



**Fishermans Bend Urban Renewal Project**  
*Draft Communications and Community Engagement Strategy (Phase 1)*  
 Version 0.4, 18 December 2012

**CONFIDENTIAL**

capire



**Table of contents**

<b>Purpose</b>	<b>1</b>
<b>Executive Summary</b>	<b>1</b>
<b>1 Introduction</b>	<b>6</b>
1.1 Definitions	6
1.2 Assumptions	7
<b>Situation analysis</b>	<b>8</b>
1.2 Fishermans Bend	8
1.3 About the project	8
1.4 FBURA Vision Statement	9
1.5 Strategic context	10
1.5.1 Metropolitan Planning Strategy (MPS)	10
1.5.2 Key policy and planning documents	11
1.5.3 Montague Precinct Structure Plan	11
1.5.4 Local context	11
<b>2 Engagement approach</b>	<b>13</b>
2.1 Purpose	13
2.2 Communication and Engagement Principles and Objectives	13
2.2.1 Principles	13
2.2.2 Communications Objectives (Up until 30 June)	14
2.2.3 Engagement Objectives (Phase One engagement)	15
2.3 Indicative engagement timeframe (phase one)	15
2.4 Engagement negotiable/non-negotiables	16
2.4.1 What the engagement <i>can</i> influence	16
2.4.2 What the engagement <i>cannot</i> influence	16
2.5 Communications and Engagement Working Group	16
2.6 Protocols	17
2.6.1 Communications and Media Protocols	17
2.6.2 General communications and media protocols	17
2.6.3 Media response process	18
2.6.4 Spokesperson	18
<b>3 Communication Issues</b>	<b>19</b>
<b>4 Stakeholders</b>	<b>24</b>

<b>5 Implementation Plan</b>	<b>26</b>
<b>6 Monitoring and Evaluation</b>	<b>33</b>
6.1 Key Results Areas and Key Performance Indicators	33
6.2 Post-engagement assessment	34
6.3 Reporting	34
<b>7 Proposed Next Steps</b>	<b>35</b>
<b>Appendices</b>	<b>36</b>
Appendix 1: Draft Strategic Directions	36
Appendix 2: IAP2 Public Participation Spectrum	37
Appendix 3: Draft key messages	38
Appendix 4: Draft Frequently Asked Questions (FAQs)	39
<b>Document Status Page</b>	<b>45</b>

## Purpose

This Communications and Community Engagement Strategy outlines how Places Victoria, together with the Communications and Community Engagement Working Group, plans to engage and communicate regarding the Fishermans Bend Urban Renewal Area (FBURA) during the Strategic Framework Planning phase until 30 June 2013.

This will be the first phase of engagement, designed to inform the Strategic Framework Plan and documents to support the draft Planning Scheme Amendment. Additional engagement opportunities will be determined following the Minister for Planning's review of the Strategic Framework Plan and confirmation of next steps. An indication of what this engagement could look like if approved by the Minister has also been provided in this Strategy.

It is recommended that this Strategy is endorsed by the Communications and Community Engagement Working Group and the Project Control Group and submitted to the Minister for Planning for approval as part of the progress report due by 31 December 2012.

## Executive Summary

Over the next six months Places Victoria will oversee the development of a Strategic Framework Plan for the Fishermans Bend Urban Renewal Area the largest inner city growth corridor in Australia's history. The FBURA will incorporate a mix of land uses including residential, commercial, retail, industrial, recreation, education, entertainment and community uses.

Residents, businesses and stakeholders in areas such as Port Melbourne, South Melbourne, Docklands and Melbourne's Central Business District (CBD) will have a keen interest in the renewal at this important site and will be especially interested in plans for public transport infrastructure, traffic modeling, proposed built form and the provision of services, amenities and facilities to support the up to 140,000 additional residents in the area.

From approximately early February 2013 until late April 2013 a structured and innovative engagement process will be undertaken to gather the thoughts, feedback, concerns and ideas of the community about the FBURA. This information will underpin the development of the Strategic Framework Plan and help ensure the vision for Fishermans Bend truly reflects the aspirations of Melbourne and its residents.

Highlights of the Phase 1 engagement strategy include:

1. An **integrated communications and media campaign** to underpin the planning process including a strong on-line presence to capture metropolitan, interstate and international interest in Fishermans Bend (Figure 1);
2. A **two part engagement program** that builds research intelligence whilst **aligning with key technical planning design phases** firstly around the **vision scenario(s)**, secondly around an **ideas plan** (Figure 1 and 2);

3. An **integrated suite of high profile events** (a *pop up day* and *Ideas Forum*) with **tactical briefings, key stakeholder forums and site tours** (Figure 1 & 2); and
4. From July 2013, the proposal to develop and implement a further engagement plan subject to the Minister for Planning's review of the Strategic Framework Plan and confirmation of next steps. This proposal has been tentatively referred to as the ***Fishermans Bend Community Engagement and Legacy Program***<sup>1</sup> which could present an innovative and inspiring program of engagement based on creating and delivering lasting community benefit around four platforms of action: (i) businesses and jobs; (ii) design and landscape; (iii) the arts and youth; (iv) marketing and media program. While this program will need to be further developed and approved by the Minister, Places Victoria has provided some indicative ideas of what this could encapsulate (Figure 3).

Budget and resource estimates have been assigned for all activities and provided under a separate cover to Places Victoria.

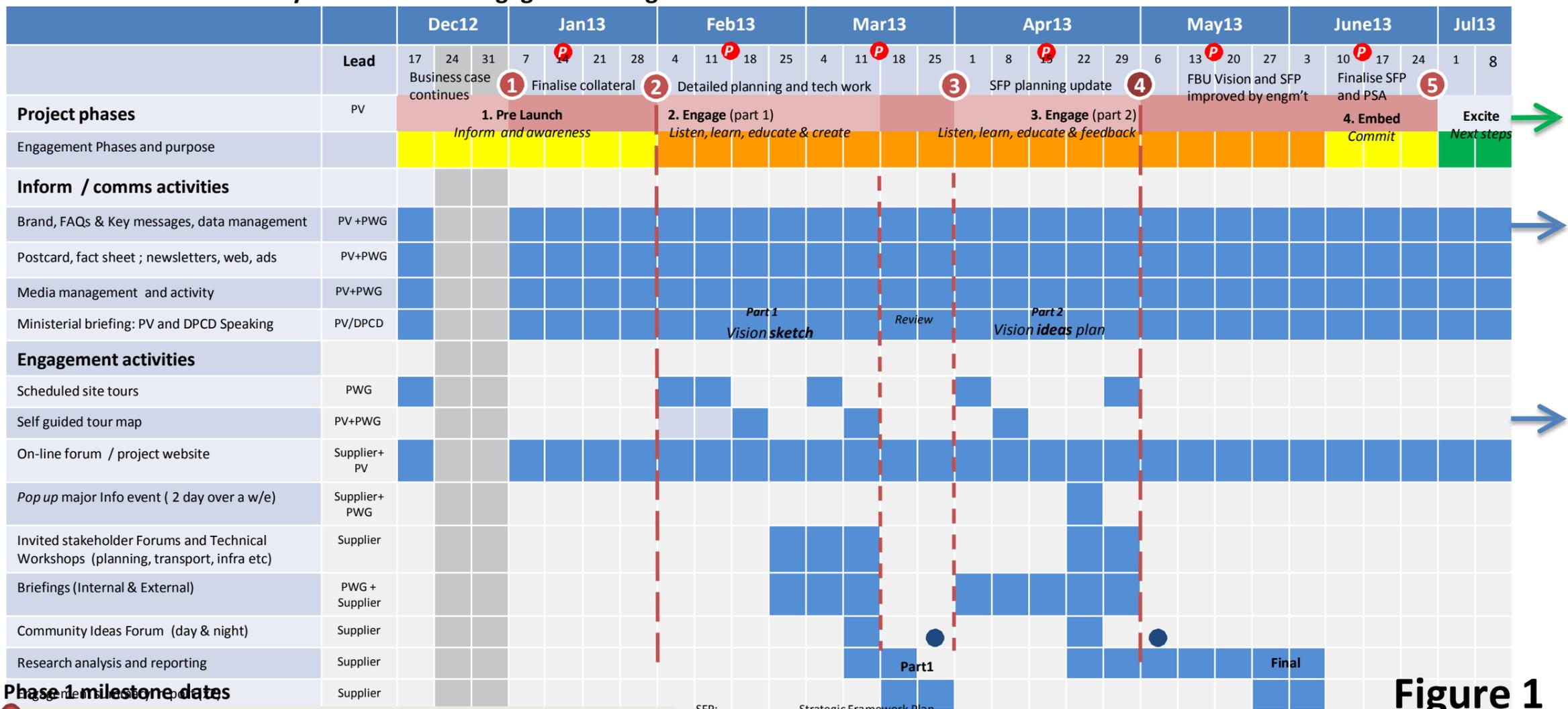
---

<sup>1</sup> Working title only

# Communications and Community Engagement Context Phase 1

<b>What the engagement <i>can</i> influence:</b> <ol style="list-style-type: none"> <li>1. FBURA Strategic Directions – their language, purpose, gaps</li> <li>2. The articulation/realisation of the Government’s vision for FBURA</li> <li>3. Design and development of future engagement opportunities</li> <li>4. Discussion relating to the degree &amp; scale of density / housing diversity</li> <li>5. Input into research and planning for community infrastructure (public transport priorities, facilities, services, spaces, open spaces, green spaces and needs)</li> <li>6. Feedback on draft Strategic Framework Plan/Scenario</li> <li>7. Overall character</li> </ol>	<b>Primary audiences:</b> <ol style="list-style-type: none"> <li>1. Existing landowners / business inside FBURA</li> <li>2. Adjacent existing residents / businesses</li> <li>3. Future residents / future businesses</li> <li>4. Peak bodies – Industry, Transport, Environment, Design</li> <li>5. Development sector (as sounding boards)</li> <li>6. Service sectors – community, health, education</li> </ol>	<b>Engagement objectives:</b> <ol style="list-style-type: none"> <li>1. To ensure that the FBURA benefits the community and local economy, delivering optimal placemaking outcomes in line with community needs.</li> <li>2. To increase awareness of and enthusiasm for the short and long term vision for FBURA and to manage community expectations.</li> <li>3. To research and understand views of current and future communities, and to identify issues that may contribute toward or impact against optimal placemaking outcomes.</li> <li>4. To build community capacity to accept, understand and embrace “change”.</li> <li>5. To encourage active community participation in the development and implementation of the FBURA.</li> <li>6. To inform the Strategic Framework Plan and draft Planning Scheme Amendment</li> </ol>
<b>What the engagement <i>cannot</i> influence:</b> <ol style="list-style-type: none"> <li>1. FBURA vision</li> <li>2. Extent and type of zone and its intent to be mixed use</li> <li>3. Planning Authority determination &amp; extent of third party rights</li> <li>4. Planning timeframe: to be determined by the Minister for Planning</li> </ol>	<b>Secondary audiences:</b> <ol style="list-style-type: none"> <li>1. Commentators – media, academia; industry experts</li> <li>2. Metropolitan audiences – business, residential, investors</li> <li>3. Interstate / International – investors, visitors</li> </ol>	<b>Engagement focus to socialise and seek feedback on:</b> <ol style="list-style-type: none"> <li>1. Government’s FBURA Vision and how this can be realised(x 1)</li> <li>2. Draft Strategic Directions (x 10 )</li> <li>3. Draft Development Scenario(s)</li> </ol> Engagement frame around “ <i>your views</i> ”; “ <i>any gaps</i> ” and “ <i>big ideas</i> ”

