

FINAL MASTER PLAN

PENGUIN RECREATION GROUND

Central Coast Council Master Plan Project



- 1 A SUITE OF FURNITURE, MATERIAL, PLANTING AND SIGNAGE WILL PROVIDE A COHESIVE THEME TO THE SITE
- 2 SCREEN PLANTING TO CREATE PRIVACY AND NOISE ATTENUATION TO NEARBY RESIDENTS.
- 3 GATEWAY FEATURE ENTRY POINT WITH SCULPTURES AND PLANTING TO HIGHLIGHT THE SITE INCLUDING WAYFINDING SIGNAGE
- 4 CONNECTING SHARED PATHS WEAWE THROUGHOUT THE SITE AND PROVIDE CONNECTION TO GREATER PENGUIN WALKING TRAILS
- 5 CAR PARK WITH ACCESS TO COMMERCIAL AND COMMUNITY HUBS - APPROXIMATELY 40 CAR SPACES.
- 6 GARDEN BEDS WITH FEATURE PLANTING.
- 7 COMMERCIAL BUILDING MAY INCLUDE CAFE, RECEPTION SPACE, CHEMIST AND MEDICAL SUITES WITH STRONG LINKS TO COMMUNITY SPACE AND SITE.
- 8 INTERNAL ROAD SYSTEM FOR RESIDENTIAL ZONE. ROADS WOULD BE SHARED ZONES WITH LOW SPEED LIMITS AND DIFFERENT PAVEMENT TYPES TO INDICATE PEDESTRIAN ZONES
- 9 FORMAL GARDEN SPACE FOR SPECIAL EVENTS SUCH AS WEDDINGS AND FORMALS.
- 10 CIVIC PLAZA AREA CONNECTS COMMUNITY BUILDING AND COMMERCIAL BUILDING TO THE MAIN CENTRAL SPACE. PLAZA FOR EVENTS AND POP UP ACTIVITIES. INCLUDES AN ALL WEATHER COVERED AREA, SCULPTURES AND A HISTORY WALL TO TELL THE STORY OF THE SITE
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SUB PLAN A - RESIDENTIAL FEATURES

RESIDENTIAL DEVELOPMENT

THE STYLE OF THE HOUSING PRODUCT WOULD BE 2 TO 3 BEDROOM TOWNHOUSES WITH TWO GARAGES AND INCLUDE A SMALL PRIVATE COURTYARD TO THE REAR OF THE PROPERTY AS WELL AS A PRIVATE COURTYARD OR GRASS SPACE IN THE FRONT.

THE PROPERTIES WOULD BE DUAL FACING TO PROVIDE PASSIVE AND ACTIVE SURVEILLANCE OVER THE SITE.

THE INTENT IS THAT THE TOWNHOUSES ARE TWO STOREY, ALTHOUGH MAY BE CONSTRUCTED AS SINGLE STOREY AT THE FRONT WITH A RECESSED SECOND STOREY. SOME TOWNHOUSES MAY HAVE A SINGLE GARAGE WITH SEPARATE PRIVATE CAR PARK SPACE ON SITE FOR SECOND CAR.

THE HOUSING DESIGN AND CHARACTER IS TO REFLECT THE UNIQUE CHARACTER OF NEARBY PROPERTIES, PARTICULARLY NOTING THE DESIGN OF HOUSING IN BRANDON STREET.

THE INTERNAL ROAD NETWORK IS TO PROVIDE ACCESS TO THE RESIDENTIAL DEVELOPMENT.

THE TWO STOREY TOWNHOUSE DEVELOPMENT LOTS TO HAVE TWO TO THREE PROPERTIES PER LOT. LOT SIZE 400M2.

EXAMPLES OF RESIDENTIAL HOUSING OPTIONS



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SUB PLAN B - COMMERCIAL ZONE FEATURES

COMMERCIAL DEVELOPMENT

THE COMMERCIAL DEVELOPMENT WITHIN THE SITE WILL COMPLEMENT THE USES OF THE SITE, AS WELL AS BUSINESSES IN THE PENGUIN AREA.

AN OPEN PLAN BUILDING WITH FLEXIBLE SPACES FOR BOUTIQUE AND NICHE BUSINESSES/ COMMERCIAL OPERATIONS. FOCUS TO BE DIVERSE FROM EXISTING PENGUIN SHOPS TO CREATE A VIBRANT DEVELOPMENT THAT DRAWS LOCALS AND VISITORS ALIKE. THE SITE'S COMMERCIAL USES MAY INCLUDE CAFES WITH ALFRESCO DINING, BOUTIQUE SHORT STAY ACCOMMODATION, WEDDING AND PARTY RECEPTION SPACE, CHEMIST AND MEDICAL SUITES.

THEY WILL BE INTEGRALLY CONNECTED TO THE CIVIC SPACES AND THE RESIDENTIAL DEVELOPMENT.

THE COMMERCIAL BUILDING DEVELOPMENT WILL BE ANCHOR POINTS FOR ACTIVITY ON THE SITE AND HAVE A PRESENCE ALONG THE KEY ROAD FRONTAGES OF IRONCLIFFE ROAD AND KING EDWARD STREET .

