

# 3.0 STRATEGIC DIRECTIONS

Strategic directions:

# 1. Land Use

Montague's strategic location and proximity to Southbank, the CBD, South Melbourne and Bay Street lends itself to the creation of a vibrant mixed use area with a balance of employment generating uses and residential development.

# 1. Land Use

## OVERVIEW

Over time, Montague has transformed from a residential community to an industrial area and, more recently, towards a knowledge and services-based economy.

The Precinct is predominantly industrial and commercial in nature. Although land uses are scattered throughout the study area, there are distinct clusters of industries (including car-related businesses and creative industries).

## WHY IS A MIX OF USES IMPORTANT?

In Montague, the more traditional forms of industry and business will relocate over time, freeing land for redevelopment. As this land becomes available, Montague will undergo a transition to a higher intensity, mixed-use area of residential, commercial, community and retail activities.

A key ingredient of the renewal of Montague is to bring life and people to the Precinct through a mix of housing, workplaces, places of business and places to recreate. Mixing these land uses creates vibrant, sustainable communities. Putting homes, shops, offices, schools, and other uses close to one another makes it easier for residents to walk or bike to their daily destinations instead of driving. Communities can use infrastructure more efficiently, with the same footpaths, streets, and utility systems serving homes, businesses and community services.

Having these diverse uses in the same neighbourhood generates vibrancy from active, pedestrian-friendly streets, footpaths and public spaces.

Diversity creates areas that are stimulating and vibrant, with a multitude of people and activities occurring during different times of the day, week and year.

## WHAT MIX OF USES IS SOUGHT?

Maintaining the Precinct as a key location for business (as well as housing) and creating employment will contribute to Port Phillip's economic and social sustainability.

When developed, the Precinct will provide substantial opportunities for employment in the form of home based businesses, small to medium offices, showrooms, retailing and service industries.

It is anticipated that Montague could accommodate up to 14,000 workers – a three fold<sup>3</sup> increase in employment.

The Precinct has excellent locational qualities for office development, including good public transport access (tram and bus), good access to main roads (including M11/ West Gate Freeway) and the availability of retail and other business support services.

It is anticipated that a large number of residents living in the Precinct or elsewhere in Port Phillip will also work in Montague.

Increasing the number of residents working locally will contribute to a stronger, more integrated community, as well as helping to achieve sustainability objectives relating to reduced car use for commuting.

## FORMER INDUSTRIAL ZONING

The former industrial zoning has limited the range of economically viable businesses moving into the area and has resulted in under-utilised and vacant land and buildings.

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<sup>3</sup> In 2011, 3,900 people worked in Montague. (CLUE, 2011)

## ENSURING A REAL MIX OF USES

The Precinct provides an opportunity to accommodate substantial housing growth. Residential growth must be managed and sustainable; providing housing for an increasing population, while protecting liveability and the employment role of the Precinct.

A challenge for the development of the Precinct is to ensure it represents a true mix of uses. Many mixed use areas become residential areas with a smattering of other uses. However this would mean that many of the benefits of a genuine mix of uses are not realised. Employment and jobs need to be strategically provided alongside residential development opportunities.

A key aim for Montague is to build in a mix of uses from the outset. There is a strong desire from the community, property owners and business in the area that Montague does not become a sterile environment like Docklands and Southbank where services and activity are being developed retrospectively.

Council, the community, property owners and businesses in Montague have clearly identified that they see the future of Montague as a mixed use Precinct.

## IMPACTS ON EXISTING BUSINESSES

20 per cent of existing businesses in the Precinct are creative industries. However, these and other small businesses will be vulnerable to increasing land prices and rent rises.

Redevelopment of the Precinct will result in the loss of industrial related businesses that service local residents and surrounding workforce, particularly automotive repairs and services.

## SERVICING THE GROWING POPULATION

An increase in the employment and residential population will require appropriate services and facilities to service the population and make the Precinct an attractive place to live and work.

## INTERFACES WITH SURROUNDING AREAS

The Precinct is adjacent to established residential areas in South Melbourne and Port Melbourne, and the industrial area of Fishermans Bend (Port Melbourne). Interface issues at the boundary need to be managed.



## Strategy 1.1

# Promote a vertical mix of land uses throughout the Precinct

### ACTIONS

- Require active uses including convenience retail, restaurants, cafes, small business and offices at street level and on corner sites throughout the Precinct, except along York Street and Ferrars Street (south of City Road) and Boundary Street. On these streets, residential uses at street level will be permitted.
- Encourage commercial floor space on the first three floors.
- Clearly define and separate commercial and residential entrances in mixed use developments.
- See Section 4.0 - Neighbourhoods for specific strategies on land use mix.

