

Report to the Future Melbourne Committee

Agenda item 6.4

Docklands Summit Update

20 September 2022

Presenter: Sophie Handley, Director City Strategy

Purpose and background

1. The purpose of this report is to advise on the Docklands Summit, and seek endorsement to incorporate the findings into the Neighbourhood Planning Framework.
2. Docklands has been one of the precincts most impacted by COVID-19 in the country, largely attributed to the absence of office workers, international students and visitors. These effects have been compounded by the closure of two of Docklands' major landmarks: Central Pier in August 2019 and the Melbourne Star in 2021.
3. There is an immediate need to build momentum and generate a sense of urgency to effect sustainable change within Docklands that will lead to short, medium and long term outcomes. On Tuesday 15 February 2022 Future Melbourne Committee (FMC) resolved to host a Docklands Summit to elevate the urgent need for action and generate enthusiasm and outcomes for the regeneration of Docklands.

Key issues

4. The Docklands Summit involved over 100 attendees from all aspects of Docklands life. The event took place at Marvel Stadium, overlooking Victoria Harbour, on the afternoon of 2 September 2022 and included:
 - 4.1. Welcoming address from the Lord Mayor Sally Capp.
 - 4.2. An overview of the pre-Summit small focus group discussions and the purpose of the Summit by Councillor Hakim.
 - 4.3. An overview of the history of Docklands by John Tabart, the former CEO of the Docklands Authority from 1997 to 2006, followed by an interview by the Deputy Lord Mayor.
 - 4.4. A panel facilitated by CEO Justin Hanney which included representatives from Development Victoria, the AFL, Lendlease, ANZ, Docklands Primary School, Ashe Morgan and a Docklands resident.
 - 4.5. Facilitated workshops to identify short, medium and long-term solutions for Docklands and to priorities the solutions discussed.
 - 4.6. A closing overview of the next steps by Sophie Handley, Director of City Strategy.
5. Preliminary feedback from the summit:
 - 5.1. Simplify governance in Docklands.
 - 5.2. Celebrate the water as a unique element of Docklands.
 - 5.3. Strengthen the identity of Docklands.
 - 5.4. Supplement existing events with regular community or place-based activations.
 - 5.5. Greening – opportunities to explore pocket parks, biodiversity links and softening the existing built form.
 - 5.6. Public realm improvements – landscaping, seating, lighting, upgraded material etc.
 - 5.7. Wayfinding – improving legibility between precincts.
 - 5.8. There is a need for an anchor institution or draw card destination to change public perception.
 - 5.9. Harbour Esplanade and Central Pier remained the focus for the longer-term vision.
 - 5.10. Improve connections to Docklands from existing suburbs to the north and east.
6. The outcomes of workshops held at the summit will be summarised and published on [Participate Melbourne](#) in the coming weeks. Further details of the summit are included in Attachment 2.

