

2. Background

2.1. Context – Why This Project has Come About

The majority of Victoria's coastline, ninety-six percent (96%) to be exact, has been acquired by the Crown in order to preserve public ownership and ensure it is reserved for public access and purposes.

As with any land appointed under the Crown Land (Reserves) Act 1978, a responsible Committee of Management is required to manage, improve, maintain and control this land for the purposes for which it is reserved.

The responsible land manager for this section of coastline, from Point Impossible east of Torquay to the Cumberland River, southwest of Lorne is GORCC; the Great Ocean Road Coast Committee.

In carrying out land management on behalf of the Crown and under the Crown Land (Reserves) Act 1978 and Coastal Management Act 1995, the Committee of Management must take all reasonable steps to give effect to the Victorian Coastal Strategy 2008 and any Coastal Action Plan applying to land under their management.

As identified in the 1998 Lorne Coastal Action Plan, Point Grey and the Slaughterhouse sites in Lorne were recommended as an important body of land requiring further investigation and planning for their future use and management.

In accordance with this recommendation, GORCC sought State Government support in 2007/2008 to explore the feasibility of redeveloping these two sites and consider options for improving site infrastructure, management and public amenity.

The outcome of this study identified the need to prepare a detailed masterplan for Point Grey and the Slaughterhouse sites in order to:

- Represent the interests of the community and key stakeholders;
- Provide a future vision to underpin its future use and management;
- Enhance tourism, recreational, public and commercial activities which integrate with the Lorne Pier and provide net community benefit; and
- Protect all significant environmental, cultural and social values.

These two sites have been coupled together as they adjoin one another albeit divided by the Great Ocean Road, have important historical and cultural ties and are both Crown land reserves in need of management plans for their future use, provision of amenities, maintenance, environmental preservation and enhancement. It was therefore considered very advantageous to consider these two sites in conjunction with each other especially when considering their potential future uses, coordination of community activities, trail networks and access to Queens Park accommodation.

This has been widely supported and backed by Tourism Victoria, the Department of Sustainability and Environment, Regional Development Victoria, local authorities and the Lorne community at large.

This Place Essence Report provides a summary of the works carried out in Stage 1: Community Engagement and Background Research of the Point Grey and Slaughterhouse Site Masterplan Project as described in the following 2.2. Methodology section and will be publicly available to the Lorne community for comments and feedback to inform the next stages of this masterplan project.

2.1.1. Who is Responsible?

Project Management & Consultancy

This project is managed by the Great Ocean Road Coast Committee, with the day to day running of the project by CEO, David Clarke.

A Project Steering Group (PSG) has been appointed to oversee the project and consists of the following members:

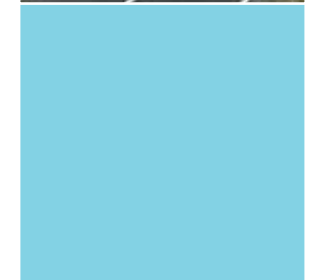
- **Mark Davies**, CEO, Surf Coast Shire Council (SCSC)
- **Richard (Dick) Forde**, Manager Tourism and Recreation, Department of Sustainability and Environment (DSE)
- **Nick Byrne**, Manager Infrastructure & Investment Projects, Tourism Victoria (TV)
- **Jim Demetrious**, Regional Development Victoria (RDV)
- **David Clarke**, CEO, Great Ocean Road Coast Committee (GORCC)

The project consultant team engaged to prepare the master plan for Point Grey and the Slaughterhouse site is lead by Tony Hobba Architects in collaboration with Place Makers, Village Well.

