Cremorne
Place Implementation Plan

DECEMBER 2020

Victorian Planning Authority

CITY OF YARRA

VICTORIA State Government

Traditional owner acknowledgement

Before European settlement in 1835, Aboriginal people lived on the land now called Melbourne for tens of thousands of years. We acknowledge Aboriginal people as Australia's first peoples and as the traditional owners and custodians of the land and water on which we rely. We recognise and value the ongoing contribution of Aboriginal people and communities to Victoria and how this enriches us. We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

Acknowledgement of contributors to this paper

The Victorian Planning Authority (VPA) and Yarra City Council has partnered with key state agencies to ensure Cremorne's continued success as a place to live, work and invest. State Government department and agencies that have contributed to the Plan, include:

- Department of Education and Training
- Department of Jobs, Precincts and Regions
- VicTrack
- LaunchVIC
- Department of Environment, Land, Water and Planning
- Department of Transport
- Creative Victoria
- Invest Victoria

Thank you to the residents, workings and business owners who have participated in the engagement on this project.

Photography provided by Peter Mollison, Yarra City Council.

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Forewords

The Hon. Richard Wynne
Minister for Planning

Creative and digital industries are at the heart of Victoria's economy. As we work to rebuild from the coronavirus pandemic, we need to capitalise on our strengths and support emerging opportunities in our digital economy.

Cremorne is home to many of Victoria's most successful creative and digital enterprises. It contributes $4 billion to the Victorian economy each year[1] and is home to multiple tech 'unicorns' – startups that have attained billion-dollar valuations – such as REA Group and MYOB.

Startups, creative industries and digital enterprises have been attracted to Cremorne for years thanks to its historic character, quality amenity and proximity to the city. But as we work to rebuild our economy, the Victorian Government is doing more to support Cremorne as a thriving global innovation precinct.

The Hon. Jaala Pulford
Minister for Employment,
Minister for Innovation,
Medical Research and the
Digital Economy,
Minister for Small Business

The *Cremorne Place Implementation Plan* will mobilise government and council activity and guide resources for priority projects to support the precinct. A coordinated and strategic approach to development in Cremorne will support its growth as a global innovation precinct and hub for economic activity.

Catalysed by a new flagship Digital Hub, investment and development in Cremorne will be guided according to four themes: economy and innovation; transport and movement; public and open space; and buildings and development. This will not only support Cremorne's continued success as an epicentre for economic growth, it will also ensure the suburb remains a vibrant and attractive destination for the residents, workers and investors who form its community.

Cremorne will be central to the future of Victoria's economy. As we innovate and evolve to meet the demands of a post-coronavirus world, this plan will pave the way for Cremorne to thrive as a global innovation and technology precinct, a hub for creative and digital enterprises and startups, and a vibrant precinct to live and work in.

Cr Gabrielle de Vietri
Mayor, Yarra City Council

Cremorne is a vibrant and diverse community and is home to more than 2,000 residents, 700 businesses and 10,000 workers.

With excellent access to public transport, Swan Street and a rich industrial and residential heritage, it is an important part of our city and a unique place within metropolitan Melbourne.

In recent years, the precinct has grown to attract a wealth of new creative and digital enterprises, becoming one of Australia's premier locations for technology and innovation.

In recognition of this increased investment and growth it is vital we work in partnership with other tiers of Government to deliver the infrastructure, amenity and urban environment improvements needed to enhance the precinct's future.

The *Cremorne Place Implementation Plan* articulates a shared vision for Cremorne which builds on its strengths and unique characteristics – the things that make this precinct attractive to so many businesses and residents - and sets out a plan for Council and State Government to work together in partnership with the community to ensure that Cremorne remains a great place to live, work and visit.

[1] 2018 REMPLAN Yarra Economy Profile

1 Executive summary

Cremorne is a vibrant and diverse inner-Melbourne suburb evolving as a place for creative and innovative businesses and residents. It is home to more than 2,000 residents, 700 businesses and accommodates more than 10,000 workers each day. Cremorne's attractiveness sees it continues to grow.

The Cremorne Place Implementation Plan provides a roadmap to support appropriate ongoing development of Cremorne, building on its unique attributes and location. It presents a vision for the future precinct and strategic directions and targeted actions for delivery by state agencies and council to guide future investment:

Cremorne is a global innovation precinct with a vibrant village feel, new sustainable development, quality public spaces, active transport options, set within narrow streets and historic industrial buildings and workers cottages.

1.1 What actions will drive the future of Cremorne?

The vision highlights the importance of four themes for Cremorne's future success: economy and innovation, transport and movement, public and open space, and buildings and development:

Economy and innovation

Cremorne has paved success as a business, high-tech and innovative precinct. Actions are centred on continuing to support business investment and skill development:

- Pursue opportunities for high–capacity digital infrastructure
- Align educational opportunities at Bendigo Kangan Institute campus, including tech-based education
- Identify pressures and provide more affordable workspaces
- Promote Cremorne as the start-up innovation capital.

Transport and movement

Improve public transport access and promote sustainable travel to manage the increasing demands on infrastructure:

- Improve access and movement throughout Cremorne
- Review car parking and its management within Cremorne.

Public and open space

A greener Cremorne with more public space and public realm improvements to cater for the needs of the growing community:

- Provide more public spaces
- Improve the quality and safety of the streets and public environment
- Support the community's initiatives for activating public spaces
- Development contributions to public infrastructure
- Prepare a Street Tree Planting Precinct Plan.

Buildings and development

The vibrancy of having a mix of businesses and services throughout Cremorne is a key characteristic and strength of the area, with future development to contribute to public amenity and create public spaces:

- Plan development in Cremorne to support and prioritise the local character and quality of place.

2 Cremorne Place Implementation Plan

2.1 Purpose of the plan

The Cremorne Place Implementation Plan is intended to organise and coordinate the precinct's progress and future actions, to retain and enhance the qualities that have attracted businesses and residents to Cremorne for over a hundred years.

The purpose of the Plan is to:

- provide a vision and series of key directions for the future of Cremorne, ensuring it reflects aspirations from the community that live, work and invest there; and
- present an action plan to realise the vision for the ongoing success of the precinct.

