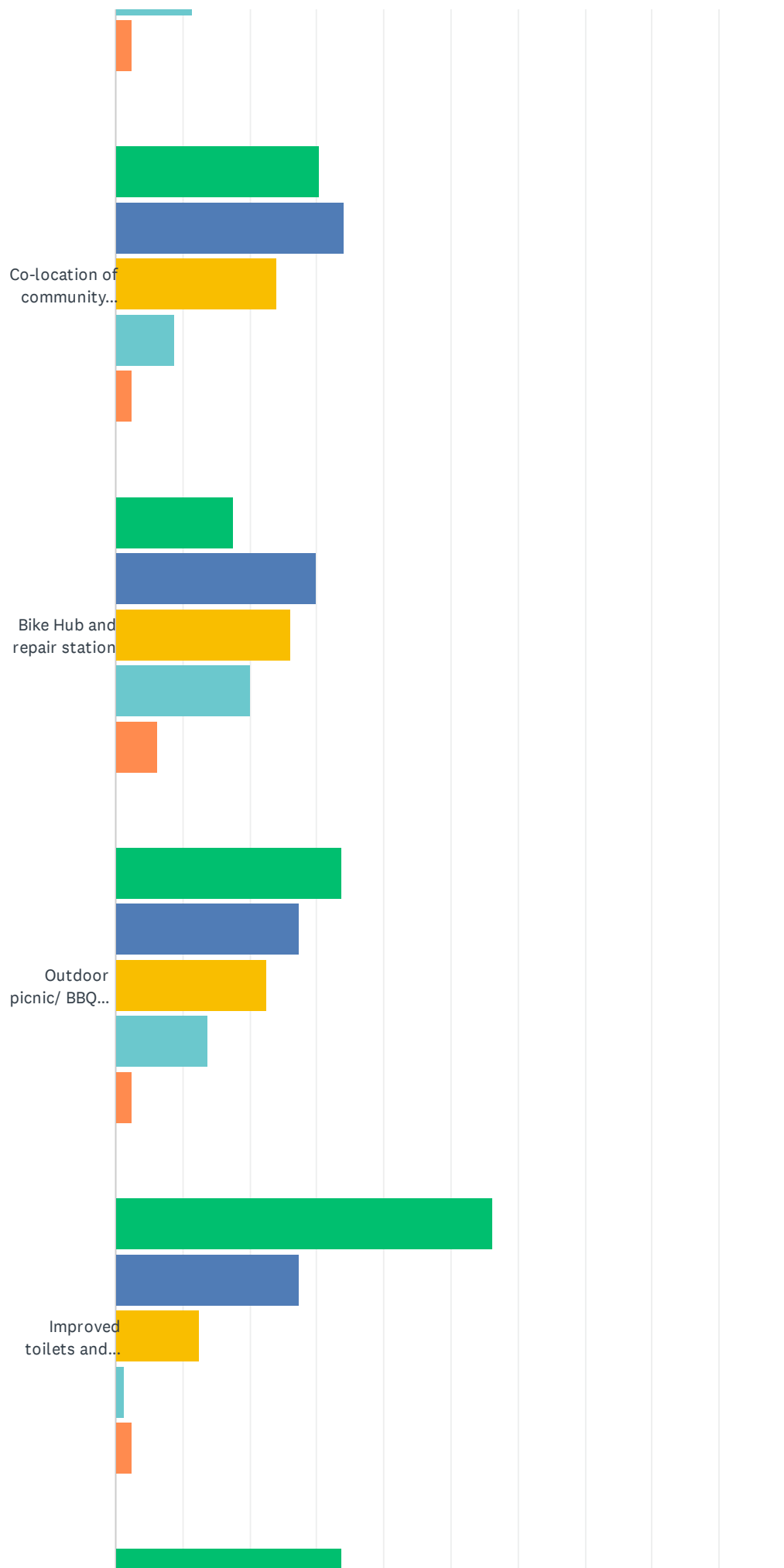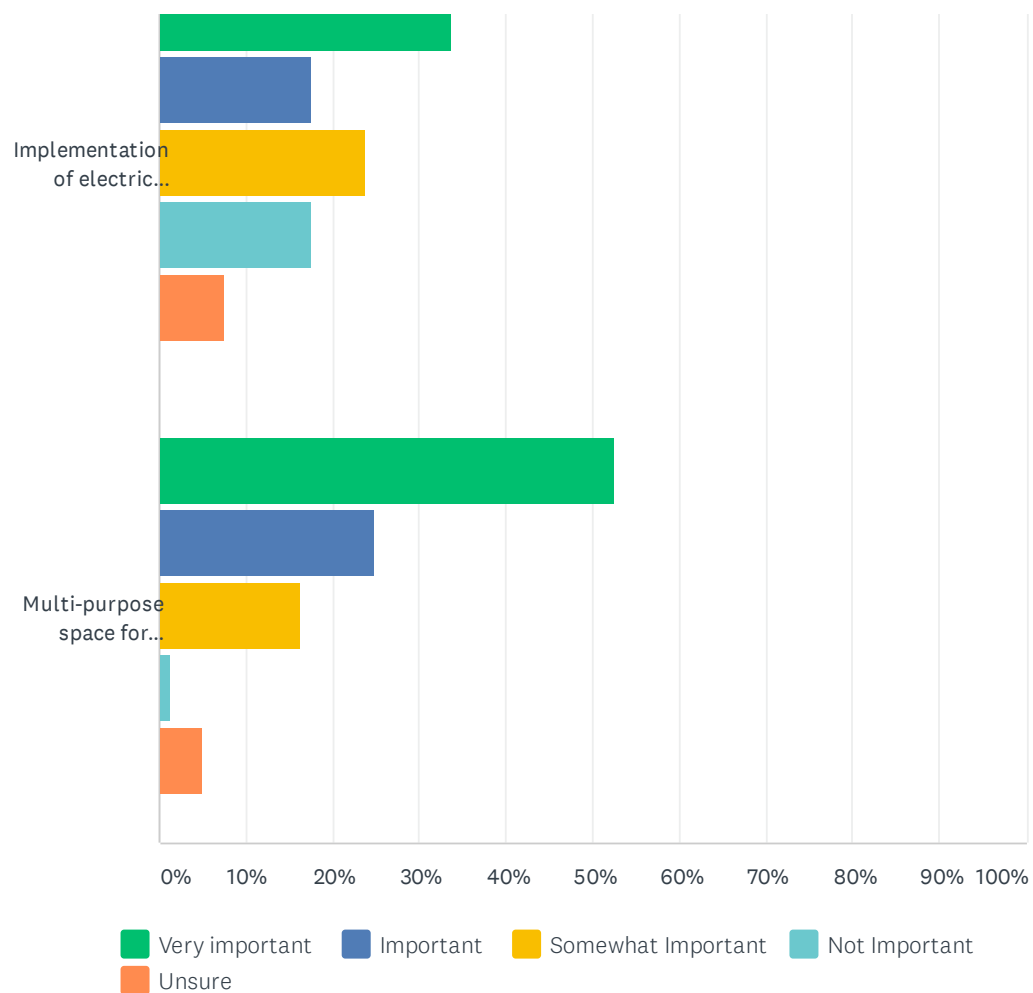
Have your say - Woodend Community Centre draft masterplan

	VERY IMPORTANT	IMPORTANT	SOMEWHAT IMPORTANT	NOT IMPORTANT	UNSURE	TOTAL	WEIGHTED AVERAGE
Improving pedestrian access and safety	72.15% 57	17.72% 14	6.33% 5	1.27% 1	2.53% 2	79	1.44
Improving access and connection to five mile creek trails	45.00% 36	33.75% 27	17.50% 14	1.25% 1	2.50% 2	80	1.82
Improved outdoor space for entertainment and events	58.75% 47	28.75% 23	8.75% 7	1.25% 1	2.50% 2	80	1.60
Greater recognition of Aboriginal cultural heritage	43.75% 35	21.25% 17	26.25% 21	6.25% 5	2.50% 2	80	2.02
Introduction of native gardens and landscaping	40.00% 32	25.00% 20	20.00% 16	11.25% 9	3.75% 3	80	2.14
Spaces for showcasing local talent	40.00% 32	30.00% 24	22.50% 18	3.75% 3	3.75% 3	80	2.01
Spaces for showcasing local produce	46.25% 37	25.00% 20	21.25% 17	5.00% 4	2.50% 2	80	1.93
Public art and civic presence	36.25% 29	32.50% 26	22.50% 18	6.25% 5	2.50% 2	80	2.06
An overall focus on sustainability	51.28% 40	23.08% 18	16.67% 13	6.41% 5	2.56% 2	78	1.86
Connecting farmers market to community centre facilities	49.37% 39	32.91% 26	12.66% 10	2.53% 2	2.53% 2	79	1.76
Areas for shade and shelter	60.26% 47	29.49% 23	6.41% 5	1.28% 1	2.56% 2	78	1.56
New and improved library and community centre	66.25% 53	25.00% 20	3.75% 3	2.50% 2	2.50% 2	80	1.50
Studio spaces and co-working spaces	25.64% 20	33.33% 26	26.92% 21	11.54% 9	2.56% 2	78	2.32
Co-location of community centre with library and visitors centre	30.38% 24	34.18% 27	24.05% 19	8.86% 7	2.53% 2	79	2.19
Bike Hub and repair station	17.50% 14	30.00% 24	26.25% 21	20.00% 16	6.25% 5	80	2.67
Outdoor picnic/ BBQ spaces	33.75% 27	27.50% 22	22.50% 18	13.75% 11	2.50% 2	80	2.24
Improved toilets and access	56.25% 45	27.50% 22	12.50% 10	1.25% 1	2.50% 2	80	1.66
Implementation of electric vehicle charging stations	33.75% 27	17.50% 14	23.75% 19	17.50% 14	7.50% 6	80	2.48
Multi-purpose space for outdoor events	52.50% 42	25.00% 20	16.25% 13	1.25% 1	5.00% 4	80	1.81

Q7 The following indoor spaces are included in the Masterplan. Do you think that they will help create a vibrant "Community Living Room"?

Answered: 79   Skipped: 6

Have your say - Woodend Community Centre draft masterplan
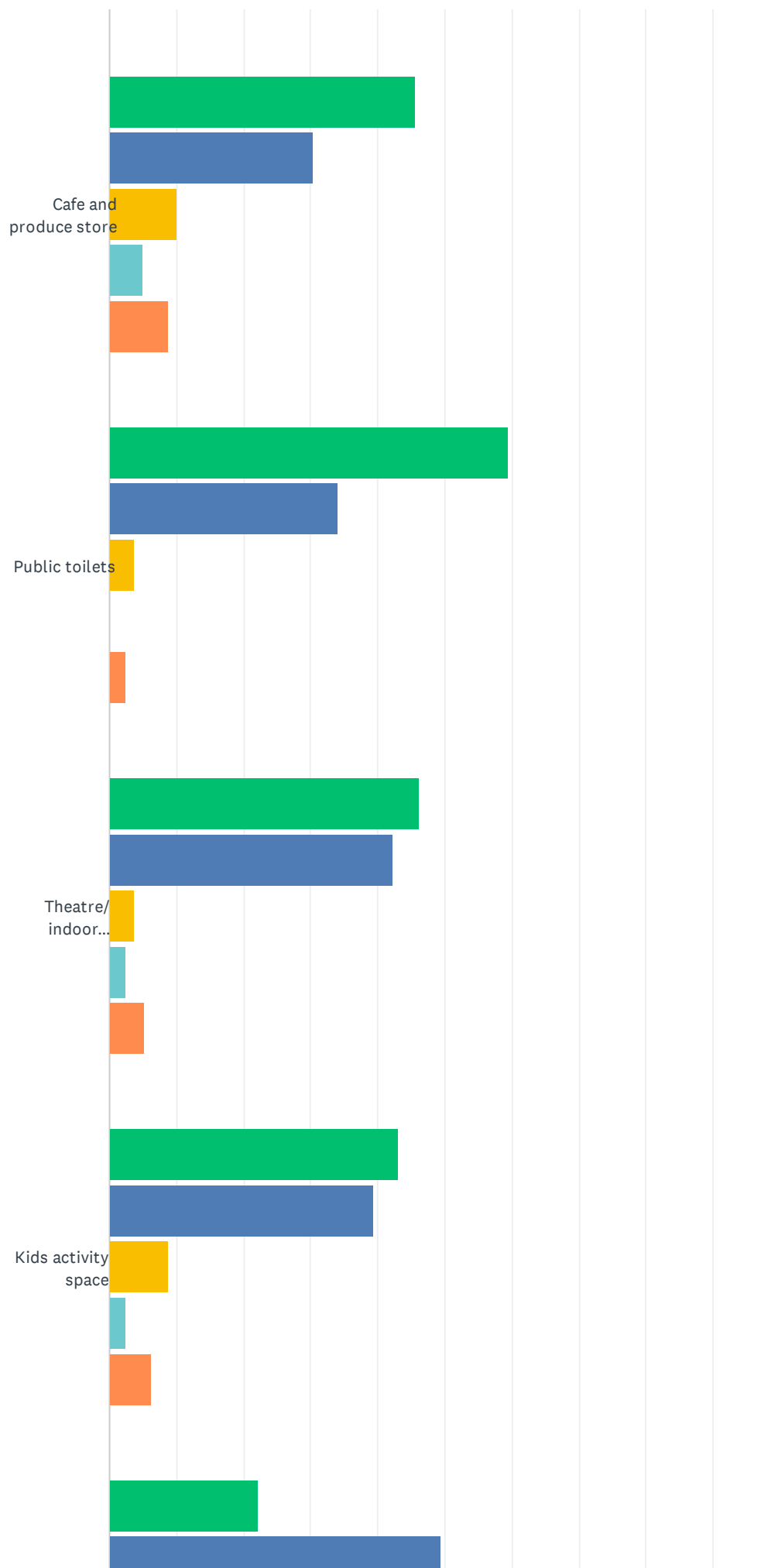
Cafe and produce store
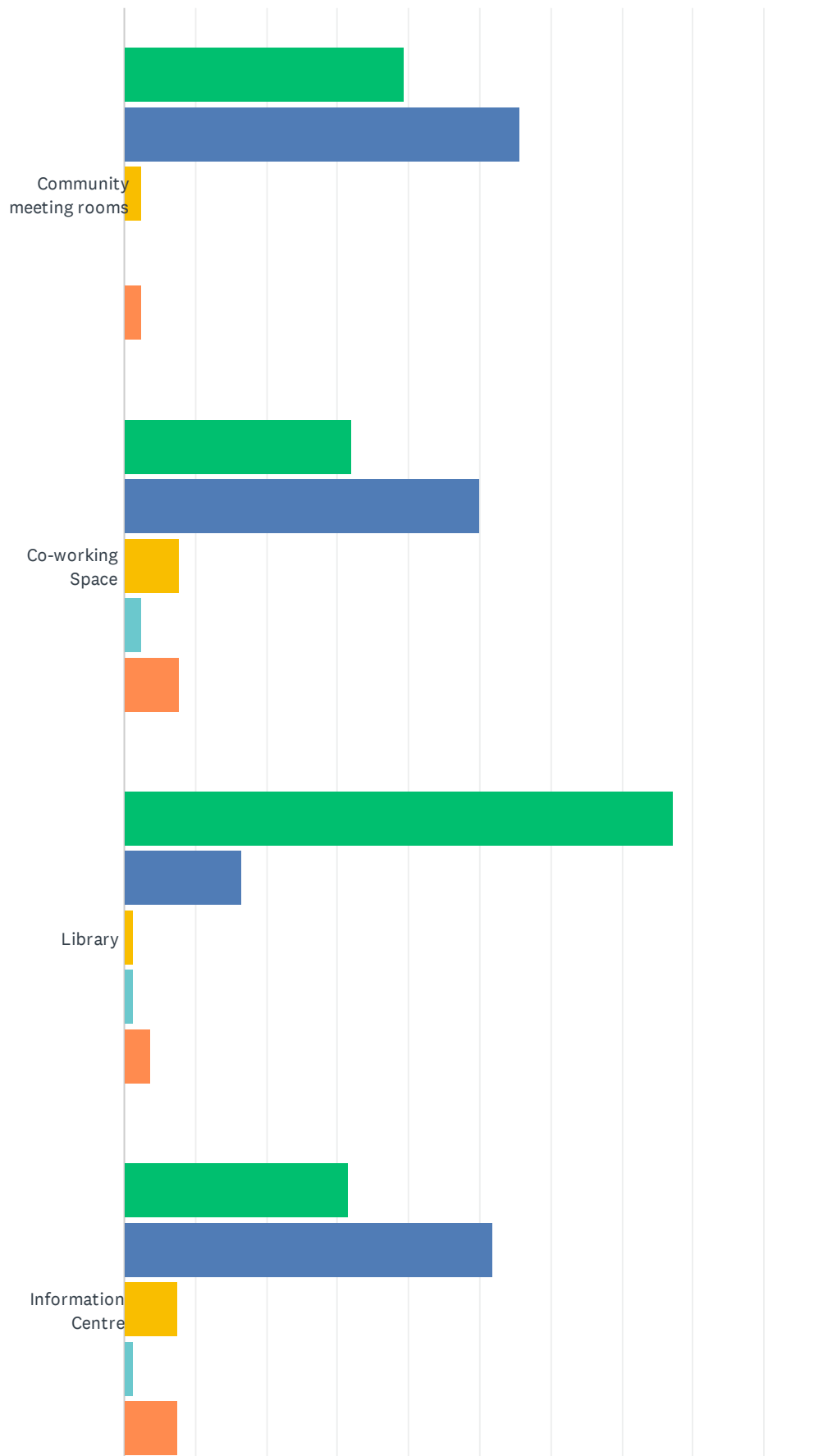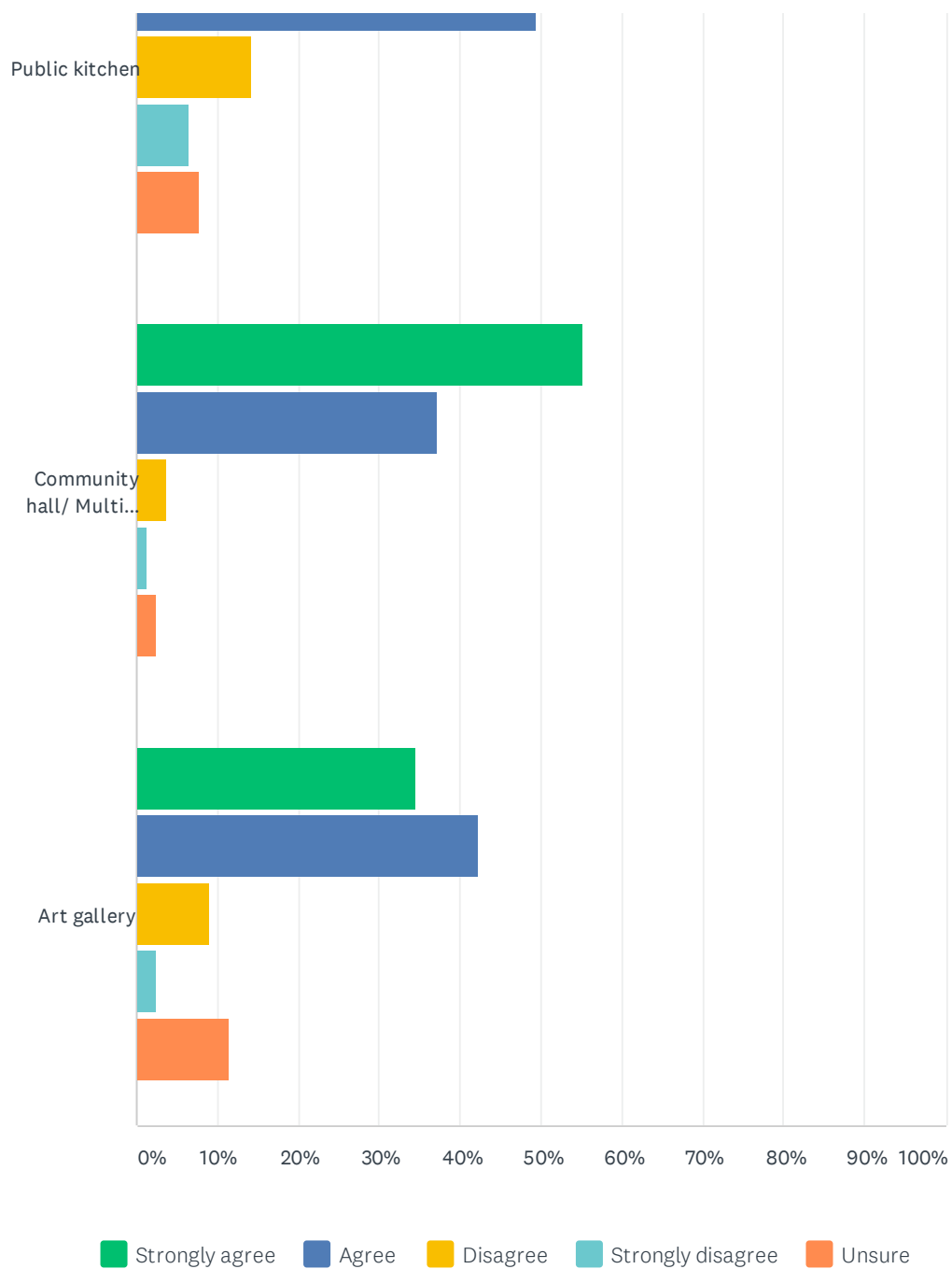
Public toilets