Essential Economics, Cundall Johnson and Partners, and Geelong Town Planning Services make up the balance of the team, with responsibilities and expertise divided as follows:

- **Tony Hobba Architects (THA)** - A locally based coastal architectural, urban design and landscape architectural practice with a strong ethos of sensitive integration of the built form into the natural environment.
- **Village Well (VW)** - Leaders in Place Making, Village Well will provide inclusive and broad consultation services coupled with the development of a Place Making Road Map that will help to inform decision on the site now and into the future.
- **Essential Economics (EE)**- High quality consulting services in urban and regional economics, market feasibility, economic impact assessment, tourism and policy development. Essential Economics will provide a sound financial basis to inform decisions on the site.
- **Cundall Australia (CUN)**- A global ESD planning and urban design consultancy, Cundall will prepare key recommendations to ensure that any recommendations made in the master plans are able to be realised in an environmentally sustainable manner.
- **Geelong Town Planning Services (GTPS)** - A locally based planning consultancy that will ensure that the recommendations of the master plan are able to be realised through the local and state planning frameworks.

Project Organisational Structure





2.2. Project Methodology

In order to provide a clear, community owned vision for Point Grey and the Slaughterhouse site, a robust and tested methodology has been developed and specifically tailored to the project in order to listen to, understand, align and inspire all stakeholders and community members.

Our approach stems from a Place Making approach to the creation of great places. This approach recognises:

- 1. A strong, thriving local economy is essential for any community to be sustainable.**

This includes ensuring that the business mix is sustainable, that the flow of capital is recycled through the community through local ownership and that there are collective systems in place to support individual and collective economic development.
- 2. Without a healthy natural environment, we cannot support a healthy economy.**

Village Well understands that for a place to express its uniqueness and integrity, the natural environment must be embraced and respected. All members of the community are stewards of the environment and Village Well works to ensure that the right tools are in place for that stewardship to be realised
- 3. A sense of place is intimately connected to our local community – the people, the physical environment and the culture.**

Village Well values the 'local' and a 'return to the village' as a sustainable and culturally nourishing, societal structure. Through this relocation vibrant, engaged self-reliant communities are grown.

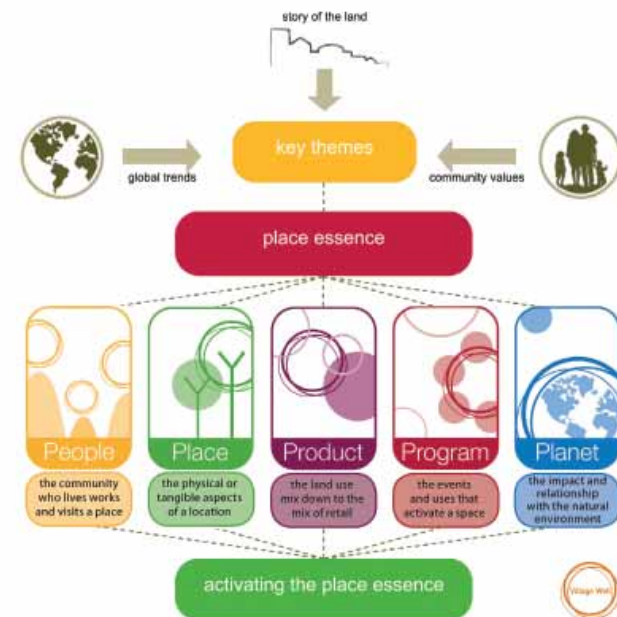
2.2.1 So What is Place Making?

Place Making is the art of creating great places. It is a powerful and holistic process of understanding, facilitation, innovation and activation that results in unique, resilient and vibrant communities. Place Making requires a unique process of analysis, engagement, innovation, research and project management that enables us to tap into community potential and discover the essence of a place that directly informs its development and use.

Village Well's robust Place Making Model allows us to consider all aspects of a project from global perspectives to individual values, across time and culture to deliver succinct and legible principles and recommendations for project owners to understand and implement.

This process includes a critical analysis of how places successfully operate from the five perspectives of People, Place, Product, Program and Planet; the 5 Ps of Place Making.

This Place Essence Report summarises the key findings from the community visioning process, background research and global trends as the first step in the Village Well Model for Place Making.



2.2.2. So What is a Place Essence?

The Place Essence is a statement that is derived from a process of distilling the community values and story of the land in the context of global and local trends. It describes the essence of a place, as it exists today as well as its potential future. As such it directly informs its development and use in a way that ensures the key elements which make it unique and special are retained.

