PARKVILLE PRECINCT STRATEGIC PLAN AND PARKVILLE STRUCTURE PLAN

Division Sustainability & Innovation

Presenter Andrew Korr, Acting Manager City Strategy

Purpose
1. To:
   1.1. provide an overview of the Parkville Precinct Strategic Plan released by the Victorian Government in March 2006; and
   1.2. seek Committee’s support to finalise the Parkville Structure Plan, as recommended in the Strategic Plan.

Recommendation from Management
2. That the Planning Committee recommend that Council:
   2.1. endorse the State Government’s Parkville Precinct Strategic Plan;
   2.2. endorse the administration writing to the State Government requesting that Council has formal involvement in the development planning for the former Dental Hospital Site and South Parkville;
   2.3. support the completion of the draft Parkville Structure Plan and the preparation of associated draft Planning Scheme amendments in consultation with the community;
   2.4. seek a contribution from the State Government toward the development of the Parkville Structure Plan and associated studies; and
   2.5. nominate the Director Sustainability & Innovation as the Council representative on the proposed Network Body for the Parkville Precinct.

Key Issues
3. The Parkville Precinct Strategic Plan (as at Attachment 1) was launched in March 2006 and prepared by the Victorian Department of Innovation, Industry and Regional Development, in conjunction with the Department of Human Services. A Steering Committee comprising representatives of major institutions and Council’s Director Sustainability & Innovation contributed to the Plan’s development.
4. A draft Parkville Structure Plan was also prepared by the State Government concurrently with the Parkville Precinct Strategic Plan. It is proposed that the draft be finalised by Council, and an amendment to the Melbourne Planning Scheme be prepared and exhibited to include it as a reference document.

The Strategic Plan

5. The Strategic Plan contains a high level vision and recommendations to reinforce the importance of the precinct as a centre for healthcare, research and education and is consistent with Council Policy, namely City Plan 2010 and the Municipal Strategic Statement. There are significant benefits flowing from implementation of the Plan. The Plan reinforces and enhances the performance of the existing cluster of health, research and education uses found in Parkville and increases recognition of Melbourne as a Knowledge City. The Plan takes advantage of the clustering of uses to boost integration and co-ordination between institutions and businesses.

6. Increasing economic activity and employment resulting from the Plan, especially related to biotechnology, creates economic benefits and boosts Melbourne’s reputation as a Business City. Finally, the Plan provides certainty to Parkville stakeholders by setting out proposed upgrades to existing institutions and other major construction activity.

7. The Plan provides a ten year guide for development within the Precinct, taking advantage of the clustering of institutions and uses within the Precinct, such as the Royal Children’s Hospital, the Royal Melbourne Hospital, the University of Melbourne, Bio 21, the CSIRO and Howard Florey Institute.

8. Implementation of the Plan will provide significant benefits for the City of Melbourne. Growth in health, research and education uses clustered in Parkville supports the City’s aim to be a Knowledge City. The growth also leads to increased jobs and, as elaborated under the Prosperous City theme of City Plan 2010, certainty for all parties.

9. The Vision for the Parkville Precinct is for:

“A precinct that integrates world class healthcare, research and education to rapidly translate research discoveries into clinical practice, nurture biotechnology development and drive economic growth in Victoria.”

10. Overall, twenty recommendations in the Strategic Plan support the vision and include:

That strategic development of the Precinct be guided by a Network Body representing health services, research and educational facilities.

10.1. The Network Body will take primary responsibility for enabling the continuing co-ordination and integration of various institutions. The responsibilities, structure and membership of the Network Body are being finalised by the State Government. The State Government has sought feedback from stakeholders on the proposed structure and function of the Network Body and has invited the City of Melbourne to be a member of the Body. It is recommended that the Director Sustainability & Innovation represent Council on this Body.

That physical integration of the former Dental Hospital site and the Royal Melbourne/Royal Women’s Hospital site be enhanced by partial or full closure of Grattan Street.

10.2. However, the document then goes on to say that, given the important east-west traffic role and the limited capacity of alternate routes to Grattan Street, the State Government could not support closure of Grattan Street at this time.
That a communication strategy be developed to promote the Precinct locally, nationally and internationally.

That a master plan be developed by the State Government for the key sites in South Parkville, including the hospitals and research institutions along Flemington Road.

10.3. Master planning for various sites within Parkville is at different stages of development. Master plans for the Royal Children’s Hospital and the Royal Women’s Hospital are complete, whilst those for the Royal Melbourne Hospital and the Former Dental Hospital site are still in development. Discussions with officers from the Department of Human Services has indicated that wider planning for public land in the South Parkville Sub-Precinct will commence once it is clear who will occupy the former Dental Hospital site.

That the draft Structure Plan for Parkville (drafted by the State Government) be considered for inclusion into the Melbourne Planning Scheme.

10.4. As further outlined below, the Structure Plan could only be completed when the master plans have been finalised.

That the institutions within the Precinct share infrastructure and common facilities where possible in order to reduce costs and boost integration.

That transport, traffic and access issues within the Precinct should be addressed and resolved by further studies.

That the Precinct’s strengths be further developed to create a focus on cancer research, treatment and prevention.

11. Implementation of these key recommendations will involve many agencies, but particularly the State Government and key institutions. An Implementation Plan is being finalised by the State Government outlining the roles of various agencies and the deadline for actions. Progress on the recommendations will be monitored by the Network Body.

12. At this stage it is only clear that Council would be responsible for finalising the Structure Plan in consultation with the community. However, in discussions with the State Government, Council officers have also suggested that Council would be an important stakeholder in:

12.1. developing appropriate access, traffic and parking management plans for the area;

12.2. assisting the implementation of communication strategies developed by the State Government, via Council’s Business Melbourne Branch;

12.3. development of an Urban Design Framework to enhance the public domain of the precinct; and

12.4. contributing to master plan development, particularly for such a landmark site as the former dental hospital, as well as the broader South Parkville master plan.

