

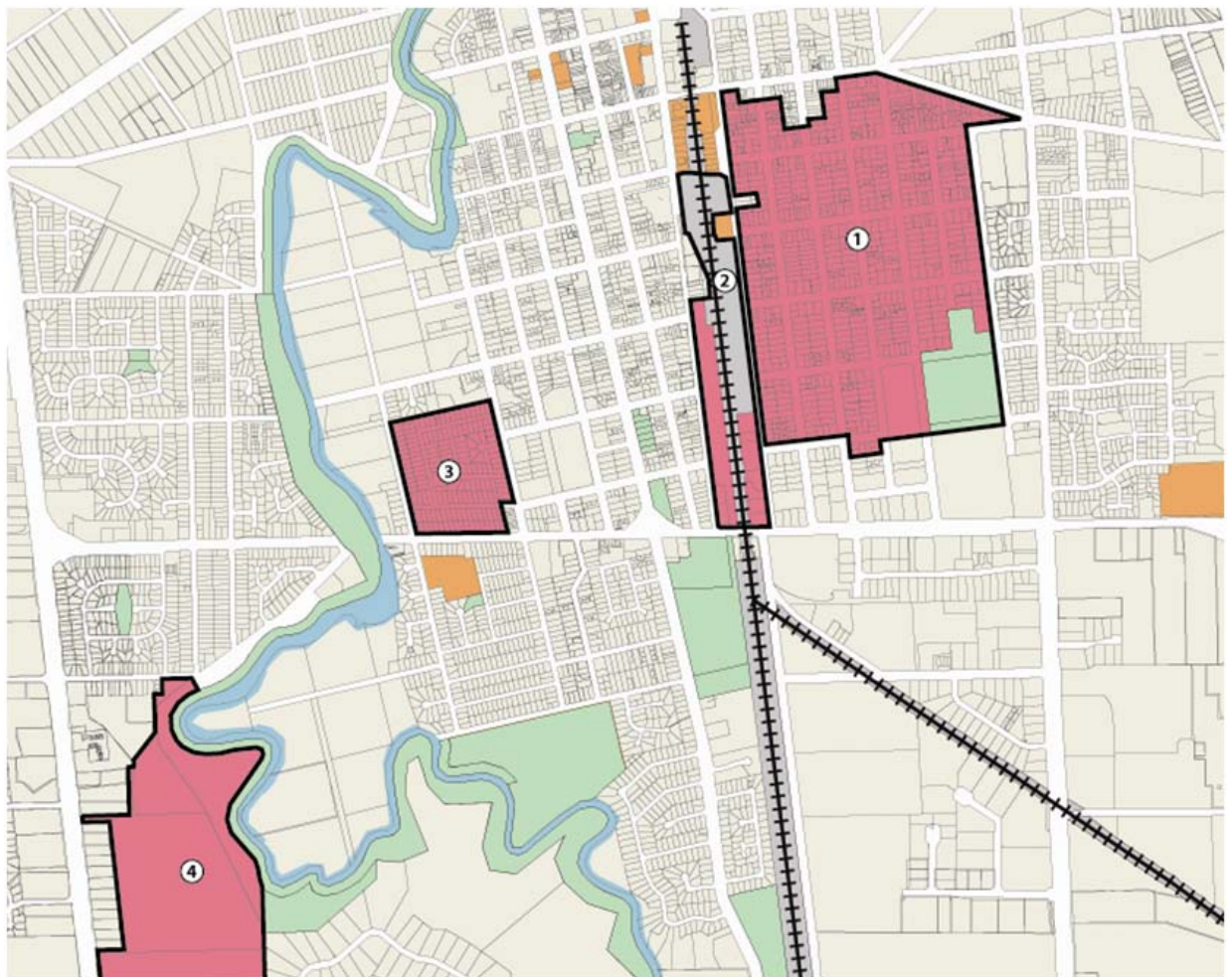
Report

Echuca Housing Strategy

Prepared for Campaspe Shire Council (Client)

By Beca Pty Ltd (Beca)

17 March 2011



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Executive Summary

The Echuca Housing Strategy project comprises two key outputs:

- 1 Background Issues and Opportunities Report; and
- 2 The Echuca Housing Strategy

The Background Issues and Opportunities Report provides information on the policy context, an analysis of housing supply and demand, the key consultation outcomes and the key themes which inform the arrangement of the Strategy.

The Housing Strategy is intended to guide the future direction for housing supply in Echuca. There are two key policy directions:

- To provide a framework to manage expansion of new residential growth to west of the Northern Highway. The Strategy encourages multiple growth “frontiers”; and an increase in housing choice and diversity. The Strategy recognises that it is equally important to contain unrelenting outward expansion, given that in the very long term, the supply of residential land will be limited by environmental constraints (especially flooding). The key message is to carefully manage outward expansion using an integrated planning approach and to make efficient use of new land released for residential purposes.
- To provide greater reliance on infill housing and regeneration in selected established areas to meet future housing needs. This is an appropriate strategy having regard to future changes in terms of population demographics and household structure, and will provide economic benefit to the core commercial precinct, as well as assist in creating a consolidated and serviceable urban form over the longer term.

The Housing Strategy is structured around a vision and a series of residential development principles. It is informed by seven themes, which were identified and developed through a stakeholder consultation process. The themes are as follows:

- Future residential land supply;
- Infill housing;
- Increased housing choice and housing affordability;
- Physically and socially attractive neighbourhoods and urban design;
- Housing performance and environmentally sustainable design;
- Servicing and infrastructure; and
- Innovation and learning.

The key outcomes of the Strategy are summarised as follows:

- A draft framework plan for the expansion of Echuca West;
- Example draft precinct plans for Echuca West;
- A draft framework plan for infill development;
- Example precinct plans for key infill precincts; and
- An implementation plan relating to key housing strategy initiatives.

Importantly, the Housing Strategy provides a basis for continued Council leadership in relation to housing issues in Echuca. For the success of the project and long-term benefit to the community, it is essential Council continues to develop strong partnerships with key stakeholders (Government

agencies; land owners; developers; housing service providers etc.). The Project has been successful in commencing an engagement process with these stakeholders and this should be continued.

1 Introduction

The Shire of Campaspe is located approximately 180 kilometres north of Melbourne's CBD, encompassing a total land area of approximately 4,525 square kilometres. It is bounded to the west by Gannawarra Shire Council, Loddon Shire Council and the City of Greater Bendigo; Strathbogie Shire Council to the south; the City of Greater Shepparton and Moira Shire Council to the east; and Murray Shire Council, located in New South Wales, to the north.



Echuca is the Shire's largest and most diverse urban centre which serves local, regional and tourist purposes. Its catchment area is estimated to include 50,000 people within a 70 kilometre radius. It is a vibrant and growing provincial city of 12,358 people situated on the banks of the Murray River. Echuca forms an important industrial, community, health, recreational, transportation and tourism hub for northern Victoria and southern New South Wales, and **also acts as a national and international tourist destination.**

Echuca has strong connections with Moama, its twin town located across the Murray River in New South Wales. The combined Echuca-Moama population is approximately 15,500. There are also extensive road links to Melbourne, Bendigo, Swan Hill, Albury-Wodonga and Shepparton, as well as into New South Wales to centres such as Deniliquin. Key road connections include the Murray Valley Highway, Northern Highway, and Cobb Highway. Echuca is also serviced by passenger rail services from Melbourne. The rail line opened in 1864 and forms the physical divide between Echuca East and Echuca West

The towns of Echuca and Moama will continue to experience strong residential growth. This is in part because of Echuca's important service centre role, both for northern Victoria and communities into New South Wales. Echuca is clearly the primary urban settlement in Campaspe Shire. Other factors leading to increased residential growth include the role of 'tree changers' and retiree immigration as well as the important regional economic base relating to agribusiness, food processing and tourism within Echuca.

A key challenge is to properly manage future residential growth. This includes to identify both a preferred direction and sequence for outward growth, and to ensure strong policy support for further residential development within the established area of Echuca. These two key directions are important approaches to sustainable growth and providing a framework for land use planning.

Fundamental to the preparation of the Housing Strategy is to recognise that the project is not only about land supply and bricks and mortar, it is about the positioning of the future community of Echuca. The community of Echuca as a whole needs to be well placed to respond to emerging community needs into the future. A strongly integrated planning approach to the provision of future housing supply will strengthen community capacity and assist in building economic prosperity. It will enhance Echuca's position as a premier residential location within northern Victoria.

1.1 Project Purpose & Aims

PURPOSE:

The purpose of the Echuca Housing Strategy Project is to produce a strategic document which provides the basis for managing housing needs, change and character for Echuca.

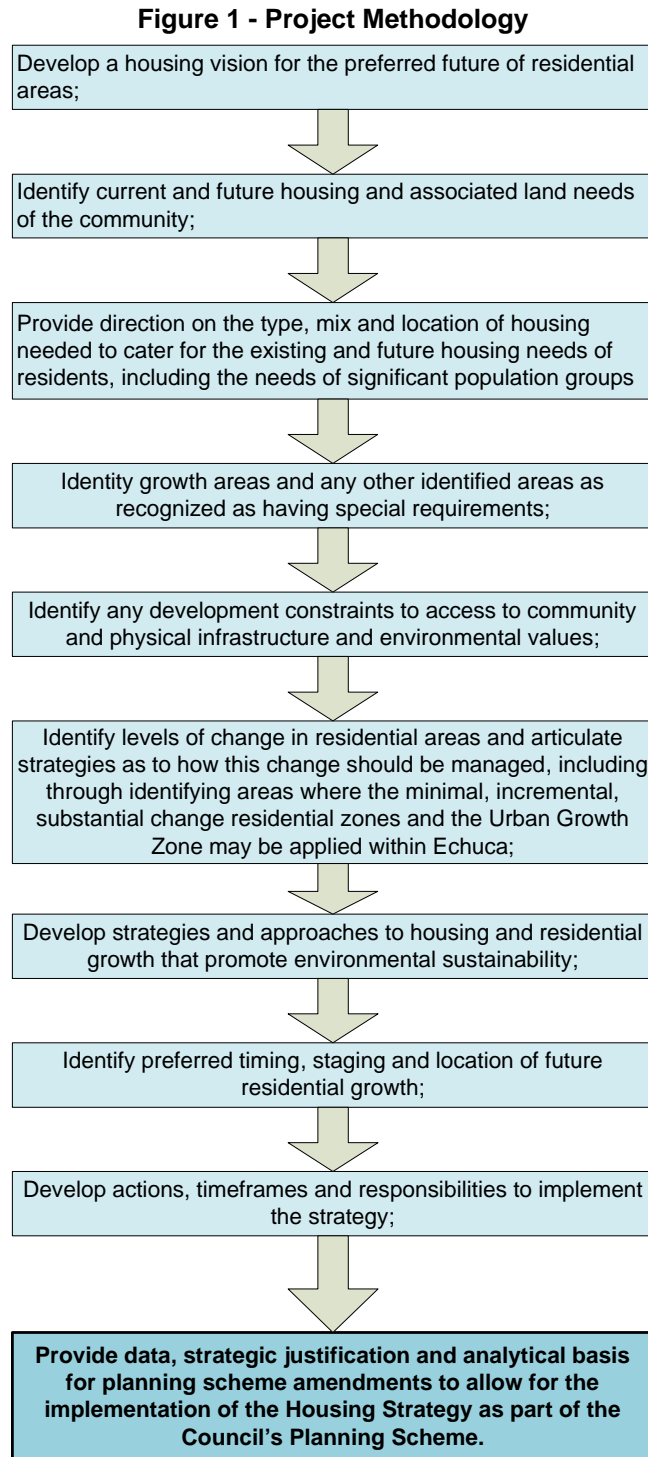
The aims of the project are to:

- Identify impediments to residential growth;
- Determine housing demand and supply capacity;
- Examine the effects of development on residential areas, character and service requirements;
- Develop a housing vision and objectives;
- Identify areas suitable for increased densities;
- Review and develop precincts and township frameworks; and
- Make recommendations for implementation.

1.2 Project Approach

1.2.1 Methodology

Figure 1 outlines the steps involved in the project.



1.2.2 Consultation

Consultation was an essential part of the development of the strategy. Consultation was used to identify issues and opportunities and importantly, to build the partnerships required for the successful implementation of this strategy.

During the preparation of the Issues and Opportunities Paper there have been a number of opportunities for stakeholder and community input. The consultation undertaken included:

- One-on-one consultations with key land owners and development industry representatives;
- Two stakeholder forums – 26 October and 23 November; and
- A community information session held on 10 November 2009.

The consultation sought to identify character elements which people value. These are elements which people believe should be retained or which might be important to consider when planning further residential development. Consultation was also used to identify things which people believe could be done differently (or were disliked) as well as opportunities for the future.

The key issues arising from consultations are summarised as follows:

- The Echuca Housing Strategy must provide clear direction on the expansion of Echuca.
- There is broad support for 2 key directions – to manage the outward expansion of Echuca to the west and to strengthen policy support for infill housing in established areas of Echuca.
- There is need to plan for Echuca and Moama in relation to growth and service provision.
- Integrated planning is an important for new residential areas function well for future communities.
- There is a need for stronger partnerships between Council, landowners and other housing providers and developers.
- There is agreement on the need to provide greater housing choice.
- There is support for more innovative approaches.
- There is opportunity to improve the appearance and amenity of housing, and achieve greater energy efficiency
- There is opportunity to improve the public domain, including street tree planting and to improve open space provision and landscape treatment.
- There is need to ensure greater connectivity – between subdivisions, between new housing in Echuca West and the town centre and between residential areas and open space.
- The Echuca Housing Strategy must respond to the needs of the whole community, including specific groups such as the elderly, single people, and youth.
- The Strategy must address opportunities to improve access to housing by indigenous people.

1.3 Structure of the Strategy

This strategy:

- Provides a vision for the preferred future of Echuca's residential areas;
- Identifies current and future housing needs;
- Provides direction on the type, mix and location of housing needs of residents;
- Identifies growth areas and any other identified areas as recognised as having special requirements;
- Articulates strategies for managing and achieving the required changes; and
- Provides a plan for implementation of strategies.

2 Context

An Issues and Opportunities Report was prepared as a precursor to the Housing Strategy. The report provides context for this Strategy, reviewing and analysing relevant background information as well as identifying key issues affecting residential development in the Echuca Township.