## Phase 1 FBURA Community & Stakeholder Engagement Program



**Figure 1**

**Fishermen’s Bend Urban Renewal Area**  
**Communications and Community Engagement Strategy - at a glance**  
**Phase 1: Dec’12 – July’13**  
 4-Dec 12 v1.4  
 capire

- 1 12th Dec ‘12 (Draft Progress Report); 31st Dec ‘12, Report to PCG and approval of Engagement Strategy
- 2 Launch of community engagement
- 3 Release of interim “ideas plan” arising from part 1 engagement
- 4 Close of Phase 1 engagement period
- 5 30th June ‘13, Strategic Framework Plan submitted to Minister

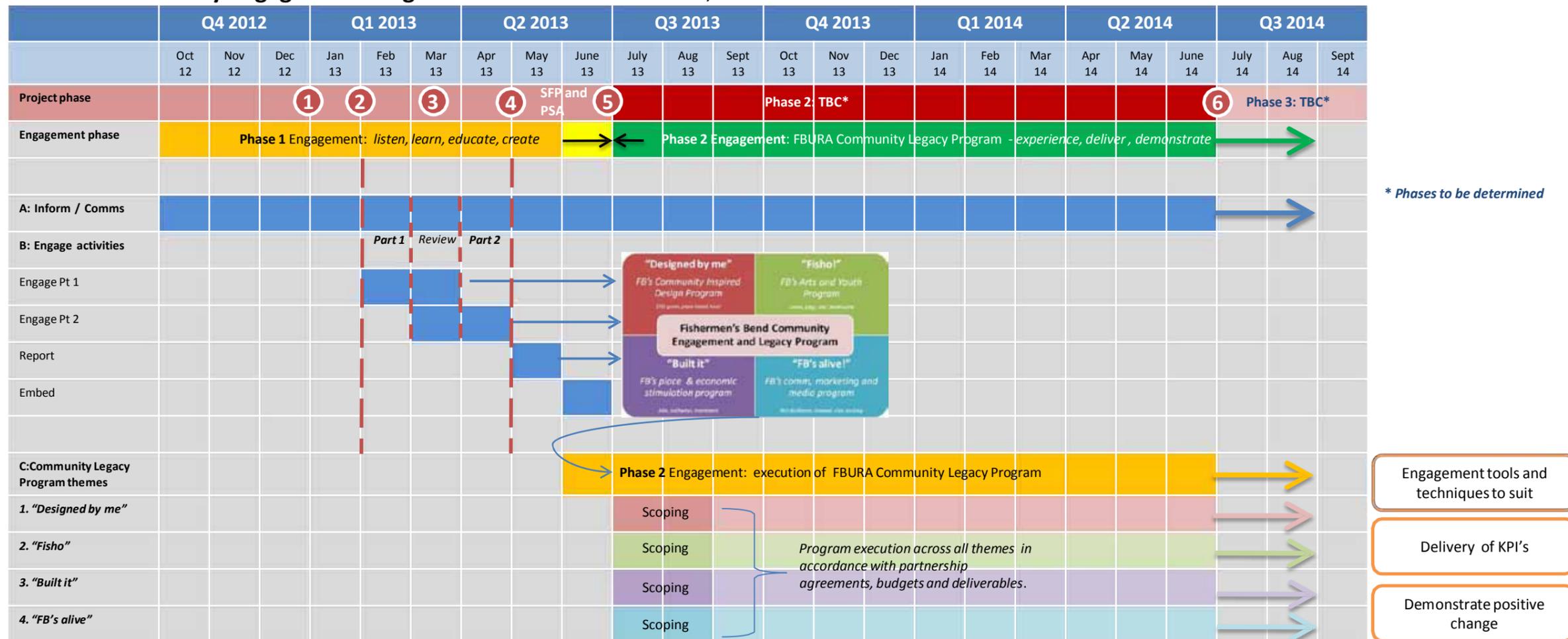
SFP: Strategic Framework Plan  
 PWG: Project Working Group  
 PV: Places Victoria  
 DPCD: Dept of Planning and Community Development  
 CofPP: City of Port Phillip  
 CofM: City of Melbourne

● Evaluate engm’t, report and recalibrate  
 P Monthly PCG Mtg (~Wednesday, around 15th of month)

# Communications and Community Engagement Context Phases 1, 2 & 3

<b>What the engagement <i>can</i> influence:</b> FBURA Strategic Directions – their language, purpose, gaps 1. The articulation/realisation of the Government’s vision for FBURA 2. Design and development of future engagement opportunities 3. Discussion relating to the degree & scale of density / housing diversity 4. Input into research and planning for community infrastructure (public transport priorities, facilities, services, spaces, open spaces, green spaces and needs) 5. Feedback on draft Strategic Framework Plan/Scenrio 6. Overall character	<b>Primary audiences:</b> 1. Existing landowners / business inside FBURA 2. Adjacent existing residents / businesses 3. Future residents / future businesses 4. Peak bodies – Industry, Transport, Environment, Design 5. Development sector (as sounding boards) 6. Service sectors – community, health, education  <b>Secondary audiences:</b> 1. Commentators – media, academia; industry experts 2. Metropolitan audiences – business, residential, investors 3. Interstate / International – investors, visitors	<b>Engagement objectives:</b> 1. To ensure that the FBURA benefits the community and local economy, delivering optimal placemaking outcomes in line with community needs. 2. To increase awareness of and enthusiasm for the short and long term vision for FBURA and to manage community expectations. 3. To research and understand views of current and future communities, and to identify issues that may contribute toward or impact against optimal placemaking outcomes. 4. To build community capacity to accept, understand and embrace “change”. 5. To encourage active community participation in the development and implementation of the FBURA. 6. To inform the Strategic Framework Plan and draft Planning Scheme Amendment  <b>Engagement focus to socialise and seek feedback on:</b> 1. Government’s FBURA Vision and how this can be realised(x 1) 2. Draft Strategic Directions (x 10 ) 3. Draft Development Scenario(s) Engagement frame around “ <i>your views</i> ”; “ <i>any gaps</i> ” and “ <i>big ideas</i> ”
<b>What the engagement <i>cannot</i> influence:</b> FBURA vision 1. Extent and type of zone and its intent to be mixed use 2. Planning Authority determination & extent of third party rights 3. Planning timeframe: to be determined by the Minister for Planning		

## FBURA Community Engagement Program - Overview of Phases 1, 2 & 3



### Milestone dates

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>1 12th Dec '12 (Draft Progress Report); 31st Dec '12, Report to PCG and approval of Engagement Strategy</li> <li>2 Launch of community engagement</li> <li>3 Release of interim “ideas plan” arising from part 1 engagement</li> </ul> | <ul style="list-style-type: none"> <li>4 Close of Phase 1 engagement period</li> <li>5 30th June '13, Strategic Framework Plan submitted to Minister</li> <li>6 Precinct SP's submitted to Minister</li> </ul> |
|---|--|

## Figure 2

**Fishermen’s Bend Urban Renewal Area**  
 Communications and Community Engagement Strategy

**An overview**  
 4-Dec 12 v1.4



WEB: WWW.CAPIRE.COM.AU ADDRESS: 96 PELLIAM STREET, CARLTON 3053, VIC, AUSTRALIA  
 EMAIL: INFO@CAPIRE.COM.AU TELEPHONE: (06) 2 920 9000 FACSIMILE: (06) 2 939 9977

**Phase 2 and 3 FBURA Community Engagement and Legacy Program - Phase 3 (CONCEPT).**

**Designed by me** is a community based place/urban design and development program with the specific purpose of localising public realm and urban design initiatives. **Designed by me** could include:

- FB Design School and Community Design Charettes
- Small scale or corner site design programs temporary or longer term transitional initiatives e.g. Gardens, art space, displays
- Local empowerment with “pop up” or building ‘renewal’ tenancy program
- The design of place based activity programming to underpin the planning and design process

**Built it** is an integrated economic development and investment delivery program designed to leverage capital, deliver jobs and employment pathways. **Built it** could include:

- An investment and development prospectus
- Integration of local, state, federal economic development initiatives and programs
- A *not-for-profit* self funded FBUR place management, program manager and engagement company
- Design and delivery of Industry Based Learning, apprenticeships, youth and work experience pathways and program in partnership with investors, developers, government and NGO’s

**Note:**  
The final design and content of the FBURA community legacy program will be significantly guided by feedback from the Minister on the Strategic Framework Plan and roles and responsibilities moving forward. The design will Part 1 and 2 and additional best practice research.



**Fishes!** is a creative arts, youth engagement and skills development program that will build capacity and useful place contributions throughout the design, build and operate phase of FBURA. **Fishes!** could include:

- Long term, partnerships with local schools, TAFE & Universities
- FB focused curriculum development in arts, design, community development or project construction
- Local arts community and urban art scholarships
- Vis com/photo, film story telling or resident artist program.

**FB's alive!** is a creative communications, marketing and media program designed *not* to be Docklands to focus on revitalisation, exploration and renewal. **FB's alive!** could include:

- A new style high profile ad and PR campaign
- Integrated FBURA launch, marketing and messaging
- The use of FB ambassadors and endorsements
- Positioning as a MPS / Urban Renewal pilot and demonstration program

**Figure 3**

**Fishermen's Bend Urban Renewal Area  
Communications and Community Engagement Strategy**

**Phase 2: July13+**  
4-Dec 12 v1.4

capire

WEB: WWW.CAPIRE.COM.AU ADDRESS: 96 PELHAM STREET, CARLTON 3053, VIC, AUSTRALIA  
EMAIL: INFO@CAPIRE.COM.AU TELEPHONE: (+61-3) 9281 9000 FACSIMILE: (+61-3) 9389 3377

# 1 Introduction

On 2 July 2012 the Minister for Planning rezoned 240 hectares of industrial land to Capital City Zone, and declared the Fishermans Bend Urban Renewal Area a project of State Significance, signalling the first step in regenerating the largest inner city area in Australia's history.

Over the next six months Places Victoria will oversee the development of a Strategic Framework Plan, working closely with the Department of Planning and Community Development (DPCD) and the Project Control Group (PCG) that includes the Department of Transport (DOT), the Office of the Victorian Government Architect (OVGA), Port of Melbourne Corporation (PoMC), the City of Melbourne (COM) and the City of Port Phillip (COPP).

