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Shopping Centre Improvement Plan



Shopping Centre Improvement Plan
City of Boroondara
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Part 1 Background

Council's Economic Development Department identified a need to make an objective and transparent assessment of Boroondara shopping centres to ensure that improvements are made to those centres that are most in need of attention. In prioritising improvements to shopping centres, it is also important to consider which centres provide the greatest benefit to the Boroondara community. The Environment and Sustainable Living Department has developed the Shopping Centre Improvement Plan (SCIP) to respond to this need.

The preparation of the SCIP is also supported by City of Boroondara Economic Development Strategy (2009), which recommends:

Facilitate implementation of actions arising from Council's Shopping Centre Improvement Study 2009 and facilitate beautification of the shopping centres in areas outside of Council's direct control by providing support and advice to Trader Associations, Real Estate Agents, landlords, developers and tenants.

Part 2 Purpose

The SCIP has been developed to provide a strategic approach to the prioritisation of improvements to shopping centres in the City of Boroondara.

Part 3 Methodology

Shopping Centre identification

The original brief for the SCIP was to assess all small and medium sized shopping centres in the City. Council is preparing structure plans for four of the largest shopping centres in the municipality, including Camberwell Junction Shopping Centre, Kew Junction Shopping Centre, Glenferrie Road Shopping Centre and Balwyn Shopping Centre. The structure plans will set general directions for improvements to these centres, and it is likely that concept master plans will need to be prepared for each centre to provide further resolution to the improvements. For example, a concept master plan is currently being prepared for Balwyn Shopping Centre. Therefore, the scope of the SCIP has been developed to include all shopping centres that will not be covered by a structure plan.

The following criteria have been used to identify the shopping centres to be included in the SCIP:

- will not be covered by a structure plan;
- comprise seven or more businesses in proximity to each other; and
- are primarily zoned B1Z (Business 1).

On this basis, the SCIP identifies 42 shopping centres. A map indicating the locations of these centres is included in Appendix A.

The extent of each shopping centre was defined in consultation with the Economic Development Department to capture the core shopping area of each centre.

Commercial areas that generally have a B2Z (Business 2) zoning include uses such as office, large floor space retail (eg furniture stores), warehouse and car dealerships etc, have not been included in the SCIP.

Tooronga Village Shopping Centre was not included in the project as a new development is under construction at this site.

Assessment Methodology

To prioritise future improvements to shopping centres, it is considered important to consider the following:

- Existing condition - Assessment criteria were developed to analyse the condition of each centre in a consistent, objective and transparent manner.
- Size - Shopping centres which contain more businesses are assumed to attract greater visitation and therefore offer benefits to more people. The size of shopping centres has been assessed on the number of properties contained within the defined extent of each centre.

Development of Assessment Criteria

Assessment criteria were developed to analyse the existing condition of shopping centres. The assessment criteria were developed using feedback received from an extensive phone survey of 304 traders undertaken by Council's Economic Development Department in 2006. This survey asked traders what improvements they would like to see made to their centre, which gave a good indication of what elements in a shopping centre are valued by traders. Using this information, Council officers developed assessment criteria that also considered needs of the likely users groups, as well as best practice urban design principles.

The assessment criteria have been broadly categorised as 'essential' and 'desirable' elements. Essential elements are those that provide a basic level of streetscape presentation and infrastructure that contribute to the basic function and use of the centre. Examples include seating, information signage, street trees and access for all abilities. Every centre should provide these essential elements and they are considered a priority over the provision of desirable elements.

Desirable elements are those that are not essential to the function and use of a centre, but provide a higher level of amenity, form and function for its users. Examples include feature paving, additional landscaping and public art. Whilst important, these elements are considered a lower priority than the essential elements. These elements may also not be appropriate in every instance eg. the cost of providing a public toilet may be justifiable for a larger shopping centre, but not for a smaller centre due to levels of usage.

The essential and desirable elements assessment criteria used in the SCIP are summarised in the following table:

Essential Elements	Desirable Elements
<ul style="list-style-type: none"> • Trees • Seats • Bins • Bike rails • Footpaths • Roadways • Information signage • Disability access • Car Parking • Shade/Shelter 	<ul style="list-style-type: none"> • Planting other than trees • Feature paving • Feature lighting • Enlarged pedestrian spaces • Public art • Toilets

Please note that the order of the elements in each list does not give an indication of importance (eg. provision of street trees is not considered to be more important than provision of shade/shelter). A more detailed description of the essential and desirable elements assessment criteria is provided in Appendix B.

The provision of general lighting (as opposed to feature lighting) in a shopping centre is also considered to be an essential element. However, the SCIP did not include a comprehensive assessment of the lighting at each centre due to the expertise required to make such an assessment. When improvements are considered for each centre, the provision of general lighting will be considered.

In addition to essential and desirable elements, the 'sense of place' of each shopping centre was assessed as part of the SCIP. This urban design term is intended to take into consideration the use and character of an area, and covers such things as sociability and activity, movement and connectivity and urban character. The sense of place of a shopping centre has an influence over how inviting that centre is to shoppers. The sense of place assessment criteria are summarised below.

Sociability and Activity	Movement and Connectivity	Urban Character
<ul style="list-style-type: none"> • Outdoor dining • Indoor dining with views of street • Footpath display of goods and signage • Window display of goods • Visual depth to shop fronts • Popular businesses • Popular outdoor gathering spaces 	<ul style="list-style-type: none"> • Conflict between pedestrians and vehicles • Connection to car parking • Connection to public transport 	<ul style="list-style-type: none"> • Sense of enclosure to street • Contribution of architecture • Landmarks • Sense of arrival • Regular door openings • Provision of windows • Streetscape embellishments • Extent of signage (business) • Mix of businesses • Overhead powerlines Clutter

A more detailed description of the sense of place assessment criteria is provided in Appendix B.

