



5. Implementation

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Open spaces are planned and managed by Knox City Council for the community. This management is a complex process.

Many elements of open space are not owned by Council. Some open space is managed by community groups in partnership with, or instead of Council. Some specific projects within open space are generated and delivered by individuals, groups and organisations other than Council. And as evidenced previously in this Plan, multiple areas of Council deliver services and infrastructure in open space.

This section outlines key tools to enable the Plan to deliver the vision through integrated planning in open space. These tools and processes are a framework to enable specific planning and delivery of sites with the whole of the city in mind. These tools are intended to work in conjunction with existing Council processes and have been identified in collaboration with Knox City Council staff and the community.

Tools for achieving change

Tool	Who	Goal
Participation principles	Community and Council	Individual community members and groups collaborate with Council in developing, designing, managing and using open space.
Partnership principles	Stakeholders	Partnerships are forged between agencies, private landholders and other institutions and organisations to facilitate cross use of open space

Process

Identification and prioritisation of open space:

Identify open spaces	Council	Council identifies and assesses the network of open space to determine whether open spaces are serving their function as 'municipal', 'neighbourhood' or 'local'.
Selection criteria (Assess provision and quality)	Council	Council assesses open spaces to determine current quality and future opportunities, in order to determine priorities in investment across the city.
Prioritise	Council	Council undertakes an integrated assessment to determine the prioritisation for planning and delivery of open spaces.

Plan, deliver and manage open spaces

Scope	Council	Council has integrated processes that ensure open space is planned, developed and managed as effectively as possible.
Design	Council and community	Council uses good design principles to guide the planning and delivery of open space.
Maintaining the place	Council and community	Council undertakes integrated management practice that reflect community aspirations for open space and delivers value outcomes.

Action plan

Enact the strategic directions, see the Action Plan



*“Council’s role should be that of a facilitator in order that the community can create open space, develop networks and relationships between users of open space.”
Environment Advisory Committee*

tools

Participation principles

This plan recognises the community's desire to have a strong role in collaborating in the evolution and management of their open space. Council undertakes community engagement based on the Knox Community Engagement Manual that was developed to ensure consistency in Council's consultation and engagement activities.

From an open space perspective there are differing levels of involvement opportunities across Knox. These are described in the table below.

For each type of open space a community engagement plan must be established to provide a framework for Council, stakeholders and the community to engage within.



IAP2 Public Participation Spectrum

Inform

Consult

Involve

Collaborate

Empower

Public Participation Goal:

Public Participation Goal:

Public Participation Goal:

Public Participation Goal:

Public Participation Goal:

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions .

To obtain public feedback on analysis, alternatives and/or decisions.

To work directly with the public throughout the process to ensure that public concern and aspiration are consistently understood and considered.

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

To place final decision-making in the hands of the public.

Promise to the Public:

Promise to the Public:

Promise to the Public:

Promise to the Public:

Promise to the Public:

We will keep you informed.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

Partnership principles

This Plan recognises that there are significant opportunities to increase community use of open space and improve the liveability of Knox by harnessing opportunities that lie outside of Knox Council owned and managed spaces. This is especially evident in commercial, retail and industrial areas where there is limited provision of open spaces or where urban types of spaces are not managed by Knox City Council.

This plan recognises the benefits that partnerships can provide to the community and recommends that they are sought when improving open spaces. The opportunities and approaches recommended below will include a range of issues that will need to be worked through to enable partnerships to be effective.

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Opportunities

The opportunities identified include:

- Creating open space that is accessible with partnered or neighbouring businesses or industry to provide workers with open space recreation and relaxation opportunities.
- Partnering with neighbours to provide amenity in the street or within adjacent land holdings.
- Commercial and retail partnerships with Council where urban and park spaces can be managed as community destinations. This may include allowing public activities like busking or farmers markets.
- Commercial and retail partnerships with Council where public uses can be shared on private land. Examples of this may include night time use of car parks as netball courts.
- Partnering with Council to interface with public open spaces positively. This may include publically addressing a frontage to a creek corridor, removing fencing to promote permeability and access between businesses and open space.
- Partnering with Council to establish non-permanent opportunities like coffee carts.
- In continuing to improve tree coverage in the municipality, Council has prepared a report that details the opportunities for tree planting in Knox, refer to this report when partnering with stakeholders.
- Potential partnering with aged care providers to assist in the development of open space that caters for the needs of an ageing population.

Authorities

There are three major authorities that control significant amounts of open space in Knox. These are Melbourne Water, VicRoads and Parks Victoria.

Parks Victoria

Parks Victoria's vision is:

'An outstanding park and waterway system, protected and enhanced, for people, forever.'

It outlines its purpose as existing to:

- Conserve, protect, and enhance natural and cultural values.
- Provide quality experiences, services and information to its customers.
- Provide excellence and innovation in park management.
- Contribute to the environmental, social and economic well-being of Victorians.

VicRoads

VicRoads manages major road infrastructure across Victoria. Its primary focus is to maintain and develop road infrastructure to effectively manage infrastructure for vehicles in a safe way. In relation to Knox's open spaces, Vic Roads either manages or controls the ultimate purpose of land holdings, including road side vegetation and designated road easements. VicRoads consider the following three areas when managing and developing spaces:

- Safety - Provide a safer environment for all those who use the road and roadside.
- Environmental and Cultural Heritage Values – Protect environmental, landscape and cultural heritage values within the roadside.
- Amenity and Access – Maintain the aesthetics and amenity of the roadside, and preserve access for roadside users where appropriate.

Melbourne Water

Melbourne Water manages significant areas of open space across the City of Knox. These areas are made up of the creek corridors, drainage lines, retarding basins, lakes and wetlands. Melbourne Water's Vision is 'Working together to ensure a sustainable water future'. This means that:

- Our water supply is secure and high quality.
- Our waterways and bays are healthy.
- Biodiversity is improved.
- Stormwater and treated wastewater is recycled or beneficially used.



Tim Neville Arboretum a municipal open space



Peregrine Heights Reserve a neighbourhood open space



Tara Court a local open space

'Tim Neville Arboretum is something I'm proud of.

I didn't build it, but I love it.

The sound of children playing there, families gathering. Something we can all be proud of.

I think the only way we surely know what sort of community we live in is to provide good quality facilities and see how the community treats them.

I'm Ray Deane, and I love the Arboretum in Ferntree Gully.'

Institutions

There are many primary, secondary and tertiary education centres within the municipality. These schools are part of a social network that perform a number of community services and links. As these schools are inherently community bases, they offer a unique opportunity to build on these locations as community hubs and as community infrastructure.

Not all schools need to be community hubs. But there are significant numbers that provide community infrastructure, including active recreation opportunities like basketball courts.

The opportunities of partnership between institutions and Knox City Council include:

- Agreements between institutions and Knox City Council for community use and access to facilities and infrastructure.
- Allowing use between adjacent properties. This is particularly practical when schools partner with Council by sharing their hard court areas and halls and Council provides adjacent ovals or open space to be programmed by the school.

