



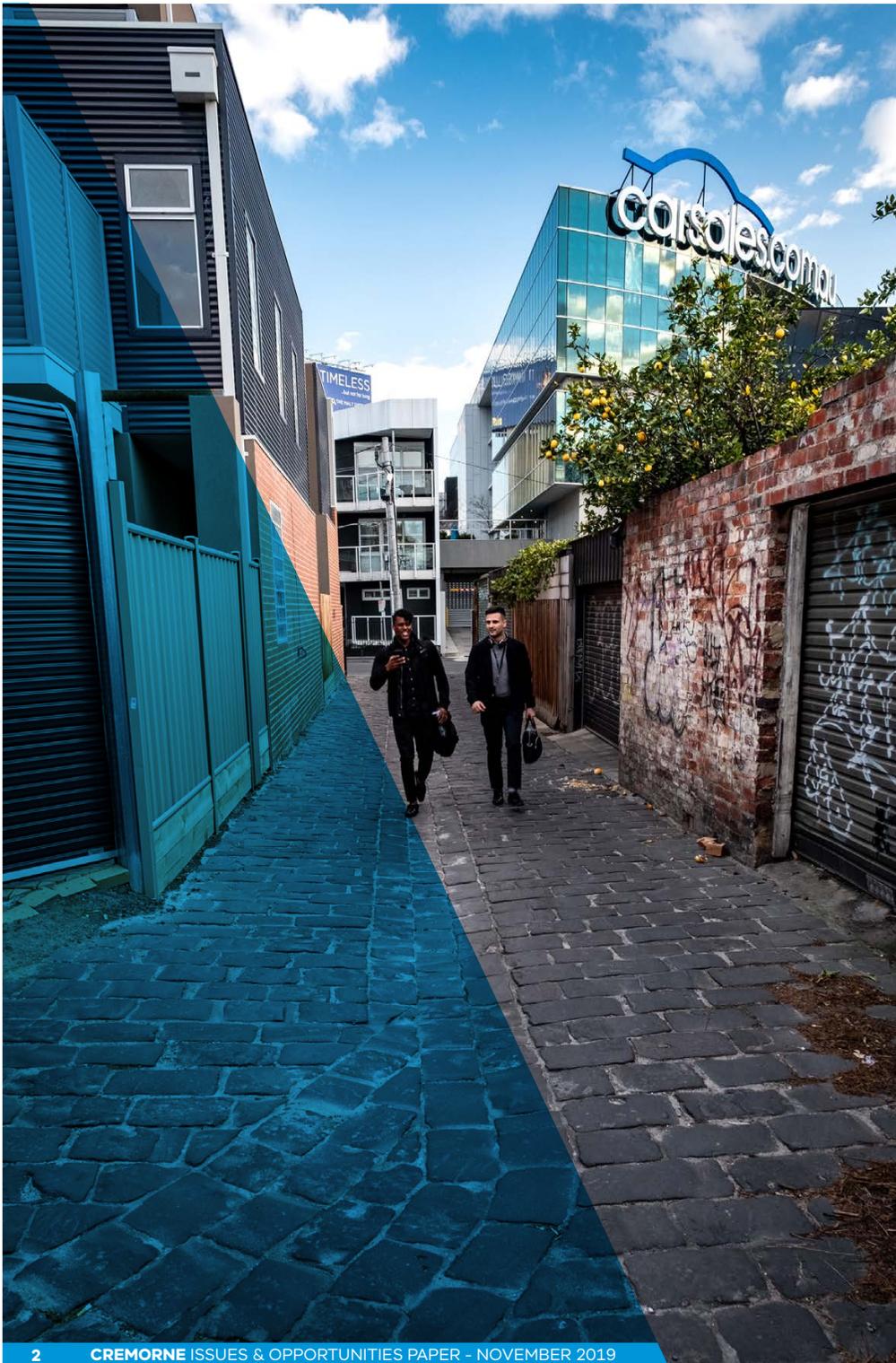
Cremorne

Creating a Future Vision

Issues & Opportunities

PAPER

NOVEMBER 2019



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1 INTRODUCTION

1.1 WHAT IS THIS PAPER ALL ABOUT?

This paper identifies issues and opportunities in Cremorne. Community input is sought to support preparation of a vision and action agenda to help shape future development and investment in Cremorne. These actions and vision will inform the development of a Place Implementation Plan for Cremorne.

1.2 WHY IS CREMORNE SPECIAL?

Cremorne is a key destination for local and global high technology companies. The suburb encompasses residential neighbourhoods nestled amongst the rapidly changing commercial areas. With good access to public transport, nearby activity centres such as Swan Street in Richmond and a rich industrial and residential heritage, it is a unique place in metropolitan Melbourne.

We have the opportunity to shape the new buildings, build the case for infrastructure investment and harness a net community benefit from development. The benefits of development can be shared by residents, businesses, workers and institutions.

As identified in the recent Victorian Government policy *Unlocking Enterprise in a Changing Economy* (2018), Cremorne has emerged as an enterprise precinct suitable for the growing knowledge and services-based economy with an output of \$2.7 billion and over 10,000 workers at present. As noted by the Brookings Institute, enterprise precincts are considered to:

“facilitate the creation and commercialisation of new ideas and support metropolitan economies by growing jobs in ways that leverage their distinct economic attributes. These districts build on and revalue the intrinsic qualities of cities: proximity, density, authenticity, and vibrant places.”

Presently, a diverse range of businesses, from billion-dollar tech giants, to small and medium sized enterprises and start-ups have chosen Cremorne as their home. Interspersed with the commercial area, the residential community lives in heritage worker cottages and apartments which are also a mix of old and new. This tapestry of business and inner urban living makes Cremorne a unique place to work and live.

In the wake of increased development investment in both commercial and residential premises, workers and residents have campaigned for better amenity within the area and coordination of government activity, including improvements to public spaces, accessibility, and sustainable practices.

Driven by a number of key success factors (Figure 1), Cremorne is a precinct undergoing a rapid period of growth and change. As Cremorne is reshaped, residents and workers must not only co-exist but be able to benefit from greater amenity.



An Active Community

An active and engaged local resident and business community who are keen to contribute to the future planning of the precinct.



Strong Competitive Advantage

A strong competitive advantage in relation to access to highly-skilled and mobile workforce.



Diversity of Businesses

A diverse range of businesses that provide broad opportunities across a range of industries and job types.



Connectivity to Metropolitan Network

Excellent accessibility to the metropolitan transport network.



Critical Mass

A critical mass of jobs and businesses with an emerging focus on knowledge-based industries.

Figure 1: Key factors driving success of Cremorne Enterprise Precinct

1.3 WHAT IS A PLACE IMPLEMENTATION PLAN?

Responding to these challenges and opportunities, the Minister for Planning, the Honourable Richard Wynne MP, has instructed the Victorian Planning Authority to prepare a Place Implementation Plan (the Plan) for Cremorne.

The Plan will provide:

- a high-level vision for the future of Cremorne that reflects input from the communities that live, work and invest there; and
- a prioritised set of projects that will deliver that vision.

The goal of the Plan is to mobilise State Government and council support and resources for priority projects ensuring that these reflect the priorities of the community. Project lead agencies are supported by government departments with a stake in Cremorne.



Figure 2: Project governance

The Plan will consolidate and build on plans and reports that have been prepared by State Government and council over recent years. If there are any gaps in the evidence or policy base for actions in Cremorne, these will be identified, and recommendations will be made as to whether or how these gaps should be filled.

The indicative costs and benefits of priority projects will be identified as a basis for ranking projects and progressing these with the responsible entities.

The Plan will not provide a land use plan or structure plan for Cremorne, nor will it deliver specific project outputs such as designs, detailed costings, feasibilities or business cases.

Time is of the essence and therefore the City of Yarra and the State Government are already progressing, concurrent with preparation of the Plan, a number of key place-shaping initiatives. These are referenced in Chapter 2.

