

PLANNING COMMITTEE REPORT

Agenda Item 5.6

6 May 2008

FUTURE MELBOURNE 2020 DRAFT PLAN

Division Sustainability and Regulatory Services

Presenter David Mayes, Manager Strategic Planning and Sustainability

Purpose

1. To report on the progress of the Future Melbourne project and the timelines and program for the completion of the project and to present the draft Future Melbourne plan seeking Committee's endorsement to take this draft to a final round of public consultation in May/June 2008. The Plan is at Attachment 1 and online at www.futuremelbourne.com.au/wiki.

Recommendation from Management

2. That the Planning Committee:
 - 2.1. endorse taking the draft *Future Melbourne* to a final round of public consultation in May/June 2008 in accordance with the attached consultation plan; and
 - 2.2. note that the final draft *Future Melbourne*, incorporating the outcomes of the May/June consultation, will be submitted for consideration by the Planning Committee at its meeting in September 2008.

Key Issues

3. *Future Melbourne* is a community plan for the future development of Melbourne. It will replace the current *City Plan 2010*. It sets out six high level Goals for the city, the Pathways that will lead to achieving these Goals and under each Pathway, a range of Proposed Outcomes to be taken over the decade to 2020.
4. Because it is a community plan the City of Melbourne has developed *Future Melbourne* by collaborating with key agencies with an active interest in the future of the city through an extensive stakeholder and public consultation process. At the outset Council appointed a Future Melbourne Reference Group made up of prominent Melburnians to guide and lead the project.

The Development of the draft Future Melbourne Plan

5. Future Melbourne commenced in June 2007 and is being undertaken through five phases:
 - 5.1. identifying the issues and revealing the values - June to September 2007;
 - 5.2. considering the options - October 2007 to January 2008;
 - 5.3. evaluating the choices - January to February 2008;
 - 5.4. negotiating the results - March to June 2008; and
 - 5.5. achieving agreement - July to September 2008.
6. The progress through the five phases has moved from an open ended process of gathering contributions from a wide range of stakeholders, experts and the public in the first three phases, to now in the last two phases, leading into a more structured negotiation of an agreed plan for the future of Melbourne.
7. The first three phases were conducted as an extensive round of conversations about the values, issues and ideas relevant to the future of Melbourne. These conversations were face-to-face, online and in the print media and have included sessions open to the general public, by-invitation-only seminars and workshops and targeted one-to-one meetings.
8. Generally these conversations have been framed around the eleven talking points of: business; culture; destination; environment; global; knowledge; living; moving; public space; service; and sport. Eleven City of Melbourne senior staff known as the “future Melbourne drivers” have been leaders and active participants in this process. Each driver has synthesised these conversations in the talking point in which they are expert.
9. The eleven Talking Points were then distilled to produce the six Goals - each with a number of Pathways supporting its achievement.
10. The overall structure of the draft *Future Melbourne* around the six goals was developed in the two Future Melbourne leaders Task Group workshops to which Councillors, the Reference Group, partners and experts were invited.

Time Frame

11. The key dates for the final two phases of Future Melbourne are:

Phase Four – Negotiating the results:

4.1. Final round of public consultation and collaboration	17 May – 14 June
4.2. Analysis and assessment of the outcomes of the consultation	01 June – 30 June

Phase Five – Achieving agreement:

5.1. Prepare final draft of Plan incorporating outcomes of consultation	14 June - 5 August
5.2. The Reference Group concludes its role in Future Melbourne.	1 August
5.3. Planning Committee consider final draft of Plan	2 September
5.4 Council consider final draft of Plan	30 September

12. At the end of July 2008 the project comes to a conclusion for the Reference Group and the project partners and collaborators. In a formal ceremony Council will acknowledge the role and work of the Reference Group, and publicly announce the disbanding of the group and the completion of their involvement with Future Melbourne. Similarly the partners and collaborator organisations who have contributed to Future Melbourne would also be invited to this ceremony and their contributions acknowledged.

Relation to Council Policy

13. *Future Melbourne* is a community plan. Council can use it as a resource to develop its four yearly Council Plans. Because of its online wiki format *Future Melbourne* can be continuously updated as required (such as reporting on progress against targets). It is proposed that the Plan be reviewed every four years in the middle of each Council term.
14. *Future Melbourne* will not contain local area plans as was done in City Plan 2010. Local area plans will be developed in the future review of the Municipal Strategic Statement/Melbourne Planning Scheme and be based on the policy framework of *Future Melbourne*. Diagrams showing the relation of *Future Melbourne* to Council's policy framework are at Attachment 3.

Consultation and Collaboration

15. The *Future Melbourne* consultation plan (at Attachment 2) sets out the approach for the final round of public consultation from 17 May-14 June 2008. The main external consultative activities will include:
 - 15.1. the *Future Melbourne* website and wiki (unrestricted editing by the public) will be the consultative and collaborative hub;
 - 15.2. local information hubs throughout the municipality at community centres and libraries;
 - 15.3. Future Melbourne staffed exhibition(s) for Q&A with the public;
 - 15.4. a two day workshop for young adults to be organised and run by the GenY Lab; and
 - 15.5. a one day School Leaders Forum for secondary school students.
16. Over the course of the project the online availability of the project has been progressively developed around three related websites:
 - 16.1. *Future Melbourne* Website: www.futuremelbourne.com.au;
 - 16.2. The eVillage: www.evillagemelbourne.com.au; and
 - 16.3. Future Melbourne wiki collaborative environment: www.futuremelbourne.com.au/wiki.
17. For the final two phases of this project eVillage has been replaced by the Future Melbourne wiki as the online forum for community comments, discussion and contributions to the plan. A number of factors make the internet a particularly effective mode to engage with the community for this project:
 - 17.1. the City of Melbourne has good online connectivity. At least two thirds of households in the municipality have internet access, and this take-up is increasing rapidly;
 - 17.2. the median age of city of Melbourne residents is 28. The younger demographic is more likely to engage via the internet. For instance, over 50 per cent of eVillage users are under the age of 35;

- 17.3. online consultation enables continuous engagement throughout the development of the Future Melbourne Plan, and ongoing engagement during life of the Plan;
 - 17.4. people can participate at home, work, or through a local library wherever they are. The City of Melbourne can reach the 639,000 people who visit the city daily;
 - 17.5. unlike traditional public meetings, online participation can occur 24 hours a day, 7 days a week. This suits those who are unable to attend a public meeting due to other commitments;
 - 17.6. engagement online is rich. The Future Melbourne wiki will allow participants to view, comment, discuss and edit the plan and engage with each other to discuss and debate issues;
 - 17.7. non-identifying demographic data about participant's age, gender and location can be easily collected and used to assess the overall profile of the engagement;
 - 17.8. online consultation enables the use of interactive polling. This can be used to easily track the public's perceptions of the drafting process over time; and
 - 17.9. when required printed hard copy versions of the Plan can be readily produced by anyone with a printer. Council will produce a limited edition of printed versions of the Plan.
18. The Future Melbourne wiki will allow open editing and discussion of the draft Plan online. The site will be monitored and moderated for inappropriate material. Any individual who has registered will be able to edit the online consultation draft. This is a world leading use of wiki technology by the City of Melbourne to develop capital city public policy using this highly interactive consultation tool.
 19. Because the *Future Melbourne* plan is in the online wiki format there is the opportunity for Council to move beyond the traditional notion of the plan as a fixed document, to maintaining *Future Melbourne* as a living, always up-to-date and interactive information hub about the current status of the Plan and about issues, ideas and initiatives shaping the future of the city.
 20. During the final round of consultation and collaboration in May/June, leading experts and authorities from Melbourne and elsewhere around the globe will be invited to review sections in the draft Plan. They will be encouraged to do this online in the wiki so that their commentary and suggestions can also inform and stimulate the wider on-line public discussion.

Finance

21. The scope of activities outlined in this report is within Council's 2007/08 budget for the Future Melbourne project and is within the current draft 2008/09 budget for the project.

Legal

22. The projects envisaged through Future Melbourne are within the functions of the Council.

Sustainability

23. The draft *Future Melbourne* proposes an updated and renewed high level framework for assessing the sustainability of Councils policy actions.

Attachments:

1. Future Melbourne 2020 Draft Plan
2. Future Melbourne Consultation Plan
3. Future Melbourne and Council's Policy Framework

Future Melbourne

Draft Plan

Planning
Committee

6 May

The Future Melbourne Plan

Contents

- Future Melbourne 2020
- Melbourne Now
- Trends and challenges
- Growth and Strategic Areas
- A vision for Melbourne
- Future Melbourne goals
- Targets
- Goal 1. A City for People
 - Pathway 1.1 – A great place to visit
 - Pathway 1.2 - A healthy community
 - Pathway 1.3 – An affordable place to live
 - Pathway 1.4 – A city that invites active participation
 - Pathway 1.5 – A culture of social justice
 - Pathway 1.6 – A city designed for people
 - Pathway 1.7 – Public spaces that support health and wellbeing
 - Pathway 1.8 – Facilities and services for our growing communities
 - Pathway 1.9 – Sport and recreation facilities meet future needs
- Goal 2. A Prosperous City
 - Pathway 2.1 – Melbourne is an international city
 - Pathway 2.2 – Melbourne is a stimulating and safe 24-hour global city
 - Pathway 2.3 – Melbourne is an affordable city for business
 - Pathway 2.4 – Coordinated support for Melbourne business
 - Pathway 2.5 – Melbourne as a sporting city
 - Pathway 2.6 – Melbourne as a philanthropic community
- Goal 3. An Eco City
 - Pathway 3.1 – Transform Melbourne into a zero-carbon city
 - Pathway 3.2 – Develop the city as a healthy water-efficient catchment
 - Pathway 3.3 – Make Melbourne a resource and material-efficient city
 - Pathway 3.4 – Adapt for climate change
 - Pathway 3.5 – Living and working locally in dense urban centres
- Goal 4. A Knowledge City
 - Pathway 4.1 – Make Melbourne a world-class Knowledge City
 - Pathway 4.2 – Strengthen the synergies between Melbourne's universities and the wider economic, social and urban context
 - Pathway 4.3 – Business, education and government sectors collaborate to cultivate city based learning.
 - Pathway 4.4 – Make Melbourne a wired city
- Goal 5. A Bold & Inspirational City
 - Pathway 5.1 – Innovative and daring, bold and experimental
 - Pathway 5.2 – A vibrant and thriving creative community
 - Pathway 5.3 – Celebrate Melbourne's growing diversity
 - Pathway 5.4 – Prosperity through creativity
- Goal 6. A Connected City
 - Pathway 6.1 – An effective and integrated public transport system
 - Pathway 6.2 – Increase road priority for bicycles and other sustainable private vehicles.
 - Pathway 6.3 – A city for walking
 - Pathway 6.4 – An efficient and sustainable freight network
- Monitoring and review
- Resources

Future Melbourne 2020

- Future Melbourne 2020
 - About Future Melbourne
 - Future Melbourne values
 - Future Melbourne goals
 - Implementation and monitoring
 - Collaborations
 - The Reference Group
 - The public forums

About Future Melbourne

Future Melbourne sets out a plan to address the city's key future challenges.

Over the last decade Melbourne has established itself as an international hub for business, education, medicine, arts and industry. We have seen unprecedented growth in high-rise developments and living in our city centre, our historic and vibrant residential areas continue to thrive and our rejuvenated public domain inspires our many visitors. But significant challenges lie ahead.

Rapid population growth across the metropolitan area will continue to increase demands on public infrastructure such as public transport, and further threaten the affordability of housing, particularly in the inner city. Growth also has potential to increase or cause negative social impacts if we don't plan for it well.

Climate change will continue affecting our natural resources, which will have a substantial bearing on energy costs. Channel deepening will accommodate more freight traffic around the Port of Melbourne, impacting on our road network and amenity, and the decline in manufacturing will have some impact on employment.

Future Melbourne replaces the City of Melbourne's previous strategic plan, *City Plan 2010*. Future Melbourne highlights possible outcomes and responsibilities for the City of Melbourne and other stakeholders in Melbourne over the next decade. Successfully implementing Future Melbourne will positively shape Melbourne's future as a dynamic, liveable and prosperous city well beyond 2020. The implementation will also meet [\[http://www.futuremelbourne.com.au/wiki/view/FMPlan/PlanS3bTrendsAndChallenges\]](http://www.futuremelbourne.com.au/wiki/view/FMPlan/PlanS3bTrendsAndChallenges) [the future trends and challenges]] confronting Melbourne.

Future Melbourne values

By working with Melbourne's diverse groups, organisations and individuals the City of Melbourne has developed seven general themes that underpin Future Melbourne.

A city for people

A city for people provides physical places and spaces that meet the varied needs of students, residents, workers and other visitors. It is a city that is many things to many people - vibrant, liveable and lived in, humanitarian and radical. It is essential a city for people has a strong and all-encompassing sense of place that brings many different people into harmonious coexistence.

An inclusive city - a city for everyone

An inclusive city provides services, facilities and events that build on our reputation as a tolerant, friendly and compassionate community. This social infrastructure is responsive and adaptable and serves all.

A diverse and convivial city

A diverse and convivial city values and welcomes change. It's a friendly city, where difference is embraced and visitors are welcome. Diverse cities promote equity and accessibility for all (from children to elderly) and celebrate multiculturalism.

An intelligent and creative city

An intelligent and creative city fosters learning and research. It is at the cutting edge of arts, business and education. It is creative, innovative, a leader, dynamic and adaptable.

A safe and democratic city

In a safe and democratic city, people never feel afraid. Ordinary people feel secure and that they have influence. It has human, political and intellectual freedom, with democracy and political robustness, community engagement, social capital and well-connected communities.

A green city

A green city values what we have, uses resources efficiently and cares for its community, future generations and the environment. A green city promotes sustainability, biodiversity, heritage preservation and conservation. It focuses on local priorities such as parks, gardens, fresh air, clean streets and clean rivers and coastline. Global responsibilities are taken seriously, such as the need to use resources efficiently and to address the many issues arising from climate change.

A prosperous city

In a prosperous city, business and enterprise flourishes and people share in the prosperity. It is an entrepreneurial city with strong international connections and connectivity.

Future Melbourne goals

The City of Melbourne is committed to implementing Future Melbourne by 2020.

The values of Future Melbourne are translated into [six goals](#) that set out a plan to build on our dynamic, liveable and prosperous city:

1. **A City for People**
2. **A Prosperous City**
3. **An Eco City**
4. **A Knowledge City**
5. **A Bold and Inspirational City**
6. **A Connected City**

Beneath each Goal sits a set of **Directions** – things we must do to achieve each Goal. Directions can contribute to more than one Goal and icons attached to each direction indicate these interrelationships. Each Direction lists **Proposed Outcomes** to occur before 2020. **Responsibilities** are identified, including partnerships and additional agencies involved.

Implementation and monitoring

To meet the 2020 commitments of Future Melbourne, it is critical its Goals, Directions and Proposed Outcomes are supported by the Victorian Government. It is also essential the City of Melbourne works with the Australian Government, local governments across the metropolitan region, sectors such as business and community, and with residents, workers and visitors. It is vital we share the same vision for a sustainable future as well as a commitment to changing the way we live and do business.

The City of Melbourne will measure the success of Future Melbourne by completing its many actions and seeing our [Vision](#) achieved – all the council's business plans and investment will be geared toward meeting our commitments. At the end of each Goal of Future Melbourne, a list of **Indicators** is provided – methods to determine the degree of success of directions and their outcomes and how we are progressing against each Goal.

[More information about implementing Future Melbourne and monitoring its progress is found here \(insert link\).](#)

Collaborations

To develop Future Melbourne, the City of Melbourne collaborated with the University of Melbourne, the Committee for Melbourne, the Victorian Council of Social Services, the Australian Conservation Foundation, the Property Council of Australia, the RMIT Global Cities Research Institute and *The Age* newspaper. A Reference Group comprising prominent Melburnians also helped guide its development.

The Reference Group

The City of Melbourne acknowledges the significant contributions of Melburnians who served on our Future Melbourne Reference Group:

Carol Schwartz (Chair of the Future Melbourne Reference Group): *Chair, Industry Superannuation Property Trust (ISPT); Melbourne International Arts Festival; and Our Community.*

Cheryl Batagol: *Chair, Melbourne Water; Deputy Chair, Sustainability Victoria.*

Rev Tim Costello: *CEO, World Vision Australia.*

Nick Green: *Chair, Victorian Olympic Committee.*

George Lekakis: *Chair, Victorian Multicultural Commission.*

Harold Mitchell: *President, Museum Board of Victoria; Founder, Harold Mitchell Foundation; Director, Opera*

Australia and National Gallery of Australia.

Sid Myer: *Co-Vice President, Myer Foundation; Chairman, Asialink.*

Prof Lyndsay Neilson: *Former Under Secretary, Department of Premier and Cabinet, Victorian Government.*

George Pappas: *Chair, Committee for Melbourne; Vice Chairman, Bio-Melbourne Network; Senior Adviser, Boston Consulting Group; Chair, Monash Medical Research Advisory Board.*

Elizabeth Proust: *Non-Executive Director, Perpetual Ltd; Chair, Melbourne Symphony Orchestra; Chair, Centre for Dialogue, La Trobe University.*

Arron Wood:

_Director, Firestarter Pty Ltd; 2001 Young Australian of the Year; Board Member, Port Phillip and Westernport Catchment Management Authority.

Peter Yates: *Managing Director, Allco Equity Partners; Chair, Australian Science Media Centre; Deputy Chair, Asialink; Board Member, The Australian Chamber Orchestra; the Royal Children's Hospital Foundation (Victoria), the Centre for Independent Studies and the National Portrait Gallery.*

Vijoleta Braach-Maksvytis: *Deputy Vice Chancellor, Innovation and Development, University of Melbourne (ex officio member).*

Geoff Lawler: *Director Sustainability and Regulatory Services, City of Melbourne (ex officio member).*

The public forums

Five public forums were held in mid 2007 to help develop Future Melbourne. Over 500 people attended these forums and various city leaders volunteered their time as guest speakers and participants. The forums generated a diverse range of ideas and key themes were:

1. Melbourne's Cultural Identity: What do we Value?
2. Sustaining Melbourne's Prosperity.
3. Meeting the Environmental Shocks in Melbourne.
4. Change and Social Inclusion.
5. Building our City for the Future.

The City of Melbourne continued its community collaborations after the forums through its interactive website (e-village) and a series of articles in *The Age* newspaper inviting big ideas.

We will continue engaging and collaborating with the community to refine and finalise Future Melbourne.

[Read more about the consultation process and where to from here with public engagement \(insert link\).](#) .

Melbourne Now

Melbourne Now

[Introduction](#)

[Melbourne timeline](#)

[Melbourne now](#)

[Business and economy](#)

[City living](#)

Introduction

Just 40 years ago Melbourne as a metropolitan centre was struggling. Although the suburbs of the greater Melbourne region continued to expand into a vast sprawling metropolis, the Central Activities District itself was in decline.

The global economic gloom of the 1970s and local policies of decentralisation and suburban growth saw a trend towards business relocating from the city centre to suburbia. The centre operated from 9 to 5 and, except for people going to entertainment venues such as cinemas and jazz clubs, the city was almost abandoned in the evening as city-workers commuted home to the suburbs on the radial transport network. Commercial development unsympathetic to the traditional character of Melbourne saw the vitality of city streets diminish.

The revitalisation of Melbourne began in the early 1980s, with strategic planning and partnerships between the City of Melbourne and Victorian Government. The Postcode 3000 program brought residents to the city and new businesses sprang up to support them. Urban design strategies were implemented and a range of individual initiatives progressively helped to reinstate and reinforce the intrinsically dynamic qualities of the city.

By the turn of the century, Melbourne had overcome the economic downturn of the late 1980s. In 2008, Melbourne is once again a capital city of strength and energy, with a new but understated global standing.

City of Melbourne



MAP SCALE 1: 50 000
 0.5 0.25 0 0.5 1 1.5 2 Kilometers

LEGEND

- Additional area to be integrated in July 2008
- Waterways
- Parks

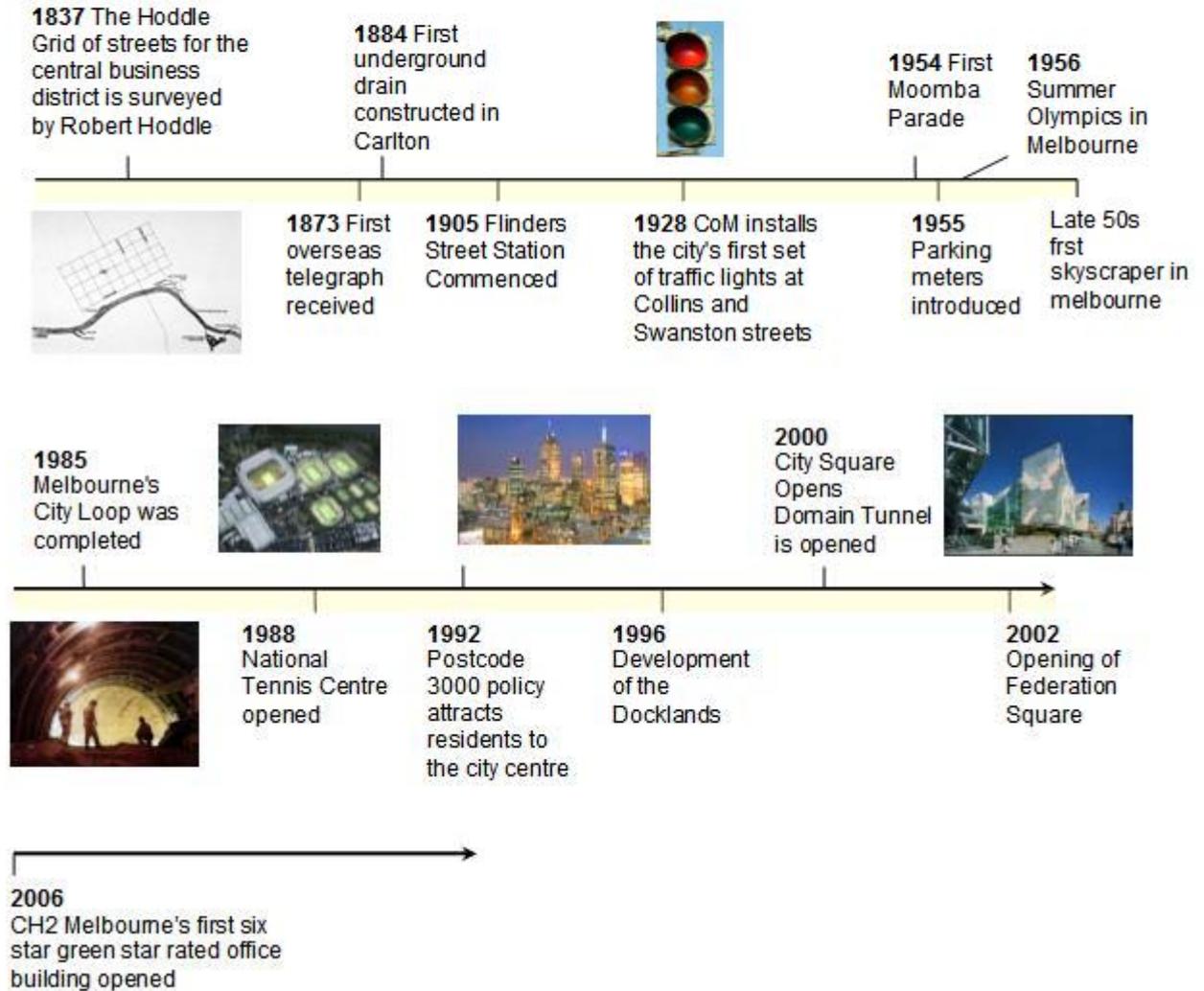
RESPONSIBILITIES & ACKNOWLEDGEMENTS

GIS Team Leader, Property Services: David Hassett
 GIS Compilation & Cartography: Cathy Flower
 Published by City of Melbourne, April 2008
 PO Box 1603, Melbourne, Victoria 3001 Australia.

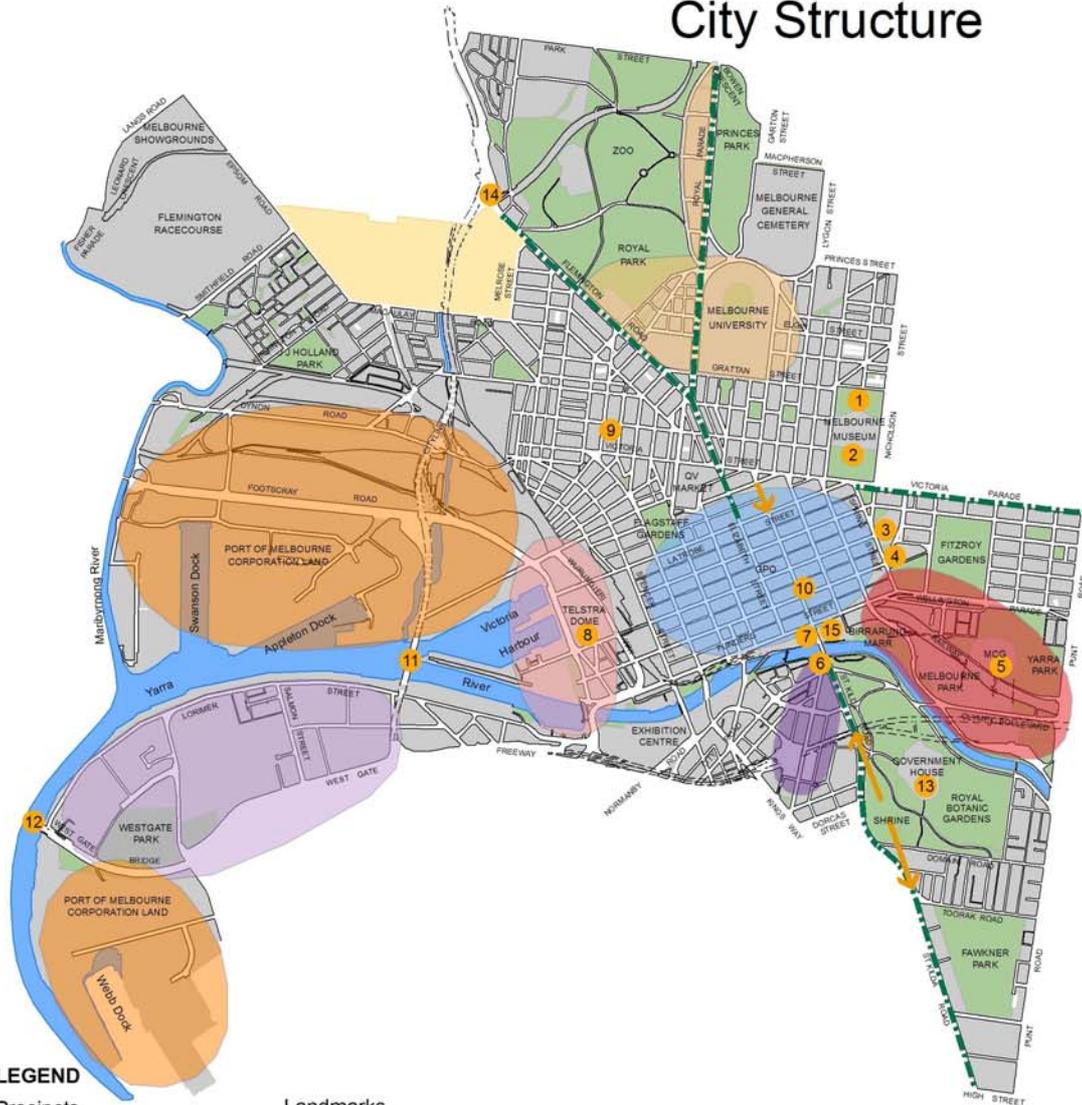


Melbourne timeline

Traditionally, the people of the Kulin nation lived in the region now known by its European name of Melbourne. The Kulin peoples now form part of what became a strongly multicultural city with waves of immigration beginning in the nineteenth century and peaking in the post-war years of the twentieth century.



