

Section 6.0 – IMPLEMENTATION

6.1 Introduction

Implementation Process

Implementation of the *Carlisle Street Activity Centre Structure Plan* requires a multi-faceted approach, led by Council with the co-operation and shared responsibility of the State Government, private sector and community stakeholders.

A detailed Implementation Plan will be prepared, following the adoption of this Structure Plan. This will include prioritised initiatives with defined timelines, resources and responsibilities. The Implementation Plan will be closely linked (and updated annually) with Council's Strategic Business Plan, detailed Service Planning and Capital Works Program. The following Implementation Framework establishes an outline of this Plan.

It should be noted that some initiatives reflected in the Structure Plan are already in the process of being implemented. This reflects existing Council programs and priorities and the highly dynamic nature of activity centres.

Key Implementation Mechanisms

The Structure Plan will be implemented through a range of programs and initiatives of the Council, including:

1. *Amending the Port Phillip Planning Scheme* – A new Statutory Planning Framework will be developed to incorporate Local

Policy and Provisions which reflect and implement the strategic directions of the Structure Plan.

Planning Scheme Policy and Provisions will essentially manage and influence the land use and development proposals 'initiated' by the private sector.

The following mechanisms provide for initiatives that will be 'initiated' by Council:

2. *Council's Capital Works Program* - (Council's 5 Year Plan and Annual Program).
3. *Council Programs and Services* - (including Economic Development, Sustainable Transport, Social Housing, Library Services, and Children's and Family Services).
4. *Partnerships* - (with State Government Agencies, Traders, Key Land Owners and Community Organisations).

Funding

Implementation of the Structure Plan will require appropriate financial resources. A range of funding opportunities exist, in addition to Councils existing budget:

1. *Federal and State Government Funding Programs* (including; capital works for public transport and social infrastructure, and for community housing).
2. *Development Contributions* – monies or works 'in kind' (including: 5% open space contributions, contributions 'in-lieu' of car parking for sustainable transport initiatives, negotiated contributions towards streetscape improvements and community housing).

3. *Special Rates Schemes / Special Charges* (potentially for marketing / promotions and capital works projects).
4. *Public-private partnerships* on Council-owned land.

6.2 Implementation Framework

The following provides an outline of the major ‘opportunities’ and ‘initiatives’ outlined in the Structure Plan, and the means by which they will be achieved:

6.2.1 Statutory Planning Framework (Local Planning Policy and Provisions)

The statutory planning framework, provided by the Port Phillip Planning Scheme, is an integral part of the implementation of the *Carlisle Street Activity Centre Structure Plan* and the associated *Urban Design Framework*.

State Policy

The existing *State Planning Policy Framework (SPPF)*, in particular Clause 12 – Metropolitan Development, establishes key policy directions for all activity centres which reflect the intent of *Melbourne 2030* including:

- Broadening the mix of land uses, appropriate to the type of centre and community needs.
- Encouraging economic activity and investment.
- Improving access to services by walking, cycling and public transport.
- Providing focal points for the community.
- Supporting the Principle Public Transport Network by concentrating employment and housing in well serviced locations.

Clause 19.03 of the SPPF sets out ‘principles’ that must be addressed in the design of urban spaces and buildings including; context, public realm, view and vistas, heritage and architectural quality.

The SPPF also gives effect to a number of key design guidelines which will influence built form outcomes within the Carlisle Street Activity Centre:

1. *Activity Centre Design Guidelines* (2005).
2. *Guidelines for Higher Density Residential Development* (2004).
3. *Safer Design Guidelines for Victoria* (2005).

Local Policy and Provisions

The Port Phillip Planning Scheme will require changes to the existing statutory controls and new local policy directions, in order to achieve the strategic directions and outcomes sought for land use change and new development.

FIGURE 8.1 over page reflects the proposed statutory framework, which is briefly outlined below:

Application of Planning Scheme ‘Zones’ –

Planning Scheme Zones define the purpose for which land is to be used. By defining the types of uses which are ‘as of right’ (no permit required), ‘discretionary’ (permit required) and ‘prohibited’, zoning will play a major role in influencing the future activity mix of the centre (and its individual precincts) in line with strategic directions of the Structure Plan.

FIGURE 8.2 reflects the changes in Zoning proposed by the Structure Plan.

