## EXECUTIVE SUMMARY

**Version:** 3.1  
**Purpose:** FINAL ISSUE  
**Date of issue:** 29 October 2012

## ACKNOWLEDGEMENTS

### CLIENT

**MONASH UNIVERSITY**

- Oversight Committee:
  - Estates Committee - Chair Dr. Alan Finkel, Chancellor

- Consultative Committees:
  - SMT-P (Senior Management Team - Property) - Chair Professor Edward Byrne, Vice Chancellor and President

- Client Representatives:
  - Mr. Bradley Williamson  
    Director, Strategic Planning and Development
  - Mr. Poul Tvermoes  
    Project Manager, Strategic Planning and Development
  - Mr. Mike Scott  
    Manager, Strategic Planning and Development
  - Mr. Brett Walters  
    Manager ESD Strategy, The Office of Environmental Sustainability (TOES)

### CONSULTANT TEAM

- Lead Consultant:
  - McGauran Giannini Soon Pty Ltd Architects  
    10-22 Manton Lane, Melbourne 3000  
    T: 03 9670 1800

- Sub Consultants:
  - ASPECT Studios (Landscape)
  - GTA Consultants (Traffic)
  - MGAC (Access and Movement)
  - Irwinconsult (Services and ESD)
  - Collaborations (Community Consultation)

### DISCLAIMER

While every reasonable effort has been made to ensure that this document is correct at the time of printing, MGS Architects has relied on considerable third party information and disclaim any and all liability to any person in respect of anything or the consequences of anything done or omitted to be done in reliance upon the whole or any part of this document.
Monash University has a reputation not only for excellence in research and education, but also as one of the nation’s most innovative institutions.

We aim to create an environment in which students, educators and researchers can come together to undertake work that makes a difference.

To do this we must continue to deliver facilities and a broader physical footprint that is world class.

This Masterplan sets out how the Clayton campus will evolve sustainably over the next twenty years to ensure Monash is well placed to lead in the knowledge economy.

At Monash University we understand that our people are our most important asset and they must be supported in an environment that nurtures their ability and encourages ambition.

We have one of the largest campus footprints of any university in the world which affords us a unique opportunity to deliver education and conduct research in ways that most others cannot.

However, we also must remain vigilant in planning responsibly for our future and to maintain our standard of excellence.

In response to our vision for the Clayton campus, this Masterplan delivers a comprehensive planning framework to guide the future development of the campus and to deliver an inspiring, sustainable, and world class university environment.
The Clayton campus will evolve as an engaged and dynamic University City. Monash Clayton will be a showcase campus: a leader in education and research, distinguished by world-class environmentally sustainable infrastructure, design and landscapes. The campus’s success will be underpinned by excellence in infrastructure, quality teaching and learning spaces and facilities, and meaningful community engagement.
The Clayton Campus Masterplan: the Clayton campus in 2030 and beyond
Monash University was founded in 1958 by an act of the Victorian Parliament. In March of 1961, Monash opened the doors to its first students. Today, Monash University educates close to 60,000 students at six Australian campuses, two international campuses and a centre in Italy. Monash University has established a reputation for excellence built on its international engagement and its research-intensive approach. Monash University is committed to ongoing improvement as encapsulated in the university motto, Ancora Imparo (I am still learning).

COMMISSIONING THE MASTERPLAN

The senior management team at Monash University recognises the need to ensure the cohesive development of its campuses. Campus development should reflect the vision for the University and ensure that the positive interaction of community and environment is optimised. In September 2009, Monash University commissioned McGauran Giannini Soon Pty Ltd (MGS Architects) to prepare Masterplans for the Caulfield and Clayton campuses. The development of the Clayton campus Masterplan focussed on aligning the vision and strategies of Monash at an organisational level with the physical evolution of the campus.

MASTERPLAN DEFINITION

The fully realised Clayton Campus Masterplan is a comprehensive guide to future development at the Clayton campus. The objective of the Masterplan is to ensure cohesive campus development over time that balances the varying needs of the Monash University community and maximises the ability of the built environment to embody the values and aspirations of the University.

The Masterplan will be an enabling device and will provide a framework for capital expenditure at the Clayton campus. The Masterplan will become the armature about which campus development can be governed and will fulfil an advocacy role for all University departments.

The Masterplan will also provide a framework of review and assessment; a tool that the University will use to review the success and progress of each phase of capital development and growth.

MASTERPLAN LIFESPAN

The Masterplan will guide campus development for the 20-year period from 2011 to 2030 (Estates Committee Endorsement). While this time period has been the primary consideration in developing the Masterplan, the Campus Development Themes outlined in this document will set the key characteristics of the campus for the long term.

