

Urban Design Principles for Creating Public Open Space Master Plans and their Application to Wagga Wagga's Riverside Precinct.



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Abstract

In 2010 the Wagga Wagga City Council developed 'Riverside Wagga Wagga' a Strategic Master Plan for an area of urban land at the interface of the Murrumbidgee River. The Master Plan outlines a vision for the Riverside Precinct in Wagga Wagga and provides a long term vision designed to positively influence the future development at the interface of the City of Wagga Wagga with the Murrumbidgee River. The Master Plan seeks to reinforce the relationship between the Murrumbidgee River and the City by promoting a variety of recreational, cultural, commercial and residential development opportunities within a number of identified precincts along the river. One of the precincts identified in the Master Plan is 'the Bend' precinct which contains an area of iconic public open space known as the Wagga Wagga Beach. The title of this research project is *urban design principles for creating public open space master plans and their application to Wagga Wagga's Riverside Precinct* and the overarching objective of the research was to analyse the relationship between urban design principles and their materialisation in regional centres through a case study of the Wagga Wagga Beach revitalisation project.

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1. Introduction

There has been an increased recognition around the world of the importance that public space can play within our urban environments. Many urban areas in Australia have fallen into a state of deterioration and suffer from the phenomenon of urban blight and urban decay. The rejuvenation and renewal of our urban environments can be strongly influenced by the provision of successful public space. Urban renewal has recently become a key policy consideration within Australia and Porter and Shaw (2009, p. 1) note 'the desire of governments for a 'renaissance' of their cities is a defining feature of contemporary urban policy'.

The provision of well-designed and maintained public spaces within our cities that satisfies the needs of users can be utilised as a catalyst for urban renewal and such public space can promote social, environmental and economic benefits. Local government organisations as custodians for many public spaces face complex challenges with respect to designing and maintaining successful urban public space. Public space projects must balance a wide range of factors in their designs including environmental, cultural, economic, aesthetic and user considerations.

Despite the growing recognition that public space provision and improvements can form the foundation of successful urban regeneration strategies, successful public space outcomes are not always guaranteed. The success of public space within an urban environment can rely heavily on the strategic approach employed. Sykes and Roberts (2000, p. 34) understand that 'urban regeneration is a comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting change in the economic, physical, social and environmental condition and an area that has been subject to change'.

The utilisation of a master planning process is one approach that appears to be gaining popularity in efforts to deliver successful public space outcomes within Australia. Master planning is one of many tools that can be utilised in the urban regeneration process and Al Waer (2013, p.26) acknowledges that 'master planning today is what takes place when an area is substantially redeveloped through co-related development projects'. The ability of a master plan to deliver successful public space outcomes can be highly dependent on the urban design principles identified and utilised within a master plan. CABE (2004, p.84) note that an effective master plan 'sets out design principles that can be applied with a degree of flexibility' and at a basic level all successful master plans should employ the use of urban design principles (CABE 2004).

In attempts to create one such successful public space within the Local Government Area of Wagga Wagga, Wagga Wagga City Council developed the strategic master planning document titled 'Riverside Wagga Wagga' (2010). 'Riverside Wagga Wagga is a master plan that outlines a vision for the Riverside Precinct and attempts to provide a long term vision that will influence the future development and interface of the City of Wagga Wagga with the Murrumbidgee River. This dissertation will attempt to analyse the relationship between urban design principles and their materialization in regional centres through the case of the Wagga Wagga Beach revitalization project.

2. Research Strategy

2.1 Research Objective

The overall objective of the research project was to analyse the relationship between urban design principles and their materialization in regional centres through the case of the Wagga Wagga Beach revitalization project.

2.2 Research Aims

In order to achieve this objective, the study aimed:

- To formulate a set of key urban design principles for use in master plans when developing public open space in urban areas;
- To interrogate and revise the principles through application to the public open space improvement works at Wagga Wagga Beach and their impacts on revitalisation of the Riverside Precinct in Wagga Wagga;
- To put forward a set of recommendations that draw upon these revised principles in order to improve the quality of the master plan and thus public space in Wagga Wagga;
- To disseminate the findings of the study as a contribution towards the continued development of Wagga Wagga as a premier Regional City in New South Wales.

2.3 Research Questions

Kinmond (2012, p. 23) states that a ‘clear and appropriate research question, or set of interrelated questions, forms the foundation of good research’ and accordingly I have based the development of my research questions on this notion.

The research question(s) created for the project are as follows:

1. What does the theory identified in the literature review state about the role and purpose of master plans for public space?
2. What key urban design principles should be considered when developing master plans for public space?
3. What were the original objectives of the Riverside Master Plan; have these changed through the course of the Master Plan development process and to what extent were these informed by urban design principles?
4. Does the Riverside master plan contain urban design principles that could be considered as promoting the revitalization and the creation of a ‘sense of place’ at the Wagga Wagga Beach?

2.4 Methodology

The research approach as identified in Diagram 1 was undertaken on the following basis:

- 1st – generate conceptual framework
- 2nd – use this to analyse principles set out in the master plan
- 3rd – site analysis to assess realisation of principles
- 4th – interviews to get insights relating to disjuncture between 2nd and 3rd items identified above

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5th – based on the above, generate new principles.

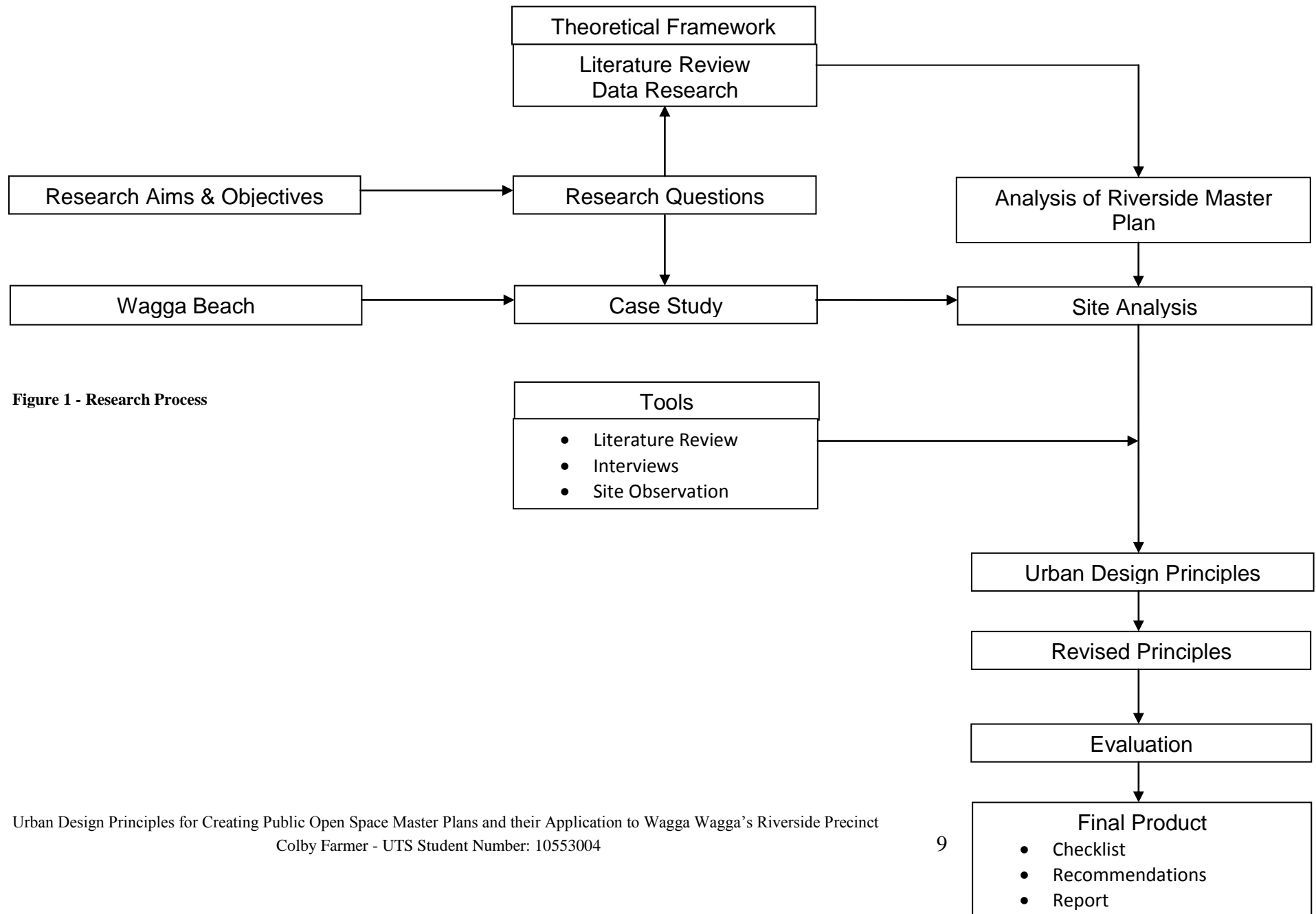


Figure 1 - Research Process

2.4.2 Conceptual Framework

Crotty (1998) suggests that in designing a research proposal, we consider four questions:

1. What epistemology of knowledge embedded in the theoretical perspective will inform the research?
2. What theoretical perspective and philosophical view supports the methodology in questions (e.g., postpositivism, interpretivism, etc.)?
3. What methodology or plan of action will link the methods to outcomes and influences the choice and use of methods (e.g., survey research, etc.)?
4. What methods, techniques and procedures are being / will be proposed (e.g., interview, focus group, etc.)?

Khan et al. (2014, p.398) note that ‘through the proposition of a relational and pragmatic epistemology of space, the need for plural imagination in rethinking spatial qualities is clearly acknowledged’. The Researcher agrees that it is important to identify a related and realistic theory of knowledge and accept that there are multiple thoughts and views which can contribute to the development and creation of new knowledge and insight into a topic, in this case the spatial qualities of public space. A constructivist epistemology was utilised in this research project in efforts to promote a focus on gaining an understanding of people’s interpretation and perception of the topic based on their experiences and relationships with the topic area and the subject site. Public space is socially constructed and as a result there exist many varied views and interpretations of what constitutes public space with public space having different meanings to different people.

The importance of considering Crotty's (1998) questions when designing a research project is that doing so will assist in creating a conceptual framework, in this instance, for the identification of urban design principles that are required to promote successful public space master plans. Such a conceptual framework has allowed for a theory based consolidation of facts and key concepts/views in addition to understanding the practical implications of public space urban design principles when evaluating the study area (Wagga Wagga Beach).

Taylor, Kermode, and Roberts (2007, p. 5) note that a paradigm is ‘a broad view or perspective of something’. The importance of establishing a research paradigm results from the fact that the ‘exact nature of the definition of research is influenced by the researcher's theoretical framework’ (Mertens 2005, p.2). This dissertation adopted an interpretive / constructivist research paradigm for the purpose of this research project. Cohen and Manion (1994, p. 36) are of the opinion that interpretivist /constructivist approaches to research have the intention of understanding ‘the world of human experience’. Mertens (2005, p.12) supports the view that the interpretive / constructivist paradigm provides that ‘reality is socially constructed’. Such views imply that that the social world is without meaning until somebody experiences a component of that world, in this instance; public space and thus the use of public space becomes a social construct based on a user’s experience. Views and experiences will differ between users and points in time and it is important to recognise this in order to frame the research project to promote maximum possible research value. This is important as different views can provide insight into a study area that was not previously considered and can be utilised for the purpose of promoting new knowledge and understanding of public space.

The research project incorporated a qualitative research approach in the form of a case study. Bakan (1996, p.5) believes that ‘as a qualitative researcher you will have the privilege of exploring the ‘significant truths’ in people’s lives’. A qualitative case study approach is compatible with the

constructivist research paradigm. The constructivist paradigm ‘recognises the importance of the subjective human creation of meaning, but doesn’t reject outright some notion of objectivity’ (Crabtree and Miller 1999, p. 10).

Baxter and Jack (2008) believe that:

‘a qualitative case study is an approach to research that facilitates exploration of a phenomenon within its context using a variety of data sources. This ensures that the issue is not explored through one lens, but rather a variety of lenses which allows for multiple facets of the phenomenon to be revealed and understood’.

Baxter and Jack (2008, p.544).

One of the benefits of using a case study research approach is derived from the various data sources that will be utilised which will contribute to the overall strength of the research. Baxter and Jack (2008) convey that:

In case study, data from these multiple sources are then converged in the analysis process rather than handled individually. Each data source is one piece of the “puzzle,” with each piece contributing to the researcher’s understanding of the whole phenomenon. This convergence adds strength to the findings as the various strands of data are braided together to promote a greater understanding of the case’.

Baxter and Jack (2008, p. 554).

Yin (2003) also notes that a key feature of case study research is the use of multiple data sources which facilitates and enhances the collection and credibility of data. Baxter and Jack (2008) further observe that the potential data sources associated with a case study research approach include:

‘documentation, archival records, interviews, physical artifacts, direct observations, and participant-observation. Unique in comparison to other qualitative approaches, within case study research, investigators can collect and integrate quantitative survey data, which facilitates reaching a holistic understanding of the phenomenon being studied’.

Baxter and Jack (2008, p. 554).

The Researcher agrees with Baxter and Jack (2008) in that a potential richness and depth is added to research findings through exploring multiple data sources which can ensure that different views, perspectives and contributions shape and provide for credible research findings. Whilst acknowledging the richness of responses that may be provided by the use of a variety of data sources, another advantage of the case study approach is the promotion of a close collaboration between the participant and researcher (Crabtree & Miller, 1999).

2.4.3 Methods

Maxwell’s (2005) qualitative research design (Figure 1) was utilised as the overarching methodological process, the process served to provide for the ongoing interrogation and review of the research design which promoted the identification of tangible and usable findings. Maxwell (2005) states that qualitative research design is:

an ongoing process that involves ‘tacking’ back and forth between the different components of the design assessing the implications of goals, theories, research questions, methods and validity threats for one another. It does not begin from a predetermined starting point or proceed through a fixed sequence of steps, but involves interconnecting and interaction among the different design components.

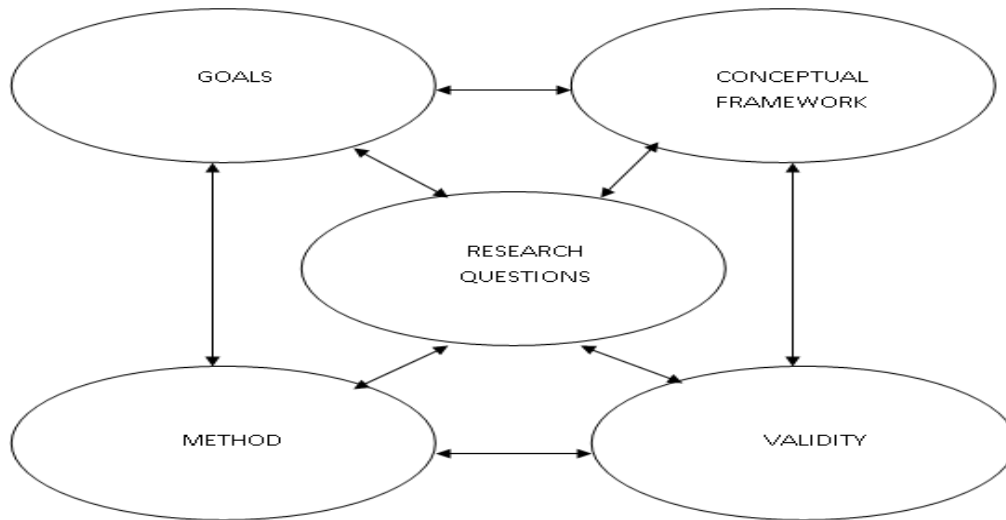


Figure 2 – Maxwell’s Qualitative Research Design (2005).

In efforts to clearly articulate and assist in responding to the nominated research objectives and questions, the following overview identifies the methods utilised to address the research objectives and questions.

Question Number	Research Question	Research Method	Strength and Weakness of Research Method
1	What does the theory identified in the literature review state about the role and purpose of master plans for public space?	Analysis of literature.	Strength: insightful, valid synthesis of the research literature can be developed and sometimes unique insight is generated. Weakness: subject to unintentional and intentional bias with regards to selection, interpretation and organisation of content. Difficult for the statistical power of empirical studies to be considered when interpreting some studies (Neill 2006).
2	What key urban design principles should be considered when developing master plans for public space?	Analysis of literature and semi structured interviews.	Semi structured interviews Strengths: high rapport with interviewee, high validity, complex questions can be discussed and clarified and easy to record. Semi structured interviews Weakness: depends on skill of

			interviewer, time consuming, expensive, can be unreliable, depth of information can be difficult to analyse, personal nature of interview may make findings difficult to generalise and interviewer has no way of validating respondents responses (Robson et al. 2016).
3	What were the original objectives of the Riverside Master Plan; have these changed through the course of the Master Plan development process and to what extent were these informed by urban design principles?	Analysis of literature, semi structured interviews and observation of study site.	Observation Strengths: access to people or situations where interviews and other methods are inappropriate to use, access to real life situations and subjects, good for explaining meaning and context and can be strong for validating in depth understanding. Weakness: can be viewed as too subjective, time consuming, may affect situation and validity of findings, covert observation can have ethical implications and high potential for role conflict for researchers (Compass 2016).
4	Does the Riverside master plan contain urban design principles that could be considered as promoting the revitalization and the creation of a 'sense of place' at the Wagga Wagga Beach?	Analysis of literature, semi structured interviews and field observation of study site.	See above.

Table 1: Research Methods Overview

The qualitative methodology shares its philosophical foundation with the constructivist paradigm which supports the view that there are many truths and multiple realities. Such a methodological approach lends itself to a holistic perspective of the person and environment which is more suited to this research area. Gallacher (2005, p. 57) asserts that the 'creation of meaningful space cannot, of course, be reduced to head counts, it is a qualitative issue'. The Researcher believes for this reason the benefits and experiences of public open spaces cannot be numerically calculated but rather requires a more profound exploration and understanding of the overall effect of public open spaces.

2.4.4 Analysis of Principles Set Out in the Master Plan

The case study for this research project involved the exploration and review of the Wagga Wagga Riverside Master Plan and the Wagga Wagga Riverside Precinct, specifically the Wagga Beach. The case study relied on a review of available literature, semi - structured interviews and observational field work. One of the main benefits of using a case study research approach is derived from the various data sources that are available which will contribute to the overall strength of the research.

Knopf (2006) provides that a literature review provides the following benefits to a research project:

- *It can give you a general overview of a body of research with which you are not familiar.*
- *It can reveal what has already been done well, so that you do not waste time “reinventing the wheel.”*
- *It can give you new ideas you can use in your own research.*
- *It can help you determine where there are problems or flaws in existing research.*
- *It can enable you to place your research in a larger context, so that you can show what new conclusions might result from your research.*

Knopf (2006, p. 127).

The literature review was one method of identifying urban design principles contained within the Riverside Master Plan.

2.4.5 Site Analysis to Assess Realisation of Master Plan Principles

Observational fieldwork was also used in this research project in efforts to identify if urban design principles from the Riverside Master Plan could be evidenced / realised on the ground at the Wagga Wagga Beach.

Direct observation is essentially the process of data gathering through the close visual inspection of a natural setting. The direct observation process attempts to be unobtrusive and detached from the setting and can be used as an initial approach to understanding a setting, a group of individuals, or forms of behaviour prior to interacting with interviewees or developing interview protocols (Research Connections 2016). Observational fieldwork provides access to people or situations where interviews and other methods are inappropriate to use, access to real life situations and subjects, good for explaining meaning and context and can be strong for validating in depth understanding (Compass 2016).

2.4.6 Disjuncture between Master Plan Principles and Site Works

Primary data collection was an important component of this research project and was utilised to capture and interpret stakeholder views with regards to the research questions. Primary data collection in the form of observational field work was also supplemented by semi - structured interviews.

According to Gall et al. (2003, p.246) semi - structured interviews involve ‘asking a series of structured questions and then probing more deeply with open-form questions to obtain additional information’. Probes are considered important within the interview process as they can elicit additional information and clarify responses. However care should be taken to ensure that probing doesn’t compel respondents to say things that are not true in efforts to appease a researcher. Probing can also result in ethical issues in instances where the researcher probes too deeply and an interviewee reveals personal or sensitive information. Careful consideration needs to be given to the use of such information.

The semi - structured interview method was chosen for its flexibility and potential for interaction with interviewees and to promote a consistent framework for me as the interviewer. The open ended structure of the interview questions that were provided to interviewees assisted me in defining my research topic. The interview questions provided opportunities for participants and the Researcher to discuss the topic of urban design principles for open space master plans and the Riverside Master Plan in more detail.

The sampling approach that was selected for this research project was critical case sampling and Hancock et al. (1998, p.22) state that critical case sampling is where ‘researchers choose cases that they believe to be especially important because of the position they hold or role they play (e.g. within an organisation) or because they are especially well able to articulate a view’. This research project relied on the interviewing of key stakeholders who were considered to have an open space delivery back ground or those who have had involvement in the creation or delivery of the Riverside Master Plan (2010) and one community member who has utilised the subject study site.

The interview questions were divided into three (3) themes that were captured during the literature review and which were considered integral to the research project;

1. Riverside Master Plan
2. The Process
3. Implementation

An overview into the formulation of questions created under each theme is provided below:

Riverside Master Plan

The questions under this theme were structured to gain an understanding from interviewees of the origins of the concept for the development of the Riverside Master Plan. The questions sought to establish some of the key factors that initiated the creation of the plan and understand what stakeholders drove and championed the development of the plan.

These questions attempted to obtain views from participants on what the original objectives of the plan were and to establish what urban design principles may have been utilised in the plans development and whether these and the overall vision of the plan had evolved or changed over time.

The process

It was considered that there was value in understanding and exploring the process that was involved in the creation of the Master Plan.

In attempting to address the projects research questions there was a need to collate information on some of the key events in the development of the Plan, and at the same time obtain views on perceived influences that may have affected the creation of the document.

The Researcher was also aware that there may be inconsistency in regards to the development of public open space master plans and a lack of resources available to local government practitioners to assist in the creation of such plans. The interview questions sought consideration by participants on the value of formal master planning design and urban design principle guidelines for the production of open space master plans. Accordingly, the Researcher was seeking feedback to determine whether a

resource if developed would be useful and utilised. The Researcher was trying to establish whether there was an industry need for such a resource.

