

# Strategy Sprint: Visions for the Future Box Hill Interchange

Institute of Transportation Engineers: Australia and New Zealand Chapter  
Student Leadership Summit 2018

Hosted in partnership with the Box Hill  
Transit Interchange Steering Committee

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# 1. Background

The Box Hill Transit Interchange is a major public transport, commercial and residential hub. The interchange features a bus interchange, train station and terminus for the route 109 tram, as well as Box Hill Central retail centre, and major residential development. The Box Hill Interchange upgrade will solidify Box Hill Activity Centre as a pivotal component of Melbourne's network. The completion of major infrastructure projects across Melbourne including Metro 1, Metro 2, and the newly unveiled Suburban Rail Loop will stimulate unprecedented residential development and economic growth for the Box Hill Activity Centre.

Box Hill has experienced substantial commercial and residential growth in recent years and with this growth expected to continue, the Victorian Government has committed to explore the options available to improve the interchange, which is part of Box Hill Central shopping centre.

## 1.1 Pressures and Trends at Box Hill Transit Interchange

The advisory group to the Box Hill Transit Interchange Upgrade identified the following trends as impacting the functionality and demand for the interchange<sup>1</sup>.

- Box Hill is experiencing development pressure
- The bus interchange is well located, but has poor amenity
- The bus interchange has capacity for growth
- Bus operations are impacted by urban growth pressures
- The railway station has design elements that could be improved
- No better location for a bus interchange
- Commuter car park
- Box Hill property interests are unusually complex
- Box Hill's precinct governance does not reflect its status
- Vicinity – shopping centre redevelopment

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<sup>1</sup> <https://transport.vic.gov.au/content/docs/Box-Hill-Transit-Interchange-Ministerial-Advisory-Group-Final-Report.pdf>

## 2 Scope (the task!)

Review the background and context to the Box Hill Interchange Upgrade.

Develop a one-page strategy that balances the performance considerations for the interchange.

### 2.1 Your strategy *should* include:

1. A **vision statement** for the future interchange
2. **Stakeholders**
3. A list of **outcomes** that consider:
  - a. User experience
  - b. Operation of the public transport facilities
  - c. Commercial and residential facilities
4. A list of **actions** or **initiatives** that you will take to deliver on your outcomes.

### 2.2 Your strategy *may* include:

5. A concept design if you wish, and draw out some features that show how you will deliver on the outcomes
6. Suggested measures to show how you would assess the benefits of the interchange to different users
7. Discussion of how your strategy addresses **trends**

### 2.3 Rules and Materials:

#### The Sprint

Teams of eight are required to develop their strategy drawing on, but not limited to, the background information and scope provided in this document.

Tips for developing, refining and conceptualising your strategy are provided in the section 'Trends

Demographic shifts

Urban intensification

Congestion

Integrating movement and place

Last mile freight

Housing affordability

Increased transport capacity requirements by key institutions

- 1.Box Hill Institute
- 2.Box Hill Hospital
- 3.Epworth Eastern Hospital
- 4.Box Hill Gardens
- 5.Box Hill Central

Commercial and residential growth

Greenhouse gas emissions

Shift in mode of transport use

- 1.increase usage of electric and autonomous vehicles



## Strategy Sprint: Visions for the Future Box Hill Interchange



How to Sprint your way to a Box Hill Interchange Strategy'. Teams are not limited in their creative process and should work together to determine their strengths and weaknesses.

### Use of technology and provision of wifi

The use of computers, electronic devices, software and visual aids are all permitted and encouraged. These will not be provided to you – you must bring your own lap tops. Wifi is available at the venue. Refer to the wifi connection instruction document.

### Materials provided

Stationary, in the form of craft paper, pens and sticky notes will be provided. Background information is included in this document, and extra resources are recommended at the end of the document. You can download the full repository of background materials for the Strategy Sprint online portal: <http://www.ite.org.au/the-box-hill-interchange-strategy-sprint/>

### Strategy one-pagers

The finished product will be a single A4 page visual representation of the team's strategy. Student should refer to the sample for inclusions of a strategy-on-a-page.