Partnership approaches and recommendations

The following approaches are recommended to enable partnerships:

- Identify partnership opportunities across the municipality.
- Promote partnership between Council, institutions, business and industrial sectors.
- Identify key commercial areas with potential for multiple uses as 'community nodes'.
- Develop guidelines for positively addressing open space.
- Develop guidelines for commercial activity in open space including personal trainers, coffee carts, busking and other types of events.
- Develop frameworks/ engagement programs that promote activating interfaces to green infrastructure corridors.
- Promote partnership across neighbours in business parks and industrial areas for providing common green recreation space; enabling habitat corridors; providing access to shared path networks; and creating greener healthier environments.
- Develop strategies for enacting partnerships and transformations of potential community nodes.
- Examine lease contracts and the influences and effects that the lessee has on adjacent spaces and community leases.
- Lease relationships.
- Identify types of opportunities across business parks and industrial areas including creation of open space and for edges to address open space.



processes

Delivering Council services is a complex task that includes multiple disciplines and stakeholders. Council has a range of processes that integrate many of these disciplines and stakeholders to align service delivery and ensure that good value outcomes are realised. This Plan recognises that the complexities of open space planning and management are addressed when an integrated approach is taken.

As Council continues to improve its service delivery through improving processes it is intended that the proposals in this Plan are embedded into future process improvements.

This section outlines a methodology to plan, design, deliver and manage open spaces.

The following table identifies the key Plans that relate to lenses and the budget streams that these areas of Council are funded from. Note: A broader list of related Plans and Policies are located in the Appendix.

Each of these Plans have selection criteria assigned to help Council identify and prioritise works, programs and funding, which are presented to Council as Business Cases.

This Plan recommends that selection criteria and prioritisation are looked at in a balanced approach across the lenses to help identify synergies across programs and determine holistic prioritisation in relation to open space.



Identification and prioritisation of open space

1. Identify open spaces
2. Selection criteria (Assess provision and quality)
3. Prioritise

Plan, deliver and manage open spaces

4. Scope
5. Design
6. Maintaining the place

Service Plans and lenses	
Lens	Related Plans
Biodiversity	<ul style="list-style-type: none"> • Sites of Biological Significance
Sustainable	<ul style="list-style-type: none"> • Sustainable Environment Strategy • Climate Change Response Plan
People	<ul style="list-style-type: none"> • Access and Inclusion Plan • Affordable Housing • Housing Policy • Community Safety • Emergency Management Plan • Community Strengthening and Social Equity Plan
Play	<ul style="list-style-type: none"> • Play Strategy • Early Years Plan • Youth Plan • Healthy Aging Plan
Arts	<ul style="list-style-type: none"> • Arts and Culture Plan • Multicultural Plan
Leisure	<ul style="list-style-type: none"> • Recreation and Leisure Plan • Sporting Reserve and Facilities Guidelines
Connections	<ul style="list-style-type: none"> • Integrated Travel Plan • Shared Path Plan • Bike Plan
Water	<ul style="list-style-type: none"> • WSUD Plan • Drainage Plan
Economy	<ul style="list-style-type: none"> • Economic Futures Study

Identification and prioritisation of open space

Identifying open space

In prioritising open spaces across Knox this Plan recommends assessment of quality and provision as the key driver. The following steps outline the process for assessing open space:

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1. Determine and assess the quality of the network of open spaces by assessing the spaces functionality as:

- Municipal
- Neighbourhood
- Local

and whether these spaces are also:

- Creek corridors or
- Community hubs.

2. Determine the quality of open spaces by assessing through the nine lenses:

- Biodiversity
- Connections
- Culture
- Economy
- Leisure
- People
- Play
- Sustainable
- Water

Provision of open space in Knox






This Plan finds that Knox has adequate provision of open space when considering adjacent land provision by Parks Victoria, however there are some major barriers that are currently compromising this provision. In achieving adequate provision, major barriers such as roads need to be addressed in order to unlock access to open space. In The Basin and Ferntree Gully steepness of the terrain means that the 500m benchmark may not be able to be achieved. However the heavily treed character of the area together with the proximity to National Parkland provides a satisfactory alternative.

The following map shows the network of open spaces in Knox, identified as a series of types.



Refer to disclaimer on page 5.

Legend

-  Suburb and neighbourhood boundaries
-  Open space neighbourhood areas defined by major barriers
-  Local open spaces
-  Creek corridors
-  Neighbourhood open spaces
-  Municipal open spaces
-  Community centres
-  Community hubs

The network of open space types across Knox

Selection criteria

Assessment of open space

In assessing Knox's open spaces, it is important to consider both the current situation and the opportunities that the site presents in order to understand where and how investment in open spaces should be considered. The following table shows how the type and lens can be scored to help Council prioritise spaces in Knox.

The following principles make the criteria for assessment of open spaces. These are open spaced focused and are different to the selection criteria defined in the Service Plans.

Municipal

- Physical relationships to an activity centre is essential
- Excellent connectivity, being visually accessible, accessible to pedestrian and bike and have near proximity to community facilities is necessary
- Cater for multiple groups of people
- Diverse user groups is desirable
- Unique qualities, character or special features is essential
- Is the space also located on a creek corridor?
- Is the space also a community hub?
- Accommodation of changing use

Neighbourhood

- Located in a prominent location within the neighbourhood
- Excellent connectivity, being visually accessible, accessible to pedestrian and bike and have near proximity to community facilities is necessary
- Cater for multiple groups of people
- Enable diverse activities
- Unique qualities, character or special features is essential
- Is the space also located on a creek corridor?
- Is the space also a community hub?
- Accommodation of changing use

Local

- Develop community engagement with the space in the immediate surroundings
- Spaces must be visually and physically accessible
- Develop place based character sympathetic to the neighbourhood and site
- Accommodation of changing use

Biodiversity - appreciation

- Priority/significant location
- Create new links
- Strong character and branding

Connections - connectivity

- Access to public transport, pedestrian and bike infrastructure
- Have excellent amenity and community infrastructure
- Comply with DDA and other standards

Cultural - interpretation

- Landmark
- Event opportunities
- Special character/significance

Economy - local

- Engaged interface with business and industry
- Connect with community infrastructure
- Opportunities for temporary business
- High level of amenity

Leisure - healthy

- Dynamic interface design
- Integrated design between active/passive spaces
- Ability to activate spaces through structured activities

Assessment of open space			
	Current 10 pts max	Opportunities 10 pts max	Ranking score
Type (M/N/L)			
Biodiversity			
Connections			
Culture			
Economy			
Leisure			
People			
Play			
Sustainable			
Water			
Total score	100 pts max	100 pts max	% score meeting opportunity

Chart of selection criteria scores

People – well-being

- Develop strong community links to the space
- Develop a sense of community custodianship of site
- Good provision of community infrastructure

Play - exploration

- Provide diverse opportunities for play use of the site
- Comply with equal access and compliance standards
- Multi-generational use of spaces
- Appropriate infrastructure for the type of space
- Excellent visual amenity

Sustainable - equilibrium

- Integrate opportunities for sustainable infrastructure
- Design with sustainable materials and vegetation

Water - quality

- Increase water quality
- Link and extend creek corridors by integrating drainage corridors
- Improve community access to water
- Integrate water systems between open spaces, streets and homes

Ranking score

Every open space in Knox has all lenses present within them but to varying degrees. Not all sites will achieve maximum potential of 10 in each lens (as determined by the selection criteria). It is therefore important to score the current lens against the potential of the site.