Implementation

The questions located under this theme were considered important in confirming whether aspirations, objectives and commitments identified in the master plan had been delivered in accordance with the Plan at implementation stage, and, if not, the reasons why.

The Researcher was keen to understand what effect the Plan had on transforming the study area and in understanding what factors had influenced the realisation of the plans objectives and effectiveness. One of the research questions of the project was developed to confirm whether the Master Plan promoted the revitalisation and the creation of 'sense of place' for the study site. The questions located under this theme were considered important in establishing qualitative evidence in this regard.

The Interviews

In June and July 2016, participants from the community, private sector and Wagga Wagga City Council staff were selected to participate in the research project. The participants were contacted and an overview was provided to each of them on the research topic. The participants were selected on the following basis:

- Community Member : selected as a result of involvement on the Riverside Master Plan Committee;
- Private Sector : selected for their consultant roles with respect to the development of the Master Plan;
- Council Staff: selected for their respective roles in regards to the creation and implementation of the Master Plan.

All participants agreed to participate in the research project and an email was distributed to all participants after introductory conversations confirming their involvement along with the research questions, project information sheet and consent form (see Appendices 1 and 2). Over the course of the following weeks, interviews were conducted in the following forms:

1. One on one interview at Council's Civic Centre; and
2. An email response received from one participant with a response to the interview questions and a follow up telephone conversation by the Researcher to discuss further any interest areas.

Each interview was scheduled for a maximum of 90 minutes, although interviews were extended to a maximum interview time of 115 minutes where required. The interviews were not electronically recorded but they were recorded in written form. All interviewees were comfortable being interviewed, and provided a wealth of information in their respective responses. The Researcher reassured all participants that all responses collected would be treated confidentially and all participants would be de-identified as some information may be considered sensitive.

All data collected from the qualitative interview process including the consent forms (see standard consent form for the study in Appendix 2), and responses to the research questions were stored on a personal computer network drive by the Researcher.

All responses collected from the interviews will remain anonymous unless otherwise requested by interview subjects. Interview data collection methods will be combined with observational fieldwork - investigation of the 'Riverside Precinct – Wagga Beach Area'.

2.4.7 Analysis of Data and Generation of New Principles

In considering data analysis techniques for this research project it is noted that Schutt (2011) believes that:

Qualitative data analysts seek to describe their textual data in ways that capture the setting or people who produced this text on their own terms rather than in terms of predefined measures and hypotheses. What this means is that qualitative data analysis tends to be inductive—the analyst identifies important categories in the data, as well as patterns and relationships, through a process of discovery.

Schutt (2011, p.322).

The researcher agrees with Schutt (2011) as the identification of word based patterns and themes through qualitative data analysis can serve to produce insightful and rich information that promotes the discovery of new knowledge.

Qualitative data analysis is a repetitive and automatic process that begins as data are being collected rather than after data collection has ceased (Stake 1995). Schutt (2011) states that qualitative data analysis involves the following process:

1. *Documentation of the data and the process of data collection*
2. *Organization/categorization of the data into concepts*
3. *Connection of the data to show how one concept may influence another*
4. *Corroboration/legitimization, by evaluating alternative explanations, disconfirming evidence, and searching for negative cases*
5. *Representing the account (reporting the findings).*

Schutt (2011, p.325).

Thematic analysis was selected for the purpose of analysing data captured within this research project. Thomas and Harden (2008, p. 2) note that 'thematic analysis is a method that is often used to analyse data in primary qualitative research'. Braun and Clarke (2006, p.5) believe that thematic analysis 'is compatible with both essentialist and constructionist paradigms ... Through its theoretical freedom, thematic analysis provides a flexible and useful research tool, which can potentially provide a rich and detailed, yet complex account of data'. Thematic analysis was also selected as it is compatible with the constructivist paradigm identified for this research project and it will assist in obtaining insight from the interview data that is gathered. The Researcher believes that this method has allowed for the distillation of data that was collected and promoted the identification of patterns in that data and enabled more in-depth research and analysis. The Researcher has been able to validate themes and convey important findings in a clear, succinct and meaningful manner.

The analysis of primary data in the form of the data collected from observation at the Wagga Wagga Beach and semi – structured interviews has also formed the basis of the generation of new urban

design principles for use in master plans and the creation of a Master Plan and Urban Design Principles for Public Space Checklist.

2.4.8 Presentation of Findings

The findings of the interviews were collated into a qualitative findings matrix (Appendix 4).

A master planning urban design principle checklist was developed as part of this project, its primary function is to assist in the critique of the Riverside Master Plan and to structure observations made at the study site. The checklist has been informed by the literature review and semi structured interviews. See checklist in Appendix 5.

3. Definitions

- Master Plan* - a master plan is a 'prescriptive and detailed document, explaining how a site or series of sites will be developed, describing and illustrating the proposed urban form in three dimensions, describing how the proposal will be implemented, and setting out the costs, phasing and timing of development' (Carmona et al. 2008, p.259).
- Public Space* - is defined as 'areas that are open and accessible to all members of the public in a society, in principle though not necessarily in practice' (Neal 2010 p.1).
- Urban Design* - is defined as 'a place making process that involves creating three - dimensional urban forms and space, which enhance the experience of towns and cities'. (Wall and Waterman, 2009, p. 17)
- Urban Waterfront* - describes the waterfront as a special border type of urban zone that is both part of the city and in contact with a significant water body (Bruttomesso 2001: 46-8).

4. Literature review

This section of the dissertation reviews the academic literature relating to public space and master plans. Given the complex nature of public space provision and master planning for such space it is not surprising that the literature review has demonstrated that a wide and varied range of academic resources exist on the subject in the form of journals, research papers, books, guides, reports and websites.

The purpose of this literature review is to examine the concept and meaning of master plans and public space theory. Furthermore it essentially seeks to develop the foundation for the creation of urban design principles for public open space that are considered essential for inclusion in public open space master plans to promote the success of such space. This literature review also serves to address one of the research projects key research questions, being:

‘What does the theory identified in the literature review state about the role and purpose of master plans for public space?’

4.1 Public Space as an Urban Regenerator

When exploring the meaning of urban public space it is beneficial to first dissect the concept. The Oxford Dictionary (2016) provides the following definitions for:

- Public: open to or shared by all the people; and
- Space: A continuous area or expanse which is free, available, or unoccupied.

The above definitions then reasonably provide that public space is a space that is open and accessible and shared by all people in an expanse of area which is free and available.

Madanipour (2003) defines public space as:

Places outside the boundaries of individual or small group control, mediating between private spaces and used for a variety of overlapping functional and symbolic purposes. Descriptively, therefore, public spaces have been multi-purpose accessible spaces distinguished from, and mediating between, demarcated exclusive territories of households and individuals. Normatively, these spaces are considered public if they have been provided and managed by public authorities, and have concerned the people as a whole, being open or available to them and being used or shared by all members of a community.

Madanipour (2003, p. 232-3).

The provision of public space is not a new concept and such space has been provided within an urban context for centuries. Madanipour (2010, p. 2) notes that ‘public space has become an integral part of cities throughout history, so much so that without it, human settlements would be unimaginable’. Thus the concept of what forms public space is ever changing and always evolving. Mitchell (1995, p. 115) has observed that the ‘physical and administrative changes in public space largely reflect the competing ideas about what constitutes public space and who constitutes public space’.

Public space is a valuable urban asset and Swanwick et al. (2003, p.98) agree that open space is ‘part of the urban area that contributes to its amenity, either visually by contributing positively to the urban landscape, or by virtue of public access’. Public space has the potential to bring people together and can assist in creating a positive public realm and cultural experience for users. Carr et al. (1993) believe that the provision of public space:

Will increase opportunities to participate in communal activity. This fellowship in the open nurtures the growth of public life, which is stunted by the social isolation of ghettos and suburbs. In the parks, plazas, markets, waterfronts, and natural areas of our cities, people from different cultural groups can come together in a supportive context of mutual enjoyment. As these experiences are repeated, public spaces become vessels to carry positive communal meanings.

Carr et al. (1993, p. 344).

Public space is ‘significant as a space of attention, orientation, a space that shapes citizens’ sense of what people, perspectives, and problems are present in the democratic public’ (Bickford 2000: 356). Therefore public space can be considered a sensory element or barometer on social views or issues within the urban fabric of our communities. With the provision of ‘well-designed and well-managed public space, the armor of daily life can be partially removed, allowing us to see others as whole

people' (Carr, et al. 1993, p. 344). When people use effective public space they can relax and remove their guardedness and be themselves.

All urban environments have some form of public space, even if such public space is not apparent. Public space can be classified in accordance with Tables 6.1 and 6.2 located in Appendix 6 and this research project will focus on the public space type known as 'natural/semi-natural greenspaces' as identified in the Tables located in Appendix 1.

Woolley (2003, p. 3) believes that public space 'has a character that expresses conditions of public life, civic culture and everyday discourse', while Mossop (2001, p. 10) states that public spaces 'demonstrate the relationship between the state and the citizens and express urban values'. Therefore, public space can be understood as being a social space as much as a physical space. Hence, those groups that appropriate public space give social form to a physical form. The reviewed literature supports an overall concept that public spaces are critical physical environments that foster active lifestyles, social interaction and encourage physical activities (Sallis et al., 1997, Hoehner et al., 2005). Local governments in NSW as custodians of public space have the ability to create positive social opportunities and outcomes through the physical delivery of such space to communities.

Urban regeneration, also known as urban revitalisation, urban renewal and urban renaissance, is an area of Australian local government public policy, that can be used in attempts to ameliorate urban issues such as environmental decay, economic decline and social problems that many of the world's urban environments are from time to time subjected to. A recent development in the evolution of cities has witnessed many of our urban environments being successfully transformed from places of urban deterioration to areas of revitalisation. Greene et al. (2007) note that:

There has been a remarkable re-conceptualisation of cities during recent years. Instead of being viewed as an ailing patient incapacitated by, inter alia, poverty, pollution, and an uncaring polity, the city now seems reinvigorated, dynamic, and pivotal.

Greene et al. (2007, p. 1).

The Cambridge Dictionary Online (2015) defines regeneration as an act 'to improve a place or system, especially by making it more active or successful'. Regeneration in an urban context is regarded by Tosics and Nodus (2009, p.1) as providing for the 'new generation of integrated area-based urban renewal programs aimed at improving deprived areas through complex and interlinked multi-sectorial interventions'. Couch et al. (2003) believe that urban regeneration is an element in the management and planning of existing urban areas rather than the planning and development of completely new urban centres. Barnett (1986) believes that people associate urban regeneration with the revitalization of the central part of a city and its immediate surroundings. These perspectives are consistent with the adopted approach for the purpose of this dissertation as the study area, the Wagga Wagga Beach, is an existing urban area in the centre of the City.

There is a strong relationship between the success of an urban economy and that of the overall urban environment. The literature has indicated that this relationship has evolved over time and is now witnessing a reversal in roles. Previously the quality of an urban environment has been influenced by the economic growth of that environment; this reversal has now witnessed the quality of urban space becoming the prerequisite for the economic development of cities. Gospodini (2002, p. 59) notes 'the quality of urban space has become a prerequisite for the economic development of cities; and urban design has undertaken an enhanced new role as a means of economic development'.

The success of urban regeneration initiatives is also strongly linked to leadership. The Project for Public Spaces (2012, p.14) believes that ‘effective leadership at the highest level of city is essential if transformation of public spaces is to occur on a large scale’. It has been acknowledged by many urban commentators (Carmona 2010; and CABE 2011) that urban regeneration projects benefit from leaders who introduce new ideas, convince others and help usher in projects that turn urban regeneration ideas into a reality.

Rogers (1999) believes that urban regeneration initiatives that create successful public spaces provide positive outcomes for cities in the form of building civic pride, increasing tourism, promoting economic investment and contributing to health and overall quality of life. Urban regeneration attempts to promote economic activity, restore social functions and improve or enhance the environmental quality of urban environments where such areas have been affected by adverse economic, social and environmental issues. Thus it is understood that urban renewal and regeneration is generally a necessary requirement for successful revitalisation of an area. Jeffrey and Pounder (2000) recognise that in a majority of examples urban renewal is an important sign of the commitment an area has to change and betterment. An overview of the social, environmental and economic benefits provided to urban environments from the provision of quality urban open space is provided for in Table 7.1 in Appendix 7.

4.2 Master Planning for Public Space

A master plan can be described as a document that encapsulates a concept or vision that will direct the development and growth of an area over a period of time. Master plans can be used to provide design guidance for areas that are likely to undergo some form of change and regeneration. Carmona (2003) believes that master plans may be utilised to:

- *provide an overall 'vision' or concept to guide development;*
- *set standards and expectations of quality;*
- *ensure minimum levels of quality;*
- *provide degrees of certainty for all parties; and*
- *provide co-ordination, and ensure that the component parts contribute to a greater whole.*

Carmona (2003, p. 259).

The practice of master planning can assist in making public space successful by ensuring that important aspects of a particular environment are considered when such environments are being developed or redeveloped and CABE (2004) believes that:

A master plan addresses the multifaceted aspects that make places successful:

- *the quality of the buildings and spaces and their management*
- *the way these come together to create unique places*
- *built form in relation to history, culture and landscape*
- *the provision of services*
- *the engagement of local people and users in defining and being involved in the process of change*
- *the economic and financial realities*
- *the role of different agencies in delivering investment and change.*

CABE (2004, p.9).

A successful master plan is evidenced by the way physical master planning proposals achieve positive transformation in the environmental, social and economic spheres of places and by the positive response of users to such change. Master planning is a proactive process which can be used to achieve both private and public sector outcomes that market activity would not be able to fully achieve (Al Waer 2013). The success of a master plan lies in the ability of the plan-to resolve conflicts and pursue shared interests creatively discussing ideas, agreeing on objectives and priorities and in the testing of proposal (CABE 2011).

CABE (2004) also state that a successful master plan must be:

- *'visionary: it should raise aspirations and provide a vehicle for consensus building and implementation*
- *deliverable: it should take into account likely implementation and delivery routes*
- *fully integrated into the land use planning system, while allowing new uses and market opportunities to exploit the full development potential of a site*
- *flexible, providing the basis for negotiation and dispute resolution*
- *the result of a participatory process, providing all the stakeholders with the means of expressing their needs and priorities*
- *equally applicable to rethinking the role, function and form of existing neighbourhoods as to creating new neighbourhoods'.*

CABE (2004, p.26).

The Scottish Government (2008) holds a similar view to CABE with respect to what a successful master plan should achieve, it should:

outline how a site, or series of sites, will be developed, describing and illustrating the proposed urban form in three dimensions. It should show how that form will achieve the intended vision for the place, and how a distinct and appropriate character will be created. It should also describe how the project will be implemented through a delivery strategy which sets out phasing, timing and funding. Important aspects for consideration include:

- *clear brief based on a thorough assessment of the site and its needs*
- *client commitment to produce a quality development*
- *appointment of a multi-disciplinary team who all recognise the benefit of master planning*
- *confidence that all parties are clear about what is needed, and how this should be achieved*
- *accurate interpretation of the social, environmental and economic context of the site and its surroundings*
- *appreciation of planning policies, transport, utility and service requirements*
- *collaboration with communities, and organisations, with either a stake or an interest in the area*
- *communication of ideas without jargon, using plain English and simple illustrations*
- *awareness of the market and economic realities*
- *proposals that are appropriate and realistic*
- *ability to deliver the vision.*

The ultimate test of an effective master plan will be how the outcome benefits the full range of people who use and chose to stay in the place, often over decades or generations'.

Scottish Government (2008, p.7).

Master planning is one of many tools that can be utilised in the urban regeneration process and Al Waer (2013, p.26) acknowledges that 'master planning today is what takes place when an area is substantially redeveloped through co-related development projects'. Thus the literature suggests that the success of a master plan relies heavily on the process employed in the development of the plan, and a good plan depends on thorough preparation. Key factors that need to be considered from inception include developing a clear vision, writing a good brief, developing a committed team, strong leadership and working together in partnership (Scottish Government 2008). CABE (2008) outlines in Urban Design Principles for Creating Public Open Space Master Plans and their Application to Wagga Wagga's Riverside Precinct

Table 8.1 of Appendix 8 some key elements to consider in the design and implementation of master plans.

The literature reviewed confirms that urban regeneration projects can benefit greatly from an integrated approach that identifies and focuses on urban problems. This integrated approach can be utilised to introduce permanent improvements to the physical, social, economic and environmental characteristics of an area. Sykes and Roberts (2000) state that:

Urban regeneration is a comprehensive and integrated vision and action which leads to the resolution of urban problems and which seeks to bring about a lasting change in the economic, physical, social and environmental condition and an area that has been subject to change.

Sykes and Roberts (2000, p. 34).

Master planning can be utilised in the development of public space in urban and regional environments and the process can play a guidance role in the development of such space. The Researcher agrees with Madanipour's (2006, p.20) view of master planning who believes that the role of master planning is to provide a 'route map that connects initial intentions to final outcomes, and offers a clear and tangible visualisation of that outcome, around which a complex production process can be organised'. Garreau (1991) expresses an alternate view of the master planning process and believes that master planning is an:

an attribute of a development in which so many rigid controls are put in place, to defeat every imaginable future problem, that any possibility of life, spontaneity, or flexible response to unanticipated events is eliminated.

Garreau (1991, p. 453).

The literature review has further identified that when undertaking master planning in a regional context that one of the most important factors in achieving effective place making through urban design is to ensure proper consideration is given to the socio-cultural context and nuisances of a region (Massey 2005). Carmona et al. (2010), support the idea that urban design can be implemented as a process of facilitating a sense of place for a specific area or region. Urban design principles that are captured in master plans can serve to emphasise the importance of people and particular places (Adams & Tiesdell 2013). Urban design plays a central role in characterizing and defining a region and the design experiences of people can and should differ between locations (Buttimer 1980). Places do not just exist; they are the product of a community and region and embed different levels of symbolism (Cresswell 2004).

It is clear that master planning is not the panacea for all urban woes and contemporary master planning needs to be utilised as a 'framework for managing change over a wider area rather than just the spatial rendering of a property development on a site' (Bell, 2005: p. 8). Urban commentators such as Carmona (2003, p. 259) acknowledge that master plans are also criticised 'for inflexibility and for proposing a greater degree of control than is actually necessary or possible'. Carmona (2003) has suggested that alternate options exist to master planning, wherein:

an alternative to the master plan, a design framework can be used. Design or development frameworks generally set out broad urban design policies and principles rather than more detailed intentions, providing scope for interpretation and development within the framework's parameters.

(Carmona 2003, p. 259).

4.3 Public Space Theory and Principles

A review of the literature relating to public space identifies a variety of theories that have highlighted a relationship between the use of such space and the physical qualities of urban public space. Many of the identified theories attempt to outline how to develop urban public space to ensure that it will be effectively valued and utilised by the public.

Numerous principles for developing urban public space can be located in the theories of some early urban commentators. Kevin Lynch's (1960) 'Image of the City' attempted to define the physical characteristics of a city and the perceptual form of the urban environment. Building on Lynch's body of work, Relph (1976) and then Canter (1977) attempted to break down the components of place and investigated the notion of 'sense of place' from the perspective of human experience. Punter (1991) and Montgomery (1998) then endeavoured to understand the use of place and how place characteristics could be enhanced by creating place making principles looking at components of place in the form of activity, meaning and physical setting.

Gehl's (1996) theory of human centred urbanism identifies the relationship between public space and the public in terms of activities by virtue of good design. Gehl divides spatial activities into three main categories: necessary activities, optional activities and social activities. Based on the city of Copenhagen, Gehl (1996) draws on the relationship between frequency of activity and quality of the urban environment. When the quality of the environment is high, optional activities increase as the space becomes more inviting. Gehl also noted that social activities rise with quality, whereas necessary activities remain at a similar level regardless.

Loukaitou - sideris and Banerjee (1998) have argued that public space development from 1970 through until the 1990's was undertaken with a modernist approach with a focus on the aesthetics of public space that lacked any consideration of function. Loukaitou - sideris and Banerjee (1998) describe the evolution of the postmodernists' theory of open space initiated in the late 1990's and which, in their opinion, continues to be the prevailing approach to date. The postmodernists approach recognises that public open space should be considered as a whole and focuses on the interaction and 'interplay between urban life and public space' (Gehl and Gemzoe, 2003, p. 2). Gehl and Gemzoe (2003, p. 2) have identified that 'aesthetically pleasing spaces naturally hold an attractive element to them that is alluring but they don't provide a wholesale response to some of the other issues that open spaces have'. A more holistic approach to public space is required so as to ensure that full social, environmental and economic benefits can be realised within urban public spaces. Like Gehl, Goheen (1998, p. 493) is of the view that knowledge and insight into the effectiveness and use of public space can only be identified via 'the use and enjoyment of public space'.

The Researcher has identified that many public space theorists have in their respective analysis of public space attempted to identify and define a set of collective urban design principles for use in the development of public space. For the purpose of this research project, the public space theories promoted by Gehl & Gemzoe (2003) and Carmona (2010) are adopted, where both commentators promote the view that design of the public realm highly influences the success of such space.

The Researcher has formed the view that the creation of principles by urban practitioners and theorists alike has been both in response to the lack of quality public open spaces within our urban environments, and also in trying to encapsulate, codify and recreate the qualities of spaces that work

well. The ever changing nature of our urban environment has created a need to ensure a constant review of public space urban design principles so as to ensure that the aims of such spaces are keeping pace with the urban environments evolution and user needs. The risk in developing a set of design principles is that such principles have a tendency to become out-dated as a result of the ever changing and evolving nature of our urban environments. Francis (2003, p.2) believes that ‘design practice today lags behind on the needs of people in public space’. The literature reviewed has identified some common key urban design principles that could be considered when developing public space. Examples of these urban design principles are captured in Table 9.2 of Appendix 9.

As early as 1981 Kevin Lynch (1981, p.118 -19) identified five dimensions of urban design that could be promoted in the creation of public spaces:

1. *Vitality, the degree to which the form of places supports the functions, biological requirements and capabilities of human beings.*
2. *Sense, the degree to which places can be clearly perceived and structured in time and space by users.*
3. *Fit, the degree to which the form and capacity of spaces matches the pattern of behaviours that people engage in or want to engage in.*
4. *Access, the ability to reach other persons, activities, resources, services, information, or places, including the quantity and diversity of elements that can be reached.*
5. *Control, the degree to which those who use, work, or reside in places can create and manage access to spaces and activities.*

Lynch (1981, p.118 -19).