### Presentations

Presentations must be timed to be delivered in 3 – 4 minutes. As with the single page strategy document, this is a short exercise, in which the key messaging (not the detail) is important. Therefore, keeping your presentation within this time limit, and your visual aide to a single page, will encourage you to focus on the clarity, quality, innovativeness and succinctness of a few key aspects.

Teams are encouraged to involve as many members of their team as possible in the sprint presentations. This is a consideration in the scoring of the presentations.

### Assessments

Teams are assessed on completeness (addressing all aspects of the scope that are 'musts'), quality, group work, sensitivity to limitations and trade-offs and demonstration of contextual relevance and considerations. The scorecard below outlines how each of these items will be scored.

Criteria	Scorecard
Completeness	/6
Quality	/6
Group work	/5
Addressing limitations and trade offs	/3
Consideration of context	/10
Total	30



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## 2.4 Sprint Timing

Familiarise yourself with the time allocations for the Strategy Sprint. Groups will have a total of two hours and forty-five minutes to work as a team on their strategy and presentation. This is not a lot of time, after all, this is a ‘Sprint’, which challenges you to harness rapid design ideation and development methods to develop your team’s idea. Tips for using your time effectively are included in the section “How to Sprint your way to a Box Hill Interchange Strategy”.

Time	Activity	Location	Presenters
11:30 - 11:45	Introduction to activity		Box Hill Interchange Upgrade Steering Committee
11:45 – 2:30pm	Strategy Sprint  (12:30 – 1:30) Informal lunch buffet	Auditorium and foyer	Facilitators available to assist teams
3:35 - 3:45	Life’s a pitch: Presentation Tips	Auditorium	Kishan Thurairasa (Monash University entrepreneur in residence)
4:30 - 5:30	Strategy sprint presentations	Auditorium	<b>TfV:</b> Dimitri Lolas, <b>Whitehorse:</b> Daniel Vincent-Smith <b>Steering Committee Chair:</b> Knowles Tivendale <b>Vicinity Centres:</b> Peter Funder

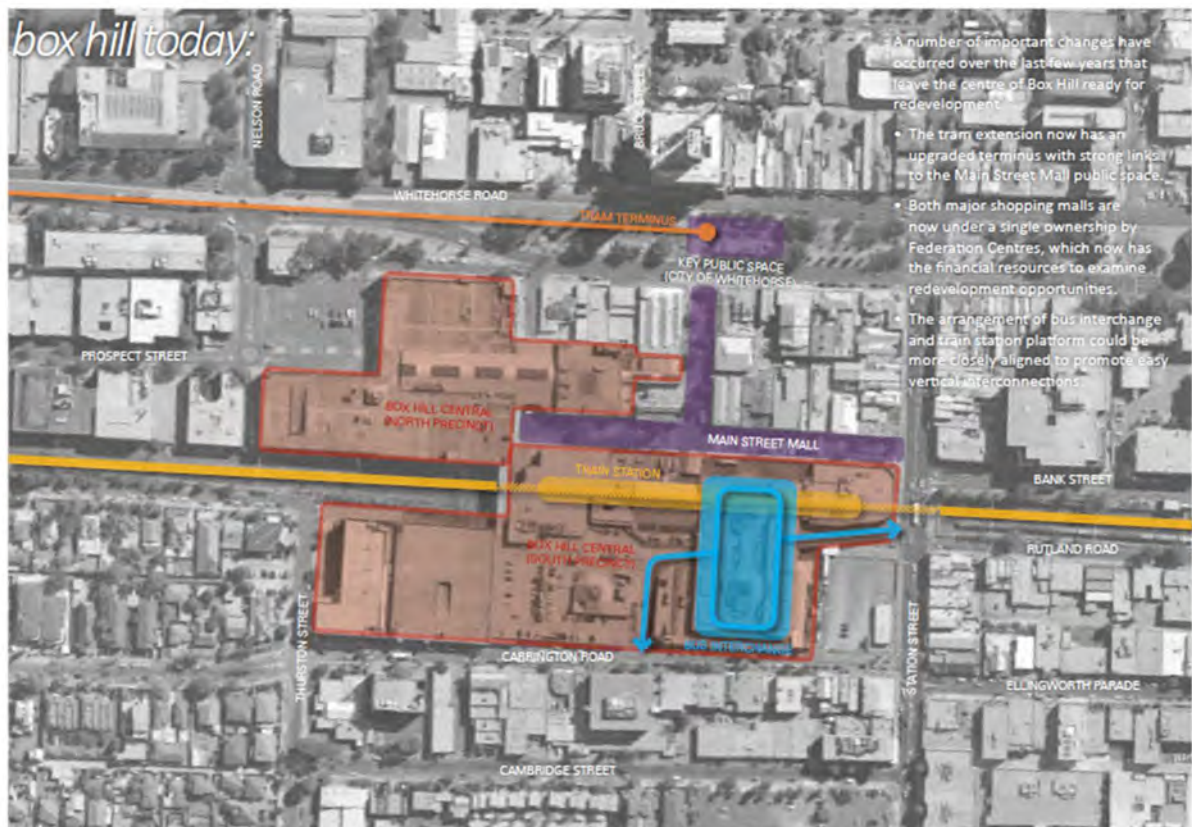
Be sure to factor in some time to grab some lunch in the foyer. Lunch will be provided between 12:30 and 1:30pm.