City of Melbourne City Structure



LEGEND

Precincts

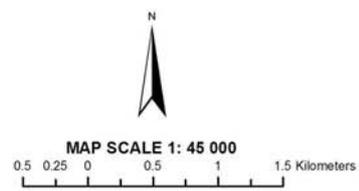
- Advanced Manufacturing
- Arts
- CBD
- Financial Services
- Sport
- Biotechnology/Medical Science & Research
- Freight & Logistics

Existing features

- Existing Boulevards
- Swanston Street Spine
- Waterways
- Parks
- Additional area to be integrated in July 2008

Landmarks

- 1 Melbourne Museum
- 2 Royal Exhibition Building
- 3 State Houses of Parliament
- 4 Old Treasury
- 5 Melbourne Cricket Ground
- 6 Victorian Arts Centre
- 7 Flinders Street Station
- 8 Telstra Dome
- 9 North Melbourne Town Hall
- 10 Melbourne Town Hall
- 11 Bolte Bridge
- 12 Westgate Bridge
- 13 Government House
- 14 City Gateway
- 15 Federation Square



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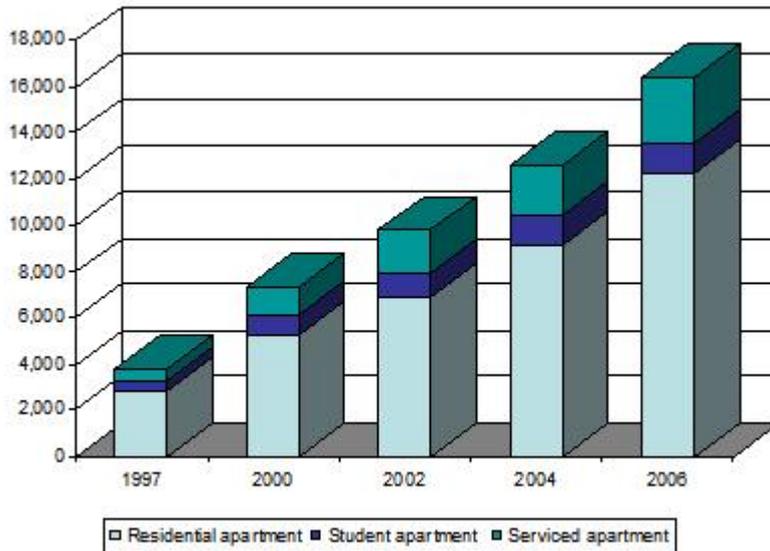


Business and economy

The economy of Melbourne is booming with record employment growth. Over 12,500 diverse enterprises now employ more than 366,000 people in the city, an increase of 42,000 since 2002¹.

Finance, business services and tertiary education are the strongest growth sectors, but knowledge-based industries with great promise for the future have emerged, such as biotechnology and communications technologies. The city centre is a haven for creative entrepreneurs and is the retail capital of Australia, known for its fashion and other innovative enterprises.

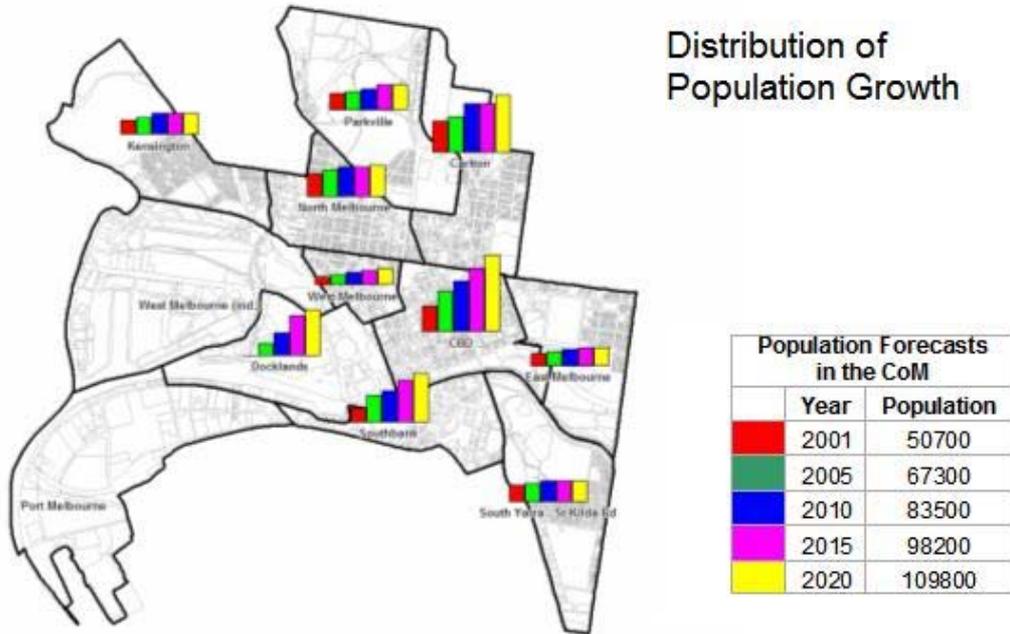
The built area of the city has dramatically increased in size during the past decade, with more than 100 new buildings constructed. While the majority of large buildings were traditionally located in the CBD, the Docklands and Southbank precincts have widened the spread of these buildings and created entire new precincts.



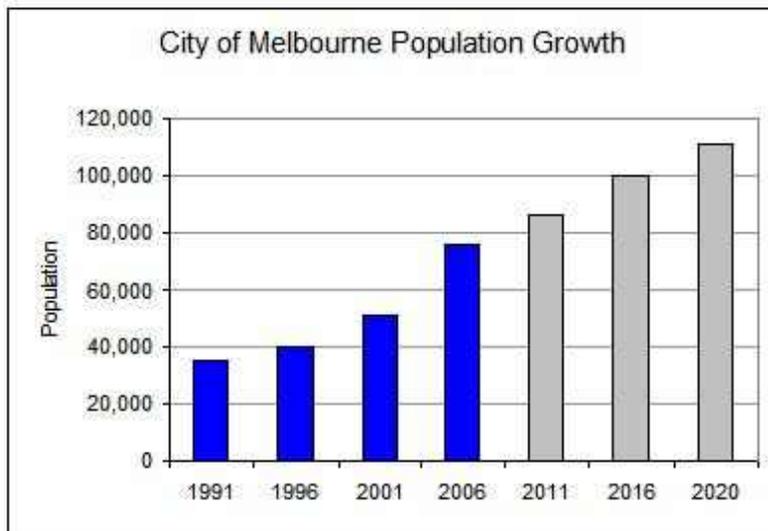
The strong economy has generated a boom in residential development. Over 11,500 apartments were added to the city from 2001 to 2006, the majority of them high-rise developments that have created major new residential and entertainment areas.

City living

One of the most obvious impacts of this growth is in Melbourne's residential population. From 1991 to 2006 the population has more than doubled from around 34,600 to 76,000. The number of people living in the CBD increased from just 1000 in 1991 to over 9,000 in 2006 and continues to grow.



The increasing presence of international students in the city has contributed to a resurgence of city living. In 2006, the City of Melbourne's higher education international student community was approximately 21,700, of which 8,400 lived and studied in the City of Melbourne, 3,300 lived in the municipality and studied elsewhere, and 10,000 studied in the municipality and lived elsewhere.



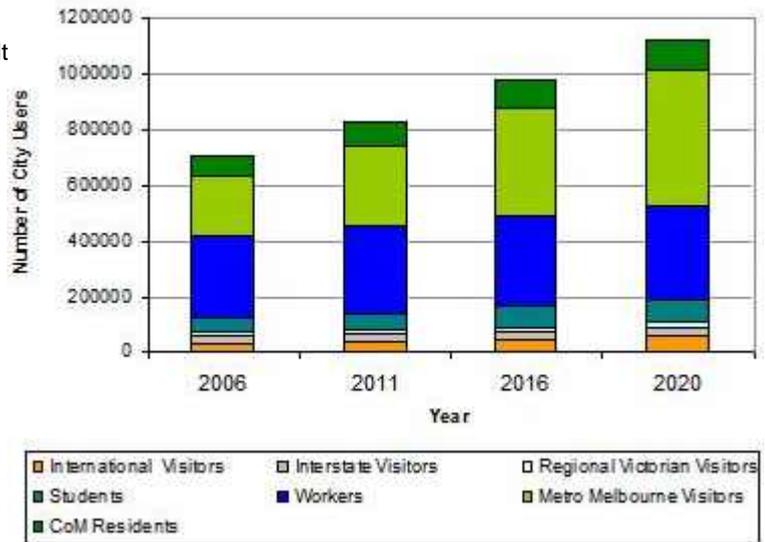
Year	Population	% Change
1991	34659	-
1996	39827	15
2001	50673	27
2006	76000	50
2011	86162	13
2016	99991	16
2020	110000	11

People have rediscovered Melbourne as an entertainment and cultural centre. Its streets, laneways and other public spaces are full of life and their development is in line with Melbourne's intrinsic physical character. With state-of-the-art cultural and creative infrastructure and world-class sporting facilities in or near the city, Melbourne hosts over 300 cultural, sporting and other key events each year. There are now 1,500 bars, cafés and restaurants in the CBD area alone and a diverse multitude of entertainment, cultural and dining venues in its inner suburbs. These advantages make Melbourne a top visitor destination.

An average workday sees the population swell 10 times to over 700,000, including residents, workers, national and international visitors. On weeknights, the streets come alive with a new crowd, attracting 223,000 local visitors and about 63,000 national and international visitors ².

Melbourne has also achieved significant recognition in the global economy. A 2006 international survey of 60 cities by the Anholt City Brands Index rated Melbourne the eighth best city brand. We are consistently ranked as one of the world's most liveable cities by the Economic Intelligence Unit Liveability Ranking. The *Guardian Observer* Traveller Awards voted Melbourne as the Number 1 favourite overseas destination in 2004.

City of Melbourne City User Projections



Trends and challenges

Trends and challenges

Mitigating and adapting to climate change

Liveability

Business

Affordability

Infrastructure

Social diversity and cohesion

Emerging technologies

Energy transition

Time (24 Hour)

The world is experiencing a major transition. Its population is continuing to grow rapidly and the majority of these additional people are living in cities. The rise of a middle class in China, India, Russia and other strong economies is driving demand for goods and services enjoyed for many years by developed countries. This greater demand is placing pressure on costs for food, energy, resources, skills and education.

While Melbourne is enjoying a sustained period of strong economic growth and general development, there are significant challenges for today and the future.

Consultation and research the City of Melbourne conducted revealed emerging trends which will impact on the future of the city. These include:

- **climate change** and the need for adaptation strategies
- an **increase in the cost of business** in Melbourne, coupled with a decline in the manufacturing industry across Victoria
- an **increase in oil prices** which has flow-on effects to increased costs for food, transport and living
- an **increase in housing costs**, potentially threatening the **liveability** and cultural vitality of Melbourne
- significant **population growth** and **demographic change** in the City of Melbourne – whilst our resident population remains young, our working and visitor populations are ageing and climate change 'refugees' and new communities with special needs may settle in Melbourne in future
- the need to maintain **social cohesion**, including social connectedness, family and community well-being and the distribution of economic inequalities
- a rapid improvement in **technological change** which can change the way people live, work and play, providing new opportunities and ways to deal with negative trends
- the city becoming a **24-hour city** – one that is always open and requires a temporal planning framework.

This section summarises the implications and opportunities of these trends across the city.

Mitigating and adapting to climate change

Climate change is a critical challenge facing Melbourne. Its impacts will range from increasing food prices, sea level rises, more intense natural flooding and variable weather, heat waves, species extinction and the spread of emerging disease.³

To address these issues we recognise that environmental sustainability is a priority. We must reduce our environmental impact to retain our liveability and respond to the pressures of climate change. We are living beyond our environmental means. New actions and approaches are required to boost our energy efficiency, and reduce our resource consumption and the amount of waste we generate. The link between environmental health and public health is critical and we must focus more on issues such as increasing opportunities for physical activity and improved mobility.

Mitigating environmental pressures and reducing our ecological footprint is important, but it is increasingly urgent to address how to adapt to the projected impacts of climate change.

Liveability

According to two global studies of liveability, the Economist Intelligence Unit (EIU) and Mercer Index, Melbourne's high standard of living relative to other cities is threatened.

The EIU ranked Melbourne, along with Vancouver, as the best city to live for three consecutive years (2002, 2003 and 2004). The 2007 surveys ranked Melbourne second behind Vancouver. This is consistent with the results of the last three years, where Melbourne continued to score below Vancouver in the 'Culture and Environment' category. Based on the Mercer Index, Melbourne's position changed only marginally over the last five years. It was ranked 15th in 2003, 12th in 2004 and 14th in 2005. In 2006, Melbourne's ranking slipped to 17th and in 2007 remained

17th. As outlined in the Council of Capital City Lord Mayors (CCCLM) report (2007), liveability has a positive correlation with innovation – the number of patents registered in each city can be used as a measure of innovation (table 1).⁴

City	Liveability Ranking (Mercer)	Innovation Ranking (Patents)
Zurich	1	10
Geneva	2	16
Dusseldorf	5	31
Frankfurt	6	4
Sydney	9	25
Amsterdam	11	12
Brussels	14	18
Toronto	15	29
Melbourne	17	17
Stockholm	20	1

Table 1. Mercer City Liveability and Innovation⁵

Climate, public transport, congestion, air quality, crime and school systems significantly influence the evaluation of a city's quality of life in the Mercer studies. Some commentators, such as Monash University, have specifically attributed our falling liveability to increased congestion, an over-burdened public transport system and the diminishing affordability of housing. A key attribute of highly-ranked cities, such as Zurich and Vancouver, has been an excellent public transport system.

Business

The reduction of international trading barriers has ignited a wave of global business activity, which has mobilised goods, services, capital and labour. At the same time, technological and scientific innovation has redefined the methods and speed of business transactions.

Melbourne is a significant international import and export hub and engaging the strengthening competitive economies of Brazil, Russia, India and China offers many opportunities. However, these countries also pose threats to our ongoing economic prosperity and environmental sustainability, because of their cheaper production costs and lower environmental standards.

We need to ensure Melbourne retains its investment and business strengths by developing international partnerships, attracting significant infrastructure investment, and through business development and investment support programs. Skills shortages in some industries are already evident and we need to ensure we have a relevant and skilled workforce in future.

Affordability

The affordability and availability of commercial premises, residential and visitor accommodation is a present and future issue.

Office vacancy rates are low at present and we need to increase the availability of commercial space to encourage and ensure future economic growth. This commercial space must, however, be treated in the broadest sense, ranging from large corporate offices to small businesses, galleries, studios, music venues and other ventures.

The city's recent and projected population growth is a major challenge. By 2020, it is expected another 40,000 people will live in the city. The rising costs of inner city accommodation and its reduced availability creates the risk that residents and workers earning lower incomes will move further out, deserting the city for employment or commuting. We also need to ensure appropriate and sufficient accommodation is available for national and international visitors.

Diminishing housing affordability coupled with increased living costs indicate that without significant investment in public and social housing and crisis accommodation, the number of homeless people in the city will grow.

Infrastructure

Transport

Some of Melbourne's infrastructure is operating at capacity now. The road and public transport network is already experiencing significant pressure and will increase in future years. Fuel and vehicle costs, as well as congestion, have encouraged many to use alternative forms of transport to reach the city, such as walking, cycling and public transport.

The City of Melbourne is developing new walkways, dedicated bicycle paths, connections and commercial spaces that add a new dimension to public space and which seek to reduce conflicts between street users, but we also need to further ensure all transport infrastructure is accessible, safe and inter-connected. Our infrastructure must respond to changing patterns of use and minimise congestion and air quality impacts.

Communications

Communications infrastructure is now integrated into the financial, marketing, information and communication strategies of every major corporation, education and political institution, community and government agency. Providing infrastructure is a key constraint on the greater adoption of this technology.

For the City of Melbourne and its residents to communicate and compete globally in a world dominated by rapid information flows, infrastructure connecting the city to the commercial telecommunications network must have capacity to meet future demands.

City of Melbourne Major Transport Infrastructure



LEGEND

Existing features

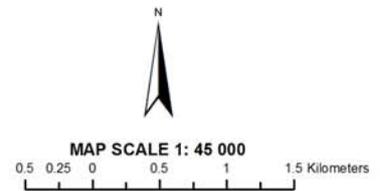
- Bike track
- Freeways
- Freeways (Underground)
- Train
- Train (Underground)
- Tram
- Port of Melbourne Corporation
- Waterways
- Parks
- Additional area to be integrated in July 2008

Proposed EWLNA (Eddington Report)

- Bike track
- Melbourne Metro Rail Tunnel
- Bus route
- East West Road Connection (Underground)

Other proposed

- Port rail link



RESPONSIBILITIES & ACKNOWLEDGEMENTS

GIS Team Leader, Property Services: David Hassett
 GIS Compilation & Cartography: Cathy Flower
 Published by City of Melbourne, April 2008
 PO Box 1603, Melbourne, Victoria 3001 Australia.



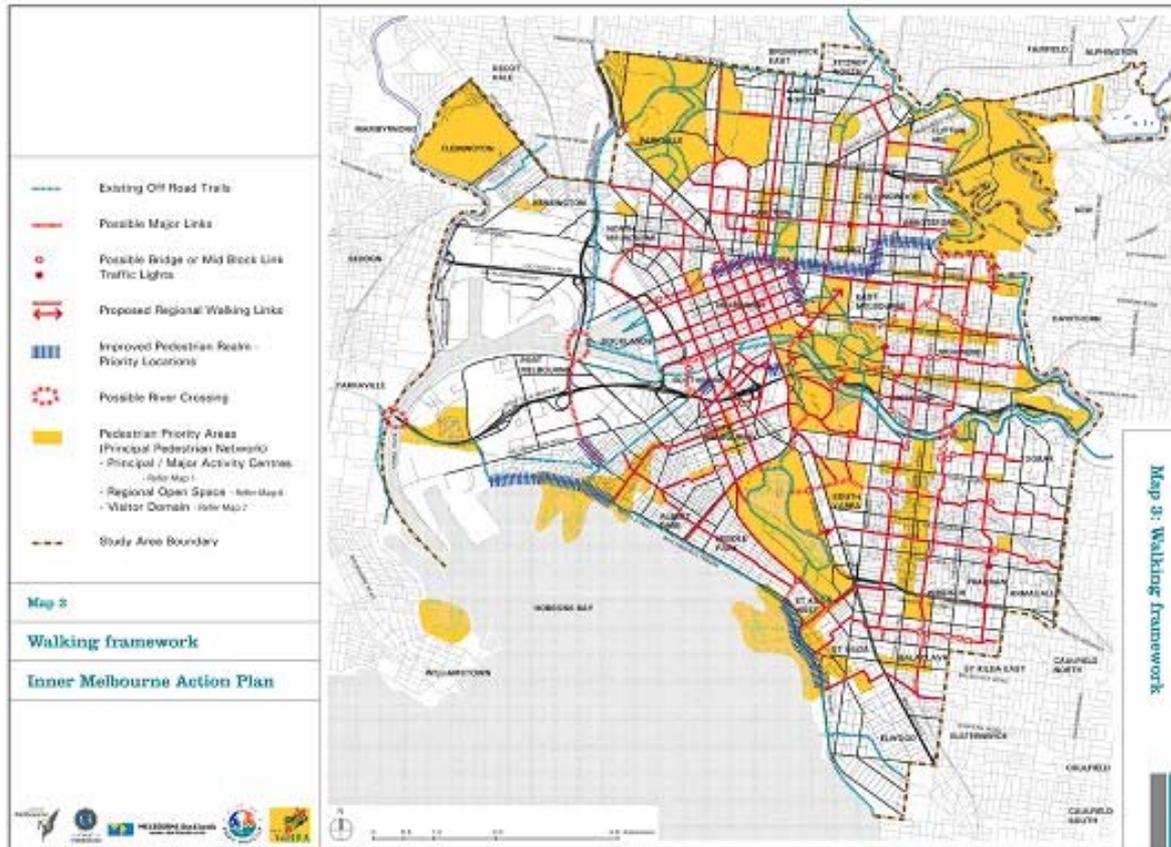


6

The Principal Bicycle Network (PBN) was envisaged to be a network largely made up of white lines on main roads marking bicycle lanes and wide kerbside lanes. These mostly low-cost facilities which can be installed without much impact on other road users have helped stimulate bicycle use to the current level. These types of facilities will continue to be widely used by cyclists. However, in order to achieve the cycling goals of IMAP and those of its member Councils, a separated, on-road bicycle network similar to that of leading European cities is required. The IMAP Bicycle Network is the 'first cut' at describing this network and selecting the routes that will be on it. Much work remains in developing the designs that will build it and gaining the support to make it happen.

IMAP has identified a new priority bike route network for the inner region. This map is a result of the IMAP collaboration.

Walking Framework Map- Inner Melbourne



7

Social diversity and cohesion

Diversity and cohesion are mutually compatible and important themes in our city. We must ensure Melbourne retains its active cross-cultural engagement and remains open and positively embraces different cultural traditions. This means we must continue to debate, negotiate and build a shared set of meanings about social and cultural values that support tolerance, harmony and a celebration of Melbourne, whilst ensuring diversity and unique cultural identities flourish. Creative organisations and individuals from different cultural backgrounds that have been vital to enriching our city need to be supported, even as new cultural groups find expression.

Emerging technologies

Technology, coupled with knowledge and innovation, can alter traditional concepts of the urban community. Cities that are fast adopters of new technologies excel in attracting creative individuals and younger educated people, which in turn stimulates business, product innovation and exporting services. New technologies offer opportunities to tackle future issues in new ways.

Energy transition

Depleting oil fields and low discovery rates will inevitably raise oil prices. The much higher future oil prices predicted by the emerging [Peak Oil](#) consensus will increase the cost of goods in the City of Melbourne: we are one of the most car and energy-dependent cities in the world and are likely to face additional economic and social problems during the transition from the cheap oil era.⁸

In an effort to reduce the impact of oil prices, the city must adopt renewable energy sources such as solar, wind and tidal. There is also a compelling case for helping enhance the capacity of individuals to adjust to change (City Research, 2007).

Time (24 Hour)

Melbourne's reputation and appeal as a destination presents a multitude of issues. As more people fill the city streets 24 hours a day, we need to plan for the associated physical and social impacts.

By 2017, more than one million people will visit the City of Melbourne on an average weekday. While this will provide great advantages in terms of revenue and skilled workers, this growth needs to be planned for and

accommodated to protect the city's existing attributes and create a more vibrant, safer and sustainable 24-hour city.

Growth and Strategic Areas

Metropolitan Context

Melbourne's population is expected to grow by one million people in the next 20 years. The City of Melbourne's population will increase about 30,000 in the same period. About 620,000 new homes will be created in the metropolitan area, most one or two person households.

Melbourne 2030

is the Victorian Government's key strategy to plan and manage sustainable growth and development across the metropolitan area. It is a 30-year plan to manage growth and change across Melbourne and its surrounding regions.

Melbourne 2030

seeks to protect the liveability of established residential areas and concentrate major development in strategic areas identified as activity centres and on underdeveloped land. While a good supply of land for development will be maintained in growth areas, over time there will be a shift away from growth on the fringe of the city and an emphasis on greater density in the existing metropolitan area.

An initiative to deliver a more sustainable Melbourne is the Victorian Government's 'Transit Cities' program, which aims to strengthen links between the city and communities across the state. Transit Cities are regional cities and suburbs important to managing Melbourne's future population growth and demand on housing and transport. Thirteen transit cities are participating in the program: Ballarat, Bendigo, Box Hill, Broadmeadows, Dandenong, Epping, Footscray, Frankston, Geelong, Latrobe Warragul, Ringwood, Sydenham and Werribee.

Another initiative of the Victorian Government to help contain outward sprawl is the urban growth boundary. The boundary was set to protect Melbourne's valuable farming, conservation and recreation areas. A Growth Areas Authority was appointed by the Minister for Planning to oversee planning and development in Melbourne's designated growth areas. Growth area councils are Casey, Cardinia, Hume, Melton, Whittlesea and Wyndham.

based public transport networks and good walkability.

As a first move to engage the common interests of this region, the City of Melbourne, together with Port Phillip, Stonnington and Yarra Councils, have developed an [Inner Melbourne Action Plan](#) (IMAP). This Plan builds on the role inner Melbourne plays as the primary business, retail, sport and entertainment hub for the metropolitan area. The Plan addresses a broad range of regional urban management issues including housing density; activity centres and tourist precincts; public transport, pedestrian, cycling and road networks; the physical environment and character of the inner area; major sporting and recreation facilities; and business development. Since 2006 a formally constituted alliance of the participating Councils has been overseeing the ongoing development and implementation of IMAP.

The City of Melbourne – Introduction

In the context of a continually growing and changing city, it is important the City of Melbourne helps enhance the city's liveability, sustainability and economic vitality, while protecting its valued heritage, culture and assets.

The City of Melbourne's population has dramatically grown in recent years. Between 1996 and 2006, the population increased 57 per cent, growing at a high rate of 4.6 per cent each year. This population is expected to continue to grow at a rate of 3.7 per cent each year. Approximately 81,000 City of Melbourne residents now live in 45,000 dwellings. By 2020, the City of Melbourne's population is forecast to exceed 110,000 people, living in more than 61,000 dwellings. Projecting further into the future, a capacity analysis (undertaken in response to *Melbourne 2030*) projects the City of Melbourne's capacity for 2030 is approximately 100,000 dwellings, however the realisation of this figure will depend on demand and affordability.

Strategic areas across the city provide opportunities for residential and economic growth. The central city (comprising Docklands, Southbank and the Central Business District) is a popular residential address and its resident population is expected to increase to 51,235 by 2020, accommodated in 13,167 new households. The central city is an area of continuing urban renewal and the focus of major developments and redevelopment on vacant and under-used sites or sites and buildings that have reached the end of their lifespan.

The central city continues experiencing residential growth, while the Port of Melbourne and Parkville education and medical precincts significantly contribute to local, national and international economic growth. The Port of Melbourne is Australia's busiest port and will experience substantial growth in the next 30 years. Parkville is identified in *Melbourne 2030* as a specialised activity centre with an international profile as a hub of excellence in healthcare, research and education. Opportunities exist within all strategic areas and developments to contribute to our liveability, sustainability and economic vitality.