The following sections provide a summary of the key findings of the Issues and Opportunities Report

2.1 Policy Context

A policy review was undertaken to provide a snapshot of the policy context the Housing Strategy shall need to relate to and be consistent with. The document review included:

- The State Planning Policy Framework;
- The Local Planning Policy Framework;
- Local strategies
 - Campaspe 2020 Plan
 - Campaspe Council Plan 2009-2013
 - Integrated Strategy Plan
 - Municipal Health Plan 2006-2009
 - Town Entrances Strategy 1998
 - Echuca West Development Plan 1998
 - Echuca Urban Character Residential Design Guidelines
 - Campaspe Walking and Cycling Strategy 2007
 - Aged Care Strategy
 - Echuca Moama Recreation Plan
 - Echuca Low Density Residential and Rural Living Land Review
 - Campaspe Stormwater Management Plan
 - Echuca Spatial Network Plan

2.2 Housing Demand & Supply

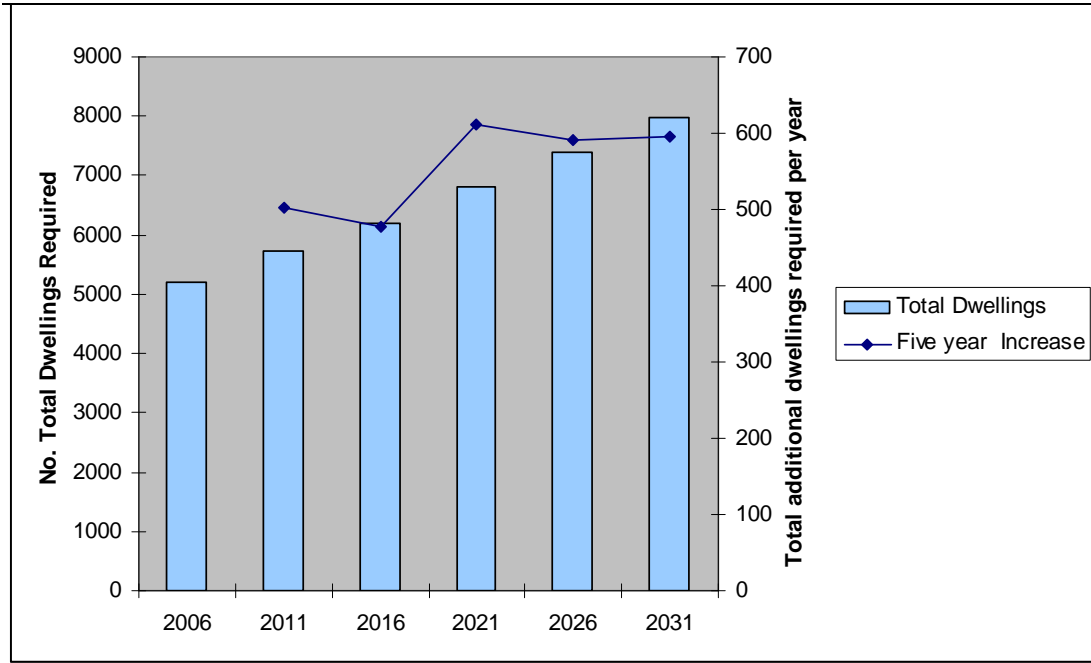
Section 4 of the Issues and Opportunities Report provides an analysis of characteristics of the housing market in Echuca. It examines the supply of housing and assesses demand based on an analysis of population characteristics of residents. The analysis is based on an examination of ABS census data, a review of major trends in the region and an assessment of the major factors influencing the housing market. The key findings of this analysis were:

- Echuca and Moama have been experiencing an increase in population which is expected to continue.
- Echuca and Moama have an ageing population, this coupled with the trend for young adults to migrate from the area and smaller families, is resulting in generally smaller household structures.
- Lack of diversity in available housing stock is affecting housing affordability.
- There is demand for properties in proximity to services, high quality subdivisions as well as rural living blocks.

2.2.1 Likely Future Housing Demands

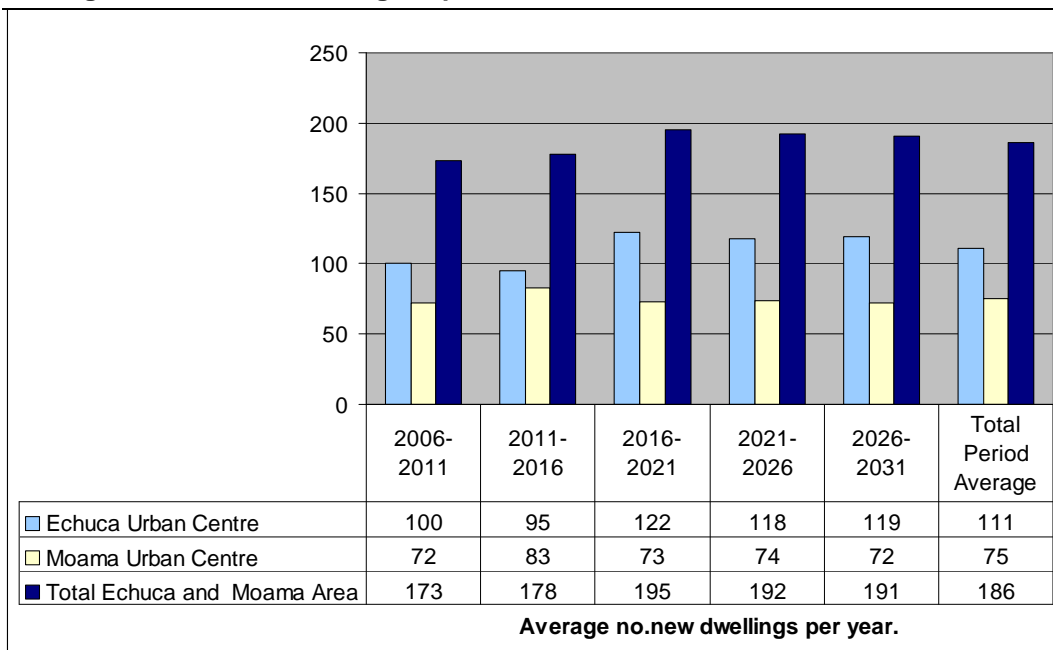
Figure 2 illustrates the estimated future housing requirements. This shows that in the period to 2031 a total of 4645 dwellings would be required in the combined area.

Figure 2 - Projected Housing Requirements (Dwellings)



As demonstrated in Figure 3, these estimates translate into an average of 111 houses per year for Echuca and 75 houses per year for Moama (i.e. 186 in total).

Figure 3 - Annual Housing Requirements Echuca and Moama 2006-2031



The rate of construction is below the rate of construction for Echuca and Moama in the period 2001-2006 (a growth period), when 220 houses per year were constructed.

3 Issues & Opportunities

The Issues and Opportunities Report identifies seven key themes as follows:

- Theme 1 – Future Residential Land Supply
- Theme 2 – Infill Housing
- Theme 3 – Increased Housing Choice & Housing Affordability
- Theme 4 – Attractive Neighbourhoods & Urban Design
- Theme 5 – Housing Performance & Environmentally Sustainable Design
- Theme 6 – Servicing & Infrastructure
- Theme 7 – Innovation & Learning

A thematic basis is used to group key issues and opportunities as well as to ensure that implementation actions are relate to the key matters identified during the housing study process.

A summary of the issues and opportunities associated with each of those themes is provided in the following table.

Table 1 - Issues and Opportunities by Theme

	Issues	Opportunities
Future Residential Land Supply	<ul style="list-style-type: none"> ■ There is a lack of direction for the future growth of Echuca to the west of the Northern Highway. ■ The development pattern is currently fragmented. 	<ul style="list-style-type: none"> ■ The preparation of a Framework Plan for the area of Echuca to the west of the Northern Highway to indicate the direction and staging of future development. ■ A more comprehensive planning approach is important to contain development, and to give direction to the sequence of future development stages.
Infill Housing and Increased Housing Choice	<ul style="list-style-type: none"> ■ There is little choice of dwelling types and sizes ■ There is a need for an increase in the diversity of tenure options ■ Some areas lack access to transport and services, and are not well connected to appropriate community services and facilities ■ Need to improve the quality of design and the environmental performance of medium density housing ■ There is a lack of housing which is suitable for all stages of the life cycle (youth or elderly), as well as for specific groups (e.g. single men or indigenous people); 	<ul style="list-style-type: none"> ■ To provide for the outward expansion of Echuca to the west ■ Echuca is well suited to residential consolidation. It benefits from a strong activity centre and a thriving tourism precinct at the heart of the town. ■ .The key opportunities for infill housing and consolidation will arise in the following circumstances: <ul style="list-style-type: none"> ■ Through redevelopment and infill development in older established areas where larger lot sizes and older dwelling stock will be replaced by small scale developments of 1-3 dwellings; ■ Through redevelopment of brown field sites and surplus land; ■ Through alteration and adaption of existing built form, including by adding levels to the tops of existing buildings in the central business area and key tourism precincts, and adaptive re-use of heritage built form.

	Issues	Opportunities
Housing Affordability	<ul style="list-style-type: none"> ■ In comparison with larger regional centres, the diversity of employment opportunities is more restricted and a larger percentage of the population may be dependent on part time or seasonal income. The capacity of many individuals to access affordable housing may be more restricted. 	<ul style="list-style-type: none"> ■ To increase provision of affordable housing across both public and private sectors and in various tenure forms (home purchase and rental). ■ To promote innovative forms of housing provision (for example through not for profit Housing Associations). ■ As the Echuca Housing Strategy is prepared there may be opportunities to further investigate key partnership opportunities and mechanisms to deliver an increased future supply of affordable housing. ■ There is opportunity for Council to take an active role in increasing the supply of affordable housing.
Physically & Socially Attractive Neighbourhoods and Urban Design	<ul style="list-style-type: none"> ■ Concern with the appearance of new housing development. ■ Contrast in character between established older areas of Echuca and newer residential development. ■ A lack of connectivity between newly developed areas. ■ Greater emphasis needs to be given to the importance of walkability, and the generally flat topography of Echuca should also favour cycling as a form of transport. 	<ul style="list-style-type: none"> ■ Common elements which were valued as contributing to the character of Echuca included a variety of lot sizes; front and side setbacks, landscaping and street tree planting. ■ Provision of community spaces for gathering and celebration, and the opportunities this presents for community strengthening and for activities (for example by young people). ■ Improved Safety in Design. ■ Inclusion of small Neighbourhood Activity Centres. ■ To promote community life and resident interaction through design (e.g. communal vegetable garden). ■ Council to take a leadership role in good urban design and to work in partnership with developers to achieve improvements to the current standards of urban design. ■ To better promote active transport and "Healthy by Design" planning principles. ■ Improve connections between developing areas, to linear trails (along rivers) and to the established town centre. ■ Improve provision of improved landscaping and public lighting. ■ Improve water collection treatment and reuse, and to include water sensitive urban design features in new subdivisions.

	Issues	Opportunities
Housing Performance and ESD	<ul style="list-style-type: none"> ■ Key environmental constraints include bushfire risk, flooding, and minimising soil erosion. ■ Currently many dwellings do not perform well in terms of environmental sustainability. ■ The lack of water availability. 	<ul style="list-style-type: none"> ■ More attention to lot layout, orientation, and dwelling design to ensure future dwellings are responsive to requirements for winter sun and summer shade and passive solar design. ■ Promote the use of sustainable design features in new housing. ■ Echuca benefits from extensive solar access. Cold winters/hot summers mean it is important that windows are positioned to allow for winter sun penetration to dwellings and equally that windows are shaded in summer. ■ Promote increased conservation through water re-use. For example installing separate grey water management systems.
Servicing and infrastructure	<ul style="list-style-type: none"> ■ There is a mismatch of the relationship between development standards and the cost of housing. ■ There is a lack of good Infrastructure provision. ■ Choices which are made about infrastructure standards impact on both the affordability of housing and also on longer term maintenance obligations. ■ There is a need to augment existing drainage capacity in a number of the established areas of Echuca. ■ The lack of sewage capacity, and appropriate treatment options. ■ Quality of roads and associated infrastructure. ■ Funding of future infrastructure provision and maintenance is often a challenge, particularly where there are many competing priorities. 	<ul style="list-style-type: none"> ■ It is apparent that the key infrastructure constraints can be overcome either by installing additional infrastructure or by augmenting existing infrastructure. Providing that future works are properly scoped and planned for, and that funding requirements are well understood, it is unlikely that infrastructure requirements will present an insurmountable barrier to the expansion of Echuca West or to further infill development. ■ Encouraging treatment of stormwater using rain gardens and onsite detention in response to drainage constraints and the need to harvest water to improve the quality and amenity of public open space. ■ To promote greater innovation in relation to water management, including water harvesting and re-use as well as waste treatment.
Innovation & Learning	<ul style="list-style-type: none"> ■ There is a lack of innovation in the delivery of new residential development. 	<ul style="list-style-type: none"> ■ There is considerable opportunity for Council to take a strong role in encouraging greater innovation in relation to housing provision.

4 Vision

4.1 The future Echuca community

People choose to live and come to Campaspe because of the lifestyle and opportunities which are sustainable and challenging.
(Shire of Campaspe 2020 Plan)

4.2 Residential Development Principles

The following residential development principles have been identified to guide future housing provision in Echuca:

- The growth of Echuca will support the broad strategic planning framework contained in the Campaspe Planning Scheme and the specific strategic directions relating to housing.
- New residential development will deliver greater housing choice, diversity of dwelling type and housing affordability. Future housing provision shall be responsive to all needs and inclusive of the requirements of all community members, and foster greater market place competition especially in terms of lot supply.
- The future supply of residential dwellings will satisfy demand.
- There are two key approaches to meeting future needs – through new greenfield residential expansion to the west of the Northern Highway and through infill development and regeneration within selected precincts in the established area of Echuca.
- New residential development should be well integrated with provision of public transport and provide a high degree of walkability.
- New residential development will contribute to greater housing diversity and choice, and will be consistent with preferred neighbourhood character.
- New residential development will respond to context (e.g. already designated areas of low density residential use, heritage areas) and key interfaces (e.g. Echuca west – highway/residential interface and residential/rural agricultural interface).
- Residential development will minimise environmental risks and impacts and maximise opportunities for Environmentally Sustainable Design (ESD) and conservation of resources. For example, avoid flood prone land and focus on ESD and water re-use.
- Manage the staging and sequencing of future residential growth to provide for “multiple development frontiers” but also to ensure efficiency in infrastructure provision and capacity utilisation.

5 Key Objectives & Strategies

Objectives and strategies have been developed based on the issues and opportunities identified during the background review and stakeholder and community consultation. The objectives are the key components which need to be achieved in order to realise the vision set out in section 4 of this strategy. The strategies provide detail on how to achieve each of these objectives.

The objectives and strategies were developed with the aim of addressing the key issues and challenges, while leveraging on strengths and opportunities. These objectives and strategies are grouped under the following seven themes identified as part of the Housing Strategy consultation process:

- Future residential land supply
- Infill housing
- Increased Housing Choice & Housing Affordability
- Attractive Neighbourhoods & Urban Design
- Housing Performance and Environmentally Sensitive Design
- Servicing & Infrastructure
- Innovation & Learning

The objectives and strategies identified in this chapter provide the strategic basis for the actions identified in the Implementation Plan.

5.1 Theme 1 – Future Residential Land Supply

Echuca and Moama have encountered population growth in the recent past; a trend which is forecasted to continue. The efficient and sustainable management of this future residential growth is fundamental. The aim is to improve the supply of residential lots, increase the diversity of lot sizes and to increase market place competition. Therefore the following objectives and strategies seek to provide strategic direction regarding:

- The management of outward expansion of residential development in Echuca West to create greater diversity in lot sizes, increased market competition, and multiple development frontiers.
- Providing sufficient land release to meet future demand.
- Providing efficient use of land for residential development, while balancing the agricultural use of productive land.