Preparation is also key, so be sure to read this briefing, and consider consulting some of the sources in the “Further Reading” section ahead of time. All of these materials are available digitally at: <http://www.ite.org.au/the-box-hill-interchange-strategy-sprint/>

### 3 Detailed briefing information

Your strategy should be developed based on, but not limited to, the background information and scope provided in the following sections. Further reading is listed at the end of this briefing, and can be downloaded from the Strategy Sprint website,

#### 3.4 Local area



**Map Source:** Box Hill Transport Interchange – Advocacy Paper (Whitehorse Council and MGS Architects, June 2014)



Figure 1- Recent Investments in The Box Hill Activity Centre

Box Hill Transit Interchange and  
Box Hill Central



Map Source: Box Hill Transport Interchange – Advocacy Paper (Whitehorse Council and MGS Architects, June 2014)



### 3.5 What is the function to be performed?

There are many performance considerations that have been identified as being of high relevance to Box Hill Interchange. Asking the design question, what is the function to be performed, reveals the complexity of Box Hill Interchange and its many uses. By taking a holistic, iterative and user focused approach to your strategy and concept for the interchange, you are tasked with optimising as many aspects of the interchange function as possible. Taking a user-focused approach<sup>2</sup>, you can ensure the needs of users complement other performance considerations. Let us see how innovative and creative you can be with your concept, and how many synergies you can find with your design.

#### Accessibility

- Facilities
- Providing for customers with access needs
- Wayfinding
- Permeability
- Level of Service

#### Public Space and Streetscape

- Safety
- Amenity
- Windswept environment
- Cleanliness
- Noise

#### Capacity and Throughput

#### Local connections

- Education
- Health
- Employment
- Retail

#### Regional connections

#### Freight access

#### Operational performance and capacity of interchange

- Space requirements for buses, trains and trams
- Location of the respective interchange facilities
- Balancing the size of each interchange and proximity between modes and the commercial precinct

<sup>2</sup> <https://www.usability.gov/what-and-why/user-centered-design.html>

### 3.6 Balancing user needs and pressures on the interchange

Each team must explain how their strategy serves to benefit users in terms of specific stakeholder groups, resilience against certain trends, or in terms of meeting operational demand of different transportation modes.