Theatre/ indoor...

Kids activity space

Have your say - Woodend Community Centre draft masterplan

Legend:
- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Unsure

Have your say - Woodend Community Centre draft masterplan

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	UNSURE	TOTAL
Community meeting rooms	39.24% 31	55.70% 44	2.53% 2	0.00% 0	2.53% 2	79
Co-working Space	32.05% 25	50.00% 39	7.69% 6	2.56% 2	7.69% 6	78
Library	77.22% 61	16.46% 13	1.27% 1	1.27% 1	3.80% 3	79
Information Centre	31.65% 25	51.90% 41	7.59% 6	1.27% 1	7.59% 6	79
Cafe and produce store	45.57% 36	30.38% 24	10.13% 8	5.06% 4	8.86% 7	79
Public toilets	59.49% 47	34.18% 27	3.80% 3	0.00% 0	2.53% 2	79
Theatre/ indoor performance space	46.15% 36	42.31% 33	3.85% 3	2.56% 2	5.13% 4	78
Kids activity space	43.04% 34	39.24% 31	8.86% 7	2.53% 2	6.33% 5	79
Public kitchen	22.08% 17	49.35% 38	14.29% 11	6.49% 5	7.79% 6	77
Community hall/ Multi purpose event space (lectures/ seminars)	55.13% 43	37.18% 29	3.85% 3	1.28% 1	2.56% 2	78
Art gallery	34.62% 27	42.31% 33	8.97% 7	2.56% 2	11.54% 9	78

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	UNSURE	TOTAL

Q8 As per Q7, are there any other spaces you think should be considered?

Answered: 41   Skipped: 44
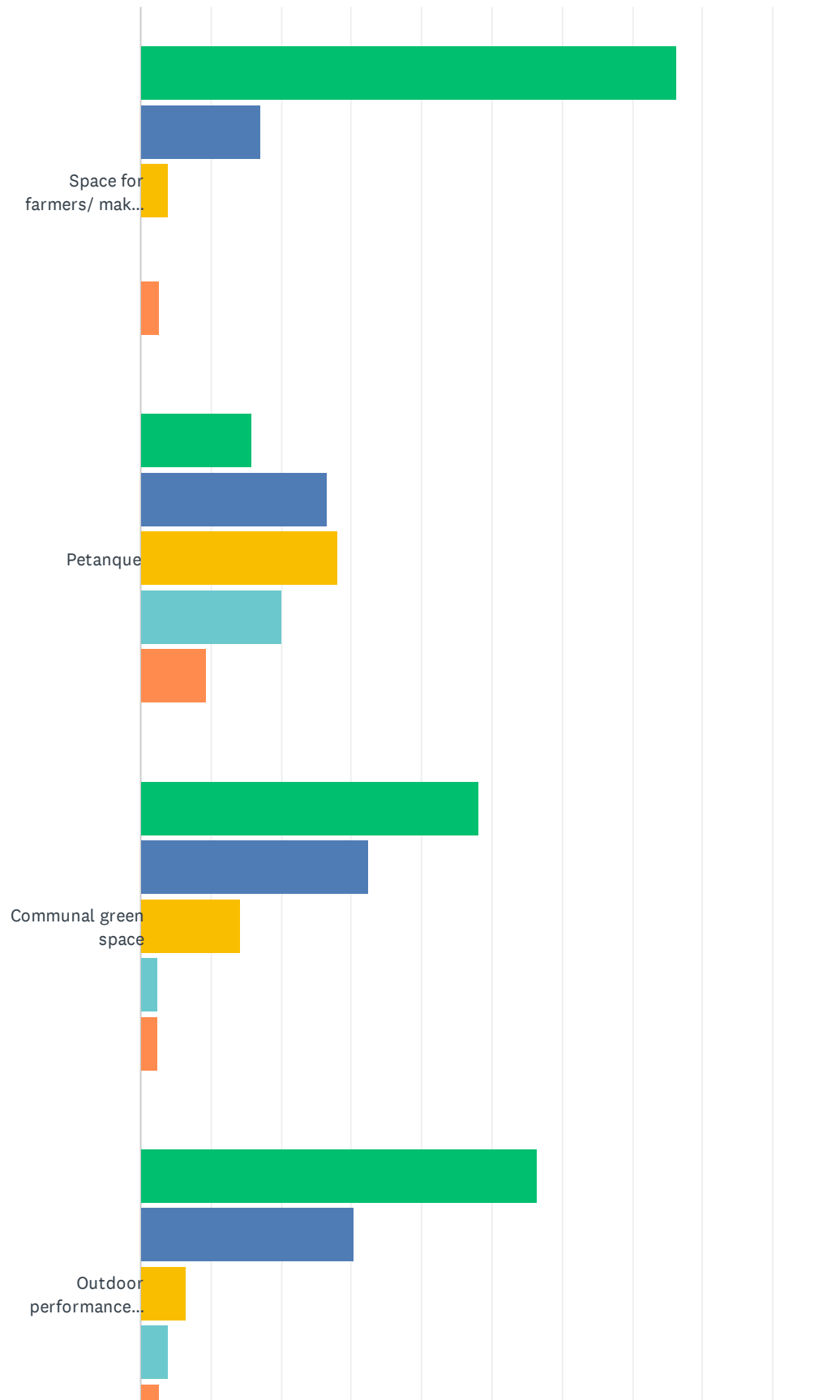
#	RESPONSES	DATE
1	covered outdoor market	3/17/2021 9:25 PM
2	It has previously been proposed to include a European style covered market space for the farmer's market. I think this would be a unique addition to the proposal, it would be both architecturally interesting and function, and would be something special for Woodend (and well suited to rainy, cold market mornings at least 6 mths of the year)	3/17/2021 8:52 PM
3	Library:- 1. more quiet spaces. 2. More computer spaces with adjustable chairs	3/17/2021 11:26 AM
4	As woodend is growing so fast, ensure the hall is big enough for well into the future	3/17/2021 11:20 AM
5	If you got even half of the above built it would be better than what currently exists	3/17/2021 10:53 AM
6	Leave the info centre and outdoor toilets as is and focus on the area bound by Margery Cresent. Is this a facility primarily for locals or tourists? I would say locals. There is a huge playground almost across the road so no need for another but maybe better access between the two locations. This space should have usable outdoor spaces and utilise trees for shade in summer/sunshine in winter	3/17/2021 10:44 AM
7	A cafe to make the most of the creek view	3/17/2021 10:34 AM
8	There should definately be space for a council service desk allowing residents to make face to face contact with a Shire representative/worker. Without this many residents - particularly older residents - will need to travel to Kyneton or Gisborne to deal with Council for rate payments/complaints/praise etc.. Internet and phone are not always the answer for many residents!!!! - especially with poor internet/mobile reception available here!!!	3/17/2021 10:20 AM
9	Skate ramp and areas for youth to 'hang out' together. Kids need space just to be themselves without parents hanging around. We need to allocate this space - not as an after thought!! - But as an inclusive area. Ask them what they want/need, get them involved if possible (and not just the 'good'kids, the tricky kids are vital to success of the whole concept!!!	3/17/2021 9:53 AM
10	I am concerned that there needs to be a kitchen prioritised that can facilitate a proposed large cookup for community access to regular shared meals	3/15/2021 7:40 PM
11	Sufficient room for 'meeting spaces' to allow for small and large events. This could include Council meetings, conferences, poetry readings, plays, other public events. We also need flexibility, to be able to create space for smaller group meetings as an extension of the Neighbourhood House.	3/15/2021 4:50 PM
12	Informal study working space for students and business travellers - just a few libary tables with power. Plus a bookable dedicated private space for formal Zoom meetings. Study space for kids with nowhere quiet to study at home, like Hume Global Learning Centre, Broadmeadows (or Sunbury). History museum (like Sunbury Global learning centre, inc non-colonial history).	3/15/2021 2:59 PM
13	Ensure adequate size and back stage and lighting etc for a performance space. Need to consider youth spaces in and outside including youth art spaces. Design is important that welcomes rather than discourages people enjoy. Casual spaces to meet inside as it is often too cold outside to meet.	3/15/2021 10:49 AM
14	Perhaps community hall and theatre/indoor performing space could be the same generous interior space. Unsure of "Art gallery". Focus? Private? Public? Depends on detail.	3/13/2021 4:51 PM
15	No	3/13/2021 12:54 PM
16	Recording studio, music rehearsal space, better skate park	3/11/2021 4:10 PM
17	Community, and Community Group, noticeboards	3/10/2021 12:28 AM
18	Indoor outdoor cafe to sit down, not just a kiosk	3/9/2021 10:41 PM

