

## Report to the Future Melbourne (Transport) Committee

Agenda item 6.3

### Last Kilometre Freight Plan

21 June 2016

**Presenter:** Emma Appleton, Manager Urban Strategy

#### Purpose and background

1. The purpose of this report is to seek endorsement of the Last Kilometre Freight Plan (the 'Plan').
2. The Annual Plan 2015-16 identifies Action 6.3.10 as "finalise a last kilometre freight plan for central Melbourne."
3. The draft Plan was presented to the Future Melbourne Committee (FMC) on 13 October 2015. FMC endorsed a program of community engagement on the draft which occurred from 14 October to 27 November 2015.

#### Key issues

4. The Central City is where most freight within the municipality is delivered and where the negative impacts of congestion and inefficient freight delivery are concentrated. The Plan seeks to provide a framework for private and public sector action that will reduce the impact and improve the efficiency of the freight journey within the Central City.
5. During consultation on the draft Plan, 42 submissions were received. They were broken down into 144 comments. The *Draft Plan Community Engagement Summary* (Attachment 2) details the community engagement program, the analysis of submissions and proposed changes to the draft Plan.
6. Theme 3 Freight initiatives was the most popular subject in engagement, this includes Council's support of new and innovative technologies and processes.
7. Consultation confirmed that the key themes in the draft report were well supported. The main changes proposed for inclusion in the final Plan (Attachment 3) include:
  - 7.1. an action to investigate freight infrastructure at the Queen Victoria Market to improve the efficiency and safety of goods delivered to and from the market.
  - 7.2. a requirement for last kilometre freight to be considered in local area planning, such as the Elizabeth Street Opportunities Plan and Queen Victoria Market Renewal Planning.
  - 7.3. referencing road safety in order to strengthen the connections between last kilometre freight and the implementation of the Road Safety Plan 2013-17.
  - 7.4. strengthening the recommendations to encourage and support low impact and alternative vehicles, including vehicles that will increase safety by reducing conflict between heavy vehicles and vulnerable road users.
  - 7.5. the addition of an 'Implementation' chapter identifying actions, lead work area, delivery mechanism and timeframe.

#### Recommendation from management

8. That the Future Melbourne Committee:
  - 8.1. Endorses the Last Kilometre Freight Plan.
  - 8.2. Authorises the Chief Executive Officer to make any further minor editorial changes to the Last Kilometre Freight Plan prior to publication.
  - 8.3. Notes that officers will report back to the Future Melbourne Committee in June 2018.

#### Attachments:

1. Supporting Attachment (page 2 of 29)
2. Draft Plan Community Engagement Summary (page 4 of 29)
3. Last Kilometre Freight Plan (page 13 of 29)

## Supporting Attachment

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### Legal

1. There are no direct legal implications arising from the recommendation from management.

### Finance

2. Works and projects identified in the Last Kilometre Freight Plan (the 'Plan') have been confirmed with the relevant work areas and will be delivered by influencing business as usual, through capital works projects or be subject to future annual budget and service planning processes of Council.

### Conflict of interest

3. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a direct or indirect interest in relation to the matter of the report.

### Stakeholder consultation

4. A Project Steering Group was established, which included representatives from the Department of Economic Development, Jobs, Transport and Resources.
5. Community engagement on the draft Plan (refer Attachment 2) was designed to ensure the consultation was accessible to a range of stakeholders with an interest in freight transport within the Central City. Consultation on the draft Plan was conducted from 14 October to 27 November 2015 and included:
  - 5.1. Participate Melbourne – online engagement hub and survey;
  - 5.2. Freight Open House – face to face engagement and feedback; and
  - 5.3. Opportunity for direct briefings and feedback with the project team.
6. In addition to the above consultation on the draft Plan considerable stakeholder consultation was undertaken during the preparation and finalisation of the Plan, including:
  - 6.1. An 'issues and opportunities' workshop relating to last kilometre freight in the Central City was held in March 2015.
  - 6.2. Meetings and presentations with a range of stakeholders including VicRoads, RACV, State Government, Melbourne Hospitality and Retail Board, precinct groups, East Enders Resident Group and the private sector.
7. Stakeholder engagement on the draft led to 42 individual submissions.
  - 7.1. Within the 42 submissions received, 144 comments were identified. These comments were analysed and categorised to identify changes to the Plan and primary areas of interest.
  - 7.2. Of the 144 comments received 49 were general comments, 29 supported the plan and process, 16 identified issues and gaps and 50 were suggestions (suggestions may include items already referenced in the draft which led to a classification of support in finalising the Plan).
  - 7.3. In finalising the plan the consultation led to the following changes being made: 25 comments led to changes, 36 supported the plan, 12 were referred to other areas of the City of Melbourne for action; 28 were informative statements, 39 required no change to the draft and four were not supported.

**Relation to Council policy**

8. The strategic basis for the Plan is the Transport Strategy 2012 (TS 2012) which has a key direction to “foster innovative, low impact freight delivery in central Melbourne”.
9. The Plan delivers on Annual Plan 2015-16 to “finalise the last kilometre freight plan for central Melbourne”.

**Environmental sustainability**

10. The plan is based on the City of Melbourne’s position on transport issues established in the Transport Strategy 2012 (TS2012). Achieving better environmental outcomes was one of the criteria for policies and actions in the TS 2012.
11. A key aim of the Plan is to increase the efficiency of freight in the central city while looking for opportunities to promote low impact freight (for example cargo bicycles) as an increased share of inner city transport and to help reduce congestion. Outcomes such as these contribute to reducing the environmental impact of transport in the Central City.

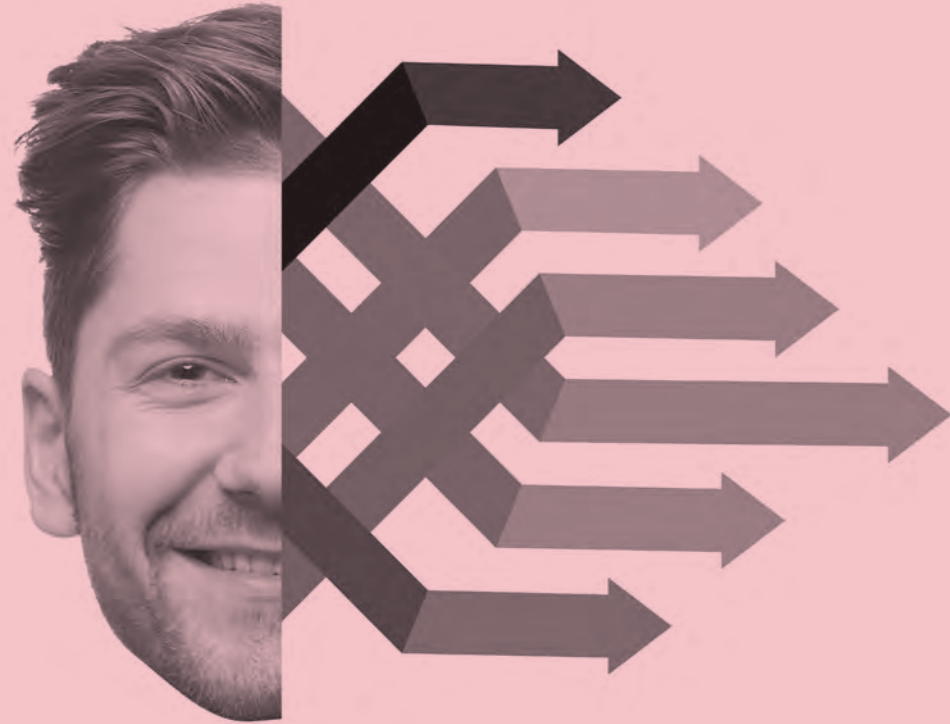
# DRAFT PLAN COMMUNITY ENGAGEMENT SUMMARY

## LAST KILOMETRE FREIGHT

JUNE 2016



CITY OF MELBOURNE



# A CONNECTED CITY

We manage movement in and around our growing city to help people trade, meet, participate and move about safely and easily, enabling our community to access all the services and opportunities the municipality offers.

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### Draft Plan Community Engagement Summary

June 2016

#### Disclaimer

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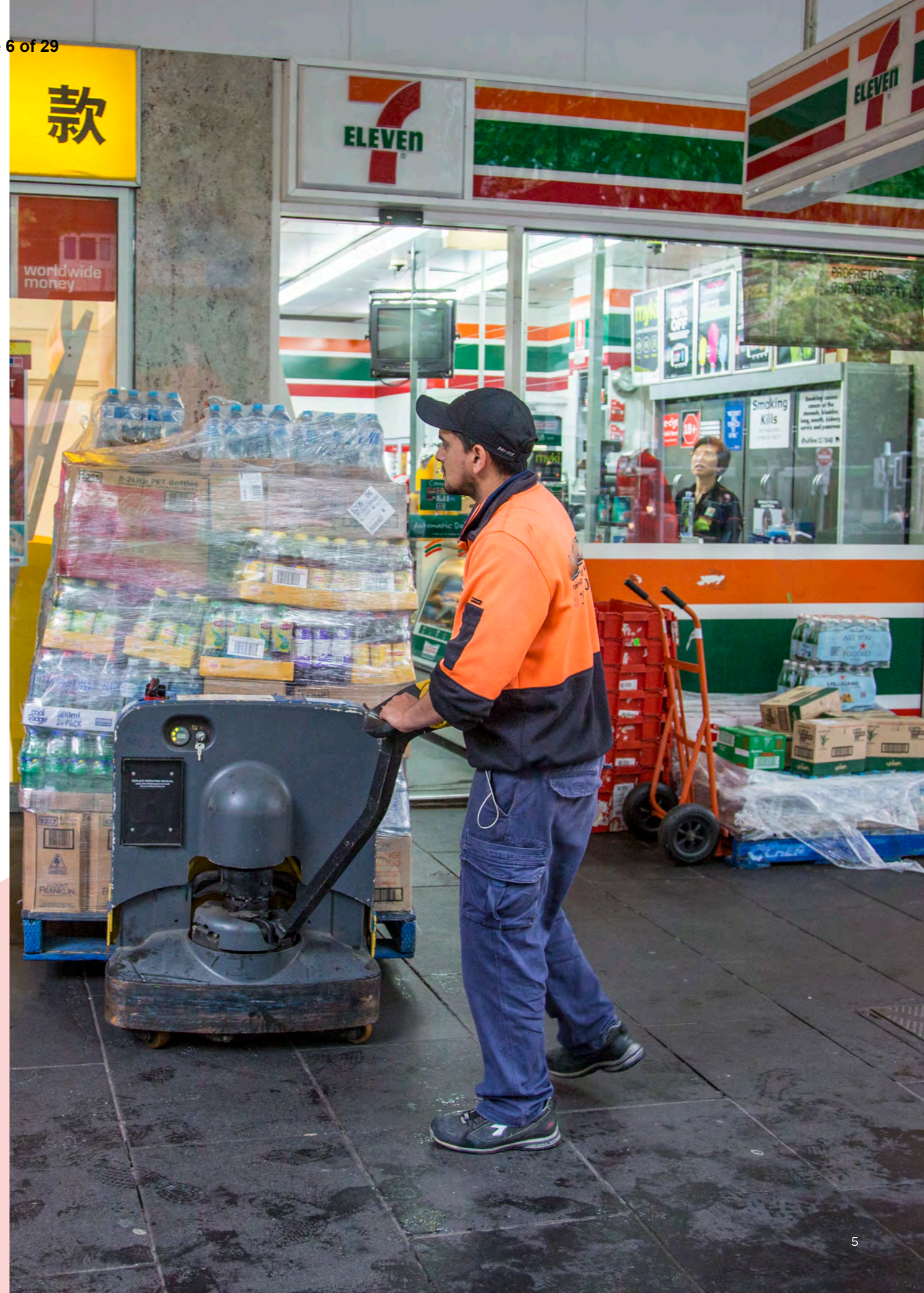
# BACKGROUND