Council has a direct influence over the provision of the essential and desirable (physical) elements within the public spaces of a shopping centre. However, Council is less able to directly influence aspects that contribute to the sense of place. This is because much of the sense of place analysis made in the SCIP relates to the condition and appearance of buildings in private ownership, the make-up of businesses in a centre and how traders operate their businesses.

Therefore, it is intended that the results of the sense of place analysis be used to work with and support local traders and property owners to improve the use and character of their shopping centre where possible. This may be promoted by Council's Economic Development Department.

Preparation of an Analysis Checklist and Site Inspections

To ensure consistency in the assessment of all of the centres, a standard analysis checklist was developed which assessed all three sets of assessment criteria (essential elements/desirable elements/sense of place). Each component of the assessment criteria was given a score out of five to reflect the existing condition of the centre. The scoring system included the following ratings:

5 = Excellent, 4 = Good, 3 = Adequate, 2 = Needs some improvement, 1 = Needs significant improvement, and 0 = Not provided.

This method allowed a total score for all three sets of assessment criteria to be calculated. A percentage score based on the highest possible score for each set was then calculated to represent the current overall state of each shopping centre.

The assessment of each shopping centre was made by a senior landscape architect and urban designer. Each shopping centre was assessed by the same senior landscape architect to ensure consistency in the analysis, and the same urban designer who provided specialist knowledge for the assessment of the sense of place criteria.

A copy of the analysis checklist used in the SCIP is provided in Appendix C.

A detailed breakdown of the scores for all shopping centres for essential elements, desirable elements and sense of place is provided in Appendix D.

Issues and Opportunities Plan

A plan for each shopping centre was prepared illustrating the issues and opportunities for improvement. Each shopping centre plan has a list of key issues and key opportunities. The plan also shows the scores from the analysis checklist for essential and desirable elements. Select images are included on the plans to illustrate issues and to give an impression of the sense of place of each shopping centre.

The Issues and Opportunities Plan for each shopping centre is provided in Appendix E.

Prioritisation of Improvement Works

The table below shows the priority rankings (in descending order) for each centre based on the two assessment methodologies:

- Existing condition - the percentage score for essential elements of each centre was used to develop a prioritised list which reflects the existing condition of each centre. This list prioritises those centres lacking in elements that contribute to the basic function and use of the centre.
- Size - the size of shopping centres has been assessed on the number of properties contained within the defined extent of each centre. The priority ranking places the largest centre as highest priority and the smallest as lowest priority. This ranking reflects the premise that shopping centres which contain more businesses attract greater visitation and therefore offer benefits to more people.

Existing condition priority ranking

1. Solway Shopping Centre (Karnak Road)
2. Hawthorn East (Tooronga Road) Shopping Centre
3. Riversdale Road East Shopping Centre
4. Mount Street Shopping Centre
5. Willsmere Village
6. South Camberwell Shopping Centre
7. Glenferrie Hill Shopping Centre
8. Peate Avenue Shopping Centre
9. Fordham Avenue Shopping Centre
10. Alamein Shopping Centre
11. Rathmines Rd and Burke Rd Shopping Centre
12. Bellevue Shopping Centre
13. Highfield Road Shopping Centre
14. Dickens Corner Shopping Centre
15. Auburn Village
16. Canterbury Village
17. Cotham Village
18. Riversdale Village
19. Solway Shopping Centre (Taylor Street)
20. Deepdene Shopping Centre
21. Church Street Shopping Centre
22. Balwyn East Shopping Centre
23. Upper Glen Iris Shopping Centre
24. Golf Links Village
25. Boroondara Shopping Centre
26. Belford Court Shopping Centre
27. Hartwell Shopping Centre
28. Belmore Heights Shopping Centre
29. Maling Road Shopping Centre (Canterbury)
30. West Hawthorn Shopping Centre
31. Ashwood Shopping Centre
32. Greythorn Shopping Centre
33. Middle Camberwell Shopping Centre
34. Harp Village
35. Through Road Shopping Centre
36. North Balwyn Shopping Centre
37. Stradbroke Shopping Centre
38. Surrey Hills Shopping Centre
39. Ashburton Shopping Centre
40. East Camberwell Shopping Centre
41. Burwood Village Shopping Centre
42. Mont Albert Shopping Centre

Size priority ranking

1. Ashburton Shopping Centre
2. Harp Village
3. Burwood Village Shopping Centre
4. South Camberwell Shopping Centre
5. Hartwell Shopping Centre
6. Church Street Shopping Centre
7. Auburn Village
8. Surrey Hills Shopping Centre
9. Maling Road Shopping Centre (Canterbury)
10. North Balwyn Shopping Centre
11. Mont Albert Shopping Centre
12. West Hawthorn Shopping Centre
13. Greythorn Shopping Centre
14. Deepdene Shopping Centre
15. Through Road Shopping Centre
16. Balwyn East Shopping Centre
17. Riversdale Village
18. Upper Glen Iris Shopping Centre
19. Canterbury Village
20. Middle Camberwell Shopping Centre
21. Cotham Village
22. Boroondara Shopping Centre
23. Glenferrie Hill Shopping Centre
24. Bellevue Shopping Centre
25. East Camberwell Shopping Centre
26. Willsmere Village
27. Stradbroke Shopping Centre
28. Mount Street Shopping Centre
29. Golf Links Village
30. Ashwood Shopping Centre
31. Dickens Corner Shopping Centre
32. Rathmines Rd and Burke Rd Shopping Centre
33. Belmore Heights Shopping Centre
34. Solway Shopping Centre (Karnak Road)
35. Belford Court Shopping Centre
36. Peate Avenue Shopping Centre
37. Highfield Road Shopping Centre
38. Riversdale Road East Shopping Centre
39. Hawthorn East (Tooronga Road) Shopping Centre
40. Alamein Shopping Centre
41. Solway Shopping Centre (Taylor Street)
42. Fordham Avenue Shopping Centre

Part 4 Implementation

The future allocation of Council budget for shopping centre improvements will be based on the following strategic documents to be adopted by Council:

- Camberwell Junction Shopping Centre, Kew Junction Shopping Centre, Glenferrie Road Shopping Centre and Balwyn Shopping Centre – structure plans.
- Other Shopping Centres – Shopping Centre Improvement Plan.

