

5.0 IMPLEMENTATION FRAMEWORK

Implementation of the Montague Precinct Structure Plan will require a multi-faceted approach, led by the Port Phillip Council but, significantly, with the co-operation and shared responsibility of Places Victoria, the State Government, the private sector and community stakeholders.

5.0 Implementation Framework

INTRODUCTION

A detailed Implementation Plan will be prepared. This will include prioritised initiatives with defined timelines, resources and responsibilities.

The following Implementation Framework establishes an outline for this Plan including the key considerations and basis for:

- Planning Scheme Implementation
- Infrastructure Provision and Strategic Interventions
- Funding
- Key Partnerships
- Action Plans for:
 - Detailed Planning
 - Infrastructure and Capital Projects

PLANNING SCHEME IMPLEMENTATION*

A new set of planning scheme controls will be required to facilitate and deliver on the strategic land use and development vision for Montague articulated in this Structure Plan.

An amendment to the Port Phillip Planning Scheme will include:

Application of a new Zone

A new zone is required to facilitate a 'true' mixed use future for the Precinct.

The 'Mixed Use Zone' which is currently within the Victoria Planning Provisions will not deliver the desired land use outcomes for Montague as it preferences residential uses.

Tailored zoning has however been developed for a number of other large renewal precincts across Melbourne which have sought a mix of land uses and could be modified to achieve the specific outcomes sought for Montague.

Key elements of a new zone must include:

- Capacity for 'vertical' control of land uses – ensuring active ground floors uses to achieve street level vitality and a mix of land uses overall.
- The ability to 'schedule' preferred land uses for the different neighbourhoods across Montague.

Built Form Provisions

Design and Development Overlays will be prepared for each of the three neighbourhoods to guide new development with respect to:

- Preferred Future Character
- Design Objectives
- Design Requirements – building heights, setbacks and other design standards (which ensure an appropriate form of development and positive contribution to the public realm).

Development Contributions

Planning controls will establish the basis for private sector contributions to help fund infrastructure and open space required by new development via:

- Clause 45.06 – Development Contributions Plan Overlay
- Clause 52.01 – Public Open Space Contribution and Subdivision

Public Acquisition Overlay

This may be applied to secure specific sites for community related uses, including public open space.

*EXPLANATORY NOTE

On 5 July 2012, the Minister for Planning rezoned the majority of the Montague Precinct (and the wider Fishermans Bend area) to a Capital City Zone via Planning Scheme Amendment C102.

Following adoption of the Structure Plan, Council will prepare detailed planning scheme policy and provisions that will achieve the statutory implementation of the Montague Precinct Structure Plan, and inform the refinement of policy and controls implemented through Ministerial Amendment C102.

Car Parking Plan/Parking Overlay

A *Car Parking Plan* and Parking Overlay enables variation of the standard planning scheme car parking rates to support a travel demand management approach and the development of a sustainable precinct. Maximum car parking rates will be applied to both residential and commercial uses.

Environment Audit Overlay

This will be applied to sites that are potentially contaminated having regards to their former industrial use, and the new potential for residential and other sensitive land uses.

INFRASTRUCTURE PROVISION AND STRATEGIC INTERVENTIONS

Infrastructure

The development of Montague as a liveable and sustainable precinct will be dependant upon the provision of infrastructure with sufficient capacity to support the significant projected growth in resident and worker populations. Early infrastructure provision, and an on-going commitment to staged provision linked to the take up (growth) of the Precinct, is essential.

Outlined below is a list of partner organisations and an action plan which together highlights key responsibilities for the further planning and provision of infrastructure (physical, community and transport).

Interventions and Catalyst Initiatives

Targeted interventions can be used as 'catalysts' for the renewal process. The recommended interventions are detailed in the Action Plan below and include:

- Land Assembly in key locations such as the local activity centre and development of an early stage demonstration project in City Road as highlighting its role as the gateway to the Precinct.
- A mixed private / social housing demonstration project.

FUNDING

Identifying and securing funding sources will be an essential element of the implementation program for Montague. This must include:

- Ensuring development contributions are captured from the private sector as part of the new planning control framework for the Precinct
- Budgeting for Federal and State infrastructure - planning and provision
- Budgeting for local infrastructure - planning and provision.

PARTNERSHIPS

Port Phillip Council will take the lead role in facilitating the renewal of Montague. The successful renewal of a precinct of this scale will however require a partnership approach across a range of government agencies, and the private and community sectors.