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EXAMPLES - BUILDING FORM - BOUTIQUE ACCOMMODATION



EXAMPLES - BUILDING INTERNAL USES - BOUTIQUE ACCOMMODATION



EXAMPLES -COMMERCIAL BUILDING FORM AND USES



EXAMPLES - COMMERCIAL BUILDING INTERNAL USES



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SUB PLAN C - CIVIC ZONE FEATURES

CIVIC ZONES

COMMUNITY BUILDING, CENTRAL PLAZA AND FORMAL GARDEN

THE CIVIC ZONES PROVIDES A VIBRANT HEART TO THE DEVELOPMENT. THE DESIGN IS BASED AROUND CIRCLES TO SYMBOLISE AN INCLUSIVE SPACE.

CIRCLES PROVIDE AN INNATE HARMONY ASSOCIATED WITH THE SHAPE, THEY CREATE A SENSE OF FLOW AND CALMNESS AND CONNECT THE ELEMENTS THEY DISSECT.

THE CIVIC ZONE INCLUDES A COMMUNITY BUILDING THAT WILL HOUSE A NUMBER OF FUNCTIONS INCLUDING; FLEXIBLE SPACES FOR COMMUNITY ACTIVITIES. MAY INCLUDE STARTUPS, LINC, PLAYGROUP, YOUTH SPACE, TECHNOLOGY HUB AND COMMUNITY ROOMS. BUILDING TO INCLUDE EXTERNALLY ACCESSED PUBLIC TOILETS.

CIVIC PLAZA AREA CONNECTS THE COMMUNITY BUILDING AND THE COMMERCIAL BUILDING TO THE THE MAIN CENTRAL SPACE. THE PLAZA IS FOR EVENTS AND POP UP ACTIVITIES AND INCLUDES AN ALL WEATHER COVERED AREA, SCULPTURES AND A HISTORY WALL TO TELL THE STORY OF THE SITE .

AN ALL WEATHER COVERED AREA (CONSERVATORY) ADJACENT TO COMMUNITY BUILDING WITH A LARGER ALL WEATHER STRUCTURE OVER THE CENTRAL PLAZA , THIS WILL ENABLE HOSTING OF EVENTS AND ACTIVITIES ALL YEAR ROUND AND TO FURTHER ACTIVATE THE SPACE.

CIVIC SPACES BETWEEN THE BUILDINGS PROVIDE AREAS FOR MARKETS, POPUPS AND ACTIVITY SPACES AND GOOD VISUAL CONNECTIVITY THROUGH THE SITE.

A FORMAL GARDEN SPACE FOR LEISURE AND HIREABLE LOCATION FOR WEDDING CEREMONIES AND RECEPTIONS CREATING A POINT OF DIFFERENCE FOR THE DEVELOPMENT AND A CENTRAL PARK FEELING FOR THE TOWN.

EXAMPLES SHADE STRUCTURES



EXAMPLES FORMAL GARDEN



EXAMPLES OPEN GREEN SPACE



EXAMPLES OF PLAZA, CONNECTING SPACES AND HISTORY WALL



EXAMPLES OF COMMUNITY BUILDING AND STRUCTURES



PENGUIN RECREATION GROUND

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FINAL MASTER PLAN

CONNECTIONS

PENGUIN

RECREATION

GROUND

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WAYFINDING, TRAFFIC AND PEDESTRIAN FLOW

THE DEVELOPMENT OF THIS MASTER PLAN PLACES EMPHASIS ON ENSURING GOOD ACCESSIBILITY. PEDESTRIAN AND VEHICLE CONNECTIONS HAVE BEEN CREATED WITHIN THE SITE THAT LINK TO THE DIFFERENT ZONES. THE LINKS ALSO CONNECT WITH THE EXISTING PATHWAYS AND ROAD SYSTEMS IN PENGUIN, TOWARDS THE MAIN STREET CBD, THE OTHER OPEN SPACE AREAS AND TOWARDS THE PENGUIN DISTRICT SCHOOL AND DIAL COMPLEX.

EMPHASIS HAS ALSO BEEN TO PROVIDE SIGNIFICANT INCREASED ALL WEATHER PROTECTION. CONSIDERATION HAS BEEN GIVEN TO CREATE PEDESTRIAN-FRIENDLY LINKAGES WHILST MAINTAINING NECESSARY VEHICLE EFFICIENCIES.

SIGNAGE WILL BE USED TO ASSIST LOCALS AND VISITORS TO EXPLORE THE SITE AND DISCOVER NEW WAYS TO GET AROUND PENGUIN AND ITS SURROUNDS BY INTRODUCING WAY FINDING AND CONSISTENT DESIGN AND INTERPRETIVE SIGNAGE.

WAYFINDING SIGNAGE AND INTERPRETIVE SIGNAGE TO BE INCORPORATED INTO THE DEVELOPMENT OF THE SITE AND GREATER PENGUIN

SHARED VEHICLE / PEDESTRIAN ROAD NETWORK WITH REDUCED SPEEDS TO PROVIDE ACCESS THROUGH AND AROUND THE SITE FOR RESIDENT'S VEHICLES, CYCLISTS AND PEDESTRIAN MOVEMENT. ROAD NETWORK CONNECTS WITH EXISTING STREET NETWORK

FORMALISE PEDESTRIANS PATH NETWORK THROUGH THE SITE AND CONNECTS WITH OTHER PATH NETWORKS TO LINK TO THE GREATER PENGUIN AREA.