For example, the biodiversity potential of the site may be scored as an 8 according to the selection criteria, but the current biodiversity value (out of a possible 8) is only about half. So the Current value would be 4.

Each lens and the type will be scored in this way to add up to a total.

The ranking score is then determined as a percentage score. The ranking score tells us what potential the site is currently achieving. The following brackets show the spread:

90 - 100% = Outstanding

70 - 90% = Excellent

55 - 70% = Good

40-55% = Fair

0-55% = Below average

It is also important to consider the opportunity score on its own to determine the value of the space to Knox's open space network.

Case study

Marie Wallace Bayswater Park, Bayswater

Outstanding open space value
Achieving good outcomes



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Marie Wallace Bayswater Park is a municipal open space located prominently on the corner of Mountain Highway and Scoresby Road and has excellent visual access. The relationship to the activity centre and Dandenong Creek shared path is excellent. There are many other community facilities within close proximity to the park including the community centre. The site caters for a diverse range of activities and user groups. The site has its own character transitioning from an urban corridor to significant bushland. The space has been used as a community hub in the past. It will need to be developed as a stronger municipal space as the area develops.

The space is a high priority location for sites of biological significance. This site has the potential to extend this vegetation into the park and adjacent creek and promote, educate and engage the community on its special value. This area provides a beautiful back drop to the existing barbecue area.

The park has excellent connections to public transport as Bayswater Train Station and bus terminal is nearby. The park is located on Dandenong Creek shared trail which provides excellent connections beyond the immediate area. Further community infrastructure including way-finding signage and better path connections to the township would be of large benefit.

Assessment of open space: selection criteria scores			
	Current 10 pts max	Opportunities 10 pts max	Ranking score %
Type (M/N/L) <i>municipal</i>	6	10	60.0
Biodiversity	6	10	60.0
Connections	8	10	80.0
Culture	7	10	70.0
Economy	5	10	50.0
Leisure	7	10	70.0
People	7	10	70.0
Play	6	10	60.0
Sustainable	5	10	50.0
Water	4	10	40.0
Total score	61	100	61.0 %

Summary

- Opportunity for outstanding value to the community
- Achieves excellent connections, culture, leisure and people and good biodiversity, economy, and play value.
- Needs to improve its sustainable and water values.
- Overall achieving good value to the community.

90 - 100% = Outstanding

55 -69% = Good

0-39% = Below average

70 - 89% = Excellent

40-54% = Fair

The site presents excellent opportunities to hold festival and other cultural events and community activities. The remnant vegetation has cultural significance and the site itself is a landmark and gateway to Knox.

The interface to local business and industry could be improved with better physical connections to the space and use of adjacency to the shared path, improvement of community infrastructure and improved amenity.

The space contains disused tennis courts (currently under review) and two sporting ovals. The interfaces between these spaces are limited by fencing that is used to control attendance at football games on weekends. There are significant opportunities to improve interface design in consultation with community stakeholders.

There are strong community links to the space including sports groups, uses of the play grounds and shared path. The site could develop this relationship through the development of a community hub and involvement of the community in improving the space.

The play opportunities across the site are diverse, catering for all ages. The design and integration of the spaces could be improved.

A water harvesting tank is present on the site. Further opportunities are present including solar pedestrian lighting and other community activities.

The site has major drainage lines running through the site and is adjacent to large roads and Dandenong Creek. There are significant opportunities to improve water quality through multiple interventions.

Case study

Lewis Park, Wantirna South

Outstanding open space value
Achieving fair outcomes



Lewis Park is located centrally in the municipality and is part of the Knox Central precinct, surrounded by residents, Knox City Shopping Centre, Knox City Council and adjacent to an industrial area. Lewis Park is located along Blind Creek which provides excellent connections beyond the immediate area. The Park encompasses remnant bushland, sports ovals, tennis courts, a highly used skate park and a retarding basin managed by Melbourne Water. Its connection to Knox Central activity centre, Knox Civic Centre and the Knox Community Gardens and Vineyard makes this open space particularly valuable for the community. Access to the area is from a private car parking area (Knox City Shopping Centre) and through multiple street ends. Access to the park is excellent for pedestrian and bikes. The Park is large accommodating multiple user groups and activities ranging from football to bush walking, bike riding and skating amongst many others. The Parks unique character comes from its significant vegetation and relationship with Blind Creek. This space is well suited to be developed as a community hub and municipal space, especially with the Knox Central project that is underway.

Lewis Park is a high priority site of biological significance and has the potential to develop a rich creek corridor and wetland area that links along Blind Creek Corridor. This area has strong potential for way-finding signage and interpretive information, together with friends groups and other community activities.

The Park is within walking distance of Knox City Shopping Centre Interchange (bus terminal), a major hub in the municipality. The northern side of the park also has a bus route running near the space. The shared path wraps around the park and can be enhanced with community infrastructure including benches, drinking fountains, way-finding signage, distance markers etc.

Assessment of open space: selection criteria scores			
	Current 10 pts max	Opportunities 10 pts max	Ranking score %
Type (M/N/L) <i>municipal</i>	6	10	60.0
Biodiversity	6	10	60.0
Connections	7	10	70.0
Culture	3	10	30.0
Economy	2	10	20.0
Leisure	7	10	70.0
People	7	10	70.0
Play	5	10	50.0
Sustainable	4	10	40.0
Water	2	10	20.0
Total score	49	100	49 %

Summary

- Outstanding value to the community
- Achieves excellent connections, leisure and people value and good biodiversity and play value.
- Needs to improve its municipal, cultural, economic, sustainable and water values.
- Overall achieving fair value to the community.

90 - 100% = Outstanding

55 -69% = Good

0-39% = Below average

70 - 89% = Excellent

40-54% = Fair

Lewis Park is a prime area for cultural events, landmarks and interpretation of the landscape and history of the area. The area has potential for the character of the place to be developed especially at the interface of the urban and bushland areas.

Although the shopping centre and industrial areas are adjacent to the open space, these areas do not take advantage of this, facing away from the space, rather than embracing it. There is significant opportunity to address and link to this open space, creating a more valuable outlook and connections to this important space. The park does not have a high level of amenity, other than providing vistas to Mount Dandenong and wide open space. This space could be developed to be a vital community asset.

The park manages the interface between the sporting areas and remnant bushland well. Further integration could be achieved to create a dynamic engaging edge. There are sports clubs present on site who could further activate the use of these spaces during the week and at night.

This area has strong links to the community including sports clubs, skate park users, nearby friends groups and

the Knox Community Gardens and the high level of bike riders and walkers who utilise the shared path. These links to the community could be further developed as the open space is upgraded to be a destination space.

The park offers experiences for all ages and a diverse range of activities including unique play experiences, skate and bmx walking and exploration of the semi-bushed edge of Blind Creek. Natural play and improved community amenity can be developed within the space and links made to the nearby indoor play centre located in Knox City Shopping Centre.

