



Harbour Esplanade Precinct

MEC led development

Executive Summary

Melbourne's Docklands is a thriving waterfront precinct, home to 20,000 residents and 60,000 workers, and a gateway to the City of Melbourne. With a rich history dating back thousands of years, the area has evolved significantly over the past 150 years, from a marshy swamp land to one of the world's largest redevelopment precincts.

The Melbourne Maritime Heritage Network (MMHN) team has a long history of advocating for the Docklands' maritime heritage and has played a key role in shaping the precinct's future. However, despite its growth and development, the Docklands still lacks a cohesive and positive identity. We believe that a further evolution is required to establish a lasting legacy for the precinct, addressing the social and community links that have contributed to its current reputation.

The timing of this initiative is opportune, with the Harbour Esplanade poised to drive benefits across the precinct through:

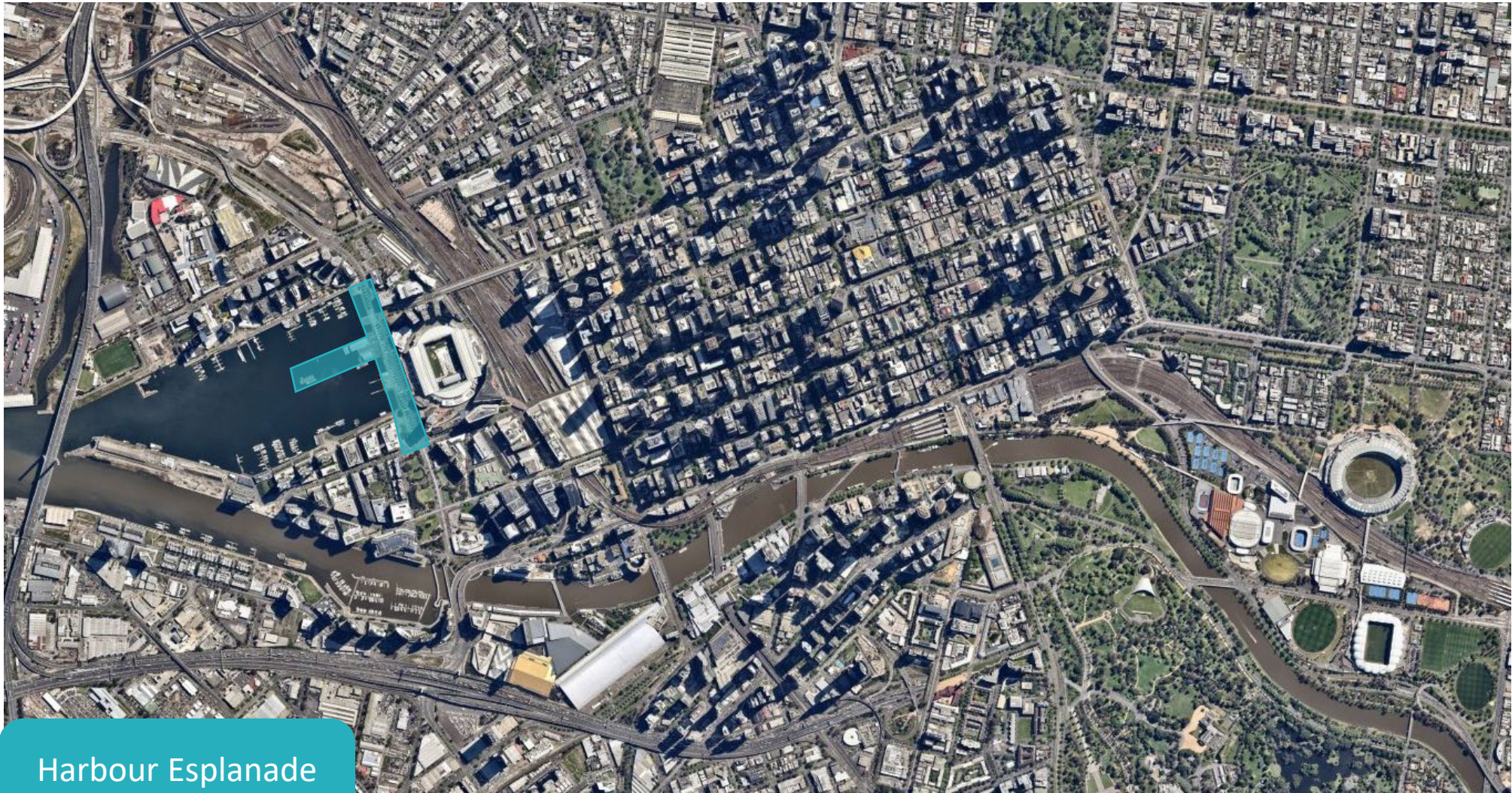
- A refreshed and permanent solution for Harbour Esplanade and Central Pier, incorporating open space and mixed-use activation
- A permanent home for the MMHN's Maritime Experience Centre
- A permanent home for Melbourne's heritage fleet and growing tourist ferry fleet, with supporting facilities

Working in partnership with the City of Melbourne (CoM) and the Docklands community it is the intention to submit an application under the Federal Government's Urban Policy and Programs (UPPP) Stream 1 : Precinct Development and Planning programme, to support the development of a comprehensive Business Case and planning application material to allow for an approval under the Victorian state Government's Development Facilitation Pathway. It is envisaged that this will enable a further UPPP funding application under Stream 2.

The MMHN will work with a select group of stakeholders and industry specialists to refine our Precinct vision and develop a compelling business case and planning approach which balances commercial viability with community benefits. To assist in the delivery of tasks, MMHN have retained CBRE to assist in the UPPP Stream 1 process.