The Strategic Framework Plan will be a development framework that encourages housing diversity for different life stages and affordability levels, existing and new employment opportunities, and community services and infrastructure.

Community attitudes, ideas and feedback are vital to the development of the Strategic Framework Plan (SFP). This Communications and Community Engagement Strategy (the Strategy) will guide the process which will be undertaken to help to provide information to interested community members and relevant stakeholders about the FBURA; prompt discussion around the proposed vision for the area and capture feedback, insights, ideas and innovations which will help shape the future of Fishermans Bend.

The results of this process will help ensure the SFP adequately reflects a shared vision between the proponents, key stakeholders and the community.<sup>2</sup>

An additional engagement strategy will be developed to support the Precincts Planning phases of the project.

## 1.1 Definitions

The following definitions are relevant to this Strategy:

**Community:** A community is a group of two or more people who share a common identity in relation to their values, nationality, spirituality, geographic location, education, ethnicity, background, social inclination, economic status or political choices, amongst any number of other bonding aspects. This bond enables communities to communicate effectively and work together toward goals identified as being for their common good.

<sup>2</sup> (Internal Working Document Only) Fishermans Bend: Australia's largest urban renewal opportunity. Strategic Directions, November 2012. Places Victoria.

**Stakeholder:** Stakeholders are individuals or organisations, which affect, or can be affected by project decisions. Stakeholders can include different groups, government departments, local governments, media, business, industry and the general community.

**Engagement:** Engagement is a planned process of working with stakeholders and the community to develop relationships build understanding and inform decision-making processes.

**Strategic Framework Plan:** A comprehensive and action-oriented blueprint for short and long term decision-making that includes a physical vision, public policies, implementation strategies and actions, and assignment of implementation responsibilities.

## 1.2 Assumptions

**Population figures:** It is important to note that development scenarios, which will influence projected population figures, are still to be approved. For the purposes of this document a range of projected population figures are used up to that of the highest capacity under current scenario testing.

**Project timing:** The current terms of reference guide the development of a strategic framework plan up until 30 June 2013. This strategy puts forwards a recommended communications and community engagement approach beyond the submission of a strategic framework plan on 30 June 2012, however this will need to be further developed and refined in response to Ministerial feedback and confirmation of next steps.

## Situation analysis

### 1.2 Fishermans Bend

#### HISTORIC CONTEXT

The area now known as Fishermans Bend is part of the suburb of Port Melbourne, south-west from Melbourne's CBD.

First settled in 1839, the area was once known as Liardet's Beach, then taking on the official name of Sandridge before becoming Port Melbourne in 1884. From its beginnings as a hunting ground for several aboriginal communities, to becoming a busy port and industrial precinct, Fishermans Bend has a rich and vibrant history, one that will grow with the area as it develops as a new community and business area for Melbourne.

#### FISHERMANS BEND TODAY

Located within four kilometres of Melbourne's CBD, and within one kilometre of the Yarra River and Port Melbourne Beach respectively, Fishermans Bend is close to high value employment precincts and surrounded by a proven real estate market.

The rezoned area is larger than the CBD and currently home to approximately 200 residents, predominantly within the Montague precinct. As the birthplace of Victoria's industrial and manufacturing sector, Fishermans Bend today operates as an industrial and logistical hub that employs approximately 18,000 workers.

The area is serviced by an existing road network including the West Gate Freeway and City Link. An existing transport network services the area, particularly within the Montague precinct by buses and trams. Adjacent to thriving communities including Port Melbourne and Albert Park, the area's open spaces and facilities, including Murphy's Reserve, are well used by community groups, workers, sporting clubs and local schools.

Through the realisation of the vision, in-depth community consultation and careful planning, Fishermans Bend will transition into a thriving mixed-use urban village embracing the area's existing community and heritage and natural evolution of the precinct to date.

The area provides a significant opportunity to redevelop what is a currently underutilised area into a truly mixed-use precinct.<sup>3</sup>

### 1.3 About the project

On average, more than 80,000 people per year are relocating to Melbourne. Over the next 40 years Melbourne's population is expected to grow from 4.1 million to 6.5 million and in decades to come it is anticipated that Melbourne will overtake Sydney as Australia's most populated city.

This significant growth in Melbourne's population in recent years has seen a consequential increase in land prizes in the inner city, driving population growth to the middle and outer suburbs. New residents to the inner-city are now, for the most part, students, singles and couples with many families choosing to move to Melbourne's middle and outer suburbs.

<sup>3</sup> (Internal Working Document Only) Fishermans Bend: Australia's largest urban renewal opportunity. Strategic Directions, November 2012. Places Victoria.

The Coalition Government's vision in redeveloping Fishermans Bend is to re-address these trends through an industry-leading planning framework whereby Fishermans Bend will become a place for people of all ages and become an alternative to the continued outward growth, allowing more Victorians to choose to live closer to existing jobs, services, public spaces and transport connections which in turn drives affordability, liveability and sustainability.

Strategically located close to the traditional Melbourne CBD, Fishermans Bend provides an opportunity to deliver urban renewal outcomes on a scale unrivalled in Australia. Preliminary planning indicates that the Project area could accommodate up to approximately 80,000 residents and has the potential to house up to 140,000 residents, while being an employment destination for between 20,000 and 50,000 workers. Through extensive planning, the appropriate density and mix of housing and industry needed to underpin the future delivery of this new inner-city area will be determined.

A unique partnership model between State Government, local councils and the private sector will be used to deliver the Project, and will become a leading example of the strong, long-term partnerships required to make urban renewal projects of this size and significance a reality.

Over the next six months Places Victoria will oversee the development of a Strategic Framework Plan, working closely with the members of the Project Control Group (PCG), stakeholders and the community to help realise the ultimate vision for the area.

The Strategic Framework Plan will be a development framework that encourages housing diversity for different life stages and affordability levels, existing and new employment opportunities, and community services and infrastructure. An extensive planning exercise is now underway and includes the exploration of new construction methods and materials, ensuring the delivery of both new and upgraded infrastructure and community facilities, best practice sustainability principles and how to create an exemplary public realm and connectivity to the adjoining areas such as Port Phillip Bay, the Yarra, Docklands, the CBD and Southbank. People-centric design incorporating walking and bike paths and new public transport in the Project area will be critical to sustaining Melbourne's future liveability credentials.

The development framework being developed for Fishermans Bend will pave the way for the private sector by creating opportunities and providing clarity about the desired outcomes. The City of Port Phillip adopted the Montague Precinct Structure Plan in September 2012 and elements of this work will be included in the future planning for the Fishermans Bend Urban Renewal Area.

The Strategic Framework Plan being prepared for the FBURA will help guide future development of Fishermans Bend's four new precincts:

- Lorimer (27 ha approx);
- Montague (43 ha approx);
- Sandridge (85 ha approx); and
- Wirraway (89 ha approx).

### 1.4 FBURA Vision Statement

Preliminary estimations indicate that over the next 50 years, Fishermans Bend could house more than 140,000 residents and be an employment destination for more than 50,000 workers.

The Government's overall vision for the area is:

- to create a new vibrant community containing a genuine mix of residential, commercial, retail, entertainment, industry, transport and community facilities, and

- to create a vibrant and liveable community combining the requirement to provide substantial housing provision and job growth with community services and accessibility options using best practice environmental sustainability.

This vision will be underpinned by strategic directions to help guide future development in the area. Draft strategic directions are emerging from the early work underway between government, the City of Melbourne and City of Port Phillip and will be further refined following community consultation. The strategic directions will seek to guide development in Fishermans Bend to:

- become a home for people of all ages through the creation of diverse, liveable and family friendly neighbourhoods.
- create a public realm that fosters a sense of place through its safe and inviting streets, squares and open spaces.
- provide a balance of employment and housing choice
- enhance connections to surrounding areas enabling sustainable travel by foot, bikes or public transport
- deliver an integrated and efficient energy, water and waste infrastructure
- provide a funding model for timely delivery of facilities and services.

The strategic directions will be provided for community consultation in 2013, providing the foundations for the draft strategic framework plan for Fishermans Bend.

## 1.5 Strategic context

### 1.5.1 Metropolitan Planning Strategy (MPS)

On average, more than 80,000 people per year are relocating to Melbourne. Over the next 40 years Melbourne's population is expected to grow from 4.1 million to 6.5 million and in decades to come it is anticipated that Melbourne will overtake Sydney as Australia's most populated city.

In response to Melbourne's expected growth, the Victorian Government is preparing a new Metropolitan Planning Strategy (MPS) for Melbourne. This document will set a vision for Melbourne and Victoria, together with eight regional growth plans that will plan for the future of the balance of Victoria. Fisherman's Bend Urban Renewal project will deliver on what is expected to be an important platform of the MPS – namely building an expanded Central City to attract new jobs and reinforce Melbourne as a tourism hub.

This significant growth in Melbourne's population in recent years has seen a consequential increase in land prices in the inner city, driving population growth to the middle and outer suburbs. New residents to the inner-city are now, for the most part, students, singles and couples with many families choosing to move to Melbourne's middle and outer suburbs.

As part of the Metropolitan Planning Strategy development, the Victorian Government has acknowledged that in the decades ahead, development and urban renewal in inner Melbourne will be at a scale not previously considered. In order for this to succeed there must be an integrated approach to land use and transport.

The FBURA will incorporate a mix of land uses including residential, commercial, retail, industrial, recreation, education, entertainment and community uses.

The Victorian Government's vision in redeveloping Fishermans Bend is to provide a best practice planning framework to transform Fishermans Bend into a place for people of all ages and to become an alternative to the continued outward growth. This will allow more Victorians to choose to live closer to existing jobs, services, public spaces and transport connections which in turn drives affordability, liveability and sustainability.

### 1.5.2 Key policy and planning documents

The Port Phillip Planning Scheme Amendment (C102) and the Melbourne Planning Scheme Amendment (C170) together implement a comprehensive suite of changes to the Port Phillip and the Melbourne Planning Schemes to facilitate the transition of the FBURA project from a primarily industrial precinct to a genuine mixed-use precinct with a residential and commercial focus.

Other existing key policy and planning documents for land use within the Fishermans Bend precinct, as well as consultation outcomes of related programs, relevant to the FBURA include:

- Fishermans Bend Project Control Constitution and Terms of Reference (June 2012)
- Victoria in Future 2012, Department of Planning and Community Development (April 2012)
- Housing Strategy 2007 to 2017, City of Port Phillip (October 2007)
- Docklands Community and Place Plan (2012)
- Fishermans Bend Planning and Economic Development Strategy, City of Port Phillip (November 2010)
- Port Melbourne Small Area Economic Profile, City of Melbourne (April 2010)
- Industrial Land Supply Study, City of Melbourne (May 2009)
- Montague Precinct Structure Plan – adopted by Council (September 2012)
- Municipal Strategic Statement (City of Melbourne)

### 1.5.3 Montague Precinct Structure Plan

The City of Port Phillip Council recently adopted a structure plan for the precinct known as the Montague Precinct Structure Plan, which involved extensive consultation.

