



Kingborough

# KINGSTON TOWN CENTRE PLACE STRATEGY

Draft for Community feedback  
18 February 2020

This document is the final stage of work undertaken as a part of preparing the Kingston Town Centre Place Strategy. It has been designed to be printed as Landscape A4 - double sided.

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Version 1 - Draft for Community Feedback  
18 March 2020

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# INTRODUCTION

Place Score was engaged by Kingborough Council to work collaboratively with Council, stakeholders and the community to develop an overarching strategy for the future of Kingston Town Centre. This Place Strategy document is the final deliverable in an iterative process, bringing primary and secondary research together to determine a shared vision for the future and how it can be achieved.

## PROJECT BACKGROUND AND OBJECTIVES

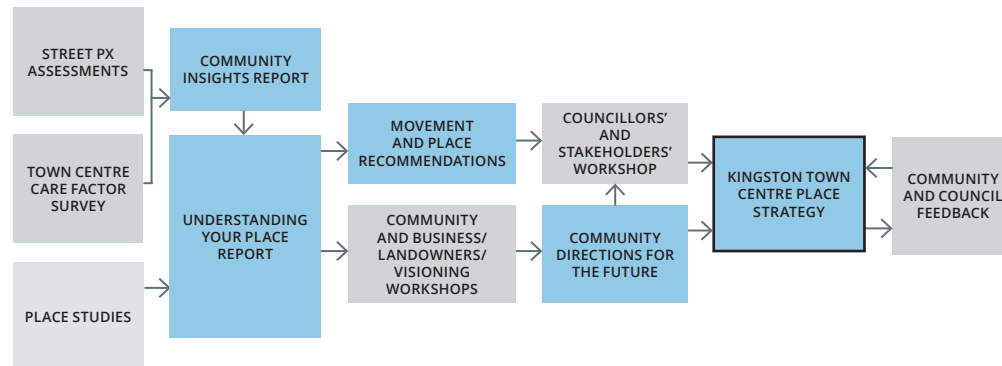
Kingston Town Centre is the primary centre in the Kingborough Council area and a designated Principal Activity Centre as per the Southern Tasmania Regional Land Use Strategy 2010-2035. Significant investment is allocated to the Town Centre in the form of a recently completed Community Hub, planned major regional park (Kingston Park), planned new pedestrian and bicycle link (Pardelote Parade), adjacent residential development as well as public realm and transport infrastructure improvements. The range of investments and the diversity of stakeholders led Kingborough Council to commission this important piece of work to determine a shared vision for the future of the Town Centre and set out guidelines for decision making.

### The aims of the Place Strategy project are to:

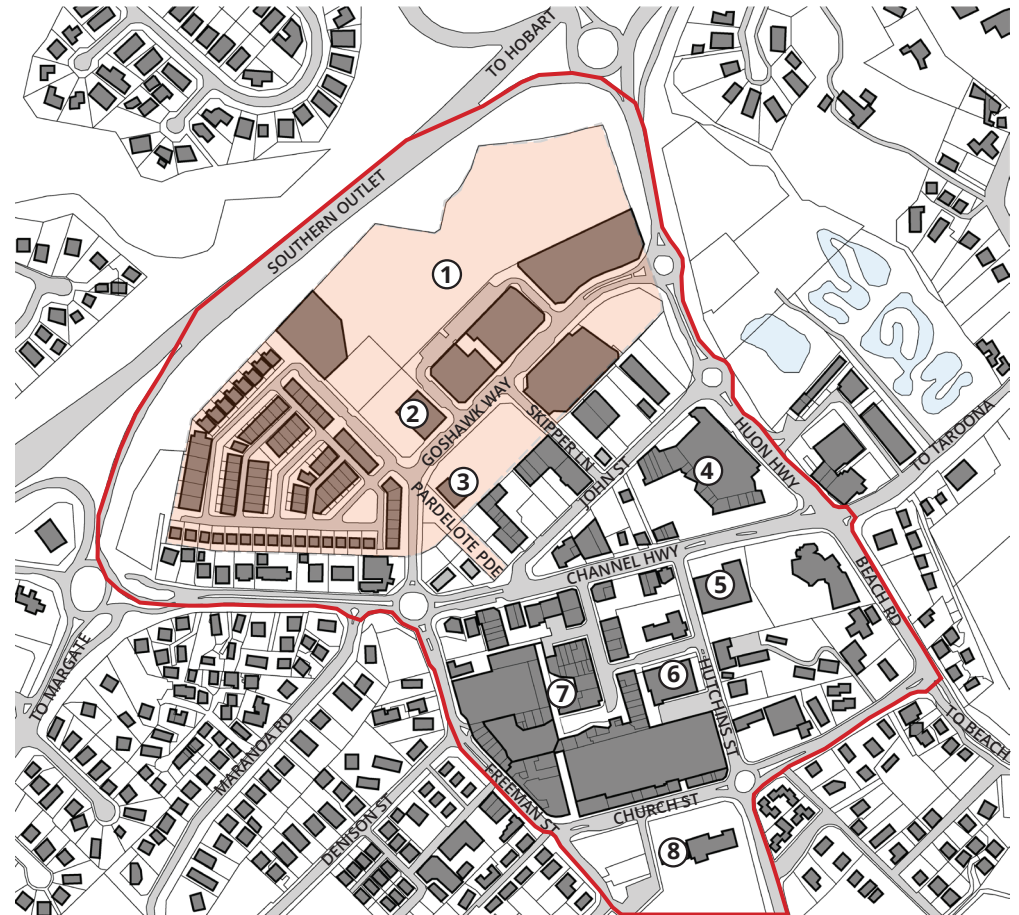
- Determine an integrated place strategy for the Kingston Town Centre to support its long term social and economic success and increased self sufficiency
- Define a shared vision for the future of the Kingston Town Centre that aligns stakeholders around common goals for the future
- Identify the priorities for infrastructure investments that will contribute positively to delivering the shared vision

## PLACE STRATEGY PROCESS

This diagram summarises the collaborative process undertaken to deliver this strategy.



A collaborative and evidence based approach has been taken to develop the Place Strategy for Kingston Town Centre



The Study Area for this project - Kingston Town Centre

- |   |                                  |  |
|---|----------------------------------|--|
| ① Committed development area - Kingston Park and Pardelote Parade | ④ Kingston Plaza Shopping Centre | ⑦ Channel Court Shopping Centre                |
| ② Kingborough Community Hub                                       | ⑤ Kingborough Council            | ⑧ Childcare Centre and Kingston Primary School |
| ③ Kingston Health Centre  | ⑥ Kingston Library               |  |

## RESEARCH METHODOLOGY

A variety of research and stakeholder engagement methods contributed to the development of this Place Strategy. Qualitative and quantitative research was undertaken to inform the strategic decision making process. Please find below research summary:

Tasks	Date	Participation	Purpose
Desktop Review and Analysis	Oct-Nov 2019	n/a	To review policy documents prepared by Kingborough Council and the state and federal governments and past community engagement results and understand the current state and the future aspirations for the Kingston Town Centre.
Place Studies (physical and economic review)	17-19 Oct 2019	n/a	To assess the existing condition of the public space, built form, and movement networks as well as the existing businesses, their operating hours and their interaction with the public realm in the Kingston Town Centre. This informed a SEEC (Social, Economic, Environmental, Cultural) Assessment to identify the challenges, opportunities, influences and future trends of the Town Centre.
Town Centre Care Factor (CF) Surveys	Oct-Nov 2019	1623 responses (residents, workers, visitors)	To understand the community values via face-to-face and online engagement in Kingston and four other centres in the Kingborough LGA.
Open-ended Question	Oct-Nov 2019	862 answers (residents, workers, visitors)	To seek community ideas to make Kingston sustainable and successful into the future.
Street Place Experience (PX) Assessments	Oct 2019	166 responses (residents, workers, visitors)	To identify the attributes that contribute positively or negatively to the place experience of 4 locations in the Town Centre; considering parameters such as aesthetics, sense of welcome, activities, uniqueness, and the perceived level of care. The findings of this engagement aggregated with the Care Factor results helped to determine the priorities for improving the Town Centre.
Community and Business/ Landowners Visioning Workshops	11-12 Dec 2010	25 participants (community, land/ business owners, council staff)	To share the findings of research conducted earlier and to develop a shared vision and directions for the future of the Kingston Town Centre.
Councillors' and Stakeholders' Workshops	20-21 Jan 2020	37 participants (councillors, council staff, state govt. agencies)	To seek direction to proceed with the preparation of the Place Strategy from the Councillors and to align all the stakeholders in terms of the priorities for investment.
Community and Council Feedback	Feb - March 2020	-	To seek feedback on the Place Strategy from the community and council, in order to ensure that it will be accepted and implemented.

## PROJECT DELIVERABLES

In the process of developing this Place Strategy, four preliminary reports were delivered as a foundation and to obtain feedback. These reports are:

### A. Community Insights Report

This report integrates the findings from Place Score's PX Assessments, Care Factor Surveys and community's open-ended answers.

### B. Understanding your place report

This report integrates the findings from the Place Studies and the Community Insights Report.

### C. Movement And Place Recommendations Report

Based on the Place Studies and community engagement, Place Score developed a set of early recommendations to guide ongoing investment by Council for improving the public realm.

### D. Community Directions For The Future Report

The findings of all the present and past community engagement are consolidated into the Community Directions for the Future Report.

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**KINGSTON TOWN CENTRE  
PLACE STRATEGY  
EXECUTIVE SUMMARY**

# KINGSTON TOWN CENTRE PLACE STRATEGY EXECUTIVE SUMMARY

This Place Strategy has been developed to attract and guide future investment in Kingston Town Centre. It defines a shared Place Vision and Place Principles that provide the framework for decision making at all scales and across multiple disciplines. An Implementation Plan will be developed after further investigation to deliver the Place Strategy.

Kingborough is the fastest growing LGA in Tasmania and the Kingston Town Centre is its primary retail, civic and commercial hub. Kingston Town Centre is also nominated as a Principal Activity Centre in the Southern Tasmania Regional Land Use Strategy 2010-2035.

Kingston's proximity to Hobart, transport routes, the availability of land for development and the area's inherent natural attractions provide the foundation for its evolution from a highway town and dormitory suburb to a regional destination and independent community.

The commissioning of this Place Strategy was triggered by significant state and local investment that is currently underway in Kingston. Council has committed to developing Kingston Park and Pardelote Parade in the Town Centre. However, it was identified that there was no overarching strategic document setting out the long term objectives and vision for the centre. This document is a response to that need.

The Kingston Town Centre Place Strategy has been developed over a 5-month period with over 1800 stakeholders and community members participating in its development. The implementation of the strategy will be dependent on the availability of funding and further investigation.

## THE PROBLEMS WE WANT TO SOLVE

Strategies aim to solve problems - these challenges were identified through the community engagement, policy review and place studies:

- LOCAL RESIDENTS ARE DEPENDENT ON HOBART FOR EMPLOYMENT
- A POOR QUALITY PUBLIC REALM AND CAR DOMINANCE DISCOURAGES WALKING AND CYCLING
- THE TOWN CENTRE LACKS A UNIFIED IDENTITY, GREENERY AND CONNECTION TO NATURE
- THE LACK OF PUBLIC INVESTMENT IN THE TOWN CENTRE HAS DISCOURAGED PRIVATE INVESTMENT

## PLACE OBJECTIVES

Based on what we have defined above as the problems we want to solve, our place objectives aim to achieve a Kingston Town Centre that is:

- SELF-SUFFICIENT
- WALKABLE
- GREEN & STAYABLE
- ATTRACTS INVESTMENT

## OUR VISION FOR THE KINGSTON TOWN CENTRE

Kingston Town Centre's Place Vision synthesises our aspirations for our ideal future. It aligns all stakeholders as well as state and local policy objectives into a clearly articulated vision of what we all want to achieve.