The Draft Structure Plan & Master Planning Process

13. Parkville is recognised under *Melbourne 2030* as a Specialised Activity Centre. The metropolitan strategy requires that a Structure Plan be developed to guide future land use, development, movement and civic works in this precinct. A draft Structure Plan for Parkville (as at Attachment 2) was prepared by State Government consultants in tandem with the development of the Parkville Precinct Strategic Plan.
14. The draft Plan supports the Parkville Precinct Strategic Plan by setting out broad principles for land use and development, but defers to the master plans, which are currently under development (or yet to be commenced), to guide future development on key sites in Parkville. The current draft Structure Plan is consistent with Council Policy, but does not necessitate an amendment to Council’s Planning Scheme because its principles and provisions are already reflected in Council’s Municipal Strategic Statement and City Plan 2010.

15. Council cannot finalise the Structure Plan until such time as the master plans are completed. A traditional Structure Plan prepared by Council would guide development of such key sites, setting out what the broad principles for development are. However, the master plans being developed will have this function and will be approved by the State Government. It is also noted that Structure Plans usually go through extensive community consultation before they are adopted by Council. However, the level of community and Council engagement in, and contribution to, the master plan development process for this precinct has been limited.

16. It is recommended that Council request a formal role in development planning for key sites in Parkville, particularly the former Dental Hospital site. Due to the zoning of the key institutional sites in the Parkville Precinct (and especially in South Parkville), development on these sites does not require a Planning Permit provided it accords with the public land purpose (either Education or Health and Community) of the zone. Further, such sites are not subject to the usual Planning Scheme controls including those addressing bulk, height, car parking, heritage or urban design. The redevelopment of the Former Dental Hospital site falls within this category and is the most prominent site in the Precinct and, consequently, involvement in the State Government’s development planning process is particularly significant.

17. In addition to involvement in the development planning process, Council has the lead role in finalising the draft Structure Plan. In addition to incorporating the master plans (as they are completed) and including an implementation section in the document, it is proposed that officers would more comprehensively address the amenity of the public domain in response to the proposed intensification of knowledge and innovation uses within this precinct.

18. The primary focus of a Structure Plan is usually to guide permit application decision making. However, a Structure Plan may also provide guidance for open space and recreation planning, public domain improvements, community services and facilities, traffic and parking management, and business promotion. It is suggested that the refined Structure Plan address these matters for the following reasons.

19. **Traffic Analysis:** The draft Structure Plan does not include a major analysis of traffic, parking and access within the Parkville Precinct. Preliminary traffic studies were completed in association with the proposal to partially or fully close Grattan Street to facilitate integration of the Former Dental Hospital Site with the Royal Melbourne Hospital. However, it is suggested that parts of the Precinct could become more highly pedestrianised and bike friendly and closed off to through traffic. Further, preliminary findings for the open space strategy being developed by Council has indicated the need to provide better access opportunities for Carlton residents to green open space within the area.

20. Proposed is to carry out an integrated access and traffic management study and action plan. The plan would consider the capacity of the road, public transport and parking networks within the Structure Plan area, the extent of development envisaged by the master plans, and would provide tangible recommendations to enhance the precinct; to improve residential amenity; to improve access to open space; and to minimise impacts on businesses, such as at Lygon Street. The State Government has been highly supportive of this proposal and may make a financial contribution towards this work.
21. **Public Domain Improvements:** To complement the action plan above, proposed is to develop character statements and to identify possible public realm improvements (addressing such matters as landscaping, public art, footpath treatment, open space and signage) within the Precinct to offset the development occurring on government and private land. The strengths and weaknesses of the existing public domain would be assessed, and opportunities for improvement would be identified and encapsulated by the Structure Plan. For major sites not subject to a public use zone, more detailed urban design objectives and preferred landuse outcomes would also be identified (such as at the CUB site) and included in the Structure Plan.

22. **Facilities and Services Provision:** An assessment of existing and likely community infrastructure needs within the precinct would be carried out. The Structure Plan would identify how gaps could be addressed by development or through other mechanisms.

23. **Business Promotion:** Ways in which to further enhance the City of Melbourne’s role in promoting the precinct would be identified. These actions would complement rather than duplicate the work of the Network Body and the State Government.

24. In addition, the area covered by the Parkville Structure Plan is proposed to be modified to be consistent with the ‘Knowledge and Innovation’ Precinct shown in Council’s Municipal Strategic Statement. In particular, this means that the precinct would extend to Victoria Street and would encompass the former CUB site.

25. It is noted that whilst the Strategic Plan discusses the expansion of research, health and education activities into West Melbourne, the CBD and throughout North Melbourne, the current controls in Council’s Municipal Strategic Statement and Planning Scheme are seen as adequate in this regard, and at this stage, no further work for these neighbourhoods is proposed.

26. This above work may result in a number of Planning Scheme changes being made, including:

   26.1. formal incorporation or referencing to the Structure Plan in the Planning Scheme;

   26.2. inclusion of more detailed character statements and specific objectives for the area in the Municipal Strategic Statement; and

   26.3. variation of parking controls and zoning provisions in the Planning Scheme to minimise traffic impacts and encourage appropriate uses to the area.

27. This approach has been supported by State Government officers and is recommended to the Planning Committee. Council officers would extensively consult with the community on the Structure Plan and any associated Planning Scheme amendments, prior to seeking adoption by the Planning Committee.

**Time Frame**

28. The Parkville Precinct Strategic Plan was released in March 2006 and has a timeframe of 10 years. Finalisation of the draft Parkville Structure Plan can only be completed after all master plans are finalised by the State Government. Community consultation would also be carried out prior to completion. Ideally, a final draft Parkville Structure Plan would be presented to the Planning Committee for adoption by November 2007.
Relation to Council Policy

29. The Parkville Precinct Strategic Plan broadly supports objectives found in Council policies, including City Plan 2010 and the Municipal Strategic Statement (MSS). In the MSS, under its Land Use objectives and strategies applying to the City generally, the Statement encourages growing innovative businesses, encouraging knowledge and innovation and strengthening the biotechnology and research base within the City. Where it refers to local areas such as Parkville, Carlton and North Melbourne, the MSS encourages outcomes recommended within the Strategic Plan, but notes that residential amenity needs to be protected, and the off-site impacts need to be effectively managed. These are important considerations to be reflected in the final Structure Plan prepared by Council.

30. In addition to City Plan 2010 and the Municipal Strategic Statement, there are a number of other Council policies that will need to be considered in the finalisation of the Structure Plan, including the Melbourne Transport Strategy; Parks Policy; Open Space Strategy (under development); Royal Park Master Plan; Bike Plan; Council Plan; arts and culture, community services and urban design policies.

