

# Draft Issues and Opportunities Paper

## Caulfield Racecourse Reserve Land Management Plan

November 2019

Prepared by Ethos Urban

## **ETHOS URBAN**

This document has been prepared by:  
Ethos Urban  
ABN 13 615 087 931.  
[www.ethosurban.com](http://www.ethosurban.com)  
Level 8, 30 Collins St, Melbourne  
VIC 3000 t 61 3 94197226

CONTACT  
Tim Peggie, Director Planning

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## **Acknowledgement of Country**

The Caulfield Racecourse Reserve Trust acknowledges the Traditional Owners of country throughout Victoria and Australia and recognises their continuing connection to land, waters, and culture. We pay our respects to their Elders past, present, and emerging.

## Foreword

It is with great pleasure that the Trust shares this draft Issues and Opportunities Paper for your consideration and input.

Since our appointment in 2018, the Caulfield Racecourse Reserve Trust has had a focus on engaging with the community and key stakeholders, to ensure that the Trust has a thorough understanding of the issues and opportunities for the Reserve, both now and into the future.

This understanding will enable the Trust to develop an informed Land Management Plan in 2020, which will guide the future development, maintenance and management of the Reserve. With training concluding onsite in 2023, we are at a pivotal moment where we can reimagine the future of the reserve in the context of the changing region.

**The Trust has developed the following Vision for the Reserve:**

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***“The Caulfield Racecourse Reserve is the centre of community life. It is a community and events destination of state significance. It is also one of the premier thoroughbred racing venues in Australia.  
It is an accessible, vibrant, flexible and inclusive space within the broader Caulfield precinct.*”**

***Welcome to the Caulfield Racecourse Reserve – a place for everyone.”***

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The Caulfield Racecourse Reserve Trust has engaged Ethos Urban to undertake valuable community engagement and develop this Issues and Opportunities Paper as vital background to the Trusts forward planning program and drafting of the Land Management Plan.

The Trust would like to thank everyone who has participated in the consultation programs to date. Your input and diversity of views has greatly assisted in the identification and initial assessment of the issues and opportunities offered by this valuable Reserve.

This draft Paper is available for public comment until Monday, 16th December 2019. To tell us what you think, visit [www.crrt.org.au](http://www.crrt.org.au) and complete the online survey or complete a submission form and return via email or post. Submissions can be sent to [info@crrt.org.au](mailto:info@crrt.org.au) or PO Box 89, Glen Huntly, 3163.

The Trust encourages you to be an active contributor as we reimagine the future of the Reserve together.

One precinct. One vision.



**Sam Almaliki**  
Chairperson

## Executive Summary

### Background

The Caulfield Racecourse Reserve Trust (the Trust) have commenced the preparation of a Land Management Plan to establish long-term directions for the use the Caulfield Racecourse Reserve (the Reserve) for the purposes of racing, recreation and a public park. The preparation of a Land Management Plan (LMP) fulfils the statutory obligations of the Trust as established by the *Caulfield Racecourse Reserve Act 2017* and will guide the Trust in its development, management, and promotion of the Reserve.

The project is underpinned by the Trust's Vision and Principles for the Reserve, and is currently at **Stage 3: Issues and Opportunities Paper**.

This document identifies the issues and opportunities to be considered by the Land Management Plan. Community and stakeholder feedback has been a major input to this report, with two phases of engagement undertaken. The exhibition of this draft report will serve as the third and final phase of engagement prior to the Paper being finalised. In addition to community feedback, this Paper is based on:

- A review of background documents, including municipal and State strategic policy, technical reports, lease and license agreements, and other relevant documentation provided by the VPA, the Trust, and Melbourne Racing Club (MRC);
- A review of outcomes from previous engagement undertaken relevant to the Reserve and broader Caulfield Station Precinct; and
- In-depth site investigation at the Reserve.

### Context

The Land Management Plan project is occurring at a significant juncture in time, when a clear mandate has been granted to set a new direction and vision for the Caulfield Racecourse Reserve. With the recent changes to the Melbourne Racing Club lease and license arrangements, significant additional land will be available for public use. The relocation of horse training from the Reserve by 2023 is expected to result in over 23 hectares of public open space at the Reserve, in four key precincts. These are:

- The large southern area of the Reserve centre (the Centre Southern Precinct);
- Additional land within the northern area of the Reserve centre (the Centre Northern Precinct);
- A narrow parcel between MRC freehold land and the western edge of the racetrack (the Western Flank); and
- The stables area adjacent to Glen Huntly Park (Neerim Lodge Stables Precinct).

The broader area surrounding the Reserve, Caulfield Station Precinct, is a Major Activity Centre undergoing a concurrent master planning process led by the Victorian Planning Authority to accommodate anticipated significant population growth. The Trust is working closely with the VPA to ensure that the two plans align and inform one another to result in a complementary framework that realises a unified vision for the Reserve and broader Precinct. Additional information and opportunities to have a say on the VPA planning process can be found at <https://vpa.vic.gov.au/project/caulfield-station-precinct/>.

### Key Strategic Opportunities

Accordingly, the LMP project offers the unique opportunity for a complete re-examination of the current public uses occurring at the land and a reimagining of its potential to operate as a vibrant, accessible, inclusive state-significant open space and recreation and events venue. The Reserve in its current circumstances has a long way to go before it can fully realise this vision. There are two priority areas upon which the LMP should focus its strategic directions: accessibility and activation. These are summarised below.

#### Accessibility

At present, public awareness of and accessibility to the Reserve is limited, which acts as a major barrier to its success. Entrances to the Reserve should be highly visible and attractive and should better convey necessary

information on access hours and restrictions. Once inside the Reserve, a clear network of signage and pathways should facilitate navigation and ease of movement.

Stage 2 of the lease and license will create two areas of public space capable of enjoying direct, unrestricted access. This then creates new opportunities to link the Reserve to the surrounding area to enable movement throughout the precinct. The MRC has forecast a number of improvements for Stage 2 that may improve access and movement, including a reconfiguration of the Guineas Tunnel and upgrades to the Glen Eira Road tunnel. These are subject to approval from the Trust, who will ensure that Stage 2 redevelopments generate outcomes that not only meet MRC needs but improve the public accessibility of the Reserve.

### Activation

The vast open space at the Reserve is highly valued by its existing visitors, the majority of whom utilise the Reserve for passive recreation. Conversely, there is significant unmet demand for numerous types of sporting facilities in the broader region, and the City of Glen Eira has identified the Reserve as the municipality's site for additional sporting facilities. The Reserve also offers the opportunity to challenges in the provision of facilities of State significance and emerging recreational pursuits.

In addition to recreation, there is significant opportunity for greater activation of the Reserve through events. The Reserve's location within a major activity centre and its large centre space renders it a venue well-suited for large-format events such as concerts, shows, and festivals. This would better position the Reserve as a major attraction to the precinct and key public venue in Victoria. Upgraded and increased community infrastructure such as seating, shade, and toilets would also support larger volumes of visitors and encourage more extended visits to the Reserve.

Fortunately, the scale of the Reserve affords for a range of opportunities to transform it into a state-significant destination. With more than 23 hectares of public space to be made available once Stage 2 of the lease with the MRC commences, the Reserve will be capable of offering something for everyone—accommodating demand for sport, passive recreation, and other events and activities. Flexible, multi-purpose facilities, in particular, will ensure diversity and longevity of activities at the Reserve.

The Land Management Plan will aim to achieve a significant amount within its 10-year timeframe, particularly considering that the additional public land from the cessation of horse training will likely not be available until 2023. It will be important to develop a staged management plan which identifies long-term goals as well as 'quick wins' to immediately action so that the Reserve can begin to better serve community interests as soon as possible. Success will be further guaranteed by the establishment of clear expectations and KPIs in the LMP to measure increased activation and function as well as community satisfaction at the Reserve.

The analysis contained within this report has identified a wide array of issues and opportunities to inform the development of the LMP, under five key themes:

- Environment;
- Access and movement;
- Open space and recreation;
- Culture, community, and events; and
- Management.

The key strategic opportunities for the Reserve as identified by this Paper are depicted below for each of the four identified public space precincts.

### Centre Northern Precinct

Approximate Area: 100,000m<sup>2</sup>

#### Legend

- Environment
- Access and Movement
- Open Space and Recreation
- Culture, Community & Events
- Management

#### No. Opportunities

- 1 Consider a perimeter trail for running/walking and cycling
- 2 Potential flexible space to accommodate car parking, large format events, and/or recreation infrastructure
- 3 Potential to improve amenity and existing environmental values of the lake
- 4 Consider options for reconfiguration of Guineas Tunnel to improve access and experience, including alterations to the lease arrangements in the northern precinct or an elevated accessway
- 5 Upgrades to pavilion area to expand community facilities, including toilets and seating
- 6 Improve and increase navigational and informational signage within the Reserve centre and at access points
- 7 Consider a permanent community garden space
- 8 Consider the range of opportunities events, e.g. concerts, festivals, markets, etc.
- 9 Upgrade the existing pathways and expansion of the path network
- 10 Potential to enhance the natural environment through improved landscaping in Reserve centre
- 11 Improve vehicular and non-vehicular access via the Glen Eira Road tunnel
- 12 Ensure clear movement corridor between remainder of reserve and remainder of Caulfield Station Precinct



## Centre Southern Precinct

Approximate Area: 124,000m<sup>2</sup>

### Legend

- Environment
- Access and Movement
- Open Space and Recreation
- Culture, Community & Events
- Management

### No. Opportunities

- 1 Potential for sporting precinct with mix of courts, pitches, and/or ovals
- 2 Passive open space
- 3 Potential to enhance the natural environment through improved landscaping in Reserve centre
- 4 Consider a perimeter trail for running/walking and cycling
- 5 Potential for night-time activation of Reserve centre through installation of lighting
- 6 Potential space for large-format events, e.g. concerts, festivals, markets, etc.
- 7 Potential to remove southern lake to accommodate additional active recreation facilities
- 8 Upgrade the existing pathways and expansion of the path network



**Western Flank Precinct**

Approximate Area: 14,800m<sup>2</sup>

**Legend**

- Environment
- Access and Movement
- Open Space and Recreation
- Culture, Community & Events
- Management

**No. Opportunities**

- 1 Ensure clear movement corridor between Reserve spaces, Wedge Park, and Reserve centre
- 2 Remove or repurpose existing structures as community or recreational facilities
- 3 Linear nature of land lends itself to passive open space, with potential for informal recreation infrastructure, e.g. skating, playground, etc.
- 4 Activation of Western Flank is highly dependent on timing of redevelopment of MRC Freehold Land
- 5 Unrestricted access to this precinct once training has ceased



## Neerim Lodge Stables Precinct

Approximate Area: 26,600m<sup>2</sup>

### Legend

- Environment
- Access and Movement
- Open Space and Recreation
- Culture, Community & Events
- Management

### No. Opportunities

- 1 Ensure clear movement corridor between Reserve spaces (link Glen Huntly Park, Neerim Lodge Stables and Western Flank)
- 2 Scale and location of land lends itself to informal recreation infrastructure, e.g. skating, playground, and/or indoor sporting facilities
- 3 Unrestricted access to this Precinct once training has ceased
- 4 Remove or repurpose existing structures as community or recreational facilities
- 5 Integration with existing Glen Huntly Park
- 6 Consider the retention of existing significant trees
- 7 Consider long-term potential for additional sub-terranean accessway to Reserve centre



## 1.0 Introduction

### 1.1 Project Context

The *Caulfield Racecourse Reserve Act 2017* (the Act) established the Caulfield Racecourse Reserve Trust (the Trust) in August 2018 as the authority responsible for the planning, development, management, operation, care, promotion and use of the Caulfield Racecourse Reserve (the Reserve) for the purposes of racing, recreation and a public park.

The Act statutorily requires the preparation of a strategic land management plan which sets out clear, long-term directions for the Reserve (Part 3, Section 26). The Trust have initiated the Land Management Plan (LMP) project to fulfil this statutory obligation.

