Inner Melbourne Action Plan
‘Making Melbourne More Liveable’
This project has been partly funded by a Victorian Government grant as part of the Melbourne 2030 Local Government Assistance Fund – Targeted Grants Program.
Living in Melbourne

Every city is a story lived every day by its citizens. Melbourne is a multi-layered story with an unknown ending. It is a city that deserves the title, ‘one of the world’s most liveable cities’ because it is all about reflection and adventure, the familiar and the surprising, the whimsical and the ebullient. Melbourne is about life itself, incessant and unceasing.

At dawn every day early morning workers appear on Melbourne’s streets and laneways. Soon their numbers swell to more than 600,000, a fascinating mix of people occupied in hospitality and service, retail, transport, construction, finance, government and a myriad of other occupations. In skyscrapers and inner-suburban terraced offices, in emporiums and corner shops, the rhythm of the day builds and continues through to dawn, as second-shifts and night-time workers burn the midnight oil. From early morning cleaners to hordes of lunching office workers, from afternoon salesmen celebrating the closure of a deal to twilight taxi-drivers, from ten o’clock diners and drinkers to late night clusters of tram-track repairers in pools of incandescent light, Melbourne is both a hard-edged, gritty tale and a kaleidoscopic human epic.

In Melbourne popular culture jostles for attention side by side with public galleries and museums, and culture is a vibrantly lived experience in St Kilda or Southbank, along Chapel Street in Prahran or Brunswick Street in Fitzroy. Whether artistic or not, residents promenade, jog, swim, work, eat, drink, shop or do whatever else suits their character in settings that, once discovered, prove impossible to forsake. The restaurants of Albert Park or Chinatown, like the department store sales of Bourke and Collins Streets, or the warehouse outlets of Richmond, are all extremely addictive. And for the sports addicts, let’s not forget inner Melbourne’s swimming pools, running tracks and gymnasiums.

However, the real backdrop of inner Melbourne is its parks and waterways such as the green enclaves of the city’s inner urban parks, the tree-shadowed expanse of the Royal Botanic Gardens, the communal paths along the Yarra River or the sun-stunned beaches of Port Phillip Bay.

Every great city is not just ‘livable’; it’s ‘walk-able’. Its sights and scenes, streetscapes and people can be read by anyone with the eyes to see, and the time to spend on walking through the pages and the pictures of inner city Melbourne. Personally, I do it often. I live here. And the story never ends...

Graham Pitts, resident and writer.

Adopted in December 2005
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What is the Inner Melbourne Action Plan?

The Inner Melbourne Action Plan (IMAP) sets out 11 regional strategies and 57 actions to address one simple objective: to make the Inner Melbourne Region more liveable.

Melbourne’s inner metropolitan Councils and VicUrban have worked together to develop this IMAP to strengthen the liveability, attractiveness and prosperity of the region and respond to the demands of Melbourne 2030, the State Government’s blueprint for managing sustainable growth and change across metropolitan Melbourne and surrounding regions. VicUrban is the temporary municipal body for the Docklands, which the City of Melbourne will absorb into its boundaries in 2007.

The Scope of IMAP

IMAP explores the actions Local Governments within the Inner Melbourne Region may collectively need to implement to achieve the aims of Melbourne 2030. It concentrates primarily on actions that can be completed within 5-10 years.

Many of these actions will require the agreement or cooperation of the State Government, government agencies or private providers of public services such as public transport companies. Other actions recommend changes to planning schemes, which will require statutory approval processes. All actions can be led by IMAP councils and some will require partnerships with other agencies and organisations.

IMAP represents an agreement between IMAP Councils and VicUrban on what needs to be done in response to Melbourne 2030, yet is not the final statement.

The IMAP project scope is to develop regional actions that deliver agreed regional outcomes. The broad outcome is to ensure the continued development and liveability of the Inner Melbourne Region in future years.

Through IMAP, each stakeholder is likely to receive benefits they could not achieve separately. It also provides an opportunity for the State Government to consider whether regional action can help achieve some of the aims of Melbourne 2030.

IMAP also offers participants the potential to reduce operating costs. Councils are increasingly paying more to develop strategic planning responses to inner regional issues, often with limited results. There is a growing realisation that a shared agenda at State and Local Government level is required to effectively manage liveability issues.

The IMAP project is unique in bringing key government stakeholders together to develop and deliver regionally based actions. This new approach challenges existing structures of government, administration and resourcing arrangements. Governance arrangements must be established to provide an effective framework for delivering IMAP initiatives. Notwithstanding this, ongoing cooperation, goodwill and active participation are crucial and must underpin any formal arrangements made between IMAP stakeholders.

Relationship with Inner Regional Housing Statement

The Inner Regional Housing Working Group, one of five regional housing working groups across metropolitan Melbourne, has prepared the Inner Regional Housing Statement. The Inner Regional Housing Working Group has members from the municipalities of Melbourne, Port Phillip, Yarra and Stonnington, the Department of Sustainability and Environment, and the Office of Housing.

The Inner Regional Housing Statement provides a regional strategic framework to plan for the housing needs of present and future households in the inner region of metropolitan Melbourne to 2031. This region includes the municipalities of Melbourne, Port Phillip, Yarra and Stonnington (west of Kooyong Road) and the Docklands area currently administered by VicUrban. The Inner Regional Housing Statement will provide guidance and direction for its Councils and VicUrban in the development and review of strategic planning work, and to Local and State Government in coordinating future infrastructure and services with population growth.

The Inner Regional Housing Statement has been developed in parallel with IMAP and should be read as a companion document.
What area is covered by IMAP?

The IMAP area covers the municipalities of Melbourne, Port Phillip, Yarra, Stonnington (west of Kooyong Road), and Docklands. It is generally aligned with the Inner Melbourne Statistical Division. IMAP strategies and actions are identified as key areas for regional cooperation. IMAP Councils will continue to cooperate on a range of activities that are outside the scope of this Action Plan.

How was IMAP developed?

The strategies and actions in IMAP were developed following:
- review of existing strategies related to Inner Melbourne
- review of current planning scheme policies
- a series of stakeholder forums to explore issues where an immediate common response was not evident from stakeholders.

The forums addressed issues around:
- public environment and urban structure
- strengthening business clusters
- the visitor domain: retail and entertainment, and tourism
- transport: road space allocation, and public transport connections
- open space, waterways and Port Phillip Bay
- strengthening Inner Melbourne communities.

The State Government provided a grant to the municipalities of Melbourne, Port Phillip, Stonnington and Yarra to prepare IMAP in partnership with VicUrban.

The structure of this Action Plan

This Action Plan is divided into seven sections:
- Section 1 provides an overview of the scope of IMAP
- Section 2 sets out the broad policy context for the action plan
- Section 3 provides a regional social profile
- Section 4 provides a regional economic profile
- Section 5 presents the concept of the creative region
- Section 6 presents a vision and guiding principles
- Section 7 sets out the strategies and actions developed through the research and forum processes
- Section 8 details the implementation and governance of IMAP
- Section 9 provides a summary of IMAP strategies and actions.
Melbourne 2030
The State Government clearly sets out its vision for metropolitan Melbourne in Melbourne 2030:

Over the next 30 years, Melbourne will grow by up to one million people and will consolidate its reputation as one of the most liveable, attractive and prosperous areas in the world for residents, businesses and visitors.

In the Inner Melbourne Region, the main thrust of implementing Melbourne 2030 is to continue protecting the liveability of established areas and to increasingly concentrate major change into strategic redevelopment sites.

The key directions for future metropolitan growth outlined in Melbourne 2030 are:

• a more compact city
• better management of metropolitan growth
• networks with regional cities
• a more prosperous city
• a great place to be
• a fairer city
• a greener city
• better transport links
• better planning decisions, careful management.

How does IMAP fit with Melbourne 2030 and the Municipal Strategic Statement?
IMAP does not repeat the broad policies and directions of Melbourne 2030. Rather, it sets out a series of strategies and actions that respond to issues that must be addressed to achieve the aims of Melbourne 2030. Each proposed action has a reference to the relevant Melbourne 2030 initiatives.

The Municipal Strategic Statement (MSS) is a component of every planning scheme that sets out the broad policies for development of each of the municipalities in the Inner Melbourne Region. IMAP may be used by IMAP Councils when each reviews its MSS.

Proposed capital works
The need or desire for several major capital works projects across Inner Melbourne was raised during the development of IMAP. Some of these projects are included as IMAP actions. It is clearly premature for Inner Melbourne Councils to be the final decision makers on these actions. While it is appropriate for IMAP to highlight their need, each project will be subject to normal feasibility and budget processes.
The Inner Melbourne Region comprises the municipalities of Melbourne, Yarra, Port Phillip, Stonnington (west of Kooyong Road) and Docklands. It is the most diverse region within metropolitan Melbourne, in terms of its demographic composition and its mix of dwelling types.

In 2001 the population of the Inner Melbourne Region was over 260,000 people, which made up approximately five per cent of Melbourne’s population. Between 1991 and 2001 the estimated resident population of the region grew by approximately 15 per cent and this growth is forecast to both continue and increase, in contrast to the forecast slower growth and ageing population in wider metropolitan Melbourne.

The projected population for the year 2031 is over 405,000 people (DSE 2004), at a growth rate of 1.7 per cent per annum, compared to the Melbourne Statistical Division (SD)2 average of 0.90 per cent per annum; that is an additional 90,000 households (there are currently 130,000 households in the region). Most of this population growth will occur in the City of Melbourne and the City of Port Phillip through the redevelopment of strategic sites.

The Inner Melbourne Region is dominated by people aged between 20 and 34 years. In 2001 the number of people aged 20-34 years living in the region was 47 per cent above the metropolitan average. If this age group continues to increase as forecast, by 2031, the region will have 57 per cent more 15-34 year olds than the metropolitan average.