The simplicity of Lynch’s five dimensions is recognised and it is noted that these form the foundation for some of today’s urban design principles that are now utilised when endeavouring to create successful public spaces.

CABE (2004) present yet another view of the qualities required for well-designed public space and believe that such space should have the following qualities:

- *‘Character – a place with its own identity*
- *Continuity and enclosure – a place where public and private spaces are clearly distinguished*
- *Quality of the public realm – a place with attractive and successful outdoor areas valued by people who use them*
- *Ease of movement – a place that is easy to reach and move through*
- *Legibility – a place that has a clear image and is easy to understand*
- *Adaptability – a place that can change easily*
- *Diversity – a place with variety and choice*
- *Security – a place where the users feel and are as safe as possible*
- *Services – an appropriate and high quality services infrastructure*

CABE (2004, p. 18).

Urban design principles for public spaces can be potentially further categorised into design and management principles, an example of which is provided by Francis (2003) in Table 10.1 of Appendix 10. The value of categorising public space design and management principles is established by ensuring that public space providers understand the role that each of these categories play in creating and sustaining successful public spaces and in managing the process of ‘place making’.

The literature reviewed in regards to urban design principles for public space has discovered a wealth of material and opinions as to what design principles should be considered when designing public

space. The following key principles have been identified within the literature review as being most prevalent and relevant to this dissertation:

1. Form
2. Function
3. Legibility and permeability
4. Diversity
5. Vitality
6. Meaning
7. Accessibility and
8. Security

4.4 Gaps in Knowledge

The literature reviewed has identified that many current studies in relation to urban regeneration tend to focus on major cities and that there is considerably less information available that relates to urban regeneration in the context of regional areas. Ball et al. (1988) and Oxley and Smith (1996) have noted that many existing studies fail to explore further than the description on the topic of urban regeneration and do not provide for any in depth analysis of findings especially in a rural and regional context.

The review has confirmed the view of (Turok 1999) who asserts that many urban regeneration studies appear to focus on the cultural and political importance of regeneration initiatives and do not satisfactorily cover the material and economic importance that regeneration can offer our urban environments. This narrow focus can serve to undermine some of the importance and significance that urban regeneration initiatives can offer.

Frick (2007) believes that another gap in knowledge on the topic exists with regards to designing and planning public spaces, which he believes is an area that lacks an empirical knowledge on how people use such spaces. This is important and can be interpreted as meaning that not enough evidenced based knowledge exists in regards to public spaces' actual and predicted patterns of use, which makes it difficult to effectively design for. In an Australian public space design context, the literature has identified the use of prescriptive and numerical public open space design standards as opposed to utilising a performance and objective based design approach. It is difficult to understand the reasoning behind such an approach and this appears to be a gap in knowledge with respect to design reasoning and practice. Kellett and Rofe (2009, p.56) appear to agree and note that 'there is no comprehensive justification for the open space standards which have historically been widely applied in Australia'.

A lack of empirical evidence is also noted with regards to public open space and physical activity from a health benefit perspective. Again, little data on the use of public space is available such data would assist in understanding user needs more effectively and thus potentially result in better design outcomes for public space and users. Kellett and Rofe (2009, p.55) note that 'much of the thinking on the provision of public open space and its relationship with and impact upon physical activity is premised on a common-sense approach rather than being founded on empirical evidence'.

The literature reviewed emphasises the relevance of space and its design for various activities in a secure and aesthetically pleasing environment, however commentary is lacking in terms of the cultural diversity of needs for space or multi-functional space which considers such matters as; water

catchment management, environmental sustainability or biodiversity of flora and fauna into consideration. Barnett (2001) notes the absence of consideration given to the role of ecosystems and the role that vegetation can play in attenuating micro climate impacts.

Whilst there is a significant amount of literature in relation to the topic of master plans, there appears to be no specific literature on developing master plans for public open space. Such a gap in knowledge lends itself to supporting the intent of the aims and objectives of this research project with respective project findings being used to fill this void in knowledge.

4.5 Overview

The key points associated with the literature review in this paper can be summarised as follows:

- The concept of what forms public space is ever changing and always evolving.
- Public space contributes to amenity, visually and by contributing positively to the urban landscape.
- Public space has the potential to bring people together and can assist in creating a positive public realm and cultural experience for users.
- Public space is sensory and can shape perspectives and define problems that are present in the democratic public.
- Public space can demonstrate the relationship that exists between the state and its citizens and can express urban values.
- Public space is both a social space and physical space. Public space gives social form to physical form.
- Public spaces are critical physical environments that foster active lifestyles, social interaction and encourage physical activities.
- Urban regeneration can be used to ameliorate urban issues such as environmental decay, economic decline and social problems in urban environments.
- Urban regeneration initiatives can be used to improve blighted areas through interlinked 'multi-sectorial interventions'.
- The quality of urban space can be linked to the economic prosperity of cities.
- Successful public spaces create positive outcomes for cities in the form of building civic pride, increasing tourism, promoting economic investment and contributing to health and overall quality of life.
- Urban renewal and regeneration is generally a necessary requirement for successful revitalisation of an area.
- Master plans can be used to provide design guidance for areas that are likely to undergo some form of change and regeneration.
- A successful master plan is evidenced by the way physical master planning proposals achieve positive transformation in the environmental, social and economic spheres of places and by the positive response of users to such change.
- Key factors that need to be considered when developing a master plan include developing a clear vision, writing a good brief, developing a committed team, strong leadership and working together in partnership.
- Urban regeneration projects can benefit from an integrated approach, such as master planning, that identifies and focuses on urban problems.
- Master plans are sometimes viewed as an attribute of a development in which too many rigid controls are put in place and also criticised for being inflexible.

- Master planning can be utilised as a framework to manage change in areas that may be suffering from social, economic or environmental problems.
- There is little literature that deals specifically with the concept of master planning for public open spaces.
- Master plans can be adopted to provide a vision, set design standards, identify opportunities and constraints, set stakeholder expectations, promote consultation and engagement and can be utilised as the overall framework for the creation of successful public spaces.
- Identified public space theories within literature review have highlighted a relationship between the use of such space and the physical qualities of urban public space.
- Identified public space theories within literature review illustrate an attempt by theorists to outline how to develop urban public space to ensure that it will be effectively valued and utilised by the public.
- Public space theorists identified in literature review have attempted to identify and define a set of collective urban design principles for use in the development of public space.
- The creation of principles by urban theorists appears to be both in response to the lack of quality public open spaces within our urban environments and also in trying to encapsulate, codify and recreate the qualities of spaces that work well.
- A risk in developing a set of public space design principles is that such principles have a tendency to be become out-dated as a result of the ever changing and evolving nature of our urban environments.

5. Introduction to the Case Study

5.1 History of Wagga Wagga

The City of Wagga Wagga is located in the Riverina region of southern New South Wales; it is approximately 450 kilometres south-west of Sydney and 460 kilometres north of Melbourne. The Wagga Wagga Local Government Area is bordered by Coolamon and Junee Shires to the north, Gundagai and Tumut Shires to the east, the Shires of Turmbarumba, Greater Hume and Lockhart Shires to the south and Narrandera Shire to the west.

Wagga Wagga was gazetted as a town in 1849 and quickly developed into a thriving urban settlement with the opening of a number of establishments which included hotels, stores, banks, schools and hospitals (NGH Environmental, 2013). Since its early settlement, Wagga Wagga has developed into a major commercial and urban centre within the Riverina region of New South Wales. It has now become the location for a number of leading cultural facilities, gardens and wineries, spectacular waterways and is home to a variety of regional sporting facilities.

The City of Wagga Wagga was recognised as the most family friendly city in Australia in 2014 with a high quality of urban liveability (Suncorp 2014). One of the indices supporting this ranking was lifestyle (beaches and parks), which is testament to the quality of the existing public spaces that exist in the City. Wagga Wagga City Council manages approximately 450 open space areas in Wagga Wagga (Wagga Wagga City Council Playground Strategy 2016). These spaces include playgrounds, parks, sports grounds, buffer zones and drainage basins.

5.2 Murrumbidgee River Urban Interface Plan of Management

The *Murrumbidgee River Urban Interface Plan of Management* was the earliest recorded attempt by the City of Wagga Wagga to create a strategic master planning document to guide the future

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management of the Riverside precinct in Wagga Wagga. The Plan was created and subsequently adopted at the Council Meeting held on 25 June 2001.

The Plan was prepared by Alexandra Dalglish (Landscape Architect) to guide Council in respect of the future management of the Murrumbidgee Riverbank Reserve between Wiradjuri Bridge and the Riverina Cultural Club building along a 1.7km section of the River. The Plan attempted to address 'recreational demands and environmental considerations as well as cultural elements; past, present and future opportunities' (2001, p.1). The Plan outlines management policies, objectives, strategies and performance practices for the precinct that were designed to ensure that valued functions and positive elements of the Reserve were retained and enhanced on behalf of the community.

Key elements and objectives recognised within the Plan of Management included:

- Recognition of the natural elements of the identified length of the River, as significant habitat zones including riverbanks and associated vegetation.
- Exploration of opportunities that exist along the identified length of river to promote the River for both recreational and scientific purposes.
- Balanced provision of recreational opportunities catering for both organised sport and informal recreation, recognising that informal recreation would continue to be preferred over active sport.
- Refurbishment of the riverbank with new picnic tables, seats, bins, BBQs, shelters and lighting.
- Management of the Wiradjuri Walking Track as a useable and safe pedestrian network and the promotion of the use of the levee by cyclists.

In relation to the Wagga Wagga Beach study area, the Plan sought to provide the following desired outcomes:

1. *'To promote the Beach as a significant and inherent part of Wagga Wagga.*
2. *To promote the idea of a bush beach, through sympathetic design and appropriate vegetation.*
3. *To ensure that the maintenance of the Beach is carried out in an inventory type manner regardless of the season.*
4. *To acknowledge the legitimate use of the facilities by the various lessees and recommend continued use.*
5. *To form a 'friends group' to ensure that the area is maintained and promoted'.*

Murrumbidgee River Urban Interface Plan of Management (2001, p. 44).

The significance of the of the *Murrumbidgee River Urban Interface Plan of Management* was that it was the prelude to the Riverside Master Plan and formed the foundation for further strategic master planning for the area of land known as Riverside.

5.3 Riverside Wagga Wagga Strategic Master Plan

The Riverside Master Plan was developed in 2010 by Wagga Wagga City Council and is a continuing project that attempts to reinforce the relationship between the Murrumbidgee River and the City by promoting a variety of recreational, cultural, commercial and residential development opportunities within a number of identified precincts along the river.

The Plan was prepared on behalf of the Wagga Wagga City Council by Kiah Infranet, who was appointed as lead Consultant and was supported by David Lock Associates, Ian Lawrence, Hill PDA and Aurecon.

The overarching aim of the Plan is to connect nature and culture, revitalising local identity and communities as part of an overall rejuvenation for the city. The Plan further aimed:

1. *'To develop the area as a focal point and destination for residents and visitors inclusive of community gathering points and creation of a sense of place.*
2. *To be representative of world class, iconic design that incorporates ecologically sustainable design throughout.*
3. *To enhance the existing passive recreation facilities to encourage healthy communities and liveability.*
4. *To incorporate appropriate commercial and residential uses.*
5. *To improve and create linkages to the city's CBD and existing cultural / civic precinct and integration with existing and future plans.*
6. *To preserve and interpret the area's rich cultural heritage*
7. *To create a safe place for residents and visitors to interact.*
8. *To apply Environmentally Sustainable Design (ESD) principles'.*

Riverside Master Plan (2010, p. 1).

The Riverside Master Plan precinct is comprised of three distinct and separate component areas. The specific precincts areas are identified as:

1. Wiradjuri and Wilks (The precinct of Wiradjuri and Wilks is composed of two distinct areas on each side of the river. They define the northern end of the project and are in natural settings. Both sites are located within the floodplain and hence provide limited opportunity for development).
2. Hampden Terraces (Hampden Terraces Precinct is an urban zone interfacing with the river. A key landmark feature is the historic Hampden Bridge built in 1895).
3. The Bend (The Bend Precinct encompasses some of the more significant interfaces between the city centre and the river. This area includes Wagga Beach which has historic significance, has now a somewhat compromised site character and entrance and is in need of enhancement to further strengthen its historic role as one of the city's key focal points and access to the river).

This research project will focus on the Bend Precinct which includes the area known as the Wagga Wagga Beach (refer to Figure 3 below).

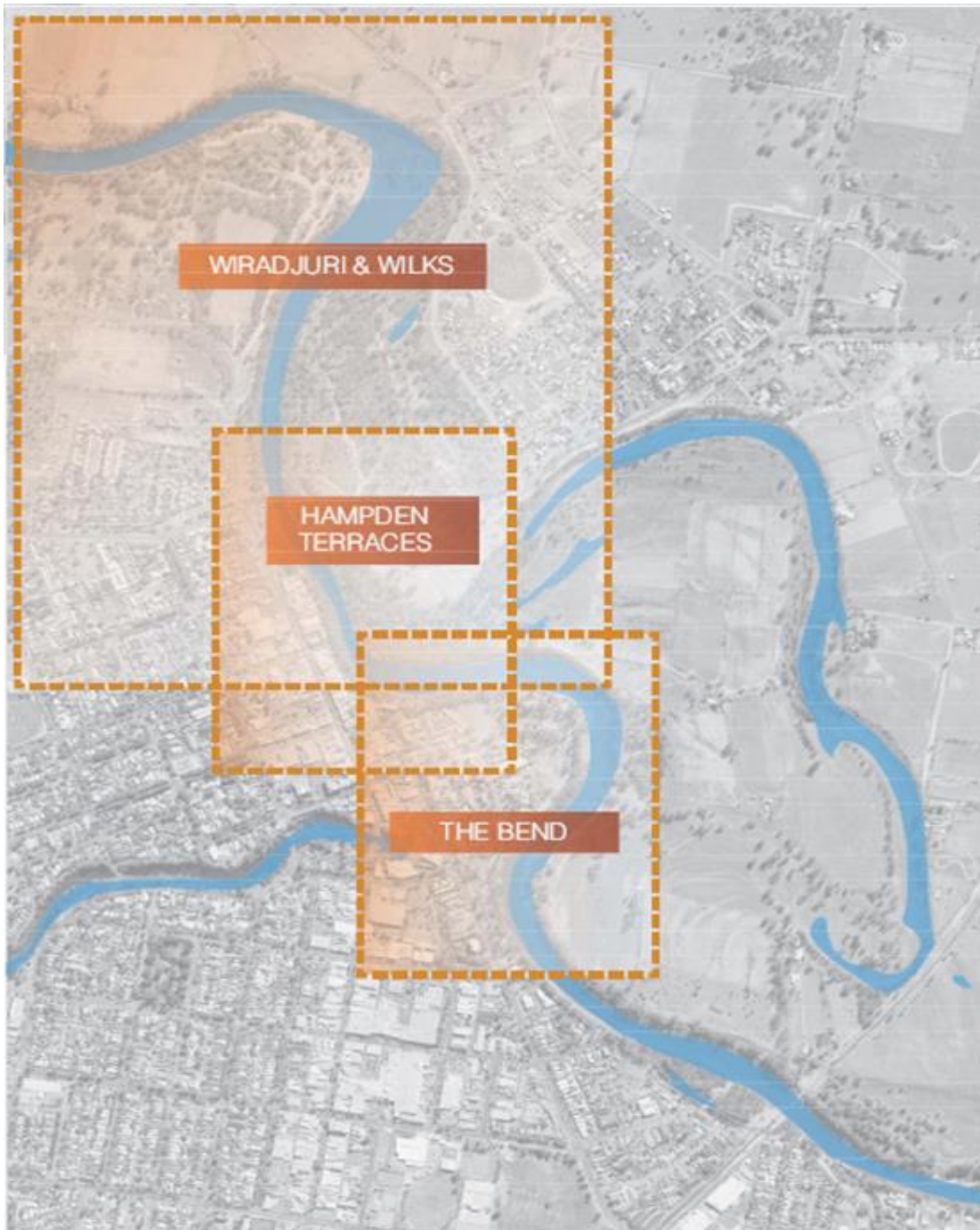


Figure 3: Study Area 'The Bend' (Riverside Master Plan 2010).

The Wagga Wagga Beach was selected as the study site for the purpose of this research project. The study site is identified in Figure 4 below.

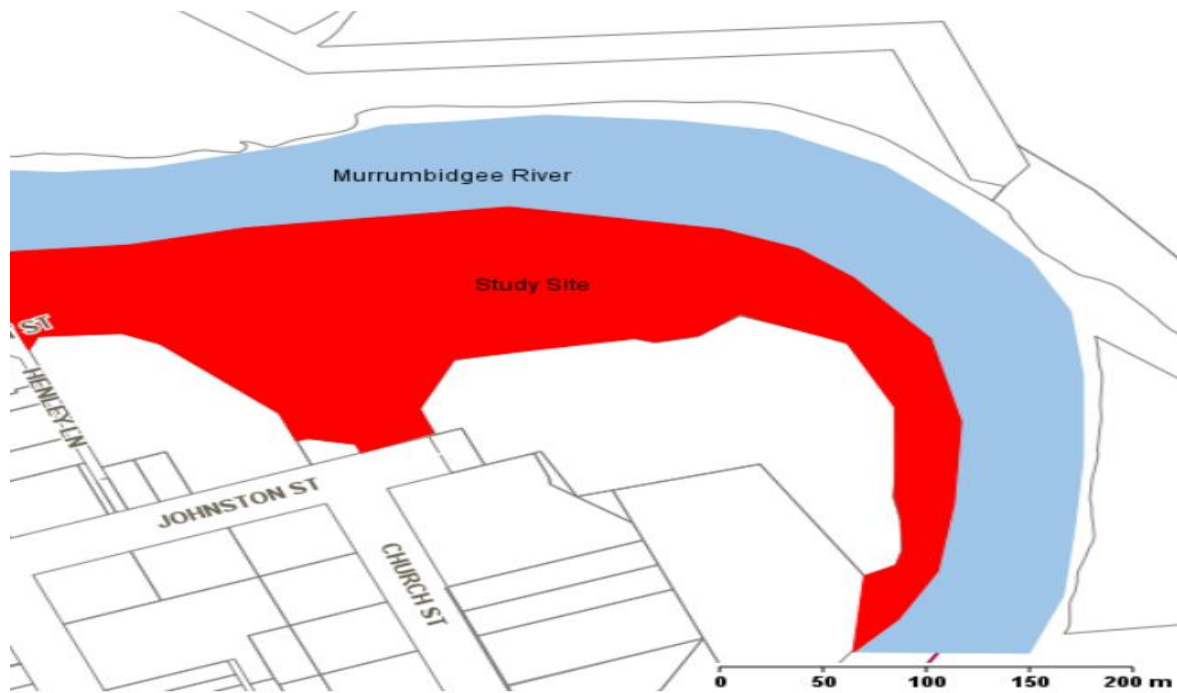


Figure 4 - Study Site 'Wagga Wagga Beach' (Wagga Wagga City Council Intra Maps 2016).

5.4 Discussion and Summary

Two key strategic public open space planning documents have been fundamental to the promotion of the vision and development of the area known as the Riverside Precinct. These two documents are:

1. the Murrumbidgee River Urban Interface Plan of Management 2001; and
2. the Riverside Master Plan 2010.

The Murrumbidgee River Urban Interface Plan of Management 2001 was first recorded strategic master planning document that attempted to guide the future management of the Riverside Precinct in Wagga Wagga. Many of the desired outcomes and strategies contained within the Plan of Management were the basis for the creation of outcomes and strategies contained within the Riverside Master Plan 2010. The Plan of Management was the prelude and served as a foundational reference document for the creation of the Riverside Master Plan.

6. The Riverside Master Plan

6.1 Original Objectives for Wagga Wagga Beach

This research project sought to identify through research question three (3), what the original objectives of the Riverside Master Plan were and also establish to what extent these objectives were informed by urban design principles.

The research has identified that many of the key objectives and works relating to the area known as the 'Wagga Wagga Beach' were originally proposed in the Plan of Management (2001), these Plan of Management objectives included:

1. The promotion of the Beach as a significant and important public space in the City of Wagga Wagga and as a focal point and destination for residents and visitors and creation of a sense of place.
2. To create a world class, iconic design that incorporates ecologically sustainable design throughout.
3. The enhancement of existing passive recreation facilities to promote liveability.
4. To incorporate appropriate commercial and residential uses.
5. To improve and create linkages to the Wagga CBD and existing cultural / civic precinct and integration with existing and future plans.
6. To preserve and interpret the rich cultural heritage of the area.
7. To create a safe place for residents and visitors to interact.
8. To apply Environmentally Sustainable Design (ESD) Principles.

Many of the above objectives formed the basis for the objectives contained within the Riverside Master Plan (2010) and it is clear that many the objectives in the Riverside Master Plan have their origins in the Plan of Management (2001).

The review of the Riverside Master Plan (2010) has confirmed the following original spatial objectives, strategies and design principles for the ‘Bend Precinct’, which includes the study site the ‘Wagga Wagga Beach’. Table 2 below has been formulated after a review of the Plan and site appraisal to identify the original objectives nominated for the study site, provide an analysis of the urban design principle(s) that have informed the objective for the area and identify what objectives have been fulfilled and how.