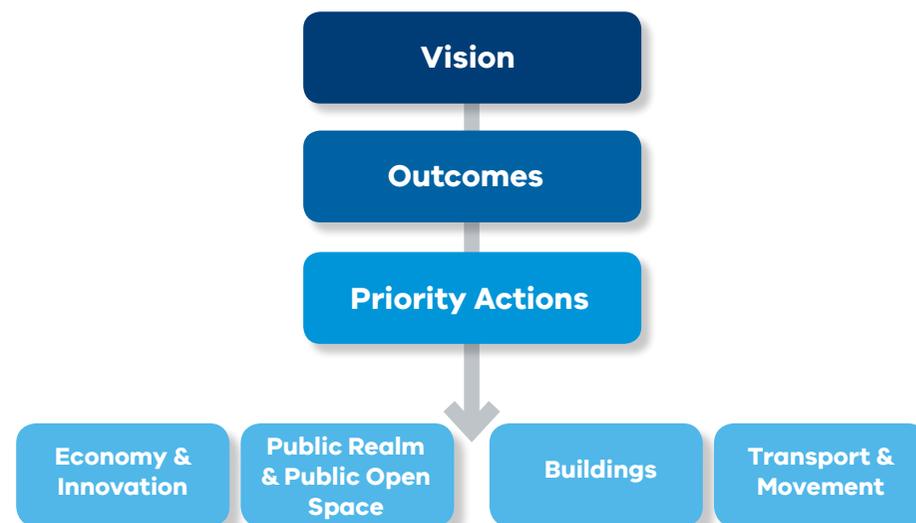


Figure 3: Preparation of Place Implementation Plan

1.4 BIG QUESTIONS FOR CREMORNE

Cremorne is made up of a diversity of people, land uses and development. This mix raises a number of key questions to determine priorities for future actions and outcomes in Cremorne.



COMPETITION FOR STREET SPACE

The street and road network caters for different people including pedestrians, cyclists and drivers. Considerations for travel movements include a need to manage traffic flow during peak times, identify conflicts between pedestrians, cyclists and drivers and ensure safety.

There is potential for certain streets within Cremorne to accommodate and prioritise different types of travel and uses. For example, some streets may be considered more suited to providing access for vehicles, some better for walking and cycling, and others as local residential streets.



Do you think this is a useful approach to planning the future use of street space in Cremorne?

What are your thoughts / feedback on the Transport and Movement Opportunities Plan (what is working vs not working)?



COMPETING DEMANDS ON PUBLIC SPACES

Streets and parks comprise most of the public space in Cremorne. These are places to participate in recreation activities, to stop and rest, and to socialise. Public spaces also serve transport functions as well as providing landscaping for amenity and climate resilience.

Given there are few public parks in Cremorne, the streets are a key public space asset at present but there is a desire to do more with them. Streets, car parking spaces, government land holdings and new major development sites can be revitalised to address the public space needs in conjunction with resolving the access and movement priorities.



How do we identify the most needed improvements to our public spaces and prioritise their implementation?

What do you see as the key opportunities or actions?





DESIRED BUILDING CHARACTER

Cremorne offers an intriguing mix of buildings from warehouse-style offices to cottage houses. Considerations for buildings include visual appearance, heights, access to natural sunlight and active interfaces. As an enterprise precinct, Cremorne is also experiencing an increasing demand for bigger commercial buildings. There are conflicts between low-rise residential and the mid-rise development that has been emerging in recent years.



How do we balance the desirability of Cremorne as a place for enterprise and as a place that maintains amenity for residential premises?

What do you see as the key building and development challenges facing Cremorne and what do you recommend?



PROVIDING DIVERSE AND AFFORDABLE WORKING SPACES

There is an increasing demand for affordable commercial spaces in Cremorne for small and medium enterprises, start-ups and scale-ups in the creative and tech industries.



How do we accommodate a mix of small, medium and large enterprises and improve commercial floorspace affordability?

What do you see as the key opportunities or actions to address commercial affordability?



WORKING EFFECTIVELY TOGETHER

Cremorne is home to a thriving community, including those who work, live, study and visit the precinct. The State Government and the City of Yarra both have key responsibilities for capital investment, services and planning decisions in Cremorne. In order to achieve the best outcomes for the area, it is essential that all aspects of the community and government work together in a collaborative way.



How do we ensure that everyone's voice is heard and there is better coordination to achieve positive outcomes for Cremorne?

What would you recommend as way for agencies, council, residents and business to better work together in Cremorne?

2 EVOLUTION OF CREMORNE

With approximately 72 hectares, Cremorne is a major hub for creative industries, employment and living. At just over 2 km from the CBD, it is only a 15-minute bike ride or 30-minute walk along the Yarra River from the CBD. It is also very accessible from nearby suburbs including Richmond and South Yarra where significant population growth and an apartment boom has occurred.

Cremorne is bound by Punt Road to the west, the railway line to Richmond and East Richmond Station to the north, the commercial zoned land on the east side of Church Street to the east, and Citylink to the south (Refer to Key Attributes Plan overleaf).

Cremorne is characterised by a mix of buildings and land uses including commercial areas with pockets of residential areas. Its history of creative production, diversity of spaces, and affordable rents has allowed small and medium enterprises (SMEs), start-ups and scale-up enterprises to flourish. Recently there has been an increasing presence of 'unicorn' businesses¹ occupying larger format office buildings.

The combination of Cremorne's people, place and economy offer up great potential for Cremorne's future opportunities. These features are further explored in this chapter.

