

Report to the Future Melbourne Committee**Agenda item 6.4****Greenline Project Update - Partnership and Funding Strategy****21 May 2024****Presenter:** Rick Kwasek, General Manager Infrastructure and Amenity**Purpose and background**

1. The purpose of this report is to seek Future Melbourne Committee (FMC) approval of the Greenline Project Partnership and Funding Strategy (Partnership and Funding Strategy).
2. The Greenline Project is Council Plan 2021–25 Major Initiative 12. The Greenline Implementation Plan was endorsed by FMC on 7 December 2021 and the Business Case Summary on 6 September 2022.
3. The Greenline Project Master Plan approved by FMC on 5 December 2023, prepared with the consultant team led by Aspect/TCL received the prestigious Australian Urban Design Award in March 2024.
4. Council's Annual Plan 2023–24 and Budget 2023–24 adopted by Council on 27 June 2023 includes \$17 million for the Greenline Project for 2023/24, with a total of \$97 million over four years (2023–24 to 2026–27), including a \$20 million election commitment from the Australian Government.
5. Council's Draft Annual Plan 2024–25 and Draft Budget 2024–25 has now been released, and includes a budget for the Greenline Project for the 2024–25 financial year and the subsequent three financial years.
6. Council has lodged an application for a grant up to \$10 million from the Urban Rivers and Catchment Program which is currently under the active consideration of the Australian Government.
7. The 2022 Business Case Summary analysed economic, social and environmental outputs based on delivery of the entire Greenline project with costs of approximately \$315 million.
8. Partnerships are an essential component of the Greenline Project. Council is partnering with private developers, Australian and State Governments, Melbourne Arts Precinct Corporation, the University of Melbourne and Yarra Collaboration Committee in the delivery of Birrarung Marr Site 1, Seafarers Rest Park, floating wetlands trial, photo mesh survey and digital twin research, Greenline Project Hub and other economic, social and environmental project initiatives and outputs.

Key issues

9. In addition to projects currently being delivered with partners, successful project delivery for the Greenline Project is dependent upon a variety of partnerships with a range of stakeholders and authorities to secure funding and approvals and achieve the outcomes contained in the approved Master Plan and the 2022 Business Case. Not all partnerships required for the project will have a monetary outcome, but present value in the form of advocacy, approvals, consents, in-kind delivery, or management and lease/license agreements.
10. The Partnership and Funding Strategy identifies potential funding sources for further investigation and application across the five Greenline Project precincts. The sources of funding for the project include direct funding and in-kind contributions and funding from partnerships, grants, philanthropy and loans. Future value capture from completion of the Greenline Project also present a potential future source of revenue to Council conditional upon further strategic investigation.
11. The Partnership and Funding Strategy outlines the importance of establishing collaborative relationships to form alliances with both the public and the private sector partners to deliver the economic, social, cultural and environmental benefits of the delivering the Greenline Project.

Recommendation from management

12. That the Future Melbourne Committee:
 - 12.1. Approves the Greenline Project Partnership and Funding Strategy (Attachment 2 of the report from management).

- 12.2. Authorises the General Manager of Infrastructure and Amenity to make minor content, format and editorial changes to the Greenline Project Partnership and Funding Strategy to the document prior to publication.
- 12.3. Notes that management will consult stakeholders and prospective project partners with the aim of forming partnerships and agreeing collaborative project funding arrangements to support delivery of the Greenline Project.

Attachments:

1. Supporting Attachment (page 3 of 23)
2. The Greenline Project Partnership and Funding Strategy (page 5 of 23)

Supporting Attachment

Legal

1. Legal advice has and will continue to be provided on all aspects of the Greenline Project.

Finance

2. Funding commitment for the Greenline Project is included in the Annual Plan 2023–24 and Budget 2023–24.

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 material or general conflict of interest in relation to the matter of the report.

Health and Safety

4. In developing this proposal, it is noted that the provision of high quality public realm, green and open spaces makes an important contribution to city resilience and the economic, social and environmental vitality of the City of Melbourne. It also directly and indirectly benefits the health and wellbeing of the community. No occupational health and safety issues have been identified.

Stakeholder consultation

5. The Greenline Project is the subject of extensive and ongoing engagement with Traditional Owners, the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, authorities, stakeholders and agencies including the Department of Transport and Planning, Parks Victoria, MAP Co, Melbourne Water, VicTrack and Yarra River Business Association. Further consultation is planned with stakeholders.

Relation to Council policy

9. The following Council plans and policies are relevant:
 - 9.1. Council Plan 2021–25
 - 9.1.1. Greenline is included in the Council Plan 2021–25 as a Strategic Objective to contribute to 'Melbourne's unique identity and place'. It is Major Initiative 12 'Partner with the Victorian Government and other stakeholders to deliver specific components of Greenline along the north bank of the Yarra River (including the implementation of the Yarra River – Birrarung Strategy)'.
10. Relevant Council strategies include:
 - 10.1. Yarra River – Birrarung Strategy
 - 10.2. Open Space Strategy
 - 10.3. Urban Forest Strategy
 - 10.4. Transport Strategy 2030
 - 10.5. Creative Strategy 2018–28
 - 10.6. Economic Development Strategy 2031
 - 10.7. Inclusive Melbourne Strategy 2022–32.

Environmental sustainability

11. Environmental sustainability issues and opportunities have been considered. These include positive environmental effects by promoting the inclusion of additional landscape along the riverfront, improving water quality and improving the ecological function of the river. These outcomes align with Council's existing strategies including Nature in the City, Open Space, and Total Watermark, and also Council's commitment to the United Nations Sustainable Development Goals.

The Greenline Project. Partnership and Funding Strategy

The
Greenline
Project.



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Acknowledgement of Traditional Owners

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi-wurrung and Bunurong / Boon Wurrung peoples of the Kulin Nation and pays respect to their Elders past and present.

We acknowledge and honour the unbroken spiritual, cultural and political connection they have maintained to this unique place for more than 2000 generations.

We accept the invitation in the Uluru Statement from the Heart and are committed to walking together to build a better future.

May 2024

Front and back cover image: Aerial view of the Greenline Project planned scope of works, highlighted in green.

Disclaimer

This report is provided for information and it does not purport to be complete. While care has been taken to ensure the content in the report is accurate, we cannot guarantee it is without flaw of any kind. There may be errors and omissions or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information which is liable to change. The City of Melbourne accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from you relying on any information contained in this report.

Executive summary

The Greenline Project Partnership and Funding Strategy is Council's strategy for delivering the Greenline Project.

Melbourne provides a unique experience for residents, workers and visitors. It offers an abundance of high-quality green space, diverse cultural, sporting and entertainment experiences, a thriving hospitality scene, and a distinctive retail sector. With a growing resident, worker and student population, and competition for visitors at a high, it is necessary to keep investing in new green open spaces and attractions.

The Greenline Project enriches all these experiences, celebrating the layers of history associated with the north bank of the Yarra River – Birrarung and creating opportunities for people to connect with the water. The Greenline Project Business Case outlines the significant contribution of the project which will deliver \$740m in economic benefits to Melbourne alongside significant social and environmental benefits. The project enjoys strong community and stakeholder support and is recognised as part of the city's future.

The City of Melbourne is partnering with many public and private organisations to deliver the Greenline Project. The project requires sourcing funding from multiple channels. It also covers land owned by multiple public and private sector

stakeholders, and is subject to 44 separate planning overlays and multiple regulatory approvals from a range of Victorian Government departmental and statutory authorities.

Since the project is being delivered in stages it is appropriate that individual projects from the Greenline Project Master Plan are delivered and aligned to other projects being undertaken along the north bank of the Yarra River – Birrarung, and as appropriate funding becomes available. Sequenced delivery of individual projects contribute to realising the overall vision of the Greenline Project.

This Partnership and Funding Strategy identifies six sources of funding for the Greenline Project: direct budget funding; partnership funding; grant funding; philanthropic funding; loan funding; and value creation and capture. Funding is realised through partnerships and agreements with the Australian Government, Victorian Government, statutory authorities and land managers, private sector landowners and managers, and philanthropic donors.

This Strategy also identifies key partners and pathways for approvals to deliver the Greenline Project. Relationships with these partners is built through a dedicated Greenline Project governance structure, a collaborative approach with authorities and agencies. Individual partnerships will be formalised through action-focused agreements with project partners in both the public and the private sector.

This Strategy provides a guiding framework to secure funding from a number of sources to deliver the Greenline Project. Further detail on precinct and project delivery will be developed and finalised as the project progresses.



Birrarung Marr
Artist's impression

1. Introduction

Document purpose

Building on City of Melbourne's Yarra River - Birrarung Strategy (2019), Greenline Implementation Plan (2021), and the Greenline Project Master Plan (2023), the Greenline Project Partnerships and Funding Strategy:

- Provides an overarching framework for developing partnerships to facilitate delivery of the Greenline Project
- Identifies and details the funding sources that will support the Greenline Project
- Outlines key actions that the City of Melbourne will take to facilitate partnerships and collaboration to enable delivery of the Greenline Project
- Identifies critical partnership and funding opportunities across the five precincts that make up the Greenline Project.

The Greenline Project vision

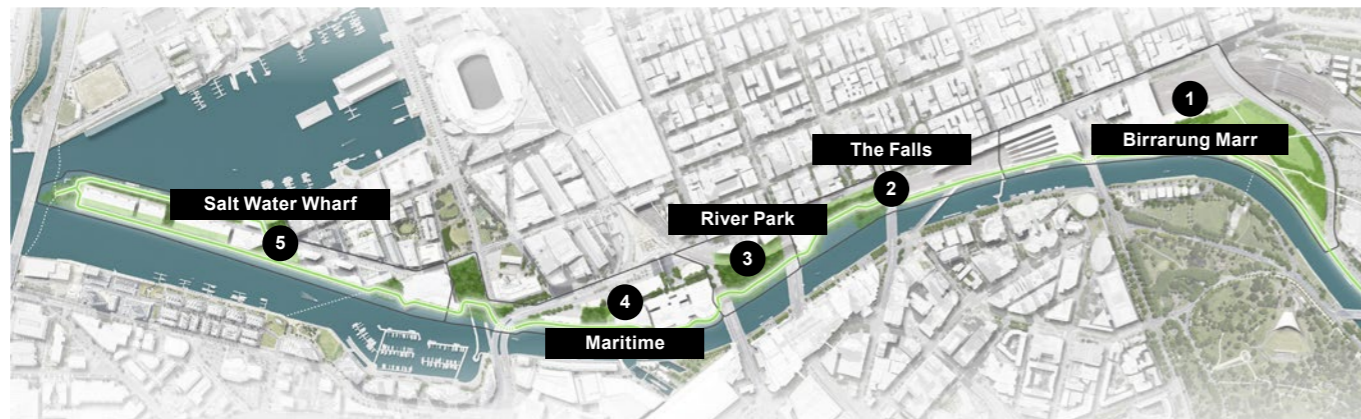
The Greenline Project's vision creates 4 km of interconnected promenades, parks, open spaces, native planting, cultural activations and environmental renewal between Birrarung Marr and the Bolte Bridge.