Original Objective	Strategy	Design Principle	Urban Design Principle Promoted and Evidenced at Site Appraisal
Improve the identity and attractiveness of the city centre	Exploit vistas to key landmarks	Retain / create open space corridors that allow significant vistas to be retained	‘Sense of place’ and identity. Evidence: Nil. This objective has not been met as no works have commenced.
		Improve and protect views of the churches on the peninsula	‘Sense of place’ and legibility. Evidence: Nil. This objective has not been met as no works have commenced.
	Allow the Master Plan to integrate the various precincts into a cohesive urban fabric	Reinforce site specific attributes between precincts	Identity and connection. Evidence: Nil. This objective has not been met as no works have commenced.
		Link church precinct with the Civic Centre / City Centre through open space and vistas	Connection. Evidence: Nil. This objective has not been met as no works have

			commenced.
	Create Civic and Community Spaces	Introduce and formalise areas of assembly	‘Sense of place’, legibility and civic form. Evidence: Nil. This objective has not been met as no works have commenced.
		Introduce plaza type spaces	‘Sense of place’, legibility, civic form and diversity. Evidence: Nil. This objective has not been met as no works have commenced.
	Spatially and visually integrate the Wollundry Lagoon with the riverside	Introduce water elements (ephemeral or fixed) where possible; or as a minimum, planting to reflect riverine species to visually extend the lagoon towards the river	Water sensitive urban design, ‘sense of place’, legibility, civic form and connection. Evidence: Nil. This objective has not been met as no works have commenced.
	De-emphasise local roads and streets and emphasise alternative modes of transport such as walking	Reduce widths of streets	Accessibility, function, permeability and legibility. Evidence: Nil. This objective has not been met as no works have commenced.
		Introduce blisters at key locations	Legibility and accessibility. Evidence: Nil. This objective has not been met as no works have commenced.
		Introduce raised thresholds in key areas	Legibility and accessibility. Evidence: Nil. This objective has not been met as no works have commenced.
Improve the legibility and way finding within the city centre	Visually reinforce key streetscapes along desire lines	Introduce landscape and streetscape strategies and de-emphasise the vehicular environment	Legibility, function and accessibility. Evidence: Nil. This objective has not been met as no works have commenced.
	Make Tarcutta St appear as a destination at the interface with the Major Community Facility	Introduce a raised threshold of considerable length to create a pedestrian oriented space	Legibility, function and accessibility. Evidence: Nil. This objective has not been met as no works have commenced.
Improve	De-emphasise levee as a built	Integrate levee with the built	Permeability,

relationship between city and riverside	barrier	form to visually interrupt its continuity	connectedness and legibility. Evidence: Nil. This objective has not been met as no works have commenced.
		Meander the alignment of the levee to create a softer appearance	Legibility, permeability and accessibility. Evidence: Nil. This objective has not been met as no works have commenced.
Improve the quality of the micro-environment within the city centre	Exploit the natural beauty of the site	Re-instate wetlands where appropriate	Environmental sustainability, legibility, and function. Evidence: This objective has been partially met via Regeneration works at Beach.
		Introduce WSUD measures that beautify streetscapes and improve legibility	Water sensitive urban design and legibility. Evidence: This objective has been partially met via Regeneration works at Beach.
	Reduce or slow down traffic along Tarcutta Street to improve noise ambiance	Introduce raised thresholds	Function and accessibility. Evidence: This objective has not been met as no works have commenced.
		Reduce the apparent width of the street	Function and accessibility. Evidence: This objective has been partially met via Realignment of Beach car access-partial new road.
	Reduce flooding risks	Identify opportunities that allow for potential future controlled flooding	Water sensitive urban design and function. Evidence: This objective has been partially met via Regeneration works at Beach.
Improve the quality of the river and its surrounding environs to encourage flora and fauna etc.	Reduce steepness of batters to minimise erosion	Introduce retaining walls to reduce the height of fill	Environmental sustainability, form, function and accessibility. Evidence: This objective has been partially met via Filling for new landforms and Regeneration of Beach area-grassing/terraces.
		Investigate moving levee to	Environmental

		improve slopes, and introduce indigenous planting to river banks	sustainability, form, function and accessibility. Evidence: Nil. This objective has not been met as no works have commenced.
	Introduce native species and eliminate exotics in a staged process	Reinforce indigenous plant species	Environmental sustainability and creation of 'sense of place'. Evidence: This objective has been partially met via Regeneration works at Beach.
		Remove unhealthy exotic trees; retain culturally significant species	Environmental sustainability and creation of 'sense of place'. Evidence: This objective has been partially met via Regeneration works at Beach.
Introduce sustainable initiatives	Promote a greener environment	Introduce development controls that include rooftop gardens and green roofs	Environmental sustainability and creation of 'sense of place'. Evidence: Nil. This objective has not been met as no works have commenced.
	Reduce carbon footprints	Promote community and market gardens	Environmental sustainability, vitality, meaning and creation of 'sense of place'. Evidence: Nil. This objective has not been met as no works have commenced.
	Promote pilot projects	Work with Charles Sturt University to determine appropriate research and education facilities for Riverside – in particular WSUD potential.	Environmental sustainability and water sensitive urban design'. Evidence: Nil. This objective has not been met as no discussion with Charles Sturt has commenced nor have any works commenced.
	Introduce pedestrian oriented strategies	Create plaza type spaces with raised thresholds	Accessibility, legibility form, function vitality, meaning and creation of 'sense of place'. Evidence: Nil. This objective has not been met as no works have commenced.

	Introduce WSUD	Streetscape enhancements to minimise stormwater run-off	Environmental sustainability and water sensitive urban design. Evidence: Nil. This objective has not been met as no works have commenced.
		Convert piped drainage to above ground visible swales / drainage where feasible to increase legibility of drainage systems	Legibility and form. Evidence: This objective has been partially met via Filling for new landforms and Regeneration of Beach area-grassing/terraces.

Table 2: Original Spatial Objectives and Design Principles for the ‘Bend’ and ‘Beach’.

A review of the objectives nominated in the Master Plan for the Bend Precinct (which includes the study site, the Wagga Wagga Beach) has confirmed that objectives appear to have been informed by a variety of urban design principles. Whilst the urban design principles associated with an objective were not always clear, the Researcher has allocated an urban design principle identified during the literature review to an objective. The following urban design principles were identified during the review:

- Sense of place
- Identity
- Legibility
- Connection
- Form
- Diversity
- Water Sensitive Urban Design
- Function
- Accessibility
- Permeability
- Environmental Sustainability
- Meaning
- Vitality

The review of the Master Plan undertaken in Table 2 above has served to identify the original Master Plan objectives for the study site and has also established that these objectives were informed by urban design principles which could be considered to have promoted the revitalisation and the creation of a ‘sense of place’ at the Wagga Wagga Beach especially where works had been carried out.

Discussion and Summary

The Researcher through the use of a qualitative interview process also sought to validate initial findings on whether the Riverside Master Plan incorporated ‘best practice’ urban design principles and whether such principles had evolved over time and to what extent. A number of questions with corresponding results are provided as follows:

Does the Riverside Master Plan draw on and incorporate 'best practice' such as international urban design principles? To what extent have these key factors changed and evolved over time?

All respondents held the view that the plan incorporated best practice urban design principles.

The types of principles varied only slightly between participants and the 'best practice' principles identified by respondents as being contained within the Master Plan are as follows:

Accessibility
Permeability
Security
Vitality
Water Sensitive Urban Design
Creating a sense of place
Form
Function
Meaning
Connection
Diversity of use

Many of the above principles are consistent with those identified within the literature review (Lynch 1981; Francis 2003; CABE 2004) and the Researcher has formed the view that such principles can serve to promote effective public space outcomes for regional areas. The responses have also confirmed to the researcher that the Riverside Master Plan does contain 'best practice' urban design principles and has served to address research question 2 by identifying key urban design principles for consideration in the creation of public open space master plans.

All participants were of the view that principles have stayed the same and many responses identified that poor implementation practices have prevented the realisation of some of the principles in the Plan. Respondent 1 indicated that the Plan 'has not provided for best practice implementation principles. There is no implementation schedule or review and monitoring of the principles to determine if they have been achieved'. So while it has been confirmed that the Riverside Master Plan does contain 'best practice' urban design principles, it is clear that these have not all been realised. This highlighted to the Researcher the importance of ensuring that effective implementation provisions were considered when developing public space master plans and that urban design principles identified in such plans may not be realised when no or ineffective implementation mechanisms are provided (Carmona 2003; CABE 2004; Scottish Government 2008).

Participant 5 was of the view that the key urban design principles had 'devolved if anything by virtue of some of the works not being undertaken due to financial decisions, if all the works had been completed for respective precincts then the principles would have been more readily highlighted'. This statement illustrates the view that urban design principles become more prominent and can provide a greater contribution to public space when multiple works that are captured in such master plans are implemented (Madanipour 2006).

Participant 3 discussed the actual design concepts that the plan provided for the levy bank. It is interesting to note that the concepts in the Master Plan promoted the design principles of connection and integration between the City and the River. Such concepts included transparent glass walled

sections and mechanical gates that remained opened until a flood event. Council has currently finished detailed levy bank upgrade designs and the master plan levy bank designs have not been taken into account in this design process. The Researcher has formed the view that an opportunity to promote key urban design principles for the Beach will be lost as a result of the inability of the current Council and organisation to consider the Riverside Master Plan levy bank design principles in current engineering designs for the levy bank.

Participant responses have confirmed that the Master Plan contains best practice urban design principles that these principles have remained the constant over time. The principles identified by the participants are considered ‘key’ and ‘best practice’ for inclusion in the development of open space master plans. Responses also allowed the Researcher to form the view that there is a strong relationship between the scale and extent of implementation works and the realisation of urban design principles in public open spaces.

6.2 Origin and Evolution of the Master Plan

Archival research has confirmed that the development of the Master Plan took just over three years and that there were three key milestones events associated with the adoption of the Plan by the elected Council body. The key events associated with the development of the Plan are outlined in Table 3 below.

Milestone Event	Date	Document Type	Comment
First Report to Council	27 March 2006	Council report	A master plan was presented to the elected body of Council. The council resolved to hold a planning workshop with relevant interested parties to consider options for the development of the River Precinct bounded by Tarcutta Street, the Riverina Playhouse and the Tony Ireland Park Pump Station. The elected Council also sought a further report from the General Manager on the outcomes of the workshop.
Draft Master Plan	27 January 2010	Council Report	The draft Master Plan was presented to Council for review. The Council endorsed the public exhibition of the Draft Plan for a period of 42 days and requested that a further report be presented following the exhibition period.
Final Master Plan	27 May 2010	Council Report	The Draft Master Plan was presented to Council for adoption and subsequently adopted at this meeting by Council.

Table 3: Elected Council Milestone Events

Discussion and Summary

The Research through the use of a qualitative interview process sought to further confirm the origins of the Master Plan, establish the key factors that underpinned the need for a master plan for Riverside and confirm who the Plans ‘Champions’ were. The Researcher posed a number of questions in relation to the idea for the Master Plan and the key factors underpinning the need for the Plan. Results are identified as follows:

How did the idea for a Riverside Master Plan emerge? And what were the key factors underpinning the need for a master plan in the area known as the Riverside Precinct?

The responses confirmed that all respondents were of the view that the community saw value in developing the Riverside precinct and developing a better relationship between the city and the river.

It is very apparent from the responses that a former General Manager was a key factor in the emergence of the Riverside Master Plan concept. The responses highlight the important role that executive level support, or an appropriate champion, can play in the conception and evolution of public space master plans (Scottish Government 2008). The responses clearly supported the findings of the literature review with regards to the important and prerequisite role that leadership plays in urban / regional regeneration projects (Project for Public Spaces 2012 and Carmona 2010).

The responses further indicated that the idea for the master plan emerged at a government level between Wagga Wagga City Council and NSW Department of Lands via a memorandum of understanding (M.O.U). Participant 1 confirmed that ‘the idea originated at a government level with an M.O.U. with Council and the Crown on management of crown land in L.G.A’. This information illustrates the importance of a partnership approach at a government level between state and local government in the realisation of the community aspirations for the enhancement of public space outcomes (CABE 2011; Scottish Government (2008).

Responses to this question highlighted similar themed responses from all participants. It appears that the key factors underpinning the need for a Riverside Master Plan were:

- Community recognition that the river was underutilised and that the river precinct could be better utilised to create iconic and effective public open space for the City.
- Community pressure to develop the River front as usable public open space.
- Recognition by State and Local Government of the need to better manage public space and associated opportunities at the site.
- Recognition of tourist opportunities associated with developing the area as public open space.

Who were the ‘champions’ in the development of the Plan? What different stakeholder groups and individuals were involved in the plans production? How were stakeholder contributions considered, reconciled and finally captured in the plan?

There was a strong consensus from all project Participants that a former General Manager was the champion and key driver in the development of the Master Plan. The response highlighted to the Researcher the importance that a ‘champion’ and effective leader can play in the success of master plan development (Project for Public Spaces 2012; Carmona 2010).

It was also acknowledged by some Stakeholders (Participants) that the Plan was driven by both the community and the elected body. Responses identified a number of key stakeholder groups and individuals that were included in the plans production. Stakeholder groups and individuals included; Council staff, Department of Lands, Charles Sturt University staff, the elected Council body, user groups, consultants and the community. These responses indicated to the Researcher the benefit of a partnership approach between community stakeholders and local government and epitomised the way local government should operate, especially in regards to strategic policy development (Department of Planning and Community Development 2008).

Participant 5 confirmed that community consultation was undertaken via ‘community open days, focus groups and surveys’. These forms of consultation are a mix of the traditional and non-traditional forms of local government consultation mediums and assisted in capturing a wide section of the community. Participant 6 also indicated that ideas for the Plan ‘were exhibited to the community in the form of a picnic day which received a high attendance and extensive feedback from the community through forms or web-page links in the internet’. The responses confirm that the creation of successful public space master plans appear to be heavily reliant on ensuring that an inclusive and participatory consultation mechanisms are utilised with such a plans development (CABE 2004; Scottish Government 2008).

It appears from responses that all Stakeholder views were included in the initial formulation of the draft plan and that the elected council reconciled such views and contributions as part of the plans creation and subsequent adoption process. Feedback also indicated that most stakeholder views were included within the Plan which is surprising and it would be unlikely that all views and responses were considered equal and indeed all included within the Plan. One response identified that not all stakeholder views were reconciled in the Plan and the Researcher feels that this would be a more realistic view of the process.

It is clear from the responses that a former General Manager is considered to have played a major role in championing and leading the development of the Riverside Master Plan. The views and contributions of various stakeholders were also considered to have been captured as part of various community consultation initiatives and ultimately reconciled by the elected Council. The responses also resonate with the view of CABE (2011) report which states that the success of a master plan lies in the ability of the plan to pursue shared interests. It appears that the Wagga community had a shared interest to develop the riverside and this contributed to the development of the Plan for Riverside.

In considering the origins and evolution of the Master Plan, the Researcher thought it applicable to consider and establish the design process involved in the Plans creation and a number of questions were created and presented to Participants to assist in identifying this.

What design and planning process was involved in the creation of the Riverside Master Plan?

It was interesting to note that none of the Respondents were involved in the planning and design process and as a result could not confirm the design and planning process utilised in the creation of the Plan. This indicated to the Researcher that there had been a significant change in staff from the time that the Plan was originally developed and which could have potentially reduced the ability of the organisation to implement the provisions of the Master Plan.

A majority of the Respondents did offer feedback on what process should have been utilised in the creation of the Master Plan. The recommendations were provided by Respondents as process that should have been employed:

- Initial concept creation
- Council endorsement of concept
- Engagement of a consultant
- Community and stakeholder consultation
- Creation of a draft plan
- Creation of works plans and schedules
- Council report requesting public exhibition of the plan

- Community consultation feedback to shape final draft plan
- Adoption of plan by Council.

The process identified above by respondents was generally consistent with the design process identified in the literature review (CABE 2008).

Respondent 5 provided what the Researcher considered a more insightful and detailed response, that provided for the consideration of ‘people qualities’ and implementation considerations that should be considered in the design and planning process for public open space master plans;

- *‘strong leadership and a commitment to quality*
- *being clear about the aims and the outputs of the plan*
- *allocating enough time for the completion of the project*
- *finding the right people to participate and work on the plans creation*
- *that the design of the plan considered appropriate context: physical, economic and social*
- *collaborating with stakeholders and allocating enough time for genuine community consultation*
- *acknowledging that master planning is a fluid process*
- *creating a strategy and structure for implementation and committing to this’.*

The responses of this Participant were consistent with the findings of the literature review in respect of key design and planning processes required for the creation of public space master plans. The Researcher has identified and formed the view that two (2) key foundational elements are required to promote the success of the design and planning process for public space master plans; strong leadership and identifying the ‘right people’ to participate in the plans creation (CABE 2008; Scottish Government 2008).

What were the key events and milestones associated with the development of the Riverside Master Plan and what were the intent and effects of these?

The majority of Respondents were not involved in the planning and design process and could not specifically address this question. These Respondents did however contribute as to what key events and milestones may have been associated with the development of the plan. The following key milestones and events were common with all responses:

- Council approval of concept
- Plan creation budget allocation
- Engaging a consultant
- Consultation
- Council reports
- Draft reporting
- Adoption of the final plan
- Budget allocation
- Appointment of a Project Officer.

Participant 2 identified the actual key milestones and events as:

- *‘M.O.U. with Crown and partnership approach developed.*
- *Funding commitment from Council.*

- *Engagement of consultant / development of committee.*
- *Community consultation.*
- *Plan draft.*
- *Adoption of Plan.*
- *Council financial commitment to implementation’.*

The agreement between Council and the Crown Lands Department appears to be an integral milestone as a significant proportion of the land that was proposed to be included in the Plan was owned by the Crown. Without this agreement and subsequent funding, contribution the master plan creation may have stalled or not proceeded. The response highlighted the importance of the partnership between local and state governments in the development and realisation of the Riverside Master Plan (CABE 2011; Scottish Government 2008).

The responses indicated to the Researcher that there is significant benefit in identifying key milestones and events when undertaking a master planning exercise. This process can serve to assist with the early identification of potential problem areas and improve the efficiency of the overall master planning process (Carmona; 2010; CABE 2004; Scottish Government 2008). A majority of respondents held the view that the intent and effect of these events and milestones was that a transparent and inclusive process was followed to engender organisational and community ownership of the Plan, and that the intent of these events was seen as positive.

What could have been done differently to improve the design and planning process? Would formal master planning design and urban design principle guidelines have assisted or hindered the production of the master plan?

It was interesting to note that even though many of the Participants were not involved in the design and planning process for the project that they still believed that the process was good and was rigorous in its application and that they would not have changed or done anything differently. Participant 7 provided a response indicative of most respondents in that ‘the process from recollection was pretty good and comprehensive’.

Participants 5 and 6 believed that the design process should have provided for a more solid funding model and greater commitment from Council to the implementation and completion of the Plan. Participant 6 provided:

‘The following could have been done differently / addressed better -

- *A greater commitment by the council should have been considered at design and planning stage*
- *a budget reserve should have been established to ensure that the works were funded*
- *The process should have ensured consideration for establishing a maintenance fund for works that are resulting from the plan’.*

This again highlighted to the Researcher the importance of creating robust funding models and detailed implementation plans for public open space master plans during the development of such plans (Carmona 2003; CABE 2004; CABE 2008; Scottish Government 2008).

The Researcher also identified that Participants felt that one thing that could have been done differently was in respect to investigating a mechanism which would commit the current and future elected Councils to the delivery of the Plan. Participant 6 agrees that ‘a greater commitment by the Council should have been considered at design and planning stage’.

An important finding associated with this question was that there was a strong view by Participants that private investor opportunities and partnerships could have been investigated better. Participant 5 provided that:

‘the critical issue is securing funding. This appears not to have happened. I believe that it is probably better to convince and get an investor on board in this particular case, or secure the funding through the Government. Alternatively, a strong marketing campaign is undertaken to entice investors whilst also providing key incentives. I am not sure, how aggressively the city has pursued attracting investors to the site’.

The Research and responses have confirmed the potential benefits associated with investigating private investment prospects and partnerships at the design and planning phases for public space master plans and the increased opportunities to promote and deliver on public space outcomes from such investigation.

All Respondents were of the view that formal master planning design and urban design principle guidelines could have assisted the production of the master plan but there was a general consensus that any such guidelines should be flexible and not stifle innovation or remove flexibility with regards to master plan creation. Participant 1 provided that ‘guidelines would have been good, but not prescriptive, just enough to ensure that key matters were covered off on’. A number of participants also communicated the value in the creation of a formal training programme on public open space master plan creation.

What influences shaped and guided the design process? Has the budgetary and political process influenced and affected the design process and how? And are these influences seen as contributing to or detracting from the original aims of the plan?

All Respondents identified that budgetary and political factors influenced and affected the design process. The general consensus from Respondents was that the political and budgetary influences were seen as negative, although the initial political influence by the elected Council was seen as positive. The responses suggested that there was disappointment that the political and financial influences detracted from the full value that the plan potentially offered the community and resulted in items not being delivered in a timely fashion. Participant 1 provided that ‘aims have generally remained the same but the influences above have resulted in delays in implementing the plan and its full realisation’.

Another factor that was seen as negative that affected the original aims of the plan was the change in General Manager; this had the effect of removing the ‘champion’ and project leader from the project and shifted organisational priorities in relation to the Plan. This again highlights to the researcher the important role that project champions and an effective leaders play in the creation and delivery of public open space master plans.

Participant 3 held the view that ‘good consultants certainly shaped and guided the design process; expertise was needed in this regard’. This statement identifies the importance that external project consultants can play in the development of successful master plans and that it is a combination of factors that positively shape a master plan design process.

The responses confirm that budgetary and political processes were the main influences that shaped and guided the design process. The initial political influences were viewed as positive but as the project progressed, political priorities changed and had a negative effect on the design process as supported for the project shifted with new project priorities emerging from the community. Initial financial

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commitment was seen as positive and the project was allocated sufficient inception and project planning funding but subsequent funding commitments have influenced the effectiveness of the plan and the amount and type of works that are supported.

It is acknowledged that there was a strong view amongst the respondents that General Manager of the day who ‘championed’ and lead the design process was the most positive force that shaped the design process (Project for Public Spaces 2012; CABE 2011; Carmona 2010).

A key indicator in tracking the evolution of the Master Plan was determined as establishing and tracking whether the original vision and objectives had evolved over time and in obtaining the views of participants as to whether this was viewed as being positive. The following question and responses assisted in establishing this.

Has the original vision and objectives of the Master Plan changed / evolved over time? If so, why and can this be seen as positive?

The majority of responses to this question indicated the Participants regarded the original vision and objectives to have not changed or evolved over time.

A number of Participants held the view that the plans objectives were very aspirational and that some of the works nominated to achieve these objectives were unrealistic. Participant 1 noted that ‘projects have been removed for realism and cost reasons’. The removal and non-completion of those items considered too aspirational and unrealistic was not necessarily viewed as a negative but in some cases was seen as a positive action as it removed a negative financial burden from being imposed on the community. An example of this was the removal of the \$50 million dollar proposed Major Community Facility which was seen as imposing a negative financial burden on the community for many years. While it is important to ensure that public open space master plans provide for clear vision and objectives it is equally important that these are realistic and deliverable so as not to erode stakeholder confidence or undermine the ability of the plan to be delivered (Carmona 2003; CABE 2004; Scottish Government 2008).