Consultation

31. Consultation undertaken by the State Government during the development of the Parkville Precinct Strategic Plan mainly involved liaison with the key institutions and government stakeholders (including the City of Melbourne) of the Parkville Precinct.

32. A detailed communications plan would be prepared to inform the consultation process carried out by Council for the Structure Plan and any associated Planning Scheme amendments. Consultation with residential and business stakeholders in the area is proposed prior to the completion of the Structure Plan and the State Government has committed to assisting this process. The Parkville Structure Plan will also require close consultation with VicRoads, the Department of Sustainability and Environment, the Department of Innovation, Industry and Regional Development, the Department of Human Services and the public institutions located within the precinct, including the University of Melbourne, Monash University, the Royal Children’s Hospital, the Royal Dental Hospital, the Royal Melbourne Hospital and the Royal Women’s Hospital.

Government Relations

33. Finalisation of the Parkville Structure Plan will include close liaison with the State Government. Council has received assurances from government officers that assistance would be forthcoming during completion of the Structure Plan, particularly during the consultation phase. There has been a commitment by these agencies to attend bi-monthly project meetings with Council to assist the Structure Plan’s development.

Finance

34. For the 2006/2007 financial year $30,000 has been allocated to the Structure Plan. However, given the extent of work recommended, it is suggested that Council seek a further contribution from the State Government to principally fund the traffic study and action plan. Additional money for the completion and publication of the Structure Plan may need to be allocated by Council in the 2007/2008 financial year. Council would also be providing staff resourcing to oversee the project.

Legal

35. Section 3E(1)(d) of the Local Government Act 1989 provides that one of the functions of a Council is undertaking strategic and land use planning for the municipal district. There are no direct legal implications arising from the recommendation contained in this report.
Sustainability

36. The Strategic Plan and the Structure Plan will consolidate the existing cluster of health, research and education uses, providing an opportunity to reduce travel demands within the local area. Improvements to walking and cycling options around the Precinct can make these a more attractive option for workers, residents and visitors.

37. Under the theme of Innovative and Vital Business City, City Plan 2010 aims to increase Melbourne’s performance as a ‘knowledge’ city, to foster an entrepreneurial and innovative business culture and extend the role of the City as Victoria’s principal business centre. Where it refers to Parkville, City Plan 2010 supports growth of health, research and education uses along Royal Parade and Flemington Road, but also supports the residential community of Parkville. In Carlton, City Plan 2010 supports the development of health, research and development uses in South Carlton. Likewise, in North Melbourne, the Strategy encourages the development of businesses compatible with the Precinct.

38. The Strategic Plan and the Structure Plan will improve links between existing health, research and education institutions, and will enhance Melbourne’s reputation a knowledge city. The plans will help stimulate further business activity related to the healthcare and research undertaken within the Precinct. Implementing the Strategic Plan and the Structure Plan will have positive healthcare, medicinal and educational applications.

39. The Strategic Plan and the Structure Plan will result in improved healthcare services for the community, including the broader metropolitan community. Local communities will be invited to participate in the development of the Structure Plan. Development of the key institutions within the Precinct can be directed to ensure impacts on residential and parkland areas are effectively managed.

40. Sustainable development in the Precinct using ESD principles, particularly of the key institutions, will be encouraged. This will reduce energy and water consumption, reduce greenhouse gas emissions and minimise waste impacts within the Parkville Precinct.

Background

41. The Parkville Precinct is one of ten Specialised Activity Centres recognised under Melbourne 2030. The other Specialised Activity Centre within the City of Melbourne is the Alfred Medical Research and Education Precinct. Other Specialised Activity Centres around metropolitan Melbourne include the Monash University/Health Research Precinct, Melbourne Airport and Werribee Animal and Food Research Precinct.

42. The Parkville Precinct contains many of Victoria’s pre-eminent health, research and education facilities. Many of the major institutions, such as the University of Melbourne and the Royal Melbourne Hospital, have associations with the locality stretching back over 100 years or more. The locality of Parkville is dominated by Royal Park, which is fringed by residential and institutional areas in the northern, western and southern parts of the park. A total of 5381 residents lived in Parkville in 2004. The stability of the residential population is dictated by the small areas available for residential use and the heritage significance of the residential neighbourhoods. Parkville is a major employment centre in the City of Melbourne, with 23 707 people working there in 2004. Of these, workers in the Health Services (14 920) and Education (3940) categories were most predominant.
43. The Parkville Precinct Strategic Plan was commissioned in 2004 and endorsed by the State Government in March 2006. The initial impetus for the Strategic Plan was the relocation of the Royal Dental Hospital from a site at the Haymarket Roundabout bordered by Flemington Road, Royal Parade and Grattan Street to the Royal Women’s Hospital on Swanston Street. Prior to any redevelopment of the site, the opportunity was taken to create a broader strategic framework for the Parkville Precinct, and ensure that the redevelopment of the site would take advantage of the potential to integrate with existing health and educational institutions.

44. The Strategic Plan was prepared by a steering committee made up of the Parliamentary Secretary for Innovation and Industry Mr Matt Viney MP, Council’s Director Sustainability & Innovation, senior government officials and representatives of numerous major health, research and education institutions located within Parkville.

45. Statutory planning responsibility for the Parkville Precinct is split between the City of Melbourne and the State Government. For developments over 25,000 sqm, the Victorian Government is the Responsible Authority, with the City of Melbourne acting as a referral authority. In addition, the Melbourne Planning Scheme specifies that the State Government is the Responsible Authority for any development on the Bio 21 site on Flemington Road. More generally, development of key institutions such as the hospitals along Flemington Road, the University of Melbourne, the Dental Hospital in Swanston Street and the Hospital facilities in the north-west corner of Royal Park do not require a Planning Permit if the work accords with the public land use designation of the land.

46. Careful planning and management of the Parkville Precinct is required to ensure the sustainable development of the health, research and education uses whilst ensuring that any adverse impacts upon nearby residential areas or parkland are minimised and managed. Investment in the Precinct has often been on ad-hoc basis with different institutions pursuing their own expansion or redevelopment plans. Precinct-wide planning, in conjunction with sub-precinct master plans, provides an opportunity for co-ordinated actions.