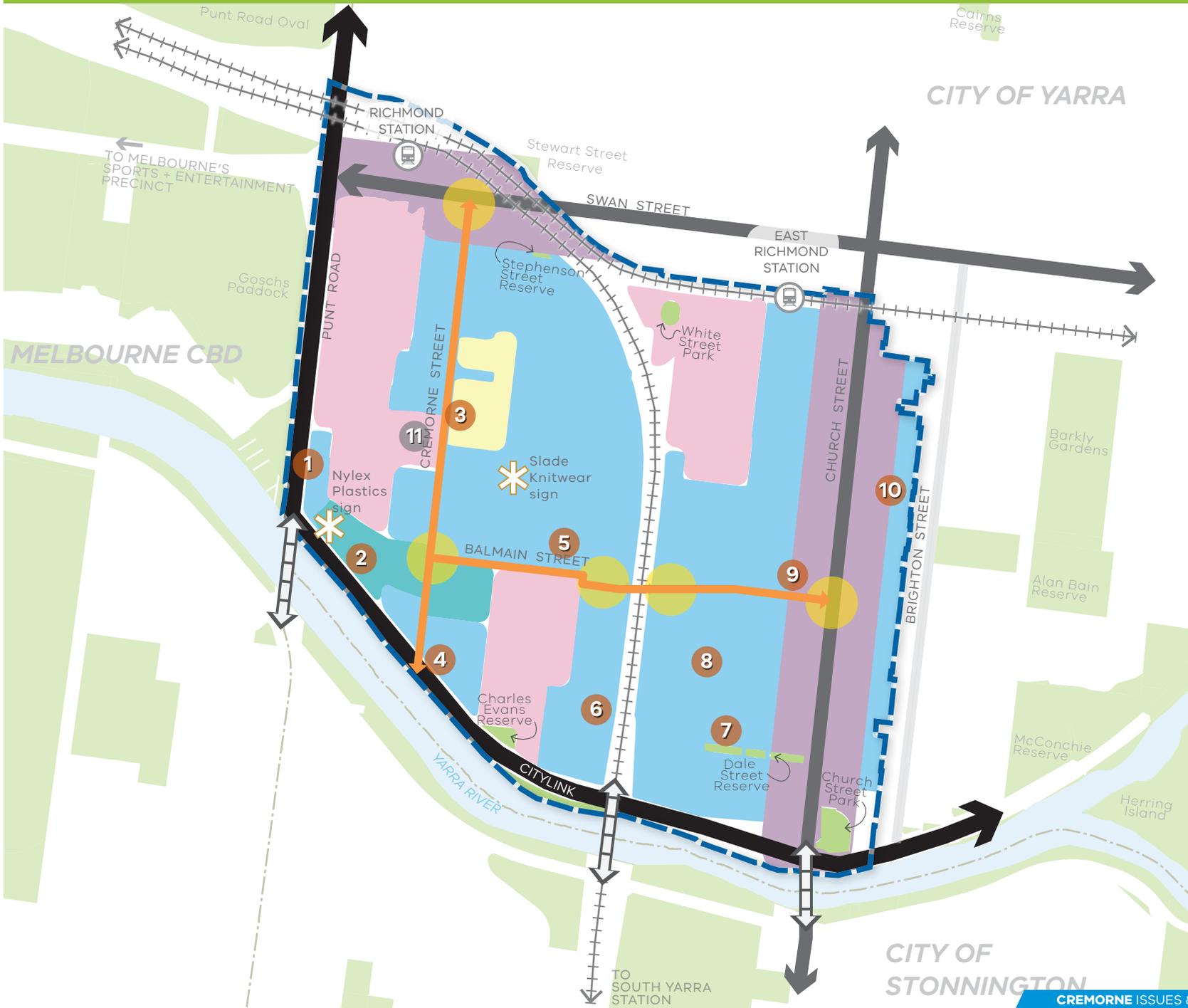
2.1 EVOLVING ECONOMY

Since the recession of the 1990s, Melbourne's economy has undergone profound change with the city transforming from an industrial powerhouse to a knowledge intensive economy. This is primarily driven by the growth in relevance of research and development, creative industries, engineering, design and advertising, as well as more traditional industries like law, finance and management. This change has impacted on the type and location of employment resulting in a return to inner city locations where these types of businesses cluster and have access to a diverse and deep pool of clients, employers and employees².

Much of the employment growth in recent years has been absorbed by the CBD and, increasingly in inner Melbourne's former industrial precincts, including Cremorne, Fitzroy, Collingwood, Abbotsford, Brunswick and South Melbourne. These areas have become attractive workplace locations, especially for the emerging economies. They have also undergone regeneration with increasing apartment development due to their accessibility and appeal of the inner city. Termed 'enterprise precincts' in the recent Victorian Government policy *Unlocking Enterprise in a Changing Economy* (2018), these areas are in various stages of renewal and differ in terms of their economic specialisation, built form, heritage and character.

¹ A unicorn company is a start-up company valued at over \$1 billion.

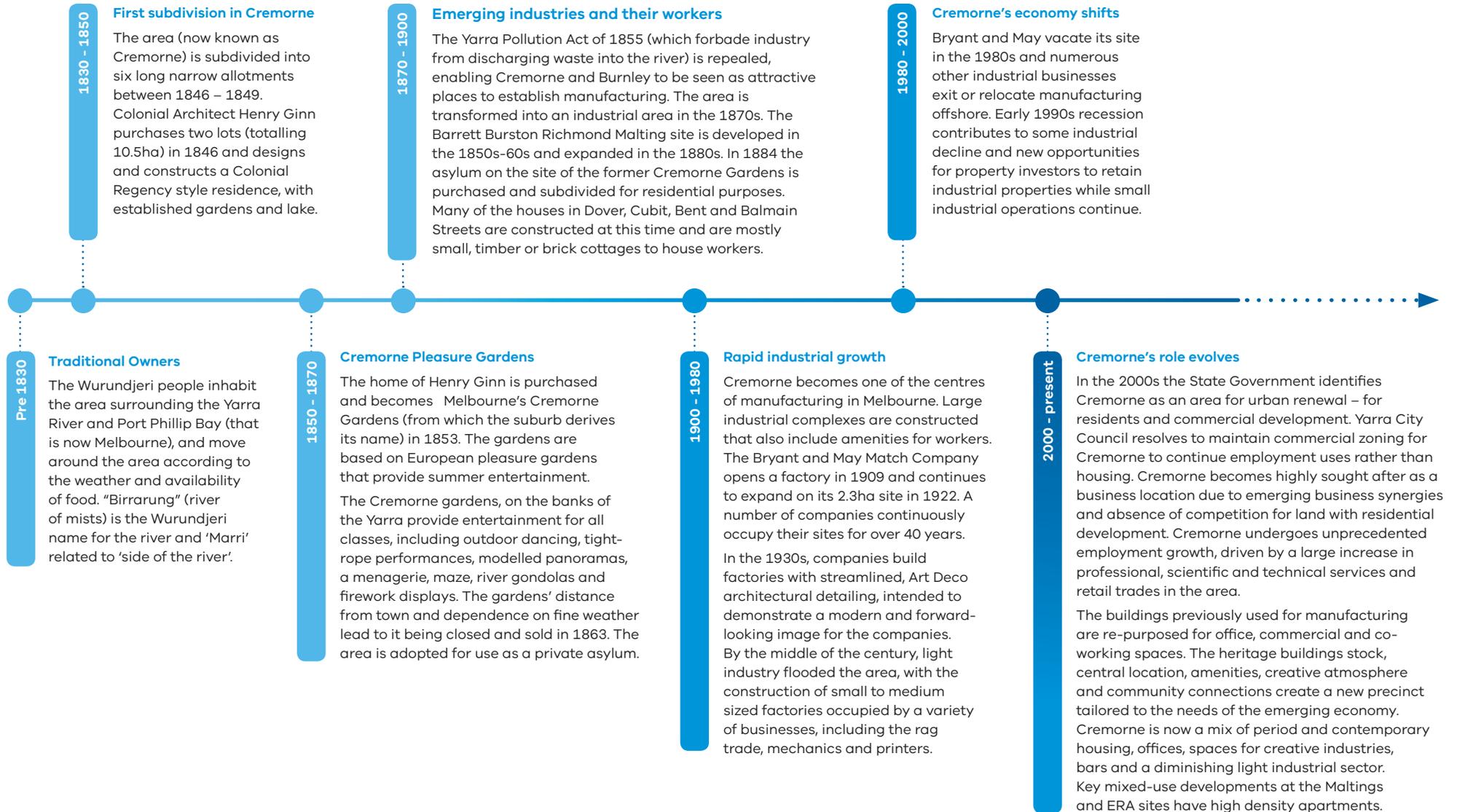
² SGS 2018 Analysing Melbourne's Enterprise Precinct



- study boundary
- KEY SITES & BUSINESSES**
- 1** CarSales.com.au
- 2** The Malt District
- 3** Bendigo Kangan Institute
- 4** MYOB
- 5** Uber Vic Corporation
- 6** Vinomofo
- 7** Tesla Motors
- 8** Walt Disney Company (Aus)
- 9** Red Energy
- 10** REA Group
- 11** Seek (Approved site)
- existing residential zones
- existing commercial zone
- public use zone
- comprehensive development zone
- activity centre spine
- Yarra River
- open space
- municipal boundaries
- arterial road
- connector road
- primary vehicle routes
- bridge crossing
- modal congestion points
- iconic landmarks
- existing railway line & station

2.2 CHANGING ROLE OF CREMORNE

The legacy of change in Cremorne has shaped a place that is interesting, diverse and constantly evolving.