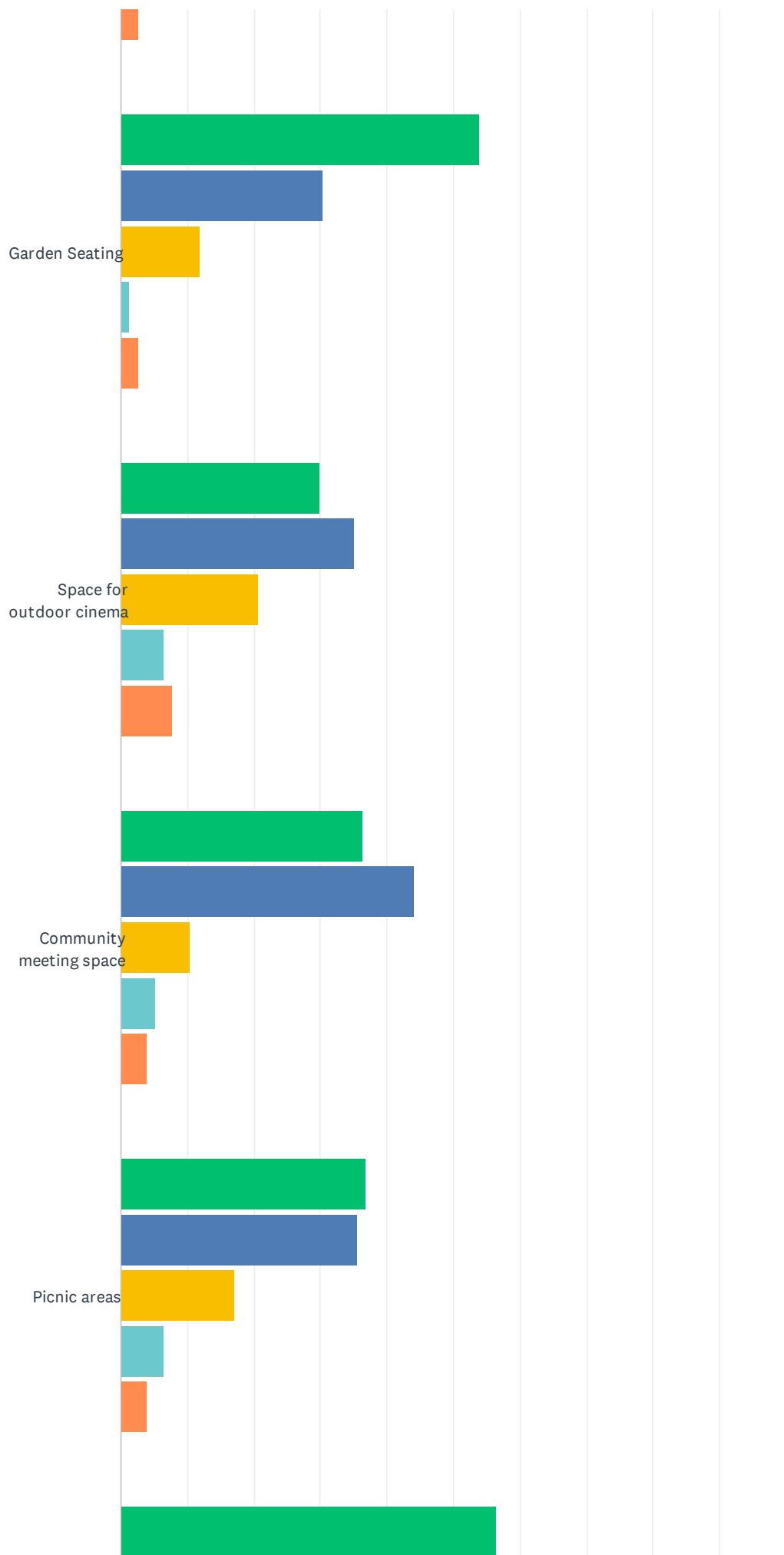| 19	Activities/spaces for teenagers. One large open space that is big enough for outdoor concerts, cinema, markets etc.	3/8/2021 10:05 PM
20	Farmers Market doesn't get a mention	3/8/2021 7:07 PM
21	Vehicles travel a 5km	3/8/2021 4:10 PM
22	-Overflow external spaces for the indoor performance space. Be good if the Performance space could open out further to a wider access to the north facing Market space. -Couldn't see on the masterplan where the new Art exhibition space is located. Important to include or make provision for the Performance space to be setup for such multi use (including suitable exhibition lighting and sound system) -Native garden space in the civic plaza may encroach on the accessible public space and limit overflow possibilities from the performance space etc. -Important that the walls surrounding the civic plaza are permeable with large openings to the north facing market space. -Presuming sites 3,4,5,6,7 are a coherent flow through library space that enables visitors to access north facing views through the building. - Indoor Performance Space could be larger if Kiosk Produce store are removed. The later seem unnecessary and exclusive given the nearby cafes in High st. and the monthly Farmers market use of the site.	3/7/2021 10:50 AM
23	Possibly soundproofed rooms for music development/practise - providing something for the teenage to young adult demographic. Youth activities space - table tennis/pool etc.	3/5/2021 5:20 PM
24	parents room, reading space/games lounge,	3/2/2021 1:30 PM
25	On the March 2021 edition of The Woodend Star the artists impression indicates a feeling of a women and small children only precinct, Its an ideal opportunity to make this regional town incredible vibrant. Include more men in the decision making.	3/1/2021 4:15 PM
26	Given the importance of recognizing the culture and continuing custodianship of the land by local First Nations people, it is surprising that the "native garden" is such a token. A space for healing and connection designed by a first nations landscape designer would be much more appropriate	2/25/2021 3:18 PM
27	The tennis club and associated car parking appears to have been ignored.	2/24/2021 9:26 PM
28	Cellar door for local wineries, distilleries and breweries. Area for a few food trucks to setup on multiple nights during the week. Life performance space to encourage bands to perform.	2/24/2021 4:16 PM
29	Sensory spaces indoor and sensory gardens. Parents rooms for nappy changing and breastfeeding.	2/23/2021 9:20 PM
30	Cinema	2/23/2021 8:13 PM
31	No	2/23/2021 3:20 PM
32	I think it would be good to have a well sound-proofed room to allow young musicians to have band practices – to be able to book a room that has a vocal PA and some equipment to encourage bands and music development.	2/22/2021 9:23 AM
33	Somewhere connected to the skate park youth can hang out	2/22/2021 9:22 AM
34	Recording/sound studio for radio/podcast development	2/17/2021 10:19 PM
35	Gym!	2/17/2021 9:40 PM
36	Unsure	2/17/2021 4:19 PM
37	Having cupboard space for Meeting Rooms for those groups that use it regularly and a small kitchen attached for a cuppa for said groups.	2/17/2021 12:54 PM
38	I think you've covered most	2/17/2021 12:38 PM
39	I find it astounding that the Skate Park is not included in the upgrades. How are the needs of our pre-teens and teenagers addressed by the MRSC. The community has asked for an upgrade to the Skate Park for years, yet the master plan completely fails to provide any upgrades to it. Instead wants to spend money building infastructure that sends the kids indoors instead of outdoors. Massive fail.	2/17/2021 12:01 PM
40	Anything kid friendly	2/17/2021 10:48 AM
41	Social enterprises and further opportunities for those with disability or health conditions to be included	2/15/2021 2:55 PM

Q9 These are some of the outdoor spaces that have been suggested for the Woodend Community Centre. Would you consider these spaces as valuable contributions to a vibrant "Community Living Room"?
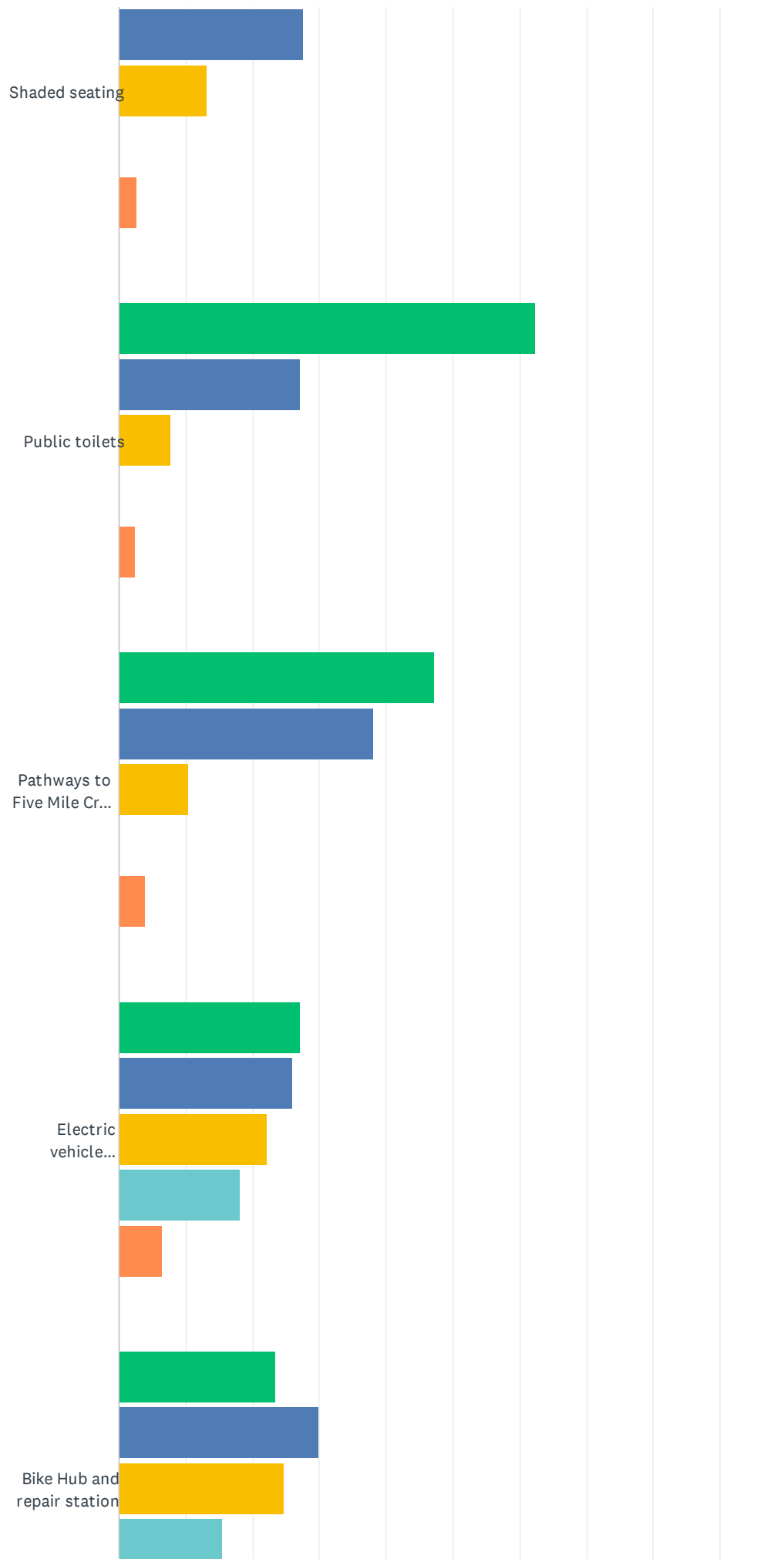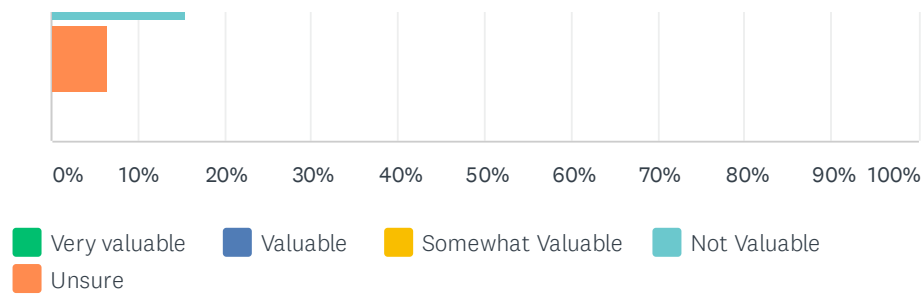
Answered: 77   Skipped: 8

Garden Seating

Space for
outdoor cinema

Community
meeting space

Picnic areas

Have your say - Woodend Community Centre draft masterplan

Shaded seating

Public toilets

Pathways to
Five Mile Cr...

Electric
vehicle...

Bike Hub and
repair station

Have your say - Woodend Community Centre draft masterplan

	VERY VALUABLE	VALUABLE	SOMEWHAT VALUABLE	NOT VALUABLE	UNSURE	TOTAL	WEIGHTED AVERAGE
Space for farmers/ makers market	76.32% 58	17.11% 13	3.95% 3	0.00% 0	2.63% 2	76	1.36
Petanque	16.00% 12	26.67% 20	28.00% 21	20.00% 15	9.33% 7	75	2.80
Communal green space	48.05% 37	32.47% 25	14.29% 11	2.60% 2	2.60% 2	77	1.79
Outdoor performance space for events/ festivals	56.58% 43	30.26% 23	6.58% 5	3.95% 3	2.63% 2	76	1.66
Garden Seating	53.95% 41	30.26% 23	11.84% 9	1.32% 1	2.63% 2	76	1.68
Space for outdoor cinema	29.87% 23	35.06% 27	20.78% 16	6.49% 5	7.79% 6	77	2.27
Community meeting space	36.36% 28	44.16% 34	10.39% 8	5.19% 4	3.90% 3	77	1.96
Picnic areas	36.84% 28	35.53% 27	17.11% 13	6.58% 5	3.95% 3	76	2.05
Shaded seating	56.58% 43	27.63% 21	13.16% 10	0.00% 0	2.63% 2	76	1.64
Public toilets	62.34% 48	27.27% 21	7.79% 6	0.00% 0	2.60% 2	77	1.53
Pathways to Five Mile Creek trail	47.37% 36	38.16% 29	10.53% 8	0.00% 0	3.95% 3	76	1.75
Electric vehicle charging station	27.27% 21	25.97% 20	22.08% 17	18.18% 14	6.49% 5	77	2.51
Bike Hub and repair station	23.38% 18	29.87% 23	24.68% 19	15.58% 12	6.49% 5	77	2.52

Q10 As per Q9, Are there any other spaces you think should be considered?

Answered: 36   Skipped: 49

#	RESPONSES	DATE
1	Please see above comments on a semi-covered market hall / space as a unique feature for Woodend	3/17/2021 8:53 PM
2	seating along the creek	3/17/2021 11:27 AM
3	Petanque seems pretty niche when there is an underused bowling club across the road. Prefer space to be communal	3/17/2021 10:55 AM
4	Look at what facilities are missing in town and try to include these. I like the idea of an outdoor market/meeting/concert space	3/17/2021 10:45 AM
5	The availability of a park/garden/picnic space in the heart of town is a valuable asset. Brings many visitors/families to visit our town	3/17/2021 10:28 AM
6	Pathway to Five Mile Creek leading to the children's park. "adventure trail' of attractive/decorated bollards to lead families under the old stone bridge, past the toilet block and across the bridge creek over to the children's park. Crossing High Street must be safe. Bollards may be local historical figures? Sponsored by local schools, service clubs etc?	3/17/2021 9:56 AM
7	Some of the above options have been graded down as they don't necessarily need to be within this site, could be integrated (e.g. toilets) or on adjoining land.	3/15/2021 4:51 PM
8	Strong links to existing , and picnic sheltered facilities, to relieve pressure on Children's Park to act as a picnic ground rather than a short stay playground. The complete absence of recognition of the Children's Park is a major omission in the draft master plan.	3/15/2021 3:03 PM
9	Better access and linkages across High St. The under bridge path is underwater almost half the year. Safer access across Forest St. Current location of crossing point unsafe as too close to much turning traffic. I see many people trying to cross High St with young children and often near misses. Water fountains and dog water. It's essential the council involves the community, through the steering group, in project briefs, design and over all project. If not involved the risk is that there is limited trust of council and the risk of council misreading what the community is seeking from this really important project	3/15/2021 10:52 AM
10	No, too many dedicated spaces and too much trendy infrastructure will overcrowd the site and detract from the architectural design and natural beauty of the place.	3/13/2021 4:55 PM
11	Larger car parking for caravans	3/13/2021 12:55 PM
12	Improved / cutting edge skate park	3/11/2021 4:12 PM
13	Interface with pool and other sports facilities should be revised as part of this masterplan. A substantial amount of existing parking will be removed with this plan - with increased visitor numbers more thought needs to be put into parking strategy	3/11/2021 1:02 PM
14	Space for the "Wash Against Waste" trailer, or a permanent wash function facility. Perhaps a kiosk/ servery facing the outdoor space (as opposed to the cafe proposed in the master plan)	3/10/2021 12:31 AM
15	Park bench style seating scattered about the open areas, including nearby petanque pitch.	3/9/2021 11:26 AM
16	Outdoor areas that can be covered in winter's rain but can also receive sun. Shade in summer is also important. I think the visitor's centre shouldn't be part of this. Leave the visitor's centre where it is. Similarly, a cafe is not needed as there are so many on the Main Street.	3/8/2021 10:24 PM
17	-Exterior art exhibition spaces with provision of power supply. -Exterior amphitheatre for theatre productions, storytelling, smaller gatherings. Gathering space for Primary school excursions. This site could also provide a space for the Indigenous history of the area to be manifest through outdoor activities, sculptural site, or other visual references to the history of the area. -Some documentation to the development of Woodend as a town since the colonial period.	3/7/2021 10:59 AM

18	? Community vege garden.	3/5/2021 5:24 PM
19	a number of the items listed above can all share the same space, and don't need a separate designated area - for example, picnic area, community meeting space - and, outdoor performance space, outdoor cinema space. Consider farmers market layout, and how flexible the future arrangement of that might be.	3/2/2021 1:33 PM
20	Urquhart St, should be better utilised and developed for community purpose.	3/1/2021 4:17 PM
21	Given that over 80% of respondednt indicated they came to the space for the Farmers market, I am concerned that there is not a clear space for this to be accommodated. The "market" space on the plans is significantly smaller than the area the market currently occupies and would in no way be covid safe	2/25/2021 3:20 PM
22	I believe council should make every effort to use the fire track area for parking as people already park all over on market days. I think the adjoining flood prone blocks should be purchased for additional community centre/sports ground/Hanging Rock shuttle parking, heavily interspersed with "Botanical garden" plantings and picnic spots. This site should be in public hands.	2/25/2021 12:49 PM
23	The tennis club and associated car parking.	2/24/2021 9:28 PM
24	A youth centre Things that encourage tourism and live performances	2/24/2021 4:17 PM
25	Play area/equipment for children	2/23/2021 8:20 PM
26	No	2/23/2021 3:21 PM
27	A paved courtyard would be better than native gardens, gardens require a lot of upkeep to look good and there's plenty of garden along the creek. Something like a fed square area would be good. Newman town centre was mentioned in the plan, which is a fairly good example, and while Newman isn't used that much because of the makeup of the town, Woodend could really embrace an outdoor element to a cultural and town hub.	2/22/2021 4:54 PM
28	LOVE the bike hub suggestion! Anything to support and promote cycling in our region is going to be amazingly helpful to wellbeing and the tourism economy!	2/22/2021 9:25 AM
29	Skate park revitalised - current one is out of date and not aesthetically pleasing .	2/21/2021 10:16 PM
30	Podcast studio	2/17/2021 10:21 PM
31	Gym	2/17/2021 9:41 PM
32	No	2/17/2021 4:20 PM
33	Not local grasses - attracts snakes	2/17/2021 12:56 PM
34	You've covered most	2/17/2021 12:39 PM
35	Upgrade the skate park	2/17/2021 12:02 PM
36	If Petanque were to be included in this space for use by WHRPC a far larger space than this plan allows is needed what is proposed is ridiculously small for purpose and is therefore of little or no value to the community	2/16/2021 10:17 AM