Figure 8.1

CARLISLE STREET ACTIVITY CENTRE STRUCTURE PLAN PLANNING SCHEME CONTROL FRAMEWORK

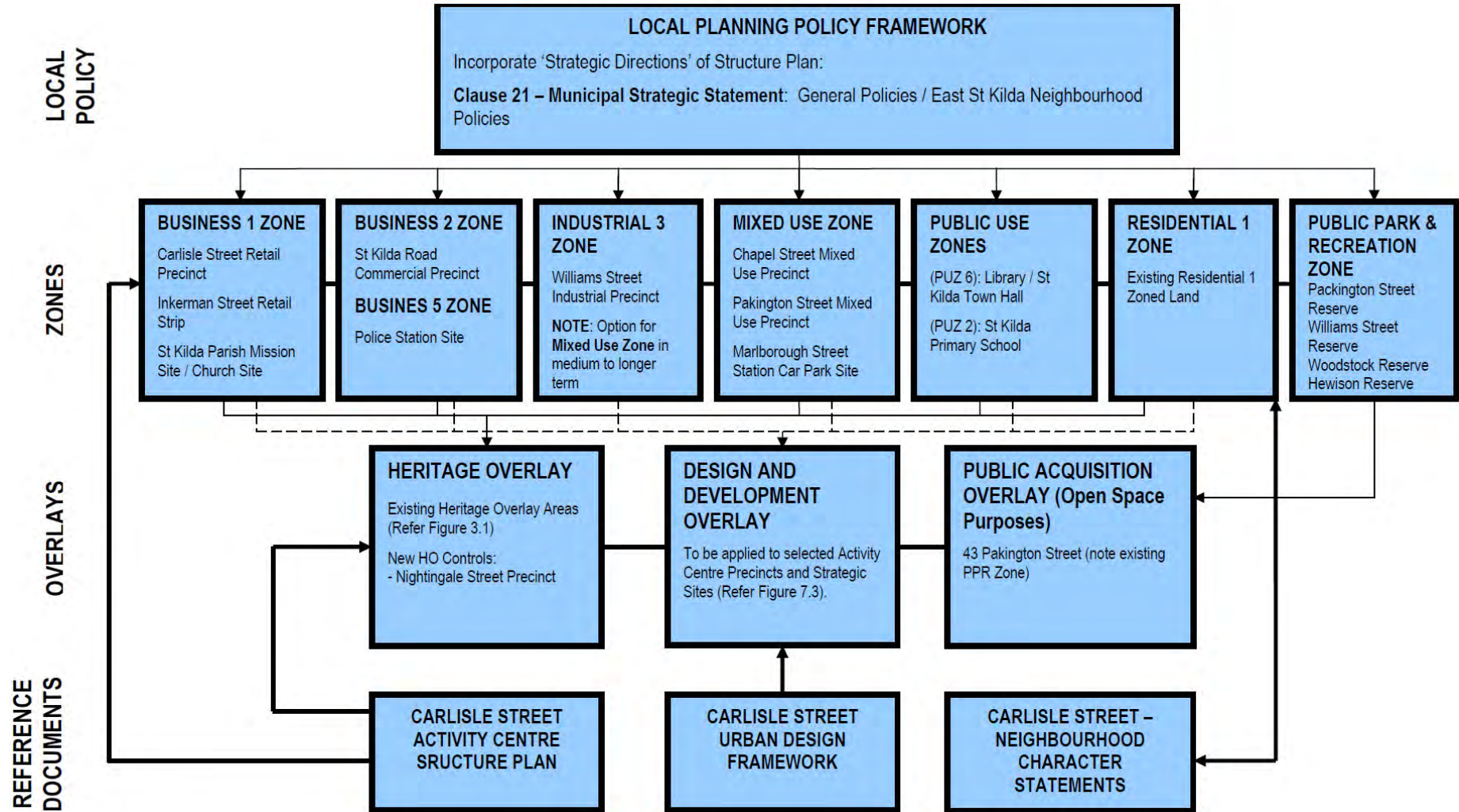
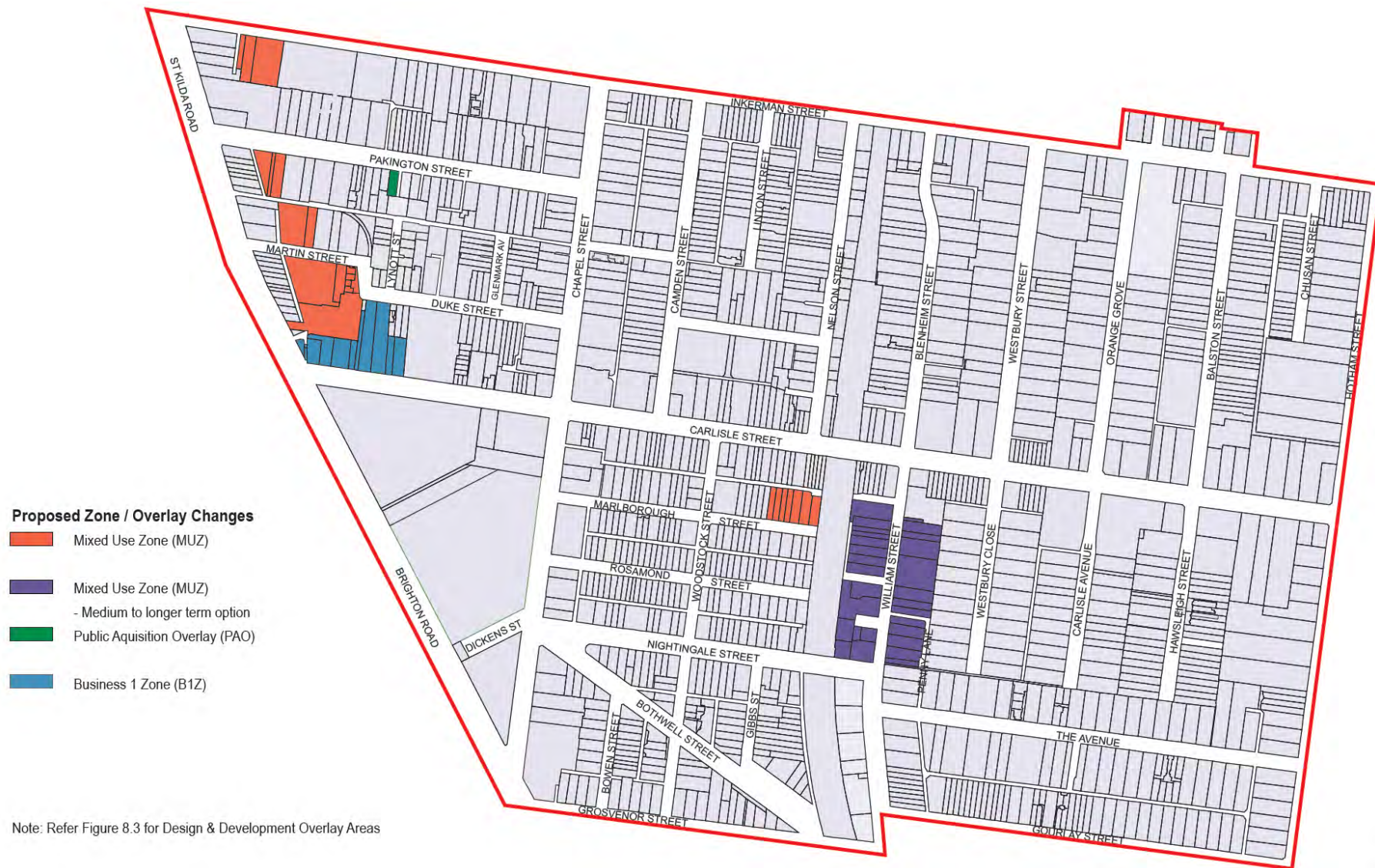