1. Stakeholders
2. Trends
3. Modal Priorities

When formulating strategy, teams may want to develop a hierarchy of prioritisation to inform their outcomes. The final strategy should be forward thinking whilst being sympathetic to current Box Hill resident's needs.

Teams are encouraged to understand the stakeholders, trends and transportation modes in the context of Box Hill Interchange and the wider Activity Centre. Links to further reading are included at the end of this briefing document.

#### 3.6.1 Stakeholders

This stakeholders list is to provide guidance with addressing and balancing outcomes. This list is not restrictive.

Local Residents - Students - Elderly - Residents with accessibility needs	Public Transport Customers	Retail Customers	Local Businesses
Local Council – City of Whitehorse	Cyclists	Commercial Sector	Education Sector (Deakin University, Box Hill Institute)
Health Sector (Box Hill Hospital, Epworth Eastern Hospital)	Industrial Sector (Freight operations and local businesses)	Public Transport Operators (Metro, Yarra Trams, bus operators)	Government Bodies (Public Sector eg. VicRoads)

#### Examples of Stakeholder needs

##### ❖ Local business owners.

Tom and Jenny are local business owners. Tom operates an electronics wholesaler whilst Jenny owns a restaurant on a busy thoroughfare. Both show concern that construction and redevelopment will negatively impact their businesses.

Tom requires periodic deliveries by truck and is concerned that redevelopment will not

consider his needs and ultimately cost his business money. Jenny is concerned that construction time will reduce footfall in the short term and that after completion the Box Hill Interchange will redirect footfall away from her business.

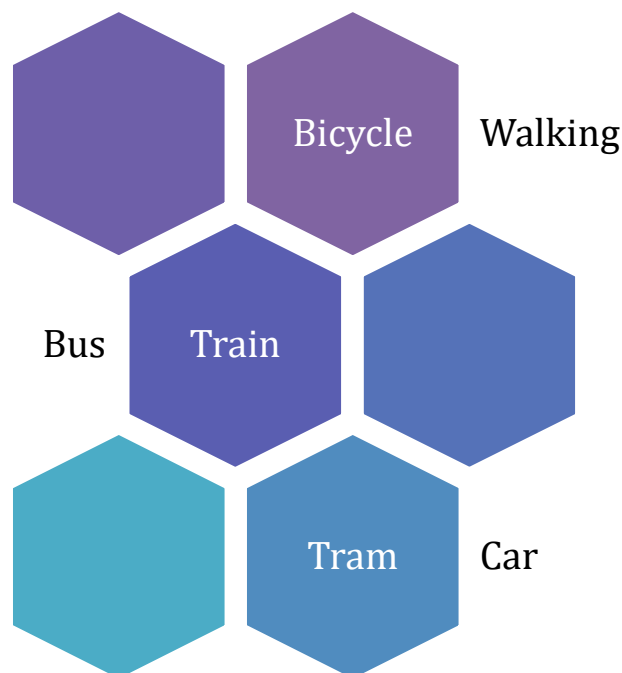
❖ Cycling enthusiast.

Robert cycles to the Box Hill Railway Station every weekday to take the train to work. He also enjoys cycling through the area on weekends for exercise and to visit local businesses.