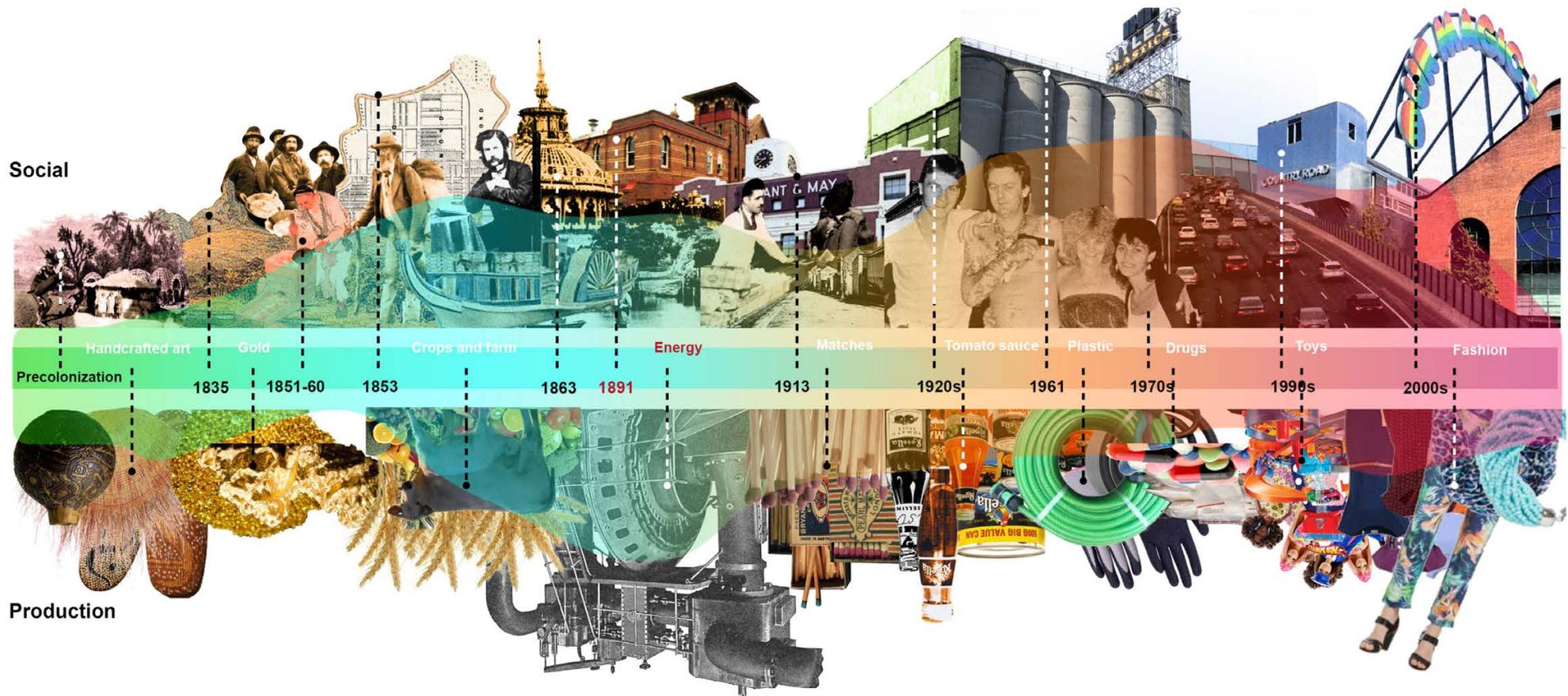
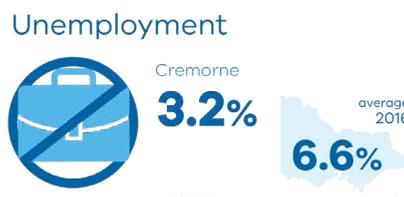
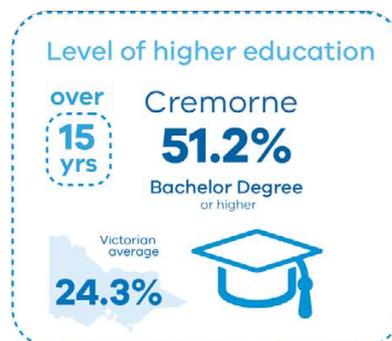
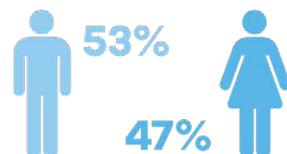
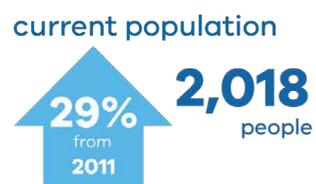


Figure 4: Cremorne - History of production
(Source: OMA)

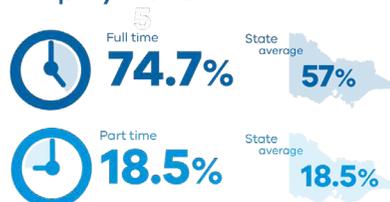
2.3 CURRENT CONTEXT

PEOPLE

A SNAPSHOT OF THOSE LIVING & WORKING IN CREMORNE



Employment



Diversity of occupations



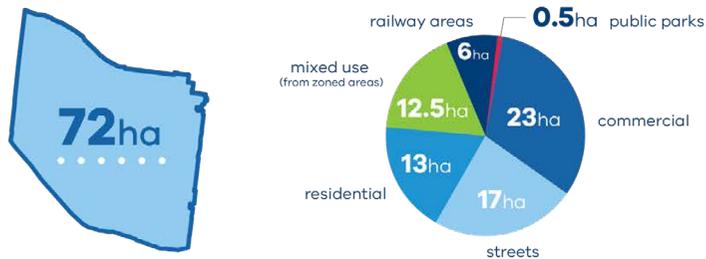
KEY CONSIDERATIONS

- Cremorne is made up of 10,000 workers and 2,018 residents which contributes to the precinct's vibrancy but also tensions around accessibility and movement of people in and out of the precinct.
- The area has experienced significant population growth almost 3 times higher than the Victorian average of 10.7% from 2011-2016.
- Cremorne residents are a relatively young population, primarily couples with no children with personal weekly incomes higher than the average Victorian.
- Recent unprecedented employment growth is driven by large increases in professional, scientific and technical services, with workers in these sectors almost doubling between 2011-2016.
- Cremorne is a highly educated suburb with two times the state average holding a bachelor degree of higher.

PLACE

AN OVERVIEW OF CREMORNE'S SPATIAL QUALITIES AND BUILT FEATURES

Land area



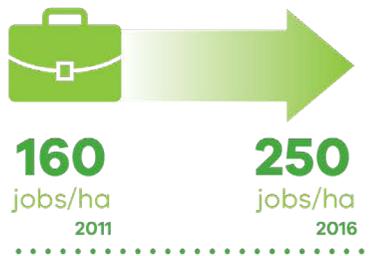
average household size



Dwellings



Jobs



Precinct



Source: Housing development data 2016 stock and Worksafe 2017

Commercial GFA (gross floor area)

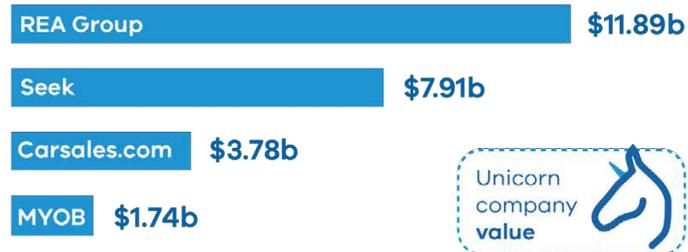
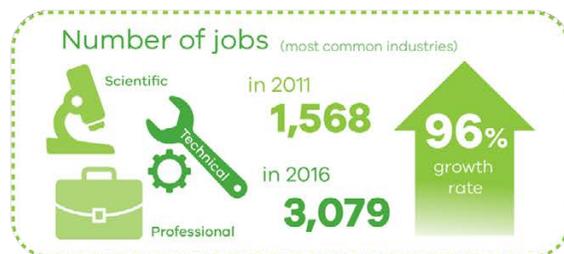


KEY CONSIDERATIONS

- Cremorne is recognised as one of Australia's key destinations for enterprise and innovation.
- There is an array of commercial building stock from repurposed industrial buildings through to purpose built multi storey office buildings.
- Growth in purpose built commercial buildings has contributed to the increase in job density in Cremorne and supported many businesses choosing to locate their headquarters in Cremorne.
- It is one of Melbourne's fastest growing employment areas adding 4,000 jobs between 2011 – 2016 and providing a total commercial floor space of 288,394 sqm.
- Cremorne has a record low commercial vacancy rate of 2.1%.
- Cremorne experiences significant movements in, out and around the precinct with the daily influx and exit of workers, primarily during the week.
- Cremorne's residential pockets are characterised by row terraces. Recent apartment developments have seen greater diversity of homes and corresponding density.
- Average household size is lower than the metropolitan average.