Q11 Are there any additional opportunities that you think should be considered for the Woodend Community Centre? (Please keep your answer to 25 words or less)

Answered: 46   Skipped: 39

#	RESPONSES	DATE
1	I would like there to be a badminton class/club/team	3/17/2021 11:21 AM
2	Mian gap in services is for teens and early twenties for a space they could use and meet up. Listen to their thoughts and feedback too please!!!!	3/17/2021 10:56 AM
3	Leave the cafes and shops to the commercial enterprises along High STreet. Make this largely free community hub where people can come together in the centre of town for events/markets/outdoor cinema/festivals etc...	3/17/2021 10:46 AM
4	upgrade the skate park, safe access from community hub	3/17/2021 10:35 AM
5	There should be a council service area to allow face to face contact!!!! and to allow return of surveys!!!	3/17/2021 10:29 AM
6	we will need rubbish bins and waste fountains. Dog poo bags (someone always forgets!!) - Community notice boards are vital if this area is to be Woodend's Hub. A public notice board for health messages, safe sex, respect, where to go for help etc.... A big party for everyone when it opens. Involve the schools, encourage 'ownership' and pride in this space. Let's make this a truly Community Hub and involve all age groups & ethnicities - especially our Aboriginal history - both positive and sad - depression etc....	3/17/2021 10:00 AM
7	I have been working toward a proposal to use the current kitchen/dining space for community charitable and accessible meals on a regular basis so am concerned with future kitchen and dining facility to accommodate such a proposal. Thank you.	3/15/2021 7:43 PM
8	Consider combining outcomes with the community concept plan as it provides more detail about what could happen on this site.	3/15/2021 4:52 PM
9	Delete Petanque pitch, this is now housed at racecourse. Delete town wall, replace with timber post and rail fence plus plants, like east boundary of Children's Park. Include a covered veranda (with solar panels) along all external walls of the buildings to serve as market stalls, picnic shelter, busker shelter, quiet space. Relocate native gardens to adjacent parkland, keep the "paddock" as one open space, easy to supervise children.	3/15/2021 3:16 PM
10	I was disappointed the scope of the master plan did not allow for a the bigger precinct. Planning in isolation to the pool, tennis court, community hub is poor. Parking and traffic management issues need much better consideration and planning. More consideration of pedestrian access. The town wall concept concerns me. It seems to set a barrier rather than build an open, welcoming and accessible site.	3/15/2021 10:52 AM
11	Can the "theatre" be large enough, with excellent acoustics? Vital for signature events such as the Woodend WInter Arts Festival! Has WWAF been consulted?	3/13/2021 5:00 PM
12	It would be good to get it happening soon so my friends and I can benefit, including a tech shop where we can work on stuff	3/11/2021 4:14 PM
13	Function as a centre for community resilience. See the Living Building Challenge criteria and my separate submission for more info.	3/10/2021 12:32 AM
14	1) connections to surrounding swimming pool, info centre, five mile creek, tennis court, permaculture garden behind Neighbourhood centre. 2) Close off Margery Court for cars and provide clear main bike/foot path bw foot bridge - Bourkies and Neighbourhood House	3/9/2021 10:45 PM
15	Community training and education centre	3/9/2021 8:24 PM
16	Provision for 70 seater school bus pick up and drop off Better link to pool Improved Skate park facilities. Space for food vans to operate - utilises the space better in the evening.	3/9/2021 11:14 AM
17	If this is an area for Woodend residents an indoor/outdoor space for large gatherings is required. It must be flexible to adapt to Woodend's weather extremes.	3/8/2021 10:24 PM

18	Pedestrians should have say of the road - cars and all vehicles must travel less than 5km. Kids should be able to run all over the space freely!	3/8/2021 4:12 PM
19	Predominantly its focus is to provide a space for community to evolve. Its development should not be in the hands of an exclusive group that do not reflect the general hopes of the local community. I sense the previous group who initially begun the proposal in 2016 were not reflective or inclusive of the wider Woodend Community. To promote community the Community Centre needs to have a clear educational focus that provides opportunity for dialogue and exploration of critical issues facing the community, e.g.: - fostering resilience within the community in preparation for bushfire recovery, flooding etc. So engaging the community in ways that form them into a more cohesive and aware group, conscious of their neighbours. - provide opportunities for younger people to engage with community activities that connect them with the town. - Guest lecture program opening forums to discuss critical issues: *Climate Change, *Fostering community, *Sustainable land usage, *Changing work situation with many residents working online within the community. *Community outreach possibilities	3/7/2021 11:19 AM
20	Leave it as it is	3/7/2021 8:34 AM
21	Do not underestimate the value of a Visitor Information Centre that is able to interact with people, 7 days a week. There is great value in having local volunteers who know the area and not just static display or touchscreens. To be able to successfully do this, the Visitor information Centre needs to be larger than the allocated area in this draft plan. Please consult tourism staff and volunteers about this.	3/6/2021 3:15 PM
22	Consider the impact on local organisations such as Woodend neighbourhood house as they already provide community spaces. Also consider the impact on local businesses such as cafes/ providers of local produce, which some local businesses already do. I'm not convinced we need a caffe at the location.	3/5/2021 7:18 PM
23	Ensure water filling station encouraging BYO bottle and clear recycling facilities - bins.	3/5/2021 5:25 PM
24	inclusion of flexible spaces, openable/changeable room sizes/dividers, etc - maybe permanent/temporal gallery spaces/natural history - maybe month by month local exhibitions	3/2/2021 1:37 PM
25	/	3/1/2021 4:17 PM
26	Given the importance of recognizing the culture and continuing custodianship of the land by local First Nations people, it is surprising that the "native garden" is such a token. A space for healing and connection designed by a first nations landscape designer would be much more appropriate	2/25/2021 3:20 PM
27	I feel old when I see "modern" buildings like the library etc. built and pulled down in such a short time. Even your document repeatedly shows the Mechanics Institute as a major attraction whereas "modern" buildings rarely achieve this kind of appeal. Hopefully the new buildings will be built to last and develop historic appeal to future generations.	2/25/2021 12:54 PM
28	No consultation appears to have occurred with the tennis club, what impact will the decrease in car parking have?	2/24/2021 9:31 PM
29	A food truck area. A youth centre. A band performance space.	2/24/2021 4:18 PM
30	Something for young people/adolescents. Not sure what exactly that would be, but I know we need more opportunities and spaces for them to be. Outdoor places for them to congregate / hang out in small groups undercover, where there is no expectation to spend money or move along. Safe activities for them to do in the evening with friends that is not drinking in parks - a cinema?	2/23/2021 8:26 PM
31	No	2/23/2021 3:21 PM
32	Concern that the indoor theatre space is not large enough. To be really versatile it should be able to host around 200 people.	2/23/2021 3:07 PM
33	Just need to focus on meeting the main objectives for the site, don't try to do too much. In fact if it was left as just a market space with an improved library building, visitor info, and performance space that would be plenty.	2/22/2021 4:55 PM
34	I think supporting a space that brings our community together, in a time where division is finding enormous leverage in our world, is a brilliant thing.	2/22/2021 9:27 AM
35	Solar panels - to heat adjacent pool and electric car charge units. Homage to Aboriginal history - Woodend area is significant to three clans of the Kulin Nation. Beautiful masterplan concept so far.	2/21/2021 10:23 PM

36	Ceramic studio /workshio	2/17/2021 10:34 PM
37	A gym	2/17/2021 9:41 PM
38	I think it looks great and would support it in its current form.	2/17/2021 4:21 PM
39	Occasional care!	2/17/2021 1:38 PM
40	That the Elderly are cattered for - bus stops closer to meeting rooms.	2/17/2021 12:57 PM
41	I'm leaving it to you professionals. You seem to have covered most	2/17/2021 12:39 PM
42	Create a vibrant outdoor skate/scooter/skateboard park for the community. Encourage outdoor activities. This is part of the area don't ignore it.	2/17/2021 12:03 PM
43	Plenty of rubbish/recycling bins; if it is to remain dog-on-leash plenty of poo bags etc; would also like plentiful outdoor water bubblers	2/17/2021 11:25 AM
44	Linkage (via signposting, proximity, coordination, corridors, cooperation, synergistic events) to other community facilities	2/15/2021 4:51 PM
45	Volunteering hub	2/15/2021 4:25 PM
46	Improved healthy by design living principles, to encourage different use of the site and creating a sense of community and pride for Woodend residents and visitors to the region	2/15/2021 2:57 PM

APPENDIX E
WCC BUSINESS CASE REPORT

urban planning
economics+tourism
enterprise

WOODEND COMMUNITY CENTRE REDEVELOPMENT

BUSINESS CASE

FOR PUBLIC REALM LAB ON BEHALF OF MACEDON RANGES SHIRE | APRIL 2021

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CONTENTS

TABLES

ACRONYMS

ABS	Australian Bureau of Statistics
IVS	International Visitor Survey
MRSC	Macedon Ranges Shire Council
NVS	National Visitor Survey
TRA	Tourism Research Australia
VIC	Visitor Information Centre
VIS	Visitor Information Service
WCC	Woodend Community Centre

GLOSSARY

Benefit Cost Ratio	The BCR determines the overall benefits that a project or investment is likely to generate, relative to its costs. If a project has a BCR greater than 1, this suggests that the project will generate a positive financial impact, as the present value of the project benefits will exceed the present value of total costs (and vice versa).
Direct Impacts	The initial round of economic output, employment and household income generated by an economic activity.
Discount Rate	The discount rate is the percentage rate at which future values are reduced to bring them in line with today's values.
Domestic Day Trip Visitors	Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least four hours and do not spend a night away from home. Same day travel as part of overnight travel is excluded, as is routine travel such as commuting between work/school and home.
Domestic Overnight Visitors	Domestic overnight travel involves a stay away from home of at least one night, at a place at least 40 kilometres from home. Only includes those trips where the respondent is 15 years and over and away from home for less than 12 months.
Economic Output	Measures the gross revenue of goods and services produced by commercial organisations and gross expenditure by government agencies.
Indirect Impacts	The sum of production-induced effects and consumption-induced effects. Production induced effects are additional output, employment and household income resulting from re-spending by firms that receive payments from the sale of services to firms undertaking production. Consumption-induced effects are additional output, employment and household income resulting from re-spending by households that receive income from employment in direct and indirect activities.
International Visitors	Visitors to Australia that are currently an overseas resident, have been in Australia for less than 12 months and are aged 15 years or over. TRA does not capture any day trips undertaken by international visitors (only overnight trips). Therefore, international visitation is likely to be underrepresented in the data.
Net Present Value	The difference between the present value of income and the present value of expenditure over a period of time. A positive NPV indicates that the projected benefits generated by a project or investment exceeds the anticipated costs and is, therefore, likely to be of economic benefit (and vice versa).
Present Value	Reflects the current dollar value using a prescribed discount rate.

EXECUTIVE SUMMARY

Overview

Preparation of the Woodend Community Centre Master plan and Business Case has been driven by strong and ongoing community interest for a redeveloped Centre that meets the ever-changing needs of a growing community.

The Woodend Community Centre is an underutilised facility, limited by its existing infrastructure, facilities, and amenities. The Centre is an ageing piece of infrastructure and is no longer fit for purpose to meet contemporary community needs and respond to broader economic and tourism opportunities in Woodend and more broadly in Macedon Ranges Shire.

Occupying a prominent site in Woodend with a unique natural aspect, the redevelopment of the centre provides a unique opportunity to create a vibrant, inclusive and active civic hub for both community and visitors to enjoy.

This Business Case has been prepared to accompany the masterplan prepared by Public Realm Lab for the redevelopment of the Community Centre site.

Challenges and Problems Addressed by Investment

The redevelopment of the Woodend Community Centre will address a range of issues for the site, the community and Council, including:

- There is strong demand from the community for a facility that meets its changing needs and provides an inclusive, central civic space for residents and visitors to enjoy.
- The Library is the heartbeat of the Community Centre, however is not fit for purpose and is limited by scale and lack of flexibility.
- There are opportunities for improvement to service delivery across the precinct, including through co-location of the Library / Customer Service Centre with the Visitor Information Centre, which are currently separate.
- The Centre does not leverage existing economic strengths and support the capitalisation of tourism and economic opportunities.

- There is strong existing strategic support for development of the community centre.

The Investment Solution

Urban Enterprise recommended a number of key uses for the site and redevelopment through preparation of a Background and Opportunities Report (Draft, March 2020), based on the outcomes of consultation, research and strategic redevelopment considerations, which were used to inform the Woodend Community Centre Master plan. The Master plan, prepared by Public Realm Lab, includes the following key uses for the redevelopment:

- **Community Centre** - co-located Library, Customer Service Centre and Visitor Information Centre, including meeting rooms, space for co-working, study and lounge areas, a small café and flexible/multipurpose space.
- **Theatre / Performance Space** – including 150 seat capacity, foyer space for pre and post events, control room and back of house spaces. This space is proposed to be linked to a covered outdoor market square.
- **Outdoor Public Space** – including spaces for community use, gatherings and events.

There is potential for the Master plan to be delivered in one line or staged. The staging plan splits the development into two possible stages of development: Stage 1 being the Community Centre, and Stage 2 the Theatre / Performance Space and Outdoor Public Spaces.

Project Evaluation

Table 1 provides a summary of the results of the financial and economic assessment.

The redevelopment of the Community Centre site is expected to cost in the order of $8.5 million, based on a preliminary cost plan prepared by Urban Enterprise for the concept master plan.

The concept master plan provides for new income generating opportunities including hire of the multipurpose meeting rooms; hire/lease of co-working spaces; lease of the commercial café tenancy; and income generated through hire/operation of the theatre, performance and

multipurpose event space. Combined, it is estimated that these facilities could result in estimated income of approximately $235,323 (in first year of full operations).

The Library, Customer Service Centre and VIC component of the concept is estimated to incur annual operating expenditure of approximately $504,000 and the Theatre component of the concept masterplan is estimated to incur annual operating expenditure of approximately $298,500. This equates to a total estimated operating cost of $802,500 across both facilities.

Across these facilities, this results in an estimated net cost of $567,178 per annum, compared to the business as usual net operating cost of $387,791 per annum.

The estimates of operating expenditure are intended to provide an indication of the likely required scale of ongoing investment. Detailed business planning has not been undertaken in regard to potential operating models of the proposal, and in particular the Theatre space. Therefore these estimates should be treated as preliminary only.

The investment is expected to result in the creation of a number of benefits to the local economy, including:

- Library User Benefits of $1.4 million;
- Library Triggered Expenditure of $0.6 million;
- Event Visitor Expenditure Benefits of $1 million, including additional $0.6 million in expenditure from indoor theatre event visitors and $0.4 million expenditure from outdoor event visitors.
- Additional Expenditure of $0.5 million from existing Woodend Holiday and Business Visitors.

All projected costs and benefits have been included in a ten-year cash flow to determine the overall Return on Investment by calculating the Net Present Value (NPV) and Benefit Cost Ratio (BCR). If the project is delivered in one line, it is estimated to result in the following:

- NPV of $6.5 million and return a BCR of 1.58 at a discount rate of 7%.
- NPV of $9.0 million and return a BCR of 1.74 at a discount rate of 4%.

The results show that the project is economically sound, returning a BCR greater than 1.

If the project were split into stages, stage 1 is estimated to result in a BCR of 1.66 and a NPV of $4.3 million (at a discount rate of 7%), or a BCR of 1.81 (if a 4% discount rate is applied).

Stage 2 is estimated to result in a BCR of 1.48 and an NPV of $2.1 million (at a discount rate of 7%) or a BCR of 1.63 (if a 4% discount rate is applied).