Elements of the structure plan will be included in the future planning of the FBURA.

### 1.5.4 Local context

Fishermans Bend is located near the Yarra River and Port Phillip Bay, at the south western edge of Melbourne's central business district. The precinct falls in both the Cities of Melbourne and Port Phillip. The seven square kilometres of land includes a broad mix of manufacturing, wholesale and business services. The area has been established as an industrial precinct since the 1930s and is home to some of Australia's biggest companies. The area is known for its history in the automotive and aviation industries, but more recently has seen a decline in industrial production within the area.

FBURA will be made up of four precincts: 'Wirraway Precinct', 'Sandridge Precinct' and 'Montague Precinct' which all fall in the City of Port Phillip and the 'Lorimer Precinct', which falls in the City of Melbourne. These precincts represent approximately 240 hectares of land situated on either side of the Westgate Freeway in Port Melbourne and South Melbourne. The FBURA is a section of the publically known Fishermans Bend area.

FBURA contains a small number of residential dwellings in the City of Port Phillip area (200 residents, mostly in Montague); however the majority of land use is made up of small and medium industrial businesses.

Williamstown Road runs along the southern boundary of the FBURA, where a clear distinction in land use can be seen. The southern section of the FBURA abuts a residential area, including the Garden City and Beacon Cove which, comprises of approximately 1100 dwellings.

Strategically located within four kilometres of the traditional CBD, Fishermans Bend provides Melbourne with the opportunity to deliver urban renewal outcomes on a scale unmatched in Australia. Fishermans Bend will give Melbourne a strong economic advantage over other cities, helping to maintain its enviable status as the most liveable city in the world. Together with nearby urban renewal precincts, Docklands and E-Gate, Fishermans Bend is the cornerstone of more than 500 hectares of urban renewal opportunity on the doorstep of the CBD. Fishermans Bend will play a vital role in linking and connecting the surrounding areas to the CBD, north and south and surrounding urban renewal areas including:

- E-Gate
- Arden Macaulay
- City North
- Southbank and
- the Dynon Rd urban growth corridor to Footscray.

Ultimately these urban renewal areas could accommodate up to 400,000 new residents and workers in an arc of central city growth around Melbourne's CBD.

## 2 Engagement approach

### 2.1 Purpose

This communications and community engagement process has been designed to:

- Help to provide information to interested community members and relevant stakeholders about the FBURA;
- Prompt discussion around the realisation of the Government's vision for the area, draft strategic directions and a draft development scenario;
- Capture feedback, insights, ideas and innovations which will help shape the future of Fishermans Bend and inform the development of the Strategic Framework Plan and documents required to support the draft Planning Scheme Amendment.

### 2.2 Communication and Engagement Principles and Objectives

A series of communication and engagement principles and objectives have been developed to guide the implementation of the community engagement process for the SFP.

#### 2.2.1 Principles

- The engagement approach to support phase one of the FBURA project is based on the International Association of Public Participation's (IAP2) Public Participation Spectrum (see appendix 2). The spectrum is based on the premise that different stakeholders require different levels of involvement in decision making. (Note: Hard to reach groups across various stakeholder groups and audiences will be communicated with via targeted strategies.)
- The first phase of consultation is expected to incorporate two levels within the IAP2 spectrum: inform and consult and will be targeted towards primary and secondary audiences as appropriate:
  - Primary audiences:
    - Existing landowners and businesses within FBURA
    - Adjacent existing residents/businesses
    - Future residents
    - Future businesses
    - Peak bodies: industry, transport, environment, Design
    - Development sector
    - Service sectors – community, health, education
  - Secondary audiences:
    - Commentators – media, academia; industry experts
    - Metropolitan audiences: business, residential, investors
    - Interstate / International: investors, visitors
- Items expected to form part of the inform spectrum include:
  - Government's vision for the area
  - Project planning update
  - Planning context

- o Interim Development Contributions Plan
- o Governance
- Items expected to form part of the consult spectrum include:
  - o Discussion around delivering the Government's vision for the area
  - o Ideas for delivery ( what and when)
  - o Ideas for what would attract residents and businesses to the area
  - o Research into community needs in relation to infrastructure priorities including open space, community infrastructure and transport
  - o What does density really mean and how can it be delivered to support the Government's vision for FBURA?
  - o Feedback on draft Strategic Framework Plan / Scenario
- Places Victoria, with the support of the working group and PCG will engage a community consultation expert to create material to support the first phase of the engagement process. Following confirmation from the PCG as to the scenario/information to be provided to the community during phase one of the consultation, Places Victoria will work closely with the community engagement consultant around the parameters for negotiable/non-negotiable items, paying particular emphasis on providing clarity around the items which will form part of the inform and consulting phases.
- We will work closely and collaboratively with project partners to ensure clear, consistent and coordinated distribution of information regarding the FBURA and the development of the Strategic Framework Plan
- We will be clear and upfront regarding project and engagement opportunities, complexities and constraints
- We will establish and follow a clear and consistent engagement process aimed at ensuring both locals and the broader community have opportunities to be involved at the appropriate times
- We will strive to ensure that information regarding the progress of the project is regularly fed back to participants and the wider community.
- We will work to ensure communities are appropriately informed about all aspects of the FBURA, using clear, concise and easily understood terminology and language.
- We will strive to embed a philosophy of inclusive community engagement in all aspects of the project, designing activities to ensure maximum involvement by as many members of the community as possible.
- We will ensure that community engagement adds maximum value to development and implementation of the FBURA.

## 2.2.2 Communications Objectives (Up until 30 June)

- To position the Fishermans Bend Urban Renewal Area consistently with state government objectives for the project
- To position Places Victoria as the Government's new urban renewal authority, creating communities through actively pursuing urban renewal in areas that can accommodate population growth and a greater mix of housing types in well connected and serviced areas

- To ensure consistent communications with all relevant stakeholders and partner organisations
- To ensure stakeholders and the local community are aware of all opportunities for engagement and clearly understand engagement and project parameters
- To Raise awareness of early progress and project achievements
- To generate excitement about the potential for urban renewal in the Fishermans Bend area
- Generate accurate and where possible positive media coverage

## 2.2.3 Engagement Objectives (Phase One engagement)

- To inform the Strategic Framework Plan and documents required to support the draft Planning Scheme Amendment
- To increase awareness of and enthusiasm for the short and long term vision for FBURA and manage community expectations.
- To research and understand views of current and future communities, and identify issues that may contribute towards or impact against optimal placemaking outcomes.
- To build community capacity to accept / understand / embrace "change".
- To encourage early and active community participation in the development and implementation of the FBURA
- To work with existing and potential future communities to encourage community strengthening, cohesion and integration
- To ensure the appropriate groundwork is laid to maximise the FBURA's potential to benefit the community and local economy, delivering optimal placemaking outcomes in line with community needs.

This Strategy has been designed in accordance with the principles of the International Association for Public Participation (IAP2) and their Public Participation Spectrum. Please see Appendix 2 for further information.

## 2.3 Indicative engagement timeframe (phase one)

It is envisaged that Phase One (development of the Strategic Framework Plan) of the FBURA engagement process will be implemented in the following time frame:

Table 1 - Indicative Phase 1 timeframe

Stage	Timing	Detail
Pre-launch	December 2012 - January 2013	Finalise collateral and tools
Engagement (part 1)	February to mid-March 2013	Providing the community with base information about the project and investigating the community's ideas to realise the vision
Hold point	Late March 2013	Engagement evaluation, reporting and recalibration
Engagement (part 2).	April 2013	Coming back to the community with a draft Strategic Framework plan and the outcomes of part 1 engagement: Fleshing out the vision 'ideas plan'
Reporting	Late April 2013	Final report to feed in to the Strategic Framework Plan

Please refer to 'Community Engagement Strategy at a glance-Phase One' within the Executive Summary section of this Strategy for further detail of the proposed timeframe.

## 2.4 Engagement negotiable/non-negotiables

The following engagement parameters have been agreed by the PWG.

### 2.4.1 What the engagement *can* influence

- FBURA Strategic Directions – their language, purpose and gaps
- The articulation or realisation of the Government's vision for FBURA
- Design and development of future engagement opportunities.
- Discussion relating to degree and scale of density / housing diversity as it relates to the Government's vision for FBURA.
- Input into research and planning for community infrastructure (facilities / services / spaces / open spaces / green spaces / needs)
- Input into research and planning for public transport and road network priorities
- Overall character
- Feedback on draft Strategic Framework Plan / Scenario

### 2.4.2 What the engagement *cannot* influence

- FBURA vision
- Extent and type of zone and the intention for each be mixed use
- Planning Authority determination and extent of third party rights
- Planning timeframe – to be determined by the Minister for Planning

Development Contributions Plan (DCP) fees and charges.

## 2.5 Communications and Engagement Working Group

A Project Communications and Community Engagement Working Group (CCEWG), which reports to the Project Control Group, has been established to provide guidance and recommendations regarding communications and community engagement throughout the life of the FBURA.

The PWG consists of:

- Daina Fahey, Places Victoria
- Claire James, Places Victoria
- Desley Renton, City of Melbourne
- Leanne Mitchell, City of Melbourne
- Sian Whalley, City of Port Phillip
- Jacqui Banks, City of Port Phillip
- Jodi Sneddon, Department of Planning and Community Development
- Kirsten Howe, Department of Planning and Community Development
- Matt Cugley, Department of Transport

In addition to the PWG, the following have also been nominated by their respective organisations to provide advice and support:

- Clinton Fisher, Places Victoria
- Phillip Roth, Places Victoria
- Tania Crisafi, Department of Planning and Community Development
- Brooke Colbert, City of Port Phillip

## 2.6 Protocols

It is recommended that this Strategy be endorsed by the CCEWG and approved by the PCG prior to the commencement of any activity.

### 2.6.1 Communications and Media Protocols

A key communications objective the CCEWG is to ensure consistent external communications regarding the FBURA project.

Timely and consistent communications, including appropriate proactive opportunities and responses to media enquiries, are key to ensuring project success and minimising project and reputational risk.

To assist with this the following protocols have been drafted for approval by the project working group. These protocols apply to Phase One of the consultation (Dec 2012 – June 30, 2013) and will continue to be updated throughout the project life.

### 2.6.2 General communications and media protocols

- Places Victoria will lead the production of communications and engagement tools for the FBURA project for the input and if necessary, the approval of the CCEWG and the PCG prior to publication where appropriate. Otherwise Places Victoria will provide a courtesy notification.
- All FBURA project communications will be provided to DPCD and the Minister's Office for final approval, (with the exception of local council issues).
- When promoting the FBURA through external communications or via the media PCG members and interested parties will be credited where appropriate.
- Where a working group member other than Places Victoria is managing a project independently, but which relates to the FBURA project, it is requested that they provide information about the project and upcoming communications prior to public release where appropriate.
- The working group members will keep each other informed of any Fishermans Bend related stories anticipated to attract metro / national media coverage, in order to respond to Ministerial / CEO enquiries and prepare for media requests/opportunities.
- A log of media enquiries, opportunities and coverage will be presented at each CCEWG and PCG meeting.