The Greenline Project repositions the Yarra River – Birrarung as the heart of Melbourne's culture, economy and liveability. It includes plans for five distinct precincts:

- **Birrarung Marr Precinct:** new promenades and better access from Swanston Street to the river and connection to Flinders Street Station.
- **The Falls Precinct:** upgrades to the Banana Alley vaults and the lower promenade, a more welcoming space and riverside cultural destination.
- **River Park Precinct:** redeveloped parks with family play zones, and a wider, safer, more direct crossing to King and Spencer streets.
- **Maritime Precinct:** a continuous riverside link to Docklands and improved ecology through floating wetlands.
- **Salt Water Wharf Precinct:** A new park, as well improvements to Australian Wharf and improved ecology through floating wetlands.

The project celebrates Aboriginal and contemporary cultures and the history of the area. It recognises the river as 'an integrated living entity' and re-establishes its surrounding environment as an ecological corridor.

Each of the Greenline Project's precincts is made up of individual project actions. These actions are outlined in the Greenline Project Master Plan. Delivery of a project action contributes to fulfilment of the overall Greenline Project vision.



The Greenline Project Precincts
(Source: Greenline Business Case September 2022)



Banana Valley Vaults
Artist's impression

Project benefits

The benefits of delivering the Greenline Project are outlined in the Greenline Project Master Plan (2023) and Greenline Business Case (2022). Key project benefits include:

- **Social and civic benefits**
The north bank of the Yarra River – Birrarung has great potential for physical improvements to create a place for cultural expression, social and civic engagement. It is currently underused and exhibits low amenity. The Greenline Project increases the community’s access to and experience of the river’s edge and creates a new focal point and destination for Melbourne. It prioritises safety and inclusion and provides opportunities for public activities that improve community health and wellbeing.
- **Improving Melbourne’s environment**
The Greenline Project also addresses environmental and climate-related challenges. It focuses on improving river health, increasing tree canopy and reintroducing vegetation along the water’s edge to support biodiversity and increased public use.
- **Economic benefits**
In addition to environmental and social improvements, investment in the Greenline Project will also be a catalyst for economic activity. The Greenline Project Business Case (completed 2022) forecasts a 3.29:1 return on project investment for a fully-delivered Greenline Project, with increased economic activity of \$740 million over 20 years.
- **Celebrating Aboriginal Melbourne**
The Greenline Project reflects Aboriginal and contemporary cultures and the history of the area. The Greenline Project Master Plan has been informed by Traditional Owner input and the project has been designed to celebrate Aboriginal Melbourne and Wurundjeri Woi-Wurrung history.

Further detail on project benefits is outlined in the Greenline Project Vision (Appendix 1), which reflects the outcome of community consultation on the Greenline Project between 2021 and 2024.

Policy and strategic context

The Greenline Project has been informed by key City of Melbourne policies and strategies, as well as Victorian Government legislation and policies such as the Yarra River Protection (*Wilip-gin Birrarung murron*) Act 2017, the Wurundjeri Woi-wurrung Birrarung water policy, and the Yarra Strategic Plan.

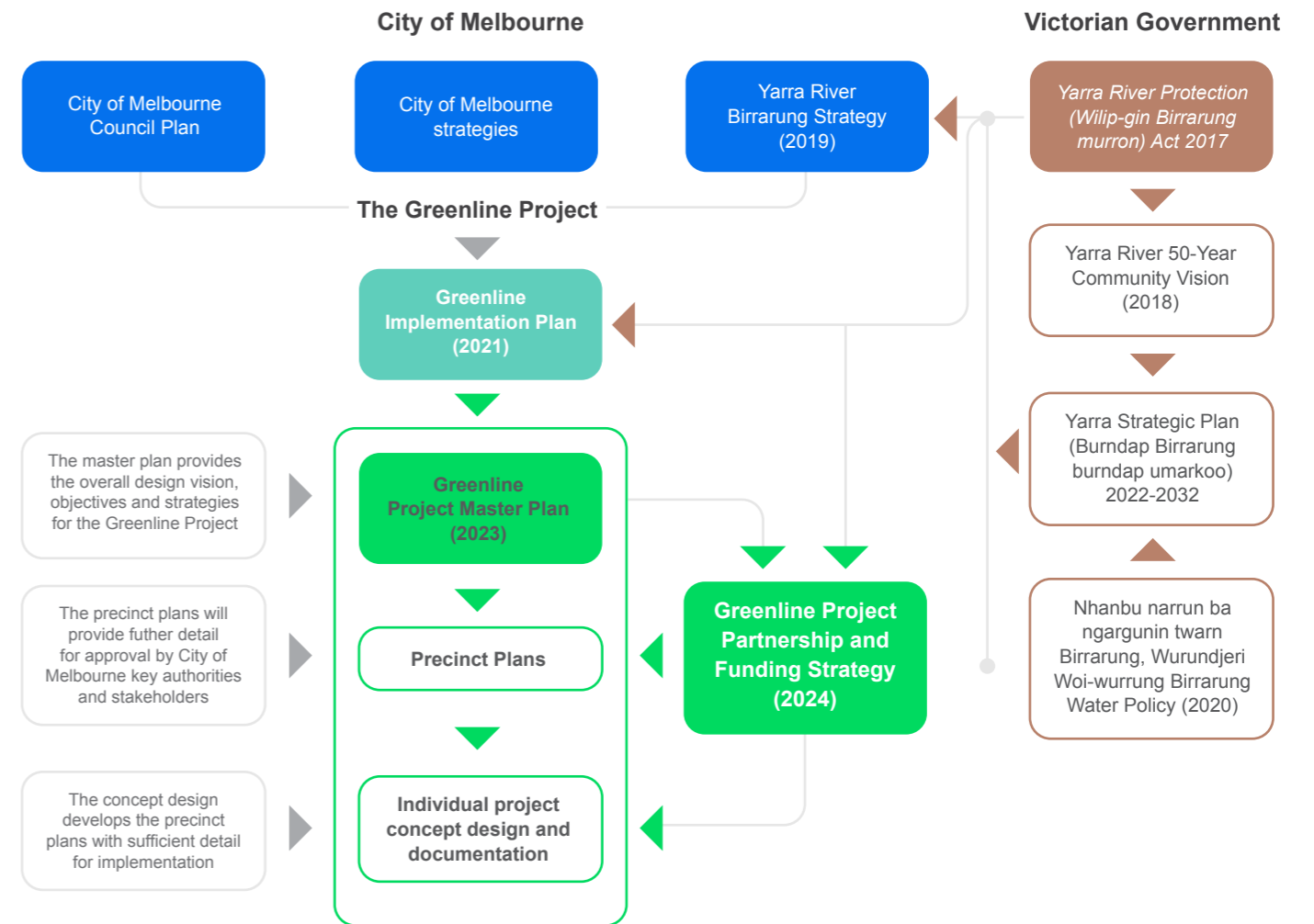
The City of Melbourne’s Yarra River – Birrarung Strategy (December 2019) guides planning for the portion of the river that runs through the City of Melbourne. It outlines strategic directions and opportunities over the next 15 years to improve the management and public use of our river and its edges.

The hierarchy of Greenline Project plans, which build on the Yarra River – Birrarung Strategy, include the:

- Greenline Implementation Plan, approved December 2021 (outlining the scope, projects, key actions and milestones)
- Greenline Project Masterplan, approved December 2023 (providing the overall design vision, objectives and strategies)
- precinct plans, to be developed from 2024 (with further detail for approval by the City of Melbourne and key authorities and stakeholders)
- individual project concept design and documentation, to be developed from 2024 (combined with precinct plans, these provide sufficient detail for implementation).

The Burndap Birrarung burndap umarkoo (Yarra Strategic Plan) 2022–2032 was developed by the Victorian Government in collaboration with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, the Bunurong Land Council Aboriginal Corporation, and local government authorities. The Burndap Birrarung burndap umarkoo includes a series of actions and land-use directions to support the community vision for the river, including, but not limited to, the implementation of the Greenline Project.

The following diagram illustrates the relationships between City of Melbourne and Victorian Government policy and strategies that inform the Greenline Project.



(Source: Greenline Project Masterplan 2023)

Principles for this Strategy

The Greenline Project delivers on the following State Government and Council policies, strategies and plans.

Victorian State Government

- Plan Melbourne 2020-2050
- Yarra River Protection Act 2017
- Nhanbu narrun ba ngargunin twarn Birrarung, Wurundjeri Woi-wurrung Birrarung Water Policy (2020)
- Open Space for Everyone Policy

Melbourne Water Policy

- Burndap Birrarung burndap umarkoo, Yarra Strategic Plan
- Yarra River 50 Year Community Vision
- Healthy Waterways Strategy

City of Melbourne Policy

- Yarra River Birrarung Strategy
- Innovate Reconciliation Action Plan
- Open Space strategy
- Transport Strategy 2030
- Urban Forest Strategy & Precinct Plans
- Nature in the City Strategy
- Municipal Integrated Water Management Plan
- Climate Change Adaptation Strategy
- Climate Change Mitigation Strategy

This Partnership and Funding Strategy is based on four core principles:

- **The City of Melbourne requires robust partnerships to deliver the city shaping Greenline Project.** The Greenline Project is set within a complex regulatory environment and with multiple landowners and managers. The City of Melbourne will partner across the public and private sector to facilitate coordinated project delivery.
- **The Greenline Project is realised through delivery of project actions.** The Greenline Project Master Plan sets out a framework to develop detailed designs and documentation to deliver each precinct of the Greenline Project. Delivery of the Greenline Project will not be linear. Project actions within individual precincts do not need to be delivered concurrently for project success.
- **The Greenline Project is a long-term project.** Project actions are contingent on approval processes and available funds. The City of Melbourne is prioritising delivery of high value projects aligned to funding availability involving partners and stakeholders in the delivery of community infrastructure.
- **Different project partners have different roles to play.** While some actions of the Greenline Project are funded and delivered directly by the City of Melbourne, others will be funded by partners and other levels of government. Each project partner has an important and distinct role to play in delivering the Greenline Project.

The Partnerships and Funding Strategy is informed by the Greenline Project Master Plan, which underpins the overall design and strategic objectives of the Greenline Project. Further detail on precinct partnership and funding arrangements will be informed by this Partnership and Funding Strategy, and project partner obligations and grant requirements.



Customs Square and Enterprize Park
Artist's impression

2. Building strategic partnerships

Partnership and funding vision

The City of Melbourne will build partnerships across the public and private sector to deliver the Greenline Project.

The City of Melbourne will:

- Convene the government agencies, bodies and special interest groups that will contribute to the development and implementation of the Greenline Project.
- Support the ongoing delivery of the Greenline Project through a combination of direct budget funding and securing funding from project partners.
- Partner with individual stakeholders to develop, fund and deliver Greenline Project actions.
- Ensure that all partnerships are strategic, long-term, and informed by a shared understanding of mutual benefits from Greenline Project delivery.
- Different strategic partnerships are necessary to secure project funding, approvals and to deliver. Strategic project partners may be funding partners, approval stakeholders, delivery partners, or a combination of all three.
- Funding partners are project partners that are contributing funding to City of Melbourne delivery of Greenline Project actions.
- Approval stakeholders include land and asset owners and managers whose consent or approval is required to deliver Greenline Project actions.
- Delivery partners are project partners with a direct involvement in the delivery of Greenline Project.