The Land Management Plan project is driven by the following key considerations for the site:

- The Act clearly stipulates that the Reserve must provide three purposes—racing, recreation and public park;
- The Act requires the Trust to prepare a long-term plan for the Reserve that sets out a clear direction for the future promotion, management, use and development of the Reserve in a manner that is consistent with the objectives of this Act and the purposes for which the land is reserved.
- Additional land for community use will become available for use once Melbourne Racing Club relocates horse training activities from the site in 2023 in accordance with Stage 2 of the lease and license agreements;
- A clear vision and supporting principles have been developed by the Trust for the Reserve to guide the LMP project; and
- The Victorian Planning Authority (VPA) is concurrently preparing a structure plan for the broader Caulfield Station Precinct.

The development of the LMP is currently at **Stage 3 – Issues and Opportunities Paper** (Figure 1). Ethos Urban have been commissioned by the Trust to undertake this Stage, which will establish the key site opportunities and constraints to inform the Draft LMP.

**Figure 1: Project timeline**



## 1.2 Land Management Plan Vision and Principles

The Trust has previously prepared the following Vision and set of Principles to guide the LMPs preparation and evaluation. The strategic vision for the Reserve is:

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***“The Caulfield Racecourse Reserve is the centre of community life. It is a community and events destination of state significance. It is also one of the premier thoroughbred racing venues in Australia.  
It is an accessible, vibrant, flexible and inclusive space within the broader Caulfield precinct.*”**

***Welcome to the Caulfield Racecourse Reserve – a place for everyone.”***

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The Trust has specified that the following Principles underpin the Vision:

- The Plan will ensure that the Reserve is an accessible, vibrant, flexible and inclusive place.
- The Plan will cater for a wide range of user groups and events.
- The Plan will be based on research and evidence, and the process of preparing the plan will be transparent.
- The Plan will ensure that the promotion, management, use and development of the Reserve are fully integrated with and contribute towards a joint vision for the wider Caulfield precinct.
- The Plan will represent best-practice for the planning and management of public land.
- The Plan will incorporate environmental sustainability initiatives.
- The Plan will be able to be delivered within a 10-year timeframe.

## 1.3 Purpose of this Report

This document identifies the issues and opportunities for the planning, development, management, operation, and use of the Caulfield Racecourse Reserve under the remit of the Trust.

More specifically, the issues and opportunities report:

- Assesses the existing site conditions, context and use;
- Identifies potential future opportunities for and barriers to the promotion, management, use and development of the Reserve;
- Outlines potential options for integration with neighbouring uses and wider community;
- Outlines the potential feasibility and cost/ funding considerations to support a reinvigoration of the Reserve; and
- Spatially documents issues and opportunities associated with the reserve.

Community feedback has been a major input to this report, with two phases of community engagement undertaken. The exhibition of this draft Paper serves as the third and final phase of engagement prior to the Paper being finalised.

## **1.4 Methodology**

The following methodology has been applied in the preparation of this Paper:

1. Review of background documents, including municipal and State strategic policy, technical reports, lease and license agreements, and other relevant documentation provided by the VPA, the Trust, and Melbourne Racing Club (a full document log can be found at Appendix A);
2. Review of outcomes from previous engagement undertaken relevant to the Reserve and broader Caulfield Station Precinct;
3. Consideration of the LMP vision and principles;
4. In-depth site investigation at the Caulfield Racecourse Reserve;
5. Identification of emerging issues and opportunities;
6. Stakeholder and community engagement to understand high-level concerns and aspirations as well as test the emerging issues and opportunities; and
7. Synthesis of background information, site assessment, and feedback from stakeholder groups, the community, and the Trust to develop a refined list of issues and opportunities.

## 2.0 Caulfield Racecourse Reserve

### 2.1 Study Area

The study area for the project is Caulfield Racecourse Reserve, identified in Figure 2 below. The Reserve is approximately 54 hectares of Crown Land. This includes the racing club buildings on the site, the racetracks, training facilities and the interior (Centre) of the reserve. It does not include the Melbourne Racing Club freehold land, Wedge Park, or Glen Huntly Park, located adjacent to the Reserve and managed by Glen Eira Council.

At present, the majority of the Reserve is under lease or license to Melbourne Racing Club. Once Stage 2 of the MRC lease and license commence in 2023, approximately 30.4 hectares of the Reserve will be under MRC lease or license, with the remaining 23.6 hectares to be directly managed by the Trust for public use. Accordingly, the issues and opportunities identified herein consider the relationship with MRC leased/ licensed and freehold land, but are primarily focussed on the approximately 24 hectares of Crown Land that will be publicly accessible and available for use.

### 2.2 Current Status of the Reserve

#### Access

Figure 2 depicts the principal existing components and current conditions of the Reserve, including the following access points:

1. Guineas Tunnel entrance (direct access to Reserve centre)
2. Queens Avenue entrance (main racetrack access only)
3. Neerim Road Entrance (main racetrack access only)
4. Glen Eira Road tunnel entrance (direct access to Reserve centre)

Public access to the centre of the racecourse is via the Guineas Tunnel and via Glen Eira Road. Both of these entrances are open from approximately 9:30am to sunset every day, with the exception of race days and during major events. Guineas Tunnel is exclusively a pedestrian/ cycling tunnel, while Glen Eira Road is a tunnel for vehicular and pedestrian access.

The Queens Avenue and Neerim Road entrances are intended to provide access primarily to the training and racing tracks, and are therefore more restricted. Accessibility of each entrance is summarised in the table below.

**Table 1: Access details for each Reserve entrance**

Gate	Hours
Guineas Tunnel	9:30am to sunset every day apart from race days and major events
Glen Eira Road Tunnel	9:45am to sunset every day apart from race days and major events
Queens Avenue	Sunrise – sunset every day apart from race days, major events, and before 9:30am when the main racetrack is used for training
Neerim Road entrance (from Glen Huntly Park)	9:45am to 1:30pm and 4pm to sunset everyday apart from race days and major events

#### Racing/ Training Tracks/ Training Facilities

Racing infrastructure, including built improvements, the racing track, training facilities and training tracks dominate the Reserve under the current MRC lease and license arrangements. The horse training that occurs at the reserve is to be phased out by 2023 and this land used for horse training will no longer be under the lease of the Melbourne Racing Club. Further discussion of the future arrangements are discussed hereafter.

Figure 2: Caulfield Racecourse Reserve components



### **Grandstand/ Northern Precinct**

The MRC have exclusive use of the Northern Precinct that includes the Grandstand and other ancillary club facilities. As well as the Grandstand, the Northern Precinct has substantial offices, at-grade car parking, function rooms as well as entertainment and food and drink premises.

### **Lakes**

There are two lakes within the centre of the Reserve. Fishing (catch and release angling) is permitted at the northern lake from the boardwalk section of the pathway. The lakes are lined with vegetation and are home to local birdlife. In addition to their role in public space and recreation activities, the lakes are currently utilised by the MRC for irrigation of the tracks and are supplemented by bore water and street water from the surrounding area.

### **Walking/ Running Path**

A walking/ running track encircles the northern lake and meanders through some of the open spaces. Direct access to the pathways is provided via Guineas Tunnel. Pathways are a mix of informal and formalised tracks; the path around the northern lake is paved, while the paths around the dog-off-lead and dog-on-lead areas are more informal pathways.

### **Open/ Recreation Spaces**

There are three large open spaces within the centre of the Reserve. One area is a dog-on-lead space to the east of the lakes. There is also a dog-off-lead space adjacent to both lakes in the north-western corner of the Reserve centre. At the southern end of the Reserve is a large passive open space area which is currently used for training activities. However, when training is phased out at the Reserve, this space will become available for public use.

A small exercise station is situated between the two lakes, near a picnic area equipped with BBQs, a shade shelter, seating, and toilets. A "mini"-sized soccer pitch enclosed by fencing exists in the southern area of the Reserve centre. This enclosed area sits within the current MRC lease area and as a result of access to and use of the pitch is restricted.

An image gallery of the existing Reserve conditions and components can be found at Appendix B.

## **2.3 MRC Lease and License**

The Melbourne Racing Club (MRC) and its associated body the Victorian Amateur Turf Club (VATC) have been tenants at the Caulfield Racecourse Reserve since 1876. The MRC hold a lease and license to use large areas of the Reserve for a period of up to 65 years (from 2018). The lease and license operate in two Stages. The first (current) stage will terminate once horse training is relocated from the premises, which will result in renegotiated rental arrangements. Rental arrangements will be reviewed every 10 years. Stages 1 and 2 are discussed in greater detail below.

The lease allows the MRC exclusive use of their leased/licensed premises and requires that they maintain 'reasonable access' to the centre for the public. The license area allows the MRC use of an area in the centre of the Reserve for car parking.

MRC events and activities include approximately 23 racing days per annum. The number of racing days per annum is expected to increase in Stage 2 with the prospect of a second racetrack and lighting.

### **MRC Stage 1 Lease and License**

Stage 1 of the lease and license arrangements with MRC grants the racing body exclusive access to the racecourse, grandstand, gaming facilities, and the Guineas Car Park, allowing a range of uses pursuant to the activities of the Club. The License area is located within the centre of the Reserve. Stage 1 allows daily use of 500 bays within the licensed area and use of all of the licensed area (approximately 1,250 bays) for up to 12 days each year, plus Monash University Exam days. Figures 3 and 4 below depicts Stage 1 of both the lease and license areas.

**Figure 3: Stage 1 MRC Lease area**



**Figure 4: Stage 1 MRC License area**



### MRC Stage 2 Lease and License

Stage 2 of the lease and license is in effect from the time of removal of horse training. This is expected to occur within the next four years (by 2023). During Stage 2, all previously permitted uses continue to be permitted, with the exception of horse training. The lease footprint is subject to change dependent on the final design of a second racing track and additional maintenance/ operational facilities. The license area use for Stage 2 is unchanged from Stage 1 (500 bays daily and 1,250 bays for up to 12 days per annum plus Monash University exam days). However, the license area itself will shift for Stage 2 so that patron parking is consolidated along the northern boundary and in the north-western corner of the centre of the Reserve.

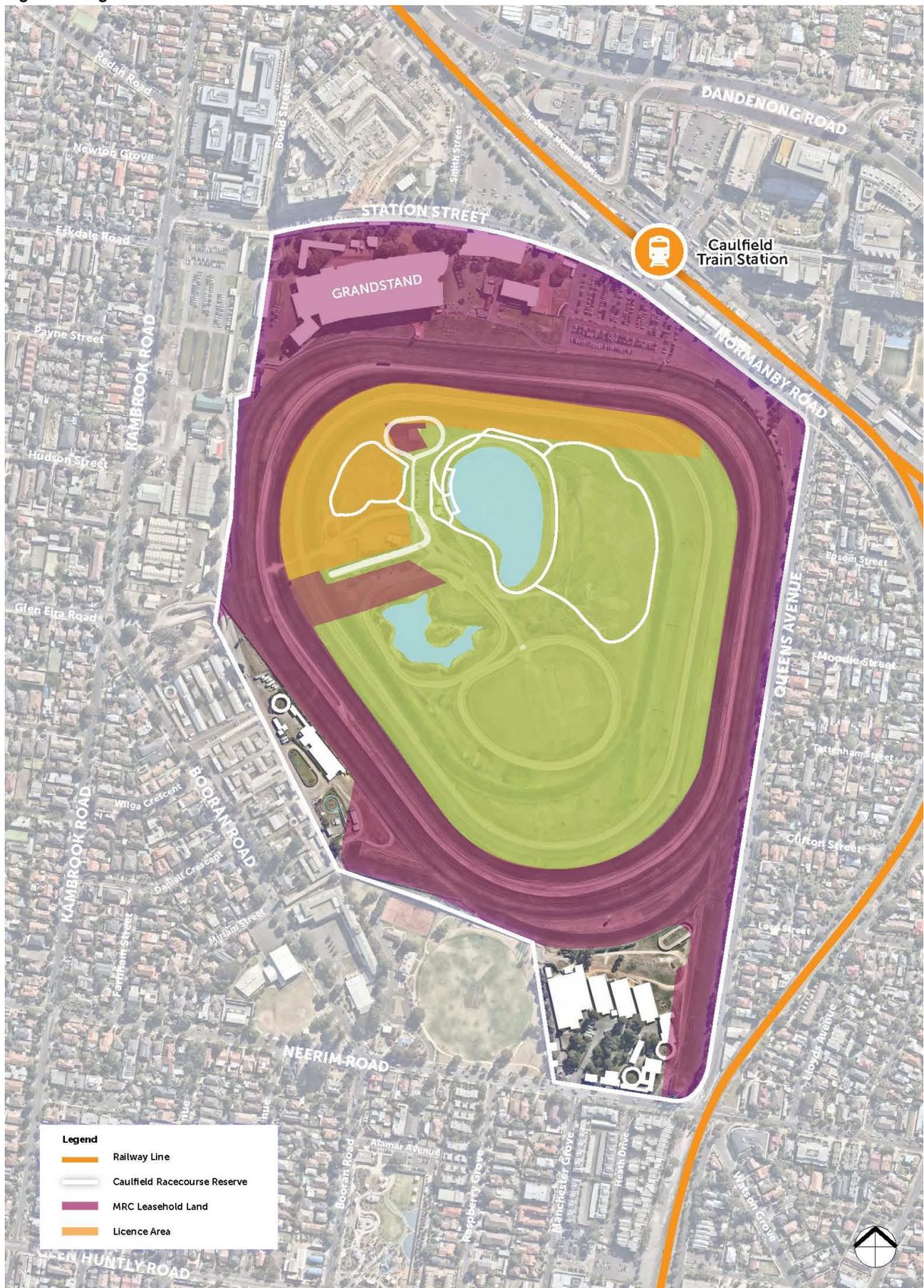
The cessation of training will free up three key areas for public use:

- The southern area of the Reserve centre;
- A narrow parcel between MRC freehold land and the western edge of the racetrack (referred to as the Western Flank); and
- The existing Neerim Lodge Stables area adjacent to Glen Huntly Park.