It is proposed that funding to implement the plan be allocated on an annual basis with 50% of funding to be devoted to the centres ranked based on condition in priority order, and the balance to be allocated to the centres ranked on size from largest to smallest. The funding will be used to work through each list from highest priority to lowest. Each centre will be upgraded once, and this will occur when it is reached on either the existing condition ranking or size ranking list (whichever occurs first). This system will achieve a balance by simultaneously improving those centres in the greatest need based on existing condition, and improving larger centres that will benefit the most people.

It is proposed that each year the design and consultation of improvement works be undertaken for shopping centres from both the existing condition ranking and size ranking lists. In the following year, the improvement works would be implemented in these shopping centres. On the basis of such a rolling program of design, consultation and implementation, it would take approximately 17 years to complete improvement works to all 42 centres covered by the SCIP. This timing is dependent on budget allocation being made each year by Council to implement the SCIP.

Centres will be upgraded using the Issue and Opportunities Plan as a guide to new improvement works. The improvements will aim to provide a good level of provision of all essential elements. This will include achieving a consistent standard of street furniture across all centres. Desirable elements will also be included in the design if considered appropriate for that centre (eg. inclusion of feature paving in a small shopping centre may be appropriate whereas provision of feature lighting or public art may not).

Council's Environment and Sustainable Living and Economic Development Departments will use the results of the sense of place analysis to work with traders and property owners to improve the use and character of their shopping centre where possible. This may include encouraging cafes and restaurants to provide outdoor dining to add activity to footpaths, removal of window blinds to provide views into shops, training of traders in the arrangement of window displays, painting of faded facades, repair of damaged awnings, adding visual interest or windows to blank facades etc.

Efforts to improve the essential elements, desirable elements and sense of place in each shopping centre will be undertaken at the same time, as a co-ordinated effort by Council. This comprehensive improvement process would see the physical features of a centre that are in Council ownership upgraded and the upgrade of buildings and features in private ownership encouraged. This

streetscape review is to be complemented by targeted support for the traders in that centre from Council's Economic Development Department where a need is identified. This trader assistance may include information on how to more effectively present, run and market their businesses.

Improvements to shopping centres would also be undertaken to co-ordinate with works by other authorities (eg. VicRoads).

Part 5 Next Steps

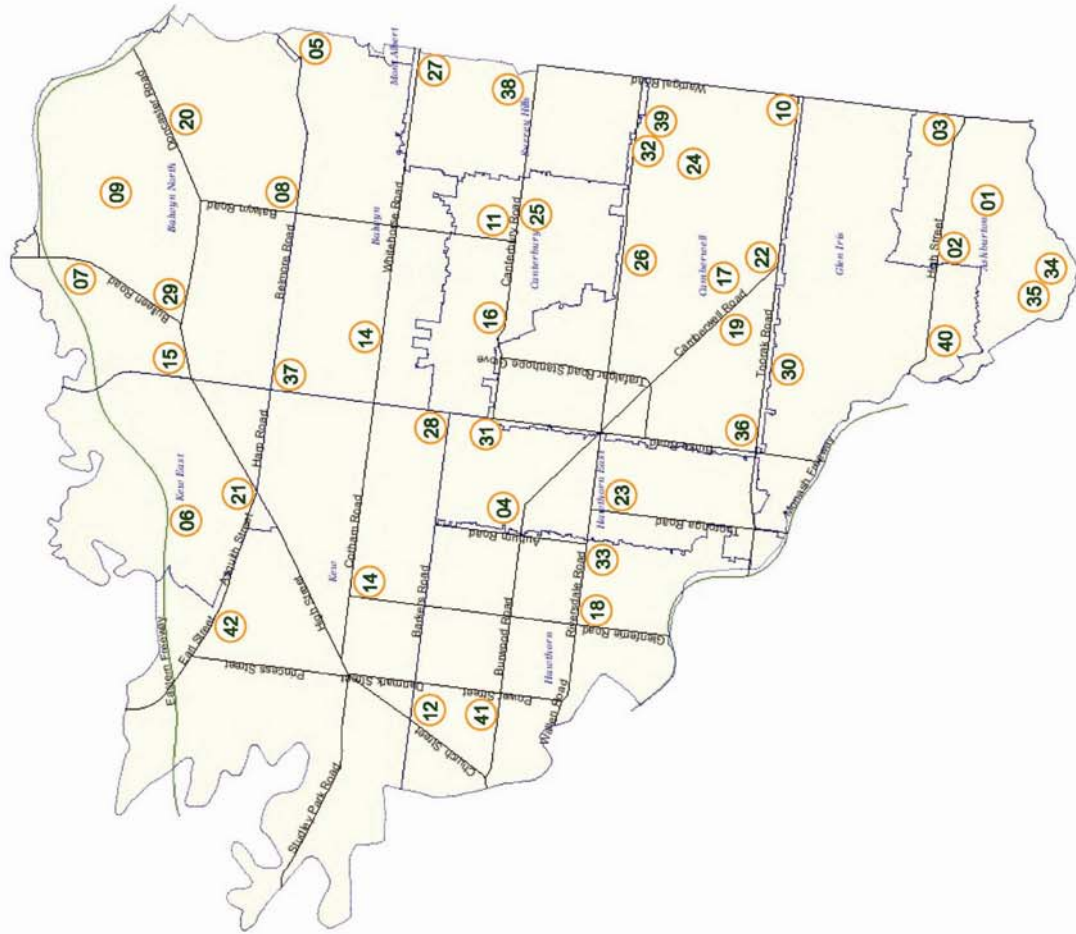
1. The Council budget for 2009/2010 allocates a Priority Works budget of \$65,000 for the detailed design of high priority centres identified in the SCIP. It is proposed that there be a 50/50 split of this funding between the existing condition ranking and size ranking lists (totalling \$32,500 for each list). As a minimum, the design and consultation for improvements to one high priority centre from each list will be undertaken with this funding in 2009/2010.
2. A Capital Works budget bid of \$500,000 is proposed to be made for the 2010/2011 financial year to implement the improvement works to these centres. There would be a 50/50 split of this budget between implementing works from the existing condition ranking and size ranking lists (totalling \$250,000 for each list).
3. A Priority Works budget bid of \$65,000 will also be submitted for 2010/2011 to undertake design and consultation for the next high priority shopping centres. It is proposed that there be a 50/50 split of this funding between the existing condition ranking and size ranking lists (totalling \$32,500 for each list).
4. Council's Economic Development Department will commence working with the shopping centres to encourage a collective and collaborative approach to centre improvement in advance of Council committing funds to improvement works.