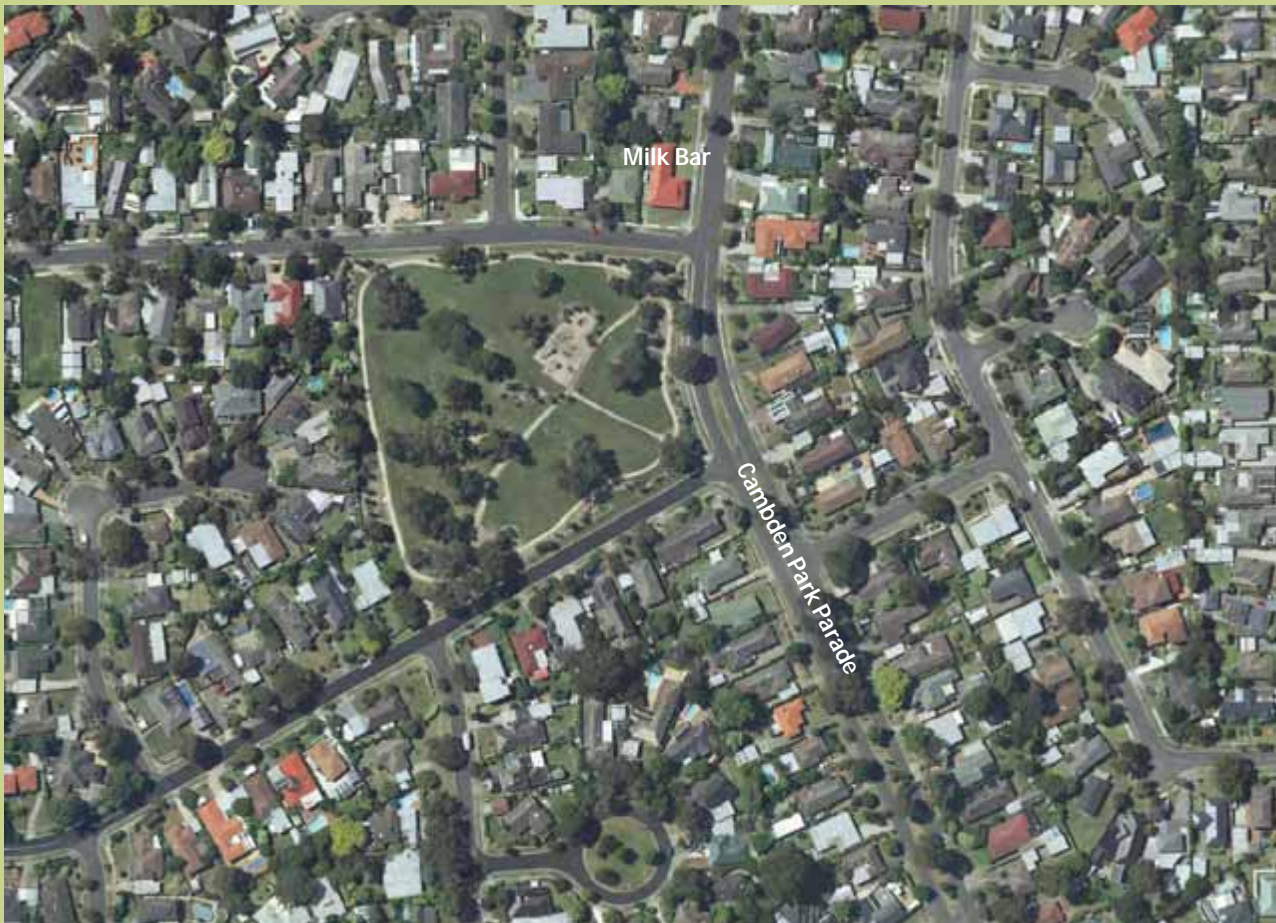
This park offers an excellent location for the exploration of sustainable infrastructure including solar lighting, integration and enlargement of the nearby Knox Community Gardens and opportunities to explore water turbines and new sustainable materials and technologies.

The parks offers a unique opportunity to increase water quality and the health of Blind Creek. There is opportunity to daylight the piped creek, restore wetland systems and revegetate the creek corridor. These works could be integrated with the extensive roofed and carparked areas

Case study

Kent Park, Ferntree Gully

Excellent open space value
Achieving good outcomes



Kent Park is situated in an excellent position within the suburb, along a collector road and within close proximity to a milk bar. It has excellent visual access being open on three sides. Access to the park could be improved with shared paths or on-road bike lanes. As the area develops this will provide better service to the neighbourhood.

The park has many large trees and garden beds made of native species of grasses. The park could improve its biodiversity value through the introduction of more shrub planting to provide habitat for small birds and planting of new younger trees for succession planting. The park could build on the character and education of vegetation types existing at the site and involve the community in planting activities.

There are no public transport (bus) links to this area, minimal provision for pram crossings and no shared path or on-road bike lanes. Drinking fountains and benches along paths would also be beneficial.

The park has its own special character, dominated by the canopy trees and open grassy structure of the park. There are some unique sculptures in the park (fairy mushrooms) that are well integrated into the landscape. This park could be a venue for local Christmas or birthday parties or small community activities such as planting days. There is no reference to the park's heritage.

Assessment of open space: selection criteria scores			
	Current 10 pts max	Opportunities 10 pts max	Ranking score %
Type (M/N/L) <i>neighbourhood</i>	8	10	80.0
Biodiversity	6	8	75.0
Connections	2	8	25.0
Culture	5	8	62.5
Economy	2	8	25.0
Leisure	8	8	100.0
People	7	10	70.0
Play	8	10	80.0
Sustainable	4	8	50.0
Water	0	7	0.0
Total score	50	85	58.8%

Summary

- Excellent value to the community
- Achieves outstanding leisure value
- Achieves excellent biodiversity, people and play value, and good culture, and sustainable value.
- Needs to improve its, connections, economic, water values.
- Overall achieving excellent value to the community.

90 - 100% = Outstanding

55 -69% = Good

0-39% = Below average

70 - 89% = Excellent

40-54% = Fair

Kent Park has a high level of visual amenity and facilities within the park (mainly the play ground, benches and solar lighting). The adjacent milk bar has no relationship with the park and has low visual amenity. There is little community infrastructure to connect with. A temporary coffee van would be an opportunity if desired by the community.

The park has no programmed activities or structured spaces, but a wide range of unstructured activities can take place within the space at the same time (e.g. dog walking, play on equipment, exploration of spaces - mushrooms, ball games, walking, exercising etc.).

It has good provision of benches, lighting and play equipment within the park. Stronger links to the park could be developed with community activities and infrastructure like drinking fountains, coffee carts etc. Barbecue facilities and further benches outside of the play space would be beneficial.

The park has well integrated design that allows for multi-generational use of the space from 8-80 years of age. i.e. play equipment, benches, mounding, open grassy space. The park could be further enhanced with natural play integrated between grassy spaces and the play equipment to enhance the exploration opportunities and interests for older and young people. This would also improve the visual amenity of the site.

Kent Park has solar pedestrian lighting installed and makes use of low-tech materials. Further opportunities for community gardens, water tanks and education and interpretive information could be developed.