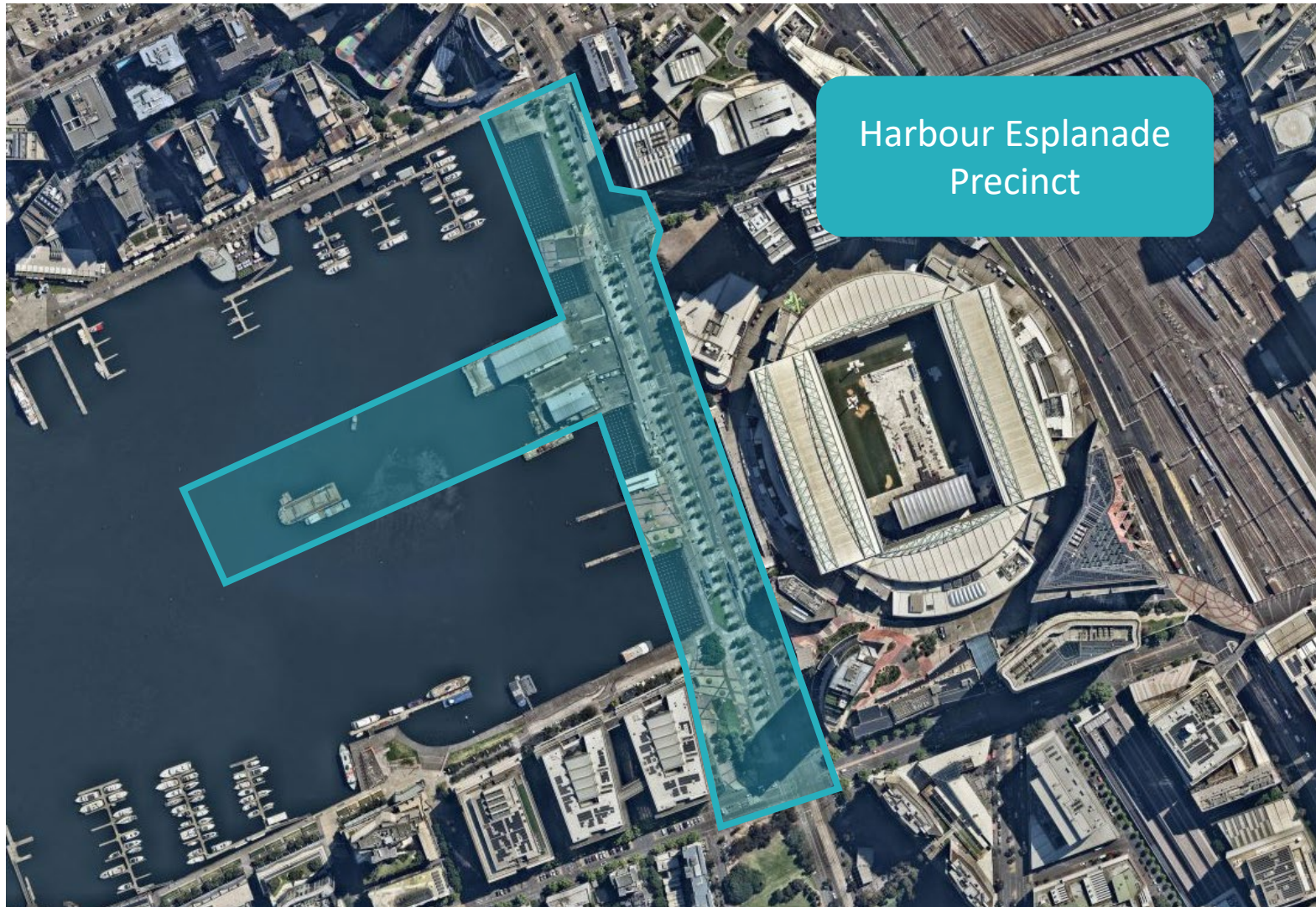
To advance discussions, MMHN are seeking in principle support from the City of Melbourne for the MMHN funding application, and in the event that funding is received, ongoing assistance via the designated structures to secure the combined Harbour Esplanade Precinct vision.

Project Interface and Context - Melbourne



Harbour Esplanade
Study Area

Project Interface and Context – Harbour Esplanade



Harbour Esplanade
Precinct

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1. Site and Opportunity Overview:

Located in Melbourne's Docklands, the Harbour Esplanade Precinct is a key pedestrian and vehicular transition point, offering Melbourne's only saltwater frontage. The City of Melbourne owns the land, and the site is subject to broad planning controls and Victoria Harbour Heritage listing requirements.

The Australian Football League (AFL) owns the adjacent Marvel Stadium, presenting opportunities for integrated development of the east and west of Harbour Esplanade. Given Victoria's current fiscal challenges, Federal Government support is required to secure the transformation of this precinct.

The Melbourne Maritime Heritage Network (MMHN) is well-positioned to facilitate a collaborative approach, leveraging its charitable status and broad membership to deliver social, cultural, educational, and economic outcomes.

Upon receiving UPPP funds, the MMHN team will engage specialists to develop options balancing competing uses, goals, and objectives. These options will be refined to create a compelling business case, securing funding and progressing to implementation.

Objective: Rejuvenate the Harbour Esplanade Precinct by 2032, realizing the full potential of these State-significant assets and enhancing the Docklands' heritage waterfront through the inclusion of a new Maritime Experience Centre (MEC)

Without pre-empting work yet to be completed, our broad vision would see the delivery of a precinct that supports:

Initiative 1:

A considered interpretation of the precinct's history pre and post European settlement to provide an engaging, active waterfront and waterbody.