7. Key findings from Phase 1 pre-summit small focus group discussions, are summarised in a report that is available on the [Docklands Summit Participate Melbourne](#) website.
8. While the Docklands Summit focuses primarily on immediate actions for revitalisation, there is a range of medium to longer-term initiatives taking place within the Docklands precinct, detailed further in Attachment 2, and including:
 - 8.1. The redevelopment of Central Pier and Harbour Esplanade by Development Victoria (DV) on behalf of the Department of Transport, as a major city-shaping project that will redefine the city's connection to Victoria Harbour and reframe community perceptions of Docklands. At the summit, DV advised that community engagement on the Central Pier concept plans will commence in December 2022 to inform a business case and subsequent State budget bid.
 - 8.2. As part of the Melbourne City Recovery Fund, the City of Melbourne has partnered with the Victorian Government to deliver a program to transform vacant shopfronts into creative spaces, bespoke displays and pop-up shops. This program is being led by Renew Australia and has resulted in 10 activations currently operating in the precinct, with plans for another 15 opening by the end of 2022.
 - 8.3. Planning approval was issued in October 2021 for Port Phillip Ferries to construct a new waterfront ferry terminal and café with harbour views, replacing the existing glasshouse structure located on the southern wharf of Victoria Harbour, referred to Yanonung Quay. This delivers much needed amenities including publicly accessible toilets to the precinct. The ferry services support visitation between Portarlington/Geelong and Docklands with an estimated 2,200 weekly passengers.
 - 8.4. Planning approval was issued in March 2021 for upgrades to Marvel Stadium. This represents an investment of \$225 million by the Victorian Government in partnership with the AFL. Construction is to be completed by late 2023.
 - 8.5. The City of Melbourne's \$300 million Greenline project will transform the north bank of the Yarra River Birrarung, improving connections from the Central City to Docklands. This project will include upgraded parks, pedestrian bridges, boardwalks and native plants all the way from Birrarung Marr to the Bolte Bridge, with off-shoots guiding pedestrians straight into Docklands.
 - 8.6. Through the Events Partnership Program the City has hosted a number of events within Docklands including the Summer Nights Drone Show with more than 105,000 people visiting over 22 nights delivering an estimated economic impact of \$5.4 million; the Christmas Festival Maze which was extremely popular with 25,000 visitors; the Playground returned over the Easter school holidays which drew more than 20,000 people in over four days, with an estimated economic impact of \$380,000; and Firelight Festival with almost 100,000 attendees over three nights.
9. Management will review the feedback received at the Summit, and identify short, medium and longer-term projects to be incorporated into the Neighbourhood Planning Framework. The delivery of individual projects will include key stakeholders and Docklands representatives who will be invited to lead and be involved in the delivery of these projects. The purpose of identifying these initiatives is to align stakeholder efforts to achieve a collective future direction and vision for Docklands.

Recommendation from management

10. That the Future Melbourne Committee:
 - 10.1. Endorses the findings of the community engagement from Phase 1 pre-summit small focus group discussions.
 - 10.2. Requests management publish a further report in October that provides a comprehensive overview of the Docklands Summit.
 - 10.3. Endorses the incorporation of the findings from the Docklands Summit into the neighbourhood planning program including clear actions and maintain engagement and the involvement of the Docklands community regarding the summit outcomes through the Neighbourhood Portal due to launch in October 2022.

Attachments:

1. Supporting Attachment (Page 3 of 21)
2. Docklands Summit Overview (Page 5 of 21)

Supporting Attachment

Legal

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

Finance

2. There is currently no funding committed towards this project.
3. Preparation and delivery of short-term initiatives and projects will require dedicated resources, external consultant support and annual capital works budgets.
4. Medium and longer-term initiatives, such as the redevelopment of Central Pier and Harbour Esplanade, will be dependent on State 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 pre-summit focus small group discussions and the workshops at the summit, the Docklands community raised a number of concerns around safety, accessibility and amenity. The Docklands Neighbourhood Planning Framework will identify potential solutions through 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. This project comprised two-phases of engagement:
 - 7.1. Phase 1 included a series of small focus group discussions with various stakeholders in Docklands. The purpose of which was to provide a more intimate and informal platform for people to voice their aspiration for Docklands and discuss the barriers for achieving success. These conversations helped the City of Melbourne understand where interests align, as well informing the agenda and design of the workshops at the summit.
 - 7.2. Phase 2 consisted of the half-day summit, with various stakeholders in Docklands, to workshop and prioritised potential solutions and actions to deliver a positive future outlook for Docklands. The purpose of the summit is to discuss with the Docklands community:
 - 7.2.1. The current state of Docklands and workshop what is working well and what could be improved;
 - 7.2.2. Public realm upgrades, events and activations that can be delivered in the short-term to provide immediate stimulus to the precinct;
 - 7.2.3. Initiatives that would support the return of office workers and promote cross-business partnerships; and
 - 7.2.4. Identify medium to longer term ideas to guide advocacy efforts and align future investment opportunities.
8. Key findings from Phase 1 pre-summit small focus group discussions, are summarised in a report that will be available on the [Docklands Summit Participate Melbourne](#) website.