The park is not connected to a creek corridor, however the space could improve the quality of water entering these systems by capturing adjacent road run off and treating this water with rain gardens or other passive systems. This treatment and design would also add amenity value to the park and provide educational opportunities and connection to water for the community.

Case study

Benedikt Reserve , Scoresby

Excellent open space value
Achieving below average outcomes



Benedikt Reserve is located on a busy street within the suburb. It is open on one long side and has two other main access points from surrounding streets. The reserve supports a diverse range of activities and multiple users. The existing mature trees on the site and the steep topography to the east of the reserve present the opportunity to build on distinctive character. The space has potential to be a community hub which will become more prominent into the future.

The reserve has very little biodiversity value, having a stand of mature pine trees through the centre and being dominated with the grass sports ground. There is opportunity to enhance the character of the site and aerial canopy by building on the scattering of mature eucalyptus, developing the edges of the sports ground and the eastern slope adjacent to the road with a variety of indigenous plants.

There is a bus stop on Rosehill Street, providing access to public transport. There are paths to the perimeter of the park and to the play ground from one side, but other access points are in very poor condition and do not allow equal access. There are no shared path connections or on road bike lanes.

Assessment of open space: selection criteria scores			
	Current 10 pts max	Opportunities 10 pts max	Ranking score %
Type (M/N/L) <i>neighbourhood</i>	6	10	60.0
Biodiversity	1	6	16.0
Connections	3	8	37.5
Culture	2	8	25.0
Economy	2	6	33.3
Leisure	6	9	66.6
People	4	8	50.0
Play	4	9	44.4
Sustainable	0	6	0.0
Water	0	7	0.0
Total score	28	77	36.6 %

Summary

- Excellent value to the community
- Achieves good leisure value
- Needs to improve its biodiversity, connection, culture, economy, people, play, sustainable and water values.
- Overall achieving below average value to the community.

90 - 100% = Outstanding

55 -69% = Good

0-39% = Below average

70 - 89% = Excellent

40-54% = Fair

The site presents excellent opportunities for community activities, if the sports ground or carparking areas could be utilized. The pine trees present some historical significance and add character to the site. But there are little other interventions or natural characteristics present.

Whilst offering a large open space which provides value to the community, the amenity of the site is very poor. There could be opportunity to engage with community activities if the infrastructure was invested in. Investment into the amenity of the park could also raise the value of the area.

The park provides tennis and sports ground opportunities for structured activity. The reserve is also used for walking and play. The integration between these areas and the rest of the site is not well considered and appear neglected.

Benedikt Reserve is highly valued by the community as past correspondence has indicated. This value could be built on with community input into the upgrade of the park, community planting and the addition of facilities such as paths, seating, pedestrian lighting, upgraded play ground, drinking fountains and a public toilet.

The site provides a variety of settings for play including ball sports and toddler play equipment. It is lacking integration, natural areas, walking paths and interest for older people.

There is opportunity to integrate new sustainable materials, solar panels, irrigation for the oval and food production into the site.

There is some opportunity to harvest water from Benedict Court and potential to harvest water from surrounding residences.

Case study

Baldwin Avenue Reserve, Boronia

Good open space value
Achieving excellent outcomes



Baldwin Avenue Reserve is a local park situated on a local street. The space is small allowing one to two user groups to feel comfortable in the space at a time. The space offers play opportunities for young children and a place for relaxation. It is visually accessible, being open on the long side of the triangular park. The design of the park is sympathetic to the local neighbourhood.

The park can accommodate several large canopy trees and small areas of garden bed that will contribute to biodiversity across the suburb. Information about small garden beds and specific plants could help contribute to understanding of the role of plants in the area.

Access to the park is limited to foot paths and riding bikes on the street. This is appropriate for this park.

The park would benefit from a drinking fountain and some shade trees over the playground equipment.

The space offers opportunity for community interventions.

Assessment of open space: selection criteria scores			
	Current 10 pts max	Opportunities 10 pts max	Ranking score %
Type (M/N/L) <i>local</i>	10	10	100.0
Biodiversity	3	5	60.0
Connections	5	5	100.0
Culture	0	3	0.0
Economy	5	5	100.0
Leisure	5	5	100.0
People	3	5	60.0
Play	4	5	80.0
Sustainable	0	2	0.0
Water	0	5	0.0
Total score	35	50	70 %

Summary

- Good value to the community
- Achieves outstanding connections, economy and leisure value
- Achieves excellent play and good biodiversity value
- Needs to improve culture, sustainable and water value.
- Overall achieving excellent value to the community.

90 - 100% = Outstanding

55 -69% = Good

0-39% = Below average

70 - 89% = Excellent

40-54% = Fair

Baldwin Park has good amenity value that contributes to the visual appearance of the area.

The park offers passive leisure activities. Some equipment could be utilised for personal fitness activities.

The provision of community infrastructure is excellent including paths, planting and play equipment. This space offers a place to walk to, or sit and enjoy the weather and atmosphere.

Natural play opportunities are appropriate for this space and would contribute to the variety of activities for all ages.

Community led, sustainable infrastructure such as vegetable gardens or fruit trees would be appropriate for this space.

Water Sensitive Urban Design could be incorporated on the street edge of this space.

Case study

Mortiboy Reserve, The Basin

Good open space value
Achieving excellent outcomes



Mortiboy Reserve is located on a residential street in The Basin. The space has excellent visual connectivity, being open on two sides, allowing views into the space. The space is a site of biological significance and this vegetation strengthens the character of the site, which is sympathetic to the location in the foothills area. There is use by young people on push bikes and further community use of this space can be strengthened with planting and educational activities. There is a historical marker noting the Award of the Medal of Merit to the 5th Malvern Scout Group for their rescue work at the Boronia Railway Crossing train crash in 1926. The size and access to the park allows for one group of people.

The biological significance of the site is high and provides a link for animals that live in private and public spaces around the area. The character of the site is dominated by this vegetation.

The location of the reserve is in close proximity to The Basin Triangle, which houses other community infrastructure and access to public transport. The access within the reserve is limited to a narrow dirt track, but it can be accessed visually and physically on two sides.

Assessment of open space: selection criteria scores			
	Current 10 pts max	Opportunities 10 pts max	Ranking score %
Type (M/N/L) <i>local</i>	7	10	70.0
Biodiversity	8	10	80.0
Connections	4	5	80.0
Culture	7	7	100.0
Economy	4	5	80.0
Leisure	5	5	100.0
People	3	6	50.0
Play	3	7	42.8
Sustainable	0	2	0
Water	0	2	0
Total score	41	59	69.4 %

Summary

- Good value to the community
- Achieves outstanding culture and leisure values and excellent biodiversity, connections and economy value
- Needs to improve people, play, sustainable and water values.
- Overall achieving excellent value to to the community.

90 - 100% = Outstanding

55 - 69% = Good

0-39% = Below average

70 - 89% = Excellent

40-54% = Fair

The space is of cultural significance with reference to the historical marker and the significant vegetation on the site.

The reserve provides amenity to the area through the provision of open bushland space.

The park is a place to walk through and perhaps pause on a log seat, which provides mental and physical activity.