Initiative 2:

The delivery of commercially sensitive development to include the MMHN's Maritime Experience Centre, heritage fleet, ferries and community boating, supported by complementary mixed uses.

Initiative 3:

The reimagining of the precinct to deliver a 'third space' for Docklands, which is welcoming, authentic, accessible, green and engaged with the water

Initiative 4:

Respond to the continuing growth of Docklands and the City of Melbourne, by providing a sustainable new civic and social destination for Victoria

Not all of these options will require a 'full' block and stack work-up; the split site options can be a simpler preliminary exercise to demonstrate why the Merged site is advantageous.

2. UPPP Aligned Objectives:

Strong opportunity to drive development outcomes, in the shared interests of the community and the broader Harbour Esplanade Precinct

UPPP Objectives:

- 01 Support community prioritises for urban and suburban communities to deliver value for money, multi-purpose urban precincts for the community.
- 02 Provide targeted benefits related to productivity, equity, sustainability, liveability and resilience for the people of urban Australia.
- 03 Facilitate place-based approaches to precinct planning and delivery, supported by collaborative partnerships engaged in shared design, stewardship and accountability of planned outcomes.

MEC Precinct Led Objectives:



Cultural Benefit: celebrating maritime heritage, maritime industry, marine science, plus opportunities for public and private sector engagement.



Education benefit: 'instructive amusement' using creative technologies – heritage, innovation, information, experiential learning, careers



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Social Benefit: tourism (local, interstate, and international), Docklands Precinct Activation and opportunities for maritime industry engagement



Reputational Benefit: : the architectural design potential of the proposed Maritime Experience Centre presents an opportunity for Melbourne to not only generate excitement in such an iconic project by showcasing Melbourne strength in architecture and design

3. UPPP Process Chart

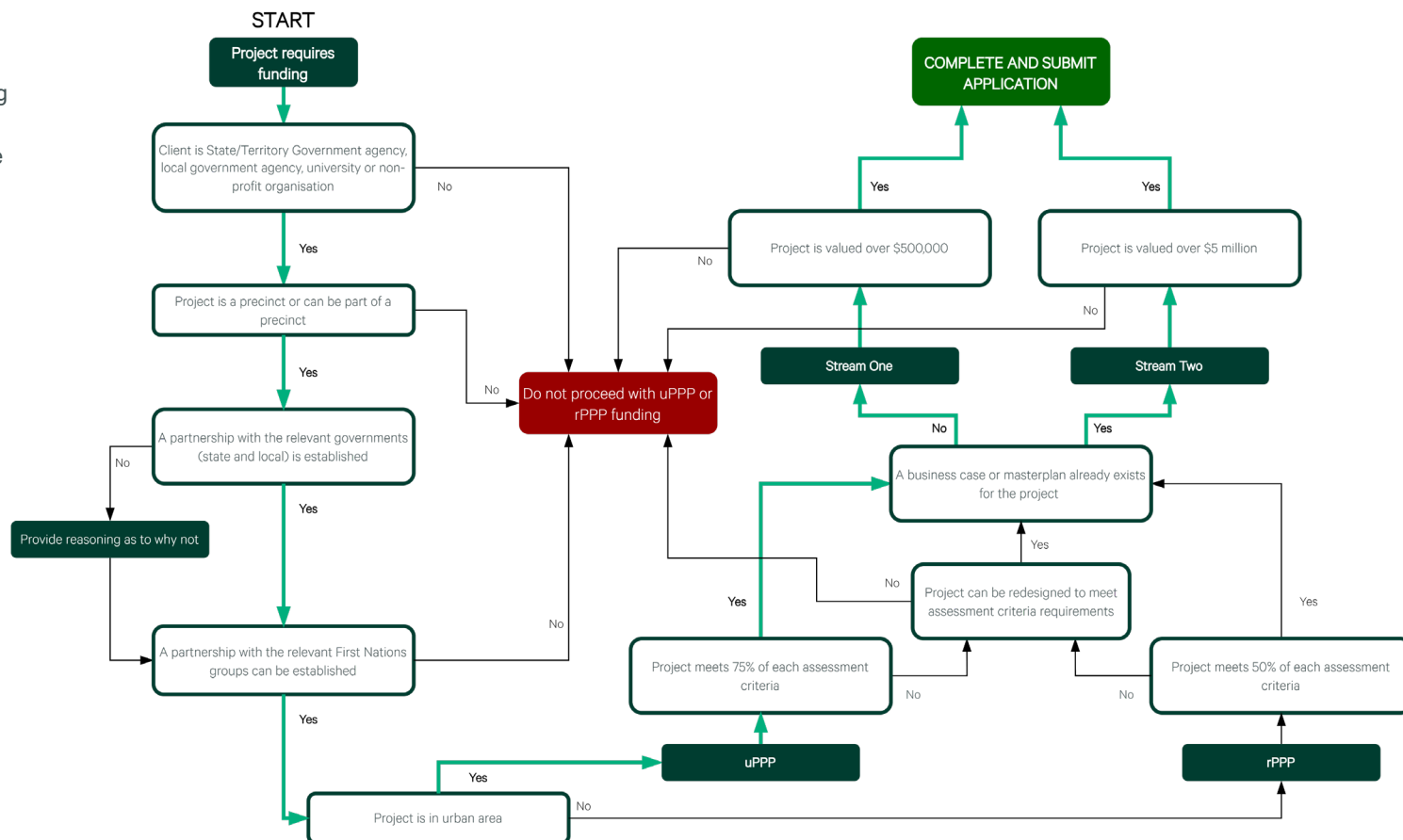
The chart describes the process of determining a project's eligibility for uPPP funding. Key requirements include partnerships with eligible organisations, particularly state and local governments, and the contribution to the implementation of Birrarung-Bolin Framework Plan and the broader precinct development, which is a core part of the assessment criteria.