The type of partnerships or arrangements established with different organisations will change depending on their specific role in funding, enabling or delivering the project.

Approach to funding sources

A diversity of funding and finance sources ensures the Greenline Project delivers value for key project stakeholders, City of Melbourne constituents and the broader Victorian community.

Funding for different Greenline Project actions come from different sources. These sources are:

- 1. Direct budget funding**, from City of Melbourne, Australian and Victorian Governments
- 2. Partnership-based funding**, including with landowners, other private sector stakeholders, and public sector agencies
- 3. Grant funding**, from Australian and Victorian Government grant programs
- 4. Philanthropic funding**, for specific project actions
- 5. Loan funding**, within the parameters of the City of Melbourne's Financial Sustainability Policy
- 6. Value capture mechanisms**, where these can be arranged with public and/or private sector stakeholders.

In addition to financial funding some contributions will be in-kind or non-monetary. Further detail on each of these sources and where they will be applied is listed in section 3 of this Strategy (Funding the Greenline Project).

Approach to approvals and delivery

Because there are multiple landowners and differing regulatory requirements (statutory and regulatory approvals) along the Greenline Project, the City of Melbourne requires a coordinated and consistent approach to secure statutory and regulatory approvals for the project.

The City of Melbourne will:

- 1.** Develop a project governance structure in partnership with Victorian Government, to facilitate delivery and ensure visibility of project timelines and approval requirements
- 2.** Facilitate partnerships between public land managers, including Parks Victoria, Melbourne Water and VicTrack, to develop pathways for the delivery of Greenline Project precincts and project actions spanning multiple land managers
- 3.** Develop agreements with individual landowners and land managers along the north bank, to ensure clear alignment between Greenline Project objectives and the interests of individual public and private sector partners along the north bank of the Yarra River – Birrarung.

Further detail on these approaches is outlined in section 4 (Approvals and delivery).



Batman Park
Artist's impression



North Wharf Road river frontage
Artist's impression



Federation Wharf
Artist's impression

Existing strategic partnerships

From the outset the City of Melbourne has established strategic partnerships that have set a benchmark for future partnership and funding agreements.

Existing project partnerships are delivering the following:

Seafarers Rest Park

Construction has commenced on a new 3500 square metre public riverside park, which will form a key link in the Greenline Project. The project is being developed in partnership with Riverlee as part of its \$600 million Seafarers Precinct.

Birrarung Marr trial floating wetlands

Floating wetlands were installed in three locations on the Yarra River in 2022 as part of a trial funded by the Victorian Government and delivered in collaboration with the City of Melbourne. The project is reintroducing planting to the river and provides an opportunity to gather knowledge about the plant and animal life wetlands could support in the future. The Melbourne Regenerative Design Forum has been involved sharing the trial as an in-progress case study for nature-positive design.

A 'digital twin' for the Greenline Project

The City of Melbourne and the Victorian Government completed a 3D Photo Mesh survey of the Greenline Project in 2023. This computer model has been shared with Digital Twin Victoria for future applications. We are also supporting research at the University of Melbourne's Centre for Spatial Data Infrastructures and Land Administration, which is investigating parameters associated with an Urban Digital Twin for the Greenline Project. The virtual model will facilitate the integration of data collection and management and enhance engagement on future designs, performance monitoring, visual communications, project management and decision making.

Yarra Collaboration Committee

The City of Melbourne is part of the Yarra Collaboration Committee, partnering with Melbourne Water, other councils and authorities along the length of the Yarra River – Birrarung to deliver on the *Yarra River Protection Act 2017* and the Yarra Strategic Plan. The Greenline Project is the vehicle for delivering on a range of environmental, cultural, social and economic outcomes for the river's north bank in the central city.

Greenline Project Hub

A Greenline Project Hub is being constructed on River Terrace, offering a space for the community and our stakeholders to learn about the project. The City of Melbourne will host a calendar of engagement events and activities here.

The hub is a recycled and repurposed former Mirvac office, located on River Terrace on a site licensed to the City of Melbourne by the Melbourne Arts Precinct Corporation. The project is made possible through a partnership between these organisations.

Health and Wellbeing of Country Framework

The Health and Wellbeing of Country Framework within the Greenline Project Masterplan was developed with Wurundjeri people, and the Wurundjeri Woiwurrung Cultural Heritage Aboriginal Corporation, to reflect the rights of Country. This Framework will underpin and carry through all stages of the project and will inform future operations along the north bank of the river.

Future strategic partnerships

Building on the success of existing strategic partnerships, the City of Melbourne will develop stronger partnerships with four key categories of stakeholders to ensure successful delivery of the Greenline Project.

The City of Melbourne's approach to building partnerships with each category of stakeholder is outlined below.

Australian Government

Australian Government departments and ministers are important stakeholders, funding and approval partners for the Greenline Project.

The City of Melbourne continues to work closely with the Department of Climate Change, Energy, the Environment and Water, and with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. This relationship is important and will help to identify future grant opportunities and pathways to position the Greenline Project.

The City of Melbourne will continue to engage with senior members of government, in particular the Minister for Infrastructure and Cities as the project progress, and will advocate for funding opportunities for specific Greenline Project actions where appropriate.

State Government

Victorian State Government ministers, departments and statutory agencies are key to funding and approvals, and delivery of the Greenline Project.

The City of Melbourne's Greenline and Strategic Planning teams engage regularly with the Victorian Government's Department of Transport and Planning on the Greenline Project. The City of Melbourne will continue to strengthen this engagement.

The City of Melbourne continues to engage with ministerial offices, including the Minister for Precincts, Minister for Development Victoria, Minister for Transport Infrastructure, Minister for Planning, the Treasurer and others to ensure continued visibility of, and support for, the Greenline Project.

Victorian Government agencies, such as Melbourne Water, VicTrack and Parks Victoria, are crucial in the delivery of the Greenline Project. The City of Melbourne's strategy for engagement with these agencies is discussed further in sections 3 (Funding the Greenline Project) and 4 (Approvals and delivery) of this strategy.

Private sector Landowners and managers

The Greenline Project covers land that is owned and controlled by private landowners, as well as land that is managed by the Victorian Government, its agencies and the City of Melbourne. Strategic engagement with these landowners is crucial to ensure successful delivery of the project.

Private sector stakeholders, including landowners and managers along the north bank of the Yarra River – Birrarung, are important delivery partners for the Greenline Project. Certain landowners may also be funding partners for the project.

The City of Melbourne is engaging individually with landowners and managers along the north bank of the river and will work with them to develop strategic partnerships based on clarity, shared interests and delivery obligations. Partners will share in the significant economic, social, cultural and environmental benefits presented by delivery the Greenline Project.

Further detail on the City of Melbourne's strategy for engagement with landowners and the private sector is discussed in sections 3 (Funding the Greenline Project) and 4 (Approvals and delivery) of this strategy.

Wurundjeri Woi-wurrung

Traditional Owners along the Yarra River – Birrarung are important approval and delivery partners for the Greenline Project. Close and regular engagement with Wurundjeri Woi-wurrung as the Registered Aboriginal Party under the Victorian Aboriginal Heritage Act 2006. First Nations stakeholders will enrich the Greenline Project and help ensure it delivers on the ambitions of the Greenline Project Master Plan.

The City of Melbourne are seeking a broad agreement with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation on the benefits of the Greenline Project. This forms the basis for future partnerships on specific initiatives and ensure a continuous dialogue between the Greenline Project Team and traditional owners.

Delivery of the Greenline Project involves meeting statutory requirements including cultural values assessment, cultural values interpretation strategies, and cultural heritage management plans. The City of Melbourne is working with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and the Department of Transport and Planning to ensure any statutory requirements are dealt with proactively.

Further detail on the City of Melbourne's approach to engagement with Wurundjeri Woi-wurrung is discussed in section 4 (Approvals and delivery) of this strategy, and in the Greenline Project Master Plan (2023).

3. Funding the Greenline Project



Enterprize Park
Artist's impression

Funding model

The Greenline Project is a significant investment that cannot be funded by Council alone. Implementation of the Greenline Project requires up-front capital investment and support from a range of funding partners.

Between 2020 and 2023, the City of Melbourne had sought to deliver the Greenline Project through a tripartite funding agreement between the Australian

Government, Victorian Government and the City of Melbourne. This approach resulted in a \$20m contribution from the Australian Government towards construction of Site 1 (Birrarung Marr).

As the Greenline Project progresses, the City of Melbourne is adopting a diversified funding model with six sources of funding. This approach recognises the Greenline Project consists of individual project actions that each require a tailored approach to funding and delivery.

This approach means the sequencing and delivery timelines for project actions will change depending on funding availability. Certain project actions will need to be prioritised where funding agreements are time-limited, and project actions may require design alterations in order to meet funding requirements. This is standard for many large infrastructure projects, particularly those with multiple components and dependencies.

Funding sources

The below chart summarises the six sources of funding for the Greenline Project:



Potential sources of Greenline Project funding

01 Direct budget funding

Direct budget funding includes contributions for the Greenline Project in annual budgets prepared by the Australian Government, the City of Melbourne and the Victorian Government.

Direct budget funding may also be delivered via Australian Government and Victorian Government grant programs if that funding is allocated directly to the Greenline Project in annual Budget papers.

Generally, project actions that receive Australian or Victorian Government direct budget funding will be prioritised for delivery.

A large proportion of the total cost of the Greenline Project will be covered by City of Melbourne budget funding, noting that exact funding provided by City of Melbourne to Greenline Project actions will change year on year as annual City of Melbourne budgets are adopted.

Case study

Delivery of Greenline Project Birrarung Marr Site 1

Delivery of Birrarung Marr Site 1 is supported by \$20 million of funding from the Australian Government. This funding was committed by the Australian Government in 2022 and has been received via a grant from the Priority Community Infrastructure Fund.

Funding has been used to support design and delivery of the project. Project branding and collateral has been designed to reflect the delivery partnership between the City of Melbourne and the Australian Government.

The Birrarung Marr Site 1 precinct was prioritised for delivery due to availability of funding, lack of approvals and consent required (as City of Melbourne is the primary land manager in the area), and strong existing relationships with key stakeholders including Melbourne Arts Precinct Corporation.

02 Partnership funding

Partnership funding involves financial or in-kind contributions from organisations, agencies and entities who are direct beneficiaries of the Greenline Project. These potential partners include both private and public sector landowners and land managers.

Partnership funding may be:

- direct financial contributions from landowners or land managers to deliver uplift to their landholdings on the north bank of the Yarra River – Birrarung
- delivery of projects to uplift assets along the north bank of the river by landowners or land managers, in line with the Greenline Project Master Plan
- a combination of direct funding and in-kind delivery of projects along the north bank of the river, in line with the Greenline Project Master Plan

Partnership funding will be realised by agreements between the City of Melbourne and other landowners or land managers. This is discussed further in Section 4 (Approvals and delivery) of this Strategy.

Case study

Delivery of Seafarers Rest Park

Seafarers Rest Park is a project action within the Maritime Precinct. It is delivered by Riverlee as part of its Seafarers Precinct development.

The project is located on land included in a mixed use development by Riverlee. Riverlee and delivering new public open space in partnership with the City of Melbourne aligned with the Greenline Project Master Plan.