Places Victoria (Victoria's Urban Renewal Authority) has established a 'cross government' Project Control Group (PCG) which reflects a partnership approach and the various Government and State agencies that will contribute to the renewal process for Montague. (It is also considering the wider Fishermans Bend area).

The PCG includes:

- Places Victoria
- City of Port Phillip
- City of Melbourne
- Department of Planning and Community Development
- Department of Transport
- Office of the Minister for Planning
- Office of the Government Architect
- Port of Melbourne Corporation.

The table below sets outlines on full the range of partnerships required to facilitate and support the renewal of Montague.

PARTNER ORGANISATIONS

ORGANISATION	RESPONSIBILITIES AND OPPORTUNITIES
Places Victoria	<ul style="list-style-type: none"> ▪ Victoria's Urban Renewal Authority. ▪ Facilitates large-scale urban renewal, with an increased inner region and affordable housing focus. ▪ Roles include land preparation and site acquisition, development and partnering with land owners, developers and builders. ▪ Opportunities to assist with site assembly, demonstration projects and development contributions to capture value uplift.
Department of Planning and Community Development (DPCD)	<ul style="list-style-type: none"> ▪ Provides statutory and strategic guidance about planning in Victoria and is responsible for administration of the Victoria Planning Provisions. ▪ Opportunity to work with Council and Places Victoria to develop and implement the planning framework for the Precinct.
Department of Education and Early Childhood Development (DEECD)	<ul style="list-style-type: none"> ▪ Provides services to children and young people both directly through government schools and indirectly through regulation and funding of early childhood services and non-government schools. ▪ Opportunities to work with Council and other State Government Departments to develop a new primary school in the Precinct as part of a community hub.
Department of Human Services	<ul style="list-style-type: none"> ▪ Key roles in providing public and social housing, supporting people with disabilities and providing youth services. ▪ Opportunities to work with Council, Places Victoria and Housing Associations to facilitate the development of affordable housing (including social housing).
Department of Business and Innovation	<ul style="list-style-type: none"> ▪ Advises on and implements innovation and technology policies, initiatives and programs. Focus on information and communication technologies and small technologies (eg nanotechnology). ▪ Opportunities to work with Council and creative industries in the Precinct.
Department of Transport (DoT)	<ul style="list-style-type: none"> ▪ Plans and delivers key transport infrastructure projects. ▪ Opportunity to integrate transport and development and enhance public transport accessibility.
Public Transport Victoria (PTV)	<ul style="list-style-type: none"> ▪ Public Transport Victoria is responsible for coordinating Victoria's public transport network. PTV administers contracts for train, tram and bus services that are delivered by independent operators. ▪ Opportunity to partner with the Department of Transport (DoT) and Yarra Trams to improve tram services, partner with bus providers to improve bus services and investigate the development of a new tram route through the Precinct.
Yarra Trams	<ul style="list-style-type: none"> ▪ Operates Melbourne's tram network operates under a franchise model. ▪ Currently leases the light rail routes, and tram depot land for tram servicing and storage. ▪ Opportunity to partner with Department of Transport to improve the capacity of tram services as well facilitating the development of the Light Rail Elevated Green Open Space/Transport Corridor in partnership with Council, Places Victoria, Department of Transport, Public Transport Victoria and VicTrack.
VicRoads	<ul style="list-style-type: none"> ▪ A Victorian statutory authority administering the Road Management Act 2004. Responsible for the arterial road network including Montague Street, City Road and Normanby Road in the Precinct. ▪ Opportunities to work with Council, Department of Transport and Places Victoria on transport projects, such as traffic studies, precinct parking plan, public transport planning, and improving the pedestrian and bike riding network through the Precinct.