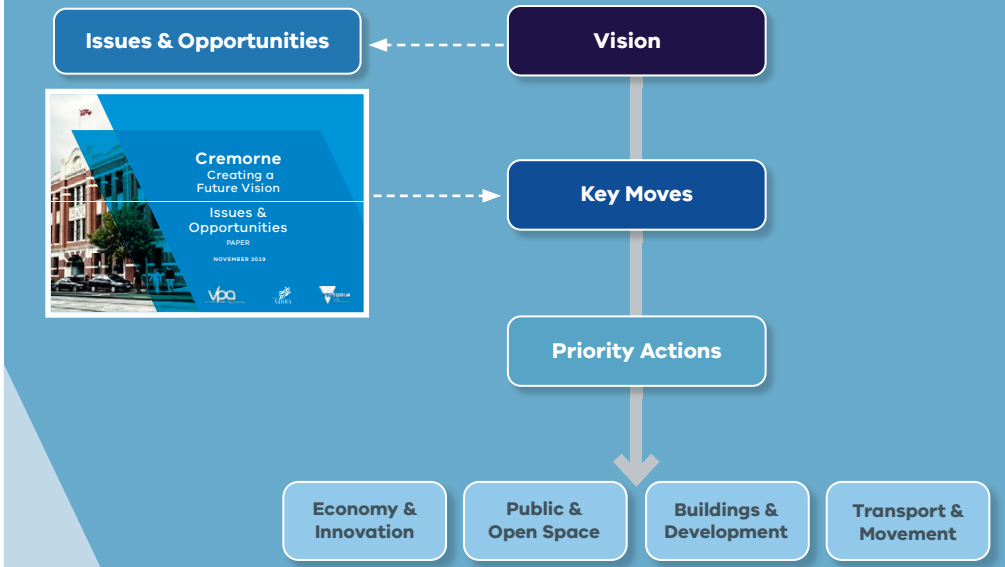
This plan has a Vision which highlights the importance of four themes to get right: economy and innovation, transport and movement, public and open space, and buildings and development.

The Vision is supported by seven key directions which are under those themes. There are actions and next steps to make those directions a reality.

While the Plan will provide a guiding and directional framework, it is not intended to deliver a land use plan that supports rezoning, nor will it deliver specific project outputs such as detailed design, costings, feasibility or business cases.

The case for actions

Cremorne is a precinct undergoing continued and rapid growth and change due to its strategic location, business synergies, public transport options, urban character and development potential. As Cremorne continues to be reshaped, an opportunity arises to leverage positive outcomes from growth to deliver benefits to residents, workers and businesses. These include better public amenities, accessibility improvements, and improved quality of life. State Government, Yarra City Council and the Cremorne community all have a collective role in leveraging these opportunities.



2.2 Introduction

Cremorne's success has been driven in part by its heritage, location and accessibility. It is located close to Melbourne's Central Business District and is accessible to three major train stations (Richmond, East Richmond and South Yarra), two major tram lines with retail, hospitality service centres along Swan and Church Streets, as well as key arterials (Hoddle Street, Punt Road and South Eastern Freeway) and Melbourne's major event sporting facilities. Re-purposing of former industrial buildings have provided some affordable space and led to the attraction of the precinct by more creative uses.

Continued demand from both the residential and commercial sector has led to Cremorne not being affordable for a variety of uses. Whilst urban planning on its own cannot solve the affordability issue, it can be part of the solution to ensure a diverse and vibrant community remains and can be part of the response in ensuring Cremorne remains a desirable, successful and vibrant place to work, invest and life.

The Plan and, in particular, its priority actions will ensure the Cremorne Enterprise Precinct remains a liveable and vibrant place with a high level of amenity to support a strong innovation ecosystem[2], improving business and commercial spaces, safety, transport and parking, public and open spaces.

The study area of Cremorne covers approximately 72 hectares of land and is generally bounded by:

- Punt Road to the west,
- the railway line along Richmond and East Richmond Station to the north,
- the commercial zoned land on the east side of Church Street to the east, and
- Citylink to the south.

Refer Figure 1 for the Key Attributes Map.

Bisected by the rail corridor between Richmond and South Yarra stations, Cremorne is characterised by a mix of buildings and land uses including commercial areas with some residential pockets. There are also a number of large precincts such as the former Malting's site to the south west corner of Cremorne and the Bendigo Kangan Institute. Swan and Church streets provide the focus of street life and activity.

Known informally as Melbourne's 'Tech Heartland' the Information Media and Telecommunications Services make up the largest tenancy mix (36%).[3] Major institutions and businesses include Bendigo Kangan Institute, MYOB, CarSales.com.au, Tesla Motors and Red Energy.

Many of the businesses which locate in Cremorne are considered creative industries. It's estimated 15 per cent of jobs in the suburbs of Cremorne and Richmond directly contribute to a creative industry, and the largest of these represented in Cremorne include photography, fashion, publishing and music.

> *Enterprise precincts are places that allow for critical mass to be attained, where competitive advantage and an identifiable brand can be reinforced, and where agglomeration benefits and the sharing of knowledge and services can be realised.*[4]

With the right ingredients of success factors (see Figure 2), enterprise precincts provide the ideal environments for innovative collaboration and growth. As well as providing a sense of vibrancy and local amenity, enterprise precincts are places that recognise and harness the power of local knowledge, skills and specialisation, all of which play an important role in Victoria's continued economic success.

[2] An **innovation ecosystem** is recognised as the interconnected relationship between people, enterprises and place that facilitates idea generation and advances commercialisation (Brookings Institute).

[3] Knight Frank Research, 2019, *The Emerging Inner East: Melbourne's Creative Heart and its Office Market Transformation*.

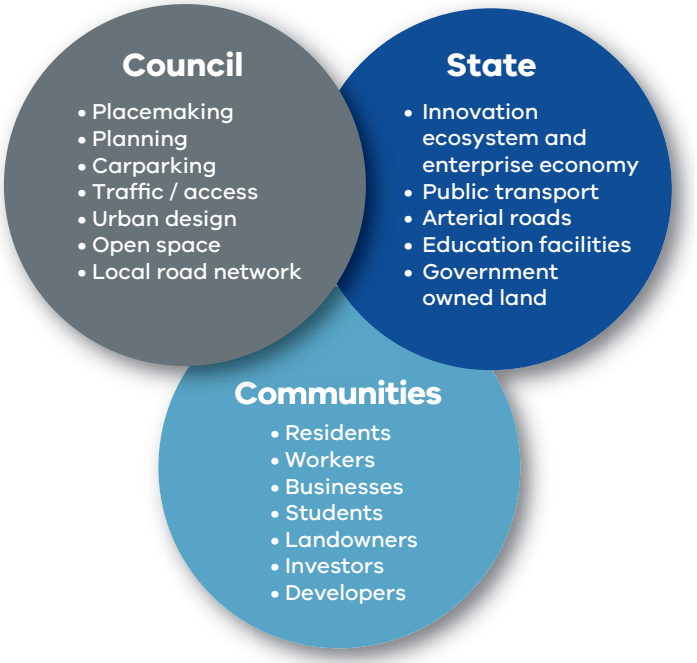
[4] Definition of an enterprise precincts as included in *Unlocking Enterprise in a Changing Economy (DELWP 2018)*.