This Housing Strategy advocates the use of a master planning approach to direct residential land supply. This would include the preparation of an overall framework plan to guide key transport routes, infrastructure provision, the location of key community facilities and future activity centres. Precinct Plans can then be used to provide greater certainty in relation to the subdivision and development of land ahead of the planning permit stage.

5.1.1 Objectives and Strategies

Table 2 below presents the key objectives and strategies associated with Theme 1 – Residential Land Supply.

Table 2 - Residential Land Supply Objectives and Strategies

Objective	Strategy
Ensure the expansion of Echuca is consistent with the strategic framework contained in the Campaspe Planning Scheme.	Strengthen the Local Planning Policy Framework to provide clear direction regarding residential growth and development in Echuca.
	Incorporate the key outcomes of the Echuca Housing Strategy into the Campaspe Planning Scheme.
Maintain an appropriate balance between the on-going agricultural use of productive land and new residential development.	Identify and protect high value agricultural land within Echuca and its surrounds.
	Ensure the interface between residential land uses and agricultural uses is appropriately planned and managed.
	Ensure new residential development is well planned and sequenced, and that it achieves efficient land utilisation and dwelling density.
Guide the future development of Echuca West using a Framework Plan and associated Precinct Plans.	Include a Framework Plan and associated Precinct Plans in the Campaspe Planning Scheme to provide guidance for the long term development of Echuca West.
To manage outward expansion of residential development in Echuca West to achieve greater diversity in lot sizes, increased market competition, and multiple development 'frontiers'.	Carefully plan the expansion of new "greenfield" residential land in Echuca West, so as to achieve greater housing diversity and increased market competition.
	Allow for multiple development opportunities to increase housing choice and to increase market competition.
	Ensure new residential development includes a greater diversity of housing type and form

Objective	Strategy
Provide sufficient land release to meet future demand for residential land supply and that new residential development is responsive to surrounding context.	Develop a programme for the on-going monitoring and review the residential land supply to ensure an adequate supply of residential zoned land to meet projected demand for 10- 15 years.
	Require a site analysis and context response as the starting point for design of new residential areas.
	Facilitate rezoning of land in accordance with the Framework Plans and Precinct Plans as appropriate.

5.2 Theme 2 – Infill Housing

Infill housing will be an increasingly important way of providing new housing opportunities within the established areas of Echuca, and for delivering greater dwelling diversity. Echuca is well suited to residential consolidation. It benefits from a strong activity centre and a thriving tourism precinct at the heart of the town. Well located medium density housing has great potential, both as a dwelling form suited to smaller one and two person households at various stages of the life cycle and also as form of dwelling suited to tourist accommodation.

In providing infill housing throughout the Echuca Township it will be particularly important to:

- Place emphasis on improving the quality of the broader residential environment, including treatment of the public realm to accompany increased infill development;
- Provide a strong policy focus on identifying opportunities for infill housing, residential regeneration and residential consolidation within the established areas;
- Provide housing that promotes 'universal design'; being designed to meet a broad range of requirements, including meeting the needs of those with disabilities and mobility impairment. Provide carefully integrated affordable housing options into neighbourhoods so as to avoid clusters or concentrations of affordable housing in 'estate' type developments; and
- Provide a prosperous and socially inclusive economic future for the Echuca community through adequate and appropriate housing that is designed to meet a range of population needs.

5.2.1 Objectives and Strategies

Table 3 below presents the key objectives and strategies associated with Theme 2 – Infill Housing.

Table 3 - Infill Housing Objectives and Strategies

Objective	Strategy
To provide strong strategic direction to encourage infill housing and regeneration within the established township of Echuca.	Provide a strong policy focus on infill housing and regeneration within the established township of Echuca, to ensure new dwellings are well located in respect of access to transport and services.
	Encourage increased supply of infill housing, and identify selected precincts where medium density housing is the preferred housing type.
To increase the choice of dwelling types and sizes in appropriate locations.	Focus on provision of an increase in the supply of smaller dwellings responsive to projected demographic change, including an ageing population and increased number of single person households.
	Identify clear strategies to facilitate redevelopment and infill development in established areas.
	Ensure an increasing proportion of new housing is delivered by utilising surplus land and brown field sites for residential purposes.
	Promote alteration and adaptation of existing built form, including shop tops and upper level additions to existing built form to increase the choice of dwelling types and sizes.
Increase the choice of tenure options.	Foster greater choice in housing tenure, including an increased supply of rental dwellings.

Objective	Strategy
Improve the quality of design and the environmental performance of medium density housing.	Ensure that design is responsive to heritage and neighbourhood character considerations appropriate to its context.
	Ensure that dwellings are sited and designed to be responsive to climatic conditions and to optimise environmental performance.
Provide housing which is suitable for all stages of the life cycle and that promotes 'universal design'.	Ensure housing is adaptable for use by people with a range of mobility and skills.

5.3 Theme 3 – Increased Housing Choice & Housing Affordability

Housing affordability has become a prominent issue across Victoria and Australia. First home buyers are finding it increasingly difficult to enter the housing market and those seeking rental accommodation are struggling to find good quality, affordable rental properties.

Housing affordability is a key issue for the Echuca community. In comparison with larger regional centres, the diversity of employment opportunities is more restricted and a larger percentage of the population may be dependent on part time or seasonal income. The capacity of many individuals to afford housing may be more restricted. There is a need to plan for the increased provision of affordable housing across both public and private sectors and in various tenure forms such as home purchase and rental.

Adequate and appropriate housing is an important requirement for social inclusion and participation in the local community. It is also important that access to housing is provided for all members of the community in context of ensuring a prosperous and inclusive economic future for the Echuca community. Future housing must meet a range of population needs as community ages and grows over time. The provision of well managed affordable housing provides a range of social and economic benefits. Increased housing choice and housing affordability should be provided so that:

- People who are homeless or at risk of homelessness achieve sustainable housing and social inclusion;
- People are able to rent housing that meets their needs;
- People can purchase affordable housing;
- People have access to housing through an efficient and responsive housing market;
- Indigenous people have improved housing amenity and reduced overcrowding; and
- A variety of housing options are provided at competitive affordable prices.

Affordable housing can be delivered through a range of funding and management mechanisms, including state government, local government, charitable organisations, private developers and private public partnerships.

It is important that affordable housing options are carefully integrated into neighbourhoods so as to avoid clusters or concentrations of affordable housing in 'estate' type developments. Council can actively advocate for increased diversity in housing choice (including both type and tenure) in both new green field development and in infill development.

5.3.1 Objectives and Strategies

Table 4 below presents the key objectives and strategies associated with Theme 3 – Increased Housing Choice & Housing Affordability.

Table 4 – Increased Housing Choice & Housing Affordability Objectives and Strategies

Objective	Strategy
To provide an appropriate mix of dwelling types and tenure, including public housing and social housing.	Review LPPF to include policy support for a board range of housing types and tenure.
	Review the LPPF to provide greater emphasis on the need to ensure future housing provision is appropriate for all members of the Echuca community, including those who are homeless or at risk of homelessness.
	Increase diversity in dwelling type.
	Foster alternative housing tenures to increase the supply of

Objective	Strategy
	affordable housing.
	Promote increased supply of medium density housing.
To ensure appropriate and cost effective development standards in order to demonstrate a willingness to be flexible and encourage innovation in relation to infrastructure provision.	Promote use of performance based standards that recognise the nexus between development standards and housing costs.

5.4 Theme 4 – Physically & Socially Attractive Neighbourhoods & Urban Design

A recurring theme in community and stakeholder consultations was concern with the appearance of new housing development, and the contrast in character between established older areas of Echuca and newer residential development. Commonly, elements which were valued as contributing to the character of Echuca included a variety of lot sizes; front and side setbacks, landscaping and street tree planting.

There are opportunities for Council to take a stronger role in leading good urban design and to work in partnership with developers to achieve improvements to the current standards of urban design especially evident in the public domain areas of newer housing developments.



Physically and socially attractive neighbourhoods:

- Promote positive experiences for residents now and into the future, and to ensure that the design of residential development assists in building a strong community.
- Possess a sense of place and community.
- Are compact and easy for residents to walk or cycle to shops, local jobs, schools, community facilities and where there is good access to public transport.

Physically and socially attractive neighbourhoods are most easily delivered when they are planned for during initial development, though can also be created through redevelopment and adaption of established areas.

When allowed for during planning and design, features to create physically and socially attractive neighbourhoods can be incorporated into the neighbourhoods without considerable increases in development costs.

5.4.1 Objectives and Strategies

Table 5 below presents the key objectives and strategies associated with Theme 4 – Physically & Socially Attractive Neighbourhoods & Urban Design.

Table 5 – Physically & Socially Attractive Neighbourhoods & Urban Design Objectives and Strategies

Objective	Strategy
Create safe and compact neighbourhoods with good access to services and facilities and a strong emphasis on walkability and active transport.	Ensure all new subdivisions are designed to facilitate increased walkability and a high level of connection to open space, linear trails, social and community infrastructure, public transport, employment destinations, and the activity centre of Echuca.
	Ensure subdivision and new residential development (including aged care facilities) is consistent with Crime Prevention Through Environmental Design (CPTED)

Objective	Strategy
	principles.
	Ensure subdivision and new residential development (including aged care facilities) is consistent with Healthy by Design principles.
To create residential areas with an identifiable sense of place and community.	Promote high quality and attractive residential developments which provide a high level of amenity and include appropriate landscape treatments.
	Improve the quality of urban design and landscaping in the public realm, including street tree planting.
	Recognise the importance of well landscaped and well-designed public realm areas for the health and well-being of the future community.
	To achieve a compact neighbourhood where it is easy for residents to walk or cycle to shops, local jobs, schools, community facilities and where there is good access to public transport.
To provide residential areas and have accessible and sustainable community infrastructure.	Ensure provision of appropriate community infrastructure is made early in the planning cycle and that sites for key community infrastructure hubs are identified at the Framework Plan stage.
Encourage community pride in the residential environment.	Facilitate increased resident activity in the maintenance of the residential environment including landscape and community gardens.

5.5 Theme 5 – Housing Performance & Environmentally Sustainable Design

In the context of increasing community concern about environmental issues and climate change, it is important to ensure careful use of resources (land, energy and water) and to promote greater use of renewable energy options as well as water conservation and re-use.

Key environmental constraints for Echuca include bushfire risk, flooding, and soil erosion. Evidence suggests that in the long term, Echuca is likely to become hotter and drier. New housing should take account of likely future climatic conditions. Therefore, it will be important to improve environmental performance of residential subdivisions and developments to ensure they are both more comfortable for future occupants and importantly reduce long term energy requirements and cost.

Specific issues which need to be addressed include:

- Solar orientation and access, including both lot layout and dwelling design; it is important that orientation of lots maximizes opportunity for proper north/south orientation of dwellings;
- Use of Grid based street layouts and lots of rectangular shape can contribute to this. Water conservation and re-use including re-use of grey water and “third pipe” solutions;
- Storm water detention and collection;
- Improving the thermal performance of housing including insulation, double glazing etc.;
- Designing for local climate; and
- Reducing extent of car use and facilitating alternative transport modes.

Achieving sustainable solutions is key to achieving an on-going high quality of life. In order to maintain an environment which is suitable for future generations, it is essential that communities are resource-efficient and environmentally conscious. There are many opportunities for sustainable responses in the design of houses and communities. Sustainable design and practice can be incorporated into communities at any time. Some aspects, such as Water Sustainable Urban Design is most easily incorporated at the time of initial development; while items such as renewable energies and recycling can be introduced to established communities.

5.5.1 Objectives and Strategies

Table 6 below presents the key objectives and strategies associated with Theme 5 – Housing Performance & Environmentally Sustainable Design.

Table 6 – Housing Performance & Environmentally Sustainable Design Objectives and Strategies

Objective	Strategy
Improve the environmental performance of housing to reduce energy consumption, Co ² emissions and ensure housing is comfortable and responsive to local climatic conditions.	Test the orientation and layout of all new subdivisions to ensure all lots provide for future solar access to dwellings and private open space.
	Ensure all new dwellings are sited and designed to achieve a high level of thermal performance and to reduce energy requirements for heating and cooling.
Promote greater use of renewable energy and energy conservation.	Promote renewable energy use and greater energy conservation through a combination of clear guidelines and local incentives.
Promote greater use of water harvesting and water reuse within residential areas.	Establish partnerships with developers and servicing agencies to improve water harvesting and re-use within residential areas.

5.6 Theme 6 – Servicing & Infrastructure

Infrastructure provision and the funding of infrastructure is a key issue for Echuca's housing. This relates to both services and community infrastructure. There are increasing expectations about the level of infrastructure which is to be provided at the time of land subdivision and development.

Adequate provision of infrastructure is important for the development of well-functioning neighbourhoods. Typical infrastructure which requires consideration is road, water, waste water, telecommunications, electricity, gas, public lighting, and footpaths, as well as community infrastructure such as schools, recreational facilities and health services.

Choices which are made about infrastructure standards impact on both the affordability of housing and also on longer term maintenance obligations.

Provision of infrastructure is most easily delivered when planned for during the design of new development in greenfield areas. Strategically planning infrastructure prior to development has many advantages including adequate provision of land for future infrastructure to avoid future land acquisition; and to avoid unnecessary disruption to established communities.

Strategic provision of infrastructure can require additional capital outlay than might be otherwise required, though generally it is more cost efficient to make this initial outlay than to upgrade infrastructure within developed areas.

In particular, care needs to be taken in Echuca West to ensure that future residential development is staged in a manner which allows for efficient service provision. This needs to be balanced against the need to allow for greater choice and market competition, including by providing more than one development "frontier".

5.6.1 Objectives and Strategies

Table 7 below presents the key objectives and strategies associated with Theme 6 – Servicing & Infrastructure.

Table 7 – Servicing & Infrastructure Objectives and Strategies

Objective	Strategy
To ensure the efficient and timely provision of infrastructure in new residential areas.	Ensure that the staging and sequence of development allows for efficient infrastructure provision.
	Prepare Development Contributions Plans for greenfield residential subdivisions.
	Develop good partnerships between Council, servicing authorities and agencies as well as land development representatives.
To improve drainage capacity in residential areas.	Augmentation of drainage capacity, and greater innovation in relation to stormwater harvesting, storage and reuse.
	Encourage sustainable water-use and re-use in residential developments and subdivisions.
To encourage innovative and sustainable infrastructure provision.	Provide greater flexibility and less prescriptive development standards and encourage innovative responses for roading and footpath provision.
	Provide greater flexibility in engineering standards and allowing for Water Sensitive Urban Design (WSUD) techniques.
	Co-locate community services to enable shared use of facilities (e.g. multi-purpose centres) and flexibility in service provision.

5.7 Theme 7 – Innovation & Learning

Innovation and learning is important for the development of communities. Innovative design can offer smarter, more efficient and sustainable solutions for housing provision.

There is considerable opportunity for Council to take a strong role in encouraging greater innovation in relation to housing provision. A substantial barrier is that innovative solutions often require a larger initial outlay than traditional solutions, often discouraging uptake. It is important that the long term and non/indirect monetary benefits of innovative products are clearly communicated and where possible demonstrated to potential users. This Housing Strategy seeks to position the Shire of Campaspe as a recognised leader in relation to housing innovation so as to ensure that in the future there is appropriate housing for the whole of the community.

