

Promising Practice: A book of 'good practice' case studies

Prepared for the Growth Areas Authority

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Promising Practice:

A BOOK OF 'GOOD PRACTICE' CASE STUDIES

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INTRODUCTION

'Promising Practice' is a collection of seven case studies and has been designed as a tool to support Precinct Structure Planning for creating liveable new communities in Melbourne's growth areas. It has been developed for multiple users including developers, local government, State Government agencies, other key providers of infrastructure and services and the Growth Areas Authority.

The Strategic Framework for Creating Liveable New Communities identifies four liveability goals and 12 priority areas for future action. These case studies highlight examples of how others have dealt with specific planning issues or development challenges that Victorian growth areas currently face.

They have been chosen based on the following criteria:

- The story will serve as a resource to inspire and stimulate development with stakeholders at a local level.
- The story is relevant to and "doable" in the Victorian context.
- The story is linked to a minimum of one liveability goal and addresses a variety of planning elements and strategies.
- The story demonstrates the benefits of a joined up approach.

CASE STUDIES

Goal 1: High quality job opportunities and a thriving local economy

- 1. Pathways Enterprise Centre, North Lakes, Queensland. A partnership for the development of an integrated skills development and education service linked to local employment opportunities.
- 2.1 Bus Rapid Transport Options, Brisbane, Queensland. A flexible bus system suitable for extending the existing transit system to growth areas.
- 2.2 Trans Perth Rail Extensions

Goal 2: A healthy, safe and socially connected community

- 3. Cranbourne Community Plan, Cranbourne, Victoria: An engaged community planning process involving current residents and key stakeholders.
- 4. Wyong School as Community Centre, New South Wales: A primary school hosts an integrated program of activities and support for children 0 -8 and their families.

Goal 3: Affordable living

- 5. Gilles Plains Community Garden, Gilles Plains, South Australia: A community garden built on a former car park that helps feed local people and increases social connectedness.
- 6. Adaptus, Caroline Springs, Victoria. An affordable house and land package that contributed to the diversity of the community.

Goal 4: Sustainable built and natural environments

7. Lochiel Park, Campbelltown, South Australia: A 'green village' designed with the support of the South Australian Government to demonstrate sustainable living development

1. Pathways Enterprise Centre, North Lakes, Queensland

Liveability Goal One:

High quality job opportunities and a thriving local community.

Access to quality affordable education and training facilities and resources is a key community expectation and is, in itself, an important characteristic of liveable new communities. Equally, an educated, well skilled work force is a core requirement for local business growth. This case study illustrates how planning toward these two objectives can be incorporated into the planning phase of a new residential development.

The Project Objective

The Pathways Enterprise Centre was developed to address both the training needs of unskilled young people and the retail employment demand of Westfield and other local shopping centres in the district surrounding North Lakes, 25km north of Brisbane.

The Story

North Lakes is a new development in one of Australia's fastest growing local government areas. The developers of this master planned community had a vision for a balanced community: one where people live, work and enjoy their spare time. As a result, the site master plan included a centrepiece referred to as the 'Foundation Building' the anticipated hub of a range of community facilities which now incorporates the Pathways Enterprise Centre amongst other services.

In order to address the skills development and employment needs of this fast emerging community an Employment and Training Taskforce was established. Following community engagement and consultation, as well as market research and analysis a plan was developed for the establishment of the Pathways Enterprise Service.

A partnership resulted and was led by the Hornery Institute (a philanthropic foundation and research organisation). Other partners included a TAFE college, the State Education Department, local government, a job placement agency and the Area Consultative Committee.

A job placement licence was issued, funding under the Community Training Partnerships Program was directed, and the Department of Employment and Training and Pine Shire Council gave partnership support.

Initially, the service was developed to respond to the need for retail workers in the shopping centre, so it targeted youth and disabled adults. The service now offers people of all ages, skills and abilities training in partnership with schools, tertiary institutions, training organizations and local businesses. More than 5000 students were attracted in 2006 from all walks of life: secondary schooling, VCAL equivalents, pre-apprenticeships, and TAFE certifications in relevant vocation like retail, office and technology. An unexpected outcome of the project was service to the business sector, with more than 15 businesses including the ANZ bank, State Government departments and major retailers using the facilities for frequent staff training and development.