### OUR REGIONAL HUB - GREEN, WALKABLE AND ENGAGING A PLACE TO STAY - NOT DRIVE THROUGH

Our vision for the Kingston Town Centre sees it transition from a series of disconnected and isolated commercial blocks into a unified and legible regional Town Centre where everything is a short walk away. Uniquely walkable with lush green and engaging streets attractive to a range of retail, commercial and residential land uses - Kingston Town Centre will achieve what others have failed to do.

Supported by an independent local economy and a public realm offering a wide variety of things to do, Kingston Town Centre will be much more than the sum of its parts - a highway town and dormitory suburb transformed into the regional heart of the wider community.

## PLACE PRINCIPLES

Place Principles provide the criteria for decision making and assessing the successful delivery of the Place Vision.

**PRIORITISE GENEROUS, GREEN, ENGAGING AND SAFE PATHS THAT ENCOURAGE ACTIVE TRANSIT AND PUBLIC TRANSPORT CONNECTIONS INTO AND AROUND THE CENTRE**

**INCENTIVISE FINER GRAIN, STREET ACTIVATING DEVELOPMENT ON THE GROUND AND UPPER LEVELS**

**CREATE A DIVERSITY OF COMFORTABLE, WEATHER PROTECTED AND ENGAGING OPEN SPACES THAT ENCOURAGE LONGER STAYS AND BUILD SOCIAL CONNECTIONS**

**INCREASE PLANTING AND STREET TREES THROUGHOUT THE CENTRE**

**SUPPORT THE ATTRACTION AND RETENTION OF A GREATER VARIETY OF BUSINESSES AT A RANGE OF SCALES AND INDUSTRIES**

## RECOMMENDATIONS

There are four categories of recommended actions to direct investment in the Kingston Town Centre to achieve the Place Vision.

RECOMMENDATION	OBJECTIVE	ACTIONS
<b>Infrastructure Investment Priorities</b>	<b>To ensure that physical outcomes do not inhibit the potential for the Kingston Town Centre to meet its vision.</b>	<ul style="list-style-type: none"> <li>• Transform Channel Highway into Kingston Town Centre's main street</li> <li>• Develop Kingston Town Centre's civic spine</li> <li>• Create a new laneway experience</li> <li>• Improve the walking links to public transport nodes</li> </ul>
<b>Planning and Governance Priorities</b>	<b>To align various stakeholders and accelerate the process of delivering the Place Vision.</b>	<ul style="list-style-type: none"> <li>• Form Transform Kingston Government Steering Group</li> <li>• Form Transform Kingston Stakeholder Working Group</li> <li>• Develop a Specific Area Plan for the Kingston Town Centre</li> <li>• Initiate a Local Entrepreneurs' Program</li> <li>• Invest in improving regional employment attraction</li> </ul>
<b>Public Realm Recommendations</b>	<b>To enhance the outdoor experience of the Kingston Town Centre and offer residents, workers and visitors a choice of things to do at day and night, during the week and on weekends.</b>	<ul style="list-style-type: none"> <li>• Bring nature into the Town Centre</li> <li>• Create a network of diverse open spaces</li> <li>• Trial road transformations</li> <li>• Activate the Community Hub</li> </ul>
<b>Communication and Branding Recommendations</b>	<b>To send out a clear and positive messaging to the community and businesses both within and outside Kingston that the Town Centre is changing.</b>	<ul style="list-style-type: none"> <li>• Update project web-pages</li> <li>• Rename Channel Highway</li> <li>• Develop a marketing and branding strategy for Kingston</li> </ul>

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# KINGSTON TOWN CENTRE PLACE STRATEGY

## INTRODUCTION

### ABOUT KINGSTON TOWN CENTRE

1. KINGSTON TOWN CENTRE PLACE OBJECTIVES
2. OUR VISION FOR KINGSTON TOWN CENTRE
3. KINGSTON TOWN CENTRE PLACE PRINCIPLES

# INTRODUCTION

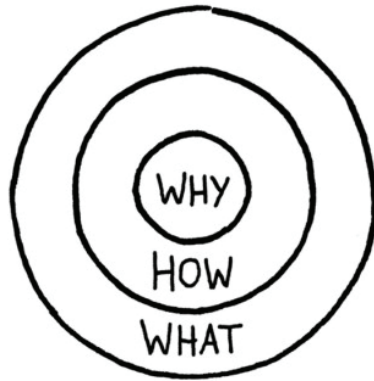
This Place Strategy was commissioned by Kingborough Council to develop an aligned vision for a successful and sustainable future for Kingston Town Centre. Its objective is to provide the framework for strategic decision making that will deliver on the long term vision for the future.

## WHY A PLACE STRATEGY?

In the built environment, we often tend to focus on the 'what', a wish-list of projects or actions we want to implement. But it is difficult to determine which ones to prioritise, often resulting in a conflict with the values. In Kingston Town Centre, great investment in the form of Kingston Park and Pardelote Parade development and upgrades of roads are already underway. In light of such investments, it is essential to ensure that all the actions being planned for the short term will have a positive impact in the long term.

The Place Strategy clearly defines the problems we want to solve at present as well as in the future. It provides a shared Place Vision and Place Principles which offer a framework for making investment decisions that can be used repeatedly by council and other stakeholders.

The Place Strategy looks at the Town Centre as a system of interdependent parts rather than looking at movement in isolation. It aggregates policy, placemaking practice and community aspirations while developing a meaningful Place Vision that can be easily adopted and realised.



The Golden Circle Model (Source: Simon Sinek)  
The Golden Circle Model is a strategic tool that can be used for decision making and communications. Addressing the 'Why' is the most critical component of any decision making process, helping to ensure that the actions meet the intended purpose. The 'How' is the way actions should be done in order to have the most impact whereas the 'What' talks about the actual actions.

This document delivers on three primary questions that need to be answered in order to achieve the shared vision for the future of Kingston Town Centre:

### 1. TO DEFINE THE PROBLEMS WE NEED TO SOLVE - OUR WHY

#### What are the objectives of the Strategy?

The Kingston Town Centre Place Strategy intends to solve the problems that the Town Centre is facing today and to future proof it for tomorrow. The Town Centre's dependence on Hobart, the disconnected nature of key destinations in the Town Centre, the lack of greenery and connection to nature, and the lack of opportunities for outdoor stays and interaction are addressed by the Place Objectives in order to set the foundation for the Place Strategy and the Recommendations.

### 2 - TO ALIGN ALL STAKEHOLDERS AROUND A COMMON VISION FOR THE FUTURE - THE HOW

#### How do we deliver the future Kingston Town Centre vision?

The Place Strategy offers a shared vision for Kingston Town Centre - a green, walkable and engaging regional hub which acts as a place to stay than as a town to drive through. This vision and a set of Place Principles will form the decision making framework to assess and prioritise potential investment in different sectors in the Town Centre.

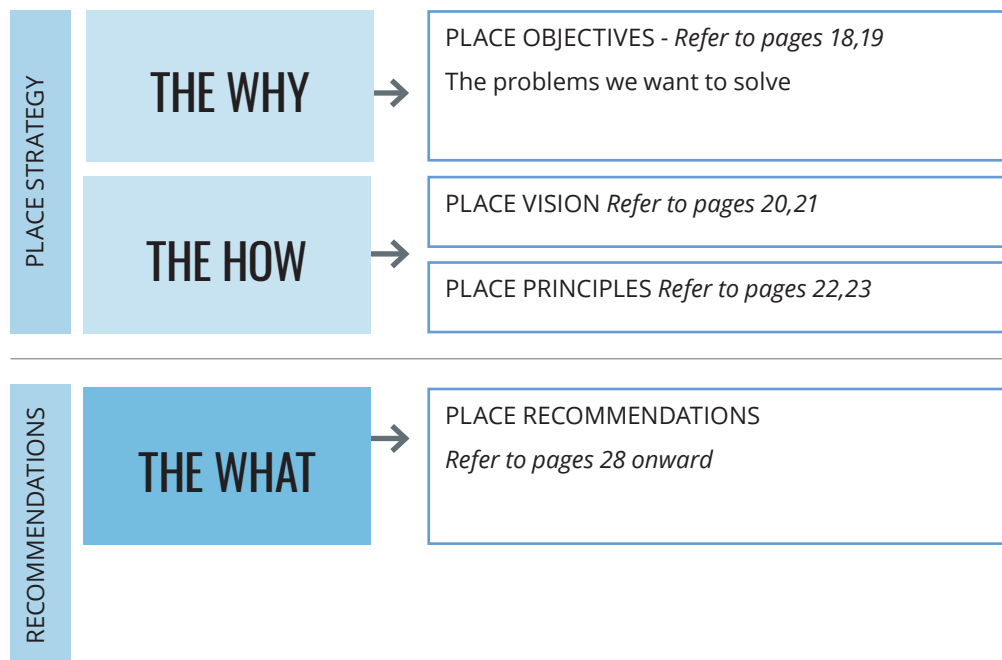
### 3 - IDENTIFY AREAS OF INVESTMENT FOR LONG TERM GAIN - THE WHAT

#### What do we need to do to achieve the vision?

In order to achieve the Place Vision and to solve the problems that the Centre is facing, significant investment in infrastructure improvements, governance and policy measures, public realm activation and improvements to branding and communications will be required.

## THE STRUCTURE OF THE STRATEGY

This document has been divided in two main parts - the Place Strategy addressing the problems we want to solve and providing a framework for the decision making process; and the Recommendations addressing what projects or programs would help to achieve the Place Vision.



## WHO IS THIS STRATEGY FOR AND HOW SHOULD IT BE USED?

The Place Strategy aims to provide the overarching direction for the future of Kingston Town Centre - it is discipline agnostic, and should be used by all Council departments to align future investment.

- **Council - Planning** - Preparing Specific Area Plans to guide built form development in the Town Centre; and assessing development applications to ensure that private development supports the shared vision for the Centre
- **Council - Design** - Developing design guidelines to ensure that the public realm in the Town Centre offers a comfortable and sociable pedestrian environment
- **Council - Transport** - Planning and re-prioritising ongoing investment in road works; and developing a local transport strategy supporting the shared vision for the Town Centre
- **Council - Economic Development** - Focussing on improving the regional employment attraction of Kingston and supporting young entrepreneurs and local business activity

- **Council - Arts and Culture** - Engaging with local artists and performers to express local heritage and identity in the Town Centre
- **State and Federal government agencies** - Working collaboratively across agencies and tiers of governance as a part of the Kingston Transformation Government Steering Group to ensure that the Hobart City Deal projects and the local transport infrastructure projects in Kingston Town Centre take a collaborative approach in order to maximise benefit
- **Business owners** - Activating the public realm by extending trading activity outdoors; contributing towards increasing the greenery within the Centre; taking responsibility for care and maintenance of shop frontages along the streets
- **Community** - Shopping, playing and working locally and taking individual steps to make the Town Centre more green and inviting

# ABOUT KINGSTON TOWN CENTRE

Kingborough is the fastest growing LGA in Tasmania and Kingston Town Centre is its primary retail, civic and commercial hub. Kingston Town Centre is also nominated as a Principal Activity Centre as per the Southern Tasmania Regional Land Use Strategy 2010-2035. Kingston Town Centre's proximity to Hobart, transport routes, the availability of land for development and the area's inherent natural attractions provide the foundation for its evolution from a highway town and dormitory suburb to a regional destination.

## KINGSTON TOWN CENTRE SNAPSHOT

Kingston Town Centre is a regional centre in Greater Hobart and the primary administrative, retail and commercial centre of the Kingborough local government area. It is located 12 km to the south of Hobart CBD at the intersection the Channel Highway, Huon Highway and the Southern Outlet. It is located in a picturesque hilly setting and enjoys views of the kunanyi/Mt Wellington.