03 Grant funding

Grant funding includes any funding from individual Australian or Victorian Government competitive grant programs.

From time to time, the City of Melbourne will apply for funding from competitive Australian or Victorian Government grant programs to facilitate delivery of specific Greenline Project actions. These grants typically have strict eligibility criteria and require project delivery within short timeframes. These restrictions mean that grant funding will primarily be used to complement direct budget funding and partnership funding.

Grant funding differs from direct Budget funding because it arises from competitive applications to competitive grant processes, rather than direct commitments from Australian or Victorian Government to project funding in annual Budgets.

Case study

Delivery of the Trial Birrarung Floating Wetlands

Delivery of this project has been supported by a Victorian Government grant from the Department of Environment, Land, Water and Planning (DELWP), now known as the Department of Energy, Environment and Climate Action (DEECA). Wetlands were installed in three locations as part of a trial project.

The wetlands are a low-cost project action that will inform future plantings and other interventions along the scope of the Greenline Project.

04 Philanthropic funding

Philanthropic funding contributions typically come from individuals, foundations, trusts, and corporations with interests closely aligned with the cultural, social, environmental and economic objectives of funded programs.

The conditions tied to philanthropic funding vary. Some funds offer flexibility to allocate resources where they add most value, while others may include a range of strict restrictions requiring contributions to be directed to project-specific outputs. The conditions are generally agreed between the philanthropist and the recipient and are set out in a funding agreement.

Preliminary engagement with philanthropic organisations indicates an interest in the sustainability objectives of the Greenline Project. The City of Melbourne will continue to explore philanthropic funding opportunities for specific project actions as the project develops.

Case study

Make Room Supported Residential Accommodation

The City of Melbourne is delivering a supported residential accommodation facility, 'Make Room', in a Council-owned building on Little Bourke Street. The project has been supported by a large-scale philanthropic campaign combined with State Government grant funding.

05 Loan funding

Under special circumstances, the City of Melbourne may consider raising finance via borrowing or loans to fill funding gaps, or to supplement other funding sources, to guarantee delivery of project actions across the Greenline Project.

Any loans taken by the City of Melbourne to finance delivery of the Greenline Project must comply with the City of Melbourne's Financial Sustainability Policy.

Case study

Queen Victoria Market Renewal Program

The City of Melbourne entered into an agreement with the Victorian Government in 2014, revised in 2018, to transform the Queen Victoria Market. Under the agreement, the City of Melbourne would invest in restoring the Queen Victoria Market's heritage sheds and deliver precinct improvements in the area, contingent on State Government transferring two parcels of land to the City of Melbourne for development and sale.

Market upgrades were delivered by City of Melbourne via loans administered by the Treasury Corporation of Victoria. The debt incurred by the City of Melbourne for the Queen Victoria Market Renewal Program is being repaid in part by the sale of land granted to the City of Melbourne by the Victorian Government.

This transfer and sale of Victorian Government land has resulted in Gurrowa Place and Market Square. These two projects are significant investments in the city's public realm and are delivered by Lendlease in line with the Queen Victoria Market Precinct Renewal Master Plan.

06 Value creation, value capture and commercialisation opportunities

Value creation involves investing in infrastructure that represents a valuable asset to public or private sector stakeholders or the wider community. Value capture involves implementing mechanisms to recoup costs and generate returns on that investment.

For the Greenline Project, value capture mechanisms may be used as a supplementary source of funding where direct Budget or partnership funding is not practical, or where the City of Melbourne is required to directly fund and deliver a project that provides a clear benefit to particular stakeholders. Value capture mechanisms may also form part of a loan repayment strategy for any loan financing.

From time to time, the City of Melbourne will seek to enter agreements with public and private landowners and managers, including the Victorian Government, to capture value generated by the Greenline Project.

Where practical, the City of Melbourne may directly finance Greenline Project actions through commercialising assets that it builds and owns along the scope of the Greenline Project. Commercialised assets may include community facilities, hospitality venues or long-term leases on Greenline Project land. Commercialisation may also form part of a loan repayment strategy for any loan financing.

Case study

Chicago Riverwalk

The City of Chicago has funded upgrades to the Chicago Riverwalk through loan financing. These loans have been repaid via a levy on local commercial property owners equal to the increase in property values generated by the Riverwalk upgrades.

The City of Chicago has also issued leases and licences to new hospitality tenancies created along the Chicago Riverwalk. This delivers new revenue from the city and indirectly funds public realm improvements.

Further detail on how each of these funding mechanisms will be applied to each of the Greenline project precincts is included in section 5, 'Precinct partnerships'.

Funding share

The City of Melbourne expects the majority of Greenline Project funding to come from direct budget contributions (from City of Melbourne, Australian and Victorian Governments) and partnership funding.

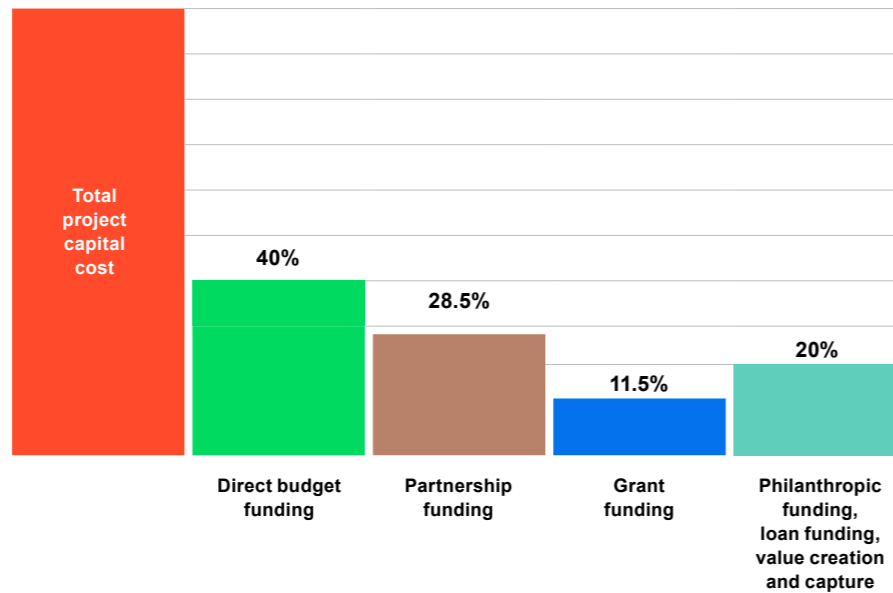
Grant funding opportunities are a secondary source of funding for the Greenline Project and relevant grants will be monitored and eligibility criteria reviewed.

Philanthropic funding, loan funding and value capture and commercialisation funding will be supplementary sources of funding for the Greenline Project.

Philanthropic funding strategies will be developed for specific Greenline Project actions where there is an identified philanthropic interest in contributing to the project. Loan funding will be used to support project delivery where there is a significant funding shortfall for project actions that cannot be met with direct budget contributions or partnership funding.

The graph below shows an indicative funding share allocated to the different funding sources identified above. This funding share is liable to change depending on funding availability, development of public and private sector partnerships, available Australian and Victorian Government grants, available budget contributions and market conditions, over the life of the Greenline Project.

Direct and supplementary funding for the Greenline Project



Total funding as a percentage sources

To secure these shares of funding, the City of Melbourne will:

- Engage annually with Australian and Victorian Governments regarding potential direct funding contributions
- Develop and maintain strategic partnerships with public and private sector stakeholders that own and control land along the north bank of the river
- Leverage partnerships with Australian and Victorian Government Departments to ensure regular visibility of grant opportunities, and regularly monitor for any emerging grant opportunities

- Proactively track and identify project actions that may be appropriate for philanthropic funding
- Engage in dialogue with any relevant strategic partners on value creation and capture strategies that may assist in delivering benefits from project actions
- Engage with the Department of Treasury, Local Government Victoria and the Treasury Corporation of Victoria on any proposed loan mechanisms to meet project funding gaps, including developing appropriate loan repayment strategies.

Timing and sequencing of funding is dependent on external factors. The City of Melbourne will prioritise project actions for which funding is readily available, where project actions align with delivery of a strategic partner's own project, or where there is an emerging and acute community need beyond the broader vision for the project.



Collins Street River Frontage
Artist's Impression

4. Approvals and delivery

Approval and delivery model

The Greenline Project covers land managed by multiple landowners and land management authorities. Project actions will require statutory approvals from a range of authorities and will require agreements for delivery among public and private sector stakeholders.

This Strategy outlines the regulatory context affecting the Greenline Project and the City of Melbourne's approach to managing approvals and project delivery, through:

1. **Maintain project governance in partnership with Victorian Government**, with involvement from Government departments and agencies.
2. **Facilitating partnerships between all public land managers**, including Parks Victoria, Melbourne Water and VicTrack
3. **Developing agreements with individual landowners and land managers along the north bank**

Different project partners have different roles to play in delivering the Greenline Project. The Greenline Project will rely on strong partnerships with individual stakeholders to ensure clarity on their roles in project delivery.



Seafarer's Rest river frontage
Artist's impression



Flinders Walks
Artist's impression

Planning and regulatory context

The Greenline Project encompasses sites of Aboriginal and non-Aboriginal cultural heritage, ecology and critical transport and services infrastructure. It is covered by 44 planning overlays, in addition to land-use zoning, with numerous planning permit and development approvals triggers involving a wide range of stakeholders.

The map below outlines key planning, heritage and cultural overlays affecting the project:

Planning overlays

The majority of the Greenline Project is located in land zoned for Capital City Zone use (CCZ), Public Park and Recreation Zone (PPRZ), or Docklands Zone (DZ). Most Greenline actions located in the CCZ and PPRZ will trigger local planning permit requirements.

Planning permits can generally be issued by the City of Melbourne within the CCZ and PPRZ. Where the City of Melbourne is required to issue permits for project actions, these will generally be brought to the

attention of the City of Melbourne's internal Greenline Project Steering Committee to ensure organisational-wide visibility of permit and project requirements.

All Greenline Project actions delivered within the DZ must align with Development Agreements administered by the Minister for Planning. The Greenline Project Master Plan has been generally designed to accord with these Development Agreements, minimising additional planning permit triggers.

Certain project actions will be delivered within the Transport Road Zone (TRZ). These project actions will require additional scrutiny by the Department of Transport and Planning including direct approval from the Head of Transport for Victoria. These project actions mostly occur at major road crossings.

Heritage overlays

Significant sections of the Greenline Project are listed on either the Victorian Heritage Register, the Victorian Heritage Inventory, or are covered by City of Melbourne Heritage Overlays.

Development on areas listed on the Victorian Heritage Register requires a heritage permit to be issued by Heritage Victoria. Heritage

Victoria has been engaged during the production of the Greenline Project Master Plan and is a critical stakeholder to ensure timely project approvals.

Areas listed in the Victorian Heritage Inventory are important archaeological sites. The Greenline Project Master Plan has been designed to minimally impact any sites affected by Victorian Heritage Inventory overlays. Any development on these sites requires consent from Heritage Victoria.

Areas covered by City of Melbourne heritage overlays are generally also listed on the Victorian Heritage Register. Projects that trigger a permit requirement under City of Melbourne heritage overlays will be brought to the attention of the City of Melbourne's internal Greenline Project Steering Committee to ensure organisational-wide visibility of permit and project requirements.