### RATIONALE

While a mix of uses will be encouraged across the whole Precinct, multiple uses will be encouraged in single buildings.

In some cases this may mean commercial uses (i.e. retail shops, restaurants, offices) are located on the ground floor, while offices and / apartments are located on upper levels.

Activities that extend the hours of activity of the Precinct and strengthen its function as a place for living and working are encouraged at street level.

Active edges along streets will ensure that ground-floor facades appeal to pedestrians and contribute to a lively, attractive and safe street environment with a mix of functions and activities.

# Facilitate an economic and employment cluster focused on small business and creative industries

## ACTIONS

- Ensure that the renewal of Montague creates a vibrant, dense mixed use environment conducive to the establishment of business through:
  - A high concentration of knowledge based and creative businesses.
  - 'Lifestyle' amenities such as cafes and quality public spaces.
  - Accessibility via public transport with extended service hours.
  - A safe and attractive network of public streets which support walking and bike riding.
- Establish planning provisions that facilitate the creation of flexible, lower-cost business space for small offices and creative industries including:
  - Requiring 'active' commercial / non-residential uses at street level.
  - Encouraging small-scale multiple tenancies at ground floor of 4-10 metres in width.
- Build on the existing and emerging creative industry segments located in South Melbourne focusing on:
  - Advertising, Graphic Design and Marketing
  - Publishing and Print Media
  - Film, Television and Entertainment Software
  - Architecture, Visual Arts and Design.
- Identify key infrastructure requirements for business, such as free WiFi, to build the identity of Montague as an innovative, business-friendly, high-tech Precinct.
- Complete a creative industries economic analysis to develop strategies aimed at:
  - Growing the existing creative cluster.
  - Attracting new creative businesses and investment.
- Encourage new mixed use developments to include flexible spaces which can be used for home businesses.
- Promote the establishment of a small business hub to support home offices and small business through the sharing of information and resources.
- Tailor Council's economic development programs for this Precinct to focus on business connections, networking events and small business training opportunities.

## RATIONALE

The Precinct will provide a vibrant, high amenity and well serviced location for businesses and workers, with a range of business fit-outs from new high-tech buildings to small offices in converted warehouse buildings in lanes. The diversity of spaces should provide options in terms of rental costs.

## Nurturing home-based and small business

There are considerable opportunities to grow home-based businesses in the Precinct. The Precinct will also continue to be attractive to small and medium businesses. There is likely to be growing demand driven by the professional services sector (eg. accountants, solicitors, insurance) and further demand is also anticipated from the creative industries sector.

Small to medium business enterprises are already a significant sector in the Precinct. 41 per cent have less than five employees and 85 per cent have less than 20.

Business and property owners in the Precinct have indicated a strong desire to have people both working and living in the Precinct.

The Precinct will need to provide a different office 'product' than that offered by alternative locations. There is a demand for office space that is smaller scale and more affordable than current supply in the CBD, Docklands and Southbank.

## Creating a thriving creative cluster

A unique element of Montague is its thriving creative cluster. 20 per cent of existing businesses in the Precinct are classified as creative industries, employing 739 people in 61 businesses. They include architecture, advertising and video and movie production companies. The majority are located in the City Road Corridor and the Southern Neighbourhood.

The owners of creative industries in the Precinct are passionate about the future of Montague and will be instrumental in the renewal of the Precinct.

This cluster is one part of the two creative clusters in the City of Port Phillip – one based in St Kilda and the other in South Melbourne in Montague and South Melbourne Central.

Council's *Economic Development Strategy* identifies that opportunities exist for Port Phillip to cement its 'creative city' status.

Montague offers the opportunity to further strengthen the creative industry within Port Phillip, building on the competitive edge of the City to attract, retain and integrate businesses within this sector.

Creative industries locate in the area due to its affordable rents, vibrant and gritty inner city location, easy access to potential clients located in the CBD, good public transport accessibility and the co-location of like businesses.

Rises in land values are inevitable as renewal of the Precinct occurs. A challenge is to ensure that affordable spaces remain available for businesses in this sector.

Further work is being undertaken to identify strategies and actions for retaining and enhancing the sector. Council is currently undertaking an economic benefit analysis for creative industries in Port Phillip, which will also look more closely at creative industries in Montague.

## Supporting the continued operation of service industries

A large number of service industries are currently located in the Precinct due to its former industrial zoning (eg car repairers and servicing) and its location servicing workers in the CBD, South Melbourne and Port Melbourne. (14 per cent of businesses in the Precinct are car-related.)