This process will continue until the SCIP has been fully implemented.

Appendix A Locations of Shopping Centres

LOCATIONS OF SHOPPING CENTRES IN THIS STUDY

- 01 Alamein Shopping Centre
- 02 Ashburton Shopping Centre
- 03 Ashwood Shopping Centre
- 04 Auburn Village
- 05 Balwyn East Shopping Centre
- 06 Belford Court Shopping Centre
- 07 Bellevue Shopping Centre
- 08 Belmore Heights Shopping Centre
- 09 Boroondara Shopping Centre
- 10 Bunwood Village Shopping Centre
- 11 Canterbury Village
- 12 Church Street Shopping Centre
- 13 Cotham Village
- 14 Deepdene Shopping Centre
- 15 Dickens Corner Shopping Centre
- 16 East Camberwell Shopping Centre
- 17 Fordham Avenue Shopping Centre
- 18 Glenferrie Hill Shopping Centre
- 19 Golf Links Village
- 20 Greythorn Shopping Centre
- 21 Harp Village
- 22 Hartwell Shopping Centre
- 23 Hawthorn East (Tooronga Road) Shopping Centre
- 24 Highfield Road Shopping Centre
- 25 Mailing Road Shopping Centre (Canterbury)
- 26 Middle Camberwell Shopping Centre
- 27 Mont Albert Shopping Centre
- 28 Mount Street Shopping Centre
- 29 North Balwyn Shopping Centre
- 30 Peate Avenue Shopping Centre
- 31 Rathmines Road and Burke Road Shopping Centre
- 32 Riversdale Road East Shopping Centre
- 33 Riversdale Village
- 34 Solway Shopping Centre (Karnak Road)
- 35 Solway Shopping Centre (Taylor Street)
- 36 South Camberwell Shopping Centre
- 37 Stradbroke Shopping Centre
- 38 Surrey Hills Shopping Centre
- 39 Through Road Shopping Centre
- 40 Upper Glen Iris Shopping Centre
- 41 West Hawthorn Shopping Centre
- 42 Willesmere Village



Appendix B Description of Assessment Criteria

The assessment criteria of essential elements, desirable elements and sense of place are outlined below. Each of the three assessment criteria included a number of elements, and many elements comprised a number of components. Each component was scored out of 5. The scoring system was 5 = excellent, 4 = good, 3 = adequate, 2 = needs some improvement, 1 = needs significant improvement, 0 = not provided/not applicable. A description of what would achieve an excellent score for each component is also outlined below.

Essential Elements

Element: **Trees**
Components: *Continuity* – Regular placement of street trees throughout the centre.
Condition – Healthy trees with no damage.
Suitable species – Species suitable to their location (eg. small growing species below awnings and powerlines) and species providing a suitable level of visual appeal.
Use of tree guards – Use of the standard style of tree guard where appropriate.

Element: **Seats**
Components: *Provision* – Adequate number of seats consistent with the size of the centre.
Practical Placement – Seats placed in practical locations eg both sides of the road and with tram and bus stops.
Condition – Seats without damage or vandalism.
Style – Use of the standard stainless steel slatted seat.

Element: **Bins**
Components: *Provision* – Adequate number of bins consistent with the size of the centre.
Practical Placement – Bins placed in practical locations eg both sides of the road and with tram and bus stops. Bins located close to shops likely to generate the most rubbish.
Condition – Bins without damage or vandalism.
Style – Use of the standard style of bin.

Element: **Bike Rails**
Components: *Provision* – Adequate number of bike rails consistent with the size of the centre.
Practical Placement – Bike rails on both sides of the road and situated where there is a demand generator such as cycling shops or a railway station.
Condition – Bike rails without damage or vandalism.
Style – Use of the standard style of bike rail.

Element: **Footpaths**
Components: *Material consistency* – One type of footpath material through the centre, either concrete or asphalt.
Condition – Paving in good condition with an even surface free of obvious trip hazards.
Width (pedestrian) – Minimum 2.0 metres in width.
Width (outdoor dining) – Sufficient width for outdoor dining (allowing a 600mm setback of outdoor dining from kerb and 1.5 metres clear footpath width for pedestrian traffic between outdoor dining and shop front).
*Please note that this review is of general footpath condition and aesthetic quality – it is not intended to be a detailed assessment of footpath condition.

Element: **Road**
Components: *Road Surface* – Consistent and even road surface free of obvious pot holes, cracks, uneven junctions between road segments etc
Kerb & channel – Consistent and even kerb and channel free of obvious cracks, uneven junctions etc.