ECONOMICS

AN OVERVIEW OF CREMORNE'S ECONOMIC CONTEXT AND COMPETITIVE STRENGTHS



Advantages for Cremorne as enterprise precinct



KEY CONSIDERATIONS

- The *Analysing Melbourne's Enterprise Precincts* report (2018) by SGS Economics & Planning, ranked Cremorne highly in comparison to other enterprise precincts in terms of critical mass, competitive advantage, quality of place, urban amenity and accessibility.
- Fastest growing industries include technology, advertising, architectural, engineering and management consulting.
- Retail trade also plays an important role, both in providing jobs (particularly along Church and Swan streets) and the supporting amenity for office workers which are also supporting the local resident community.
- Changing business structures have led to many larger headquarter offices choosing to locate in Cremorne in recent years, resulting in a need for much larger building premises.
- Companies such as Tesla, Carsales.com, MYOB, Red Energy, Seek and REA Group have chosen Cremorne as their base.

POTENTIAL

CREMORNE'S COLLECTIVE POTENTIAL AND WHY WE SHOULD WORK TOGETHER

Cremorne appeals to a range of businesses, workers, residents and students for many reasons. Council's consultations with local businesses through preparation of the *Spatial Economic and Employment Strategy 2018* showed how passionate employers and employees are about the local area. It highlighted how deeply they cared about where they worked and the opportunities to make Cremorne an even better place to work in the future.

Cremorne's competitive advantages will guide the future growth of the precinct and offer benefits for both the business community and residents. They are identified as:



Identity – perceived as a global enterprise precinct; with heritage buildings, vibrant urban feel, distinct and varied built form, and community connections;



Concentration of diverse start-ups, distinctive entrepreneurial and non-corporate community and Cremorne's unofficial branding as 'Silicon Yarra'; and



Connections - proximity to Melbourne CBD, public transport, freeway, surrounding suburbs and amenities;



Complementary cafés, bars and restaurants for business meetups and social activities in the area



Adaptable built form ranging from industrial warehouses to prime office spaces offering varying size, building stock and conditions with some further opportunities for infill development in commercial areas;



Streetscape character with parts having a 'village feel' of tight streets amongst industrial heritage and row houses, while others are busier with bigger buildings;

The State Government and council see Cremorne as a long-term destination for tech business and creative industries and are working to facilitate this opportunity. The State Government is taking action by authorising the Victorian Planning Authority to prepare the Cremorne Place Implementation Plan and council is undertaking the *Streets & Movement Strategy*, reviewing planning controls and commencing an update of the *Cremorne Urban Design Framework* to progress with the opportunities.

WORK UNDERWAY

EXISTING ACTIONS IN PLACE TO MAKE CREMORNE A SUCCESSFUL ENTERPRISE PRECINCT

A number of State Government and council actions are being implemented throughout the Cremorne precinct. Projects include capital works and investment, developing and implementing strategic policy and state significant investment.

Work currently being led by Yarra City Council includes:

- Implementing Streamlining for Growth funding to develop a refresh of council's *Cremorne Urban Design Framework* providing strategic directions for built form and public realm.
- A *Streets & Movement Plan* for Cremorne is being developed to understand the existing conditions for the precinct, develop a strategic approach and guiding principles which can be shared with the community and discussed during public engagement.
- A Census of Land Use and Employment in Cremorne.
- City of Yarra provide **capital works and infrastructure** throughout the precinct through the Council Plan and Annual Budget.
- A review of the *Yarra Economic Development Strategy*, and
- The *Yarra Housing Strategy*.

The State Government is also undertaking a range of work in and around Cremorne, including:

- In 2018, Department of Environment, Land, Water and Planning commissioned SGS Economics and Planning to undertake *Analysing Melbourne's Enterprise Precincts*, including Cremorne.
- In 2018, Department of Environment, Land, Water and Planning released *Unlocking Enterprise in a Changing Economy*, providing a framework with which to understand and support enterprise precincts as hubs for the emerging economy.
- Department of Transport is working with the local community to plan for the future of the *South Yarra Station Precinct Master Plan* and its surrounds.
- In 2019, Major Road Projects Victoria completed upgrades to major intersections on Hoddle Street, under the *Streamlining Hoddle Street* program.
- In September 2019, the Inner Metropolitan Partnership engaged community and stakeholders with a **workshop on driving economic growth in key precincts** including Cremorne.
- VicTrack is investigating **redevelopment potential** for its sites in Cremorne, including sites in Green Street and Swan Street.
- Creative Victoria are undertaking research to **identify Cremorne's creative industries** and establish an evidence base, and
- Creative Victoria is investigating issues around **affordability for enterprise** in precincts including Cremorne.

3 ISSUES AND OPPORTUNITIES

This section summarises key considerations, opportunities and potential actions for the Cremorne Place Implementation Plan. The information contained in this chapter draws from a number of sources including plans and reports that have been prepared by State Government and council and feedback that has been received in recent years.

3.1 ECONOMY AND INNOVATION

KEY CONSIDERATIONS

- **Very successful precinct** with growing concentration of high value, 21st century jobs and economic output is in line with the vision set nearly two decades ago.
- **Anchor institutions** (e.g. education/universities and large corporates) are key drivers to the success of enterprise precincts. These activities provide a pipeline of skilled labour, connect research and commercial activity and through their size and prominence, and attract other businesses to the precinct.
- **Affordability** is an important factor in maintaining diversity, vibrancy and creativity in enterprise precincts, all of which are critical drivers of innovation.
- **Digital connections** including a high-speed broadband network remove technical and commercial barriers to digital-led innovation, such as the collection, analysis and sharing of "big data". They are fundamental to enterprise precincts.
- **Building capability and connections** - we know there are cumulative benefits associated with increased opportunities for collaboration, ideas sharing, networking and cross-pollination between firms.
- There is a need to **work effectively together** to achieve positive outcomes for Cremorne.
- **Public space** is an important element to develop a culture of innovation.

FEEDBACK TO DATE

- The Bendigo Kangan Institute is a prominent site located in a central location within Cremorne, offering speciality courses in the creative industries, including fashion, hair and beauty, interior design, business and engineering.
- The growing local tech sector is experiencing a skills shortage that provides an opportunity to consider delivering vocational education training (VET) that is appropriate for Cremorne.
- To support the lifecycles of businesses a diversity of commercial accommodation is needed, and affordability is potentially at risk for start-ups which are an essential part of evolving and growing the local economy. Office space costs are on par to many buildings within the CBD, reducing the amount of affordable workspace. This may impact on Cremorne's sense of vibrancy, if business diversity and the presence of the creative industries are reduced.
- Currently, the NBN connection is poor, which has resulted in some companies having to find alternative solutions to do business globally.

Further to the key considerations above, the recent Victorian Government policy *Unlocking Enterprise in a Changing Economy* (2018) identifies the key success factors to enterprise precincts – Figure 5.

OPPORTUNITIES AND POTENTIAL ACTIONS

Opportunity 1.1:

Support the enterprise precinct by building partnerships to activate the local economy

- Consider opportunities for VET provider(s) to establish partnerships with industry to address skills shortages for Cremorne.
- Facilitate enterprise networking within shared public spaces and private developments.

Opportunity 1.2:

Address commercial workspace affordability to sustain start-up and scale-up businesses, and small and medium enterprise growth in the precinct

- Explore mechanisms to retain a level of affordability within the Cremorne economic ecosystem, including through public and private investment, and potential planning provisions that could support affordability within new developments and/or on government/institute/council land holdings.

Opportunity 1.3:

Upgrade the infrastructure necessary for a thriving enterprise precinct

- Pursue opportunities, including through engagement with NBN Co, to ensure Cremorne has access to the high-capacity digital infrastructure needed to support innovation and business productivity. This includes the competitive supply of high-capacity broadband networks, supporting Internet of Things networks for smart city applications, fast-tracking 5G mobile network deployments and considering infrastructure sharing to enable faster, more cost-effective deployments.

Opportunity 1.4:

Recognise and protect Cremorne's creative industries spaces and introduce mechanisms to support the introduction of new creative space

- Research and identify Cremorne's creative industries, establishing an evidence base to better understand the needs.
- Investigate government assets that could be utilised in responding to demand for creative spaces.
- Explore mechanisms to support creative industries spaces within Cremorne, including potential planning provisions that could support development of new creative spaces, affordability within new developments and/or on government/institute.