T1. FINANCIAL SUMMARY

	Business as Usual	Concept Master Plan		
		Community Centre (Library, VIC and Customer Service) (Stage 1)	Theatre / Performance Space (Stage 2)	Total
Capital Cost		$4.95 million^	$3.55 million*	$8.5 million
Operating Results				
Estimated Income (year 1)	$19,706	$115,280	$120,043	$235,323
Estimated Expenditure (year 1)	($407,497)	($504,000)	($298,500)	($802,500)
Net Cost (year 1)	($387,791)	($388,720)	($178,458)	($567,178)
BCR and NPV				
BCR Discount Rate @ 7%	-	1.66	1.48	1.58
BCR Discount Rate @ 4%	-	1.81	1.63	1.74
NPV Discount Rate @ 7%	-	$4.3 million	$2.1 million	$6.5 million
BCR Discount Rate @ 4%	-	$5.9 million	$3.1 million	$9.0 million

^Cost includes multi-purpose foyer space

*Cost includes outdoor space

Investment Impact

The construction of the redeveloped centre is expected to provide economic impacts in the order of $26.1 million in total output and the creation of 64 jobs.

Ongoing operation of the centre is expected to result in increased economic output of $9.7 million per annum and the creation of 43 jobs per annum.

If the project were split into stages, it is estimated that stage 1 would deliver construction benefits in the order of $15.2 million and 38 FTE construction jobs. Ongoing operation of the centre in stage 1 is anticipated to generate annual benefits of $6.1 million in economic output and 27 FTE jobs.

Stage 2 is expected to deliver construction benefits of $10.9 million in economic output and 26 jobs. Ongoing operation of the theatre / performance space and outdoor public space is expected to deliver annual benefits of $3.6 million in economic output and 16 FTE jobs.

T2. IMPACT OF INVESTMENT TO VICTORIA

	Output ($M)	Jobs
Construction Impact		
Total Impact	$26.1M	64 jobs
Stage 1 Only	$15.2M	38 jobs
Stage 2 Only	$10.9M	26 jobs
Ongoing Impact		
Total Impact	$9.7M p.a.	43 jobs p.a.
Stage 1 Only	$6.1M p.a.	27 jobs p.a.
Stage 2 Only	$3.6M p.a.	16 jobs p.a.

Qualitative Benefits of Investment

Additional benefits of investment include:

- Town amenity benefits including the delivery of new contemporary public spaces and improved connection to Woodend town centre.
- Increased levels of activity within the town centre, providing spin-off benefits to local businesses, in the form of increased local expenditure.
- Improvement to the public realm and town centre enabling potential for new investment in property and development to be leveraged in Woodend.
- Delivery of high quality civic space to increase civic pride and community cohesion.
- Increased efficiency and quality of service delivery through co-location opportunities.
- Social benefits including increased opportunities for social interaction, utilisation of civic space and involvement in community events and programs.
- Learning, educational and career development benefits including through providing fit for purpose spaces for study, short courses or educational programs to be conducted, complementing local school facilities.
- Improvement to access to services including access to free Wi-Fi, technology resources and printed resources.
- Improved brand and positioning of Woodend as a tourism destination.

1. INTRODUCTION

1.1. BACKGROUND

Urban Enterprise was engaged by Macedon Ranges Shire Council (MRSC), to assist in the preparation of the Woodend Community Centre (WCC) Business Case and Master Plan.

The aim of this project was to prepare a master plan for a modern, multi-purpose centre that meets the identified needs of the community and responds to economic development and tourism opportunities.

The project has been driven by strong and ongoing community interest to upgrade the centre to ensure it better caters to the needs of its growing and changing community.

There has been strong interest from the community to upgrade the centre for many years. This interest culminated in the preparation of a concept plan for redevelopment of the site in 2016, by a devoted local community group.

This concept was reviewed as part of the preparation of the master plan (see Background and Opportunities Report, March 2020).

This Business Case has been prepared to evaluate the master plan for the redevelopment of the Woodend Community Centre Master plan 2021, prepared by Public Realm Lab.

1.2. CENTRE OVERVIEW

Woodend is located 69km north-west of Melbourne off the Calder freeway. The community centre is located at 117 High Street Woodend, in the heart of town, bookending the north of the retail and commercial centre.

The current community centre includes the Library, Council Customer Service Centre, meeting rooms, a small theatre space/hall, serving kitchen, toilets and outdoor space (which is utilised for the monthly Woodend Farmers Market).

The centre is located within a wider civic and recreational precinct and cannot be considered in isolation.

Although outside of the scope of this project, the existing civic and recreational uses surrounding the site were considered important to the redevelopment of the WCC. These uses solidify the need for a central facility that is vibrant and active to be used by all community members who already visit the wider civic precinct.

Surrounding civic and recreational uses

- Visitor Information Centre (VIC);
- Woodend Swimming Pool;
- Tennis Courts;
- Skate Park;
- Woodend Neighbourhood House;
- Woodend Toy Library;
- Cobaw Community Health Services;
- Woodend Play Group;
- Woodend & District Heritage Society; and
- A range of open parkland areas.

The Woodend Library is the major facility of the community centre, which is small but well-utilised by a range of community members. The library is the most utilised across the four libraries in Macedon Ranges Shire.

The Woodend Community Centre is an underutilised facility, limited by its existing infrastructure, facilities, and amenity. The Centre is an ageing piece of infrastructure and is no longer fit for purpose to meet contemporary community needs and respond to broader economic and tourism opportunities in Woodend and more broadly in Macedon Ranges Shire.

Occupying a prominent site in Woodend with a unique natural aspect, the redevelopment of the centre provides a unique opportunity to create a vibrant, inclusive and active civic hub for both community and visitors to enjoy.

1.3. PROJECT TEAM

Table 3 summarises the project team and responsibilities.

The study has been led by architects Public Realm Lab (PRL), who have undertaken site investigations, preparation of the concept masterplan and consulted with community on the draft concept masterplan.

Urban Enterprise was engaged to provide economic and tourism analysis to support preparation of the masterplan (culminating in the preparation of a Background and Opportunities Report, March 2020) and provide financial and economic evaluation of the concept masterplan. This is summarised below:

- Background review;
- Community/stakeholder consultation;
- Needs / Opportunities Assessment;
- Master Plan Considerations and Opportunities (including preparation of a Background and Opportunities Report, March 2020).
- Project evaluation - Financial and Economic Assessment (this Report).

Please refer to the Background and Opportunities Report (March, 2020) for further details.

T3. PROJECT TEAM

Organisation	Role
Macedon Ranges Shire Council Client	Administer project Provide guidance and information Engage community
Public Realm Lab Lead consultant	Stakeholder consultation lead Physical site assessment Master Plan design
Urban Enterprise Sub-consultant	Economic analysis Select consultation Financial and Economic Assessment / Business Case

1.4. KEY STAKEHOLDERS

The WCC site is home to a range of user groups, and its redevelopment required consultation with a range of stakeholders.

The following provides an overview of the stakeholder groups consulted by Urban Enterprise throughout the project, and their relationship with the site and needs for redevelopment (see Background and Opportunities Report, March 2020 for further details).

- **Macedon Ranges Shire Council (MRSC)** - Workshops were undertaken with over 20 staff from various Council departments, including Community Services, Strategic Planning, Economic Development and Tourism (including Visitor Information Centre staff), Operations, Community and Culture (including library staff) and Engineering and Projects.
- **Macedon Ranges Shire Community** - A survey was developed by Urban Enterprise and distributed by Council, with 382 responses from community members received.
- **Key User Groups** - Workshops attended by over 20 community members and written feedback from those unable to attend. This included key user groups such as staff from the Woodend Library, Macedon Ranges Sustainability Group (Woodend Farmers Market), Woodend Traders, and Woodend and Hanging Rock Petanque Group.

Through the consultation process, a number of consistent themes and priorities for redevelopment of the Community Centre site were conveyed. Key priorities and considerations from the workshops include:

- Redevelopment of the site into a contemporary space with modern facilities and spaces;
- Maximise the already well-utilised library and develop into a contemporary library with a range of spaces for all age groups, including play spaces for children, teenage 'hang-outs', quiet study spaces for students;
- Community desire for an inclusive civic precinct and village green for community and visitors alike to meet and gather, socialise, conduct business, learn and play through provision of a range of suitable spaces;
- Improved connectivity of the site within the broader precinct, including improved access

across High St and Forest St, and better linkages to the surrounding community assets such as the Children's Park and Neighbourhood House;

- Need for improved efficiencies of the site to reduce operating and staffing costs, as well as developing an active, consistently utilised hub;

- Desire to showcase Woodend's unique focus and strength on environmental sustainability throughout the redeveloped site;

- Retaining open outdoor space and ensuring it remains flexible and unstructured, to accommodate a range of community uses;

- Capitalise on Woodend's location as gateway to the region through a strong visitor servicing component at the site, including a space to showcase local produce and tourism offering before visitors disperse throughout the region; and

- Development of a high-quality architecturally designed site that will attract visitor stopover and create a destination for visitors.

2. THE PROBLEM

1. There is strong demand from the community for a facility that meets its changing needs and provides an inclusive, central civic space for residents and visitors to enjoy, however, the current precinct is not meeting these needs.

Woodend had an estimated population of almost 8,200 residents as of 2018. The population is expected to grow at a rate of 0.9% per annum to over 9,300 residents by 2036.

The main age cohorts in Woodend consist of older residents (pre-retirees and retirees) and families (typically associated with second home buyers). The local population is expected to age, which is reflective of broader trends across regional Victoria.

There are a diversity of household types across Woodend, including families with and without children and lone person households, as well as high income earners and low income earners.

Woodend lacks a central civic building and space that is inclusive and welcoming for all residents and visitors. The existing Centre is only able to appropriately service a limited number of user groups due to the outdated quality and inflexible nature of the spaces, infrastructure, facilities and amenities.

An overview of each of the key spaces has been summarised in Table 4. The assessment highlights that the WCC lacks contemporary and flexible facilities to meet community needs, both now and into the future.

Community research indicates the site is predominately used by the community for the monthly Farmers Market (83%) and the Library / Community Centre (81%)[1]. However, spaces such as the meeting room, theatre/hall space, commercial kitchen and outdoor spaces/park are highly underutilised.

Feedback from users of the centre confirms that the Community Centre spaces do not appropriately cater

to their needs or their expectations of quality[2], resulting in underutilisation.

Research highlights that "communities that offer opportunities for human development and the capability to lead worthwhile lives have strong social capital, and act as magnets for investment, growth, and economic development."[3] There is potential for the WCC to assist in driving these outcomes, by revitalising the spaces as a civic hub and a safe and inclusive space for community interaction.

T4. KEY FACILITY / SPACE SUMMARY

Space	Assessment
Library	- Small footprint and lacks space to expand. - Floorspace predominately used for collection space. - Lacks quiet study and lounge spaces, group meeting spaces, play facilities, activity spaces etc. - Lacks spaces that cater to all age groups and their differing needs, - Dated furniture and fittings. - Lack of technology.
Customer Service Desk	- Separated from Library desk. - Limited operating hours. - Visitor / customer confusion due to current set up arrangement.
Theatre / Hall	- Limited and inflexible scale. - Poor acoustics and lighting. - Poor seating. - Inflexible space that cannot be repurposed for multiple event types. - No back of stage area. - Used by Community Radio however lacks required technology and a control room, which could also support larger events.
Meeting Rooms	- Dark and outdated infrastructure - Underutilised due to lack of flexibility of the spaces to suit a range of meeting and event types.
Outdoor Space	- Low amenity, lacking shade and spaces for community gathering. - Poor site drainage issues impacting site capacity for many months of the year.

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1 Responses from Community Survey conducted in 2020.

2 Feedback received through User Group workshops, community survey results and Council consultation, as well as physical site assessments.

3 Cultural and Community Facilities Plan, SGS Economics, 2009.

2. The Library is the heartbeat of the Community Centre, however is not fit for purpose and is limited by scale and lack of flexibility.

The library is a highly valued and utilised facility, however is limited by its scale and the flexibility of spaces to accommodate a range of uses and user needs.

Based on library floorspace requirement calculations, the current library is lacking approximately 200sqm to meet the needs of the Woodend community[4], and is significantly deficient in terms of physical facilities and spaces when benchmarked with contemporary libraries.

Despite the outdated and inadequate facilities, the Woodend Library is the most utilised library in the Macedon Ranges Shire in terms of visits (82,430) and visits per capita (10.2 compared to 3.6 - 7.6 usage at other Shire libraries)[5],. This highlights the importance of the Library to the community and the need to develop a facility that is in line with contemporary library facilities.

Libraries have evolved into community living rooms, spaces for gathering, engagement and connection[6], rather than transactional facilities predominately utilised for loaning books. The small footprint of the Woodend Library has constrained the ability of the library to evolve with time and service the changing community.

The library floorspace is currently dedicated predominately to collection space, meaning the current facilities cannot adequately cater to diverse user and community needs, including families and young children, teenagers and school students, older segments of the population and workers. Specifically, the library lacks adequately separated children's areas, teenage areas, meeting rooms, informal lounge and seating areas, exhibition space, designated quiet areas, outdoor spaces and a kitchenette.

An analysis of future library floorspace requirements shows that the current library will be undersized by nearly 300sqm by 2031. The need for a larger scale

facility was also repeatedly noted through consultation.

It can be expected that a redeveloped Woodend Library will have significantly increased appeal to the community and result in increased library patronage and activity.

3. Service delivery across the precinct is separated and inefficient.

The Library, Council customer service desk and VIC are separated throughout the precinct. This creates confusion for users and visitors, and results in poor user servicing. This has been reinforced through feedback from Council VIC Staff, Library Staff and site user groups.

The Woodend VIC has experienced a reduction in walk-in visitation, owing to the changing nature of visitor information servicing and the rise of digital information, as well as the unclear location on the site.

The Council customer service desk has also experienced a reduction in usage due to the rise in digital servicing.

The collocation of facilities will allow for improved service delivery, increased efficiencies, collaboration, as well as an enhanced user and visitor experience. There is opportunity to use this efficiency gain to service a larger scale facility, without the need for significant expansion of operational requirements.

4 ABS, Woodend Population 2016. People Places: A Guide for Public Library Buildings in New South Wales (3rd Edition, Sydney: State Library NSW, 2012)

5, Goldfields Library Corporation, Annual Reports

6 Tomorrow's Library, State Government of Victoria, 2013

4. The Centre does not leverage existing economic strengths and support the capitalisation of economic opportunities.

There are a number of potential economic opportunities for which a redeveloped community centre could assist in realising in Woodend, improving the local economy and liveability. These are summarised below.

Remote Working Opportunities

As a peri-urban town, many residents leave the town seeking employment. ABS data indicates that 55% of Woodend residents leave the Shire to access employment, including 17% of the total workforce who travel to Melbourne for employment.

Further, as of 2016, there were also a large number of non-employing/sole trader businesses in Woodend, including from Professional Services, Financial and Insurance Services and Arts and Recreation Services.

The high proportion of sole traders and residents that travel outside of the Macedon Ranges Shire to access employment provides further opportunity for provision of local employment opportunities and exploration of facilities that would assist with remote working capability.

In addition, the COVID-19 pandemic has resulted in a shift towards more flexible working arrangements, including the ability to work from home or remotely on a more regular basis.

The Woodend Community Centre provides an opportunity to better service these workers through provision of spaces to remotely, conduct meetings and utilise IT infrastructure.

Visitor Servicing and Tourism Opportunities

Woodend is located in the heart of Macedon Ranges Shire. For visitors travelling north it is the gateway to Hanging Rock and Daylesford, as well as a potential key stopover for visitors travelling further afield to Bendigo.

Woodend is characterised by its modern quaint rural village feel, its cafes, country- style bakeries and pubs (including Holgate Brewery), cycling routes, local walks and surrounding boutique rural wineries.

The majority of visitors to Woodend are daytrip visitors, driven in part by its peri-urban location and tourism infrastructure.

Woodend has a number of local walking and cycling loops. The Five Mile Creek walking track follows the Five Mile Creek which is adjacent to the Woodend Community Centre site.

Cyclists also use Woodend as a base for road, gravel and mountain biking. There are a number of local cycling loops from Woodend and mountain biking tracks in the Wombat State Forest. As well as the annual mountain biking Wombat MTB 25 and 50km challenge held in the Wombat State Forest each March.

The redevelopment of the Community Centre and precinct provides significant opportunity to leverage existing locational and tourism strengths to drive increased visitation, length of stay and expenditure.