The Draft Last Kilometre Freight Plan was endorsed by the Future Melbourne Committee for community engagement on 13 October 2015. The draft plan established the role of City of Melbourne and others in supporting efficient and resilient central city freight. The draft plan addressed how the municipality could best position its policy, projects and infrastructure to accommodate the evolving needs of freight deliveries whilst balancing city amenity and the transport needs of all modes within the central city.

Community engagement on the draft plan ran from 14 October to 27 November 2015. Pre-draft consultation on the issues and opportunities associated with last kilometre freight was held in March 2015 (see the project timeline).



Project timeline



# DRAFT PLAN COMMUNITY ENGAGEMENT

## Aim of engagement

The aim of the community engagement was to ensure the appropriate roles, themes and actions were identified in the draft plan and that these were supported by our community. We also used the engagement to identify any gaps.

## Engagement Program

The community engagement program was designed to ensure it was accessible to our diverse freight stakeholders. Engagement opportunities included:

- Participate Melbourne - online engagement hub and survey.
- Freight Open House - face to face engagement and feedback.
- Precinct and Resident Group briefings.
- Offer of meetings and briefings with the project team (all stakeholders).
- Direct feedback to the Project Team via email or telephone.

The feedback received has informed changes to the draft plan to finalise the Last Kilometre Freight Plan. It has also helped identify priorities for implementation.

## Communication

Information on the community engagement was circulated through the following channels:

### City of Melbourne

Communication opportunities including Enterprise Melbourne newsletter and Melbourne News were used to promote the consultation.

### Email

Our stakeholder database (more than 250 individuals and organisations) was contacted throughout the engagement.

### Social media

Facebook, Twitter, LinkedIn.

### Postcards

More than 10,000 postcards were distributed to central city businesses.

## Participate Melbourne

Information on the draft plan was centralised on the City of Melbourne's 'Participate Melbourne' online engagement hub. All communications, including social media posts, online publications, postcards and emails, directed interested parties to the Participate website.

Information available on the website included:

- Draft Last Kilometre Freight Plan.
- Background reports:
  - Case Studies Report;
  - Background Report; and
  - Issues and Opportunities Report.
- Community engagement reports:
  - Breakfast Workshop Report; and
  - Last Kilometre Freight Pre-draft Community Engagement Summary (Issues and Opportunities phase).

A survey was also available through Participate Melbourne. The survey queried participants' experiences of freight in the central city and their thoughts on the contents of the draft plan. The survey included the option to comment on a specific action or role identified in the draft plan and to raise any perceived gaps or shortcomings.

Questions included:

- Has the growth and change in the central city made you think about your freight needs and practices?
- Do you support the roles that have been identified for central city stakeholders? Are there any stakeholders that we've missed?
- Would you like to provide feedback on a specific theme or action?
- Is there anything we have missed or anything that needs to be changed?

A total of 16 survey responses were submitted.

## Freight Open House

**Friday 6 November 2015**  
**7:30am - 11:30am**

The Freight Open House provided an opportunity for stakeholders to engage directly as part of the draft plan consultation process. The open house ran as a mini expo on Friday 6 November 2015.

The open house was intended as a platform for networking and sharing freight-related innovation, information, ideas, research and experiences. It also provided an important opportunity for feedback on the draft plan from a target audience.

Large posters offering an overview of the draft plan and its actions were displayed around the open house venue. Each poster offered the opportunity to comment on different themes, actions and roles identified in the draft plan. A total of 19 submissions were received.

Feedback on the open house event was largely positive and the event provided the opportunity for those who wouldn't usually meet to come together.

The open house featured the following exhibitors:

- **Melbourne Metro Rail**
- **Australian Road Research Board (ARRB)** - presenting their research findings on late night delivery
- **Supertime** - (now Foodora) app based restaurant service delivered by bicycle
- **UrbanFleet** - electronic bicycle and cargo bicycle supplier
- **Last Mile Solutions** - urban consolidation centre
- **Bestrane** - supply chain technology
- **Cargone Couriers** - cargo bicycle courier company
- **City of Melbourne Bike Plan 2016 - 2020** - information and consultation on the draft bike plan
- **Drone video exhibition**



Freight Open House - Friday 6 November 2015

# COMMUNITY ENGAGEMENT FINDINGS

## Overview

During the community consultation 42 individual submissions were received via the Participate Melbourne online survey, email, the Freight Open House and an in-person meeting.

The submission analysis collated all submissions received and broke them down into individual comments for review. A total of 144 comments were recorded. Each submitted comment was individually assessed and commented on.

## Breakdown of Comments

The 144 comments derived from the initial 42 submissions were categorised as follows:

### General comments

General comments are those which do not take a particular stance on the draft plan or make a recommendation for action. This category includes comments that reference issues with freight in general. For example 'the value of noise reduction and increased amenity electric cargo bicycles offer to the community is significant but difficult to capture'.

### Support for the draft

Support comments are those comments which are consistent with, or support the details of the draft plan. Examples include 'on your draft strategy we would like to particularly support the actions in regards to the better use of space within the CBD (Action 1.2)' and 'useful discussion, not too lengthy and convoluted'.

### Issues and gaps

Issues focused on problems respondents saw with the draft plan. Some respondents felt that the plan was too high level and others were sceptical about the likelihood of the actions being implemented. Examples include 'cargo bikes are manpower wise ineffective - too expensive and low capacity. Cargo trams would be much more cost and time effective.' and 'no tangible actions are identified. They are all just "research or investigate" this or that'.

### Suggestions

Suggestions centred on ideas people had for making central city freight delivery easier. Many of the suggestions described fine detail actions or initiatives for different parts of the central city, for example 'building code to mandate 'safedrop' areas for carriers supported by security tech'.

A total of 50 suggestions were received, making them most frequent type of response. General comments were a close second with 49.

### Primary areas of interest

The draft plan included the following themes:

- Theme 1: Local area planning
- Theme 2: Public transport
- Theme 3: Freight initiatives
- Theme 4: Technology and communication
- Theme 5: Regulation

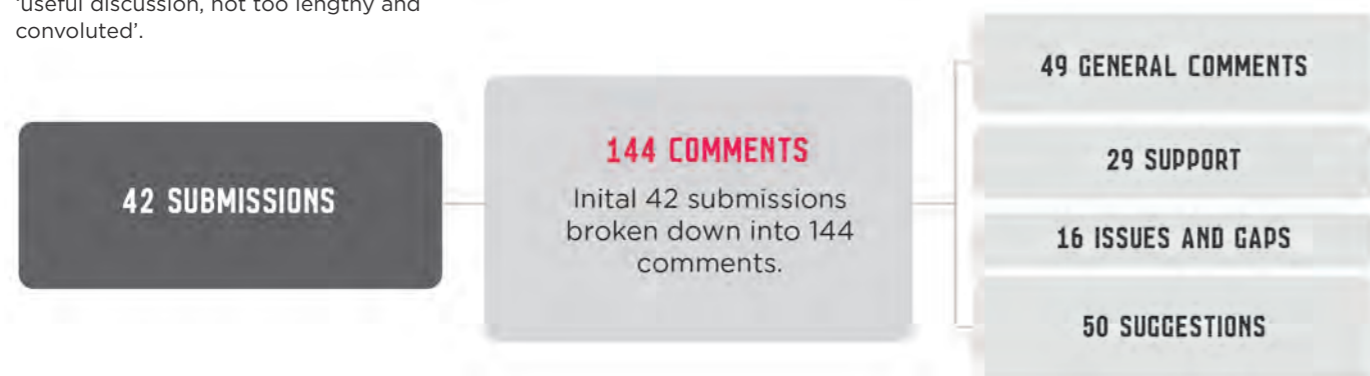
*Theme 3: Freight initiatives* was the most popular theme with substantially more comments than any other theme (21 comments).

A number of comments directly responded or related to actions in the draft plan.

The action that received the most attention was Action 3.1: 'Encourage and support the piloting of new and innovative technologies...', with a range of responses suggesting freight initiatives to pilot and support for cargo bikes.

A number of comments related to the Queen Victoria Market (QVM) precinct, calling for trials or freight innovations. The draft plan highlighted the opportunities presented by the redevelopment of the QVM. The interest generated through the consultation confirms the need to explore the detailed infrastructure requirements of QVM and build freight requirements into the assessment.

There was support for trialling projects and four submitters expressed an interest in participating in future trials. The draft plan calls for Council to support private sector trialling and innovation.



Submission comment breakdown





# RESPONSE TO SUBMISSIONS

## Overview

The final plan has been updated to reflect the submissions made during the draft plan consultation. Each submission was broken down into individual comments and each comment was analysed, assessed and responded to. These responses were collated into five groups for action on the draft plan. These action groups are explained below.