2.3 Preparation of the plan

The Plan was developed by:

- reviewing and understanding what Council already knew about the community's aspirations for Cremorne
- undertaking further assessments and analysis of Cremorne to the success factors of enterprise precincts
- engaging the community on an issues and opportunities paper
- working with Council and state government departments and agencies on initiatives underway or potential.

The Plan represents the diverse community that lives, works, visits and learns in Cremorne and the government interests in planning for its future. The diagram below highlights the different roles and responsibilities offered by State and local government in delivering on a Vision for Cremorne.



2.4 Vision for Cremorne

A vision has been prepared for the precinct to guide future investment:

Cremorne is a global innovation precinct with a vibrant village feel, new sustainable development, quality public spaces, active transport options, set within narrow streets and historic industrial buildings and workers cottages.

The vision and its importance are discussed further in this Plan.

From the vision, a set of directions and actions have been developed across the four key themes:

- economy and innovation
- transport and movement
- public and open space
- buildings and development.

Figure 1 Key Attributes
Cremorne Enterprise Precinct

SCALE 1:7,500@ A4
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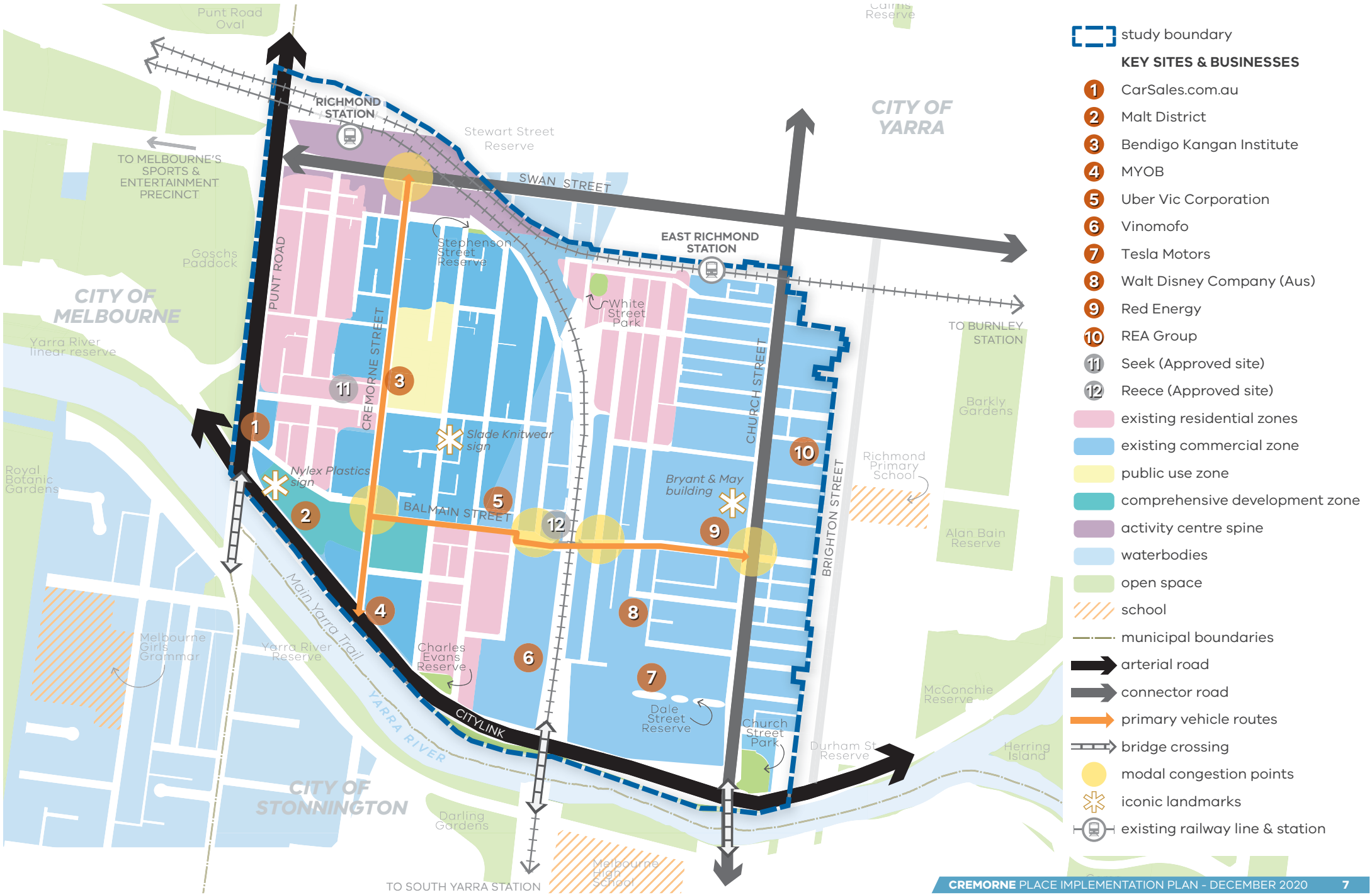

- study boundary

KEY SITES & BUSINESSES

1. CarSales.com.au
2. Malt District
3. Bendigo Kangan Institute
4. MYOB
5. Uber Vic Corporation
6. Vinomofo
7. Tesla Motors
8. Walt Disney Company (Aus)
9. Red Energy
10. REA Group
11. Seek (Approved site)
12. Reece (Approved site)

- existing residential zones
- existing commercial zone
- public use zone
- comprehensive development zone
- activity centre spine
- waterbodies
- open space
- school
- municipal boundaries
- arterial road
- connector road
- primary vehicle routes
- bridge crossing
- modal congestion points
- iconic landmarks
- existing railway line & station

Who are we attracting to Cremorne?