Renewal of the Precinct, subsequent increases in amenity expectations and land prices will impact on these existing businesses. Light industrial, service industrial and warehousing activity will continue during the transition of the Precinct. Whilst most will relocate in the longer term, some service businesses will effectively integrate as part of mixed use development or continue to exist alongside residential and commercial uses, a trend evident in areas like Cremorne and Collingwood.

# Develop Montague as a new residential suburb providing a mix of housing

## ACTIONS

- Encourage a range of housing intensities and types across the Precinct including:
  - Higher density apartments in the Northern Neighbourhood.
  - Mid-rise apartment housing and home offices in the Southern Neighbourhood.
  - Lower-rise housing, including townhouses, home offices and apartments in the City Road Corridor and along Boundary Street in the Southern Neighbourhood.
- Require residential developments in excess of 10 dwellings to provide a diversity of dwelling sizes (number of bedrooms).
- Facilitate the provision of quality, well-located accommodation suitable for older persons, including supported accommodation and aged care facilities.
- Ensure that all new dwellings are accessible and adaptable by providing:
  - A clear pathway to a step-free, well-lit entry with easy access to car parking.
  - Wider doorways and corridors (minimum 850 mm clear and unobstructed width).
  - Accessible toilet and bathroom on (dwelling) entry level.
  - Reinforced walls in the bathroom, shower and toilets to allow any future fitting of grab rails.
  - Provision of a step-free shower for any bathroom at the ground level of dwellings.
- Encourage flexible housing designs that enable easy (low cost/energy efficient) adaptation to accommodate diverse household needs, including:
  - People who wish to work from home.
  - Changes over time in a household size and lifestyle needs, related to different life-stages.

## RATIONALE

Housing plays a vital role in enabling diverse, creative and sustainable communities to establish and thrive.

While one of the perceived strengths of Melbourne's inner region has been its rich social and cultural diversity, this feature is now at risk.

A varied housing stock and choice of living environments within Montague will lead to diversity in the resident population, by catering to the different needs of households with varied social and cultural backgrounds, income levels, life stages and lifestyles. The needs of larger family households and people on lower incomes have typically not been met by new housing delivered in the inner region over the last two decades.

A variety of dwelling types includes units of all sizes, home offices and 'accessible' accommodation for people with a disability and the increasing elderly population.

Diverse housing types may include developments offering communal facilities, private or communal garden spaces or balconies, no on-site car parking or a number of parking spaces.

To promote innovation in the development sector and to highlight the potential benefits of living in Montague, high quality, commercially viable examples of diverse residential spaces need to be developed early in the renewal program.



# Include significant levels of affordable and social housing throughout the Precinct

## ACTIONS

- Ensure at least 20 per cent of new dwellings within the Montague Precinct are affordable - delivered as a combination of community and private housing.
- Ensure at least 30 per cent of affordable dwellings are delivered as social (community) housing that is owned and managed by Registered Housing Associations or Housing Providers. This equates to six per cent of total housing within the Precinct.
- Incorporate the delivery of social housing as a mandatory requirement through new planning scheme provisions applied to the Montague Precinct. This is on the basis of the value uplift created through the rezoning of land and could be in the form of either a cash contributions or dwelling unit(s) managed by registered housing associations.
- Work in collaboration with local community housing organisations and private developers to identify suitable opportunities for affordable housing delivery at an early stage in the land disposal and development process.
- Pursue innovative 'models of provision' and partnership arrangements which enable the successful delivery of community housing as part of larger scale private residential development, including:
  - Encouraging partnerships between private developers and registered housing associations and providers for mixed private and community housing
  - Encouraging the establishment of Community Land Trusts (as a form of shared equity housing)
  - Encouraging developers to provide affordable rental housing in their development that is subsidised under the National Rental Affordability Scheme (NRAS).
- Investigate opportunities to deliver demonstration projects which showcase innovative, affordable housing formats and models of provision.
- Specifically encourage dwelling designs that promote affordability, including:
  - the provision of one bedroom units and bed-sits within private residential development
  - consideration to reducing the requirement for on-site car parking
  - provision of shared open space areas
  - use of modular off-site prefab housing.

## RATIONALE

The suburb of Montague reflects a strong history of affordable housing. The original timber houses were intended for 'persons of the artisan class' and the few dwellings in Gladstone Street in the Precinct today were prototypes of a then ambitious local government public housing scheme by the former South Melbourne Council.

The renewed Montague will provide a wide range of housing opportunities, and this must include affordable housing for both rental and purchase.