2.2.3. So What is the Masterplan?

The masterplan for this project aims to provide a future vision and guide future use and management of the Point Grey and Slaughterhouse sites in Lorne.

In essence, it is a document that describes, in narrative and with maps, potential development concepts and or management guidelines for a particular site. It is used to set the vision and development framework for the future use of a site, and coordinate the preparation of more detailed plans as required by local government to guide private and public development or by a developer on a specific project, in this case, Point Grey and the Slaughterhouse site.

The Point Grey and Slaughterhouse Masterplan is being developed to provide some preliminary ideas about how design issues and opportunities might be addressed for each of these sites. Even though these plans will contain enough detail for the community to be able to understand what is envisaged, they are not finished designs or 'blue-prints' for future development and will require additional expertise and consultation with the community to enable them to be further developed into detailed designs.

The Masterplan does, however, play an important role in the process as they provide documented concepts that can be developed into projects for implementation and funding.

2.3. The Process

First and foremost, this project aspires to create a 'great place' which protects the environmental, social and cultural values of the place; and ensure that public and commercial uses and benefits are balanced, equitable and accessible.

For this to occur, a three stage methodology has been employed and summarised below:

Stage 1: Community Engagement & Background Research

- Conduct a series of focus group visioning workshops with key stakeholders, community groups and interested members of the community in order to engage everyone in the process and facilitate their ownership of the future vision and development outcome.

Stage 2: Place Making & Preliminary Future Directions

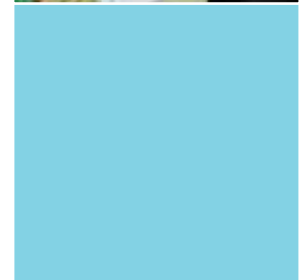
- Based on and informed by an initial site, community and market analysis assessing cultural, economic and environmental values, the engagement process aims to identify, develop and refine a clearly articulated Place Essence and authentic Place Story for the project.
- Develop a Draft Masterplan including development options that are informed by the clear Place Essence and Principles and articulate realisable solutions.

Stage 3: Final Master Plan and Development Guidelines

- Deliver a Final Masterplan and Place Making Roadmap that is informed by the rigorous and inclusive consultation processes, economic analysis and ecologically sustainable development recommendations.