FORMALISE SHARED (PEDESTRIANS AND CYCLISTS) PATH NETWORK TO PROVIDE ACCESS THROUGH AND AROUND THE SITE AND CONNECTING WITH OTHER PATH NETWORKS TO LINK TO THE GREATER PENGUIN AREA.

THE PEDESTRIAN LINKS CONNECT TO OTHER AREAS IN PENGUIN INCLUDING THE PARKLAND NETWORK, HISCUTT PARK, MARKETS, MAIN STREET AND FORESHORE.

VEHICLE MOVEMENTS WITHIN THE SITE WILL BE SPEED LIMITED. SHARED PEDESTRIAN ZONES DEFINED BY A CHANGE IN PAVEMENT TYPES. FOR KEY EVENT ROADS MAY BE CLOSED.

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EXAMPLES OF PATHWAYS, ROADWAYS AND SIGNAGE



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LAYOUT WITH LANDMARK VIEWS

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Central Coast Council

Penguin Recreation Ground Master Plan Project

Community Engagement Report
June 2017

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Introduction

Penguin Recreation Ground (PRG) is located in central Penguin and is home to the Penguin Football and Cricket clubs. The community of Penguin has been at the forefront of sports and recreation provision since the 1970's. The development of the Penguin Sports and Recreation Centre in 1973 featured the largest single floor stadium in the State at the time. Central Coast Council's Open Space and Recreation Plan 2012-2022 identified that the facilities at PRG are due for replacement in approximately 10 years. The PRG is currently underutilised, the ground is undersized for cricket and football matches and it is landlocked in a residential area.

Considering the ground's limitations and the amount of expenditure required on the ground's assets in the short to medium term, the Open Space and Recreation Plan concluded that replacing these assets would not provide the same benefits as redirecting the funds to improving grounds that do not face the same constraints. It was recommended that relocating the users at the PRG to the Dial Regional Sports Complex was ideal and that this should be pursued as a matter of priority.

Council is currently working with the clubs, the community, sporting organisations and other government departments to implement the Dial Regional Sports Complex Master Plan and in particular, the current construction of the Dial Regional Sports Complex will allow the clubs to commence using the facilities from March 2018.

With the proposed relocation of the sporting clubs from the PRG, Council is considering what is the best use for the for this central and significant site in Penguin.

Community engagement consulting firm Engagement Plus and specifically Michelle Feenan, was commissioned to assist Council in the development of the Penguin Recreation Ground Master Plan with the initial target of completion being the end of 2016. Lucilla Marshall from Epic was also engaged to provide the design work using a 'place making' approach to produce the Master Plan itself.

This report provides a detailed description of the project and the key outcomes that influenced the development of the Final Master Plan. The complete Master Plan materials are listed at the end and accompany this report.

Current Context

With the Penguin Football and Cricket Clubs relocating to the Dial Regional Sports Complex once construction is completed in early 2018, the Council has been considering what is the best use for the site and embarked on a range of comprehensive community engagement activities in order to



determine the most appropriate use for the site and prepare a Master Plan to guide future development.

Some preliminary consultation commenced in August 2015 and included forums and a postcard campaign which sought information from the local community on what they thought would be the best use for the Penguin Recreation Ground.

Also of significance to the master planning work was the consideration of the social and economic profile for the area, and existing strategies and plans that are relevant to the Penguin township and the Central Coast region. Some of these relevant strategies and plans include:

- Penguin Urban Design Guidelines
- Central Coast Open Space and Recreation Plan 2012-2022
- Dial Regional Sports Complex Master Plan 2013
- Central Coast Parking Plan, 2015
- Johnson's Beach Reserve Master Plan, 2016

Details from these important and relevant plans were made available during the master planning process.

Community participation in the Master Planning process was vital to the success of the project and Council was keen to see strong participation by the community in developing the vision and future uses of the Penguin Recreation Ground.

Characteristics of PRG site

The Penguin Recreation Ground is currently home to the Penguin Football Club and Penguin Cricket Club. The PRG is owned by Council and it is approximately 2Ha in size. There is currently one field located on the site, a grandstand and two club houses. The site is fully fenced and surrounded by residential housing.

The PRG is currently underutilised and there is little scope for increasing use or user groups, other than by facilitating other groups to use the ground on days when it is currently unused.

The land is owned by Council, transferred by the state under the Crown Land Assessment and Classification (CLAC) Project process but has conditions set by the state prohibiting its sale or on-transfer without further negotiations with the Crown Land Services.



Map 1: Penguin Recreation Ground

Urban Design Guidelines for Penguin

In 2008 Council developed the Penguin Urban Design Guidelines. These guidelines provide an outline to manage change in a sustainable way and to achieve the desired objectives for Penguin's future growth.

The Urban Design Guidelines identify Penguin as a “unique seaside town a vibrant community... with sensitive and significant environmental values..... with coastal village character.” They state that “Penguin is both a sought out place of residence and a tourist destination. Penguin's assets contribute to its charm and vitality and in addition provide a catalyst for private investment and development that wish to take advantage of these attributes.”¹

The people of Penguin valued the sense of community, peacefulness, connection to the sea, small coastal town atmosphere, the lifestyle, natural environment, walkability and the family atmosphere. The research indicated that the people of Penguin were concerned with the loss of community, development that is inconsistent with the existing scale and character of the town, declining services, erosion of the beach, car parking, lack of services for the whole community and lack of retail premises and eateries.