The community can further develop connections to the space by participating in the enhancement of vegetation and habitat and by developing the patchy grass area to the rear with community infrastructure such as benches and a gravel path.

The space provides an alternative place for play and exploration of the bush, which can be accessed by all ages. Further improvement to the rear of the space would improve this opportunity. Access to structured play can be found in the nearby Basin Triangle.

There are limited opportunities for sustainable infrastructure in this reserve due to its size, however, all materials used should be of sustainable selection.

There are limited options to improve water in this reserve due to the slope and catchment of water in and around the site.

Prioritise

The ongoing prioritisation for delivery of open space applies to the new and upgrade programs in Council, however open space works are also delivered through the renewal program and through ongoing maintenance.

The following guidelines and table set out a method to prioritise open space investment by Council :

1. Ranking Score: A ranking score is determined by understanding the current outcomes of open space in relation to its future potential or opportunity. This score sets out a numerical order to invest in open space by prioritising spaces that are underachieving.
2. Council must also consider the value that each space has to the overall network of open spaces. The maximum value an individual open space can contribute to the network is 100. This allows Council to understand the most valuable spaces across the municipality.
3. Council must then consider the overall priorities of the municipality. These priorities establish a bias towards open spaces located in change areas, and reorder the ranking of open spaces, where the highest number, has the highest priority. The rate of change in these areas must be considered with the need for investment over the long term. Council's Discretionary Rate Funding Policy, together with considerations of multiple service plan priorities will help to clarify the long term financial strategy.
4. Monetary investment must also be considered. A small monetary investment might yield a large outcome and conversely the highest priority space may need to be considered as a major project and staged over several years. Note: each individual space would need to be scoped.

Definitions of strategic priorities:

Limited change:

A limited level of change for residential land located within the Dandenong Foothills or designated as a Site of Biological Significance.

Incremental change:

An incremental level of change for residential land which generally has limited access to public transport, services and facilities, low pedestrian permeability and a green and leafy character.

Moderate change:

A moderate level of change for mixed use and residential areas within and surrounding selected Activity Centres

Substantial change:

The highest rate of change for mixed use and residential land within selected Activity Centres and other strategic sites. Further detail is provided in the Activity Centres Section (Page 153).

Prioritisation of open spaces for investment					
	Ranking Score	Current achievement (max –see opportunity column) (C)	Open Space Value to Knox – opportunity Max 100 (OSV)	Strategic priorities (SP) Substantial change = 4 moderate = 3 incremental = 2 Limited = 1	Total Score Prioritised by highest number to lowest number
Municipal	%	(C)	(OSV)	(SP)	(OSV - C) x SP
Marie Wallace (Bayswater Park)	61	61	100	4	156
Lewis Park	49	49	100	4	204
Tim Neville Arboretum					
Ferntree Gully Cemetery					
Gilbert and Knox Park					
Wally Tew Reserve					
Boronia Park					
ERP					
Wantirna Reserve					
Stamford House					
Stud Park Reserve					
Neighbourhood	%	(C)	(OSV)	(SP)	(OSV - C) x SP
Kent Park, FTG	58.8	50	85	1	35
Benedikt Reserve Scoresby	36	28	77	1	49
Local	%	(C)	(OSV)	(SP)	(OSV - C) x SP
Baldwin Avenue Reserve, Boronia	70	35	50	1	15
Mortiboy Reserve, The Basin	69.4	41	59	1	18

Services in open space

Provision and management of open space is complex and this is reflected in the service and infrastructure provision across Knox's parks and reserves. Each area of Council prepares Business Cases using their selection criteria that help Council to prioritise and allocate funding to service provision in open space.

Case study

The following table and map show a sample of what business cases in open space look like across the city.

The table and map identifies one Business Case per lens and locates the priority works in Knox for 2011 and 2012. This case study shows that a host of different types of works are undertaken across the city each year. Occasionally works happen in the same place, in the same year, and often works happen in subsequent years in the same location.

This analysis shows that there can be opportunities to find the alignments in works and take advantage of planning sites with multiple business cases in mind achieving an integrated outcome.

To understand the potential of more integrated planning this Plan recommends that further work is undertaken to identify synergies in the prioritisation of projects in open space.

Legend

Unstructured recreation priorities 2011-2012		
Level	Related Business Cases	2011/212
Municipal	• Unstructured Recreation	
Neighbourhood	• Unstructured Recreation	
Local	• Unstructured Recreation	

Example of Priority Projects identified in Knox 2011-2012		
Lens	Related Business Cases	2011/12
Biodiversity	• Sites of Biological Significance - Areas identified as priority	
Sustainable	• Sustainability Initiatives	
People	• Community Buildings and Facilities	
Play	• Playgrounds	
Arts	• Cultural and Library Facilities	
Leisure	• Active (Structured) Reserves	
Connections	• New Bicycle Shared Paths	
Water	• Water Quality Improvements	
Economy	• Place Program	



A sample of organisational priorities across the Knox City Council for 2011/2012

This map illustrates the location of a small sample of capital works undertaken by different teams in Council in 2011/2012. It demonstrates that Council works across the municipality, but also shows that there are potentials to align projects that occur in the same location. If this map were able to demonstrate all of the works undertaken across Council teams for a longer time period, many project synergies would be identified.

Plan, deliver and manage open spaces

Scope

In planning, delivering and managing open space it is imperative that open space is considered holistically, encompassing the many stakeholders and technical constraints.

Establishing a working group to define the brief and scope of each project will help to deliver an integrated process and multiple outcomes.

The following table outlines a guide to steps in coordinating open space planning:

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Steps to scope open space projects	
Steps	Further actions
1. A place and or project is identified through Council open space planning processes.	Determine project owners/chair/coordinators.
2. Determine the scope of the project and place together with a detailed budget, constraints and interface points.	This should not replace the current budget streams, but ensure that the streams align to the same goals and time frames.
3. Establish a Council working group based on assessment of the lenses and through the projects identified in the mapping and selection criteria phases.	The Landscape and Open Space Design team should coordinate the lens evaluation process and complete detailed site analysis as outlined in the <i>Good Design Principles</i> section to ensure that a holistic understanding of the characteristics of the place are accounted for and enhanced.
4. Develop an integrated community engagement plan and implement.	
5. Determine involvement of other authorities and agencies.	Identify partnerships, strategic directions etc. as discussed in the <i>Partnerships</i> section of the Plan.
6. Develop a project management timeframe with the stakeholder group.	
7. Develop a detailed brief for the site including all technical requirements and constraints, community services and integrated infrastructure services.	The Council working group, together with identified partners are required to develop the brief. Refer to the <i>Lenses</i> section of the Plan for open space stakeholders.

Design

Knox City Council uses the design process as a tool for achieving integrated outcomes. The following principles guide this process:

Integrated design principles

- Achieve holistic planning by collaborating across Council areas and disciplines.
- Deliver integrated outcomes by identifying multiple priorities across Council and aligning project planning.
- Maximise the opportunities and potential for the site by considering the physical conditions of the site, context and adjacencies and role of the site in relation to larger socio-cultural, economic and environmental systems.
- Develop a sense of place and neighbourhood by respecting and fostering the specific character of the site.
- Consider a holistic view of the site where individual uses and elements are part of the bigger picture.
- Promote sustainable design by considering the lifecycle of a site including progressive improvements, maintenance, renewal of infrastructure and vegetation and future changes of use.