ORGANISATION	RESPONSIBILITIES AND OPPORTUNITIES
VicTrack	<ul style="list-style-type: none"> ▪ Government rail agency - the legal owner of Victoria's railway land and infrastructure. ▪ Owns the light rail routes, adjoining land and tram depot. ▪ Opportunities to work with Council, Places Victoria, Department of Transport, Public Transport Victoria and Yarra Trams to facilitate the development of the Light Rail Green Corridor.
Federal Government	<ul style="list-style-type: none"> ▪ Primary role in Precinct as a potential funder of infrastructure.
Melbourne City Council (City of Melbourne)	<ul style="list-style-type: none"> ▪ Adjoining municipal authority. ▪ Opportunities to work in partnership on improving walking and cycling connections to Southbank and South Wharf, a new tram route to the CBD via Docklands, access to open space such as the M1 Freeway Undercroft, and integrated water and energy infrastructure projects.
Housing Associations	<ul style="list-style-type: none"> ▪ Not-for-profit community based organisations which develop and manage affordable (community) housing. ▪ Opportunities to work with the State Government, Council and the private sector to develop affordable / community housing.
Melbourne Water	<ul style="list-style-type: none"> ▪ Melbourne Water, owned by the Victorian Government, manages water supply catchments, supplies, drinking and recycled water; removes and treat sewage and manages the major drainage systems. ▪ Opportunities to work with Council, South East Water, Places Victoria and the City of Melbourne to develop integrated water management infrastructure.
Utility providers: <ul style="list-style-type: none"> ▪ Water - South East Water ▪ Gas - Multinet Gas and Jemena ▪ Electricity - CitiPower 	<ul style="list-style-type: none"> ▪ South East Water is responsible for water and sewerage networks. It is one of Melbourne's three water retailers owned by the Victorian Government. ▪ The gas distribution network is owned by Multinet Gas, and is currently operated, maintained, and expanded by Jemena. ▪ CitiPower is the asset manager for electricity. ▪ Opportunities to work with Council, Melbourne Water, Places Victoria, the City of Melbourne and the Department of Primary Industries to develop distributed energy and integrated water management infrastructure.
Private sector	<ul style="list-style-type: none"> ▪ Will undertake the majority of development in the Precinct. ▪ Opportunities to deliver to local activity centre as part of mixed use developments and to undertake demonstration projects with Council, Places Victoria and other State Government agencies, and contribute to the development of community facilities, public open space and public realm improvements.

ACTION PLANS – DETAILED PLANNING

THEME / TOPIC	ACTION	LEAD	PARTNERS
<p>Planning controls</p>	<ul style="list-style-type: none"> ▪ Develop and apply planning scheme controls for Montague that: <ul style="list-style-type: none"> - Promote a vertical mix of land uses throughout the Precinct (Strategy 1.1) - Facilitate the creation of flexible, lower-cost business space for small offices and creative industries. (Strategy 1.2) - Deliver accessible, affordable and social housing. (Strategies 1.3 and 1.4) - Facilitate the development of a local activity centre. (Strategy 1.5) - Ensure land for the community hub is set aside. (Strategy 2.1) - Embed built form controls such as building heights, street-walls, the form of development, active street frontages (Strategies 3.1 - 3.8) - Protect all significant heritage places through the Heritage Overlay. (Strategy 3.7) - Ensure buildings are designed to withstand the impacts of inundation in severe storm events and sea level rise. (Strategy 1.6) - Require appropriate noise mitigation measures in residential and other noise sensitive uses. (Strategy 1.6) - Apply the Environmental Audit Overlay to sites that are known to be contaminated or potentially contaminated. (Strategy 1.6) - Develop a Car Parking Plan with tailored parking rates for Montague. (Strategy 5.4) - Require new residential and non-residential developments, alterations and additions to meet Green Star 6 star requirements or equivalent. (Strategy 6.2) 	<p>CoPP</p>	<p>Development of Planning and Community Development Places Victoria</p>
<p>Infrastructure funding mechanisms</p>	<ul style="list-style-type: none"> ▪ Investigate and establish clear infrastructure funding mechanisms to support the delivery of: <ul style="list-style-type: none"> - community services / facilities (Strategy 2.1) - street and public realm upgrades (Strategy 4.1) - public transport infrastructure (Strategy 5.3) ▪ Apply a 10 per cent Public Open Space Contribution (through the Planning Scheme - Clause 52.01). (Strategy 4.3) 	<p>CoPP / State Government</p>	<p>Places Victoria Department of Planning and Community Development</p>