Net migration of youth to the Inner Melbourne Region will account for approximately 66 per cent of the projected increase in population, with most of this migration occurring within Melbourne, often to and from adjacent regions (DSE 2004).

The largest population cohorts are the 25-29 and 30-34 age groups. The Inner Melbourne Region is a popular housing choice for these age groups who choose to live, work and study within the region; this contributes to its economic strength and diversity and needs to be supported. By 2031 it is estimated that almost one quarter of the population of the region will be made up of the 25-34 age group.

In addition, whilst the Inner Melbourne Region currently has a slightly higher proportion of people aged 65 years and over, by 2031 the proportion in this age group will be only half that of metropolitan Melbourne.

The Inner Melbourne Region’s resident population is made up of a broad range of ethnic backgrounds, socio-economic groups and different household types. This diversity, together with a large number of local and international visitors, contributes to the urban ‘vibe’ that is highly valued by the Inner Melbourne Regional community.

Approximately 63 per cent of the region’s resident population speak English only, which is lower than the metropolitan level of 70 per cent. The majority of migrant residents have come from the United Kingdom, New Zealand, Greece, Vietnam and Malaysia. However, representatives from over 130 countries reside in the Inner Melbourne Region. The provision of high levels of public housing across the region has supported the arrival of new migrants to Inner Melbourne.

The wide range of resident backgrounds has made a significant contribution to the cultural wealth and diversity of the region. Providing for the changing composition of the population and protecting its diversity against increasing gentrification will be an ongoing challenge for the Inner Melbourne Region.

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2 Melbourne Statistical Division (Melbourne SD) – an Australian Bureau of Statistics (ABS) definition, this area covers the entire Melbourne metropolitan region.
The Inner Melbourne Region is characterised by small household sizes, with the dominant household type being lone person households and couples without children. Lone person households are the fastest growing household type in the region. By 2031 it is anticipated the region will have almost twice the number of lone person households (to 87,600 or 42 per cent). There will also be a significant increase in couples without children. By 2031 this group will make up 24 per cent of households in the Inner Melbourne Region.

The number of family households in the region is well below the metropolitan average. The percentage of couples with children is likely to increase moderately over the next 30 years. This includes mature households with older children and professional couples with young children.

There is also a significantly higher proportion of group households (13 per cent) in the Inner Melbourne Region compared to the metropolitan average (four per cent). Factors such as access to education and employment facilities, proximity to cultural venues and access to public transport and recreation facilities are attracting these kinds of residents to the region and keeping people here.

Detailed information on Inner Melbourne Regional population and housing trends can be found in the *Inner Regional Housing Statement (Draft May 2005)*.
The Inner Melbourne Region is densely populated by Australian standards. As a high employment ‘activity centre’ it competes against other Australian inner city areas for migrants, highly skilled workers, tourism and investment. Melbourne is consistently recognised as one of the world’s most liveable cities.

The Inner Melbourne Region is the primary business, retail, sport and entertainment region for Victoria and metropolitan Melbourne. It is home to major regional facilities and infrastructure, such as the CBD, the Port of Melbourne, hospitals, research centres and tertiary institutions and operates as a major regional transport hub. It also includes key entertainment and recreation facilities and features such as the Sports and Entertainment Precinct, Albert Park, the Yarra River and the Bay.

Total employment in the Inner Melbourne Region rose by 13.9 per cent between 1991 to 2001 (from 348,450 to 396,880 people). During the first part of this period from 1991-1996, the region experienced a decline in employment, however this was followed by a period of growth in employment from 1996-2001. Growth occurred in the finance, property and business services sector, the recreation and personal services sector, the retail sector, and the communications sector, with some growth in manufacturing, transport and storage industries in parts of the region over the last five years. Over the same period, jobs in public administration and defence declined.

Housing growth in the Inner Melbourne Region has been significant and this trend is expected to continue to the Year 2030.

Ongoing challenges for the Inner Melbourne Region include balancing the pressures for residential development across the region with the enhancement of key economic facilities and infrastructure and the protection of industrial sites to support the region’s key business, commercial and manufacturing role.

Population Dynamics/Trends

Research by the National Institute of Economic and Industry Research in its ‘State of the Regions’ report series shows a strong link between regions with young populations and economic prosperity. These population trends point to Inner Melbourne being in a position to further strengthen its current economic advantages.

The Inner Melbourne Region’s ‘ability’ to remain relatively young, despite a significantly ageing metropolitan population, means future growth in productivity and economic output is likely to be favourable. While this is likely to lead to a notionally greater level of inequality between the Inner Melbourne Region and the rest of Victoria, the role of the region in generating incomes which support the entire state will become more critical.
Industry – wealth creation for an entire state

The table below shows employment data for the Inner Melbourne Region.

<table>
<thead>
<tr>
<th>Sector</th>
<th>1991</th>
<th>2001</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance, Property and Business Services</td>
<td>83,975</td>
<td>142,609</td>
<td>+69.82%</td>
</tr>
<tr>
<td>Recreation and Personal Services</td>
<td>24,900</td>
<td>52,258</td>
<td>+109.87%</td>
</tr>
<tr>
<td>Health, Community Services and Education</td>
<td>60,535</td>
<td>51,671</td>
<td>-14.64%</td>
</tr>
<tr>
<td>Trade</td>
<td>50,581</td>
<td>48,116</td>
<td>-4.87%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>36,626</td>
<td>30,930</td>
<td>-15.55%</td>
</tr>
<tr>
<td>Communication</td>
<td>13,129</td>
<td>18,712</td>
<td>+42.52%</td>
</tr>
<tr>
<td>Public Administration and Defence</td>
<td>33,696</td>
<td>17,907</td>
<td>-46.86%</td>
</tr>
<tr>
<td>Transport and Storage</td>
<td>25,215</td>
<td>16,120</td>
<td>-36.07%</td>
</tr>
<tr>
<td>Other</td>
<td>19,796</td>
<td>18,557</td>
<td>-6.26%</td>
</tr>
<tr>
<td>Total Employment in region</td>
<td>348,453</td>
<td>396,880</td>
<td>+13.90%</td>
</tr>
</tbody>
</table>

(Source: Inner Regional Housing Statement 2005 – unpublished data, City of Melbourne.)

Figure 2 – Employment Characteristics in the Inner Melbourne Region 1991-2001.

Gross Regional Product (GRP), a measure of the economic activity in a region, grew by nearly 4.5 per cent per annum between 1991 and 2001 in the Inner Melbourne Region. This growth rate is higher than the national level of growth and significantly higher when the growth associated with mining is considered.

The Inner Melbourne Region plays a critical role in Australia’s business and financial services sector. Of the $86 billion of output created by Inner Melbourne, over 40 per cent was from business services. The City of Melbourne and the CBD dominate this activity, contributing over two-thirds of the region’s output. For example, over 50,000 people work in financial and insurance businesses across the Inner Melbourne Region, which equates to 60 per cent of Victoria’s total jobs in this sector.

Retail trade in the region accounts for some 8.6 per cent of total employees (or 35,661 people) across the region, from the central city to the diverse and eclectic centres of Brunswick Street, Bridge Road, Chapel Street and Fitzroy Street.

Melbourne is world renowned for its excellent shopping facilities which attract large numbers of visitors and tourists to the region.

The Inner Melbourne Region has a strong presence of health, education and research institutions which service the broader metropolitan area and the state. Over 30,000 people are currently employed in the expanding health care sector across Inner Melbourne, accounting for nearly 20 per cent of the state’s workforce in health services. Scientific research, biotechnology and higher education also play a significant role in the region with 12,500 people employed in these industries. Over one third of all Victorian jobs in these industries are located in the Inner Melbourne Region. There is significant potential for these industries to attract investment to the region and for growth in employment and economic activity in these areas.

A regional economic profile
Manufacturing in the Inner Melbourne Region has declined significantly over the past 15 years, in line with Australia-wide trends, as manufacturing jobs have moved to lower cost locations or to larger and more modern facilities in suburban locations. (For example, over the 15 year period from 1981 to 1996 manufacturing jobs in the City of Yarra halved from 20,100 to 10,700 employees.)

Manufacturing, however, remains critical to Victoria, and maintaining tertiary training opportunities for trade workers in the region is also important. The manufacturing sector in the Inner Melbourne Region employs more than 30,000 people and provides an output of $12.4 billion. The region plays a dominant role in the following industries at a State level contributing more than 30 per cent of all Victorian output:

- beer and malt
- book, newspaper, periodical and other publishing
- computer and business machines
- motor vehicle and components
- medical and surgical equipment
- some remaining elements of the textile clothing and footwear sector.

Inner Melbourne’s manufacturing sector includes some of the nation’s most highly respected and innovative companies. For example, global beverage brands are produced in the heart of the Inner Melbourne Region. The manufacturing sector also includes businesses at the leading edge of technology and innovation. Two examples of this success include CSL, the world leading blood-products company, and the automotive sector, which continues to strengthen and diversify. Other strategic manufacturing industries include medicinal and pharmaceuticals industries, which have an output of $500 million.

A number of other industries in the Inner Melbourne Region dominate output in terms of their share of Victoria’s total output. These include industries such as film and video production, media-related services and creative and performing arts services.

This concentration demonstrates the dominance of the region in the creative industries sector. The Inner Melbourne Region’s contribution to Victoria’s total output of this sector is over 50 per cent.

The hospitality and service industry continues to grow with increases in population and visitors to the region. Many capital city regions contribute an above-average share of output in the following industries:

- accommodation, cafes and restaurants that serve the transient and commuter populations, along with residents
- property and business services, which tend to overlap with finance and government
- culture and recreational services, reflecting the concentration of cultural facilities in central locations.

These concentrations of activity were once considered merely an interesting footnote. And for a region with no other defining characteristics, these industry concentrations would provide limited prospects for growth. However, for the Inner Melbourne Region its diverse range of cultural, entertainment and recreational services has become a crucial driving force for future growth.