The Town Centre has significant civic and commercial assets such as Kingborough Council/Civic Centre, Kingborough Community Hub, Kingston Health Centre, Kingston Primary School, Kingston Library and the proposed Kingston Park development as well as Channel Court Shopping Centre and Kingston Plaza Shopping Centre. Large land parcels in the Town Centre are under public ownership. St Clements Anglican Church, Kingston Beach Golf Club and Kingston Wetlands are a few other destinations within/ around the Town Centre.

The built form within the Town Centre includes a mix of small-to-large footprint retail and commercial developments and low-to-medium density residential developments (detached dwellings and multi-family residences). There is a good diversity of businesses within the centre, but very few public realm facing retailers or cafes etc, limiting street activation.



Kingston Town Centre in the context of Greater Hobart



The Town Centre is located in a scenic natural setting and enjoys great views

## CENTRES IN GREATER HOBART

**Primary Activity Centre**  
Hobart CBD

## Principal Activity Centres

Glenorchy Town Centre  
Rosny Park Town Centre  
Kingston Town Centre

## KINGSTON TOWN CENTRE KEY FACTS

**Land Area**  
> 30ha

**Population in 2016 (suburb)**  
10,409



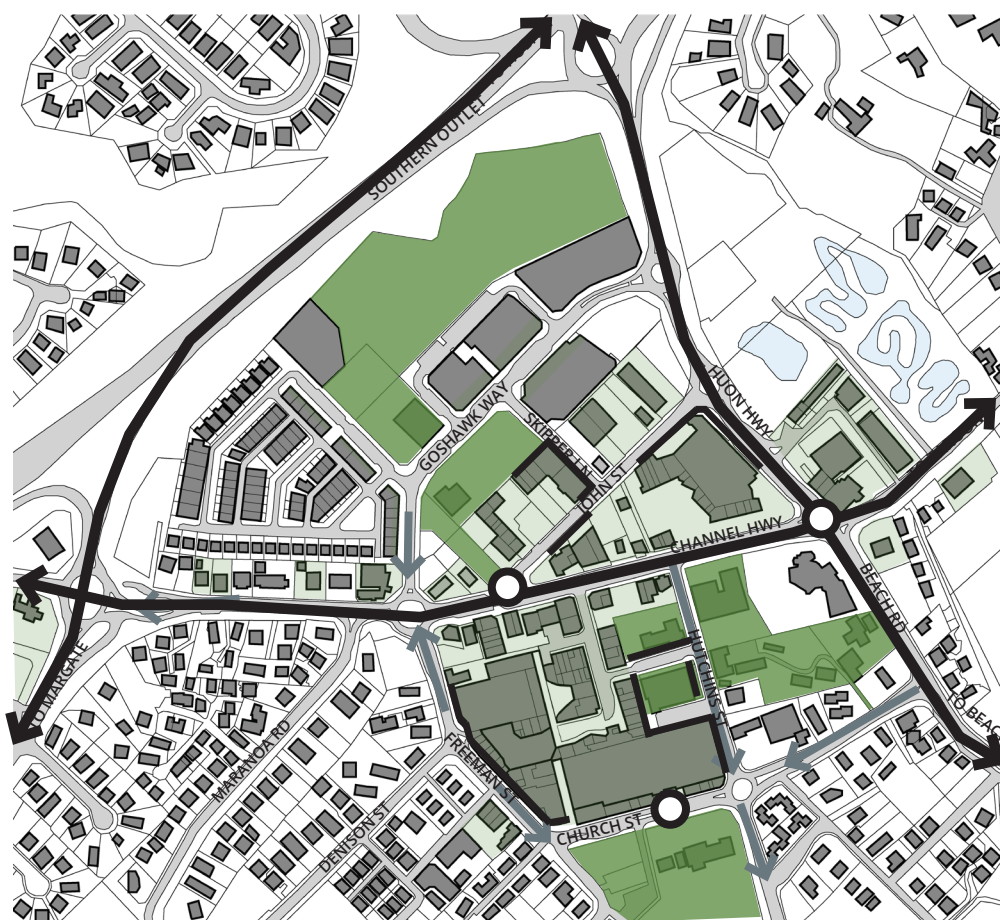
Kingston is a highway town which needs to be transformed into a place to visit and stay

Kingston Town Centre has an irregular street and block pattern with large, impermeable blocks. There is a lack of easily accessible and usable public open space, with much of the space being dedicated to roads and parking. The generally poor quality public realm is distinguished by narrow footpaths, lack of pedestrian-priority crossings, inactive street frontages, and a lack of vegetation, shade and sheltered seating in the public realm.

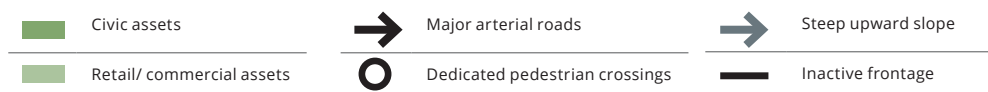
As a highway town, private vehicular infrastructure and associated spatial allowance dominates, resulting in walking and cycling being marginalised. Due to the lack of legible and activated public space dedicated to pedestrians, the Town Centre does not have a clearly identifiable main street where people can sit, stay and socialise.



The Town Centre is car-friendly but not human-friendly



Opportunities and challenges of Kingston Town Centre  
Opportunities include existing retail/commercial assets and land under public ownership; whereas challenges include barriers to pedestrian movement such as major roads, lack of dedicated pedestrian crossings and streets with sloping terrain and inactive frontages



## POLICY CONTEXT

The Southern Tasmania Regional Land Use Strategy 2010-2035 (2018) designates Kingston Town Centre as a Principal Activity Centre in Hobart, offering a range of services and facilities for education, employment and entertainment as well as residential development, public space and high frequency public transport links.

The Kingborough Council Strategic Plan 2020-2025 prioritises creating a healthy and connected community, delivering quality infrastructure and services, and ensuring a balance between development and nature for the future of the Centre and the wider LGA,

The recently developed Kingborough Land Use Strategy (2019) aims to allow a broad range of land use and development opportunities in the Centre, offer pleasant residential living experiences, social, economic and recreational facilities and protect environmental values.

All the key policies are aligned towards making Kingston Town Centre self-sufficient, liveable and attractive. They create the foundation for transforming the Town Centre into a cohesive one-stop destination.

## THE COMMUNITY AND ITS ASPIRATIONS

As per the 2016 census, the suburb of Kingston has a total population of 10,409. The suburb has a higher percentage of young people, family households and professionals compared to the state average. Only 26.1% of the residents of Kingston - Huntingfield area work locally (ABS 2016 Place of Work data), and the majority of the residents (71.7%) travel to work by car. With investment in new residential development, the Town Centre will soon be home to a new population of higher density residents located in the heart of the centre.

Consultation conducted with Kingston's community in 2019-2020 as a part of developing this Place Strategy involved participation by over 1800 people. Kingston's community is engaged and future focussed. This was reflected in their aspiration to see the Town Centre transformed into a self-sufficient, walkable, connected, green and attractive community heart.

The community rated the current experience of streets in the Town Centre poorly and supported creation of opportunities to work and play, improve cleanliness and maintenance and protect natural values.

# 1. KINGSTON TOWN CENTRE PLACE OBJECTIVES

The Kingston Town Centre Place Objectives identify what we hope to achieve with this Place Strategy. They respond directly to the challenges that the Town Centre is facing today in order to future proof it for tomorrow.

## THE PROBLEMS WE WANT TO SOLVE

Strategies aim to solve problems, and the key to a successful strategy is identifying the problems we want to solve. This ensures that over time we do not become disconnected from purpose and invest in things that do not help us get to where we want to go.

There are four challenges that have been identified through the community engagement, policy review and place studies as limiting Kingston Town Centre's potential.

If the problems that we see today are not resolved they will continue to grow over time. At the current time these problems are of a scale that can be resolved with the capital and resources that are available to the town.

### LOCAL RESIDENTS ARE DEPENDENT ON HOBART FOR EMPLOYMENT & RECREATION

Despite Kingston Town Centre being a rapidly growing regional centre, a large percentage of the suburb's residents travel outside the suburb for work daily. In addition, the community has shared that the Town Centre lacks things to do in the evenings in terms of recreation, dining and entertainment.

### THE TOWN CENTRE LACKS A UNIFIED IDENTITY, GREENERY AND CONNECTION TO NATURE

The character of Kingston Town Centre does not reflect the image that Tasmania carries; that of a lush, green and beautiful place. Nor does it reflect the local community and their values. The Town Centre lacks adequate green cover and feels disconnected from the surrounding natural environment.

### A POOR QUALITY PUBLIC REALM AND CAR DOMINANCE DISCOURAGES WALKING, CYCLING & STAYING

Kingston Town Centre has several civic and commercial assets but these are poorly connected by safe, comfortable and engaging walking links. Lack of dedicated pedestrian infrastructure makes the Centre harder to get to and move within on foot. Movement of cars gets a higher priority than places for pedestrians to stay.

### THE LACK OF PUBLIC INVESTMENT IN THE TOWN CENTRE HAS DISCOURAGED PRIVATE INVESTMENT

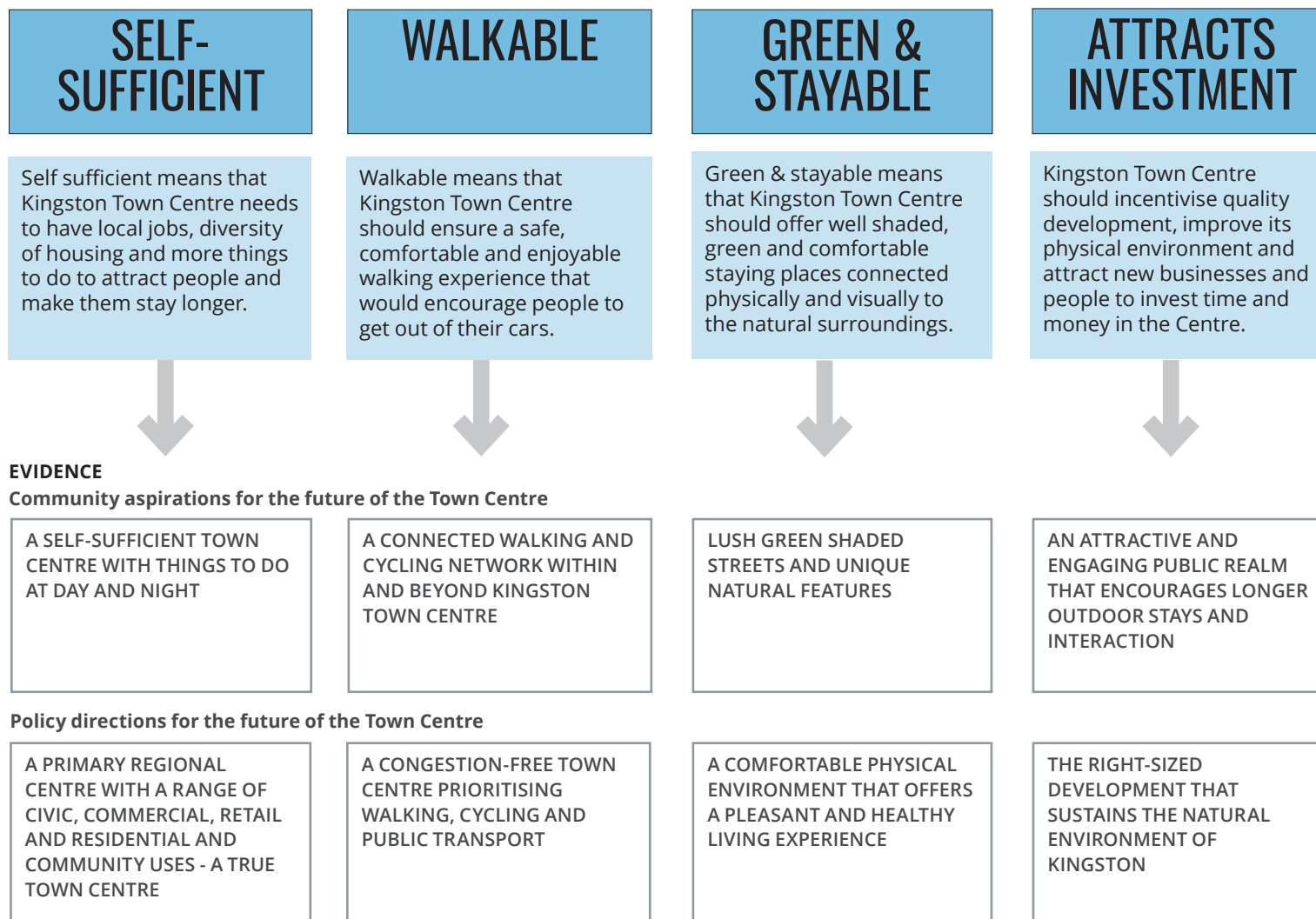
The Town Centre has not enjoyed any significant public or private investment in many years. The new community hub, park and residential development led by Council is changing that. The lack of a wider and aligned strategy for the centre inhibits development where it could be engaging landowners and attracting investment.