Figure 8.2 Application of New Zones and Overlays



Note: Refer Figure 8.3 for Design & Development Overlay Areas



Application of new Planning 'Overlays' –

Planning Scheme Overlays provide detailed controls over new development, relating to particular aspects of the built form, for example Heritage.

The Structure Plan proposed the following changes to the Overlays in the Port Phillip Planning Scheme:

Heritage Overlay – The existing Heritage Controls have recently been extended to include the Nightingale Street Precinct (via Amendment C68).

Design and Development Overlay – A DDO will be applied to properties within the defined 'Activity Centre' (as shown on FIGURE 8.3). This provision will implement the 'Design Objectives' and 'Design Requirements' of the *Carlisle Street Urban Design Framework 2009*.

Public Acquisition Overlay – A POA will be applied to the site at 43 Pakington Street which is proposed to be acquired for the purpose of Open Space.

Reference Documents -

Reference Documents provide context to decision making under the Port Phillip Planning Scheme.

The following documents will become Reference Documents to the scheme:

1. *The Carlisle Street Activity Centre Structure Plan,*
2. *The Carlisle Street - Urban Design Framework,* and
3. *The Carlisle Street Activity Centre - Neighbourhood Character Statements.*

6.2.2 Catalyst Projects / Strategic Site Opportunities

The Structure Plan includes a number of key projects which are central to the delivery of the Structure Plan and that will act as a catalyst for positive change in the Activity Centre. As such these will be progressed as 'priority projects':

1. The Balaclava Walk Project (Strategic Opportunity 1).
2. Supermarket Renewal Project (Strategic Opportunity 2).
3. St Kilda Children's and Family 'Hub' Project.
4. 'Civic Hub' Project (Integration / Renewal of the Town Hall, St Kilda Library and Public Plaza – current project).