47. To ensure the Parkville Precinct is managed effectively as both a state asset and as a local area, the City of Melbourne, the State Government and the relevant key institutions must co-ordinate their actions within an agreed policy framework.

48. The scope of the Strategic Plan includes the health, research and education institutions and functions found within Parkville and its immediate surrounds. The major institutions include the University of Melbourne, the hospitals and research facilities located along Flemington Road and Royal Parade and the CSL site in North Parkville. In addition, there are numerous smaller health, research and education facilities within Parkville and also Carlton, south of the University of Melbourne. The Strategic Plan specifically excludes the existing residential or parkland areas of Parkville from primary consideration.

49. The Strategic Plan identifies the Parkville Precinct as being bounded by the entire suburb of Parkville (including the main campus of the University of Melbourne) and also the portion of Carlton immediately south of the University, bounded by Elizabeth, Queensberry and Swanston Streets. The Precinct contains numerous leading health, research and education facilities, including cross-institutional bodies, such as the Bio21 project on Flemington Road.

Attachments:
1. Parkville Precinct Strategic Plan
2. Draft Parkville Structure Plan
Victoria’s Parkville Precinct has long been recognised both within Australia and overseas as a hub of excellence in healthcare, research and education.

To protect its international reputation and continue to develop the Precinct to its full potential, the Victorian Government commissioned a strategic plan to guide its future development.

The result is the 10-year Parkville Precinct Strategic Plan, a document developed in consultation with Precinct stakeholders and community groups and endorsed by Precinct leaders. The Plan provides a series of recommendations, the majority of which have been fully accepted by Government.

Individually the institutions in Parkville provide an essential contribution to the community. In collaboration, they provide an environment that fosters exciting new ideas and innovations from our dedicated scientists and clinicians. It is this collaboration that the Plan identifies as a key to future development.

While the Plan focuses on healthcare, research and education, it also acknowledges the outstanding heritage and amenity of the area.

Together with the Government’s recent investment in research and healthcare, including the new Royal Women’s Hospital, the rebuilding of the Royal Children’s Hospital, and a $50 million contribution to the redevelopment of the Walter and Eliza Hall Institute, the Strategic Plan positions Parkville to take best advantage of the opportunities available.

This booklet summarises the key elements and major recommendations of the Plan. Interested parties are encouraged to seek a copy of the entire Plan through contacts listed at the back of the booklet.

We commend the Plan to Victorians as a major step forward in maintaining and improving high quality healthcare, research and education, as well as making a valuable contribution to our State’s thriving economy. The Victorian Government looks forward to working with Precinct stakeholders to bring about the Plan’s vision of integrated healthcare, research and education.

Hon John Brumby MP
Minister for Innovation

Hon Bronwyn Pike MP
Minister for Health
Victoria is served by an exceptional collection of nationally and internationally recognised hospitals, research institutes and tertiary education institutions.

These institutions provide Victorians with high class healthcare and education and perform world class research. Their work keeps Victoria at the forefront of medical research and clinical practice.

The Parkville Precinct, located on the northern edge of Melbourne’s Central Business District (CBD), is home to a number of well-established health, research and education institutions, which deliver high levels of health, social and economic benefits to Victoria and Australia.

Parkville’s history is entwined with health, research and education. The University of Melbourne, for example, was established in the area during the 1850s.

The Precinct is highly developed and has many significant commercial, residential and parkland interfaces. Continued development is critical for the Parkville Precinct to remain at the forefront of healthcare, research and education, and continue to deliver benefits to the Victorian community.

Aim of the Strategic Plan

The Parkville Precinct Strategic Plan has been developed to assure the Precinct’s ongoing important role in healthcare, research and education.

The 10-year Plan will guide the Parkville Precinct’s development and strongly position the Precinct to take advantage of its institutions, established links, advanced infrastructure and supportive environment.

Consultation

The Plan is the result of the work of the Parkville Precinct Strategic Plan Steering Committee. Many organisations were consulted in its development, including healthcare, education and research institutions, and community groups.

The Committee has developed a shared vision for the Precinct, identified five key elements for focus and made 20 recommendations, 17 of which have Government support.

Outcomes for Victoria

The Victorian Government strongly endorses most of the Plan’s recommendations. These recommendations address current and medium-term opportunities, and position the Precinct and the Government for effective long-term decision-making.

The Plan has identified that strengths in cancer research and treatment are a key opportunity for development. Recommendations have also been made for the future of the former Dental Hospital site.

The Plan’s focus on the healthcare, biomedical research and education institutions will inform and guide the long term planning and development of these sectors.

While the Plan’s focus is on the health, research and education functions, it also recognises the outstanding heritage and amenity of Parkville, and will ensure that its special character which underlies its attractiveness to work and live is reinforced. This will support the continued successful co-existence of these institutions with the local community long into the future.
One of the Plan’s key strengths is recognising the Precinct as a part of a broader system which ensures Victoria’s pre-eminence in healthcare, medical research, education and biotechnology. The Plan acknowledges the importance of working collaboratively with institutions from other regions of Melbourne and Victoria.

**Next Steps**

To achieve the vision and outcomes identified in the Strategic Plan, a coordinated commitment by all key Precinct stakeholders is required.

One of the first steps is establishing a Network Body representing health services, research and education functions within the Precinct, to guide strategic development and facilitate Precinct integration and coordination.

Another immediate priority, the establishment of a research zone on the Royal Melbourne Hospital – City Campus, has already been supported through State Government funding of $50 million towards expanding the Walter and Eliza Hall Institute of Medical Research (WEHI). The WEHI expansion will improve connectivity for research across the Precinct.

The development of an overall masterplan will guide development of key sites in the South Parkville zone. This will allow better integration between institutions such as the Royal Children’s Hospital, Bio21 Institute, new Royal Women’s Hospital and the Royal Melbourne Hospital – City Campus.

Planning to consider relocating the Peter MacCallum Cancer Centre to the Precinct has commenced.

Further, the transport, traffic and access implications of development of the Precinct will be considered as part of future planning processes.

The Plan will support further development of integrated cancer research, treatment, education and prevention capabilities in the South Parkville zone.