Over half of the responses indicated that the Council’s commitment to the vision and objectives was what had changed over time and this resulted in the vision and objectives not being fully realised. There was a general consensus that the lack of commitment and ability to prioritise projects was not seen as positive. Participant 4 held the view that the inability of the organisation to commit and deliver was a ‘negative as the plan has the potential to create some really unique and usable public space for Wagga, its residents and visitors’.

A key finding identified by the Researcher in relation to the responses to this question was that councils need to make a genuine commitment to the full implementation of a master plan at the time of its adoption (CABE 2004; Scottish Government 2008). This commitment could be in the form of an agreement or resolution signed by all councillors, with relevant financial commitments made and allocated in the long term financial plans. This concept is an area that could be further examined in future research.

It became apparent from responses that the realisation of vision and objectives has been affected by:

- Loss of key staff associated with master plan delivery, in particular loss of a project manager
- Loss of project champion and leadership in the form of the former General Manager

- Lack of funding allocation and commitment
- Changing priorities with change of the elected Council

The responses to this question has enabled the Researcher to form the view that councils need to make commitment to the full implementation of a master plans at the time of the adoption if the plan. This could be via an agreement or resolution signed by all councillors and carried over to future councils with relevant financial commitments made and allocated in the long term financial plan. The responses also confirm that the original objectives of the Riverside Master Plan have not changed through the course of the Master Plan development process. It also confirmed that the realisation of a vision and objectives associated with a master plan are affected by a number of factors but mainly the implementation of the works identified in such master plans.

6.3 Theory into Practice; the Reality

A site appraisal was conducted on 9 July 2016 by the Researcher to identify and assess whether the theoretical urban design principles from the Riverside Master Plan had been realised after works had been completed at the Wagga Wagga Beach.

The site appraisal (Appendix 11) and discussion with the Riverside Project Manager has confirmed the status of the works identified in the Master Plan for the area known as the ‘The Beach’. Table 4 below was created to identify the following:

- work item(s) nominated in the Riverside Master Plan for the Wagga Wagga Beach;
- stages that the nominated work(s) were to be completed in;
- urban design principles that had been realised at the site after the work(s); and
- whether work was carried out in accordance with the Riverside Master Plan.

Table 4 below clearly indicates that many of the works that had been proposed in the Master Plan for the study site have been completed in accordance with the requirements of the Master Plan. There were fifteen (15) works items nominated within the Master Plan for the study site with eight (8) of those items being identified as not yet completed. It appears that three (3) of those items will never occur due to their aspirational nature and lack of support from the presently elected Council. A number of work items scheduled for later stage project delivery have been completed in Stage One (1). Three (3) projects remain outstanding due to lack of funding.

The site visit confirmed that the following works, as nominated in the Master Plan, have either been commenced or completed in accordance with the plan:

- Filling for new landforms
- Realignment of beach car access-partial new road
- Renovation of existing toilet facilities
- Regeneration of beach area-grassing/terraces
- BBQ facilities
- Canoe shed upgrade
- New playground equipment to existing playground
- Kiosk and deck area at beach
- Picnic shelters

The site appraisal further confirmed the works have contributed to the rejuvenation and the creation of a 'sense of place' at the 'Beach' and have clearly enhanced the connectivity between the City and the 'Beach'. The Researcher has formed the view that whilst the area has always been a destination, it is now regarded to be an even more desirable destination since the works have been undertaken within the precinct. At the time of the site visit it appears that the new works and elements are being well utilised by a diverse range of recreationalists.

The site appraisal and review of the Master Plan have assisted the Researcher address research question 4 by:

- Identifying the original objectives of the Riverside Master Plan and confirming the extent that these were informed by urban design principles; and
- Confirming that the Riverside master plan contains urban design principles that have promoted the revitalisation and the creation of a 'sense of place' at the Wagga Wagga Beach.

Works Item	Stage	Status	Design Principle(s) Evidenced After Works	In Accordance with Plan?	Comments and Evidence
AREA: THE BEACH					
Realignment of levee at mixed-use/hotel	1	No Action	Works may have promoted Diversity of Use, Connection and Vitality if completed	N/A	Aspirational project relying on private investment with significant flood engineering issues. The project will not be proceeding
Filling for new landforms	1	Commenced	Accessibility, Legibility, Form, Function and Permeability are evident at the site as a result of works to date	Yes for works completed to date	Mostly complete and requires additional funding Evidence: Images 1,2,3,4
Removal and recycling of asphalt	1	No action	Works may have promoted Environmental Sustainability and contributing to connection of areas if completed	N/A	Requires additional funding
Realignment of Beach car access-partial new road	1	Commenced	Accessibility, Legibility, Form, Function and Permeability evident at the site as a result of works to date	Yes for works completed to date	To be fully completed upon relocation of caravan park Evidence: Image 2
Decommissioning of band shelter	1	Planning	Works may have promoted Permeability when completed	N/A	To be completed in 2016/17 financial year
Renovation of existing toilet facilities	2	Completed	Accessibility, Legibility, Form, Function, Security and Permeability evident at the site as a result of works to date	Yes	Works moved to Stage 1 and now completed Evidence: Image 5
Regeneration of Beach area-grassing/terraces	2	Completed	Legibility, Form, Function, Vitality, Diversity, Sense of Place and Permeability evident at the site as a result of works to date	Yes	Works moved to Stage 1 and now completed Evidence: Images 1,3,4
BBQ facilities	2	Completed	Form, Function, Vitality, Diversity and Sense of Place evident at the site as a result of works to date	Yes – anticipate that more will be installed	Works moved to Stage 1 and 2 BBQ's installed as part of the Wagga Beach landscape upgrade Evidence: Images 1,3,5
Canoe shed upgrade	2	Completed	Security, Form, Function, Vitality, Diversity and Sense	Yes	Works moved to Stage 1 and now completed

			of Place evident at the site as a result of works to date		Evidence: Image 5
Relocation of caravan park to Wiradjuri Reserve	3	Commenced	Works may have promoted Accessibility, Legibility, Form, Function, Vitality, Diversity, Sense of Place and Permeability when completed	N/A	Council resolved not to renew the lease beyond 2019
Mixed-use/residential/hotel facility	3	No Action	Works may have promoted Form, Function, Vitality, Diversity, Sense of Place, Security and Permeability when completed	N/A	Not supported at this time
Major playground upgrade	3	Planning	Works may have promoted Accessibility, Legibility, Form, Function, Vitality, Diversity, Sense of Place and Permeability when completed	N/A	Moved to Stage 2 landscape upgrade. However existing playground upgraded with new equipment Evidence: Image 2
Kiosk and deck area at Beach	5	Planning	Works may have promoted Form, Function, Vitality, Diversity, Sense of Place, Security and Permeability when completed	N/A	Moved to Stage 2 landscape upgrade
Rotunda	5	No Action	Works may have promoted Form, Function, Vitality, Diversity, Sense of Place, Connection and Permeability when completed	N/A	Not supported and will not occur
Picnic shelters	5	Completed	Form, Function, Vitality, Diversity, Sense of Place, Connection and Permeability evident at the site as a result of works to date	Yes	Completed in Stage 1 Evidence: Images 1,2,3

Table 4: Beach Implementation Status and Design Principles

Urban Design Principles for Creating Public Open Space Master Plans and their Application to Wagga Wagga's Riverside Precinct

Colby Farmer - UTS Student Number: 10553004



Image 1: New and completed picnic shelter and BBQ facility with filling of new landforms (9 July 2016; C Farmer)



Image 2: New and completed playground equipment with filling of new landforms and car park works in background (9 July 2016; C Farmer)



Image 3: Regeneration of Beach area and grass terraces with new walking tracks (9 July 2016; C Farmer)



Image 4: Regeneration of Beach area and grass terraces with new walking tracks (9 July 2016; C Farmer)



Image 5: New and completed picnic shelter and BBQ facility with upgraded canoe shelter shed in background (9 July 2016; C Farmer)

Discussion and Summary

The qualitative interview process posed a number of questions to Participants around an 'implementation theme' which served to provide insight into what works, principles and benefits actually translated into reality at the study site. The questions and responses outlined below provide results in response to research question number 4.

Have the works identified in the Riverside Master plan and carried out to date (specially the Wagga Wagga Beach component) been implemented in accordance with the Master Plan?

The majority of interview participants believe that a significant proportion of works identified in the Master Plan for the Beach area have been carried out to date and have been delivered generally in accordance with the Master Plan.

It appears that whilst most of the Stage 1 works for the Beach area have been completed there is no priority funding for any works past the first stage. This illustrates to the Researcher that there is a significant risk that if no additional project funding forthcoming that the vision and objectives for the plan and the Beach site might never be fully realised. Participant 7 confirmed that 'some of the works have changed in terms of their designs, the concepts remain the same but the design has been carried out to match available budget'. It appears there is benefit in the use of high level concept designs when implementing public open space design works (Garreau 1991; Carmona 2003).

Participant 5 confirmed that there was a '\$40,000 budget allocated for design works for Stage 1 works at the Beach and a total budget of \$1.02 million for actual works at the Beach'. It appears that there was a genuine commitment by the council to the works identified in the Master Plan for the Beach. Participant 5 also believed that in reality 'the works delivered were modified to suit the budget and it was felt there could have been better outcomes if this was not the case'. There was also the view by the same Participant that the works at the beach consisted of 'low hanging fruit' the easy and cheap things so council could get some 'wins on the board'. It appears that the works nominated for the Beach were considered a high priority due to the high usage of the site and thus were commenced immediately and that these works definitely improved and rejuvenated the study site.

A number of respondents identify that the study site has been rejuvenated and that the site has a real 'sense of place'. Participant 3 believes that the works carried out to date at the study site 'have definitely created a sense of place and vitality for the area, created separate areas within precincts and is more accessible now'. This assists the researcher in confirming that the Riverside Master Plan does indeed in the view of participants, contain urban design principles that have promoted the revitalisation and the creation of a 'sense of place' at the Wagga Wagga Beach and thus addresses one of the project research questions.

The responses indicate that a majority of the works nominated in the master plan for the Beach for Stage 1 have been completed and those works have at times have been modified to suit available funding.

Have the aspirations and commitments in the plan been realised? Why or why not?

The majority of interview participants held the view that the aspirations and commitments within the plan have been only partially realised. There was general feeling of disappointment amongst participants in the failure of the organisation to deliver on all the commitments listed for the Beach

area. Respondents identified that the aspirations and commitments within the plan for the Beach area had not been realised due to a lack of funding, loss of the champion of the Plan (General Manager), poor prioritisation and a lack of commitment to the plans implementation. Participant 2 felt that it is a 'real shame cause the plan was pretty innovative and could have made the Riverside and iconic public space that drew community and visitors alike to Wagga with associated economic flow on effects for the city'.

Participant 1 stated that 'it appears project implementation has been undertaken with a minimalistic approach which allows additional use but does not fully address the overarching urban design principles and aspirations of the plan'. This again highlights to the Researcher the importance of developing and committing to a robust and innovative implementation plan during the planning stage for public open space master plan creation.

Participant 7 believed that the social aspirations for the Beach area had been realised in the form of provision of social connectivity and creation of sense of place. It was felt that the Beach is being utilised much more now and it has become a destination for community members and visitors alike. This again confirms with the researcher that the Riverside Master Plan does indeed contain urban design principles that have promoted the revitalisation and the creation of a 'sense of place' at the Wagga Wagga Beach and thus addresses one of the projects primary research questions.

The Researcher has confirmed that there is a general consensus that the full aspirations and commitments outlined in the master plan for the Beach area have not been realised and that this is mainly a result of:

- Loss of the project champion and leader in the form of the previous General Manager
- Poor prioritisation by the elected Council
- Internal disputes over funding and future maintenance commitments
- Lack of funding commitment by the elected Council; and
- Poor overall commitment by the elected council to project implementation.

Have design aspirations been dictated or sacrificed by financial and political factors? What other factors have influenced the realisation of the original plan objectives?

The majority of Respondents believed that the design aspirations have been dictated or sacrificed by financial and political factors. Participant 1 acknowledged that 'the current Council having different priorities have influenced the realisation of the Plan'. An example of a sacrificed aspiration was communicated by Participant 7 who felt that the 'levy bank design aspirations have been sacrificed due to budget constraints, there will be no glass walled sections anymore, also the major community facilities project has been scratched due to the anticipated cost of the project which is really short-sighted'. The Researcher noted that the Master Plan was developed with community consultation but many of the changes have not been consulted and agreed upon by the community. Is this 'good' participatory governance?

Participants identified that other factors that have influenced the realisation of the plans objectives were the result of:

- Loss of project champion and leader in the form of the previous General Manager
- Loss / change of key project management staff at Council

- Environmental factors in the form of flooding and the effect that the design of the new levee has had on plan. The plan nominated designs that promoted openness and connectedness to the River. The levee design has discarded the innovative levee designs outlined in the plan for cost associated reasons.
- There has been a loss of community appetite for the implementation of the Plan
- Inability of council areas to work together to realise the different works in the Plan. Different areas have different priorities and this affects the ability to deliver in an effective and coordinated fashion.
- The lack of funding provided for maintenance of works that have been implemented to date has caused friction within different sections of Council.

A theme identified in association with this interview question was that Council's requests that master plans be developed for various projects but never see those plans through to completion with respect to implementation of such plans. It was felt that the 'political realm needs to choose one plan at a time and allocate funds to complete it and then move to next plan' (Participant 7).

The responses also allowed the Researcher to form the view that as an industry we should create mechanisms that bind subsequent councils and senior staff to the full delivery of adopted master plans and that if changes are proposed to adopted master plans then such changes should be endorsed by the community (Carmona 2010; CABE 2011; Scottish Government 2008) .

7. Conclusion

This dissertation through a literature review and qualitative interview process has identified a number of key urban design principles that should be considered when developing master plans for public open space. It has been clearly established that the Riverside Master Plan does contain urban design principles, which have promoted the revitalisation and the creation of a 'sense of place' at the Wagga Wagga Beach. The research also indicated that poor implementation practices have prevented the realisation of some of urban design principles for the site that could have more fully promoted and accentuated the revitalisation and creation of 'sense of place' outcomes for the Wagga Wagga Beach.

The research has identified, by way of a local government case study, that many Councils in NSW may be experiencing master plan implementation issues that are founded within the political and financial realms of local government. It is clear that whilst the original objectives of the Riverside Master Plan have not changed through the course of the Master Plan development process, these objectives have not been fully realised. There was a strong and consistent view amongst research Participants; that master plans of a variety of type and especially in reference to the Riverside Master Plan, were not being successfully implemented nor were they being fully realised for the following reasons:

- Loss of project champions and ineffectual project leadership/leaders
- Loss / change of key project management staff
- Loss of community appetite for the implementation of the Plan
- Inability of Council areas to work together to realise a plan
- Poor or non-existent implementation provisions in a plan
- Lack of financial commitment / available funding to deliver nominated works
- No financial commitment and lack of financial foresight with regards to on – going maintenance costs associated with works once delivered
- Lack of commitment and ever changing priorities of elected Council to deliver a plan

These factors are having impacts upon the ability of Councils and communities to realise the full benefits associated with public open space master plans. There is no doubt that without a review of the way public open space master plans are created and more importantly implemented that communities will continue to fail to realise the full benefits that public open space master plans can promote. Without effective implementation plans or models and a commitment by the elected body of Council the cyclic nature of non - delivery and non-realisation of master plans will continue, with plans being created, partially implemented and then shelved. When councils fail to deliver public open space master plans they fail to deliver on their public value responsibility and promote enhanced liveability for communities.

The qualitative interview process has confirmed a need for a public open space master plan checklist to be developed to assist local councils to better consider and manage these urban design and implementation issues. All Interviewees clearly acknowledged that such a resource would be beneficial but only if it was flexible and non-prescriptive in design and was more of a guidance document. This checklist would provide a guide to ensure that master plans considered key urban design principles and required implementation matters in their design. It appears that in part, the acceptance of the checklist concept was due to a lack of availability and specific guidance material on the formulation of public open space master plans and any recognised industry training on the subject.

The checklist would include:

- Essential administrative considerations; considered key to the success of public open space master plans, including implementation model and review and monitoring provisions;
- Key urban design principles for consideration in a public open space master plans development.

A recommended checklist is contained in Appendix 5, drawing on a combination of information derived from the literature and the qualitative review processes.

It is clear that local government as custodians for public open space has a responsibility to create and then subsequently manage public open space through the provision of public space infrastructure works and that such a responsibility and commitment can be achieved through the creation of effective public open space master plans. Whilst the creation of effective master plans is a reality for a number of councils, the effective implementation of these plans is a difficult task to achieve. Issues such as funding, project prioritisation, staffing availability and community appetite affect the ability of local government to deliver on commitments adopted within public open space master plans. Local councils must embrace a strong and innovative implementation models to address these issues with such models considering private partnership and investment opportunities. The creation and subsequent successful implementation of public open space master plans can be assisted through:

- Adoption and review of the checklist developed from this dissertation (Appendix 5); and
- Collaboration with an industry training provider to develop and deliver an effective training course on how to create master plans for public open space.

8. Recommendations

1. That the appended checklist identifying key administrative and urban design principle considerations be circulated to all local council in NSW (see Appendix 5);
2. That Wagga Wagga City Council consider utilising the levy bank provisions and design concepts identified in the Riverside Master Plan for the current levy bank design project so as to promote connection to and interaction with the River;
3. That Wagga Wagga City Council consider developing an implementation plan for the remaining works and project concepts identified in the Riverside Strategic Master Plan;
4. That Wagga Wagga City Council commit to the development of an implementation plan for the works identified in the Riverside Master Plan;
5. That Wagga Wagga City Council commit to investigating the development of an innovative funding model that considers private sector funding / partnership for the remaining works identified in the Riverside Master Plan;
6. That the Centre of Local Government at the University of Technology Sydney, investigate the provision of a training program or subject on the creation of Public Open Space Master Plans for local government staff involved in the creation or delivery of public open space master plans;
7. That the NSW Department of Planning and Environment consider creating a 'best practice' public open space master planning guideline document for use by local councils in NSW;
8. That NSW Council's establish a working party to collaborate, design and subsequently implement a more effective implementation model for Public Open Space Master Plans.

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Appendix 1 – Project Information Sheet

Project Information Sheet

Thank you for agreeing to participate in the research project *Urban design principles for creating public open space master plans and their application to Wagga Wagga's Riverside Precinct* being conducted by the Centre for Local Government of the University of Technology Sydney and funded by N/A.

The purpose of the research is to analyse the relationship between urban design principles and their materialization in regional centres through the case of the Wagga Wagga Beach revitalization project.

The study will aim:

- To formulate a set of key urban design principles for use in master plans when developing public open space in urban areas;
- To interrogate and revise the principles through application to the public open space improvement works at Wagga Wagga beach and their impacts on revitalisation of the Riverside Precinct in Wagga Wagga;
- To put forward a set of recommendations that draw upon these revised principles in order to improve the quality of the master plan and thus public space in Wagga Wagga;
- To disseminate the findings of the study as a contribution towards the continued development of Wagga Wagga as a premier Regional City in New South Wales.

Your participation will involve a qualitative interview with the researcher asking you a number of questions related to the research project topic and will take approximately 1 .5 hours of your time.

You can contact Colby Farmer if you have any concerns about the research. You are also free to withdraw your participation from this research project at any time without giving a reason.

Colby Farmer can answer your questions about the project and Colby can be contacted on 0448 246 723.

The research data gathered from this project may be published in a form that does not identify participants in any way.

Note:

Studies undertaken by the Centre for Local Government have been granted program approval by the University of Technology Sydney, Human Research Ethics Committee. If you have any complaints or reservations about any aspect of your participation in this research you may contact Colby Farmer on 0448 246 723 or the UTS Ethics Committee through the Research Ethics Officer, [tel: 02 9514-9772]. Any complaint you make will be treated in confidence and investigated fully and you will be informed of the outcome.

Appendix 2 – Consent form

Consent Form

I [*participant's name*]agree to participate in the research project *Urban design principles for creating public open space master plans and their application to Wagga Wagga's Riverside Precinct*, being conducted by the Centre for Local Government of the University of Technology Sydney and funded by N/A.

I understand that the purpose of the research is to analyse the relationship between urban design principles and their materialization in regional centres through the case of the Wagga Wagga Beach revitalization project.

The study will aim:

- To formulate a set of key urban design principles for use in master plans when developing public open space in urban areas;
- To interrogate and revise the principles through application to the public open space improvement works at Wagga Wagga beach and their impacts on revitalisation of the Riverside Precinct in Wagga Wagga;
- To put forward a set of recommendations that draw upon these revised principles in order to improve the quality of the master plan and thus public space in Wagga Wagga;
- To disseminate the findings of the study as a contribution towards the continued development of Wagga Wagga as a premier Regional City in New South Wales.

I understand that my participation will involve a qualitative interview with the researcher asking me a number of questions related to the research project topic and will take approximately 1 .5 hours of my time.

I am aware that I can contact Colby Farmer on 0448 246 723 if I have any concerns about the research. I also understand that I am free to withdraw my participation from this research project at any time I wish without giving a reason.

I agree that Colby Farmer has answered all my questions fully and clearly. *[Note: not suitable for mailed questionnaires]*

I agree that the research data gathered from this project may be published in a form that does not identify me in any way.

Signature Date

Note:

Studies undertaken by the Centre for Local Government (CLG) have been granted program approval by the University of Technology, Sydney, Human Research Ethics Committee. If you have any complaints or reservations about any aspect of your participation in this research you may contact Colby Farmer on 0448 246 723 or the UTS Ethics Committee through the Research Ethics Officer, [tel: 02 9514 9772]. Any complaint you make will be treated in confidence and investigated fully and you will be informed of the outcome.

Appendix 3 – Qualitative Research Questions

Interview Guide

Research Project by Colby Farmer for the University of Technology Sydney, Centre for Local Government

Thank you for agreeing to participate in the research project ‘Urban design principles for creating public open space master plans and their application to Wagga Wagga’s Riverside Precinct’ being conducted by the Centre for Local Government of the University of Technology Sydney.

The purpose of the research is to analyse the relationship between urban design principles and their materialization in regional centres through the case of the Wagga Wagga Beach revitalization project.