This is because future businesses and employees are basing their decisions on where to work and live on the ‘creativity’ characteristics of an area. Positive characteristics include acceptance of social and sexual diversity, alternative lifestyles and multiculturalism. Cities thrive when these attributes are mixed with a vibrant street culture, music scene, nightlife and open spaces. The Inner Melbourne Region has invested heavily in growing and marketing these attributes.

As Australia’s economy moves more towards exporting services, such as education, tourism and professional services, the importance of the Inner Melbourne Region in managing and promoting the growth in these sectors will be vital.
Creativity – the new development force

Research indicates there is a strong link between ‘creative capital’ and economic success. The Inner Melbourne Region accommodates a greater proportion of people employed in creative occupations and occupations that require artistic talent (one measure of ‘creative capital’) than any other region in Victoria. In fact, on a national basis, only the inner Sydney region can compete with Inner Melbourne.

Cohabitation of artists and workers is another measure that differentiates the Inner Melbourne Region as a creative hub. Over six per cent of workers in the region are employed in artistic and creative occupations. This is nearly three times higher than the Victorian average and more than double the percentage in metropolitan Melbourne.

International thinking suggests there is a high correlation between those employed in highly skilled, creative occupations and the level of economic prosperity of a region. One of the distinguishing characteristics of those employed in these types of occupations is they engage in work with a function of ‘creating meaningful new forms’. The Inner Melbourne Region dominates this indicator, with nearly double the proportion of workers in this area compared to both the Victorian and national averages.

Facilitating ongoing economic growth is a vital ingredient for a sustainable future. Successfully managing and servicing the expected population growth without eroding the region’s current economic strengths and employment opportunities, as well as protecting its amenity and liveability, is critical for Victoria’s economy and the Inner Melbourne Region’s prosperity.
Research throughout the world demonstrates unequivocal connections between the success of regions and their human capital, expressed by the skills content of workers and residents. Research also shows a strong link between the number of people employed in professional occupations and occupations which require artistic talent and the economic diversity and prosperity of a region.

The National Institute of Economic and Industry Research (NIEIR) has ranked Australia’s regions against American regions in terms of creativity and has found that the Inner Melbourne Region is ranked very highly, fourth in comparison to some 268 USA regions.

Inner Melbourne has a renowned cultural heritage in the arts and a constantly evolving events calendar. It has developed as a tolerant and creative hub that allows diverse, innovative people an environment in which to live, work and play that provides freedom to express individuality.

Melbourne is also recognised as one of the world’s most liveable cities. Being a great place to live is not only symptomatic of a successful region, it is a pre-condition for success.

IMAP identifies 11 strategies to help build Inner Melbourne’s creative capabilities and liveability. Implementation of these strategies will enhance Melbourne’s reputation as one of Australia’s leading creative centres, and one of its two global cities.

Inner city residents, workers and visitors are attracted to places with high levels of amenity, diversity and tolerance. The Inner Melbourne Region’s unique 19th century heritage is also seen as a vital element in promoting the amenity of the city.

Transport and the ease and speed at which it is possible to move around a city are also important. Managing the impact of increased traffic in the Inner Melbourne Region, particularly in Melbourne’s CBD, is vital to workers, residents and visitors. Offsetting and managing traffic flows by increasing public transport use is one way of improving access and easing congestion. Another way is to effectively link transport routes throughout the region, allowing greater ease of access for those travelling on foot or bicycle.

In addition, the ability to foster innovation, diversity and creativity requires a dense population. An increased supply of housing options, at all housing tenures and costs, will allow the Inner Melbourne Region to continue to attract a diverse and younger creative demographic by affordable means.

Inner city living provides the ability to live and work in the same area. Accessing diverse and distinct Activity Centres provides people with abundant high-quality amenities and experiences. Continued development and identification of distinct precincts within the Inner Melbourne Region will assist continued diversity as well as enhance the region’s reputation as a quality tourism destination.

For the Inner Melbourne Region to continue as the preferred location for knowledge-rich business sectors, it must appeal to other parts of Australia and the world as a good place to invest, with its key attributes being the density and diversity of its industry and human capital.

3 National Economics (National Institute of Economic and Industry Research – NIEIR) replicated studies completed by American economist Richard Florida. Results of this research were published in the 2002 State of the Regions report.
These attributes will be further enhanced if the Inner Melbourne Region can firmly establish itself as south-east Australia’s freight hub. The ability to link industry to the global market, and more specifically to Asia, will enable creative and innovative industries to easily distribute their products and services.

Exploiting the export potential of our knowledge industries is already big business in the Inner Melbourne Region. Highly successful environmental services, world leading consulting engineering services, logistics and supply chain management and urban design services are all located in the region. Australia’s capacity to sell these strengths will depend on our ability to apply or implement this expertise to continue to enhance our own cities.

The increased number of households expected by the year 2030 will increase the importance of public open space. Already, one of the defining features of the Inner Melbourne Region is its parks, beaches and plazas, which provide residents and workers with important open space and recreational opportunities. This also strengthens the link between high-tech, high skilled jobs and the liveability of a region.

The Inner Melbourne Region is currently well placed and the IMAP Councils are in a strong position to work collaboratively to achieve results faster than would normally be delivered to make Melbourne even more liveable.
6.1 Vision

The IMAP Vision is:

An Inner Melbourne Region that embodies creativity, liveability, prosperity and sustainability in a range of diverse neighbourhoods. A region where the 19th century character informs modern development to create pedestrian oriented places – places that support a tolerant and inclusive community and provide a variety of experiences and opportunities for residents, workers and visitors; a region that responds to its capital city role by supporting arts, entertainment, retail, regional facilities and the functions of the port.

6.2 Guiding principles

The following principles have been used in developing IMAP

Regional – it recognises common elements across the Inner Melbourne Region. This means thinking of Inner Melbourne as an integrated region rather than as different municipal areas. For example, the retail and entertainment network extends across the region from Brunswick Street to the Central Activities District and Chapel Street.

Sustainable – it ensures all actions work towards a sustainable Melbourne. This means meeting the needs of today without compromising the ability of future generations to meet their needs. It applies across all issues addressed in IMAP.

Liveable – it preserves the residential amenity of Inner Melbourne neighbourhoods. This means maintaining the Inner Melbourne Region as an attractive place to live for a diverse range of residents.

Sense of Place – it celebrates and strengthens the unique living environment and characteristics of the Inner Melbourne Region. This means respecting the existing character of the built environment of the region’s distinct neighbourhoods and activity centres and ensuring the redevelopment of major sites complements the region’s historic character.

This means not eroding, but building on the fine grain subdivision pattern of the local streets and laneways and the mix of uses to provide active streets and ease of access throughout the region. Future development is to respect and foster the dynamic mix of uses.

Recognise the strength of Inner Melbourne’s cultural and social diversity. This means preserving and enriching the cultural diversity of the local communities within the inner region and establishing frameworks to facilitate social interaction at the local level. Ensure access to high quality, free open spaces at the neighbourhood level that provide for social interaction.

Accessible – Strengthen the physical and social accessibility of the region. This means providing public and private spaces that are accessible to people of all abilities and facilitate social engagement for the whole community.

Creative – it recognises the importance of Inner Melbourne as a focus for creative activity. This recognition includes the full range of creative endeavours and their importance in maintaining the region’s knowledge-based industries.

Capital – it reinforces Inner Melbourne’s capital city role and function. This means supporting the important metropolitan role it plays across retail, entertainment, sport, business and transport.

Distinctive – it respects the basic structural elements of the Inner Melbourne Region and their relationship to the built form. These elements – the topography, the bays and waterways, significant roads and boulevards, and the parks and gardens – provide Inner Melbourne’s fundamental structure.

Diverse – it retains, supports and celebrates diversity of places and the people who live and work in them. This means complexity (and at times, contradiction) within local areas as well as across the Inner Melbourne Region.
Linked – it creates physical and virtual or intellectual links between people, activities or parts of the region – for example, a physical link might include linking Southbank to Docklands or to the Arts Precinct via better walking paths, and an intellectual link may be achieved by the clustering or linking like (or diverse) activities such as research and development interests.

Legible – it better articulates the physical form, social services and economic opportunities of the region for all users. This means expanding the choices that people have access to by making those choices easier to understand.

Pedestrian friendly – it makes all parts of Inner Melbourne and all public spaces within it attractive and safe for pedestrians. Creating a walking city is a fundamental challenge. This means focusing on the pedestrian, and the experience of the pedestrian as a central design goal.

Prosperous – it ensures continued prosperity. This means ensuring the continued economic success of Inner Melbourne through protecting and building on economic assets and developing the region’s competitive advantages.

Socially engaging – it fosters a tolerant and inclusive community. A tolerant, inclusive and engaged society is a fundamental social goal and essential to the overall health and wellbeing of the community.

6.3 Strategies

The following strategies have been identified to achieve the vision for IMAP:

1. Celebrate the unique and concentrated 19th century heritage of the Inner Melbourne Region.
2. Effectively link transport routes so that the Inner Melbourne Region is accessible throughout by walking, cycling and public transport.
3. Minimise the growing impact of traffic congestion.
4. Increase public transport use.
5. Plan to accommodate 90,000 more dwellings by 2030.
6. Support the distinct and diverse character of Activity Centres.
7. Promote the Inner Melbourne Region as an investment location for knowledge rich business sectors.
8. Facilitate the growing importance of the Inner Melbourne Region as south-east Australia’s freight hub.
9. Substantially improve the environmental performance of the Inner Melbourne Region.
10. Complete the regional open space network.
11. Promote the Inner Melbourne Region as a tourism destination.
The following section details the regional strategies and actions to be delivered collaboratively by the IMAP Councils in partnership with the State Government, along with key agencies and associate partners which have a stake in the future of the Inner Melbourne Region. The role of partner organisations in implementing these actions will vary depending on the nature of each action and will need to be clarified in discussion with each nominated partner organisation.