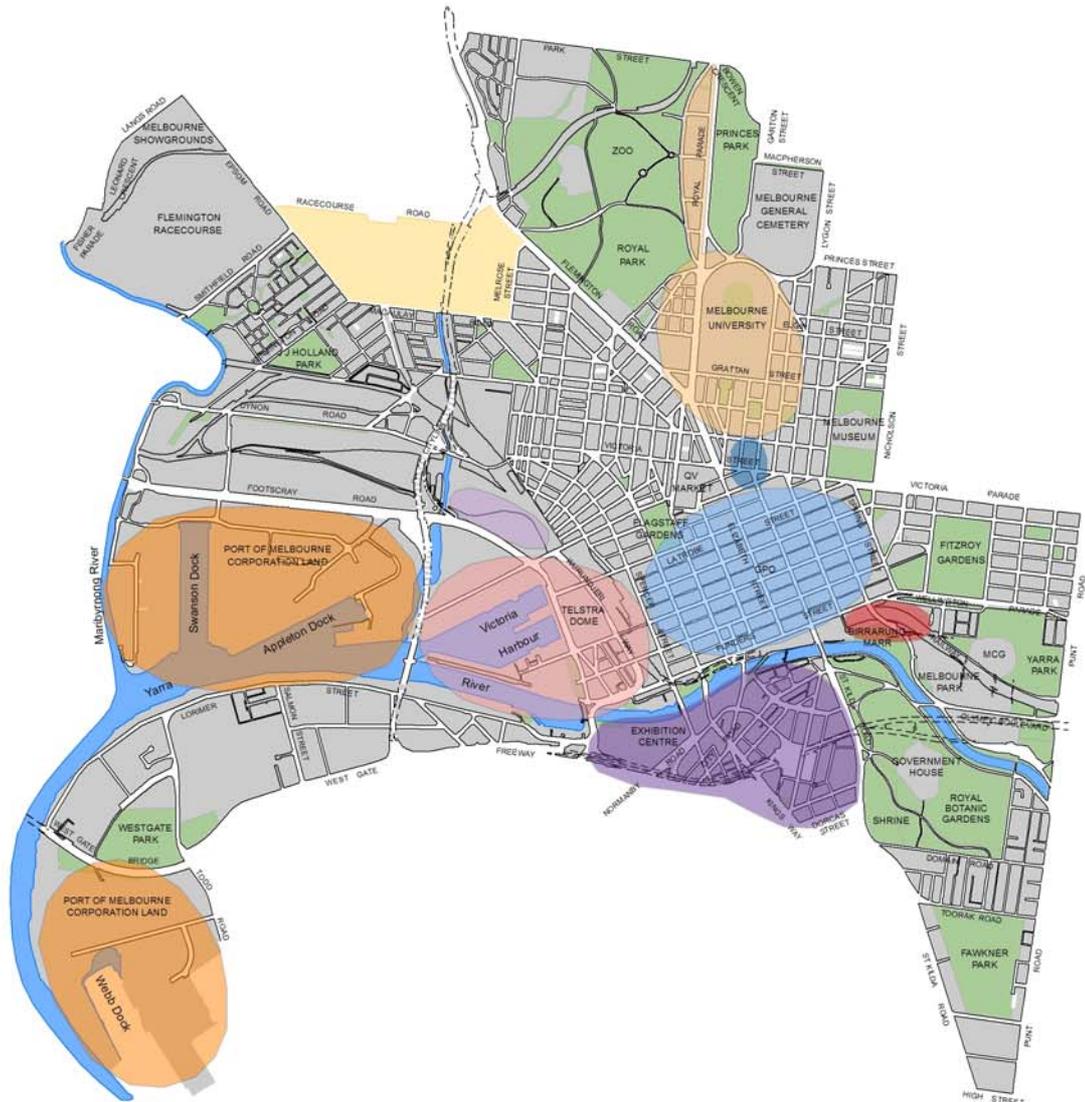
Principles for development

A conceptual framework of principles to guide and manage growth and change of the urban structure and built form is provided below.

All new development will:

- enhance the city structure and urban form by being respectful of its context and heritage and demonstrating the highest architectural quality
- demonstrate what a truly sustainable city can achieve in terms of water, energy use, carbon emissions, social sustainability, mixed-use development and high quality public space
- improve physical integration and connection to the environment including transport systems, cycling and walking routes
- enhance community integration by being accessible, welcoming and providing community meeting spaces
- preserve places and precincts of heritage and cultural significance
- increase residential population, managing housing change and responding to the needs of a diverse population
- minimise impacts of developments and new land uses on residential amenity.

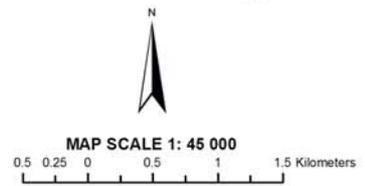
City of Melbourne Growth & Strategic Areas



LEGEND

Strategic areas

- | | | | |
|---|--|---|---|
|  | Central City |  | Parkville & Sth Carlton Precinct |
|  | CUB site (inc RMIT Design Hub) |  | Port of Melbourne |
|  | E-Gate |  | Additional area to be integrated in July 2008 |
|  | Southbank |  | Waterways |
|  | Docklands |  | Parks |
|  | Central City South East Edge Precinct (Jolimont Railyards) | | |



RESPONSIBILITIES & ACKNOWLEDGEMENTS

GIS Team Leader, Property Services: David Hassett

GIS Compilation & Cartography: Cathy Flower

Published by City of Melbourne, April 2008

PO Box 1603, Melbourne, Victoria 3001 Australia.



Docklands

The development of the Docklands precinct began in 1991, overseen by the Victorian Government's sustainable land development agency, Vic Urban, in partnership with private developers and other agencies. Built on the site of a former industrial port, Docklands is a new mixed-use inner city suburb designed for living, commerce, recreation and entertainment. Some of Victoria's largest office buildings, new residential towers, a sporting stadium, bike paths, parks and public art are found at Docklands.

Docklands is Melbourne's largest 'brown field' redevelopment opportunity. One third of the 220 ha area is completed or is currently under construction. Development at the site is expected by 2020.

More than 4,000 people call Docklands home, and more than 7,000 people now work there. In the next 10 years (2010–2020), it is expected that Docklands will:

- become home to approximately 20,000 residents
- welcome over 40,000 workers each day
- attract over 20 million visitors each year.

This is an exciting time for Docklands. As the number of people using it increases, the pressure to create a stronger sense of community supported by appropriate infrastructure, a sustainable business environment and an attractive, lively waterfront precinct will increase.

The City of Melbourne will continue working closely with Vic Urban, as the development authority, to:

- Create a vibrant and engaged community within Docklands that enhances the standing of Docklands as an international example of waterfront urban renewal and ensures the future of Docklands as a key destination within central Melbourne for people to live, work and visit.⁹
- Improve the provision of community services, infrastructure and recreational opportunities at Docklands by developing and implementing a joint City of Melbourne and Vic Urban Docklands Community Infrastructure Plan.
- Provide an enjoyable and useable physical environment at Docklands by making recommendations to Vic Urban on the ongoing use, design and development of public open space, waterways and infrastructure through the preparation of a Public Space Strategy for Docklands and the Docklands Waterways Strategic Plan 2008-2018.
- Strengthen the sense of community, create a vibrant and active waterfront ambience and support small to medium-sized businesses by delivering a strong and consistent program of events, marketing and tourism initiatives designed to activate Docklands in the short and long term.

E-Gate

E-Gate

is an under-used tract of land occupying more than 20 ha of land on the fringe of the Melbourne Central Activity District, making it one of the largest remaining development sites within the City of Melbourne.

The precinct is located east of Moonee Ponds Creek, north of Footscray Road, bounded on the east by Dudley Street, and south of North Melbourne Railway Station and West Melbourne. The site is situated next to significant transport nodes, including North Melbourne Railway Station, tram lines, City Link and the Port of Melbourne.¹⁰

Current transport, maintenance and administration activities on the site do not represent an appropriate long-term land use.¹¹

While E-Gate is still in its early planning and investigation stages, it has potential to be a strategic redevelopment site, with a location favourable to commercial uses, public transport and residential communities.

North Melbourne Railway Station sits at the edge of West Melbourne and is isolated from Docklands. The Department of Infrastructure is presently relocating the station entrance one block south to the intersection of Dryburgh and Adderley Streets, creating a new focal point and potentially freeing up the existing station entry building for new uses. The station's primary role would continue to act as an interchange between lines, with relatively few passengers accessing the local area.

The development of E-Gate will redefine North Melbourne Railway Station as an important access point for residents and destinations in all directions. New connections across the rail yards would enable the station to serve the north end of Docklands as well as the E-Gate area. New bus and tram routes could establish the station as a public transport hub.

That the E-Gate precinct will be developed using best practice in sustainable urban design and delivering high-density mixed uses responsive to the site. It should include the following features:

- quality urban environs
- reduced water, energy use and carbon emissions
- access to high-quality open space
- access to sustainable transport options
- reduced car parking and reliance on private vehicles
- local services and employment opportunities.

Central City south-east-edge precinct (Formally Jolimont rail yards)

Formally known as the Jolimont Rail Yards, the remaining sections of exposed rail tracks to the east of Federation Square and running south-east through the sports and entertainment precinct create a major physical barrier between the south-east edge of Melbourne's Central City grid, the neighbouring river corridor and the expanse of facilities and activities of the sports and entertainment precinct.

The Central City south-east-edge precinct is a significant part of this larger area and is defined by the Russell Street extension to the west, Exhibition Street extension to the east and Birrarung Marr to the south. The past 10 years have seen this section of the city transformed: it was once an area dominated by rail yards, a scattering of isolated developments and a myriad other back-of-house service facilities.

The Central City south-east-edge precinct offers the opportunity to continue to build on the significant public and private investments that have already been made in this part of the city and improve the physical connection between the Central City and the river corridor.

Its prominent location and its highly visible presence suggest that only development of the highest architectural quality and cultural significance should be considered in this precinct. A sustainable mixed-use development on this key site should deliver

- substantial public benefits.
- Include best-practice sustainable urban design principles. It should be a demonstration of what a truly sustainable city can achieve in terms of water, energy use, CO2 emissions, social sustainability, mixed-use development and high-quality public space.
- Build on the significant public and private investments that have already been made in this part of the city.
- Improve the physical connection between the Central City and the river corridor.

The Port of Melbourne

The Port of Melbourne occupies more than 500 ha of land to the west of the city. The Port of Melbourne Corporation has developed plans that envisage growth and enhanced connections with major transport infrastructure. The Port Development Plan¹

estimates that in the next 20 years, an additional five berths and 25 ha of terminal space is needed. The port impacts significantly on the City of Melbourne, playing a central role in the city's transport hub.

The Port of Melbourne is Australia's busiest port, handling almost 40 per cent of the nation's international container trade. Ranked among the world's top 50 ports, the Port of Melbourne is Australia's international trading gateway for more than 40 shipping lines, providing access to over 300 international markets.¹²¹³

A key driver of economic growth, the port contributes over \$5.4 billion to the Victorian economy each year. It provides jobs for more than 18,000 Victorians and indirectly generates jobs for a further 62,000 people.¹⁴

The Port of Melbourne is expecting substantial growth over the next 30 years and anticipates:

- four times more containers
- a three-fold increase in the volume of Bass Strait trade
- more than two-and-half-times the number of new motor vehicles (subject to a suitable location for this trade being found)
- double the quantity of bulk products.

The Port of Melbourne Corporation is the strategic manager of channels in Port Phillip Bay. The deepening of access channels in the bay will allow the port to accommodate deep draught vessels, enhancing its growth and development¹⁵

Due to the port's increased capacity to manage cargo, supporting infrastructure will be continually planned and developed. Melbourne Port@L is a long-term strategic planning initiative of the Victorian Government to improve the efficiency and capacity of the Port of Melbourne. Melbourne Port@L will integrate the port, the adjacent Dynon rail precinct and other rail terminals used for the collection and distribution of containers into a single intermodal hub and improve road and rail links from the port to the outer metropolitan area and regional Victoria.

It is critical for the Melbourne and Victoria that the Port of Melbourne's ongoing operations and viability and longer term growth be supported and that integrated transport networks and transport interchanges be developed, particularly the increased use of rail for freight movement.

Parkville

Parkville in the north of the city is dominated by Royal Park, which is fringed on three sides by residential and institutional areas. Almost 1,800 residents lived in Parkville in 2006. The stability of the residential population is dictated by the small areas available for residential use and the heritage significance of its residential neighbourhoods. Parkville is a major employment centre in the City of Melbourne, with around 23,000 people working there in 2006. Almost half worked in the health services (14,362) with education the second largest employer (5,113).

The Parkville precinct, which includes South Carlton, is renowned for its high-profile health, education and research institutions, but it also supports other residential, commercial and public land uses integral to its role and function which contribute to its unique character. Many of its major institutions, such as the University of Melbourne and the Royal Melbourne Hospital, have been associated with Parkville for more than 100 years. Throughout Parkville's history these diverse land uses have been able to coexist successfully, contributing to its attractiveness and vibrancy.

The sustained success of its key institutions and its attractiveness as a place to live and work has driven a continual process of growth and change. This process has accelerated in recent years and is expected to continue with the recently established Bio21 Institute, the redevelopment of the Royal Melbourne Hospital and Royal Childrens Hospital, relocation of the Royal Womens Hospital from Carlton and the proposed redevelopment of the former Dental Hospital site.

The existing residential areas of Parkville include significant heritage areas and capacity for growth is limited. South Parkville is an intact historic area of national importance. Change in Parkville needs to be carefully considered and managed with its heritage characteristics in mind. Future development in this precinct should proceed with:

- Stakeholders to develop the Parkville Structure Plan to guide growth and development.
- Support opportunities for growth of the hospital and educational and research sectors in the precinct.
- Support the residential communities and the highly-valued built form and streetscape assets of Parkville.

CUB Site (inc RMIT Design Hub)

The Minister for Planning recently approved the redevelopment of the former Carlton and United Brewery (CUB) site bounded by Victoria, Swanston, Queensberry and Bouverie Streets, Carlton. In 2006, Grocon and RMIT entered into a land sale agreement on the basis of a Master plan. The Master plan for the site reflects the areas location at the edge of the central city. It reinforces Swanston Street as the central civic walkway to the city and the Shine of Remembrance.

The Master plan includes:

- 6 new high-rise buildings, including the RMIT Design Hub on the corner of Swanston and Victoria Streets which together total about 286,000sqm in gross floor area;
- retention and re-use of the heritage structures on the site;
- a broad mix of land uses including, office, residential, retail (supermarket), education (RMIT Design Hub) and entertainment;
- built form massing diagrams including preferred maximum building heights; and
- a network of diverse publically accessible spaces through the site.

Key objectives for this precinct include:

- achieving an exceptional redevelopment of this site complementary to it's recognised State significance.
- Improve linkages between the Central City and Parkville /South Carlton.

Southbank

Southbank today is largely the result of urban renewal programs by successive Victorian Governments which began in the 1980s. The area has rapidly developed, starting with Southgate, which opened in 1991. Construction of the Westgate Freeway, City Link, Southgate, Crown Entertainment Complex, the Melbourne Exhibition Centre and significant residential development occurred in a short period. Southbank now accommodates a mixture of land uses dominated by commercial and entertainment activities along the river, with high-density housing to the south.

Southbank is one of the major residential growth areas within the the City of Melbourne and provides significant residential development opportunities. Southbank contains a vibrant mix of metropolitan and locally significant destinations and occupations along with significant commuter and freight roads with metropolitan significance.

Southbank also accommodates a strong cultural base, including the Victorian College of the Arts, The Malthouse

Theatre, the Australian Centre for Contemporary Art, the Victorian Arts Centre and the National Gallery of Victoria.

The focus of most recent efforts to improve Southbank has been on the river's edge and its surrounds. Away from the river, public amenity is compromised by car-dominated roads and a lack of street life, discontinuous walking routes and little open public space. The Southbank Plan focuses on issues of and improvements to the public environment.

Several sites at Southbank are yet to be redeveloped. Southbank's population is expected to double from 2004 to 2016, increasing from about 6,700 to 13,400. In April 2007, almost 2,000 new dwellings are under construction, with a further 1,500 dwellings in various planning stages.

The Sturt Street Cultural Spine is 'Project 1' in the Southbank Plan. This project includes the reinvigoration of the Sturt Street cultural spine as the vibrant cultural and community heart of Southbank, including constructing a major new pedestrian ramp linking the Arts Centre plaza with the Sturt Street cultural precinct. This will create a major activity strip the length of Sturt Street and link all the major arts and cultural institutions (existing and proposed) in the Southbank arts precinct. The Minister for Planning recently announced the appointment of architects to begin design work on this project.

The key

- Assist the Victorian Government with implementing the Southbank Plan.
- Significantly improve the amenity of Southbank's streets and other public spaces.
- Ensure that community services, facilities and spaces (indoor meeting and outdoor recreational) adequately cater for the needs of the local community, including projected population growth.

See also

- Docklands Planning Area Strategic Statement, Vic Urban, Date: July 2000
- Docklands Integration and Design Excellence, Vic Urban, Date: July 2000
- Places for Everyone, Vic Urban and City of Melbourne, Date: May 2002
- ESD Guidelines, Vic Urban, Date: May 2006
- Water Sensitive Urban Design Guidelines, City of Melbourne, Date: 2005
- Central City, South East Edge Precinct Urban Design Guidelines, Department Sustainability and Environment, 2006
- Parkville Precinct Strategic Plan 2006
- Southbank Plan 2007 .

A vision for Melbourne

From liveable city to sustainable city

In the past 20 years, Melbourne has transformed into a creative, vibrant and liveable city. In the next 20 years, Melbourne will become a sustainable city.

Future Melbourne aims to make our city economically, socially, environmentally and culturally sustainable. Our measure of success will be our ability to achieve the [six goals](#) of Future Melbourne:

1. A City for People
2. A Prosperous City
3. An Eco City
4. A Knowledge City
5. A Bold and Inspirational City
6. A Connected City

Like all large healthy cities, Melbourne is complex and constantly changing. Many initiatives in Future Melbourne may take time to have effect. The full extent of some benefits achieved by Future Melbourne may not be realised until well after 2020. However, by this time our city will have laid solid foundations for becoming a successful city in the 21st century, ensuring a sustainable city for future generations. .

Future Melbourne goals

Goal 1. A City for People

A **City for People**

is a city that provides a safe, healthy, engaging and quality environment for its residents, workers, students and visitors. Architecture, design and heritage contribute to the built fabric within which people live their lives. A City for People seeks to create welcoming places and spaces for all people.

Goal 2. A Prosperous City

A **Prosperous City**

provides access to diverse opportunities for its individual and business communities. It is a city in which all sectors flourish – industry and retail, technology and services, tourism and environmental innovations alongside recreation facilities and residences.

Goal 3. An Eco City

An **Eco City**

is environmentally responsible, enhancing the urban environment and minimising the impacts of the city on the natural world. It is a city functioning as an efficient partially self-sufficient ecosystem linked into a wider regional and global network of similar urban systems ecosystems. The prosperity of the city's economy depends on the continuing integrity of the natural systems underpinning it.

Goal 4. A Knowledge City

A **Knowledge City**

creates a relevant and vibrant environment to foster lifelong learning to for its diverse communities. It is dynamic and adaptable and keeps abreast of emerging issues and trends. It is collaborative in knowledge sharing and transfer between its sectors and communities. It strives for excellence in all it does and utilises the state of the art communication and infrastructure network.

Goal 5. A Bold and Inspirational City

A **Bold and Inspirational City**

is a city that allows for and even encourages daring and initiative. It builds on our heritage, embraces Indigenous history and culture and, in an atmosphere of freedom and creativity, offers opportunity to experiment and innovate.

Goal 6. A Connected City

A **Connected City**

is a city where all people can access the city and move around it with ease by a variety of methods. Everybody can establish virtual and real connections with people, businesses and opportunities across the city, state, national and world.

A Connected City has the infrastructure necessary to support our business prosperity, our quality of life and a sustainable Melbourne. The connected city supports the exchange of knowledge and ideas as well as goods and services.

Pathways

Beneath each Goal sits a set of **Pathways** – things we must do to achieve that particular Goal. Directions can contribute to more than one Goal and icons attached to each indicate these inter-relationships.

Each Direction specifies a number of **Needs** and then outlines the **Proposed Outcomes** of achieving the Goal.

Responsibilities are identified, including partnerships and additional agencies involved.

Targets

The City of Melbourne has developed ten targets to aspire to over the next decade. Progress toward these targets can be regularly reported on and will show our progress toward achieving our vision of not only a liveable but also a sustainable city.

Targets may relate to multiple Goals and together present an overall indication of our success.

1. By 2020, all visitors to and residents of the City feel welcome, safe and engaged.
2. By 2020, all residents, businesses and visitors easily and affordably access electronic information.
3. By 2020, at least 110,000 people will live in the City.
4. By 2020, at least 20% of our housing will be affordable or social housing.
5. By 2020, total employment in the city has exceeded 500,000.
6. By 2020, we have zero net emissions.
7. By 2020, we have a 40% reduction in potable water use per resident and per employee (from 2000 levels) in the city.
8. By 2020, Melbourne we are ranked in the world's top 10 research centres.
9. By 2020, Melbourne we are ranked in the world's top 5 cities for international higher education.
10. By 2020, 90% of people to get to work in the City of Melbourne by walking, bike riding and public transport. .

Goal 1. A City for People

A City for People respects and celebrates humanity, making all feel welcome. It promotes health and wellbeing, active participation and social justice and its spaces are accessible, inclusive, safe and engaging.

Innovative and responsive architecture, art and urban design build on the city's heritage, from small terrace houses to grand commercial buildings, intricate laneways and distinguished boulevards. A City for People nurtures rich diversity and acknowledges its history as it builds the future.

Public space meets the needs of everyone. Priority is given to pedestrians, cyclists and effective public transport services. A City for People provides access for private and freight transport in designated areas, minimising congestion and amenity impacts. An increasing number of pedestrian-dominated pockets and corridors confirm that streets free of traffic can maintain business strength and retail opportunities.

More formal and informal opportunities for social interaction are continually created in a City for People. It is a healthy place physically and socially. It promotes personal and community wellbeing, enabling and inviting engagement and participation in its governance. It is a city for all ages and abilities.

A City for People is stimulating, safe and accessible for everyone. Residents enjoy a high quality of life and amenity. It is inclusive and tolerant and provides accessible and affordable housing, employment and a range of services. Every individual living or visiting the city has opportunities to reach their potential, to be engaged and to make connections.

Pathways

The pathways to this goal are:

- [Pathway 1.1 – A great place to visit](#)
- [Pathway 1.2 - A healthy community](#)
- [Pathway 1.3 – An affordable place to live](#)
- [Pathway 1.4 – A city that invites active participation](#)
- [Pathway 1.5 – A culture of social justice](#)
- [Pathway 1.6 – A city designed for people](#)
- [Pathway 1.7 – Public spaces that support health and wellbeing](#)
- [Pathway 1.8 – Facilities and services for our growing communities](#)
- [Pathway 1.9 – Sport and recreation facilities meet future needs](#)

Resources

World Health Organisation (2007) *Global Age-friendly Cities: A Guide*
[Global_age_friendly_cities_Guide_English.pdf](#).

Pathway 1.1 – A great place to visit

A City for People is accessible and welcoming. It invites all people in and offers diverse quality experiences that are easy to find, encourage participation and help people connect.

Significantly more people will visit the City of Melbourne in future decades. By 2020, over 1,000,000 people are forecast to visit the city on an average day. Around a quarter of these people will be national and international visitors.

	Residents	Workers	Students	Visitors (Metropolitan Melbourne)	Visitors (national and international)
2006	76,600	296,900	51,600	217,900	73,800
2020	110,000	335,500	81,800	492,600	105,800
% increase	46%	12%	59%	126%	43%

Source: Daily City User Estimates and Forecasts 2004–2020 (revised edition).

We need to plan for this visitor growth to ensure it delivers social, economic and environmental benefits to all, particularly the local community and business. We need to build on things that are special about Melbourne and loved by Melburnians.

Our destination development, marketing and management plans and activities must make Melbourne distinctive and recognisable from other cities and ensure our city meets the expectations of visitors. We want to tell Melbourne's story, including its rich Indigenous heritage, immigrant past and its economic and social development. We must support visitors as they navigate and explore the many rich layers of Melbourne by creating travel corridors that link gateways and precincts as well as offer maps for self-guided journeys easily accessible by tram or train, on foot or by bike.

We have a strong foundation to build future initiatives that make Melbourne a great place to visit. The Melbourne Visitor Centre and our digital information hubs as well as our City Ambassadors are important, along with our free Tourist Shuttle, late night transport options, safe car parks and Welcome shops program, which welcomes visitors to the city. The program achieves this through a network of accredited shops across the city which provide information and directions to visitors as required.

Needs

- Gain recognition locally, nationally and internationally as a leading green city and a city that promotes responsible travel.
- Encourage collaboration between stakeholders so that visitors find the Melbourne experience welcoming, easy to navigate and engage with.
- Build visitor services and infrastructure in strategic locations
- Ensure Melbourne has the capacity to meet visitor demands with high standards of service.
- Develop, manage and market Melbourne as a single, seamless visitor destination.
- Ensure Melbourne is a destination accessible to all.

Proposed Outcomes

Proposed Outcomes	Responsibility
1.1.1 City infrastructure and services provide for increased visitor numbers to the city.	City of Melbourne, Property Council, Victoria Tourism Industry Council, Tourism Victoria
1.1.2 Comprehensive visitor signage and way-finding systems exist throughout the city ensuring visitors can easily negotiate the city.	City of Melbourne, Inner Melbourne Councils, Tourism Victoria, tourism industry, Department of Infrastructure, Victoria Tourism Industry Council, Office of Knowledge Capital

Proposed Outcomes	Responsibility
1.1.3 Melbourne, as a destination, is benchmarked. Monitoring allows the benefits and impacts of visitors to be identified so necessary action can be taken.	City of Melbourne
1.1.4 Melbourne is a great place to live, work and visit as indicated in perception and satisfaction surveys.	City of Melbourne, Office of Knowledge Capital, Victoria Tourism Industry Council, Victoria Events Industry Council, Melbourne Convention and Visitors Bureau, Tourism Victoria
1.1.5 Online marketing has been increased and reaches audiences across wider geographical areas.	City of Melbourne, Destination Melbourne, Tourism Alliance Victoria, Tourism Victoria
1.1.6 A super-agency is responsible for Melbourne's destination marketing, development and management.	Melbourne Tourism Partnership
1.1.7 All Victorian secondary and primary students have the opportunity to visit the city	City of Melbourne, Department of Education and Training

Related goals

- Goal 2 - A Prosperous City
- Goal 3 - An Eco City
- Goal 5 - A Bold and Inspirational City

Related pathways

- Pathway 2.1- Melbourne is an international city
- Pathway 2.2- Melbourne is a stimulating and safe 24-hour global city

Indicators

- The number of Metropolitan, Interstate and Overseas visitors in the Central Area
- The number of Metropolitan, Interstate and Overseas visitors in the City of Melbourne
- Percentage of visitors who feel welcomed and engaged in the City of Melbourne
- The eco-footprint of visitors to the City of Melbourne

Relevant global city ranking

- Mercer Quality of Life Index .

Pathway 1.2 - A healthy community

A City for People makes health a priority. Improving the physical and mental health of its people is important, with the disadvantaged and vulnerable a special focus.

Local government has a unique capacity to improve the health and wellbeing of people, with a broad role in health promotion, strategic planning, leadership, advocacy and service delivery. The City of Melbourne's municipal public health plan *CityHealth 2005-2009*

identifies existing and emerging priority health issues and sets out a broad range of strategies and related actions to address them. This plan provides a solid framework for improving rates of active and connected living for residents, workers and visitors.

The state of our health is determined by many things, including our socio-economic status, the quality of the physical environment around us, our access to health-related services and facilities and the opportunities we have to engage in physical activity and social interaction.

We need to promote the benefits of active and healthy living and help improve social connections between individuals and their communities. This requires networks and partnerships with a range of community organisations and stakeholders. Community-based health services, including those serving families and children, multicultural and Indigenous people, can help focus on preventative health.

Planning policies that promote the needs of pedestrians and cyclists over cars and provide for a range of services, amenities, public spaces and parkland within 400 metres of all city residents is important. We need to build on our strong sporting culture and provide more passive and structured recreational opportunities. This will promote active living for all ages and build our capacity for social cohesion in a culturally diverse community.

Improving housing and employment opportunities for people who have recently arrived in Australia as well as people with disabilities, young people and older people is important. This requires physical infrastructure, such as affordable housing 'incubator' sites as well as services. Consultation is vital, including with children, to ensure a sound understanding of different needs, priorities and opportunities.

Indigenous Victorians must be a special focus as they do not enjoy the same levels of health and wellbeing as the general population. Improving the health of young Indigenous people is a particular priority. Important to this is a commitment to reconciliation and inclusion. The City of Melbourne will build on our strong existing focus of inclusion and celebration of Indigenous people and culture, supported by programs for the arts and for social and economic improvements and linked to cultural and heritage outcomes.