The study will aim:

Urban Design Principles for Creating Public Open Space Master Plans and their Application to Wagga Wagga’s Riverside Precinct
Colby Farmer - UTS Student Number: 10553004

- To formulate a set of key urban design principles for use in master plans when developing public open space in urban areas;
- To interrogate and revise the principles through application to the public open space improvement works at Wagga Wagga beach and their impacts on revitalisation of the Riverside Precinct in Wagga Wagga;
- To put forward a set of recommendations that draw upon these revised principles in order to improve the quality of the master plan and thus public space in Wagga Wagga;
- To disseminate the findings of the study as a contribution towards the continued development of Wagga Wagga as a premier Regional City in New South Wales.

Your participation in this interview will take approximately 1 .5 hours of your time.

Qualitative Research Questions

Background

1. Can you tell me a little bit about your background, current position and experience to date with the development of Wagga Wagga and/or your involvement with the Riverside Master Plan?

Riverside Master Plan

1. How did the idea for a Riverside Master Plan emerge? And what were the key factors underpinning the need for a master plan in the area known as the Riverside Precinct?
2. Who were the ‘champions’ in the development of the Plan? What different stakeholder groups and individuals were involved in the plans production? How were stakeholder contributions considered, reconciled and finally captured in the plan?
3. Does the Riverside Master Plan draw on and incorporate ‘best practice’ such as international urban design principles? To what extent have these key factors changed and evolved over time?
4. Has the original vision and objectives of the Master Plan changed / evolved over time? If so, why and can this be seen as positive?

The process

1. What design and planning process was involved in the creation of the Riverside Master Plan?
2. What were the key events and milestones associated with the development of the Riverside Master Plan and what were the intent and effects of these?
3. What could have been done differently to improve the design and planning process? Would formal master planning design and urban design principle guidelines have assisted or hindered the production of the master plan?
4. What influences shaped and guided the design process? Has the budgetary and political process influenced and affected the design process and how? And are these influences seen as contributing to or detracting from the original aims of the plan?

Implementation

1. Have the works identified in the Riverside Master plan and carried out to date (specially the Wagga Wagga Beach component) and been implemented in accordance with the Master Plan?
2. Have the aspirations and commitments in the plan been realised? Why or why not?
3. Have design aspirations been dictated or sacrificed by financial and political factors? What other factors have influenced the realisation of the original plan objectives?

All information received from participants will remain confidential and anonymity will apply so no identity is revealed. The answers provided will be de-identified to protect the participant’s privacy.

Appendix 4 – Qualitative Findings Matrix

Questions	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6	Respondent 7
<i>Background</i>							
<i>Can you tell me a little bit about your background, current position and experience to date with the development of Wagga Wagga and/or your involvement with the Riverside Master Plan?</i>	<p>Current Role is Strategic Asset Planner (Parks and Recreation).</p> <p>The functions of this role include:</p> <ul style="list-style-type: none"> - the development of Open Space Master plans - the implementation of these plans through the delivery of open space assets. <p>Involvement in the Riverside master plan has been limited to delivery aspect of the project.</p>	<p>Current role is Acting Director Community and Economic Development.</p> <p>Responsible for creation and implementation of Riverside Master Plan (drafting, consultation) in a partnership approach with Dept. Lands.</p> <p>Originally employed to implement plan. Once the plan was adopted, James was employed to implement the plan.</p>	<p>I am the Manager Strategic Parks Operations at Wagga Wagga City Council and I have been in that role for the last nine years. I have been in a number of parks technical and management roles over Australia for the last forty years.</p> <p>I have been a key stakeholder for most parks and open space developments in Wagga Wagga. At the time this Riverside Precinct Project was conceived, I was one of many stakeholders who contributed to the planning of the project which was being coordinated by another Directorate.</p> <p>As part of the approved Riverside Master Plan, Stage 1 Works were completed in 2015 and I was consulted as part of that project.</p>	<p>I was a community member who sat on the WWCC Environmental Advisory Committee and Biodiversity Subcommittee for a period of four (4) years. During the initial conception phase of the RMP the Committee was consulted in relation to providing environmental advice and recommendations.</p>	<p>I work in Council's Commercial and Economic Development Directorate. I am employed as the Strategic Officer within the Directorate.</p> <p>I am responsible for the implementation and delivery of the Riverside Strategic Master Plan. I was employed after the plans creation and in the early stages of the plans implementation. I have had a significant involvement in the delivery of all stage 1 works from the Plan to the Bend Precinct, specifically the 'Wagga Wagga Beach' area.</p>	<p>I am a Landscape Architect and I own my own business called 'Somewhere Architects.</p> <p>I was responsible for developing the Murrumbidgee Urban Interface Plan of Management on behalf of Wagga Wagga City Council and the NSW Department of Lands. This document was the precursor document to the Riverside Master Plan.</p> <p>My involvement with the Riverside Master Plan has been limited to be engaged to develop a landscape master plan for the Beach Area – Stage 1 Works.</p>	<p>I am Manager of Environment and Recreation Services and have been employed at Council for the past 23 years.</p> <p>My involvement in the Riverside Master Plans production has been limited to providing input and advice of an environmental nature.</p>
<i>Riverside Master Plan</i>							
<i>How did the idea for a Riverside Master Plan emerge? And what were the key factors underpinning the need for a masterplan in the area known as the Riverside Precinct?</i>	<p>There is a historic link between the river and urban environment. The plan was identified as a way of recreating the link between the city and river. It was also identified as a tool that could guide the competing interests of users and to investigate and promote land use integration opportunities.</p>	<p>The idea originated at a government level with an M.O.U. with Council and the Crown on management on crown land in L.G.A. – key area of the M.O.U was a river focus.</p> <p>M.O.U. committed funding partnership between Council & Crown on Riverside.</p>	<p>It is my understanding that this project was conceived with the arrival of a new General Manager to Wagga Wagga City Council, Ms Lyn Russell. She had recently moved from Thuringowa Shire Council from Townsville in Queensland and had been involved in a major \$30M redevelopment project on the Ross River</p>	<p>It has long been recognised by the people of Wagga and by Visitors to the City that Wagga is lucky enough to have a major water way with the Murrumbidgee River running through the heart of the urban area. This has of course been a burden at times given the</p>	<p>It is my understanding that the original concepts for the development of the master plan came from a small working group, councillors and the GM at the time.</p> <p>The plan was predominately driven by the GM at the time.</p> <p>Extensive consultation with the community of Wagga Wagga was undertaken in the plans</p>	<p>It emerged due to the lack of a strong interface between the city and the riverside. The community and the council recognised the importance of creating attractors along the riverside as well as connect spatially, visually and functionally the city with the river to create a new cultural awareness of the natural asset this city has.</p> <p>The idea also appears to have originated at a government level</p>	<p>Lyn Russell, the former General Manager of Council initially introduced the concept of a master plan for Riverside.</p> <p>The community also recognised that there existed the potential to create a connection between the river and city. It was acknowledged that</p>

	<p>A previous urban interface study set the land use platform while a former General Manager championed the planning process.</p> <p>The community and Council also appear to have recognised the public space value/opportunities associated with the development of the Riverside Precinct.</p>	<p>Subsequent structural reform at Crown Lands Dept. ensured Council ownership of initiative/plan.</p> <p>There was also a strong view by community that the riverside was underutilised but was a key natural asset of city that needed to be developed to its potential.</p>	<p>in the Shire. She saw the obvious connection of the Murrumbidgee River to the city and saw the opportunity to connect the two in a similar way to the very successful project in Townsville. The Qld project involved major public buildings and facilities, walkways etc. along the river.</p> <p>The plan was driven by Council at the time and the community viewed a need to interact better with Riverside and utilised this natural asset.</p>	<p>propensity of the River to flood on occasion and the catastrophic flooding it delivers to central areas of the City. More regular inundation would occur were it not for the protection of levee that separates the River from the City centre. The community saw value and opportunity in developing public space and a greater interaction with the River and City.</p> <p>Unfortunately this same barrier forming a protective wall for the urban area has also provided a physical barrier for people to readily visually connect with the riverside or physically access the waterway and riverine environment with ease other than through limited pedestrian and vehicular points. The recurrent flooding has also caused people to be dubious as to the benefit of investment in providing recreational facilities in the precinct due to anticipated flood damage, as well as ensuring that works due not damage the potentially fragile riverside environment.</p> <p>The RMP is therefore understood to have emerged after a lengthy consultation</p>	<p>development.</p> <p>Some key factors underpinning the need for the plans development included –</p> <ul style="list-style-type: none"> - desire by community to better utilise the river - desire by the community and the Council to develop usable and iconic public space in Wagga in a River setting - view that public space could be used to attract visitors to Wagga with associated economic flow on effects to the community - opportunity to enter into a partnership with the state government (Dept. Lands) to develop the Riverside precinct. 	<p>with the establishment an M.O.U. with Council and the Department of Lands in regards management of crown land along the River.</p> <p>Key factors included:</p> <ul style="list-style-type: none"> • Community pressure to develop river front • MOU established • Recognition of promoting mixed land use (especially commercial in the area) 	<p>the plan could create a link between the city and river.</p>
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				process with the Community to better understand what expectations and opportunities were present for people to better engage with the riverside whilst recognising budgetary, environmental and infrastructure constraints.			
<p><i>Who were the 'champions' in the development of the Plan? What different stakeholder groups and individuals were involved in the plans production? How were stakeholder contributions considered, reconciled and finally captured in the plan?</i></p>	<p>The original champion was Lyn Russell (ex GM). Sections of the community, specific user groups and business groups who saw the potential for tourism opportunities also championed the plan.</p> <p>Council of the day championed the plan, however with the changing of Councillors in line with the Local Government electoral cycle's priorities for the city have changed. This has impacted on implementation of the plan.</p> <p>The final plan did not resolve all interests identified during its production. This continues as a hangover with regards to implementation today.</p> <p>The implementation is now driven by Council's Economic Development directorate but does not appear to have the same executive support it had under the previous GM.</p>	<p>Lyn Russell former G.M., the elected body, the community and internal staff. General consensus that it was great initiative by staff.</p> <p>Council and Dept. Land Project Officers also championed the Plan.</p> <p>Consultation undertaken as per communications plan used to shape plan.</p> <p>Most ideas captured, and then prioritised in implementation plan, overall elected body had final say and reconciled views.</p>	<p>The main champion and driver of the project was the GM at the time, and there was a new position of Manager Riverside created who drove the project.</p> <p>Later that role had a technical staff member to assist with the project. The Council of the day also got behind the project and supported it all the way through. The project had widespread community support at the time.</p> <p>There was a major tender to kick off the design process initially to select a suitable consultant to run the whole project. The plan's production at this point was completely managed through the Riverside team.</p> <p>Through that process there was extensive consultation and engagement with the community and a number of stakeholder groups were involved. There were also a number of workshops with the Councillors. Through this process the stakeholder contributions were considered, reconciled and captured in the final plan.</p>	<p>Sections within the broader Community have been challenging Council for decades to enhance connectivity with the Riverside Precinct and to undertake levee bank and riverside works. As previously recognised, efforts to enhance the riverside area and connectivity to the City have long been met with resistance from certain opposing factions both within both the community and also within Council who have argued for the intended funds to be allocated elsewhere.</p> <p>There has also been incompatibility in the vision of different user groups between restoration of the natural environment versus alterations and enhancements for other uses. It is understood that the key stakeholders in promoting progression of a strategic precinct plan have included groups such as business</p>	<p>As I was not involved in this process, I cannot accurately comment on this item but I do know that one of the key champions of the project was Lyn Russell, former General Manager.</p> <p>I presume that a number of community stakeholders and key users groups were involved in the plans development along with project consultants, internal staff members and the elected council.</p> <p>I am aware that there were community open days, focus groups and surveys utilised for the purpose of obtaining feedback into the plans development.</p> <p>It appears that many if not all views and ideas were collected and placed into the plan and the unrealistic ideas were simply not utilised.</p> <p>Key ideas received from the community for the Beach and Bend precinct included:</p> <ul style="list-style-type: none"> - strong support for a major community facility - strong support for a pedestrian oriented plaza across Tarcutta 	<p>The project was a collaboration between Wagga Wagga City Council and the Department of Lands.</p> <p>Their cooperation and leadership was key in defining project outcomes. KI Studio was a key player in the development of ideas; they worked together with Hill PDA, a planning firm, to test ideas from an economic viability point of view. David Lock and Associates were instrumental in the development of an implementation plan as well as testing built form and FSRs. These consultants worked under the guidance of KI Studio to deliver a cohesive Strategic Master Plan.</p> <p>KI Studio developed a range of ideas that were exhibited to the community in the form of a 'picnic day' which received a high attendance and extensive feedback from the community through forms or web-page links in the internet. Other stakeholders included the university, art groups, tourist industry; all consulted separately to determine demands for a variety of uses to be integrated within the riverside development.</p> <p>The General Manager of Council also really championed this project.</p>	<p>Lyn Russell (ex GM) was the main champion.</p> <p>The Council and the Community of the day also championed the plan to some extent and saw that there were great opportunities to create something worthwhile and positive in terms of quality public space along the Riverside.</p> <p>I would suggest that the GM of the day reconciled many stakeholder views prior to them being presented to the elected council. I would suggest that most of the ideas from stakeholders were also captured in the plan and those that were not resolved were not included in the plan. The elected Council had the final say on the plan.</p>

			<p>The Riverside Project Officer, the Community and the Dept. of Lands as drove the project.</p> <p>Views were reconciled via a prioritisation system and commercial assessment by the Council through the consultants.</p>	<p>owners in Fitzmaurice Street, Council volunteer committees such as the Environmental Advisory Committee and the Recreation Advisory Committee, NSW Lands Dept, various Council staff within the Planning and Economic development directorates, elected Council representatives, the Chamber of Commerce and the Committee for Wagga Wagga.</p>	<p>Street</p> <ul style="list-style-type: none"> - concerns regarding traffic calming along Tarcutta Street; - support for a pedestrian plaza at Church Hill - general support for the relocation of the caravan park - suggestions for an alternative river crossing near Sturt Street - concerns about lack of parking facilities and their proximity to the beach - concerns regarding the major development site at the beach - suggestions for the provision of wheelchair access to the river <p>Ideas were captured, and then prioritised by consultants and reviewed by council and then they were included in the plan, it appears that the elected body had final say and reconciled views.</p>		
<p><i>Does the Riverside Master Plan draw on and incorporate 'best practice' such as international urban design principles? To what extent have these key factors changed and evolved over time?</i></p>	<p>The plan promotes some good design principles (accessibility, permeability, security and vitality) but whether they have flowed through to implementation is questionable. There are good connectivity suggestions which have failed to be realised.</p> <p>The plan has not provided for best practice</p>	<p>Yes it does e.g. WSUD principles and flooding, accessibility, permeability, security. Design standards for facilities. They have been refined over time.</p> <p>The 'principles' were highlighted but the detail left to organisation over time.</p>	<p>I believe it does incorporate best practice principles, e.g. there were innovative ways described in the final master plan to create a temporary levee bank with see through glass walls that only need to be put in place during a flood. At other times this provides views direct to the river which is a criticism of the current "walled" levee bank</p>	<p>The evolution of the design process for the Riverside Strategic Plan had to be responsive to the social, economic, cultural, environmental opportunities, sensitivities and constraints relevant to the precinct. The scope and vision of the strategy and</p>	<p>The master plan does have some "best practise design principles". Unfortunately, when translated into actual physical designs, these come at high cost and would be considered controversial and would not be value for rate payer's money.</p> <p>Some key urban design principles evidenced in the plan include -</p>	<p>A key focus of the Master Plan is the ongoing management related to floods, controlled flooding and the potential to develop land with carefull consideration of the site's geomorphology.</p> <p>I feel the plan does incorporate best practice international design principles particular with regards to the promotion of:</p> <p>Form and function Connection to the area and</p>	<p>Yes the plan incorporates best practice urban design principles that includes; security, connectivity, sense of place, accessibility, permeability and vitality. These principles have not changed but some are as not as pronounced on the ground due to Council not implementing all works scheduled.</p>

	<p>implementation principles. There is no implementation schedule or review and monitoring of the principles to determine if they have been achieved.</p>		<p>where the river is mostly invisible. Some of these ideas were a little less accepted by Councillors.</p> <p>It is evident in the Plan that urban design principles such as accessibility, permeability, creating a sense of place, form, function, meaning and security were considered and were used to shape proposed outcomes.</p> <p>However since the master plan was finalised, Wagga has had three floods which has caused the current Council to take a more conservative approach about the design of the levee bank. Subsequent designs to add to the height of the levee have exacerbated this situation. This may also necessitate the removal of hundreds of large trees along the levee which I believe is not fully understood by the community or Council.</p> <p>In a positive sense the master plan also encouraged the business community to think outside the square with proposed commercial and residential developments engaging with the River by having cafes and shops and plazas overlooking the river, instead of turning our backs on the river which is the current practice. This would have added a sense of vitality and diversity of use for the precinct and the Beach area.</p> <p>The park design for</p>	<p>resultant Master Plan attempted to recognise, accommodate and integrate the diversity of potential users of the space and to also provide accessibility for the various user groups. An environmentally sustainable design principle underpinned the process attempting to ensure the continued integrity and sustainability of the natural resource base and respect the special significance of the River to the traditional custodians of the land and other recreational and social user groups. The strategic provision of works or facilities had to try and make provisions for both focussed cultural and recreational infrastructure together with targeted precinct place-making in mind to create vibrant hubs. This included regard to locations for water based activities and access to the river for the launching of watercraft.</p>	<p>Functionality Connection (to river) Security Permeability of the site (s) Accessibility Diversity of use Sense of place i.e. meaning.</p> <p>The beach area illustrates some good examples of the above principles – just go and have a look.</p> <p>There were a couple of innovative proposals also and these included the Hampden Terrace Development that promoted the construction of residential development to the River, the Major Community Facility and the levy openings.</p> <p>The key principles have remained the same and have not really evolved – devolved if anything by virtue of some of the works not being undertaken due to financial decisions, if all the works had been completed for respective precincts then the principles would have been more readily highlighted.</p>	<p>precincts Activation of the precinct to create diversity of the use of the Beach Area</p> <p>I feel that the traffic and car parking issues weren't really resolved and didn't recognise the fact that residents rely heavily on used of vehicles and to this end not enough car parking was provided which affected accessibility to the site.</p>	<p>One principle that has changed over time has been in relation to the connectivity and permeability principle in the form of the proposed works to the levy bank. The plan promoted some great concepts e.g. Glass wall sections of the levy bank but this has not been considered in recent levy design. The most recent levy design will increase height of levee which will reduce connectivity of the city to the river.</p> <p>The plan has not provided for best practice implementation principles. There is no implementation schedule or review and monitoring of the principles to determine if they have been achieved.</p>
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			<p>Wagga Beach in Stage 1 was designed professionally by Somewhere Landscape Architects and reflects modern park design with bespoke shelters and other features. Stage 2 designs incorporate instant stand up cafes in well-designed shipping containers (already successfully used at Christchurch after the earthquake there) and other temporary structures that can be removed quickly in the event of a flood. This will create vibrancy in the area and encourage visitation at all times along the river. Stage 2 will also create new parkland where the existing caravan park is over several hectares which will then become a festival space for different events and really generate a wonderful new destination park for Wagga.</p> <p>The master plan itself was creative in that it created at least 3 separate precincts along the river, each in turn to be treated differently, eg commercial zones, natural zones etc. This gives the plan some flexibility and interest along the river.</p> <p>Things always change over time and this means that the design also has to evolve over time to take account of any new situations, e.g. levee bank design.</p> <p>Principles have stayed the same but projects designed to achieve these haven't been delivered –</p>				
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			lack of integration with new levy bank, funding and political commitment.				
<p><i>Has the original vision and objectives of the Master Plan changed / evolved over time? If so, why and can this be seen as positive?</i></p>	<p>The aspirational visions and objectives haven't changed significantly as they were such high level visions and objectives.</p> <p>What has changed is the commitment and priorities of the current Council.</p> <p>Projects have been removed for realism and cost reasons. Eg. Major Community Facility. This has been a positive as the project may not have been value for money.</p>	<p>Not really changed, pretty consistent.</p> <p>Although one major change was with regards to proposed major community facility. Council decided to not proceed with facility and reallocated funds to another project. This was seen as positive as the facility was seen as too ambitious, not realistic, and economically unviable and would have burdened community financially.</p> <p>Objectives remain the same.</p>	<p>The original vision should be maintained and where possible to retain views to the river.</p> <p>My understanding is the original objectives are still pretty much the same, encouraging commercial and retail development along the river etc. So long as the original vision can be maintained where practical then that would be the most positive outcome. If the plan changes to such an extent that there are future negative outcomes that don't take into account the objectives of the master plan then I think that can be disappointing, e.g. if we lose potential opportunities for views and access to the river, just because a new higher levee is being built, then I think that will be a poor outcome.</p> <p>Major community facility project was removed and money reallocated however this should be replaced with proposed new commercial development near church hill / gas works site as a compromise.</p> <p>The rest of the plan remains the same but implementation schedule and priorities have changed.</p>	<p>Planning of the precinct has been responsive to feedback from the broad community, interest groups and from Council. The visions and objectives have been refined and addressed matters that have been brought to Council's attention as they have occurred. Items that were envisaged as focal points in the original draft plan such as the Hampden Bridge have clearly been abandoned with the subsequent removal of the bridge and the area adjoining the potential use of the area adjoining the Tourist Information Centre has had to be revised considered land contamination issues. Two major flood events have also occurred during the Master Plan strategy compilation and staged adoption phase which have brought closer scrutiny or revision of elements of the Master Plan to ensure upgraded flood modelling information has been considered in making the riverside works more flood resilient. This ongoing tweaking of the RMP is not regarded in negative terms but as being responsive to new knowledge and changing</p>	<p>The plan has changed as the focus of council has changed. The focus on the implementation has changed as council (and councillors) has changed.</p> <p>The focus of the Plan also changed greatly when the former GM who championed the plan left – there is no one really driving or advocating at a high level for the delivery of the plan.</p> <p>The city does not follow through on implementation well, plans are made and they then sit on the shelf as the next "high priority" items come on the agenda.</p> <p>Councils need to make commitment to a plans full implementation at the time of adoption and this should be via an agreement or resolution signed by all councillors with relevant financial commitments made and allocated in the long term financial plans.</p> <p>It takes internal drive from the officers that help these plans to become a reality.</p> <p>So I would say the vision and objectives remain the same but the commitment has reduced over time. This is negative as the plan has the potential to create some really unique and usable public space for wagga – its residents and visitors.</p> <p>The plan in itself cost Council and the community \$700 K to create and it is really disappointing to see that respective changes in staff and elected councillors has resulted in a lack of commitment and</p>	<p>I feel that the vision and objectives have remained the same but they just have not been realised to their full potential. Obviously this is negative. But the works carried out in stage 1 for the Beach have been great and created a sense of place.</p>	<p>I would say that the vision and objectives remain, they were really high level and the only things that have changed are Council's commitment to delivering the project.</p> <p>The lack of delivery of the plan is a negative as there are some great projects and potential outcomes for creating iconic public open space in Wagga at the Beach site.</p>

				circumstances relating to the subject precinct.	drive to see the plan completed.		
<i>Process</i>							
<i>What design and planning process was involved in the creation of the Riverside Master Plan?</i>	<p>Not really aware. However the standard process that Council would undertake would be:</p> <ul style="list-style-type: none"> - Engage consultant - Lit review - Consultation - Development of principles - Development of detailed projects - Council report and adoption of plan 	<ul style="list-style-type: none"> - Engaged consultants – Kia Intefernet to develop masterplan. - Review of existing land use constraints – on ground and through planning instruments. - Commercial analysis undertaken. - Design and exhibit. <p>All controlled by 'Riverside master plan Committee'.</p>	<p>There was a major design and planning process coordinated by the consultants, with major input from key stakeholders including the Councillors and Council staff, and further input from other stakeholders and the community.</p>	<p>Initial community engagement and consultation; liaising with State Govt Depts and obtaining MoU's with relevant Crown authorities; engagement of urban design consultants to provide concepts and develop some precinct plans with linkages, further community consultation before formal adoption of the RMP.</p>	<p>I wasn't really involved or here at the time but I would suggest that the following planning and design process was relevant:</p> <ul style="list-style-type: none"> - initial concept creation - present concept to Council for endorsement - engage a consultant - community and stakeholder consultation - creation of draft plan - creation of works plans and schedules - council report requesting public exhibition of the plan - community consultation feedback to shape final draft plan - adoption of plan by council. <p>I would also suggest that the design and planning process required requires –</p> <ul style="list-style-type: none"> - strong leadership and a commitment to quality - being clear about the aims and the outputs of the plan - allocating enough time for the completion of the project - finding the right people to participate and work on the plans creation - that the design of the plan considered appropriate context: physical, economic and social - collaborating with stakeholders and allocating enough time for genuine community 	<p>I wasn't involved in the design and planning process for the Riverside Master Plan.</p>	<p>Wasn't involved in this so can't really address. I would offer that the design and planning process should have looked like:</p> <ul style="list-style-type: none"> - Councillor workshops held - Engagement consultant - Investigation of Similar Projects in Regional Areas - Community and stakeholder consultation - Development of draft plan - Development of projects plan - Council report and adoption of plan