Heritage Victoria is a critical stakeholder in the approval of related to the Greenline Project. The City of Melbourne must respect its obligations under the Heritage Act 2017 throughout the development and delivery of the Greenline Project while ensuring mutual clarity with Heritage Victoria on delivery roles and obligations.

Statutory authority overlays

From time to time, planning permits for project actions within the Greenline Project will be required to be approved by Victorian Government statutory authorities before they can be issued (a 'compulsory referral' process).

There are three key planning overlays along the scope of the Greenline Project that require compulsory referrals:

Places of Aboriginal Cultural Heritage Sensitivity

Any place in Victoria that is deemed to be of Aboriginal cultural importance can be proscribed as a place of Aboriginal Cultural Heritage Sensitivity. Under Victorian Government regulations, a planning permit for development on a place of Aboriginal Cultural Heritage Sensitivity must be accompanied by a Cultural Heritage Management Plan. This plan must be approved by a Registered Aboriginal Party.

The Yarra River – Birrarung is designated under Victorian Government regulations as a place of Aboriginal Cultural Heritage Sensitivity. This means that any Greenline Project actions that trigger a planning permit must be supported by a Cultural Heritage Management Plan approved by the relevant Registered Aboriginal Party for the area, the Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation.

Land Subject to Inundation Overlay

Melbourne Water determines where land in Victoria is likely to flood. The Land Subject to Inundation Overlay (LSIO) indicates where land is likely to flood in a 1-in-100-year flood event. Any planning permits for development on land covered by an LSIO must be approved by Melbourne Water.

The entire Greenline Project scope is covered by an LSIO, with some exceptions along the Birrarung Marr Precinct and the Falls Precinct. This means that any Greenline Project actions that trigger a planning permit must be referred to Melbourne Water for approval.

Nominal 50-metre Wide Boating Clear Way

Parks Victoria has established a nominal 50-metre wide boating clearway along the Yarra River – Birrarung. This may affect certain project actions that interact directly with the river (for example, construction of boardwalks that extrude from the riverbank).

Parks Victoria also controls boat mooring leases along the north bank of the river, which may need to be reviewed or relocated to enable delivery of certain project actions.

Securing project approvals

Efficient Greenline Project approvals will require a coordinated approach between the City of Melbourne, the Victorian Government, its statutory authorities, and the Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation.

The Greenline Project requires an agreed framework for inter-governmental engagement and to ensure the project is delivered efficiently and with the full support of all approval authorities.

Project and partnership governance

The City of Melbourne will establish, convene and maintain a project governance structure in partnership with Victorian Government, to ensure shared visibility of progress, timelines and objectives for the Greenline Project and project actions.

This governance structure will involve key stakeholders from all agencies involved in planning, heritage and other statutory approvals, including but not limited to:

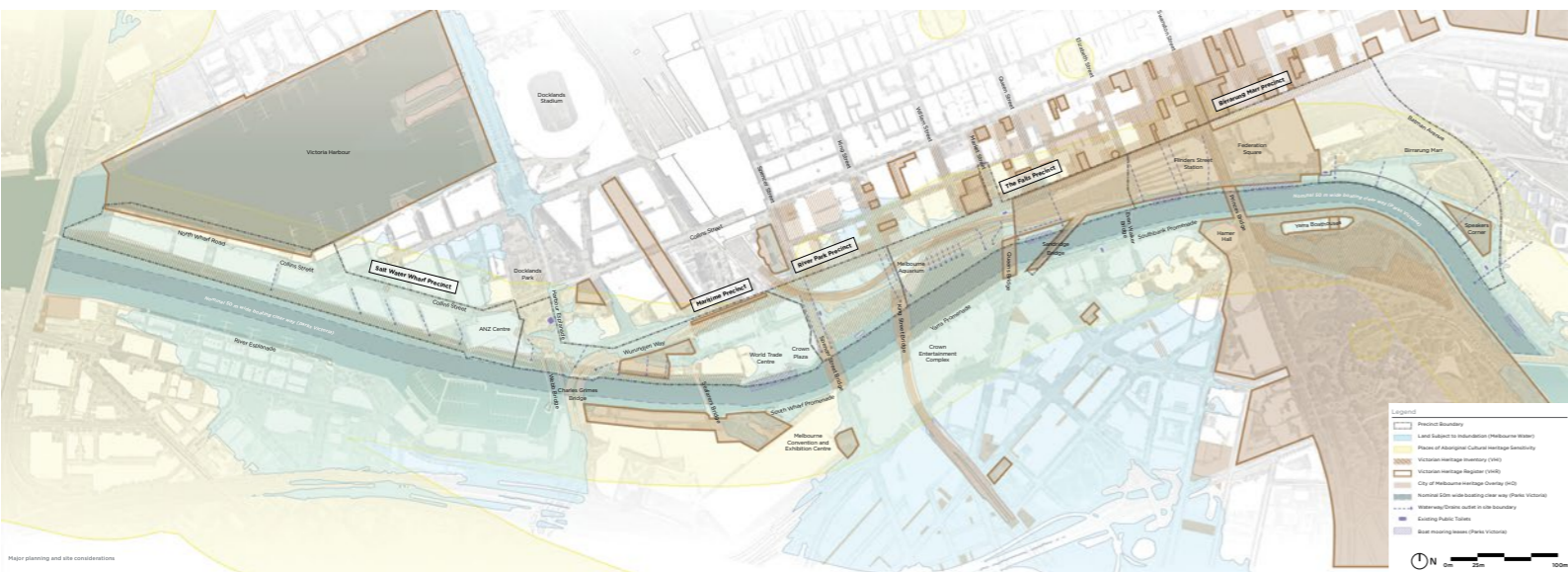
- City of Melbourne – Strategy, Planning and Climate Change division
- City of Melbourne – Infrastructure and Amenity division
- City of Melbourne – Greenline Project Branch

- Victorian Government – Department of Transport and Planning – Transport and Precincts
- Victorian Government – Department of Transport and Planning – Land Use and Planning
- Heritage Victoria
- Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation
- Melbourne Water
- Parks Victoria
- VicTrack

Joint committees or working groups established within this governance structure will be focused on enabling City of Melbourne and Victorian Government decision-makers to collaborate on mutually-agreed project outcomes and to share knowledge to inform approval processes.

Participation from the Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation will ensure that indigenous knowledge remains foregrounded throughout the development of the project.

It is the City of Melbourne's responsibility to maintain appropriate inter-governmental governance arrangements throughout the life of the Greenline Project, and to ensure appropriate participation, involvement and engagement from project partners.



Key Site Values and Planning Framework status (Source: Appendix D –Greenline Project Masterplan, December 2023)

Land ownership and management context

Parcels of land and assets along the north bank of the Yarra River – Birrarung are controlled by multiple landowners and managers, government agencies and businesses. The landowners and managers within the scope and adjacent to the Greenline Project are illustrated in the diagram below:

The land along the scope of the Greenline Project is in both public and private ownership. The City of Melbourne will work with existing landowners along the north bank of the river to deliver the Greenline Project and will generally not seek to acquire land to complete the project.

Further detail on the landowners and land managers in each precinct can be found in section 5.

Public landowners and land managers

The majority of the land along the scope of the Greenline Project is owned or managed by the City of Melbourne, the Victorian Government, or a Victorian Government statutory authority.

City of Melbourne

The City of Melbourne can deliver Greenline Project actions on its own land, subject to receiving planning and other authority approvals. The City of Melbourne does not need consent from other land holders to develop land it owns and/or manages.

Victorian Government

The Victorian Government (other than statutory authorities) owns and manages small parcels of land along the scope of the Greenline Project. The City of Melbourne cannot develop the Greenline Project on this land without consent from the Victorian Government.

Victorian Government statutory authorities

Various Victorian Government statutory authorities own or manage land along the scope of the Greenline Project. The City of Melbourne cannot develop the Greenline Project on this land without consent from these statutory authorities.

These statutory authorities include:

- VicTrack, which owns and controls the land surrounding Flinders Street Station
- Development Victoria, which holds land along North Wharf, to be transferred to private ownership after developments in this area have been completed.
- Parks Victoria, which is the land manager for land on the water's edge of the Yarra River – Birrarung north bank.
- Melbourne Water, which is the responsible authority for managing any on-water development.
- Melbourne Arts Precinct Corporation, which manages land surrounding Federation Wharf

These statutory authorities are important approval and delivery partners for delivering the Greenline Project.

Private landowners

There are several private landowners along the north bank of the Yarra River – Birrarung who directly benefit from the Greenline Project. These landowners are located on the western side of the project, between the River Park Precinct and Salt Water Wharf Precinct.

Many project actions in the Greenline Project Master Plan require significant investment in and around privately owned land. The City of Melbourne cannot develop the Greenline Project on this land without full approval and support from the relevant landowners.

Securing project delivery

The City of Melbourne is leveraging partnerships with public and private sector landowners and land managers along the north bank of the Yarra River – Birrarung to facilitate delivery of Greenline Project actions.

Partnerships are informed by the direct benefits of the Greenline Project to each project partner, and will be directed towards long-term, strategic collaboration across the project's life cycle. .

Partnerships between public land managers

The City of Melbourne will facilitate partnerships between all public land managers along the scope of the Greenline Project, to develop agreed, long-term pathways for delivery of Greenline Project actions spanning multiple land managers.

As the convener and lead delivery agent for the Greenline Project, the City of Melbourne is responsible for ensuring all parties can navigate competing priorities and complex project delivery across land management boundaries. The City of Melbourne will ensure that there is regular dialogue between all public land managers and will work to develop stronger partnerships between those land managers as well as strengthening their relationships with the City of Melbourne.

Partnerships may be facilitated by informal working groups for project precincts or project actions, or more formal dialogue facilitated under a Greenline Project governance structure with the Victorian Government.