ENTERPRISES

New or rapidly growing businesses that are commonly associated with innovative production methods. Enterprises aim for high growth and are future focussed, they generally provide the culture, places and spaces, experiences, programs, partners and networks to enable clients to achieve maximum success. It is evident from global examples that enterprises generally co-locate to ensure an ideal working environment can be achieved. (City of Monash, 2020, Eastern Innovation Business Centre).

ANCHOR ENTERPRISES/INSTITUTIONS

Anchor tenants such as education campuses, government departments or corporate anchors are essential to any precinct. Their size and draw attract a significant cross section of society to the precinct and consequently brings economic exposure to all surrounding businesses and organisations.

INNOVATORS

Innovators are individuals within enterprises that create, construct and deliver new products, processes and services. They are fundamental to every enterprise business and are often attracted to flexible co-working spaces and a platform of suites, labs and offices that can accommodate a changing, future-focussed business, encouraging innovation, collaboration and business acceleration. (City of Monash, 2020, Eastern Innovation Business Centre).

CREATIVES

Creatives are found in all sizes of business, from individual practitioners and small to medium organisation, to major organisations and institutions. Creatives have long been the basis for innovation and progress, disrupting settled practices and driving development. Creative practitioners develop, produce and present new work in visual, performing, literary, multi-disciplinary and new media arts, screen, design, fashion, broadcasting and recording, publishing, architecture, and the heritage and collections sector. Creative practice can be commercially-driven, in a not for profit context and/or community-based. (Creative Victoria, 2015, *Creative State Strategy*).

TECH INDUSTRIES

Digital technology industries are now a broad banner which include software development, data science and analytics. These industries are currently drawn to Cremorne because of a number of factors including affordability and location. Today Cremorne is Australia's premier destination for the tech industry, its reach is now global with several billion dollar tech firms located within the precinct. (DELWP, 2018, *Unlocking Enterprise in a changing economy*).

CO-WORKING SPACES

Coworking spaces are generally open plan offices split into multiple businesses all of different size and function. These spaces enable start-up businesses to operate in a low rent environment and are renowned for accommodating the emerging tech-based economy. These vibrant locations aim to increase productivity and collaboration between businesses by reducing the physical barriers. (DELWP, 2018, *Unlocking Enterprise in a changing economy*).

GOVERNANCE

It is important within a precinct to build a governance network. This network of leaders within the precinct enable innovation to be brought to scale i.e. beyond the boundaries of what an individual organisation or firm can achieve. Strong governance also assists in building a culture of trust and collaboration within the precinct and would be an attractive element to incentivise companies to locate within Cremorne. (Brookings, 2004, *The rise of innovation districts: A new geography of innovation in America*).

Figure 2: Factors driving the success of enterprise precincts, *Unlocking Enterprise in a Changing Economy*, (DELWP 2018)

2.5 The role of Government in enterprise precincts

In September 2018, the Minister for Planning and the Minister for Innovation and the Digital Economy launched *Unlocking Enterprise in a Changing Economy* as the Victorian government's policy for promoting enterprise precincts to support the emerging economy across the State.

Melbourne's identified enterprise precincts, which include Cremorne and Brunswick Design Precinct, which cater to the highly innovative and nimble ***unicorn*** companies[5], small and medium enterprises (SMEs), start-ups, scale-ups, urban manufacturers, social enterprises and creative industries that make up the emerging economy. Enterprise precincts should foster new jobs and better respond to the changes in the economy and evolving ways of working.

To embrace and maintain the success factors of enterprise precincts, the Victorian State Government has an important role in:

- coordinating actions; and
- providing policy setting as a tool to enable others, including local government, to implement that policy setting.

Tools and approaches to drive the success of enterprise precincts include the following, but are not limited to:

- precinct governance models;
- transport improvements;
- public amenity upgrades;
- creative uses of government land holdings;
- supporting funding streams and business assistance programs; and
- aligned strategic planning policies.

The State and local government will coordinate the tools listed above and others to advance enterprise precincts. This will require strong partnerships aligned with a shared vision of what can be achieved and a shared commitment to achieving positive outcomes for Cremorne.

[5] A unicorn company is a start-up company valued at over $1 billion.

2.6 Applying the key success factors to Cremorne

Cremorne's unique gritty urban feel, strong industrial and residential heritage, proximity to public transport, proximity to key inner activity centres and diversity of uses gives the precinct a vibrant and exciting feel. Cremorne embraces being multi-functional with long standing worker cottages located next to panel beaters, tech headquarters, design studios and a variety of arts spaces.

The Victorian government's policy *Unlocking Enterprise in a Changing Economy* captures some of these features and highlights the key success factors found in enterprise precincts across the world.

To maintain Cremorne's success, it is important to compare the existing features of Cremorne against those found in the ideal enterprise precinct. Based on qualitative analysis and feedback received through engagement, the analysis below highlights which ingredients are working and where there is room for improvement.

The *tick* signifies an **existing success** feature of Cremorne.

The *spanner* indicates an **area for improvement**.

Quality of place

Does the precinct have a strong quality of place and offer quality experiences ("buzz") that accelerate outcomes and increase interactions?

- Permeable street network
- Street trees and furniture
- Access to open space
- Café culture
- Interesting street level
- Diverse mix of land uses

Diversity and inclusion

Is the precinct a diverse and inclusive place that provides broad opportunities?

- Diverse range of businesses and workers

Affordability

Does the precinct provide a diversity of affordable premises for business to locate in?