## KINGSTON TOWN CENTRE PLACE OBJECTIVES

The Place Objectives define what success would look like once the Place Strategy is delivered.

The objectives were defined by synthesising the findings from strategic policy research, community and stakeholder engagement and the place studies.

Strategic policy documents direct Kingston Town Centre to become a regional centre sustaining itself and nature; offering a congestion free and walkable environment and a comfortable and healthy living experience. Kingston's community wants to see Kingston Town Centre becoming a self-sufficient Town Centre offering a choice of things to do, a connected active transport network, and a green, attractive and engaging public realm. Place studies identify the need to reconnect Kingston Town Centre spatially and to offer a comfortable and attractive public realm experience to the people.



## 2. OUR VISION FOR KINGSTON TOWN CENTRE

Kingston Town Centre's Place Vision captures stakeholder and community aspirations for our ideal future. It aligns all stakeholders as well as state and local policy objectives into a clearly articulated vision of what we all want to achieve.

**Kingston's vision is ambitious but it is also achievable.**

However, from this point, every decision and every dollar spent needs to focus on how it can contribute in making this future a reality.

A Place Vision is by definition aspirational, however, it is built upon the values and ideas of the local community as well as the opportunities to contribute to the wider region.

Some visions seem to be so out of reach as to feel unattainable and therefore people don't believe that can be achieved and stop trying.

Kingston Town Centre's vision is aspirational and will require both organisational and community culture change. Put simply, there will be some 'short term pain for long term gain'. This vision will not be achieved overnight - it will be delivered through a succession of incremental improvements, day by day, over many years.

Everyone needs to contribute in making the Kingston Town Centre they want and deserve; local and state government, landowners, businesses and the community.

**FROM THIS....**



**TO THIS**




Source: City of Canning

Kingston Town Centre has the potential to transform from a dependent, disconnected, sterile and unattractive place to a self-sufficient, walkable, green and stayable centre attracting investment. An example of how an aligned Place Vision can guide the transformation of a town is seen in the case of Canning, WA. The City of Canning developed a strategy to transform the place from a highway town acting as a dormitory suburb of Perth to a main street Town Centre independent from Perth. The first stages of the strategy are being implemented now and Council is working with businesses including big-box developments to help activate the street.

DEPENDENT	DISCONNECTED	SELF-SUFFICIENT	WALKABLE
STERILE	UNATTRACTIVE	GREEN & STAYABLE	ATTRACTS INVESTMENT

## PLACE VISION

The Place Vision aligns all stakeholders around a common goal for the future:



### KINGSTON TOWN CENTRE OUR REGIONAL HUB - GREEN, WALKABLE AND ENGAGING A PLACE TO STAY - NOT DRIVE THROUGH

Our vision for the Kingston Town Centre sees it transition from a series of disconnected and isolated commercial blocks into a unified and legible regional Town Centre where everything is a short walk away. Uniquely walkable with lush green and engaging streets attractive to a range of retail, commercial and residential land uses - Kingston Town Centre will achieve what others have failed to do.

Supported by an independent local economy and a public realm offering a wide variety of things to do, Kingston Town Centre will be much more than the sum of its parts - a highway town and dormitory suburb transformed into the regional heart of the wider community.

## PLACE PRINCIPLES

The Place Principles define how we can deliver the Place Vision.  
Kingston Town Centre will be a place of:

GREAT PATHS

ENGAGING EDGES

PEOPLE PLACES

MORE GREEN

BUSINESS FRIENDLY

## WHAT DOES THE VISION MEAN?

**GREEN** - Kingston Town Centre's identity will be associated with celebrating nature.

It will offer a green and refreshing environment with lush green streets and great paths, the Town Centre will feel connected with the surrounding natural environment. It will offer the natural experience that resonates with the perceived character of Tasmania.

**WALKABLE** - Kingston Town Centre will be the best place to go for a walk in Tasmania for people of all ages and abilities.

It will offer priority walking and cycling links between civic and commercial destinations. Clustered activities within the walking catchment of the Town Centre and engaging permeable edges will make it an attractive destination to move around on foot.

**ENGAGING** - Kingston Town Centre's diversity will be integral to its success - interesting, unique and local, it will be a place you want to explore.

Kingston Town Centre will offer a diversity of local business, public spaces, community assets, housing, employment and activities.

### 3. KINGSTON TOWN CENTRE PLACE PRINCIPLES

Place Principles provide the criteria for decision making and assessing the successful delivery of the Place Vision. They support the delivery of the Place Vision by providing implementable direction for investment decisions. Put simply, if a proposed investment does not have make a positive contribution to the five Place Principles it may not return long term value.

#### PLACE VISION

#### PLACE PRINCIPLES

#### WHY IS THIS IMPORTANT?

## OUR REGIONAL HUB

## GREEN, WALKABLE AND ENGAGING

## A PLACE TO STAY - NOT DRIVE THROUGH

### GREAT PATHS

**Prioritise generous, green, engaging and safe paths that encourage active transit and public transport connections into and around the centre**

Kingston Town Centre lacks streets that offer a safe, comfortable and interesting walking experience. The community highly values improvements to walkability, which is also supported by the state and local strategic documents.

### ENGAGING EDGES

**Incentivise finer grain, street activating development on the ground and upper levels**

Development in Kingston Town Centre presently fails to activate the streets and encourage outdoor stays and interaction. Improving the choice of things to do is the topmost community priority for the Town Centre which is also supported by the land use policies.

### PEOPLE PLACES

**Create a diversity of comfortable, weather protected and engaging open spaces that encourage longer stays and build social connections**

The community sees the need to reconnect Kingston Town Centre socially and spatially. A network of diverse public places that can attract people and offer a choice of things to do will be greatly valued from the point of view of Kingston being a regional destination.

### MORE GREEN

**Increase planting and street trees throughout the centre**

Kingston's community highly cares about the presence of greenery and natural features, but the Centre presently feels quite disconnected from its beautiful surroundings. Policies support creating a healthy natural environment offering a pleasant public realm experience.

### BUSINESS FRIENDLY

**Support the attraction and retention of a greater variety of businesses at a range of scales and industries**

Despite being defined as a Principal Activity Centre, Kingston Town Centre is still reliant on Hobart for employment and entertainment. Policies and the community direct Kingston Town Centre to become an attractive, mixed use destination that will offer local employment and services.

## A TOOL FOR DECISION MAKING

The Place Principles set the direction for achieving the Place Vision. By adopting the Place Principles as the framework for decision making they can then be applied to any sector - urban design, urban planning, landscape design, economic development, social planning, and so on.

Utilising the Place Principles as a checklist for assessing investment decisions Council can:

- evaluate the benefits/return on investment of proposed actions/projects
- filter ideas and prioritise the investment/ actions/projects that will tick most of the boxes (have the most positive impact)

This tool ensures that all the stakeholders are aligned and investment decisions are always linked to the strategic objectives.

ACTION / PROJECT	PLACE VISION	PLACE PRINCIPLES				
	Does the action/ project help to achieve <i>a green, walkable and engaging Town Centre</i> ?	GREAT PATHS Does the action/ project <i>prioritise generous, green, engaging and safe paths that encourage active transit and public transport connections into and around the centre</i> ?	ENGAGING EDGES Does the action/ project <i>incentivise finer grain, street activating development on the ground and upper levels</i> ?	PEOPLE PLACES Does the action/ project <i>create a diversity of comfortable, weather protected and engaging open spaces that encourage longer stays and build social connections</i> ?	MORE GREEN Does the action/ project <i>increase planting and street trees throughout the centre</i> ?	BUSINESS FRIENDLY Does the action/ project <i>support the attraction and retention of a greater variety of businesses at a range of scales and industries</i> ?

Checklist for decision making / evaluating projects or actions against the strategic framework

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# KINGSTON TOWN CENTRE RECOMMENDATIONS

1. INFRASTRUCTURE INVESTMENT PRIORITIES
2. GOVERNANCE AND PLANNING RECOMMENDATIONS
3. PUBLIC REALM RECOMMENDATIONS
4. COMMUNICATION RECOMMENDATIONS

# OVERVIEW

This section includes four categories of recommended actions that will support the achievement of the Kingston Town Centre Vision. Each recommendation has been assessed against the Place Vision and Principles to ensure maximum benefit. Implementation of these actions is dependent on the availability of funding and further investigation.

## 1. INFRASTRUCTURE INVESTMENT PRIORITIES

The objective of Infrastructure Investment Priorities is to ensure that physical outcomes focus on the potential for Kingston Town Centre to meet its vision.

These include the following priority actions:

- Transform Channel Highway into Kingston Town Centre's main street
- Develop Kingston Town Centre's civic spine
- Create a new laneway experience
- Improve the walking links to public transport nodes

## 2. PLANNING AND GOVERNANCE RECOMMENDATIONS

Planning and Governance Recommendations include stakeholder engagement, policy changes and programmatic interventions that Council should implement in order to accelerate the process of delivering the Place Vision.

These include the following recommendations:

- Form Kingston Transformation Government Steering Group
- Form Kingston Transformation Stakeholder Working Group
- Develop a Specific Area Plan for the Kingston Town Centre
- Initiate a Local Entrepreneurs' Program
- Invest in improving regional employment attraction

## 3. PUBLIC REALM RECOMMENDATIONS

Public Realm Recommendations aim to enhance the outdoor experience of Kingston Town Centre and offer residents, workers and visitors a choice of things to do day and night, during the week and on weekends.

These include the following recommendations:

- Bring nature into the Town Centre
- Create a network of diverse open spaces
- Trial a weekend transformation of the Library car park site
- Activate the Community Centre

## 4. COMMUNICATION AND BRANDING RECOMMENDATIONS

Communication and Branding Recommendations have been developed with the objective of sending out clear and positive messaging to the community and businesses, both within and outside Kingston that the Kingston Town Centre is changing.

These include the following recommendations:

- Update project web-pages
- Rename the Channel Highway
- Develop a marketing and branding strategy for Kingston

# 1. INFRASTRUCTURE INVESTMENT PRIORITIES

The Infrastructure Investment Priorities represent the big and bold moves to transform the car dominated urban fabric to one that encourages active street life. This is achieved through better connections into and through the centre connecting key destinations.

These four infrastructure investments deliver on all five of the Place Principles, therefore make the most significant contribution to the Place Vision for the future Kingston Town Centre.

Each of the four Priorities are detailed over the following pages.

## 1A. TRANSFORM CHANNEL HIGHWAY INTO KINGSTON TOWN CENTRE'S MAIN STREET

The objective of this investment is to create a pedestrian focussed, green and activated main street that will change Kingston Town Centre's identity as a place to stay rather than move through.