¹ Parsons Brinckenhoff, *Penguin Urban Design Guidelines* Central Coast Council, 2008.



Some of the new development ideas identified from the Urban Design Guidelines that are relevant to the PRG include:

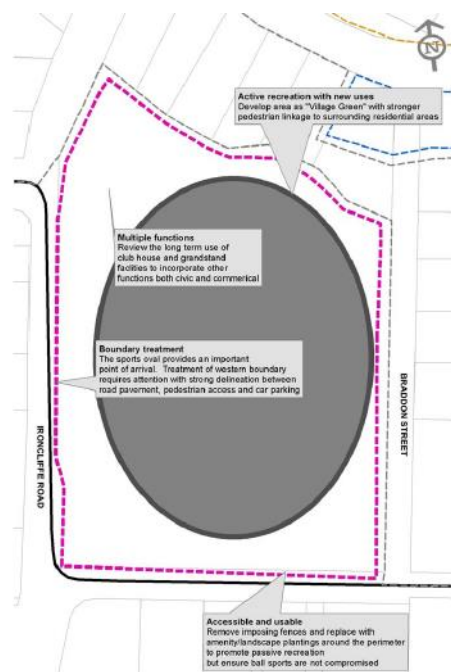
- encourage a mix of development,
- more cafes, shops, eateries, tourist accommodation,
- a civic centre/town hall,
- retain the existing character of the town and
- more outdoor youth facilities.

The Urban Design Guidelines identifies the PRG as Precinct 5 in Penguin. The Penguin Urban Design Guidelines have described opportunities at the PRG as follows.

“The sports oval provides a key opportunity for provision of public domain that recognises a range of active and passive recreation opportunities. The location provides a key link between adjacent residential uses, the commercial activities of the Penguin Market and the recreational opportunities of Hiscuitt Park. The long-term future of this open space should consider other regional sporting facilities and seek to improve a key entrance to Penguin. Major enhancement of this area using a more civic landscape treatment which promotes the use of the site for passive recreational activities is required. “

Some of the recommendations from the Urban Design Guidelines for the PRG included:

- Review use of club house and grandstand to incorporate other functions both civic and commercial.
- Remove imposing fences to promote passive recreation.
- Develop area as ‘Village Green’ with stronger pedestrian linkage to surrounding residential areas and in line with the multi recreational use of the land.
- Review the boundary and car parking especially on Ironcliffe Road to improve streetscape quality.





Overview of Demographic & Economic Profile

A detailed demographic and economic profile was developed for the Penguin based upon the 2011 ABS Census data. It should be noted that there has been changing dynamics in Tasmania in the recent years with stronger interest and visitation associated with tourism, with some of this impacting on the North West Coast. An updated profile based upon the 2016 ABS Census data will be useful to consider the changing demographics for the region.

Some of the key demographic and economic characteristics of the Central Coast that were highlighted in the profiles and were considered when developing the vision for the PRG site include:

- There are low population growth rates in Tasmania overall and this is reflected in the Central Coast;
- The population is ageing;
- There are less young people and young families;
- There have been significant increases in older persons over the past decade;
- There is forecasted to be significant growth in the over 60-year-old population;
- Life expectancy is increasing;
- There are high numbers of couple without children household and lone person households;
- There are significantly higher levels of separate house dwellings and lower proportion of medium and high-density housing;
- Central Coast has higher unemployment rates;
- Home ownership is higher than average;
- Income levels are lower than average;
- Tourism industry is very important to local economy;
- Gross Regional Product has been increasing slightly;
- Local jobs are also increasing slightly.

Further details about the key demographic and economic attributes of the Central Coast community are detailed in the Community Consultation Results Report.



Guiding principles for the project

The following principles were developed to guide assessment processes and final decision making in the project. The future development of the Penguin Recreation Ground will

- Promote Penguin's appeal for livability - a destination of lifestyle choice
- Maintain Penguin's coastal village character
- Enhances tourism opportunities and promotes economic prosperity
- Enables the sense of 'community' to prosper
- Preserve the sensitive and significant environmental values
- Ensuring the interests of future generations
- Respects the historical aspects of Penguin and the Penguin Recreation Ground