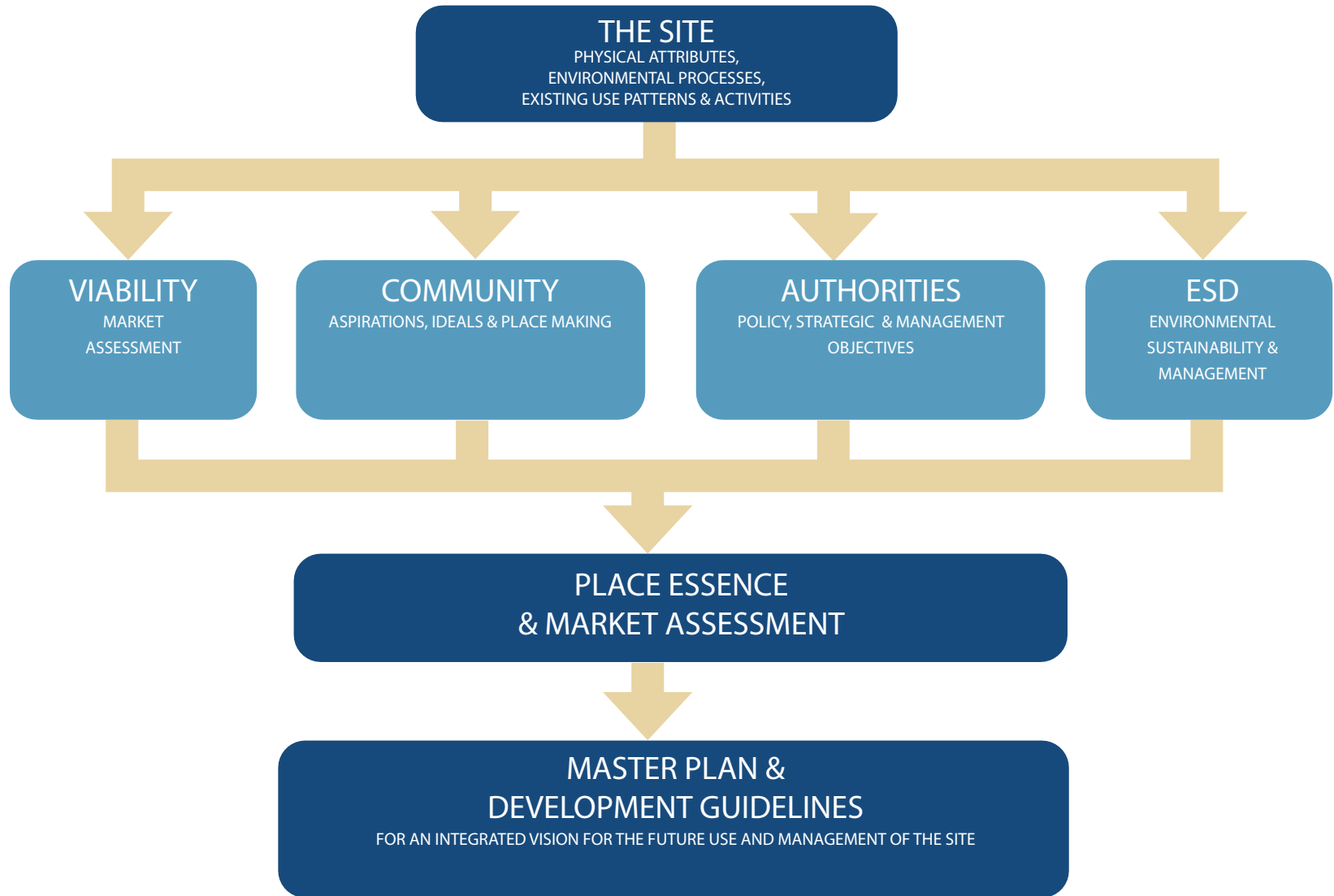
The above process will provide a solid community owned vision for the site and allow the next stages of the project to proceed with confidence.

A process map outlining the core activities to deliver the final Masterplan and Development Guidelines is illustrated in the succeeding pages.