Needs

- Good public health and wellbeing for all residents, particularly disadvantaged and at-risk groups.
- Well designed public spaces such as parks, plazas, roads and paths that foster physical activity and social interaction as well as connections to the natural environment.
- Accessible health facilities and centres are provided in key areas of the city.
- Increased availability of private spaces for public use where practical.
- Foster Indigenous public health programs and initiatives.
- Establish new and effective measures of community wellbeing.
- Integrate sport as an element of a holistic community wellbeing strategy.

Proposed Outcomes

Proposed Outcomes	Responsibility
1.2.1 Inner Melbourne has a network of bulk-billing community health centres, which will place emphasis on preventative health.	City of Melbourne, Victorian Government, health and social service sector
1.2.2 The built and social environments are accessible to all and non discriminatory.	City of Melbourne
1.2.3 All new residential developments address community needs and provide necessary infrastructure and community services.	City of Melbourne, Victorian Government, development industry
1.2.4 An Indigenous Framework has been implemented in partnership with Traditional Owners.	Victorian Government, Traditional Owner groups and registered Aboriginal parties

Proposed Outcomes	Responsibility
1.2.5 Equality between lifestyle and economic prosperity exists.	City of Melbourne, Nossal Institute, health industry partners
1.2.6 Public spaces provide for active recreation and communal exercising.	City of Melbourne, Heart Foundation, Healthy by Design , Sport and Recreation Victoria, sporting associations, city businesses

Related goals

- A Prosperous City.

Related pathways

- Pathway 1.7 Public spaces that support health and wellbeing.

Indicators

- Greater numbers of children walking or cycling independently to their local school, shop, recreational area or to friends' houses.
- More new pocket parks and greater numbers of residents and visitors using them.
- Greater number of residents who feel they have a say in local decisions, including children.
- Aboriginal heritage study completed for Melbourne.
- Greater participation rates in sporting and recreation organisations and more participants registered for structured sporting activities.
- More examples of good design to create *active* public spaces.
- The development and implementation of a public survey that investigates perceptions of the provision of sporting resources.
- Numbers of sports clubs and associations directly providing services within the City of Melbourne.
- Outcomes from City Health and Active Melbourne strategies.

See also

- Victorian Government, Department of Human Services, *Victorian Population Health Survey 2005*, May 2006. Accessed at <http://www.health.vic.gov.au/healthstatus/downloads/vphs/vphs2005.pdf> on February 12, 2008.
- City of Melbourne, *City Health 2005-2009: municipal public health plan*, June 2005. Accessed at <http://www.melbourne.vic.gov.au/rsrc/PDFs/health/CityHealth2005-2009.pdf> on February 12, 2008.
- Victorian Burden of Disease Study Mortality and Morbidity in 2001. Department of Human Services, Public Health Group. June 2005. Accessed at www.health.vic.gov.au/healthstatus/bod/bod_vic.htm
- The environmental and sustainable development indicators used by the [Government of Canada](#) to measure its progress to achieving wellbeing: www.nrtee-trnee.ca/eng/programs/Past-Programs/indicators/indicators-eng.html
- Heart Foundation *Healthy by Design*, 2004, accessed at www.heartfoundation.org.au/document/NHF/Healthy_by_Design.pdf
- The Active Melbourne Strategy, City of Melbourne, June 2007. .

Pathway 1.3 – An affordable place to live

A City for People provides a diverse range of housing options. A choice of affordable accommodation ensures a diverse and inclusive community.

The range of accommodation in the City of Melbourne has changed dramatically in recent years. While thousands of new high-rise city apartments have been developed, the availability of public housing stock declined 17 per cent from 2000 to 2005. Over the twelve months to December 2007 the median price of a City of Melbourne house increased by 50 per cent from \$580,000 to \$872,500. Over the same time the median unit price increased 18 per cent (from \$372,000 to \$438,500) ¹⁶.

The cost of purchasing or renting accommodation increases closer to the city centre. This is a barrier to a healthy socio-economic mix and a threat to low and moderate income households who wish to remain in the City of Melbourne. ¹⁷

It is vital that affordable housing is maintained for the growing number of people working in the retail, hospitality, social service and educational industries in the central city. Providing for our creative people and students is also important.

A lack of affordable rental housing also contributes to homelessness. We need to address the complex health and welfare needs of people without homes. In 2004, an estimated 4,000 homeless people were living in Melbourne. ¹⁸ The City of Melbourne is working with the Victorian Government and philanthropic organisations on various initiatives to address issues of homelessness. Goals of this work include building sustainable pathways out of homelessness by increasing the number of well-managed boarding houses and rooming houses in the inner urban area, as well as a partnership with the Victorian Government, housing providers and philanthropic organisations to deliver supportive housing for people.

A significant proportion of Melbourne's homeless are young, Indigenous people or have mental illnesses and disabilities. All require appropriate support services, employment opportunities, and recognition of cultural needs as well as basic housing.

Needs

- A greater range and number of affordable housing options, with a specific emphasis on vulnerable populations, including unemployed youth, students, Indigenous people and people with physical, intellectual and mental disabilities.
- Increased housing affordability for low and moderate income residents and workers including the tertiary students, the cultural and artistic community and service workers.
- Partnerships that implement supportive housing models at specific sites in Melbourne.

Proposed Outcomes

Proposed Outcomes	Responsibility
1.3.1 Long term homelessness in Melbourne is eliminated.	City of Melbourne, Victorian Government, Australian Government, social and health service providers
1.3.2 Social (public) and affordable housing stock in the City has been increased via the introduction of inclusionary zoning and other mechanisms which ensure a proportion of social (public) and affordable housing in new developments.	City of Melbourne, Victorian Government, Australian Government, not-for-profit organisations, Victorian Council for Social Services
1.3.3 Student housing is affordable and a greater mix of local and international students are living together.	City of Melbourne, Victorian Government, housing providers, University of Melbourne, RMIT University, business community

Related goals

- [Goal 2: A Prosperous City](#)
- [Goal 5: A Bold and Inspirational City](#)

Related pathways

- Pathway 2.3- Melbourne is an affordable city for business.

Indicators

- Less households experiencing affordability stress (ie paying more than 30 per cent of their gross household incomes in rent/accommodation).
- Less homeless people 'sleeping rough' and more supportive housing units.
- Increase in affordable housing in Melbourne – public and social, for low income earners and workers, for students, for artists.

See also

- Victorian Government, Department of Human Services, *Victorian Population Health Survey 2005*, May 2006. Accessed at <http://www.health.vic.gov.au/healthstatus/downloads/vphs/vphs2005.pdf> on February 12, 2008.
- City of Melbourne, *CityHealth 2005–2009: municipal public health plan*, June 2005. Accessed at <http://www.melbourne.vic.gov.au/rsrc/PDFs/health/CityHealth2005-2009.pdf> on February 12, 2008.
- City of Melbourne Homelessness Framework 2007–2009.
- Common Ground, New York. At <http://www.commonground.org>
- Victorian Burden of Disease Study Mortality and Morbidity in 2001. Department of Human Services, Public Health Group. June 2005. At www.health.vic.gov.au/healthstatus/bod/bod_vic.htm .

Pathway 1.4 – A city that invites active participation

A City for People is inclusive, fair and respectful. It has vibrant and cohesive communities that provide for people of all backgrounds and ages.

The City of Melbourne will deliver and support policies and programs that ensure the city supports and includes everyone, with a particular focus on children, young people, international students, older people and the homeless.

Our vision is for a city that responds to different voices, needs, priorities and rights, where the unique contribution and potential of people is realised.

We aim to be accredited as a UNICEF Child Friendly City, committed to fulfilling children's rights.

We must look after our tertiary students. Over a third of Melbourne's residents are students, most of them tertiary students. About half of these are international students. In the northern part of the city, between RMIT and the University of Melbourne, almost half the residents are students. It is vital we deliver appropriate social and community services to ensure these students feel welcome and part of the city community to ensure their health and wellbeing and their experience of Melbourne is positive. Coordinated Victorian and local government action in collaboration with the education, business and community sectors is critical.

We also aim to be an Age Friendly City, promoting active ageing and optimising opportunities for health, participation and security to enhance quality of life as people age.¹⁹ The City of Melbourne's population of people aged 55 years and over will increase 75 per cent in the decade from 2005 to 2015.²⁰ This requires strategic planning to ensure their needs are met and they have access to appropriate services, facilities and infrastructure as their circumstances change.

Ensuring our cultural diversity is reflected within our city, and that people from different cultural backgrounds are included, is vital. The City of Melbourne has a diverse cultural mix - almost half of residents speak a language other than English at home, including Mandarin (8.1 per cent), Cantonese (5.6 per cent), Indonesian (3.1 per cent), Italian (1.4 per cent) and Korean (1.2 per cent). In the 2006 Census, religious affiliations for persons usually residing in Melbourne (C) (Local Government Area) are also varied and include Catholic (18.6 per cent), Anglican (8.4 per cent), Buddhism (7.5 per cent), Islam (3.5 per cent) and 'No Religion' (26.6 per cent).

We need to ensure particular cultural groups are not marginalised and excluded; there is evidence that culturally and linguistically diverse (CALD) people are not accessing general health and support services and that there is a lack of specific services to meet their needs. Opportunities for social cohesion need to be further developed through policy, market and government action; structural, as well as individually-based service responses, are urgently required.

The Melburnian of the future will be adept at negotiating many cultures, taking what is needed from each culture, aware of and proud of their own culture of origin.

Needs

- The views of our community are sought and considered in all planning, policy and service decisions.
- Achieve Child Friendly City Status with UNICEF and maintain that status. Improve the liveability of the city for children, with a specific focus on children as citizens.
- Achieve an Age Friendly City, where opportunities for positive ageing and improved quality of life are available.
- Increase general public tolerance and understanding of homeless people and the issues that affect them.
- Pursue 'cultural fusion', embedding it in all we do to achieve a cohesive, friendly society which acknowledges and respects all people.
- Ensure Melbourne's rich and diverse history is recognised within Melbourne's culture.
- Improve the support infrastructure for Melbourne's international students as well as recognising their contribution to our culture.

Proposed Outcomes

Proposed Outcomes	Responsibility
1.4.1 Planning, policy and service decisions are made in collaboration with the entire community; accounting for the needs of our growing and diverse community.	City of Melbourne

Proposed Outcomes	Responsibility
1.4.2 Service integration and coordination are delivered in partnerships.	City of Melbourne, Victorian Government, adjoining municipalities, service providers
1.4.3 Melbourne is a Child Friendly City. The range, quality, and accessibility of health, education and care services maximise child development, health and wellbeing.	City of Melbourne
1.4.4 Older people are active, valued and connected with the community.	City of Melbourne, partners
1.4.5 Homeless people have a public voice.	City of Melbourne, Victorian Government, Australian Government, social and health service providers
1.4.6 Cultural exchange and cultural fusion is supported/ provided by community and arts grants.	City of Melbourne, Victorian Government, agencies, service providers
1.4.7 Integrated educational opportunities exist for all members of the community.	City of Melbourne, University of Melbourne, RMIT University, international student societies, services and community sector
1.4.8 Host cultures (including Indigenous, bush, rural, colonial culture and early immigrant and post-war groups) contributions to Melbourne are widely recognised and acknowledged.	City of Melbourne, Victorian Government, cultural groups
1.4.9 The care needs of the city's population are met (incorporating responsive, flexible and culturally literate approaches).	City of Melbourne, Victorian Government, agencies
1.4.10 International students have a pastoral care plan.	City of Melbourne, Victorian Government, Australian Government, University of Melbourne, RMIT University, other tertiary institutions, international student societies, services and community sector, transport providers, Melbourne business networks
1.4.11 Support services for young people are free and accessible to meet their health and welfare needs.	City of Melbourne

Related goals

- [Goal 2: A Prosperous City](#)
- [Goal 4: A Knowledge City](#)

Related pathways

- Pathway 4.3 - Integrate a learning culture into Melbourne's economy, society and governance.

Indicators

- Quarterly reports on how children and young people have participated in the City of Melbourne, what they have said and the effects for the City of Melbourne.
- Produce a biennial Melbourne Children and Young People's report.
- Child impact assessments and evaluation included as part of every City of Melbourne report.

- Development and adoption of a Children and Young People's Charter of Rights.
- Increasing proportion of international students self-reporting their health as excellent, very good or good.
- Increasing proportion of population who say they enjoy living among people of different lifestyles and think multiculturalism makes life in their area better (Indicators of Community Strength, Victorian Population Health Survey).
- Increasing proportion of youth, newcomers and people aged over 60 who say they feel valued by society and have a real say on issues important to them (Indicators of Community Strength, Victorian Population Health Survey).
- Percentage of new immigrants from culturally and linguistically diverse backgrounds developing English language proficiency within a year of arrival.
- Participation rates by Melbourne residents and visitors in community language classes.
- Percentage of Melbourne street names from a diverse cultural background other than English.
- Age Friendly City indicators.

Relevant global city ranking

- Mercer Human Resource Worldwide Health and Sanitation Ranking 2007: Melbourne ranked 43rd²¹
- Global and World Cities ranking.

See also

- Victorian Government, Department of Human Services, *Victorian Population Health Survey 2005*, May 2006. Accessed at <http://www.health.vic.gov.au/healthstatus/downloads/vphs/vphs2005.pdf> on February 12, 2008.
- City of Melbourne, *City Health 2005–2009: municipal public health plan*, June 2005. Accessed at <http://www.melbourne.vic.gov.au/rsrc/PDFs/health/CityHealth2005-2009.pdf> on February 12, 2008.
- City of Melbourne *Homelessness Framework 2007–2009*.
- Victorian Burden of Disease Study Mortality and Morbidity in 2001. Department of Human Services, Public Health Group. June 2005. On www.health.vic.gov.au/healthstatus/bod/bod_vic.htm
- [Community Infrastructure Plan](#)
- Ethnic Communities' Council of Victoria, Submission to Inquiry into Enhancing Victoria's Liveability, Victorian Competition and Efficiency Commission, 31 January 2008. Accessed at [http://www.vcec.vic.gov.au/CA256EAF001C7B21/WebObj/Submission20-EthnicCommunitiesCouncilofVictoria/\\$Fi](http://www.vcec.vic.gov.au/CA256EAF001C7B21/WebObj/Submission20-EthnicCommunitiesCouncilofVictoria/$Fi) on February 7, 2008. .

Pathway 1.5 – A culture of social justice

A City for People builds the capabilities, strength and resilience of its communities. It supports the development of social capital and promotes a shared responsibility for social justice.

The City of Melbourne has the ability to influence and contribute to social justice issues. It can:

- increase connectedness across the city and within specific communities as well as citizens' connections with the City of Melbourne
- build an inclusive partnership and ensure all voices are heard effectively
- positively influence and support leadership roles in the community that foster better relationships
- provide local governance structures and institutions that build the strength and capabilities of the city's communities and individuals, enabling people to respond to change and remain flexible and productive.

Indicators of community wellbeing and community strength are measured by the Victorian Government and provide baseline information about the current position in Melbourne. We have opportunities in the future to improve in these areas.

The City of Melbourne will extend and improve the ways it communicates and works with its diverse communities. Meaningful and reciprocal relationships will promote mutual responsibility for social justice issues and we will be recognised for our commitment to social justice.

All sectors of Melbourne are responsible for creating a safe, welcoming, inclusive and engaging city. Responsive, flexible services and programs and initiatives that influence social sustainability are provided by diverse organisations in partnership with government. The business and corporate sectors can support community groups and organisations by offering meeting, storage and office space. Capital investment by major funds, and incentive programs that encourage small investors to participate in socially responsible ventures, can contribute to social justice initiatives, such as projects that establish non-profit housing organisations to increase the supply of affordable housing in Melbourne.

Funding and supporting groups to establish creative community projects will strengthen the capabilities of Melbourne's communities, promote social inclusion and inspire a spirit of social entrepreneurship essential to sustainability. Leading international examples of successful community projects building sustainability at a neighbourhood-level are profiled at the Sustainable Everyday Project at <http://www.sustainable-everyday.net/> and Future Canvas at www.futurecanvas.org.

Programs and activities that help older people stay connected and age in place are generally most successful at the community level, including informal and organised initiatives by neighbours, schools and businesses.

Personal responsibility extends to the control of excessive consumption of alcohol and associated anti-social behaviours and negative health impacts. Collaborative partnerships promoting and fostering Melbourne 'values' and focusing on inclusiveness, will play a positive role in building the image of Melbourne as a safe, welcoming, inclusive and engaging city, Liveable City.

Needs

- Social inclusion and social sustainability are inherent in all City activities.
- Social justice is evident in City structures, processes, plans and strategies and embedded in all communication strategies to ensure greater public understanding, acceptance and adoption of social justice issues.
- Capitalise on all opportunities for positive social outcomes, including by innovative land use planning and engineering.
- Local needs are addressed, together with our capital city role, without compromising either one.

Proposed Outcomes

Proposed Outcomes	Responsibility
1.5.1 Social sustainability and community outcomes are supported by policies, programs and service delivery.	City of Melbourne, Victorian Government
1.5.2 Social sustainability is easily measured and understood.	City of Melbourne, partners
1.5.3 Strong, growing communities are supported.	City of Melbourne, Victorian Government, partners

Proposed Outcomes	Responsibility
1.5.4 People are engaged in and consulted on planning decisions building social capital, trust and reciprocity particularly with children, young people, people with disabilities, culturally and linguistically diverse communities and older people.	City of Melbourne, not-for-profit organisations, educational institutions
1.5.5 Social justice achievers (across various categories including primary school level, secondary school level, tertiary level, Indigenous and older persons) are recognised at an annual awards program.	Victorian Government, in liaison with community groups and not-for-profit organisations
1.5.6 Small community groups receive active support.	Victorian Government, partners

Related goals

- [Goal 2: A Prosperous City](#)

Related pathways

- Pathway 1.3 - An affordable place to live
- Pathway 1.4 - A city that invites active participation
- Pathway 1.8 - Facilities and services for our growing communities

Indicators

- Value and number of community grants and subsidies that support programs and initiatives at the local level.
- Number of community consultations and representatives who contribute to the development and implementation of City of Melbourne policies and programs.

See also

- Mark Considine, *Community Strengthening and the Role of Local Government*, Department for Victorian Communities, February 2004. On www.dvc.vic.gov.au
- *Measuring Wellbeing Engaging Communities - Developing a Community Indicators Framework for Victoria: The Final Report of the Victorian Community Indicators Project*, VicHealth, July 2006. .

Pathway 1.6 – A city designed for people

A City for People considers the detail of design; it is an authentic place; its points of difference are the quality of the experience on offer and the diversity of its spaces and activities.

By understanding the city as a series of interrelated but different precincts, good urban design seeks to uncover, articulate and strengthen the authenticity and integrity of each. The positive physical characteristics that make locations distinct are strengthened by reflecting their own particular latent characteristics.

Melbourne's street activity provides much of the city's vibrant energy. Its heritage buildings and laneways, promoted and improved as destinations in recent years, and its pedestrian scale are key elements of this vitality. The continued enhancement of these elements across the city and a commitment to continue to 'do small well' as city development intensifies is a key priority.

Needs

- Our public spaces and laneways continue to remain unique, surprising, interesting, engaging and authentically Melbourne.
- Melbourne's sense of place and identity is retained and enhanced, particularly as we share and reallocate street space to more sustainable modes of transport.
- Ensure Melbourne's public spaces are designed to reflect our urban and natural context.
- Ensure development is assessed in terms of its urban design quality and the manner in which it relates to and enhances the city's public space.
- Embrace and enhance our built heritage and character.
- Improve street edges and activities on the streets, acknowledging the importance of the footpath in the culture and liveability of the city.

Proposed Outcomes

Proposed Outcomes	Responsibility
1.6.1 Footpaths are wide and support a mix of uses and activity.	City of Melbourne
1.6.2 Docklands has a Public Space Strategy.	City of Melbourne, VicUrban
1.6.3 The Melbourne Planning Scheme and Victorian planning system strongly supports quality urban design.	City of Melbourne, Victorian Government
1.6.4 Heritage is valued and sympathetic development occurs around heritage places.	City of Melbourne
1.6.5 A three-dimensional model of the city to help the City of Melbourne and Melburnians better understand their city and the impacts of proposed changes.	City of Melbourne

Related goals

- [Goal 3: An Eco City](#)
- [Goal 6: A Connected City](#)

Related pathways

- Pathway 1.8 - Facilities and services for our growing community
- Pathway 3.5 - Living and working in local urban centres
- Pathway 6.4 - A city for walking

Indicators

- Places for People Study 2014.
- Proportion of people who believe that street space is democratic and fosters street activity
- Width of Footpaths in the City
- Percentage of public spaces that are accessible all hours

Relevant global city ranking

- World Cost of Living Survey (Economist Intelligence Unit) ²²

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Pathway 1.7 – Public spaces that support health and wellbeing

A City for People has public spaces that benefit individuals and communities. Accessible and welcoming, they help a city's people connect with others and nature, build a sense of place and contribute to sustainable development.

Melbourne has a diversity of quality public spaces, such as streets, lanes, public rights of way, squares, parks and gardens. They enrich and diversify the city, influence our state of mind and behaviour and make a valuable contribution to social learning, public participation, equity and social integration.

We need to plan the future of our public spaces. Accommodating the different needs of our growing population is a priority. It means providing a greater range of spaces and ensuring they can adapt to different uses and users.

Places should be meaningful, allowing people to make strong connections between the place, their personal lives and the larger world. They should be democratic, being accessible to all groups, as well as responsive, with their design and management meeting the needs and aspirations of users.

How we link our public and private space will also be important. Active street edges, efficient traffic management and the provision of shelter and clear pathways between private and public space all contribute to personal safety.

The degree of connection between public spaces is equally important. This includes visual access, which provides broad vistas, direct lines of sight or gradually unfolding views. Visual cues attract interest, just as informal surveillance engenders a sense of personal safety. Well-connected city facilities and neighbourhoods with high quality connections that are safe and convenient to access significantly influences the likelihood of people walking or cycling.

Every access system should provide for all users, regardless of their physical mobility, vision or mental abilities. Universal access includes helping those with mobility and visual impairments, such as providing clear paths along building lines and traversable level changes.

Providing opportunities for people to be aware of and connect to nature and its rhythms and cycles may also help improve our environmental sustainability as people become aware of the impact of their actions.

We must review the allocation, location and type of public spaces in the city and consider if they reflect our values and needs for the future.

Needs

- Public spaces are flexible and adaptable, host a mix of uses, are accessible to a range of users and foster communities.
- A balance in the use of public spaces and parks between regional activities/events and local uses/users.
- A greater level of safety within public spaces in the city.
- New community spaces that community members can use for education and recreation.
- Citizens involved in diverse and creative community activities.
- Public parks provide opportunities for all to connect with, and be educated about, the importance of natural ecosystems.

Proposed Outcomes

Proposed Outcomes	Responsibility
1.7.1 Quality pedestrian and cycle links along rivers and waterways.	City of Melbourne, Parks Victoria, VicUrban
1.7.2 A water-based activity facility or aquatic centre at Docklands.	City of Melbourne, VicUrban, Parks Victoria
1.7.3 A multi-storey active recreation building close to the city's cluster of international students.	City of Melbourne, partners
1.7.4 New community hubs and the expansion of existing community hubs.	City of Melbourne
1.7.5 New public spaces to meet projected growth in needs.	City of Melbourne
1.7.6 Social urban design principles used in designing safe spaces.	City of Melbourne

Related goals

- [Goal 2: A Prosperous City](#)
- [Goal 5: A Bold and Inspirational City](#)

Related pathways

- [Pathway 1.1 - A great place to visit](#)

Indicators

1. Places for People 2014.
2. Parks satisfaction survey results.
3. Greater numbers and diversity of people accessing parks

Relevant global city ranking

- [World Health Organisation Safe City](#) .

Pathway 1.8 – Facilities and services for our growing communities

A City for People has facilities and services that help create strong communities. They contribute to the health and wellbeing of its people and to sustainable development.

A major challenge for the City of Melbourne is ensuring city infrastructure meets the needs of its future population.

The city's population is growing and changing rapidly. From 1991 to 2006, the resident population doubled to over 67,000 people.²³

By 2021, it is expected to double again. More than 10,000 additional households are projected for the Central Business District, 7,800 households for Docklands and 6,900 for Southbank (from 2001 to 2021).

The current residential population of the City of Melbourne is made up of three types of communities:

- **Established communities,** dating from the mid to late 19th century, with a mixture of land uses and households with diverse socio-economic status and cultural backgrounds. These include communities like East Melbourne and North Melbourne. The challenge is to maintain socio-economic, cultural and land use mix as land prices rise and to ensure residents can access adequate social and physical infrastructure.
- **Transforming communities,** often in public housing and other areas with low socio-economic status being re-designed by the Victorian Government. These include the public housing communities in Carlton and Kensington, which have low levels of integration and connections into surrounding communities. The challenge is to improve socio-economic, cultural and land use mix as well as educational and employment options without losing affordable housing.
- **Emerging communities,** largely associated with the CBD, the Swanston Street corridor between RMIT and the University of Melbourne as well as Docklands and Southbank. The majority of the city's population growth has concentrated in these locations and they will host most future growth to 2020. The challenge is to rapidly develop infrastructure, particularly social infrastructure, to accommodate this rapidly growing population.

Our social and physical infrastructure must accommodate the needs of this diverse resident population. It will also need to respond to the large proportion of future city residents who will be young – almost 10,000 children aged 0–14 years and over 35,000 people aged 15–29 years will live in the city by 2021. Responding to the needs of older people will be important too – around 17,000 residents will be 60 years or older.²⁴ The City of Melbourne's boundaries are also expanding, with Kensington and North Melbourne being included in 2008 and future boundary changes possible.

A broad range of social and physical infrastructure is needed for strong communities.

Physical infrastructure including housing, public transport, walking and cycling paths, water and sewerage and waste collection is covered in other parts of Future Melbourne.

Social infrastructure includes:

- a range of housing options, keeping in mind people may wish to stay in the same community as they age in place and that individual resources and needs change (see Direction 1.2)
- a range of educational opportunities for lifelong learning, from early childhood education through to kinder, primary and secondary school, tertiary studies and vocational training as well as English as a Second Language (see Direction 4.3)
- social and health services such as bulk-billing health clinics (assisting mental as well as physical health), dentists, community legal aid clinics, employment services including Centrelink, neighbourhood centres, centres for children, youth, women, and seniors, people with disabilities and culturally-specific organisations (see Direction 1.4)
- retail and service options, from fresh food stores to supermarkets, convenience and hardware stores, hairdressers, post offices and other daily shopping, and employment opportunities
- a range of accessible public spaces, such as small pocket parks, larger parks for active and passive recreation, plazas and squares, public art, the footpaths themselves, particularly if they have benches, seating, ledges, and other elements encouraging people to linger (see Direction 1.7).

Social and physical infrastructure, largely the responsibility of the Victorian and Australian Governments, has not kept pace with rapid population growth. Estimates prepared for the City of Melbourne Community Infrastructure Plan 2007–2017 assessed the infrastructure backlog was \$66.9m, excluding land costs.

In addition to servicing the city's residential population, its social and health services are often used by people from outside its boundaries, placing more stress on supply. These services include hospitals, culturally-specific agencies and services for homeless people, people with mental health issues and Indigenous people.

Needs

- Address and reverse the social infrastructure deficit.
- Ensure adequate physical and social infrastructure for rapidly growing and changing communities.
- Move *from a deficit model of service delivery* to an asset-based model of service delivery.²⁵

Proposed Outcomes

Proposed Outcomes	Responsibility
1.8.1 Comprehensive community infrastructure catering to diverse communities.	City of Melbourne, Victorian Government, Australian Government, service providers, developers
1.8.2 An inter-disciplinary major projects unit secures capital funding and fast-tracks delivery of community infrastructure.	City of Melbourne, Victorian Government, Australian Government, developers
1.8.3 Community infrastructure delivered via a whole-of-government approach.	City of Melbourne, Victorian Government
1.8.4 Community infrastructure delivered in partnership with business and other stakeholders.	City of Melbourne, city and local businesses, developers

Related goals:

- Goal 2 - A Prosperous City
- Goal 4 - A Knowledge City

Indicators

- Increasing proportion of residents who enjoy living in the City of Melbourne (Victorian Community Indicators Project, Indicators of Community Strength).
- Increasing proportion of residents who feel they can access services when needed (Victorian Community Indicators Project, Victorian Population Health Survey).