### Include

Relevant comments for inclusion in the final draft (for example, ideas that fill a gap in the draft). Examples include:

- 'A significant gap is the absence of any consideration of road safety. Conflict between heavy vehicles and vulnerable road users is a particular concern.'
- 'Page 19 4.4 Could the freight bulletin also be an App or a newsfeed?'

### Support

Comments consistent with, or supportive of, the draft plan.

- 'Congratulations on the Open House. Great concept.'
- 'Cargo bikes excellent for city deliveries and bikes with baskets. Do promote.'

### Refer

Comments that are not directly relevant to the Last Kilometre Freight Plan but are relevant to other council operations. Examples include:

- 'Strong support for more bike parking at Rail stations - not just parkiteer cages, but many more bike racks are needed at key stations....'
- 'Research customer experience full retail journey at QVM for last kilometre local resident commerce.'

### Informative statements

Comments which are informative or unrelated to the plan and not suitable for inclusion in the final draft. Examples include:

- 'I receive and send a lot of goods from Swanston Street (or at least I try to).'
- 'Just dodging trucks on my bike, or on foot!!.'

### No change

Comments which are too detailed for the scope of the plan, are unrelated to the work or after consideration were not suitable for inclusion in the final plan. Examples include:

- 'Most taxi ranks are well positioned and well utilised and [we] would not support an increase in freight space/ parking at the expense of these.'
- 'Grocery and produce systems for local transportation.'

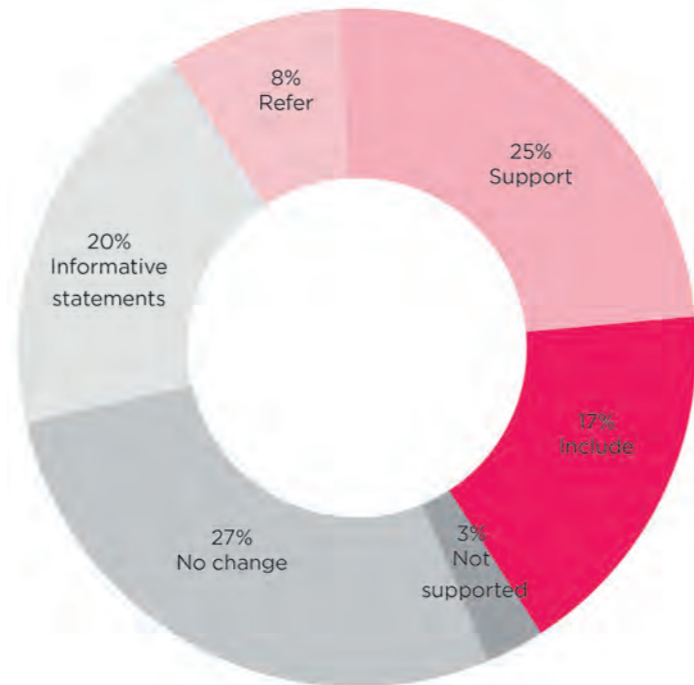
### Not supported

Comments that are inconsistent with Council policy and were not suitable for inclusion in the final draft. Examples include:

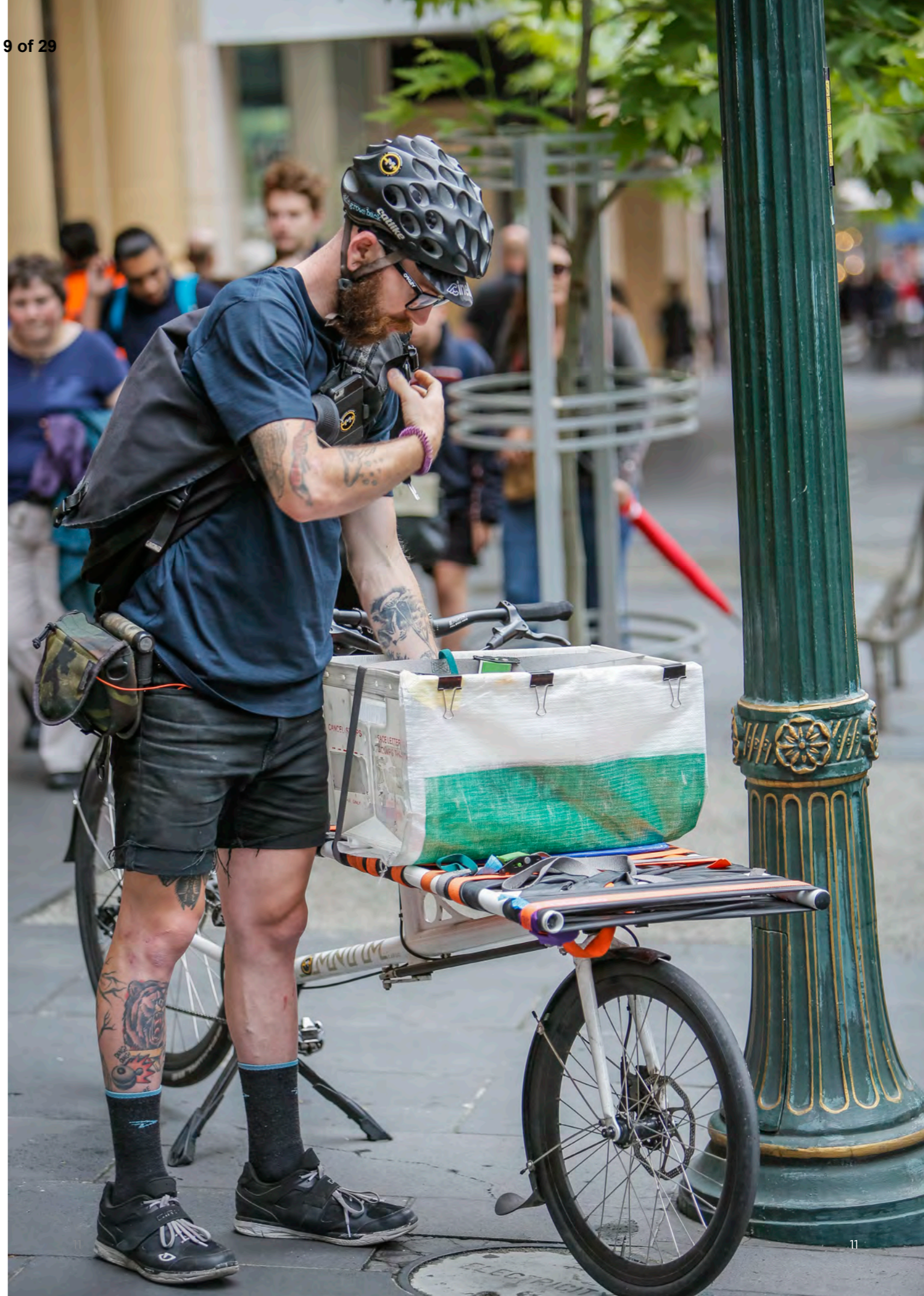
- 'There needs to be far less access for bicycles and far more access for freight.'

### The breakdown of comments outcomes is as follows:

- Include - 25
- Support - 36
- Refer - 12
- Informative statements - 28
- No change - 39
- Not supported - 4



Classification of response to comments



# CHANGES TO THE PLAN

PLAN SECTION	CHANGES TO THE PLAN
General editorial changes	These changes have been made to improve readability. Information and references to other projects have also been updated to ensure the information in the final plan is up to date.
Foreword	Foreword has been incorporated.
Introduction	Text has been reviewed and edited (throughout entire section). Vision, goals and reference to supporting documents incorporated. City growth data has been updated.
Who is responsible for what?	Education has been included alongside research. City of Melbourne's role has been expanded. Building managers have been identified as having a role alongside business and receivers of freight. The leadership role of freight deliverers has been expanded to include their role in collaboration. Universities have been identified as another agency with a role to research and innovate.
Major projects influencing freight	Additional information on the impact of Melbourne Metro has been added. Further information on the endorsed Bicycle Plan 2016-20 has been incorporated. Information relating to Elizabeth Street has been updated.
Theme 1: Local area planning	Introductory text has been updated to include 'specific engagement on last kilometre freight with stakeholders.' New recommendation: <ul style="list-style-type: none"> <li>'Investigate infrastructure to improve the efficiency and safety of goods delivered to and from the QVM.'</li> <li>'Do last kilometre freight plan as part of local area planning.'</li> </ul> Research recommendation has been moved to Action 4.2.
Theme 2: Public transport	The construction of Melbourne Metro rail has been referenced and the text updated to reflect the scale of impact. New recommendation: <ul style="list-style-type: none"> <li>'Ensure last kilometre freight is considered in Traffic Management Plans.'</li> </ul>

PLAN SECTION	CHANGES TO THE PLAN
Theme 3: Freight initiatives	Reference to Melbourne as a 24 hour city has been inserted. The City of Melbourne's role in facilitating out of hours trials has been incorporated. New recommendations have been added: <ul style="list-style-type: none"> <li>'Encourage and support low emission and low impact vehicles in the central city.'</li> <li>'Encourage and support the use of alternative vehicles that will increase safety by reducing conflict between heavy vehicles and vulnerable road users.'</li> <li>'Engage with all stakeholders on the potential use of alternative vehicles (including electric vehicles and cargo-bikes) to perform out of hours deliveries.'</li> </ul>
Theme 4: Technology and communication	Additional text to recognise our increased reputation as a connected city as well as a knowledge city. The role of institutions has been recognised. The recommendation relating to street management has been moved to Theme 5. The reference to 50 per cent desired occupancy has been removed from Action 4.1. New recommendations have been added: <ul style="list-style-type: none"> <li>'Work with inner Councils to share data and ensure efficient delivery across municipalities.'</li> <li>'Research and communicate crash statistics for accidents involving freight vehicles in the central city' (relocated from Theme 1).</li> <li>'Investigate the need for a freight education campaign amongst central city users to realise the Last Kilometre Freight Plan and the City of Melbourne Road Safety Plan 2013-17.'</li> </ul> Additional text has been added to the following recommendations, as underlined: <ul style="list-style-type: none"> <li>'Investigate changes to the provision and management of <u>on-street loading zones in Elizabeth Street</u>, where strategic opportunities are being investigated.'</li> <li>'Ensure advancing technology, such as driverless vehicles, drones <u>and robots</u> are considered and appropriately regulated in the central city environment.'</li> <li>'Investigate the usefulness of a regular multi-agency road freight bulletin <u>and the best way</u> to provide information on changes to central city roads.' - investigate the best way to provide information.'</li> <li>'Collaborate with City of Sydney, <u>our sister cities</u> and other governments to identify opportunities to improve our last kilometre freight practices'.</li> </ul>

PLAN SECTION	CHANGES TO THE PLAN
Theme 5: Regulation	<p>Action 5.2 been modified to meet the objectives of the Road Safety Plan 2013-17 and update the reference to the Bicycle Plan 2016-20.</p> <p>New recommendation has been added:</p> <ul style="list-style-type: none"> <li>• 'Identify alternative ways to manage the street to achieve the most efficient use of on-street parking and loading services' (relocated from Theme 4).</li> <li>• Additional text to encourage new buildings to incorporate security protected delivery areas and charging stations.</li> </ul>
Implementation	An implementation chapter has been incorporated.