## 1B. DEVELOP KINGSTON TOWN CENTRE'S CIVIC SPINE

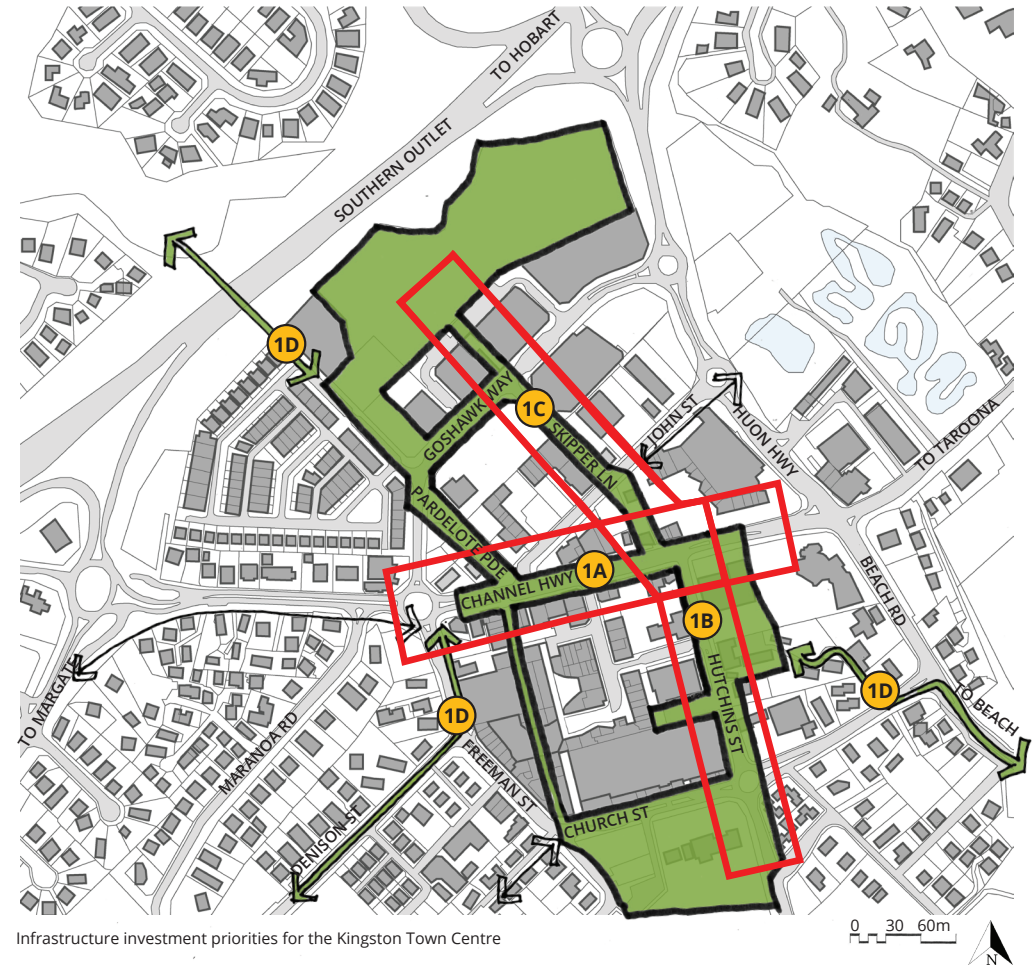
The objective of this investment is to connect key community assets and reinstate Kingston's identity as a true Town Centre for the community, not a shopping centre.

## 1C. CREATE A NEW LANEWAY EXPERIENCE






The objective of this investment is to incentivise fine grain street activating retail development and create a safe and engaging passageway for pedestrian movement in the Town Centre.

## 1D. IMPROVE THE WALKING LINKS TO PUBLIC TRANSPORT NODES

The objective of this investment is to promote walking and cycling to and within the Town Centre and boost public transport patronage.



Infrastructure investment priorities for the Kingston Town Centre

-  The walkable green network within Kingston Town Centre
-  Transform Channel Highway into Kingston Town Centre's main street
-  Develop Kingston Town Centre's civic spine
-  Create a new laneway experience
-  Improve the walking links to public transport nodes

# 1. INFRASTRUCTURE INVESTMENT PRIORITIES

## 1A. TRANSFORM CHANNEL HIGHWAY INTO KINGSTON TOWN CENTRE'S MAIN STREET

Today Channel Highway is known as a drive-through road with disconnected retail edges, dominated by driveways into stand alone retail. This project will transform the road into a main street, a place to come to, not just drive through.

### KEY ACTIONS

- Relocate existing bus stops and provide covered seating and amenities within Pardelote Parade to serve passengers
- Road diet - reduce and slow down private vehicles by reducing carriageway width
- Replace roundabout with a signalised intersection and ensure it is timed with the John Street intersection
- Install scramble crossing at Channel Highway, John Street and Pardelote Parade intersection
- Enforce 30km/h limit on Channel Highway
- Improve pedestrian experience by widening footpaths, planting canopy trees and adding street furniture
- Design street cross section to provide shared walking and cycling paths
- Develop a detailed design to consider how to deliver low cost, temporary road closures for special events
- Identify pick up/ drop off zones for mobility-as-a-service and taxis
- Identify locations for disabled access car parking and car share spaces

This priority renames and reframes Channel Highway as Kingston Town Centre's main street - a pedestrian focussed, green and retail-activated heart that reconnects the two sides of the town.

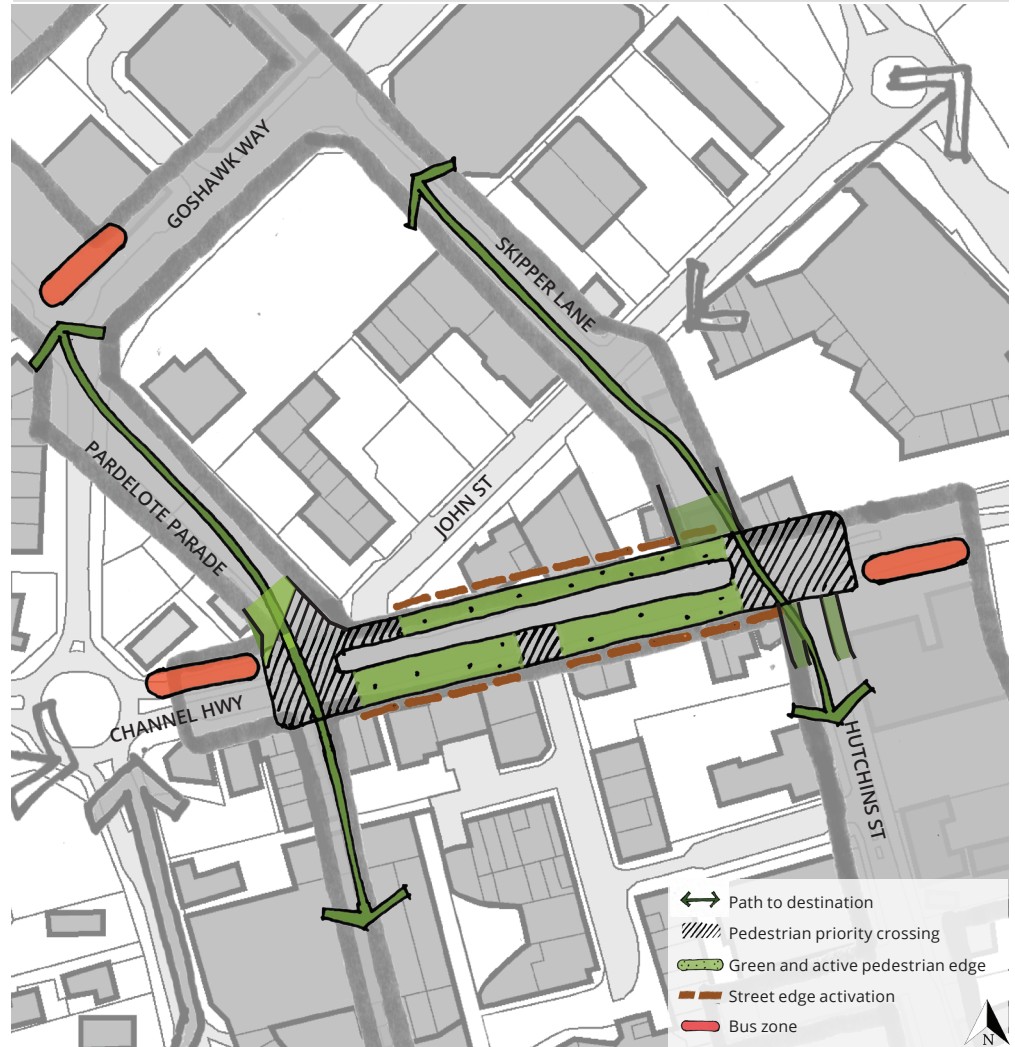
### BENEFITS

- Will change identity from highway to main street - destination versus a place to drive through
- Change spatial priority from cars and buses to people, trees and shops - staying versus moving
- Catalyse mixed-use development along Channel Highway
- Support outdoor trading, 'unblock' façade views from bus infrastructure
- Guarantee regular pedestrian movement along Pardalote Parade between public transport nodes and along Channel Highway

### CONSIDERATIONS

- Reduction in vehicular traffic flow and speeds on Channel Highway
- Reduction in on-street car parking areas
- Loss of driveway access to some properties along the Channel Highway
- Stakeholder engagement and buy-in

GREAT PATHS	ENGAGING EDGES	PEOPLE PLACES	MORE GREEN	BUSINESS FRIENDLY
YES - central pedestrian spine connects destinations	YES - with planning, supports facade activation	YES - links public spaces and civic assets	YES - creates space for significant tree planting	YES - improves trading conditions



Channel Highway transformed into a pedestrian-focussed green and retail-activated main street

# 1. INFRASTRUCTURE INVESTMENT PRIORITIES

## 1B. DEVELOP KINGSTON TOWN CENTRE'S CIVIC SPINE

Hutchins Street today offers little in the way of public amenity yet is the home of the community's major assets. Likewise Skipper Lane acts a driveway serving the new Kingston Park development with little to engage shoppers.

### KEY ACTIONS

- Extend Skipper Lane southward (pedestrian only) to connect to Hutchins Street acquiring and reconfiguring adjacent lots as necessary
- Install bollards to designate the new Skipper Lane extension as a pedestrian-scale car-free zone
- Install a scramble crossing at the intersection of Skipper Lane extension, Channel Highway and Hutchins Street
- Replace the roundabout on Church Street with a signalised intersection
- Enforce 30km/h limit on Hutchins Street
- Improve pedestrian experience by adding crossings at street intersections, widening footpaths, planting canopy trees and adding street furniture
- Create a uniform identity through cohesive landscaping linking civic assets
- Remove driveways from Hutchins Street and plan future vehicle entry to lots to the eastern side of Hutchins Street from the rear of site (Beach Road)

This priority focusses on connecting Hutchins Street and Skipper Lane to form a legible, green and activated pedestrian-oriented street. Creating a walkable spine linking key civic assets builds the identity of Kingston as a regional centre.