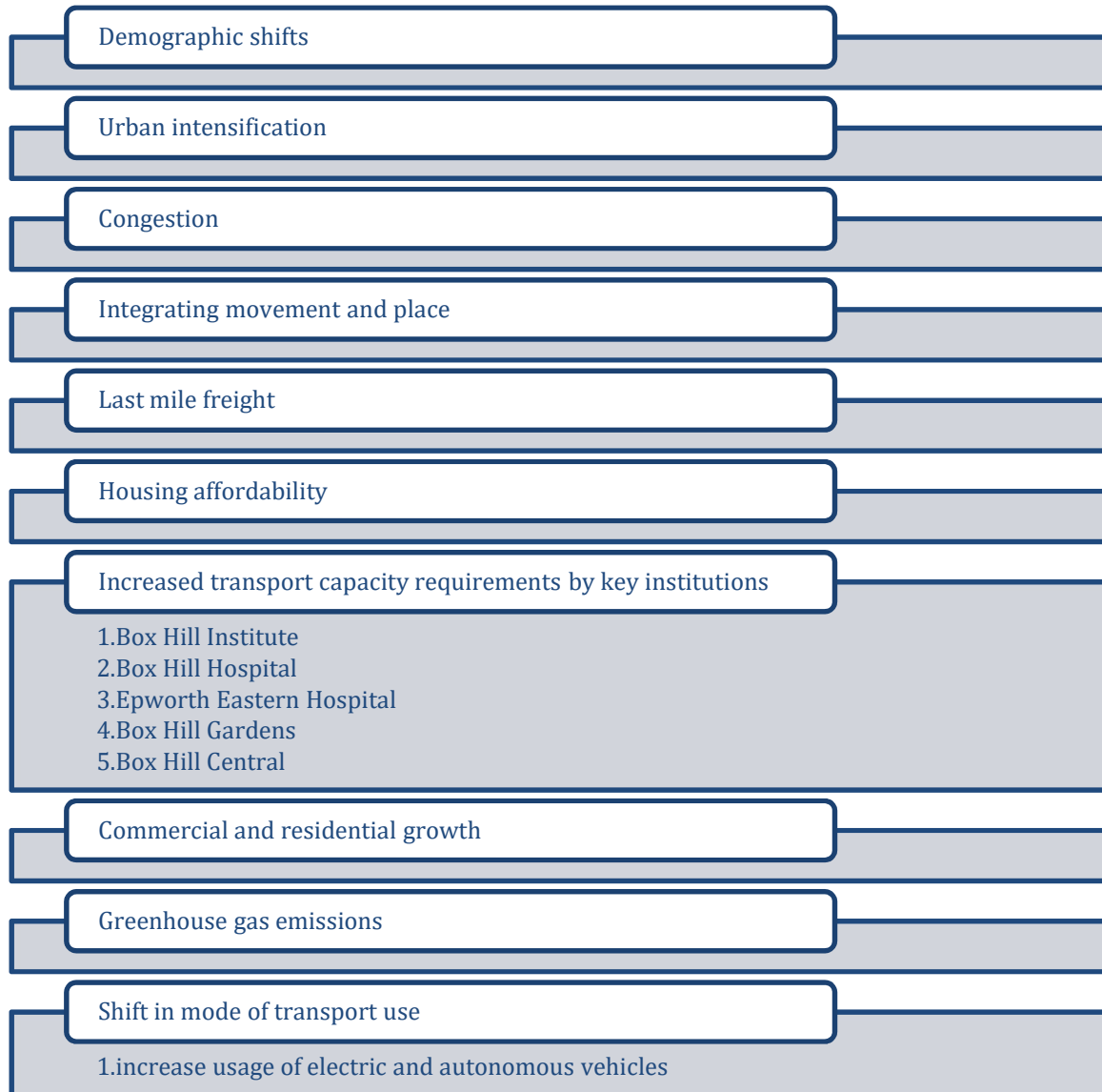
He is concerned about safe and adequate bicycle storage at the Box Hill Interchange. He feels that the area currently has poor road safety for cyclists. He avoids certain roads with high volume and trucks on them. He feels the most unsafe cycling during morning peak hours.

### 3.6.2 Modal priorities

Modes of transport may include:



## 2.4.1 Trends



### 3 How to Sprint your way to a Box Hill Interchange Strategy

The Box Hill Strategy Sprint challenges you to think holistically about users, operations and the wider community. The Sprint challenges you to work in multidisciplinary teams, and appreciate the wide range of stakeholders and considerations that real-world transportation problems involve. The User focused methodology encourages you to come up with a strategy or concept that provides benefit that is greater than the sum of its parts. A [Strategy Sprint](#) moves away from the traditional five-step [design sprint](#) to focus on the concept, context and strategy of an idea. Below is a suggested approach to help you *sprint* your way to a compelling strategy for Box Hill Interchange.