It is important to recognise that actions by Council can make a real difference in housing the future community of Echuca, and in responding to key housing market challenges.

5.7.1 Objectives and Strategies

Table 8 below presents the key objectives and strategies associated with Theme 7 – Innovation & Learning.

Table 8 – Innovation & Learning Objectives and Strategies

Objective	Strategy
To support increased housing choice and innovation.	Advocate to all levels of government for increased assistance with the provision of housing, including social housing and public housing.
	Advocate to government for increased funding to establish innovative models of housing provision in regional Victoria and to examine local solutions to the lack of access/supply of public housing and other affordable housing options.
To create strong and productive partnerships between Council and the development industry to foster innovation.	Council to host workshops to inform housing providers and to provide expert input/best practice examples in relation to innovation.
To encourage and recognise innovation and experimentation in housing development.	Greater flexibility in relation to development standards to foster innovation.
	Demonstration projects in relation to good subdivision house siting and design practices to improve environmental performance of housing.
	Expand a business awards programme to reward innovation and the delivery of greater housing choice.
To provide increased transport options to Echuca's residential areas.	Investigate feasibility for expanded public and community transport.
To foster alternative housing tenures to provide affordable housing.	Examine the feasibility of innovative methods of provision of social housing, and expanding other programs such as self-build, housing co-operatives etc.
	Investigate feasibility of establishing a Housing Association, Housing co-operative or similar to improve the supply of social housing in Echuca.

6 Residential Development Strategy

The Issues and opportunities paper has emphasised the need to focus on two parallel policy responses to the future provision of housing in Echuca. They are:

- To provide a framework to manage expansion of new residential growth to the west of Northern Highway; encouraging multiple growth “frontiers”, and increasing housing choice and diversity. But equally it is important to contain unrelenting outward expansion, given that in the very long term, the supply of residential land will be limited by environmental constraints (especially flooding). The key message is to carefully manage outward expansion using an integrated planning approach and to make efficient use of new land released for residential purposes.
- To provide greater reliance on infill housing and regeneration in selected established areas to meet future housing needs. This is an appropriate strategy having regard to future changes in terms of population demographics and household structure, and will provide economic benefit to the core commercial precinct, as well as assist in creating a consolidated and serviceable urban form.

The framework plan for the outward growth of Echuca will guide the sequence of future development of precincts and provide broad level guidance as to key elements of the movement network, open space links, potential locations of future community infrastructure and a neighbourhood hub. The framework plan will also provide some suggestions as to treatment of key interfaces, including the interface with agricultural land to the west of Stratton’s Road.

The framework plan for infill will identify some key precincts where infill redevelopment will be encouraged to achieve substantial change. Infill development will require stronger policy support and guidance to ensure redevelopment is of a high quality and that attractive residential environments are provided.

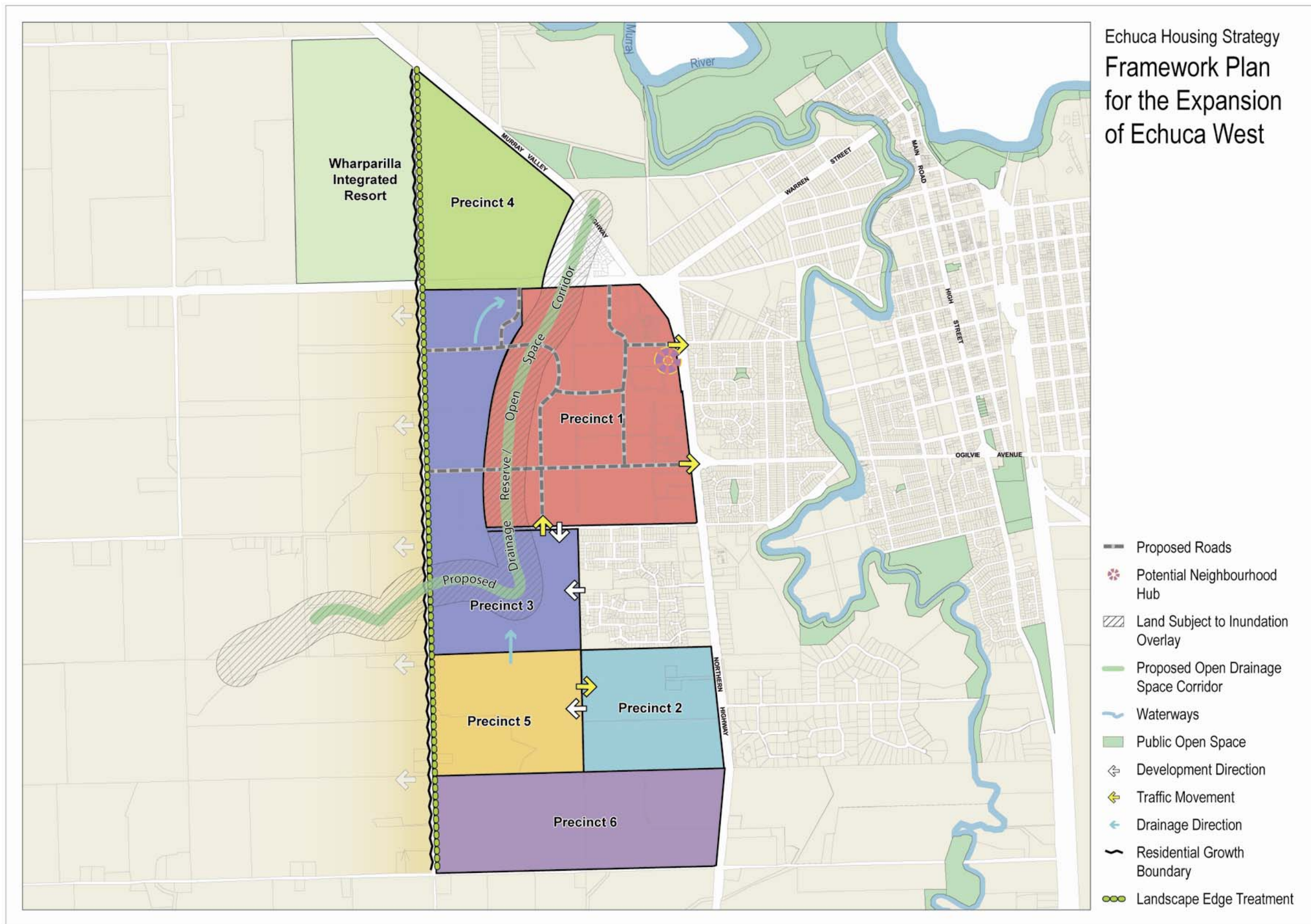
6.1 Framework Plan Echuca West

A key output of the Echuca Housing Strategy is a framework plan for the expansion of Echuca West. The purpose of providing a framework plan is to guide the location and sequence of future growth, and to increase housing choice and diversity. A copy of the plan is provided at Figure 4.

From our investigations and consultations, there is general consensus that future residential development in Echuca West should extend west of the Northern Highway, but be confined to the east side of Stratton Road. In establishing Stratton Road as a notional westerly boundary for future residential development, it is important to recognise that:

- Policy objectives require the protection of productive agricultural land;
- Future supply of new residential development will be split between greenfield development and infill;
- Future residential land will be used efficiently once committed for future development; and
- The supply of greenfield land will be responsive to long term demands including that rates of take up will vary over time, for example due to the influence of economic conditions and the performance of the local housing market.

Figure 4 - Echuca West Framework Plan



It is important in small rural communities that there is some flexibility around edge treatments to enable responses to prevailing environmental and landscape considerations and appropriate responses to the interface with productive agricultural land and for responses to new or emerging economic development opportunities.

6.1.1 Description of Echuca West Precincts

For the Echuca West area six precincts are recommended. These are shown on the Draft Framework Plan in Figure 4 and are described as follows.

Table 9 - Echuca West Precincts

Precinct	Description
Precinct 1	This precinct includes land already committed for approved residential development between the Northern Highway and Mt Terricks Road, and extends west to include the drainage line/ future open space link. It includes key community facilities and a location for a neighbourhood hub.
Precinct 2	This precinct is located to the south of an area already developed for residential purposes and abuts the Northern Highway. It includes part of the land referred to earlier as the Mc Mahon Land.
Precinct 3	This precinct is located immediately to the west of existing residential development and land in Precinct 1. This precinct allows for development to the west of the drainage line/open space link to the edge of Stratton Road
Precinct 4	Precinct 4 is located to the north side of Mount Terricks Road and abuts the Murray Valley Highway to the north. This precinct would be located adjacent to the site of the proposed Wharparilla Integrated Resort.
Precinct 5	Precinct 5 is located south of Precinct 3 and west of Precinct 2. It allows for development in a westerly direction, without extending the town boundary to the south.
Precinct 6	Precinct 6 extends between the Northern Highway and Stratton Road. The development of this precinct is considered a final stage in the expansion of Echuca West, and involves extending the town boundary in a southward direction. This precinct includes a portion of the land in the "McMahon proposal" referred to earlier. This land would only be subject of development in the long term.

Consideration needs to be given to the appropriate location for a community hub. We suggest this be located in close proximity with the school, recreation reserve, and ideally would have some exposure to the Northern Highway. Over time this could become a location to support a neighbourhood convenience store/café and ATM as well as neighbourhood level community infrastructure. This could include a neighbourhood house or multipurpose facility including meeting space to support community service provision. Further consideration should be given to the planning of this facility, given that the Northern Highway does represent a physical barrier to accessing neighbourhood facilities located in the established residential areas to the east.

6.1.2 Sequencing of Precinct Development

In terms of development sequence, subject to a proper precinct planning process, it is considered that development should generally follow the numerical order of predicts shown on the Framework Plan. Development which is out of sequence should not be supported as this will not result in an appropriate urban form and will likely have negative implications for infrastructure provision.

Within the proposed development sequence of Precincts it is important to encourage multiple development fronts so as to allow for:

- Greater choice in terms of lot size, dwelling type and location. Particular emphasis must be given on providing greater diversity in lot size as a basis for providing improved market segmentation and greater product choice;
- Competition between areas to ensure affordability is maximized; and
- Realisation of the strategic objectives for residential development contained in the Campaspe Planning Scheme.

In order to achieve these goals, careful attention will be required to monitoring land supply to see that land release keeps ahead of demand and to ensure the delivery of multiple development fronts and choices in subdivision product. As a rough guide, when any precinct is at 70% capacity, the first stages of the following precinct should be development ready.

The key directions in terms of the sequence of growth proposed are described in the table below.

Table 10- Key Directions for Echuca West Precinct Sequencing

Precinct	Area	Key Directions
Precinct 1	165.6 ha	<ul style="list-style-type: none">■ To consolidate growth on the western side of the Northern Highway by completing development to the north of McSwains Road in Precinct 1 (much of this area is already committed for future development with approvals in place).■ To utilise the open space link/drainage line and the expanded Cunningham Downs aged care facility as the boundary of Precinct 1. This acts to limit westerly expansion in the interim, and allows Council to develop a detailed master plan for the treatment of the open space link and drainage line, and the interface with future residential development.■ The open space link, drainage line, and associated landscaping are to be developed as part of Stage 1 to ensure early establishment of this open space feature as an integral part of Echuca West.
Precinct 2	73 ha	<ul style="list-style-type: none">■ To allow for some expansion along the Northern Highway frontage to the south of the existing residential development.■ To reinforce the town edge and sense of arrival on the Northern Highway approach.■ To provide an alternative development front to Precinct 1. It is expected that the already approved development in Precinct 1 will generally proceed ahead of development in Precinct 2. However given associated lead time with bringing lots to market, it is appropriate that technical investigation continue for Precinct 2 to support a planning scheme amendment to rezone the land for residential purposes. In the later stages of the development of Precinct 1, it will be appropriate that land supply within Precinct 2 is market ready.■ To consider key interfaces (existing residential development, Northern Highway and future residential development in Precinct 3).

Precinct	Area	Key Directions
Precinct 3	134.6 ha	<ul style="list-style-type: none"> ■ To extend residential development to the west (up to Stratton Road) by “wrapping” new residential development around the southern and western edges of Precinct 1. This will allow for development to the west of the drainage line open space link which forms the edge of Precinct 1. By the time land in Precinct 3 is development ready this linkage should be well established.
Precinct 4	95.8 ha	<ul style="list-style-type: none"> ■ Precinct 4 extends residential development further to the north, whilst continuing to use Stratton Road as the west boundary. This land is adjacent to the proposed Wharparilla Integrated Resort. ■ Development of Precinct 4 acknowledges the potential for improved access and transport linkages as a result of the proposed new Murray River crossing. ■ Key interfaces will require careful consideration (open space link/Stratton Road/ Wharparilla Integrated Resort and Murray Valley Highway and low density residential further to the north).
Precinct 5	80.9 ha	<ul style="list-style-type: none"> ■ Precinct 5 includes land to the west of Precinct 2, and south of Precinct 3. Again, Stratton Road is the western boundary for future growth of this precinct. ■ Development of this precinct is delayed in sequence to allow for improved management of drainage and traffic, as well as integration with the final form of Precinct 2.
Precinct 6	123.7 ha	<ul style="list-style-type: none"> ■ Precinct 6 will provide a very long term option for residential development. This precinct would expand residential growth of Echuca West to the south of the current town boundary. ■ Further consideration will need to be given to the interface with agricultural land to the south and west, the Northern Highway; development to the east side of the Northern Highway, as well as the residential development in Precinct 2.

It has been estimated that the required supply of greenfield residential lots is in the vicinity of 100-120 per year. It is important that sufficient land is set aside for future residential purposes to ensure this demand can be met over the long term.

6.1.3 Precinct Lot Yield Projections

To assist in understanding the potential lot yields resulting in each of the defined precincts, an estimate has been calculated. It has been assumed that 60% of the gross land area will be used for residential lots (excluding roads, open space community facilities etc.). This percentage take is consistent with new residential subdivision in metropolitan growth area precincts. The following table provides an indication of potential lot yield based on varied average lot sizes. This should be interpreted as a general guide to a range in lot yield which could conservatively be expected to be generated within each precinct.

This analysis suggests that the total yield of lots is in the range from 5,700 to 6,700 lots. This roughly equates to a land supply well in excess of 40 years, assuming that 10-15 % of demand for new dwellings can be met through infill development over this period. Importantly, the lot yield figures also indicate there is enough potential land supply to support a greater diversity in the size of residential lots, including an increased supply in the size range of 700m² to 1000m².

Table 11 - Precinct Lot Yield Projection

Precinct Lot Yield Projections					
Precinct No.	Total Area (m ²)	60% Area m ²	Estimated yield with 700m ² average lot size	Estimated yield with 650m ² average lot size	Estimated yield with 600m ² average lot size
1	1,656,512.8	993,907.7	1,414.9	1,529.1	1656.5
2	730.0	438,052.6	625.8	673.9	730.1
3	1,346,645.5	807,987.3	1,154.3	1,243.1	1,346.6
4	958,956.8	575,374.1	822.0	885.2	959.0
5	809,857.0	485,914.2	694.2	747.6	809.9
6	1,237,143.7	742,286.2	1060.4	1,142.0	1,237.1
Total Lot Yield			5,771.6	6,220.9	6,739.2

6.2 Precinct Plans for Echuca West

To assist with the implementation of the Framework Plan, three draft precinct plans have been prepared to guide the further development of Echuca West. The Precinct Plans are Figures 5 - 7. The purpose of these plans is to provide guidance about key opportunities, constraints and features to be addressed in relation to the implementation of the Framework Plan.