- Commercial affordability

Critical mass

Q *Does the area have a density of assets that collectively begin to attract and retain people, stimulate a range of activities and increase financing?*

- Opportunities for collaboration
- Concentration of industry sectors
- Mix of start-ups and SMEs

Infrastructure

Q *Does the precinct have the necessary utilities, ICT infrastructure and building stock to accommodate critical mass and support connectivity, collaboration and innovation?*

- Flexible and adaptable buildings and spaces
- Fast, reliable digital infrastructure
- Civic, community and other cultural infrastructure

Accessibility

Q *Does the precinct have a strong quality of place and offer quality experiences ("buzz") that accelerate outcomes and increase interactions?*

- Connection to metropolitan transport network
- Enhanced measures to support active transport
- Physical barriers limiting access
- Internal connectivity

Anchor institutions

Q *Does the precinct have anchor institutions, such as research organisations or large corporations that are present, relevant and engaged with industry?*

- Private or public anchors

Competitive advantage

Q *Is the precinct leveraging and aligning its distinctive assets, including historical strengths to grow firms and jobs in the district, city and region?*

- Concentration of skilled workers
- Access to high labour pool
- Defined market advantage/brand/position

Collaboration

Q *Is the precinct connecting the dots between people, institution, economic clusters and place, creating synergies across multiple scales and platforms?*

- Supportive governance framework
- Shared vision for the precinct
- Culture of collaboration, social networks

2.7 Issues and opportunities

An *Issues and Opportunities Paper* (paper) was published in November 2019 by the Victorian Planning Authority and Yarra City Council. The paper identified the key issues and opportunities in Cremorne and sought community input for the preparation of a vision and action agenda to help shape future development and investment in Cremorne.

2.8 Engagement outcomes

To preparing the Plan, community engagement was undertaken on the *Issues and Opportunities Paper* between November and December 2019. The engagement approach sought to inform as many people as possible about the project and to encourage participation. It included a range of activities to reach a broad sector of the community, including coffee pop ups, community workshops, a business breakfast workshop and interviews with key stakeholders.

During the engagement a total of 1,307 people visited the website and 469 people participated directly in the engagement. The feedback from the community covered four key themes, 'economy and innovation', 'public and open space', 'buildings and development' and 'transport and movement'. Each participant was asked for their response to a range of questions and if there was a pattern in the answers this was considered a key finding.

The key findings were then used to inform the final precinct vision and the 'Action Implementation Plan' located on page 16.

Overall, there was acceptance that while Cremorne is changing over time, opportunities exists to better manage the impacts of change.

The November and December 2019 engagement highlighted the following key points across the major themes:

Economy and innovation

- Commercial zoning was recognised by community members as having helped pave the way to Cremorne's success as a business precinct, by providing certainty for business growth and investment.
- Access and improvements to high-speed internet are required in a high-tech precinct.
- The important role of Bendigo Kangan Institute campus to support technology industry skills development, address workspace affordability and provide more public open space and community facilities.

Transport and movement

- Improved access to public transport as a high priority, with Richmond, East Richmond and South Yarra stations as key transport interchanges serving Cremorne.
- Improving road safety, including traffic calming measures and the trialling of reduced speed limits from 40km/h.
- Promoting sustainable travel to manage the increasing demands on infrastructure with improvements for cyclist and pedestrians identified as a priority.

Public and open space

- Better use of underutilised land to contribute and support Cremorne's future.
- A greener Cremorne through a range of options including improved access to existing public space, more public space and public realm improvements, and through new developments.
- More open space to cater for the needs of the growing community, including small and creative improvements to the public realm and open space.

Buildings and development

- The vibrancy of having a mix of businesses and services throughout Cremorne was identified as a key characteristic and strength of the area.
- Development to contribute to public amenity and create public spaces. Provision of long term and strategic approaches to development which consider sustainability, scale, design quality, overshadowing, setbacks and building heights, and protects local heritage and character.

Vision

- A clear vision for the precinct that guides its future growth and development and provides greater certainty to the community. The vision for Cremorne to be bold, innovative and visionary.

The *Engagement Outcomes Summary Report* is available on the VPA Cremorne project page website for public reading, which can be found at: **vpa.vic.gov.au/project/cremorne**

3 Future of Cremorne – vision to action

3.1 Overview

Together – community, business, workers, investors, Council and State government department and agencies – can work together to support Cremorne.

This plan has a vision which highlights the importance of four themes to get right: economy and innovation, transport and movement, public and open space, and buildings and development.

The vision is supported by seven key directions which are under those themes. There are actions and next steps to make those key directions a reality.

The community will continue to play an important role in shaping a new vision for Cremorne. Community engagement was undertaken to provide an opportunity to test the need for a new collective vision for Cremorne. It included stakeholder and community input on the *Issues and Opportunities Paper* in November and December 2019.

Engagement will continue and provide an opportunity for key stakeholders to input to the delivery of actions.

3.2 Vision

Based on a range of inputs, a vision has been developed:

> *Cremorne is a global innovation precinct with a vibrant village feel, new sustainable development, quality public spaces, active transport options, set within narrow streets and historic industrial buildings and workers cottages.*

3.3 Directions

To guide the realisation of the vision, a set of directions are proposed to deliver on government and community aspirations for the future success of Cremorne. These include:

THEME	DIRECTION
Economy and innovation	
	Enterprise precinct Grow as a sustainable major inner-metro enterprise precinct for creative and tech industries to support Melbourne's growing enterprise economy.
	Innovation anchor Support the creation of learning accelerators and a centre for teaching and learning innovation at the Bendigo Kangan Institute site to serve as an education, training and community anchor institution for the precinct.
	Vibrant hub Enhance Cremorne as a vibrant and diverse hub where Melbourne's entrepreneurs, innovators, startups, creatives and tech workers build partnerships, share knowledge, and grow together.
Transport and movement	
	Streets for people Encourage easy movement through Cremorne and its surrounds with sustainable transport options and improved access to the public transport network as a priority.

THEME	DIRECTION
Public and open space	
	Public amenity Enhance the public and open spaces of Cremorne by redesigning the local road network for people, improving and increasing open space, urban greening, street art and more.
Buildings and development	
	Local character Plan for the development needs of an enterprise precinct without compromising its distinctive assets, industrial and residential heritage and local character of Cremorne.
	Quality of place Protect quality of place for both workers and residents by ensuring development complements Cremorne's built character and addresses the sensitive interface between commercial and residential buildings.

4 Action implementation plan

4.1 Overview of the actions

A priority actions table has been developed which considers a wide range of inputs. The table has drawn from an evidence base of state and local technical studies, input from state government agencies and departments, and the community engagement of residents, workers, business and community groups.

Implementation of the actions are designed to take shape in a number of ways, and can be in the form of:

- Government capital-funded works
- Better utilisation of government land
- Support community action
- Partnerships and governance models
- Policy setting and guidelines
- Research and advocacy
- Development of privately-owned land that delivers community benefit.

The actions are represented under the following themes:

- economy and innovation
- transport and movement
- public and open space
- buildings and development

The actions are reflected in the Spatial Action Plan (refer Figure 3).