Also to be made available is a 0.1-hectare sliver of land between the Neerim Lodge Stables area and the Western Flank, and an increase in land in the northern area of the Reserve centre. In total, Stage 2 will result in approximately 23.6 hectares of the Reserve available for public use.

Figure 5 below depicts Stage 2 of both the lease and license areas and the resulting Precincts for public use.

Figure 5: Stage 2 MRC Lease and License



## Future MRC Plans

In line with the relocation of training from the Reserve, the Racing Club have developed a Master Plan with the expressed intention to pursue a number of improvements and alterations to Club facilities, including:

- Redevelopment of the northern precinct to include reconfiguration of the existing park spaces and location of the Guineas Tunnel entrance, a new Grandstand, mounting yard, multipurpose event building, administration spaces, and relocated Glasshouse;
- A second racetrack located immediately within the existing racetrack;
- Formalisation of the members car parking area in the north-western area of the Reserve centre;
- Creation of formalised maintenance/ access roads along the inner and outer boundaries of the proposed dual racing tracks;
- A new structure for facilities management adjacent to the southern lake (within the lease footprint);
- Lighting at the proposed inner racetrack to facilitate night racing; and
- Upgrades for improved pedestrian and vehicular access via the Glen Eira Road tunnel.

The plans also indicate that the MRC expects to enjoy continued utilisation of the north-eastern area of the Reserve centre for event car parking. This will be reconfigured in the Stage 2 licence agreement, to reflect the area shown in Figure 5.

While the plans communicate MRC priorities and interests, it is important to note that they are currently only proposed works which will be subject to further planning and investment, standard permit processes, and ongoing discussions with the Trust, Council, and State Government to ensure that future developments are consistent with the overall purpose and vision for the Reserve and the larger precinct.

## 2.4 Reserve Context

### National, State and Metropolitan Importance

The Caulfield Racecourse Reserve is a community and events destination of state significance. It also serves as one of the premier thoroughbred racing venues in Australia. The scale and extent of the area dedicated for public purposes also makes it regionally significant in providing a venue for recreation and as a public park.

### Caulfield Station Precinct

The wider area around Caulfield Racecourse Reserve is the Caulfield Station Precinct. The Precinct is currently undergoing a master planning process led by the Victorian Planning Authority in partnership with the City of Glen Eira and City of Stonnington. The area is significant in the greater metropolitan context given it is the home of Monash University - Caulfield Campus and because of the critical role that Caulfield Station plays in the Metropolitan Rail network, specifically once the Metro Tunnel is completed in 2025. Caulfield is also identified as a Major Activity Centre by Plan Melbourne.

The VPA has recently released the *Caulfield Station Precinct Key Ideas Paper* (October 2019). The Trust is working closely with the VPA to ensure that the two plans align and inform one another, consequently ensuring a complementary framework that realises a unified vision for the Racecourse Reserve and broader Precinct.

The key issues as identified by the VPA for the broader precinct include:

- Lack of access to the Racecourse Reserve;
- Unfriendly and inactive pedestrian environment;
- Poor and illegible cycling connections;
- Barriers to physical movement;
- The land use mix does not support day and night activity;
- Lack of coherent heart or centre;
- Poor access to East Caulfield Reserve;
- Low-scale residential interface adjacent to the precinct;
- Existing places with heritage overlays;
- The institutional buildings and the Reserve are 'inward facing'; and
- Multiple parcels of underutilised land.

Figure 6 depicts major landmarks and destinations within the Caulfield Station Precinct. The area is a Major Activity Centre located 9 kilometres from the CBD.

Glen Huntly Park and Glen Eira College are located adjacent to the Reserve, along the southern boundary. Monash University Caulfield Campus is approximately 100 metres north of the Reserve.

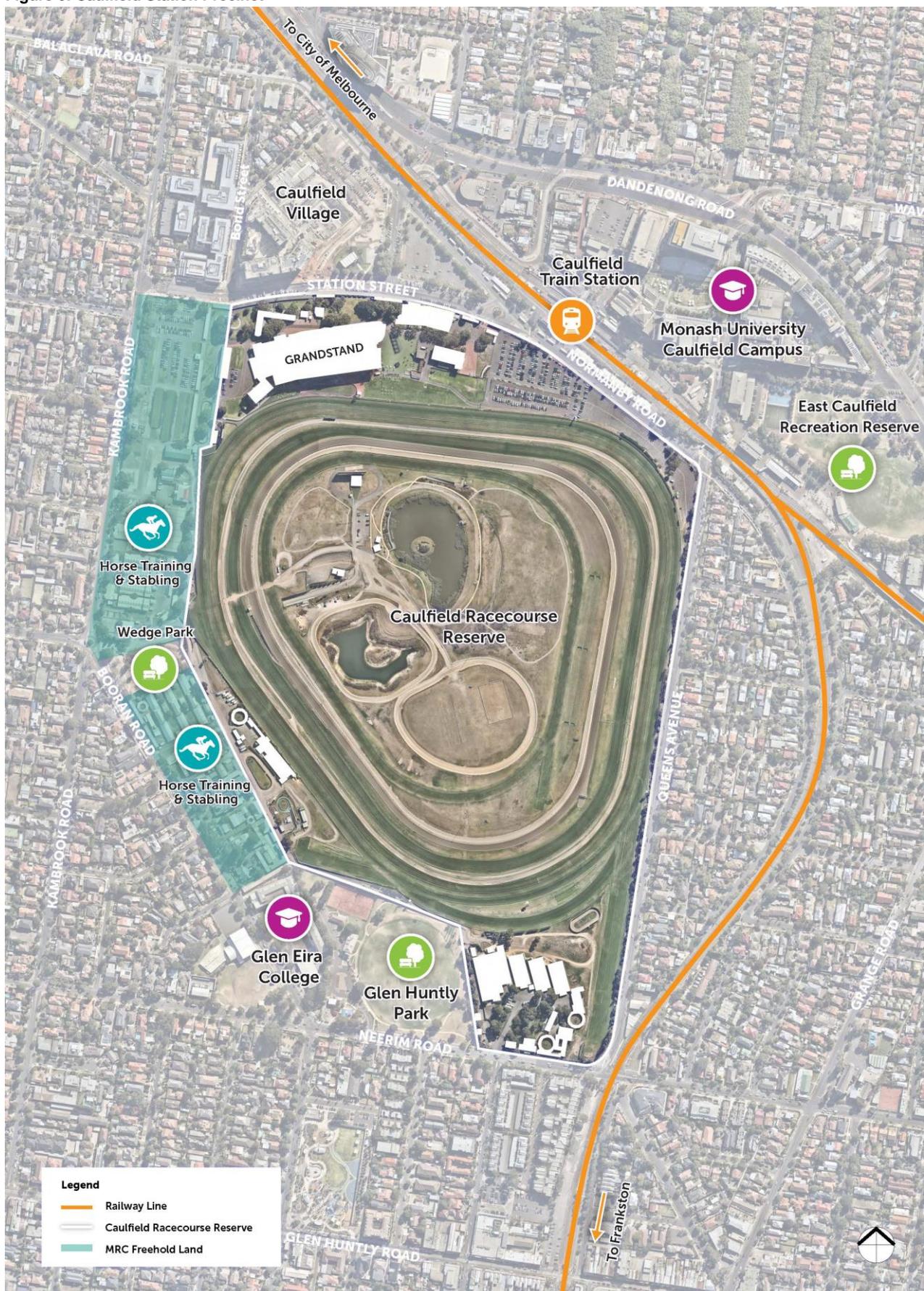
East Caulfield Reserve is an additional open space and recreation area, located approximately 100 metres to the northeast of the Reserve, opposite Normanby Reserve

### MRC Freehold Land

Melbourne Racing Club owns two large land holdings totalling approximately 8 hectares adjacent to the western edge of the Reserve. At present, the land is predominantly occupied by horse training, car parking and ancillary facilities. The freehold land also currently incorporates the Glen Eira Road connection to the Reserve.

The MRC have indicated that once horse training is relocated from the Reserve in 2023, they will pursue the redevelopment of this land as a new residential area. Conceptual designs envision a mix of housing typologies, pedestrian/ cyclist and vehicular links to the surrounding precinct, retention and repurposing of heritage structures, and associated open space.

Figure 6: Caulfield Station Precinct



## 3.0 Community Consultation

### 3.1 Engagement Program

Community and stakeholder insight has been a vital component of the process of developing the Issues and Opportunities Paper, particularly in understanding the lived experience of the Reserve's diverse users.

The key objectives of the engagement for this project were to:

- Build awareness within the community of the project;
- Generate ideas, issues and opportunities in regards to the land that falls within the scope of the project;
- Establish emerging themes regarding the future uses of the Reserve; and
- Develop the narrative of the project and the formation of the Trust, so the community understand the purpose, broader objectives and eventual outcomes of the project.

Information about the project and engagement program was promoted through the Trust's website and database, paid advertising (local publications and social media), on site banners, flyers and a letterbox drop. Key stakeholders also helped promote engagement activities.

Table 2 below details the Engagement Program for the Issues and Opportunities Paper.

**Table 2: Engagement Program**

Phase	Purpose	Activities	Timing
<b>Phase 1:</b> Inform key stakeholders	<ul style="list-style-type: none"> <li>• Establish the Project Advisory Groups (PAGs)</li> <li>• Inform PAGs of the project objectives and opportunities to be involved.</li> <li>• Gain a high-level understanding of the success measures for the project, hot issues and key stakeholders who should be invited to future engagement activities.</li> <li>• Build a high-level understanding of the general key issues and opportunities at the Reserve.</li> </ul>	Civic and Corporate PAG Meeting 1	Thursday 11 July 2019, 5:30-6:30pm
		Community PAG Meeting 1	Thursday 11 July 2019, 7:00-8:00pm
<b>Phase 2:</b> Identify key issues, ideas, and opportunities	<ul style="list-style-type: none"> <li>• Engage with the PAG's and understand ideas, issues and opportunities relating to the project</li> <li>• Establish emerging themes based on the feedback from the PAGs</li> <li>• Present, test and refine the emerging themes identified by the PAG's with the broader community.</li> <li>• Identify any gaps or missing issues, idea and opportunities with the broader community.</li> <li>• Consolidate all feedback received into a summary of stakeholder engagement report.</li> </ul>	Civic and Corporate PAG Meeting 2	Thursday 8 August 2019, 4:00-5:30pm
		Community PAG Meeting 2	Thursday 8 August 2019, 6:30-8:00pm
		Community Workshop	Thursday 22 August 2019, 4:00-8:00pm
		Online survey (Undertaken by the Trust)	30 July – 1 September 2019
<b>Phase 3:</b> Exhibit Draft Issues and Opportunities Paper	<ul style="list-style-type: none"> <li>• Present the key findings in the Draft Issues and Opportunities Paper.</li> <li>• Release Draft Issues and Opportunities Paper for public exhibition.</li> </ul>	Presentation of Draft Issues and Opportunities Paper to the Trust/ PAGs	Thursday 7 November/ Thursday 14 November 2019

	<ul style="list-style-type: none"> <li>• Demonstrate how feedback has been incorporated into the Issues and Opportunities Paper.</li> <li>• Close the feedback loop with key stakeholders and the community.</li> </ul>	Public exhibition of Draft Issues and Opportunities Paper	18 November – 16 December 2019
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A total of **212** contributions were made to Phases 1 and 2. In addition to the planned activities for engagement, community members and stakeholders were able to make submissions via email or post regarding the project.