## How to contact us

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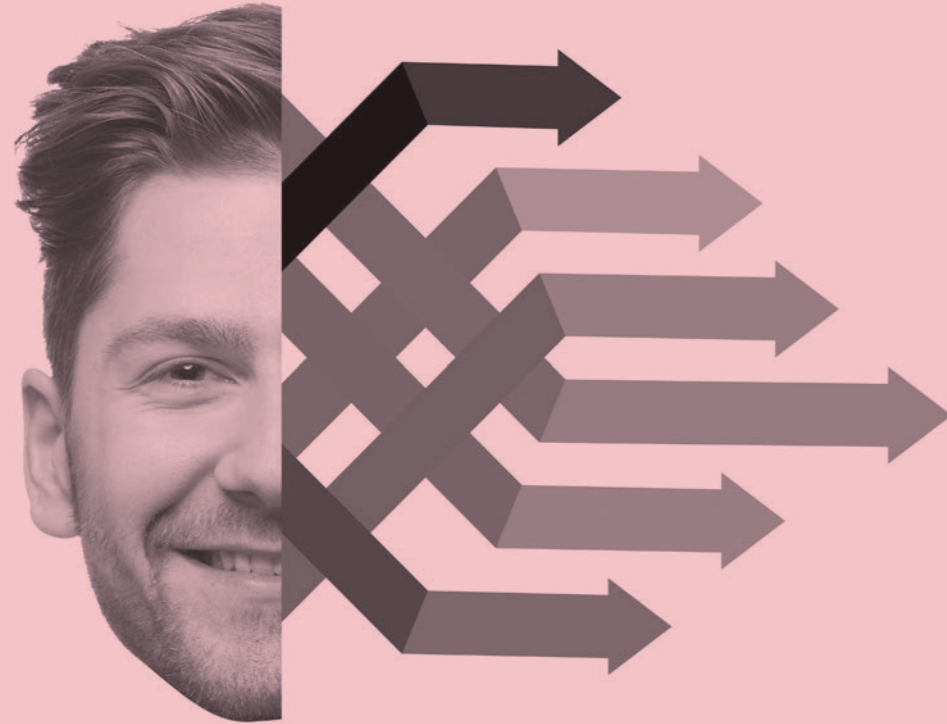


# LAST KILOMETRE FREIGHT PLAN

JUNE 2016



CITY OF MELBOURNE



# A CONNECTED CITY

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[participate.melbourne.vic.gov.au/innovate-freight](http://participate.melbourne.vic.gov.au/innovate-freight)

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Last Kilometre Freight Plan

June 2016

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# FOREWORD FROM THE LORD MAYOR OF MELBOURNE AND COUNCILLOR CATHY OKE



Melbourne is the fastest growing city in Australia and we need to be smart about how we accommodate that growth.

We know that 46,000 vehicles and 11,500 bicycles enter the city during the morning peak and 10,300 service delivery vehicles enter the city on an average weekday. These figures are set to increase as a growing city will require more deliveries to supply our homes, shops and offices with the things we need.

The City of Melbourne is conscious that an increase in deliveries could result in more trucks and cars on our roads, contributing to congestion on our streets and pathways. We need to investigate, plan for and encourage more innovative ways for deliveries to reach their destination.

Our Last Kilometre Freight Plan focuses on the last leg of a product's journey into our homes and businesses. The plan is part of an integrated approach to transport, as outlined in the City of Melbourne Transport Strategy 2012.

**Robert Doyle**  
Lord Mayor

Our plan links all modes of transport and is coordinated with development in the central city. It also recognises that the City of Melbourne must work with businesses, State Government and the private sector to facilitate innovation in last kilometre freight.

The Last Kilometre Freight Plan includes actions and recommendations that will ensure we keep a strong focus on the vital role that freight plays in the city and that we continue to improve the city's environment for all users. Work on the plan has already facilitated research and industry connections.

Our vision is for Melbourne to be a connected city: a city that's linked by a well designed transport system; a city where people can move through our streets safely and easily and a city where people have the things they need, thanks to an efficient and sustainable freight network.

**Cathy Oke**  
Councillor (Chair Transport Portfolio)

# INTRODUCTION

## Why are we doing a last kilometre freight plan?

Last kilometre freight is at the heart of how our city works. It is the last leg of the journey of goods into our shops, cafes, restaurants, offices and homes. Efficient freight movement improves liveability, economic prosperity and sustainability.

While there is no evidence of a "city-stopping" freight problem in Melbourne today, there are daily challenges and inefficiencies for freight delivery. These challenges will increase as the central city gets busier and construction of major public transport infrastructure commences.

There are no off-the-shelf solutions for improving freight movement in a central city. What works in one city may not work in another. An important aspect of this plan is considering the local context and establishing

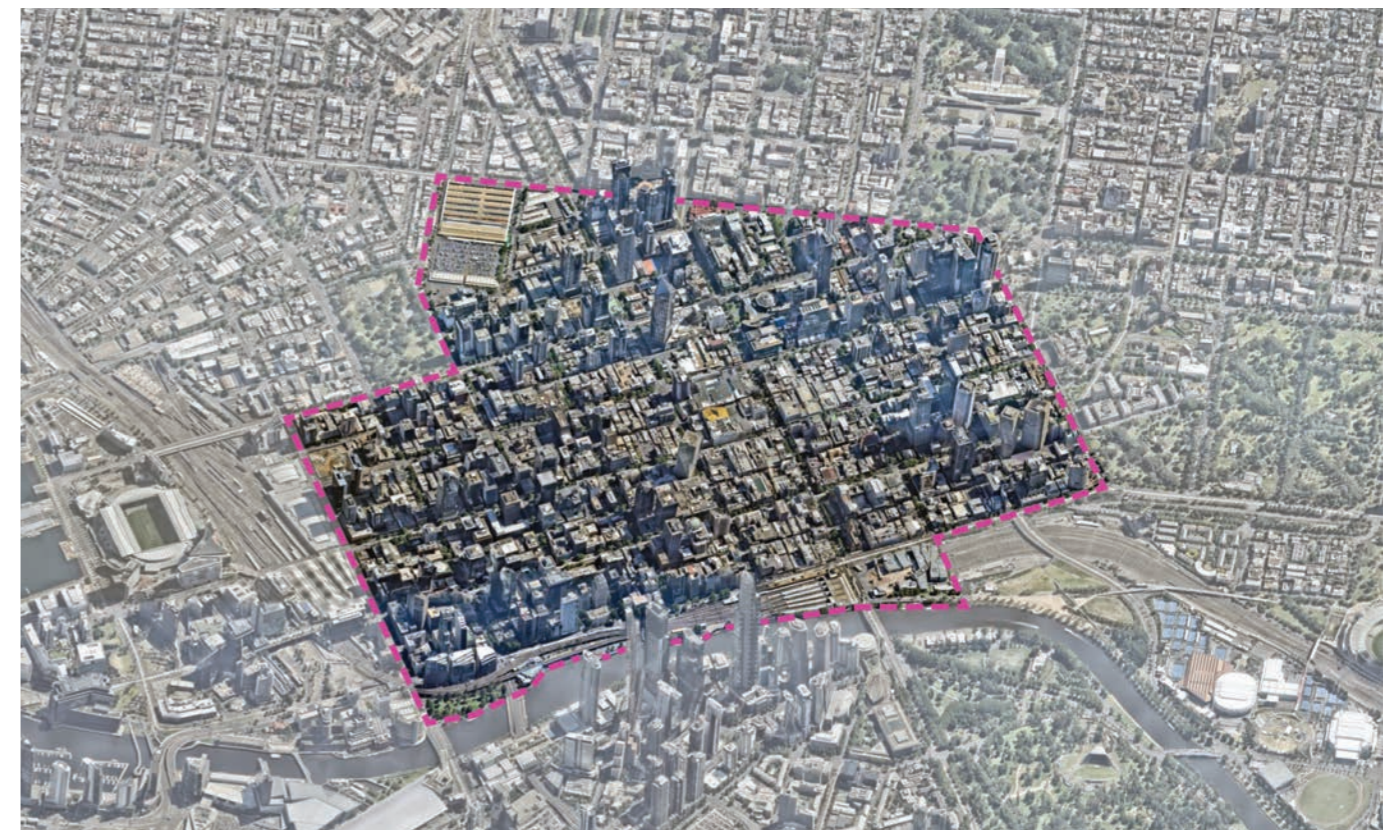
clear roles and expectations about freight so businesses in Melbourne are well positioned to respond to change. This plan makes clear that the City of Melbourne can facilitate change by working with businesses, sharing knowledge and developing partnerships around freight innovation as the city changes. It also establishes that commercial freight initiatives must come from private sector and other players in the supply chain.

The plan has been developed to realise the City of Melbourne's vision to foster innovative and low-impact freight in central Melbourne, whilst ensuring the central city is designed for people with safe and convivial streets and a prosperous central city for business.

The plan is supported by the following City of Melbourne documents. As well as establishing policy direction, aims, objectives and documenting current practices, these documents illustrate the process to identify the priorities for this plan.