Element: **Information Signage**
Components: *Provision and Placement* – Adequate number of information signs consistent with the size of the centre and placed in easy to view locations.
Condition – Signs without damage or vandalism.

Element: **Disability Access**
Components: *Pram Ramps* – Adequate provision of kerb crossing points with easy to use access ramps.
Tactile Indicators – Tactile indicators (textured tiles) installed at kerb crossing points and at other appropriate locations for the visually impaired (eg at bus stops).
Grades/Levels – Footpaths or road surfaces at crossing points with gentle grades and minimal cross fall.
Disability Parking – Provision of disabled car parking bays in appropriate locations with direct connection to footpaths.
Access to businesses – Direct access to shops from footpaths, with at-grade access or gently sloping ramps from the footpath (no steep ramps, ledges or steps).
*Please note that this review is of the general provision of disability access – it is not intended to be a detailed assessment.

Element: **Car Parking**
Components: *Layout* – Effective layout of on-street or off-street car parking with provision for pedestrian circulation.
Provision – Adequate number of parking spaces consistent with the size of the centre.
Condition – Consistent and even surface free of obvious pot holes, cracks, uneven junctions between pavement segments etc with clear line marking.
Ease of Access – Direct access to shops from parking.
*Please note that this review is of the general car parking conditions – it is not intended to be a detailed assessment.

Element: **Shade/Shelter**
Components: *Provision* – Most of the shops in the centre with awnings or other forms of shade/shelter.

Desirable Elements

Element: **Other Planting**
Components: *Continuity* – Provision of an identifiable planting theme throughout the shopping centre.
Condition – Healthy plants with no damage.

Element: **Feature Paving**
Components: *Provision* – An appropriate amount of feature paving consistent with the size of the centre.
Condition – Paving in good condition with an even surface free of obvious trip hazards.

Element: **Feature Lighting**
Components: *Provision* – An appropriate amount of feature lighting consistent with the size of the centre. Illumination of appropriate features of the centre.
Condition – Lighting in good condition with no damage.

Element: **Enlarged Pedestrian Spaces**
Components: *Provision* – An appropriate amount of enlarged pedestrian spaces consistent with the size of the centre.
Placement – Enlarged areas located to maximise use.
Design – Well designed spaces with seating opportunities, landscaping and shade/shelter.
Condition – Space in good condition with no damage.

Element: **Public Art**
Components: *Provision* – An appropriate amount of public art consistent with the size of the centre.
Condition – Art work in good condition with no damage.

Element: **Public Toilet**
Components: *Provision* – Provision of a public toilet in an easily accessible location.
Condition – Public toilet in good condition with no damage.
*Please note that it is not considered practical to provide a public toilet at every shopping centre, and therefore public toilets have been included as a 'Desirable Element'.

Sense of Place

Element: **Sociability & Activity**
Components: *Outdoor dining* – A number of businesses with outdoor dining on both sides of the road. Outdoor dining is seen as a desirable element in a shopping centre as it makes the centre more attractive to visit and use. Outdoor dining and the component below 'indoor dining with views of the street' make a shopping centre more sociable and add an increased level of visual activity in the centre.
Indoor dining with views of the street – A number of businesses in the centre with indoor dining with views to the street.
Footpath display of goods and signage – A number of businesses with footpath display of goods and/or signage. Quality footpath display is seen as improving the attractiveness of a shopping centre as it provides a greater level of visual interest. Oversupply of footpath display should however be avoided as it can become visual clutter and block pedestrian access.
Window display of goods – A large proportion of businesses with window display of goods. Window display of goods is also considered to add visual interest for shoppers.
Visual depth to shop fronts – A large proportion of the businesses with windows providing views into the premises. Blank shop fronts or screened windows reduce the visual appeal of a centre.
Popular businesses – The presence of popular businesses like a supermarket, newsagency, green grocer etc. Popular businesses add an increased level of activity and vibrancy to a shopping centre.
Popular outdoor gathering spaces – Outdoor spaces that people enjoy spending time in. Narrow footpaths do not qualify as an outdoor gathering space, whereas enlarged spaces such as Theatre Place off Maling Road do.

Element: **Movement & Connectivity**
Components: *Conflict between pedestrians and vehicles* – Good provision of safe street crossing points for pedestrians and a minimal amount of laneways and driveways that break up footpaths.
Connection to car parking – Convenient access for pedestrians to shops from available car parking. Barriers to this access such as stairs, slopes, busy roads and distance were all considered.
Connection to public transport – The presence of public transport with convenient access for pedestrians between shops and the public transport.

Element: **Urban Character**
Components: *Sense of enclosure to the street* – Businesses on both sides of the street that are close to the footpath and are two or more stories in height. Businesses set further back from the street, single story or with stepped back facades all score lower. Street enclosure is considered to be a positive aspect to a shopping centre, which provides a more defined physical extent to the shopping centre and can make shoppers feel more protected and less exposed to the elements.
Contribution of architecture – High quality architecture. Poor architectural design or general lack of maintenance can greatly reduce the shopping experience for visitors to a centre.
Landmarks – A recognisable landmark in or near a shopping centre. A landmark can be a notable building, sculpture, bridge, or landscape feature (eg adjacent park etc).
Sense of arrival – The urban form of the shopping centre is easily differentiated from the surrounding suburbs and creates a definite sense of arrival at a shopping centre for the visitor.
Regular door openings – Consistent spacing of business doors along the footpath of a shopping centre. Regular door openings provide a consistent rhythm to points of entry/egress along the street, which more evenly distributes points of pedestrian movement to and from businesses.
Provision of windows – The majority of the businesses fronting the street have large windows at ground floor level looking onto the street.
Streetscape embellishments – The presence of embellishments such as public art (eg. the sculptures at the Greythorn Shopping Centre), special paving (eg. custom paving at Ashburton Shopping Centre), water gardens, pedestrian gathering spaces, or raised planter beds. All of these things add visual interest and character to a shopping centre.
Extent of signage (business) – A balanced number of attractive well designed business signs.