The provision of affordable housing is critical to support social and cultural diversity. This includes accommodation for key workers in community services, hospitality and the like. Similarly, the provision of affordable homes and work spaces for people engaged in the knowledge economy will support the area's future prosperity.

Affordable housing should be delivered as a combination of community and private housing stock. Direct interventions will be required to create this point of difference from other renewal areas.

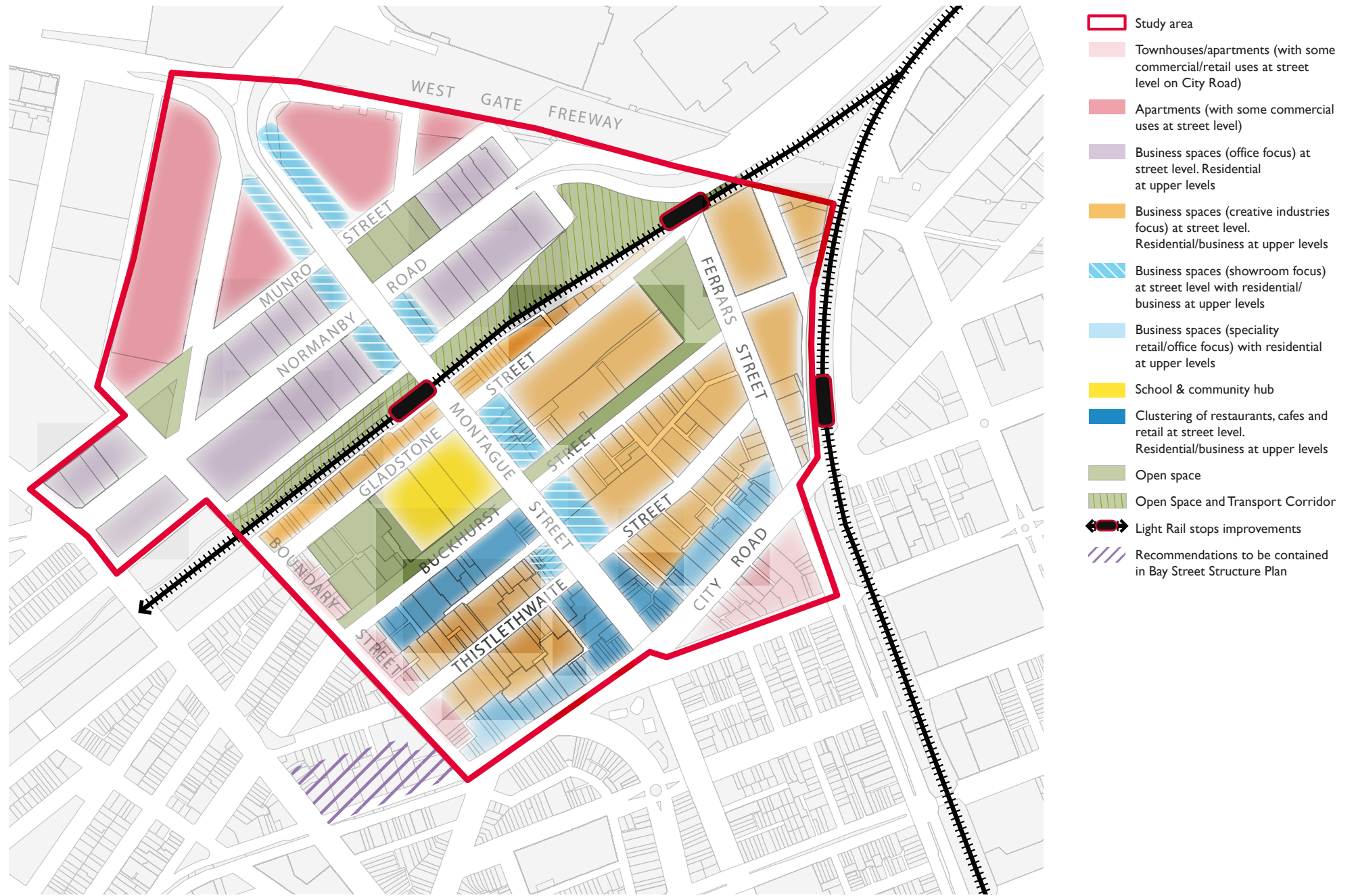
An overall target of 20 per cent affordable housing has been set. (An accepted indicator of 'affordable housing' is housing that costs less than 30 per cent of income for households at the lower 40 per cent of household income).