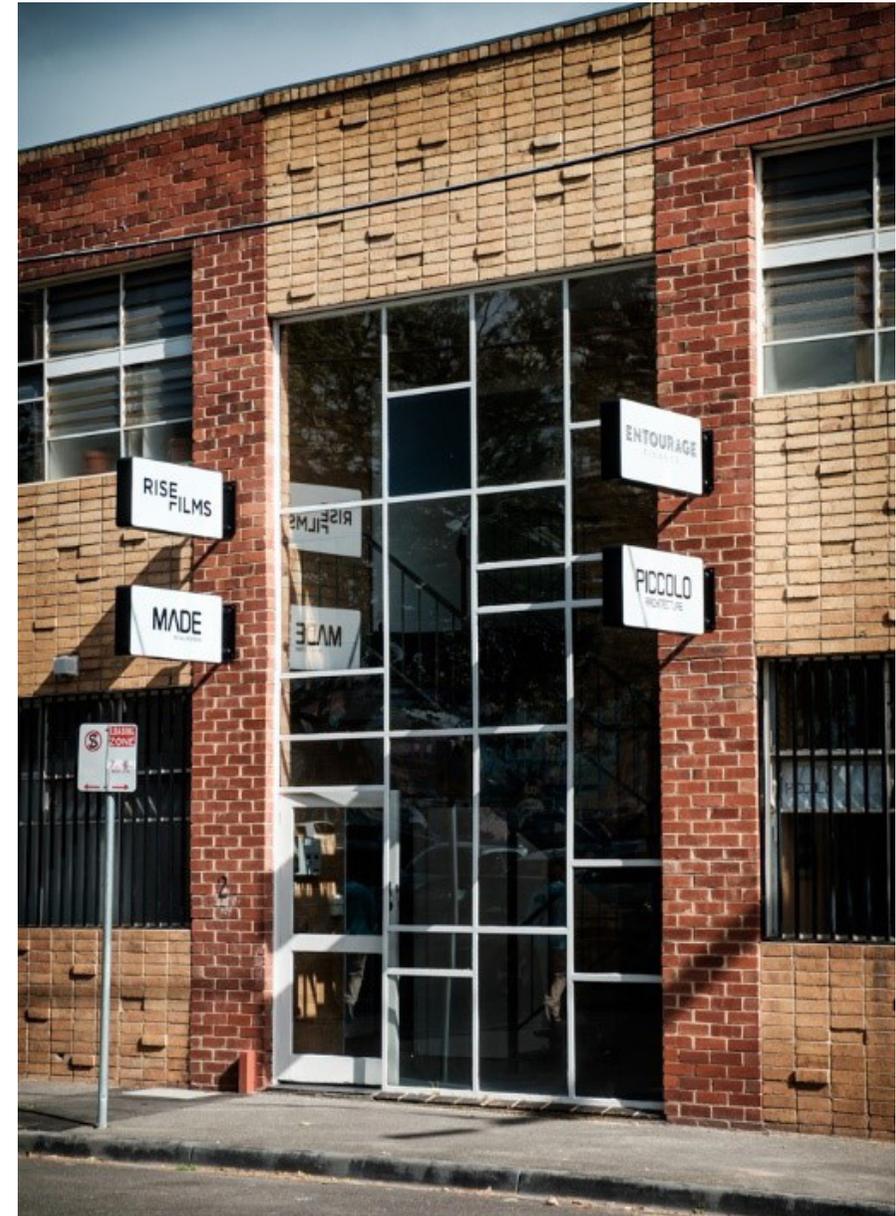


Figure 5: Factors driving the success of enterprise precincts, *Unlocking Enterprise in a Changing Economy*, 2018



3.2 PUBLIC AND OPEN SPACE

KEY CONSIDERATIONS

- A legacy of industrial development is a lack of public open space to meet the needs of residents and workers.
- Purchase of private land is costly and there are limited planning mechanisms to harness public open space contributions from development in the area. As such, delivering a better public and open space requires creative solutions and capturing opportunities from various means.
- Streets form an important part of the public space in Cremorne as spaces for movement, meeting and landscaping that significantly contribute to the amenity of the area.
- There are increasing pressures on the public space and competition for space in the tight streets of Cremorne.
- There are underutilised sites in the precinct which could contribute to expanding the public space and provide alternate places for people to meet, gather and share ideas.
- Cremorne has limited connection with the Yarra River corridor due to the barrier created by Monash Freeway.
- Edges of the private realm (such as building frontages and laneways) contribute to the experience of the public space.
- New development has the potential to provide public open space as part of the net community benefit for its occupants and the broader public, for e.g. developments on Maltings site includes publicly accessible spaces.
- Innovation and economic growth in knowledge industries is supported by a public space designed to increase and maximise spontaneous and incidental interactions that mimic an educational or learning environment.

FEEDBACK TO DATE

- There are limited community facilities or flexible open spaces within the precinct that encourage networking, socialising and the relationships that facilitate ideas generation and collaboration.
- The elevated railway line creates a 'dead' frontage. For example, along one side of Stephenson Street, which impacts pedestrian amenity and perceived safety during the day and evening. This includes open car parks and buildings dominated by car parking with limited presence to the street.
- Whilst there are plentiful open spaces surrounding Cremorne within walking distance, there is difficulty accessing these areas easily.
- Community representative groups have identified key areas for enhancement including:
 - » Safe, accessible and walkable streets with wider footpaths along pedestrian routes and strengthening cycling connections.
 - » Building a sense of place with a stronger connection to the Yarra River and activate creative spaces with public art and functional public places.
 - » Embrace urban greenery in Cremorne with opportunities for more street tree planting, local parks and community gardens.
 - » Vibrant businesses in thriving neighbourhoods with more collaboration between residents and businesses. Encourage businesses to allocate land for the community to connect, rest and socialise.

OPPORTUNITIES AND POTENTIAL ACTIONS

Opportunity 2.1:

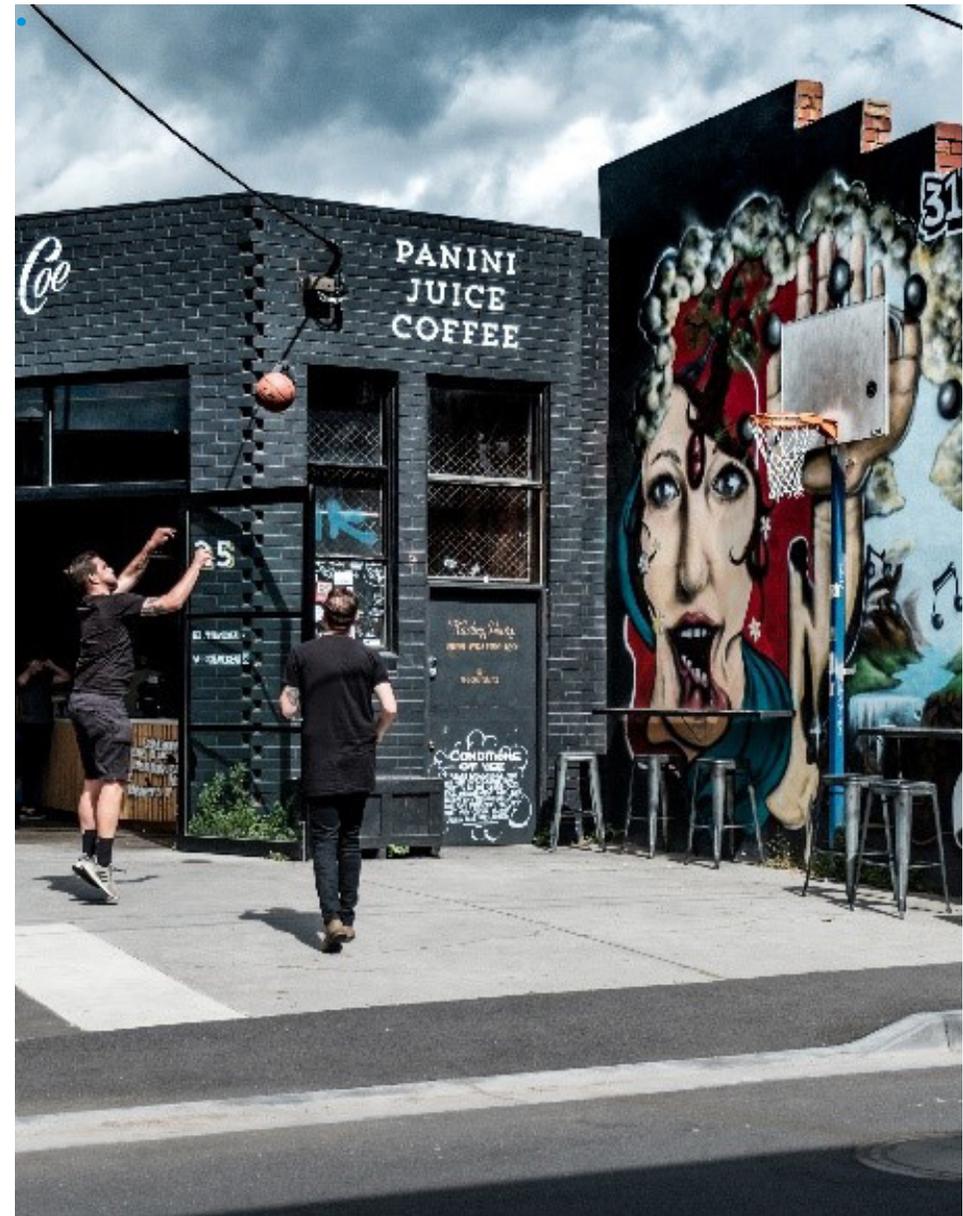
Unlock opportunities for additional public open space and public realm enhancements in new developments