- Last Kilometre Freight Background Report 2015.
- Last Kilometre Freight Case Studies Report 2015.
- Last Kilometre Freight Issues and Opportunities Report 2015.
- Last Kilometre Freight Breakfast Workshop Summary 2015.
- Last Kilometre Freight Pre-draft Consultation Summary 2015.
- Draft Last Kilometre Freight Plan 2015.
- Draft Plan Community Engagement Summary, Last Kilometre Freight 2016.

This plan identifies actions to ensure last kilometre freight is considered as our city grows and changes. These actions are supported by recommendations and steps to implementation. They have been developed in response to research and engagement undertaken by the City of Melbourne.



**Figure 1: Last Kilometre Freight Plan area**

## What does this plan address?

The phrase “last-kilometre freight” covers a vast range of shops, businesses, goods, delivery processes, technologies, locations, industries, people and vehicles.

This plan addresses the last leg of the freight journey in the central city, as this is where most of the freight is delivered and where congestion and pressures on freight delivery are highest (see figure 2). It does not consider the movement of goods from international or interstate locations to distribution centres.

Freight delivery is relevant to everyone. Whether we live or run a business in the central city or visit to work, shop, relax or eat, we have a role in thinking about the future of freight.

People will respond differently to freight challenges and will change practices as appropriate. People will make the decisions that are best for them. They will innovate, adopt technology and change processes to ensure they have the goods they need to be successful in the central city environment.

This plan establishes City of Melbourne policy and action on last kilometre freight and a framework for private and public sector innovation to reduce the impact of freight delivery and ensure that it can get to its destination.



Figure 2: Central city street activities

## City growth

The City of Melbourne is growing quickly. In the ten years to 2015, the number of jobs in the central city grew 20 per cent (to 219,000 people) and the number of dwellings increased 113 per cent (to 23,573 dwellings).

Major infrastructure initiatives such as the Melbourne Metro, new tram stops and re-routing trams will continue to transform the central city.

This will trigger changes to the way everyone moves in the central city, including how freight is delivered. Figure 3 illustrates the complexity of daily activity in the central city.

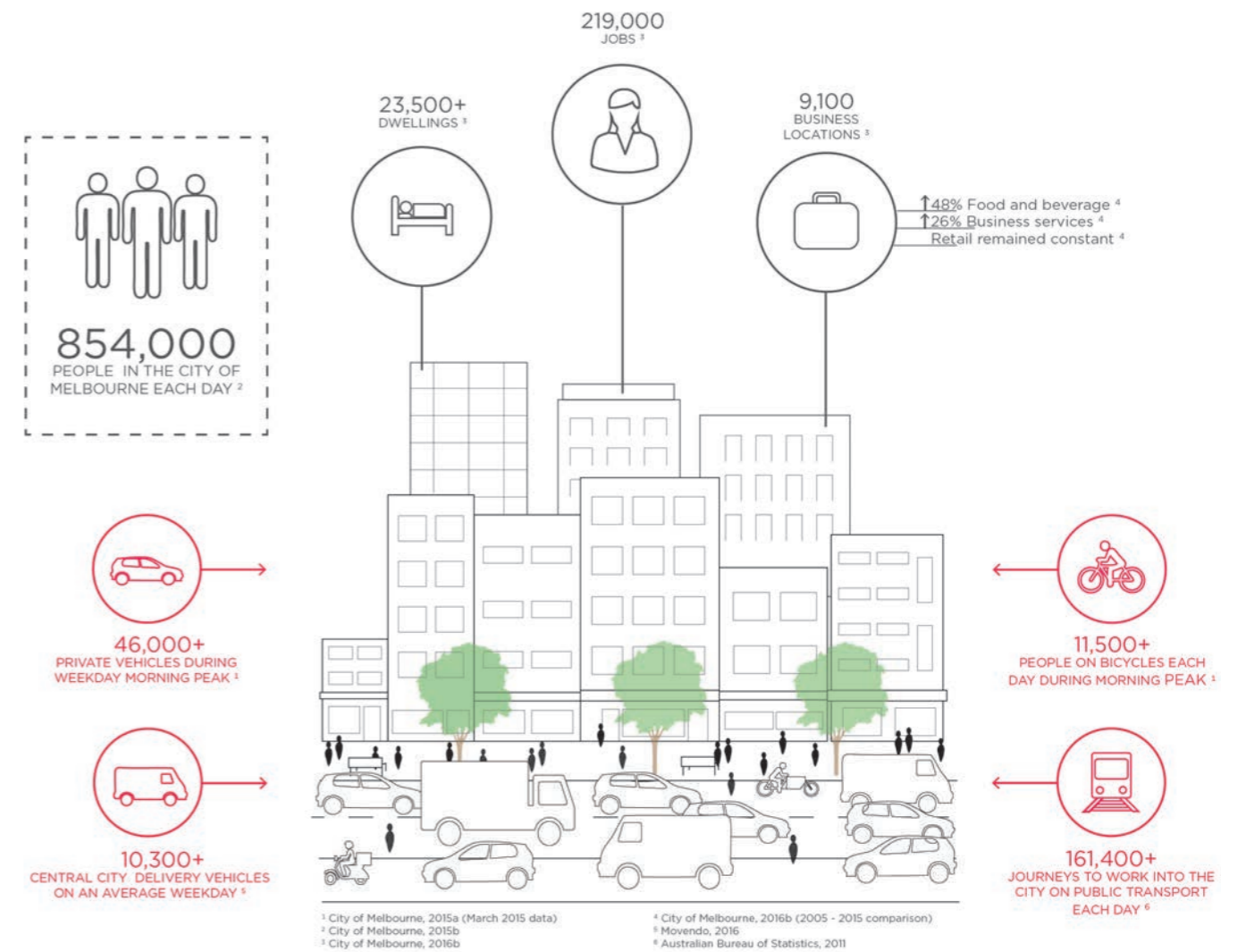


Figure 3: Central city activity





### Who is responsible for what?

Freight vehicles form part of a complex and diverse central city transport picture, mixing with people walking, riding bicycles, using public transport and driving.

There are many roles undertaken in the delivery of freight. Much of the movement infrastructure is managed by government, but the task of delivering goods in the city will remain the responsibility of the private sector.

The appropriate roles for the City of Melbourne, businesses, building managers, freight deliverers, residents and building managers and other agencies have informed the development of this plan. Figure 4 provides an overview of the roles different actors fulfil.

Roles	City of Melbourne	Building managers, businesses & receivers of freight	Freight deliverers	Residents & receivers of freight	Other agencies
Leadership & advocacy	✓	✓	✓		✓
Facilitate collaboration & partnerships	✓				✓
Manage & regulate	✓	✓			✓
Research & educate	✓	✓	✓		✓
Communicate	✓	✓			✓
Generate solutions		✓	✓		
Support innovation	✓	✓		✓	✓
Innovate		✓	✓		
Collaborate	✓	✓	✓		✓
Reduce congestion	✓		✓		

Figure 4: Last kilometre freight roles in the central city

## The role of the City of Melbourne

### Support innovation



Supporting private sector efforts to test innovative and efficient freight practices. Raising central city businesses' awareness of last kilometre freight innovations and best practice.

### Leadership and advocacy



Supporting and advocating for changes that will increase the efficiency of the last kilometre freight task and enhance the public realm.

### Facilitate collaboration and partnerships



Partnering with and introducing key stakeholders, including community groups, precinct groups, local businesses, industry stakeholders and other government organisations, to achieve the best freight outcomes to meet their needs.

### Manage and regulate



Balancing freight needs with the needs of other city users. Designing infrastructure and regulations that support innovative and efficient freight and contribute to convivial and safe streets for all.

### Research and educate



Building an evidence base to inform and educate stakeholders and guide action and decision-making.

### Communicate



Communicating the right information at the right time to ensure stakeholders possess the knowledge to make the best decisions.

## The role of building managers, business and receivers of freight

### Generate solutions



Building business resilience by identifying the best solutions to freight challenges as early as possible. Identifying the information and support required to inform their decision making and to help realise solutions.

### Innovate



Adapting and responding to change with innovation. Ensuring the best and most efficient delivery models are servicing their needs whilst keeping their business costs down and minimising impacts on amenity.

### Collaborate and communicate



Collaborating with like and neighbouring business to assist innovation and identify appropriate solutions. Sharing information and experiences to inspire innovation.

## The role of freight deliverers

### Innovate



Maintaining efficiency and responding to the changing central city and the needs of businesses through innovation. Servicing the growing central city by the most efficient and reliable means.

### Reduce congestion



Consolidating deliveries and using alternative vehicles and different times of day to manage congestion in the central city through smart works procedures.

### Leadership



Leading the way by providing new technologies and innovations that will serve the growing city and enhance the liveability and prosperity of Melbourne whilst reducing environmental impact. Collaborating with business and residents to achieve these outcomes.

## The role of residents

### Support innovation



Being adaptable and open to change. Supporting and encouraging business and delivery companies to innovate to establish new ways to deliver freight in the central city.

## The role of other agencies

There are multiple government and private agencies operating in the central city managing assets to achieve the best, safest and most efficient results. The actions of these agencies can affect the way last kilometre freight is delivered - for example, timely and efficient communication about road closures or infrastructure changes allows the freight delivery industry to develop contingency plans.

Other agencies and their responsibilities include:

- VicRoads - traffic light signals and Arterial Roads.
- Public Transport Victoria (PTV) - public transport infrastructure, including level access tram stops.
- Melbourne Metro Rail Authority - design and delivery of Melbourne Metro.
- Yarra Trams, Metro Trains and bus companies - the daily operations of our public transport system.
- Utility companies - the servicing and management of infrastructure. This includes emergency management response (for example - burst water mains), but also planned maintenance works.
- Universities - undertaking research and seeding innovation.

## Major projects influencing freight

The following projects will change how freight is delivered in the central city. In the short term through construction and in the longer term as our city adapts to new transport infrastructure and an enhanced public realm.

### Melbourne Metro

Our public transport system will undergo major transformation through the development of Melbourne Metro.

Melbourne Metro is planned to deliver:

- Two nine-kilometre rail tunnels from South Kensington to South Yarra, travelling underneath Swanston Street in the CBD, as part of a new Sunbury to Cranbourne/Pakenham line
- New stations at Arden, Parkville, CBD North, CBD South and Domain, with surface level changes and improvements.
- Train/tram interchanges at Parkville and Domain.

Major works are expected to commence on the Melbourne Metro Rail project by 2018, these works may include road closures, reduced on-street parking and loading and changes to the public transport network.