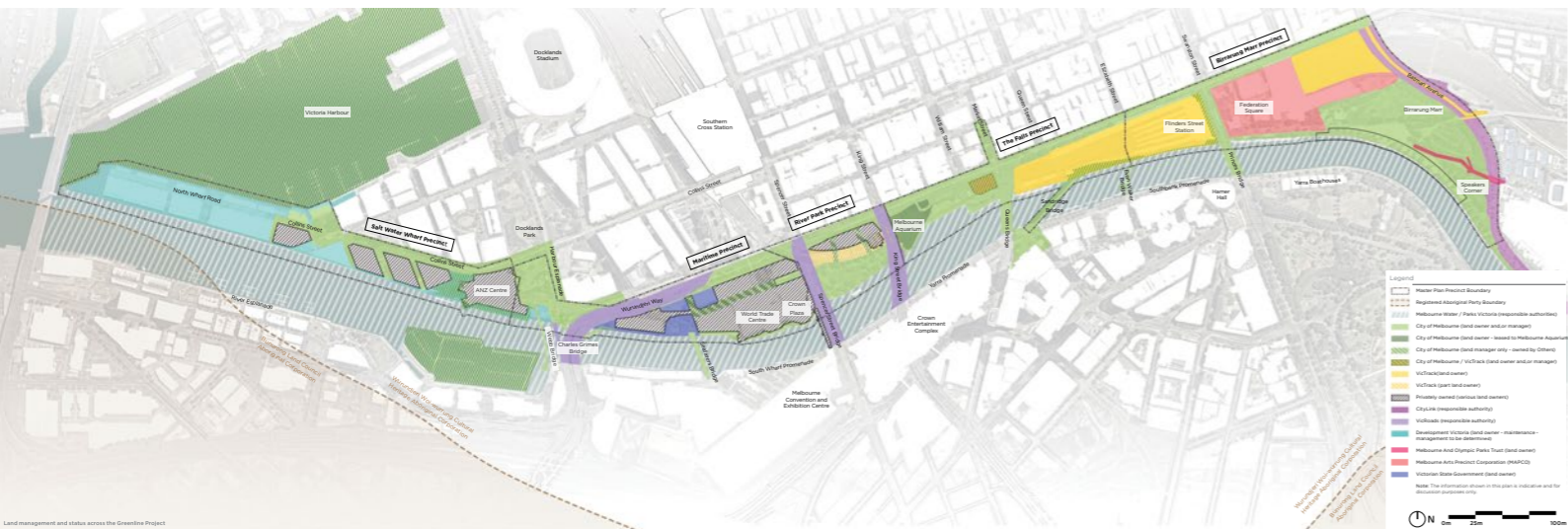
Agreements with individual land managers and landowners

The City of Melbourne will develop project agreements with individual landowners and land managers along the north bank of the Yarra River – Birrarung, to ensure clear alignment between Greenline Project objectives and the interests of public and private sector partners.

Because project actions delivery is contingent on approval from individual landowners and land managers, the City of Melbourne must secure formal agreements from each of those landowners before certain project actions can proceed at pace. Agreements may vary in scope or scale depending on the project actions, but should include as a minimum:

- The benefits to be delivered to the landowner or land manager by the Greenline Project
- A commitment to agreed actions that will further the delivery of the Greenline Project
- Timeframes for delivering those agreed actions.

Agreements will be reached with individual landowners and managers and outline commitments to partner and fund and/or provide in-kind project delivery (see section 3).



Land management and status (Source: Appendix E –Greenline Project Masterplan, December 2023)

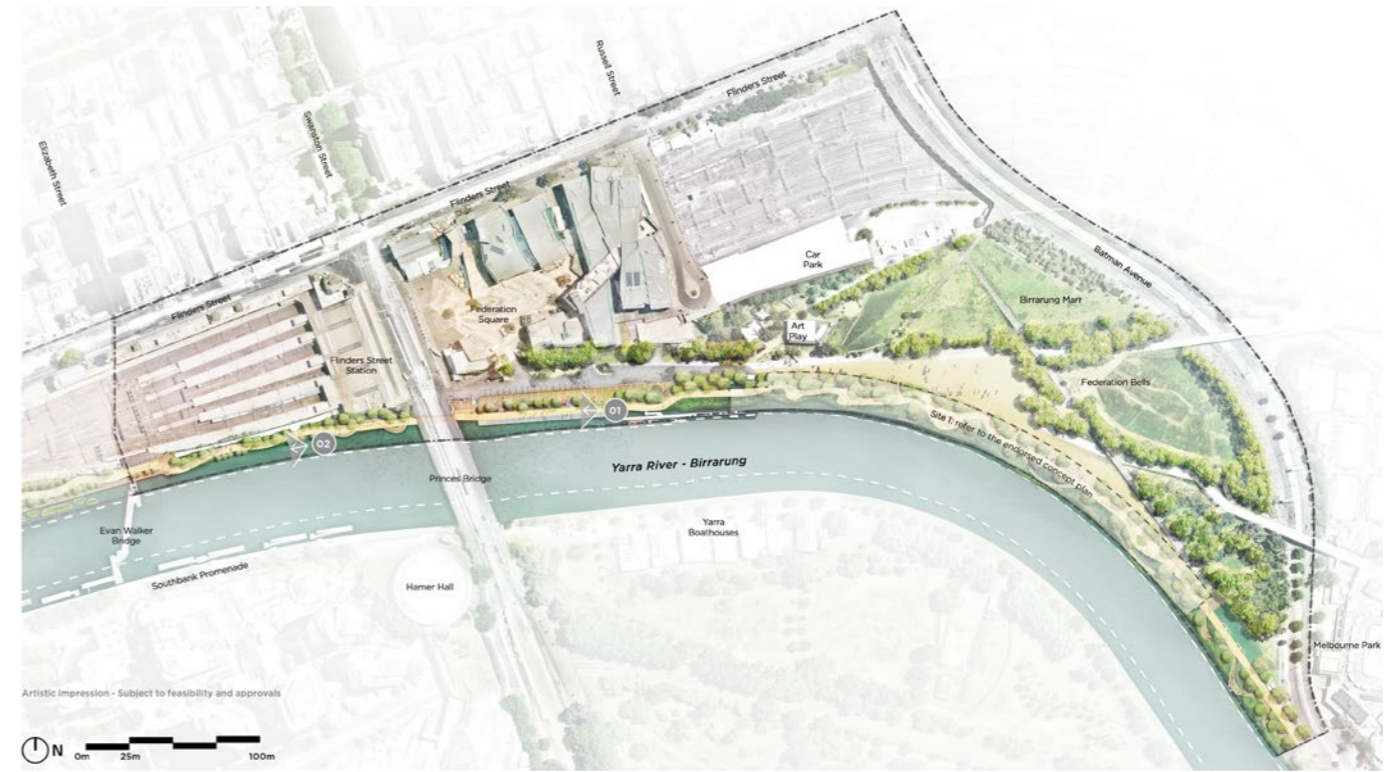
5. Precinct partnerships

This section outlines the City of Melbourne's approach to facilitating partnerships that will deliver project actions within each precinct of the Greenline Project.

The partnership opportunities listed in this section are generally precinct-specific or action-specific and will complement partnerships that support overall project delivery (as outlined in sections 2 and 4).

This section is intended to provide strategic direction for project partnerships relevant to each precinct. It is not intended to limit the range or scope of future partnerships to deliver Greenline Project actions.

Funding indications for each precinct are indicative only and are subject to change.



Birrarung Marr
Artist's impression

Birrarung Marr Precinct

The Birrarung Marr Precinct extends from the junction of Birrarung Marr and Batman Avenue in the east, through to Evan Walker Bridge in the west.

Partnerships

- Improvements to infrastructure, operations and berthing at Federation Wharf will be progressed in partnership with Parks Victoria and operators.
- The area adjacent to Federation Vaults will be developed in partnership with the Melbourne Arts Precinct Corporation (MAP Co), and private businesses such as Riverland Group.
- The improved promenade adjacent Flinders Street Station and Federation Square, and the intersecting concourses, will be developed in partnership with the Victorian Government, including the Department of Transport and Planning, the Department of Energy, Environment and Climate Action, the Department of Jobs, Skills, Industry and Regions, VicTrack, and businesses, franchise and service operators.

- The precinct vision will continue to be developed in collaboration with the Wurundjeri-Woi Wurrung Cultural Heritage Corporation.

- The ecological and environmental improvements to the river edge align with Melbourne Water objectives to deliver on the Yarra Strategic Plan and Yarra River 50-year community vision.

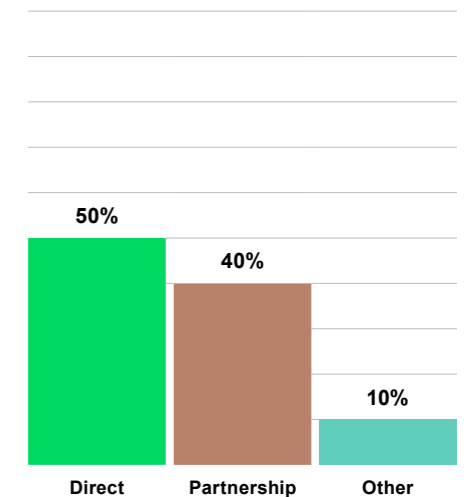
Strategic funding opportunities

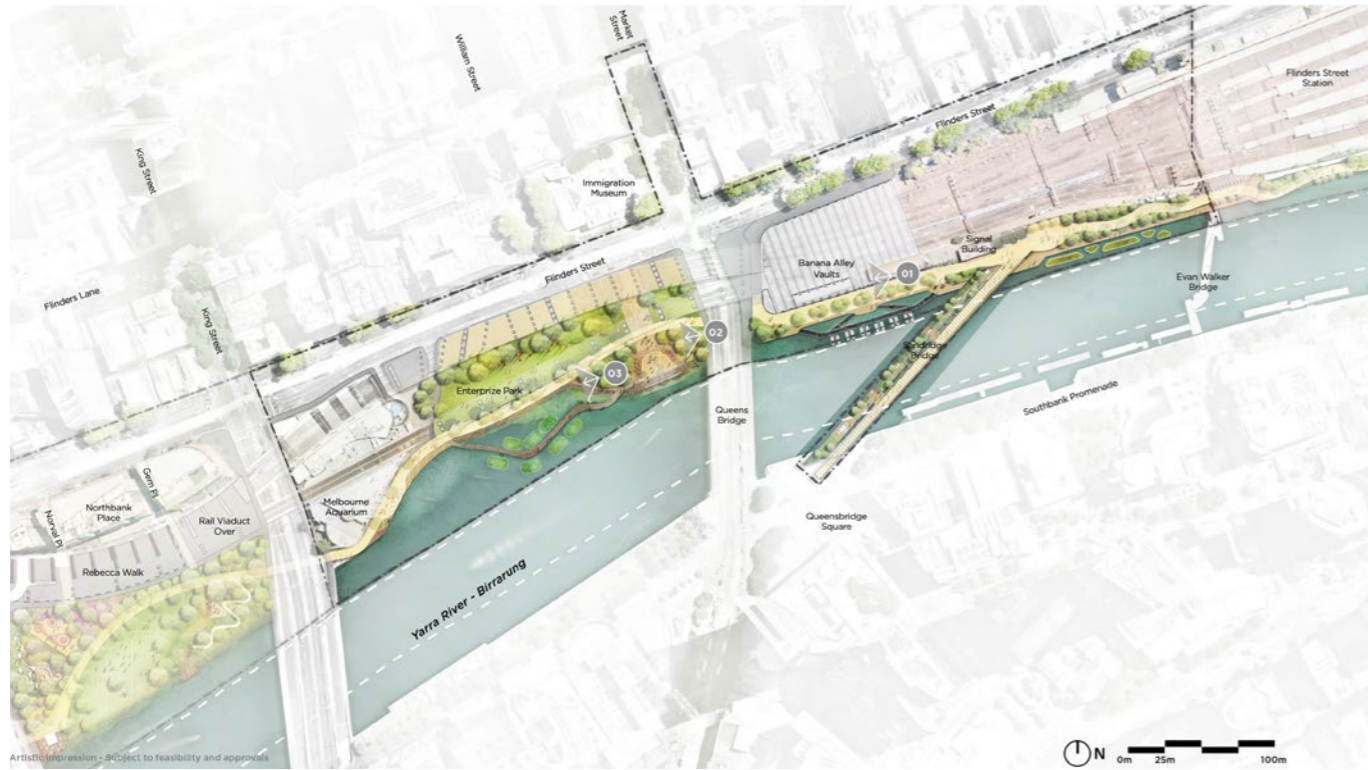
The precinct is supported by Australian Government funding that will enable the delivery of the Ecological Edge at Birrarung Marr. Further delivery will largely be supported by direct budget funding and project partnerships, with additional grant funding as available.