9. Prior to Phase 1, an information pack was prepared and published on the [Docklands Summit Participate Melbourne](#) website, which provides a chronological history and profile of Docklands, an overview of key policies, the impact of COVID-19 on Docklands, current initiatives in Docklands, a map of major projects underway or committed and the ownership, roles and responsibilities of various stakeholders in Docklands.
10. Further engagement will be undertaken through the Docklands Neighbourhood Planning Portal.
11. Targeted stakeholder discussions (including partnership funding opportunities) will be undertaken as individual projects progress to the detailed design phase.
12. A number of related projects have also provided important input to the summit. This includes engagement with the community on the Docklands Neighbourhood Priorities, which provides valuable resident and business insights into existing sentiment and future priorities for the precinct. In addition, the Design Excellence Advisory Committee meeting took place in Docklands on 10 May 2022 which provided a platform for the design industry to engage in discussions on the challenges and opportunities for Docklands.

Relation to Council policy

13. 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

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

Docklands Summit Overview

FMC Meeting: 20 September 2022
DM#: 15784451



CITY OF MELBOURNE

BACKGROUND

At Future Melbourne Committee on 15 February 2022, Council resolved to host a Docklands Summit.

Purpose of the Summit:

1. Elevate the urgent need for action
2. Generate enthusiasm
3. Generate outcomes for the regeneration of Docklands

The revitalisation of Docklands is part of Major Initiative 7 in the Council Plan 2021-25 and features in the Economic Development Strategy 2031.

The Docklands Summit project comprises two-phased engagement approach.

PHASE 1: DEFINE THE PROBLEM

The City of Melbourne hosted a series of pre-Summit small focus group discussions at Docklands Marina Office.

Purpose of the Small Focus Group Discussions:

- Provide a platform for those that are not represented in an existing community or business group.
- Enable **informal discussions** to allow people to speak more freely.
- Provide an understanding of where interests align to **develop a common goal** for Docklands.
- Assist the City in designing the workshops and content at the Summit.



Pre-Summit Small Focus Group Discussions (Representative Groups)

PHASE 1: PRE-SUMMIT SMALL FOCUS GROUPS

47 participants involved in small focus groups, including:

- Three group sessions: Residents, Small Businesses, and Representative Groups

(Docklands Chamber of Commerce, Docklands Representative Group, Melbourne Maritime Network, Renew Australia, Friends of Moonee Ponds Creek, Docklands Primary School, Docklands Owners Corporation Network)



Photo from the pre-Summit Small Focus Group Discussions (Small Business)

Individual meetings with:

- **Major Businesses:** ANZ and AFL
- **Major Developers:** Lendlease, Mirvac and MAB
- **Victorian Government:** Parks Victoria, Heritage Victoria, Development Victoria, DELWP, VicTrack

PHASE 1: EXPRESSION OF INTEREST PROCESS

An expression of interest (EOI) for 15 residents and 15 small business owners to participate in the project.

Candidates were objectively selected by a panel of City of Melbourne staff, considering the following criteria:

- Availability – aligning attendee availability.
- Location – ensuring there was representation from the various precincts within Docklands.
- Existing representation – candidates could not be members of existing Representative Groups.
- Diversity – representation that is reflective of the Docklands community considering gender, age, identifying as Aboriginal or Torres Strait Islander, born overseas vs. born in Australia, LGBTQI+, whether they speak a language other than English at home, whether they are carers, and the make-up of their household.
- Positivity – considering the responses to the open questions.

PHASE 1: WHAT WE HEARD



This summary report is available online via [Participate Melbourne](#)

Key themes:

- **Need to celebrate** the great things about Docklands to combat public perception.
- Events and activations are well loved but there is a need for **smaller-scale, community-based initiatives**.
- Docklands is built on a **large scale** - not only the size of the precinct, but also the size of buildings, parks, promenades and walkways.
- Need to focus on how people **experience the ground floor**, their walk to work, where they gather to pick kids up at school.
- **Climatic conditions** play an important role in understanding how spaces work.
- Need to **connect to and celebrate the water** is key to the identity of Docklands.
- There is a **need for a permanent attraction** to bring people here all year around.