Relevant global city ranking

- EIU Liveability Ranking, particularly Healthcare, Education, and Infrastructure rankings, which combined comprise 50 per cent of the total score. Since this is a deficit model, and a high number is thus negative, the aim is to score as low as possible. .

Pathway 1.9 – Sport and recreation facilities meet future needs

A City for People recognises the importance of sport and recreation. It encourages activities that build healthy lifestyles and social connectedness.

We must start planning now to ensure sport and recreation facilities in the City of Melbourne meet the needs of the future.

A key challenge is responding to a growing and rapidly changing population. This includes residents, workers and visitors, who will place pressure on our existing parks, sporting fields and facilities as their numbers and demands grow.

We need to provide more opportunities for sport and recreation. Opportunities for using existing public spaces such as squares, parks and along the Yarra River for communal sporting pursuits should be explored. Introducing exercise opportunities into public spaces such as tai chi, yoga and dancing will encourage healthy lifestyles, improve social connectedness and add to cultural experiences and knowledge.

Balancing different uses of public space for organised sport and passive recreation is also a challenge. We need to increase the ability of park facilities to recover from regular heavy use. More flexible and sustainable playing surfaces that cater for greater demand and a wider range of sporting activities are also needed.

Facilities with more durable synthetic surfaces will be necessary.

Climate change poses a new challenge for our sporting and recreational facilities. The drought has already affected our parks and playing fields, and the likelihood that conditions will continue changing means we must manage these assets more sustainably. We need to ensure they are sustainable.

Needs

- Surety the City's public sporting facilities meet the needs of the city's growing and changing residents, workers and visitors.
- Surety that sporting venues are popular and sustainable, and cater for the environmental and usage demands of the next 20 years.

Proposed Outcomes

Proposed Outcomes	Responsibility
1.9.1 Sporting facilities throughout the city accommodate a diverse range of sports from a wide variety of cultures.	City of Melbourne, sports clubs, universities, Sport and Recreation Victoria, sporting associations, schools
1.9.2 Sports facilities and grounds are of the highest standard of environmental sustainability.	City of Melbourne, universities, industry
1.9.3 Access to sporting opportunities and facilities for people of all abilities.	City of Melbourne, disabled sports associations, sports associations, Sport and Recreation Victoria, ethnic community leaders

Related goals

- Goal 2: A Prosperous City
- Goal 3: An Eco City

Indicators

1. Documented needs analysis and recommendation implementation strategy.
2. Development of sustainable venues strategy.
3. Updated Active Melbourne strategy.
4. Establishment of sports facilities for emerging sports.
5. Reviewed and updated parks' master plans.

6. Increased levels of formal and informal participation in sport and physical activity across the city.

See also

- Census 2001 to 2006 - Key Changes, Melbourne City Research.
- Growing Green, environmental sustainability plan for Melbourne's open spaces and recreational facilities, City of Melbourne, Feb 2003.
- Fawkner Park Master Plan, City of Melbourne, May 2006.
- Princes Park Ten Year Plan, City of Melbourne, March 1998.
- Kensington Action Plan, City of Melbourne, 2005. .

Goal 2. A Prosperous City

A Prosperous City is a place where entrepreneurs and business thrive. It has a global focus, appropriate resources and services as well as quality affordable business accommodation. Efficient transport and communication networks ensure residents, workers and visitors can easily support business.

A Prosperous City has excellent quality of life, including affordable accommodation and access to good education. It attracts and retains the best workers. It has state-of-the-art facilities and institutions and is at the forefront of research and emerging technologies. Business capitalises on green technologies and sustainable design and practices, and embraces the Triple Bottom Line approach, seeking to minimise its environmental impacts and invest in social capital as well as in employees. It shares knowledge and mentors emerging business.

A Prosperous City has a financial services hub with excellent access to financial service providers, the markets, clients and venture funding. Connections are made between businesses, institutions and workers, and collaboration and joint ventures are supported. Change is inevitable but its negative impacts are countered by emerging opportunities.

It attracts global investment and hosts nationally and internationally-recognised sporting and cultural events. The exposure these events provide as well as their local popularity contribute to the global reputation and economic development of a Prosperous City.

Pathways

The pathways to this goal are:

- [Pathway 2.1 – Melbourne is an international city](#)
- [Pathway 2.2 – Melbourne is a stimulating and safe 24-hour global city](#)
- [Pathway 2.3 – Melbourne is an affordable city for business](#)
- [Pathway 2.4 – Coordinated support for Melbourne business](#)
- [Pathway 2.5 – Melbourne as a sporting city](#)
- [Pathway 2.6 – Melbourne as a philanthropic community](#)

Pathway 2.1 – Melbourne is an international city

A Prosperous City engages with the world. It attracts global investment, successfully competes in world markets and participates in global issues.

The City of Melbourne must plan to capitalise on the new operating standards that globalisation is creating. Increasingly mobile people and capital, ideas and information will all profoundly impact Melbourne's future.

It is vital that Melbourne's infrastructure supports its international role. We need a modern telecommunications network. A high quality transport system into and around the city is vital. A key strength is our airport which provides easy connections with Australia and the world, making Melbourne competitive in the international arena. But there is also uncertainty in the near term about impact on future levels of air travel of the rising cost of **aviation fuel** due to the **peak oil** effect which could have significant implications for Melbourne's connections to the world in the future.

We must ensure our business community is prepared to engage with the global economy through international trade, investment, tourism and major events. Modern infrastructure and a highly skilled workforce are needed.

Our focus must be more than economic. As an international city, Melbourne has a responsibility to collaborate on emerging global issues and champion responsible solutions and positive outcomes.

The City of Melbourne's economy and vitality depend heavily on people from across the greater metropolitan area visiting the city centre. Melbourne is also one of many cities encouraging locals to holiday in their own backyard, while at the same time enticing national and international business travellers, students and holiday-makers to visit.

The online world presents great new opportunities for communicating Melbourne's opportunities and experiences.

Needs

- An international reputation as a multicultural, diverse and tolerant city.
- Be a responsible global citizen and champion positive outcomes on global issues.
- Promotion of the Melbourne brand and the city as a global destination for business, tourism, education, arts, creativity and culture.
- Surety that Melbourne's infrastructure remains highly competitive for international business and visitation.
- Encourage participation of the city's business community in the global economy, leveraging existing connections, alliances and networks.

Proposed Outcomes

Proposed Outcomes	Responsibility
2.1.1 Melbourne attracts investment, business, skilled workers, tourists and students because of our reputation as a city of liveability, diversity and culture.	City of Melbourne, universities, TAFE, Australian and Victorian Government
2.1.2 High quality infrastructure supports business and visitor needs, through a modern airport with frequent national and international services; communications infrastructure and competitive port.	City of Melbourne, Department of Innovation, Industry and Regional Development, Tourism Victoria, infrastructure providers, Port of Melbourne Corporation
2.1.3 Melbourne's global reputation attracts leading international institutions; uses global networks to facilitate business; contributes positively to the global environment, takes a leadership role in global issues such as climate change and sustainability; and encourages the Melbourne business community to participate in international business and trade.	City of Melbourne, Victorian Government, Department of Innovation, Industry and Regional Development, Australian Trade Commission, non-government organisations such as the Committee for Melbourne
2.1.4 Melbourne has strong international relationships and connections with its Sister Cities, economies that have emerged over the past decade and with cities that contribute to cultural understanding and social cohesion.	City of Melbourne, other local governments, Department of Premier and Cabinet, Department of Innovation, Industry and Regional

Proposed Outcomes	Responsibility
	Development
2.1.5 Indigenous culture, local and Australian designers, artists and local products are supported and promoted.	City of Melbourne, local artists and producers

Related goals

- Goal 1: A City for People
- Goal 4: A Knowledge City
- Goal 6: A Connected City

Indicators

- Global ranking of liveability (EIU and Mercer ranking).
- Number of global institutions located in Melbourne.
- Enrolment of international students.
- Number of skilled and business migrants settled in Melbourne.
- Employment and gross product of key industry sectors.
- Export value and foreign direct investment value achieved.

See also

- www.invest.vic.gov.au
- www.tourism.vic.gov.au
- www.dfat.gov.au .

Pathway 2.2 – Melbourne is a stimulating and safe 24-hour global city

A Prosperous City is vibrant and safe. Its stimulating environment is integral to its economic, social and sustainability development.

The reputation of Melbourne as a liveable, 24-hour city is vital to its economic growth and environmental sustainability.²⁶

For Melbourne to build on and enhance its local and international reputation, it must retain and improve its diverse mix of land uses in designated areas, whilst minimising the potential for land use conflict.

The City of Melbourne must drive positive change, improving the quality of life of residents who increasingly choose the dynamic vibrancy of the city centre as their home, whilst catering to workers, students, tourists and other visitors.

Reducing crime and violence in homes and streets will improve economic, environmental and health outcomes for individuals and the city. It is vital the city has a comprehensive 24-hour policy in place. As its resident population doubles over the next 15 years and the city is used by people with diverse needs, such as the young and old and those from different origins, from the next suburb to overseas, we must provide a safe and complementary mix of night-time activities and appropriate management to ensure safety and amenity.

Needs

- The capital city and international functions of Melbourne are encouraged and supported by continuing to enable late night entertainment venues, events, restaurants, retail and services for visitors, workers, businesses and residents.
- Appropriate street amenity is sustained throughout the day and night, and throughout the year.
- Public space is used innovatively and creatively and the principles of 'Safer by Design and Access for all Abilities' are applied.
- Improved public transport availability and frequency outside peak hours is provided.
- Safety and crime prevention are priorities and city safety is enhanced.

Proposed outcomes

Proposed outcomes	Responsibilities
2.2.1 Central Melbourne is a 24-hour global city that offers stimulating and safe environments for people to live, work and play. All stakeholders are engaged and share the vision for the city centre.	City of Melbourne, Victorian Government, health and social services, educational institutions, transport providers, city businesses
2.2.2 Late night activities have variety and balance; late night venues have patron safety programs; cultural activities are staged during festivals; alcohol-free evening events are provided; soundproofing and management initiatives for residential properties and noise generating premises are successful.	City of Melbourne, stakeholders
2.2.3 Reduced levels of violence and crime (on streets and in homes- particularly in relation to vulnerable groups such as women, children and young people) have led to high levels of community safety.	City of Melbourne, Victorian Government, Australian Government, not-for-profit organisations, health and social services, educational institutions, police and courts, workplaces and licensed premises.
2.2.4 Public Transport is provided 24 hours a day is provided at an appropriate and effective level.	Taxi owners, Victorian Taxi Directorate, private and public transport providers
2.2.5 Public spaces are accessible day and night and buildings are used for innovative uses and are actively encouraged to be accessible day and night.	City of Melbourne, developers.

Related goals

- Goal 1: A City for People
- Goal 6: A Connected City

Indicators

- Annual safety surveys that assess the perception of safety in the city.
- Results of research and ongoing evaluation projects provide relevant data and demonstrate positive changes.
- The gap is reduced between violence in the city and the gap between that reported in victimisation surveys and that reported to Victoria Police and emergency health services.
- Number of restaurants, convenience stores and other services open at 11pm, 1am, 3am and 24 hours.
- The use and level of public transport and taxis available at 11pm, 1am, 3am and 5am. .

Pathway 2.3 – Melbourne is an affordable city for business

A Prosperous City makes room for new businesses to grow. It provides affordable accommodation with the facilities and services they need nearby.

As the Victorian and Australian economies shift away from manufacturing and production toward services based on knowledge, business formation has become rapid and dynamic, often short-lived and based around a single idea, technology or discovery.

Such businesses are often highly sought after by larger organisations looking to acquire innovation and new products and services rather than incur the cost and time to develop them. Collaboration and joint venturing between businesses looking for complementary skills is seen as a way of obtaining and maintaining competitive advantage.

At the same time, competition and diversity in some business sectors has been influenced by consolidation, merger and acquisition activity. The impact and influence of private equity firms in acquiring publicly-listed companies and taking them off market is changing the nature of how these businesses are run, which has downstream impacts on how a city and its economy operates. The effect of doing global business in and out of a city also affects the way in which the city operates and supports business.

The impact of the way we do global business will change the way the City of Melbourne is configured and how it supports business. Accommodation in the City of Melbourne is becoming less cost effective and difficult for knowledge-rich and capital-poor emerging businesses to access. We must investigate ways the City of Melbourne can influence and help the property industry, in particular support new and existing business in flexible and creative ways.

Needs

- Surety that support services are available and accessible to businesses.
- Support for businesses operating primarily online or using distributed networks to make connections and look for joint collaborations.
- Surety the City provides diverse, affordable and flexible accommodation that facilitates business formation, growth and expansion.
- Capital city leadership by piloting and supporting new forms of accommodation.

Proposed Outcomes

Proposed Outcomes	Responsibility
2.3.1 A business support facility helps new and emerging businesses start up and operate in the City of Melbourne.	City of Melbourne and/or developer
2.3.2 A whole-of-life-cycle solution to business growth and formation is provided (for example, where a business may initially develop at less expensive locations, graduating up to the city).	City of Melbourne, adjoining municipalities, developer
2.3.3 Space in the city is more affordable for business.	City of Melbourne, Victorian Government
2.3.4 Under-used public spaces and facilities are used for short-term retail projects such as pop-up shops or short-term opportunities so that prospective retailers can test the market for their product or service.	City of Melbourne

Related pathways

- Pathway 1.5 – An affordable, inclusive and accessible inner city.

Indicators

1. Number of new businesses facilitated by the City of Melbourne.
2. Establishment of a business support facility for start-up businesses.
3. Number of new demonstration and accommodation projects successfully trialled. .

Pathway 2.4 – Coordinated support for Melbourne business

A Prosperous City helps business grow. Priority sectors and enterprises receive the right services and support.

Business support in Melbourne is principally provided by all three levels of government and a number of sector-specific and general member-based organisations. There is no shortage of support and assistance programs to aid with facilitation, advice and support, training programs and export assistance.

The challenge in providing these services is the level of knowledge and understanding the business community has of them. While these programs are marketed and promoted to business, their diversity and often competing nature prevents their efficient and effective delivery. A central point where potential investors can learn about programs and services is needed. (In the past, the Melbourne Chamber of Commerce has fulfilled this role).

Business over the next decade will continue to change as it responds to local and global events and trends. Some incremental changes can be anticipated; other changes will not be anticipated and the impacts in some cases will be significant. For example, there was considerable preparation for Y2K in 2000 but nobody could have anticipated the 9/11 terrorist attacks on New York or the SARS epidemic.

Regulations affect the operations of businesses and here the City of Melbourne, which has regulatory power, can act. Other business sectors in the city are changing, some are in a growth phase like computer games and biotechnology, others like manufacturing are in decline in relative terms.

We need to ensure measures are in place to anticipate and respond to specific needs and pressures on businesses as they emerge. For example, a current and ongoing challenge for business is climate change. The City of Melbourne has considerable knowledge and experience in issues relating to climate change and can share this and support business in their responses.

Well informed research and stakeholder management strategies must be implemented to anticipate changes in the business environment. This is an issue that requires a broad and coordinated approach from the City of Melbourne.

Melbourne has a diverse business profile, with no single dominating sector. Priority sectors in future may not necessarily be those that employ many people or occupy considerable floor space. Some sectors may be at a mature stage or be declining.

Sectors with strong capabilities and potential to grow that can benefit from City of Melbourne resources and help include: financial services; education; health services, including biotechnology; sport; tourism; retail and fashion; computer games; and advanced manufacturing, including aerospace.

The City of Melbourne should focus on these areas, recognising that support may vary depending on opportunities and circumstances. It should also periodically review its support of these sectors to ensure assistance is still required and delivering value.

Needs

- Build and strengthen Melbourne's business community and ensure business development and facilitation support is directed to key areas
- Coordinated initiatives and programs that support and boost the capability of key sectors through improved collaboration with relevant government departments and member-based organisations.
- Improved understanding of the structure of business in the City of Melbourne and external impacts and emerging issues to enable timely, flexible and decisive responses to business environment challenges.
- Develop a central point where business can obtain information, research and business support services; and investigate opportunities for small business to connect and collaborate with big business in providing goods and services.
- Adopt a 'precinct approach' to visible sectors such as Docklands (financial services), Jolimont/Melbourne Park sporting precinct (sport), CBD retail core (retail) and Parkville and Alfred hospitals (health).

Proposed Outcomes

Proposed Outcomes	Responsibility
2.4.1 A Melbourne Chamber of Commerce is established to represent the general business community in the City and act as the portal to business facilitation services; and a single web presence or portal is developed to	City of Melbourne, Invest Victoria, Victorian Employers' Chamber of Commerce and

Proposed Outcomes	Responsibility
provide an entry point to business services in the City of Melbourne.	Industry
2.4.2 A rigorous research and cross-organisational intelligence program is established to focus on business changes and issues including support for businesses to adopt more sustainable practices.	City of Melbourne, other levels of government, business and business-related organisations
2.4.3 The City's regulatory and strategic business framework and environment ensures positive outcomes for business.	City of Melbourne, business and business-related organisations
2.4.4 The capabilities and gaps in each key business sector are addressed and the appropriate type and level of support provided, including assistance in attracting new business and investment.	City of Melbourne, other levels of government, member-based associations
2.4.5 Increased business start-ups and expansions in key knowledge growth areas, such as green technologies and creative industries.	City of Melbourne, other levels of government, member-based associations

Related goals

- Goal 3: An Eco City
- Goal 4: A Knowledge City

Indicators

1. Significant business survival percentages.
2. Response to changed business circumstances.
3. Increased capability and growth in key sectors.
4. Positive feedback in business-related consultations and surveys.
5. Increased investment in key sectors. .

Pathway 2.5 – Melbourne as a sporting city

A Prosperous City uses sport as a platform for business growth. Major sporting events attract investment, stimulate its economy and build its international reputation.

The City of Melbourne is a premier sporting location. We host a variety of world and national sporting events, including the Australian Open Tennis Championships, Australian Formula One Grand Prix and the Melbourne Cup Carnival, along with the Boxing Day Test Match and the AFL Grand Final.

A unique feature and key advantage of Melbourne's sporting infrastructure is its proximity to the central city area. We have a significant amount of modern sporting facilities linked to the city by parks, pedestrian walkways or public transport. They include:

- Melbourne Cricket Ground, a 100,000 seat stadium
- Rod Laver Arena, a 15,000 seat stadium (with an opening roof)
- Vodafone Arena, a 7000 seat stadium (with an opening roof)
- Melbourne Exhibition Centre, a 30,000m² multi-purpose venue
- Telstra Dome, a 52,000 seat stadium (with an opening roof)
- Olympic Park, a 3000 seat athletic track and rectangular pitch
- the Rectangular Stadium providing 30,000 seats (currently under construction).

These world-class facilities attract a range of international sporting events to Melbourne, helping position the city as one of the world's premier event destinations. Our calendar of sporting events supports a range of industries and employs many thousands of people. They attract hundreds of thousands of visitors and contribute significantly to Melbourne's economy.

Needs

- The city continues to attract and retain major sporting events.
- Major sporting events provide economic benefits for city-based businesses.
- An increase in Melbourne's international profile.
- Melbourne improves its standing as a preferred destination for international tourists and global business.

Proposed Outcomes

Proposed Outcomes	Responsibility
2.5.1 Melbourne is recognised internationally as a preferred destination for sporting events	City of Melbourne, Victoria Events Industry Council, Victorian Major Events Company, Sport and Recreation Victoria, Tourism Victoria.
2.5.2 New major events complement Melbourne's existing sporting events calendar.	City of Melbourne, Victoria Events Industry Council, Victorian Major Events Company, Sport and Recreation Victoria, Tourism Victoria.
2.5.3 Greater business development opportunities with major sporting events.	City of Melbourne, Victoria Events Industry Council, Sports bodies, Sport and Recreation Victoria

Related goals

- Goal 1: A City for People
- Goal 5: A Bold and Inspirational City
- Goal 6: A Connected City

Related pathways

- Pathway 1.1 - A Great Place to Visit

Indicators

1. Number and quality of events as recorded in the Multi Dimensional Events Calendar and as assessed by the City of Melbourne's Event Assessment Tool.
2. Annual comparison of the city's ecological footprint with a view to reducing it over time while maintaining the number and quality of events.
3. Business perception survey results collected biennially.
4. Documentation of global benchmarks.
5. Mode share of transport to major sporting events.
6. Number of interstate and overseas visitors attending major sporting events.
7. Awareness and perceptions of Melbourne by event visitors.

See also

- <http://www.noos.es/eng/publicacion.php> .

Pathway 2.6 – Melbourne as a philanthropic community

A Prosperous City has a business sector that invests in building stronger, more robust and equitable communities. It invests and participates in community initiatives and supports employee community activities.

Businesses and corporate residents can help Melbourne's community grow and develop in numerous ways.

Many now provide and contribute to community services: they support the local libraries their staff use or provide child care support. There are also signs that developers are realising the business advantages of providing good community infrastructure and supporting community effort.

Business has a significant leadership role in encouraging employees to give or volunteer in their community by providing an environment and capacity to do this. There are positive impacts for business supporting philanthropic ventures such as employees learning and developing new skills and exposing them to different elements of society which helps their personal growth. This in turn benefits the wider community. Melbourne's ageing population also means those with experience and knowledge may have more time to volunteer for community programs, which will help keep them active and involved.

Some businesses are investing substantially in strengthening community capacity. One example is Toyota's Community Spirit program which operates a professional gallery space at its Port Melbourne headquarters for emerging artists.

Needs

- Business understanding and commitment to community development, infrastructure and volunteering.
- Harness the skills and enthusiasm of the increasing number of mature Melburnians.
- Effective partnerships between business and community organisations.

Proposed Outcomes

Proposed Outcomes	Responsibility
2.6.1 Philanthropy is broadly embraced by the Melbourne community and more individuals, businesses and organisations are involved in philanthropic activities and encourage their staff to participate.	City of Melbourne, philanthropic organisations, community
2.6.2 A higher proportion of community infrastructure delivered via philanthropic contributions.	City of Melbourne, philanthropic organisations
2.6.3 A retiree skills-bank for the City of Melbourne and city businesses.	City of Melbourne, community partners

Related goals

- Goal 1: A City for People
- Goal 5: A Bold and Inspirational City

Related pathways

- Pathway 6.1.3 - A vibrant and thriving community .

Goal 3. An Eco City

An Eco City is a place that reduces its environmental impacts. Its people successfully adapt to a changing climate and act to build a sustainable future.

It develops and applies technology while changing the behaviours of people. It has a healthy environment, with a high quality of life and growing economy and it works to minimise resource use, ensuring it is sustainable for future generations. It achieves zero net emissions and leads the way in sustainable water management.

It motivates citizens and visitors to minimise their energy and water consumption and to support mandatory measures when they are implemented, such as water and carbon restrictions. An Eco City also advocates the importance of the metropolitan, regional and global ecosystem, partnering and sharing knowledge about green technologies and sustainable urban management practices with other cities. It supports and promotes innovative industries and businesses that have positive benefits for our environment.

An Eco City is compact, with a high density of housing, business and cultural uses that sustain an effective public transport system, and walking and cycling above car use. It has good air quality and generous public open space and landscaping that support biodiversity and benefit citizens. City infrastructure and buildings generate and use renewable energy and feed into the metropolitan electricity grid.

How big is an Eco City? Recent research on [the efficiency of cities](#) indicates that resource efficiency per capita increases with the size of the city. Larger cities are more efficient because of economies of scale than the same population in several smaller cities.

Pathways

The pathways to this goal are:

- [Pathway 3.1 – Transform Melbourne into a zero-carbon city](#)
- [Pathway 3.2 – Develop the city as a healthy water-efficient catchment](#)
- [Pathway 3.3 – Make Melbourne a resource and material-efficient city](#)
- [Pathway 3.4 – Adapt for climate change](#)
- [Pathway 3.5 – Living and working locally in dense urban centres](#)

Pathway 3.1 – Transform Melbourne into a zero-carbon city

An Eco City reduces and offsets its carbon emissions. Responsibility is shared for reducing environmental impacts.

While new buildings, developments and infrastructure in the City of Melbourne are now generally more environmentally efficient, they only make up a small proportion of the whole, which limits their contribution to Melbourne quickly becoming a [zero-carbon city](#).

To achieve a zero-carbon Melbourne, we need to retro-fit our existing buildings and infrastructure, and ensure urban design, future developments and the community reduce and offset carbon emissions. It also requires us to adapt so we manage the changing risks from climate change (actions to manage these risks are outlined in Direction 3.4 – Adapting for climate change).

Retro-fitting existing buildings through initiatives such as the [Clinton Climate Initiative](#) can also achieve significant economic savings, by reducing energy and water consumption and the amount of waste to landfill. Energy efficiency can easily be achieved by improving lighting, heating, cooling, cooking and refrigeration systems. Incorporating waste-management facilities that make it easier for people to reduce waste sent to landfill is another practical action. Water savings can be achieved by reducing water pressure to prevent wastage, reconfiguring cooling towers and fire sprinkler testing. Stormwater quality can be improved by ensuring no cross-connections and leakages that can pollute our waterways. Ways to implement these changes are readily available and easily adopted.²⁷

Melbourne depends heavily on brown coal for its energy, which generates high carbon emissions. We need to adopt energy sources with a lower carbon content in future. We also need to make the delivery of water and management of waste and stormwater more efficient. The City of Melbourne will enable these improvements to be made across Melbourne (more detail is provided in Direction 3.2 – Develop the city as a water-efficient catchment).

Effective action to achieve a zero-carbon city requires widespread community participation. A long-term and focused communication program to motivate people needs to recognise the diversity of the community and the various opportunities for meaningful contributions to reducing carbon emissions. It also needs to increase awareness that actions in Melbourne affect not just the city, but also the state, nation and global environment.²⁸

A wide range of programs and initiatives to help improve our environmental sustainability have already been established by the City of Melbourne,²⁹ the Victorian Government as well as community and professional organisations. We can learn from these initiatives about what does and doesn't work, who participates and who watches, and what some of the keys to effective and lasting change are. This will help us energise the community in direct actions for environmental sustainability.

Needs

- Commercial and institutional buildings within the City of Melbourne produce significantly lower greenhouse gas emissions by 2020.
- Residential buildings within the City of Melbourne produce significantly lower greenhouse gas emissions by 2020.
- The power supply for inner Melbourne is significantly de-carbonized by 2020.
- Significant reductions in greenhouse gas emissions from transport movements generated by activity in the City of Melbourne by 2020.
- Those who live and work within the City of Melbourne have strong understanding of the need for Zero Carbon city and the strategies that will achieve that.

Proposed Outcomes

Proposed Outcomes	Responsibility
3.1.1 A significant proportion of the existing commercial building stock in the City of Melbourne have been retrofitted to cut greenhouse gas emissions through programs such as the Clinton Climate Initiative	Melbourne City Council, The Victorian Government, Federal Government.
3.1.2 Melbourne City Council will have a three pronged program of regulatory sanctions, incentives and awareness raising to drive significant improvements to the energy efficiency of commercial buildings in the city.	Melbourne City Council, The Victorian Government, Federal Government.