Landscape architecture design principles (AILA, 2009)

- Value our landscape.
- Protect existing environmental features and ecosystems, enhance existing resources in a creative sustainable manner and regenerate lost or damaged ecosystem services.
- Design with respect: Implement design solutions that are measurably responsive to existing environmental, socio-cultural and economic conditions and which demonstrate respect for local, regional and global contexts.
- Design for the future: Design with regard to the possibility of future change. Accept the moral and ethical responsibility of adopting decision making processes which enhance resilience in terms of environmental, socio-cultural and economic outcomes for future generations.
- Embrace responsive design: Design processes should be consistently innovative, adaptable and responsive, continuously re-evaluating assumptions and values and adjusting to demographic and environmental change.

These principles primarily relate to the new and upgrade programs; however the renewal program also delivers open space outcomes. Where possible when assets are replaced through the renewal program their form and function should be considered in accordance with best practice design guidelines and in consideration of the open space context.

Refer to page 161 in the appendix for a table that shows the relationship between funding streams and various open space work programs.

Open Space and Landscape Design team

The Open Space and Landscape Design area is responsible for planning, consultation and delivering a range of passive and unstructured open space types across the municipality. The following steps outline the process undertaken by the Open Space and Landscape Design team in designing open spaces for integrated outcomes: Site analysis; Concept Design; Detailed Design; Maintenance.

These steps are expanded into actions that link stakeholders in the table below.

Steps in designing open space			
Action/Step	Action Owner	Stakeholders/Other Actions	Actions
Determine Open Space type and context	Landscape Design and Open Space	Community Planning Strategic Planning	Determine the type of space, its relationship to other open space, community infrastructure, urban centres etc.
Site Analysis	Landscape Design and Open Space	All	Assess the lenses of the sites – which stakeholders are needed, what constraints does the site have, what is the spaces purpose in the greater context? Gather technical requirements, reports and investigations.
Community Engagement	Chair of the stakeholder group	As determined	Prepare and enact a Community engagement Plan with the constraints clearly articulated.
Concept Design	Chair + Landscape Design and Open Space	As determined plus the community	Develop a vision and concept design for the place with the community, taking into account all constraints and requirements of the site.
Detailed Design	Chair + Landscape Design and Open Space	Technical and other stakeholders as required	Develop the concept design into detailed design and test physical requirements, legislative requirements etc . Sign off from key stakeholders.
Contract Documentation	Chair + technical experts as required	Technical and other stakeholders as required	Ensure all certificates, sign offs etc are approved.
Contract administration and building	Chair + Landscape Design and Open Space + technical experts as required	Operations team	Ensure all works are built as directed. Ensure that operations are involved in hand over and practical completion.
Maintenance and handover	Chair + Landscape Design and Open Space + technical experts as required	Operations team	Operations team take ownership of the maintenance of the site after the maintenance periods are ended.
Review	Operations + Landscape and Open Space + technical experts	As determined by the chair and stakeholder group	Review of site design, technologies, maintenance practices, community use, community expectations.

To effectively design a coordinated network of open spaces, best practice, place and design principles of type and lenses must be considered. The following principles outline these.

Design principles - types of open spaces

Municipal open spaces and community hubs - high infrastructure investment

- Community infrastructure should be of a high standard and adequate quantity, including paths; benches; drinking fountains (including dog facilities); barbecue facilities; way-finding signage; playground soft and hard equipment etc.
- Vegetation including trees, shrubs and low planting should be specifically designed for the area to enhance the spatial design and character of the space. Garden bed design should be of a high standard.
- Toilet and other built facilities should be considered for the site and include access for children and people with disabilities.
- Public transport and other passive transport connections should be developed and easily accessible.
- Consideration of appropriately powered and located lighting and Closed-circuit television (CCTV).

Neighbourhood open spaces - medium infrastructure investment

- Community infrastructure should be of a high standard and adequate quantity, including paths; benches; drinking fountains (including dog facilities); barbecue facilities; way-finding signage, playground soft and hard equipment etc.
- Vegetation including trees, shrubs and low planting should be specifically designed for the area to enhance the spatial design and character of the space.
- Toilet and other built facilities should be considered for the site and include access for children and people with disabilities.
- Public transport and other passive transport connections should be developed and easily accessible.
- Consideration of informal sporting infrastructure integrated into the space, e.g basketball hoops.

Local - standard infrastructure investment

- Community infrastructure should include appropriate seating opportunities.
- Vegetation including trees, shrubs and low planting should be specifically designed for the area to enhance the spatial design and character of the space.

Creek corridors

- Community infrastructure should be of a high standard and adequate quantity, including paths; benches; drinking fountains and way-finding signage.
- Vegetation including trees, shrubs and low planting should be specifically designed for the creek corridor to enhance the health of the creek corridor.
- Consider linear trail infrastructure including distance markers, dog drinking bowls, outdoor gym facilities and appropriate lighting on priority trails.

Design principles - lenses of open spaces

Biodiversity

- Prioritise and design vegetation by employing the Bradley/ecological method together with best value approach (as defined in the WSUD Plan).
- At crucial interface areas between significant vegetation and other land uses including: sport and recreation, areas for pets, places for events and community nodes, residential area, etc., collaboratively develop design and maintenance initiatives with the Bushland, Landscape and Open Space and Design and Operations teams.
- Develop guidelines/common approach to dealing with exotic/other vegetation types with the Bushland, Open Space and Landscape Design and Operations teams.
- In historical areas where environmental weeds are a cultural element of the site, assess the damage and remove if harm is caused to the wider environment. E.g. remove noxious weeds.
- Create new habitat and people links including aerial habitat (trees) and drainage corridors.
- Refer to the *Municipal Revegetation Plan (currently being developed)* when considering open space.
- Create a Knox brand for indigenous vegetation types. Employ graphic communication methods and marketing strategies. Include safety messages such as fire risks, snakes etc.

Connections

- For each site consider the network of connections and movement. Ensure that access is visible and meets Australian standards including, Vic Roads Standards; Aust Road Standards; Bicycle Victoria design principles, DDA compliance etc.
- Refer to the Bicycle Plan Review 2008 – Guiding Principals and Future Actions; Pedestrian Plan guidelines and actions; the Draft Liveable Streets Plan; Access and Inclusion Plan.

Cultural

- Collaborate with the community and Culture and Arts teams in developing principles for Landmarks and Community hubs and in developing places for events.
- Collaborate with the community and Culture and Arts teams in designing meaningful spaces .
- Consult with the Culture and Arts team in designing places that host events to ensure that events infrastructure required is included, e.g. shade (indigenous high shade that covers without dark spots), anchor points for temporary shade, access and egress, power, seating, water, connections, drinking fountains, use of recycled materials and more solar powered lighting etc.