The Plan will also showcase the Precinct as a recognised community of scientists and clinicians who support Victoria’s position at the forefront of medical and translational research and clinical practice.

The designation of the former Dental Hospital site for integrated translational healthcare and research enables planning to commence for its use including integration with the Royal Melbourne Hospital – City Campus and the new Royal Women’s Hospital.
### Five Key Elements for Achieving the Vision

**Vision for the Parkville Precinct:**
A Precinct that integrates world-class healthcare, research and education to rapidly translate research discoveries into clinical practice, nurture life sciences and biotechnology development and drive economic growth in Victoria.

| 1. Further investment in world-class facilities for research, education and clinical care. | • That the vision for the Parkville Precinct be adopted.  
• That future development of the Precinct is consistent with the vision of integrated healthcare, research and education.  
• That the strategic development of the Precinct is guided by a Network Body representing the health services, research and education functions within the Precinct, and that this body is charged with facilitating Precinct integration and coordination. The Government endorsed this recommendation with the proviso that the Network Body has appropriate representation of health service interests and other significant stakeholders, and that existing governance arrangements for Precinct institutions be retained.  
• That a communication strategy be developed to promote the Precinct to stakeholders and communities within the Precinct, throughout all Victoria, Australia and internationally.  

|  | • That planning for all significant sites be undertaken in a manner consistent with the Precinct vision.  
• That the former Dental Hospital site Crown Reservation be changed to an appropriate public use designation to take advantage of the opportunity created by bringing together Precinct strengths in healthcare, research and education.  
• That the Royal Melbourne Hospital area between the Walter and Eliza Hall Institute of Medical Research (WEHI) and the Bio21 Institute be redeveloped with the objectives of establishing a research area capable of multiple uses, including a major extension of WEHI, and of improving connectivity for research across the Precinct.  
• That a masterplan be developed for key sites in the South Parkville zone including the Royal Children’s Hospital, Bio21 Institute, new Royal Women’s Hospital, Royal Melbourne Hospital – City Campus and the former Dental Hospital site. Further, that discussions are held with the University of Melbourne regarding the integration of its future plans for the new Medical School within the South Parkville zone. The Government endorsed this recommendation with the proviso that current projects (RCH redevelopment, RWH construction, proposed RMH Emergency Department redevelopment) need to be able to progress as planned within existing governance arrangements.  
• That growth in incubation and commercialisation activities associated with the Precinct be provided for and further encouraged through planning policies and other initiatives that facilitate the establishment or expansion of these activities, particularly in the mixed use areas of South Carlton, North and West Melbourne and the Central Business District.  
• That the former Dental Hospital site be designated for integrated translational research and healthcare and redeveloped in a way that enables the Peter MacCallum Cancer Centre to be relocated adjacent to the Royal Melbourne Hospital – City Campus.  
• That the former Dental Hospital site be redeveloped as part of a coordinated masterplan for the South Parkville zone which enables physical integration with the Royal Melbourne Hospital – City Campus site and the new Royal Women’s Hospital. The Government endorsed the previous two recommendations with the proviso that a business case examining cost and location would need to be considered for the Peter MacCallum Cancer Centre redevelopment and any other proposed redevelopment of the site.  
• That more effective integration of the former Dental Hospital site with the Royal Melbourne Hospital – City Campus site and the new Royal Women’s Hospital would be enabled by partial or full closure of Grattan Street. For this to occur, alternative transport, traffic and access strategies will need to be identified and implemented.  

The Government endorses the need for effective integration and will explore this as part of future planning. However, Government also acknowledges the critical role of Grattan Street in traffic flows and notes that partial or full closure of Grattan Street is not feasible. A preliminary study has confirmed the significant east-west traffic role of Grattan Street and determined that alternatives to Grattan Street have limited capacity to manage increased traffic flow.
2. Enhancement of integration and coordination.

- That the key directions and recommendations of the Parkville Precinct Strategic Plan be taken forward in all relevant planning processes. In particular, that the Draft Structure Plan, consistent with the Strategic Plan, be considered for introduction into the Melbourne Planning Scheme.
- That the benefits and efficiencies of integration be realised through sharing of infrastructure and facilities where appropriate, such as common clinical services, platform technologies, laboratory space, major specialist equipment, animal breeding and housing, ICT, emergency planning strategies, car parking and conference facilities.
- That transport, traffic and access implications of the intensification of the Precinct be considered in all relevant state, metropolitan and local planning studies.

3. Realisation of the opportunity currently afforded by the proximity of key institutions to facilitate a focus on cancer.

- That the South Parkville zone’s current strengths be further developed to establish an integrated cancer research, treatment, education and prevention capability.
- That the Peter MacCallum Cancer Centre be relocated to an appropriate site adjacent to the Royal Melbourne Hospital – City Campus, to take advantage of the strong benefits of co-location and sharing of cancer services with other clinical and research services in the South Parkville zone. This recommendation was endorsed subject to the proviso that while Government agrees in principle with the redevelopment of Peter MacCallum Cancer Centre, this must be considered in the context of other health priorities and a business case for the redevelopment examining cost and location.

4. Attraction and retention of the best talent in biomedical research, education and healthcare delivery.

5. Fostering adaptability and innovation, and centres of creativity and excellence.

- The recommendations above will support key elements 4 and 5.
The Parkville Precinct has an outstanding collection of healthcare, research and education institutions with a history of strong linkages. The availability of a leading University and key research facilities co-located within or near major hospitals enables an integrated and collaborative approach.

These links and relationships extend well beyond Parkville. Bio21 Australia plays a key role in coordinating its members’ activities, and the BioMelbourne Network facilitates networking across the State.

Significantly, these activities have successfully coexisted with the surrounding residential community for many decades.

The Precinct is well located on the northern edge of Melbourne’s CBD. Parkville’s central location, along with its connections to important research centres, are two underlying competitive strengths.

The Plan identifies a number of opportunities for the Precinct to build on its foundation strengths.

Translational research, the bridge between basic research and clinical practice, contributes strongly towards biomedical progress. Parkville’s ability to foster partnerships within its Precinct and with other institutions across Victoria makes it well placed to focus on translational research.