SUSTAINABILITY

‘Monash University aspires to become a leader in the worldwide effort to create a thriving sustainable society through education, research, operations and action.’

Enabling this aspiration has been a primary consideration in the development of the Masterplan. All aspects of Masterplan development are underpinned by this sustainable vision.

CAMPUS SIZE AND GROWTH PROJECTIONS

The Clayton campus alone is projected to grow significantly over the next 20 years.

<table>
<thead>
<tr>
<th>Monash University Clayton campus population*</th>
<th>Now</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; Monash University Clayton campus students Equivalent Full Time Student Load (EFTSL)</td>
<td>26,700</td>
<td>36,000</td>
</tr>
<tr>
<td>&gt; Monash University Clayton campus staff Full Time Equivalent staff (FTE)</td>
<td>10,850</td>
<td>14,100</td>
</tr>
<tr>
<td>&gt; John Monash Science School secondary students</td>
<td>5,450</td>
<td>7,100</td>
</tr>
<tr>
<td>&gt; Students and staff living on campus</td>
<td>600</td>
<td>600+</td>
</tr>
<tr>
<td>&gt; External visitors to the campus per annum (sport and culture)</td>
<td>1200</td>
<td>4000+</td>
</tr>
<tr>
<td>&gt; Clayton campus total gross floor area</td>
<td>403,000m²</td>
<td>652,000m²</td>
</tr>
</tbody>
</table>

* Approximate figures, based on 2009 data provided by Monash University Facilities and Services Division. It is assumed that EFTSL to FTE staff ratios will remain the same over the course of the Masterplan.

To accommodate this population growth and continue to provide the best facilities for academic research and learning, Monash University will have to significantly increase the floor area of the Clayton campus:

A distinctive attribute of the campus is its research focus and its role within an innovation precinct that includes a Global Centre of Research for CSIRO, the Australian Synchrotron and the Monash Medical Centre. These major centres of research are continuing to generate major opportunities for collaboration and in turn for facilities and associated infrastructure.

It is anticipated that this demand for additional research space and enriched opportunities for teaching, learning and enquiry will add to the physical growth of the campus and environs, with the Green Chemistry Futures and New Horizons developments exemplifying this direction. Further opportunities for the co-location of a teaching hospital, hotel and retail services are also under serious investigation.
LAND TO WHICH THE MASTERPLAN APPLIES

The Clayton campus is the original campus of Monash University. The core campus landholding, at approximately 100 hectares, is bordered by Wellington Road to the south, Blackburn Road to the east and the campus ring road to the north and west.

The campus consists of over 100 individual buildings and over 403,000m² of gross floor area (GFA). The campus boasts a significant population consisting of approximately 26,000 enrolled students and 11,000 staff.

**CORE CAMPUS AND ADJOINING LANDHOLDINGS**

1. Core campus 94.5 Ha
2. Beddoe Avenue properties 1.6 Ha
3. Normanby House (B52) 2.6 Ha
4. Martin Street Precinct 7.1 Ha
5. Melbourne Centre for Nanofabrication 3.6 Ha

**TOTAL** 109.4 Ha

6. Telstra Building (B220) (Monash University is the leasee) 1.2 Ha
7. Australian Synchrotron National Centre for Synchrotron Science (under separate lease) 7.9 Ha

Comparison to the Caulfield campus (5.3 hectares)
From a vehicle-centric, isolated campus to a transit-oriented, pedestrian campus.

The Clayton campus is considered to be a key station location on the proposed Rowville rail line.

Rowville Rail Study - potential station locations (Source: Sinclair Knight Merz, 2011)
The Monash Transport Interchange, viewed from the south-west
Illustration: Geoff Falk
Primary Walk Network

Campus wayfinding and access will be structured around the Primary Walk network: a high quality network of memorable pedestrian and bicycle avenues.

From a confusing pedestrian experience to a consolidated network of generous Primary Walks.
View of Hargrave Square, looking south along Campus Walk
Illustration: Geoff Falk
FOCUS ON THE PUBLIC REALM

The Clayton campus will be defined by exemplary and distinctive public realm spaces and landscapes, which are connected by a cohesive Primary Walk network.

From a collection of natural but disconnected spaces to a memorable campus of sequential places.