The action plan provides nominal timing for commencement of actions as per below:

TIMEFRAMES
Short term: 0-2 years
Medium-term: 2-5 years
Long-term: 5 years+

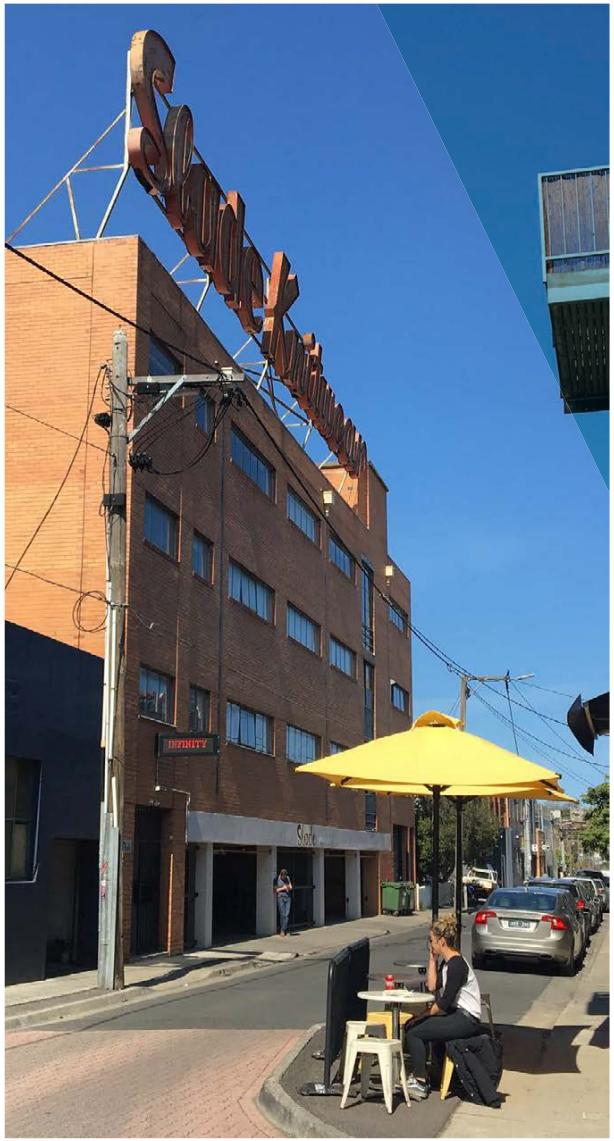

Figure 3 Spatial Action Plan
Cremorne Enterprise Precinct

SCALE 1:8,000@ A4
0 100 200 300 400 500m

- study boundary
- existing open space
- connector road
- arterial road
- green link
- railway line
- Yarra River

- Economy and Innovation actions
- Transport and Movement actions
- Public and Open Space actions
- Buildings actions

Precinct wide Actions

- Enterprise precinct governance model
- High Speed Internet
- Technology based education
- Affordable workspaces
- Promote the precinct's innovation potential

- Improve access and movement
- Review car parking provision and management
- Investigate future proofing for public transport

- Provide more public spaces
- Improve public amenity
- Encourage community initiatives
- Development contributions to public infrastructure
- Prepare a street tree planting plan
- Public Art and Streetscape Improvement
- Implement the Yarra City Council Urban Forest and Open Space strategies

- Plan for and manage development through refreshed Urban Design Framework and built form planning controls

1909
B&M

BUDGET 2020/21 – $12 MILLION TO ESTABLISH A FLAGSHIP DIGITAL HUB IN CREMORNE

Victoria's 2020-21 budget identified an opportunity to accelerate the development of one of Australia's leading urban technology precincts.

- **$12 million** to establish a new Digital Hub in Cremorne to boost digital skills and training to support the application of digital technology across all sectors.
- The Hub will be an applied technology centre, supporting the development of advanced technology skills and capabilities.
- It will draw on Victoria's tech leaders including those located in Cremorne.

The Digital Hub will deliver benefits to the sector:

- More advanced technology skills available to meet the needs of local businesses
- A home for collaborative advanced technology industry projects
- Drive stronger connections across Victoria's technology ecosystem
- Attract further technology related investment in the state and stimulate creation of new jobs
- Enhance Victoria's reputation as a digital tech centre and create global opportunities
- Attract international experts and foreign direct investment.

4.2 Economy and innovation

The economy and innovation actions will support 6 of the key success factors in the state government's enterprise precincts policy including diversity and inclusion, affordability, critical mass, anchor institutions, competitive advantage and collaboration.

ECONOMY & INNOVATION

Directions

- **Enterprise precinct:**

  Grow as a sustainable major inner-metro enterprise precinct for creative and tech industries to support Melbourne's growing enterprise economy.

- **Innovation anchor:**

  Support the creation of learning accelerators and a centre for teaching and learning innovation at the Bendigo Kangan Institute site to serve as an education, training and community anchor institution for the precinct.

- **Vibrant hub:**

  Foster Cremorne as a vibrant and affordable diverse hub where Melbourne's entrepreneurs, innovators, startups, creatives and tech workers build partnerships, share knowledge, and grow together.

No.	Action	Supporting Direction	Location	Champion	Implementation Partners	Next Steps	Timeframes
1.1	**Support for the vision** The community-engaged vision and the key moves that support it will be an enduring framework to guide future investment in the enterprise precinct that will support the coordinated delivery of the vision	**Enterprise precinct**	Precinct	Yarra City Council Supported by DELWP & DJPR	DJPR Yarra City Council LaunchVIC Business stakeholders Bendigo Kangan Institute DoT Creative Victoria	**Continue** representation as the custodian of place and community, and monitor the delivery of the Plan's vision and actions for the Cremorne enterprise precinct, including delivery progress and identify future investment opportunities at all levels of government.	On-going
1.2	**High speed internet** Pursue opportunities for Cremorne to access high–capacity digital infrastructure needed to support innovation and business productivity such as the competitive supply of high-capacity broadband networks supporting the Internet of Things	**Enterprise precinct**	Precinct	NBN Co		**Provide** information to Cremorne businesses on the products and services available from the recent fibre rollout to the precinct.	Short term (1-2 years)
				DJPR		Subject to funding, **develop** a digital plan for Cremorne, including a stocktake and analysis of current digital assets for the precinct and development of a precinct digital infrastructure governance framework.	Medium term (3-5 years)
				VicTrack		**Investigate** commercial opportunities for VicTrack to expand its telecommunications network to the private sector.	Medium term (3-5 years)
				Yarra City Council		Yarra City Council Smart Cities Unit to **investigate** 5G opportunities across Cremorne.	Short term (1-2 years)