Proposed Outcomes	Responsibility
3.1.3 All new commercial buildings in the City of Melbourne will have an ABGR rating of five stars or greater.	Melbourne City Council, The Victorian Government, Federal Government.
3.1.4 A significant proportion of the existing residential building stock within the City of Melbourne will be retrofitted to cut greenhouse gas emissions.	Melbourne City Council, The Victorian Government, Federal Government.
3.1.5 Melbourne City Council will have a three pronged program of house-to-house audits, facilitating retrofits on multi unit common areas, and resident behaviour change to drive the energy efficiency of existing residential stock.	Melbourne City Council, The Victorian Government, Federal Government.
3.1.6 A collaboration of government, power authorities and companies, and building owners and managers convened by Melbourne City Council will have facilitated the commissioning of new low-carbon distributed energy generation infrastructure to supply the city with de-carbonised power.	Melbourne City Council, The Victorian Government, Federal Government.
3.1.7 A group of new leaders in sustainability have accelerated the uptake of energy efficiency actions in various sectors.	City of Melbourne, business partners, community organisations, Centre for Sustainability Leadership, media
3.1.8 Social marketing campaigns have driven behaviour change of people toward sustainable use of water, energy and transport.	City of Melbourne, Victorian Government
3.1.10 The Melbourne Conversations program has been expanded to engage a wider audience on technology, environment and sustainability issues.	City of Melbourne
3.1.11 An annual awards event recognises sustainability achievers across a variety of categories.	City of Melbourne
3.1.12 Melbourne City Council, Yarra Trams, Connex, artists and designers have activated transport space on trains, trams to communicate ideas about sustainability in transport.	City of Melbourne, Metlink, Yarra Trams, Connex

Related goals

- Goal 1: A City for People

Indicators

1. Changes in attitudes towards relevant sustainability issues (as measured by surveys).
2. Numbers of new environmental projects, activities and behaviour change programs initiated in the City of Melbourne.
3. Investment made in communications in the City of Melbourne budget.
4. Numbers of brochures and other information distributed.
5. Number of hits on the City of Melbourne website, and if possible the number of hits on specific pages.
6. Number of buildings in the City of Melbourne that are retro-fitted.
7. Percentage of energy delivered by low and zero-carbon sources.
8. Per capita and per employee energy and water consumption and greenhouse emissions.
9. Gross and net greenhouse emissions for the City of Melbourne.

Global city ranking

- The International Awards for Liveable Communities (LivCom Awards), awarded by population categories.
- Mercer 2007 Quality of Living Survey, <http://www.mercer.com/referencecontent.jhtml?idContent=1128060>
- Mercer Human Resource Consulting Worldwide Health and Sanitation Ranking 2007 <http://www.mercer.com/referencecontent.jhtml?idContent=1128060#top50health>
- Grist 15 Green Cities (2007). <http://www.grist.org/news/maindish/2007/07/19/cities/> See also 1. Sustainable Development Commission, UK, Sustainable Consumption Roundtable (2006). I will if you will – Towards sustainable consumption. See: http://www.sd-commission.org.uk/publications/downloads/I_Will_If_You_Will.pdf Sources 1. McKinsey & Company, McKinsey Global Institute (2008), The Case for Investing in Energy Productivity. 2. Centre for International Economics (2007), Capitalising on the building sector's potential to lessen the costs of a broad

See Also

1 : Department of Environment and Climate Change, Envalue, A searchable environmental valuation database.
See: <http://www.environment.nsw.gov.au/envalue/>

2 : City of Melbourne, Environmental Sustainability – Introduction. See:
<http://www.melbourne.vic.gov.au/info.cfm?top=218&pg=2582>.

3 : Victorian Government, Department of Sustainability and Environment (2005), *Our Environment Our Future*. See:
[http://www.dse.vic.gov.au/CA256F310024B628/0/57E3ADC456387BFCCA256FE800239E30/\\$File/Enviro-Sustainability-F](http://www.dse.vic.gov.au/CA256F310024B628/0/57E3ADC456387BFCCA256FE800239E30/$File/Enviro-Sustainability-F)

4: McKinsey & Company (2008), Australian Cost Curve, Greenhouse Gas Reduction, Sydney, February 2008.

5: Australian Government, Department of the Environment and Heritage (2006), *Water efficiency guidelines for office and public buildings*,
Report prepared by National Project Consultants Pty Ltd, Canberra: Department of Health and Ageing. .

Pathway 3.2 – Develop the city as a healthy water-efficient catchment

An Eco City commits to conserving water and protecting the health of its waterways. It does this by viewing the 'city as a catchment'.

Two of the City of Melbourne's top priorities for sustainable water management are reducing mains water consumption and minimising the impact of stormwater discharges into the city's waterways.

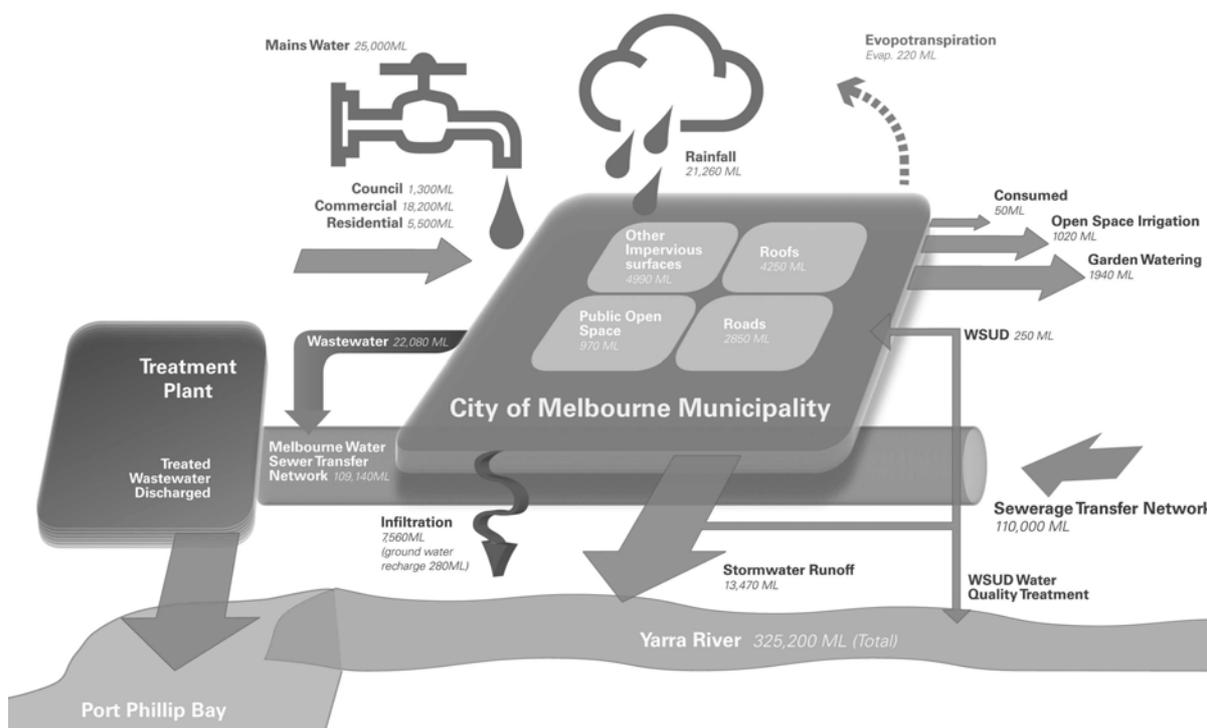
Applying a 'city as a catchment' approach will help the City of Melbourne achieve these priorities, by recognising the relationship between the city's natural catchment and its artificial elements such as roads, rooftops and other impermeable surfaces.

This holistic view of the city will help the City of Melbourne determine the flow and amount water of moving through the city (for demand management and potential water harvesting) and the pollutants carried with those flows (to reduce stormwater impacts).

Sites across the city can then be categorised as a 'source', such as a road or building with a large roof, or a 'sink', such as a large water-using business or park. Links can also be made between these sources and sinks to make the best local use of our valuable water resources.

'City as a catchment' will be part of a broader 'city as an ecosystem' approach for greenhouse-gas mitigation and habitat protection, stretching beyond the City of Melbourne's municipal boundaries.

The journey of water through the City of Melbourne is set out in the figure below.



Needs

The City of Melbourne has committed to a range of water-cycle targets directed at water conservation, stormwater quality and wastewater minimisation.

- Households in the City of Melbourne achieve a 40 per cent reduction in mains water use per resident by 2020.
- Commercial and institutional operations achieve a 40 per cent reduction in water use per employee by 2020.
- Capture rainfall from roads and open space in the City of Melbourne and treatment and re-use.
- Meet irrigation needs of parks in the City of Melbourne using locally captured water.
- Local water flows discharging into the creeks, rivers and bay that have pollution decrease of:
 - 20 per cent reduction in total suspended solids (grit, tyre residue)

- 11 per cent reduction in total phosphorus (fertiliser, detergents)
- 11 per cent reduction in total nitrogen (air-borne pollutants, fertilisers).

Proposed Outcomes

Proposed Outcomes	Responsibility
3.2.1 Residential buildings have been retrofitted with water efficient technology supported by behavioural change programs to achieve an overall 40% reduction per resident.	Melbourne City Council, Melbourne Water and water retailers
3.2.2 Commercial, industrial and institutional buildings have been retrofitted with water efficient and water recycling technologies supported by behaviour change programs to achieve an overall 40% reduction per employee.	Melbourne City Council, Melbourne Water and water retailers
3.2.3 Innovative water sensitive urban design technologies have been installed throughout the road and open space networks to capture and treat rainfall for re-use to irrigate street trees and parks.	Melbourne City Council, Melbourne Water
3.2.4 Parks capture rainfall and re-use for their irrigation and have minimised the use of mains water.	Melbourne City Council
3.2.5 Stormwater from the City of Melbourne that eventually is discharged into the creeks, rivers and the bay is clean and supports increased bio-diversity and healthy aquatic ecology.	Melbourne City Council, Melbourne Water, Parks Victoria.

Pathway 3.3 – Make Melbourne a resource and material-efficient city

An Eco City consumes less resources and uses less materials. This provides numerous environmental and economic benefits and builds sustainability.

According to UN Habitat, the world's cities emit almost 80 per cent of global carbon dioxide³⁰ and, despite only representing two per cent of the world's surface area, are responsible for 75 per cent of its energy consumption.³¹

While the population density of cities enables a broad range of efficiencies, an enormous amount of resources is needed to sustain residents. For example, according to *New Scientist* magazine, London requires a staggering 125 times its own area in resources to sustain itself³² How does Melbourne compare with London or other major cities?

Melbourne's high level of energy, water, food, materials and natural resource consumption is not sustainable, economically or environmentally.

Increased consumption of processed and imported foods as well as out-of-season produce has environmental implications. Appliances, entertainment units, air conditioners and other electrical purchases are increasing the amount of energy and resources used. Victoria's Commissioner for Environmental Sustainability has said '...our energy legacy has positioned Victoria as one of the highest per capita greenhouse polluting states in one of the highest per capita greenhouse polluting countries in the world'.³³

Large cities are a core part of the flow of goods, people and ideas that is the 'globalisation rollercoaster' and they need to understand their global footprint and ensure a new global conscience drives their local development.

Melbourne can become a resource and material-efficient city. The City of Melbourne can lead this crucial task, but it will be achieved through partnerships with various other private and public groups and organisations.

To achieve this, we will adopt a 'city as an ecosystem' philosophy, where all inputs and outputs for the city are considered. We will apply this philosophy to improve and reshape key strategies to achieve a resource and material-efficient city. This will include looking at new models of living that are less resource-intensive. We will also promote use of backyard and rooftop vegetable gardens, and encourage greater waste reduction, re-use and recycling.

Needs

- Become a resource and material-efficient city:
 - show how Melbourne can become a resource and material-efficient city and what the City of Melbourne can do with public space to achieve this
 - build on and broaden Melbourne's global connections and understand, grow and proactively maximise the city's 'net contribution' to the wider world.
- Foster ecosystems and biodiversity in the city:
 - encourage the creation of backyard and rooftop gardens.
- Explore strategies to reduce resource consumption in the city:
 - investigate and trial innovative use of 'human power' to provide energy savings and educate people about power consumption
 - reduce the level of waste generated in the city
 - increase re-using of products through community and online programs that give away unneeded or unwanted goods
 - continue and expand recycling programs, particularly targeting groups with relatively low participation rates.
- Promote disclosure of the true impacts of everyday consumption (such as embodied water and energy content of products).
- Encourage the development of shops selling products with local content as well as more local products in other shops.
- Work towards localising and maximising waste treatment and re-use in new buildings and municipal areas.

Proposed Outcomes

Proposed Outcomes	Responsibility
3.3.1 'City as an ecosystem' principles have been developed and the ecological footprint for the city and its citizens established to enable global	City of Melbourne, Committee for Melbourne, Universities

Proposed Outcomes	Responsibility
benchmarking.	
3.3.2 Biodiversity has been increased in the city by connecting Melbourne to surrounding ecosystems using green wedges and habitat corridors.	City of Melbourne, Inner Melbourne councils, Victorian and local governments
3.3.3 A Resource Efficiency Task Force has been convened to guide the transformation of Melbourne to a resource efficient city and collaborate internationally to improve the sustainability of the international movement of goods and services.	City of Melbourne, Committee for Melbourne, Port of Melbourne and other stakeholders to participate in initiatives
3.3.4 A more integrated view of our activities and lifestyles, based on full-life-cycle thinking about consumer goods and services has resulted in significant reductions in material goods.	City of Melbourne, Victorian Government, community groups, academic and research institutions

Related goals

- Goal 1: A Place for People

Indicators

1. Melbourne's ecological footprint is reduced.
2. Percentage change in use of more sustainable transport modes.
3. Percentage of public space allocated to pedestrians.
4. Biodiversity survey results.
5. Indicators of Melbourne's 'net contribution' to the wider world (as developed and defined by the potential research study).
6. Reduction in the amount of resources and overall global footprint required per capita to sustain City of Melbourne residents.
7. Perception of Melbourne as a 'responsible global citizen' and agent of change.
8. The volume of imports and exports to and from Melbourne.
9. Melbourne's GPI (measurement using Genuine Progress Indicator).
10. Participation in food localisation programs and initiatives.

See also

- One Planet Living. <http://www.oneplanetliving.org/>
- The Happy Planet Index. http://www.neweconomics.org/gen/z_sys_PublicationDetail.aspx?PID=225
- Inayatullah, Sohail, *Why city futures?* Accessed at: http://www.metafuture.org/Articles/why_city_futures.htm
- The Climate Institute, *Evidence of Accelerated Climate change* (Research report prepared by the Climate Adaptation Science and Policy Initiative), November 2007.
- Spratt, David and Sutton, Phillip, *Climate Code Red: The case for a sustainability emergency*, Friends of the Earth, January 2008.
- Williams, Robyn, *Future Perfect: What's Next? And other impossible questions* (particularly Chapter Five on the future of cities), Allen & Unwin, 2007.
- Commissioner for Environmental Sustainability Victoria (2007), *State of the Environment: Energy*, 17 December, see: <http://www.ces.vic.gov.au>
- Talberth, J, Cobb, C and Slattery, N, *The Genuine Progress Indicator 2006. A Tool for Sustainable Development. Redefining Progress*, see: <http://www.rprogress.org/publications/2007/GPI%202006.pdf>.

Pathway 3.4 – Adapt for climate change

An Eco City manages the risks associated with climate change, and adapts its behaviour to bring about long-term benefits for the community

The effects of climate change that Melbourne is already experiencing are recognised by most experts as the start of a long-term trend, rather than a cyclical climate variation. Climate change is expected to bring about reduced rainfall, higher temperatures and heatwaves, increased evaporation, sea level rises and storm surges, intense rainfall events, increased storm frequency and intensity, and increased wind speed.

Changes to climate in the Melbourne region will have an impact on the economy. There will be costs from the direct effects of changing weather patterns and business opportunities to develop effective adaptive responses. The measures aimed at mitigating climate change such as the tax on carbon will also impact the economy. The carbon tax is intended to drive opportunities for innovation in the economy, but commenting on his [Garnaut Climate Change Review Interim Report Feb 2008](#)

Ross Garnaut says "special attention must be given to consumers who will ultimately bear the cost of a carbon price, and in particular, low-income households," Ross Garnaut 20 March 2008.

Given the potential impacts of these changes on our economy and sustainability, it is important the City of Melbourne prepares for climate change to reduce its vulnerability and maximise any potential opportunities. For example, we will work to shape our public and private spaces for better protection from the elements, and communicate with residents, city workers and visitors, so they know where to find shade, escape from high winds or avoid flooding.

Managing climate change will also require the City of Melbourne to better understand, among other things, the city's dependence on resource-based or climate-sensitive industries, the capacity and resilience of its infrastructure, and the needs of its diverse and growing population.

Needs

- Identify and manage risk to the City of Melbourne from climate change.
- Work with key stakeholders to manage climate change risks for the whole municipality.
- Manage the opportunities that adapting to climate change presents.

Proposed Outcomes

Proposed Outcomes	Responsibility
3.4.1 Melbourne has developed and implemented an effective plan to manage the risks from climate change within the municipality.	Council and key stakeholders
3.4.2 Business has met the challenges of climate change in Melbourne with entrepreneurial initiatives and in doing so have established new industries around climate change adaptation.	Committee for Melbourne and business, Melbourne City Council.
3.4.3 A centre/research institute bringing together current best practices on climate change has been established as a Joint Research Institute involving all major universities in Melbourne.	City of Melbourne, Universities, Victorian Government

Related goals

- Goal 1: A Place for People

Indicators

1. Percentage of key City of Melbourne plans that include adaptation strategies.

References

[Garnaut Climate Change Review Interim Report Feb 2008](#) Ross Garnaut

[The impact of carbon prices on Victorian and Australian households](#) A report for the Brotherhood of St Laurence. Prepared by the National Institute of Economic and Industry Research ABN: 72 006 234 626. May 2007

Pathway 3.5 – Living and working locally in dense urban centres

An Eco City integrates the living, working and recreational activities of city life in a network of dense urban centres, and by doing so creates environmental, economic, social and health benefits.

Since the 1950s Melbourne has developed as a sprawling low-density metropolis. The result is that many people are dependant on high-speed motorised transport to go about their daily activities and goods and services are freighted over large distances within the city. This pattern has also driven agriculture serving the city beyond the metropolitan area, which means food has to be freighted into the city every day.

These high levels of personal, business and freight travel are a significant source of greenhouse emissions and raise the overall cost of living for city residents and are a growing cost to business.

If they could choose, most Melburnians would prefer to have their homes, workplaces, social and other everyday activities within a more convenient local radius or urban centre. Then most daily trips for home, work, school and recreation could be done in a short time, on foot or by bicycle, and the distances for work-related travel and freight could be reduced.

To be an Eco City, Melbourne needs to strive for the following characteristics:

- a high density of different types of activities within the one local urban centre
- priority within the urban centre for walking and cycling [walking and cycling](#) so they are safe and efficient
- a network of these urban centres across the metropolitan area connected with frequent high-speed sustainable transport and [freight routes](#)
- a significant proportion of agricultural production occurring within the metropolitan area, particularly fresh produce which is supplied for daily consumption in the city.

The Victorian Government's policy, [Melbourne 2030](#), has set a policy framework for achieving the first three characteristics for metropolitan Melbourne through the development of [Activity Centres](#) and [Transit Cities](#). Development of the City of Melbourne would be based on the following:

Promote population density in the city centre

The daily visitors who come to the City of Melbourne for work and recreation outnumber its residents 10 to 1. In 2020 the projected resident population is 110,000 (currently 81,000) and the projected daily influx of workers and visitors is 1,000,000 (currently 700,000). A greater increase in the proportion of resident population would, however, provide a more balanced mix of residents and visitors and could reduce the daily metropolitan-visitor transport load.

Increasing the residential density of the inner city will strengthen its sustainability. Of the range of possible residential buildings – from the single-storey, detached dwelling to the high-rise tower – recent modelling shows the six-storey (medium rise) apartment block is the optimum building type for energy efficiency and can accommodate the household densities inner Melbourne will require.

This development standard can generate the density required for pedestrian comfort and a good public transport system. Implementation of this height limit will need to acknowledge and respond to heritage values; however, it will also end the debate on a site-by-site basis for buildings higher than six storeys.

Give priority to walking and cycling

Inner Melbourne has an excellent road network that could be very suitable for walking and cycling. The current high volumes and speeds of motor vehicles in this network will need to be reduced in favour of walking and cycling. Changes of this kind are already taking place across the CBD such as the Copenhagen style separated bike lane along the north end of Swanston Street.

Develop a metropolitan network of urban centres

Melbourne 2030

sets out a long-term vision for a network of Activity Centres and Transit Cities connected by tram and high-speed-rail public transport. These centres currently and will increasingly provide employment, accommodation and recreation. The City of Melbourne will be the largest of these centres. It will be the heart of a network of similar but smaller urban centres to form a more sustainable and powerfully connected metropolitan region. The City of Melbourne will foster functional links with the Footscray 'Transit City' as its closest neighbouring urban centre.

Develop local food production

City of Melbourne residents, restaurants and businesses will source more fresh foodstuffs grown and processed locally, and therefore reduce the financial and greenhouse gas costs of food freight. Food yielding trees and plants

may be incorporated into public parks and private body corporate gardens. Space will be used intensively including rooftop and wall gardens.

Food Mile Restaurants

will promote their component local and regionally sourced food. Throughout the metropolitan region, food will be produced in and between urban centres and distributed locally and regionally. Up to one third of food consumed in the city will be sourced locally or regionally. Organic waste including food waste may be collected and processed locally as compost.

Needs

- The City of Melbourne must be the metropolitan region's principal high-density urban centre.
- A balanced mix of residential, work and recreational activities in the inner city.
- A balance of people who live in the municipality and people who visit for work and recreation.
- All of the metropolitan urban centres are connected with efficient and effective public transport.
- Increase the production and distribution of all food consumed locally and regionally within metropolitan Melbourne.

Proposed Outcomes

Proposed Outcomes	Responsibility
3.5.1 Activity centres and public transport nodes outside the CBD (some within the City of Melbourne) have become dense and walkable urban centres with new buildings at the optimum height of around six storeys. These centres include a dynamic mix of residential, employment, retail and cultural activities and opportunities and are linked by fast public transport into an efficient metropolitan network.	City of Melbourne, Victorian Government
3.5.2 The City of Melbourne's population has grown more than predicted and been accommodated in high density, medium rise apartment buildings in the neighbourhoods around the CBD and in high rise developments in the CBD. In 2007 ten times as many people visited the city daily as lived in it. This ratio has been reduced to seven times as many visiting compared to being resident.	City of Melbourne, Victorian Government
3.5.3 Footscray 'Transit City' has developed as a junior twin city to the Melbourne CBD. The two centres are linked by the metro train service and Footscray Road tram service	City of Melbourne, City of Maribyrnong
3.5.4. The old E-Gate railyard site has been developed as Melbourne's biggest and most exciting urban renewal project since Docklands. The site was designed on world leading urban sustainability principles and houses a broad socio-economic mix of residents and a mix of employment, education and residential uses. The site has a rail station on the new Footscray-Caulfield metro line.	State Government, Melbourne City Council
3.5.5 There is a thriving niche market for locally fresh produce supplied by city growers who farm rooftop gardens under franchise agreements with building body corporates.	City of Melbourne, Office of Housing, community groups
3.5.6 Melbourne has an international reputation for its many 'food mile' restaurants who serve delicious cuisine made from produce sourced within 50km of the CBD. Many of these restaurants have produce produced in the CBD itself. A number of the restaurants specialise in low cost meals for Melbourne's huge student population.	City of Melbourne and local business
3.5.7 Several of Melbourne's parks have been planted with orchards of food producing trees. Friends of parks groups oversee these and they are managed by urban agricultural franchises. Food produced is distributed locally.	City of Melbourne
3.5.8 Food waste produced in the City of Melbourne is processed in local compost sites for use in parks and the urban market gardens.	City of Melbourne and local business

Related goals

- Goal 1: A City for People
- Goal 6: A Connected City

Related pathways

- [Pathway 6.4- A city for walking](#)
- [Pathway 1.6 – A city designed for people](#)
- [Pathway 6.2 – A sustainable and integrated public transport system servicing Melbourne](#)

See also

- [The End of Suburbia: Oil Depletion and the Collapse of The American Dream \(2004\)](#)
- [Community Services Inc., the Power of Community: How Cuba Survived Peak Oil \(2007\)](#)
- [The White Bay Eco-city Project .](#)

Goal 4. A Knowledge City

A Knowledge City builds prosperity and social cohesion by developing its capacity to create, distribute and use knowledge. It provides opportunities for its citizens and institutions to achieve their full potential.

Cities in the 21st century are facing globalisation, climate change and quality-of-life issues. A city that develops and applies knowledge will succeed as a positive place to live, work, visit and enjoy. It will celebrate knowledge, value learning, encourage excellence and foster creativity. It will also ensure its people have access to the infrastructure and facilities they need to pursue these aspirations.

A Knowledge City is a place with dynamic and adaptable educational, cultural and business environments that keep abreast of emerging issues and trends. It creates and shares knowledge and information across business, industry, government, the community and philanthropic organisations. It strives for excellence in all it does, using state-of-the-art communication and infrastructure networks. It also encourages people to explore ideas in formal and informal ways, and instils a desire for excellence and entrepreneurialism in its people.

This kind of city recognises the ability of its citizens and institutions to generate and use knowledge is crucial to its future prosperity, its ability to compete globally and the quality of life its people enjoy. It has a well-resourced education system that produces a highly skilled and talented workforce. It is a place with significant public and private investment in research and development and where competition stimulates a culture of innovation. It has access to venture capital so that knowledge and innovation are transformed into goods, services and processes.

A Knowledge City has world-class universities and excellent schools. It is a place that strives for equality of outcomes and where people of all ages, cultures and abilities – from all parts of the city – can access affordable education. This kind of city ensures the cost of living, including accommodation and transport, is not an impediment to knowledge creation and learning.

It is a place where people can learn from being part of the city – from its streets, the interactions between people, events and public art. Living in and visiting this city presents opportunities to explore ideas and initiates a desire to increase knowledge.

Melbourne aims to be one of the world's top cities for research and international higher education.

As a Knowledge City, Melbourne will be recognised as one of the world's great providers of research, thinking and ideas. It will be home to renowned innovative businesses and highly regarded cultural offerings. More particularly, it will rank in the world's Top 10 research centres as well as the Top 5 cities for international higher education.

Pathways

The pathways to this goal are:

- [Pathway 4.1 – Make Melbourne a world-class Knowledge City](#)
- [Pathway 4.2 – Strengthen the synergies between Melbourne's universities and the wider economic, social and urban context](#)
- [Pathway 4.3 – Business, education and government sectors collaborate to cultivate city based learning.](#)
- [Pathway 4.4 – Make Melbourne a wired city](#)

Pathway 4.1 – Make Melbourne a world-class Knowledge City

A Knowledge City celebrates and encourages its learning community. Knowledge building and innovation are cornerstones of its success.

The City of Melbourne will help lead the development of a world-class **Knowledge City** by creating new levels of collaborative action. It will engage a broad range of stakeholders at the highest level to formulate and implement a vision and strategic plan for Melbourne's knowledge future.

At the heart of many successful knowledge economy and learning city efforts, such as those of **Silicon Valley** and **Boston**, is widespread civic entrepreneurialism. Formal and informal leaders from all sectors of government, business and the community step up and dedicate themselves to new community initiatives. Frequently these leaders identify projects, engage and enthuse others, work across traditional boundaries to leverage resources in new ways and secure financial investment for new ventures.

The City of Melbourne is committed to leadership development. A strategy to develop and nurture a larger pool of civic-minded, enterprising leaders will help realise our ambition to be a more globally-focused and innovative learning community in the next 10 years.

Branding and marketing present opportunities to promote Melbourne's vitality and innovation, defining its position in the global marketplace. If knowledge, learning and creativity are core elements of Melbourne's future prosperity, then building a 'Knowledge Melbourne' story and communicating it to the city's people and the world is crucial.