PHASE 1: WHAT WE HEARD

- The area is **well served by community facilities** and community members are gradually creating more ties. Previously a transient population has made this difficult.
- Opportunities to expand **ferry services** for tourists.
- Docklands is **well-served by transport** (trams, train, cycle routes).
- **Improve legibility** within the precinct.
- Support **night-time activity to improve the perception of safety**.
- **Central Pier** will play an important role in delivering a destination drawcard for the area.
- **Harbour Esplanade** is key to linking the city and the water and to improving connections with Marvel.
- Opportunity to connect Birrarung Marr right through to Moonee Ponds Creek, and to include **public art and greening**.
- Docklands can be a **gateway precinct** connecting the waterfront to Melbourne, and to the northern and western suburbs.
- There is also some confusion and frustration around the number of **decision-makers** in Docklands
- Need for a long term plan for **vacant office floor space**.

PHASE 2: DOCKLANDS SUMMIT

- Hosted at Marvel Stadium, Friday 2 September 2022
- **99 delegates**
- 40 CoM representatives
- Facilitation by MosaicLab (engagement consultant)



Photo from the Docklands Summit of the Lord Mayors welcome



Photo from the Docklands Summit of attendees

PHASE 2: WHO WAS THERE

Victorian Government:

- Department of Environment, Land, Water and Planning, Parks Victoria, Development Victoria, DJPR, Office of Project Victoria, Heritage Victoria, VicTrack, Melbourne Water and Department of Transport, Victoria Police

Major Businesses, institutions service providers:

- The District Docklands, Marriott Hotel, Docklands Studio, AFL and O'Brien Ice House, Kangan Institute, Docklands Primary School, Yarra Trams

Developers and major landowners:

- Walker Corporation, Lendlease, MAB, Bates Smart, Ashe Morgan and Mirvac.

Representative groups:

- Maritime Heritage Network, Yarra Riverkeepers Association, Property Council, Victorian Chamber of Commerce and Industry, Docklands Chamber of Commerce, Docklands Representative Group (main residents group), Renew Australia, Neighbourhood House, Docklands Owners Corporation Network

Residents and Small Businesses: 30 individuals selected through EOI process

PHASE 2: SUMMIT AGENDA

The Summit included:

- Welcoming address from the Lord Mayor, Sally Capp.
- An overview of the pre-Summit small focus group discussions and the purpose of the Summit, by Councillor Hakim.
- An overview of the history of Docklands by John Tabart, the former CEO of the Docklands Authority from 1997 to 2006, followed by an interview by the Deputy Lord Mayor.
- A workshop to identify short, medium and long-term solutions for Docklands.
- A facilitated panel discussion comprising various stakeholders with an interest in Docklands and Q&A from the floor.
- A workshop to priorities the solutions discussed.
- An overview of the next steps.

PHASE 2: SUMMIT PANEL

The panel consisted of a range of stakeholders, to share their experience in Docklands:

- Niall Cunningham, Acting Group Head, Precincts, **Development Victoria**
- Matthew Chun, General Manager, Property Development **AFL**
- Andrew Whiteside, Development Director, **Ashe Morgan**
- Brian Herlihy, Executive Development Director & State Lead, **Lendlease**
- Kathryn van der Merwe, Group Executive Talent and Culture, **ANZ**
- Adam Bright, Principal, **Docklands Primary School**
- Jenny Leyva de Loryn, **Yarra's Edge** resident



Photo from the Docklands Summit of the panel discussion

PHASE 2: KEY TAKEAWAYS

- **176 ideas** were captured as part of the workshops
- MosaicLab is currently collating into a **“What Was Said” Report**

Preliminary feedback heard at the Summit:

- Simplify **governance** in Docklands.
- **Celebrate the water** to strengthen the identity of Docklands.
- Supplement existing events with **regular community or place-based activations**.
- **Greening** – opportunities to explore pocket parks, biodiversity links and softening the existing built form.
- **Public realm improvements** – landscaping, seating, lighting, upgraded material etc.
- **Wayfinding** – improving legibility between precincts.
- There is a need for an **anchor institution** or draw card destination to change public perception.
- **Harbour Esplanade** and **Central Pier** remained the focus for the longer-term vision.
- **Improve connections to Docklands** from existing suburbs to the north and east.