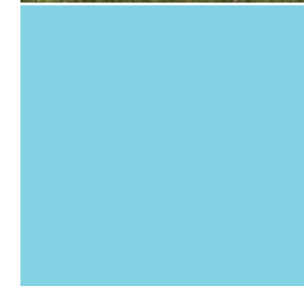
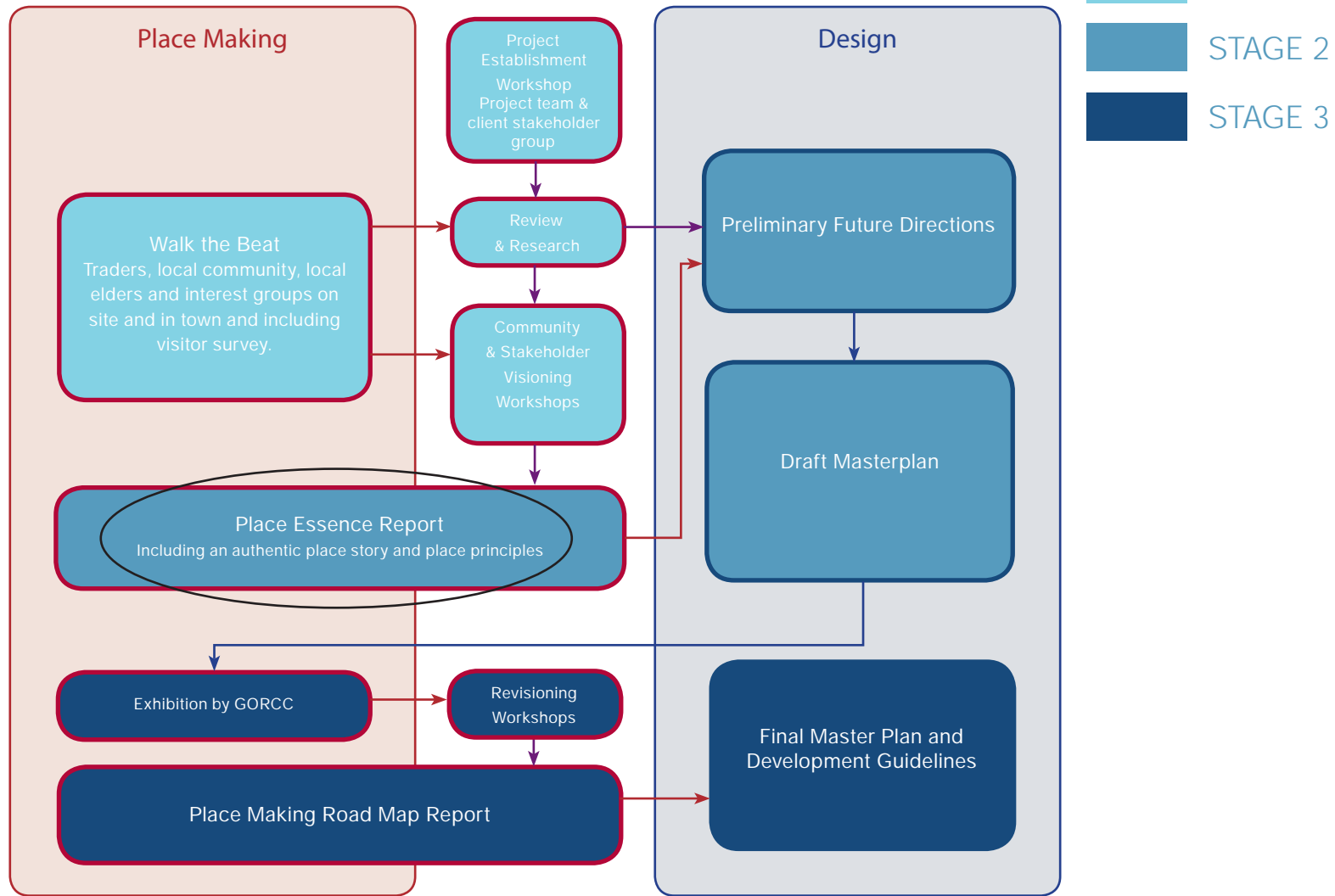


2.3.1. Process Map



2.3.2. Project Staging

The following diagram demonstrates the core activities to deliver the Final Masterplan and Development Guidelines for the Point Grey and Slaughterhouse Site Masterplan Project.





2.4. Global Trends

In the current economic climate many aspects of our lives, and the way that we normally do things, are being questioned and reconsidered at an unprecedented rate. Global and local trends and issues have an impact on the local and need to be considered at that level, bearing in mind the larger framework within which the local operates. A vision and masterplan that does not respond to change is not realistic and its implementation therefore not in itself sustainable. A vision and framework for the future of sites such as Slaughterhouse and Point Grey needs to be both realistic and idealistic. The following identifies the emerging global and local trends that are likely to have an impact on the Point Grey and Slaughterhouse Site Masterplan Project.

2.4.1. Peak Oil

Peak oil is a term used to describe the time when the world's oil supply reaches peak production. The concept is based on the observed production rates of individual oil wells and the combined production rate of a field of related oil wells. Some observers believe the high dependence of most modern industrial transport, agricultural and industrial systems on the relative low cost and high availability of oil will cause the post peak production decline and possible severe increases in the price of oil to have negative implications for the global economy.

While scientists debate when peak oil will occur, there is little denial that peak oil is a reality that will challenge social and economic stability unless appropriate preparations are made. As such, managing our finite resources is one of the biggest issues for our industrial economy and way of life over the next few decades, both in terms of future sustainability but also the impact on our consumption patterns. Peak oil is likely to be the biggest challenge since industrialisation.