Needs

- Melbourne has a vital culture of innovation.
- Melbourne has a creative learning community.
- Melbourne has an active collaborative culture between business, government and the community.
- Melburnians celebrate and understand Melbourne as a Knowledge City.
- Melbourne is known abroad as one of the world's leading Knowledge Cities.
- There is general understanding of how a Knowledge City underpins a Prosperous City.
- Improved general understanding of the link between learning and creativity and individual and community prosperity.

Proposed Outcomes:

Proposed Outcomes	Responsibility
4.1.1 Melburnians celebrate knowledge excellence by an annual award for achievement in research, teaching and innovation.	City of Melbourne, Office of Knowledge Capital
4.1.2 Melbourne is represented in OECD projects about knowledge cities and higher education.	City of Melbourne
4.1.3 Melbourne hosts a major international Knowledge City innovations conference and annual Knowledge City symposium .	City of Melbourne, Office of Knowledge Capital
4.1.4 Melbourne has an on-line Knowledge City portal that informs a wide understanding of the concept, promotes knowledge city initiatives and is a hub for collaborative projects, debate and sharing of ideas.	City of Melbourne, Office of Knowledge Capital
4.1.5 A pool of 1000 civic-minded, enterprising and globally-focused leaders are driving the development of Melbourne's Knowledge City.	City of Melbourne, Office of Knowledge Capital (OKC)
4.1.6 An established marketing campaign developed by a collaboration of Melbourne's leading advertising agencies has successfully projected Melbourne as a Knowledge City with its own distinctive brand in the global context.	City of Melbourne, Advertising agencies
4.1.7 An index that measures the contribution of the knowledge city activity to Melbourne's economic prosperity and Melbourne's global ranking as a Knowledge City is reported annually and attracts high popular and media interest	The Office of Knowledge Capital, Media Organisations

Related goals

- Goal 2: A Prosperous City

- Goal 5: A Bold and Inspirational City

Related pathways

- Bullet point list of any related directions

Relevant global city ranking

- RMIT Global University Cities Index (to be released in 2008)

See also

- Resource: <http://metacollab.net> – a research project on collaboration.
- European Science and Technology Observatory.
- Australian Centre for Science Innovation and Society located at: <http://www.acsis.unimelb.edu.au> .

Pathway 4.2 – Strengthen the synergies between Melbourne's universities and the wider economic, social and urban context

A Knowledge City values and promotes its universities. They play a vital role in prosperity and cultural development and help respond to opportunities and threats.

The 'classic triad' of teaching, research and engagement has formed the basis of a long standing social contract between universities and society. With the emergence of the knowledge economy and the recognition of higher education as an industry, this social contract is being renegotiated and higher education is being expected to contribute more to economic and social progress, cultural enrichment and community development (Bjarnason and Coldstream 2003).

Victoria's eight universities with a Melbourne metropolitan presence are an integral part of the urban economy and community and make a substantial contribution to Victoria as a whole. These universities:

- are major export earners
- are 'businesses' in a global higher education industry
- are diverse
- nurture the development of human capital for the services sector
- are nodes in the global higher education research sector
- are leading service providers for government, industry and the community
- provide and maintain a cultural infrastructure for the City
- are becoming drivers of the built environment

The tertiary education sector is central to the future of Melbourne as a knowledge city and the growth and retention of priority business sectors.

The potential exists to further strengthen the synergies between these universities and the wider economic, social and urban context in which they operate. Melbourne needs to increase and strengthen the links between universities, government agencies, business and community groups to enhance mutual engagement and foster collaborative effort.

The recently established [Office of Knowledge Capital](#), a collaboration between the City of Melbourne, eight Victorian universities and the [Committee for Melbourne](#), aims to advance our city's position and global reputation as a [university city](#). The Office of Knowledge Capital has the potential to be a dynamic force for innovation and economic transformation – leveraging new investment, championing ideas, expanding Melbourne's research capacity and stimulating and supporting business innovation. It also aims to break new ground in university and community partnerships.

Needs

- Secure substantially increased investment in research and development.
- Harness the research and development capacity of Melbourne's universities to develop our knowledge economy and society.
- Foster business clusters and networks
- Build the links between universities and businesses.
- Increase the level of creativity, innovation and enterprise in private and public sector organisations to improve productivity and development.
- Foster development of local and global business partnerships, networks and alliances.
- Promote Melbourne's knowledge capability nationally and internationally.

Proposed Outcomes

Proposed Outcomes	Responsibility
4.2.1 Melbourne's innovation networks have been mapped in a collaborative project of government, business and universities.	City of Melbourne, universities, government, business partners, Committee for Melbourne
4.2.2 Melbourne has a world class network of Centres of Excellence across the city that support Melbourne's growth and positioning as a leading global Knowledge City.	City of Melbourne, universities, government, business partners, Committee for Melbourne

Proposed Outcomes	Responsibility
4.2.3 Melbourne is one of the world leading cities for scientific research with leading facilities and therefore is a key destination for international academics and researchers.	Universities, Australian Government, State Government, City of Melbourne

Related goals

- Goal 2: A Prosperous City .

Pathway 4.3 – Business, education and government sectors collaborate to cultivate city based learning.

A Knowledge City fosters lifelong learning and a collaborative, city based learning culture for its citizens that capitalises on the rich potential of the way the city brings education, business, cultural and government, sectors together in the one place. The skills and capacities developed in the city in this way strengthen the city's economy and society.

Lifelong learning includes both informal and formal learning. It is self-motivated learning like the [University of The Third Age](#)

and often self-funded learning. But life long learning should also be affordable and available for all. Collaborative, accessible and affordable lifelong-learning engenders an adaptable culture, builds [social capital](#) and [human capital](#) and create and retain highly talented, skilled and adaptable pools of labour.

International experience such as the [Vancouver Learning City](#) initiative builds community capacity and global competitiveness. A Learning City establishes an evidence-based, effective and trans-disciplinary approach to literacy and learning. Learning cities emphasize the fundamental importance of coherent learning and innovation strategies for developing cities as knowledge-based societies. The Learning City will position Melbourne to capitalize on the emerging opportunities and meet the challenges of the 21st century.

"Training the workforce of tomorrow with the high schools of today is like trying to teach kids about today's computers on a 50-year-old mainframe. It's the wrong tool for the times." Bill Gates Jr., Chairman of Microsoft

Educating individuals for success in a knowledge-based economy will require shifts in conventional education practices such as the importance of learning opportunities outside the classroom for middle-years learners and engaging the city's workplaces in the educational experience. Melbourne can be a city that creatively develops its next generation by cultivating a pool of leaders and talented workers through a range of uniquely city based learning experiences such as [as city as a classroom](#) . Collaborative [city based learning](#) can be a powerful means to increase social capital for individuals and schools with low socio-economic status.³⁴

Significantly, the idea that Melbourne can nurture and develop its next generation in innovative and inclusive ways has attracted the interest of a number of private philanthropic investors.

An emerging challenge for organisations is creating workplaces that attract and [retain talent](#), connect people effectively, and facilitate knowledge transfer and learning in the workplace. With the new skill sets needed to drive productivity, innovation and growth in an ever-changing environment, organisations are realising the value of tapping into the energy, skills and motivation of their people. There is an increasing focus on work cultures that encourage personal development and 'break-out' potential.

In the 21st century, cities are grappling with increasing complexity, change and uncertainty particularly around big issues such as urban sustainability. The [learning city](#) approach can be used to engage the wider community to develop a smarter and more adaptive city culture that pro-actively plans and prepares for change.³⁵ The Melbourne City Council has an opportunity to lead by example in developing a creative, collaborative and knowledge-based workplace.

Needs

- A learning city and learning is a key value of Melbourne's culture.
- Lifelong learning is central to the wellbeing and economic success in the city.
- A strong Next Generation learning community.

Proposed Outcomes

Proposed Outcome	Responsibility
4.3.1 City of Melbourne has collaborated with the education and business sectors to produce a Learning City Strategy for Melbourne	City of Melbourne and partners
4.3.2 Melbourne City Council has collaborated with State Government and the universities to develop a Composite Learning City Index that provides an annual measure of performance in a number of areas related to lifelong learning.	City of Melbourne and partners

Proposed Outcome	Responsibility
4.3.3 The Universities, museums, galleries, the ABC and public libraries in the City of Melbourne have joined to offer combined programs, courses and qualifications based on their joint collections and expertise along the lines of the the London Consortium	Universities, museums, galleries and public libraries in the City of Melbourne
4.3.4 Melbourne Councils host a Melbourne City Innovator in residence program to stimulate innovation in the Local Government sector.	Melbourne City Council and the universities
4.3.5 The 'Next Generation' development opportunities that unlock the city's resources (people, places, networks, spaces, institutions) in new ways, while also identifying and evaluating existing initiatives and researching global best practice in creative 'real world' workplace learning.	City of Melbourne, Study Circles Australia , Social Ventures Australia, Committee for Melbourne - Future Leaders, Leadership Victoria, Junior Chamber of Commerce
4.3.6 A virtual Melbourne city information, networking and collaboration website with a 3D virtual city interface, facebook style networking function and collaborative wiki tools has grown into Melbourne's biggest web community and learning network.	Melbourne City Council, Committee for Melbourne, The ABC, advertising agencies, Podcast Network , Telecommunications organisations
4.3.7 Melbourne is home to a 'Commission for the Future' based on the model of the former Australian Commission for the Future . The commission is an independent think tank and foresight institute with long-term government funding. (See Slaughter, 2002).	City of Melbourne to advocate for project and lobby Australian Government. (City of Melbourne could house the Commission in CH2.)
4.3.8 Future Melbourne is developed as an ongoing hub for 'futures thinking', long-term planning to inform and stimulate ongoing creative thinking and innovation.	City of Melbourne

Related goals

- Goal 2: A Prosperous City

Global city ranking

- Canadian Council of Learning (2008) CLI Simulator, Available online: <http://www.ccl-cca.ca/cclflash/clisimulator/index.asp>
- Canadian Council of Learning (2008) Vancouver Learning City Report, Available online: <http://www.ccl-cca.ca/CCL/Reports/CLI2007/?Language=EN>
- European TELS indicators (2008) TELS Study on Learning Cities - "The learning cities audit tool" <http://tels.euproject.org/index.cfm>
- European TELS (2003) The world initiative on Lifelong Learning, Edinburgh, September, 17 to 19, 2003. Available online <http://www.swaraj.org/shikshantar/willbrochure.htm>

Indicators

- Staff feedback.
- Stakeholder feedback.
- Organisational performance key indicators.

See also

- An analysis of the lessons learned from implemented learning-city and learning-community strategies around the world, including models and some excellent Australian initiatives, was prepared to support Vancouver's Learning City effort. Available online: <http://members.shaw.ca/rfaris/docs/VLC%20Lessons%20Learned.pdf> .

Pathway 4.4 – Make Melbourne a wired city

A Knowledge City now and in the future is a [wired city](#). A wired city has a high percentage of internet users with high-speed access, a good range of service providers and frequent public wireless hot spots. It has dynamic online communities that connect the city with itself and the globe.

As the telephone and radio improved communications, and the automobile sped up commerce, new generations of Web services will be the dynamic engine that can power 21st century economic prosperity, educational advancement and the introduction of a wide variety of social services. WiFi? -the, acronym for wireless fidelity is a technology that offers the possibility of no cost, or low cost, high speed wireless nternet access to cities around our country and across the globe.

a sophisticated yet affordable high speed broadband network is critical to maintaining the city's educational and economic standing in a rapidly evolving global socioeconomic environment. At a more general level a wired city enables a richer, more interactive, business, education, cultural and social life in the city support access for disadvantaged sector. One of the elements that make wireless networks so attractive is their ability to deliver reliable connectivity at a fraction of current costs. This capability makes Internet access possible for all people with the hardware to receive it.

High capacity internet connectivity is critical for research institutions utilising super computing and requiring high rates of data transfer between research facilities.

A powerful citywide wireless network brings with it the promise of increased governmental efficiencies, enhanced corporate productivity and educational excellence, while maintaining a competitive environment capable of providing affordable, high speed Internet access to all residents and visitors. Sophisticated communications technologies also allow people to produce imaginative concepts, generate valuable returns and demonstrate to the nation and to the world that Melbourne continues to be a center of creativity and innovation.

This means that high speed wireless networks are no longer a luxury. They are a critical component to the infrastructure of any community seeking to share in the promise of 21st century socioeconomic prosperity.

Melbourne's desirability as a place to live, study and do business will rely on its supporting communications infrastructure, especially given its remote location in the world. High speed, high capacity connectivity at a local, national and global level, and to do so in an affordable way, will underpin its cultural, economic, social and environmental prosperity and its future success. This is critical to business, particularly for those trading in 'knowledge' and 'discovery' and operating in global markets such as finance, designers, the internet [Games Developers](#).

[[<http://www.cityofboston.gov/wireless/>][Main Streets Wifi]], an initiative recently launched by Mayor Thomas M. Menino to bring wireless technology to Boston's communities and neighborhood commercial districts. The program is designed to create a free entry point for residents to access the Internet, help attract and retain visitors to the city, and educate and inform local residents and businesses on the use and applications of wireless technology. The system is supported through a combination of donations and advertising revenue.

Success lies in the ability of business, political and community leaders to build a coalition capable of identifying the problems and crafting thoughtful long-term answers. Using current tools, they must develop powerful new ones, instruments with the ability to keep pace with an accelerating technological dynamic.

Needs

- The City has hi-speed hi-capacity internet connectivity within the city and to the globe for business, education and research.
- The City is wired with universal access and free Wifi hotspots throughout the public parts of the city.
- The City's disadvantaged communities all have internet access and computing equipment and training.
- The City's collaborative culture is married with universal internet connectivity to generate a highly creative and innovative urban culture.

Proposed Outcomes

Proposed Outcomes	Responsibility
4.4.1 Melbourne is a wired city with free internet access in public buildings and cafes and public plazas and on the trams.	City of Melbourne, service providers, business and community partners

Proposed Outcomes	Responsibility
4.4.2 Through an innovative collaboration of business, government and philanthropy the City's lower socio-economic households have all been provided internet access and supported with training programs about using the technology.	City of Melbourne, State Government, Melbourne Community Foundation, Committee for Melbourne, infrastructure providers
4.4.3 A WiFi? summit assembled a dynamic cross-section of participants from neighborhoods, government, business and academia. High school students, university students, sophisticated technology experts, business professionals and public officials agreed on the value and importance of digital inclusion, a focus on innovation and leadership, the importance of increasing competition to drive down price of access and the need to appointment of a cross discipline Task Force to make recommendations for a citywide wireless strategy.	Melbourne City Council, Committee for Melbourne, universities

Related goals

- Goal 1: A City for People
- Goal 2: A Prosperous City

Indicators

1. Favourable feedback on infrastructure issues in business consultations.
2. Increased and frequent direct flights in and out of Melbourne.

See also

- Examples of Educational Programs: [TechBoston Academy Machine Science Labs](#) [pSouth End Technology Center](#)
- Best, Jo (2008) [Upwardly Mobile](#) .

Goal 5. A Bold & Inspirational City

A Bold and Inspirational City allows for and encourages daring and initiative. It embraces Indigenous history and culture, builds on its heritage, and its freedom and creativity allows people to experiment and innovate.

The city has a vibrant and thriving creative base. Emerging artists, communities and businesses are nurtured in a Bold and Inspirational City. There is freedom to innovate and the arts and cultural sectors thrive, with new artists and new mediums always emerging. Boldness is rewarded. New art forms and performers enhance the city's high-profile international arts reputation.

In a Bold and Inspirational City, the philanthropic sector continues to develop and corporations and individuals actively seek ways to contribute to their community. Networks of learning and ideas connect Melbourne to the world, encouraging global sharing of our festivals, arts and culture.

International students, businesses and tourists visit, live, work, invest and play here. Our sporting events continue enhancing our international reputation and we seize opportunities to explore new trends and markets.

More broadly, the city leads with bold projects and world-first initiatives. This active leadership inspires other city institutions and corporations to try new things.

Pathways

The pathways to this goal are:

- [Pathway 5.1 – Innovative and daring, bold and experimental](#)
- [Pathway 5.2 – A vibrant and thriving creative community](#)
- [Pathway 5.3 – Celebrate Melbourne's growing diversity](#)
- [Pathway 5.4 – Prosperity through creativity](#)

Resources

- [Cultural Melbourne - A Commentary](#): To help the City of Melbourne develop Future Melbourne, academics with expertise in cultural fields were asked to comment on City of Melbourne key directions and initiatives for cultural development. .

Pathway 5.1 – Innovative and daring, bold and experimental

A Bold and Inspirational City takes risks to break new ground. It encourages creative and enterprising efforts across its wider society to generate success.

The City of Melbourne recognises its development is closely linked with stimulating creative thought and encouraging bold and innovative action in its inhabitants. It must encourage this in its artistic, business, social, educational and political spheres. The City of Melbourne recognises the importance of stimulating and appreciating creative effort rather than creative results per se. The results will be powerful:

The readiness to be creative and creative effort is what matters. If you reward creative effort you will get creative results. If you reward creative results you will not get creative effort. The reason is that everyone is capable of creative effort, but not everyone believes she or he is capable of creative results. ³⁶

We need to develop an ethos of risk taking and a willingness to invest resources in the development of ideas, which may or may not adhere to conventional criteria. It can produce extraordinary outcomes. For inspiration, the City of Melbourne can look to the success of key players in the corporate world who encourage and learn from constructive risk taking. The next step is for Melbourne to become the vanguard of a new wave of creative, risk-taking activity.

Embedded in this risk-taking objective is ensuring that people in organisations accept responsibility and are rewarded for constructive risk taking. The CH2 building project, for example, posed many challenges, yet resulted in a ground-breaking symbol of the city's commitment to innovative and sustainable design.

Everyone has the capacity to be creative and this capacity must be encouraged and stimulated.

A bold and experimental city is also willing to use humour in public life. For example, public documents should contain humour – a powerful catalyst for creative thought and accessibility.

Finally, size does matter. Recent research on relationship between the [growth of a city and its capacity to innovate](#) indicates that innovation increases with the size of the city. Larger cities are more innovative. Large cities have more diverse communities and this diversity drives innovation in the city.

Needs

- Develop a culture of embracing unorthodoxy and being bold.
- Encourage an environment in which local government takes risks.
- Stimulate and universalise the creation of new ideas.

Proposed Outcomes

Proposed Outcomes	Responsibility
5.1.1 Creative community projects (see www.socialdesignsite.com for examples) and innovative actions and activities in Melbourne.	City of Melbourne
5.1.2 A resident artist, writer or poet for the City of Melbourne.	City of Melbourne, philanthropic sector
5.1.3 A creativity index for buildings (like the 'star rating' for environmental performance).	City of Melbourne, developers
5.1.4 Creative and varied public performances, particularly of new experimental artists.	City of Melbourne

Related goals

- Goal 1: A City for People.

Indicators

- Web voting on various events.
- Online review of performances.
- Token rating system (tokens are left by viewers at the end of each performance).

Relevant global city ranking

- Global Cities Index

See also

1. <http://www.socialdesignsite.com>
2. www.sustainable-everyday.net
3. www.futurecanvas.org
4. De Bono, Edward (2005), *The Six Value Medals*, Sydney: Random House
5. <http://www.esterni.org> .

Pathway 5.2 – A vibrant and thriving creative community

A Bold and Inspirational City values its artistic and cultural life. It helps build creative and innovative sectors and communities and links them together.

Melbourne has a strong creative base in music, performing and visual arts; film, television and radio; writing, publishing and print media; design and architecture; software, web and multimedia development; as well as advertising and marketing. Melbourne's skills in these fields will help lift its creative city status.

We need a creative-city strategy to investigate how national and international positioning of Melbourne's creative industries can create prosperity. This strategy will consider the importance of risk taking, experimentation and sometimes accommodating unpopular activities to nurture the city's creativity. It will facilitate the interchange of ideas and new opportunities on a local and global scale.

An issue that must be tackled is the reality that most artists and arts organisations deal regularly with financial hardship and viability. Critical to the sustainability of Melbourne's arts sector is long-term support for established and emerging art forms and artists. Melbourne's artistic and cultural life is threatened by the growing cost of and competition for inner-city properties suitable for artists and arts organisations to live, create and present work in the city. This and other barriers, such as the cost of transport, will diminish the vibrant interchange of ideas and creativity in inner Melbourne. An environment that facilitates a multi-faceted arts sector is critical to the city's creative ferment and direct intervention is required to support affordability and accessibility for artists and audiences.

Melbourne's success as a creative city will depend on how it mobilises ideas, debate, network and learning – and ensures these factors are recognised as characteristics of the creative city.

Needs

- Support and further develop Melbourne's creative city reputation, acknowledging the importance of risk taking and supporting ideas and discussion that fuel the social imagination and active citizenship.
- Build on the specific strengths of Melbourne's creative industries, such as literature and visual, music or performing arts.
- Enhance the learning and educational strengths and the passion for ideas, debate and innovation that underpin Melbourne's creative industries, including the role of educational bodies, industry mentorships and international exchange.
- Enhance the existing infrastructure and institutions that contribute to Melbourne's creative profile, such as the Southbank Arts Precinct, Federation Square complex and our international festivals and major arts and cultural events.
- Increase the supply of affordable spaces for artists and arts organisations and decrease barriers to community participation in cultural expression.
- Seek agreement between levels of government on their respective areas of focus for investment in the arts.
- Promote the role of philanthropy, business and the community, including trust and endowment models, to provide sustainable support for the arts.
- Recognise the increasingly multidisciplinary nature of art practice and encourage collaboration and partnerships, while also understanding the independent functions of particular elements within the sector.
- Continue to deliver high-quality arts experiences for children and young people.
- Encourage a diverse cultural infrastructure that is active and well used, from heritage assets to innovative flexible spaces that allow a range of uses including creative development and presentation.
- Facilitate art in the public domain, including public art, street art and works of a temporary and permanent nature.

Proposed Outcomes

Proposed Outcomes	Responsibility
5.2.1 Involvement in national and international projects, symposiums, discourse and debate and engage with the best and edgiest festivals and programs, reflecting different and multicultural perspectives.	City of Melbourne in partnership with relevant bodies
5.2.2 Artistic creativity and cultural innovation by: <ul style="list-style-type: none"> • developing partnerships • supporting local arts organisations • partnerships with international organisations 	City of Melbourne in partnership with relevant bodies

Proposed Outcomes	Responsibility
<ul style="list-style-type: none"> investing in critical arts projects activating programs that target innovative sectors, such as design, communication and methods of learning encouraging small and large forums, symposiums and lectures and support unconventional cultural projects 	
5.2.3 The Arts are housed in affordable, creative spaces.	City of Melbourne, developers, artists, cultural organisations
5.2.4 Investment in diverse arts activities that are free and inclusive to workers, residents and visitors, such as free creative workshops. Celebrate and reward community participation in the arts, including the staging of exhibitions.	Industry leaders, artists, community groups, peak bodies
5.2.5 Joint annual planning between the Australian, Victorian and local governments to reflect on arts strategies and initiatives and identify targeted partnerships that result in joint project support.	City of Melbourne; Victorian and Australian governments
5.2.6 Successful delivery of key arts and community projects, including Artplay, Signal and Community Cultural Development, by focusing on and supporting needy sectors through targeted annual commitments.	City of Melbourne
5.2.7 Multidisciplinary arts and culture projects that reflect heritage and conservation, community, and promote the exploration of ideas and concepts, delivered in partnership with arts organisations.	City of Melbourne
5.2.8 Measuring the success of arts support and other incentives by collaborating with research and educational facilities.	City of Melbourne, educational institutions

Related goals

- Goal 1: A City for People
- Goal 2: A Prosperous City
- Goal 4: A Knowledge City
- Goal 6: A Connected City

Indicators

- Levels and type of arts funding from Australian, Victorian and local governments, philanthropic and business sectors.
- Comprehensive information about arts and culture programs and activities.
- Number of students in tertiary courses in Melbourne that are arts related.
- Quantity, area and type of affordable and subsidised spaces for cultural production.
- Quantity of free and reduced-price tickets at cultural venues and programs.
- Quantity and type of cultural facilities, including number of seats as a ratio to total population.
- Quantity and support of organisations supporting Melbourne cultural production.
- Number of enquiries handled regarding all aspects of housing the arts.
- Audit results of access to cultural facilities for people with disabilities.
- Audit results of publicly accessible art in Melbourne, either as part of a program or contained in collections and heritage assets.
- Total economic impact of the creative industries and by industry type.
- Creative industries employment and floor space occupancy
- Analysis of opportunities for creative debate and exchange of ideas.
- Comparison with creative city indicators of other cities.
- Annual review and survey of perceived impediments to creativity, experimentation and risk taking in the Melbourne context.

See also

- Throsby, David and Hollister, Virginia (2003) *Don't give up your day job: an economic study of professional artists in Australia*, Canberra: The Australia Council for the Arts.
- [ArtLook](#) and [Arts Count](#) from [Arts Victoria](#).
- Arts Grants report adopted by Melbourne City Council in September 2007 [Arts Grants Program 2008](#).
- [Public Art Program](#).

Pathway 5.3 – Celebrate Melbourne’s growing diversity

A Bold and Inspirational City embraces difference and builds respect, tolerance and equity for people from different cultures and backgrounds. As the city grows in population so does its diversity. The city's diversity in turn drives an innovative and prosperous city

One of Melbourne's strengths is the depth and diversity of its cultural life, which includes:

- Indigenous culture, both traditional and contemporary
- its rich ethnic diversity which supports both cultural fusion and cultural maintenance
- different life stages – children, young people or older people
- overlapping communities based on geographic area, spirituality, sexuality, gender, politics, sport, recreation, arts, entertainment and other allegiances.

Diversity is fundamental to the economic vibrancy of the city. Building on the insights and research of [Jane Jacobs](#) and others [Richard Florida](#) argues that:

"Cities don't just get bigger in size; they become multi-faceted and differentiated. And in doing so, they-and not firms- are the wellsprings of new innovation that generate new work and new branches of industry. The city; Jacobs argued, is a complex, self-organising ecology whose form cannot be predetermined or controlled from the outside. Its diversity is the true source of innovation and economic growth."

As Melbourne grows in population so will its diversity grow. A successful city embraces and celebrates this diversity and creates new opportunities for these different individuals and cultures to genuinely engage with each other. The City of Melbourne particularly wants to engage socially and economically marginalised and under-represented groups through cultural and community development.

Needs

- Consensus on how we understand and communicate Melbourne's identity.
- Promote the values of diversity, tolerance and inclusiveness.
- Raise the profile of Indigenous art and culture in Melbourne, with a particular emphasis on the unique Indigenous culture of south-eastern Australia.
- Ensure opportunities exist for community and cultural engagement, including new and emerging social networking systems and communication channels.

Proposed Outcomes

Proposed Outcomes	Responsibility
5.3.1 A community that values cultural diversity, respect, equity and harmony and that particularly recognise Indigenous history and heritage.	City of Melbourne, cultural organisations
5.3.2 The diverse multicultural community is able to access and participate in a range of cultural opportunities, including cultural debate and dialogue.	City of Melbourne
5.3.3 Research and link with local and international cultural movements, such as Agenda 21 for Culture.	City of Melbourne
5.3.4 Indigenous culture and art is supported and promoted.	City of Melbourne, local and Indigenous artists

Related goals

- Goal 1: A City for People
- Goal 2: A Prosperous City

Related pathways

- Direction 1.4 - A City that invites active participation
- Direction 1.5 - A culture of social justice
- Direction 2.1 - Melbourne is an international city

Indicators

- Increased attendance at cultural events in Melbourne.
- Survey perceptions of satisfaction with Melbourne's cultural life and diversity.
- Distribution of activities by relevance for life stages (children, young people and older people).
- Impact of arts and culture on tourism and visitation.
- Quantity of cultural projects and events driven by communities of identity or interest.
- Quantity of programming within mainstream festivals and events that reflects:
 - Indigenous art and culture from south-eastern Australia
 - the needs of people with disabilities
 - communities of interest and identity. .