A further target is for 30 per cent of this affordable housing to be delivered as social (community) housing. This represents six per cent of the total new dwellings within the Precinct and is based on the current proportion of social housing in the inner region (i.e. Cities of Melbourne, Yarra, Port Phillip and Stonnington).

The six percent benchmark has been endorsed by the inner region Councils as part of the *Inner Melbourne Action Plan* and seeks to ensure that the current level of social housing, as a proportion of the total housing stock, is maintained as significant housing growth takes place.

The Council will demonstrate leadership and work in partnership with the State, community housing organisations and the private sector to pursue innovative models for the delivery of affordable and social housing.

Figure 3 – Land use framework



# Facilitate a new local activity centre to service the local community

## ACTIONS

- Establish planning provisions which facilitate the development of a local activity centre situated at the southern corner of Buckhurst and Montague Streets and along Buckhurst Street (west of Montague Street). This location is in the Southern Neighbourhood (adjacent to the potential community hub and open space).

The activity centre should include:

- A small to medium size supermarket as the key anchor for the centre.
  - 300-500 square metres of additional convenience retailing such as a newsagent or bakery.
  - Personal and business services (eg post office, bank, medical and financial services).
  - A main street format with active frontages to Buckhurst Street (rather than an enclosed centre).
- Facilitate the development of a complementary restaurant / cafe precinct along Montague Street between City Road and Thistlethwaite Street.
  - Encourage provision of a small convenience supermarket within the Northern Neighbourhood, at ground level as part of a larger mixed-use development.  
The preferred location is the south-eastern corner of Normanby Road and Montague Street – opposite the proposed open space.
  - Work proactively with Places Victoria, land owners and the private sector to ensure land / building space is allocated and secured to deliver the local activity centre in its recommended location. This could include land assembly and/or joint venture arrangements, in addition to appropriate planning controls.
  - Late night entertainment uses (including bars, taverns and nightclubs) operating after 10.00pm should be located in the two identified retail / restaurant clusters.
  - Late night entertainment uses must not be concentrated to the extent that there are significant adverse cumulative impacts on the amenity of the surrounding area.

- Applications for entertainment uses operating after 10.00pm must submit a 'Noise and Amenity Action Plan'.
- Support smaller scale local entertainment uses, where they do not adversely affect residential amenity.

## RATIONALE

The significant growth in the local residential and worker population will result in a dramatic increase to the demand for retail and retail services.

The Precinct currently has limited retail activity, with the exception of cafes, pubs and milk bars open during the day to service workers in the Precinct.

Facilitating retail and retail services in the Precinct in the form of a local activity centre provides a focus for the Montague Precinct, increases convenience for residents and workers and creates business synergies.

The local activity centre will need to be anchored by a small to medium sized supermarket, with associated small scale retail shops/services (such as a newsagent, bakery, pharmacy and bank).

The activity centre will provide convenience shopping and local services but is not intended to compete with the neighbouring Bay Street and South Melbourne Central Activity Centres.

The Bay Street and South Melbourne Activity Centres will continue to be the location for speciality shops, full-line supermarkets, professional offices, civic services and a wider range of restaurant and cafes.

The well established Bay Street and Clarendon Street / South Melbourne Activity Centres offer not only a wide range of retailers but also a more organic shopping experience which is likely to offer more appeal to residents seeking an inner city lifestyle.

In addition to convenience retailing, the Precinct also offers opportunities for a cafe and restaurant precinct (of approximately 1,500 – 2,500 square metres floor area).

### Where will the centre be located?

The main activity centre must be centrally located in the Precinct where it can be readily accessed on foot, by bike and public transport.

The preferred location along Buckhurst Street offers frontage to a primary pedestrian street, with vehicular access off a side street.

Some form of convenience retailing should be located within 400 metres of the majority of dwellings in the Precinct.

### Supermarket and retail services

Preferred location – Opposite the existing Montague School site on the corner of Buckhurst and Montague Streets.

This location provides the opportunity to locate shops and other services in close proximity to the proposed community hub and open space, and within 200 metres of the Montague Light Rail stop.

The location offers good access to residents and workers based in Southern Neighbourhood, however is less accessible for those located in the Northern Neighbourhood due to the barrier of the light rail line.

There is also the opportunity to utilise the outlook onto the linear park along Buckhurst Street and take advantage of sunlight to footpaths. Access and servicing of the centre could be via Alfred Street.

Additional location for convenience retail - Corner of Normanby Road and Montague Street.

It is recommended that facilitating additional convenience retail in this Neighbourhood should be limited to a single convenience shop / supermarket and ideally would occur once a sufficiently strong retail Precinct is established in the Southern Neighbourhood, to avoid a fragmentation of activity.