DOCKLANDS SUMMIT: NEXT STEPS

1. MosaicLab prepare **“What was said” Report** summarising the feedback received at the Summit workshops.
2. The City of Melbourne will review the outcomes and alignment with Neighbourhood Planning Priorities being delivered in Docklands.
3. The findings from the Summit will be incorporated into the neighbourhood planning program and engagement maintained via the Neighbourhood Portal due for lunch in October 2022.

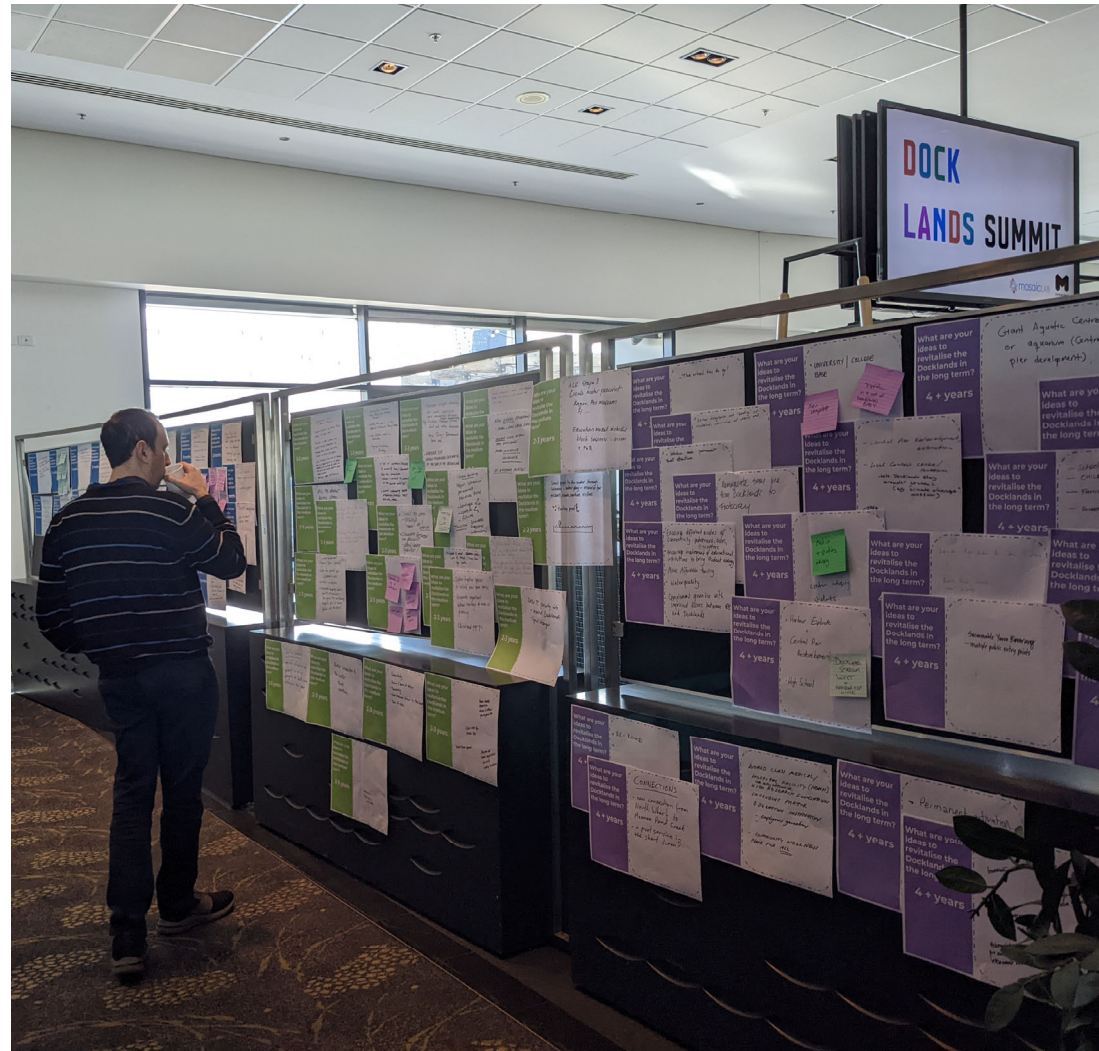


Photo from the Docklands Summit of the ideas generated

DOCKLANDS: CURRENT INITIATIVES

Redevelopment of Central Pier and surrounds.