Phase 3 will now exhibit the Draft Issues and Opportunities Paper and close the feedback loop with stakeholders and community members.

### 3.2 Project Advisory Groups

A stakeholder mapping exercise with the Trust identified local stakeholder groups as either Civic and Corporate or Community, to comprise the two Project Advisory Groups (PAGs). The groups were identified by the Trust as key stakeholders in the process and existing partners that had been involved in previous engagement processes. These are listed below.

- **Civic and Corporate PAG**
  - Glen Eira City Council
  - City of Stonnington Council
  - Melbourne Racing Club
  - Sport and Recreation Victoria
  - Monash University
- **Community PAG**
  - Glen Eira College
  - Glen Eira Residents Association
  - Malvern East Group
  - VicSport
  - Glen Eira Environment Group

### 3.3 Online Survey

The online survey was live on the Trust website from 30 July to 1 September. The questions sought to understand how people currently use the Caulfield Racecourse Reserve and how the space could be improved. The survey's 10 questions were a mix of closed-response questions and opportunities to provide written feedback. A total of **74** responses were received.

### 3.4 Community Workshop

The Community Workshop was held on 22 August, 4-8pm at the Caulfield Racecourse. The meeting was open to the general public, advertised online and in local publications, as well as on-site.

The workshop was run in a semi-structured format which allowed participants to drop-in anytime during 4-8pm and visit 5 tables which each focussed on a different theme for the reserve. Themes included:

- Project introduction/ management of the Reserve
- Access and movement
- Open space and recreation
- Events, cultural expression, and community activities
- Site, operational, and environmental issues

Each table was provided a project fact sheet with general information, a map of the study area, and a poster which allowed participants to record feedback corresponding to dot points placed on the study area map. Feedback recorded is a mix of general comments and comments specific to points identified on the study area map.

A total of 95 participants attended the event. Attendees were a mix of representatives from the community and civic and corporate stakeholder groups and members of the general public.

Participants were also invited to complete an exit survey to provide feedback on the event itself. A total of 30 exit surveys were received.

### **3.5 Additional Submissions**

A total of 12 additional submissions were received via email. These are generally from individuals or stakeholder groups who attended one or more of the engagement activities and wished to elaborate on their comments for the Issues and Opportunities Paper. Seven submissions were received from community members, and the other 5 from the following groups:

- Victorian Planning Authority
- Melbourne Racing Club
- Sport and Recreation Victoria
- Glen Eira Environment Group
- City of Glen Eira

### **3.6 Phases 1 and 2 Feedback**

Feedback from the engagement activities undertaken for Phases 1 and 2 has been collated and summarised into the below five themes. The key messages from community engagement are discussed under the 'What We Heard' subheading for each theme.

- Environment;
- Culture, community, and events;
- Open space and recreation;
- Access and movement; and
- Management.

## 4.0 Analysis of Issues and Opportunities

### 4.1 Environment

Environment refers to the physical characteristics of the site and its immediate surrounds, in particular those of the natural environment.

#### What We Heard

There is significant support for retaining the lakes. Only one other lake exists in the City of Glen Eira, and visitors identified this as a favourite element of the Reserve. A popular idea that emerged from the community workshop was the expansion of the lakes into a wetlands area. Retention and potential expansion of the lakes is in alignment with the current needs/ plans of the MRC, for irrigation of the tracks.

Community members and stakeholders support sustainable energy and resources management at the Reserve, including the implementation of integrated water management to mitigate flooding in the area, and the installation of solar panels on any new buildings at the Reserve.

Landscaping, including tree planting, presents opportunities to enhance biodiversity at the Reserve. Native vegetation is preferred, as are plantings that will attract bees. This would also help mitigate the heat island effect in the area and contribute to conservation efforts. There is support for the existing Manna Gums to be retained in the Neerim Lodge Stable complex in the south eastern area of the site.

Some community members communicated a preference for no major increase in hard surfaces in the Reserve centre.

#### What We Know

Community feedback emphasised the value of the natural features of the Reserve, especially the lakes. The lakes also serve a functional purpose for racing activities. The VPA has commissioned the preparation of a Stormwater Investigation Report for the Caulfield Station Precinct which will further inform water management at the Reserve.

The City of Glen Eira's Biodiversity Report notes that Indigenous flora and fauna are found at the Reserve, which presents opportunities for environmental conservation and community education. The lakes in particular support Indigenous wetland plants and waterbirds—many of which are locally rare in Glen Eira.

The Glen Eira Biodiversity Report identifies the Manna Gum trees near the Neerim Lodge Stables as significant vegetation. The report recommends considering planning controls for the protection of some or all of the six trees due to their size, age, and connection with the pre-colonial landscape.

The MRC's plans for the Reserve may result in a decrease in hard surfaces. Although the north-western area within the Reserve centre is where the bulk of Stage 2 licensed car parking is allocated, MRC plans propose parking areas with soft landscaping and minimal hard surfaces, which could accommodate passive recreational uses when not in use.

Initial land capability reports commissioned by the MRC in relation to contamination suggest that stables/ training sites located in the Western Flank and the Neerim Lodge Stables areas of the Reserve are likely to have minimal—if any—contamination that precludes their future use within the Reserve.

## Issues and Opportunities

Item	Issues	Opportunities
<b>Lakes</b>	<ul style="list-style-type: none"> <li>Lakes are a resource for the MRC, who use them for irrigation of the racetrack. The MRC have stated that an increase in water availability is needed for their activities.</li> <li>The north-eastern lake is currently the only unencumbered lake, as the other lake is encircled by the sand track and maintenance area under Stage 1 of the MRC lease.</li> <li>There is an absence of wetland environments and lakes in the broader area, and the lakes are host to rare and significant Indigenous plants and animals.</li> </ul>	<ul style="list-style-type: none"> <li>The lakes are a highly valued aspect of the Reserve in the eyes of the community. There is strong support for their retention and enhancement.</li> <li>Enhancement of the lakes would enable the present significant flora and fauna to thrive.</li> <li>Removal of a lake would increase the available land for other recreational activities.</li> </ul>
<b>Landscaping and vegetation</b>	<ul style="list-style-type: none"> <li>Landscaping treatments are inconsistent across the Reserve.</li> <li>There are large areas of paved/unvegetated ground, particularly at Guineas Car Park, which may contribute to an urban heat island effect.</li> </ul>	<ul style="list-style-type: none"> <li>A decrease in the racing footprint for Stage 2 of the MRC lease and license present opportunities for a more cohesive and comprehensive landscaping treatment in the centre of the Reserve, resulting in an increase in vegetation.</li> <li>The MRC plans for Stage 2 of the lease and license indicate a decrease in paved surfaces at the Reserve, and a reconfiguration of Guineas Car Park, with landscaping introduced.</li> <li>Car parking areas at the Reserve can be surfaced and landscaped to preserve and enhance vegetation.</li> <li>The lakes in particular present an opportunity to increase vegetation and enhance the biodiversity value of the Reserve.</li> </ul>
<b>Energy and resource management</b>	<ul style="list-style-type: none"> <li>An increase in activity at the Reserve may generate an increase in energy and resource needs.</li> </ul>	<ul style="list-style-type: none"> <li>Functional enhancement of the lakes (potentially through dredging) may support integrated water management objectives of the broader precinct.</li> <li>Redevelopment of existing buildings and development of new buildings could introduce renewable energy infrastructure and practices to the Reserve.</li> </ul>
<b>Land capability</b>	<ul style="list-style-type: none"> <li>Former use of the land for stabling of horses may have led to contamination of area due to use of chemicals and other substances.</li> </ul>	<ul style="list-style-type: none"> <li>Initial reports suggest any potential contamination is limited and capable of remediation for future uses.</li> </ul>

## 4.2 Culture, Community, and Events

Culture, Community, and Events Refers to public events and activities at the Reserve, as well as the potential for social and community meeting spaces.

### What We Heard

There is support for activating the Reserve through a greater quantity and variety of events. It is also recognised that these must be coordinated so as to not conflict with the racing calendar.

Retention of open space areas and improved access are seen as critical to facilitating community activities and events at the Reserve.

Two of the most popular ideas are a community garden (a permanent community space) and a farmer's/ community market (a recurring event). Other ideas demonstrate an interest in intergenerational and cross-cultural events, e.g. Indigenous cultural/educational events, 'adopt a student day' to connect students with ageing persons, or a Men's Shed. The buildings of the southeast corner may be redeveloped to accommodate community activities and spaces.

There is mixed support for more formalised sporting activities, as this does not necessarily accommodate all interests or ages. There is also mixed support for concerts and shows. While some support this type of entertainment at the Reserve, others note that nearby residents may be adversely impacted by noise and parking, especially at night-time. There is general concern that an increase in events may require additional parking and noise mitigation considerations.

Finally, events and activities should not unreasonably inhibit regular public access and use of the Reserve.

### What We Know

The Caulfield Station Precinct is expected to grow significantly through to 2036. Caulfield Village alone has the capacity to accommodate approximately 2,000 apartment dwellings, that will be further supplemented by infill development in the area.<sup>1</sup> There is also interest in developing further dedicated student housing for Monash University students. The housing typology of planned residential development will likely attract students and young workers. The MRC has indicated a willingness to redevelop their freehold land along the western edge of the Reserve (subject to changes to planning controls and a standard approvals process) that would further increase the Precinct's population and activate commercial and community spaces. Anticipated housing growth will facilitate further commercial opportunities and growth. As a result, the area is expected to grow into a vibrant daytime and night-time destination.

The Reserve is currently only operating as a state-significant venue for racing and non-racing events and activities hosted by the MRC. The racing calendar is typically set by Racing Victoria for the period 1 August – 31 July each year in April. Currently the racing Calendar provides for 23 race meets for the 2019-2020 racing year. Non-racing events range from one-off events such as the Melbourne Annual Wedding Expo, to ongoing installations such as Santa's Magical Kingdom.

There is significant potential for the Reserve to capitalise on its scale and location in proximity to an activity centre to accommodate a broader range of community events. This would better position the Reserve as a major attraction to the Precinct and key public venue in Victoria. Existing large open space venues host a range of events and activities, including:

- Moonlight cinema;
- Outdoor theatre;
- Gastronomic events;
- Concerts/ musical performances;
- Farmer's/ craft markets;
- Holiday events;
- Weddings and other private ceremonies; and
- Exhibitions and trade shows.

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<sup>1</sup> .id consulting (2019), 'City of Glen Eira population forecast'

Specific examples of events and activities common to outdoor venue spaces can be found at Appendix C.

The MRC has indicated a desire to pursue the introduction of night racing and the installation of associated lighting in Stage 2. This would likely result in an increase in the number of racing days and hours, consequently further restricting access to the Reserve centre. It may also result in light and noise pollution to the surrounding residential area. On the other hand, the installation of significant lighting infrastructure may enable non-MRC night-time activities and events at the Reserve. Proposed night-time racing is subject to the approval of the Trust, who will consider its potential benefits as well as disadvantages.