No.	Action	Supporting Direction	Location	Champion	Implementation Partners	Next Steps	Timeframes
1.3	**Tech-based education to service the precinct** Stronger alignment of the educational opportunities at Bendigo Kangan Institute campus with the cohort attracted to the Cremorne precinct for work and learning	**Innovation anchor**	Bendigo Kangan Institute	DET Bendigo Kangan Institute	DJPR	**Complete** a masterplanning process across all of the institute's sites includes a review of educational opportunities to align with the skills demand from Cremorne and elsewhere. The masterplanning presents the opportunity to test the feasibility and commercial opportunities of business partnerships on the site.	Short term (1-2 years)
				DJPR	DET Bendigo Kangan Institute LaunchVIC	**Facilitate** commercial opportunities for VET service providers to offer tailored tech courses in vocational, applied research and higher education and professional training options to attract local and international talent to the area.	Medium term (3-5 years)
				DJPR	DET Bendigo Kangan Institute Creative Victoria LaunchVIC	**Facilitate** strategic partnership opportunities between global creative industry partners as well as local creative organisations and the Bendigo Kangan Institute campus in Cremorne.	Medium term (3-5 years)
1.4	**Identify pressures on affordable workspaces** Identify the cost pressures and commercial viability for enterprises within Cremorne and the challenges for maintaining diversity in an enterprise precinct	**Enterprise precinct** **Vibrant hub**	Precinct	Inner Metro Partnership with support from DJPR's Office for Suburban Development	DJPR	**Complete** the Inner Metropolitan Partnership's Enterprise Precinct Affordability project, which is being led by the Department of Jobs, Precincts and Regions. This project (funded by the Metropolitan Partnerships Development Fund) will provide in-depth analysis of the issues impacting on the affordability of employment space within the Inner Metropolitan Region. The project will inform proposed reform to tackle commercial affordability in Enterprise Precincts.	Short term (1-2 years)
				Creative Victoria		**Identify** initiatives to support the affordability and sustainability of creative industries following Creative Victoria's research commissioned into identifying Victoria's creative neighbourhoods. The report identifies Cremorne as a key creative neighbourhood and provides data on its levels of creative activity, current state of affordability for creative practitioners and the degree of change realised by the neighbourhood. The findings will assist development of Victoria's creative industry strategy and its focus on investment.	Short term (1-2 years)

No.	Action	Supporting Direction	Location	Champion	Implementation Partners	Next Steps	Timeframes
1.5	**Provide more affordable workspaces in Cremorne**	**Enterprise precinct** **Innovation anchor** **Vibrant hub**	Precinct	VicTrack	DJPR	**Investigate** opportunities to deliver affordable commercial spaces to support the enterprise precinct in any development on VicTrack land parcels (subject to DoT land clearance processes).	Medium term (3-5 years)
			Bendigo Kangan Institute	Bendigo Kangan Institute	DJPR DET	As part of the masterplanning for the site, **explore** strategic opportunities to provide incubators and co-working and learning spaces at Bendigo Kangan Institute campus.	Medium term (3-5 years)
1.6	**Promote Cremorne as a start-up innovation hub**	**Enterprise precinct** **Vibrant hub**	Precinct Stephenson Street, Green Street, Swan Street, Cubitt Street	DJPR LaunchVIC	LaunchVIC	Explore **leveraging** opportunities from events, such as the Digital Innovation Festival and Pausefest could incorporate elements from across the inner Melbourne region.	Short term (1-2 years)
				VicTrack LaunchVIC	DJPR DoT Creative Victoria	**Explore** the temporary activation of VicTrack land parcels on Stephenson St, Green St, Swan St, Cubitt St and around East Richmond Station which can deliver a commercial return (subject to DoT land clearance processes). These spaces may be programmed for creative industries and enterprise and include activations such as street art and pop-ups.	Medium term (3-5 years)

4.3 Transport and movement

The transport and movement actions will support 2 of the key success factors in the state government's enterprise precincts policy, including accessibility and infrastructure.

Directions

- **Streets for people:**

  Encourage easy movement through Cremorne and its surrounds with sustainable transport options and improved access to the public transport network, as a priority.

No.	Action	Supporting Direction	Location	Champion	Implementation Partners	Next Steps	Timeframes
2.1	**Improve access and movement throughout Cremorne** ***Principles*** 1 Prioritise safety for all users of the transport network 2 Recognise the limitation of private vehicle access and prioritise sustainable transpose modes when planning for future demand 3 Recognise and provide for the needs of the existing community and businesses while planning for future change 4 Identify opportunities to increase access to and provision of public open space 5 Promote an efficient management and use of car parking supply	**Streets for people**	Precinct	Yarra City Council	DoT	**Prepare** a Streets and Movement Strategy to address how to manage the available space and pathways to support the existing and future community and visitors to Cremorne Enterprise Precinct. Formally adopt a modal hierarchy giving priority to sustainable transport. The following will be explored: 1 Road space sharing strategies to support active transport and improve public open space 2 Traffic calming measures including trialling of 30km/h speed limits 3 improve public realm and safe access to the railway stations 4 a signalised intersection at Kelso Street and Punt Road.	Short term (1-2 years)
			CityLink underpass	DoT	Yarra City Council Transurban	**Investigate** opportunities for safe pedestrian and cycle connections to the Yarra Trail, including under the CityLink overpass on Punt Road.	Short term (1-2 years)
			Church Street	Yarra City Council DoT		Yarra City Council and DoT to **investigate** future options for improving public transport infrastructure and cycling and walking opportunities along the Church Street corridor.	Medium term (3-5 years)
			Cremorne to City loop and Chapel Street corridor	DoT Yarra City Council		**Assess delivery** of a dedicated cycling corridor that connects Cremorne to the Capital City Trail (City Loop Corridor) and Chapel Street networks, as envisioned in the RACV's 'superhighway' network. The initiative was recently added to the Infrastructure Australia Priority List.	Short term (1-2 years)
			Precinct	Jump company	Yarra City Council	Support **e-bike share access to/from Cremorne, managed by Lime**. Marketing use of shared e-bikes to businesses, visitors, residents and developers in Cremorne. Liaison with Good Cycles on distribution, parking and maintenance/ servicing of the e-bikes.	Short term (1-2 years)
			Richmond, East Richmond, and South Yarra stations	DoT		As part of any future master planning for Richmond, East Richmond or South Yarra stations, **explore** opportunities for improved access and movement for pedestrians and cyclists into and from Cremorne.	Medium term (3-5 years)
			Punt Road, Swan Street and Church Street	DoT		**Investigate** future proofing opportunities for public transport such as signal priority for trams and buses along Punt Road, Swan Street and Church Street.	Medium term (3-5 years)
			Precinct	DoT Yarra City Council		**Investigate** drop-off and pick up areas for taxis and ride share.	Short term (1-2 years)
2.2	**Review the provision of car parking and its management within Cremorne**	**Streets for people**	Commercial 2 zones within the precinct	Yarra City Council		**Prepare** the justification to support an amendment to the Yarra Planning Scheme that reduces the parking requirements to a rate that reflects Cremorne's context as an inner-city suburb well connected to public transport via a Parking Overlay.	Short term (1-2 years)