2.4.2. Climate Change

Changes in climate patterns mean that extreme weather events such as heat waves, floods, storms, droughts and bushfires will become more frequent, more widespread or more intense impacting on homes and food production.

It is impossible to precisely predict what the impacts of climate change in Australia will be as they will vary with each region. However, best estimates indicate that by 2030 Australia will face:

- Around 1°C of warming in temperatures
- Up to 20 % more drought-months
- Up to 25 % increase in days of very high or extreme fire danger
- Increases in storm surges and severe weather events.

Australia is very vulnerable to the impacts of climate change. If levels of greenhouse gases continue to rise, the resulting climate change could lead to serious impacts on coastal communities, biodiversity, agriculture, water supplies, human health, transport and communications infrastructure.

(Figures sourced from: Australian Government, Department of Climate Change, www.climatechange.gov.au)

This is particularly relevant along the Victorian coastline, and based on current scientific projections by the IPCC, the Victorian Coastal Strategy 2008 identifies the need to:

- Plan for sea-level rise of not less than 0.8 metres by 2100, and allow for the combined effects of tides, storm surges, coastal processes and local conditions such as topography and geology when assessing risks

This will be reviewed in light of the results from the Future Coasts Program funded by the Victorian Government, which will provide detailed mapping of the Victorian coastline in order to assess the physical vulnerability of coastal areas to the impacts of sea level rise and extreme storm events.

Coastal Vulnerability Assessments for priority sites will then be used to guide any future use and management if these sites. In the case of Lorne and the Point Grey project site, these assessments are still to be completed.

2.4.3. Local Economies

As we consider the implications of peak oil and climate change, communities across the globe have started responding to the issues by acknowledging the importance of acting locally to reduce global impact. A grassroots movement, relocalisation, is strengthened by local economies, local food production and local energy production. Relocalisation is a 'strategy that aims to build societies based on the local production of food, energy, employment and goods, along with the local development of currency, governance and culture' (The Relocalisation Network 2008).

Michael Shuman, (an American economist and supporter of relocalisation) states "When you spend money locally you contribute to what economists call the economic multiplier." "That is, when I spend a dollar, say at a local pharmacy, that pharmacist pays people, they then take their dollar to a local grocery store ... you have a dollar that is circulating in the economy. The more times that dollar circulates and the faster that dollar circulates without leakage, the more income, wealth and jobs [it creates]. And it turns out that local businesses do this much better." (ABC, Radio National, June 2009).

An example of effective relocalisation, the Transition Town Initiative has been developed by Rob Hopkins. This initiative takes an integrated and inclusive approach to reducing the carbon footprint of an entire town, region or city. The Transition Model aims to assist and support towns and localities to implement their own Transition Initiatives.

In Victoria, many Councils have also taken up initiatives that incorporate elements of relocalisation, including:

- City of Yarra; developing a food security program
- Moreland City Council; providing long-term support of CERES (a community environment park)
- The City of Darebin; a transport strategy based on relocalisation and
- Surf Coast Shire, Transition Bell (Bells Beach), Transition Town Initiative.

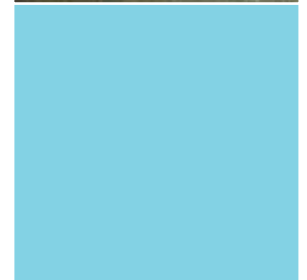
2.4.4. LOHAS (Lifestyles of Health and Sustainability)

Lifestyles of Health and Sustainability (LOHAS) describes the market place for goods and services focused on health, the environment, social justice, personal development and sustainable living.

In a study completed in 2007 by Mobium Group, it was estimated that a quarter of Australian Adults were willing to buy products and services that were more sustainable for the environment, better for themselves and benefit the community,

Globally, the LOHAS market is substantial, and it is rapidly growing. Worldwide, LOHAS is estimated to account for more than 100 million consumers and represents a marketplace worth more than \$US500 billion.