The establishment of eight Integrated Cancer Services across Victoria and a focus on the delivery of best practice care, according to agreed standards for each of the ten major tumour streams, creates strategic opportunities to provide critical mass for a strong translational research direction in cancer.

In particular, the establishment of the Western and Central Melbourne Integrated Cancer Service provides an opportunity for developing links that promote the rapid uptake of research into clinical practice.

There is also potential to develop commercial biotechnology facilities in close proximity to the Precinct, particularly in the existing commercial/industrial areas of North and West Melbourne, and the CBD. Biotechnology is a dynamic sector that requires a strong foundation in research, but with a focus on creating commercial products and services.
A Precinct that integrates world-class healthcare, research and education to rapidly translate research discoveries into clinical practice, nurture life sciences and biotechnology development and drive economic growth in Victoria.

The vision above was developed as part of the Strategic Plan for the Parkville Precinct to build on the Precinct’s current strengths and to maximise its opportunities.

The Government supports this vision which is consistent with the Government’s overall vision for Victoria to be one of the top five biotechnology locations in the world. It is also aligned with the Metropolitan Health Strategy and Victoria. A better state of health - Government’s plan to address the health challenges of the future, improve health services and ensure a sustainable health system for all Victorians.

In order to support turning the vision into reality, a Network Body will be established. It will help guide the Precinct’s development and assist in achieving the objectives of Precinct integration and coordination. A communication strategy will also be developed to communicate the vision and the Precinct in general to its stakeholders and communities throughout Victoria, Australia and the rest of the world.

Related Recommendations:

• That the vision for the Parkville Precinct be adopted.

• That future development of the Precinct is consistent with the vision of integrated healthcare, research and education.

• That the strategic development of the Precinct is guided by a Network Body representing the health services, research and education functions within the Precinct, and that this body is charged with facilitating Precinct integration and coordination.

Government endorsed this recommendation with the proviso that the Network Body has appropriate representation of health service interests and other significant stakeholders, and that existing governance arrangements for Precinct institutions be retained.

• That a communication strategy be developed to promote the Precinct to stakeholders and communities within the Precinct, throughout all Victoria, Australia and internationally.

Two recommendations were not accepted by Government:

• That the capacity of Bio21 Australia to undertake the role of the Network Body be considered.

In order to ensure the focus of the Network Body on the Parkville Precinct, a new body will be established. This will enable Bio21 Australia to maintain its broader research focus.

• That designation of the hospitals within the Precinct as University Hospitals be considered to further enhance Precinct coordination and integration.

The Government notes the significant cooperation between many hospitals and universities in Victoria. The principles of enhanced coordination and integration apply across the overall Victorian health system, and the Government considers the use of other mechanisms preferable to that of designation of particular hospitals as “University Hospitals”.

Related Recommendations:
The Precinct, as a leading cluster of biomedical and clinical activity, has the potential for continued growth and development in translating medical research into clinical practice, leading to improved health outcomes driving increased economic benefits for Victoria.

Key elements identified as important for achieving the vision include:

1. Further investment in world-class facilities for research, education and clinical care.

2. Enhancement of integration and coordination.

3. Realisation of the opportunity currently afforded by the proximity of key institutions to facilitate a focus on cancer.

4. Attraction and retention of the best talent in biomedical research, education and healthcare delivery.

5. Fostering adaptability and innovation, and centres of creativity and excellence.
The Precinct is strongly positioned to take better advantage of its institutions, established linkages, advanced infrastructure and supportive environment.

Continued investment is needed for the Precinct to remain at the forefront of medical and translational research and clinical practice.

A number of significant sites were identified as opportunities to accommodate the Precinct’s continued growth. These include:

Former site of the Dental Hospital

The availability of the former Dental Hospital site provides a catalytic opportunity for the Precinct. The Strategic Plan recommends redeveloping the former Dental Hospital site to integrate it with the Royal Melbourne Hospital – City Campus and the new Royal Women’s Hospital. This will accommodate a greater focus on cancer-related translational research including education, treatment and prevention.

Effective integration of the former Dental Hospital site with the Royal Melbourne Hospital – City Campus and the new Royal Women’s Hospital also requires consideration of linkages between the sites across Grattan Street.

Walter and Eliza Hall Institute of Medical Research Expansion

The Royal Melbourne Hospital zone west of WEHI is to be redeveloped with the objective of establishing a research zone capable of multiple uses, including the further major development of WEHI, and of improving research and clinical services connectivity within the Precinct. The State Government recently announced $50 million funding as part of the $130 million WEHI expansion project.

Commercial Biotechnology Development

There is also potential for commercial biotechnology developments in close proximity to the Precinct. With more than 2,000 researchers in Parkville and numerous internationally recognised research institutes, the Precinct provides an ideal environment for further growth for technology companies in the existing commercial areas adjacent to the Precinct. This may include existing commercial and industrial areas in North and West Melbourne, and the CBD.

Related Recommendations:

• That planning for all significant sites be undertaken in a manner consistent with the Precinct vision.

• That the former Dental Hospital site Crown Reservation be changed to an appropriate public use designation to take advantage of the opportunity created by bringing together Precinct strengths in healthcare, research and education.

• That the Royal Melbourne Hospital area between the Walter and Eliza Hall Institute of Medical Research (WEHI) and the Bio21 Institute be redeveloped with the objectives of establishing a research area capable of multiple uses, including a major extension of WEHI, and of improving connectivity for research across the Precinct.
• That a masterplan be developed for key sites in the South Parkville zone including the Royal Children’s Hospital, Bio21 Institute, new Royal Women’s Hospital, Royal Melbourne Hospital – City Campus and the former Dental Hospital site. Further, that discussions are held with the University of Melbourne regarding the integration of its future plans for the new Medical School within the South Parkville zone.

The Government endorsed this recommendation with the proviso that current projects (RCH redevelopment, RWH construction, proposed RMH Emergency Department redevelopment) need to be able to progress as planned within existing governance arrangements.

• That growth in incubation and commercialisation activities associated with the Precinct be provided for and further encouraged through planning policies and other initiatives that facilitate the establishment or expansion of these activities, particularly in the mixed use areas of South Carlton, North and West Melbourne and the Central Business District.

• That the former Dental Hospital site be designated for integrated translational research and healthcare and redeveloped in a way that enables the Peter MacCallum Cancer Centre to be relocated adjacent to the Royal Melbourne Hospital – City Campus.