### 2.6.3 Media response process

- Places Victoria will manage the preparation of proactive and reactive and proactive media responses and maintain a register of relevant Q&As pertaining to activity in FBURA (addressing all known facts & potential issues).
- Places Victoria will notify working group members when it receives a media enquiry, and seek input and approval where appropriate
- Places Victoria will always seek approval from DPCD and the Minister for Planning's media adviser before issuing any public information (media and/or major publications)
- It is requested that if other members of the working group receive a media enquiry regarding the FBURA project that they direct the query to Places Victoria, unless the enquiry relates to a local council issue.
- The City of Port Phillip and the City of Melbourne will keep Places Victoria informed of media releases relating to the area where they specifically relate to council issues, and will seek joint media opportunities where applicable.

### 2.6.4 Spokesperson

- Places Victoria is the spokesperson for all FBURA related communications and media unless directed by the Minister's Office, unless the enquiry relates to a local council issue.

### 3 Communication Issues

Described below are a series of potential community and stakeholder communication issues which may need to be considered during the engagement process.

Issue	Description	Mitigation
Lack of clarity around the motivations for the project	<p>The general community may not yet fully grasp the drivers and need for the FBURA.</p> <p>They may not fully understand the problems the Victoria Government are trying to solve and as a result may not feel any interest or excitement in the project.</p>	<ul style="list-style-type: none"> <li>• Communications designed to be clear, concise and informative</li> <li>• Develop messages which clearly articulate why Fishermans Bend is an appropriate and exciting site for this scale of urban renewal</li> <li>• Provide innovative tools and techniques to get people interested and involved in the project</li> </ul>
Resistance to the project from the existing (and wider) community	<p>The general community may not yet fully grasp the drivers and need for the FBURA.</p> <p>They may not fully understand the problems the Victoria Government are trying to solve and as a result may not feel any interest or excitement in the project.</p>	<ul style="list-style-type: none"> <li>• Communications designed to be clear, concise and informative</li> <li>• Develop messages which clearly articulate why Fishermans Bend is an appropriate and exciting site for this scale of urban renewal</li> <li>• Encourage the local community to make the precinct their own by providing input on areas they can influence during the community engagement process.</li> <li>• Provide innovative tools and techniques to get people interested and involved in the project</li> </ul>

Issue	Description	Mitigation
Concerns around the scale of the development proposed	<p>The community may have concerns around the scale of the proposed redevelopment, especially around housing density and provision of community infrastructure (schools, child care, healthcare, leisure, parks/open space).</p> <p>This could lead to fears around negative impacts on Melbourne's 'liveable city' image as well as fears around a loss of the existing community identity around Port Melbourne and South Melbourne.</p> <p>Additionally there could be community scepticism around the ability of Government to deliver a project of this scale (economic issues, political issues, land contamination, etc)</p>	<ul style="list-style-type: none"> <li>• Communications designed to be clear, concise and informative</li> <li>• Clear negotiable and non-negotiables (and rationale for them)</li> <li>• Develop messages which clearly articulate why Fishermans Bend is an appropriate and exciting site for this scale of urban renewal</li> <li>• Emphasis on a longer term engagement process with regular feedback mechanisms</li> <li>• Assessments of the social and physical infrastructure will provide the impetus to plan for the early delivery of transport, infrastructure and community services.</li> </ul>
Provision for public transport infrastructure	<p>The community and stakeholder groups may have concerns about how FBURA will be able to provide/fund the public transport infrastructure required to ensure the development is sustainable and can reduce reliance on private vehicle movement.</p>	<ul style="list-style-type: none"> <li>• Communications designed to be clear, concise and informative</li> <li>• Clear negotiable and non-negotiables (and rationale for them)</li> <li>• Develop messages which clearly articulate why Fishermans Bend is an appropriate and exciting site for this scale of urban renewal (including provision of transport infrastructure)</li> </ul>

Issue	Description	Mitigation
<p>Concerns around 'another Docklands'</p>	<p>Concerns have already been raised around the prospect of 'another Docklands' – the most recent major urban renewal project in central Melbourne.</p> <p>Many critics of Docklands claim that the area has been too 'developer focused' and has not created an urban environment which is welcoming and community friendly.</p> <p>Docklands is also claimed to not have been built at a 'human scale', with too much emphasis on tall apartment towers and too little on the fine grain of ground level services and infrastructure.</p>	<ul style="list-style-type: none"> <li>• Ensure engagement activities are innovative, creative and relevant</li> <li>• Maximise opportunities for place-based activities within the project footprint to help create community excitement and focus on Fishermans Bend today and in to the future</li> <li>• Work with children and young people to ensure the voice of 'the next generation' joins the conversation</li> <li>• Acknowledge and document community feedback and experiences around other urban renewal projects</li> </ul>
<p>Businesses being forced to leave the area.</p>	<p>There may be community perceptions that businesses will be forced to relocate against their will to make way for the proposed redevelopment.</p>	<ul style="list-style-type: none"> <li>• Communications designed to be clear, concise and informative</li> <li>• Explain Places Victoria's commitment to continue talks with businesses interested in relocating</li> <li>• Communication to businesses in the area should occur to outline the project and explain:                         <ul style="list-style-type: none"> <li>○ Land turnover is planned to occur through market-forces e.g. the voluntary sale of land as businesses choose to locate elsewhere.</li> <li>○ Compulsory acquisition of land is not planned at this stage.</li> <li>○ Some landowners have already expressed their desire to relocate/redevelop.</li> <li>○ There are many vacant or under-utilised sites and in the short to medium term it is expected both existing and new residents will co-exist.</li> </ul> </li> </ul>

Issue	Description	Mitigation
Future increases in traffic congestion	Fears around a massive influx of vehicles moving around an already very congested area, trying to access the city.	<ul style="list-style-type: none"> <li>• Traffic and transport modeling and planning will be a vital piece of technical work to underpin the development of the structure plans and master-plans for the FBURA.</li> <li>• Acknowledge and document community feedback and experiences around other urban renewal projects</li> </ul>
Cynicism around developers' involvement and motivations	<p>Some community members will be cynical about the notion of more private development within FBURA, fearing a 'land grab' situation.</p> <p>There may also be concerns that the precinct will not be able / willing to accommodate provisions for adequate affordable housing.</p>	<ul style="list-style-type: none"> <li>• Provide clarity and certainty around the role of developers in the process</li> <li>• Open and transparent communications at all times</li> <li>• Clearly articulate negotiables and non-negotiables (and rationale for them)</li> <li>• Explain that funding mechanisms and construction methods are being investigated to provide for affordable housing in the precinct.</li> </ul>
Community feelings that 'decisions have already been made'	<p>Issues may arise around a feeling of a 'top down decision making process', with sentiment suggesting that community and stakeholder input in to the processes being 'tokenistic' and that decisions have already been made.</p> <p>This issue may be heightened following media reporting by the rezoning decision made by the Planning Minister in July and details of meetings with Asian investors and developers in November.</p>	<ul style="list-style-type: none"> <li>• Open and transparent communications.</li> <li>• Clearly articulate negotiables and non-negotiables (and rationale for them)</li> <li>• Emphasis on a longer term engagement process with regular feedback mechanisms</li> </ul>
Lack of community interest in such a 'long term' vision	<p>The community may have limited interest in talking about such a long term vision for FBURA.</p> <p>They may struggle to get excited about picturing the area in several decades' time and therefore may be apathetic about the engagement process.</p>	<ul style="list-style-type: none"> <li>• Ensure engagement activities are innovative, creative and relevant</li> <li>• Maximise opportunities for place-based activities within the project footprint to help create community excitement and focus on Fishermans Bend today and in to the future</li> <li>• Communicate that some projects could be underway as early as 2013</li> <li>• Work with children and young people to ensure the voice of 'the next generation' joins the conversation</li> </ul>

Issue	Description	Mitigation
Community outrage	<p>Certain community members and groups may be fiercely resistant to changes proposed during the life of the FBURA, protesting around infrastructure development, loss of amenity, etc</p> <p>The community may also have unrealistic expectations about the general process of planning, provision of infrastructure and the delivery timeframes for a development of this scale. On 19 November 2012, <i>The Age</i> reported on Places Victoria</p>	<ul style="list-style-type: none"> <li>• Open and transparent communications</li> <li>• Provide ample opportunities for face to face engagement to talk through specific community concerns</li> </ul>
Criticism about Asian investment in the FBURA	<p>seeking investment in the FBURA from Asian developers at the MIPM Conference in Hong Kong.</p> <p>Criticisms centred on FBURA becoming another development-led precinct that will make the same mistakes as Docklands.</p>	<ul style="list-style-type: none"> <li>• Continuing to source a wide range of investors to Melbourne continues the ability for Melbourne to remain the world's most liveable city, providing jobs and opportunities for current and future Victorians.</li> <li>• Lessons have been learnt from Docklands and the reality is Docklands is a long way from being completed. As Docklands continues to evolve, so will the heart and soul some claim it lacks.</li> <li>• Fishermans Bend is different to Docklands as it is owned mostly by private landholders. This private ownership places an even larger onus on the planning controls that are to be put in place and to ensuring that we get the community infrastructure right from the beginning.</li> <li>• A long-term pipeline of investment, both local and foreign, is critical to advancing Victoria. To suggest foreign investment means our planning controls and masterplans would all of a sudden disappear because of the origin of the funding source is simply wrong.</li> </ul>

## 4 Stakeholders

Stakeholders' interest in and ability to influence the project will vary and therefore stakeholder specific engagement techniques are to be implemented. People, attitudes, ideas and perceptions are not static and neither are stakeholders - they may emerge and evolve throughout the project.