					<ul style="list-style-type: none"> - consultation - acknowledging that master planning is a fluid process - creating a strategy and structure for implementation and committing to this – we know didn't really happen in terms of commitment. 		
<p><i>What were the key events and milestones associated with the development of the Riverside Master Plan and what were the intent and effects of these?</i></p>	<p>As mentioned in background question 1 I had limited involvement in the planning process. The key milestones for this project would likely have been:</p> <ul style="list-style-type: none"> - Council approval of concept - Plan creation - Budget allocation - Engage Consultant - Consultation - Council reports - Draft report - Adoption of plan - Budget Allocation - Appointment of project officer <p>The intent of these milestones could be seen as ensuring that any problems or risks identified at each stage were rectified prior to proceeding with the next stage.</p>	<ul style="list-style-type: none"> - M.O.U. with Crown and partnership approach developed. - Funding commitment from Council. - Engagement of consultant / development of committee. - Community consultation. - Plan draft. - Adoption of Plan. - Council financial commitment to implementation. 	<p>There were a number of milestones during the design phase of the project.</p> <p>The intent was to seek feedback at the appropriate times that the work being presented was the desired outcome or heading in the 'right direction' and to address any problems that may have been identified.</p> <p>One of the main phases would have been the dividing up of the river into three distinct zones, the attributes of those zones, and seeking confirmation from key stakeholders that this was what was wanted.</p> <p>Other key milestones include:</p> <ul style="list-style-type: none"> - Engagement of consultant. - Consultation. - Draft plan & final plan. - Council reports and adoption. 	<p>Works such as the first phase of the redevelopment of Wiradjuri Reserve and the Wagga Beach are known to have been completed.</p> <p>It is understood that the area known as The Bend will be redeveloped when the Caravan Park lease expires.</p> <p>The Plan has been broken down into precinct development projects, and so the realisation of the overall plan will be gradual process that will be responsible to budgetary and resource availability.</p>	<p>Again I wasn't really involved with the development of the plan but I presume some key milestones would have been:</p> <ul style="list-style-type: none"> - council approval of concept - allocation of initial concept funding - development of concept brief - engagement of consultant - community and stakeholder consultation - draft plan creation - council workshop - adoption of plan - implementation plan creation / finalisation - budget allocation - appointment of project officer - implementation of plan. <p>The intent of these milestones is kind of obvious it was to ensure that a transparent and inclusive process was followed to engender ownership of plan and works within the plan.</p>	<p>I am aware that some of the key milestones were:</p> <ul style="list-style-type: none"> • A brainstorm workshop with Council, Department of Lands and the Steering Committee • A thorough site analysis to underpin key ideas • Consultation with key stakeholders • Development of ideas and refinement to present to the community • Testing ideas from a financial perspective • Community consultation in a forum that made it fun and informal, engaging the community • Development of a Strategic Master Plan • Review of costing and financial modelling • Community presentation and feedback • Final plan • Implementation plan <p>The process ensured that the plan</p>	<p>Don't really know I wasn't involved.</p> <p>Key milestones could have been:</p> <ul style="list-style-type: none"> - Councillor workshop - Project officer employed - Council report on the concept seeking funding - Council approval of the idea and funding - Consultant engagement - Draft plan created - Consultation with stakeholders - Adoption of plan - Budget Allocation - Appointment of project officer

						<p>was developed in a cohesive and robust manner. Probably, the main reason that little has been implemented is related two key items:</p> <ul style="list-style-type: none"> • The assumption was taken that additional funding would be secured in the future for the development of the Community Centre. • The assumption that private investment would occur. Although financial models were developed to ensure these are feasible, the private industry has taken little initiative at such opportunities. 	
<p><i>What could have been done differently to improve the design and planning process? Would formal master planning design and urban design principle guidelines have assisted or hindered the production of the master plan?</i></p>	<ul style="list-style-type: none"> - Simplify document to promote readability and accessibility by making it user friendly. - A more detailed implementation plan with stronger funding commitment. - Adopted funding model and mechanisms similar to 	<p>Not much to improve pretty happy with design and planning process. Consultants were great.</p> <p>A suggest that a recognised course on master planning for public open space would also be beneficial.</p> <p>If a ‘guideline’ yes could have assisted but not via a mandated document as would have taken away flexibility and innovation.</p> <p>Guidelines could have assisted with having stakeholders understand</p>	<p>The design and planning process were handled very well at the time and I can’t offer any suggestions to improve it.</p> <p>Formal master planning design and urban design principles guidelines would have certainly assisted the process and would be good but only if they were guidelines because anything else would take away flexibility and innovation.</p>	<p>Unknown (I have not been involved in any part of the adoption of the RMP).</p>	<p>I can’t really comment on this but offer the following suggestions:</p> <ul style="list-style-type: none"> - The plan in parts could have been less aspirational i.e. glass walled levy windows - A more solid funding model should have been developed which committed council to the completion of the plan <p>The plan also relied on commitments from private investors and land owners. Land rezoning were suggested which take time.</p>	<p>It appears that the objectives and principles are there as a guide to inform the further development of the plan – the implementation and design of works items – which is kind of good as this allows for flexibility of design – the objectives are vague enough to let things just happen.</p> <p>As mentioned, the critical issue is securing funding. This appears not to have happened. I believe that it is probably better to convince and get an investor on board in this particular case, or secure the funding through the Government. Alternatively, a strong marketing campaign is undertaken to entice investors whilst also providing key</p>	<p>The process from recollection was pretty good and comprehensive.</p> <p>The following could have been done differently / addressed better -</p> <ul style="list-style-type: none"> - A greater commitment by the council should have been considered at design and planning stage - a budget reserve should have been established to ensure that the works were

	<p>Playground Strategy</p> <p>Guidelines would have been good, but not prescriptive – just enough to ensure that key matters were covered off on. There is nothing available really in this regard currently; some training would be good also.</p>	<p>the design and planning process and what may have been involved and what was been worked towards.</p>			<p>The fulfilment of many aspects of the plan relied on measures outside the control of Council e.g. State Government and land owners.</p> <p>Guidelines or a checklist would have assisted the process and maybe there was some that was used – I am not sure. Such resources should be flexible and allowed for fluidity in the plans creation and should have concentrated on key administrative headings/sections required in a plan and should outline key urban design principles for consideration when creating public space master plans.</p>	<p>incentives. I am not sure, how aggressively the city has pursued attracting investors to the site.</p> <p>Formal guidelines would have assisted but they would need to be used as a guide only and not restrict flexibility, such guidelines could be underpinned by formal training provision on POS master plan creation.</p>	<ul style="list-style-type: none"> - funded - The process should have ensured consideration for establishing a maintenance fund for works that are resulting from the plan - The document could have been shortened – very long <p>Guidelines could be beneficial but should not be created to be too prescriptive and allow flexibility. Yes maybe some formalised and recognised industry training would be good – all council’s do public open space master planning</p>
<p><i>What influences shaped and guided the design process? Has the budgetary and political process influenced and affected the design process and how? And are these influences seen as contributing to or detracting from the original aims of the plan?</i></p>	<ul style="list-style-type: none"> - The level of executive support has changed with new GM’s - The financial capacity of the time and subsequent councils has influenced the process - Council priorities shifting over time - Political influences - Influenced by making design elements realistic from an organisational capacity point of 	<ul style="list-style-type: none"> - Community consultation guided process, council, advice of professionals and staff. - Budget influenced what could be delivered but the actual plan wasn’t developed to a budget. Political commitment was good at time. - Contributed to aims of plans, no budget constraint at time, but no financial reality either one person wants a convention centre 	<p>Good consultants certainly shaped and guided the design process – expertise was needed in this regard.</p> <p>There were strong political influences during this project, however they were carefully managed by the GM of the day and the consultants were well respected by the elected body and therefore these influences had positive outcomes. The community also provided input during the process and certain ideas put forward would have shaped the final outcome of the design. The project had a good budget and was not seen as a hindrance.</p> <p>The above is seen as a positive influence.</p>	<p>Budgetary constraints and competition for the allocated funds have long placed pressure on the process and outcome relating to the scope and time frame of the Riverside works.</p>	<p>The plan promoted some visionary ideas for the precincts. Many of these are considered high cost and would be difficult to sell to the current elected officials.</p> <p>The political process definitely had an influence and is evidenced by components of the plan that have been changed or removed by resolutions of the council. This includes the Major Community Facility, Hampden Bridge demolition etc.</p> <p>The scope of the works scheduled for the Beach changed as we got on the site as it became evident that works were not going to fit within allocated budget.</p> <p>There was a \$40,000 budget allocated for design works for stage 1 works at the beach and a total budget of \$1.02 million for works at the Beach. It reality</p>	<p>Again I was not involved but surely the most influential aspect should have been a thorough site analysis combined with formulating an overall vision. This should be done early on in the process.</p> <p>I feel that the budgetary and political process/analysis was a positive contribution to ensure the backing of politicians and that the ideas are feasible. As mentioned in point 3, above, without secure funding a strong marketing campaign was required which I am not sure took place.</p>	<p>The councillors, community and General Managers views shaped the design process.</p> <p>There were a number of councillor workshops that shaped the process and obviously the consultants shaped the process. For sure the budget process influenced the project and this is seen as bad, we don’t allocate enough funding and then priority change and whatever funds we are given are reallocated – no funding commitment.</p> <p>Likewise the political machine, the councillors shaped the process and initially this was good as there was a commitment, but this changed with new councillors and then new projects came along and the politicians lost focus</p>

	view Aims have generally remained the same but the influences above have resulted in delays in implementing the plan and its full realisation.	– is this value for money? Heavy reliance on Council / community funding. Funding arrangements should have been stronger – longer term commitment by council as priorities change over time.			the works delivered were modified to suit the budget and there could have potentially been better outcomes if this was not the case. The works at the beach consisted of ‘low hanging fruit’ the easy and cheap things so we could get wins on the board. The works at the beach were a high priority and thus were commenced ASAP due to high visitation rates. The political and financial influences definitely detracted from the full value that the plan potentially offered the community. The master plan and the works proposed also relied a lot on private sector investment which is a little aspirational and it has been difficult to get private investors on board in a climate where it appears that the plan is no longer a priority for Council.		and this is now bad as there is no political drive for the implementation of the plan.
<i>Implementation</i>							
<i>Have the works identified in the Riverside Master plan and carried out to date (specially the Wagga Wagga Beach component) been implemented in accordance with the Master Plan?</i>	Some elements have not been completed in their entirety. No priority funding allocated past stage 1, still constraints onsite e.g. caravan park and flooding design perception that it is irresponsible use of funds to develop on the river side of the levy. Political prioritisation has changed over time e.g. Major Community Facility.	Yes definitely, but works progressing slowly in some areas due to lack of funding commitment and shifting council priorities.	Yes Stage 1 works have been completed pretty much in accordance with the objectives of the master plan. This project has been very successful and has greatly enhanced the amenity of this area and the usage by the public and for events has increased dramatically since these works were completed, e.g. Cork and Fork Events, Australia Day etc. Consultants should come back to review the plan and work with the engineers on delivery / designing levy bank works.	I have not been involved in any component of the implementation of the Plan, and so do not have a knowledge base from which to contribute to this component of the questionnaire. A recent visit to the site however has definitely confirmed to me that the area has been revitalised and regenerated, it has its own identity its always been known as the ‘Beach’ but has a more vital and acknowledged sense of place now.	Wagga Wagga City Council is working toward the implementation of the master plan. In the beach precinct, the master plan was the vision for the creation of the Landscape implementation plan for the area. This master plan was the basis for the recent upgrade of stage 1 of the master plan. The staging of the works at the Beach have been adhered to and we have done what we can currently afford.	Not quite all of them for stage 1 works at the Beach anyway. Again the plan was high level and very aspirational, the aspirational works have not progressed. The plan did allow for some flexibility in terms of how some of the works would be designed. But many of the high level works have been commenced if not completed and have revitalised the area and created a sense of place.	Yes many of them have. Not all works have been completed as they have been split into stages; stage 1 works are mostly complete. We have done what the budget allocation has allowed for I guess. No priority funding allocated past stage 1. Some of the works have changed in terms of their designs, the concepts remain the same but the design has been carried out to match available budget.

			The works have definitely revitalised the area and created a sense of place and vitality for the area, created separate areas within precincts and is more accessible now.				
<i>Have the aspirations and commitments in the plan been realised? Why or why not?</i>	<p>Some aspirations have been achieved as the beach has become an event facility that is in demand. The community are also using the facility more and there is now a higher level of amenity around Wagga beach area. There are still limiting factors such as the connectivity to the city due to barriers that the levy and Tarcutta Street create. These issues may be resolved with future planning projects currently being undertaken.</p> <p>Ultimately it appears project implementation has been undertaken with a minimalistic approach which allows additional use but does not fully address the overarching urban design principles and aspirations of the plan.</p>	<p>In part, but not fully realised, should be greater prioritisation of works, internal disputes over maintenance of areas and funding.</p> <p>The full aspirations have not been realised as Council commitment has waned over time and funds have either not been allocated for all projects or have been reallocated to shifting priorities.</p> <p>A real shame cause the plan was pretty innovative and could have made the Riverside and iconic public space that drew community and visitors alike to Wagga with associated economic flow on effects for the city.</p>	<p>The commitments are still mostly there, it is my understanding that Stage 2 works are planned for 2019 however I am not sure if there is a relevant commitment in the Long Term Financial Plan – so no cash to deliver. So the aspirations have not been fully realised. Also it is my understanding that there is some political influence already being exerted by the caravan park owner wishing to stay put.</p> <p>I think also the changes in design to the levee bank will have an overall deleterious effect on the final result for the master plan. These changes are yet to be realised.</p> <p>Again a delay in implementation due to money and shifting priorities of different Councils and loss of champions will ensure that the plan is not fully realised.</p>	I have not been involved in any component of the implementation of the Plan, and so do not have a knowledge base from which to contribute to this component of the questionnaire.	The master plan has a very high level vision. While some of the areas identified in the master plan have been upgraded, some of the elements have been identified “not to proceed” by feasibility and financial modelling. I would say that the aspirations have not been fully realised as yet – its funding related. The Major community facility is an example of this. The master plan was also not adopted with a funding allocation into the future for projects and therefore components of the plan have been upgraded in an adhoc way as funding becomes available.	Yes for the Beach area for sure. The whole aspiration was to create a sense of place and reactivate the area and the works done to date have ensured that this has occurred.	<p>I don’t believe the aspirations have been fully realised but we are getting there – this is a result of the fact that all the project commitments have not been delivered due to funding and prioritisation failings.</p> <p>I believe that the social outcomes in the form of social connectivity and creation of sense of place at the Beach have been realised. The community and visitors alike gather at the Beach much more frequently now and it is being used more, all the elements are being used and it has become a destination for everyone.</p>
<i>Have design aspirations been dictated or sacrificed by financial and political factors? What other factors have influenced the realisation of the original plan objectives?</i>	<p>Yes.</p> <p>Current Council having different priorities have influenced the realisation of the plan.</p> <p>The gas works site continues to limit land use opportunities which could potentially provide master planning funding through the sale of such land.</p>	<p>Yes obviously.</p> <p>Funding and associated project budgets ensure that works can be carried out.</p> <p>I would like to think that many of the works in the plan have been delayed but not sacrificed. We are now just concentrating on using available funds to complete quality design</p>	<p>Comments as above, I think it is too early to tell yet whether these will have a major influence on the outcome. Having said that, times change and design principles can change.</p> <p>Having more information now on the levee bank design and the requirement for it to be raised some 300mm to</p>	I have not been involved in any component of the implementation of the Plan, and so do not have a knowledge base from which to contribute to this component of the questionnaire.	<p>Yes. As mentioned above, the concept of the major community facility was discounted after it become obvious that the cost to benefit was not evident.</p> <p>Other factors:</p> <ul style="list-style-type: none"> • Levee upgrade • Land ownership – Crown • Community Appetite 	<p>Only slightly – again there was design flexibility allowed for by virtue of only some concept designs being done and Council was allowed to obtain the detail of the design to achieve these high level aspirations e.g. The Beach Landscape Master plan.</p> <p>Other factors:</p> <ul style="list-style-type: none"> • World events • Community Appetite • Community pressure • Funding prioritisation 	<p>As I said before; yes.</p> <p>Current Council having different priorities have influenced the realisation of the plan.</p> <p>The levy bank design aspirations have been sacrificed due to budget constraints – there will be no glass walled sections anymore, also the major community facilities</p>

	<p>The priority of the levy bank project and uncertainty around funding could impact greatly on the riverside master plan objectives and its realisation. It has been looked at from an engineering perspective as opposed to open space integration and useability/connectivity perspective.</p>	<p>works and are seeking additional funding commitments to deliver rest of works.</p> <p>The political realm appears to want master plans to be developed but never see them through to completion with respect of the implementation aspects - the political realm needs to choose one plan at a time and allocate funds to complete it and then move to next plan, etc.</p>	<p>help protect the city from being flooded in a 1:100 flood event inevitably will have an effect on the original outcomes of the master plan.</p> <p>I don't think there have been financial constraints yet placed on the project; if the Stage 2 works are funded then the project will continue successfully. It is also my understanding that proposed commercial development on the corner of Tarcutta St and Cross St is also progressing. So certain elements of the master plan are proceeding in an ordered way. Further commercial development is also proposed for Sturt St which was originally outlined in the master plan.</p> <p>So far, so good, stage 1 has been successful.</p> <p>Other factors :</p> <ul style="list-style-type: none"> - Flooding considerations - Site constraints - New council - New G.M. - New staff <p>Having a collaborative Council who works well with staff to deliver outcomes when politics are in sync with vision then good outcomes arise.</p>		<ul style="list-style-type: none"> • Community pressure on Councillors – relocation of the caravan park • Funding prioritisation <p>Other factors that have affected the realisation of the plan include the inability of council areas to work together to realise the different works in the plan. Different areas have different priorities and this affects the ability to deliver in an effective and coordinated fashion.</p> <p>One of the big shortfalls of the plan was that the costing didn't take into account ongoing maintenance budgets and this causes friction within the operational arms of council who are responsible for such maintenance as it places pressure on already limited budgets.</p> <p>If you expend money on the creation of these master plans then you need to ensure that there are mechanisms in place that bind subsequent councils and senior staff to their delivery – we need to prioritise better as an industry.</p>		<p>project has been scratched due to the anticipated cost of the project which is really short-sighted.</p> <p>Other factors that have influenced the realisation of the plan included flooding, indecision of Council and internal staff on implementing the plan and committing to it and the successive loss of staff especially the former GM who championed the plan – there is no champion anymore!</p>

Appendix 5 – Checklist for Creating Public Open Space Master Plans

Master Plan and Urban Design Principles for Public Space Checklist

Master Plan Consideration	Vision And Objectives	Clear and Understandable	Flexible	Implementation Commitments and Funding Model	Promotes Multiple Land uses	Considers Social, Environmental and Economic Outcomes	Consultative Collaborative Plan Development Process	Effective Monitoring and Review Mechanisms Provided for
<i>Yes</i>								
<i>No</i>								
<i>Evidence</i>								
<i>Comment</i>	Does the Plan outline a realistic vision and objectives?	Is the plan written in a way that is clear and understandable?	Is the plan flexible in terms of its delivery? Is the plan fluid and open to change?	Have private partnership and private investment opportunities been considered? Has a workable and realistic implementation schedule been developed? Has consultation occurred with relevant stakeholders in this regards?	Does the land promote a variety of land use opportunities that support and promote the vision and objectives of the Plan?	Does the plan consider and promote environmental, social and economic outcomes for the site and locality? How?	Has a consultation strategy been created? Does the plan consider all relevant stakeholders and allow for genuine consideration of feedback?	Is the plan supported by effective monitoring and review provisions? Is the timing of these provisions suitable?
Consideration of Urban Design Principle	Good form	Function	Legible and Permeable	Diversity	Vitality	Meaning	Accessible	Security
<i>Yes</i>								
<i>No</i>								
<i>Evidence</i>								
<i>Comment</i>	Does the plan promote good public open space form? How is this evidenced and achieved? Can this be improved?	Does the plan promote function of the public open space in its design? How is this evidenced and achieved? Can this be improved?	Does the plan promote legibility and permeability of the public open space in its design? How is this evidenced and achieved? Can this be improved?	Does the plan promote diversity of use within the public open space? How is this evidenced and achieved? Can this be improved?	Does the plan promote a sense of vitality within the public open space? How is this evidenced and achieved? Can this be improved?	Does the plan promote and consider the concept of ‘meaning’ for and within the public open space? How is this evidenced and achieved? Can this be improved?	Does the plan promote accessibility within, through and around the public open space? How is this evidenced and achieved? Can this be improved?	Does the plan promote and provide for security for users of the public space? How is this evidenced and achieved? Can this be improved?