Approximately 5 hectares of the north-eastern Reserve centre have been earmarked by the MRC to remain a flexible open space to provide approximately 1,550 additional visitor parking spaces. As this is outside the lease/ license footprint for Stage 2, continued MRC-utilisation of this space is at the discretion of the Trust, who may determine that the area best serves as a flexible parking space, or that it should be freed up for other purposes (subject to alternative parking arrangements).

### Issues and Opportunities

Item	Issues	Opportunities
<p><b>Potential for non-MRC events and activities</b></p>	<ul style="list-style-type: none"> <li>Currently, the Reserve hosts only occasional events and it does not function as a metropolitan or state-significant events venue.</li> <li>Local groups which already utilise the Reserve space for their activities wish to ensure that these may continue in future.</li> <li>Events and activities are currently constrained by the hours of the Reserve, which only allow access during daylight hours and when horse racing/ training is not occurring.</li> </ul>	<ul style="list-style-type: none"> <li>A decrease in the racing footprint for Stage 2 of the MRC lease and license results in ample space at the Reserve to accommodate the existing activities from local groups (e.g. walking groups, model aeroplane flying) as well as additional community and cultural and events small and large.</li> <li>A recurring farmer's/ community market could be accommodated at the Reserve to promote the Reserve as a regional destination and attract a larger diversity and regularity of visitors.</li> <li>Numerous opportunities exist for partnerships to host a range of events at the Reserve (e.g. with Council, Monash University, commercial and community groups). Example events can be found at Appendix C.</li> <li>Potential for night-time activation of the Reserve through installation of lighting.</li> <li>Potential to remove one or more of the lakes to create additional space in the Reserve centre for events and activities.</li> <li>Existing buildings may be repurposed, and new structures may be erected for indoor events and activities.</li> </ul>
<p><b>MRC events and activities</b></p>	<ul style="list-style-type: none"> <li>Racing and non-racing MRC events inhibit public access to the Reserve centre.</li> <li>Racing and other MRC events have the potential to conflict with more general use of the Reserve</li> <li>Non-racing MRC events (particularly those during the night-time) may not be consistent with the three purposes of the Reserve as specified by the Act and may have adverse reputational impacts to the Trust and the Reserve itself.</li> </ul>	<ul style="list-style-type: none"> <li>Redevelopment of the northern precinct and reconfiguration of the Guineas Tunnel could provide an opportunity to enable direct access to the Reserve centre from land not encumbered by the MRC lease or license.</li> <li>MRC racing and non-racing event planning should be undertaken in collaboration with the Trust to ensure that:                         <ul style="list-style-type: none"> <li>both non-MRC and MRC events/ activities may be hosted at the Reserve without conflict; and</li> <li>all events hosted at the Reserve are consistent with one or more of the identified purposes of the Reserve.</li> </ul> </li> </ul>
<p><b>Impacts to surrounding residential areas</b></p>	<ul style="list-style-type: none"> <li>Large events, particularly at night, may have adverse impacts on the surrounding residential area, particularly in the form of</li> </ul>	<ul style="list-style-type: none"> <li>The need for car parking in the residential areas surrounding the Reserve can be successfully minimised by the provision of flexible visitor parking in the north-eastern area of the Reserve centre or alternative parking arrangements (such</li> </ul>

	<p>increased noise, light pollution, and parking demand.</p>	<p>as underground multi-storey parking or designated event parking elsewhere in the Precinct).</p> <ul style="list-style-type: none"> <li>• Event planning for the Reserve will consider measures to mitigate noise and other potential impacts to the surrounding area.</li> </ul>
<p><b>Social/ community infrastructure</b></p>	<ul style="list-style-type: none"> <li>• At present, the only existing social/community infrastructure is the pavilion area and toilet block adjacent to the northern lake. It consists of several picnic tables and barbecues, a small pavilion with some dated play equipment, and a dual male/ female toilet block (two self-contained toilets). These are modest facilities which cannot accommodate a large increase in utilisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional social infrastructure such as picnic tables and barbecues, pavilions or other shelters, and larger toilets would support larger volumes of visitors and encourage more extended visits to the Reserve.</li> <li>• A fully accessible toilet block (e.g. a Changing Places facility – currently not provided in the locality) would also attract visitors from the nearby Booran Road Reserve all-abilities playground.</li> <li>• There is potential for a café-restaurant co-located with the community facilities in the Reserve centre. This would also facilitate a greater variety of events.</li> <li>• A permanent community garden may attract regular visitors, encourage public stewardship of the Reserve. This may also present educational opportunities.</li> <li>• The existing buildings in the Neerim Lodge Stables area of the Reserve have the potential to be repurposed/ redeveloped as community infrastructure.</li> </ul>

### 4.3 Open Space and Recreation

Open space and recreation refers to opportunities unique to the Reserve as a major open space area and public park for the broader region.

#### What We Heard

There is a lack of open space in the Cities of Glen Eira and Stonnington as well as demand for additional formalised sporting infrastructure, such as basketball courts, hockey fields, soccer fields, and cricket/ football ovals. Whilst the Reserve has the capacity to accommodate sporting facilities, stakeholders have acknowledged that potential sporting clubs have programmed needs and require regular access, which will need to be carefully considered to ensure that there are no conflicts with scheduled racing activities. The potential for local clubs to utilise new sporting facilities should prioritise flexibility and adaptability to facilitate multiple uses and re-purposing in the long term. Representatives from an array of sporting clubs have expressed interest in the potential recreational outcomes for sports at the Reserve including AFL, hockey, cricket, rugby, soccer, and baseball.

Despite the interest in formalised sport, the community also expressed the fact that the extent and scale of open space at the Reserve is highly valued. Community participants emphasised that the Reserve not become overly developed or 'too crowded'. According to survey participants, the most common activities currently are walking and dog walking. Users also enjoy flying model planes, whilst other utilise the area in a more contemplative way appreciating the wildlife and the peaceful atmosphere. Community members are generally happy to accommodate some formal recreation and sport activities so long as there is ample open space to allow for continued use of the Reserve for passive recreation.

Playspaces, specifically for youth could be provided in the precinct, although Booran Reserve is located in close proximity to the Reserve and includes a new all-abilities playground, so the Reserve may not be the most appropriate location for extensive new playground facilities. A dog off-lead area is also a popular idea, though some note that a new dog park has opened adjacent to the Reserve at Wedge Park.

A walking/ running/ cycling track around the outside perimeter of the Reserve is a highly popular idea with the community which may attract visitors and increase perceptions of safety within and surrounding the Reserve. If located around the perimeter, this would enhance opportunities without major impediments from racing activities within the Reserve.

Stakeholders suggest that the Trust should engage with nearby schools to enable school recreational activities, including formalised sports and sailing at the lakes. Glen Eira College has expressed interest in utilising the Reserve for their exercise and sport activities.

Glen Huntly Tennis Club operates at the nearby park of the same name, but they note that a barrier is needed to protect the courts from strong winds from the racecourse.

#### What We Know

As with events and activities, the Reserve is not currently operating to its potential as a state-significant recreational area. Walking is currently the most popular activity at the Reserve, and the only recreation infrastructure aside from the pathway network is a public outdoor gym with limited, aged equipment adjacent to the picnic area.

It is noted that the broader area has an acute limit of available public open space. However, there are a number of key open spaces in close proximity to the Reserve, including the immediately adjacent Glen Huntly Park and Wedge Park, and the nearby East Caulfield Reserve, Caulfield Park, and Booran Reserve, which is home to a regionally-significant all-abilities playground.

The City of Glen Eira has identified the Reserve as the municipality's key opportunity for additional sporting facilities. Council's GET ACTIVE Draft Study envisions numerous formalised sporting grounds and pavilions at the Reserve. Relevant findings for sport and recreation trends and needs include:

- There is increasing demand for informal, multi-sport facilities;
- Only one skate park exists in Glen Eira (at Bailey Reserve);

- There is rising interest in alternative recreation activities such as parkour and bouldering;
- There is a significant shortage of indoor courts to meet demand in the municipality;
- The Reserve could potentially accommodate three football/cricket ovals, one baseball/softball facility, four soccer pitches, two multi-purpose pitches for hockey and lacrosse, and up to three pavilions with associated car parking.

While the demand for additional sporting infrastructure in the area is well-documented, so too is the need for passive open space; the balance between formalised sporting activities and other forms of recreation at the Reserve is a critical outcome to be realised by the LMP.

Redevelopment of the MRC freehold land adjacent to the Reserve has the potential to augment open space networks either by way of land or cash for improvements (as required by the public open space contributions under the Planning Scheme). The MRC Master Plan for the freehold land propose a linear park to connect Station Street to Neerim Road, which would thereby better link the Reserve, Glen Huntly Park, and Wedge Park. In addition, the MRC has also indicated support for an 1,800-metre running track enclosing the Reserve centre. This would be jointly delivered by the MRC and the Trust, as the track would fall within unencumbered Crown Land as well as within the MRC lease and license footprints.

Both the Western Flank of the Reserve and the Neerim Lodge Stables complex will be returned to public use following the cessation of horse training at the Reserve. While these Reserve spaces are relatively small in scale (1.57 hectares and 2.21 hectares respectively) they have the unique ability to be accessible to the public 24 hours and 365 days of the year as their access from the Precinct will be unencumbered by the MRC Stage 2 lease and license footprint. In addition, there is a narrow sliver of land (0.1 hectares) to be freed up in Stage 2 which runs between the Stables area and the Western Flank.

### Issues and Opportunities

Item	Issues	Opportunities
<p><b>Open space</b></p>	<ul style="list-style-type: none"> <li>• There is an acknowledged public open space shortage in the City of Glen Eira, as well as in the adjacent City of Stonnington.</li> <li>• The Western Flank is not able to be utilised as public space until at which time the MRC freehold land is redeveloped.</li> <li>• No direct connection exists between the areas outside the Reserve centre which will be returned to the public in Stage 2.</li> <li>• Both the Western Flank and the Neerim Stables land have existing structures which require consideration as to their retention or removal.</li> </ul>	<ul style="list-style-type: none"> <li>• The cessation of horse training will result in more than 23 hectares of land for public open space. Stage 2 of the lease and license will create three additional areas for public use in addition to an increase of available land in the northern area of the Reserve centre:                         <ul style="list-style-type: none"> <li>- the southern area of the Reserve centre;</li> <li>- the Western Flank between the Reserve and the MRC freehold land; and</li> <li>- the Neerim Lodge Stables area.</li> </ul> </li> <li>• The narrow strip of land at the southern edge of the Reserve has the potential to link the Stables area, Glen Huntly Park, the Western Flank, and Wedge Park to create a seamless corridor of public open space.</li> <li>• The additional land available for public open space can be a mix of both passive and active recreation, with existing structures either repurposed or removed.</li> <li>• Through planning controls additional land can be sought as open space or roads to provide valuable links</li> </ul>
<p><b>Passive recreation infrastructure</b></p>	<ul style="list-style-type: none"> <li>• Limited formalised passive recreation is present at the Reserve. Despite walking being the most popular activity, existing pathways were created in an ad-hoc manner, and are largely unpaved, which inhibits use for some visitors.</li> </ul>	<ul style="list-style-type: none"> <li>• A running track enclosing the Reserve centre within would provide a formal circuit for athletic pursuits as well as informal passive recreation.</li> <li>• The public gym can be upgraded and expanded to attract more users and support a greater range of recreational activities.</li> </ul>