Preferred Future Statements have also been prepared for each of these precincts. The purpose of the Preferred Future Statements is to describe the aspirations for residential development and land supply in each area.

Table 12 - Preferred Future Statements - Echuca West Precincts

Precinct	Preferred Future Statement
Precinct 1	Precinct 1 will provide for a range of lot sizes and dwelling types which are responsive to the site context and local climate. Residential development will be high quality, attractive and incorporate environmentally sensitive design (ESD) principles. Precinct 1 will be well connected to the established areas of Echuca and be developed to support active forms of transportation. Precinct 1 will include provision for a community hub. An important physical feature for Echuca West will be the establishment of a well landscaped linear open space/ drainage corridor including a north south pedestrian and cycle link. This will complement well landscaped streets and smaller open space areas.
Precinct 2	Precinct 2 will be well integrated and connected to the established residential development to the north and the proposed linear open space in Precinct 1. There will be a diversity of housing type and tenure well suited to meeting the changing needs of the community. Precinct 2 will include some open space, and will reinforce the town entry to Echuca by presenting an attractive frontage to the Northern Highway. Residential development will be high quality, incorporate environmentally sensitive design (ESD) principles and include a diversity of lot sizes and dwelling types. The public realm will be well landscaped and include innovative drainage and storm water re-use solutions

Precinct	Preferred Future Statement
Precinct 3	<p>Precinct 3 will provide opportunities for a range of dwelling types and lot sizes. There will be a diversity of housing type and tenure well suited to meeting the changing needs of the community. Precinct 3 will be well connected to, and provide an attractive interface with the linear open space corridor. It will present an attractive edge to Stratton Road to the west as a transition to agricultural land uses. Residential development will incorporate environmentally sensitive design (ESD) principles. Precinct 3 will be highly accessible through the reinforcement of the road hierarchy and provision of pedestrian and cyclist connections.</p>

Figure 5 – Precinct 1

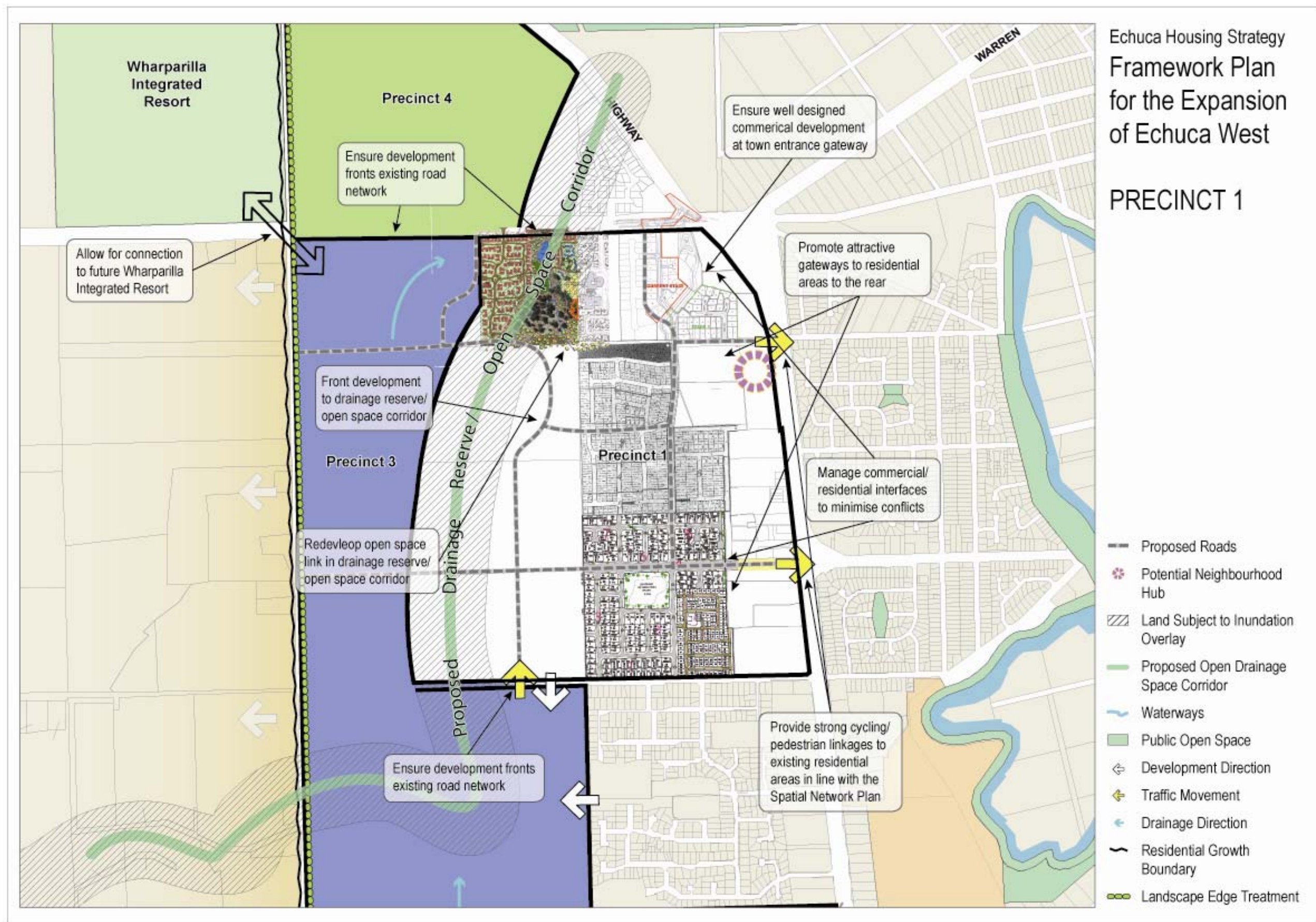


Figure 6 – Precinct 2

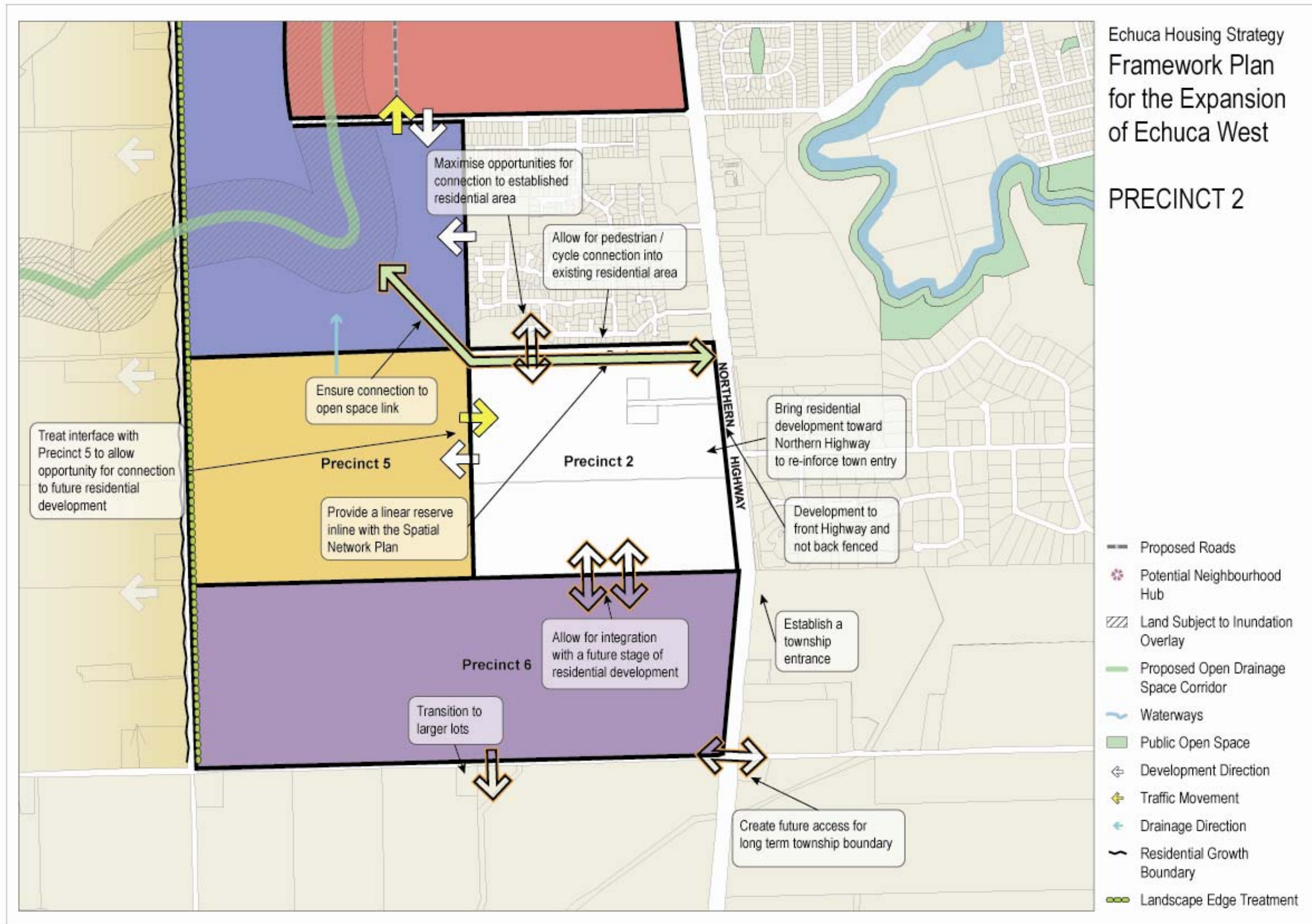
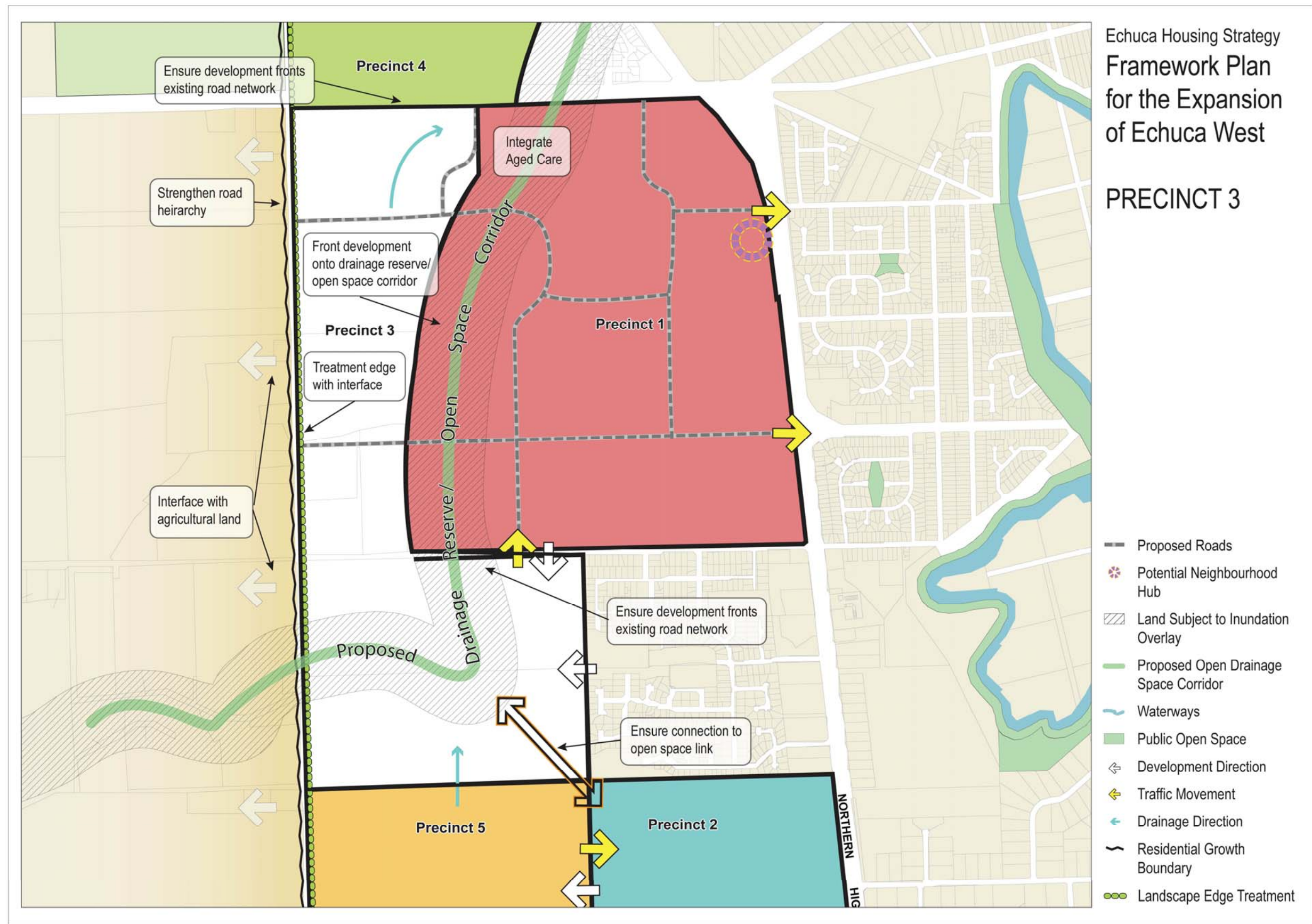