Strategy 1
Celebrate the unique and concentrated 19th century heritage of the Inner Melbourne Region

Why this strategy is important
The 19th century layout of the Inner Melbourne Region provides the foundation for inner city development. Celebrating and strengthening this is essential to ensuring a high quality living and working environment. As our cities become more intensively used and more densely populated, the public environment and public spaces need to be expanded, better connected, further enhanced and protected.

Inner Melbourne has a range of neighbourhoods and precincts with distinct characters, which significantly contribute to the region’s liveability. Many parts of the region have heritage assets and other newly developing areas showcase contemporary design. The opportunity exists to celebrate the World Heritage listing of the Royal Exhibition Building and the surrounding Carlton Gardens and restore this area as an international destination.

The organised grid of main streets and boulevards provides an easily understood urban structure, and within these grids an informal, fine grained and predominantly rectilinear local pattern of streets and lanes has emerged, which provide spaces in and along quiet residential streets and vibrant inner city laneways. These are shown on Map 2: Boulevards, streets and links framework.

The successful urban strategies that have made the City of Melbourne internationally renowned need to be applied across the Inner Melbourne Region in a contemporary manner that will meet the needs of the region over the next 50 years.

What implementation tools are needed?
A need exists to articulate how the various elements of the Inner Melbourne Region contribute to its overall character so that it can be preserved, reinforced and repaired where necessary.

Having established the significance of these elements, standards for public design and private development must be established to ensure the region’s character is properly managed.
## IMAP Action

### 1.1 Inner Melbourne statement of significance to include recognition of Inner Melbourne’s unique 19th century heritage

Develop and document a common understanding of the structure, character and significance of Inner Melbourne to inform local policy and design, including its contribution as a 19th century city to the tourism industry and visitor interest, and its selection as a residential location.

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<tr>
<th>M2030 Initiative</th>
<th>Partner Organisations</th>
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<tbody>
<tr>
<td>5.1.2</td>
<td>Department of Sustainability &amp; Environment (DSE)</td>
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<tr>
<td>5.2.1</td>
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</table>

### 1.2 Public realm infrastructure standards

Develop a suite of civic infrastructure design standards (TechNotes) for key elements of the public realm, which municipalities can select from in undertaking capital works.

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<th>M2030 Initiative</th>
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<tbody>
<tr>
<td>5.1.2</td>
<td>DSE Department of Infrastructure (DOI) VicRoads Yarra Trams</td>
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</table>

### 1.3 Built form controls

Work towards introducing built form controls that will protect the heritage of areas of Inner Melbourne.

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<th>M2030 Initiative</th>
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<tbody>
<tr>
<td>5.2.2 9.1.3</td>
<td>DSE</td>
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</table>

### 1.4 Boulevards and major roads

Work with VicRoads to improve the character of boulevards and major roads identified on Map 2: Boulevards, streets and links framework, in particular:

- improve the quality and design of Kings Way and the urban spaces at the intersection of Kings Way and City Road
- work with the Port of Melbourne to develop plans for Footscray Road and Dynon Road as new western boulevard entrances to the CAD
- improve the quality and design of Alexandra Parade and Hoddle Street.

Work with Yarra Trams to improve the quality and design of Queens Way and Dandenong Road and the urban spaces, especially at the intersection of Chapel Street.

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<th>M2030 Initiative</th>
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<tr>
<td>5.1.2 5.1.4</td>
<td>DSE DOI VicRoads Yarra Trams Port of Melbourne Corporation</td>
</tr>
</tbody>
</table>

### 1.5 Key urban squares

Develop plans and implement programs for key metropolitan urban spaces at:

- Haymarket (Flemington Road/Elizabeth/ Pellam and Peel Streets intersection)
- Albert Square (Albert Road at the St Kilda Road intersection)
- St Kilda Junction
- Arts Centre plaza with improved access to Sturt Street.

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<th>M2030 Initiative</th>
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<tr>
<td>5.1.2 5.1.4</td>
<td>DOI VicRoads Yarra Trams DSE</td>
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</table>
Strategies and actions

Strategy 2
Effectively link transport routes so that the Inner Melbourne Region is accessible throughout by walking, cycling and public transport

Why this strategy is important
Walking, cycling and public transport trips have the potential to serve the bulk of personal travel needs across the Inner Melbourne Region, but only if appropriate improvements to networks and levels of service are made. Inner Melbourne travel patterns are already less dominated by the car than in other areas. Across the rest of metropolitan Melbourne, cars account for about 62 per cent of all trips[^4], while in the Central and Inner Melbourne Regions combined, walking accounts for a greater proportion of trips, as shown in Figure 2.

Walking
It is essential to protect and improve the walking environment of the Inner Melbourne Region. The current focus on moving cars through the region’s Activity Centres and other inner areas generally denies walkers a high quality, clearly delineated space. As well as improving the pedestrian environment, a regional walking framework could identify a network of longer distance walking routes to provide a choice of alternative walking routes across Inner Melbourne.

Cycling
Improving cycling links and facilities in the Inner Melbourne Region has led to dramatic increases in bicycle use on some routes. The stronger the separation between bicycles and cars, the more people will cycle. Cities with the highest level of bicycle use provide fully separated bicycle lanes. In some European cities, bicycles account for up to 30 per cent of journey to work trips.

While a Principal Bicycle Network has been identified for Inner Melbourne, the challenge will be to implement it.

Public transport
Improving the overall connectivity of the public transport system is best achieved by building on the strengths of the services or infrastructure already in place. Across Inner Melbourne, there are opportunities to make relatively minor adjustments to the existing tram network to improve connectivity and services.

What implementation tools are needed?
The improvements needed require funding commitments over a period of 30 years. As these links are directed at improving intraregional connectivity, it is appropriate they are funded (at least in part) by locally raised funds. A development contribution plan for this infrastructure could be introduced. The recommended tram network improvements would cost in the order of $50 million, which is less than $600 for each new dwelling proposed.
### Strategies and actions

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<tr>
<th>IMAP Action</th>
<th>M2030 Initiative</th>
<th>Partner Organisations</th>
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<tbody>
<tr>
<td><strong>2.1 Regional physical infrastructure needs and contributions fund</strong></td>
<td>5.6.2 8.4.3</td>
<td>DOI, DSE Dept of Human Services (DHS)</td>
</tr>
<tr>
<td>Develop a region-wide mechanism to fund transport and community infrastructure.</td>
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<tr>
<td><strong>2.2 Coordinated pedestrian and public transport signage system</strong></td>
<td>5.5.3 8.8.3</td>
<td>Yarra Trams Connex Metlink</td>
</tr>
<tr>
<td>Introduce a consistent pedestrian orientated signage system across the region, including indicative walking times and public transport information.</td>
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<tr>
<td><strong>2.3 Bicycle network legibility</strong></td>
<td>8.7.1 8.7.5</td>
<td>VicRoads Bicycle Victoria Parks Victoria</td>
</tr>
<tr>
<td>Improve the legibility of the bicycle network (Principal Bicycle Network and local links) with an emphasis on clear delineation of continuous links.</td>
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<tr>
<td><strong>2.4 Walking links and pedestrian priority areas</strong></td>
<td>8.7.2 5.5.3</td>
<td>DOI DSE VicRoads</td>
</tr>
<tr>
<td>Implement a Principal Pedestrian Network for the Inner Melbourne Region (as defined in Map 3), that will maintain and enhance permeability and pedestrian safety, with a focus on Activity Centres, regional open space, tourist destinations and long distance walking routes. Implementation to include:</td>
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<td>• connections to public transport</td>
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<td>• route and legibility</td>
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<td>• pedestrian responsive signals</td>
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<td>• pedestrian priority at intersections and street crossings</td>
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<td>• improved street lighting</td>
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<td>• short cut links through key development sites.</td>
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<tr>
<td><strong>2.5 Bicycle network</strong></td>
<td>8.7.1 8.7</td>
<td>DSE VicRoads</td>
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<tr>
<td>Review the Principal Bicycle Network (PBN) and work with VicRoads to complete it within five years.</td>
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<tr>
<td><strong>2.6 Tram network/fixed rail improvements</strong></td>
<td>4.2.4 8.1.1</td>
<td>Yarra Trams DSE</td>
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<tr>
<td>Investigate the construction of new tram tracks to address network gaps, improve route connections and provide extensions:</td>
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<td>Priority improvements:</td>
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<td>• South Melbourne to Docklands</td>
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<td>• Port Melbourne to St Kilda</td>
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<td>• Park Street (Heather Street – Kings Way)</td>
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<td>• Clarendon Street – City Road – Queens Bridge Street</td>
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<tr>
<td>• Link between Route 112 tram and St Kilda Esplanade – Balaclava Road</td>
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<td>• CAD to Fisherman’s Bend</td>
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<td>Longer term options:</td>
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<td>• On to Station Pier</td>
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<td>• Smith Street to Route 109</td>
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<tr>
<td>• Victoria Street to North Melbourne Station</td>
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<td>• Docklands to Footscray</td>
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<tr>
<td>• Docklands to North Melbourne</td>
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<td>• Along the Eastern Freeway to Doncaster</td>
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<td>• Along Alexander Parade to Melbourne University.</td>
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Strategy 3
Minimise the growing impact of traffic congestion

Why this strategy is important
The Inner Melbourne Region has a lower level of car use than outer metropolitan regions. This provides scope to further modify travel behaviour to decrease reliance on private vehicles. Inner Melbourne is comparatively well served by public transport infrastructure, with train, tram and bus services. The demand for travel in the Inner Melbourne Region will continue to grow as the wider metropolitan area grows and new development occurs across the region. Increased congestion will increase costs for Inner Melbourne businesses and residents and compromise the region’s capital city, business, entertainment and cultural functions.

What implementation tools are needed?
Addressing the impacts of traffic congestion requires managing road space and traffic flows. A critical part of this objective is determining how car parking should be managed. This will mean investigating mechanisms designed to reduce car use at congested times.
### 3.1 Commuter car use
Investigate the use of pricing mechanisms to manage non-residential parking.