From a conglomerate of poor quality aging buildings that lack identity to an iconic campus, which demonstrates distinctive precinct identity.
The redeveloped Campus Heart and the Forum, looking north-east

Illustration: Geoff Falk
The Clayton campus will feature conveniently located, technology-enriched, welcoming and well designed learning and teaching centres that enrich the campus experience and support collaborative education and research.
Informal learning and collaboration opportunities within Hargrave Square

New landscape treatment along Campus Walk

Hargrave-Andrew Library façade becomes a campus wayfinding device

Consistent campus and Monash University branding throughout the public realm

Integrated art within the public realm

Opportunities for passive surveillance of the public realm

Building design to allow for maximum solar access

The Hargrave Square Multi-faculty Teaching and Learning Hub will enable indoor and outdoor learning and collaboration

Section/elevation view of the Hargrave Square Multi-faculty Teaching and Learning Hub and Hargrave-Andrew Library
UNIVERSITY CITY

The Clayton campus will be transformed from its current introverted character to a 24-hour University City that attracts, enriches and fully engages with the surrounding community.
View of the revitalised Wellington Road frontage, looking north along Park Walk
Illustration: Geoff Falk
MASTERPLAN DEVELOPMENT STAGES

The Monash Clayton Capital Development Plan (CDP) is governed by the University Council through its Resources and Finance and Estates Committee(s). The CDP is developed and managed by the Vice-Chancellor and the Senior Management Team. This group is responsible for implementing and developing the Capital Budget proposals necessary to realise the Masterplan Vision.

To assist in the development of the CDP, the Masterplan has established three phases of campus development:

0-5 YEARS

- Establishing a campus front door at the Wellington Road interface
- Establishing the Primary Walk network
  Sections of the Primary Walk network will initially be delivered between strategic locations
- Investing in the public realm
  Initially this will focus on the areas surrounding the New Horizons and Green Chemistry Futures developments
- Rejuvenating significant spaces within the public realm, such as the Forum
- Investing in infrastructure and services in this phase will reduce development constraints in later phases.

TRANSFORMATION AND EXPANSION

5-10 YEARS

- The second phase of campus development will focus on expanding the Primary Walk network and public realm upgrades. This expansion will underpin the establishment of a cohesive campus character and be characterised by a high quality and memorable public realm with a coherent pedestrian and bicycle circulation network. Building development within this phase will seek to reinforce this character.

THE UNIVERSITY CITY

10+ YEARS

- The public realm, Primary Walk network and services infrastructure established during the initial phases of campus development will have created a strong framework for future campus development. Improvements to campus access, residential diversity, circulation, the public realm and building quality will over time reinforce and secure a rich and diverse University City.
The Clayton campus, viewed from the south-west

Illustration: Geoff Falk
The complexity of the masterplanning task led to the formulation of Campus Development Themes, which link key issues, established during the analysis phase, with a set of masterplanning solutions.

From the establishment of the four Themes, 14 Campus Strategies form the overall structure of the Masterplan and guide future campus development, thereby creating an enduring armature for the growth of the Clayton campus.

Sustainability in all aspects of campus development is paramount and highlighted throughout the Campus Development Framework and Design Development Controls within the chapters of documentation.

**THEME:** ACCESS AND WAYFINDING

**STRATEGIES:**
- PEDESTRIAN NETWORK STRATEGY
- SUSTAINABLE TRANSPORT STRATEGY
- VEHICULAR ACCESS STRATEGY

Campus wayfinding and access will be structured around a high quality network of memorable, shared walks, for pedestrian and bicycle access. The Primary Walk network will link key destinations within the campus to the Monash Transport Interchange and the broader Clayton context. Primary Walks will provide safe, secure and convenient day/night access throughout the campus.

The Clayton campus will act as a regional sustainable transport hub that is supported by high quality rail, bus, pedestrian and bicycle facilities, services and amenities. The campus will offer enhanced transport options for staff, students, visitors and the community. Vehicle access and car parking on campus will be controlled and contained to the campus perimeter.

**THEME:** UNIVERSITY CITY

**STRATEGIES:**
- CAMPUS PRECINCTS STRATEGY
- EDUCATION AND RESEARCH HUBS STRATEGY
- RETAIL STRATEGY
- HOUSING STRATEGY
- CAMPUS INTERFACES STRATEGY
- PARTNERSHIPS AND COMMUNITY STRATEGY

The Clayton campus will offer a rich and interconnected mosaic of precincts that build on existing strengths to develop visually coherent places built around principles of high quality environmental, architectural and urban design. Precincts will be linked by the Primary Walk network and will appropriately address neighbouring precincts: both within and external to the campus.