Figure 7 – Precinct



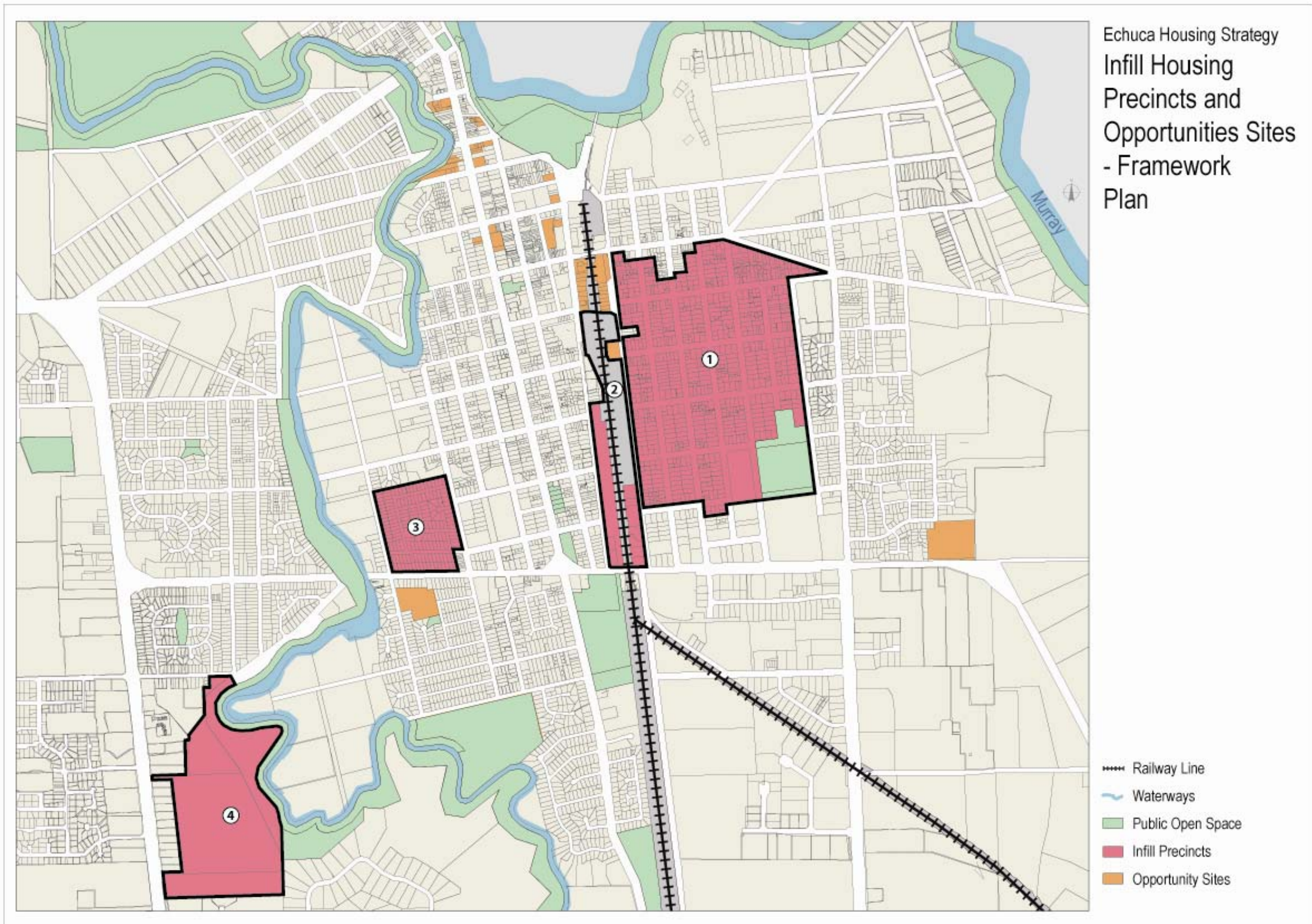
6.3 Framework Plan for Infill Development

The framework plan for infill development has identified four precincts for a greater focus on infill development.

A copy of the framework plan is provided at Figure 8. The four precincts are:

- Echuca East
- Railway Land
- Land in the vicinity of the Echuca Hospital
- Vacant residential land to the eastern side of the Northern Highway

Figure 8 - Framework Plan for Infill Development



6.4 Precinct Plans for Infill Development

A number of draft precinct plans have been prepared relating to the infill precincts. These are illustrated at Figures 9-12. The draft precinct plans are intended to provide guidance as to key opportunities and constraints as well as matters to be addressed in relation to future development of infill housing.

6.4.1 Description of Infill Development Precincts

Four Infill Development Precincts have been recommended. These are shown on the Framework Plan for infill Development in Figure 7 and are described as follows.

Table 13 - Echuca Infill Development Precincts

Precinct	Description
Precinct 1	<p>This precinct is known as Echuca East. It is located to the east of the train line, generally in the area bounded by Pakenham Street, Goulburn Road, Stawell Street, Service Street and Sturt Street.</p> <p>This is an area of established residential development. The residences are mainly single detached dwellings. Echuca East Primary School, Echuca East Recreation Reserve. There is a consolidated area of public housing along the southern boundary of the area.</p>
Precinct 2	<p>This precinct is located along the Murray Valley Railway Line between Annesley and Sturt Streets. The precinct extends on both sides of the railway line from Darling Street in the north to the Murray Valley Highway in the south.</p> <p>They area is currently occupied with scattered small to medium sized commercial developments, with some vacant areas.</p> <p>Echuca Train Station is located to the northern end of the precinct.</p>
Precinct 3	<p>This precinct is located to the west of the Echuca District Hospital. It is generally bound by Haverfield Street, the Northern Highway (B400), MacKenzie Street and North Street.</p> <p>The area is currently developed with detached residences on relatively large blocks.</p>
Precinct 4	<p>Precinct 4 is located to the east of the Northern Highway (B75). It is bounded to the east by the Campaspe River, to the south by Fehring Lane and extends as far north as Rose Street.</p> <p>Commercial activities are located along the east of the site, Rotary Steam Park is located to the north of the precinct and there is an area of agricultural activity to the south of the area. There is no existing residential development within the precinct.</p>

6.4.2 Precinct Lot Yield Projections

The following table shows the potential yields in each of the Infill Housing Precincts and in the identified the Opportunity Sites. The analysis indicates that the sites could yield between 536 and 1183 residential dwellings based on the assumed densities and assumptions about the redevelopment of sites in specific precincts.

It should be noted that the high yield is not the maximum yield, if for example all housing blocks in each precinct were converted to medium density housing.¹

Table 14 – Summary of Infill Housing Yields

Area	Low Yield	High Yield
Infill Precincts		
Precinct 1 (existing residential)	112	390
Precinct 2 (brownfields)	105	159
Precinct 3 (existing residential)	20	192
Precinct 4 (brownfield/greenfield)	104	146
Total Infill Precinct	341	887
Opportunity Sites		
Total 12 sites (mainly brownfield)	195	296
Total Infill Precincts & Opportunity Sites	536	1183

Infill Precincts

The infill precinct yields are based on the following analysis:

- Precincts 1 and 3 (existing residential areas): these estimates were based on visits to each street and a visual assessment of age and condition of each property. The low estimate is based on housing stock assessed as over 20 years old and in poor condition. The high estimated includes properties assessed as over 20 years old and in average condition and in proximity to existing medium density housing. The total number of sites in each category was identified, and to estimate yields it was assumed that an average of 2 units would be built on each site.²
- Precinct 2 (brown fields development): the assessment was based on assumption of 75% land yield on the sites and two alternatives (500 m2 per residence and 330 m2 per residence).
- Precinct 4 (brown field/green field): assessment was based on assumption of 60% land yield on the sites and two alternatives (500 m2 per residence and 330 m2 per residence).

Based on this analysis, the Infill Precincts could yield between 341 and 887 housing units.

6.4.3 Opportunity Sites

A total of 12 opportunity sites were identified in the strategy and most of these are brownfield sites. Each of these sites was visited. The assessment of potential yields is based on the following:

- Assumed 75% land yield from each site and housing yield for each site calculated on basis of two alternatives (500 m2 per residence and 330 m2 per residence).
- The yields from each of the 12 sites were calculated.

¹ The data base is set up on a street/housing lot basis and alternative development options and yields could be assessed on a street basis. This analysis was beyond the scope of this brief.

² Housing sites in these precincts vary in size, though many are around 1000 m2.

Based on this analysis the opportunity sites have the potential to yield between 195 and 296 housing units.

Table 15 - Estimates of Potential Yields - Infill Precincts and Opportunity Sites

Potential Housing Yields (Houses Units)			Yield Housing Units		
Infill Precincts	Area	Description	Low Yield	High Yield	
Precinct 1					
Infill Housing - existing residential	Residential (current significant medium density) Units =-266 (94 sites) Houses= 464	Echuca East. Area bounded by Pakenham Street, Goulburn Road, Stawell Street, Service Street and Sturt Street. Incremental development of medium density.	112	390	Assumes average infill of 2 units per existing housing lot
Precinct 2					
Develop for housing - Adjacent to Rail	Brown field	Murray Valley Railway Line between Annesley and Sturt Streets. Potential for higher density development.	105	159	
Precinct 3					
Infill Housing - existing residential	Residential (current limited medium density) Units =-38 (14 sites) Houses= 143	West of the Echuca District Hospital and bound by Haverfield Street, the Northern Highway (B400), Mackenzie Street and North Street. Potential for site consolidation.	20	192	Assumes average infill of 2 units per existing housing lot
Precinct 4					
Develop for housing - Non Residential Area	Brown field/Green field	East of the Northern Highway (B75). Area bounded by Campaspe River - some commercial, Rotary Steam Park and agriculture. Potential for a development of conventional housing.	104	146	
Total Infill Precincts					
Total Infill Precincts (Housing Yield - Houses/Units)			341	887	
Opportunity Sites			500m² Lots	330m² Lots	
Sites	Brown field/Green field sites	Total of 12 sites identified, with sites generally near infill precincts.	195	296	Two sites are larger sites of 33,000m ² and 21,000 m ²
Infill and Opportunity Sites					
Total Infill Precincts & Opportunity Sites			536	1183	

6.4.4 Preferred Future Statements

Preferred Future Statements have been prepared for each of the infill precincts. The purpose of these is to describe the aspirations for residential development and land supply in each area.

Table 16 - Preferred Future Statements - Infill Development Precincts

Precinct	Preferred Future Statement
Precinct 1	Infill development will be the main source of residential growth within Precinct 1. Increased housing densities and greater choice in housing type and tenure will be accompanied by upgrading of the public realm to include improved drainage, road pavement treatment and high quality landscaping as well as improved infrastructure to encourage walking and cycling as the preferred form of local transport. Infill housing will be in the form of smaller detached dwellings, town houses and low scale unit developments. It is envisaged that this development will occur incrementally, on a lot by lot basis. Precinct 1 will be well connected to the Echuca Activity Centre, existing open spaces and community infrastructure.
Precinct 2	Precinct 2 provides opportunities for brownfield development which must be balanced with the protection of the area's cultural heritage features. Higher density dwelling types (3-4 storeys), including apartments and townhouses, will be encouraged within Precinct 2. Precinct 2 will be developed to include good east-west connections over the railway line to ensure the area is well integrated with the Echuca Activity Centre.
Precinct 3	Precinct 3 will encounter substantial change as it provides strong opportunities for site consolidation and redevelopment. Future infill residential development should present an attractive interface with the Echuca District Hospital and Northern Highway. There will be a strong emphasis on diversifying housing type and on providing enhancements to the amenity of the area through public realm improvements such as landscaping.
Precinct 4	Precinct 4 will support a range of conventional residential development as well as a mixture of medium and higher density dwelling types. In the specific context of Precinct 4, substantial change could reasonably be considered to incorporate single or double storey development with opportunity for key strategic sites of up to three storeys. Future residential development should respond to the area's key physical features including the proximity to a riverine environment, established vegetation and existing development. Precinct 4 should provide efficient vehicular, pedestrian and cyclist access, and to be developed having regard to the need for attractive entry points from the Northern Highway and treatment of the interface with the rear of service business uses.

It is expected that the existing residential areas, such as Precinct 1 and Precinct 2, will start to experience infill development first, with Precinct 3 to follow soon after, and Precinct 4 last. This is suggested as the existing residential areas are more accessible to new development, with required services and infrastructure; while the other areas require additional investment into infrastructure and connections to existing communities before they are ideally ready for development.

It is anticipated that areas comprising the infill precincts will be considered as areas of substantial change, and that these areas will subsequently be assessed as candidates for implementation of the new residential zone, which is intended to encourage increased dwelling densities.

Key implementation actions to encourage infill development relate to upgrading the public realm (in combination with targeted housing development to increase densities) and upgrading or augmenting infrastructure capacity. There should be a strong emphasis on innovation and pursuing techniques such as Water Sensitive Urban Design.