Economy

- Address and engage with creek corridors as fronts of industry and business .
- Develop flexible, dynamic spaces where uses can change. For example, tennis spaces can also be used for soccer or netball.
- Face and engage with natural settings with activities such as alfresco areas, farmers markets, market gardens.
- Integrate and or connect to dynamic business and retail environments that activate places into open space.
- Partner with existing traders and owners to address and face open spaces and corridors, to develop an integrated neighbourhood.
- Encourage connectivity through addressing shared spaces and development of street networks to allow vegetation, shared paths and desirable movement on bike or foot, connect business areas to town centres and other community infrastructure. Consider acquisition of land to create better links.
- Enable community gardens etc.
- Cluster places and events where businesses and people can interact.
- Encourage community activities through seasons and times of the day including open air concerts, drama, food festivals, factory 'open hour', etc.

Leisure

- Consider interfaces between active and passive open spaces including barriers, connections to paths, entry and egress points. Develop specific design guidelines in consultation with sporting clubs and other stakeholders.
- In collaboration with the Youth, Leisure & Cultural Services teams and sporting clubs develop principles for inclusion of clubs in community hubs.
- In collaboration with the Youth, Leisure & Cultural Services teams and sporting clubs develop principles for active spaces to be integrated within open space areas (not segregated).

People

- Include the community as a stakeholder in developing open space at any level.
- Ensure thorough site analysis is included in all design and findings are used in framing consultation.
- Consider the context of the space and immediate land-use in designing and appropriate space. Consider the Socio-Economic Indexes for Areas (SEIFA Index) in understanding the community context.
- Celebrate the value of Australian vegetation (in context to European models) by promoting local native and indigenous characteristics.
- Create community hubs by layering multiple users into an appropriate space and strengthening relationships between groups.
- Consider the opportunity the place has to be a community hub by collaborating with Council teams including Community Strengthening, Strategic Planning and Place Making.
- Enable better access to open space through monitoring the quality and condition of access and egress to sites and addressing encroachment issues.
- Consider Crime Prevention Through Environmental Design (CPTED) principles in addressing safety.
- Residents should have access to a open space within 500m of their home.
- Residents should be within 2km of a neighbourhood open space.

Play

- Ensure opportunities for designing for inclusion, including children, adult and adolescent play and associated risk are included.
- Evaluate the site in relation to context of the neighbourhood and city to determine the service and intervention level of play type and infrastructure requirements.
- Enhance access between public transport, sustainable travel and municipal open spaces and creek corridors.
- Ensure connections to the destinations within the neighbourhood and city are considered to ensure that places and connections are not considered in isolation.
- Ensure open spaces cater for individuals, groups, movement and gathering.
- Provide a broad network of open spaces with a range of settings including bush, civic, urban, perri-urban, open grassy space, active space, community space etc.
- Ensure all spaces are designed and maintained to the current Australian Standards for safety.
- Provide and enhance links into the surrounding streets and networks of open space.
- Design for multi-generational use including multi-generational play.
- Encourage greater use of open space by providing more supporting amenity including cluster benches, shade, drinking fountains, toilets and wireless communication.

Sustainable

- Identify locations where sustainable infrastructure and processes and other initiatives can be built into the landscape.
- Identify and expand on the relationships between water, drainage and Water Sensitive Urban Design (WSUD). Continue to invest in collaborate partnerships between Council teams and external stakeholders.
- Ensure that potentials identified in the *Sustainable Environment Strategy* are considered in the design.

Water

- Collaborate across Council to integrate water management into community education, open space design and drainage design.
- Create precincts where all homes, industrial business districts and commercial areas have Water Sensitive Urban Design (WSUD) systems such as rain gardens and rainwater tanks, that retain water within the catchment, allowing it to be infiltrated, filtered and purified through natural processes, so that our creeks and streams have natural flows unaffected by urbanisation.
- Efficient use of water in local areas including: collection and reuse for gardens; collection and reuse for homes and businesses.
- Develop overland flow paths and open drains into healthy corridors that connect people and animals into bigger creek networks.

Maintaining the place

As Knox City Council improves and develops places new technologies, changing seasons and site conditions, and changing community expectations and aspirations will affect the way places are cared for and developed by Council.

This Plan recommends that learning's on-site are fed back into the design phases of projects. And that new technologies and innovations by Council are incorporated into maintenance cycles, budgets and staff training programs.

It is also imperative to involve operations staff in all of the design and analysis phases of projects to ensure that site conditions, maintenance practices and innovations are transferred between Council teams.

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Challenges:

Some of the challenges that have been identified in connecting maintenance with design and community expectations include:

- Developing maintenance programs that meet community expectations and Council capabilities, including on ground relationships and face-to-face interaction between Council staff and residents.
- Coordinating and clarifying the maintenance programs between 'hard' and 'soft' community infrastructure.
- Understanding natural systems to ensure soft asset lifecycles are appropriately designed into the place.
- Seasonal variation maintenance cycles: garden beds, trees, grassy areas, lawn, litter removal.
- Implementing a strategic approach, whilst still being reactive.
- Understanding the type of maintenance in relation to the type of space and community expectations.
- Adapting seasonal variances with a changing climate.

Recommendations:

- Operations staff are consulted during site analysis, concept design and detailed design phases of projects to ensure that site conditions are known and taken into account.
- Concept and detailed design are tested against maintenance practices to ensure smooth handover phases and ongoing care.
- Council staff that have knowledge about the space are involved in its design.
- New technologies or maintenance practices are fed into maintenance and renewal budgets.
- Training for new technologies and maintenance practices are provided to operational and works staff.
- Information gathered on site is transferred back to design teams so that changes can be integrated in design phases.

The demand service chart below outlines the relationship between maintenance routines and open space types. All spaces in Knox will be maintained to a quality standard. Further maintenance will be required where there is more demand on spaces – where more people use open spaces. The *Open Space Service Plan (to be developed)*, together with the Open Space Asset Management Plan will provide guidance on the maintenance routines and frequency.

Bushland and active/structured recreation areas have a tailored maintenance plan for each open space.

Demand service chart

Park Type	Definition	Demand	Service Standards	
Creek corridors	Encompasses all park types. Acts as a continuous linking network for movement and destination for flora, fauna, water and people.	Refer to the Integrated Transport Plan, Shared Path Plan, Pedestrian Plan and Bike Plan.	To match service standard priority of the Transport and Shared Path Plans	Open Space Asset Management Plan
Municipal	Unique space found in Knox. Performs a unique function or character. Accommodates large numbers of groups and individuals.	Attracts people from across the municipality, or outside of Knox.	High - as described by the Open Space Service Plan and Open Space Asset Management Plan.	
Neighbourhood	Medium to large space. A destination space and with special features. Accommodates multiple users and types of activities.	Services a whole neighbourhood that people make a non-car journey to.	Medium - as described by the Open Space Service Plan and Open Space Asset Management Plan.	
Local parks	Small space. Can accommodate 1 – 3 groups of people.	Services a few adjoining streets.	Standard - as described by the Open Space Service Plan and Open Space Asset Management Plan.	
Community hubs	Spaces of any size, where multiple users occupy the same space.	Demand varies depending on community use and size.	As determined - as described by the Open Space Service Plan and Open Space Asset Management Plan.	