- The Victorian Government announced an allocation of \$3 million in the May 2021 State budget to progress concept plans and associated business case for Central Pier redevelopment.
- In August 2022 DV lodged a permit application to Heritage Victoria to demolish Central Pier.
- DV advised at the Docklands Summit that engagement with the community on the concept plans for Central Pier redevelopment will commence in December 2022.

Marvel Stadium Upgrades

- The Victorian Government has invested \$225 million into upgrades to Marvel Stadium in partnership with the AFL.
- These upgrades include creation of a Town Square which will provide new food and beverage offerings, event space and visually link the field of play to the external concourse.

DOCKLANDS: CURRENT INITIATIVES

Greenline

- The \$300 million Greenline project will transform the north bank of the Yarra River Birrarung improving connections from the Central City to Docklands through upgraded parks, pedestrian bridges, boardwalks and native plants with connections through key pedestrian links into Docklands.

Events and Activations

Through the Events Partnership Program the City has hosted a number of events within Docklands including:

- The online Indian Film Festival of Melbourne (August 2021)
- Ride2Work Day Community Breakfast (November 2021) which attracted 800 attendees
- Ride2Work Day Community Breakfast (April 2022) which attracted 500 attendees
- Melbourne Renegades Super Clinic which attracted 505 attendees
- Herald Sun/Transurban Run for the Kids which attracted 16,491 attendees

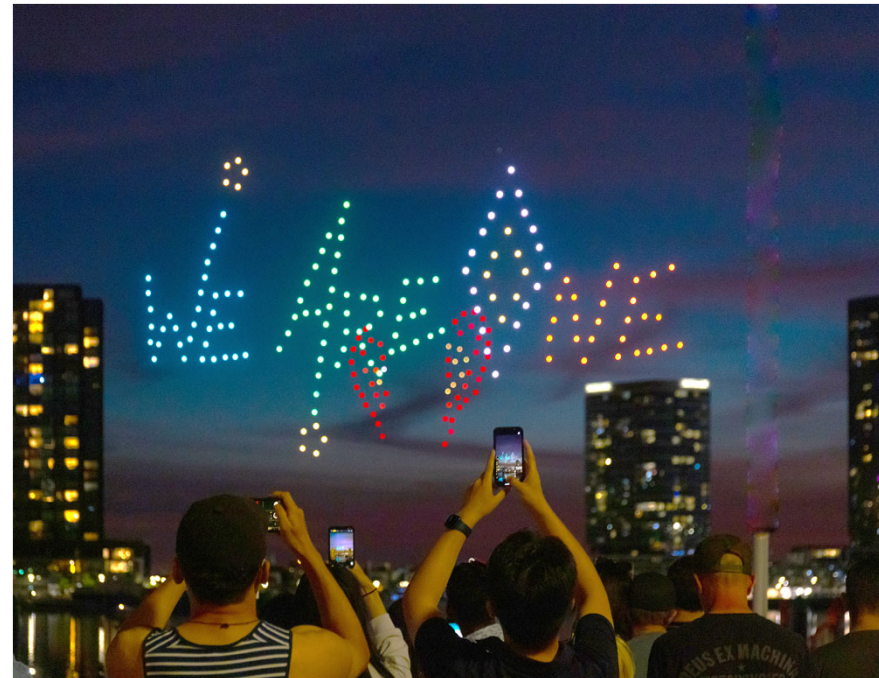


Photo from the Summer Drone show in Docklands

DOCKLANDS: CURRENT INITIATIVES

Shopfront Activation Program

- Renew Australia is leading the program in Docklands, so far 10 activations are operating in the precinct, with plans for another 15 opening by the end of 2022.



Activated Shopfront: Beauty product manufacturers [WORKS](#) located at 889 Collins Street

New Ferries Terminal

- Port Phillip Ferries has constructed a new waterfront ferry terminal and café with harbour views, which provides much needed amenities including publicly accessible toilets to the precinct.



Port Phillip Ferries terminal located at Yanonung Quay



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