Mix of businesses – A good variety of different types of businesses relative to the size of the centre.

Overhead powerlines – No overhead power lines.

Clutter – Minimal visual clutter in the shopping centre. This score is a product of the overall visual impact of signs, poles, fire hydrants, phone boxes and other infrastructure which can detract from the visual appeal of a shopping centre if it appears too cluttered.

Appendix C Analysis Checklist

SHOPPING CENTRE IMPROVEMENT PLAN

Analysis Checklist

DETAILS

Shopping centre name	
Size of centre (small or medium)	
Number of businesses	
Type of businesses	

Types of business: Retail (sells products), Services (sells services eg hairdresser), Café/Restaurant, Take-away, Office, Supermarket, Convenience (eg milk bar), Specialist

ESSENTIAL AND DESIRABLE ELEMENTS

ESSENTIAL ELEMENTS

Element	Component	Score	Comments
Trees	Continuity		
	Condition		
	Suitable species		
	Use of tree guards		
Seats	Provision		
	Practical placement		
	Condition		
	Style		
Bins	Provision		
	Practical placement		
	Condition		
	Style		
Bike rails	Provision		
	Practical placement		
	Condition		
	Style		
Footpaths	Material Consistency		
	Condition		
	Width (pedestrian)		
Road	Width (outdoor dining)		
	Road surface		
Information signage	Kerb & channel		
	Provision and placement		
	Condition		

Element	Component	Score	Comments		
Disability access	Pram ramps				
	Tactile indicators				
	Grades/levels				
	Clear building lines				
	Disability parking				
	Access to businesses				
Car parking	Layout				
	Provision				
	Condition				
	Ease of access				
Shade/shelter	Provision				
TOTAL		0	OF POSSIBLE 175	TOTAL %	0.0

DESIRABLE ELEMENTS

Element	Component	Score	Comments		
Other planting	Continuity				
	Condition				
Feature paving	Provision				
	Condition				
Feature lighting	Provision				
	Condition				
Enlarged pedestrian spaces	Provision				
	Placement				
	Design				
	Condition				
Public art	Provision				
	Condition				
Toilets	Provision				
	Condition				
TOTAL		0	OF POSSIBLE 70	TOTAL %	0.0

Scoring: 5=Excellent; 4=Good; 3=Adequate; 2=Needs some improvement; 1=Needs significant improvement; 0=Not provided/Not applicable

SENSE OF PLACE

SOCIABILITY & ACTIVITY

Element	Score	Comments
Outdoor dining		
Indoor dining with views of street		
Footpath display of goods & signage		
Window display of goods		
Visual depth to shop fronts		
Popular businesses		
Popular outdoor gathering spaces		
TOTAL	0	OF POSSIBLE 35
		TOTAL % 0

MOVEMENT & CONNECTIVITY

Element	Score	Comments
Conflict between peds & vehicles		
Connection to car parking		
Connection to public transport		
TOTAL	0	OF POSSIBLE 15
		TOTAL % 0

URBAN CHARACTER

Element	Score	Comments
Sense of enclosure to street		
Contribution of architecture		
Landmarks		
Sense of arrival		
Regular door openings		
Provision of windows		
Streetscape embellishments		
Extent of signage (business)		
Mix of businesses		
Overhead powerlines		
Clutter		
TOTAL	0	OF POSSIBLE 55
		TOTAL % 0

Scoring: 5=Excellent; 4=Good; 3=Adequate; 2=Needs some improvement; 1=Needs significant improvement; 0=Not provided/Not applicable.

Appendix D Shopping Centre Ranking Lists

1. Essential Elements – listed in order from lowest to highest for total score of Essential Elements
2. Desirable Elements - listed in order from lowest to highest for total score of Desirable Elements
3. Sense of Place - listed in order from lowest to highest for total score of Sense of Place

Essential Elements	Trees	Seats	Bins	Bike Rails	Footpaths	Road	Information Signage	Disability Access	Car Parking	Shade/Shelter	Total score for Essential Elements	% of total possible score
	(score out of 20)	(score out of 20)	(score out of 20)	(score out of 20)	(score out of 20)	(score out of 10)	(score out of 10)	(score out of 30)	(score out of 20)	(score out of 5)		
Solway Shopping Centre (Karnak Road)	0	0	0	0	11	7	0	15	16	4	53	30.3%
Hawthorn East (Toorong Road) Shopping Centre	7	0	7	8	10	5	0	8	8	3	56	32.0%
Riversdale Road East Shopping Centre	0	11	0	0	13	6	0	13	13	4	60	34.3%
Mount Street Shopping Centre	0	12	11	0	11	5	6	7	8	4	64	36.6%
Willsmere Village	0	9	11	0	8	7	8	11	10	2	66	37.7%
South Camberwell Shopping Centre	16	6	9	0	9	5	6	10	8	2	71	40.6%
Glenferrie Hill Shopping Centre	0	15	12	7	8	4	8	7	8	3	72	41.1%
Peate Avenue Shopping Centre	14	0	10	0	7	7	7	13	10	4	72	41.1%
Fordham Avenue Shopping Centre	1	1	10	0	15	4	0	12	9	4	56	42.3%
Alamein Shopping Centre	0	9	11	0	14	6	0	16	16	4	76	43.4%
Rathmines Road and Burke Road Shopping Centre	0	13	12	12	10	6	0	11	8	4	76	43.4%
Bellevue Shopping Centre	12	0	11	0	13	7	7	14	11	3	78	44.6%
Highfield Road Shopping Centre	0	0	12	11	13	7	0	13	20	2	78	44.6%
Dickens Corner Shopping Centre	0	14	12	0	11	4	7	15	13	2	78	44.6%
Auburn Village	16	8	8	8	11	6	6	7	7	2	79	45.1%
Canterbury Village	9	9	11	0	12	6	8	11	11	2	79	45.1%
Cotham Village	13	10	10	0	10	6	8	11	10	3	81	46.3%
Riversdale Village	12	14	9	5	10	5	7	9	8	2	81	46.3%
Solway Shopping Centre (Taylor Street)	0	0	17	15	10	7	0	11	16	5	81	46.3%
Deepdene Shopping Centre	13	15	10	0	11	4	6	13	8	2	82	46.9%
Church Street Shopping Centre	14	8	12	10	9	4	8	8	8	2	83	47.4%