Outcomes

After three years of development, Pathways Enterprise Centre now integrates learning and broader community infrastructure. Foundation Building contains a library, the education and training centre, coffee shop, social spaces, a community garden and recreation facilities like a basketball court, swimming pools and a village green.

The outcomes of the initial vision of engaging the community in a comprehensive culture of education was surpassed to also meet broader community needs.

Key Learnings

- Master planned communities rely on physical infrastructure and design features which contain, encourage and foster community learning, participation and social connection. Developments can integrate learning facilities and community amenities through partnerships of developers, local and state government.
- Promoting economic development, job creation, and business development requires an informed approach: based on research,

- engaging and involving other stakeholders, and is directed to achieving lasting outcomes.
- Multi-levelled partnerships (developers, council, foundation, government) require entrepreneurial and innovative vision.
- Leadership by champions and intermediaries are required in driving, coordinating and advocating making the vision a reality.
- Relationships need development and ongoing maintenance with client bases including business and consumer representatives.
- Sustainable funding strategies (self generated from business and private sector, philanthropic and government funds) must avoid medium term reliance on government funding.

References

Hornery Institute: www.horneryinstitute.com

North Lakes Housing Development: www.stockland.com.au/Residential/QLD/ GreaterBrisbane/NorthLakes/

2.1 Bus Rapid Transit, Brisbane, Queensland

Liveability Goal:

High quality job opportunities and a thriving local economy.

Regular, reliable and affordable transport infrastructure is clearly crucial for business investment, industry development and accessing employment opportunities. In most growth area communities, a key challenge is to expand access to regular and reliable public transport. BRT systems are found today in major cities throughout the world. This case study highlights some of the benefits of BRT.

The Project Objective

Bus Rapid Transit (BRT) is a public transport system that combines a number of elements aimed to improve the speed and reliability of a public bus service. It combines all the services of the public bus system with new elements such as running ways (a corridor in which buses operate on a dedicated right of-way bus lane) and new technology solutions.

The Story

Much like Melbourne, Brisbane experiences increasing traffic congestion and is under pressure to find cost effective and environmentally friendly alternatives. Additionally, there is an increasing need to expand the service area of public transport systems, increase service frequency and improve efficiency. Bus Rapid Transit (BRT) provides a solution to these problems.

Bus Rapid Transit (BRT) services operate in many cities around the world and although they share some elements they vary in their specifics. Brisbane has two systems:

- Brisbane South East Busway (BSEB)
- Brisbane Inner Northern Busway (BINB)

The main features of Brisbane's BRT systems are high quality station design, bus corridors built on largely undeveloped land, active traffic light priority systems, off vehicle ticket purchase systems and high service levels that increase during peak hour. All of these features combine to provide

a fast and reliable bus service - particularly important to people living in growth areas.

One of the benefits of BRT for fast growing cities like Melbourne is that that it can often be implemented quickly and incrementally without ruling out future investment in other public transport options such as trains. In new communities or growth corridors, BRT is well suited to cost-effectively extend the reach of existing rail transit lines by providing feeder services to areas where densities are currently too low to support rail transit. It can also serve as the first stage for an eventual rail transit line.

Some of the documented benefits of BRT include:

Increased Ridership: BRT services have attracted and retained new users of public transport. Evidence suggests that many new BRT users previously drove cars. The availability of accessible and improved bus services means they now use public transport more frequently. For example, Brisbane's South East Busway reported a 40% gain in riders during the first 6 months of service and a reduction of 375,000 automobile trips annually.

Travel Time Savings: The dedicated bus running way, high service levels and off vehicle ticketing all result in a speedier service. Travel time savings is an important feature for people living in growth areas and traveling long distances to work.

Environmental Benefits: As more people use the Brisbane Busways the number of cars on the road decrease and the result is decreased carbon emissions.

Land Development Benefits: BRT stations can provide a focal point for transit-oriented development. It has been reported that the property values of homes located near Brisbane's busways have grown faster than those in areas where the BRT system is unavailable.