4.4 Public and open space

The public and open space actions will support 4 of the key success factors in the state government's enterprise precincts policy, including infrastructure, accessibility, collaboration and quality of place.

Directions

- **Public amenity:**

  Enhance the public and open spaces of Cremorne by redesigning the local road network for people, improving and increasing open space, urban greening, street art and more.

No.	Action	Supporting Direction	Location	Champion	Implementation Partners	Next Steps	Timeframes
3.1	**Develop plans for public realm improvements to guide future investment** **This may include opportunities for the creation of new shared road spaces**	**Public amenity**	Precinct	Yarra City Council		**Identify** opportunities for **improving** existing Council public open spaces and additional open spaces as part of developing the Yarra Open Space Strategy.	Short term (1-2 years)
			Stephenson Street	Yarra City Council		**Undertake** amenity improvements to the 2 council-owned sites on Stephenson Street.	Short term (1-2 years)
			Stephenson Street	Yarra City Council	VicTrack	**Identify** opportunities for art installation and greening of the rail embankment wall along the northern end of Stephenson Street.	Short term (1-2 years)
			Precinct	VicTrack	DJPR	Future development of VicTrack land parcels (subject to DoT land clearance processes and commercial outcomes) to **investigate** opportunities to deliver streetscape improvements and publicly accessible areas which support the enterprise precinct.	Medium term (3-5 years)
			East Richmond Station	DoT	VicTrack Yarra City Council	**Initiate** discussions between Yarra City Council and VicTrack (subject to DoT land clearance processes) for the transfer of land to address public open space needs around East Richmond Station.	Medium term (3-5 years)
			East Richmond Station	DoT	VicTrack Yarra City Council	**Investigate** opportunities for public amenity improvements around East Richmond Station while maintaining flexibility for station upgrades and commercial outcomes.	Medium term (3-5 years)
			Precinct	Yarra City Council	DET Bendigo Kangan Institute	**Explore** opportunities for publicly accessible and multiuse (especially time of day) spaces as part of the redevelopment of key larger sites within Cremorne.	Medium term (3-5 years)
3.2	**Improve the quality and safety of the streets and public environment in Cremorne**	**Public amenity**	Precinct	Yarra City Council		**Develop** plans for public realm improvements including opportunities for creation of new shared road spaces to guide future investment.	Ongoing
3.3	**Support the community's initiatives for activating public spaces**	**Public amenity**	Precinct	Yarra City Council	Creative Victoria	**Support** placemaking ideas through input by business and the local resident community in Cremorne that contribute to improving and activating the public realm.	Short term (1-2 years)
3.4	**Development contributions to public infrastructure**	**Public amenity**	Precinct	Yarra City Council		**Identify** opportunities to use planning controls to incentivise new development to deliver additional public benefit, potentially including enhanced public realm and/or affordable housing.	Short term (1-2 years)
3.5	**Prepare a Street Tree Planting Precinct Plan**	**Public amenity**	Precinct	Yarra City Council		Street Tree Planting Precinct Plan to **implement** the Yarra City Council's Urban Forest Strategy 2017 for Cremorne. This includes an increase in the quality and quantity of trees in its streets.	Short term (1-2 years)

4.5 Buildings and development

The buildings and development actions will support 4 of the key success factors in the state government's enterprise precincts policy, including quality of place, diversity and inclusion, accessibility and anchor institutions.

Key moves

- **Local character:**

  Plan for the development needs of an enterprise precinct without compromising its distinctive assets, industrial and residential heritage and local character of Cremorne.

- **Quality of place:**

  Protect quality of place for both workers and residents by ensuring development complements Cremorne's built character and addresses the sensitive interface between commercial and residential buildings.

No.	Action	Supporting Direction	Location	Champion	Implementation Partners	Next Steps	Timeframes
4.1	**Plan for and manage development in Cremorne**	**Local character** **Quality of place**	Precinct	Yarra City Council		**Review** the current planning policy and controls to better manage development, provide greater planning certainty and address local issues. Funding supported by the VPA.	Short term (1-2 years)
			Precinct	Yarra City Council		If required under the review, **introduce** new planning controls to the Yarra Planning Scheme, in the first instance as interim measures to manage development pressures. These would provide designers, investors and decision-makers with a consistent framework for future development.	Short term (1-2 years)
			Precinct	Yarra City Council		**Update** the Cremorne Urban Design Framework to reflect the Cremorne vision statement and provide precinct-wide directions to guide future development and investment. Funding supported by the VPA.	Short term (1-2 years)
			Precinct	Yarra City Council		**Establish** development expectations that deliver community benefits for key strategic development sites with landowners.	Short to long term subject to landowner interest

5 Next steps

5.1 Project process

The actions and vision presented in the Plan will be progressively be delivered by relevant state government agencies and Yarra City Council.

The Plan will drive the implementation projects to enable the continued success of Cremorne as a state-significant enterprise precinct for many years to come. Many project actions will be detailed and refined through engagement with key stakeholders and representative groups of the business and resident community.

5.2 Implementation

In meeting the VPA's Statement of Expectations, the Plan will be submitted to the Minister for Planning for consideration. State Government will provide further direction on the implementation process, including the timing for delivery.

Cremorne
Place Implementation Plan

DECEMBER 2020

Victorian Planning Authority

City of Yarra

Victoria State Government