

Report to the Future Melbourne Committee

Agenda item 6.3

Docklands Summit Actions and Next Steps

8 November 2022

Presenter: Sophie Handley, Director City Strategy

Purpose and background

1. On Tuesday 20 September, Future Melbourne Committee (FMC) resolved to incorporate the findings from the Docklands Summit into the neighbourhood planning program including clear actions, and maintain engagement and involvement through the Neighbourhood Portal (the Portal).
2. The feedback received as part of the workshops at the Summit has been collated into a “what was said” report published on the [Participate Melbourne](#) website. Key themes and solutions raised at the Summit are listed in Attachment 2.

Key issues

3. Actions that align with existing Neighbourhood Priorities will be incorporated into the Portal, as part of a Summit specific update in November. Management will play a convenor role in bringing together key stakeholders in Docklands to continue momentum from the Summit as part of on-going community engagement via the Neighbourhood Portals.
4. Solutions and actions that align with existing Council priorities and work programs will continue to be delivered and reported as part of the Council Plan, such as advocacy for the redevelopment of Central Pier, delivery of the Shopfront activation program, Greenline and the Events Partnership Program.
5. Emerging solutions and actions that sit outside of the Council Plan and the Neighbourhood Priorities require further investigation, prioritisation and consideration of resourcing. Potential new projects to deliver on these actions in the short, medium and longer-term include:
 - 5.1. **Immediate beautification (short-term):** Deliver temporary beautification focused around Victoria Harbour, such as relocatable planter boxes, public benches, public artwork and additional greening.
 - 5.2. **Yanonung Quay (short-term):** There is an opportunity to partner with Development Victoria (DV) to deliver physical improvements and a program of small-scale activation at Yanonung Quay on Harbour Esplanade; leveraging the recent investment by Port Phillip Ferries. This proposal would create a community focal point, including a platform for community events and place-based engagement which can be realised within the next 12-24 months.
 - 5.3. **Brand and identity (short-medium term):** Build on the pride the Docklands community have in their neighbourhood, by ensuring communications celebrate the successes and unique qualities of the precinct. Promote events and activations that align with Docklands as a family friendly precinct (for example the Boat Show).
 - 5.4. **Community infrastructure (medium-term):** Partner with DV to review the operational capacity of existing community facilities and identify opportunities to deliver improvements.
 - 5.5. **Public Realm Improvements Plan (medium-term):** Prepare a plan for Docklands which reviews the current provision of basic amenities, wayfinding, public art, greening and parks, lighting, infrastructure servicing and identify areas for capital works investment as well as opportunities for creative spaces for short-term activation.
 - 5.6. **Strategic Plan (longer-term):** Work with the Victorian Government to investigate preparation of a strategy plan for Docklands which would include a precinct wide vision, identify sub-precincts and their characters, feasibility options for a new or expanded school, review planning controls and make recommendations for changes, and consider the potential for transformational projects.
 - 5.7. **Governance (longer-term):** Work with the Victorian Government to establish a Docklands Governance Review Group with representation from the major authorities in Docklands, to review the roles and responsibilities of the various agencies and identify clear procedures for communications and decision making; and set out a strategy for the transition of development control from DV to Council at the appropriate time.
6. New initiatives, activities and projects emerging from this work will inform upcoming annual planning and budget process for 2023–24.

Recommendation from management

7. That the Future Melbourne Committee:
 - 7.1. Endorses the Docklands Summit actions and next steps (attachment 2).
 - 7.2. Prioritise the following projects, subject to the allocation of funding and resourcing:
 - 7.2.1. convene a stakeholder group to facilitate connections in the precinct and continue momentum from the Summit
 - 7.2.2. undertake immediate beautification around Victoria Harbour
 - 7.2.3. partner with Development Victoria (DV) to deliver physical improvements and a program of small-scaled activations to Yanonung Quay
 - 7.2.4. ensure communications celebrate Docklands and promote events that align with Docklands as a family friendly precinct
 - 7.2.5. partner with DV to review the operational capacity of existing community facilities and identify opportunities for improvements
 - 7.2.6. prepare a Public Realm Improvements Plan to review the current provision of amenities and identify areas for improvements and activations
 - 7.2.7. work with the Victorian Government to deliver a Strategic Plan Docklands
 - 7.2.8. work with the Victorian Government to establish a Docklands Governance Review Group.