In addition to increased rail network capacity, this project will provide new and improved access to inner Melbourne's urban renewal areas and changes to on-street public transport. This will lead to improved access to the central city, alleviating congestion and providing additional choice for central city mobility.

It will also enable more people to come to the city increasing the number of pedestrians on city footpaths and using other infrastructure.

### Tram route changes

To respond to significant population growth and increased patronage of tram services and to support the implementation of Melbourne Metro Rail, changes to Melbourne's tram routes are required. These changes will ease tram congestion on the Swanston Street Corridor and allow for tram routes to be re-distributed to other parts of the central city. This will create additional capacity and improve the level of tram service in other parts of the central city. New tram stops and routes can affect the streetscape and may have short and longer term impacts on freight in the central city.

### Level access tram stops

The introduction of level access tram stops throughout the central city will ensure people of all abilities can use our public transport system. These works will be completed to ensure Victoria complies with the Disability Discrimination Act 1982 which stipulates Victoria must achieve 100 per cent compliance by 2032. Some tram stops are currently - or are predicted to be - overcrowded and will need to be expanded. Some may need to be expanded to serve new longer trams. The introduction of new tram stops can affect the layout of parking and loading zones and can change traffic capacity affecting how deliveries can be made.

### New bicycle lanes

The City of Melbourne is committed to making Melbourne a cycling city, "with its entire road network safe and attractive for cyclists of all ages" (City of Melbourne, 2012a, p40). The City of Melbourne Bike Plan 2016-20 (endorsed March 2016) aims to increase bike use to one in four vehicles entering the city in the morning and eliminating serious crashes from the network. As new bike lanes are implemented throughout the city we need to be aware of the impact these can have on loading zones and of the opportunities new bicycle lanes and infrastructure can provide for cargo bike deliveries over the last kilometre.

### Elizabeth Street Strategic Opportunities Plan

An Elizabeth Street Strategic Opportunities Plan is being developed by the City of Melbourne. This will guide future streetscape improvement works to Elizabeth Street in consultation with the community. This plan is being developed with consideration to the impact of major transport infrastructure projects in the central city - the design development of this plan is subject to ongoing consultation with Melbourne Metro Rail Authority, Public Transport Victoria and other key stakeholders.



# THEME 1: LOCAL AREA PLANNING

Last kilometre freight will be a high priority in all local area plans (such as masterplans). This will mean assessing current and future freight needs, engaging stakeholders about freight issues and considering how innovations can help deliver the freight task.

Last kilometre freight must be considered in the context of each project as different parts of the central city will have different last kilometre freight requirements and therefore different solutions. This is due to a variety of uses (retail, residential, commercial etc.), different access and building types (with some buildings being restricted through heritage and other controls) and differing character and amenity.

In order to ensure freight requirements inform future structure and master plans, the following should be considered in the development of local area plans:

- Researching and communicating crash statistics for accidents involving freight vehicles in the central city.
- Undertaking freight surveying and analysis and identifying efficient ways of presenting the data.
- Supporting new freight infrastructure, including innovative and low-impact freight solutions.
- Specific engagement on last kilometre freight with stakeholders.

## Elizabeth Street

The Elizabeth Street Strategic Opportunities Plan is being prepared to accommodate improvements to the public realm and recognise Elizabeth Street's role as a primary pedestrian spine. There are potential opportunities for freight improvements in Elizabeth Street, including the potential to trial new solutions. Any freight solution for Elizabeth Street will need to be integrated with surrounding areas including the vehicle access permit scheme operating on Swanston and Bourke streets.

## Queen Victoria Market

Redevelopment of the Queen Victoria Market (QVM) provides the opportunity to reinvigorate deliveries to and from this precinct, including the potential to deliver market goods to the increasing number of people living and working near the market and the potential to incorporate infrastructure to support innovative last kilometre freight delivery from the market.

## Future projects

All projects undertaken in the central city (and other areas of the municipality) will consider the role of deliveries and servicing to ensure appropriate infrastructure and design options are identified.



Figure 5: Queen Victoria Market Precinct

## Actions

1.1

**Investigate the opportunity for low-impact local delivery opportunities as part of the QVM re-development. This could include the following:**

- Pilot low impact vehicles for QVM goods delivery within the central city.
- Determine the feasibility of using QVM as a central distribution hub for low impact vehicles.
- Investigate infrastructure to improve the efficiency and safety of goods delivered to and from the QVM.

1.2

**Investigate opportunities to reclaim unused or underutilised city space for freight and logistics. This could include the following:**

- Refurbishing unused space in central city car parks.
- Undertaking inventory of buildings which have capacity to service surrounding businesses.
- Reassigning on-street space.
- Do last kilometre freight plan as part of local area planning.

# THEME 2: PUBLIC TRANSPORT

Public transport - in combination with walking - has become the mainstay of central city mobility. It ensures we can move a large number of people into, through and around the city each day. Significant changes to public transport infrastructure will affect the way last kilometre freight is delivered in the central city.

## Public transport infrastructure

Improvements to Melbourne's public transport network will increase personal mobility in the central city. Changes to infrastructure can affect the way freight is delivered through changes to loading areas, a reduction in on-street parking and the narrowing of streets.

The City of Melbourne will continue to work with our partners to ensure that changes to the public transport network consider the function of the street and the impact on freight and surrounding businesses.



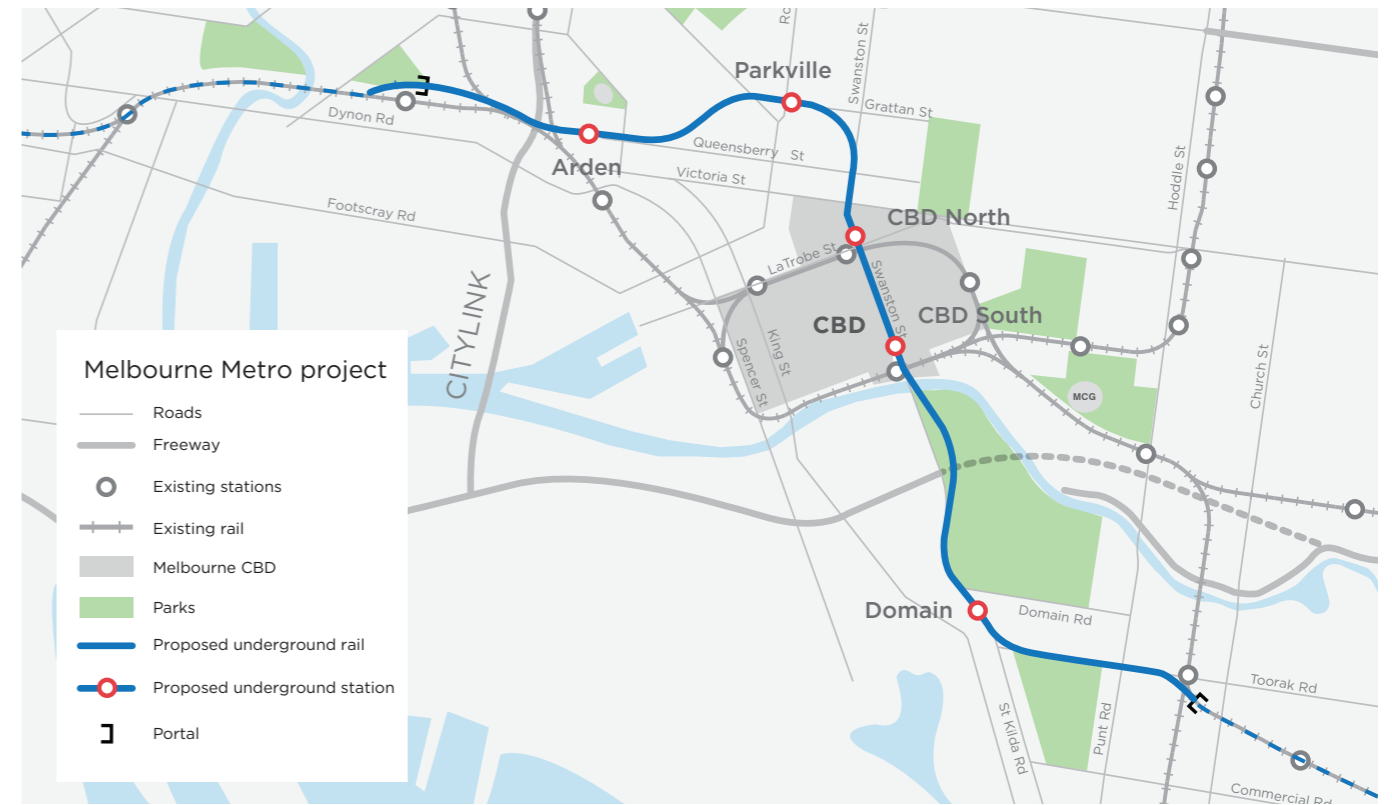
**Figure 6:** Recent introduction of level access tram stops has affected the loading process in the central city

## Melbourne Metro

Melbourne Metro Rail will transform Melbourne. The project will bring up to an additional 20,000 people into the heart of Melbourne in peak hours. Two of the new stations will be in the central city - with busy entrances and connections to the street network.

Building Melbourne Metro Rail provides unique challenges and opportunities. Managing impacts on the delivery supply chain in the central city, particularly in proximity to Melbourne Metro construction sites, will require a variety of responses to ensure freight

continues to reach city businesses. It is also an opportunity for the city to innovate in the way it manages freight to improve future amenity and prosperity.



**Figure 7:** Proposed Melbourne Metro Rail Project alignment  
Source: Melbourne Metro Rail Authority, 2015

## Action

2.1

**Work with the State Government and our central city partners to promote efficient last kilometre freight in the planning and construction of Melbourne Metro Rail. This could include the following:**

- Facilitate improved communication and collaboration between stakeholders around the staging and development of Melbourne Metro Rail and public transport works.
- Facilitate new ways of delivering and receiving freight in response to Melbourne Metro Rail and new public transport infrastructure.
- Ensure last kilometre freight is considered in Traffic Management Plans.

# THEME 3: FREIGHT INITIATIVES

Each day, in response to rising city congestion and costs, businesses around the world are working to find cheaper, easier and more efficient ways to move goods. Raising awareness of local and global freight innovations will help local businesses improve central city freight delivery.