		<ul style="list-style-type: none"> <li>• The existing play space at the pavilion in the Reserve centre can be relocated and upgraded to support recreation for young children.</li> <li>• Upgrades to existing pathways and expansion of the path network in the could facilitate an increase in passive recreation at the Reserve.</li> <li>• Improvements to pedestrian/ cyclist access via Glen Eira Road tunnel and Guineas Tunnel may attract a higher volume of visitors seeking passive recreation to the Reserve.</li> </ul>
<p><b>Active recreation infrastructure</b></p>	<ul style="list-style-type: none"> <li>• There is significant community demand for additional sporting infrastructure for local sports clubs; no formalised sporting activities are currently accommodated at the Reserve.</li> <li>• The cost of creating active open space facilities will come with significant recurrent expense and management obligations. Moreover, cost recovery for the use of proposed sporting fields is unlikely to cover the on-going maintenance and expenses associated with such facilities.</li> <li>• The Neerim Lodge Stables area and Western Flank are relatively small spaces with limited capacity to accommodate sports grounds and facilities. The Neerim Lodge Stables area also contains significant vegetation.</li> <li>• The accommodation of sporting activities as well as larger-scale events will likely generate significant additional demand for parking facilities at the Reserve.</li> </ul>	<ul style="list-style-type: none"> <li>• The scale of the southern area of the Reserve centre presents potential for significant active recreation infrastructure to cater to a number of different sporting interests through the inclusion of ovals, pitches, and/or courts as well as associated infrastructure (pavilions and parking). This would co-locate new sporting facilities with the adjacent facilities at Glen Huntly Park and Glen Eira College.</li> <li>• Removal of the southern lake could free up additional land for sport facilities, resulting in a focus on active recreation for the entirety of this area of the Reserve.</li> <li>• The Western Flank and Neerim Lodge Stables area can accommodate more informal recreation infrastructure, such as that of skating, parkour, bouldering, playgrounds, and flexible half-courts.</li> <li>• Further assessment should determine the typology and quantity of sporting facilities that can be best accommodated within the Reserve. A call for an Expression of Interest (EOI) could be utilised to best draw out potential users, clubs and organisations. This EOI could also assess and consider how potential partners would respond to access limitations, financial feasibility, and other uses/activities present at the Reserve.</li> <li>• Once Stage 2 of the lease and license commence, the southern area of the Reserve centre offers unencumbered land which could be converted to sports grounds.</li> <li>• The north-eastern area of the Reserve centre has the capacity to be an flexible passive recreation space as well as accommodate car parking needs for sporting and non-sporting events and activities.</li> </ul>
<p><b>Dogs on/off – lead</b></p>	<ul style="list-style-type: none"> <li>• Many dog walkers utilise the Reserve although there is no enclosed off-lead area.</li> </ul>	<ul style="list-style-type: none"> <li>• The newly installed Wedge Park is a dedicated off-lead space to accommodate this activity.</li> <li>• The existing open space area in the northeastern area of the Reserve centre can be utilised as a dog off-lead area when not in use for parking. This would require the space to be enclosed to ensure the safety of other visitors and of racing infrastructure.</li> </ul>

#### 4.4 Access and Movement

Access and movement refers to access to the Reserve from outside, quality of entry/exit points, and ease of movement/navigation within and around the Reserve.

##### What We Heard

From the breadth and depth of feedback received, access and movement is the most significant existing issue at the Reserve. Visitors perceive the quality of access, particularly non-vehicular access, and navigation within and around the Reserve as overwhelmingly unsatisfactory. There is a broad expectation from the community that this will be improved.

At present, the Glen Eira Road entrance is likely the most utilised entrance, followed by the Guineas Tunnel Entrance and the Neerim Road Entrance. The Guineas Tunnel, to the centre of the Reserve, is perceived as unpleasant by those who have used it. The Glen Eira Road vehicular tunnel currently also provides access for horse on training days that leads to it being in an unkempt and dirty state. There is limited pedestrian and cycling priority to access to the Reserve. New access points at Wedge Park, Glen Huntly Park, and Neerim Lodge/Western Stables Land were suggested and all accessways should be highly visible and universally accessible with a desire to prioritise non-vehicular traffic. The creation of new access points would present the opportunity for re-branding at the Reserve to attract visitors and positively contribute to the precinct's public realm.

Major barriers to access at the Reserve were raised across all community engagement activities. Many community members reported that they did not know how to access the Reserve, or what days/hours the public was allowed access. Visitors have encountered difficulty in accessing information regarding the scheduling of race days and other events which inhibit use of the public space at the Reserve. While regular hours are posted at Reserve gates, the public is not necessarily knowledgeable regarding the occurrence of events and must access the schedule via the Trust website.

Navigation could also be improved through installation of signage, perhaps with the use of technology (LED signage that can dynamic messaging) and an initiative to renumber the Gates to the reserve so that they are more intuitive to the user. The existing numbering is based on historical use and is no longer clear and logical, and visitors describe the Reserve as difficult to navigate.

Perceived poor access and navigation is also an impediment to feeling safe at the Reserve. Survey participants support more lighting, formalised pathways, and increased passive surveillance to improve perceptions of safety. The existing fencing is also a deterrent for some community members.

Stakeholder feedback acknowledges MRC access needs (principally through the Glen Eira Road vehicular tunnel), as well as the importance of quality public access to Crown Land. According to community members, race days exacerbate access and movement difficulties due to the level of activity and the tension between community use and MRC use. Moreover, there is a perception that staff at the Reserve can sometimes appear to discourage public access. The MRC notes that once training activities cease, the Glen Eira Road tunnel can be upgraded to better facilitate non-vehicular access.

Some suggest that the significant presence of car parking impacts the look and feel of the Reserve on race days, which can attract approximately 2,000 cars. However, it is also acknowledged that the potential for recreation facilities and additional events, as well as the commuter demand for parking near the rail station present a continued need to be mindful of parking considerations. Underground parking was raised as an opportunity that should be further explored, as well as opportunities to repurpose car parking surfaces on non-race days for other activities.

Consultation also revealed that issues associated with access and movement not only related to within the centre of the Reserve area, but community members and stakeholders desire improved connections to significant sites within the precinct. In particular, there was a strong push for better links to Caulfield Station and Monash University. This has specifically been raised in the Key Ideas paper recently released by the VPA. In addition, engagement with the community also outlined the concept of a perimeter "tan" track to allow continuous movement around the reserve.

## What We Know

The Trust understands that access and movement issues at the Reserve are currently a major barrier to the Reserve realising its potential as a state-significant community destination. Beyond this, the Reserve itself serves as a significant barrier to movement (particularly in an east-west orientation) across the local area because of the scale and configuration of the Reserve itself.

Vehicular and non-vehicular access to the centre of the Reserve is limited with the Glen Eira Road tunnel and Guineas Tunnel respectively, which are both in need of modification and upgrades to provide sufficient pedestrian amenity. Accessibility issues are exacerbated by limited signage and poor interfaces with the larger Precinct.

The MRC has mooted a number of movement and access improvements as part of the Stage 2 redevelopment that may provide better access and permeability. These include:

- An internal maintenance road to facilitate maintenance activities and vehicle movement;
- A north/south linear park from Station Street to Neerim Road with pedestrian/cycling infrastructure;
- Formalisation of interior roadways from Glen Eira Road tunnel to/from the members car park and the public car park;
- Formalisation of the members car park on the north-western area of the Reserve centre;
- Reconfiguration and upgrades to the Guineas Tunnel to provide ramp access and shorten the length of the tunnel; and
- Upgrades to fencing and landscaping to improve the Reserve’s interface with the larger Precinct.

The MRC has also previously explored the potential for a second vehicle/pedestrian access tunnel to the Reserve. The study determined that a tunnel which linked Neerim Road (at the southwestern tip of the racing chutes) to the internal road network at the public car park would further improve access and movement at the Reserve. This second tunnel may only require/encumber approximately 0.44 hectares of Crown Land within the Reserve centre.

Change in lease will significantly alter access to Neerim Stables and the Western flank of the Reserve; this land will transition to fully accessible open space and will no longer be encumbered by racing or other MRC activities.

Within the larger Precinct, there is potential for the Structure Plan to identify necessary upgrades and improvements to the surrounding roadway and path networks.

## Issues and Opportunities

Item	Issues	Opportunities
<b>Fencing</b>	<ul style="list-style-type: none"> <li>• The majority of the site’s interfaces with the surrounding area are dominated by fencing which does not contribute to site visibility and permeability.</li> <li>• Visibility of the pedestrian entrance from Glen Huntly Park is particularly poor, due in part to the existing fencing along the boundary.</li> </ul>	<ul style="list-style-type: none"> <li>• Visibility and permeability can be improved through upgrades to public gateways to the Reserve so that entrances are more visible and welcoming to visitors.</li> <li>• Additional signage can be installed on fencing around the Reserve to assist with locating entrances and understanding Reserve access.</li> <li>• In Stage 2, when the Neerim Lodge Stables area at the southern end of the Reserve are no longer required for training, there is potential for the fencing in this area to be removed so that this public space can interface directly with Glen Huntly Park.</li> </ul>
<b>Navigation and movement</b>	<ul style="list-style-type: none"> <li>• Signage is generally limited within the Reserve despite it being a large area with contrasting areas and uses.</li> <li>• Signage does not clearly depict what is for public access vs. MRC leased and exclusive licensed land.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional signage within the Reserve which identifies pedestrian and vehicle accessways, clearly identifies the entry/and exit points, and publicly accessible space at the Reserve would greatly improve navigation. The use of LED signage will also allow dynamic messaging and the ability to notify users of events and activities.</li> </ul>

	<ul style="list-style-type: none"> <li>• The Reserve is currently acting as a barrier to general movement within the broader locality.</li> <li>• Movement through the Reserve is not enabled by a clear and cohesive network or pathways, nor is it linked to regional pathways.</li> </ul>	<ul style="list-style-type: none"> <li>• The capacity to provide “you are here signs” that enable users to better understand their spatial location would assist with navigation. The potential for a mobile phone app to allow users to utilise GPS technology and convey information would also enable better navigation.</li> <li>• The potential to deliver a pedestrian and cycle path (tan track) around the perimeter of the reserve would provide greater connection to access points within the reserve as well as deliver a significant piece of leisure and recreational infrastructure.</li> <li>• The Western Flank of the Reserve that is currently utilised for training purposes has the potential to be a critical link between the Glen Eira Road tunnel and the Neerim Lodge Stables area, thereby providing a dedicated path between these two Reserve spaces.</li> </ul>
<p><b>Access points and interfaces</b></p>	<ul style="list-style-type: none"> <li>• Signage at access points is modest in scale and form and is currently overshadowed by racing-related advertisements and signage.</li> <li>• Existing gate numbering is based on historic usage and is not sequential/logical for visitors.</li> </ul>	<ul style="list-style-type: none"> <li>• Rebranding of the public access points to be more visible and attractive would better promote the utilisation of the Reserve by the public.</li> <li>• Renumbering/ renaming of access points in a more logical/ sequential fashion would facilitate ease of navigation to and from and within the Reserve.</li> </ul>
<p><b>Hours of access</b></p>	<ul style="list-style-type: none"> <li>• Entry points communicate hours of access, but not specific racing dates.</li> <li>• Access is currently restricted to daylight hours, approximately 9:30/ 9:45 – dusk.</li> <li>• The unencumbered Crown Land at the centre of the Reserve is currently not accessible on racing days and has limited accessibility on days leading up to major racing events.</li> <li>• The timing of racing events is subject to change at late notice due to weather or other circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>• Installation of lighting at the Reserve may enable the hours of operation to be extended, facilitating increased public access to the Reserve.</li> <li>• Neerim Lodge Stables area and the Western Flank will have the potential to be available for public use on a non-restricted basis in Stage 2, i.e. 24 hours a day, 365 days per annum.</li> <li>• Hours of operation to be clearly posted at all public access points, with instructions on where and how to access up-to-date information on the timing of racing events. Digital signage with up-to-date racing information, or a scannable QR code which links to the up-to-date information could achieve more transparency and clarity in regards to the Reserve’s hours of operation.</li> <li>• The creation of a pedestrian accessway to the centre of the Reserve with an access point that does not fall within MRC leased or licensed land would improve the overall access to the Reserve for the public.</li> </ul>
<p><b>Non-vehicular access</b></p>	<ul style="list-style-type: none"> <li>• The Glen Eira Road tunnel does not provide adequate infrastructure to facilitate safe pedestrian access to the centre of the Reserve.</li> <li>• There is no dedicated accessways to the Reserve’s centre for cyclists</li> <li>• The Guineas Tunnel is the primary pedestrian accessway to the centre of the Reserve. However, the tunnel is perceived as unpleasant, at times unsafe, and too long.</li> </ul>	<ul style="list-style-type: none"> <li>• The proposed redevelopment of the Glen Eira Road vehicular tunnel should result in a dedicated, protected pedestrian pathway for the entirety of its length which links to the interior path network. This will improve east/west pedestrian permeability to and from the Reserve and in the larger Precinct.</li> <li>• Cyclists may better access the Reserve once the Glen Eira Road tunnel is upgraded so that it is a paved surface.</li> </ul>