Step 1: Prepare and plan	Step 2: Grasp the Situation	Step 3: Define success	Step 4 Ideate	Step 5: Decide	Step 6: Implementation (how to get there)	Pitch your idea
<ul style="list-style-type: none"> <li>• Background reading prior to the day</li> </ul>	<ul style="list-style-type: none"> <li>• What are the most important problems, or pain points, that need to be addressed?</li> <li>• Define a vision that responds to the pain point</li> <li>• <b>Suggested time:</b> 20 minutes</li> </ul>	<ul style="list-style-type: none"> <li>• Define 'Outcomes'</li> <li>• What are your priorities</li> <li>• Stakeholder requirements</li> <li>• What trade-offs do you have to make?</li> <li>• <b>Suggested time:</b> 30 minutes</li> </ul>	<ul style="list-style-type: none"> <li>• What actions will enable your outcomes to be achieved and vision to be realised?</li> <li>• Take time to brainstorm individually</li> </ul>	<ul style="list-style-type: none"> <li>• As a group zone in on your best ideas</li> <li>• <b>Suggested time:</b> 15 minutes</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the group's preferred ideas in a bit more detail</li> <li>• <b>Suggested time:</b> 45 minutes</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a visual presentation of your Strategic Plan (limit of 1 slide)</li> <li>• Plan a 3 - 4 minute presentation</li> <li>• <b>Suggested time:</b> 30 minutes</li> </ul>

## 4 Further reading

### 5.1 Box Hill Interchange and wider Activity Centre Context

- [Ministerial Advisory report into Box Hill Transit Interchange](#)
- [Box Hill Interchange Transport information](#)
- [City of Whitehorse Council Plan](#)
- [Box Hill Structure Plan](#)

### 5.2 Reports

(Downloadable from the Strategy Sprint Website)

1. Article: Opening of the Box Hill transport interchange in 1984 – Attached
2. **Box Hill Transport Interchange** - Advocacy paper (Whitehorse Council and MGS Architects, June 2014) - attached
3. **Building a Better Box Hill, Technical Paper** (Hale, 2015) – attached
4. **Building a Better Box Hill, One Pager** (Whitehorse Council, 2016)- attached
5. **Box Hill Transport Interchange Upgrade** (advocacy summary, Whitehorse Council 2017) – attached.

### 5.3 Design methodologies

- [Design Sprint](#)
- [Google Design Sprint resource](#)
- [User Experience \(UX\) Australia](#)
- Great explanation of the 'decide stage': <https://www.youtube.com/watch?v=AuktI4lBj6M>

## 6. Appendices



## 6.1 Sample: Strategy-on-a-page

# STRATEGY SPRINT INSTRUCTIONS

*This document can be used as a template to guide the development of your one-page strategy, outlining the key information to be included and some additional information you might want to include as part of your proposal*

**Vision Statement:** Set a vision for your strategy, think about a "slogan" or a key objective that captures the theme behind your strategy and have it displayed strongly

**Stakeholders:** In identifying the stakeholders involved think about how they interrelate, can you display this visually.

**Outcomes and Actions:** Having defined outcomes and actions think about how they relate, can you display this visually.

**Outcome 1**  
Provide Detail

**Outcome 2**  
Provide Detail

**Outcome 3**  
Provide Detail

## Actions List

- ★ Action 1
- ★ Action 2
- ★ Action 3
- ★ Action 4

## Supporting Content



**Supporting Content:** Think about how you can strengthen your strategy, this may include providing a visual representation of your concept or a performance rating system in the form of a table you can use to outline where the benefits lie in your concept and how these tie in to the above.



## 6.2 Wifi connection instructions

### Technology Solutions Quick Guide — Student Wireless Access