Industry	Type	Organisation
Government	Federal	Australian Government (potential funding source), Federal Member Adam Bandt
	State	Minister for Planning, DPCD, DOT, DEECD, DHS, VicRoads, Yarra Trams, Port of Melbourne, Parks Victoria, EPA, Werribee Treatment Plant, DBI, DSE, Heritage Victoria, Office of the Victorian Government Architect, The Office of Living Victoria, State Member - Martin Foley
	Local	City of Melbourne and City of Port Phillip
	Member for Melbourne Ports	Michael Danby
	Emergency Services	MFB, Victoria Police and Ambulance
Community	Residents and resident groups	Garden City, Yarra's Edge, Port Melbourne, South Melbourne, Beacon Cove Neighbourhood Association, Friends of Melbourne's Foreshore, Docklands Community Association, Port People Inc., Port 2 Port and surrounding residents
	Chambers of Commerce	Docklands Chamber of Commerce, Port Melbourne Business Association
	Friends of open space/environmental	Community Gardens, Friends of Westgate Park, Port Phillip Eco Centre
	Educational Institutions	Melbourne Grammar School, Montague Specialist State Secondary College, Montague Continuing Education Centre, Port Melbourne Primary
	Sports clubs	Sandridge Life Saving Club, Port Melbourne Yacht Club and various sporting clubs
	Other	Bicycle Victoria, Port Melbourne Historical and Preservation Society (PMHPS)
Private/ Commercial	Roads operator	CityLink
	Major business in declared area	Toyota and employees
	Business in declared area	Container depots, manufacturing sector, business services, wholesale trade, transport, postal and storage, information, media and telecommunications, other business sectors and employees
	Developers	MAB Corporation, Goodmans, various
	Utilities	Melbourne Water, WE Water, Electricity, Gas, Zinfra, Citipower, Jemena, SP AusNet, SouthEast Water
Interface	Industrial/commercial	Boeing, Kraft, Herald Sun, Holden

Industry	Type	Organisation
	business (north of freeway)	
	Industrial/commercial business (north/east)	Exhibition Building/Hilton/South Wharf
	Residential/commercial (north)	Mirvac (Yarra's Edge)
Media & Opinion Leaders	Media Outlets	Newspapers, radio, TV and online news and media outlets
	Commentators	Neil Mitchell, Jon Faine, etc
	Industry experts	Michael Buxton, Kim Dovey, Kate Shaw etc

## 5 Implementation Plan

Below are a series of tools and techniques to be used throughout the engagement process. A draft indicative programme and budget allowance has been outlined and can be found in Appendix 3.

Key: **PWG** – Project Working Group. **PV** – Places Victoria. **Supplier** – Third-party supplier

Activity	Timing	Target Stakeholders	Level of Engagement	Responsibilities
<p><b>Project Communications</b></p> <p>Establish one set of recognised communication channels that will be advertised on all communication material, including: a project website, postal address, email and 1800 telephone number.</p> <p>Project communications will act as the primary feedback source for all stakeholders.</p> <p>Project branding will be an important tool in establishing credibility and consistency across all FBURA project communications. It is recommended that specific branding guidelines and a unique 'look and feel' be created for use on all project communications.</p>	January / ongoing	All	Inform / Consult	PV led, in consultation with PWG
<p><b>Consultation Manager (or similar) (consultation &amp; stakeholder management system / software)</b></p> <p>Establish project-specific Consultation Manager platform and ensure all engagement activities are recorded in the database.</p>	January / ongoing	Internal	N/A	PV led, in consultation with PWG

Activity	Timing	Target Stakeholders	Level of Engagement	Responsibilities
<p><b>FAQs &amp; Key Messages</b></p> <p>Develop a series of Key Messages and Frequently Asked Questions (FAQs) to provide accurate consistency in the information provide to stakeholders. These will be designed to be for internal use only and will be updated regularly as new information becomes available or as issues are identified. The Key Messages will form the basis of all communications materials. The FAQs are to be used when responding to stakeholder questions. (See Appendix 4 &amp; 5 for drafts)</p>	January / ongoing	All	Inform	PV led, in consultation with PWG
<p><b>Internal communications</b></p> <p>Throughout the engagement process, regular engagement updates will be provided to the wider project team, based on Consultation Manager reports.</p>	Ongoing	Internal	Inform	PWG
<p><b>Email distribution list</b></p> <p>During the engagement process an email distribution list will be developed of all stakeholders to assist in future engagement and distribution of communications materials.</p>	January / ongoing	All	Inform/Consult	PV
<p><b>Advertising/promotion</b></p> <p>Print media advertising will be designed and booked to run in targeted local and metropolitan newspapers promoting the engagement process.</p>	Engagement launch - January / February and at project milestones	All	Inform	PV led in consultation with PWG

Activity	Timing	Target Stakeholders	Level of Engagement	Responsibilities
<p><b>Fact sheets</b></p> <p>A 'project overview' fact sheet will be developed which outlines the FBURA project, the development of the Strategic Framework Plan and the associated engagement process.</p> <p>Additional fact sheets, outlining specific aspects of the project which require further explanation, will be developed and published as required.</p>	<p>Engagement launch – January /February</p>	<p>All</p>	<p>Inform</p>	<p>PV led in consultation with PWG</p>
<p><b>Newsletter</b></p> <p>A community newsletter will be compiled and distributed to nearby neighborhoods providing succinct updates about the FBURA and ways to be involved in the engagement process. A specific distribution area will be mapped out for hard copy delivery and a soft copy will be available for download via the project website.</p>	<p>Engagement launch - January / February and at project milestones</p>	<p>All / local community</p>	<p>Inform</p>	<p>PV led in consultation with PWG</p>
<p><b>Postcard</b></p> <p>A postcard will be produced to be distributed via community facilities, which briefly outlines project objectives and ways to get involved.</p>	<p>Engagement launch – January /February</p>	<p>All</p>	<p>Inform</p>	<p>PV led in consultation with PWG</p>
<p><b>Site map/self-guided tour</b></p> <p>A map of Fishermans Bend will be produced and designed to be used as a self-guided walking tour of the area.</p> <p>The map will provide a geographical context and will include information about the diverse history of the area and some indicators of what the area may look like in the future. Local businesses / services of interest will also be highlighted to showcase the already vibrant neighborhoods.</p>	<p>Engagement launch – January /February</p>	<p>All</p>	<p>Inform</p>	<p>PV led in consultation with PWG</p>

Activity	Timing	Target Stakeholders	Level of Engagement	Responsibilities
<p><b>Website / online forum (Bang the Table or similar)</b></p> <p>A project specific online forum will be developed and moderated to enable broader community input in to the engagement process. The online forum will also act as a 'project webpage' which will be able to include a depository of relevant information, contact details, photo libraries, etc.</p> <p>It is recommended that the website / online forum has its own unique URL to assist with simplicity of promotion.</p> <p>The online forum will be linked to existing project information pages on website for organisations such as Places Victoria, DPCD, etc</p>	<p>Engagement launch – January /February</p>	<p>All</p>	<p>Inform / Consult / Involve</p>	<p>PV led in consultation with PWG</p>
<p><b>Briefings</b></p> <p>Individual briefings / meetings with key stakeholders will be undertaken on an as needs basis. These will be designed to offer a more detailed project explanation and opportunity for stakeholder feedback.</p>	<p>Throughout Feb-April</p>	<p>All / 'Key stakeholders'</p>	<p>Inform / Consult / Involve</p>	<p>PV led, in consultation with PWG and PCG</p>
<p><b>Community Ideas Forums</b></p> <p>'Community ideas forums'/workshops will be designed and facilitated to canvas the views, feedback and ideas of a diverse range of stakeholder groups. It is envisaged each forum would be for around two hours and would be interactive and informal, allowing participants opportunities to use visual tools, images and concept designs to help prompt discussion and excitement about FBURA. (Note: this will be framed to ensure public is clear about negotiable and non-negotiables and that expectations can be met.)</p>	<p>Mid March and Late April 2013</p>	<p>Community, including local residents and more broadly interested community members.</p>	<p>Consult / Involve / Collaborate</p>	<p>Supplier</p>

Activity	Timing	Target Stakeholders	Level of Engagement	Responsibilities
<p><b>Writing the Fishermans Bend history</b></p> <p>A community program could be launched to assist with recognising the heritage/history of the existing area by capturing oral history and stories from the existing communities and from people who worked/lived or grew up in the area. These stories will help with some of the future place making activities. The website could be a tool to help find people who have a historical attachment to the area, but also at the pop-up events held etc.</p>	TBC	Community	Consult / Involve / Collaborate	Supplier
<p><b>Invited Stakeholder Forum</b></p> <p>Stakeholder Forums will be scheduled for key stakeholders/stakeholder groups to discuss in more detail feedback, ideas and concerns about the project. It is envisaged each forum would be for around two hours.</p> <p>These will be held during parts 1 and 2 of the engagement process and content will be tailored appropriately for each.</p>	Late February to Mid March and Late April	Key stakeholder groups (e.g. local business, government stakeholders, investors/developers, planners/architects, etc)	Consult / Involve / Collaborate	Supplier
<p><b>Dedicated Planning Workshop</b></p> <p>Targeting key industry experts to ensure buy in at the earliest possible stages. This could comprise a dedicated one day session to being with, and potentially identify and develop an appropriate forum for ongoing input and advice</p>	Late Feb	Key Industry experts	Consult / involve collaborate	Supplier

Activity	Timing	Target Stakeholders	Level of Engagement	Responsibilities
<p><b>Pop Up Information Event</b></p> <p>A 'pop up' interactive information event will be scheduled to take place in a designated and accessible site within Fishermans Bend. This event will be designed to celebrate and showcase the existing cultural and historical context of Fishermans Bend.</p> <p>The event would include project information alongside 'visioning' style activities to help to paint a picture of the area in the future. Activities would be tailored to a variety of audiences including young children and young adults. The events would be designed to build awareness about the area and the project, creating a sense of excitement, destination and urban 'cool'.</p> <p>Other 'activation' activities for the event could include gourmet food stalls, an outdoor cinema, music and market showcasing Melbourne and Australian designers.</p>	Early March and Late April	All	Consult / Involve / Collaborate	Supplier / PWG
<p><b>Scheduled site tours</b></p> <p>Site tours will be scheduled and undertaken for interested stakeholders who wish to gain a deeper understanding of the proposals for the area.</p>	February - April	All	Consult	Supplier / PV
<p><b>Engagement Summary Reports</b></p> <p>A succinct report will be prepared to provide a community-friendly summary of the outcomes of both parts 1 and 2 of the engagement process, assisting with 'closing the loop' of the engagement process.</p>	Late March and Late May	All	Inform	Supplier / PV
<p><b>Analysis and reporting</b></p> <p>Analysis, evaluation and reporting on the engagement process at the completion of parts one and two.</p>	Late March and Late May	Internal	N/A	Supplier / PWG

Activity	Timing	Target Stakeholders	Level of Engagement	Responsibilities
<p><b>Media activity</b></p> <p>Media coverage will be generated on the following to build knowledge and understanding of the project:</p> <ul style="list-style-type: none"> <li>• Various reports (employment and economic assessments, infrastructure capacity, community infrastructure needs assessment, transport issues and opportunities)</li> <li>• MAB Corporation Masterplan</li> <li>• School announcement</li> <li>• Land sales/acquisitions</li> <li>• Innovative construction methods to be used</li> <li>• Early works/projects</li> <li>• Seed projects</li> <li>• Final report to the Minister for Planning</li> <li>• Alignment with MPS announcements</li> <li>• EOI for concept design for affordable housing pilot project</li> </ul>	TBC	All	Inform	PV / PWG
<p><b>Regular briefings to Minister's Office</b></p> <p>The Minister's Office will be regularly updated on the progress of the communications and community engagement process through scheduled briefings.</p>	Ongoing	Minister's Office	Consult / Involve / Collaborate	PV / DPCD
<p><b>DPCD and Places Victoria speaking opportunities</b></p> <p>Opportunities to undertake presentations about the project for key stakeholders will be undertaken on an as needs basis.</p>	Ongoing	Key stakeholder groups (e.g. local business, government stakeholders, investors / developers, planners/architects, etc)	Inform	PV / DPCD

## 6 Monitoring and Evaluation

It is essential that the Community Engagement Strategy be monitored and evaluated to ensure objectives and actions are being implemented. This is especially critical given the range of stakeholders likely to be involved.