There is significant opportunity to align the MMHN opportunities with the Federal visions to unlock additional funding to support the planning and delivery of the development.

Our initial analysis suggests that a MEC development approach for Central Pier and Harbour Esplanade would be eligible for both Stream One and Stream Two of the uPPP funding.

uPPP > Urban Precincts and Partnerships Program

rPPP > Regional Precincts and Partnership Program



4. Surrounding Considerations

Harbour Esplanade identified as a significant Urban Heat Island

Docklands Primary school already at capacity

Potential for Melbourne Airport Rail into Southern Cross

Future Melbourne Metro 2 to provide a new station for Docklands

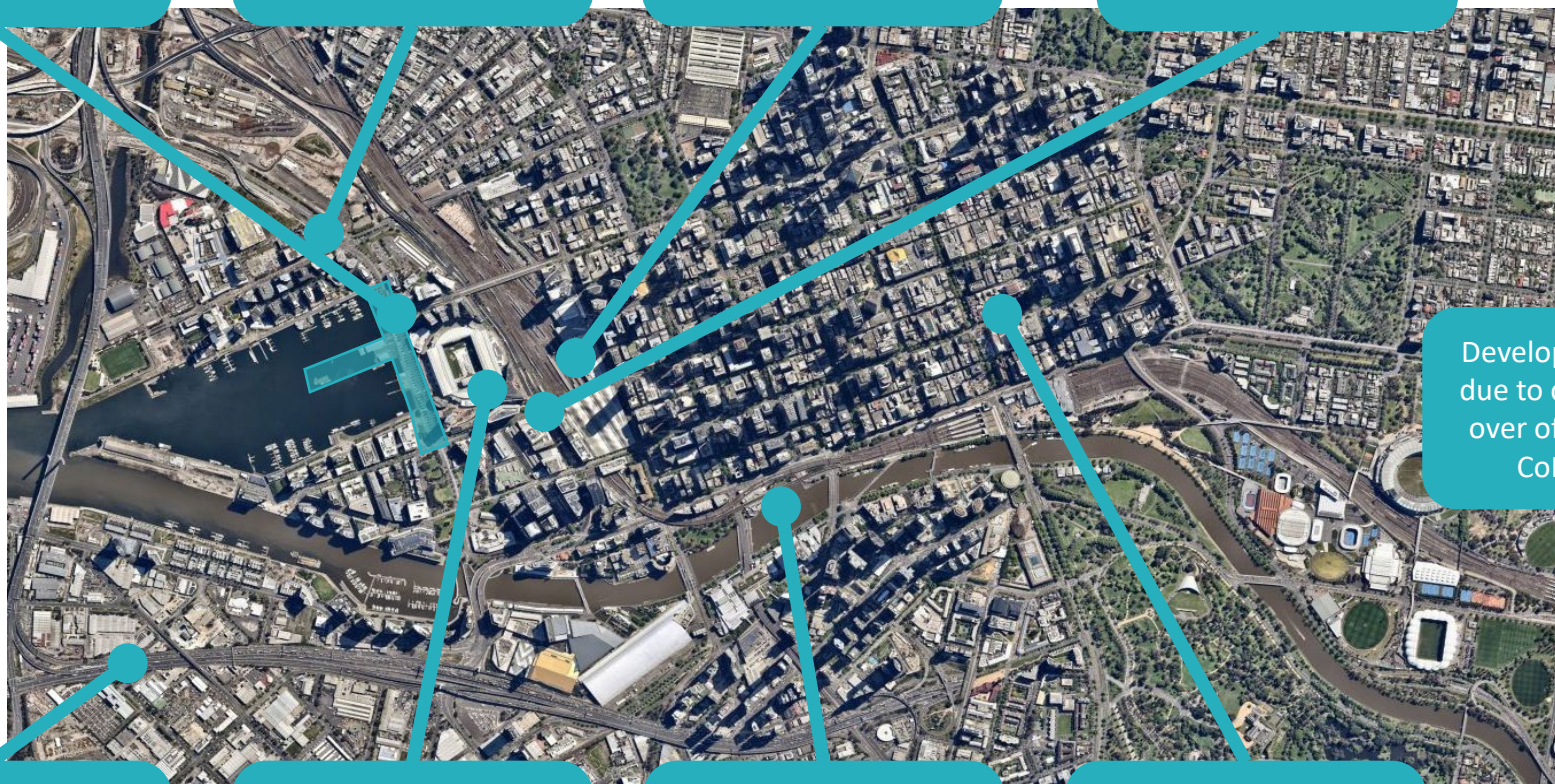
Development Victoria due to complete hand over of Docklands to CoM by 2030