As a gateway location, Woodend is perfectly positioned to increase its capture of touring visitors through stopover visits. Stopover visits increase visitation and expenditure and provide the opportunity to inspire future visits and dispersal of visitation across Macedon Ranges Shire.

Redevelopment of the Community Centre provides opportunity to do this through improved activation of the site and visitor infrastructure (information, cycle hub, seating and shade, food and beverage, car parking etc).

Events

Woodend has a number of local events including the monthly farmers markets (held on the subject site), the annual Woodend Winter Arts Festival and the Sustainable Living Festival (run in conjunction with the Woodend Farmer's Market).

The annual Woodend Winter Arts Festival is one of the Shire's major arts and culture events, with an estimated annual attendance of 7,000 visitors. The Festival brings together performances and artistic experience in a vibrant village setting that allows close engagement among audiences and performers. Literary events are held at the Woodend Library.

The Woodend Farmers Market is a monthly local produce market held on the first Saturday of the month. It is a popular market for locals and visitors. The market is run by the Macedon Ranges Sustainability Group.

Woodend is also used as a servicing area for events held at Hanging Rock. Frontier Touring run a handful of major international concerts at Hanging Rock annually, with capacity of up to 18,000 people. Shuttle services for these events run to and from the Woodend Community Centre.

There is no purpose built indoor facility in Woodend suitable to hold medium to large-scale tourism events. Kyneton Town Hall provides capacity for 400 seated guests and is the only facility in Macedon Ranges Shire of this scale. Whilst it is recognised and supported as Council's premier cultural venue, Woodend provides opportunity for a complementary smaller scale facility targeting community and commercial events.

This project provides the opportunity to better service existing events, including opportunity for increased capacity and frequency, whilst also providing facilities that appeal to a broader range of event types so as to attract new events to Woodend.

5. There is strong existing strategic support for development of the community centre.

The redevelopment of the Woodend Community Centre as a focal point for residents and visitors to Woodend is strongly supported by regional and local strategic documents.

Whilst the detailed findings of these documents can be found in Urban Enterprise's Background Report, they provide strong strategic support for the redevelopment of the Centre. This is both within regional and local strategic documents, as well as within the Council Plan and the Woodend Structure Plan.

In particular, these documents reinforce the following needs and opportunities:

- Enhancement of Woodend as a tourism destination due to its unique natural assets, 'village feel' and strategic location as the gateway to Daylesford, Hanging Rock and the Bendigo region.
- Key tourism development opportunities including leveraging arts and cultural tourism; promoting Woodend as a key centre for cycling and nature-based tourism; and showcasing local food and wine.
- Investment in community infrastructure to deliver improved social and wellbeing outcomes.
- Need for economic diversification to support a strong economy.

3. RECOMMENDED SOLUTION

3.1. RECOMMENDED USES

Urban Enterprise provided a number of key recommended uses for the redevelopment of the WCC. These recommendations draw on the findings of the Background Report, including the outcomes of consultation, research, market assessments and strategic redevelopment considerations.

The recommended uses were used to support preparation of the Master plan by Public Realm Lab. Urban Enterprises recommendations detail key uses only, and are not intended to provide an exhaustive list of facilities or infrastructure, or take into account design factors.

The redevelopment opportunities are documented in Table 4 on the following page and are grouped under four key elements:

1. Library, Community and Visitor Information Hub
2. Indoor performance and event space, including multi-purpose foyer and gallery space
3. Café and Produce Store
4. Village Green and Multi-Purpose Outdoor Events Space

The local community showed general support for these concepts, including through the results of the Community Survey. See summary in Appendix A.

Although each of the opportunities are presented as separate lines in Table 5, it is envisaged that these opportunities will be integrated as part of a cohesive community and visitor precinct.

In addition to the opportunities outlined in Table 5, the precinct should include appropriate levels of supporting infrastructure.

T5. RECOMMENDED USES

Opportunity	Overview	Key Elements
Library, Community and Visitor Information Hub	The redeveloped Library, community and visitor hub is one of the core facilities of the project. This should be a multi-activity space and cater to varying segments of the community, be flexible and adaptable in its design so that it can respond to changes in technology and society over time. The centre should be financially sustainable by co-locating facilities such as the VIC and Council customer service desk, to provide enhanced and efficient servicing.	- Shared service area which includes library, Council customer service and visitor information. - Learning resources (books, digital) - IT area and access to WiFi - Bookable meeting/consulting rooms - Quiet Study Spaces - Children's Story Time Area - Shared desk space for working and meetings - Possible integration of Toy Library. - Workshop/studio space for hire and for programs - Staff areas - Storage, sorting and after hours returns - Toilets and change areas - Bike locking facilities, bike maintenance station and lockers for hire catering to cycling visitors
Indoor Performance and Events Space + Multi-Purpose Foyer and Gallery Space	A flexible indoor performance and event space that can accommodate approximately 150 people in a theatre seating arrangement. This space could incorporate retractable seating so that the space can be used for different purposes and events. The Theatre could be connected to a break-out space which could also double as a temporary gallery space for the display of local and regional artists work. These spaces should be able to operate in conjunction with the community centre as well as independently.	- Event and performance space with retractable seating – includes required services and amenities such as control room (for recordings and other equipment), green room/dressing room space. - Connection to breakout space/foyer/gallery space. - Potential for café/bar space to cater for events.
Café (and small Produce Store)	A café and produce store would assist in activating the site, provide catering to library visitors and tourists, and potentially provide catering to indoor and outdoor events onsite. The produce store provides the opportunity to provide visitors with a taste of the quality produce in the region including wines and gourmet food. The café should be integrated within the precinct, however, should also be considered a separate commercial tenancy that can be opened and closed independently of the larger facility.	- Café (and small produce store) with indoor and outdoor dining options
Village Green and Multi-Purpose Outdoor Events Space	There is strong opportunity for the site to act as a village square/village green which is a welcoming and inclusive space for the community and visitors. This can also act as an outdoor events space for a range of event typologies, support the existing Farmers Market.	- Village green and events space - Potential for part covered structure (this space could be used as a set up space for staging, some market stalls etc.) - All weather surface and green spaces

Source: Urban Enterprise Woodend Community Centre Redevelopment Background Report

3.2. CONCEPT MASTERPLAN

The proposed Woodend Community Centre Master Plan, prepared by Public Realm Lab, has been segregated into three distinct yet integrated elements, which have been detailed below.

Appendix B shows the concept masterplan and staging plan prepared by Public Realm Lab. Refer to Public Realm Lab's master plan for further details.

Community Centre (Library, Customer Service Centre and Visitor Information Centre)

This includes the following elements:

- VIC / Council Customer Service Desk
- Library Collection
- Co-working Space
- Children's Area
- Staff
- Storage
- Community Meeting Rooms
- Bathrooms
- Main Entry / Foyer / Gallery Space
- Bike Hub
- Cafe / Produce kiosk
- Car parking

Theatre / Performance Space

This space will provide a multi-purpose theatre space that can be used for community, commercial and tourism events, library events and programs.

The master plan proposed delivery of a covered outdoor market square, alongside the Theatre space, to enable use for outdoor events.

Outdoor Public Spaces

The master plan proposes new and improved outdoor civic green spaces, including creation of a village green space enhanced with landscaping.

3.3. STAGING

The Master plan shows the potential for the development of the site to be staged in two phases. Including:

- **Stage 1 Library and Foyer (Community Centre)** would include development of the library, community centre, multi-purpose foyer space, café and some outdoor elements.
- **Stage 2 Theatre / Performance Space and Outdoor Public Space** would include development of the indoor theatre/performance space, associated covered outdoor spaces, works to outdoor areas, including the current market site, and car parking.

The staging plan is shown at Appendix C. The business case makes reference to this staging plan in regards to the estimated costs and benefits.

4. COST BENEFIT ASSESSMENT

4.1. INTRODUCTION

This section provides analysis of the cost benefit associated with delivery and operation of the redeveloped Woodend Community Centre Master plan.

A cost-benefit assessment is the process of systematically evaluating and assessing the costs and benefits of a proposal. This makes it possible to determine whether a proposal has a net benefit (i.e. whether the benefits outweigh the costs).

The cost benefit assessment includes consideration of all preliminary project costs and quantifiable benefits. The following costs and benefits have been estimated:

- Capital cost (i.e. design and construction cost);
- Facility operating income and expenditure; and
- Benefits (including projected benefits from additional tourism visitation, library user benefits and triggered expenditure).

The results of the cost benefit assessment are expressed in terms of a Benefit Cost Ratio (BCR) and a Net Present Value (NPV).

The BCR determines the overall benefits that a project or investment is likely to generate, relative to its costs. If a project has a BCR greater than 1, this suggests that the project will generate a positive economic outcome, as the present value of the project benefits exceeds the present value of total costs.

The NPV is the difference between the present value of income / benefits and the present value of expenditure over a period of time. A positive NPV indicates that the projected benefits generated by a project or investment exceed the anticipated cost and is, therefore, likely to be of economic benefit.

4.2. CAPITAL COST ESTIMATE

A cost plan has been prepared for the concept Master Plan prepared by Public Realm Lab. As this report precedes detailed design work and site investigations and is based on high-level concepts the costs can only be preliminary and will require verification once the design process progresses (i.e. once detailed schematics have been prepared, which are informed by detailed site investigations). Urban Enterprise do not claim to be qualified quantity surveyors. It is recommended that a quantity surveyor be engaged to provide costs estimates of future schematic plans for the redevelopment, as the design process is progressed.

Urban Enterprise has relied on a number of assumptions to complete the cost plan. Costs are based on utilisation of existing benchmarks using Rawlinsons Australian Construction Handbook (2021). A summary of the Cost Plan is shown in Table 6. The redevelopment is expected to cost in the order of $8.5 million. A more detailed cost plan is provided at Appendix D.

The following high level allowances have been included in the estimate:

- Preliminaries (7% of construction);
- Cost escalation to tender (2%);[7]
- Competitive tendering;

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7 Assumed to April 2022

- Contingency (10% of construction);
- Professional and town planning fees (10% of construction);
- Loose furniture and equipment (general allowances made for each key facility/use).

Allowances for the following have been excluded from the estimate:

- GST;
- Any adverse market conditions;
- Any abnormal ground conditions;
- Any site contamination and/or remediation;
- Any required cultural heritage investigations/works.

T6. COST PLAN ESTIMATE SUMMARY

	Cost
Demolition and Site Preparation	$126,659
Construction	$5,896,600
Library / Community Centre	*$1,968,000*
Entry / Foyer / Multipurpose / Pre-Performance Space	*$933,000*
Theatre / Events Space	*$1,764,000*
Covered Outdoor Space	*$659,000*
Landscaping	*$365,600*
Car Parking	*$207,000*
Preliminaries and Other Costs	$1,867,210
Extra Items	$599,950
Total	$8,490,419
	Say $8.5 million

Source: Urban Enterprise, 2021 – with reference to Rawlinsons Australian Construction Handbook, 2021

COST BREAKDOWN BY STAGE

The anticipated cost breakdown per stage is shown in Table 7.

Stage 1, including the Library and Foyer (Community Centre) is expected to cost in the order of $4.9 million. A noteworthy portion of this cost is associated with development of the foyer, which provides benefits to both the library and the theatre space, used as a pre and post event space. Therefore, these costs could be shared between stages. However, for the purposes of this analysis this component of the development cost has been attributed to the community centre.

Stage 2, the indoor theatre / performance space and outdoor public space, is anticipated to cost in the order of $3.5 million. This assumes limited landscaping and road works required for the outdoor spaces as part of stage 2.

T7. ANTICIPATED COSTS PER STAGE

Stage	Total
Stage 1 - Library and Foyer (Community Centre)	$4,945,509
Stage 2 – Theatre / Performance Space and Outdoor Public Space	$3,544,910
Total	$8,490,419

Source: Urban Enterprise, 2021 – with reference to Rawlinsons Australian Construction Handbook, 2021

4.3. OPERATING INCOME AND EXPENDITURE

The following provides an assessment of estimated operational income and expenditure for the concept masterplan. This is preliminary only and relies on a range of assumptions determined through benchmarking and has regard to the existing financial performance of the existing Library, Customer Service Centre and VIC.

4.3.1. BUSINESS AS USUAL

Macedon Ranges Shire provided existing financial data to Urban Enterprise relating to the operation of the existing Library, VIC and Customer Service Centre. Based on our analysis of this data, these assets currently incur expenditure in the order of $407,497 per annum and income of $19,706 per annum.

T8. INCOME AND EXPENDITURE - BUSINESS AS USUAL

Library, Customer Service Centre and Visitor Information Centre	Business as Usual
Income	$19,706
Expenditure*	($407,497)
Net Cost	($387,791)

*Urban Enterprise were required to combine expenditure for the Library, Customer Service Centre and VIC to produce an estimate of likely operating expenditure. This is based on financial data provided by Macedon Ranges Shire. Disaggregated staffing cost data for the VIC was not able to be provided to Urban Enterprise. Therefore, we have made an allowance for 1.06 FTE (based on Council's staffing data) for the VIC, at an estimated cost of $60,000 p.a.

4.3.2. CONCEPT MASTER PLAN

Delivery of the concept maste rplan is expected to result in additional income generating opportunities as well as incur new and increased costs. The following provides an estimate of potential operating income and costs that may result if the redeveloped library, customer service centre, VIC and theatre is in operation.

INCOME

The concept master plan provides for new income generating opportunities including hire of the multipurpose meeting rooms; hire/lease of co-working spaces; lease of the commercial café tenancy; and income generated through hire/operation of the theatre, performance and multipurpose event space.

Analysis has been completed in regard to the potential income that could be generated from these elements, which is discussed further below.

Library Room Hire

The concept master plan makes provision for 32 square metres of space for new multipurpose meeting rooms for both community and commercial use. The following assumptions have been adopted to estimate the potential annual income from hire of the rooms:

- 32 square metres of meeting space (potential for it to be hired as one room or split into two rooms);
- Used by both community groups/residents, as well as for commercial hire by business and/or through operation of the co-working spaces;
- Between Monday and Friday each room is utilised for an average of 2 hours per day;
- Between Saturday and Sunday each room is hired for 1 hour per day on average;

- Community hire rate of $20 per hour, commercial hire rate of $25 per hour (excludes provision of any other services or materials);[8]
- Room hire is split between 50% community hire and 50% commercial hire.

Based on these assumptions room hire is estimated to generate approximately $25,480 in annual income. This is equivalent to approximately a doubling of current income received from room hire at the current Community Centre. Given the likelihood that the new facilities will be a substantial improvement on current facilities, this is considered to be a conservative estimate.

Printing, Photocopying, Late Fees

In addition to the room hire, the library is expected to continue generating a small level of income from late returns, printing, photocopying etc. For the purposes of this assessment, existing income in this category has been increased by 25% (aligning to expected uplift in Library usage), resulting in an estimated allocation of $5,000 in income per annum.

Co-Working Space

The concept master plan makes provision for co-working space, which is assumed to be operated by Council. The following assumptions have been adopted to estimate the potential annual revenue from co-working spaces:

- 16 co-working spaces/desks;
- Average daily desk occupancy of 80%;
- Hire rate of $20 per day;[9]
- In operation between Monday to Friday for approximately 50 weeks of the year.

Based on these assumptions the co-working spaces are estimated to generate approximately $64,000 in annual income.

Café Space Lease

The concept master plan makes provision for a small on site café tenancy. It is assumed this space would be offered under an Expression of Interest (EOI) process to potential tenants (including to existing local businesses and residents). The following assumptions have been adopted to estimate the potential annual income from the café space:

- Dedicated café space of 35 sqm (as shown in the concept masterplan);
- Straight lease;
- Tenant has access to use of some outdoor/foyer space for the provision of limited seating;
- Rent assumed at $400 per week (excluding outgoings).[10]

Based on these assumptions lease of the café space is estimated to generate approximately $20,800 in annual income.