Outcomes

BRT is a flexible public transport option that supports the extension of the existing public transport networks to growth areas. They can be incrementally implemented in a variety of environments, providing benefits to BRT users, developers and the environment.

Key Learnings

- BRT is adaptable to growing communities and changing needs.
- Transit oriented development is supported by the availability of BRT.
- BRT and other public transit must respond to the specific needs and environment of the residents it serves.

References

TCRP Report 90: Bus Rapid Transit, Volume 1: Case Studies, 2002, Transit Research Board, www.TRB.org

G Currie (2006) 'Bus Rapid Transit in Australasia: Performance, Lessons Learned and Futures', Journal of Public Transportation, 2006 BRT Special

http://www.nctr.usf.edu/jpt/pdf/JPT%209-3S%20Currie.pdf

2.2 Trans Perth Rail Extensions

The Perth rail network has been extended significantly over the past fifteen years. New rail extensions to Clarkson in the north and Mandurah in the south have significantly improved the reach of the Perth rail network. As a result the extended network is providing fast and efficient public transport options to outer suburbs and has attracted strong public support and patronage.

Providing extensive rail infrastructure and linking bus services to rail hubs is an effective public transport service model. It integrates effectively with other transport modes including cycling and enables people using a variety of mobility aids to use public transport.

3. Cranbourne Community Plan, Cranbourne, Victoria



Liveability Goal:

Healthy, safe and connected communities.

Community wellbeing is enhanced when people feel they can contribute by saying what they desire for a community and when that community reflects those desires. This case study illustrates how involving people in imagining the future can build understanding and contribute to planning toward the aspirations of and for communities.

The Project Objective

The Cranbourne Community Plan project aims to develop a holistic plan for the future of Cranbourne. Currently 25,000 people live in Cranbourne and it is expected that an additional 75,000 residents will move in over the next 25 years.

In particular the objective of the project is to build community strength by adopting a model of collaboration that builds on existing networks in the community and assists in forging new partnerships where gaps in service provision exist.

The Cranbourne Community Plan is a three year project and, at the time of writing, the project was at the half way mark. Although the project is not complete, it has been included as a case study because the lessons are particularly valuable in the Victorian context.

The Story

The Cranbourne Community Plan (CCP) was initiated by the local council in response to the identified need to plan for the anticipated population growth in Cranbourne at the same time as strengthen communities already living in there.

The council established a partnership group to oversee the project including local education and community service providers and representatives from State Government departments. The project received funding from the Victorian Government.

Over an eighteen month period project staff undertook many different approaches to collecting information to inform the community plan. Quantitative information was sourced to build a profile of who lives in Cranbourne and who is likely to live there in the future, community based agencies were consulted and innovative community engagement strategies ensured that local residents had a say. 'Cranbourne speaks' was one such strategy. An informal and interactive meeting was facilitated to engage people in discussions about Cranbourne. It generated a lot of interest and local residents, including lots of children, participated in discussions about what was important to them. To date, more than 800 local residents have been engaged in the Cranbourne Community Plan including young people, older people, people with a disability and culturally and linguistically diverse communities.

The next step is to combine the qualitative and quantitative data about what's needed for Cranbourne with the aspirations and energies of the local community. All of this is done with local government, local agency, local resident and State Government support. The anticipated outcome is a plan with both strong community ownership and high level government support to fund the actions needed.

Outcomes

Although the Cranbourne Community Plan is yet to be completed, two early outcomes are evident:

The involvement of Cranbourne residents in the process has built confidence, capabilities, and skills.

The partnerships built between the local council and other stakeholders have resulted in a shared

understanding of local needs and issues and a shared sense of responsibility for Cranbourne.

Key Learnings

High levels of community engagement in the planning process contribute to increased social networks among participants and enhanced feelings of pride in the area.

The engagement of all stakeholders is important for community planning including: local government, state government, local service providers and locally based business.

The size of the community being planned for impacts on the level of community engagement. Participation and ownership by residents increases as the size of the community decreases.