Fishermans Bend Precinct expected to host 60,000 residents by 2043

Marvel Stadium remains one of the most utilised stadium in world

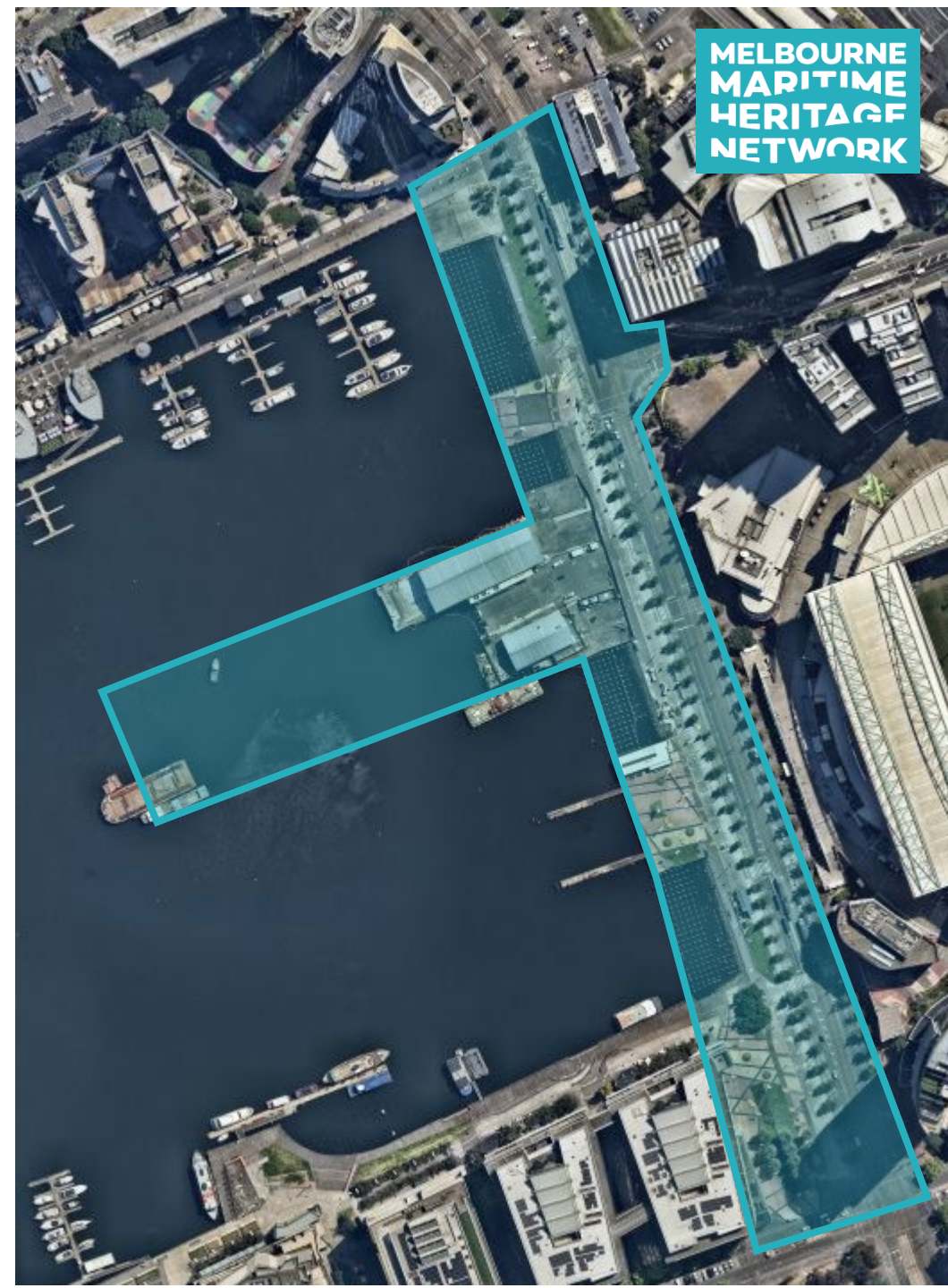
Opportunity to integrate with the CoM's Greenline initiative

A growing City: Melbourne expected to reach a population of 292,000 by 2043



5. Harbour Esplanade Precinct – Project Drivers

- **Prioritise the Water** – The expanse of water present is the unique aspect for this development. Providing opportunity to view, engage and experience and understand the role of the water be key to this projects successes
- **Architecturally significant but simple** – Where building interventions are made, these should exhibit merit however should also present purpose, maximise utility whilst remaining feasible in the near the longer terms.
- **Sustainability** – The buildings and surrounds should subscribe to the highest standards for sustainability and minimize environmental impacts
- **Supporting Maritime Industries** – The MEC offers the opportunity to showcase Victoria's global maritime standing and encourage a preservation of this. Food & beverage and retail offerings which support local producers will be prioritized.
- **Commercial Strategy** – Understanding that there are well aligned commercial opportunities as part of the development. A combined commercial strategy to be drafted that balances the interest of all landowners in the precinct.
- **No incompatible use** – Commercial activities in the precinct that would be misaligned with the precinct setting will be discouraged. This will extend to waterborne activities also.
- **Promoting education and Innovation** – The MEC will use historical artifacts, AI and VR to help engage and communicate across age ranges in an engaging and flexible fashion
- **A future grounded in heritage** - The unique historical background of Docklands provides the opportunity for lessons learnt, reflection and contemplation of the future.
- **Providing a new front door to the City** – Melbourne as a city on the bay provides the opportunity to utilize a ferry fleet to deliver unique experiences and activities to local and international tourists. Linking to the Cruise ships and would provide an unparalleled opportunity to drive a new tourism market and support activity in Melbourne and the regions.



6. Harbour Esplanade Precinct

- Outline Requirements

A northern front door

Harbour Esplanade provides a gateway to the Melbourne CBD from the West, establishing a presentable, engaged edge to the precinct is a significant opportunity to improve connectivity and accessibility across the precinct.

Existing Transport Connections

Harbour Esplanade is well serviced by Trams and local trains.

It is one of Melbourne's busiest cycle and pedestrian routes

A home for the Heritage Fleet

Docklands hosts three heritage vessels all in need of a permanent home and space to pick up and drop off passengers, visitors and tourists.

This presents a unique opportunity to secure the fleets future and showcase these Melbourne Assets

Delivering an active waterbody

Docklands already hosts a significant private fleet, and boating groups including Dragon Boats, outriggers and the Docklands sailing club.

Waterside development

The North end of Harbour Esplanade offers the opportunity to deliver built form to bookend and activate the waterfront .