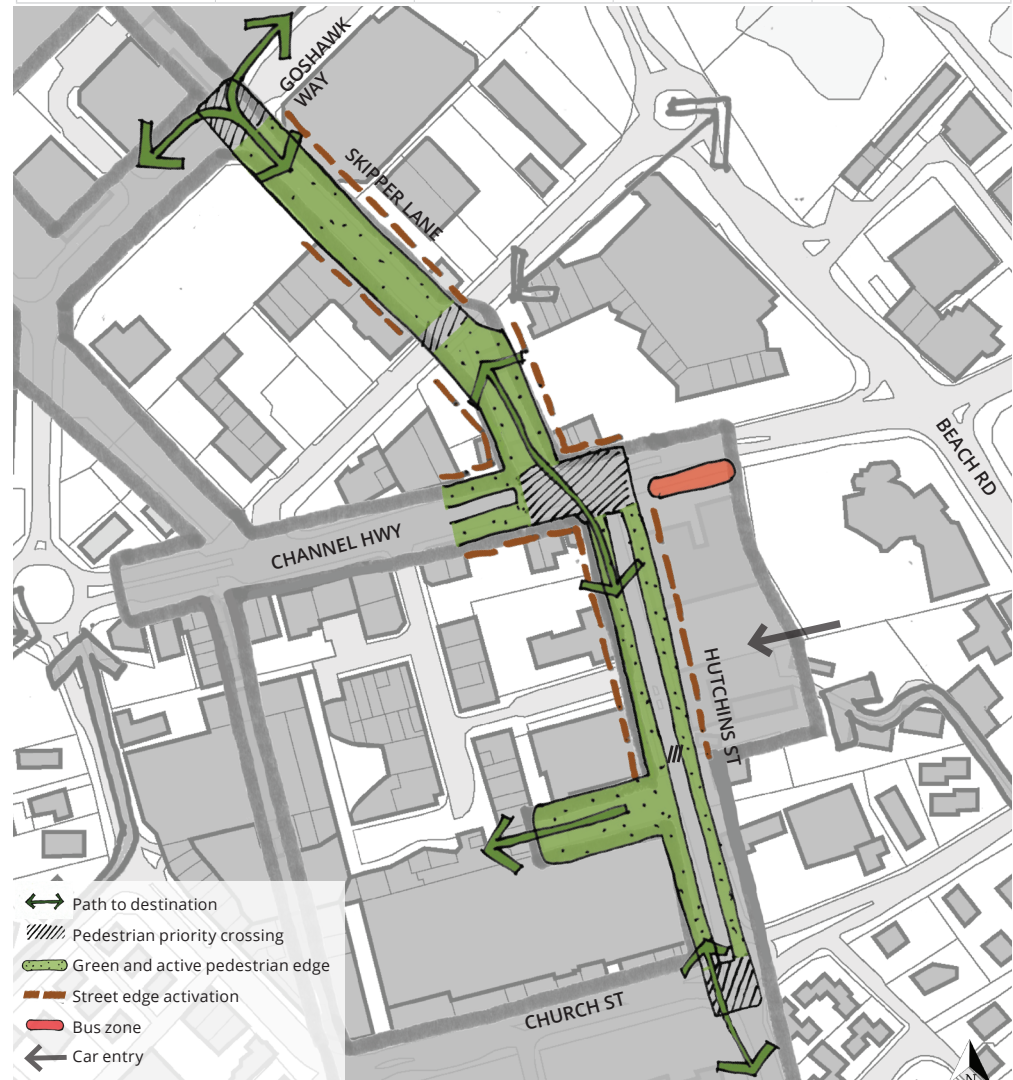
### BENEFITS

- Legible identity as a community centre, not just a shopping centre - investment in community pride and town identity
- Physically and visually connect school to public transport, community centre, park and key civic assets
- Define a clear 'edge' to the retail centre
- Incentivise activation of Hutchins St for commercial, retail, services – partnership approach with government and private landowners
- Increase value of public landholdings
- Build walking culture – even on steeper streets

### CONSIDERATIONS

- Reduction in traffic flow and speeds on Hutchins Street
- Loss of driveway access to lots along Hutchins Street
- Costs associated with linking Skipper Lane with Channel Highway through privately owned lots

GREAT PATHS	ENGAGING EDGES	PEOPLE PLACES	MORE GREEN	BUSINESS FRIENDLY
YES - pedestrian oriented footpaths connect destinations	YES - with planning, supports facade activation	YES - links civic and retail focussed open spaces	YES - creates space for significant tree and groundcover planting	YES - incentivises new commercial development



Hutchins Street and Skipper Lane transformed into a civic-spine

# 1. INFRASTRUCTURE INVESTMENT PRIORITIES

## 1C. CREATE A NEW LANEWAY EXPERIENCE

Today Skipper Lane is a poorly activated driveway providing vehicular access to the new Kingston Park development. Although it has great visual links to the Channel Highway, it does not offer convenient physical access to the rest of the Town Centre.

### KEY ACTIONS

- Extend Skipper Lane southward to connect to Hutchins Street acquiring and reconfiguring adjacent lots as necessary
- 2- stage pedestrianisation process
- Install bollards to designate the new Skipper Lane extension as a pedestrian-scale car-free zone
- Install a scramble crossing at the intersection of Skipper Lane extension, Channel Highway and Hutchins Street
- Ensure safe and comfortable pedestrian movement by adding dedicated crossings at Skipper Lane intersections with John Street and Goshawk Way; planting canopy trees and installing street furniture and signage
- Install bike parking at dedicated spots along the laneway
- Install street art and playable features along the laneway

This priority envisions Skipper Lane being transformed into a unique new experience, fine grain, activated edges with residential above - a key part of the new network of green and engaging paths and places.

### BENEFITS

- Facilitate visual connection from Hutchins Street to the Community Centre and Kingston Park
- Incentivise residential and retail development up to Channel Highway
- Diversify retail and hospitality opportunities connected to the new housing
- Help to build the night time economy of the Town Centre
- Create a safe and engaging passageway for north-south pedestrian movement
- Diversify the open space network
- Support the Kingston Park development and create a unique point of difference

### CONSIDERATIONS

- Land ownership and development incentives
- Restricted vehicular movement
- Reduction in on-street car parking

GREAT PATHS	ENGAGING EDGES	PEOPLE PLACES	MORE GREEN	BUSINESS FRIENDLY
YES - offers an engaging passageway for pedestrians	YES - with planning, supports facade activation	YES - creates a pedestrian-only activated space	YES - creates space for significant tree planting	YES - incentivises investment in street-facing retail



Skipper Lane and its extension up to Channel Highway designated as a car-free activated laneway

# 1. INFRASTRUCTURE INVESTMENT PRIORITIES

## 1D. IMPROVE THE WALKING LINKS TO PUBLIC TRANSPORT NODES

Accessing public transport in Kingston Town Centre on foot or bicycle is challenging and when you get there it is a poor experience. There is a lack of integrated walking and cycling network in the Town Centre, and the transport nodes themselves fail to offer a comfortable environment for transit riders.

### KEY ACTIONS

- Replace roundabouts to allow for dedicated pedestrian crossings
- Add Channel Highway dedicated crossings to create green and walkable core between bus stops
- Designate new pedestrian priority links connecting the Town Centre with residential areas and Kingston Beach
- Improve the experience of walking to the public transport nodes by widening footpaths, adding safe pedestrian crossings, street furniture, street lighting, directional signage and canopy trees
- Improve the bus stops by adding covered seating, information, toilets, water bubblers and bike parking in the vicinity
- Ensure seamless bike connectivity by joining up disconnected on-street bike lanes in the Town Centre

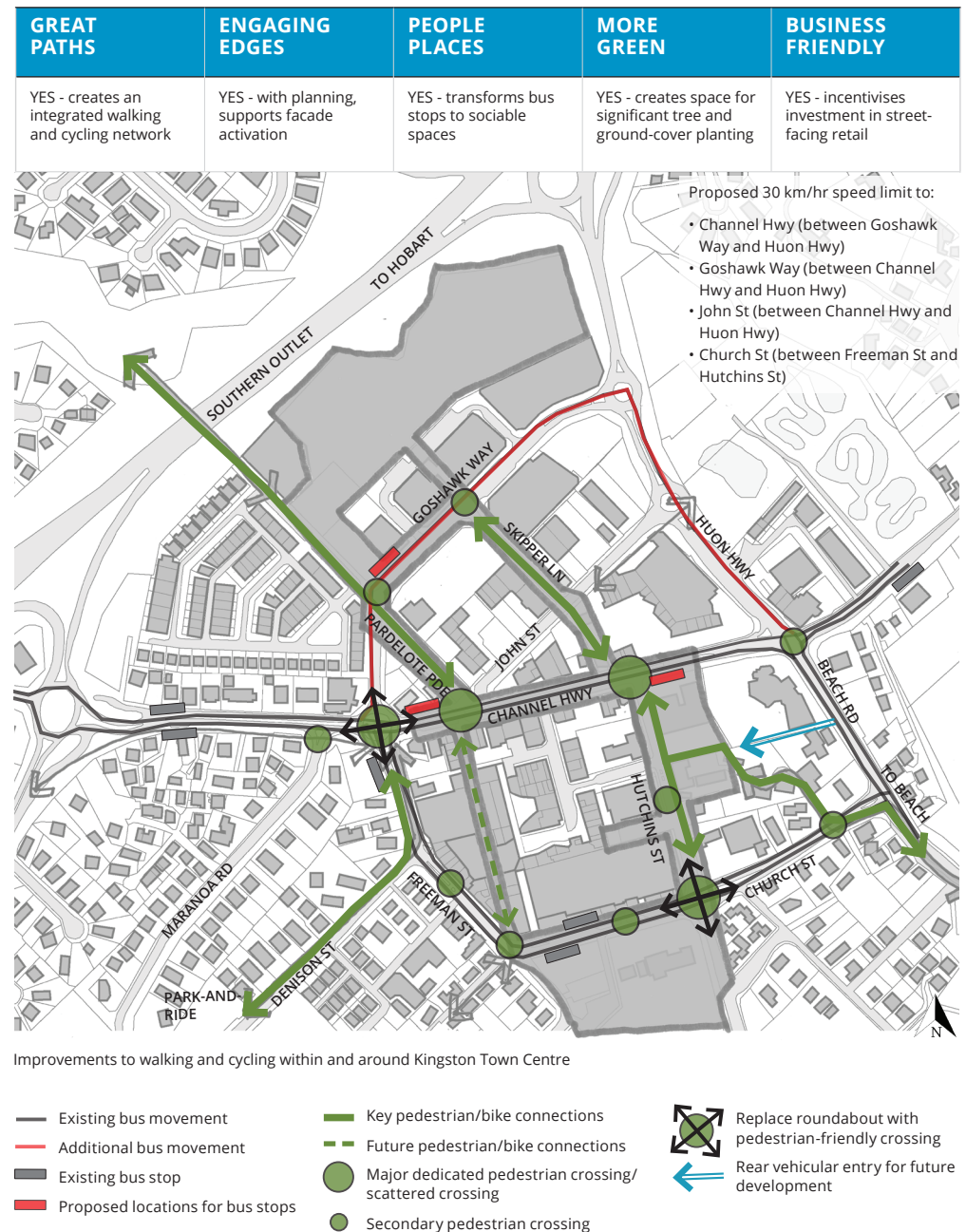
**This priority focusses on facilitating safe, comfortable and engaging paths into and around the centre, and connecting people to public transport nodes, effectively encouraging a shift towards sustainable travel options.**

### BENEFITS

- More people will be encouraged to walk, cycle and use public transport into the centre as it will offer a better experience rather than short drives
- Streets and walkways will be activated by pedestrian footfall – building the movement economy
- The area will feel/ be safer for a range of ages and abilities due to more people on the streets
- ‘Borrow’ public space to create better public transport waiting experience
- Demand for after hours business/ trading activity will increase

### CONSIDERATIONS

- Reduction in vehicular traffic flow and speeds
- Costs associated with hard infrastructure changes



## 2. GOVERNANCE AND PLANNING RECOMMENDATIONS

The Governance and Planning recommendations set up the systems that will support the delivery of the Place Vision. They encourage a collaborative approach across government and the private sector to ensure the best outcomes for all, supported by regulatory controls where appropriate.

There are five governance and planning recommendations:

### 2A. TRANSFORM KINGSTON GOVERNMENT STEERING GROUP

The objective of this recommendation is to ensure all levels of government and different departments work collaboratively and share knowledge and project updates regularly.