Principal approval and delivery partners

Australian Government, Victorian Government (Department of Transport and Planning, Department of Energy, Environment and Climate Action), Parks Victoria, Heritage Victoria, Melbourne Water, Melbourne Arts Precinct Corporation, riverside hospitality venues, Wurundjeri Woi-Wurrung Aboriginal Cultural Aboriginal Corporation.

Target funding and delivery share
50% direct, 40% partnership, 10% grants and value capture.





The Falls Precinct

The Falls Precinct extends from Evan Walker Bridge in the east through to King Street in the west.

Partnerships

- Improvements to infrastructure, operations and berthing at Banana Alley will be progressed in partnership with Parks Victoria and operators.
- The Banana Alley Vaults will be developed in partnership with VicTrack and private businesses.
- The improved promenade adjacent Flinders Street Station and intersecting concourses, and the improved connections and road crossings should be developed in partnership with the Victorian Government, including the Department of Transport and Planning, the Department of Energy, Environment and Climate Action, the Department of Jobs, Skills, Industry and Regions, VicTrack, and franchise and service operators.

- The precinct vision will continue to be developed in collaboration with the Wurundjeri-Woi Wurrung Cultural Heritage Corporation.

- The ecological and environmental improvements to the river edge align with Melbourne Water objectives to deliver on the Yarra Strategic Plan and Yarra River 50 year community vision.

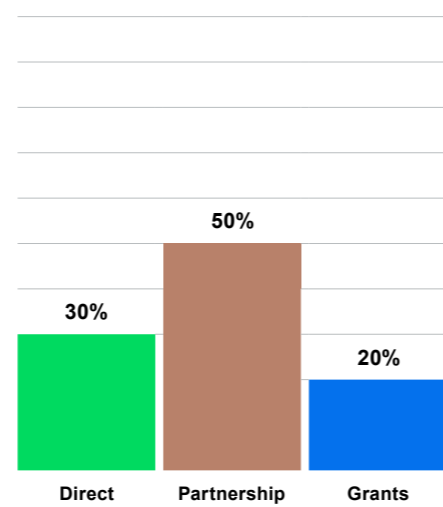
Strategic funding opportunities

The Victoria Rail Track Authority (VicTrack) is a State Government owned agency, and the principal landowner in this precinct. Project delivery is contingent on VicTrack consent. The precinct will be delivered through direct budget funding and project partnerships with possible in-kind partner support.

Principal approval and delivery partners

Victorian Government (Department of Transport and Planning, Department of Energy, Environment and Climate Action), VicTrack, Parks Victoria, Heritage Victoria, Melbourne Water, Melbourne Aquarium leaseholders, riverside hospitality venues and on-water lease and licence holders, Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation.

Target funding and delivery share
30% direct, 50% partnership, 20% grants.



River Park Precinct

The River Park Precinct extends from King Street in the east through to Spencer Street in the west.

Partnerships

- The precinct vision will continue to be developed in collaboration with the Wurundjeri-Woi Wurrung Cultural Heritage Corporation.
- The ecological and environmental improvements to Batman Park and the river edge align with Melbourne Water objectives to deliver on the Yarra Strategic Plan and Yarra River 50 year community vision.
- Improvements to operations and the tenancy at the former pump house building and helipad will be progressed in partnership with Parks Victoria and operators.
- The Rebecca Walk and viaduct undercroft interface will be developed in partnership with VicTrack and private businesses.

- The improvements to the Batman Park public open space and improved connections and road crossings will be developed in partnership with the Victorian Government, including the Department of Transport and Planning, the Department of Energy, Environment and Climate Action, the Department of Jobs, Skills, Industry and Regions, VicTrack, and service operators.

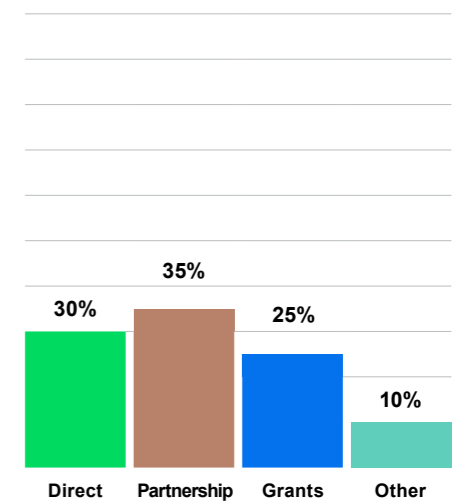
Strategic funding opportunities

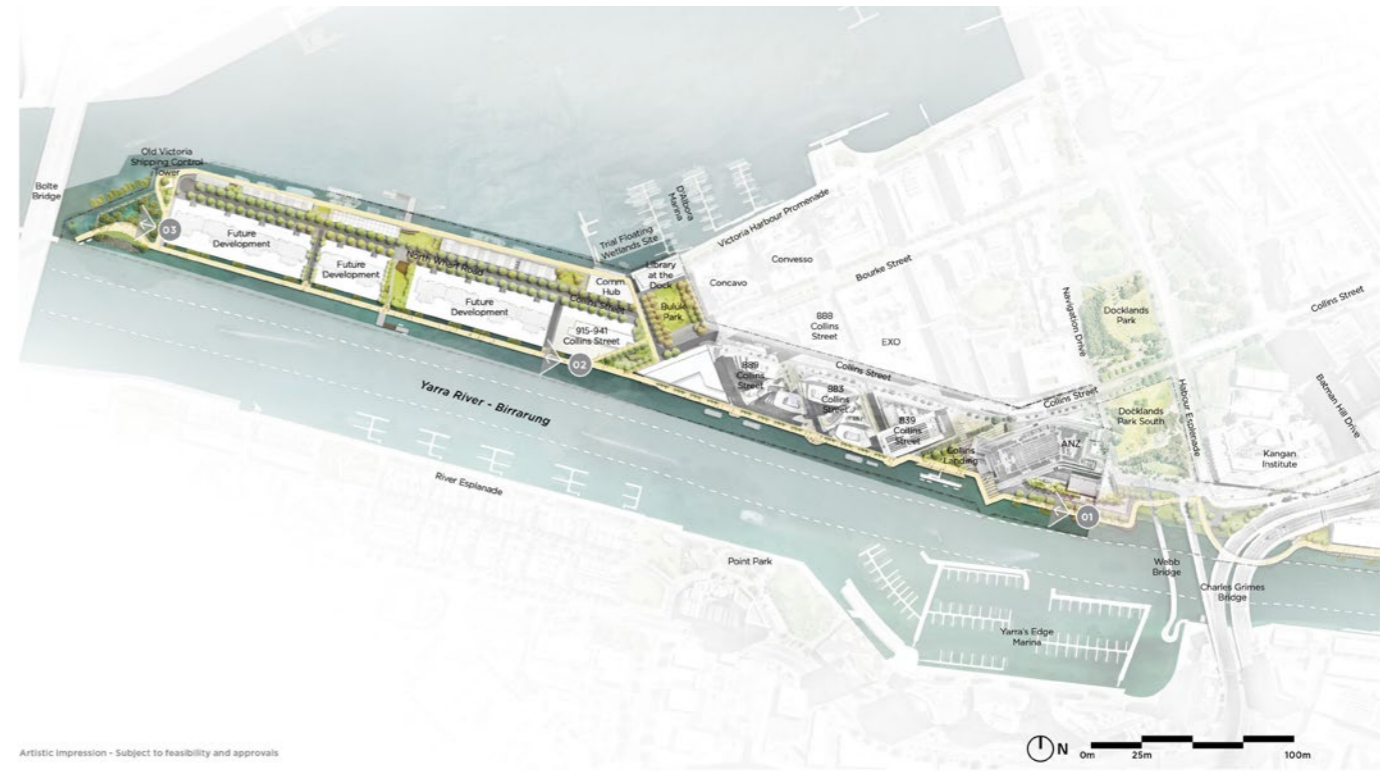
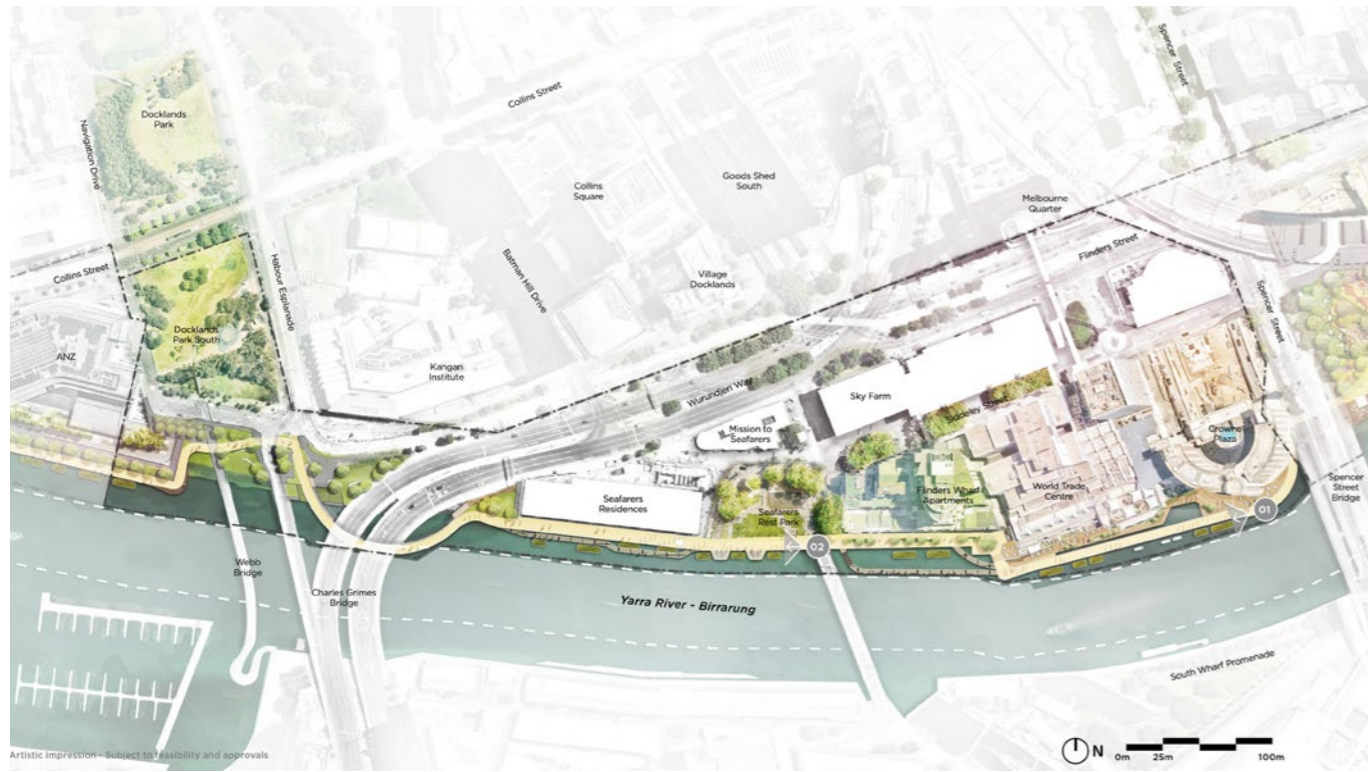
Partnership agreements will be necessary to facilitate upgrades to privately owned land in this area. Direct budget, partnership and/or grant funding will support delivery of Batman Park upgrades.