CBD Connections

La Trobe St provides a direct link to Metro at Flagstaff, and also the best location to watch the sunset in Melbourne.

Activated Public Realm

Significant opportunity for greening and activation of the waterside and the water body.

Presents the opportunity to 'borrow' views of the water and leverage the green and blue spaces.

A center for the Commercial Fleet

A well-connected commercial hub, would elevate the current offering, increasing utilization and encouraging further participation.

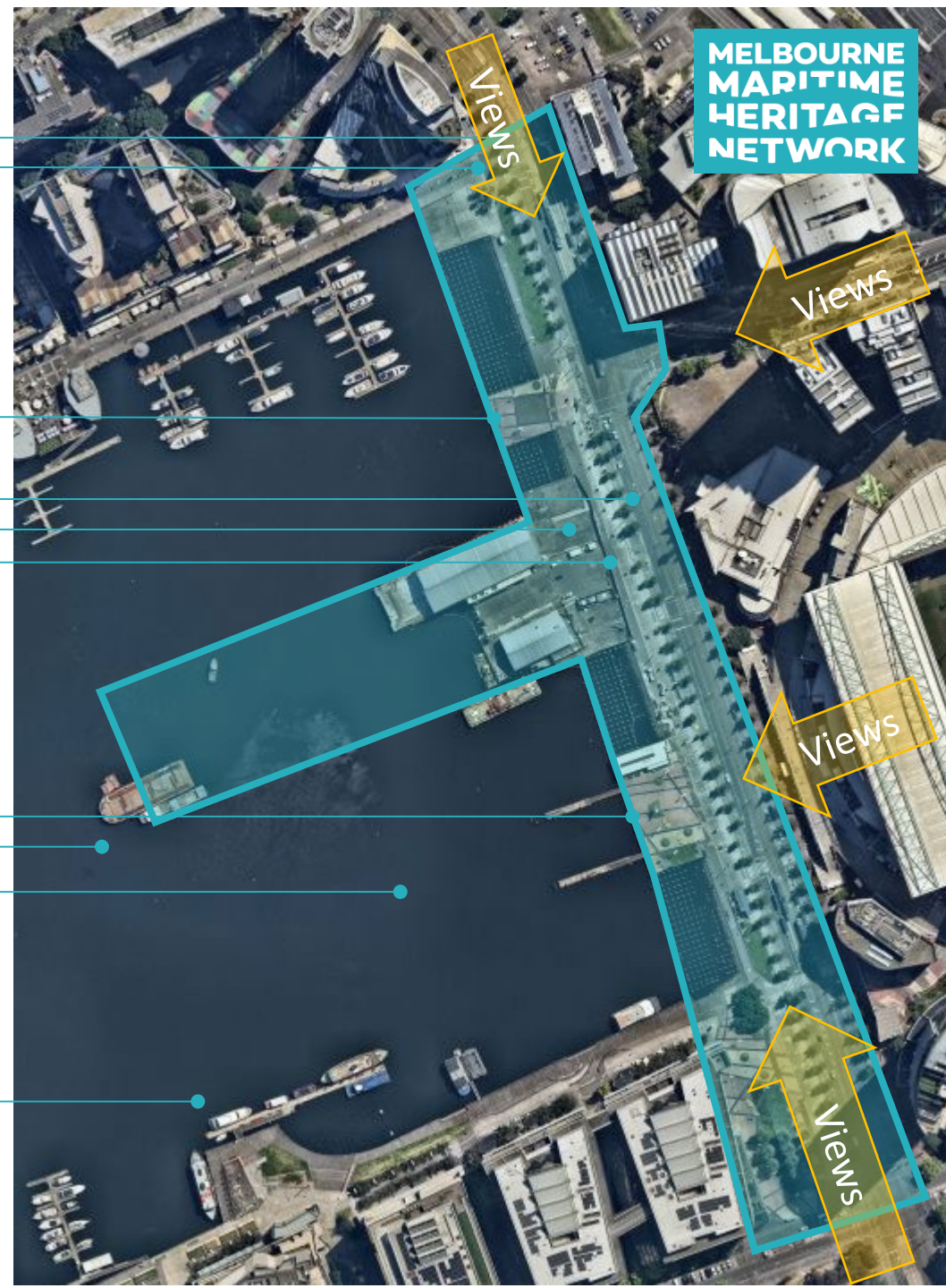
Re-establish the Harbour Edge

The existing edge is a temporary affectation, a permanent arrangement which offers engagement with the water and a home for vessels would aid activation and purpose

A new Central Pier

Central has been demolished following its closure in 2019. Consultation is underway to redevelop the pier however activity is not expected in the near or medium term. MMHN see this as the most viable location for the MEC delivered on a floating pier.

Wind & Overshadowing
Greening and building interventions should aim to minimize additional wind and overshadowing impacts on the public realm.



7. Maritime Experience Centre (MEC) - Outline Requirements

To guide thoughts around next steps for the development of the MEC, a prioritised list of building requirements has been developed. This list draws on international exemplars of similar developments whilst retaining an authentic Melbourne base.

The intention is to develop this consideration further as part and in parallel with the precinct master planning processes.

- **Permeability** – Ensure that public access to the building is prioritised .
- **Transparency** – Façade which allows viewing in while also enabling outlook across the unique docklands setting
- **Maritime Education** – The space will offer the opportunity to engage in maritime activities in a modern and flexible setting to enhance interest, understanding and interaction with the sector. MEC’s vision is to be the most popular school attraction in Victoria.
- **Exhibitions and Events** – Raising awareness of maritime opportunities, engaging across the industry and providing a space for collaboration.
- **Heritage** – The MEC is not a museum, however the opportunity exists to communicate the evolution of Melbourne with a maritime focus. This approach will include traditional owner input.
- **Income Stream** – the MEC needs space to commercialise to supplement its cash flow and limits its third party funding requirements.
- **Future Focus** – enable growth capability, target greater collaboration opportunities – retain flexible space for future expansion.