#### KEY ACTIONS

- Identify members from different tiers of government and Council departments
- Set terms of reference and program
- Conduct periodic meetings to ensure investment actions of different agencies and Council departments are aligned

### 2B. TRANSFORM KINGSTON STAKEHOLDER WORKING GROUP

The objective of this recommendation is ensure that Council departments and key Kingston landowners and business owners work collaboratively and share knowledge and project updates regularly.

#### KEY ACTIONS

- Identify key landowners, business owners/occupiers, members of associations such as Bicycle Network Tasmania, Cycling South, Ratepayers Association and government agencies and consultants
- Set terms of reference and program

### 2C. DEVELOP A SPECIFIC AREA PLAN

The objective of this recommendation is to review existing planning documents and, as necessary, prepare detailed development requirements over and above the existing land use controls for the Kingston Town Centre to promote fine-grain business activity, additional residential development and better use of government assets. The Specific Area Plan will act as a framework guiding physical changes on the ground aimed at delivering the Place Vision. It will also set out the requirements for the Planning Department to assess development applications in the Town Centre.

#### KEY ACTIONS

- Acquisition overlay or planning regulations to ensure extension of Skipper Lane (pedestrian access only) to connect up to the Channel Highway
- Review current and proposed planning documents to encourage fine-grain retail frontages, minimal driveways across primary pedestrian paths, mixed use development with reduced on-site parking and compact clusters of land use zones

### 2D. INITIATE A LOCAL ENTREPRENEURS' PROGRAM

The objective of this recommendation is to support the identification and capacity building of local residents who would like to start or grow a business with the intention of moving into the Town Centre to trade.

#### KEY ACTIONS

- Identify potential partners and existing programs and grant opportunities
- Set terms of reference and program of activities
- Call out for potential program participants; consider gaps in market such as health and well being services, evening traders, child care etc, that will work well with the existing offer
- Develop a local market strategy - a curated market held at the Community Centre only selling from local producers
- Prepare an easy-to-understand kit with information regarding outdoor trading - the process of seeking permissions, what is allowed and not allowed, and so on
- Partner with land owners/developers and offer tenancies with affordable rents to local young entrepreneurs

### 2E. INVEST IN IMPROVING REGIONAL EMPLOYMENT ATTRACTION

The objective of this recommendation is to support the identification of current office space availability and potential new commercial development sites to attract larger employers to the area.

#### KEY ACTIONS

- Identify potential sites in the Town Centre and businesses who would be willing to set up in Kingston
- Partner with developers/land owners to work out short term rental arrangements with affordable rents to attract businesses and encourage them to trial for a specific period
- Engage with Real Estate agents to share rental/lease opportunities
- Develop a marketing brochure for prospective businesses - inform them how Kingston is changing

## 2C. SPECIFIC AREA PLANS

The area which requires a new Specific Area Plan falls under the Central Business Zone as per the Kingborough Interim Planning Scheme 2015. While the planning regulations of this zone are well aligned to support the Place Vision, there is a need to better control lot sizes, frontage widths and setbacks.

### KEY ACTIONS

- Acquisition overlay or planning regulations to ensure extension of Skipper Lane (pedestrian only) to connect up to Channel Highway
- Review current and proposed planning documents to deliver:
  - Maximum 5m frontages to Skipper Lane and Channel Highway
  - Active street-facing retail and continuous frontages with awnings in the Retail street activation zone
  - Minimal driveways across primary walking paths and along Skipper Lane, in central part of Channel Highway and to the east of Hutchins Street
  - Above ground-level residential and commercial uses in the Retail/ commercial development zones and over existing civic assets
  - Reduced on-site parking requirements for new residential development
  - Compact clusters of land use zones

**This recommendation prioritises developing a new Specific Area Plan for Kingston Town Centre that will support fine-grain business activity, mixed use development close to public transport and better use of government assets.**

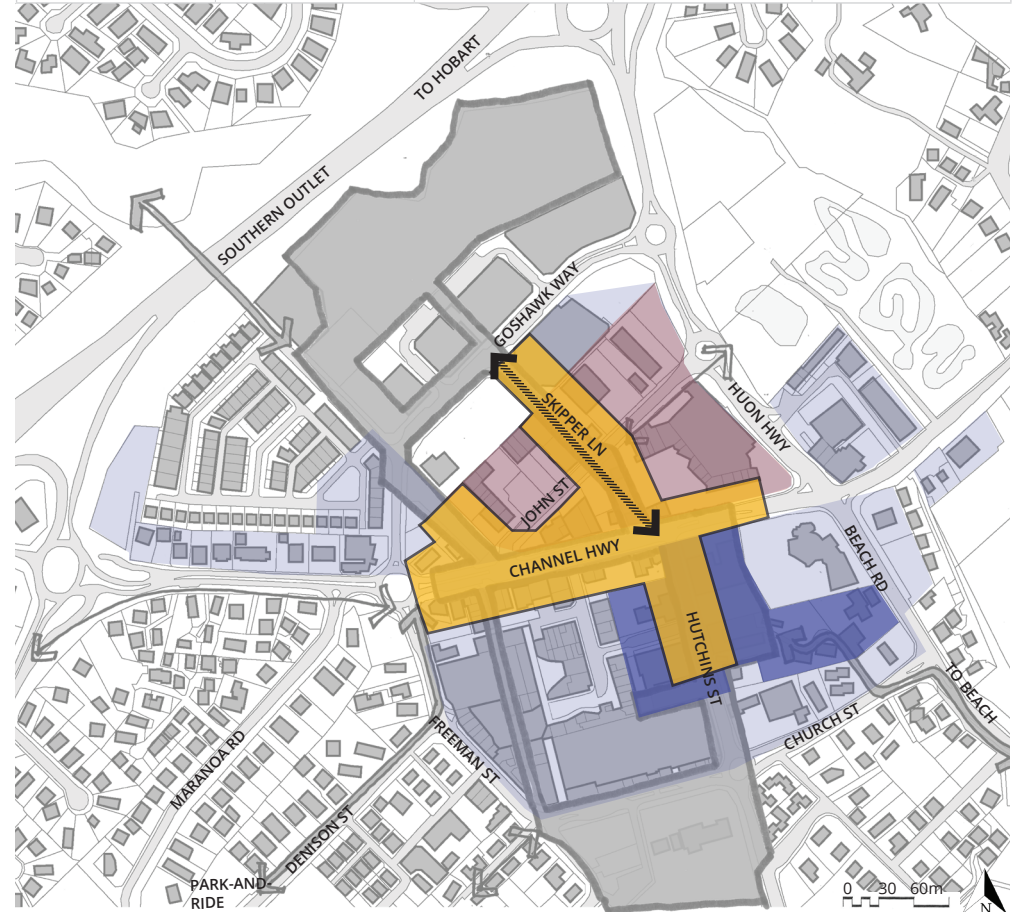
### BENEFITS

- Create legislative framework to support delivery of the Place Vision
- Promote increased commercial activity and create local jobs by redeveloping the community assets/publicly owned lands
- Create a human-scale built environment conducive to outdoor & night time trade
- Facilitate a fine-grain retail experience along Skipper Lane, Channel Highway and the northern part of Hutchins Street
- Incentivise residential development above ground floor retail close to public transport nodes

### CONSIDERATIONS

- Use of private land for public use
- Impact mitigation for existing businesses and landowners, staged approach
- Changes to land subdivision allowing only certain types of built form
- Loss of driveway access along Channel Highway and Hutchins Street
- Reduction in on-site parking provisions

GREAT PATHS	ENGAGING EDGES	PEOPLE PLACES	MORE GREEN	BUSINESS FRIENDLY
YES - supports creating a pedestrian-friendly environment	YES - supports creating active street edges	YES - supports creating a network of human friendly spaces	YES - creates space for significant tree planting	YES - incentivises small to large scale businesses



New planning zones to be incorporated to the Specific Area Plan

- ←→ Skipper Lane extension
- Current Central Business Zone as per Kingborough Interim Planning Scheme 2015
- Retail street activation zone (Commercial above)
- Retail/ commercial development zone (Residential above ground level)
- Commercial development (Residential levels 3/4 and above)

### 3. PUBLIC REALM RECOMMENDATIONS

The Public Realm Recommendations are provided at two scales - delivering on the overarching Place Principles, as well as detailing opportunities for shorter term enhancement of visitors' experience of the Kingston Town Centre.

There are four public realm recommendations:

#### 3A. BRING NATURE INTO THE TOWN CENTRE

The objective of this recommendation is to soften the experience of Kingston Town Centre to make it feel more green and connected to the surrounding physical landscape.

##### KEY ACTIONS

- Install potted plants on footpaths/ hanging baskets with greenery under awnings
- Plant shade-giving trees with connected canopies and groundcover along key pedestrian routes within and leading to the Town Centre
- Use warm and organic materials in the public realm design
- Encourage developers and traders to maximise private planting e.g. green walls to offer a cool and green experience of walking along shopfronts
- Encourage integration of elements of greenery in the design of new street facing private development

#### 3B. CREATE A NETWORK OF DIVERSE OPEN SPACES

The objective of this recommendation is to create a network of temporary and permanent open spaces in Kingston Town Centre for people to sit, stay, play and socialise. This recommendation supports the use of existing public and privately owned open space assets, and adding new spaces that can be potentially used for public activities.

##### KEY ACTIONS

- Identify a purpose for each public open space in the Town Centre - ranging from benches along streets and pockets of outdoor dining at the smallest scale to spaces as large as Kingston Park
- Envision bus stops as social places rather than waiting spaces serving as meeting spots for the community more than a piece of infrastructure - add comfortable covered seating, real time information, toilets, bins and drinking fountains
- Develop an activation program to support outdoor trading and community events

#### 3C. TRIAL SHORT TERM ROAD TRANSFORMATIONS

The objective of this recommendation is to temporarily transform the car dominated spaces from a hard-paved and sterile to an activated place for entertainment, play and socialising. The trials support the wider cultural change required in the area and illustrate the benefit of an improved public realm.

##### KEY ACTIONS

- In partnership with Kingston Library, trial weekend evening closure of the Kingston Library car park site to create a space for entertainment and play during the construction of road infrastructure in the Town Centre
- Trial closure of Channel Highway on Sundays to run a 'Sunday Streets' program offering opportunities for play, interaction and entertainment
- Engage with local artists and organise performances and movie screenings in the outdoor space
- Consider permanent closure of the car park site to create a pedestrian friendly pocket plaza

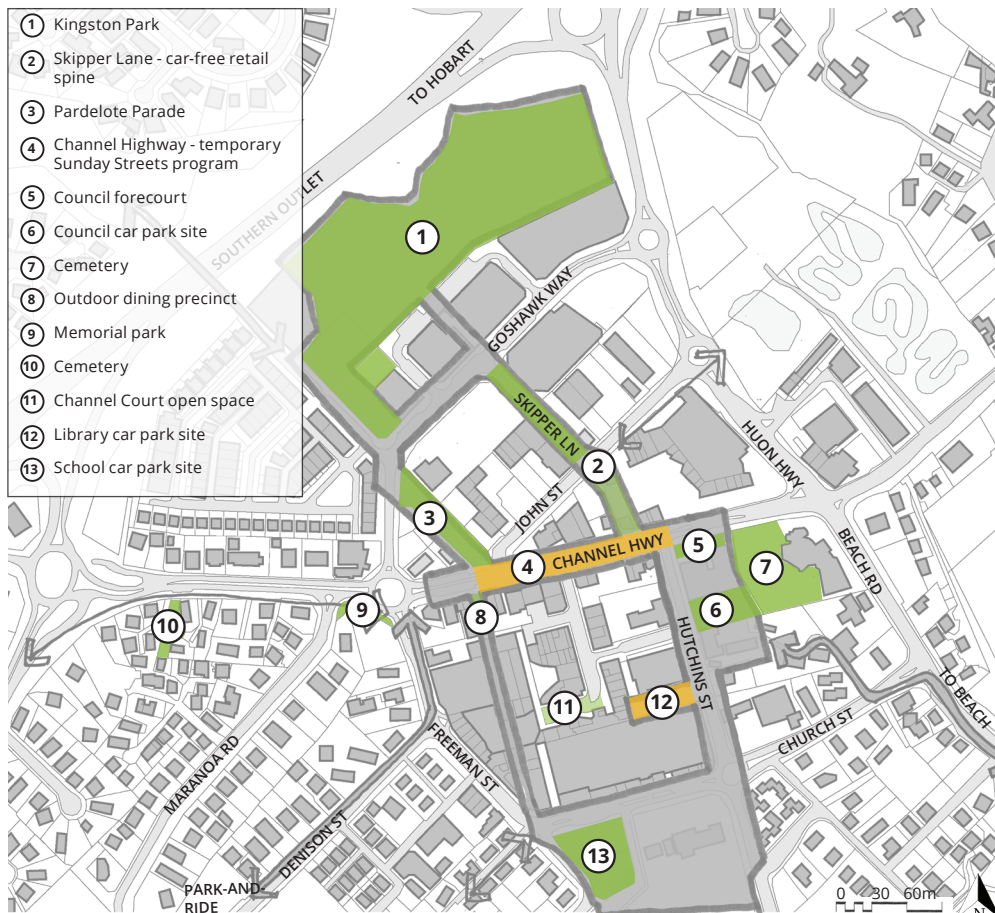
#### 3D. ACTIVATE THE COMMUNITY HUB

The objective of this recommendation is to maximise the value of the Community Hub as a key community asset. A lack of information and programming opportunities is limiting community connection and perceived value.