THEME / TOPIC	ACTION	LEAD	PARTNERS
Studies / needs assessment	<ul style="list-style-type: none"> Complete a creative industries economic analysis. (Strategy 1.2) Complete a phase 1 (desktop) audit of contamination in the Precinct to determine the extent of contamination. (Strategy 1.6) Prepare a community needs and infrastructure plan for Montague. (Strategy 2.1) Undertake a detailed social needs assessment to determine the specific open space needs of the Montague community. (Strategy 4.3) 	CoPP / State Government	Places Victoria Department of Business and Innovation Environmental Protection Agency Department of Planning and Community Development Department of Human Services Community service providers
Site identification, assembly and detailed planning	<ul style="list-style-type: none"> Identify suitable site opportunities for affordable housing delivery. (Strategy 1.4) Ensure land / building space is allocated and secured to deliver the local activity centre in its recommended location. (Strategy 1.5) Undertake detailed planning for the delivery of a community hub within Montague. (Strategy 2.1) Identify a site for the establishment of a Prep to Year 6 primary school, with potential to accommodate up to 500 children and determine future options for the existing school site within the Precinct, in the event that an alternative site for a school is defined. (Strategy 2.2) Prepare an Open Space Master Plan to define and secure primary open space sites and connections within the Precinct. (Strategy 4.3) 	CoPP / Places Victoria	Local community housing organisations Private developers Department of Education and Early Childhood Development
Partnerships / demonstration projects	<ul style="list-style-type: none"> Ensure at least 20 per cent of new dwellings within the Montague Precinct are affordable - delivered as a combination of community and private housing. (Strategy 1.4) 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. (Strategy 1.4) Pursue innovative 'models of provision' and partnership arrangements which enable the successful delivery of community housing as part of larger scale private residential development. (Strategy 1.4) Investigate opportunities to deliver demonstration projects which showcase innovative, affordable housing formats and models of provision. (Strategy 1.4) 	CoPP / Places Victoria	Department of Planning and Community Registered Housing Associations or Housing Providers Private Sector Department of Human Services

ACTION PLANS – INFRASTRUCTURE AND CAPITAL PROJECTS

THEME / TOPIC	ACTION	COPP IN PARTNERSHIP WITH:
Community services and facilities	<ul style="list-style-type: none"> Deliver a wide range of community services / facilities to service residents and workers within the Precinct. 	Department of Planning and Community Department of Education and Early Childhood Development Department of Human Services Department of Health Community service providers Victoria Police
Streets, lanes and open space	<ul style="list-style-type: none"> Undertake public realm improvements to streets in the Precinct, including: <ul style="list-style-type: none"> Street tree planting and landscaping Reducing road surface width and construction of kerb extensions Street lighting and street furniture Realigning on-street parking Water Sensitive Urban Design interventions. 	VicRoads Places Victoria Private sector Melbourne Water
	<ul style="list-style-type: none"> Undertake public realm improvements to lanes, including enhanced lighting, resurfacing / reinstatement of bluestone, street furniture and signage and develop new through-block links. 	Private sector
	<ul style="list-style-type: none"> Develop a network of public open space and linkages across the Montague Precinct. 	Places Victoria Private sector City of Melbourne
	<ul style="list-style-type: none"> Develop the Port Melbourne Light Rail Corridor as an attractive open space/green link alongside the existing tram line. 	Places Victoria VicTrack Department of Transport Public Transport Victoria Yarra Trams Private Sector

THEME / TOPIC	ACTION	COPP IN PARTNERSHIP WITH:
Access and movement	<ul style="list-style-type: none"> Prepare a Transport and Parking Plan. 	VicRoads Department of Transport Public Transport Victoria Places Victoria Yarra Trams City of Melbourne Bicycle Victoria
	<ul style="list-style-type: none"> Install new / improved pedestrian crossings at identified locations and enhance pedestrian connections to adjoining areas. 	VicRoads Department of Transport City of Melbourne
	<ul style="list-style-type: none"> Develop bike routes across the Precinct, including commuter routes, local bike routes and off-road routes, bike facilities and improved bike crossings at identified locations. 	VicRoads City of Melbourne Bicycle Victoria
	<ul style="list-style-type: none"> Improve public transport services, including tram services and bus services. 	Yarra Trams Department of Transport Public Transport Victoria Bus providers Places Victoria
Environmentally Sustainable Development	<ul style="list-style-type: none"> Identify opportunities to establish precinct-scale distributed energy and integrated water management systems in Montague, including opportunities to develop: <ul style="list-style-type: none"> a central energy plant that serves both the new community facilities and surrounding buildings in the community hub. integrated environmentally sustainable development (ESD) solutions with Southbank. 	Department of Primary Industries Department of Sustainability and Environment Utility providers City of Melbourne
	<ul style="list-style-type: none"> Design buildings and the public realm (including roads, drainage, streetscape works and open space) to collect, treat and reuse rainwater and stormwater to best practice standards and minimise flood impacts. 	South East Water Melbourne Water City of Melbourne Department of Sustainability and Environment
	<ul style="list-style-type: none"> Provide infrastructure to ensure efficient resource recovery and recycling / disposal of personal, consumer waste and food waste. 	Sustainability Victoria Environmental Protection Agency

6.0 GLOSSARY