Maritime:

- Showcase past, current and future Maritime activities
- Experiential and immersive displays
- Educational – **living labs**

Commercial:

- Showcase local and regional produce
- Seafood
- Provide a range of price points
- Support precinct event activation

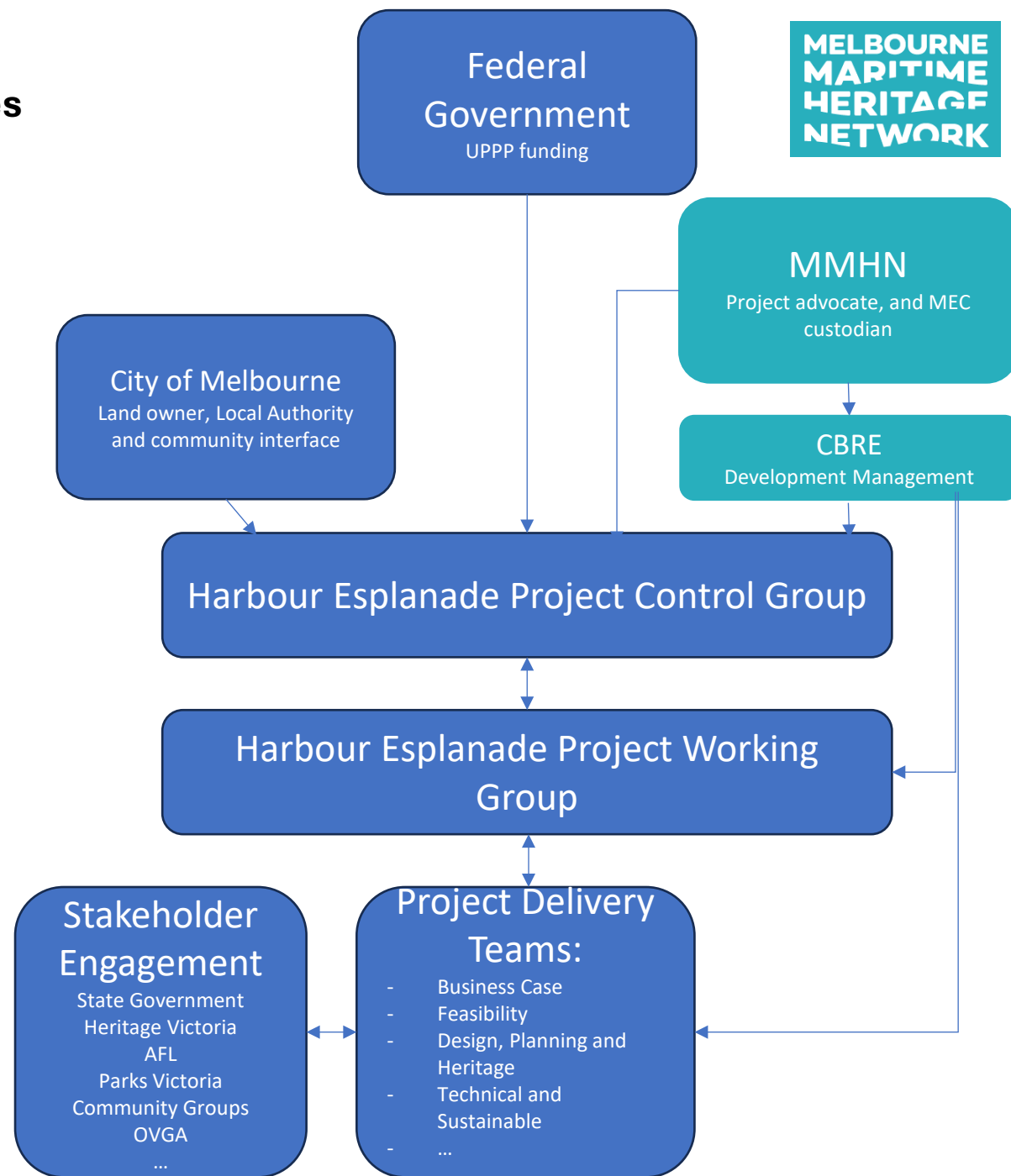
Community:

- Engage with the water
- Explore past
- Provide a character focus for Docklands
- Provide a central location for Community



8. Precinct Governance Structures

- **Governance structure:** Noting that it takes a broad group to establish a precinct, we have provided a structure of how we see this project advancing.
- **Efficiency through Collaboration:** MMHN will use any funding contributions generated through the UPPP pathway to assist in securing a pragmatic approach to Harbour Esplanade precinct delivery. A core component will be early engagement with City of Melbourne and the private sector to assist in the development of considered commercial astute processes and approaches to accord with partners skill sets and capabilities.
- **Visions setting and Project Refinement:** The aim of this group is to successfully establish the Precinct Vision and through the Business Case development process, refine options and determine an optimal pathway to allow a submission under the UPPP Stream 2: Precinct Delivery pathway.
- **Key Goals and Objectives:** Within this process the team will be focusing on:
 - Precinct concept design options and core components
 - Feasibility and project budget requirements
 - Sustainability and technical design
 - Longer term management options
 - Private – Public sector working arrangements
 - Community consultation and endorsement
 - Provide a workable set of proposals for the MEC
 - Details appropriate for submission and consideration under the Victorian state government's Development Facilitation Pathway.