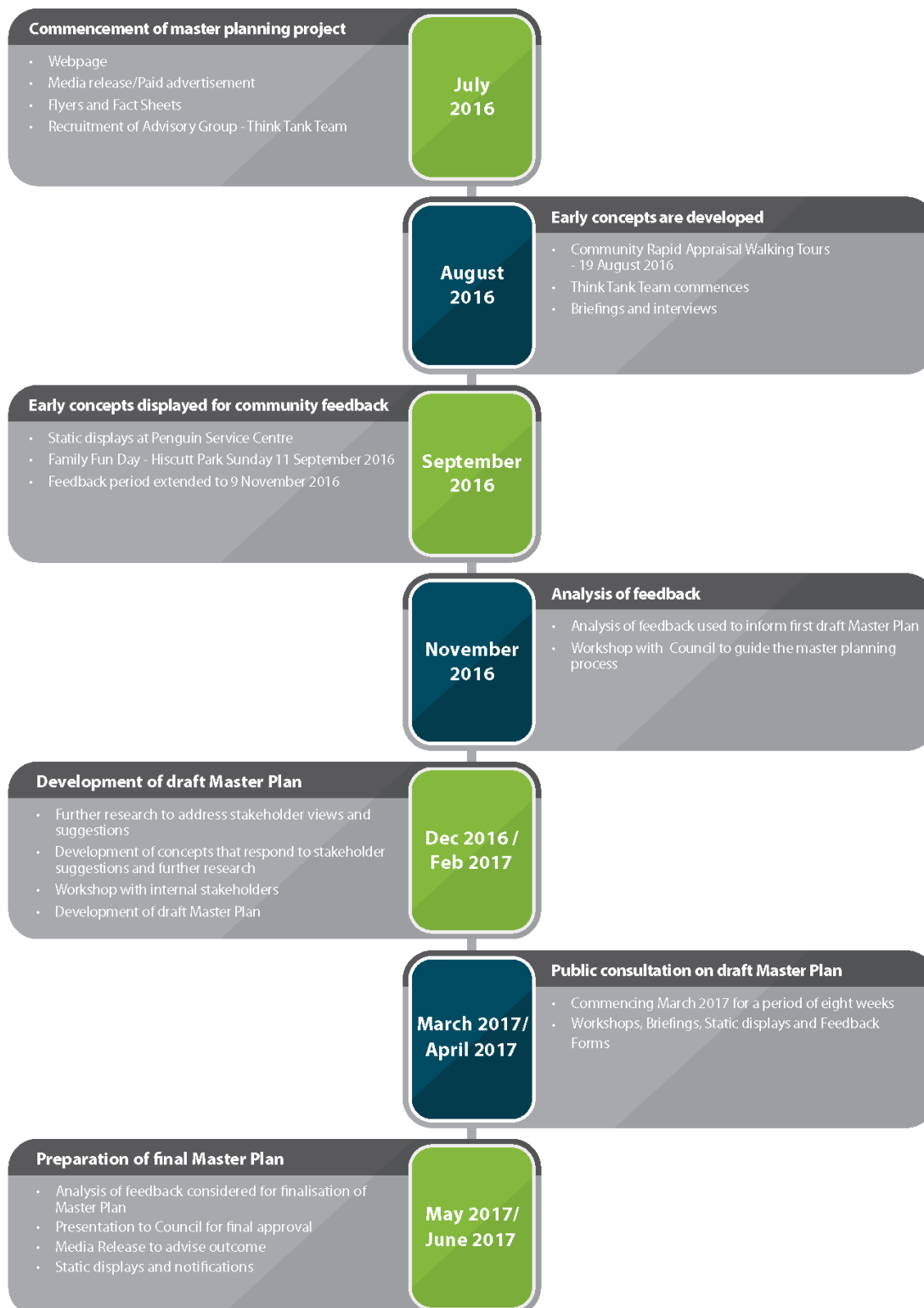
The principles have been referred to in all consultations to help the stakeholders, community and the councillors assess the function and design options that emerged through the engagement process. They have been important when considering the final attributes of the Master Plan itself.

Timeframes for the project:

The Penguin Recreation Ground Master Plan project commenced in mid-2016 and adopted three main stages to develop the Master Plan:

- | | |
|----------|-------------------|
| Stage 1: | Early Concepts |
| Stage 2: | Draft Master Plan |
| Stage 3: | Final Master Plan |

The project was due to be concluded in December 2016 but was extended to mid-2017 to allow for additional research to be completed. The illustration below sets out the key phases and relevant timeframes for the project.





Overview of the community engagement activities

Input from the key stakeholders and community is important for the master planning process. A number of strategies were used to gain community participation, input on ideas for the development of the site and to obtain feedback throughout each stage of the development of the Master Plan:

An overview of the community engagement activities is outlined below with the detailed results from this work contained in a separate Community Consultation Results Report.

Postcard Campaign

Stakeholders were able to share their views via a returned postcard, at community forums or via submission. The postcard highlighted an aerial photograph of the site on the front cover and on the back, were prompt questions seeking feedback on what residents thought should be the future vision and uses for the site.

Community Advisory Group - Thank Tank Team

Community Advisory Groups are a way of reaching the broader community and offer an opportunity to learn more about the project specifics. The purpose of the Think Tank Team was to provide input and feedback to Council through the concept development phases of the Penguin Recreation Ground Master Plan project.

The specific role of the Think Tank Team members was to:

1. Read and consider the relevant information provided by the project team
2. Assist others to understand what the information is about
3. Commit to participating in the four (4) sessions
4. Contribute to the project by learning from others, and sharing your ideas considering all of the Council area, its communities and relevant industries.

The Think Tank Team was an advisory group and not a decision-making group. All decisions about the progress and development of the Penguin Recreation Ground Master Plan were made by the Council's Project Team and ultimately the Councillors of the Central Coast Council.

Rapid Appraisal Site Tours

Interested community members and visitors were invited to participate in a guided tour of the Penguin Recreation Ground and surrounding areas. Participants were given a briefing, a guided tour appraisal form for completion and refreshments were provided at the end.



The 50 minute site tours were scheduled to occur:

- Friday 19 August 2016 – 4.00pm starting from Railway Station Centre
- Sunday 11 September 2016 – 10.00am to 2.00pm as part of the Fun Day activities

Fact Sheets

A project newsletter was distributed at key points in the project and Fact Sheets were developed to provide important information about different aspects of the master planning project and the region.