This location is within 200 metres of the Montague Light Rail stop.

Vehicular access to the centre in this location could be via Woodgate Street.

### Restaurant and cafe precinct

Corner of Thistlethwaite and Montague Streets – This location is accessible to businesses and residences within the Precinct. It is within 300 metres of the Montague Light Rail stop and 400 metres of the light rail stop on City Road.

Being on Montague Street, this location has a high exposure to pedestrian traffic. It is also in close proximity to established residential areas in Port Melbourne and South Melbourne.

The location has been identified for mixed use development and features a number of heritage buildings which could be successfully renovated for cafes and restaurants.

# Address development constraints

## ACTIONS

### Site contamination

- Address site contamination issues when sensitive land uses or public open space is proposed.
- Undertake a Phase I (desktop) audit of contamination in the Precinct to determine the extent of contamination and the need to apply the Environmental Audit Overlay in the Port Phillip Planning Scheme.
- Apply the Environmental Audit Overlay to sites that are known to be contaminated or potentially contaminated.

### Stormwater/inundation

- Ensure that future projected flood levels are reflected in planning controls so that buildings are designed to withstand the impacts of inundation in severe storm events and sea level rise.
- Apply Water Sensitive Urban Design (WSUD) measures (including permeable surfaces and tanks) to mitigate and reduce overland flows and store and treat stormwater.

### Noise

- Require appropriate noise mitigation measures in residential and other noise sensitive uses constructed in the vicinity of the M1 / West Gate Freeway and existing industrial land uses in Fishermans Bend.
- Require all residential development located above or near to non-residential uses, such as service industry and potential night time uses, such as cafes, to provide acoustic attenuation.

### Air quality and odour

- Require sensitive uses to mitigate against odour and air quality impacts from neighbouring industrial uses.
- Require applicants to undertake AusRoad Air Quality Modelling by a suitably qualified consultant for sensitive uses (including residential uses) within 100 metres of the M1 / West Gate Freeway, early in the design process.

## RATIONALE

### Managing site contamination

Given the Precinct's industrial heritage, many sites and groundwater may be potentially contaminated. Land may also have been contaminated by ancillary activities such as contamination from surrounding land or from fill using contaminated soil.

The remediation of this contamination is a significant cost for redevelopment for sensitive uses such as residential. Significant development yields may be needed to compensate for the remediation costs.

Audits will be required to determine if sites are appropriate for sensitive uses (including residential uses, childcare centres and schools) and to determine how contamination will be managed.

### Managing the effects of stormwater/inundation

A small area of land in Montague along the Port Melbourne Light Rail Route is subject to overland flooding. The land is covered by the Special Building Overlay (SBO) in the Planning Scheme. This flooding is expected to worsen with the effects of sea level rise and increased frequency of storm events.

Melbourne Water requires that buildings within the SBO are raised above flood levels. This can create inaccessible entrances and a poor relationship with the street.

### Managing the impacts of noise

Noise from the M1 / Westgate Freeway, existing industrial uses in the Precinct and adjacent in Fishermans Bend, has the potential to adversely affect residential amenity. Proposed uses, such as restaurants open at night, also have the ability to impact on residential amenity.

Given the mixed use nature of the Precinct, residential uses in particular should mitigate against noise. Acoustic attenuation should be installed during construction to ensure an acceptable internal noise environment is achieved.





Strategic directions:

## 2. A community facilities 'hub'

Montague's diverse community is well serviced by a range of community services and facilities.



# 2. A community facilities 'hub'

## OVERVIEW

Community infrastructure is essential to attract and support a diverse community. As Montague's community establishes and grows, demand for a wider variety of services, activities and programs will be generated.

Community facilities support the needs of people living and working in the area, as well as those who are visiting. They enhance individual, family and community wellbeing.

New community facilities must be established locally within the Precinct, in conjunction with potential expansion of appropriate services and facilities in nearby areas. Key services that will be in demand from the new community will include a library, meeting places, educational facilities and centres for childcare, recreation, and community health.

## CREATING A COMMUNITY 'HEART'

Neighbourhoods evolve around their community infrastructure and community hubs – the community goes to these places to play and socialise, work, shop and learn.

They contribute to the neighbourhood's and overall community's sense of place, pride and connection.

Libraries, in particular, have the potential to become a drawcard and focal point for people of all ages and backgrounds. Community centres similarly can provide programs geared to encourage the participation of a wide range of community members, including youth, young parents and aged persons.