	<ul style="list-style-type: none"> <li>• The northern Guineas Tunnel entry/exit point is located within the MRC lease footprint for Stages 1 and 2 and does not link to other dedicated pedestrian infrastructure in the Precinct.</li> <li>• The Reserve is currently acting as a barrier to pedestrian movement around the broader Precinct and local area.</li> </ul>	<ul style="list-style-type: none"> <li>• The proposed Stage 2 redevelopment of the northern precinct by the MRC has suggested the reconfiguration of the Guineas Tunnel northern entry/exit point that will significantly shorten its length.</li> <li>• The redevelopment of the northern precinct by MRC presents an opportunity to reconfigure the northern Guineas Tunnel entry/ exit point so that access is not (or at least) constrained by MRC activities. Potential options include:             <ul style="list-style-type: none"> <li>- An extended tunnel so that the northern entry/ exit point provides direct access to the Reserve, bypassing MRC-leased land.</li> <li>- Varied lease arrangements to allow unrestricted access through a portion of the precinct, leading to the Guineas Tunnel.</li> <li>- A raised pathway over the northern precinct and racetrack leading to the Reserve centre.</li> </ul> </li> <li>• The MRC’s proposed additional pedestrian/ cycling links in their freehold land have the potential to improve north/south permeability and connect the Reserve centre to the larger Caulfield Station Precinct via direct access to the Glen Eira Road tunnel from Station Street and Neerim Road.</li> <li>• Consider the feasibility of an additional pedestrian accessway via a new tunnel or raised pathway from Neerim Road to the centre of the Reserve.</li> </ul>
<p><b>Vehicular access and parking</b></p>	<ul style="list-style-type: none"> <li>• Vehicular access to the Reserve for MRC-related activities and for the public is limited to the Glen Eira Road tunnel, which is an unpaved entrance in need of upgrading and falls within MRC freehold land.</li> <li>• The interior road network of the Reserve is largely informal; more formalised access is needed to the parking areas in the Reserve centre.</li> <li>• There is no formalised public parking area aside from the small car park adjacent to the picnic area; additional parking is needed to accommodate the large volume of race day visitors, and for potential future non-MRC events and activities at the Reserve.</li> <li>• Access is particularly poor for the purposes of maintenance vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>• The north-eastern area of the Reserve’s centre can be utilised for visitor parking for both MRC and non-MRC activities and events when needed. This area can accommodate over 1,500 spaces.</li> <li>• The MRC has proposed Stage 2 upgrades for the Glen Eira Road tunnel to improve vehicular access.</li> <li>• The MRC has proposed Stage 2 upgrades for the internal road network which may better facilitate visitor movement from the Glen Eira Road tunnel to parking areas as well as improve access for maintenance vehicles.</li> <li>• Consider the further exploration of the feasibility of an additional tunnel from Neerim Road to the Reserve centre.</li> <li>• There is potential for underground car parking or car parking arrangements elsewhere in the Precinct so that a significant portion of the surface of the Reserve centre can be freed up for other purposes.</li> </ul>

## 4.5 Management

The Management of the Reserve refers to marketing and promotion of the Reserve space, maintenance and operations, financial feasibility and the roles and responsibilities of various stakeholders.

### What We Heard

There is demand for more, clearer promotion of the Reserve as a public space to better activate it. Stakeholders and community members support a Land Management Plan which will set clear directions and expectations for the future of the space.

According to survey participants, improved community facilities should be the top priority action area for the Reserve, followed by improved access and signage.

Collaboration is also required between the Trust and other stakeholder groups so that decision-making for the Reserve also considers broader ongoing planning and development projects for the precinct, in particular the concurrent Precinct Structure Plan being prepared by the VPA.

Both the MRC and Glen Eira Council have raised the potential to pursue planning controls which will provide a more efficient mechanism for facilitating development and investment at the Reserve, and balances racing, recreation, and the public's use of the space. Glen Eira has also encouraged the Trust to explore value capture mechanisms in order to achieve financial sustainability.

In defining the broader use of the Reserve to the Public, there have been discussions between MRC and the Trust that have raised the possibility of renaming the Reserve as the Caulfield Racecourse and Recreation Reserve to better reflect the purposes of the space and encourage public use.

### What We Know

The preparation of the LMP is occurring at a significant juncture in time, where there is a clear mandate from government to set a new course and agenda for the Caulfield Racecourse Reserve. This is further reinforced by the community and stakeholders that have voiced a clear expectation that the Reserve will serve a greater role and function in community life. On top of this, the MRC and various forms of government have committed to invest significant funds that will enliven the Caulfield Station Precinct. This presents as a significant opportunity, one that allows the Trust to examine and reimagine the current public uses occurring at the Reserve and set about realising the Trust's vision for the Reserve of an accessible, vibrant, flexible, and inclusive place.

To achieve this, the LMP will establish objectives and actions to be delivered within a 10-year timeframe, subject to funding and the timely relocation of horse training facilities. Ensuring a practical timeframe for the transformation of the reserve and a realistic series of improvements and increased activation is critical to the success of the LMP. Adequately reconciling the progress of the LMP and ensuring the accountability of the Trust, stakeholders and the community in realising the vision for the Reserve will be imperative.

At present, the Trust is a newly-formed governing body with limited income sources and no capital budget to immediately commence major improvements to the Reserve, nor does it receive annual contributions from the State-based Parks Charge. However, immense potential exists for the Trust to partner with other organisations to activate the Reserve and improve infrastructure. Glen Eira and Stonnington City Council, State Government, Monash University, the MRC, and other potential partners will be essential in realising the potential of the Reserve. The strategic significance of the Reserve positions the Trust to apply for grants and special funding for upgrades over time.

There is also capacity to generate income from future events and activities and other select commercial opportunities. In determining the potential for future commercial outcomes at the Reserve, due consideration should be given as to how such activities are complementary to the Reserve, have the potential to increase its amenity, and are an efficient use of the land. Collaboration between the Trust and MRC is essential to accommodating racing activities and public use at the Reserve. In particular, scheduling and alignment of events and activities at the Reserve should be undertaken in conjunction with the MRC to ensure complementary use of the space for events and activities.

The use of technology to manage, promote, and enable the use of the Reserve will be an important future consideration in the quest to create a well-connected and innovate public destination. In terms of marketing and promoting the Reserve, the Trust has a useful and user-friendly website that informs the public of access hours and locations and forthcoming events. However, as many members of the public are not yet aware of the Reserve as a public space, and the website is not linked on any signage at the Reserve itself, this information is most accessible to those who already know where to look for it. The online presence of the Reserve will continue to be important as the Reserve transitions to a major recreation and events venue and greater public use occurs. Electronic signage at the Reserve has the capacity to both enable navigation and publicise events as well as generate income from potential advertising revenue.

Upon cessation of horse training at the Reserve, additional land will become available for general public use, which will likely result in a significant increase in activity at the Reserve. Consequently, the Trust will require considerable capital expenditure to ensure that Reserve facilities and spaces are ultimately fit for purpose. At the Neerim Lodge Stables Land and the Western Flank in particular, significant demolition, remediation and subsequent improvements are likely needed for successful repurpose.

Following initial capital expenditure at the Reserve to enable repurposing there will then be the need for ongoing operational expenditure and maintenance of these assets. The Reserve centre is one of the largest parcels of public land in the region. With this capacity comes substantial need for access and security, maintenance, and other ongoing costs and management considerations.

The current circumstances that limit access to the Reserve to daylight hours ensures that public use of the Reserve coincides with broader use of the MRC facilities and a number of employees being present at the site. If night-time use of the Reserve is to be considered on a permanent, regular basis there is likely to be the need for lighting infrastructure and some form of permanent on-site security/ surveillance, which will generate need for additional expenditures and management considerations.

## Issues and Opportunities

Item	Issues	Opportunities
<p style="text-align: center;"><b>Financial Sustainability</b></p>	<ul style="list-style-type: none"> <li>• Currently, the Trust has limited income sources.</li> <li>• Improvements to and repurposing of the Reserve will require significant capital expenditure, followed by ongoing operational expenditure.</li> </ul>	<ul style="list-style-type: none"> <li>• The Act provides a mandate for proper financial management of the Reserve through the establishment of the Caulfield Racecourse Reserve Trust Fund and the bestowment of borrowing powers upon the Trust.</li> <li>• A wide array of grants, funds, and other direct programs to deliver physical improvements are available and can offer substantial financial packages to support forthcoming investment.</li> <li>• Development of the MRC freehold land could allow for some of the required open space contributions to be directed towards improvement of the Reserve assets.</li> <li>• Potential for a renegotiated – more commercial - rental for Stage 2 of the MRC lease and license.</li> <li>• Investigate the potential to receive ongoing annual funds from State Government and benefit from income generated by the State-based Parks charge.</li> </ul>
<p style="text-align: center;"><b>Commercialisation opportunities</b></p>	<ul style="list-style-type: none"> <li>• An aspirational LMP will require significant capital investment in the Reserve.</li> <li>• Currently, revenue-generating activities at the Reserve are exclusively undertaken by the MRC.</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial opportunities exist for commercial activities to complement the use of the Reserve, by increasing amenity and reinforcing the Reserve as a significant regional destination. The development and management of an underground car park is an example of a commercial opportunity that would enable the financial sustainability of the Trust.</li> </ul>
<p style="text-align: center;"><b>Promotion</b></p>	<ul style="list-style-type: none"> <li>• There is a lack of events and activities currently occurring on Trust-managed land.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to host large-format events and accommodate large volumes of visitors to elevate the profile of the Reserve.</li> </ul>

	<ul style="list-style-type: none"> <li>Existing promotion of the Reserve as a public space is minimal; currently the Reserve is widely known as a racing venue, and knowledge of public access is limited.</li> </ul>	<ul style="list-style-type: none"> <li>Improvements to the Reserve and the additional public land in Stage 2 will enable the Trust to market the Reserve as a major events and activities venue as well as regional recreation space.</li> <li>Renaming of the Reserve to better convey its mix of purposes could enable public promotion and community awareness of the Reserve.</li> </ul>
<b>Use of technology</b>	<ul style="list-style-type: none"> <li>The Trust website offers the public necessary information, but otherwise the use of technology is limited.</li> </ul>	<ul style="list-style-type: none"> <li>Significant potential to use technology to enable greater use of the Reserve, both in terms of direct promotion of events and activities as well as navigation and direction.</li> </ul>
<b>Community and stakeholder engagement</b>	<ul style="list-style-type: none"> <li>Broader use of the Reserve, particularly at night, will require significant consideration of community needs as well as the amenity impact to local residents.</li> <li>Additional engagement with local stakeholders is needed to ensure the resulting LMP will meet community needs and expectations as best able.</li> </ul>	<ul style="list-style-type: none"> <li>The development of the Land Management Plan itself will include additional phases of engagement to ensure best outcomes for the broader community.</li> <li>Opportunity to develop a community and stakeholder engagement plan to outline an engagement program to increase awareness and use of the Reserve, which may also achieve promotional objectives.</li> </ul>
<b>Alignment and collaboration</b>	<ul style="list-style-type: none"> <li>Planning for the Reserve is being undertaken concurrently with other state-significant planning processes, including the Metro Tunnel and the Caulfield Station Precinct Structure Plan.</li> <li>The Reserve must accommodate racing and non-racing uses and ensure balanced use across the three purposes.</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration with key government stakeholders in the Precinct will ensure that plans for the Reserve align with strategic outcomes for the broader Precinct and vice-versa.</li> <li>Alignment and coordination of MRC master plans and event plans between the Trust and the MRC will be crucial to the Reserve fulfilling regional purpose and providing maximum community benefit.</li> </ul>
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>Need to enable meaningful partnerships with stakeholders and the community to best realise vision for the Reserve.</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships with stakeholder groups will be essential to activating the Reserve and securing resources to realise investment in future facilities.</li> </ul>
<b>Phasing</b>	<ul style="list-style-type: none"> <li>The Land Management Plan will aim to achieve a significant amount within its 10-year timeframe, particularly considering that the additional public land from the cessation of horse training will likely not be available until approximately 2023.</li> <li>Ensuring a practical timeframe for the transformation of the reserve and a realistic series of improvements and activation will ensure that the expectations and aspirations of the community are satisfactorily realised.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise and implement “quick wins” and generate energy behind implementation of LMP.</li> <li>Seek to implement short-medium term aspirations.</li> <li>Utilise LMP as advocacy tool to lever funds to enable improvements and activations of the Reserve.</li> <li>Consider the extension of the implementation period as plan is implemented.</li> </ul>
<b>Statutory approvals framework</b>	<ul style="list-style-type: none"> <li>Statutory approvals framework not currently set up to enable efficient redevelopment and repurpose of the reserve.</li> </ul>	<ul style="list-style-type: none"> <li>Framework for statutory approvals should provide efficient and transparent means to implement vision, facilitate investment and enable redevelopment of the Reserve.</li> </ul>
<b>Measuring success and transformation</b>	<ul style="list-style-type: none"> <li>There are no existing measures to indicate/ specify the success or otherwise of the accessibility, flexibility, vibrancy, and inclusivity of the Reserve.</li> </ul>	<ul style="list-style-type: none"> <li>Consider setting clear expectations and KPIs that measure increased activation, regional purpose and function, physical improvement, investment, and community satisfaction at the Reserve.</li> <li>Non-compliance with KPIs could be used as a means of advocating and leveraging funding opportunities.</li> </ul>

## 5.0 Key Strategic Opportunities

The key opportunities identified by the above analysis of issues and opportunities at the Caulfield Racecourse Reserve are depicted below by Precinct.