• That the former Dental Hospital site be redeveloped as part of a coordinated masterplan for the South Parkville zone which enables physical integration with the Royal Melbourne Hospital – City Campus site and the new Royal Women’s Hospital.

The Government endorsed the previous two recommendations with the proviso that a business case examining cost and location would need to be considered for the Peter MacCallum Cancer Centre redevelopment and any other proposed redevelopment of the site.

• That more effective integration of the former Dental Hospital site with the Royal Melbourne Hospital – City Campus site and the new Royal Women’s Hospital would be enabled by partial or full closure of Grattan Street. For this to occur, alternative transport, traffic and access strategies will need to be identified and implemented.

The Government endorses the need for effective integration and will explore this as part of future planning. However, Government also acknowledges the critical role of Grattan Street in traffic flows and notes that partial or full closure of Grattan Street is not feasible. A preliminary study has confirmed the significant east-west traffic role of Grattan Street and determined that alternatives to Grattan Street have limited capacity to manage increased traffic flow.

One recommendation was not accepted by Government:

• That if accommodation becomes available through the planned redevelopment of the Royal Children’s Hospital, the opportunity for this accommodation to support further integration of healthcare, research and education be considered.

The redevelopment of the Royal Children’s Hospital was announced by the Government in November 2005. This announcement noted that the existing H block, the carparks and the South East Block will be demolished and restored as part of Royal Park. Space in the new Royal Children’s Hospital is fully committed for healthcare, research and education and further space is not available in Royal Park.
2. ENHANCEMENT OF INTEGRATION AND COORDINATION

The Precinct has well-established links between its healthcare, education and research institutions and there is also considerable interaction between these institutions, government agencies and industry.

A number of key research facilities are conveniently located within or near major tertiary hospitals which provides the opportunity for a 'laboratory bench to hospital bed' (translational research) approach to medical research. In addition, the relationships between the University of Melbourne, the major teaching hospitals and the research institutes in the Precinct provide the basis for further developing, housing and trialling cutting edge technologies and treatments that flow from international and interstate developments.

This also takes advantage of Victoria’s world-class medical research base and leads to improved health outcomes for patients and the wider community, and improved education for health professionals.

The Precinct is well positioned to benefit from its established linkages, advanced infrastructure and supportive environment. As a leading cluster of biomedical activity, it has the potential to stimulate business opportunities and support stakeholders to increase their international competitiveness.

This spirit of cooperation and collaboration is strengthened through the work of organisations such as Bio21 Australia and the BioMelbourne Network.

Further benefits and efficiencies of integration, co-location and coordinated Precinct development could be realised through the sharing of infrastructure and facilities where appropriate, such as common clinical services, platform technologies, laboratory space and major specialist equipment.

Precinct planning will be supported through the preparation of a Specialised Activity Centre Structure Plan under Melbourne 2030. The Structure Plan will assist in realising the Precinct vision by providing a decision-making framework for land use and development in Parkville. The implications of intensification of the Precinct will also be considered as a critical part of all relevant metropolitan or state planning studies.

Related Recommendations:

- That the key directions and recommendations of the Parkville Precinct Strategic Plan be taken forward in all relevant planning processes. In particular, that the Draft Structure Plan, consistent with the Strategic Plan, be considered for introduction into the Melbourne Planning Scheme.

- That the benefits and efficiencies of integration be realised through sharing of infrastructure and facilities where appropriate, such as common clinical services, platform technologies, laboratory space, major specialist equipment, animal breeding and housing, ICT, emergency planning strategies, car parking and conference facilities.

- That transport, traffic and access implications of the intensification of the Precinct be considered in all relevant state, metropolitan and local planning studies.
The optimum treatment of cancer requires an integrated multidisciplinary approach involving a range of clinical specialists, nursing and allied health professionals, linked closely to research groups.

Victoria has the potential to develop one of the world’s most effective cancer prevention, detection and management systems. It already has a long history of successful initiatives which have improved cancer screening, research and treatment.

The Government has established the Ministerial Taskforce for Cancer, which is developing an overall vision for cancer services in Victoria and a statewide strategy for improving outcomes for cancer patients. Parkville is within the Western and Central Melbourne Integrated Cancer Service as part of this vision.

The Parkville Precinct is home to the University of Melbourne and three major teaching hospitals (the Royal Melbourne Hospital, Royal Women’s Hospital and the Royal Children’s Hospital) and internationally recognised research institutes such as WEHI and the Ludwig Institute for Cancer Research. Combined with the proximity of the Peter MacCallum Cancer Centre and The Cancer Council Victoria, this provides the basis for collaboration which can link with other major metropolitan and regional cancer services in Victoria and lead to the formation of a world-class statewide cancer system.

The Precinct also has key capabilities in research, platform technologies and healthcare services needed to support the development of world-class integrated cancer capability. The availability of the former Dental Hospital site along with potential relocation of the Peter MacCallum Cancer Centre provides a significant opportunity for Victoria to build on the current strengths of Parkville institutions to improve healthcare for the Victorian community.

Related Recommendations:

- That the South Parkville zone’s current strengths be further developed to establish an integrated cancer research, treatment, education and prevention capability.
- That the Peter MacCallum Cancer Centre be relocated to an appropriate site adjacent to the Royal Melbourne Hospital - City Campus, to take advantage of the strong benefits of co-location and sharing of cancer services with other clinical and research services in the South Parkville zone.

This recommendation was endorsed subject to the proviso that while Government agrees in principle with the redevelopment of Peter MacCallum Cancer Centre, this must be considered in the context of other health priorities and a business case for the redevelopment examining cost and location.
4. ATTRACTION AND RETENTION OF THE BEST TALENT

The Precinct is already acknowledged as one of Australia’s leading centres for medical and bio-scientific research, education, clinical practice, clinical trials and development of pharmaceuticals and biotechnology products.

This is based around:

- The presence of a number of well-established healthcare, research and education institutions recognised nationally, and internationally;
- A culture of research excellence and research-led clinical practice;
- Access to a concentration of clinical excellence, facilities and patients for research and clinical teaching; and
- A network of collaborative research relationships.