Essential Elements	Trees	Seats	Bins	Bike Rails	Footpaths	Road	Information Signage	Disability Access	Car Parking	Shade/Shelter	Total score for Essential Elements	% of total possible score
Balwyn East Shopping Centre	7	14	12	11	6	6	8	7	11	2	84	48.0%
Upper Glen Iris Shopping Centre	15	10	11	0	11	6	6	10	12	4	85	48.6%
Golf Links Village	14	14	11	0	12	4	8	11	8	4	86	49.1%
Boroondara Shopping Centre	7	11	12	11	10	7	8	9	12	2	89	50.9%
Belford Court Shopping Centre	18	16	16	1	7	7	0	12	11	2	90	51.4%
Hartwell Shopping Centre	14	13	8	0	13	4	7	15	13	4	91	52.0%
Belmore Heights Shopping Centre	12	8	11	9	11	7	7	14	11	3	93	53.1%
Maling Road Shopping Centre (Canterbury)	11	11	12	0	14	8	6	12	15	5	94	53.7%
West Hawthorn Shopping Centre	12	10	12	11	11	6	6	12	12	2	94	53.7%
Ashwood Shopping Centre	12	9	11	10	11	5	7	15	12	3	95	54.3%
Greythorn Shopping Centre	10	13	12	13	12	5	8	14	11	3	101	57.7%
Middle Camberwell Shopping Centre	16	19	16	7	4	6	8	10	15	1	102	58.3%
Harp Village	12	11	12	10	12	6	7	15	16	4	105	60.0%
Through Road Shopping Centre	16	16	16	0	14	7	7	16	13	3	108	61.7%
North Balwyn Shopping Centre	15	15	13	10	13	6	6	16	12	4	110	62.9%
Stradbroke Shopping Centre	13	18	12	15	10	6	8	14	12	4	112	64.0%
Surrey Hills Shopping Centre	12	16	16	9	14	8	7	15	11	4	112	64.0%
Ashburton Shopping Centre	12	14	13	11	14	7	8	18	12	4	113	64.6%
East Camberwell Shopping Centre	9	15	15	11	16	9	9	15	10	4	113	64.6%
Burwood Village Shopping Centre	18	17	17	18	14	6	0	17	17	2	126	72.0%
Mont Albert Shopping Centre	18	20	17	19	14	5	0	18	15	4	130	74.3%

Desirable Elements	Other Planting	Feature Paving	Feature Lighting	Enlarged Pedestrian Spaces	Public Art	Toilets	Total score for Desirable Elements	% of total possible total score
	(score out of 10)	(score out of 10)	(score out of 10)	(score out of 20)	(score out of 10)	(score out of 10)		
Belford Court Shopping Centre	0	0	0	0	0	0	0	0.0%
South Camberwell	0	0	0	0	0	0	0	0.0%
Church Street Shopping Centre	0	0	0	0	0	0	0	0.0%
Cotham Village	0	0	0	0	0	0	0	0.0%
Deepdene Shopping Centre	0	0	0	0	0	0	0	0.0%
Dickens Corner Shopping Centre	0	0	0	0	0	0	0	0.0%
Fordham Avenue Shopping Centre	0	0	0	0	0	0	0	0.0%
Glenferrie Hill Shopping Centre	0	0	0	0	0	0	0	0.0%
Golf Links Village	0	0	0	0	0	0	0	0.0%
Mount Street Shopping Centre	0	0	0	0	0	0	0	0.0%
Peate Avenue Shopping Centre	0	0	0	0	0	0	0	0.0%
Riversdale Village	0	0	0	0	0	0	0	0.0%
Solway Shopping Centre (Karnak Road)	0	0	0	0	0	0	0	0.0%
Solway Shopping Centre (Taylor Street)	0	0	0	0	0	0	0	0.0%
Stradbroke Shopping Centre	0	0	0	0	0	0	0	0.0%
Cnr of Rathmines Road and Burke Road	0	0	0	0	0	0	0	0.0%
Upper Glen Iris Shopping Centre	0	0	0	0	0	0	0	0.0%
Riversdale Road East Shopping Centre	0	0	0	0	0	0	0	0.0%
Canterbury Village	6	0	0	0	0	0	6	8.6%
Harp Village	0	0	0	0	6	0	6	8.6%
Hawthorn East (Tooronga Road) Shopping Centre	0	6	0	0	0	0	6	8.6%
Middle Camberwell Shopping Centre	0	0	0	6	0	0	6	8.6%
Through Road Shopping Centre	6	0	0	0	0	0	6	8.6%
Bellevue Shopping Centre	7	0	0	0	0	0	7	10.0%
Belmore Heights Shopping Centre	0	0	0	9	0	0	9	12.9%
Auburn Village	2	4	0	6	0	0	12	17.1%