Figure 9 – Infill Precinct 1

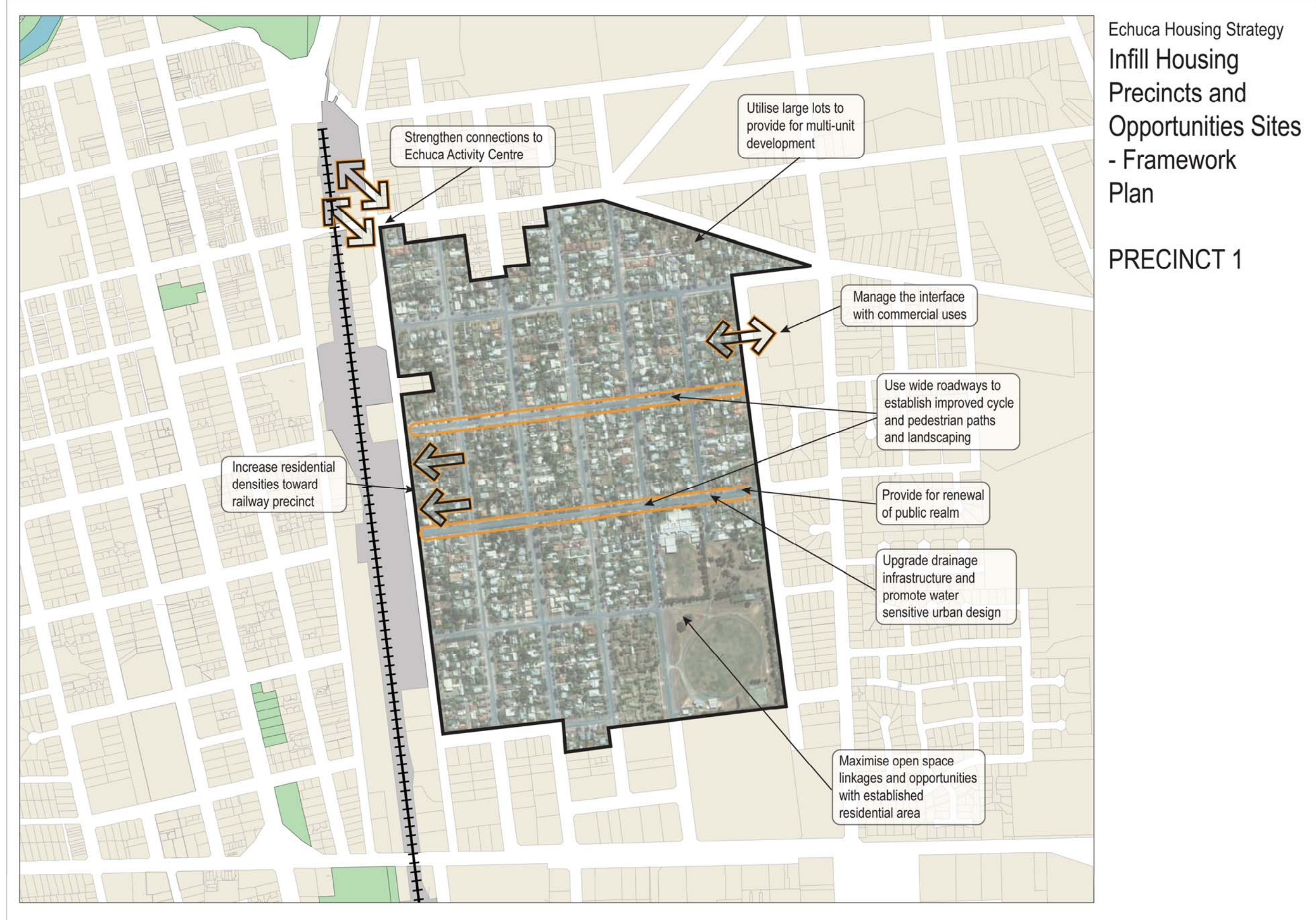


Figure 10 – Infill Precinct 2

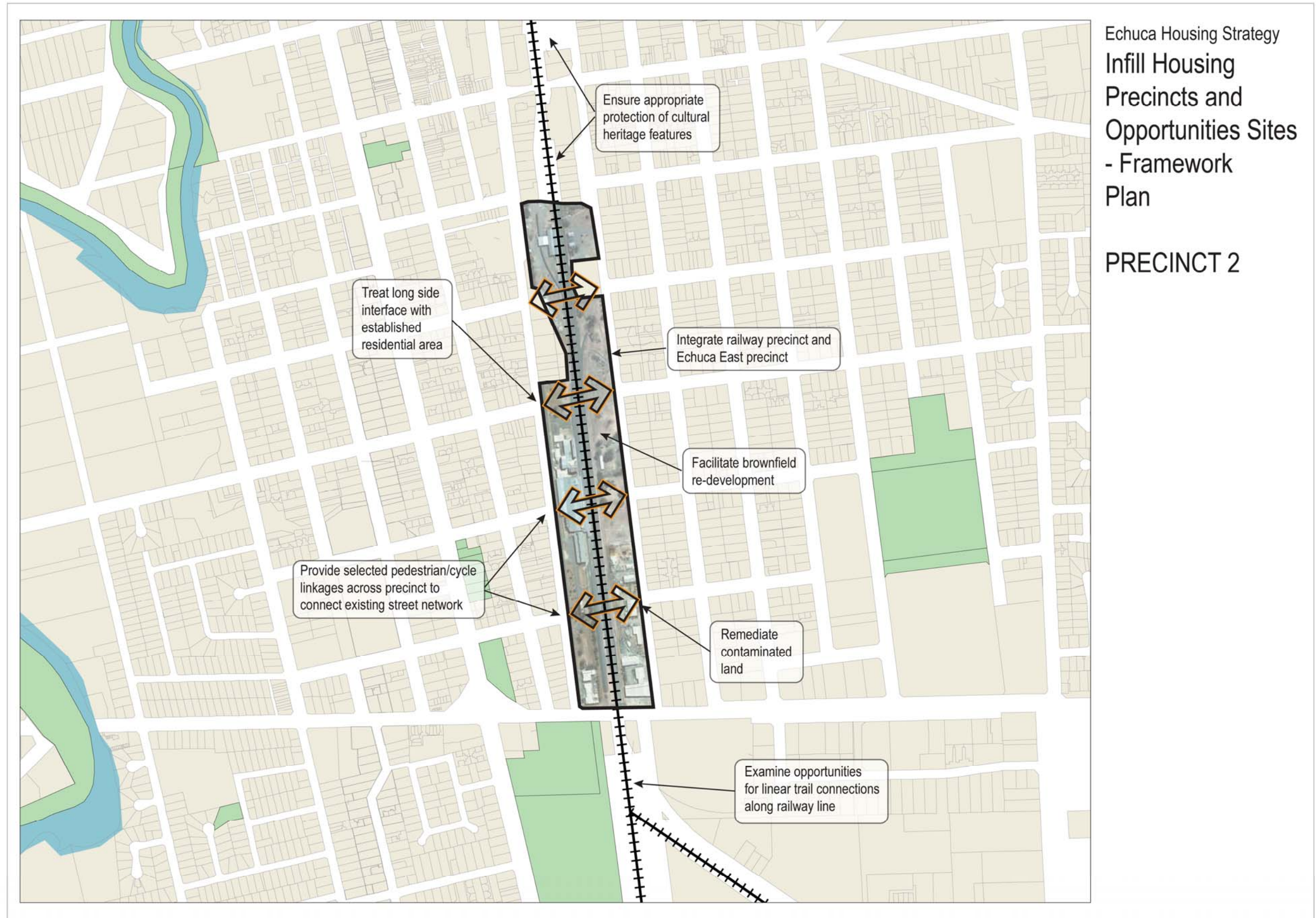
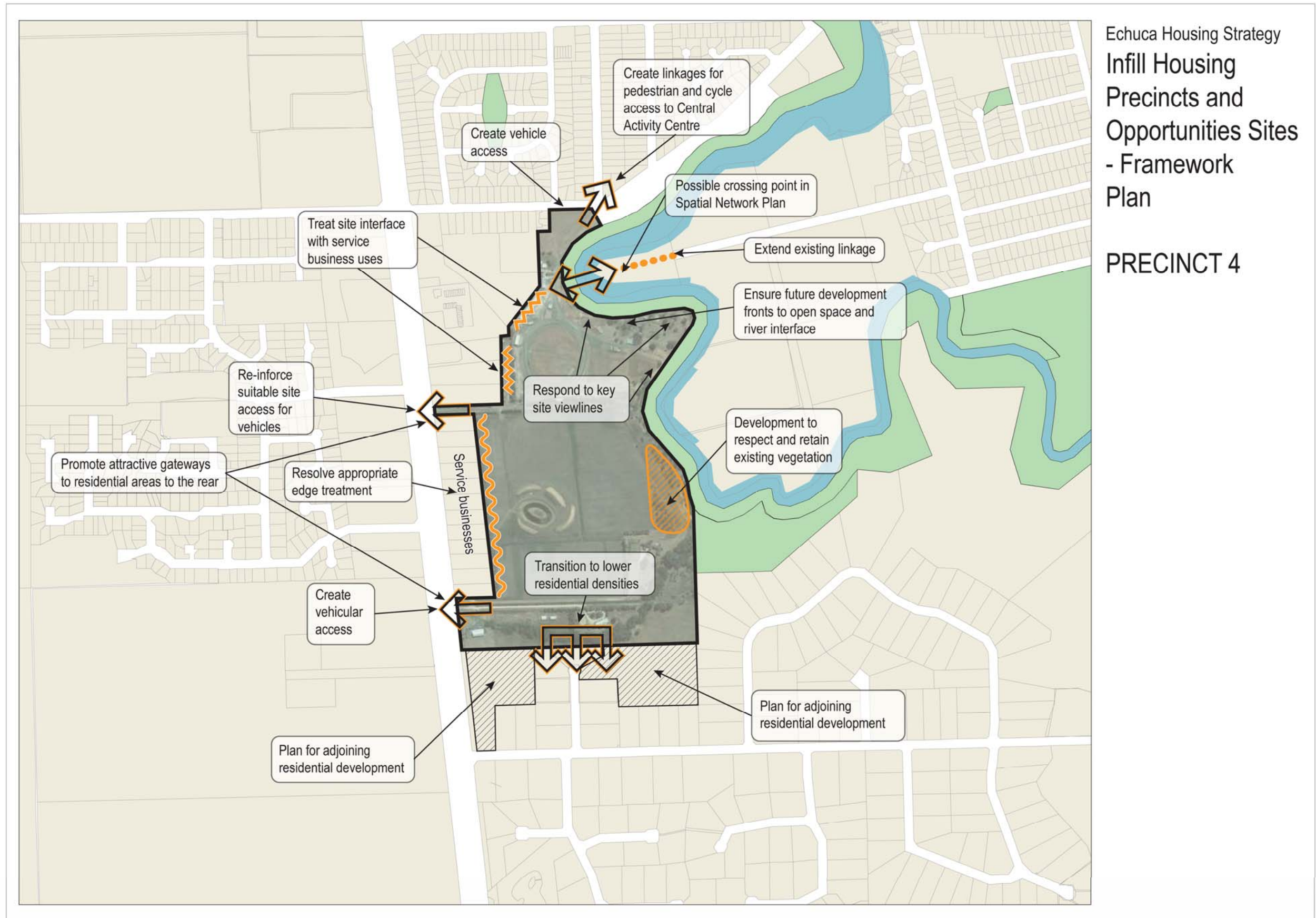


Figure 11 – Infill Precinct 3



Figure 12 – Infill Precinct 4



7 Future Application of New Residential Zones

As part of a range of measures to reform the Victorian planning system, the State Government released draft residential zones in February 2009 for consultation purposes. The Echuca Housing Study brief requires that consideration be given to defining criteria for the application of the new residential zones within Echuca.

Three new residential zones are proposed to replace the existing Residential 1 Zone, Residential 2 Zone and Residential 3 Zone in Victoria. They are:

- The Substantial Change Zone which provides for housing growth by a mix of housing types that includes medium to higher density housing in appropriate locations.
- The Incremental Change Zone which allows for a variety of housing types including medium density housing provided that it respects the character of the neighbourhood.
- The Limited Change Zone which enables specific characteristics of the neighbourhood to be protected through greater control over new housing development.

The key differences in draft zone purposes are:

- Limited Change Zone

To ensure residential development protects the neighbourhood character of the area.

- Incremental Change Zone

To provide for residential development at a range of densities with a variety of dwellings to meet the housing needs of all households.

To encourage residential development that respects the neighbourhood character.

- Substantial Change Zone

To deliver housing at higher densities in locations that offer good access to services and transport including activity centres and strategic redevelopment sites.

Housing Change Areas provide an indication of the appropriate level of change in terms of the intensity and amount of development to be accommodated in the future. There are three identified housing change areas:

- Limited Change Areas
- Incremental Change Areas
- Substantial Change Areas

A description of each of the three areas is provided below, together with a Housing Change Area Plan indicating the proposed location for each area.

Limited Change Areas

The Limited Change Zone will seek to ensure that residential development protects the neighbourhood character of the area.

These will generally be established areas committed for residential development that have limited capacity to accommodate additional growth and future residential development. Limited change areas allow for limited residential development that is generally consistent with the type, scale and character of the area. This is likely to look like new detached houses on subdivided sites. These houses will need to be of a character that is in keeping with the surrounding neighbourhood.

Limited change areas should be designated to include:

- Areas with a strong and unique neighbourhood character, including precincts with significant groupings of heritage places;
- Areas of particular landscape or environmental character;
- Areas with environmental constraints (e.g. subject to flooding) which limit capacity for future development;
- Areas with restrictive covenants limiting development capacity; and
- Areas close to uses with significant off site impacts.

Management of future residential development in Limited Change areas will need to ensure:

- Development respects existing scale and character;
- Development does not significantly impact on valued natural features;
- Development respects heritage places;
- Development does not give rise to undue amenity impacts having regard to bulk, overshadowing, overlooking and solar access; and
- Support for emerging technologies and the use of ESD features in subdivision design and development.

Incremental Change Areas

Incremental change Areas include established residential areas which over time have the capacity to accommodate a moderate level of residential development. Neighbourhood character will evolve over time. This type of development is likely to be low level unit developments and town houses.

Incremental Change Areas will be designated to include:

- Areas that are unaffected by significant development constraints;
- Areas that have existing lot layouts which may constrain substantial development;
- Areas which have reasonable access to community facilities and services;
- Areas which are greenfield residential areas.

Strategies for managing residential development in Incremental Change Areas include:

- Retention of existing dwellings which contribute positively to neighbourhood character, and locating new development to the rear of sites to maintain as far as practicable existing streetscapes;
- Providing encouragement for low scale medium density housing to support increased residential densities, whilst respecting existing neighbourhood character;

- Ensuring new development minimises amenity impacts (in terms of overlooking, overshadowing and visual bulk);
- Encouraging a high standard for design and supporting emerging technologies and the use of ESD features in subdivision design and development;
- Discouraging development in areas of high environmental risk (e.g. flooding and wildfire);
- Ensuring development is respectful of key interfaces (for example at the interface of urban and rural land uses or at the interface with minimal change areas).

Substantial Change Areas

The Substantial Change Zone will provide for housing growth by a mix of housing types that includes medium to higher density housing. This zone will identify where housing growth is appropriate. For Echuca, it is likely that redevelopment of substantial change zones will see the establishment of developments up to 3-4 storeys which are in keeping with the character of the surrounding neighbourhood. Additionally, green field sites experiencing significant growth in conventional residential development (consisting primarily of a mixture of one or two storey medium and opportunity sites of up to three storeys) may also be considered areas of relative substantial change.



Substantial change areas are established residential areas that have capacity to accommodate substantial additional residential development. These areas will support increased choice and diversity of housing type and size. They will generally be well located in relation to access, transport, community facilities and services, employment opportunities and open space. Substantial change areas will be generally free of major development constraints, and will be the preferred location for infill housing and regeneration. Substantial change areas will support increased residential densities to maximise the number of new residents able to take advantage of desirable locations. As a consequence it is expected the character of these areas will change over time, and there will need to be a focus on identifying and promoting development which achieves a preferred future character.

Substantial change areas will be designated to include:

- Areas with good access to a range of commercial, retail and employment opportunities, as well as good levels of access to community facilities and open space;
- Areas with good connectivity and access to alternate modes of transport;
- Areas where infrastructure has capacity to support additional development or can be augmented as required (i.e. locations where priority will be given to future infrastructure upgrades);
- Areas which provide opportunities to support increased housing diversity and choice;
- Areas which are substantially free of major development constraints.