References

Casey City Council Report http://www.dvc.vic.gov.au/Web20/dvclgv.nsf/alID ocs/RWPA8839CB9D0B964D7CA2571700031FF3C?Op enDocument

West, S and Raysmith, H (2008) 'Planning Together: Lessons from community planning in Victoria. http://www.localgovernment.vic.gov.au/Web20/r wpgslib.nsf/GraphicFiles/Planning+together+2007/\$ file/2007+Planning+Together.pdf

4. Wyong School as Community Centre, New South Wales

Liveability Goal:

Healthy, safe and connected communities.

Healthy, safe and socially connected communities have strong networks and provide good access to the services and facilities that people need.

Developing new communities means there is the capacity to build from first principles an innovative system of service delivery that can learn from experiences elsewhere and can be better integrated across health, education and community services. In other words, a well networked system that is centred on individuals, families and communities, rather than being a reflection of the historical silos of service provision.

In Victoria, kindergartens have previously been collocated with long day care and maternal and child health services. As the Victorian Government moves into a schools based model for kindergartens, an opportunity exists to explore ways for increasing the connections between schools and communities in a variety of other ways.

This case study describes an innovative service delivery model operating in NSW that combines a local primary school with a range of support, education, leisure and employment related programs for children 0 - 8 and their families.

The Project Objective

Wyong Public School is host to a 'Schools as Community Centres' Program (SaCC), a NSW Government funded initiative. The aim of Wyong SaCC is to support families with children birth to eight years 'to ensure children have the best start in life'. The Wyong SaCC runs from classrooms next to the kindergarten, also located on the school grounds, and provides a focus for community activity in Wyong.

The Story

Concerns for children and their families in the Wyong area led to a strong interest in the NSW Governments SaCC Program. The Program aims to

maximize the effectiveness of prevention and early intervention in reducing the impact of disadvantage for children aged 0-8 years.

The Wyong SaCC operates in collaboration with local services providers to deliver an integrated set of programs and activities to children and families in the Wyong area. This means that people are coming into the school grounds that don't yet or may never use the school.

A local advisory group oversees the SaCC and membership includes representatives from five State Government departments, from local nongovernment organisations and local community members.

A local facilitator initiates and develops the Centre's programs and activities and mobilizes the whole community to work in the interests of children and their families.

- Examples of activities run at the school include:
- Breakfast club and homework club.
- Play groups for 0 -3 and 3 -5 year olds.
- Aboriginal supported play group.
- Support group for parents of children with challenging behaviour.
- Hobby and craft groups.
- Information and referral services.

Outcomes

The integration of education, support and community development programs makes the school a 'one stop shop' for families.

The school is a leading education facility in the district and engages many previously disengaged families in the life of the school.

There is evidence that the health and safety outcomes for children in Wyong have improved. .

Key Learnings

- Support and community development programs for children and their families can operate effectively from a primary school campus.
- Collaborative efforts between schools and local service providers result in an ability to offer

flexible programs to communities with changing needs.

 Co-operation between government departments and with local services is essential for integrated service delivery.

References

Berryman, C and D, Notara (2005)

'Schools as Community Centres-Connecting Families with Community Young Children on the Central Coast' in Central Coast Practice Exchange: A Workers Journal Vol 2, 2005.

http://www.bensoc.org.au/uploads/documents/central-coast-practice-xchange-nov2005.pdf#page=23

Overview of Wyong as Community Centre

http://www.wyong.ps.education.nsw.gov.au/kla12 _community_centre.htm

5. Gilles Plains Community Garden, Gilles Plains, South Australia



Liveability Goal:

Affordable living Healthy, safe and connected communities.

Access to affordable, culturally appropriate and nutritious food on a reliable basis is an essential element of liveability. Food insecurity (the inability to access food) is experienced by people who are disadvantaged by geographic location such as those who live in rural or remote areas or residential areas not serviced by a supermarket or safe, walkable routes to shops. This situation is exacerbated by inadequate public transport supply. Others experiencing food insecurity include people who are socio-economically disadvantaged and/or have low disposable incomes; people who are disadvantaged or have special needs as a result of a disability.