Principal approval and delivery partners

Principal approval and delivery partners Victorian Government (Department of Transport and Planning, Department of Energy, Environment and Climate Action), VicTrack, Parks Victoria, Melbourne Water, Melbourne Aquarium leaseholders, Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation.

Target funding and delivery share
30% direct, 35% partnership, 25% grants, 10% other (philanthropy, value capture, commercialisation).





Maritime Precinct

The Maritime Precinct extends from Spencer Street in the east through to Docklands Link in the west.

Partnerships

- An existing partnership and Memorandum of Understanding with the Department of Treasury and Finance and Riverlee is resulting in the delivery of the Seafarers Rest Park open space, and wharf frontage.
- Improvements to operations and berthing at the World Trade Centre waterfront will be progressed in partnership with Parks Victoria and operators.
- The World Trade Centre has a number of commercial food and beverage operators along the riverside. There is opportunity to partner on improvements to the adjacent area.
- The improvements to the water frontage and improved connections and road crossings will be developed in partnership with the Victorian Government, including the Department of Transport and Planning, the Department of Energy, Environment and Climate Action, the Department of Jobs, Skills, Industry and Regions, VicTrack, and service operators.

- The precinct vision will continue to be developed in collaboration with the Wurundjeri-Woi Wurrung Cultural Heritage Corporation.
- The ecological and environmental improvements to Batman Park and the river edge align with Melbourne Water objectives to deliver on the Yarra Strategic Plan and Yarra River 50 year community vision.

Strategic funding opportunities

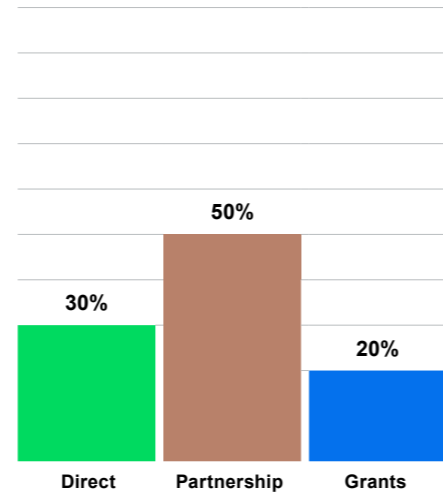
There are significant private land holdings in this area that will require partnership agreements to enable delivery. There is potential to generate value capture based on value created, benefits and beneficiaries within and surrounding the precinct.

Principal approval and delivery partners

Victorian Government (Department of Transport and Planning, Department of Energy, Environment and Climate Action), Parks Victoria, Heritage Victoria, Melbourne Water, landowners at Crown Plaza, World Trade Centre and Seafarers Precinct (Riverlee), Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation.

Target funding and delivery share

30% direct, 50% partnership, 20% grants.



Salt Water Wharf Precinct

The Salt Water Wharf Precinct commences from the end of the Jim Stynes Bridge and Dockland Link in the east to the future Ecological Park in the west.

Partnerships

- Improvements to operations and berthing at Australian Wharf waterfront will be progressed in partnership with Parks Victoria and operators.
- Lendlease and Development Victoria will deliver the northern and southern promenade and open space areas on Collins Wharf.
- The precinct vision will continue to be developed in collaboration with the Wurundjeri-Woi Wurrung Cultural Heritage Corporation.
- The ecological and environmental improvements to the Australian Wharf river edge align with Melbourne Water objectives to deliver on the Yarra Strategic Plan and Yarra River 50 year community vision.

Strategic funding opportunities

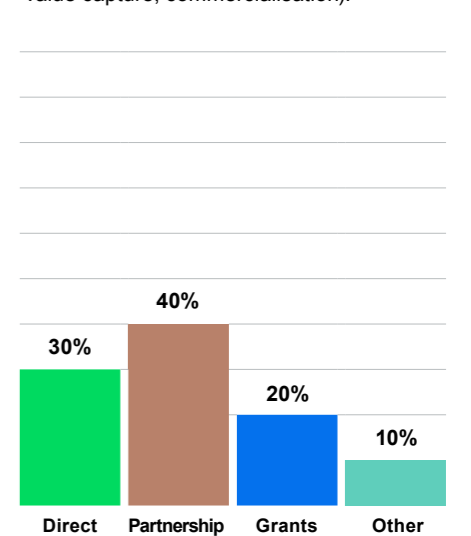
Lendlease will fund and deliver significant upgrades to Collins Wharf. The Australia Wharf project actions will be developed in partnership with Parks Victoria and private landowners.

Principal approval and delivery partners

Development Victoria, private landowners on North Wharf (Lendlease), Heritage Victoria, Melbourne Water, Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation.

Target funding and delivery share

30% direct, 40% partnership, 20% grants, 10% other (philanthropy, value capture, commercialisation).



6. Appendices

Appendix 1: Greenline Opportunity Statement

Over the course of the two workshops, the following Greenline Opportunity Statement was developed to outline the vision and direction for Greenline:

The Greenline presents a significant and timely opportunity to transform the north bank of the Yarra River, Birrarung. It will seamlessly integrate and connect the riverfront with the water itself, and the city around it. This will improve access to the river and encourage movement to and through the precinct, prioritising walking, recreational cycling and public transport.

The Greenline is distinctly Melbourne. It is grounded in Aboriginal heritage and living culture while also reflecting and building on collective histories and broad cultural values of place. Focal points along the north bank and on-river activities will celebrate this aspect of the river's unique role in the city.

Importantly, the ecology of the river and its surrounds is carefully considered and will inform how the Greenline is designed and maintained. This is in line with the Victorian Government's Yarra Strategic Plan. An integrated water management approach is applied, bringing together natural and urban systems to function cohesively. This will support clean water, thriving biodiversity and human health and safety.

The Greenline is a place for everyone, designed to ensure all feel welcome and safe. A range of place types and programming will ensure diverse experiences that cater to all users, providing an inclusive mix of spaces for activation and respite.

In the near term, early works along the north bank of the river will contribute to economic revitalisation in response to COVID-19. This will generate energy in Melbourne in alignment with current uses of the city. The Greenline will reinvigorate the CBD by attracting Melburnians and visitors alike to the river and the businesses surrounding it.

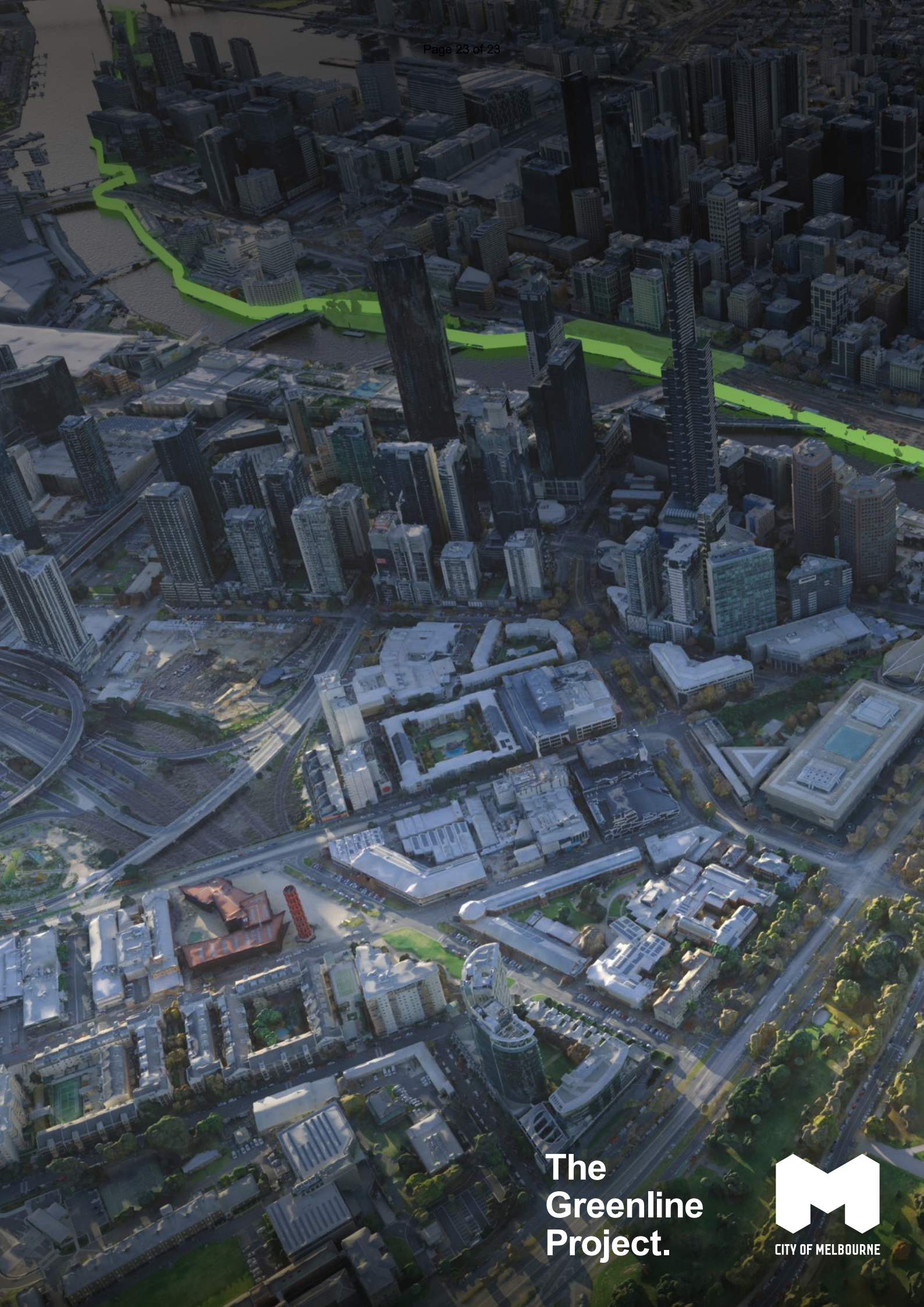
Over time, the Greenline will evolve to meet the changing needs of Melbourne's growing population, cooling the city and providing valuable open space. This will contribute to the health of the river and its environment and to human wellbeing, building the city's resilience to climate change.

Successful delivery of the Greenline is realised through collaboration and investment by a range of partners. Coordination of multiple landowners and managers is essential, especially in interfacing with large, strategic initiatives led by government and the private sector. This will enable the Greenline to plan for and integrate with adjacent infrastructure and precincts, ensuring a cohesive and future-focused outcome for the city.

This transformation will reorient our relationship with the Yarra River, Birrarung, celebrating and nurturing it to the benefit of people and the river itself. The Greenline will allow new memories to be made, unique to Melbourne and of this place.



Birrarung Marr
Artist's impression



**The
Greenline
Project.**



CITY OF MELBOURNE