Attachments:

1. Supporting Attachment (Page 3 of 9)
2. Docklands Summit Actions and Next Steps (Page 4 of 9)

Supporting Attachment

Legal

1. There are no direct legal implications arising from the recommendation from management.

Finance

2. There is currently no budget allocated specifically for Docklands Summit projects, though there is some potential for redirection of savings this financial year toward small scale public realm projects.
3. Preparation and delivery of new initiatives, activities and projects will require additional resources, external consultant support and annual capital works budgets.
4. Major projects, such as the redevelopment of Central Pier and Harbour Esplanade, will be dependent on Victorian Government budget bids and supported through on-going advocacy by Council.

Conflict of interest

5. No Council staff, or other persons engaged under contract, involved in advising on or in preparing this report declared any material or general conflict of interest in relation to the matter of the report.

Health and Safety

6. As part of the workshops at the Summit, the Docklands community raised a number of concerns around safety, accessibility and amenity. The projects identified to deliver on the actions from the Summit, include improvements to the public realm, activations and initiatives to address these issues, to have a positive effect on health and safety of the Docklands and wider community.

Stakeholder consultation

7. On-going community engagement on the agreed actions will be maintained through the Neighbourhood Portal.
8. Targeted stakeholder discussions (including partnership funding opportunities) will be undertaken as individual projects progress to the detailed design phase, through the Neighbourhood Portal.

Relation to Council policy

9. The renewal of Docklands, including increased visitation, activation and the redevelopment of Central Pier and surrounds, is identified through a number of Major Initiatives within the Council Plan 2021-25 and the Economic Development Strategy 2031. Specifically MI 7, increase visitation to Docklands by partnering with the Victorian Government and key stakeholders to enable reconstruction and redevelopment in Central Pier and surrounds.

Environmental sustainability

10. Environmental sustainability will be supported through the delivery of the public realm improvements through increasing biodiversity in Docklands through greening.

Summit Theme	Summit Solutions	Actions	Alignment with Council policy		Next Steps
			Neighbourhood Priority	Major Initiative	
Place-based initiatives and activations	Supplement existing events program with smaller, community focused events	<ul style="list-style-type: none"> Prioritise delivery of Yanonung Quay project in partnership with Development Victoria. 	Place-based initiatives and activations, local scale events	N/A	Consideration for future Council budget and resource planning.
	Develop community champions to lead initiatives	<ul style="list-style-type: none"> The Docklands Neighbourhood Partner to play a convenor role to bringing together key stakeholders in Docklands to facilitate connections and progress the actions incorporated into the Neighbourhood Portal. 	Place-based initiatives and activations, local scale events	37 - Implementation of Neighbourhood Model	Consideration for future Council budget and resource planning.
Events	Celebrate the water as a unique element of Docklands	<ul style="list-style-type: none"> Continue to support events that focus on water as a theme or activate the waterfront through the City Revitalization Event Support Program (CRESP) or Events Partnership Program (EPP). 	Docklands as a distinct water precinct	18 - Facilitate increased investment in unique Melbourne events	Continue existing program
	Develop a regular program of events	<ul style="list-style-type: none"> Continue to deliver events through CRESP and the EPP. Continue to work with partners in Docklands to supplement the existing EPP program. 	N/A	18 - Facilitate increased investment in unique Melbourne events	Continue existing program
	Support fresh food offering through markets	<ul style="list-style-type: none"> Review infrastructure required to support markets (i.e. water, power and sewer connections along Victoria Harbour Promenade) as part of a Public Realm Improvements Plan. 	Community Connection	N/A	Consideration for future Council budget and resource planning.