Community gardens are a response to food insecurity that also contribute to the social connectedness and health of communities. This case study illustrates the range of benefits one community experienced as a result of developing their own community garden.

The Project Objective

Gilles Plains is a socio-economically disadvantaged suburb of Adelaide. Like many community garden

project, the Gilles Plains garden was an attempt to build community capacity and social connectedness at the same time as create a supply of locally grown fresh fruit and vegetables.

The Story

The idea of a community garden in Gilles Plains emerged over several years as local people and service providers considered how an unused car park, near to a range of community and education services, could be utilised. At the time, there was growing awareness that local people felt disconnected from local services and from each other. In particular it was acknowledged that there was a need for a 'common ground', a site where reconciliation between local indigenous Australians and others would be possible.

The local community health centre recognised the potential health benefits of a community garden and offered its leadership to the project. This involved holding workshops, meetings and disseminating information to local residents and other service providers.

A partnership to achieve the vision for a community garden emerged. The State Government owned the car park and made the land available and the local council got behind the project. Over time a management committee was established to oversee the community garden and now includes representation from the community health centre, the local primary school, child care centre, Aboriginal reference group, Anglican church, community house, domestic violence support group and local residents.

The garden was 18 months in the planning from conception to the start of construction. Initial seed funding was received from the Federal Government and a range of smaller grants have since supported aspects of the garden's development. Volunteers have been essential contributors to creating and running the garden.

There are six components to the community garden: an Indigenous section; an herb garden; a vegetable patch and fruit trees; a sensory garden, community artworks and a meeting area/performance space. Training and education programs about indigenous plants, gardening skills and back care are also offered.

The garden is used by local residents as well as some regular groups such as the primary school, child care centre and health outreach service. .

Outcomes

- The following outcomes of the Gilles Plains Community Garden were described in a recent evaluation:
- Enhanced partnerships among local service providers,
- Locally grown, fresh food was available for families using the garden,
- · Educational and teaching opportunities,
- · Job skills training opportunities,
- An increased sense of well-being and satisfaction among the people who use the garden,
- · An increased sense of belonging,
- Increased community capacity and social capital,
- · Improved urban environment, and
- · Reducing antisocial behaviour.

Key Learnings

- Identifying leadership and support of local organisations was critical to the success of the project.
- The location of the garden in a place that linked people to services was important.
- Sustainability planning to ensure that the project can become self-maintaining is an important consideration in the early planning.

References

Australian Community Gardens Network. (2003) www.magna.com.au/~pacedge/garden/about/bene fits.

The Gilles Plains Community Project Evaluation Report (2002).

http://www.facsia.gov.au/internet/facsinternet.ns f/aboutfacs/programs/sfsc-gilles_plains.htm

6. Adaptus, Caroline Springs, Victoria

Liveability Goal:

Affordable living

Prioritising the provision of affordable housing, particularly for those people living in low income households, is essential to the development of strong and liveable communities. Housing affordability concerns generate pressures on individuals and families and are likely to induce higher levels of mobility, affecting the maintenance of social networks and community cohesion. Higher housing costs also increase the risk of homelessness due to inability to sustain a tenancy or service mortgage repayments, reinforcing the importance of an adequate local crisis response.

This case study illustrates how one developer introduced a product to the market aimed at creating an affordable and flexible housing alternative in new residential developments.

The Project Objective

Adaptus was a series of innovate house and land packages developed by Delfin Lend Lease and was available in a range of housing developments across Victoria. The aim of Adaptus was to offer an affordable and flexible housing choice in new residential developments as part of a diverse mix of housing available to purchasers.

The Story

Delfin Lend Lease has a long history of developing innovative housing products. Critical to their success is their market research. Market research tells them what buyers want and they then take this information into account when making decisions about what housing products to include in a particular development.

The second key feature of the Delfin Lend Lease approach is that they strive to include a diverse mix of housing in every residential development. The outcome of providing housing diversity is that a cross section of people end up living in the communities developed by Delfin Lend Lease.

When planning Caroline Springs the market research suggested that 'price conscious' buyers

wanted an affordable housing option which would also enable them to match a house to their specific needs.