Theatre, Performance and Event Space

Operation of the theatre, performance and event space is expected to generate income through the hire of the facility and hosting of performances and events. A number of assumptions have been adopted in order to estimate income potential. As this analysis precedes any business planning, high level assumptions have been made having regard to the expected scale and benchmarking with other performance spaces, these include:

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8 Based on comparable room hire costs for similar facilities

9 Based on comparable facilities

10 Based on comparable lease of properties

- Theatre / event space capacity of 150 seats (assumed theatre has some retractable seating to enable the attraction of a diversity of event types);
- Niche operations (attracting primarily small to medium scale performances, when compared to larger Theatres);
- Attraction of an estimated 85 events per annum, including:
  - 30 commercial performances/shows with average attendance of 130 people per event;
  - 30 community performances/shows with average attendance of 130 people per event;
  - 10 lectures/seminars and conferences with average attendance of 75 people per event;
  - 5 exhibitions/trade shows with average attendance of 75 people per event; and
  - 10 'other' events with average attendance of 50 people per event.[11]
- Commercial and community hire rates. Minimum commercial hire rate of $1,100 (includes 3 hours of use). Every additional hour charged out at $110 per hour. Each commercial event assumed to use the space for an additional average of 3 hours.
- Allowance for approx. 2 days to be free either side of event for event set up / pack up.
- Community hire rate of $150 per hour (minimum hire of 3 hours), with average use of 6 hours per event;
- Additional costs for staff (e.g. technicians, ushers, bar staff, box office etc) to be the responsibility of the hirer. For the purposes of this cost benefit assessment, these are assumed as a net cost/revenue item.
- Venue ticket fee of $2.70 per booking for commercial events;[12]
- Venue ticket fee of $2 per booking for community events.[13]

Based on these assumptions the theatre, performance and event space is estimated to generate approximately $120,043 in income per annum

EXPENDITURE

The following provides an estimate of operating expenditure that may result from operation of the proposed redevelopment. These costs have been estimated having regard to existing financial data provided by Council as well as benchmarking with other comparable facilities.

The co-location of three facilities (Library, Customer Service and Visitor Information Centre) is likely to result in a number of operational efficiencies and enable potential for resourcing to be shared and used in a more efficient manner. The addition of a new Theatre / Performance space is likely to result in an increased cost over and above current operations.

Key assumptions relevant to the Library, Customer Service Centre and VIC include:

- Additional 1 EFT to account for the increase in scale and facilities. However, it is assumed that the co-location of staff from the library, customer service centre and VIC will result in improved efficiency and collaboration between teams.
- Allowance for utilities and services increased to reflect larger scale facility and increased usage from additional library users and visitors.
- A nominal allowance has been made for building repairs and maintenance in line with current costs. The need for maintenance and repairs is expected to reduce due to new infrastructure (note, this excludes costs related to maintenance of public open space).
- Allowance for purchases and supplies increased to reflect larger scale facility and new facilities and program opportunities.

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11 Proportion of event types and average attendances based on benchmarking, including with Kyneton Town Hall.

12 Based on Kyneton Town Hall booking fee

13 Based on Kyneton Town Hall booking fee

- Nominal increase in contractor allowance.
- Allowance made for other expenses such as postage.

Key assumptions relevant to the Theatre include:

- Staff to include a Venue Manager (1 FTE), technical manager (1 FTE) and admin/operations assistant (0.5 FTE). Other casual staff required to operate events such as technicians, ushers, bar staff, box office etc. are assumed to be the responsibility of the hirer and are counted as a net cost/revenue item.
- Allowances made for utilities and services (electricity, gas, water, cleaning etc.), reflective of high utility needs during events.
- General allowance made for advertising and promotional costs.
- Allowance for repairs and maintenance to reflect potential need for technical repairs associated with performance space.
- General allowance for purchases, materials and other expenses.

Table 9 provides a summary of estimated operating costs. The Library, Customer Service Centre and VIC component of the concept is estimated to incur operating expenditure of approximately $504,000 and the Theatre component of the concept masterplan is estimated to incur operating expenditure of approximately $298,500. This equates to a total estimated operating cost of $802,500 across both facilities.

Please note, the estimates of operating expenditure are intended to provide an indication of the likely required scale of ongoing investment. Detailed business planning has not been undertaken in regard to potential operating models of the proposal, and in particular the Theatre space. Therefore these estimates should be treated as preliminary only.

T9. ESTIMATED OPERATING EXPENDITURE

Library, Customer Service and VIC (Stage 1)	Estimated Operating Costs
Salaries and On Costs	$440,000
Utilities and Services (Electricity, Gas, Water, Cleaning Etc)	$40,000
Repairs and Maintenance	$2,000
Purchases / Materials and Supplies	$10,000
Contractors	$10,000
Other Expenses (postage, printing, security etc.)	$2,000
Estimate Sub-Total	**$504,000**
Indoor Theatre / Performance Space (Stage 2)	
Salaries and On Costs	$205,000
Utilities and Services (Electricity, Gas, Water, Cleaning Etc)	$60,000
Advertising and Promotion	$10,000
Repairs and Maintenance	$10,000
Purchases / Materials	$8,500
Other Expenses (postage, printing, security etc.)	$5,000
Estimate Sub-Total	$298,500
Total	$802,500

SUMMARY OF RESULTS

Table 10 provides a summary of the results of the estimated operating income and expenditure that may result from operation of the redeveloped Library, Customer Service Centre, VIC and new Theatre.

The results show that the redeveloped Community Centre (Library, Customer Service Centre and VIC) is unlikely to incur significant additional cost (over and above the business as usual scenario) at $388,720 (net cost) compared to $387,791 (net cost) respectively. This is a result of the creation of new income generating assets (new meeting rooms, co-working spaces and café) and through increasing efficiencies through co-location of uses.

The major additional operating cost is likely to result from operation of the new Theatre / performance space, which based on current assumptions is estimated to incur a net cost of $178,458 per annum. Overall, operation of the masterplan concept is expected to result in a net cost in the order of $567,178 per annum.

T10. INCOME AND EXPENDITURE SUMMARY

	Business as Usual	Concept Master Plan		
		Community Centre (Library, VIC and Customer Service)(Stage 1)	Indoor Theatre / Performance Space (Stage 2)	Total
Income	$19,706	$115,280	$120,043	$235,323
Expenditure	($407,497)	($504,000)	($298,500)	($802,500)
Net Cost	($387,791)	($388,720)	($178,458)	($567,178)

4.4. BENEFITS

A number of quantifiable benefits are expected to flow from the project. These are summarised below.

LIBRARY USER BENEFITS AND TRIGGERED EXPENDITURE

The proposal is expected to result in an increase in library usage and triggered expenditure as a result of a visit to the library/community centre in the local economy. This is based on a range of assumptions detailed below.

Library User Benefits

Libraries Work (2017) utilises the travel cost method to quantify the user benefits of public libraries in Victoria. This method has been utilised for this project in order to estimate the direct benefits to the community through the provision of library services and facilities.

Assumptions underpinning this analysis have been sourced from Libraries Work (2017) and analysis underpinning this report, these assumptions include:

- Forecast catchment population of 8,513[14] in 2026;
- Library visits of 103,390 per annum[15] beginning in Year 1 of operation (assumes existing visitation will increase in line with visitation experienced at the redeveloped Bendigo library and based on latent demand for additional 200sqm of additional library floorspace to service the catchment population);
- Value of leisure time spent at the Library ($15.70 per hour in 2020 dollars)[16]
- Average Cost of Travel to the Library (between $0.50 and $1.30 per visit), once multiple destination are accounted for[17];
- Average time spent at the library (between 28 and 61 minutes per visit) [18]
- Mode of travel (percentage by car, walk and bus)[19];
- Travel distance (80% of population assumed to live within 4km and remaining 20% within 10km of the library);
- Non-user willingness to pay for library services ($68.92 per non-user in 2020 dollars)[20]
- Average speeds to estimate time spent travelling to libraries (car 50km/h, bus 30km/h, walking 4km/h).[21]

Based on adoption of the travel cost method and these assumptions the quantified[22] user and non-user benefits are estimated at $1.4 million per annum.

Library User Triggered Expenditure Benefits

The operation of the library results in economic activity from expenditure that the library users make as a result of visiting the library.

The Library Dividend Technical Report: A Study of the Socio-Economic Value of Queensland Public Libraries (2012), found that on average a library visit prompts an average spend of $56 (2012 dollars) spend in the local economy.[23]

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[14] Victoria in Future, 2021.

[15] Woodend library visits – 5 year average, Goldfields Library Corporation

[16] Source: ATAP Guidelines/ Libraries Work, 2018 figure inflated by CPI.

[17] Source: ATAP Guidelines/ Libraries Work, 2018 figure inflated by CPI.

[18] Source: ATAP Guidelines/ Libraries Work, 2018

[19] Source: based on ABS travel to work data for Woodend

[20] Source: Libraries Work, 2018 – figure inflated by CPI

[21] Source: Libraries Work, 2018

[22] Source: Murray Region Events Strategy, 2014 and Tourism Research Australia, 2019

[23] 2012 dollars inflated by CPI for the analysis

Dollars, Sense and Public Libraries also found that, on average, expenditure was triggered by 42% of library visitors.[24]

It is estimated that there would be an additional minimum 20,960 library visits per annum to the redeveloped library, based on benchmarking with the redeveloped Bendigo library and latent demand for additional floorspace within the Woodend community. This translates to 8,803 additional visits which would prompt additional expenditure in the local economy.

Applying these assumptions in 2020 dollars, it is estimated that the redeveloped library would prompt direct additional expenditure in the local economy of $0.6 million per annum.

Therefore, it is estimated that the redeveloped library will contribute an estimated $2 million in library user and triggered expenditure benefits per annum.

PROJECTED BENEFITS FROM ADDITIONAL TOURISM VISITATION

The proposal is expected to result in an increase in events in Woodend through new and improved indoor and outdoor event facilities, as well as increased length of stay for existing holiday and business visitors.

Benefits from Events held in Theatre / Performance Space

Events held in the Theatre / Performance Space are expected to generate new visitation and visitor expenditure to the local economy. The assumptions used to inform this assessment include:

- An additional 85 events hosted in the theatre space per annum, including both commercial and community events. This assumes the event facilities within the precinct will be occupied for 23% of the year, excluding bump-in and out times, which is a relatively conservative estimate.
- An average of 102 visitors per event (the theatre has a capacity limit of 150 people, making this a conservative average);
- 56% of additional visitors are non-locals, of which 82% are domestic daytrip visitors and 18% are domestic overnight and international visitors;[25]
- Additional expenditure per trip including domestic daytrip ($69 per trip) and domestic overnight and international visitors ($269 per trip)[26].

Based on these assumptions, the estimated additional visitor expenditure resulting from new indoor events is estimated at $0.5 million per annum.

Benefits from Outdoor Events

Additional outdoor events and increased capacity for the Woodend Farmers Market are expected to generate new visitation and visitor expenditure to the local economy. The assumptions used to inform this assessment include:

- Expansion of the Woodend Farmers Market from 70 stalls to 85 stalls based on increased site capacity.
    - An average of 643 *additional attendees* per market, based on average visitors per stall for current visitation and market scale.

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[24] Dollars Sense and Public Libraries, Appendix 2: Library Customer Survey Report, 2011 & The Library Dividend Technical Report, the Socio-Economic Value of Queensland Public Libraries, SGS, p.45

[25] Source: Non-local event visitor proportion sourced from the Macedon Ranges Events Strategy, 2021 and proportion of visitor types sourced from Tourism Research Australia NVS and IVS data.

[26] Source: Tourism Research Australia, Local Government Area Profiles – Macedon Ranges Shire, 2019.

- 40% of additional attendees per market are non-locals based on current market attendance, of which 82% are domestic daytrip visitors and 18% are domestic overnight and international visitors;[27]
- Additional expenditure per trip including domestic daytrip ($69 per trip) and domestic overnight and international visitors ($269 per trip)[28].

- An additional 5 outdoor events held per annum, including both commercial and community events. This is a relatively conservative estimate and could be significantly increased given the improved capacity for outdoor events.
  - 56% of visitors are non-locals, of which 82% are domestic daytrip visitors and 18% are domestic overnight and international visitors;[29]
  - Additional expenditure per trip including domestic daytrip ($69 per trip) and domestic overnight and international visitors ($269 per trip)[30].

Based on these assumptions, the estimated additional visitor expenditure as a result of the new and improved outdoor space and event capacity is estimated at $0.4 million per annum. 0

Benefits from Additional Length of Stay from Existing Visitors to Woodend

It is assumed that a redeveloped Centre will attract increased length of stay for existing holiday and business visitors, resulting in additional spend in the local economy. Assumptions used to inform this assessment include:

- Average 1 hour additional length of stay for business visitors through use of the Centre, particularly the improved library, new co-working spaces and cafe. Business visitors make up 8% of visitors to Woodend[31]
- Average 30 minutes additional length of stay for holiday visitors through use of the Centre, particularly the improved visitor information servicing, foyer gallery space and café, outdoor space and toilet facilities. Holiday visitors make up 46% of visitors to Woodend[32].

Based on these assumptions, the estimated additional visitor expenditure as a result of the proposal is estimated at $0.5 million per annum.

Therefore, total estimated benefits from event visitors (including indoor and outdoor) and increased expenditure from existing visitors to Woodend (through extended length of stay and expenditure), based on the assumptions detailed above, are estimated at $1.5 million per annum.

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[27] Source: Non-local event visitor proportion sourced from the Macedon Ranges Events Strategy 2021 (based on current Farmers Market visitation), 2021 and proportion of visitor types sourced from Tourism Research Australia NVS and IVS data.

[28] Source: Tourism Research Australia, Local Government Area Profiles – Macedon Ranges Shire, 2019.

[29] Source: Non-local event visitor proportion sourced from the Macedon Ranges Events Strategy 2021 (based on average non-local visitation to Arts and Culture and Family and Lifestyle events), 2021 and proportion of visitor types sourced from Tourism Research Australia NVS and IVS data.

[30] Source: Tourism Research Australia, Local Government Area Profiles – Macedon Ranges Shire, 2019.

[31] Source: Tourism Research Australia, Local Government Area Profiles – Macedon Ranges Shire, 2019.

[32] Source: Tourism Research Australia, Local Government Area Profiles – Macedon Ranges Shire, 2019.

SUMMARY OF BENEFITS

It is anticipated that delivery of the project will result in $3.7 million in additional benefits to the economy. This is shown in Table 11.

If staged, it is anticipated that Stage 1 will generate the greatest benefit ($2.3 million per annum), through library usage and library triggered expenditure, as well as expenditure from business and holiday visitors. Stage 2 is expected to generate $1.4 million per annum in benefits through expenditure by event visitors and existing Woodend visitors.

T11. SUMMARY OF BENEFITS

	Benefit
Stage 1 Benefits – Library and Community Centre	$2.3 million
Stage 2 Benefits – Theatre / Performance Space and Outdoor Public Space	$1.4 million
Total Benefits	$3.7 million

4.5. COST BENEFIT SUMMARY

All projected costs and benefits have been included in a ten-year cash flow, this is to determine the overall Return on Investment by calculating the Net Present Value (NPV) and Benefit Cost Ratio (BCR).

ASSUMPTIONS

The following assumptions have been adopted in preparation of the cash flow:

- Results shown in the project were to be delivered in one line or staged;
- 3 year design and construction period;
- Community Centre (Library, Customer Service Centre, VIC) and Theatre / Performance Space assumed to be operational by year 4;
- Operational costs increase at a rate of 1% per annum (after Year 4);
- Ramping up period for Theatre / Performance Space (income assumed at 75% in first year of operation, 90% in second year of operation and achieving 100% by third year of operation, with income growth of 1% post first year of operations;
- Benefits to commence in Year 4.
- Library user benefits and triggered expenditure to increase at a rate of 1% per annum;
- Theatre/Performance space benefits to ramp up in line with Theatre / Performance space income (assumed at 75% in first year of operation, 90% in second year of operation, and achieving 100% by third year of operation). Benefits to increase at a rate of 2% post third year of operation.
- Tourism benefits (additional visitor spend from Woodend visitors) and outdoor event benefits (including the market) to increase at a rate of 7% per annum (in line with historical visitor growth to Macedon Ranges).
- Library user benefits and library triggered expenditure is attributed to stage 1. Indoor and outdoor benefits are attributed to stage 2 and additional expenditure from the existing visitor market is equally allocated between stages 1 and 2.

RESULTS

Table 12 provides a summary of the results of the cost benefit assessment, including at a discount rate of 7% and 4% in line with Department of Treasury and Finance guidelines[33].

The table summarises the results of the cash flow if it were to be delivered in one line or staged.

Key results if the project were to be delivered in one line:

- At a discount rate of 7% the project is estimated to result in a NPV of $6.5 million and return a BCR of 1.58.
- At a discount rate of 4% the project is estimated to result in an NPV of $9.0 million and return a BCR of 1.74.