Governance	Review the governance in Docklands	<ul style="list-style-type: none"> Continue to work with DV as part of the Partnership Agreement 	N/A	17 - Partner with Victorian Government to deliver high quality, sustainable urban renewal and innovation districts	Continue existing program
		<ul style="list-style-type: none"> Establish a Docklands Governance Review Group with representation from the various government agencies in Docklands. 	N/A	17 - Partner with Victorian Government to deliver high quality, sustainable urban renewal and innovation districts	Consideration for future Council budget and resource planning.
	Deliver a strategic vision for Docklands	<ul style="list-style-type: none"> Include as part of a Strategic Plan for Docklands. 	N/A	17 - Partner with Victorian Government to deliver high quality, sustainable urban renewal and innovation districts	Consideration for future Council budget and resource planning.
	Simplify and streamline permitting and approvals	<ul style="list-style-type: none"> Review roles and responsibilities in communications and decision making across Docklands as part of a Docklands Governance Review Group. 	Planning Development and Impacts	N/A	Consideration for future Council budget and resource planning.
Economic activation	Support a vibrant mix of land uses and activities	<ul style="list-style-type: none"> How this can be achieved should be considered by the Docklands Governance Review Group. 	More Diverse Shops and Businesses in Docklands	N/A	Consideration for future Council budget and resource planning.
	Support Docklands businesses	<ul style="list-style-type: none"> Continue work with the Docklands Chamber of Commerce to support local businesses. Business Concierge to continue to provide a platform for businesses not a member of the Docklands Chamber of Commerce. 	N/A	2 - Establish Invest Melbourne	Continue existing program

	Promote the return of office workers, students, visitors and residents	<ul style="list-style-type: none"> Review extending Docklands Dollars program (budget dependent). Advocate for release of Docklands Activation Strategy by DV. Implement actions from Economic Development Strategy. 	N/A	3 - Implement the Economic Development Strategy	Continue existing program
	Activate vacant spaces	<ul style="list-style-type: none"> The Shopfront Activation Program concludes in March 2023. Extension of this program is budget dependent. 	Re-activation of current and unused spaces	1 - Continue to strengthen Melbourne's economic recovery	Continue existing program
Community services	Deliver high quality community facilities	<ul style="list-style-type: none"> Work with DV to plan for future community infrastructure as part of addressing short-term demand. 	Community Focused Venues and Facilities	17 - Partner with Victorian Government to deliver high quality, sustainable urban renewal and innovation districts	Consideration for future Council budget and resource planning.
		<ul style="list-style-type: none"> Continue to support community services through Connected Communities Grants program. 	Community Connection	N/A	Promote in Neighbourhood Portal
	Support new or expanded Docklands Schools	<ul style="list-style-type: none"> Review the provision and options for new or expanded the existing school as part of a Strategic Plan for Docklands. Work with Docklands Primary School to use vacant floor space available in Docklands. 	Community Connection	N/A	Consideration for future Council budget and resource planning.
Transport and connectivity	Clearer and safer solutions for pedestrians and cyclists	<ul style="list-style-type: none"> The Neighbourhood Pedestrian and Road Safety Program (identified to commence in Docklands 2025/26). Continue to work with DoT on delivery of projects through Transport Amenity Program (TAP). Continue to deliver actions from the Bike Program. 	Exploring Docklands	46 - Transport and Amenity Program (TAP)	Continue existing program

Transport plan for Docklands	<ul style="list-style-type: none"> Promote Transport Strategy initiatives through Neighbourhood Portals 	Exploring Docklands	45 - Continue to implement the Transport Strategy 2030	Promote in Neighbourhood Portal
	<ul style="list-style-type: none"> Advocate DV release Movement and Place Strategy and seek to incorporate outcomes into Strategic Plan for Docklands. 	Exploring Docklands	17 - Partner with Victorian Government to deliver high quality, sustainable urban renewal and innovation districts	Continue existing program
Explore water transport	<ul style="list-style-type: none"> Advocate to DoT and Melbourne Water for water transport opportunities Develop a Waterways Opportunities Plan for marine operations in Victoria Harbour 	Exploring Docklands	4- Deliver high quality public transport in urban renewal areas	Continue existing program
Improve connections to Docklands	<ul style="list-style-type: none"> Advocate for major projects through TAP and engagement with DoT and VicTrack as landowner and future of EGate 	Exploring Docklands	46 - Transport and Amenity Program (TAP)	Continue existing program
Prioritise public transport	<ul style="list-style-type: none"> Advocate for Fishermans Bend tram bridge to connect Docklands to Lorimer Advocate for Metro 2 Work with the Department of Transport to review signalisation of intersections in Docklands to prioritise public transport 	Exploring Docklands	4 - Deliver high quality public transport in urban renewal areas	Continue existing program
Cater for different modes of transport	<ul style="list-style-type: none"> Parking and Kerbside Management Plan Implement a precinct approach to parking through a Strategic Plan for Docklands Advocate for the extension of the 12 month e-scooter trial (budget and resource dependent) 	Exploring Docklands	45 - Continue to implement the Transport Strategy 2030	Continue existing program