Victoria has a world-class workforce of dedicated and professional expert doctors, nurses and other health workers. Internationally, Victoria has enjoyed a long and proud tradition of specialist medical training, and training opportunities in our hospitals are highly sought after. Victoria’s public hospitals remain the pre-eminent training ground for health professionals around the globe, spending millions in education, research and innovation.

The implementation and communication of the Plan will showcase the Precinct as a recognised community of scientists and clinicians with the identity and facilities to attract and retain the best talent.
Creativity and innovation are essential in a global economy where knowledge is the key to competitiveness. Worldwide, innovation is recognised as the single most important factor in a successful modern economy.

Victoria already leads the way in many aspects of innovation including biotechnology. Business and industry are the essential elements in converting knowledge and ideas into commercial products for the global market.

The Biotechnology Strategic Development Plan sets out the Government’s commitment to innovation and creativity in biotechnology with the vision that:

By 2010 Victoria is recognised as one of the world’s top five biotechnology locations for the vibrancy of its industry and quality of its research.

Victoria is home to one third of Australia’s biotechnology companies, including Australia’s largest, CSL Limited. The industry base is growing rapidly with the backing of venture capital and other investments. One of Victoria’s greatest strengths in biotechnology capability is the co-location of key research and education organisations, hospitals and industry in a number of precincts of research and education excellence, including Parkville.

This builds upon the excellence in Victoria’s hospitals, education institutions and research institutes and keeps Victoria at the forefront of clinical, research and education excellence.
CONCLUSION

The implementation of the *Parkville Precinct Strategic Plan* has the potential to deliver the following outcomes and benefits:

- New, more effective modes of healthcare delivery for the Victorian community resulting in significant health gains;
- Innovation, productivity and efficiency savings from an interface with biomedical research, education and healthcare, and the sharing of facilities, services and platform technologies;
- Improved access to employees/institutions, information and complementary technical and managerial skills;
- An increased voice and critical mass for attracting talent and securing investment funding, both domestic and foreign, for key projects and initiatives;
- A recognised community of scientists and clinicians with the identity and facilities to attract and retain the best talent;
- Heightened awareness of gaps and opportunities;
- Lower barriers to entry for small to medium size enterprises and new ventures; and
- Continued protection and preservation of heritage and amenity.

These outcomes and benefits are not limited to Victoria, but exist also at a national and international level. They are an important part of Victoria becoming one of the world’s top five biotechnology locations and being recognised as a leading provider of integrated cancer care.

Consultation

Precinct stakeholders are welcome to provide comment on the Plan. This input will inform the implementation of activities under the Plan and future development of the Precinct. Comments should be forwarded to the address opposite.
The Strategic Plan Steering Committee oversaw the development of the Plan during 2004 and 2005. Its members were:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Mr. Matt Viney MP</td>
<td>Chair of the Strategic Plan Steering Committee and Parliamentary Secretary for Innovation and Industry</td>
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<tr>
<td>Prof. David Penington</td>
<td>Chair, Bio21 Australia</td>
</tr>
<tr>
<td>Prof. James Angus</td>
<td>Dean of Medicine, Dentistry and Health Sciences, The University of Melbourne</td>
</tr>
<tr>
<td>Prof. Suzanne Cory</td>
<td>Director, Walter and Eliza Hall Institute of Medical Research</td>
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<tr>
<td>Dr. Heather Wellington</td>
<td>Chair, Peter MacCallum Cancer Centre Board</td>
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<tr>
<td>Mr. Geoff Lawler</td>
<td>Director, Sustainability and Innovation, City of Melbourne</td>
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<tr>
<td>Dr. Paul Scown*</td>
<td>Chief Executive Officer, Melbourne Health</td>
</tr>
<tr>
<td>Ms. Faye Burton</td>
<td>Executive Director, Office of Science and Technology, Department of Innovation, Industry and Regional Development</td>
</tr>
<tr>
<td>Ms. Noreen Dowd</td>
<td>Director, Programs, Metropolitan Health &amp; Aged Care Services, Department of Human Services</td>
</tr>
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*Dr Scown resigned as CEO of Melbourne Health in July 2005.

CONTACT INFORMATION

The Department of Innovation, Industry and Regional Development together with the Department of Human Services were responsible for coordinating development of the Strategic Plan in partnership with health service providers, universities, research organisations, industry, community groups and government agencies on a whole-of-Government basis.

The entire Strategic Plan is available at the websites below.

For more information on the Plan please contact:

Office of Science and Technology
Department of Innovation, Industry and Regional Development
GPO Box 4509RR
Melbourne VIC 3001
Email: psp@iird.vic.gov.au

Websites:

Photographic acknowledgments
Front cover - Image of Bio21 Institute building by Michael Silver, Courtesy of the University of Melbourne, Bio21 Molecular Science and Biotechnology Institute
Page 2 - Image of doctor & patient by Joe Vittorio, Courtesy of the University of Melbourne
Page 3 - Image of laboratory by Michael Silver, Courtesy of the University of Melbourne, Bio21 Molecular Science and Biotechnology Institute
Page 5 - Image of building by James Rule, Courtesy of the University of Melbourne
Page 6 - Image of campus, Courtesy of the University of Melbourne
Page 10 - Image of research equipment by David Keizer, Courtesy of the University of Melbourne, Bio21 Molecular Science and Biotechnology Institute
Back cover - Image of two scientists by Joe Vittorio, Courtesy of the University of Melbourne
FINANCE ATTACHMENT

PARKVILLE PRECINCT STRATEGIC PLAN AND PARKVILLE STRUCTURE PLAN

Funding of $30,000 has been provided in the 2006/2007 for the Structure Plan.

Requests for additional funding will be subject to the normal budget processes.

Joe Groher
Manager Financial Services
There are no direct legal implications arising from the recommendation contained in the report.

Section 3C(1) of the Local Government Act 1989 ("the Act") provides that:

"the primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions".

Section 3C(2) of the Act further provides that in seeking to achieve its primary objective, a Council must have regard to facilitating objectives including:

"to promote the social, economic and environmental viability and sustainability of the municipal district."

Section 3E(1)(d) of the Act provides that one of the functions of a Council is undertaking strategic and land use planning for the municipal district.

This report is consistent with these objectives and functions.

Kim Wood
Manager Legal Services