The Clayton campus will feature exemplary and lively learning and teaching spaces that demonstrate leadership in education and research. Iconic library facilities and the reinvigorated Campus Heart will be supported by a series of diverse and flexible campus hubs positioned along the Primary Walk network. These hubs will foster informal engagement and the exchange of ideas in both indoor and outdoor environments.

Future development will create an intensified and dynamic day/night campus by providing support services, as well as opportunities to live, meet, learn, be active, eat, shop and relax. The Campus Centre will be reconfigured and expanded as a more inviting, interesting, diverse and activated Campus Heart, which is supported by a network of meeting, hospitality and convenience service facilities and informal learning areas.

The Clayton campus will transform from its current introverted character to a University City that fully engages with the surrounding community. Campus interfaces will be designed to better integrate with surrounding streets and neighbourhoods, and will celebrate and promote the University’s presence, core values, regional role, and connection with the natural landscape.

The Clayton campus will be a focal point for significant local and regional partnerships that encompass sustainable transport, education, health, the arts, recreation, accommodation, environment, and research. The campus will continue to be home to a range of major research facilities and be recognised as a local and international leader.
THEME: PUBLIC REALM

STRATEGIES: LANDSCAPE STRATEGY
ENVIRONMENTAL AMENITY STRATEGY

The Clayton campus will be defined by exemplary and distinctive public realm spaces and landscapes that are connected by a generous Primary Walk network. A sense of place and pride of ownership will be created through investment in quality space design, branded with recognisable finishes and infused with integrated art. The rich landscape heritage of the campus will underpin future development.

Public realm spaces and places throughout the campus will be developed to provide a high quality of amenity. A safe, sheltered environment that fosters day/night pedestrian activity will be provided to staff, students and visitors to the campus, throughout all seasons. The design of public realm spaces will be underpinned by a strong commitment to environmentally sustainable design principles.

THEME: BUILDINGS AND INFRASTRUCTURE

STRATEGIES: BUILT FORM STRATEGY
HERITAGE STRATEGY
INFRASTRUCTURE AND SERVICES STRATEGY

The Clayton campus will develop as a compact, medium-rise University City, complemented by a high ambition for architectural design and built form, and demonstrating best practice environmentally sustainable design solutions. Development will ensure environmental amenity and respect for the human scale, while providing capacity for dynamic future growth.

The Clayton campus will capitalise on the physical attributes of its environmental setting and celebrate its ecological and cultural evolution: ensuring a continuation of the Monash Clayton narrative.

Monash Clayton will significantly reduce resource consumption through the implementation of best practice services initiatives. A focus on energy, water and waste conservation and reuse will assist in realising Monash University's vision for sustainability and commitment to reduced carbon emissions.
The Clayton Campus Masterplan consists of four documents:

> **Clayton Campus Masterplan | 2011–2030 | Executive Summary (October 2011)**
An advocacy document providing an overview of the main vision and strategies of the Masterplan. This document is designed for Senior Management, Partners, External Stakeholders and the community.

> **Clayton Campus Masterplan | 2011–2030 | Part 1 (October 2011)**
The primary working document, detailing all elements of the Masterplan and referencing associated documentation. This document is a working Masterplan for Strategic Planning and Development and Facilities Management.

> **Clayton Campus Masterplan | 2011–2030 | Part 2 Technical Reports (October 2011)**
This document contains the full documentation of the masterplanning process, including background information, statistics, projections and assumptions, as well as full consultant reports. This document is a detailed reference to be read in conjunction with Part 1 and offers additional detail to Monash staff involved in the delivery of campus projects.

> **Caulfield and Clayton Masterplan | Consultation Report (July 2010)**
This document details the process and outcomes of consultation that informed the Masterplan designs for both the Caulfield and Clayton campuses. The Consultation Report is the briefing document on which the Masterplans are founded and should be reviewed in association with other documents.

The Clayton Campus Masterplan is supported by a set of Landscape Controls, which has been prepared by Aspect Studios:

> **Monash University Design and Development Controls - Landscape (June 2011)**
A working document that sets out the landscape vision for the Caulfield and Clayton campuses, as well as design principles and palettes for specific landscape elements.

Capital Development Programme and Implementation Schedule:

> **The Capital Development Programme, outlined within Part 1 of the Masterplan, is governed by the University Council through its Resources and Finance and Estates Committee(s). The programme is developed and managed by the Vice-Chancellor and the Senior Management Team. This group is responsible for implementation and developing Capital Budget proposals for the sequence of development projects necessary to realise the Masterplan Vision.**
The principal Masterplan document, *Clayton Campus Masterplan | 2011–2030 | Part 1*, is divided into seven chapters that address all aspects of Masterplan development.