The Community Hub, in partnership with local developers, can be used to offer a wider choice of things to do for the community and an opportunity for young entrepreneurs to test and trial new business ideas.

##### KEY ACTIONS

- Council to organise weekend market in the public open space adjoining the Community Hub curated to prioritise local producers, craftspeople and entrepreneurs
- Develop and deliver a communications plan informing the community about how they can use the space
- Invite expressions of interest for regular activation of the hub



Public seating and shelters should support socialisation and be co-located with appropriate land uses, for e.g. seating within Pardelote Parade should also be useful for people waiting to change buses



Street tree planting should shade people walking along edges and consider seasonal weather changes



Design for temporary closures of streets for special events



Materials used in the public realm should integrate with nature and greenery and offer a warm visual experience

## 4. COMMUNICATION AND BRANDING RECOMMENDATIONS

Communication and branding recommendations focus on how to ensure the correct messaging for the Kingston Town Centre transformation, how to keep stakeholders informed and engaged and how to build a positive narrative that builds trust in the long term vision.

There are three communication and branding recommendations:

### 4A. TRANSFORM KINGSTON WEB-PAGES

The objective of this recommendation is to provide a central location for information about the wider project. Regular updates should be provided to Kingston's community and businesses regarding the transformational projects in the Town Centre, in order to mitigate any possible risks that may arise during construction and to develop a sense of ownership and care for the public space amongst the community.

#### KEY ACTIONS

- Create a section on Council website with the project timeline and progress of various transformational projects in the Kingston Town Centre
- Clearly convey project construction dates to the community and businesses, to help them plan their movement around the Town Centre and renovation works (if any) in advance
- Provide an opportunity for the community to provide feedback and share inputs on the project's progress, public space design and construction works
- Provide resources to address community concerns during the project construction stages

### 4B. RENAME CHANNEL HIGHWAY

The objective of this recommendation is to promote Channel Highway as the main street of Kingston Town Centre, offering opportunities for people to shop, work, socialise and entertain than as a road to drive through. The name should reflect this desired character and be locally significant, helping to build pride in the community.

#### KEY ACTIONS

- Develop a short list of appropriate potential names that reflect local heritage and community values
- Undertake a community feedback process to select the final 3 names for final review and selection
- Organise a naming ceremony as a part of a 'Sunday Streets' program on the Channel Highway, inviting the community and businesses to participate

### 4C. DEVELOP A MARKETING AND BRANDING STRATEGY FOR KINGSTON

The objective of this recommendation is to develop an outward facing narrative and logo for the Kingston Town Centre, synthesising the Place Vision and capturing what we want to achieve in the future. This recommendation aims to establish a consistent identity for Kingston Town Centre, attracting people and businesses to participate in making the desired future for the Town Centre.

#### KEY ACTIONS

- Council to engage with a local marketing and branding organisation to develop a narrative and logo for the Town Centre
- Use the logo on Council website and project communications
- Distribute the logo to businesses and developers in the Town Centre, encouraging them to use the same on their own website and in printed marketing collateral to strengthen the brand of Kingston Town Centre
- Print the logo in a format that can be used as a welcome sign on shopfronts, directional signage and footpath pavements

# APPENDIX

# PLACEMAKING

Placemaking is the collaborative process of creating, enhancing and managing people focussed places that respond to and respect the unique qualities of each location.

## ABOUT PLACEMAKING

Place Score contends that a successful people place is a living system of relationships where each element plays an important role in the making of the whole - a civic ecosystem. It is difficult to know how the removal of even one element might impact the whole. Like a game of pick-up sticks, the infrastructure of the place (soft and hard) could hold together with any number of its elements removed or fall apart if a single relationship is altered.

There are many definitions of Placemaking. Perhaps the most commonly held is that regarding the activation of a place.

Placemaking is much more than this; it is the creation of meaningful environments that reflect the values and aspirations of the people who will use the place, as well as the layers of narrative that contribute to the essence of that place - its 'genius loci'. The aim of placemaking is the creation of environments that respect the unique qualities of each different location.

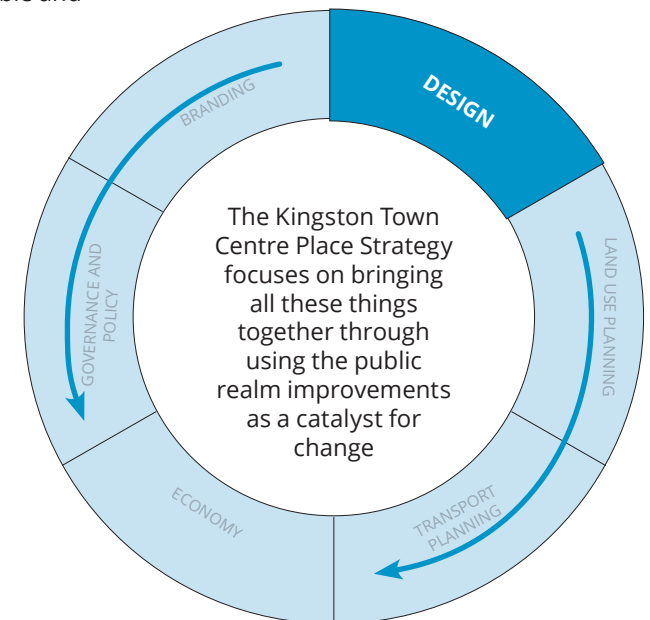
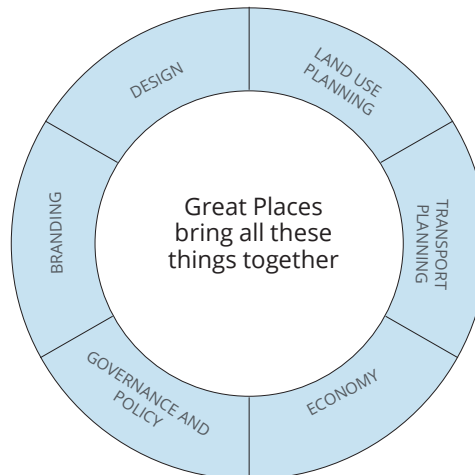
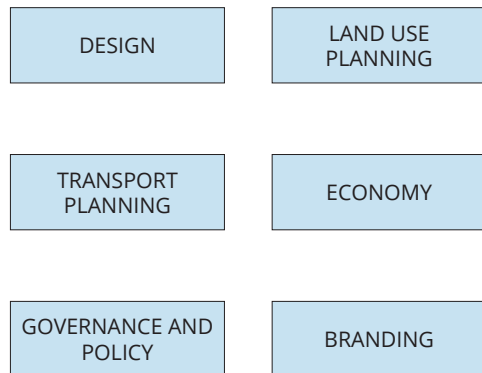
## A PLACEMAKING APPROACH

A placemaking approach for determining investment ensures that the private and public sectors and the wider community are aligned around the strategy for the future. It brings together the experts

from different sectors and facilitates a collaborative approach to improving places holistically. Place Score looks at placemaking as a tool to create places that make people want to come to and spend time and money in. The focus is on long-term change that will make the Town Centre self-sustaining than short term activation of places.

A placemaking strategy is different from a traditional master planning process. It is a bottom up approach of making a place better involving the community and stakeholders. It follows a systems approach addressing the place as a system of interdependent tangible and intangible parts.

**Places are made of many different elements that need to work together to be great for business and the community**



What Kingston Town Centre is today, and how it will look and feel tomorrow is based on several interdependent aspects. A 'systems' approach is key to bring together different components in order to de-risk the process of investment

## UNDERSTANDING THE VALUE OF PLACE

If space is an environment that holds no meaning for people, inversely place is one in which meaning is embedded through a connection between those people and the location; this meaning could be historic, cultural, social, personal or communal.

The history of place in Australia is over 60,000 years old, captured elegantly by Aboriginal people as 'country'. Country is a term used by Aboriginal and Torres Strait Islander people to describe their spiritual and ancestral connection to the land. European colonists brought their own historical attachment to place through the Roman 'genius loci' or spirit of place; defined as what a place is or wants to be. It is only in the last 50 years that western city makers have begun to consider place in their planning.

Place is increasingly important today as a way of attracting people to a location to gain competitive advantage. Town Centres as well as retail malls are engaging placemakers as a way to ensure that their place has a clear identity, invites people to visit and encourages them to stay longer and share the story of the place to their friends and colleagues.

## PLACEMAKING OBJECTIVES:

A placemaking approach has a number of key objectives:

- Being appropriate for each unique place and its people through the facilitation of meaningful experiences
- Putting people first by prioritising the experience of the pedestrian over all other modes of movement
- Prioritising the 'everyday' through an understanding that the greatest attractor of people is the presence of other people
- Building relationships between people and places to create an inter-dependent network of businesses, public spaces and users

## SELF SUSTAINING ACTIVATION

Planning for activities, such as sitting, eating and socialising will provide for the natural, organic and sustainable use of places by people as a part of their daily life. This should be done by getting the base design right - delivered in a way that minimises the reliance, and therefore the need for investment by Council into programming formal events.

## PLANNING FOR LONG-TERM CHANGE

Place activation can be a tool for triggering and influencing long-term change through attracting people and investment, improving local trade, improving liveability and thereby building holistic sustainability.

Place Score has adopted this approach to develop the strategy, involving the local community in identifying their aspirations and desired changes in combination with high level studies of the area (available in the *Understanding Your Place* report).

## PLACE ATTRACTION AND ATTACHMENT

There are two key factors that underpin the placemaking approach. High place attraction and place attachment together contribute to making a place more resilient to external factors, such as economic downturns or the rise of online shopping.



Place attraction is the 'magnet' of a place and determines the reasons why people choose one place over another. In retail environments, three main barriers must be overcome in order to make a place attractive. For a place to be successful, the invitation must overcome any potential barriers.

- Physical: Is it easy to get there and move around?
- Psychological: Do people feel welcome here?
- Price point: Do the retail options reflect how much a person can spend?



Place attachment is the 'stickiness' of a place and determines how people behave in a place once they are there. It contributes to customer spending and retention.

Short term attraction is how long a person will stay in a place once they are there. It considers pause points, slowing people down and having attractive staying places.

Long term attraction is whether a person will continue to visit over time, or move to an area to live or work. It considers connection to the place leading to re-investment.

FOR MORE INFORMATION  
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