	Wayfinding and legibility	<ul style="list-style-type: none"> Undertake a user review of Docklands to inform a Public Realm Improvement Plan 	Exploring Docklands	N/A	Consideration for future Council budget and resource planning.
Identity	Strengthen the identity of Docklands	<ul style="list-style-type: none"> Develop future vision for Docklands through a Strategic Plan for the precinct 	N/A	17 - Partner with Victorian Government to deliver high quality, sustainable urban renewal and innovation districts	Consideration for future Council budget and resource planning.
	Promote the history/culture/heritage of Docklands	<ul style="list-style-type: none"> Work with DV to deliver outcomes of interpretation strategy for Central Pier and Victoria Harbour more broadly. Identify opportunities to celebrate aboriginal and maritime heritage through public realm improvements and events 	Wurundjeri and Bunurong Heritage and Culture	23 - Truth telling	Continue existing program
	Enhance the character of sub-precincts in Docklands	<ul style="list-style-type: none"> As part of a Strategic Plan for Docklands review the character and identify for each sub-precinct. 	N/A	N/A	Consideration for future Council budget and resource planning.
Communications	Promote neighbourhood achievements	<ul style="list-style-type: none"> Utilise Neighbourhood Portals to communicate existing initiatives and projects for Docklands. Continue on-going relationship with Docklands News Continue to promote events on What's on Melbourne 	Community Connection	37 - Implementation of Neighbourhood Model	Promote in Neighbourhood Portal
Public realm	Improve the provision of basic amenities	<ul style="list-style-type: none"> Undertake a review of existing provision and identify gaps as part of a Public Realm Improvement Plan 	Increase Public Amenities	N/A	Consideration for future Council budget and resource planning.
	Deliver new and improved lighting	<ul style="list-style-type: none"> Undertake a review of existing provision and identify gaps as part of a Public Realm Improvement Plan 	Safer Neighbourhood	N/A	Consideration for future Council budget and resource planning.
	More incidental green spaces and pocket-parks	<ul style="list-style-type: none"> Identified new landscaping opportunities and upgrades as part of Public Realm Improvement Plan 	Neighbourhood Greening and Parks	22 - Design Excellence	Consideration for future Council budget and resource planning.

		<ul style="list-style-type: none"> Identify opportunities for immediate beautification around Victoria Harbour (such as planter boxes, seating, additional greening and public art that can be relocated). 	Neighbourhood Greening and Parks	22 - Design Excellence	Consideration for future Council budget and resource planning.
	Integrate opportunities for public art	<ul style="list-style-type: none"> Seek update from DV on Public Art Fund and program of spending Investigate opportunities for creative spaces as part of Public Realm Improvement Plan 	N/A	15 - Deliver public art program	Consideration for future Council budget and resource planning.
Major projects	Redevelopment of Central Pier and Harbour Esplanade	<ul style="list-style-type: none"> Continue to advocate for delivery of anchor attraction on Central Pier as a draw card for Docklands. 	Docklands as a distinct water precinct	7 - Central Pier Redevelopment	Continue existing program
	Greenline	<ul style="list-style-type: none"> Continue to work with partners to deliver Docklands section of Greenline project 	N/A	12 - Yarra River-Birrarung Strategy	Continue existing program
	Moonee Ponds Creek	<ul style="list-style-type: none"> Continue to work with DV for reconnection of the Moonee Ponds Creek trail. 	N/A	19 - Advocate for investment in City of Melbourne waterways	Continue existing program
	Support maritime and waterfront development	<ul style="list-style-type: none"> Investigate space for heritage vessels as part of Central Pier and Harbour Esplanade redevelopment 	Docklands as a distinct water precinct	19 - Advocate for investment in City of Melbourne waterways	Continue existing program
	Promote the Docklands Studio as a part of the future for Docklands	<ul style="list-style-type: none"> Identify in Strategic Plan for Docklands 	N/A	9 - Support the development of globally competitive innovation ecosystems	Consideration for future Council budget and resource planning.