The Activity Centre also includes a number of Strategic Sites that are in private ownership but which present key opportunities to support the strategic directions of the Structure Plan. Council will be proactive in working with land owners to achieve outcomes on these sites which deliver a net community benefit to the Activity Centre and to the local community. Strategic Sites include:

1. St Kilda Parish Mission Site (Expansion / Redevelopment to support service provision)
2. 170-172 Chapel Street - Australia Post Site (Renewal Opportunity / key 'entry-point')
3. William Street - west side sites adjacent Balaclava Station (renewal / affordable housing opportunity)
4. 306 Chapel Street - St Kilda Post Office Site (key 'entry-point')
5. 281-289 Carlisle Street - Crn Carlisle Ave (key 'entry-point')

Figure 8.3 Application of Design and Development Overlay



6.2.3 Council Programs and Services

Key Initiatives to be achieved through existing Council programs and services (often in partnership with others) include:

Economic Development Program -

- Development of a 'Strategic Business Plan' for the Carlisle Street Retail Strip
- Investigation of a Separate Rate Scheme (for Co-ordinated Centre Marketing / Promotions)
- Review of Footpath Trading Policy / Guidelines (to achieve enhanced walkability / retail continuity within the 'retail core')

Open Spaces Program -

- Open Space Acquisition / Development

Arts and Festivals Program

- Facilitation of Artist Display Spaces / Artist Studios
- Urban Art Installations within Public Spaces

Library Services

- Renewal of the St Kilda Library as a 'life long learning centre'

Strategic Planning Program / Statutory Planning Services

- Amendment to Port Phillip Planning Scheme to incorporate directions of the Structure Plan and Urban Design Framework
- Planning Scheme Implementation (Planning Permits)
- 'Interface' Renewal – Alfred and Marlborough Streets

Community Housing Program

- Facilitation of Community Housing / Private Sector Affordable Housing Projects.
- Investigation of Models for Affordable Housing Provision

Sustainable Transport and Traffic and Parking Management Programs

- Implementation of speed limit
- On-going Monitoring & Review of On-Street Parking Supply (time limits)
- Advocacy on Public Transport Improvements to State Government Agencies and Service Providers

6.2.4 Key Capital Works Projects

Key projects to be achieved through Council's Capital Works Program include:

Movement and Access Initiatives -

- Raised Platform Tram 'Accessible' Stops
- Pedestrian Signage Installations
- 'Threshold Treatments' – Carlisle Street
- On-going upgrades / maintenance to 'Priority Walking Routes' – (footpath standards / public lighting)

Public Realm Initiatives -

- Camden Street 'Shared Zone'
- Entry-point Treatments
- Street Tree Planting (St Kilda Road / Carlisle Street / Inkerman Street)
- Urban Art Installations (in association with new / renewed public spaces)

(Note: Funding for the above initiatives will be achieved through a range of mechanisms as outlined in section 6.1)

2.2.4 Key Partnerships

Implementation of the Structure Plan will require Council to work in partnership with key Stakeholders including:

Carlisle Street Traders / Land Owners (Potentially through establishment a Traders Association).

State Government -

- Department of Planning and Community Development (Statutory Planning Framework / Activity Centre Facilitation Programs)
- Major Projects Victoria (Project Facilitation / Feasibilities)
- Department of Transport (Public Transport / Road Space Initiatives)
- Department of Human Services / Office of Housing (Community Housing Projects)

Private Land Owners (Strategic Sites)

- An on-going assessment of community needs and services, particularly in relation to affordable housing.
- Reviewing the effectiveness of Local Planning Policy and Provisions incorporated into the Port Phillip Planning Scheme (ie in achieving the intent the Structure Plan).

It is envisaged that the Structure Plan will be updated within a 5 to 10 year time frame - to ensure its fundamental Strategic Directions remain relevant, and new opportunities can be identified and incorporated into the Plan.

6.3 Monitoring and Review

Monitoring of the strategic directions and initiatives outlined in the Structure Plan is an essential part of the Implementation Program.

This will include:

- Monitoring the increase in Residential Dwellings within the Activity Centre.
- Monitoring of the Business Mix and Employment Base of the Activity Centre.