The global emergence of the LOHAS consumer is an innovation opportunity for businesses and communities. All consumer products and services have the ability to deliver compelling stories in the market for sustainability. From food to personal products, eco-tourism to home and building products, significant activity is happening.





2.4.5. Nature-Based Tourism

The nature-based tourism sector contributes \$23 billion (Tourism and Transport Forum, www.ttf.org.au) to the Australian economy each year.

According to Tourism Victoria, nature-based tourism is 'any tourism that relies on experiences directly related to natural attractions including eco-tourism, adventure tourism, wildlife tourism, extractive tourism (for example fishing and gold panning), and nature retreats' (www.tourism.vic.gov.au).

Victoria's Nature-Based Tourism Strategy 2008-2012, states that the direct and indirect contribution of the tourism industry to the Victorian economy is \$10.9 billion per year. 37% of domestic visitors and 77% of international visitors undertake at least one nature-based tourism activity during a trip, making nature-based tourism one of the most important markets within the tourism industry. It also states that nature-based tourism continues to grow at a faster rate than the overall tourism sector. Eco-tourism alone is growing globally at 20% per annum compared with just 7% for tourism overall.

Eco-tourism is about uniting conservation, communities, and sustainable travel. This means that those who implement and participate in eco-tourism activities should follow the following eco-tourism principles:

- Minimize impact
- Build environmental and cultural awareness and respect
- Provide positive experiences for both visitors and hosts
- Provide direct financial benefits for conservation
- Provide financial benefits and empowerment for local people.
- Raise sensitivity to host countries' political, environmental, and social climate

Any development that is aimed towards a nature based tourism product must consider that 'development in this sector must be managed in the correct manner in order to ensure that growth does not hamper the essence of the product'. (www.naturebasedtourism.net, Landsdelsutvalget, Norway)



Victoria's Nature-Based Tourism Strategy 2008-12 identified the following trends in nature-based tourism:

- There is growing concern related to the carbon emissions produced by long haul air travel in some international markets (UK and Europe).
- Consumers are seeking environmentally sustainable experiences that protect biodiversity and take steps to limit their carbon footprint.
- Short break stays of 2–4 days are increasing, with consumers undertaking one or two smaller breaks in favour of one long holiday.
- Consumers are seeking more experiences in unique locations, that are more memorable, engaging, intimate and highly personal.
- Travellers are increasingly interested in more socio-culturally acceptable tourism products, particularly local Indigenous cultures.
- Climatic events, natural disasters and international disruptions will affect travel behaviour and industry viability.

2.4.6. Other Trends Affecting Australian Place Makers

Demographic Changes

Population changes are resulting in shifts and challenges in resource allocation, community services, lifestyle choices, environmental impacts and business opportunities, altering established economic and cultural norms.

Population Dynamics

Rapid changes in population concentrations (eg. urbanisation, the rise and decline of different regional centres, sea-change, the growth and spread of the suburban fringe) continue to change market opportunities, regional priorities, resource consumption and ecosystems.

Economic Transformation

Economic changes continue to transform society with Australians becoming on average both wealthier and more in debt. Access to and use of knowledge is an increasingly key factor in economic success. The decline of manufacturing and the rise of information and resource sectors are key outcomes of these changes.

Globalisation

Globalisation continues to play a major role in Australia, with information, economies and politics outside the nation playing a critical role in shaping our future. Those with access to information, and the knowledge and power to use it, are playing an increasingly central role in shaping the future.

Polarising Populace

Australia may be becoming increasingly polarised as a common set of values and assumptions comes under challenge from changing population demographics, gentrification, income disparity, rising land value and political agendas.

Housing Stress

Housing rental and home ownership is becoming increasingly expensive, outstripping increases in average income, especially in areas close to public infrastructure and services. This leaves less disposable income, especially for those unable to afford close proximity to activity hubs, thus increasing economic polarisation.

Privacy vs Security

Local and global polarisation and insecurity presents a critical challenge to the delicate balance between privacy and security, as public spaces become increasingly private and monitored.