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<tr>
<td><strong>3.1 Commuter car use</strong></td>
<td>8.5.7 8.8.2</td>
<td>DSE DOI</td>
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</table>

### 3.2 Roads as places
Develop case studies to:
- demonstrate the liveability benefits and traffic impacts of viewing roads as places (with a variety of functions apart from traffic movement)
- explore the effects of distributing space equitably between different modes (with different and conflicting interests and needs)
- explore the benefits of reducing vehicle speeds
- demonstrate the benefits of emphasising moving people rather than vehicles.

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<td><strong>3.2 Roads as places</strong></td>
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<td>DSE DOI</td>
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<td></td>
<td>5.1.1 5.2.1 8.5.7</td>
<td>Yarra Trams VicRoads</td>
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### 3.3 Regional approach to parking management
Develop a consistent approach to parking management across the Inner Melbourne Region based on the economic, environmental, streetscape and traffic impacts of different on and off-street car parking arrangements (including park and ride facilities), and aimed at:
- encouraging alternatives to car travel
- limiting commuter car spaces in new development
- restricting the eligibility of new dwellings to on-street parking permits in areas of high demand
- charging for parking in high use areas.

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<tr>
<td><strong>3.3 Regional approach to parking</strong></td>
<td>8.8.5</td>
<td>DSE DOI</td>
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</table>

### 3.4 40 per cent by 2020 Target
Pursue, with transport operators and the State Government, a reduction in private vehicle travel of one per cent per year (while catering for an increase in commercial vehicle travel of two per cent per year) achieved by:
- an increase in public transport patronage of five per cent per year, and an Inner Melbourne Mode Share Target for Public Transport Use of 40 per cent by 2020
- a combined increase in walking and cycling trips of three per cent per year.

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<tr>
<td><strong>3.4 40 per cent by 2020 Target</strong></td>
<td>8.4.1</td>
<td>DOI VicRoads</td>
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</table>

### 3.5 Reduced through traffic
Investigate initiatives and extra-regional links to reduce vehicle trips made through the Inner Melbourne Region from suburban areas.

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<tr>
<td><strong>3.5 Reduced through traffic</strong></td>
<td>8.1.1 8.5.7</td>
<td>DOI VicRoads</td>
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</tbody>
</table>
Strategy 4
Increase public transport use

Why this strategy is important
If the Inner Melbourne Region is to develop sustainable transport patterns and meet the needs of residents and businesses, public transport use must be increased.

Increasing public transport patronage will require improving service and capacity, which depend on service speed and frequency. While Melbourne has an extensive tram network it also has one of the slowest by international standards. Tram service speeds decline to a low average of nine kph in Inner Melbourne. A reduction in trip time will be achieved by providing more road space and time at traffic lights for public transport.

In Activity Centres, top tram speeds need to be consistent with a pedestrian friendly environment.

Bus services across the Inner Melbourne Region are used almost exclusively for local trips. Buses have the potential to provide service levels equivalent to trams up to a certain capacity. The bus routes that form part of the Principal Public Transport Network need to be developed at a high standard with clearly identified routes and conveniently located stops, featuring weather protection. Buses must also operate similar hours to trams.

What implementation tools are needed?
Existing programs for encouraging public transport use (TravelSmart) and improving tram service operation (Think Tram program) are already in place. These need to be supported and extended. An agreed approach to managing streets (particularly in Activity Centres) is required to ensure increased service speeds do not adversely affect the attractiveness of streets or the pedestrian experience.
### Strategies and actions

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<tr>
<th>IMAP Action</th>
<th>M2030 Initiative</th>
<th>Partner Organisations</th>
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</thead>
</table>
| 4.1 ‘TravelSmart’ | 8.5.7 8.8.2 | DOI  
VicRoads  
Yarra Trams |
| Deliver ‘TravelSmart’ programs across the Inner Melbourne Region, especially targeting schools and workplaces. |

| 4.2 Street design standards | 4.2.1 8.2.1 | DOI  
Yarra Trams  
VicRoads |
| Develop an agreed set of principles and design standards for reducing tram travel times in the Inner Melbourne Region while preserving the quality of the public environment and the attractiveness of streets for pedestrians. |

| 4.3 ‘Think Tram’ program | 8.2.1 8.2.2 | VicRoads  
Yarra Trams  
DOI |
| Support the ‘Think Tram’ priority program and ongoing improvements to tram services along key routes, including:  
• St Kilda Road – Brighton Road  
• Spencer Street – Clarendon Street  
• Bourke Street  
• Domain Road  
• Church Street/Chapel Street  
• Elizabeth Street  
• Flinders Street  
• Lygon Street  
• Queens Way and  
• Dandenong Road. |

| 4.4 Enhanced bus priority | 8.1.5 8.2.1 | VicRoads  
Yarra Trams  
DOI |
| Advocate for road space changes to improve the travel time of buses relative to private vehicles on key routes. |

| 4.5 Improved public transport infrastructure | 8.2.1 8.2.2 | Yarra Trams  
Connex  
DOI  
VicRoads |
| Assess the possible expansion of the public transport infrastructure in the Inner Melbourne Region and along key transport corridors and the upgrade of all inner city railway stations, with options for redevelopment opportunities.  
Interchanges – Develop plans for:  
• improved modal interchanges at North Melbourne, South Yarra, Balaclava, Queens Parade Clifton Hill and North Richmond stations  
• super-stops at key Activity Centres and tourism destinations including Acland – Carlisle Streets, Clarendon Street, Bridge Road – Hoddle Street and Fitzroy Street, St Kilda  
• consideration of the relocation of South Kensington Station to Lynch’s Bridge  
• the upgrade of the Richmond Station/interchange and South Yarra Station/interchange. |

| 4.6 Public transport pricing | 8.8.2 | DOI  
Yarra Trams  
Connex |
| Work with transport providers to review ticketing techniques to better manage and distribute travel demand to increase the attractiveness of short trips and increase the range of short trip ticket options across the Inner Melbourne Region. |

| 4.7 Improvements to public transport services | 8.2.1 8.2.2 | State Government  
Yarra Trams  
Connex |
| Support improvements to existing public transport services (e.g. new links, extension of night time services). |
Strategy 5
Plan to accommodate 90,000 more dwellings by 2030

**Why this strategy is important**

Since the early 1990s the population of the Inner Melbourne Region has steadily increased, reversing a sustained 40 year decline. Since the early 1980s, the region has lost much of its low-cost housing stock through gentrification. These trends combine to create a serious threat to the social diversity of the region.

Inner Melbourne’s growing population will require additional social and physical infrastructure and the details of these new infrastructure requirements need to be identified.

**What implementation tools are needed?**

Opportunities for the location of additional dwellings need to be specified clearly in planning schemes. This will direct investment to sites and areas with the capacity accommodate residential growth (often higher density development) without undermining the liveability and economic capacity of Inner Melbourne.

The area around some Office of Housing estates provide potential for new housing, though in some areas this space would be best preserved as public open space. A coordinated approach across the Inner Melbourne Region is desirable to ensure the best outcomes are obtained for each estate, (this might include different outcomes in different parts of the region).
## Strategies and actions

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<thead>
<tr>
<th>IMAP Action</th>
<th>M2030 Initiative</th>
<th>Partner Organisations</th>
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</table>
| **5.1 Regional Housing Statement**  
Implement the recommendations of the Inner Regional Housing Statement in planning schemes, including provisions to direct new development to identified growth areas. | 1.3.1  
1.3.3  
5.2.2 | DHS  
DSE |
| **5.2 Affordable housing**  
Work collaboratively to investigate new funding sources and models and build the capacity of registered and not-for-profit housing organisations working in the Inner Melbourne Region to provide and manage an increased number of affordable houses. | 1.3.4  
6.1.5 | Registered Housing Associations  
DHS  
Inner Regional Housing Working Group (IRHWG)|
| **5.3 Integrating public housing estates**  
Work with the Office of Housing to redevelop public housing estates so they better integrate with adjacent areas. | 5.1.4  
6.1.3  
6.1.7 | DSE  
DHS |
| **5.4 Social infrastructure and services**  
Develop a regional community infrastructure framework and program in partnership with government agencies to ensure that social infrastructure and services are provided across the Inner Melbourne Region, commensurate with projected population growth. This will include:  
- identifying and providing regional social infrastructure needs and priorities  
- preparing and promoting a regional package of Council-based information and services available in the region  
- Providing and sharing community facilities or ‘hubs’ in Activity Centres and a range of recreational and cultural activities | 5.2.3  
6.2.4 | DSE  
DHS |
| **5.5 Infrastructure development**  
- Develop planning and funding models for the provision of social and physical infrastructure to service increased population in the Inner Melbourne Region, including education, children services, public housing, library, sporting, health and aged care services. | 5.2.3  
5.2.4 | DSE  
Department of Treasury & Finance (DTF)  
Sport & Recreation Victoria (SRV) |
Strategy 6
Support the distinct and diverse character of Activity Centres

Why this strategy is important

The Inner Melbourne Region operates as a network of Activity Centres with the CAD as its hub. Future management of these centres will be based on an understanding of the local and regional role they play in the Inner Melbourne Region. The challenge is to manage their diverse regional and local roles so they meet the needs of residents, workers and visitors, and maintain a high quality of amenity.

Structure Plans for local Activity Centres in the Inner Melbourne Region need to take into account their unique physical and social characteristics such as their proximity to one another and often overlapping catchments, the complex mix of uses accommodated in and near Activity Centres and their ‘mature’ pattern of development. Many of the centres straddle a main road and operate more as activity strips with a major retail role. Many centres also act as the meeting place for local communities and form the focus of community life for the neighbourhoods they serve.

Activity Centres in the Inner Melbourne Region generally experience a shortage of public car parking facilities and high levels of through traffic. Many centres have restricted opportunities to provide additional parking to service future growth. Future development of Activity Centres must aim to facilitate access to and use of public transport and give priority to cycling and walking in the future planning of these centres.