To make Montague a people and community orientated place, planning for the Precinct must include the creation of a community 'heart' - a focal point where community facilities and services cluster, and where access is also available to local goods and retail services such as a bank / post office. These areas also serve as important places for people to meet and interact and therefore must be accompanied by high quality public spaces.

## EXISTING PROVISION OF COMMUNITY INFRASTRUCTURE

There is currently a very limited supply of community facilities and services in Montague, which reflects its current industrial use. Similarly, there is no obvious community 'heart'.

The Precinct includes a specialist secondary school, the Montague Continuing Education Centre, which accommodates young people with special needs from across Metropolitan Melbourne. A private childcare centre is located on Normanby Road.

The closest primary schools are the Port Melbourne Primary School (1.45 km to the west of the Study Area) and Albert Park Primary School (1.2 km to the south).

The closest Maternal and Childcare Health Services are operated by the City of Port Phillip out of the Port Melbourne and South Melbourne Town Halls. Other community infrastructure, such as healthcare, community centres and libraries, are generally located in close proximity (or within) the South Melbourne and Port Melbourne (Bay Street) activity centres.

## PROVIDING FOR A NEW AND GROWING COMMUNITY

The Structure Plan's proposed land use and built form future for Montague will result in significant residential and employment densities. It is anticipated that the Precinct will accommodate up to 13,000 new dwellings, with an estimated residential population of 25,000 and 14,000 workers.

As the community establishes and grows, there will be a need for the provision of significant community and cultural facilities and services. The needs and demands of workers, in particular for childcare and health care, must also be factored into the planning and provision of services.

The demand from new residents and workers will place pressure on services already at capacity and under pressure in nearby areas. Whilst expansion of some established services may be possible, provision of key services locally within the Precinct must be planned for.

## SERVICING A HIGH DENSITY COMMUNITY

High density development in particular can create a challenge to community building. In areas with high densities, a 'sense of community' is vital to fostering liveable and thriving communities. In general, research suggests that the factors considered to be important for social connectedness include housing design, social mix and access to social infrastructure, including quality public open space and recreation facilities.

Typically, community infrastructure has lagged behind development. Docklands and Southbank already lack a sufficient provision of community infrastructure. This significantly compromises the level of community amenities and services necessary to attract a diverse profile of households to the area, in particular families.

## THE ROLE OF GOVERNMENT

The provision of community services and facilities requires detailed planning, collaboration and commitment across all levels of government. The responsibility for funding (and potentially provision) of infrastructure must also include the development sector. Capturing the 'value uplift', as land transitions from low density industrial uses and is made available for intensive residential / commercial development, must be achieved via development contributions to meet the demand created for new infrastructure and services.

Locally provided services include Home and Community Care (HACC), maternal and child health, childcare and kindergarten, libraries, community centres and neighbourhood houses, and open space (passive, active and indoor). Whilst Council will have responsibility to directly deliver many of the services, State and Federal funding will be essential to establishing new facilities and on-going service funding.

Many early childhood services are privately provided but the sector also includes provision by local government and not-for-profit organisations.

Key regionally based services to be provided by the State Government, often supported by Federal funding, include:

- Schools - by the Department of Education and Early Childhood Development.
- Hospitals and community-based health services - by the Department of Human Services.
- Social housing – that relies on funding by the State and Federal Governments including when developed, owned and managed by not-for-profit community housing organisations.

In the context of significant population increases already experienced in the inner region, including within Southbank, Docklands and Port Melbourne, there is already a critical lack of capacity of existing education facilities (including primary and secondary schools and kindergartens).

From 2013, the Federal Government is committed to providing 15 hours of kindergarten per week for children in the year before they commence primary education. This will add further demands on the sector.

# Establish a well located and resourced community hub

## ACTIONS

- Collaborate with other levels of Government to prepare a community needs and infrastructure plan for Montague which also takes into account demand from increasing residential /worker populations in adjacent areas.

This plan must:

- Establish projected demand, and agreed levels of provision, staging and timing.
  - Define services and facilities to be located within the Precinct, as well as required increase in the capacity of existing facilities in the sub-region.
  - Include planning for open space, sport and recreation; education and early childhood services; health and human services, public safety and justice; and community development.
  - Identify funding and financing mechanisms and responsibilities.
- Establish planning provisions and investigate land assembly options which ensure land for the community hub is set aside adjacent to the existing Montague Continuing Education Centre, proposed open space and the local activity centre along Buckhurst Street.
  - Undertake detailed planning for the delivery of a community hub within Montague which:
    - Establishes multi-purpose, flexible and adaptable community facilities.
    - Promotes the co-location of community services to optimise the use of land and support infrastructure, and to promote increased accessibility to a range of services.
    - Maximises the opportunity to share facilities across user groups and optimise rates of use.
    - Provides for the staged delivery and long term expansion/adaptation, through flexible floor plates and design.
  - Partner with the State Government and community service providers to prioritise delivery of the following services within the Precinct:
    - Library
    - Childcare centre
    - Kindergarten
    - Maternal & Child Health
    - Family Services
    - Community Centre / Neighbourhood Housing with formal and informal meeting spaces.
  - Partner with the State Government and community service providers to ensure a wide range of community services / facilities based outside of Montague are available and have capacity to service residents and workers within the Precinct, including:
    - Home and Community Care (HACC) services
    - Youth Services
    - Police and justice
    - Health and human services.
  - Establish clear funding mechanisms in association with planning scheme provisions to ensure contributions are required in association with development approvals that create the need for new and upgraded services / facilities.
  - Identify community facilities that are less dependent on forming part of a cluster, which can be delivered in association with private development and help to activate the street level of buildings.

## ARTIST'S IMPRESSION OF THE COMMUNITY HUB



### RATIONALE

#### A community hub approach

The City of Port Phillip is seeking to provide community infrastructure using a 'community hubs' model.

Community hubs provide for the co-location and clustering of community services in close proximity to form a linked and accessible network.

Community hubs assist in building community capacity and creativity through shared access to space, resources, knowledge and learning. They increase participation rates and access to related services, and promote social interaction.

'Hub' arrangements also provide opportunities to share facilities. For example government schools serving both their pupils and the general community; maternal and child health centres co-located with childcare and other family services, like playgroup spaces.

Applying a community hub approach in Montague will provide a central location(s) integrating municipal and regional community services.

This would facilitate sustainable and flexible models of service delivery which are not only effective in delivering social outcomes, but also respond to changing community needs over time.

#### Identifying community infrastructure needs

An initial assessment, based solely on population benchmarks, has revealed a number of priorities for community infrastructure in the Precinct. Careful planning will need to be undertaken to ensure the services and facilities offered in the Precinct complement services offered in the nearby South Melbourne and Bay Street Activity Centres.

Priorities for the Precinct include:

- Family and Children's Services Hub - including a maternal and child health centre with kindergarten / childcare and other family services.
- A library, flexible community centre and community meeting spaces
- Open space, playgrounds and sports fields
- Public primary school serving the Precinct and wider Port Melbourne and South Melbourne areas.

# Establish a new school in the Precinct

## ACTIONS

- Continue to advocate, and work with the Victorian Department of Education and Early Childhood Development (DEECD), to ensure adequate education facilities are provided for children of all ages to cater for the new community of Montague (and the wider Fishermans Bend Precinct) as well as to address the existing shortfall of services in Port Melbourne and South Melbourne. This must include:
  - Kindergarten facilities
  - Primary school/s - including a site within the Montague Precinct (or alternatively a Prep to 12 facility)
  - Secondary education facilities / campuses within or accessible to the Montague Precinct. This could include a school with a specialist curriculum potentially related to business clusters in the Precinct eg IT / Multi-media.
  - Opportunities to co-locate early childhood learning centres and childcare in association with these facilities.
- Develop school facilities as an integral part of the community hub – with space and facilities shared by the local community, recognising limited land availability.

Key opportunities include:

- Shared open space and recreation facilities.
  - Community access to learning spaces.
  - On-site children and family related services / programs.
- Work with the State Government to determine future options for the existing school site within the Precinct, in the event that an alternative site for a school is defined. (This would include ensuring the continued function of the existing specialist school facility on the site or at an alternative, accessible location.)

## RATIONALE

Schools are critical social infrastructure providing not just education and learning facilities, but vital local employment and community building opportunities within their local communities.

The Department of Education and Early Childhood Development (DEECD) has identified the need for a primary school servicing South Melbourne and Port Melbourne. At present, the only school located in the study area is a specialist school servicing greater Melbourne.

Locations for a new primary school (Prep to Year 6) with an enrolment of up to 500 pupils are being investigated in the Precinct.\*

The existing school site on Montague Street is one option. The existing school site presents an opportunity to co-locate the Precinct's community hub, open space such as a playing field and other community facilities adjacent to school, sharing space and facilities.

### \* EXPLANATORY NOTE

On 10 September 2012, the Minister for Education announced that the State Government will purchase land at 129-161 Ferrars Street, South Melbourne (within the Montague Precinct) for a new primary school. The school is expected to cater for up to 475 students.