Family Fun Day

The Family Fun Day was to be an opportunity for the community to view first round concepts for Penguin Recreation Ground. The Fun Day was held at Hiscutt Park, Crescent Street, Penguin from 10.00am until 2.00pm. Rain cancelled out the planned entertainment and other activities however the concept options were on display under shelter with opportunities to meet the design team and hear about the ideas behind the concept options.

Feedback Form

Feedback was sought in a number of ways including dedicated Feedback Forms for the Early Concepts and Draft Master Plan phase. The Feedback Form was available in hard copy and online on the Council's website.

Static Displays

A range of visual material about the draft concepts were on display at the Penguin Service Centre, Main Road Penguin and at the Ulverstone Administration Centre, King Edward Street, Ulverstone. The displays changed with each stage of the project

- Round 1: draft early concepts to be considered for the draft Master Plan. Four options were developed and on display.
- Round 2: draft Master Plan showing site layout and supportive photographs and other drawings as impressions for how the site might be used.
- Round 3: Final Master Plan once endorsed by the Council.

Web page

A dedicated web page for the Penguin Recreation Ground Master Plan project was developed to enable the community to access information about the project, the materials produced during the master planning process and information about how to get involved in the consultation activities.



Project Email

Community members could raise queries or offer information with the project team by emailing the project email penguinrecground@centralcoast.tas.gov.au

E-Contact Register

Stakeholders and interested people could be kept informed about the Penguin Recreation Ground Master Plan Project by registering to go onto the project's e-contact database. Emailed information was provided at key milestones to those on the Contact Database.

Targeted briefing sessions and interviews

The Project Team provided briefing sessions for relevant key stakeholder groups and held one on one interviews where appropriate. These sessions were to provide key information about the project and obtain feedback on the master plan concepts at key stages.

Meetings or telephone discussions were held with:

- Penguin History Group who developed a Historical Report on the early development of the Penguin Recreation Ground
- The representative from the Tasmania Playgroup Association to discuss possible uses of the community space
- A representative on behalf of the business community to discuss parking and the need for long bay parking spaces close to the town centre
- A gathering of bus/coach companies servicing the Penguin area
- Dept of State Growth representative for the state-wide bus review
- Dept of Education representative for the LINC services in North West Tasmania
- TasRail representative to discuss implications from the proposed Master Plan
- Local developers interested in the project
- A representative from the Catholic Church Mersey Leven Parish to discuss implications of the proposed Master Plan including closing off Braddon Street.



Key Directions for the Master Plan

The combination of the early visioning exercise (Postcard Campaign) and the inputs from the Think Tank Team led the early concepts to a mixed-use approach for the site; a combination of residential, commercial and civic space. The residential and civic spaces were seen as being in high demand and therefore a priority for the early stages of development. The commercial spaces were not seen as an early priority but there was recognition that a footprint for future development was needed in the town.

The mixed-use approach to the site permeated the remainder of the master plan project as most of the feedback and community input supported this notion. The challenges were around what proportions for each of the elements and what best layout could meet all views and aspirations expressed through the consultation processes.

This section provides a description of each of the elements within the Final Master Plan based upon the input of both internal and external stakeholders.

Residential Zones

Generally, there was strong support for including a residential zone and sound agreement that it be positioned on the eastern side of the site, creating a 'quiet side' to the proposed development. Advice from local developers helped to refine what style of housing would be optimal for the site and what had market preference. Some key elements for the residential zone that are proposed include:

- The style of housing product would best be 2 and 3 bedroom town houses with 2 car garages, small courtyard to the rear and small grass/garden area to the front
- Two storeys should be a consideration but allow for single storey at street front and recessed two storey component.
- Design needs to be contemporary but blends with the unique character of the nearby properties (i.e. Braddon Street properties).
- Aspect of the residential lots to include the combination of an outward facing area and inward facing area by allowing an internal road system
- This internal road system would minimise the effect of creating a large cavity in the middle of the site and help increase yield of townhouses and therefore income that would help fund the remainder of development.
- Clusters of townhouses side by side in two or three townhouse configurations but allowing for good vistas into the site from Braddon Street.



- The proposed layout allows for 22 townhouses and with the strata title approach can meet the minimum lot requirements of 380 sq m under the current planning scheme and the intended State Plan requirements for 400 sq m.

Commercial Zones

Based upon high demand for additional short stay accommodation in Penguin and with the expansion of other bed and breakfast style accommodation in the adjacent areas, the site could sustain a boutique style hotel to support this demand.

While there was some resistance to commercial development on the basis of not wanting to threaten or compete with existing businesses, there was some acceptance that commercial development would be needed in the future to accommodate growth.

There was strong feedback that any commercial development needed to complement existing business on Main Road and to encourage boutique/niche businesses that support experiences such as alfresco dining, technology hubs etc. The intention of the proposed commercial spaces is that they would serve the immediate residential needs in the first instance but would also serve the needs of visitors to the area.

The key elements for the commercial zones include:

- A commercial node in the south-eastern corner of the site to accommodate a short-stay accommodation business such as a small-scale boutique hotel
- This node would be supported by complementary small business spaces that offer an entrance feature to the site
- A large commercial space that could accommodate an open plan building with flexible spaces for boutique and niche businesses, such as alfresco dining, medical suites or chemist and technology hub.