It is proposed that the following monitoring and evaluation processes are used for this project.

### 6.1 Key Results Areas and Key Performance Indicators

At the commencement of the project the PWG will meet to workshop appropriate Key Result Areas (KRAs) and Key Performance Indicators (KPIs) for the engagement process.

After the engagement process is completed, elements will be assessed against the agreed KPIs below which have been formulated by the City of Melbourne as part of their Community Engagement program. Evaluation will be based on the extent the indicators have been proven to be achieved.

Examples might include:

KRA	KPI
Planning, resourcing and structures enable the achievement of engagement objectives	The detail of engagement planning was consistent with the level of stakeholder risks
	The time and budget allocated was consistent with level of stakeholder risks
	The internal structures and responsibilities were clarified early in the engagement planning
Timely & clear communication builds trust and increases participation	Stakeholders were given sufficient time and information to engage in a meaningful way
	Outcomes and commitments made to stakeholders were recorded and followed through in a timely way
	FBURA positioned consistently with state government objectives for the project in communication materials and media coverage
	Improved knowledge and understanding of the FBURA among stakeholders
Diversity of participation ensures balance and enables deep understanding of community perspectives	Accurate and where possible positive media coverage achieved
	The community engaged was representative of the project impact and risk
	The engagement process ensured there was equitable opportunity for participation for a diverse range of perspectives to be shared
	There was transparency of communicating engagement details including goal, negotiables, timelines & events

Source: City of Melbourne

### 6.2 Post-engagement assessment

After the engagement program is completed, an hour-long workshop will be held with engagement staff to discuss program successes and outcomes and respond to key learning's from the engagement process. Five questions will be used to lead this discussion, which have been formulated by the City of Melbourne as part of their Community Engagement program:

- What made you hopeful, excited or surprised?
- What was it that worked? Is there a general principle here that you could use again?
- What frustrated or concerned you?
- If something didn't work, what would you try next time?
- What is the significance of what you learned for you would like to share?

Source: City of Melbourne

### 6.3 Reporting

A community engagement report will be developed at the end of the agreed engagement period to inform the development of the Strategic Framework Plan and will include:

- A summary of community and stakeholder feedback from all sources;
- Any relevant transcripts;
- Any other information considered relevant including communications materials, notices and other community contact.

## 7 Proposed Next Steps

Further engagement is planned for later in 2013 onwards to inform the more detailed planning for the four precincts and subsequently specific master plans.

Phase 2 (engagement around Precincts Planning, Part 1) is proposed to occur from the second half of 2013 and Phase 3 (engagement around Precincts Planning, Part 2) will take place from mid 2014 to approximately 2016.

It is envisioned that during these subsequent phases work can commence on a longer term 'community legacy' engagement process, fostering and developing programs such as:

- An integrated economic development and investment delivery program designed to leverage capital, deliver jobs and employment pathways.
- A community based place/urban design and development program with the specific purpose of localising public realm and urban design initiatives.
- Creative arts, youth engagement and skills development program that will build capacity and useful place contributions throughout the design, build and operate phase of FBURA
- Partnerships with urban planning and architecture departments at Melbourne universities to encourage feedback, ideas and submissions from students.
- A creative communications, marketing and media program designed to focus on revitalisation, exploration and renewal.

Please refer to Figure 2 and 3: 'Phase 2 and 3 FBURA Community Engagement and Legacy Program - At a glance (CONCEPT)' within the Executive Summary section of this Strategy for further detail of the proposed program.

## Appendices

### Appendix 1: Draft Strategic Directions

#### STRATEGIC DIRECTION #1

Fishermans Bend enhances its competitive economy through creation of additional jobs and businesses by capitalising on its strategic location between the CBD and the Port.

#### STRATEGIC DIRECTION #3

Fishermans Bend is a place for all people and ages through the creation of diverse, liveable and family friendly communities.

#### STRATEGIC DIRECTION #2

Fishermans Bend provides a funding model that promotes early delivery of catalyst infrastructure and balances transitioning of existing industries.

#### STRATEGIC DIRECTION #4

Fishermans Bend has a unique public realm situated between the Yarra and the Bay with diverse and distinctive neighbourhoods that foster a sense of place through their safe, legible and inviting streets.

#### STRATEGIC DIRECTION #5

Fishermans Bend supports a vibrant mix of uses by providing a balance of employment generation, housing choice and community facilities that are accessible to Fishermans Bend residents and their surrounding neighbours.

#### STRATEGIC DIRECTION #6

The neighbourhoods of Fishermans Bend have a high quality built environment that promotes best practice ESD and compact, high-density urban form at a human scale.

#### STRATEGIC DIRECTION #7

Fishermans Bend is a connected and legible precinct where peoples' preference for getting around is by walking, cycling and public transport networks that are integrated to the CBD and surrounding suburbs.

#### STRATEGIC DIRECTION #8

Fishermans Bend delivers integrated and efficient energy, water and waste infrastructure through cost effective, modern and sustainable environmental solutions.

#### STRATEGIC DIRECTION #9

Fishermans Bend allows for the early consideration of precinct-scale environmental constraints with cost effective, collaborative solutions to achieve a more efficient development outcome.

#### STRATEGIC DIRECTION #10

Fishermans Bend provides a governance structure and supporting approval process that promotes best practice design and construction methods and gives planning certainty to the development industry.

## Appendix 2: IAP2 Public Participation Spectrum

The engagement approach for this engagement process is based on the International Association of Public Participation's (IAP2) Public Participation Spectrum.

The spectrum is based on the premise that different stakeholders having different levels of involvement in decision making.

Table 2 – IAP2 Engagement Spectrum

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and / or solutions.	To obtain public feedback on analysis, alternatives and/ or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to the Public:</b>	<b>Promise to the Public:</b>	<b>Promise to the Public:</b>	<b>Promise to the Public:</b>	<b>Promise to the Public:</b>
We will keep you informed	We will keep you informed and listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide.
<b>Example tools / techniques</b>	<b>Example tools / techniques</b>	<b>Example tools / techniques</b>	<b>Example tools / techniques</b>	<b>Example tools / techniques</b>
<ul style="list-style-type: none"> <li>• Postcard</li> <li>• Fact Sheets</li> <li>• Feedback Bulletins</li> <li>• Displays</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Online Forum</li> <li>• Questionnaire</li> <li>• Focus Groups</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Community Reference Group</li> <li>• Design Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen juries</li> <li>• Ballots</li> <li>• Delegated decisions</li> </ul>

## Appendix 3: Draft key messages

- The Fishermans Bend Urban Renewal Area is an inner-city growth corridor. It is the largest urban renewal project in Australia, and the largest in Melbourne since creating Docklands, comprising approximately 240 hectares of land in the suburbs of Port Melbourne and South Melbourne. It comprises four precincts; Lorimer, Montague, Wirraway and Sandridge and is expected to accommodate around 20,000 to 50,000 workers and between, 80,000 and 140,000 residents.
- The Fishermans Bend Urban Renewal Area will boost Melbourne's economic growth. Construction work is expected to provide thousands of additional jobs in the construction industry over the coming years with 5000 apartments to be built in the next 10 years with an economic impact of approximately \$1.5 billion and creating 13,500 construction jobs.
- The Fishermans Bend Urban Renewal Area reflects this government's commitment to urban renewal. It provides an alternative to continued outward growth and will transform dormant underutilised land only four kilometres from the CBD, allowing more Victorians to choose to live closer to existing jobs, services, public spaces and transport connections. Places Victoria is coordinating framework planning for the FBURA and chairing the Project Control Group, which provides strategic advice, assisted by both the City of Melbourne and the City of Port Phillip and other key stakeholders.
- As with any project of this size and scale, considerable work needs to be done to establish a development framework that encourages housing diversity for different life stages and affordability levels, existing and new employment opportunities, and community services and infrastructure. The Project Control Group is currently undertaking this work, which will be subject to community consultation prior to being finalised.
- Phase 1 of the community engagement on the Strategic Framework Plan will occur in early 2013, the second phase on the Precinct Structure Plan is planned for late 2013 and the third phase on the masterplanning is planned for 2014.
- Urban renewal will be achieved across this precinct through State and local governments and the private sector working together – something we do in Victoria better than anywhere else in Australia.
- This is a long term staged project with an expected life of 30 to 50 years, although some projects could be underway as early as 2013.

## Appendix 4: Draft Frequently Asked Questions (FAQs)

These questions and answers represent agreed responses to common and/or likely questions that may arise during community consultation (phase 1).

It should be noted that the answers are likely to change as circumstances evolve. As such these questions and answers should be used as a guide only to inform written or verbal communication with external stakeholders with approval to be given via Places Victoria following approval from the Minister's Office.

### **General Q&As:**

#### **What is the Fishermans Bend project?**

On 4 July 2012, the Minister for Planning declared the Fishermans Bend Urban Renewal Area as one of State significance under section 201F of the *Planning and Environment Act 1987*. Fishermans Bend will be an inner-city growth corridor and the largest urban renewal project in Australia, and the largest in Melbourne since creating Docklands, comprising approximately 240 hectares of land. It is located close to the Westgate Freeway and Lorimer Street to the north, Williamstown Road to the south, and extends to Montague Street to the east in the suburbs of Port Melbourne and South Melbourne. It will become a high density living and employment precinct that links to Melbourne's CBD. It is expected to accommodate between 20,000 and 50,000 jobs and between 80,000 and 140,000 residents over a 50-year development horizon.

#### **What is the status of the project?**

The project has been declared as one of State significance and approximately 240 hectares of land has been rezoned Capital City Zone. The Minister for Planning is now the responsible authority for major applications. Places Victoria is overseeing the development of a strategic framework plan, which includes infrastructure planning, stakeholder engagement and management of the project, in collaboration with the Department of Planning and Community Development. A Project Control Group consisting of Places Victoria, the Department of Planning and Community Development, the Department of Transport, the Office of the Victorian Government Architect, the City of Melbourne and the City of Port Phillip has been formed. The Project Control Group is to provide a final report to the Minister by 30 June 2013 that includes a strategic vision including principles and objectives, land use plan, infrastructure plan, staging plan, development contributions plan and draft development contributions plan overlay.

#### **Isn't the area currently zoned as industrial?**

On 2 July 2012, the Minister for Planning announced that The Victorian Coalition Government had rezoned 240 hectares to Capital City Zone to kick-start the Fishermans Bend urban renewal area.

The Capital City Zone is designed to facilitate major urban development in the precinct. To give certainty, the Minister for Planning will be responsible for major applications which are more than four storeys, more than 60 dwellings, over 10,000 square metres in floor space in the City of Port Phillip or over 25,000 square metres in floor space in the City of Melbourne. Careful consideration will be given for any uses which may have an impact on existing industry in the area.