Structure planning for Activity Centres in the Inner Melbourne Region must take into account the heritage assets and value of the centre, and the many small holdings and multiple ownerships throughout the centre.

Structure planning must also address the co-existence of a mix of uses in and near Activity Centres which generally gives centres their vitality and attraction. The future design of buildings and public spaces should address the interface of the different land uses existing in a centre and minimise the potential conflict which may occur with the further development of the established centres.

Structure plans will determine the extent and nature of future growth and development of the Activity Centres in the Inner Melbourne Region and should recognise the different precincts forming the centre, such as the retail core, entertainment core, and the civic core, as appropriate.

Future growth and development in Activity Centres will be guided by local structure plans that aim to:

• facilitate the local and regional function of each centre
• deliver high quality urban design with a focus on pedestrian amenity and safety
• provide for a land use and activity mix, and built form that balance different activities and uses.

What implementation tools are needed?

A need exists to explicitly set out the broad policy direction for Activity Centres in the Inner Melbourne Region in planning schemes.
### Strategies and actions

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<th>IMAP Action</th>
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<tr>
<td><strong>6.1 Activity Centre local policy</strong></td>
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<tr>
<td>Introduce a planning scheme policy into all</td>
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<td>schemes specifically addressing the role and</td>
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<tr>
<td>distinct character of each Activity Centre.</td>
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<tr>
<td><strong>6.2 Activity Centre public environment</strong></td>
<td>5.1.1 5.1.6</td>
<td>DSE DOI VicRoads</td>
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<tr>
<td>Improve the public environment of Activity</td>
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<td>centres focusing on pedestrian amenity and</td>
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<td>safety, and including well-designed urban</td>
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<td>spaces with active frontages.</td>
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<td><strong>6.3 Managing conflicts in Activity Centres</strong></td>
<td>5.3.1 5.3.2 5.3.4</td>
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<tr>
<td>Manage the night time economy and residential</td>
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<td>development to minimise conflicts between</td>
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<td>residential, entertainment and commercial</td>
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<td>uses in and around Activity Centres, by:</td>
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<tr>
<td>• developing a common approach to managing</td>
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<td>mixed use and the night time economy</td>
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<td>• implementing the findings of the Inner City</td>
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<td>Entertainment Precinct Taskforce (ICEPT)</td>
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<td>• working with ICEPT to address the key issues,</td>
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<td>such as improved coordination between liquor</td>
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<td>licensing and planning objectives, policies and</td>
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<td>enforcement protocols</td>
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<td>• introducing schedules into Business 1 zones</td>
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<td>to require a permit for all food and drink</td>
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<td>premises, including restaurants and cafes</td>
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<td>• developing a new business zone and other tools</td>
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<td>to manage issues of local and regional roles in</td>
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<td>Activity Centres</td>
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<td>• developing standards for noise protection</td>
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<td>in new dwellings.</td>
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<td><strong>6.4 New cultural facilities</strong></td>
<td>1.1.3 1.1.4 1.2.1</td>
<td>DSE VicUrban</td>
</tr>
<tr>
<td>Explore opportunities for establishing new</td>
<td>1.2.1 5.3.3</td>
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<tr>
<td>regional civic, cultural and community</td>
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<td>attractions in Activity Centres, including</td>
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<td>exploring specific opportunities for the Central</td>
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<td>Pier at Docklands, the Chapel Street Principal</td>
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<td>Activity Centre, the St Kilda ‘Triangle’ site,</td>
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<tr>
<td>and Richmond Town Hall Precinct.</td>
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<tr>
<td><strong>6.5 Activity Centre services</strong></td>
<td>1.2.1</td>
<td>State Government</td>
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<tr>
<td>Work with State, Commonwealth and non-government</td>
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<tr>
<td>agencies to secure service locations in Activity</td>
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<tr>
<td>Centres in the Inner Melbourne Region.</td>
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</tbody>
</table>
Strategy 7
Promote the Inner Melbourne Region as an investment location for knowledge rich business sectors

Why this strategy is important
Melbourne ranks highly as a creative city and has a strong knowledge and education economy. Maintaining liveability for the creative workforce is a key part of sound economic management. An important element of the creative economy is a vibrant design culture, which depends on the cultural capital of a region. It has a broad economic impact because it provides leadership and competitive advantage to a wide range of manufacturing production.

Melbourne has considerable competitive strengths in a wide range of business activities including commercial and financial services, tourism and major events. A particular strength of the Inner Melbourne Region is its health, bio-medical research and biotechnology sectors. The future prosperity and sustainability of the region depends on maintaining its competitive advantages and supporting an innovative and creative environment that attracts investment, new business and generates a vibrant community.

What implementation tools are needed?
Economic development needs to support the current and emerging business strengths of the Inner Melbourne Region. Policies aimed simply at retaining current employment are unlikely to be successful. While the region offers employment in the business, entertainment and personal services sectors, the need for employment and apprentices in technical areas, trades and other areas of skill shortages must not be overlooked.

Coordinated programs that bring together industry, State and Local Government representatives around broad issues and specific clusters of activity are required. Universities and other education and research institutions need to be included in such programs.

The adoption of a Regional Economic Statement can be used to drive the collaborative regional development and promotion of the region’s competitive strengths in a wide range of business and commercial activities.
<table>
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<tr>
<th>IMAP Action</th>
<th>M2030 Initiative</th>
<th>Partner Organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7.1 Government/Industry links</strong></td>
<td>4.2.1</td>
<td>DIIRD</td>
</tr>
<tr>
<td>Work with State Government and stakeholders to expand networking efforts (including a network for tertiary education providers) based on the ‘Councils for Biotechnology’ model.</td>
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<tr>
<td><strong>7.2 Support creative businesses</strong></td>
<td>4.2.1</td>
<td>DIIRD DOI/MMV Victoria (MMV)</td>
</tr>
<tr>
<td>Develop a support package for new and emerging businesses aimed at businesses with a focus on the practical implementation of new knowledge and ideas, design or creative endeavours.</td>
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<tr>
<td><strong>7.3 Improved information</strong></td>
<td>4.2.1</td>
<td>DSE DIIRD</td>
</tr>
<tr>
<td>Undertake and disseminate research on industry, employment and property trends across the inner region.</td>
<td></td>
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<tr>
<td><strong>7.4 Regional economic development statement</strong></td>
<td>4.1.6 4.1.7 4.4.1 4.4.2</td>
<td>DSE DIIRD</td>
</tr>
<tr>
<td>Adopt a regional economic statement.</td>
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<tr>
<td><strong>7.5 Wireless Broadband</strong></td>
<td></td>
<td>DIIRD DOI/MMV</td>
</tr>
<tr>
<td>Work with the private sector to facilitate the delivery of Wireless Broadband (WB) Internet coverage for the entire region.</td>
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<tr>
<td><strong>7.6 Exporting health services</strong></td>
<td></td>
<td>DHS DIIRD</td>
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<tr>
<td>Work with the State Government and health sector to promote and market the Inner Melbourne Region’s world class health service capabilities internationally.</td>
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<tr>
<td><strong>7.7 Universities and regional development</strong></td>
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<tr>
<td>Work collaboratively with universities and TAFE to define and develop a stronger role in regional development.</td>
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</table>
### Strategy 8
Facilitate the growing importance of the Inner Melbourne Region as south-east Australia’s freight hub

#### Why this strategy is important
The Port of Melbourne is a well developed transport and distribution hub. It is centrally located with strong road and rail links, as well as adjoining industrial uses and land supply. A number of improvements are proposed to the port and its access points, including extending Swanson Dock (under an elevated Footscray Road) and deepening shipping channels.

The Port of Melbourne handles 38 per cent of all current Australian container movements, and volume is expected to grow by 70 per cent from 2000 to 2020. The State Government’s Melbourne Port@L vision establishes a framework for the port to cater for this increase. As an important business and freight centre, the Inner Melbourne Region must specifically address the growing needs of freight movement while protecting the liveability of its neighbourhoods.

#### What implementation tools are needed?
Freight movement needs to be explicitly identified in transport planning, and freight services and routes established that support freight movement while preserving the amenity of Inner Melbourne.

<table>
<thead>
<tr>
<th>IMAP Action</th>
<th>M2030 Initiative</th>
<th>Partner Organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8.1 Priority for freight movement</strong></td>
<td></td>
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<tr>
<td>Improve freight movement by:</td>
<td>4.3.1 8.1.4</td>
<td>VicRoads Port of Melbourne Corporation DOI DSE</td>
</tr>
<tr>
<td>• designating preferred freight routes through the Inner Melbourne Region, maximising separation from residential areas</td>
<td>8.1.5 8.5.5</td>
<td></td>
</tr>
<tr>
<td>• giving priority to freight movement over private vehicles where appropriate</td>
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<tr>
<td>• advocating for reduced tolls for freight vehicles on CityLink between 11pm and 6am.</td>
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</tbody>
</table>

| **8.2 Improved links to the Port** | 4.3.2 4.3.3 | Port of Melbourne Corporation VicRoads DOI DSE VicTrack |
| Improve rail and road links to the port, taking account of projected growth in port function, including: | | |
| • the Dockside Road at Port Melbourne | | |
| • Plummer Street link in Port Melbourne | | |
| • heavy rail services direct to the port | | |
| • grade separation of rail at Footscray Road. | | |
Strategy 9
Substantially improve the environmental performance of the Inner Melbourne Region

Why this strategy is important
There are four key environmental issues which the global community, and the Inner Melbourne Region must address:
• global warming
• water use
• water quality in stormwater, streams and Port Phillip Bay
• resource use and waste disposal.

While a range of government initiatives are in place to address these issues across the whole of Victoria, it is important that local initiatives are identified and implemented to complement these broader initiatives.