Appendix 6 – Open Space Typology

Space Type	Description	Primary Function
Greenspaces		
Parks and gardens	Areas of land, normally enclosed, designed, constructed, managed and maintained as a public park or garden.	Informal activity or relaxation, social and community purposes, and horticultural or arboricultural displays.
Amenity greenspace	Managed and maintained Landscaped areas with no designated specific use by people.	Providing visual amenity or separating different buildings or land uses for environmental, visual or safety reasons. They may also be used, incidentally, as wildlife habitats.
Children's play areas	Designated and maintained areas providing safe and accessible opportunities for children's play normally connected to amenity greenspace.	Provide safe facilities for children to play, usually close to home and under informal supervision from nearby houses.
Sports facilities	Designed, constructed, managed and maintained, large and generally flat areas of grassland or specially designed artificial surfaces, used primarily for designated sports.	Accommodate practice, training and competition for recognized outdoor sports.
Green corridors	Routes linking different areas within a town or city as part of a designated and managed network and used for walking, cycling or horse riding or linking towns and cities to their surrounding countryside or country parks.	Provides for safe, environment friendly movement within urban areas. Moreover, they support wildlife colonization and therefore habitat creation.
Natural/semi- natural greenspaces	Undeveloped land with little or only limited maintenance which have been planted with native flora and or colonized by native wildlife. They also include woodland, railway embankments, river and canal banks and derelict land, which may in some cases be thought of as temporary natural greenspace.	To promote biodiversity and nature conservation.
Other functional greenspaces	Essentially allotments of land, the yards of religious buildings and cemeteries.	
Greyspaces		
Civic squares and plazas	Often containing statues or fountains and primarily paved, sometimes providing a setting for important public buildings.	
Market places	Usually with historic connotations.	
Pedestrian streets	Usually former roads which have been paved over and provided with seats and planters.	
Promenades and sea fronts	Usually used for recreational activities. They have special value when located at historical areas.	

Table 6.1: Open space typology (Al - hagla, 2008)

Stanley provides a more condensed typology of open space in table 2 below.

Scale	Transport facilities	Streets	Plazas	Recreational space	Incidental space	Parks and gardens	Food production areas
City	Airports; harbors; freeways	Central boulevards	Large formal plazas	Stadiums; greenbelts	Semi-wild areas	Large formal parks and gardens	Orchards; Large agricultural plots
Neighborhood	Train stations; city gate areas; storage lots	Streets	neighbor-hood plazas	Sports facilities; playgrounds	Empty lots; transportation borders	Institutional gardens; small parks; cemeteries	Neighborhood gardens; communal grazing land
Residence	Parking areas	Alleys; paths	Interior courtyards	Houseyard Playspace	Marginalized space	Houseyard gardens	Kitchen gardens


Greyspace

Greenspace

Table 6.2: Open Space Typology (Stanley et al. 2012)

Appendix 7 – Social, Economic and Environmental Benefits of Public Space

The benefits of public space can be categorised into environmental, social and economic benefits. These benefits are summarized in Table 2.1.

Social Benefits	Economic Benefits	Environmental Benefits
Important community asset, offers significant cultural, physical and health benefits (Gehl 2010; Kellet & Rofe 2009; Wooley et al. 2004).	Woolley (2004, p.4) states that ‘as towns increasingly compete with one another to attract investment, the presence of good parks, squares, gardens and other public spaces becomes a vital business and marketing tool’.	Controls pollution, promotes biodiversity, encourages wildlife movement, managing urban drainage and contributes to energy reduction (Woolley 2003).
Represents a democratic forum where citizens and society can come together and interact (Cattell et al. (2008).	The Scottish Government (2008) recognises that public space provision can deliver significant economic benefits by contributing to the invigoration of retail, commerce and recreational developments that create appealing investment opportunities for investors and pleasant experiences for customers.	Woolley (2003) holds the view that the environmental value that public open space can promote in urban areas can be divided in three main values the: <ol style="list-style-type: none"> 1. reduction in the adverse effects of climate change 2. reduction in the incidence of micro-climate 3. Improvement to ecologic systems in urban environments.
Promotes the strengthening of social connections that seem to be eroding from many communities in our urban areas (Wooley et al. 2004). Encourages a sense of belonging to community members (Kelly et al. 2012).	Carmona et al. (2008) believes that from an economic perspective, public space: <ul style="list-style-type: none"> - <i>‘can have a positive impact on property prices – research suggests variously by between 5 per cent (Colin Buchanan and Partners 2007) 8 per cent (Luttik 2000) and 15 per cent (Peiser and Schwann 1993) or even up to 34 per cent in some circumstances (CABE 2005a);</i> - <i>is good for business – boosting commercial trading by 40 per cent in one case (DoE and ATCM 1997);</i> - <i>raises land value and levels of investment (Luther and Gruehin 2001; Phillips 2000);</i> - <i>helps boost regional economic performance (Frontier Economics</i> 	Public open space can be utilised to address carbon dioxide emissions (Morancho 2003). Carbon-dioxide is a major contributor to the phenomenon of global warming. Morancho (2003) further believes that open space that provides for vegetation is the only urban fabric that can absorb and contribute to the treatment of carbon monoxide in our urban environments. <p>Woolley (2003) promotes the notion that urban public open space can act to reduce the adverse effects of micro climates in an urban context.</p>

	2004)'. <i>Carmona (2008, p.7).</i>	
'Public spaces are the primary site of public culture; they are a window into the city's soul' (Zukin 1995, p. 259).	A number of authors (Sykes and Roberts 2000; Carmona 2010; Al Waer 2013) recognise that the delivery of public space benefits can be assisted by utilising an integrated planning approach and delivery framework that considers 'triple bottom line' public space considerations.	Ecological systems and communities can be developed and even promoted by the introduction of public open space in urban areas for the enjoyment of the community (Goddard et al., 2010). Baines (1999) and Dovey (2000) promote an ecological approach to the provision of public open space as they recognise the benefits that such space affords citizenry.
Carmona et al. (2008) believes that overall and from a social benefit perspective public space: <ul style="list-style-type: none"> - <i>'delivers learning benefits to children, creative play, and reduces absenteeism (Fjortoft 2001; Taylor et al. 1998);</i> - <i>nurtures social and cognitive skills (Pellegrini and Blatchford 1993);</i> - <i>can help to reduce incidents of crime and anti-social behaviour (McKay 1998; Conolly 2002; Painter 1996; Loukaitou-Sideris et al. 2001; CABE 2005b);</i> - <i>promotes neighbourliness and social cohesion (Baulkwill 2002; Massey 2002; Quayle and Driessen van der Lieck 1997; Kuo et al.1998; Appleyard 1981);</i> - <i>provides a venue for social events (Schuster 1995);</i> - <i>reduces child mortality – by avoiding car-dominated environments (Living Streets 2001; Maconachie and Elliston 2002);</i> - <i>provides a venue for social interchange and for supporting the social life of communities (Mean and Tims 2005; Dines and Cattell 2006; Jones et al. 2007; Watson 2006)'. Carmona et al. (2008, p.7).</i> 	Carmona et al. (2008) believes that in general and from an environmental perspective that public space: <ul style="list-style-type: none"> - <i>can encourage the use of sustainable modes of transport (Gehl and Gemzøe 1996; 2000);</i> - <i>improves air quality, reduces heat island effects, pollution and water run-off (Littlefair et al. 2000; Whitford et al. 2001; Shashua- Bar and Hoffman 2000; Upmanis 2000);</i> - <i>creates opportunities for urban wildlife to flourish (Shoard 2003)'. Carmona et al. (2008, p.7).</i> 	

Table 7.1: Social, Economic and Environmental Benefits of Public Space

Appendix 8 – Master Plan Design and Implementation

Design	Implementation
Test strategic framework:	Prepare implementation strategy, start during preparation stage:
<ul style="list-style-type: none"> • collect any further baseline information 	<ul style="list-style-type: none"> • timetable
<ul style="list-style-type: none"> • test and develop the business case 	<ul style="list-style-type: none"> • funding
<ul style="list-style-type: none"> • review and expand vision. 	<ul style="list-style-type: none"> • delivery vehicles or agency
Prepare and test land use and plan layout options.	<ul style="list-style-type: none"> • partners in local delivery
Test against potential implementation models and options.	<ul style="list-style-type: none"> • marketing
Consultation – stakeholder consultation and feedback.	<ul style="list-style-type: none"> • management and maintenance strategy
Prepare draft spatial master plan including three dimensional urban design proposals.	<ul style="list-style-type: none"> • risk analysis.
Development capacity analysis and testing	Where appropriate establish principles in policy.
Urban design refinement.	Establish mechanisms for delivering design quality in projects:
Finalise spatial master plan and report, including implementation mechanisms.	<ul style="list-style-type: none"> • design briefs
	<ul style="list-style-type: none"> • design guidelines
	<ul style="list-style-type: none"> • design codes
	<ul style="list-style-type: none"> • team of architects and designers
	<ul style="list-style-type: none"> • competitions
	<ul style="list-style-type: none"> • design advisory panel.
	Market the development opportunities / find development partners.
	Delivering Projects
	<ul style="list-style-type: none"> • Monitor proposals against master planning key principles.
	<ul style="list-style-type: none"> • Review and amend if baseline conditions change.

Table 8.1 - Master Plan Design and Implementation (CABE 2008, p 40).

Appendix 9 - Key Theorists and Key Urban Design Principles

Commentator / Theorist	Literature Reference Source	Overview
Gehl, Jan	Life Between Buildings (1987), New City Spaces and Public Spaces (2003).	A Danish architect and urban design consultant based in Copenhagen whose career has focused on improving the quality of urban life by re-orienting city design towards the pedestrian and cyclist. Many of his publications have considered the positive and negative aspects of public space with a clear promotion towards pedestrian life.
Carmona, Mathew	Public Places Urban Spaces 2010	Urban theorist and commentator who proposes a framework of six key dimensions looking at urban design and public space today: morphological, perceptual, social, visual, functional and temporal.
Mossop, Elizabeth	Public Space: Civilising The City (2001).	An Australian author who explores the Australian perspective of the public realm, its evolution and emphasises of effective urban design as a tool to promote urban liveability.
Corbett, Nick	Transforming cities: Revival in the square (2004).	Believes that urban design is about creating visually stimulating, safe, and sustainable settlements. Identifies the physical components that make good public spaces, and by championing closer working relationships between the main development players.
Gallacher, Pauline	Everyday Spaces: The potential of neighbourhood spaces (2005).	Commentator that recognises importance of effective public open space management and design of spaces as important considerations for open space provision in the United Kingdom.

Table 9.1: Key Urban Design and Public Open Space Commentators.

Principles	Authors	Comment
Good form	Sternberg (2000, p.271) Project for Public Places (2016)	Stenberg (2000) believes that good form can be achieved by controlling spatial and compositional relationships with the built environment that good form promotes continuity across boundaries. Urban commentators unanimously agree that function of public space should always be considered and that function

		<p>influences the form of a public space.</p> <p>Jacobs (1961) highlights the influence that urban form has on urban life and how important this influence is on the social networks of people.</p>
Legibility	CABE (2004) Sternberg (2000)	<p>This principle concerns itself with an environments ability to create a clear image of itself and which is easy to understand and use or travel through.</p> <p>Sternberg is of the opinion that the principle of legibility lends itself to ensuring that public space is easily recognisable and forms distinct patterns which are easy to navigate.</p>
Vitality	Lynch (1981) Montgomery (1998)	<p>The principle of vitality concerns itself with a public space promoting vibrancy and activity.</p> <p>The level of vitality that a space encompasses has been suggested as a basis for people’s use and enjoyment of an open space. (Lynch, 1981).</p> <p>Montgomery (1998) argues that it is possible to generate vitality by programming events and activities within public space.</p>
Meaning	Cooper and Francis (1998, p. 91) Goheen (1998, p.1)	<p>There is increased acknowledgement by urban commentators that use of an open space may not in itself be enough to make a space successful.</p> <p>The meaning of public space can encapsulate and express a cultural experience for an urban area whilst also promoting diversity and inclusion of community members and users.</p> <p>The larger meaning of an environment for people is an important dimension of urban public space quality. Open spaces can have a larger connectedness for people, as seen for example in the national attachment to Circular Quay or Hyde Park or in the local example of the attachment to Wagga Wagga Beach.</p> <p>Cooper and Francis (1998, p. 91) note that the fact ‘that a space is considered as an important symbol or reference may be enough for people to attach meaning to the open space even though they are not using it’.</p> <p>‘Public space in the modern city is charged with meaning and with controversy’ (Goheen 1998, p.1).</p>
Comfort	Cooper and Francis (1998, p.90) Carmona (2010)	<p>Another key principle in public open space provision is comfort.</p> <p>This principle concerns itself with the environments ability to meet user needs.</p> <p>Public open space should be designed to be adequate and comfortable, consideration for seating, chairs, tables, protection from the elements, solar access are considered important principles for open space use and satisfaction (Cooper and Francis 1998).</p> <p>Carmona (2010) is of the view that successful public</p>

		<p>spaces will provide a comfortable environment for users with success of this being measured by duration of use.</p> <p>Physical design and/or management strategies can also improve the sense of comfort of public space (Carmona, 2010, p. 209).</p>
Accessibility	<p>Lynch (1981) Frumkin (2001) Hill (2002) Jackson (2003)</p>	<p>Public access to public open space is an important principle to open space quality. Lynch (1981) defines accessibility in terms of open-space rights such as the right of presence, use and action.</p> <p>Lynch’s concept of spatial rights provides a useful measure of the effective accessibility of open space.</p> <p>Proximity to and accessibility of public open space, especially green space has positive physical and emotional benefits for community members (Frumkin 2001; Hill 2002; Jackson 2003).</p>
Security	<p>Copper and Francis (1998, p. 89) Kellett and Rofe (2009, p.58)</p>	<p>It has been identified in a number of studies that feeling safe and secure in an open space is an important principle that promotes the use and success of such space (Copper and Francis 1998).</p> <p>‘Users of open space need to feel safe regardless of sex or age. Designs should take account of CPTED principles to ensure security’ (Kellett and Rofe 2009, p.58).</p>
Permeability	<p>CABE (2004) Pancholi et al. (2014) Casey (1996)</p>	<p>A place that is easy to move through (CABE 2004).</p> <p>Permeability is a major attribute in facilitating the progressive sense of place making creating a sense of spatio-temporal permanence (Pancholi 2014).</p> <p>Casey (1996) suggests that a place to be successful should be permeable and have porosity boundaries.</p>

Table 9.2: Principles for Public Open Space Development.

Appendix 10 – Design & Management Recommendations for Public Open Space

<i>Uses and Activities</i>	
<i>Comfort and Image</i>	<ul style="list-style-type: none"> • Provide amenities that will support desired activities. • Create focal points where people gather. • Develop a series of community-oriented programs with local talent from institutions (churches, schools, libraries, farmers markets, and so forth) to attract people in the short term and to demonstrate that someone is in charge. • Change the type of events that are held or modify the space, if necessary, to better accommodate events. • Work with adjacent property owners and retailers to develop strategies to lease ground floors of empty buildings and help revitalize the area.
<i>Access and Linkages</i>	<ul style="list-style-type: none"> • Add practical amenities - seating, telephones, waste receptacles, information booths, food vendors, community-oriented public art, flowers and fountains - in carefully considered locations. • Create a management presence through vendors or food and information kiosks by creating an entrance or adding a view on to the place from windows in an adjacent building. • Increase security by providing more uses for activities at the place, which will increase the number of people present, or by appointing an individual to be in charge of security. • Upgrade maintenance, including daily cleaning, and preventive maintenance of physical facilities. • Establish a community - policing program.
<i>Sociability</i>	<ul style="list-style-type: none"> • Widen sidewalks or provide sidewalk extensions at crosswalks, better balancing pedestrian uses with other uses (vehicles, transit vehicles, bicycles, deliveries, and so forth). • Construct clearly marked and/or conveniently located crosswalks. • Make accommodations for bicycle users (bike lanes, lockers, storage racks, etc.). • Infill vacant lots with structures and uses to create continuity of pedestrian experience. • Balance on-street parking with other uses. • Change traffic signal timing to improve pedestrian access. • Improve use of parking through changes in enforcement or regulation.
	<ul style="list-style-type: none"> • Develop focal points - public gathering places that accommodate a variety of activities. • Arrange amenities to encourage social interaction, such as grouped benches and movable seating. • Stage special events and activities to draw people. • Encourage community volunteers to assist with improvements or maintenance of a place. • Provide a variety of uses in adjacent building to attract a diversity of people.
<p>Found in Francis, 2003, p. 69, originally in How to Turn a Place Around, 2000, p. 86-93</p>	

Table 5.1 - Design & Management Recommendations for Public Open Space.

Appendix 11 –

Site Appraisal Guide

Research Project by Colby Farmer for the University of Technology Sydney, Centre for Local Government

Key Considerations –

1. Determine the purpose of observation activity as related to the overall research objectives.
2. Determine the issue/item to be observed.
3. Consider the accessibility of the issue/item and the venues for observation.
4. Select the site, time of day, and date(s) and identify how long observation data will be collected for on each occasion.
5. Develop strategy to investigate / see site most effectively.
6. Consider how I will present myself and explain my presence at site if necessary.
7. Record notes and observations.
8. Take required resources such as notebook and a pen.

Item	Comment
Name of Research Project	Urban design principles for creating public open space master plans and their application to Wagga Wagga's Riverside Precinct
Name of Locality	Wagga Wagga NSW
Name of Researcher	Colby Farmer
Observation Date and Time	9 July 2016 at 2.30 p.m.
Observation	
1. Observation on number of users at Wagga Wagga Beach at time of observation	Twenty – one (21) persons were utilising and present at the area at the time of site appraisal
2. Observation on what public space works have been delivered on ground from master plan at time of observation.	At the time of site visit in was noted that the following works had been completed : <ol style="list-style-type: none"> 1. Filling for new landforms 2. Realignment of Beach vehicle access and partially complete new road around the site 3. Renovation works to existing toilet facilities 4. Regeneration of Beach area through installation of grassed areas and terraces 5. 2 new BBQ installed 6. Upgrade undertaken to Canoe shed.
3. Observation on 'Good form' at site.	Works considered to have contributed to the promotion of 'good form' in the area include: <ul style="list-style-type: none"> • Filling for new landforms which have shaped the area and contribute to form and function • Realignment of beach car access and partial new road which has provided delineation of the entry into the area it defines the space • Renovation of existing toilet block – the works have created articulation by virtue

	<ul style="list-style-type: none"> of extension to the building • Regeneration of Beach area in the form of grassed areas and terraces • Installation of 2 new BBQ facilities • Upgrade to canoe shed – extension of building good architectural form • 3 new picnic shelters
4. Observation on ‘Functionality’ of site.	<p>Works considered to have contributed to the promotion of ‘functionality’ in the area include:</p> <ul style="list-style-type: none"> • Filling for new landforms which have shaped the area and contribute to form and function • Realignment of beach car access and partial new road • Renovation of existing toilet block • Regeneration of Beach area in the form of grassed areas and terraces • Installation of 2 new BBQ facilities • Upgrade to canoe shed • 3 new picnic shelters
5. Observation on ‘Legibility and Permeability’ of site.	<p>Works considered to have contributed to the promotion of ‘legibility’ in the area include:</p> <ul style="list-style-type: none"> • Filling for new landforms which have shaped the area • Realignment of beach car access and partial new road • Renovation of existing toilet block • Regeneration of Beach area in the form of grassed areas and terraces
6. Observation on ‘Diversity’ of site.	<p>Works considered to have contributed to the promotion of ‘Diversity’ in the area include:</p> <ul style="list-style-type: none"> • Regeneration of Beach area in the form of grassed areas and terraces • Installation of 2 new BBQ facilities • Upgrade to canoe shed • 3 new picnic shelters
7. Observation on ‘Vitality’ of site.	<p>Works considered to have contributed to the promotion of ‘Vitality’ in the area include:</p> <ul style="list-style-type: none"> • Regeneration of Beach area in the form of grassed areas and terraces • Installation of 2 new BBQ facilities • Upgrade to canoe shed • 3 new picnic shelters
8. Observation on ‘Sense of Place’ of site.	<p>Works considered to have contributed to the promotion of ‘Sense of Place’ in the area include:</p> <ul style="list-style-type: none"> • Regeneration of Beach area in the form of grassed areas and terraces • Installation of 2 new BBQ facilities • Upgrade to canoe shed • 3 new picnic shelters
9. Observation on ‘Accessibility’ of site.	<p>Works considered to have contributed to the promotion of ‘Accessibility’ in the area include:</p> <ul style="list-style-type: none"> • Filling for new landforms • Realignment of beach car access and partial new road • Renovation of existing toilet block • Regeneration of Beach area in the form of grassed areas and terraces
10. Observation on ‘Security’ of site.	<p>Works considered to have contributed to the promotion of ‘Security’ in the area include:</p> <ul style="list-style-type: none"> • Upgrade to canoe shed (removed hiding spaces and installation of camera’s • New lighting has been installed in the area
General Comments	<p>The site visit confirmed that many of the works nominated within the master plan have been undertaken for stage 1 at least and the works appear to be high quality and are definitely very noticeable to those who have visited the site prior to such works being undertaken. There appears to be a real ‘sense of place’ at the Beach now and connectivity between the city and the Beach area has been established/enhanced. The area has always been a destination but even more so now and at the time of the site visit it appears that all the new works and elements are being used and it has become a destination for everyone.</p>