Key results for stage 1 only:

- At a discount rate of 7% stage 1 is estimated to result in a NPV of $4.3 million and return a BCR of 1.66.
- At a discount rate of 4% stage 1 is estimated to result in an NPV of $5.9 million and return a BCR of 1.81.

Key results for stage 2 only:

- At a discount rate of 7% stage 2 is estimated to result in a NPV of $2.1 million and return a BCR of 1.48.
- At a discount rate of 4% stage 2 is estimated to result in an NPV of $3.1 million and return a BCR of 1.63.

Given the current historically low interest rate environment, a discount rate of 4% is considered more appropriate for evaluation purposes compared to a discount rate of 7%. These results show that the project is economically sound, returning a BCR greater than 1.

T12. COST BENEFIT SUMMARY

	NPV	BCR
Delivered in One Line		
Discount Rate @ 7%	$6.5 million	1.58
Discount Rate @ 4%	$9.0 million	1.74
Stage 1 Only		
Discount Rate @ 7%	$4.3 million	1.66
Discount Rate @ 4%	$5.9 million	1.81
Stage 2 Only		
Discount Rate @ 7%	$2.1 million	1.48
Discount Rate @ 4%	$3.1 million	1.63

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[33] Department of Treasury and Finance, Economic Evaluation for Business Cases – Technical Guidelines, 2013

5. ECONOMIC IMPACT ASSESSMENT

5.1.1. INTRODUCTION

The redeveloped Woodend Community Centre is expected to deliver significant economic benefits to the regional economy.

This section provides an assessment of the estimated economic impacts resulting from development and ongoing operation of the Community Centre. This includes an assessment of the impact of delivering the project in one line, as well as the impact of each stage if delivery were to eb staged.

Impacts are calculated using Input-Output (I-O) analysis. I-O is a method of economic analysis that is based on the interdependencies and relationship between industry sectors. This method is most commonly used for estimating the direct and flow on (indirect) economic impacts of a project or activity to an economy.

The expected economic benefits are as follows:

- **Construction Phase** – Direct and indirect economic output generated and employment (FTE jobs) supported in Macedon Ranges economy during the construction phase of the project. Construction impacts are based on project development cost estimates.
- **Operational Phase** – Direct and indirect economic output generated and ongoing employment (FTE jobs) supported in the local economy.

See Appendix E for further detail regarding economic impact methodology.

5.1.2. CONSTRUCTION PHASE IMPACTS

The construction cost of the project is estimated at $8.5 million. If the project were to be **delivered in one line** it is estimated that during the construction period, the project will generate total economic output of $26 million and support 64 (FTE) jobs. This includes $8.5 million in direct output and $17.6 million in indirect output, supporting 17 (FTE) direct jobs and 47 (FTE) indirect jobs.

If the project were to be staged, it is estimated that during **stage 1**, the project would generate total economic output of $15.2 million and support 38 (FTE) jobs. This includes $4.9 million in direct output and $10.2 million in indirect output, supporting 10 (FTE) direct jobs and 28 (FTE) indirect jobs.

If the project were to be staged, it is estimated that during **stage 2**, the project would generate total economic output of $10.9 million and support 26 (FTE) jobs. This includes $3.5 million in direct output and $7.3 million in indirect output, supporting 7 (FTE) direct jobs and 19 (FTE) indirect jobs.

A summary of economic impacts during the construction phase for the project are shown in Table 13.

T13. CONSTRUCTION PHASE IMPACTS – STATE OF VICTORIA

	Direct Impacts	Indirect Impacts	Total Impacts
Delivered in One Line			
Output ($M)	$8.5M	$17.6M	$26.1M
Employment (Jobs)	17 Jobs	47 Jobs	64 Jobs
Wages ($M)	$1.3M	$3.7M	$5.0M
Value Added ($M)	$2.5M	$7.4M	$9.9M
Stage 1 Only			
Output ($M)	$4.9M	$10.2M	$15.2M
Employment (Jobs)	10 Jobs	28 Jobs	38 Jobs
Wages ($M)	$0.7M	$2.2M	$2.9M
Value Added ($M)	$1.4M	$4.3M	$5.7M
Stage 2 Only			
Output ($M)	$3.5M	$7.3M	$10.9M
Employment (Jobs)	7 Jobs	19 Jobs	26 Jobs
Wages ($M)	$0.5M	$1.5M	$2.1M
Value Added ($M)	$1.0M	$3.1M	$4.1M

Source: Urban Enterprise, Input-Output (I-O) Analysis, 2021.

5.1.3. ONGOING OPERATIONAL PHASE IMPACTS

The ongoing operation of the project is also expected to result in ongoing additional economic impacts to the regional community over and above the current operations.

Additional ongoing impacts of the project have been measured based on the following inputs:

- Additional visitor expenditure in the local economy as a result of increased visitation through the capacity to host new events in Woodend;
- Additional library user expenditure benefits as a result of an increase in the number of library users and visitors;
- Additional town centre expenditure triggered through usage of the redeveloped library; and
- Additional expenditure from utilisation of the redeveloped Centre by existing holiday and business visitors to Woodend.

Additional expenditure in the local economy has been modelled based on the likely industry sectors for which the expenditure could be reasonably expected to flow.

Table 14 summarises the expected ongoing additional economic impacts, based on full operations (i.e. post ramping up period in third year of operation).

If the project were to be **delivered in one line**, it is expected to result in total annual economic output of $9.7 million, including $3.7 million in direct output and $6 million in indirect output. This is expected to result in the creation of an additional 43 jobs in the regional economy (including 25 direct and 18 indirect) and $4.5 million in economic value-added.

If the project were to be staged, it is expected that **stage 1** only would result in total annual economic output of $6.1 million, including $2.3 million in direct output and $3.8 million in indirect output. This is expected to result in the creation of an additional 27 (FTE) jobs in the regional economy (including 16 direct and 11 indirect) and $2.8 million in economic value-added.

Stage 2 is estimated to result in total annual economic output of $3.6 million, including $1.4 million in direct output and $2.2 million in indirect output. This is expected to result in the creation of an additional 16 (FTE) jobs in the regional economy (including 9 direct and 7 indirect) and $1.7 million in economic value-added.

T14. OPERATIONAL PHASE IMPACTS − STATE OF VICTORIA

	Direct Impacts	Indirect Impacts	Total Impacts
Delivered in One Line			
Output ($M p.a.)	$3.7M	$6.0M	$9.7M
Employment (Jobs)	25 Jobs	18 Jobs	43 Jobs
Wages ($M p.a.)	$1.1M	$1.3M	$2.4M
Value Added ($M p.a.)	$1.7M	$2.8M	$4.5M
Stage 1 Only			
Output ($M)	$2.3M	$3.8M	$6.1M
Employment (Jobs)	16 Jobs	11 Jobs	27 Jobs
Wages ($M)	$0.7M	$0.9M	$1.5M
Value Added ($M)	$1.1M	$1.8M	$2.8M
Stage 2 Only			
Output ($M)	$1.4M	$2.2M	$3.6M
Employment (Jobs)	9 Jobs	7 Jobs	16 Jobs
Wages ($M)	$0.4M	$0.5M	$0.9M
Value Added ($M)	$0.6M	$1.0M	$1.7M

Source: Urban Enterprise, Input-Output (I-O) Analysis, 2021. − numbers have been rounded.

5.2. QUALITATIVE BENEFITS

There are a number of other benefits that the library and redevelopment of the Woodend Community Centre will provide. These are summarised below.
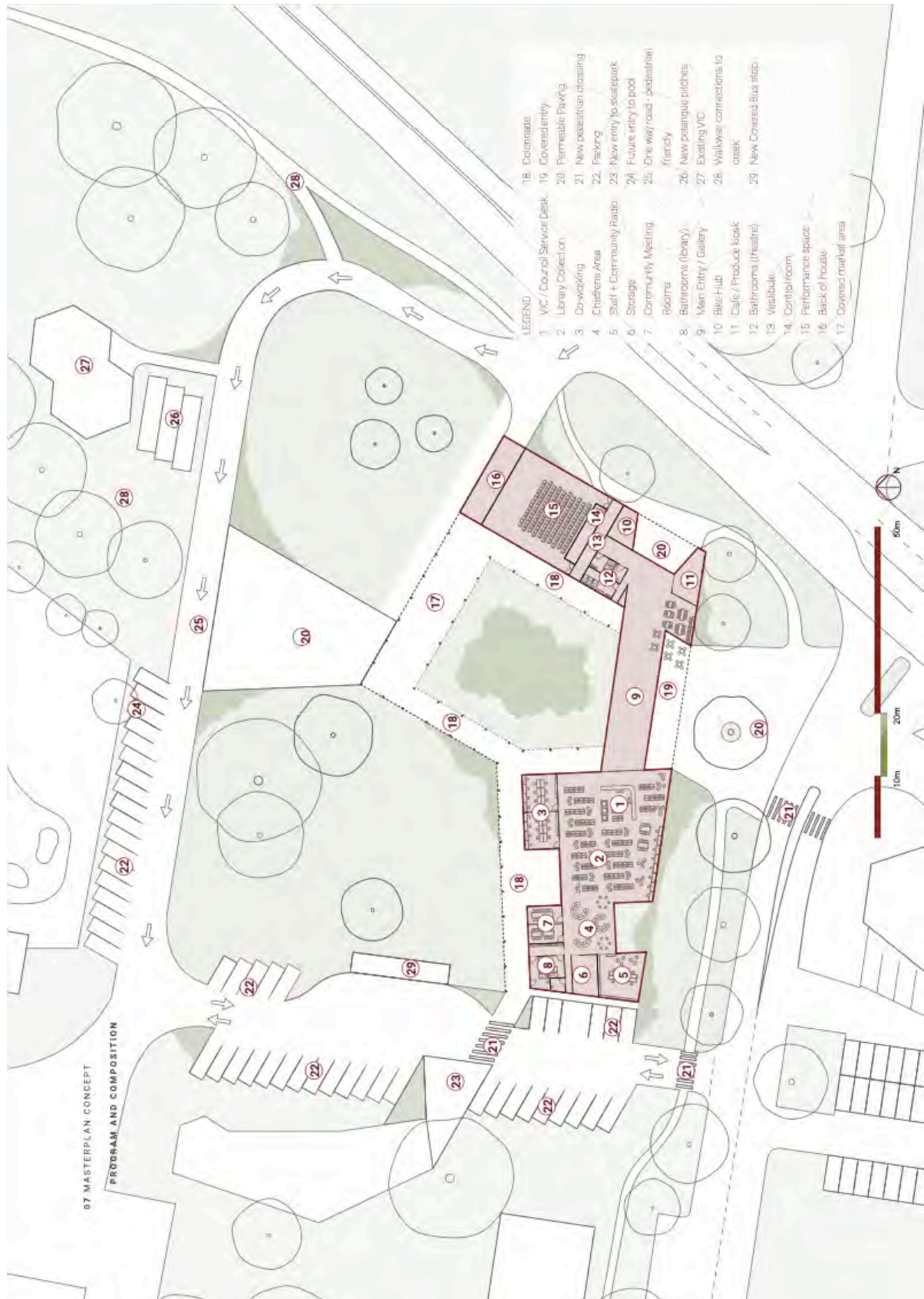
- Town amenity benefits including the delivery of new contemporary public spaces and improved connection to Woodend town centre.
- Increased levels of activity within the town centre, providing spin-off benefits to local businesses, in the form of increased local expenditure.
- Improvement to the public realm and town centre enabling potential for new investment in property and development to be leveraged in Woodend.
- Delivery of high quality civic space to increase civic pride and community cohesion.
- Increased efficiency and quality of service delivery through co-location opportunities.
- Social benefits including increased opportunities for social interaction, utilisation of civic space and involvement in community events and programs.
- Learning, educational and career development benefits including through providing fit for purpose spaces for study, short courses or educational programs to be conducted, complementing local school facilities.
- Improvement to access to services including access to free Wi-Fi, technology resources and printed resources.
- Improved brand and positioning of Woodend as a tourism destination.

APPENDICES

Opportunity	Community Support (as indicated through Survey responses)
Library, Community and Visitor Information Hub	Strong community support for all concepts, including an Improved Library (88% agree/strongly agree), co-location of the Visitor Information Centre (44% agree/strongly agree and 35% neutral) and Co-working spaces (47% agree/strongly agree and 35% neutral).
Indoor Performance and Events Space + Multi-Purpose Foyer and Gallery Space	Strong community support for a multipurpose indoor events space (82% agree/strongly agree) and small gallery / exhibition space (65% agree/strongly agree).
Café and Produce Store	Significant community support for café / product store (51% agree/strongly agree and 22% neutral).
Village Green and Multi-Purpose Outdoor Events Space	Strong community support for an improved outdoor space for events (82% agree/strongly agree) and Outdoor picnic spaces/bbqs (64% agree/strongly agree).

Source: Public Realm Lab, 2021

Proposed Staging Plan

The following phases outline how the project could be staged in its funding and execution. These stages aim to deliver positive economic, community, social, educational and environmental outcomes at each point of the masterplans development. Outdoor space and landscaping improvement have been included in this staging plan as an essential part of the Masterplans success.

Phase 1

Library and Foyer
- VIC / Councils service desk
- Library Collection / reading
- Co-working
- Childrens area
- Staff
- Storage and waste
- Community Meeting Rooms
- Bathroom (to library)
- Main Entry / Foyer
- Bike Hub
- Café / Produce Kiosk

Outdoor Areas
- Colonnade surrounding library
- Formalised Parking
- Native gardens around edge

Phase 2

Indoor Performance and Events Space
- Performance space / seating
- Control Room / Recording
- Bathrooms (to performance space)
- Vestibule
- Back of House

Outdoor areas
- Village Green
- Market Area
- Colonnade surrounding Village Green
- Bus Shelter
- Additional Parking
- Market area permeable paving
- Native gardens and landscaping

Source: Public Realm Lab, 2021

	Area (sqm)	Equivalent Rate	Cost
Demolition and Site Preparation	1353	$94	$126,659
			$126,659
Construction			
Library / Community Centre	656	3000	$1,968,000
Entry / Foyer / Multipurpose / Pre-Performance Space	311	3000	$933,000
Theatre / Events Space	357	4941	$1,764,000
Covered Outdoor Space	905	728	$659,000
Landscaping	1510	242	$365,600
Car Parking	828	250	$207,000
			$5,896,600
Preliminaries and Other Costs			
Preliminaries	% of Construction	7.0%	$421,628
Infrastructure and Services External to Building	% of Construction	2.0%	$120,465
Cost Escalation to Tender	% of Construction	2.0%	$120,465
Professional, Design and Town Planning Fees	% of Construction	10.0%	$602,326
Design and Construction Contingency	% of Construction	10.0%	$602,326
			$1,867,210
Extra Items			
Library Loose Fittings, Furniture and Equipment	Allowance	10%	$200,000
Foyer / Gallery Loose Fittings Furniture and Equipment	Allowance	5%	$30,000
Theatre Building Loose Fittings, Furniture and Equipment	Allowance	15%	$200,000
Outdoor Furniture	Allowance	-	$30,000
ESD	% of Library, Foyer + Theatre Construction	3%	$139,950
			$599,950
Total			$8,490,419
Say			$8.5 million

APPENDIX E ECONOMIC IMPACT TERMS AND DEFINITIONS

Output data represents the gross revenue generated by businesses/organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.

Employment data represents the number of people employed by businesses / organisations in each of the industry sectors in a defined region. Employment data presented in this report is destination of work data. That is, no inference is made as to where people in a defined region reside. This employment represents total numbers of employees without any conversions to full-time equivalence. Retail jobs for instance represent typical employment profiles for that sector, i.e. some full time, some part time and some casual.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy.

Value-Added data represents the marginal economic value that is added by each industry sector in a defined region. Value-Added can be calculated by subtracting local expenditure and expenditure on regional imports from the output generated by an industry sector, or alternatively, by adding the Wages & Salaries paid to local employees, the gross operating surplus and taxes on products and production. Value-Added by industry sector is the major element in the calculation of Gross Regional Product / Gross State Product / Gross Domestic Product.

Gross State Product (GSP) is the total value of final goods and services produced in the region over the period of one year. This includes exports.

Impacts used in this assessment include the following terms:

- Direct effects – Direct output or value of development or construction activity.
- Indirect effects:
  - Supply-Chain effects - The increased output generated by servicing industry sectors in response to the direct change in output and demand; and
  - Consumption effects - As output increases, so too does employment and wages and salaries paid to local employees. Part of this additional income to households is used for consumption in the local economy which leads to further increases in demand and output region.