The way in which buildings are designed and areas are developed has a significant impact on the Inner Melbourne Region’s environmental systems. Achieving sustainable construction and design across the public and private sectors is vital to the region’s future.

Parklands and active recreation facilities are central to the liveability of the Inner Melbourne Region, but water use in these areas is not always sustainable. Using recycled water on parklands will contribute to the overall sustainability of Melbourne while ensuring the future of a key component of its liveability.

What implementation tools are needed?
Planning schemes in the Inner Melbourne Region currently address sustainable design to varying degrees by applying sustainable built form strategies, policies and controls, particularly in relation to residential development. This can be further detailed to cover particular aspects of design such as water use, and extended to cover commercial buildings.
### Strategies and actions

<table>
<thead>
<tr>
<th>IMAP Action</th>
<th>M2030 Initiative</th>
<th>Partner Organisations</th>
</tr>
</thead>
</table>
| **9.1 Regional sustainability targets**  
Establish common greenhouse emissions, water and waste targets and programs for the Inner Melbourne Region. | 7.1.2 7.3.6 | DSE  
Sustainability Victoria  
Environment Protection Authority (EPA)  
DOI |
| **9.2 Environmentally sustainable design – commercial buildings**  
Develop a common Local Planning Scheme Policy for improving environmental performance of new commercial buildings based on the City of Melbourne policy. | 7.1.4 7.2.1 7.4.1 | 7.1.7 7.3.5 7.4.2 | DSE  
Melbourne Water  
Retail water authorities |
| **9.3 Water sensitive design**  
Develop a regional approach and strategy to achieve water sensitive design including:  
• developing a common Local Planning Scheme Policy encouraging new developments to be more water efficient  
• encouraging new developments to minimise storm water run-off by re-using rainwater and recycling waste water  
• providing information, education and professional development opportunities  
• encouraging landscape designs for new development to maximise use of permeable surfaces wherever possible. | 7.8.2 | 9.2.1 | DSE  
Melbourne Water  
Retail water authorities |
| **9.4 Green demonstration projects**  
Work regionally to promote sustainable water sensitive and green building demonstration projects and models. | 7.1.4 7.2.1 7.4.1 | 7.1.7 7.3.5 7.4.2 | Sustainability Victoria  
VicUrban |
| **9.5 Community capacity for sustainability**  
Work with service providers to build community capacity through local sustainability programs for residents and businesses across the Inner Melbourne Region. | 7.4.1 9.5.1 | 7.8.2 | Sustainability Victoria  
DSE  
EPA |
| **9.6 Use of recycled water for open space**  
Work collaboratively to reduce water use in the Inner Melbourne Region’s parklands and with water retailers to establish water recycling facilities for use by parklands. | 4.1.3 | 7.1.1 | Parks Victoria  
Retail water authorities  
Royal Botanic Gardens Board of Victoria  
DSE |
**Strategy 10**

Complete the regional open space network

**Why this strategy is important**

Parks, gardens and waterways are a defining feature of the Inner Melbourne Region. They are vital in contributing to the sense of openness and provide a natural relief from built-up areas.

Much of the open space in Inner Melbourne is part of a connected network. This extensive network of open space, including the corridors of the Yarra and Maribyrnong Rivers and their tributaries, and Port Phillip Bay and its beaches, is increasingly important on a local and regional level, as well as for social, recreational and environmental reasons. In recent years this network has also come to include urban squares or plazas.

However, there are gaps in this network that have arisen from historic decisions or changing needs. These include:

- important open space links that have never been established, such as along some parts of the Yarra and Maribyrnong Rivers.
- existing open space areas that have been severed by road or rail projects
- potential links between open space areas that have never been properly established.

It is important that actions to fill these gaps are region-wide to ensure open space is preserved, and that identified gaps in this network are addressed.

**Map 6: Open space framework** shows the regional open space network and recommended links and areas for improvement.

The Inner Melbourne Region has a relatively extensive system of walkways and shared paths located primarily along its waterways but also has other linear parks such as old railway reserves, and the new park in the Docklands. Similar high quality walking environments can be created through new open space links. A number of streets in the region are very wide and a quality walking environment can be created by a broad ‘greenway’ along one side of the road reserve.

**What implementation tools are needed?**

Local governments in the Inner Melbourne Region will need to fund the completion of the regional open space network because demands for open space in other parts of Melbourne are expected to have a higher metropolitan priority in future years. Agreement is also necessary on: the detailed role and function of open space in the network; on the balance between local and regional use; and balance between managing spaces for recreational or ecological values.
## Strategies and actions

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<tr>
<th>IMAP Action</th>
<th>M2030 Initiative</th>
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<tbody>
<tr>
<td><strong>10.1 Regional open space and trail network</strong></td>
<td>5.6.1 5.6.2 5.6.3 5.6.4</td>
<td>Parks Victoria</td>
</tr>
<tr>
<td>Map the regional open space and trail network identifying ownership, management responsibility, agreed function and gaps in open space and trails, and develop an implementation program for the development and extension of the network. The program would detail location, cost, funding source and timeframe of works.</td>
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<tr>
<td><strong>10.2 Regional physical infrastructure needs and contributions fund</strong></td>
<td>5.6.2 8.4.3</td>
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<tr>
<td>Introduce a developer contribution scheme for open space network improvement.</td>
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<tr>
<td><strong>10.3 Open space links</strong></td>
<td>5.1.7 5.7.5</td>
<td>Major Projects DOI VicRoads Parks Victoria</td>
</tr>
<tr>
<td>Construct new links for pedestrians and cyclists:</td>
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<tr>
<td>• in Richmond linking the open space in the public housing high rise to Yarra Bend Park, East Melbourne and the Yarra River</td>
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<td>• from Docklands parkland to Flagstaff Gardens and across the northern end of the CAD (generally along Franklin Street) to the Exhibition Gardens</td>
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<td>• from the Exhibition Gardens through the Inner Melbourne parklands to the St Kilda foreshore</td>
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<td>• from the Museum to Royal Park</td>
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<tr>
<td>• from the old Port Melbourne Rail Reserve passing through the MECC site to connect to the proposed pedestrian bridge across the Yarra River</td>
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<tr>
<td>• to complete the Capital City trail</td>
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<tr>
<td>• to link Northbank cycle/walk trail between Morell Bridge through to Docklands</td>
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<tr>
<td><strong>10.4 Riparian open space project</strong></td>
<td>5.6.2 5.7.5 5.6.4</td>
<td>Parks Victoria Melbourne Water</td>
</tr>
<tr>
<td>Identify and secure access (where possible) to protect land along the Yarra River and its tributaries to ensure continuous public access without compromising the ecological sustainability of remnant vegetation or habitat.</td>
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<tr>
<td><strong>10.5 Wild life link</strong></td>
<td>5.6.4</td>
<td>Parks Victoria</td>
</tr>
<tr>
<td>Create a wildlife link along the Inner Circle rail reserve and Merri Creek (from Royal Park to Yarra Bend Park).</td>
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<tr>
<td><strong>10.6 Foreshore open space</strong></td>
<td>5.6.1 5.6.2 5.6.3 5.9.2</td>
<td>Parks Victoria DSE</td>
</tr>
<tr>
<td>Revitalise the open space areas of the foreshore from Elwood through St Kilda to Port Melbourne (consistent with urban design frameworks).</td>
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<td><strong>10.7 Waterways planning and management mechanism</strong></td>
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<td>Parks Victoria Melbourne Water DSE</td>
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<tr>
<td>Develop a coordinated planning and management mechanism for Docklands, including the Yarra and Maribyrnong Rivers and creeks and tributaries that:</td>
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<td>• supports regulatory arrangements</td>
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<td>• integrates waterways and water edges</td>
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<td>• improves water quality</td>
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<td>• protects site specific environmental values.</td>
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Strategy 11
Promote the Inner Melbourne Region as a tourism destination

Why this strategy is important

Tourism is a key component of the Inner Melbourne Region’s economy and is one of the fastest growing industries. Several world renowned sporting and cultural events are hosted in the region annually and attract large numbers of visitors to the city.

Key considerations include clarifying the role of specialist tourism precincts across the region, identifying their capacity for expansion, accommodating future demands, enhancing gateways and entry points, maximising access and links, and optimising the environment for all.

The Inner Melbourne Region is already home to an array of magnificent specialist tourist precincts and major cultural, sporting and entertainment facilities including the Arts Precinct, the Sports and Entertainment Precinct, Albert Park, the Yarra River Corridor, Docklands, retail and activity centres – including the CAD, Fitzroy Street, Chapel Street, Bridge Road, Brunswick Street, the St Kilda foreshore and the Port Melbourne waterfront (including Station Pier).

What implementation tools are needed?

A key difficulty for tourists is finding a map that illustrates the Inner Melbourne Region, including its key attractions and public transport connections.

Map 7: The visitor domain shows those areas of Inner Melbourne that can (or should) cater for visitors. It also identifies areas where the visitor experience should be improved.
## Strategies and actions

<table>
<thead>
<tr>
<th>IMAP Action</th>
<th>M2030 Initiative</th>
<th>Partner Organisations</th>
</tr>
</thead>
</table>
| **11.1 Inner Melbourne map**  
Contribute towards the development of Inner Melbourne visitor maps to promote attractions and facilitate orientation within the region. | 4.2.1 Policy 5.10 | Tourism Victoria |
| **11.2 Regional tourism program**  
Develop a regional tourist program to promote the Inner Melbourne Region. Such a program will address:  
- improvements and extensions to the visitor domain as depicted on Map 7: *The visitor domain*  
- improved tourism training and information services in a wider range of locations  
- 'regional experience' packages for visitors and tourists – examples might include shopper bus trips/shopper trail, bar trail, etc to specialist retail/entertainment across the inner region  
- a regional events calendar that details major events across the entire Inner Melbourne Region. | 4.2.1 Policy 5.10 | Tourism Victoria |
Principles underpinning governance arrangements

The effective implementation of IMAP will require the commitment of all partners and a strong collaborative approach.