The precinct was re-zoned *Capital City Zone* reflecting the area's key role in enhancing Melbourne's central city and making the Minister for Planning the Responsible Authority.

In a first for the Capital City Zone, there will be increased rights for residents, with notice and review rights for uses which may be of community concern in the rezoned Fishermans Bend area. This includes applications for nightclubs, taverns, brothels and adult bookshops.

#### **Who is responsible for the project?**

Under the authority and instruction of the Minister for Planning, Places Victoria will oversee the development of a strategic framework plan. This will be done in collaboration with the Department of Planning and Community Development.

#### **What is the vision for the area?**

Preliminary estimations indicate that over the next 50 years, Fishermans Bend could house more than 140,000 residents and be an employment destination for more than 50,000 workers.

The Government's overall vision for the area is:

- to create a new vibrant community containing a genuine mix of residential, commercial, retail, entertainment, industry, transport and community facilities, and
- to create a vibrant and liveable community combining the requirement to provide substantial housing provision and job growth with community services and accessibility options using best practice environmental sustainability.

This vision will be underpinned by strategic directions to help guide future development in the area. Draft strategic directions are emerging from the early work underway between government, the City of Melbourne and City of Port Phillip and will be further refined following community consultation. The strategic directions will seek to guide development in Fishermans Bend to:

- become a home for people of all ages through the creation of diverse, liveable and family friendly neighbourhoods.
- create a public realm that fosters a sense of place through its safe and inviting streets, squares and open spaces.
- provide a balance of employment and housing choice
- enhance connections to surrounding areas enabling sustainable travel by foot, bikes or public transport
- deliver an integrated and efficient energy, water and waste infrastructure
- provide a funding model for timely delivery of facilities and services.

The strategic directions will be provided for community consultation in 2013, providing the foundations for the draft strategic framework plan for Fishermans Bend.

#### **Will the community get a say in what happens?**

Yes, the community will have a number of opportunities to have their say in the short to medium term.

The first phase of consultation will be early to mid 2013 and form part of the Strategic Framework Plan. The second phase of consultation on the Precinct Structure Plan is planned for late 2013. The third phase of consultation on masterplanning is planned for 2014. The community will have further opportunities to have their say at various milestones in the future.

## **Media Q&As**

### **Why is the State Government doing this project?**

Melbourne has historically relied on opening up land at its fringes to accommodate its population needs. As land availability has dried-up in inner areas, Victorians, especially families, have been forced to look to the greenfields to buy or rent a suitable home.

Fishermans Bend reflects this government's commitment to urban renewal. It provides an alternative to continued outward growth and will transform dormant underutilised land only four kilometres from the CBD, allowing more Victorians to choose to live closer to existing jobs, services, public spaces and transport connections.

### **Who has planning authority over the project?**

The precinct was re-zoned *Capital City Zone* reflecting the area's key role in enhancing Melbourne's central city and making the Minister for Planning the Responsible Authority.

However, the relevant Council remains the Responsible Authority in the following instances:

- For developments under 25,000m<sup>2</sup> – City of Melbourne
- For development with a gross floor area less than 10,000m<sup>2</sup>, under four storeys, less than 60 dwellings and of a value less than \$10 million – City of Port Phillip

### **Will the area be split into different precincts?**

The Fishermans Bend urban renewal area will have four precincts:

Lorimer Precinct is located in the City of Melbourne on the eastern side of the Bolte Bridge between Lorimer Street and the Westgate Freeway and was named after Sir James Lorimer, who was President of the Melbourne Chamber of Commerce in 1868-70, founding chairman of the Melbourne Harbour Trust, a founder of the Free Trade League, and member of the Victorian Parliament.

Montague, Sandridge, and Wirraway Precincts are in the City of Port Phillip. Sandridge was the original name for Port Melbourne. Wirraway is named for the iconic Australian military aircraft built by the Commonwealth Aircraft Corporation at Fishermans Bend.

### **Where is the project and how big is it?**

The project area comprises approximately 240 hectares of land close to the Westgate Freeway in the suburbs of Port Melbourne and South Melbourne in the cities of Port Phillip and Melbourne.

The project area is:

North of Williamstown Rd between Todd Rd and Ingles St, East of Ingles St to Station St, North of Station St to Boundary St, East of Boundary St to City Road, North of City Road / York St to Farras St, West of Farras St to City Rd, North of City Rd to West Gate Fwy, South of Westgate Freeway to Todd Rd. South of Lorimer St between CityLink (Bolte Bridge access) and Montague St and North of the West Gate Freeway between CityLink (Bolte Bridge access) and Montague St.

South of Lorimer St between CityLink (Bolte Bridge access) and Montague St and North of the WestGate Freeway between CityLink (Bolte Bridge access) and Montague St.

### **How does the Montague Precinct fit with this project?**

In September 2012, the City of Port Phillip Council adopted the Montague Precinct Structure Plan. Montague is a 50 hectare Precinct in South Melbourne bound by the West Gate Freeway to the north, City Road to the south, Boundary Street and Fishermans Bend to the west and the St Kilda Light Rail Line (Route 96) to the east. The Montague Precinct falls within the Fishermans Bend area. The master planning process for Fishermans Bend will take into consideration the Montague Precinct Structure Plan.

### **Will Fishermans Bend be a high rise precinct?**

Fishermans Bend will provide a variety of housing options including townhouses and apartments, providing a range of price-points for owner-occupiers and tenants.

### **Will Fishermans Bend provide affordable housing?**

Fishermans Bend aims to be an affordable precinct by providing smarter townhouses and different-sized apartments at a greater range of price-points for owner-occupiers and tenants. Fishermans Bend will contribute to affordability by enabling people to choose to live close to existing jobs and community facilities in established areas.

### **How will we ensure we don't make the same mistakes as Docklands?**

We can be proud of Docklands, which is only 50 percent complete however a project of this scale and time-frame is unavoidably subject to many challenges.

A key learning has been that this single commercial paradigm of long-term, large-scale land supply has to date created one fairly consistent development outcome in Docklands; a series of big buildings and structures. This approach was needed to get the first residents and anchor commercial tenants in this new market in Docklands, however getting fine-grain, people-scale development in Fishermans Bend will be a key focus from the start.

We also have learnt we need to pay as much attention to the connectedness between in-progress developments as you do to the overall connectedness upon completion, particularly given these large-scale urban renewal projects generally occur over decades.

We need drivers to understand that the area will be a public-transport based extension of the CBD. So you can expect the same challenges in parking and vehicle travel times. I find it fascinating that people would never expect to make a hasty exit from Flinders Street during peak hour, but they do from Docklands.

### **How will the project be funded?**

The urban renewal will take place by facilitating development and working in partnership with the private sector to attract investment in the precinct. A Development Contributions Plan will be developed to assist in funding infrastructure such as roads and transport.

### **What is the economic impact of the project?**

The construction work is expected to provide thousands of additional jobs in the construction industry over the coming years with 5000 apartments to be built in the next 10 years with an economic impact of approximately \$1.5 billion and creating 13,500 construction jobs.

An economic study of the area is currently being undertaken to better understand the economic impacts of the project.

### **How will the local infrastructure cope with the increase in resident and worker populations?**

One of the first bodies of work will be a comprehensive assessment of physical and social infrastructure required to develop the site to meet Government and community expectations.

Places Victoria is working with the Department of Transport on planning for Fishermans Bend. This early collaboration will assist in the timely delivery of upgraded and new infrastructure to meet increased population demands.

**What is the timeframe for the project?**

This is a long term staged project with an expected life of 30 to 50 years.

**When will work start?**

Some projects could be underway in 2013.

**What happens to existing businesses in the area?**

Currently the area is largely occupied by industrial and business services, manufacturing and logistical activity associated with port-related infrastructure. As the majority of the land (95%) is privately owned and contains few government land holdings, the proposed model to deliver urban renewal outcomes within this precinct is for businesses to self-determine when and where they relocate based on their own commercial needs and aspirations. Places Victoria has commenced discussions with landowners and some have already indicated their desire to relocate/redevelop. There is ample underutilised land for both existing and new businesses to locate in the Fishermans Bend Urban Renewal Area in the medium term.

**My business is in the declared area. Do I have to move?**

No. Land turnover is planned to occur through market-forces e.g. the voluntary sale of land as businesses choose to locate elsewhere.

**Will my business be compulsorily acquired and will I receive compensation?**

Compulsory acquisition of land is not planned at this stage. It is envisaged that as the precinct evolves over time, businesses will self-determine where to locate.

**What is the history of the area?**

The area is largely occupied by industrial users at the current time, accommodating a mix of industry and business services, manufacturing and logistical activity associated with port related infrastructure.

The location is strategic and has provided critical servicing to the Melbourne CBD and the Port of Melbourne along with large-scale manufacturing and logistics industries for more than 150 years.

Port Melbourne was first settled in 1839 by Wilbraham Liardet, who established a hotel, jetty, and mail service. It was initially known as Liardet's Beach, though soon took on the official name of Sandridge, and finally Port Melbourne in 1884. The area came into prominence during the Victorian gold rush of the 1850s with an increasing number of ships looking to berth. To alleviate the high costs of shipping goods via small vessels up the Yarra River to Melbourne, the Port Melbourne Line was built in 1854 to connect Sandridge to Melbourne. The disused Sandridge Bridge takes its name from this historic railway line.

**How will the contamination issues be dealt with?**

Places Victoria has been conducting some initial investigations into contamination on the site. Because the area has been used for industrial activities for more than 100 years, contamination is likely to be found. A management plan to remediate or remove contamination will be developed and any work undertaken will be done by suitably qualified contractors.

**I want to invest in Fishermans Bend. How do I find out more?**

Contact Places Victoria, phone 03 8317 3400 or visit [www.places.vic.gov.au](http://www.places.vic.gov.au)

**I want to live in Fishermans Bend. How do I find out more?**

It is envisioned that the first homes will not be available to purchase for some years. Visit [www.places.vic.gov.au](http://www.places.vic.gov.au) to check for updates.

**What is happening with the land known as E-gate?**

E-gate is an area of disused rail yards in North Melbourne which the government has earmarked for urban renewal. How this project will be delivered is yet to be determined.

## Document Status Page

Rev No.	Author of Document	Name of Reviewer	Signature	Name of Approver	Signature	Date of Approval
0.1	S Weir C Robinson	C Robinson	CJR	C Robinson	CJR	19-11-12
0.2	S Weir C Robinson inclusive of comments from client	C Robinson	CJR	C Robinson	CJR	21-11-12
0.3	S Weir C Robinson	J Calvert D Fahey (& CCEWG)		G Ward		04-12-12
0.4	S Weir C Robinson	D Fahey (& CCEWG)	DFahey	G Ward		18.12.12

This document belongs to and will remain the property of Capire Consulting Group Pty Ltd. Unauthorised use of this document is prohibited in any form unless agreed with Capire Consulting Pty Ltd.  
© Capire Consulting Group Pty Ltd 2012