- Bolster the planning scheme with regards to developments contributing to net community benefits including potential for setbacks to provide publicly accessible open space, new through-site links, tree planting, solar access, meeting points, lighting, seating and landscaping.
- Investigate the potential to convert on-street car parking to public open space in support of other initiatives such as priority walking and cycling routes.
- Identify opportunities for laneway activation and greening of public spaces.

Opportunity 2.2:

Improved connections to existing open spaces and celebrating the natural and cultural heritage of the area

- Promote the natural and cultural heritage of Cremorne by providing better connections to the Yarra River and enhancements immediately south of the Maltings development in the Citylink bridge undercroft.
- Improve connections to Cremorne and surrounds by pursuing convenient and safe access from Cremorne to Gosch's Paddock, the Melbourne Sports Precinct and gardens and reserves east of Church Street



3.3 BUILDINGS

KEY CONSIDERATIONS

- Cremorne's long history of creativity and production has resulted in distinctive building characteristics. Interspersed with the predominance of commercial development and industrial heritage resides a residential community. The co-existence of life and work have underpinned Cremorne's development into a thriving precinct.
- There is high demand for office floor space in Cremorne and unprecedented investment which is changing the scale of development. With Melbourne experiencing strong population and employment growth, there is a historic undersupply of commercial developments, particularly in the inner city where demand is highest. Cremorne has a record low vacancy rate of 2.1%.
- Cremorne's stock of former warehouse sites with larger floorspace is a major attractor for businesses, strengthening its positioning as an enterprise precinct.
- Cremorne has a strong history of supporting small and large industries which has shaped the built form to date. Council has continued this emphasis through retention of the existing Commercial 2 Zone land use zones in the precinct, supporting a shift from industrial to commercial focussed zones within which there are pockets of residential development.
- The height and density of recent developments were not envisaged by residents when planning controls were introduced and there is a lack of built form guidelines addressing residential amenity and managing differing scales of development.
- A new built form character is emerging with the recent purpose-built commercial development in terms of floor space per site, scale of buildings being taller and building materials including extent of glazing.

FEEDBACK TO DATE

- The residential community have identified reduced private amenity because of planning decisions to be a major concern for the area.
- There is a lack of built form guidance throughout the precinct which sets clear urban form and character expectation for Cremorne, whilst managing increasing commercial and residential development pressures. Subsequently:
 - » Interface issues have emerged arising from increased demand of large commercial floorspace and impacts on existing residential amenity.
 - » Developments are assessed on a case by case basis resulting in varied outcomes. Higher scale developments are occurring on small sites on narrow streets and have impacts in terms of inadequate building separation, visual bulk and overshadowing of streets.
 - » New types of buildings are being introduced (office), which comprise different details and materials, and do not reflect or build upon the industrial character of the area.
 - » Some proposed development will overshadow pedestrian footpaths and public spaces at key times in the morning and afternoon.
 - » Car parking can take up ground floor spaces of new development, creating a poor interface with the street.
- There is a need to understand development capacity for the precinct and how the demands for increased commercial floor space can and should be met.

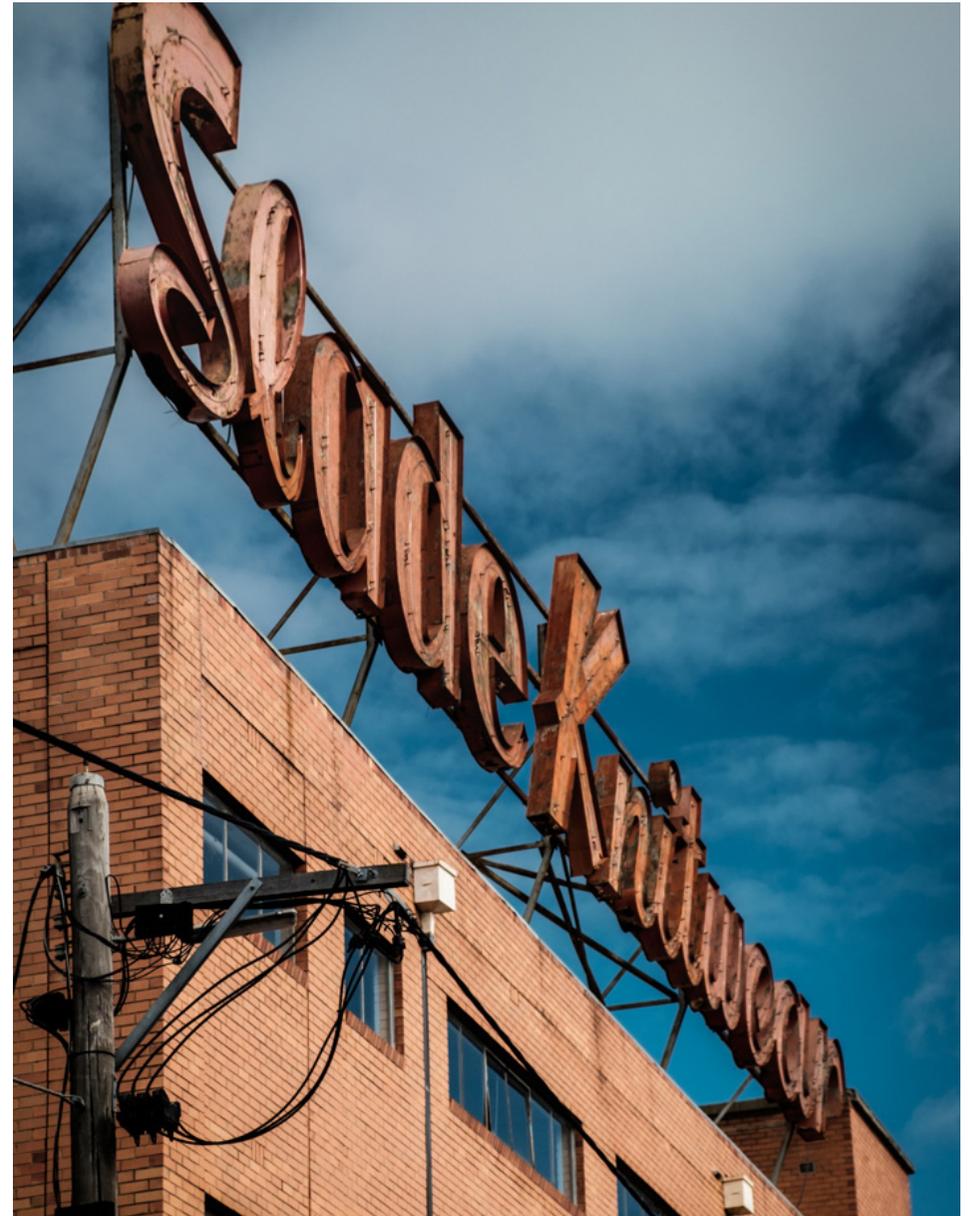


OPPORTUNITIES AND POTENTIAL ACTIONS

Opportunity 3.1:

Provide certainty and consistency for built form guidance to balance residential amenity with commercial development

- Update the existing City of Yarra's *Urban Design Framework* to consider the commercial space demands, urban design capacity analysis and give designers, investors and decisions makers a consistent framework for future development.
- Council will investigate the introduction of interim built form planning controls to address the critical policy gaps whilst preparing long term planning provisions on these matters . Controls could include guidance on height, setbacks, solar access to properties and streets, building separation and street frontage design.
- Work with owners of strategic sites (private and government) on redevelopment masterplans to maximise public amenity for the community.





- study boundary
- arterial road
- connector roads
- tram routes and stops
- bus routes and stops
- opportunity to formalise cycling routes
- existing cycling routes (formal lane)
- existing cycling routes (off-road)
- opportunity to enhance key pedestrian routes
- high activity / modal conflict areas
- road and railway barriers

Opportunity to formalise and connect cycle routes throughout Cremorne

Opportunity to enhance key pedestrian streets and improve walkability

Investigate public transport facilities & identify opportunities for public transport amenities, e.g. arrival/departure points, weather protection & wayfinding

Identify, prioritise and improve key strategic locations and local access points for improved pedestrian & cycling connections

3.4 TRANSPORT & MOVEMENT

KEY CONSIDERATIONS

- Cremorne is a relatively small area built around tight streets and there is competition between different road users. The two primary gateways to the precinct, Cremorne and Balmain streets, are becoming increasingly congested as more people live, work or visit the precinct.
- There is a need to address movement challenges, including the appropriate provision of carparking, safety of pedestrians and cyclists, traffic circulation and traffic calming throughout the precinct.
- The barriers to movement and constrained street network make orientation and navigating through the precinct difficult for all transport users and visitors to the area.
- Due to forecast growth in trip demand and minimal capacity for the network to accommodate more car movements, there is a need to improve and promote sustainable transport modes, focussing on pedestrian safety and level of service on the transport network.
- Provision also needs to be made to retain vehicle access throughout the precinct to support the needs and requirements of existing residents and businesses operating in the precinct.
- There is an opportunity to consider trialling different approaches to off-street parking provision and management and on street use of space.

FEEDBACK TO DATE

Movement Network & Connectivity

- Pedestrian access and safety are constrained by narrow footpaths.
- Some great cycling routes are located nearby, however access off main trails and paths could be improved to provide safer levels of comfort for the broader community.
- There is poor connection to adjacent community facilities.
- The existing demand for sustainable transport is not being met by provision of safe, dedicated, Disability Discrimination Act (DDA) compliant infrastructure and services.
- Access to the precinct from its immediate surrounds can be unsafe for pedestrians and cyclists, particularly from major public transport nodes and corridors such as Swan Street, Church Street and South Yarra Station.
- Traffic conflicts arising during the construction of developments due to traffic diversions need to be better managed.

Traffic & Parking:

- Vehicles speeding through Cremorne's narrow street network is a concern for those walking and cycling.
- Some streets carry local and through-traffic, increasing congestion.
- The standard provision of car parking applied from the Yarra Planning Scheme are not suitable for an inner urban, higher density precinct and VCAT consistently applies reduced rates.
- There is a lack of understanding of how constructed parking spaces are used to help inform potential parking management solutions.

Public Transport

- The precinct is well located in relation to public transport.
- Service reliability of tram and bus routes is poor.
- South Yarra station is close to the southern edge of the precinct however the Yarra rail bridge access can be improved.



OPPORTUNITIES AND POTENTIAL ACTIONS

Opportunity 4.1:

Increasing use of public transport through better access and infrastructure investment

- Investigate opportunities to improve access to key public transportation nodes.
- Undertake an audit of existing public transportation facilities and identify opportunities for the provision of public transport amenities, e.g. arrival/ departure points, weather protection and wayfinding mechanisms.
- Explore opportunities to prioritise safety for all users of the transport network and identify opportunities for the provision of crossing points, lighting and sightlines.

Opportunity 4.2:

Balance the demands of different road users to provide a safer and more efficient road network.

- Identify, prioritise and improve key strategic locations and local access points for improved pedestrian and cycling connections.
- Investigate the opportunity for reduced speed limits and pilot other innovative solutions, safer street layouts and line marking across the Cremorne precinct to improve safety for pedestrians and cyclists.

Opportunity 4.3:

Develop infrastructure to support increased active transport

- Advocate for an all-ages, all-abilities view on cycling and investigate piloting a network of protected bike lanes to and within Cremorne which connect to existing key routes, nodes and arterial roads.
- Advocate for walking as a priority transport mode throughout Cremorne.
- Identify opportunities for the provision of bike sharing schemes to be located in the precinct.

Opportunity 4.4:

Promote the most efficient management and use of car parking supply

- Undertake a review of car parking provisions in Yarra Planning Scheme.
- Investigate greater carsharing options across Cremorne.
- Consider emerging technology to manage off-street car parking supply.



4 GUIDING THE FUTURE

4.1 DRAFTING A NEW VISION

The community will play a key role in shaping a new vision for Cremorne, which will inform the prioritisation of actions in the Place Implementation Plan.

This engagement phase is an opportunity for residents, businesses and stakeholders to contribute to shaping the vision for Cremorne.

Understanding the previous vision statements prepared for Cremorne provides a good starting point to test their relevance in a current and future context.

The *Cremorne and Church Street Precinct Urban Design Framework 2007* vision is:

- Recognise and maintain the mixed urban grain and character of the precinct, where a range of building forms and typologies co-exist, complemented by a variety of industrial and commercial activities, intermingled with residential development.
- Maintain and enhance the role of the precinct as a successful business hub, while recognising and acknowledging the rich mix of uses in the precinct, in particular existing dwellings.
- Encourage and provide opportunities for the redevelopment of underutilised former industrial sites within the precinct, while protecting the amenity of low-rise residences and recognising their contribution to the valued character of the area.
- Support and work in partnership with the State Government towards the redevelopment of the Kangan Batman TAFE complex to strengthen its role as the key activity and community hub and a 'heart' for Cremorne, including high quality public open spaces and plazas.
- Create new and reinforce existing pedestrian and cycle links throughout Cremorne and to the key transport hubs serving the precinct, and improve access to the nearby Yarra River and regional public open spaces.
- Maintain and protect the sense of community within the neighbourhood by improving streetscape quality and treating them as public spaces and limiting through traffic in the area.

Questions to consider for updating the vision:

Do the existing vision statements align with your expectations for Cremorne?

Does this paper capture the right actions that need to be pursued to shape future Cremorne?

What are the important considerations for Cremorne's future investment?

Do we need to think bigger? If so, what are the things that are missing?

How can the vision statement be used to give context and priority to the actions?

Are there any actions you would add?

Which actions do you think should be a priority in order to shape future Cremorne to align with the vision?

5 PROJECT PROCESS

This Issues and Opportunities Paper has been prepared to inform the engagement process that will operate in November and December 2019. Through the engagement, feedback is welcome on the issues and opportunities presented.

Following the engagement phase, the VPA, City of Yarra, DJPR and DELWP will prepare the draft Cremorne Place Implementation Plan, which will be subject to further community engagement.



Figure 6: Cremorne Place Implementation Plan project steps

Cremorne

Creating a Future Vision

Issues & Opportunities

PAPER

NOVEMBER 2019