Good governance suggests some core principles:

- accountability
- transparency
- continuity.

Previous experience in regional collaboration highlights a number of ‘lessons’ that assist in defining appropriate governance arrangements, including the following:

- Regional Forums are most successful when they have a clear brief and focus on a single issue or outcome. This is particularly so in an environment of larger and better-equipped Councils post amalgamation.
- The need to embed regional collaboration into the daily work of Local Government and enhance, not duplicate, existing effort.
- The importance of focusing on capacity building that is needs-based, and develops partnerships and participation.
- When implementing regional commitments, Councils require more than coordination. They require scope for regional decision-making, which is binding on the member Councils whilst retaining a high level of confidence with all partners.
- A clear focus on delivering projects and initiatives is important. Past regional forums have fractured when focused on their own agenda and roles have expanded to include ‘planning’ rather ‘implementation’. IMAP has already identified clear regional planning priorities. Implementing identified projects is the future role of any governance entity established.
- Involvement of partner organisations that are ‘implementers’. For example, this suggests the Department of Infrastructure, in addition to the Department of Sustainability and Environment, should become a key partner (given the number of transport/infrastructure oriented projects). Support and championing by a senior State Government Minister also benefits the implementation phase of projects.

At a minimum, this past experience suggests the need for governance arrangements which encompass:

- senior leadership (both political and administrative)
- effective coordination and line management (which relies upon existing management structures)
- rotating secondments from IMAP Councils (i.e. embedding regional collaboration/resource sharing not duplication)
- a step-by-step process to partnerships
- executive power (within clearly defined accountabilities/responsibilities)
- effective monitoring and reporting.

Options for governance arrangements

Broad options for IMAP governance arrangements range from informal to formalised entities:

1. An alliance (i.e. continue to operate in the same way as present)
2. Section 86 Special Committee – potentially a common committee formed under each Council pursuant to the Local Government Act
3. A Statutory Authority
4. An Incorporated Association
5. A Company Limited by Guarantee (e.g. Geelong ‘G21’ model).
Accountability, transparency and continuity could be delivered by establishing a Section 86 Special Committee, which would eliminate the need for more complex administrative arrangements associated with establishing a separate ‘body’ (i.e. associated with options 3, 4 and 5).

Section 86 of the Local Government Act 1989 contemplates the establishment of a Special Committee by ‘a Council’ (rather than the collective appointment of a committee by more than one Council). There is potential however, for partner Councils to use their powers under Section 86 to appoint identically constituted Special Committees.

A Memorandum of Understanding (MOU) between the IMAP Councils will be prepared to address the need for:

- a common Terms of Reference
- a common Instrument of Delegation

and to cover procedural issues that may arise (e.g. ratification protocols for matters which may be beyond the scope of delegation and require individual Council endorsement).

The proposed governance structure will streamline decision making, facilitate actions and provide for local political input throughout the implementation of IMAP. It will not provide another level of local government.

Proposed governance framework

The proposed Governance Model and Framework is illustrated Appendix 1.
Objective
To make Inner Melbourne more liveable.

Strategies and actions

**Strategy 1**
Celebrate the unique and concentrated 19th century heritage of the Inner Melbourne Region.
1.1 Inner Melbourne statement of significance
1.2 Public realm infrastructure standards
1.3 Built form controls
1.4 Boulevards and major roads
1.5 Key urban squares

**Strategy 2**
Effectively link transport routes so that the Inner Melbourne Region is accessible throughout by walking, cycling and public transport.
2.1 Regional physical infrastructure needs and contributions fund
2.2 Coordinated pedestrian and public transport signage system
2.3 Bicycle network legibility
2.4 Walking links and pedestrian priority areas
2.5 Bicycle network
2.6 Tram network improvements

**Strategy 3**
Minimise the growing impact of traffic congestion.
3.1 Commuter car use
3.2 Roads as places
3.3 Regional approach to parking management
3.4 40 per cent by 2020 target
3.5 Reduced through traffic

**Strategy 4**
Increase public transport use.
4.1 Travel Smart
4.2 Street design standards
4.3 ‘Think Tram’ priority program
4.4 Enhanced bus priority
4.5 Improved public transport infrastructure
4.6 Public transport pricing
4.7 Improvements to public transport services

**Strategy 5**
Plan to accommodate 90,000 more dwellings by 2030.
5.1 Regional Housing Statement
5.2 Affordable housing
5.3 Integrating public housing estates
5.4 Social infrastructure and services
5.5 Infrastructure development

**Strategy 6**
Support the distinct and diverse character of Activity Centres.
6.1 Activity Centre local policy
6.2 Activity Centre public environment
6.3 Managing conflicts in Activity Centres
6.4 New cultural facilities
6.5 Activity Centre services

Summary of strategies and actions
Summary of strategies and actions

**Strategy 7**
Promote the Inner Melbourne Region as an investment location for knowledge rich business sectors.

7.1 Government/industry links
7.2 Support creative businesses
7.3 Improved information
7.4 Regional economic development statement
7.5 Wireless broadband
7.6 Exporting health services
7.7 Universities and regional development

**Strategy 8**
Facilitate the growing importance of the Inner Melbourne Region as south-east Australia’s freight hub.

8.1 Priority for freight movement
8.2 Improved links to the Port

**Strategy 9**
Substantially improve the environmental performance of the Inner Melbourne Region.

9.1 Regional sustainability targets
9.2 Environmentally sustainable design – commercial buildings
9.3 Water sensitive design
9.4 Green demonstration projects
9.5 Community capacity for sustainability
9.6 Use of recycled water for open space

**Strategy 10**
Complete the regional open space network.

10.1 Regional open space and trail network
10.2 Regional physical infrastructure needs and contributions fund
10.3 Open space links
10.4 Riparian open space project
10.5 Wild life link
10.6 Foreshore open space
10.7 Waterways planning and management mechanism

**Strategy 11**
Promote the Inner Melbourne Region as a tourism destination.

11.1 Inner Melbourne map
11.2 Regional tourism program
Appendix 1
Governance model and framework

IMAP Governance

Reporting
- Inner Councils
- Minister for Planning

Leadership
- CEO’s Forum
  - Including: Government nominees (DSE, DOI, DIIRD) and/or senior Representative of Associate Partners
- Mayors Forum

Management
- Section 86 Special Committee
  - 4 Councillor Reps
  - 4 Senior Officer Reps
  - Associate Partner Reps

Co-ordination/Project Management
- IMAP Implementation Officer Secondment position/Rotation under Strategic Planning Managers
- Project ‘Task’ Group
- Project ‘Task’ Group

State Government and Agencies: Partnerships/Engagement
Appendix 1
Governance model and framework

Membership/Partners

Full Partners
City of Yarra, City of Port Phillip, City of Stonnington, and City of Melbourne

Associate Partners
VicUrban, Department of Sustainability and Environment, Department of Infrastructure, Department of Innovation, Industry and Regional Development and all ‘Partner Organisations’ identified in IMAP Action Tables.

This has been determined in consultation with each nominated partner organisation as part of the implementation of each action and may include:
- participation through Officer involvement and information
- project specific funding (where appropriate)
- engagement on priorities for future expenditures (where appropriate).

Leadership
Elected Representatives Forum:
- Mayors (and possibly key Minister)
- Advise on annual priorities
- Liaison – State Government/Ministers
- Receive progress reports/annual report.

CEO/Senior Management Forum:
- Determine annual priorities/program
- Drive regional priorities
- State Government liaison/partnership — identify synergies/opportunities arising from State Government and individual Council initiatives (recognising implementation will be opportunistic not sequential)
- Annual report/progress reports.

Decision making via S86 Special Committee:
- Special Committee established under S86 Local Government Act 1989
- Comprise representatives of leadership groups – 4 Mayors/3 Senior Officers
- Committee with delegated decision-making responsibilities (Instrument of Delegation from 4 Councils).

Terms of Reference for the S86 Special Committee shall highlight its core role to oversee the implementation of regionally based actions identified in IMAP and include:

Programming
- Review and implement regional actions ‘agreed’ to in IMAP Plan
- Approval of annual program/individual ‘project briefs’
- Monitoring the individual actions of IMAP Councils and associated partners.

Budgeting
- Each Council will contribute an agreed amount annually for the cost of co-ordination and administration
- Each Council’s budget to reflect necessary resources to deliver on commitments agreed in the Action Plan
- Committee able to receive and manage funds on behalf of any or all members as required
- Authorisation of Committee to seek external funding for approved projects

Reporting
- Quarterly briefings (meetings)
- Six monthly progress report
- Annual reporting to IMAP Councils

Appendix 1
Governance model and framework
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Coordination/Project Management:
- Daily oversight of IMAP program/initiatives
- Responsible for delivering annual program
- Quarterly briefings to Special Committee
- Resourced based on concept of ‘embedded’ consultants. Staff secondments/established office location within Councils or the Department of Sustainability and Environment.

Staff/Management Resources:
- IMAP Implementation Officer/Team – secondments of strategic planning staff from full partners and/or cash contributions. Size of contribution established based on perceived benefits/capacity
- Line Management – Rotation under existing Strategic Planning Managers.

Project ‘Task’ Groups: (Individual Project Initiatives)
- Project Teams formulated to deliver individual IMAP initiatives in response to annual work program (needs-based composition/funding)
- Coordination/integration via IMAP Implementation Officer
- Project Briefs approved by Special Committee
- Quarterly Briefings to Special Committee.

Financial Arrangements

Full Partner
- Recurrent through municipal sponsors – commitment to annual contribution for three to five years
- Engage on priorities for future expenditures
- Partners separately responsible for budgeting for individual project initiatives.

Associate Partner
- Project specific funding
- Engage on priorities for future expenditures.

Timeframe:
- Three to five year horizon
- Set sunset clause for review/completion (via S86 Special Committee Terms of Reference and Instrument of Delegation).