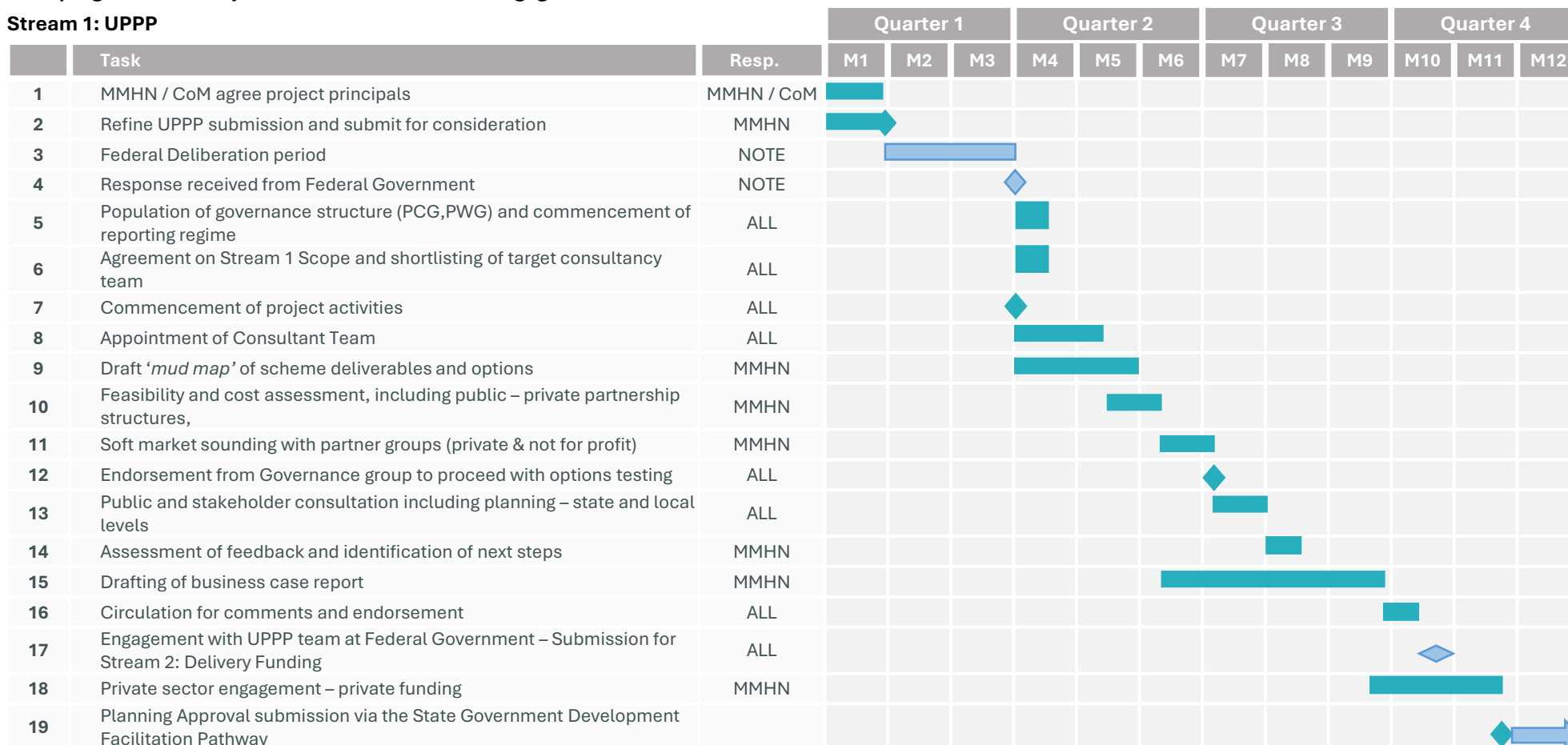


9. Harbour Esplanade Precinct - Programme

Having considered the required resources, we feel that if broad support can be secured for the project principals, the business case can be conducted within a reasonable timeframe. Taking experience from other parallel processes and specialist advice from CBRE the below outline programme has been developed.

This programme is subject to further stakeholder engagement and confirmation.

Stream 1: UPPP



■ MMHN Scope
■ Out of Scope

10. Harbour Esplanade Precinct

- Funding Requirement

The Stream 1 workstream should endeavour to undertake all works to provide a compelling, shovel ready proposition to Federal Government to allow consideration under the UPPP Stream 2 funding regime.

Allowing for a multi-disciplinary consultant team and associated technical analysis of the site and surrounds an outline UPPP Stream 1 budget has been identified. This position remains as a budget figure and is subject to a comprehensive procurement and tendering process.

Time allocations have been identified and specified per project stakeholder, and the programme has been extended to planning submission via the State Governments Development Facilitation pathway.

No costs have been allocated to the period between submission and approval, as these discussions should be minor based on the extent of prior consultation.

Key Project Partners	Role Duration	Budget (Ex. GST)
City of Melbourne	52 weeks	In kind contribution
MMHN	52 weeks	In kind contribution
CBRE – Stream 1 coordinator and Business Case Lead	52 Weeks	\$750,000.00
Project Consultant Team (design, planning etc)	32 weeks	\$1,500,000.00
Allowance for technical assessments and due diligence	6 weeks	\$250,000.00
Project Contingency @ 10%	52 weeks	\$250,000.00
Total	52 weeks	\$2,750,000.00

11. Next Steps

Application Process :

1. Establish project requirements and approach
2. Establish key project stakeholders:
 - Potential for single application or joining in with City of Melbourne and / or Development Victoria
3. Run test fit against the provided assessment criteria, and confirm programme and budget parameters
4. Early stakeholder endorsement
5. Engage with local Federal and State Ministers to secure support.
6. Submit