## Cargo bikes

The City of Melbourne's Transport Strategy 2012 calls for Melbourne to become a cycling city and a city which supports efficient urban freight through increased innovative and low impact freight.

Cargo bikes are a low impact way to deliver goods. They emit no pollution. They are quieter, smaller and more transparent than trucks and so pose less of a safety threat. They do not block city views and require less space for parking. Cargo bike riders can have a strong connection to other city users because they are travelling at eye level and not inside an enclosed vehicle. Cargo bikes can be electrically assisted to move heavier loads.

There is an emerging cargo bike delivery sector in Melbourne and cargo bike use is growing around the world, especially in the busiest parts of cities. Because of their flexibility and relatively quick delivery times in crowded places, cargo bikes have also helped stimulate and facilitate new ways of doing business.

## Pilot projects

As part of supporting business growth, development and innovation, the City of Melbourne will provide leadership, advice and support to businesses wishing to innovate.

To build greater resilience amongst the business community and assist business continuity planning, the City of Melbourne can:

- Fund and undertake trials.
- Share lessons learnt from trials.
- Provide support to other agencies interested in piloting projects within the central city.



Figure 8: Cargone Couriers, Melbourne

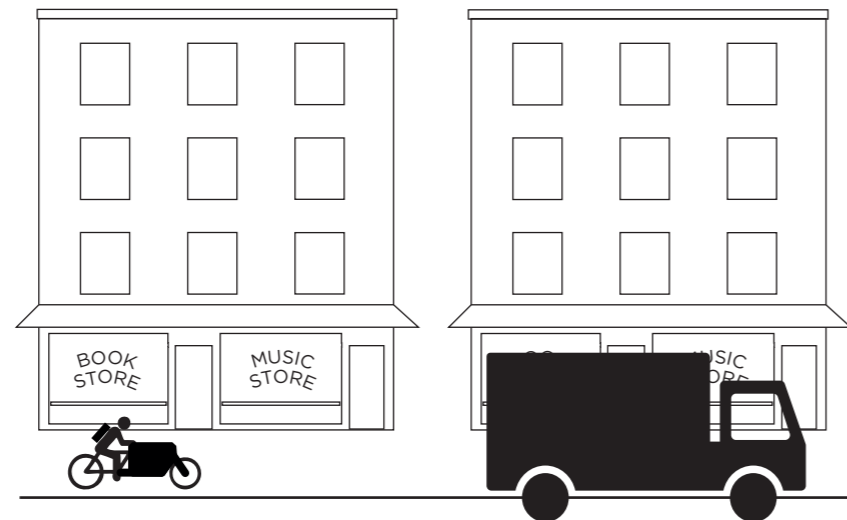


Figure 9: Visual impact of parked freight vehicles

## Out of hours deliveries

The potential benefits of out of hours delivery include reduced congestion, quicker and more efficient delivery, reduced infrastructure requirements, maximising vehicle operational hours and consolidation of larger deliveries - therefore requiring fewer vehicles throughout the day.

Retiming deliveries to off-peak hours has been tried in many places around the world. The costs and benefits of out of hours delivery vary from city to city because every city has different people, traditions, customs, traffic conditions, buildings, street layouts and rules. To be successful, out of hours delivery must work for all players in the supply chain, including the receiver. Having

people available to receive freight after hours can be a cost to businesses. Some industries will be better suited to out of hours delivery than others. In many cases, trials of out of hours delivery have not become permanent due to the extra costs involved.

The Department of Economic Development, Jobs, Transport and Resources is working with VicRoads to understand the potential for out of hours delivery in the heart of Melbourne. The challenges are to establish a local rationale for out of hours delivery, to identify the local barriers and enablers and to identify deliverers and receivers interested in leading change.

Melbourne aims to be a 24 hour city. Out of hours deliveries must be managed to support and recognise the range of activities taking place in the central city at all times.

City of Melbourne has a role to play in out of hours delivery by ensuring the liveability of the city is maintained and enhanced where possible but also through the facilitation of out of hours trials and the application of our regulatory procedures such as the designation and timing of loading zones and parking permits, as explored in *Theme 4: Technology and communication* and *Theme 5: Regulation*.

## Actions

3.1

**Encourage and support the piloting of new and innovative technologies (including vehicles) and processes. Share the outcomes and lessons learnt with all stakeholders to ensure the full impact of new systems are understood and communicated. This could include the following:**

- Investigate funding to support central city business and retail precincts (self-formed or other) driving innovation and developing new ways of handling freight over the last kilometre.
- Investigate the potential for the increased use of cargo bikes for goods movement in the central city.
- Promote and raise awareness about the use of cargo bikes and other freight initiatives for delivery in central Melbourne.
- Encourage and support low emission and low impact vehicles in the central city.
- Encourage and support the use of alternative vehicles that will increase safety by reducing conflict between heavy vehicles and vulnerable road users.

3.2

**Work with State Government, industry and the community to overcome barriers (regulatory and other) to quiet out of hours delivery in the central city. This could include the following:**

- Identify principles for out of hours deliveries to protect the liveability and amenity of the central city.
- Encourage out of hours infrastructure innovations.
- Support out of hours pilots and ensure the findings are shared with all stakeholders.
- Engage with all stakeholders on the potential use of alternative vehicles (including electric vehicles and cargo-bikes) to perform out of hours deliveries.
- Provide input into the EPA Victoria review of State Environment Protection Policy (control of noise from industry, commerce and trade) No. N-1 to achieve the best balance for our residential and commercial stakeholders.

# THEME 4: TECHNOLOGY AND COMMUNICATION

Advanced technology and improved communication and collaboration can transform the way we experience the city and increase our reputation as both a connected and knowledge city. It can assist in ensuring central city space is used as efficiently as possible. Improved communication ensures that stakeholders can make the best decisions about deliveries by having all necessary information available to them.

## Technology

Rapid technology advancements are changing the way we move, eat, live and socialise. Technology will also have an increasing role in the mobility of cities and the movement of people and goods. Melbourne's central city freight systems should take advantage of 21st century technology.

Intelligent transport solutions can reduce delays, improve safety, cut noise and allow the efficient sharing of scarce resources including space in the central city.

Technology advancements in freight include systems for booking on and off street loading areas, systems for identifying empty vehicles and connecting them to customers, new low-impact vehicles and systems for combining several deliveries into a single load.

## Communication

The central city is a complex environment, with many stakeholders managing, operating and interacting within a limited space. Timely and open communication between stakeholders including institutions, agencies, receivers of freight and freight delivery companies will ensure all parties can be prepared and make the best decisions to meet their freight needs. It will also ensure business continuity and resilience as the central city intensifies and undergoes significant transformation.

## Actions

4.1

**Investigate new opportunities for gathering and using freight data to improve freight efficiency. This could include the following:**

- Collect data and survey loading zones to evaluate their efficiency and determine if they are achieving the desired occupancy at peak loading times.
- Develop tools to understand the freight generation rates for different land uses.

4.2

**Ensure data which impacts on freight planning and delivery is visible and available. This could include the following:**

- Share our information and data to ensure we are adaptive, agile and provide consistent and reliable information to plan ahead and enable solutions – use the right channel at the right time, for the right thing.
- Integrate our technology and information with platforms and systems used by our stakeholders.
- Work with other agencies to share their data with the public.
- Work with inner Councils to share data and ensure efficient delivery across municipalities.
- Research and communicate crash statistics for accidents involving freight vehicles in the central city.

4.3

**Investigate the use of technology to improve the efficiency of deliveries or change the way deliveries are undertaken. This could include the following:**

- Investigate changes to the provision and management of on-street loading zones in Elizabeth Street, where strategic opportunities are being investigated.
- Investigate the development of a freight journey planner.
- Publish a freight access map of the central city showing on-street loading zones and the quiet and busy on-street parking times (informed by the parking sensors) to assist freight deliverers to make the best decision on the timing and location of their deliveries.
- Ensure advancing technology, such as driverless vehicles, drones and robots are considered and appropriately regulated in the central city environment.
- Capitalise on Melbourne's hosting of the 2016 Intelligent Transport Systems (ITS) World Congress to promote the use of technology to improve the efficiency of last kilometre freight.

4.4

**Support and encourage ongoing communication and engagement between all stakeholders to deliver better outcomes. This could include the following:**

- Facilitate the early provision of information so businesses have the best opportunity to respond to change.
- Seek the views of stakeholders to identify appropriate freight solutions.
- Develop a platform where all stakeholders can share advice and experiences, to encourage innovation and ensure all stakeholders are aware of freight initiatives.
- Investigate the usefulness of a regular multi-agency road freight bulletin and the best way to provide information on changes to central city roads.
- Collaborate with City of Sydney, our sister cities and other governments to identify opportunities to improve our last kilometre freight practices.
- Collaborate with and connect stakeholders who wish to expand their operations or change their practices to increase the use of cargo bikes.
- Build business engagement and collaboration around the transformation of the public transport network.
- Investigate the need for a freight education campaign amongst central city users to realise the Last Kilometre Freight Plan and the City of Melbourne Road Safety Plan 2013-17.

# THEME 5: REGULATION

The City of Melbourne regulates the use of streets in many ways to deliver the greatest benefit to the community. Regulating streets can be a complicated balancing act and must respond to the changing demands of users. For example, the desire for a pedestrian mall in Bourke Street required regulation to prevent private vehicle access but to permit freight vehicles at certain times.

## Building design

New buildings in the City of Melbourne should be designed to provide for efficient servicing and delivery. The City of Melbourne can influence building design through:

- Determining planning applications.
- Managing waste.

## Street design

Areas of regulation undertaken by the City of Melbourne include:

- Traffic function on City of Melbourne roads.
- Allocating and positioning loading zones and on-street parking areas.
- Operating the Vehicle Access Permit Scheme in Swanston Street and Bourke Street Mall.
- Designing and constructing the public realm including footpaths.
- Issuing permits for the occupation of roads and footpaths to support construction.

The Vehicle Access Permit Scheme, which has operated in Swanston Street since 1978 and Bourke Street since 1991, prevents most vehicles using these streets except some delivery vehicles at specific times. This is to make the streets safer and more enjoyable, provide space for walking, cycling and trams and provide access for deliveries to businesses located on these streets. Some deliverers support the scheme because it makes delivery easier and more efficient. As the city grows and intensifies, the scheme will need to be managed to ensure it provides the greatest benefit to the community.