Civic Space

Penguin already has adequate supply of green space and particularly the passive recreation open spaces. However, the consultations highlighted that a civic space was lacking; a space where the community could come together and hold small scale commemorative celebrations or small scale events where Hiscutt Park may not be as suitable. Some of the suggestions for the features and uses of the civic space included:



- A central plaza area incorporating the combination of hard stand and soft fall areas for different uses and all age groups. This area would include a partly roofed section creating an arbour effect from the weather;
- The central civic plaza area connects the community hub space with the commercial zone and provides space for events and pop up activities such as food vans, markets, fitness programs and busking activities;
- Specialised gardens aligned with the character of other public and private gardens that may attract interest as settings for weddings and formal ceremonies
- The open space areas to incorporate interactive elements for all ages including the use of sculptures or scented gardens
- A history wall/element to recognise the history of the site and in particular the significance of sport being played on the site for over 100 years
- The opportunity for some all-weather conservatory space to enable small scale events to occur under cover.

Community Space

The consultations highlighted the support for the modern day ‘town hall’ with flexible community space and the opportunity for an indoor/outdoor feel. The features that were supported to include in the community hub space were:

- Technology hub spaces where the people could access computers and other technology to support their individual work or small gatherings
- A suggested business incubator space and community rooms that link to the conservatory space
- Community spaces that allow for various meeting rooms, communal storage areas and administrative support centres
- Community spaces that can accommodate a variety of uses including pop up playgroup and space for the LINC or learning hub opportunities
- Externally accessed toilets would be created in the Community Hub space to serve the needs of people using the civic and green spaces.



Perimeter roadways, parking, and bus set down areas

There was a lot of input on the topic of parking and road systems to support the Penguin township generally as well as what might be needed for this site. Some debate prompted the need to do further research with key stakeholders such as bus/coach companies and Department of State Growth about the statewide Bus Plan being developed in 2017. The key features that emerged from the consultations and are proposed in the Master Plan, include:

- A widening of the road reserve on Ironcliffe Road and King Edward Streets to be included to allow safer movement of traffic and on street parking. This would be achieved by encroaching on the PRG site itself;
- The intersection of Ironcliffe Road and King Edward Street would be opened up to create a more effective turning space for buses on that route;
- Outcomes from the discussions with bus and coach companies has highlighted that bus set down areas would be best positioned on both sides of King Edward Street, in front of the Medical surgery;
- The bus set down area on the PRG side of King Edward Street would need to allow for at least two buses to be setting down passengers;
- The suggested closing of Braddon Street at the King Edward Street end to ensure a 'quiet side' to the residential development;
- The possibility of creating a small roundabout on King Edward Street near the Braddon Street connection to enable safer turn around movements for motorists, particularly those visiting the Penguin Markets
- On street parking to be shown on Ironcliffe Road and King Edward Street with minimal provision on Braddon Street
- Off-street parking to be included close to the commercial space (north side) and to the south of the community hub space close with entries from Ironcliffe Road.
- The northern car park would include some provision for long bay car parks.

Connectivity

An emphasis on good accessibility was considered important to the development of the PRG site allowing for pedestrian and cycle connectivity to the existing pathway networks and other key attractions such as the town centre and foreshore, Hiscutt Park, the Dial Regional Sports Complex and the Cradle Coast Mountain Bike Park.

Consultations with some stakeholders have highlighted the potential to voluntarily acquire property on Crescent and Braddon streets that would enhance more pronounced connections between the



PRG site and Main Road. These opportunities would increase the vistas into the site from the foreshore area and are considered an important aspect to the future success of the project. These opportunities need to be pursued in the Implementation Phase.

The consultations also highlighted a key feature of Penguin was its positioning on the North West Coastal Pathway network and the opportunity to provide opportunities for cyclists to stop and take advantage of the proposed civic and community hub space for group marshalling and socialising.

Some of the inclusions for the Master Plan include:

- Connections within the site that link to the different zones and connect with the existing pathways and road systems in Penguin, towards the Main Road CBD;
- An internal road system that is a shared vehicle/pedestrian road with reduced speeds to provide access through and around the site for resident's vehicles, cyclists and pedestrian movement.
- Formalised pedestrian pathway networks through the site linking existing paths, car parks community/civic and commercial hubs
- It is proposed that signage will be used to assist locals and visitors to explore the site and provide an important wayfinding and interpretive function.
- It is proposed to include gateway features at each of the entry points to the site with the possible use of sculptures and planting to highlight the site

The Master Plan Materials

The Final Master Plan includes a main Layout Plan and a series of sub-plans that provide more information and supporting imagery to assist with interpretation. The complete list of Master Plan materials is set out below:

- PRG Master Plan – Final Master Plan
- PRG Master Plan – Index Plan
- PRG Master Plan – Sub Plan A – Residential
- PRG Master Plan – Sub Plan B – Commercial
- PRG Master Plan – Sub Plan C – Civic
- PRG Master Plan – Connections Plan
- PRG Master Plan – Layout with Landmark Views



Cost Plan

A Cost Plan was developed to inform the future financial planning and implementation of the project. The estimates are for the entire development that may span over several budget years, therefore there will be many impacts on the costings.