### 5.1

#### Centre Northern Precinct

Approximate Area: 100,000m<sup>2</sup>

##### Legend

- Environment
- Access and Movement
- Open Space and Recreation
- Culture, Community & Events
- Management

##### No. Opportunities

- 1 Consider a perimeter trail for running/walking and cycling
- 2 Potential flexible space to accommodate car parking, large format events, and/or recreation infrastructure
- 3 Potential to improve amenity and existing environmental values of the lake
- 4 Consider options for reconfiguration of Guineas Tunnel to improve access and experience, including alterations to the lease arrangements in the northern precinct or an elevated accessway
- 5 Upgrades to pavilion area to expand community facilities, including toilets and seating
- 6 Improve and increase navigational and informational signage within the Reserve centre and at access points
- 7 Consider a permanent community garden space
- 8 Consider the range of opportunities events, e.g. concerts, festivals, markets, etc.
- 9 Upgrade the existing pathways and expansion of the path network
- 10 Potential to enhance the natural environment through improved landscaping in Reserve centre
- 11 Improve vehicular and non-vehicular access via the Glen Eira Road tunnel
- 12 Ensure clear movement corridor between remainder of reserve and remainder of Caulfield Station Precinct



## 5.2

### Centre Southern Precinct

Approximate Area: 124,000m<sup>2</sup>

#### Legend

- Environment
- Access and Movement
- Open Space and Recreation
- Culture, Community & Events
- Management

#### No. Opportunities

- 1 Potential for sporting precinct with mix of courts, pitches, and/or ovals
- 2 Passive open space
- 3 Potential to enhance the natural environment through improved landscaping in Reserve centre
- 4 Consider a perimeter trail for running/walking and cycling
- 5 Potential for night-time activation of Reserve centre through installation of lighting
- 6 Potential space for large-format events, e.g. concerts, festivals, markets, etc.
- 7 Potential to remove southern lake to accommodate additional active recreation facilities
- 8 Upgrade the existing pathways and expansion of the path network



### 5.3

#### Western Flank Precinct

Approximate Area: 14,800m<sup>2</sup>

##### Legend

- Environment
- Access and Movement
- Open Space and Recreation
- Culture, Community & Events
- Management

##### No. Opportunities

- 1 Ensure clear movement corridor between Reserve spaces, Wedge Park, and Reserve centre
- 2 Remove or repurpose existing structures as community or recreational facilities
- 3 Linear nature of land lends itself to passive open space, with potential for informal recreation infrastructure, e.g. skating, playground, etc.
- 4 Activation of Western Flank is highly dependent on timing of redevelopment of MRC Freehold Land
- 5 Unrestricted access to this precinct once training has ceased



## 5.4

### Neerim Lodge Stables Precinct

Approximate Area: 26,600m<sup>2</sup>

#### Legend

- Environment
- Access and Movement
- Open Space and Recreation
- Culture, Community & Events
- Management

#### No. Opportunities

- 1 Ensure clear movement corridor between Reserve spaces (link Glen Huntly Park, Neerim Lodge Stables and Western Flank)
- 2 Scale and location of land lends itself to informal recreation infrastructure, e.g. skating, playground, and/or indoor sporting facilities
- 3 Unrestricted access to this Precinct once training has ceased
- 4 Remove or repurpose existing structures as community or recreational facilities
- 5 Integration with existing Glen Huntly Park
- 6 Consider the retention of existing significant trees
- 7 Consider long-term potential for additional sub-terranean accessway to Reserve centre



## 6.0 Next Steps

This document identifies the issues and opportunities for the planning, development, management, operation, and use of the Caulfield Racecourse Reserve under the remit of the Trust.

Community, stakeholders, and other interested parties are invited to provide feedback on the issues and opportunities identified herein.

Prior to the preparation of the Land Management Plan, the next steps for **Stage 3 – Issues and Opportunities** are as follows:

- Exhibit the draft Issues and Opportunities Paper in order to collect and analyse public feedback (Phase 3 of engagement);
- Incorporate feedback and update the Issues and Opportunities Paper; and
- Finalise the Caulfield Racecourse Reserve Issues and Opportunities Paper to inform the preparation of the LMP.

## Tell Us What You Think

This draft paper is available for public comment until Monday, 16th December 2019.

To tell us what you think, visit [www.crrt.org.au](http://www.crrt.org.au) and:

- complete the online survey; or
- complete a submission form and return via email or post.

Submissions can be sent to [info@crrt.org.au](mailto:info@crrt.org.au) or PO Box 89, Glen Huntly, 3163.

## Appendix A. Inventory of documents reviewed for issues and opportunities analysis

No.	Document Name	Author	Date
1.	Caulfield Station Precinct Detailed Stakeholder Summaries	Mosaic Labs & Village Well	August 2018
2.	Caulfield Station Precinct Engagement Summary, Vision and Key Directions	Mosaic Labs & Village Well	August 2018
3.	A3 Caulfield Reserve Plan & Playing Fields	Hellier McFarland	December 2014
4.	Caulfield Review of Access Notes	the Trust and the MRC	May 2015
5.	Scope for Development of LMP	the Trust	No date
6.	MRC Lease FAQ	the Trust	No date
7.	Biodiversity in Glen Eira	Biosphere for GECC	February 2018
8.	Glen Eira Environmental Sustainability Strategy	Glen Eira City Council (GECC)	2016
9.	Glen Eira Caulfield Station Precinct Strategic Projects Summary	GECC	February 2018
10.	Glen Eira Neighbourhood Character Review	Planisphere (now Ethos Urban)	November 2014
11.	Glen Eira Planning Scheme Policy – Cl. 22.06	GECC	2011
12.	Glen Eira Open Space Strategy	GECC	April 2014
13.	GET ACTIVE Future of Sport and Recreation in Glen Eira (Draft)	GECC	2019
14.	Glen Eira Council and Community Plan 2017-2021	GECC	2017
15.	MRC Western Precinct Planning Considerations	Urbis	April 2019
16.	MRC Caulfield Racecourse Master Plan Vision Report- Centre Precinct	NH Architecture, Hassell & RWA Architecture	December 2017
17.	MRC Caulfield Racecourse Master Plan Vision Report– Northern Precinct	NH Architecture, Hassell & RWA Architecture	December 2017
18.	MRC Caulfield Racecourse Master Plan Vision Report– Western Precinct	NH Architecture	December 2017
19.	MRC Caulfield Racecourse Master Plan Transport Planning Presentation	MRC	December 2017
20.	MRC Structure Plan Transport Submission to VPA	MRC	March 2019
21.	Caulfield Racecourse Reserve Existing Conditions and Ownership Plan	NH Architecture, Hassell	December 2017

22.	Caulfield Racecourse Reserve Issues and Opportunities Summary	MRC	July 2019
23.	MRC Race Dates Spreadsheet	MRC	2019
24.	Caulfield Racecourse Mater Plan Traffic and Car Parking Study	Ratio Consultants	December 2017
25.	MRC Lease and License Summary	MRC	2019
26.	Caulfield Racecourse Reserve Act 2017	Victorian State Government	May 2017
27.	Caulfield Precinct Draft Key Issues and Opportunities	VPA	June 2019
28.	Caulfield Precinct Summary of Background Technical Reports	VPA	June 2019
29.	VPA Precinct Context Plan Draft	VPA	2019
30.	VPA Sub-Precinct Context Plan Existing Land Uses Draft	VPA	2019
31.	VPA – Caulfield Station Precinct – KEY IDEAS	VPA	2019
32.	Tree Assessment Draft Scope / Project Brief	VPA	2019
33.	Preliminary Site Investigation (Contamination) Draft Scope / Project Brief	VPA	2019
34.	Preliminary Aboriginal Heritage Test – Draft Scope / Project Brief	VPA	2019
35.	Stormwater Investigation Report – Draft Scope / Project Brief	VPA	2019
36.	Caulfield Station Precinct Key Ideas	VPA	October 2019

## Appendix B. Image gallery of current Reserve conditions and components

Images below were collected from the two site visits to the Caulfield Racecourse Reserve conducted by Ethos Urban to observe existing site conditions and components. Visits occurred on the following dates:

- 28 June, 2019
- 18 October, 2019



**Main MRC gate at Caulfield Racecourse**



**Grandstand and racetrack**



**'Next Race Day' MRC signage**



**Interior of the Guineas Tunnel**



**Reserve centre access via Guineas Tunnel**



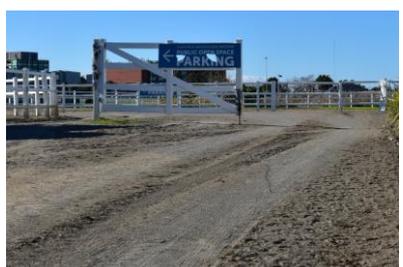
**Navigational signage near Grandstand**



**Entrance to Glen Eira Rd Tunnel**



**Signage at Gate 21**



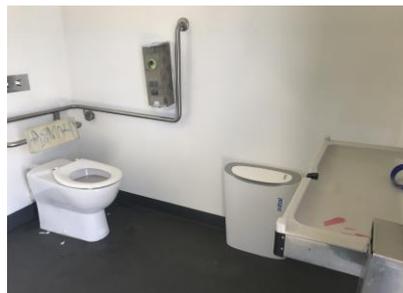
**Entrance to Reserve centre via Glen Eira Rd Tunnel, navigational signage**



**Pedestrian and vehicle accessways inside Glen Eira Rd Tunnel**



**Neerim Road entrance (from Glen Huntly Park)**



**Toilet block interior**



**Outdoor gym**



**Northern lake from the dock area**



**Picnic/pavilion facilities**



**Formalised and informal pathways in Reserve centre**

## Appendix C. Potential large-format events/ activities



**Shakespeare in the Park**

Source: *WeekendNotes*



**Christmas Markets**

Source: *TimeOut*



**Agricultural Shows**

Source: *The Whittlesea Show*



**Moonlight Cinema**

Source: *TimeOut*



**The Longest Lunch**

Source: *GoodFood*



**Giant Easter Egg Hunt**

Source: *Ella's List*



**Classics Car Show**

Source: *Big Little Markets*



**Music Festival**

Source: *ABC*



**Food Truck Festival**

Source: *Beat*



**Craft Markets**

Source: *WeekendNotes*



**Family Carnival**

Source: *Daily Hive*



**Stargazing in the Park**

Source: *Daily Hive*