Desirable Elements	Other Planting	Feature Paving	Feature Lighting	Enlarged Pedestrian Spaces	Public Art	Toilets	Total score for Desirable Elements	% of total possible total score
Ashwood Shopping Centre	4	0	0	9	0	0	13	18.6%
Boroondara Shopping Centre	0	4	0	9	0	0	13	18.6%
Mont Albert Shopping Centre	5	8	0	0	0	0	13	18.6%
Alamein Shopping Centre	6	0	0	11	0	0	17	24.3%
East Camberwell Shopping Centre	7	0	0	11	0	0	18	25.7%
West Hawthorn Shopping Centre	5	5	0	9	0	0	19	27.1%
Balwyn East Shopping Centre	6	4	0	0	10	0	20	28.6%
Hartwell Shopping Centre	6	6	0	11	0	0	23	32.9%
Burwood Village Shopping Centre	2	6	0	0	5	10	23	32.9%
Surrey Hills Shopping Centre	8	0	0	13	6	0	27	38.6%
Greythorn Shopping Centre	6	0	7	10	6	0	29	41.4%
Willsmere Village	6	6	6	11	0	0	29	41.4%
Highfield Road Shopping Centre	5	6	0	13	9	0	33	47.1%
Ashburton Shopping Centre	6	8	0	11	5	6	36	51.4%
North Balwyn Shopping Centre	8	7	0	14	0	7	36	51.4%
Maling Road Shopping Centre (Canterbury)	8	7	6	15	8	7	51	72.9%

Sense of Place	Sociability and Activity (score out of 35)	Movement and Connectivity (score out of 15)	Urban Character (score out of 55)	Total score for Sense of Place	% of total possible score
Riversdale Road East Shopping Centre	0	0	0	0	0.0%
Rathmines Road and Burke Road	5	3	19	27	25.7%
South Camberwell Shopping Centre	7	5	18	30	28.6%
Solway Shopping Centre (Taylor Street)	3	7	21	31	29.5%
Mount Street Shopping Centre	6	6	20	32	30.5%
Cotham Village	11	5	17	33	31.4%
Upper Glen Iris Shopping Centre	8	8	22	38	36.2%
Belford Court Shopping Centre	4	9	26	39	37.1%
Boroondara Shopping Centre	8	10	22	40	38.1%
Glenferrie Hill Shopping Centre	10	7	23	40	38.1%
Church Street Shopping Centre	13	7	22	42	40.0%
Harp Village	12	8	22	42	40.0%
Solway Shopping Centre (Karnak Road)	8	9	25	42	40.0%
Dickens Corner Shopping Centre	13	9	22	44	41.9%
Golf Links Village	15	6	24	45	42.9%
Alamein Shopping Centre	10	8	28	46	43.8%
Ashwood Shopping Centre	14	8	24	46	43.8%
Belmore Heights Shopping Centre	14	8	25	47	44.8%
Hawthorn East (Tooronga Road) Shopping Centre	17	8	22	47	44.8%
Willsmere Village	16	9	22	47	44.8%
Riversdale Village	12	6	30	48	45.7%
West Hawthorn Shopping Centre	13	10	25	48	45.7%
Bellevue Shopping Centre	16	10	23	49	46.7%
Middle Camberwell Shopping Centre	15	11	23	49	46.7%
Canterbury Village	12	8	30	50	47.6%
Deepdene Shopping Centre	18	7	26	51	48.6%
Balwyn East Shopping Centre	18	7	27	52	49.5%
Hartwell Shopping Centre	15	10	29	54	51.4%
Through Road Shopping Centre	18	9	28	55	52.4%
Auburn Village	15	7	34	56	53.3%
East Camberwell	10	10	36	56	53.3%
Greythorn Shopping Centre	16	8	32	56	53.3%
Peate Avenue Shopping Centre	16	8	32	56	53.3%
Fordham Avenue Shopping Centre	17	9	31	57	54.3%
Stradbroke Shopping Centre	13	11	34	58	55.2%
Highfield Road Shopping Centre	17	10	35	62	59.0%
North Balwyn Shopping Centre	24	9	32	65	61.9%
Burwood Village Shopping Centre	20	11	36	67	63.8%
Ashburton Shopping Centre	24	11	34	69	65.7%
Mont Albert Shopping Centre	24	10	38	72	68.6%
Surrey Hills Shopping Centre	27	12	40	79	75.2%
Maling Road Shopping Centre (Canterbury)	28	9	44	81	77.1%

Appendix E Shopping Centre Issues and Opportunities Plans

Plans are presented in alphabetical order

- Alamein Shopping Centre
- Ashburton Shopping Centre
- Ashwood Shopping Centre
- Auburn Village
- Balwyn East Shopping Centre
- Belford Court Shopping Centre
- Bellevue Shopping Centre
- Belmore Heights Shopping Centre
- Boroondara Shopping Centre
- Burwood Village Shopping Centre
- Canterbury Village
- Church Street Shopping Centre
- Cotham Village
- Deepdene Shopping Centre
- Dickens Corner Shopping Centre
- East Camberwell Shopping Centre
- Fordham Avenue Shopping Centre
- Glenferrie Hill Shopping Centre
- Golf Links Village
- Greythorn Shopping Centre
- Harp Village
- Hartwell Shopping Centre
- Hawthorn East (Tooronga Road) Shopping Centre
- Highfield Road Shopping Centre
- Maling Road Shopping Centre (Canterbury)
- Middle Camberwell Shopping Centre
- Mont Albert Shopping Centre
- Mount Street Shopping Centre
- North Balwyn Shopping Centre
- Peate Avenue Shopping Centre
- Rathmines Road and Burke Road Shopping Centre
- Riversdale Road East Shopping Centre
- Riversdale Village
- Solway Shopping Centre (Karnak Road)
- Solway Shopping Centre (Taylor Street)
- South Camberwell Shopping Centre
- Stradbroke Shopping Centre
- Surrey Hills Shopping Centre
- Through Road Shopping Centre
- Upper Glen Iris Shopping Centre
- West Hawthorn Shopping Centre
- Willsmere Village