Expenditure

The works include but are not limited to the development of a community parkland, path network, sculptural park, car parking, community plazas and landscape development. Costs associated with the private developments such as the residential and commercial zones are excluded as it is assumed that these will be met by the developers chosen to progress those elements of the Master Plan.

Additionally, costs associated with the outcome of negotiations with Crown Land Services regarding the lifting of the current restrictions on the title to the land have not been included as they are difficult to determine until those negotiations are pursued.

The estimates of expenditure are summarised in the following table:

Item	Estimate
Site Preliminaries	\$165,000
Demolition	\$110,000
Site Preparation	\$107,200
Overall Site Needs – pathways, gateway features, turf, tree planting etc	\$756,800
Civic Plaza	\$921,000
Community Building	\$3,003,200
Car Parking	\$318,750
Bus Stop	\$71,900
Services	\$712,850
Sub-total	\$6,166,700
Contingency (30%) based on level of unknowns	\$1,850,010
Total	\$8,016,710



Income

The project will provide offset income through the following endeavours:

1. Selling of portions of the site for commercial and residential property development
2. Rental income from the hiring of spaces in the community hub and civic zones
3. Acquiring external funding for the capital developments, particularly the construction of the community hub space.

Implementation Plan

An Implementation Plan has been developed to guide the sequence of next steps some of which have higher priority and others have contingent actions.

Throughout the consultation phases, preliminary inquiries were made with key stakeholders to inform the next steps once the Master Plan was adopted. These included the Penguin Football Club, the Penguin Cricket Club, the Penguin History Group and Crown Land Services.

The football and cricket groups have identified the asset items that they will be taking to the Dial Regional Sports Complex, such as goal posts, lights and scoreboard. Some members of the public have also come forward expressing interest in the different assets such as the JC Hale Memorial Stand sign and the grandstand itself. Based on this interest, there needs to be an equitable approach for community members or groups to express interest in the uncommitted assets.

The key actions for the implementation of the Final Master Plan are outlined on the table on the following page.



Penguin Recreation Ground Master Plan – Implementation Plan

Ref	Key Action	Description	Timing
1	Formal announcements of the Final Master Plan	Preparation and distribution of Media Releases, updates to web page, email notifications, update of existing displays and final meeting with Think Tank Team	Immediately after the adoption of the Final Master Plan
2	Opening up of the site	Removal of the fences to enable the community to enjoy the vistas into the site and begin to see the potential change for the area. This action would occur after the 2017 football season.	Within 6 months of the end of football season – 2017/18.
3	Land title negotiations and rezoning of the site	<p>Negotiations with Crown Land Services to lift the current conditions on the title of the PRG land.</p> <p>In parallel with these negotiations will be the preparations of Local Area Plan amendments to reflect the rezoning implications of the Final Master Plan and specifically the intent of mixed use.</p>	Immediately from the adoption of the Final Master Plan
4	De-commissioning of existing structures on the site	<p>A three-staged approach is recommended for the de-commissioning of the existing structures and assets on the PRG site:</p> <ol style="list-style-type: none"> 1. A 'first rights' offer to the Penguin Football Club and Penguin Cricket Club to claim and remove the structures and assets that they are interested in for their respective sports and club interests; 2. A publicly notified Expression of Interest process for community members and community groups to submit their interest in 	<p>Stage 1 – once Final Master Plan is adopted (2017/18)</p> <p>Stage 2 – once both clubs</p>



Ref	Key Action	Description	Timing
		remaining assets and materials; 3. A commissioning process to engage a contractor to demolish and remove remaining structures and unnecessary materials.	have relocated to the Dial (2017/18) Stage 3 – once Stage 2 is completed. (2017/18)
5	Greening of the site	Once the de-commissioning of the existing structures and other assets has been completed, greening of the remaining portions of the site should be completed so that it can be actively used as open space until the intended development gets underway.	On completion of Stage 3 above (estimated 2017/18)
6	Engagement of Developer Partners (Residential and Commercial Zones)	Preparations for the establishment of partnerships with key developers for the activation of the Residential and Commercial zones can be initiated following the adoption of the Final Master Plan. However, entering any formal partnerships for the development will be dependent on the outcome of the negotiations with Crown Land Services and amendments to the Local Area Plan, including re-zoning. Suggested actions for the preparations include: <ul style="list-style-type: none">• Preparation of a Project Prospectus for the development opportunities (links to Council's Accommodation Strategy)• Preparation of an Expression of Interest process to attract suitable developers for the project• Development of a Memorandum of Understanding with partner developers until a formal instrument for sale of land can be instigated (dependent on outcome of negotiations with the state)	Immediately after the adoption of the Final Master Plan



Ref	Key Action	Description	Timing
7	Changes to Road Corridors	Initiate preparations for the road widening (Ironcliffe Road and King Edward Street) and road closure in accordance with the Local Government Highways Act.	Once amendments to the Local Area Plan take effect. (estimated 2018/19 or later)
8	Negotiate land acquisitions (voluntary)	Begin negotiations for voluntary land acquisitions that may facilitate improved access to the main commercial areas of Penguin and the closure of Braddon Street including the establishment of a cul-de-sac.	2018/19
9	Source External Funding	Prepare submissions for external funding opportunities as they arise	2018/19 or later
10	Community, Civic and green space development	Preparation of detailed concept designs would begin once budget funding is confirmed in Council's Capital Works Program	2018/19 or later