Following two years in development Adaptus was launched to the public in 2005.

Essentially Adaptus was a floor plan with common features such as a bathroom, toilet, kitchen and carport as well as three large spaces that can be used for living, sleeping, studying or another use important to the home purchaser. An open plan area could be modified over time and turned, for example, from a living room into a smaller living space and a bedroom when needed.

By keeping the floor plan simple and the lot size small, Delfin Lend Lease was able to keep costs down and achieve an affordable house and land package.

All the Adaptus house and land packages available at Caroline Springs sold and purchasers included:

- · Retirees,
- Single people,
- Young couples, and
- Single parents with one child.

Outcomes

- The mix of house and land packages available at Caroline Springs, inclusive of affordable housing options, contributed to the diversity of people living there.
- There was market acceptance of a new product.
- The price threshold for Caroline Springs was driven down.

Key Learnings

- Market research provides critical information to developers about suitable affordable housing for a particular development.
- Affordable housing contributes to the mix of people who live in new residential developments.
- Innovation can result in better outcomes for the home purchaser.

References

Delfin Lend Lease information about Adaptus:

http://www.delfincarolinesprings.com.au/llweb/carolinesprings/main.nsf/images/pdf_adaptus.pdf/\$file/pdf_adaptus.pdf

http://www.delfincarolinesprings.com.au/llweb/carolinesprings/main.nsf/images/pdf_adaptus_melbourne.pdf/\$file/pdf_adaptus_melbourne.pdf

7. Lochiel Park, Cambelltown, South Australia



Liveability Goal:

Sustainable natural and built environments

Attractive and sustainable natural and built environments are key features of liveable communities. The quality of the built environment and urban design has a major impact on the attractiveness, connectedness and cultural vitality of communities. The physical environment is something that urban planning can definitively influence.

While the quality and diversity of the natural environment has always been a high community priority, expectations about environmental sustainability are increasing rapidly as awareness grows about the consequences of climate change.

This case study provides a snapshot of a residential development in South Australia that was intended to demonstrate environmentally sustainable development.

The Project Objective

In 2004, the South Australian Government announced that the site of a former education institution would be redeveloped into an exemplar 'Green Village' residential development, modelling ecologically sustainable living to educate the public and property developers.

The Story

Leadership for Lochiel Park has come from the South Australian State Government with the

support of the Land Management Corporation and the Campbelltown City Council.

Lochiel Park, when completed, will be a residential area with 100 homes located in a bush setting linked to the River Torrens.

An important step in this process was the development of a master plan timed with legislation to protect 15 hectares of open space. Unlike most other developments, sixty seven percent of Lochiel Park is designated for public open space, wetlands, reserves and urban forest.

Other planning features for Lochiel Park include:

- Water sensitive urban design including bioretention pits and a central swale for storm water. Storm water will be used to flush toilets and to water the urban forest.
- The development of urban design guidelines for builders introducing mandatory requirements including a 7.5 star energy rating.
- The development of a rating tool to assess building applications against sustainability targets.
- The rigorous selection of builders who have demonstrated a capacity to work with the guidelines.
- A waste management scheme requiring builders to reuse and recycle 100% of their eligible building waste.
- An electricity load management trial with residents.
- Fibre optic cabling and a planned intranet system for residents.
- The development of public art representing the history of indigenous Australians in the area.
- Stage one of Lochiel Park was being sold in late 2007 and early 2008.

Outcomes

- The South Australian Government's commitment to creating a model 'Green Village' has resulted in:
- New partnerships between leaders in sustainability planning and the relevant local and state government authorities,

- The development and trailing of new technologies,
- An innovative master plan and design guidelines that will lead to a sustainable living environment.
- A range of tools that can be replicated for other developments.

Key Learnings

- Communities are keen to see innovation for achieving sustainable living.
- Demonstration projects provide an opportunity for to trial possibilities and to push the boundaries of what's possible.
- Partnerships are crucial for innovation in planning for sustainable natural and built environments.

References

The following website provides an overview of the project.

http://www.lochielpark.com.au/lochielpark/home.htm