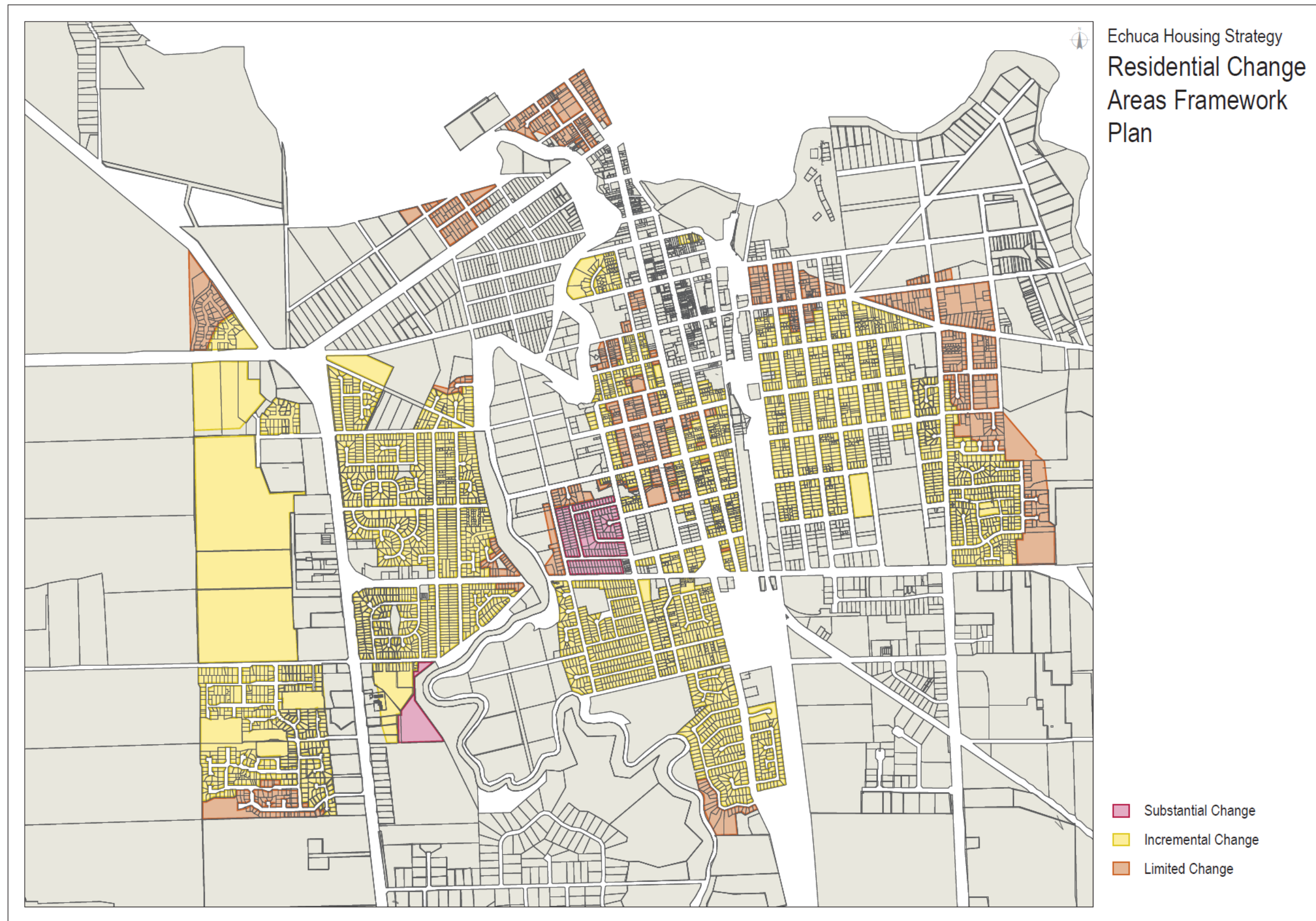
Management of future residential development in substantial change areas will need to ensure:

- Development is responsive to site context and the preferred future character of the area;
- Capacity to achieve a substantial proportion of the targeted number of new dwellings to be supplied through redevelopment and regeneration;
- In locations where substantial change areas include vacant land or “brownfield” sites for regeneration the interface with the established residential area and surrounding land uses it carefully considered and treated;
- Appropriate treatment of the interface with limited change and incremental change areas;
- Appropriate levels of access to community facilities and services as well as open space;
- A variety of housing types, sizes styles and designs;
- Facilitation of site assembly and lot consolidation;
- Support for mixed use development (especially vertical mixed use including active uses at street frontage and residential above);
- A high standard of design; and
- Encouragement of innovation and the use of emerging technologies as well as ESD techniques in subdivision design and built form.

For Substantial Change areas it will be important to identify preferred character statements to guide future development so as to establish a clear vision for the preferred development outcomes which are sought. The Substantial Change Zone will be applied to precincts and key redevelopment sites where Council supports infill development and regeneration.

Figure 13 indicates the potential spatial application of the housing change areas to land which is currently zoned Residential in the Campaspe Planning Scheme for Echuca. This does not include land in Echuca West which is outside the Residential Zone but shown on the Echuca West Framework Plan. It is recommended that this Greenfield land would be included in the Incremental Housing Change Area, at the time a planning scheme amendment recommends rezoning of the land. The application of housing change areas will need to be further reviewed by Council at the time further details of the new residential zones become available.

Figure 13 Housing Change Area Plan for Echuca



8 Implementation Strategy

Effective implementation of the Echuca Housing Strategy will require a pro-active and strategic approach to planning and development. There are several key implementation requirements:

- Providing a strong governance model in relation to housing, ensuring that Council is committed to improving housing delivery throughout the municipality;
- Designating a person responsible for co-ordinating and managing the implementation actions, and to work with key stakeholders to continue to progress the delivery of the Echuca Housing Strategy;
- Forming a working group to support the implementation and monitoring of the Echuca Housing Strategy. This working group should include Councillor representation. The working group should develop a framework for monitoring on-going changes that impact the delivery of objectives, and to monitor the delivery of strategies and action.

The Implementation Strategy provides a series of actions aimed at implementing each of the objectives and strategies identified in section 6. Each action is accompanied by a priority level and a timeframe within which the action is to be implemented. For each action, the lead agency and key stakeholders are identified. The priority identifies the importance of each action, based on a low, medium and high scale, while the timeframe provides an estimated period to commence implementing the action from the time the Strategy is endorsed by Council.

It is important that an individual from the lead agency is tasked with coordinating and managing each of the items. This will assist in providing direction, drive and accountability for each action.

This Implementation Strategy is currently provided in a draft format and will be finalised following Council's approval of the Housing Strategy. The Implementation Strategy has been included in draft format to allow public comment prior to its finalisation.

8.1 Process and Policy Development

Theme	Action	Lead Agency	Who will be involved?	Timeframe	Priority
Res Land Supply	Develop and adopt guidelines/policy to ensure the interface between residential land uses and agricultural uses is appropriately planned and managed.	Shire Of Campaspe	DPCD Landowners Development Sector	1-3 years	High
Res Land Supply	Allow for multiple development opportunities, in accordance with the adopted Framework and Precinct Plans, to increase housing choice and to increase market competition.	Shire Of Campaspe	Development Sector DPCD	1-3 years	High
Res Land Supply	Require a detailed site analysis and context response for all planning permit and planning scheme amendment applications in Echuca and Echuca West to ensure quality and responsive design.	Shire Of Campaspe	Development Sector	1-3 years	High
Res Land Supply	Monitor and review the supply of residential land annually to ensure an adequate supply of residential zoned land to meet projected demand for 10 -15 years. Facilitate rezoning of land correspondingly and in accordance with the Framework Plans and Precinct Plans as appropriate.	DPCD	Shire of Campaspe	4-6 years	Medium
Infill	Ensure strong policy support for infill residential development and increased supply of medium density housing in selected precincts where substantial change is encouraged.	Shire of Campaspe	DPCD Development Sector	1-3 years	High
Infill	Develop policy and processes which promote the alteration and adaptation of existing built form, including shop tops and upper level additions to existing built form to increase the choice of dwelling types and sizes.	Shire of Campaspe	Landowners	7-10 years	Low
Infill	Develop policy and processes which promote an increasing proportion of new housing to be delivered by utilising surplus land and brown field sites.	Shire of Campaspe	DPCD	4-6 years	Medium

Theme	Action	Lead Agency	Who will be involved?	Timeframe	Priority
Housing Performance & Environmentally Sustainable Design	Develop performance based requirements for roading and associated infrastructure. These requirements may include prescriptive deemed to comply standards, but should also allow for alternatives which provide greater flexibility and encourage innovative responses.	Shire of Campaspe	Engineering referral authorities Infrastructure Design Manual Partners DPCD Vic Roads	4-6 years	Medium
Housing Performance & Environmentally Sustainable Design	Provide greater flexibility in engineering standards which encourage Water Sensitive Urban Design (WSUD) techniques.	Shire of Campaspe	DSE Development Sector Coliban Water Goulburn Murray Water	4-6 years	Medium
Innovation & Learning	Advocate for demonstration projects with the private sector in relation to good subdivision, house siting and design practices to improve the environmental performance of housing.	Shire of Campaspe	Development Sector	1-3 years	High
Innovation & Learning	Expand a business awards programme to reward innovation and the delivery of greater housing choice. The awards categories should promote increased choice in dwelling type and improved environmental performance of housing.	Shire of Campaspe	Development Sector	1-3 years	High

8.2 Further Investigations and Strategic Work

Theme	Action	Lead Agency	Who will be involved?	Timeframe	Priority
Res Land Supply	Adopt the Framework Plan for Echuca West to identify precincts, strategically guide land uses, identify key transport routes and infrastructure requirements and specify the location of key community facilities and the location of future activity centres.	Shire of Campaspe	DPCD	1-3 years	High
Res Land Supply	Adopt final Precinct Plans for Echuca West to support the Framework Plan. The Precinct Plans should be used to inform the sequence of land release and infrastructure provision, and to drive greater innovation in relation to residential land supply.	Shire of Campaspe	DPCD	1-3 years	High
Infill	Adopt final Precinct Plans for Infill Precincts within the Echuca Township. The precinct plans should be used to inform the location where medium density housing will be the preferred housing type and where substantial change is encouraged. They should also ensure that improvements to the public realm accompany an increase in residential densities.	Shire of Campaspe	DPCD	1-3 years	High
Physically & Socially Attractive Neighbourhood & Urban Design	Inform the development of the final Precinct Plans with Traffic Impact Assessments of each Precinct	Shire of Campaspe	VicRoads DOT	1-3 years	High

Theme	Action	Lead Agency	Who will be involved?	Timeframe	Priority
Increased Housing Choice and Housing Affordability	<p>Prepare a Housing Affordability Strategy for Echuca which includes:</p> <ul style="list-style-type: none"> ■ Examination of the feasibility of establishing a Housing Association to increase the supply of affordable housing ■ Targeted provisions with regard to the needs of specific groups (youth, aged, single men, indigenous people) who are marginalized in the current local housing market, and who experience difficulty accessing housing in the private sector (either for rental or purchase) ■ Assessment of the feasibility of mechanisms such as inclusionary zoning to mandate a supply of affordable social housing ■ Strategies to assist those at risk of homelessness, and implement mechanisms to keep them appropriately housed in Echuca 	Shire of Campaspe	DPCD DHS Development Sector Community Service Providers Njernda Aboriginal Corporation Loddon Mallee Housing	4-6 years	Medium
Physically & Socially Attractive Neighbourhood & Urban Design	Undertake a development planning process for Echuca West Precincts 1, 2 and 3 and preparation of a Development Contributions Plan for all infill precinct and Echuca West in line with an approved Development Plan. The DCP should allow for the future provision of social and physical infrastructure.	Shire of Campaspe	DPCD Development Sector	1-3 years	High
Housing Performance & Environmentally Sustainable Design	Undertake further investigation of the augmentation of drainage capacity in Echuca West which should include the identification of innovative solutions in relation to stormwater harvesting, storage and reuse (e.g. to maintain sports ovals and landscape in public realm areas).	Shire of Campaspe	Coliban Water Goulburn Murray Water DSE Managers and users of public realm areas.	4-6 years	Medium
Innovation & Learning	Investigate feasibility for expanded public and community transport, and ensure that new residential areas are designed to be well serviced by public transport, and encourage active transport (e.g. walking and cycling).	Shire of Campaspe	Transport Providers DOT	4-6 years	Medium

8.3 Changes to the Campaspe Planning Scheme

Theme	Action	Lead Agency	Who will be involved?	Timeframe	Priority
Res Land Supply	<p>As the required further works as completed, amend the Campaspe Planning Scheme to:</p> <ul style="list-style-type: none"> ■ Incorporate the key objectives of the Echuca Housing Strategy within the Local Planning Policy Framework. ■ Include strong policy emphasis on the protection of high value agricultural land (to the west of Stratton's Road and to the south of the study area) and importance of treating interfaces to rural land including the potential for the Wharparilla integrated resort to act as a transitional form of land use. ■ Include the adopted Framework Plan and associated adopted Precinct Plans to provide guidance for the long term development of Echuca West. 	Shire of Campaspe	DPCD Development Sector Landowners Community Representatives	1-3 years	High
Res Land Supply	Ensure that the Campaspe Planning Scheme recognises residential change areas as the basis for the application of new residential zones within the Echuca township.	DPCD	Shire of Campaspe	7-10 years	Low
Infill	Amend the Campaspe Planning Scheme to include a strong policy focus on infill housing and regeneration within the established township of Echuca, and promote substantial change in selected precincts through an increase in infill development and redevelopment to achieve increased residential densities.	Shire of Campaspe	DPCD	1-3 years	High
Increased Housing Choice and Housing Affordability	Review policy to ensure support for a broad range of accommodation options including shared housing, rooming houses and other affordable housing options.	Shire of Campaspe	DPCD DHS	4-6 years	Medium

Theme	Action	Lead Agency	Who will be involved?	Timeframe	Priority
Physically and Socially attractive Neighbourhoods	Update the MSS and Local policy to provide greater policy emphasis on achieving design outcomes which reflect the importance of public safety, promoting physical activity, all abilities access, quality urban design and landscape treatment in the public realm. This should be accompanied by the production of guidelines which could be applied Shire wide to inform residential development outcomes and provide for improved public realm treatments.	Shire of Campaspe	DPCD DHS Development Sector	1-3 years	High
Physically and Socially attractive Neighbourhoods	Amend the Campaspe Planning Scheme to incorporate a Development Contributions Plan for all precincts and Echuca West in line with and approved Development Plan.	Shire of Campaspe	DPCD Development Sector	1-3 years	High
Housing Performance & Environmentally Sustainable Design	Promote renewable energy use and greater energy conservation through a combination of clear guidelines and local incentives.	Shire of Campaspe	DSE DPCD	4-6 years	Medium

8.4 Advocacy and Partnerships

Theme	Action	Lead Agency	Who will be involved?	Timeframe	Priority
Infill	Advocate for an increased choice of dwelling type and tenure mix in new housing development.	Shire of Campaspe	Development Sector	1-3 years	High
Infill	Advocate for an increased supply of public and social housing and investigate innovative mechanisms to increase the supply of social housing.	Shire of Campaspe	DPCD DHS RDV Development Sector Community Service Providers Njernda Aboriginal Corporation Loddon Mallee Housing	1-3 years	High
Housing Performance & Environmentally Sustainable Design	Advocate to DPCD for changes to the VPP's or the State-wide system funding for a sustainable design scorecard.	DPCD	Shire of Campaspe	1-3 years	High
Housing Performance & Environmentally Sustainable Design	Establish partnerships with developers and servicing agencies to improve water harvesting and re-use within residential areas.	Shire of Campaspe	DSE Coliban Water Development Sector	4-6 years	Medium

Theme	Action	Lead Agency	Who will be involved?	Timeframe	Priority
Housing Performance & Environmentally Sustainable Design	Establish partnerships with developers to improve environmental performance of housing through improved siting and design and improved levels of thermal performance.	Shire of Campaspe	Development Sector	4-6 years	Medium
Innovation & Learning	Advocate to all levels of government for increased assistance with the provision of housing, including social housing and public housing.	Shire of Campaspe	DHS	4-6 years	Medium
Innovation & Learning	Advocate to government for increased funding to establish innovative models of housing provision in regional Victoria and to examine local solutions to the lack of access to public housing and other affordable housing options.	Shire of Campaspe	RDV DHS	1-3 years	High
Innovation & Learning	Council to host workshops to inform housing providers and share expert input/best practice examples in relation to housing innovation in order to strengthen partnerships between Council and the development sector.	Shire of Campaspe	Development Sector	4-6 years	Medium
Innovation and learning	Council to develop best practice guidelines in collaboration with the development industry and to investigate the feasibility of demonstration projects to build community support for innovative practices.	Shire of Campaspe	Development Sector DPCD	4-6 years	Medium

Theme	Action	Lead Agency	Who will be involved?	Timeframe	Priority
Innovation & Learning	Advocate for further examination of innovative methods of provision for social housing and expansion of other programs such as self-build, housing co-operatives etc.	Shire of Campaspe	DPCD DHS Development Sector Community Service Providers Njernda Aboriginal Corporation Loddon Mallee Housing	4-6 years	Medium