The City of Melbourne currently aims to have a 50 per cent or lower occupancy of loading zones in peak loading times. This low occupancy rate improves the likelihood of a loading space being available, makes it easier for freight deliverers and reduces vehicles circling and adding to city congestion. It may be possible to improve the efficiency and 'work rate' of our loading zones by using technology and improving practices relating to management of loading zones.

## Actions

5.1

**Ensure new buildings are equipped to meet the freight requirements for receiving and dispensing goods and services. This could include the following:**

- Advocate for the inclusion of loading bays for waste collection and furniture removal in non-commercial buildings, including high rise residential, via the statutory planning process.
- Encourage new buildings to integrate new technologies and infrastructure so deliveries can be made in the most efficient and effective means possible. This may include the use of parcel-lockers, security protected delivery areas, electronic charging stations, consolidation points and quiet loading dock technology.

5.2

**Investigate further opportunities to enhance the operations of central city streets to:**

- **Meet the objectives of the Transport Strategy 2012, Bicycle Plan 2016-20, the Road Safety Plan 2013-17 and the Walking Plan 2014; and**
- **Minimise congestion and enhance central city mobility and amenity.**

**This could include the following:**

- Identify alternative ways to manage the street to achieve the most efficient use of on-street parking and loading services.
- Undertake a review of the Vehicle Access Permit Scheme. Assess the performance of the scheme, determine if it is an appropriate tool to expand into other areas of the central city and identify changes to improve the operation of the scheme including opportunities to improve efficiency through technology and training.
- Undertake a review of pricing to discourage lengthy occupancy of city streets for construction purposes to minimise the impact of long-term construction on the street environment.
- Investigate improvements to cycling infrastructure to support cargo bike deliveries in the central city.



# IMPLEMENTATION

The following table identifies the implementation process and timeframe for delivery for each of the actions identified in the Last Kilometre Freight Plan to 2020.

The implementation of the Last Kilometre Freight Plan will be subject to future annual budget and service planning priorities. The lead City of Melbourne work area is identified in the following table as is the delivery mechanism and timeframe.

Delivery mechanisms:

- Business as usual - influencing existing programs, projects and works to incorporate the delivery of the Last Kilometre Freight Plan actions;
- Capital works - part of a separately budgeted capital works or renewal project;
- Future planning - subject to separate approval, budget or business case, to be determined through future annual planning and budgets.

ACTION	IMPLEMENTATION PROCESS	LEAD	DELIVERY MECHANISM	TIMEFRAME FOR DELIVERY			
				2016	2017	2018	2019
<b>THEME 1: LOCAL AREA PLANNING</b>							
<b>Action 1.1</b> Investigate the opportunity for low-impact local delivery opportunities as part of the QVM re-development.	1.1.1 Establish and facilitate processes and partnerships which allow for the piloting of innovative low impact freight initiatives for QVM goods delivery. <i>Also implements Action 3.1.</i>	Queen Victoria Market Renewal	Capital works	▨			
	1.1.2 Investigate infrastructure to improve the efficiency and safety of goods delivered to and from the QVM. Include an assessment of the feasibility of QVM as a distribution hub for low impact vehicles. <i>Also implements Action 5.1.</i>	Queen Victoria Market Renewal	Capital works	▨			
<b>Action 1.2</b> Investigate opportunities to reclaim unused or underutilised space for freight and logistics.	1.2.1 Reassign on-street space for freight purposes: <ul style="list-style-type: none"> <li>• Identify opportunities to prioritise and maintain on-street space for freight.</li> <li>• Review the allocation of on-street space to ensure the efficient movement of all modes in the central city in response to infrastructure projects and local area opportunities.</li> <li>• Identify redundant street space and reallocate to achieve a greater return on the operation of the space - this includes a review of former bus zones or where surplus land has been assigned for a use that is no longer required.</li> </ul> <i>Also implements Action 5.2.</i>	Engineering Services	Business as usual	▨			

ACTION	IMPLEMENTATION PROCESS	LEAD	DELIVERY MECHANISM	TIMEFRAME FOR DELIVERY			
				2016	2017	2018	2019
<b>THEME 1: LOCAL AREA PLANNING</b>							
	1.2.2 Utilise off-street space for efficient freight practices: <ul style="list-style-type: none"> <li>• Continue to promote off-street servicing in new buildings to ensure appropriate utilisation of on-street spaces.</li> <li>• Encourage opportunities to service multiple locations from one area (repurposing of underutilised space).</li> </ul> <i>Also implements Action 3.1, Action 5.1.</i>	Urban Strategy	Business as usual	▨			
<b>THEME 2: PUBLIC TRANSPORT</b>							
<b>Action 2.1</b> Work with the State Government and our central city partners to promote efficient last kilometre freight in the planning and construction of Melbourne Metro Rail.	2.1.1 Provide information to the Melbourne Metro Rail Authority to ensure that Traffic Management Plans provide for local freight movements. <i>Also implements Action 4.2, Action 4.4.</i>	Melbourne Metro Rail Project	Business as usual	▨			
	2.1.2 Support collaboration with business stakeholders around the construction of Melbourne Metro Rail. <i>Also implements Action 4.4.</i>	Melbourne Metro Rail Project	Business as usual	▨			
<b>THEME 3: FREIGHT INITIATIVES</b>							
<b>Action 3.1</b> Encourage and support the piloting of new and innovative technologies (including vehicles) and processes. Share the outcomes and lessons learnt with all stakeholders to ensure the full impact of new systems are understood and communicated.	3.1.1 Prepare a report investigating the potential for the increased use of cargo bikes for goods movement in the central city.	Urban Strategy	Business as usual	▨			
	3.1.2 Investigate the introduction of special purpose loading zones to support innovative and low impact delivery <i>Also implements Action 5.2.</i>	Urban Strategy	Future planning		▨		

ACTION	IMPLEMENTATION PROCESS	LEAD	DELIVERY MECHANISM	TIMEFRAME FOR DELIVERY
<b>THEME 3: FREIGHT INITIATIVES</b>				2016 2017 2018 2019
	3.1.3 Encourage the use of alternative vehicles to reduce traffic conflict.	Urban Strategy	Business as usual	
<b>Action 3.2</b> Work with State Government, industry and the community to overcome barriers (regulatory and other) to quiet out of hours delivery in the central city.	3.2.1 Identify principles for out of hours deliveries to protect the liveability and amenity of the central city.	Urban Strategy	Business as usual	
	3.2.2 Support quiet out of hours pilots that work for all parties in the supply chain and meet the principles identified by the City of Melbourne.	Engineering Services	Business as usual	
	3.2.3 Provide input into the EPA Victoria review of State Environment Protection Policy (control of noise from industry, commerce and trade) No. N-1.	Urban Strategy	Business as usual	
<b>THEME 4: TECHNOLOGY AND COMMUNICATION</b>				
<b>Action 4.1</b> Investigate new opportunities for gathering and using freight data to improve freight efficiency.	4.1.1 Collect data and survey loading zones to evaluate their efficiency and determine if they are achieving occupancy of 50 per cent at peak loading times.	Engineering Services	Business as usual	
	4.1.2 Use technology to manage on-street parking: <ul style="list-style-type: none"> <li>Increase the number of parking sensors within the central city.</li> <li>Work with innovators to deliver new responses to manage on-street space.</li> </ul> <i>Also implements Action 1.2, Action 2.1, Action 3.1.</i>	On-Street Compliance Smart City Office	Future Planning Future Planning	 
	4.1.3 Develop a tool to understand the freight generation rates for different land uses and apply to the central city. Investigate changes to Census of Land Use and Employment to include questions to gather additional data on freight.	Smart City Office	Business as usual	

ACTION	IMPLEMENTATION PROCESS	LEAD	DELIVERY MECHANISM	TIMEFRAME FOR DELIVERY
<b>THEME 4: TECHNOLOGY AND COMMUNICATION</b>				2016 2017 2018 2019
<b>Action 4.2</b> Ensure data which impacts on freight planning and delivery is visible and available.	4.2.1 Work with research bodies to identify crash statistics in the central city and address through the implementation of the Road Safety Plan 2013-17.	Engineering Services	Business as usual	
<b>Action 4.3</b> Investigate the use of technology to improve the efficiency of deliveries or change the way deliveries are undertaken.	4.3.1 Investigate changes to the provision and management of on-street loading zones in Elizabeth Street as part of strategic opportunities.	Urban Strategy	Business as usual	
	4.3.2 Publish data collected by On-Street Compliance and Engineering Services to inform a freight access map for areas in the central city which have the highest demand for on-street space, showing on-street loading zones and the quiet and busy on-street parking times.	Smart City Office (data) Urban Strategy	Business as usual Future Planning	
	4.3.3 Develop an understanding of disruptive technology and establish policies and regulations guiding their use in the central city in response to any changes in State Legislation.	Smart City Office	Future Planning	
	4.3.4 Promote our data and identify opportunities to capitalise on Melbourne's hosting of the Intelligent Transport Systems (ITS) World Congress to improve the efficiency of last kilometre freight.	Smart City Office	Business as usual	
<b>Action 4.4</b> Support and encourage ongoing communication and engagement between all stakeholders to deliver better outcomes.	4.4.1 Host engagement activities (for example a Freight Open House) to facilitate the early provision of information to help businesses and industry to respond to change and innovate. <i>Also implements Action 2.1, Action 3.1.</i>	Urban Strategy Business and Tourism	Future Planning	
	4.4.2 Build collaboration and connect stakeholders at engagement events to increase the use of cargo bikes and other low impact freight initiatives. <i>Also implements Action 3.1.</i>	Urban Strategy Business and Tourism	Future Planning	



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### Supporting documents

The following documents were prepared in the development of this plan and are available through the City of Melbourne's website:

City of Melbourne (2015). Last Kilometre Freight Background Report 2015.

City of Melbourne (2015). Last Kilometre Freight Case Studies Report 2015.

City of Melbourne (2015). Last Kilometre Freight Issues and Opportunities Report 2015.

City of Melbourne (2015). Breakfast Workshop Summary 2015.

City of Melbourne (2015). Pre-draft Consultation Summary 2015.

City of Melbourne (2016). Draft Plan Community Engagement Summary.

## How to contact us

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