Pathway 5.4 – Prosperity through creativity

A Bold and Inspirational City builds creativity for success. It attracts people and investment to generate multiple benefits for its people including equity and social, economic and environmental prosperity.

Building on Melbourne's strengths and finding new ways to leverage its creativity are important priorities for the next decade.

Creativity and the capacity of a city to attract and retain a creative workforce are key drivers of 21st century economic success. This increasingly depends on the collective and cooperative creative capacities of a city's people. The ability to attract creative people that generate new inventions and world-class products, and the investment to support them, is the key to a prosperous Knowledge City. Amid growing global interest in creativity and attempts to describe the rise of a new 'creative class', the definition of the creative workforce is expanding to include those people employed in a broad sweep of industries, including computing, engineering, architecture, business and education, as well as arts and media.

Melbourne's community has embraced its identity as a 'creative city'. This invites us to enhance its creative assets, harnessing collective imagination to build a reputation as one of the world's leading Knowledge Cities.

Needs

- Identify a clear set of goals and related measurement indicators for identifying and developing Melbourne's cultural life and the arts.
- Strengthen and promote widespread and meaningful opportunities for creative development and engagement in the city's life.
- Build a global brand that represents Melbourne's creativity and attractiveness.

Proposed Outcomes

Proposed Outcomes	Responsibility
5.4.1 A Creative City Taskforce or Creative Learning Community Network to develop creative indicators for Melbourne, considering the Boston Indicators – Cultural Life and The Arts as an example, and establish global links with such entities as the UNESCO Creative Cities Network .	City of Melbourne, RMIT University, creative industries, arts, business, Vic Urban, Department of Education and Early Childhood Development, Australia Business Arts Foundation, YGen Group, creative community networks
5.4.2 A Creative City Strategy to guide the development of a thriving creative city and creative economy with a commensurate international profile.	City of Melbourne, universities, Creative Learning Community Network, YGen Group
5.4.3 A cross-sector Creative and Enterprising Melbourne skills-development initiative. This could take the form of a city-wide initiative to bring artists and other creative professionals into varied workplaces to inspire creativity among existing staff.	City of Melbourne, Creative Skills Development Council, Leadership Consortium, Australian Human Resources Institute, Department of Education and Early Childhood Development, business and higher education institutions
5.4.4 Strong partnerships and networks across the city including a creative development and networking strategy for young people.	City of Melbourne, Committee for Melbourne, Junior Chamber of Commerce, Centre for Sustainability Leadership, Cranlana, YGen Group, Australian Institute of Management, Leadership Consortium

Related goals

- Goal 2: A Prosperous City
- Goal 4: A Knowledge City

Related pathways

- Bullet point list of any related directions.

Indicators

- Creativity <http://www.bostonfoundation.org/indicators2004/culturallife/grid.asp>.

Relevant global city ranking

- Monocle – Top 20 Cities
- Richard Florida Creative Index .

Goal 6. A Connected City

A Connected City is easy to access and navigate. It is a city where people can establish connections with individuals, businesses and institutions, and discover local, national and global opportunities.

A Connected City has the infrastructure to support its business prosperity, quality of life and sustainability. It supports the exchange of knowledge and ideas as well as goods and services.

A Connected City has an integrated and affordable network of public transport (trains, trams and buses), roads for automobiles, bicycles and pedestrians. People use this network to access employment, commerce, services, entertainment, recreation and housing.

As a Connected City, Melbourne also needs to be well connected externally

- to its Victorian region by road, rail and regional air services.
- to the network of capital cities. here road and air travel are particularly important with the potential for the role of rail to grow, particularly if air travel becomes more expensive
- Internationally to the network of cities that are its connection to the global economy and tourist movements. In Melbourne air travel is critical but also vulnerable to rising costs. Passenger shipping for tourism is growing.

Finally the future connected city has the potential to incorporate new technologies. Much of the transport and mobility infrastructure in Melbourne is based on 19th century technology. Peak Oil and climate change are likely to drive major changes in urban transport technologies and practices. New technologies have the potential to shape urban transport systems in the future. For example science and technology can be applied to the design and implementation of [intelligent infrastructure systems](#) that are robust, sustainable and safe.

Pathways

The pathways to this goal are:

- [Pathway 6.1 – An effective and integrated public transport system](#)
- [Pathway 6.2 – Increase road priority for bicycles and other sustainable private vehicles.](#)
- [Pathway 6.3 – A city for walking](#)
- [Pathway 6.4 – An efficient and sustainable freight network](#)

Pathway 6.1 – An effective and integrated public transport system

A Connected City has an integrated, effective public transport network that is attractive and affordable to use and responsive to customer needs.

A quality public transport system provides frequency of service, speed of travel, ease of interchange, comfort and safety, coordinated inter-modal timetabling and route planning, responsiveness to customer needs and the growth and development of the city. The convenience, comfort, flexibility, safety and reliability of public transport must be competitive to convince more commuters and visitors to leave their cars at home.

A key direction of The Victorian Government's metropolitan planning strategy, *Melbourne 2030*, is the improvement of public transport. Rising fuel prices, parking costs and road congestion have contributed to recent increased patronage of public transport. Public transport patronage grew 18 per cent between 2001 and 2006, and the Doncaster Park and Ride (Eastern Freeway Bus service) validations grew seven per cent in 2005.³⁷ Under this pressure significant parts of Melbourne's rail, tram and bus infrastructure are not delivering a quality public transport service.

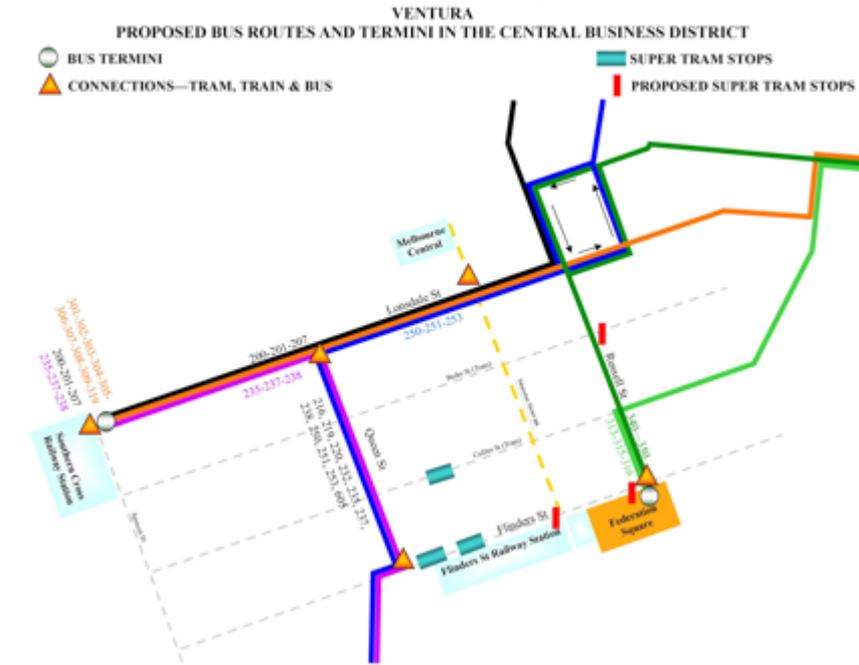
As well as new vehicle infrastructure integrated ticketing systems are needed. Electronic ticketing systems such as the Victorian Government's *Myki system* are currently being developed. Other systems are also using electronic systems such as the *car sharing* and *urban bicycle hire systems* such as those operating in *Paris* and *Barcelona*. In the future consumers will demand a coordinated one-card system for all of these modes

Melbourne's trams and buses need to compete with the speed and convenience of cars. The dominance of road space by cars is a hinderance to these on-road modes of public transport working effectively. Melbourne's average metropolitan bus speed of 23.1 km/h is compared to the average road network speed of 43 km/h, while trams operate at 16 km/h.³⁸ Buses and trams struggle to achieve even half the speed of cars.³⁹

A number of initiatives such as tram superstops are now being implemented to prioritise on-road public transport. Tram superstops improve tram speeds by improving access, loading and unloading times. The superstops are safer for passengers, provide easier access to trams (minimising steps), offer greater shelter from the weather, have real-time travel information and some even provide ticketing services. Tram stops at intersections enable passengers to transfer easily between routes, especially in the CBD.

Melbourne's bus network however requires significant intervention and investment to improve the standard of current services. This is a sector of the public transport system the City of Melbourne can physically influence and it will be a priority in the short to medium term. Lane priority on central city routes, as well as feeder arterial roads, requires detailed investigation as the current road arrangement does not allow the bus network to operate efficiently. Bus stops need to provide levels of amenity similar to tram superstops. They may not require the same level of infrastructure (platforms) as they are typically located at the kerb, but they should provide access for all people, adequate shelter and real-time travel information.

Map 1. Potential re-organisation of CBD bus routes.



Needs

- A sustainable and highly integrated public transport system that meets the needs of the city and its people.
- An environment in which public transport is clearly more convenient than the car.
- Road-based public transport (buses and trams) are provided road space allocations and priority that ensure their effectiveness and desirability.

Proposed Outcomes

Proposed Outcomes	Responsibility
6.1.1 Melbourne's public transport system is characterised by its reliability, comfort, frequency and safety.	City of Melbourne, Victorian Government, public transport operators
6.1.2 A new underground rail line runs from Footscray to Caulfield connecting growth areas in the west and south east with the central city, with new stations in the City of Melbourne - see East West Link Needs Assessment (Eddington Report)	Victorian Government
6.1.3 The Doncaster Area Rapid Transit (DART) bus program improves bus connections from Doncaster along the Eastern Freeway and connecting to the University of Melbourne and the city.	Victorian Government, City of Melbourne, City of Yarra
6.1.4 CBD bus routes, stops and terminal(s) provide premium accessibility, efficiency and service delivery.	City of Melbourne, Bus service providers
6.1.5 A GPS network-based vehicle congestion charging system operates in the City of Melbourne.	Victorian Government, City of Melbourne
6.1.6 All train stations in the city have been developed as activity nodes using the principles of transit oriented design.	Victorian Government, City of Melbourne

Related goals

- Goal 1: A City for People
- Goal 2: A Prosperous City
- Goal 4: A Knowledge City

Indicators

- The number of people using public transport to get to work in the Central Area.
- The number of people using public transport to get to work in the City of Melbourne. .

Pathway 6.2 – Increase road priority for bicycles and other sustainable private vehicles.

If there is more space for cars there will be more cars, if there is less space, there will be less cars.

– Enrique Peñalosa, former Mayor of Bogotá, Colombia

In urban centres

there is a high density of activity. Distances between destinations are short but road space is limited. So a Connected City gives priority to private vehicles that deliver the best mobility for the most citizens for the least consumption of road space.

The larger the vehicle, the more space it takes up. But, more significantly the faster the vehicle travels the more road space it consumes (see table below). This means that bicycles and small low-speed motorised vehicles are ideal private transport modes for inner-city streets and this is also the reason why cars in the inner city cause congestion, hinder on-road public transport and deter cyclists, motor scooter riders and drivers of [very small](#) and [micro cars](#).

Typical per person road space consumption for different modes and speeds.

Modes	speed (kmh)	standing/parked (m2)	travelling (m2)
pedestrian	5	0.5	1.8
bicycle	15	1.8	4.6
bus passenger	50	1.8	7
car driver	50	37	140
car driver	100	37	460

The Business-as-usual growth of people travelling by car in inner Melbourne will increase congestion, pollution and reduce amenity for all city users. Essential vehicles for commercial activities, such as deliveries are also being adversely affected. Strategic management of vehicle access, parking and pricing measures is needed to shift usage to more effective and more sustainable private transport options.

The projected increase in pedestrian traffic makes the current arrangement of motorcycle parking on the footpaths of inner-city streets impractical. Alternative measures need to be explored, such as providing off-street parking for motorcycles on-street.

The [number of cyclists](#)

using the city has doubled in just one year: accounting for almost eight per cent of all morning peak (7am to 10am) private vehicles on particular roads in 2007, compared with just four per cent in 2006. ⁴⁰

Bicycles are an affordable, efficient, non-polluting, healthy and socially stimulating form of transport. Shifting from car to cycling significantly reduces traffic congestion. Bicycles are suited to most of the trips made by those who work and live in the city (1 to 10 kilometres) but they are also used by some for longer commuter trips to the city. But unlike other road users, cyclists have to battle on most inner city roads for road space. As a result, safety and comfort concerns discourage many cyclists from cycling within and to the central city. In those streets such as Swanston Street in central Melbourne, where the general speed limit is 30kph and provision is made for bicycles, the number of cyclist increases. In the future Melbourne will become a [bicycle friendly city](#).

Like pedestrians, cyclists are also sensitive to trip distance and prefer to take the shortest, most direct route. In the future as more and more people live throughout the inner city the demand will grow to make the whole of the inner city road network safe for cyclists. Cyclists must also be provided with safe networks to adjoining municipalities. These networks will be complemented by trip-end facilities to encourage cycling as a transport choice for both commuters and visitors.

The installation in inner Melbourne of an [urban bicycle hire systems](#) such as those currently operating in [Paris](#) and [Barcelona](#)

will be a major step forward in making inner Melbourne a bicycle friendly city. These systems combine the traditional simplicity and efficiency of the bicycle itself with the new internet based booking and payments systems to deliver a 21st century mode of sustainable urban transport.

Finally another mode of private transport which is sustainable in the inner city is [car sharing](#). Car sharing has grown rapidly over the last few years. It is more affordable than owning a car, reduces car usage and therefore congestion and also supports the use of smaller and more fuel efficient cars.

Needs

- Reduce the use of cars in inner Melbourne.
- Increase parking and on-road space for energy and space-efficient private vehicles such as motorscooters, bicycles and micro cars.
- Cycling in the inner city will be easy, safe and enjoyable.
- A stronger culture of priority on the road for bicycles and other slower and smaller vehicles in the inner city.

Proposed Outcomes

Proposed Outcomes	Responsibility
6.2.1 The city is serviced by a comprehensive, continuous and safe bicycle network, reinforced by behavior change programs, and a supportive interface with the city's public transport system.	Victorian Government, City of Melbourne and other IMAP councils
6.2.2 A car-parking concessions scheme has encouraged cars that take up less space and/or are less polluting, and through disincentives has discouraged large and polluting private vehicles.	City of Melbourne
6.2.3 Taxation and charging policies, including fringe benefit tax, have been reconfigured to encourage the use of sustainable transport, including subsidised public transport for workers as a salary packaging option.	Australian and Victorian Governments
6.2.4 A 30 km/h speed limit that applies to all parts of the CBD and local areas in the City of Melbourne has reduced pedestrian and cyclist injuries and deaths, improved the walking and cycling environment, and simplify speed zones for motorists. This has been supported by a popular behavior change program directed at all road users.	VicRoads, City of Melbourne
6.2.5 A congestion levy or charge to moderate demand for private vehicle access to the inner city is in full operation during peak periods, with funds raised supporting sustainable transport modes.	Victorian Government, City of Melbourne and other IMAP councils
6.2.6 All City of Melbourne residents and businesses have easy walking access to Carshare services.	City of Melbourne, private Carshare operators
6.2.7 On-street motorcycle and scooter parking is increased, making use of 'wasted' space on the street and freeing up much needed pedestrian space.	City of Melbourne
6.2.8 A public bicycle hire scheme operates in the inner region of Melbourne, running 10,000 bicycles connecting public transport nodes and servicing business, resident and visitor needs.	Department of Infrastructure, Walking and Cycling Branch, City of Melbourne with other IMAP councils
6.2.9 A connected separate radial bicycle-path network circling the city including bike lanes in St Kilda Road, Wellington Parade, Victoria Parade, Flemington Road and City Road, links into the Regional Bicycle Network.	City of Melbourne, Other IMAP councils
6.2.10 The City of Melbourne is a leader in the surveying and reporting of bicycling usage in the city which is operated through an innovative GPS system, that feeds into a metropolitan-wide network of Bicycle Accounts.	City of Melbourne, major employers, Department of Infrastructure

Related goals

- Goal 1: City for People

Indicators

- Mode counts for inbound and outbound traffic (comparative data from annual reports).
- ABS Journey to Work Data for work trips with a CBD destination.
- Growth in cycling numbers:
 - Bikes as a percentage of vehicles in the central city between 7am and 10am.⁴¹
 - Percentage of workers in the City of Melbourne who cycle to work.⁴²
- Length of bike lanes in the municipality (on-road green painted/on-road plain/Copenhagen style).

- Number of on-street bicycle parking spaces (hoops).
- Cyclists' opinions:⁴³
 - Is City of Melbourne a cycle-friendly area?
 - Do you feel safe riding in the City of Melbourne?
 - Do bike riders observe road rules?
 - Are you happy with the amount and connectivity of the path network?
 - Is the City of Melbourne doing a good job providing for riders?

Global city ranking

- Copenhagen, Barcelona, Paris,
- Bicycle Account (pending expansion of this reporting model).

See also

- [Melbourne Bicycle Account](#), City of Melbourne, 2007 .

Pathway 6.3 – A city for walking

In urban centres

there is a high density of activity. Distances between destinations are short and walking is the primary way of getting around. As well as being a very effective form of mobility and there are very significant environment, health and cultural **benefits from walking**. So a Connected City gives priority walking and provides a comprehensive and high quality pedestrian network throughout the city.

"Walking is highly efficient in its use of urban space and energy, it rarely causes injury and it gives streets vitality and personal security. Many car trips are quite short, less than 2 km, indicating that walking could be a feasible alternative and contribute to reducing the pollution from a cold-start vehicle travelling only a short distance."

Mason,C. Transport and health: en route to a healthier Australia? Medical Journal of Australia 2000; 172:230-232

Where once Melbourne's city streets were places of pedestrian comfort and social interaction, they became car-dominated thoroughfares. This change saw much of the charm and aesthetic value of the streetscape significantly diminish. Now the city streets are being progressively reclaimed for walking. The **numbers of pedestrians**

has been growing and through an ongoing program road space allocation for pedestrians is being increased and high quality, generous footpaths are being constructed. In the future the city of Melbourne will have a comprehensive, high quality pedestrian network throughout the entire city.

To encourage pedestrians into the city, Melbourne needs to offer a good standard of physical comfort for people of all abilities. This includes easy access, natural light and protection from the wind, rain and sun. It is also important to extend pedestrian-friendly initiatives to the surrounding areas to reduce short car trips and encourage walking to local shops, parks, schools and services.

Existing standards already require new developments to ensure sufficient solar access to city streets and to address and manage wind effects. Built infrastructure, such as street furniture, safe places where children can play, water fountains and public toilets, is required to encourage more walking. Similarly, it is vital more pedestrian signage is provided, and speed of passage is considered from a pedestrian's viewpoint, as well as from a motorist's perspective.

The numbers of people living in the city or visiting it for work or services is growing. An increasing proportion of these people are now choosing to walk because it is easier, more efficient and more enjoyable. The future development of the city will need to serve this growing demand by extending the network of high quality walking paths.

Walking is good for **health**. A city that encourages and supports walking will also become a healthier city

Needs

- The entire municipality is attractive and safe for walking, particularly in the CBD and locations with a high concentration of pedestrians.
- Expand specific pedestrian precincts within the city.
- Improve pedestrian amenity and infrastructure in residential neighbourhoods.

Proposed Outcomes

Proposed Outcomes	Responsibility
6.3.2 A network of shared zones (or 'home zones') extends throughout the central city and local areas, improving pedestrian safety and amenity, and providing play spaces for children.	VicRoads, City of Melbourne
6.3.3 Footpath space in the CBD is committed to pedestrians, with provision for motorcycle and scooter parking contained within the carriage way.	City of Melbourne
6.3.4 Weekend CBD road closures cater for high pedestrian volumes at specific times, and create street-scapes that encourage walking.	VicRoads, City of Melbourne
6.3.5 Swanston Street is a pedestrian priority street from Princes Bridge to the RMIT Hub and new CUB plaza.	

Related goals

- [Goal 1: A City for People](#)

Related pathways

- [Pathway 1.2 – A healthy community](#)

See also

- [Places for People, City of Melbourne \(2006\)](#) .

Pathway 6.4 – An efficient and sustainable freight network

A Connected City has an efficient freight and logistics infrastructure that optimises the flow of goods locally and globally. This freight system strengthens the city's economy, is environmentally sustainability and doesn't degrade the liveability of the city.

The transportation of goods to, from and through the City of Melbourne has become a significant issue as the city's volumes of freight have increased with the growth of its commercial and industrial sectors and the expansion of the Port of Melbourne's capacity. In metropolitan Melbourne, freight is expected to increase 3.52 per cent a year to 2020, with most of this growth expected to be road-based.⁴⁴

It is critical to the future prosperity of Melbourne that freight moves easily into, out of and around the city. A congested freight system makes business less efficient, increases vehicle emissions, generates inconvenience and a loss of amenity for the general public. Resolving this will require a multi-faceted approach targeting issues relating to all modes of transport. Of particular importance are the rail connections between Victoria's [intermodal hubs](#) (also known as inland ports) and the Port of Melbourne. These hubs will ease road congestion and enhance the viability of the port.

Also the sophisticated logistics systems and 'just-in-time' manufacturing that are an integral element of an efficient freight system rely on a state of the art [information technology and communications infrastructure](#) in the city.

Forward planning at all levels of government is needed to provide an efficient and world competitive freight system in the city that is also environmentally sustainable and that doesn't degrade the liveability of the City of Melbourne at a local level.

The Port of Melbourne's planning framework for expansion is the [The Port Development Plan \(PDP\)](#). The draft PDP is a strategy to invest upwards of \$2 billion over the next 30 years in port-related projects, including plans to increase the percentage of freight movements by rail.

Melbourne Port@L

is the Victorian State Government's strategic plan to develop the Port of Melbourne, the Dynon freight precinct and related transport links into a world-class intermodal freight hub to efficiently handle trade growth over the next 30 years. Melbourne Port@L will improve the efficiency of the Port of Melbourne, by better integrating the port and the adjacent freight transport facilities.

Policy development for the future will need to address:

- the logistics of accommodating an increase in freight movements.
- the impact on the liveability of the City of Melbourne's local areas.
- management of current freight routes and precise planning of future routes.
- the amenity of established, developing and planned future residential areas.
- locating manufacturing land uses close to transport infrastructure.

This will promote growth that is dynamic, community-focused and sustainable.⁴⁵

Needs

- New and more efficient rail transport infrastructure that balances the competitive advantage of roads and meets the continued growth of the Port of Melbourne.
- A modal shift with an increasing proportion of port freight using rail transport.
- Restrict freight access to local roads.
- New road freight links that avoid and reduce the adverse impact on residential and mixed use areas.

Proposed Outcomes

Proposed Outcomes	Responsibility
6.4.1 A northern east-west road tunnel and associated road infrastructure upgrades have improved freight movement between the western suburbs, the port and City Link.	State Government (EWLNA Report), City of Melbourne, Port of Melbourne Corporation, and neighbouring municipalities
6.4.2 Land-use conflicts around the port and its rail and road freight routes are being continually addressed to ensure a productive and vibrant urban environment.	Department of Infrastructure and Port of Melbourne Corporation, City of Melbourne

Proposed Outcomes	Responsibility
6.4.3 A rail freight network which is competitive with the road freight system.	Department of Infrastructure and Port of Melbourne Corporation, City of Melbourne
6.4.4 The needs of freight traffic and the needs of residents are balanced by means of innovative urban planning and freight management.	City of Melbourne

Related goals

- Goal 1: A City for People

Indicators

1. Port of Melbourne Corporation statistics (import and export data).
2. Resident feedback about local area amenity (specifically noise and air pollution).
3. Traffic congestion and road capacity data on main freight routes.

See also

- City of Melbourne Submission to East-West Transport Link Needs Assessment (2007) .

Monitoring and review

The City of Melbourne will collect and publish data on the indicators in Future Melbourne to track our progress in achieving our goals and vision for a thriving, friendly and sustainable city.

Targets?

have been established under each goal to quantify our progress toward that goal and these will be reported on regularly. They will provide a snapshot of our overall success.

The Council will review Future Melbourne every four years to ensure its directions and actions are still relevant and appropriate to emerging issues and new challenges.

Future Melbourne will guide the review of the Melbourne Planning Scheme, particularly the Municipal Strategic Statement, and inform the four-yearly Council Plan produced by each incoming council at the start of their governance term. .

Resources

Here you will find a frequently updated list of the various resources that have helped inform the content of the Future Melbourne Plan.

University of Melbourne Future Melbourne research papers

A series of papers prepared for the Future Melbourne project by scholars of the University of Melbourne.

To assist the City of Melbourne in developing Future Melbourne, a group of academics with expertise in cultural fields were asked to comment on the Council's key directions and initiatives in the cultural area.

[Cultural Melbourne, a Commentary - PDF 306kb](#)

[LiveableMelbourne0204_DRAFT.pdf](#)

City of Melbourne Facts, Figures and Projections

The City of Melbourne will continue growing through to 2020. The following document contains detailed statistical information on the current state of play and the likelihood of where we're heading.

[Facts, Figures and Projections - PDF 4.65MB](#)

City of Melbourne Research

The City of Melbourne provides statistics, information and analysis on a variety of subjects, including:

- people living and/or working in the city;
- building and land use;
- social, cultural and community issues;
- tourism;
- economic and business activity; and
- environmental indicators.

[City of Melbourne Research](#)

Relevant Strategies

Issues Papers

Oil Prices (Draft) [Oil Prices - Microsoft Word 906k](#)

Emerging Technology (Draft) [Future Technology - Microsoft Word 81kb](#)

Benchmarking and Liveability [Benchmarking & Liveability Report - Microsoft Word 1.9MB](#)

Global City Concept [Global Cities Concept - Microsoft Word 1.8MB](#)

Property Watch Snapshots, please see [City of Melbourne Property Watch website](#)

Social Cohesion (Draft) [Social Cohesion Study - Microsoft Word 69kb](#)

Analysis of Population and Housing [Housing and Population - Microsoft Word 1.5MB](#)

Key Census Indicators [ABS_Census_City of Melbourne_Key_Indicators - Microsoft Word 2.3MB](#)

Population Forecasts, please see [City of Melbourne Population Forecasts website](#)

Knowledge Melbourne - working papers

The original "Talking point: Knowledge Melbourne" draft strategic directions can be viewed below in their un-edited form in a single PDF document. They have been listed here for resource purposes, due to their comprehensive level of content. The views expressed are considered those of the authors'. Please note, any content suggestions should be directed to the Discussion page for the relevant Direction.

[Knowledge Melbourne - PDF 168kb](#)

YGen

This is a group for those 'Generation Y' thinkers and workers involved in Future Melbourne's planning process - bringing forward the 'Gen Y' voice, the voice of the next generation and long-term thinking; working with FM's partners; reviewing, integrating, and brainstorming for the future of our city.

Started in August 2007, YGen is a collection of 22 students, graduates and young professionals all under the age of 26 who have been meeting regularly to discuss the current issues and progression of the Future Melbourne project. The group was initiated by Jack Fuller, who is a member of the Future Sustainability Leaders program.

City of Melbourne: Future Trends

Future Trends

Presentation presented by Austin Ley at the Future Melbourne Leaders Forum on Friday 4 April, 2008.

City of Melbourne: Places for People

In 2004 Professor Gehl and GEHL Architects were invited to Melbourne to update their previous studies on Public Spaces and Public Life in Melbourne. This series of studies examines the issues and opportunities regarding public space and collected data on public life. More information on the publication is available from [here](#).

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This topic: FMPlan > [WebHome](#) > PlanCollatedView

Topic revision: r8 - 14 Apr 2008 - 08:44:43 - [MarcusLeonard](#)



PUBLIC CONSULTATION ON DRAFT FUTURE MELBOURNE PLAN

17 May to 14 June 2008

Objectives of Consultation on Draft Future Melbourne Plan

The objectives of the overall Future Melbourne consultation and stakeholder engagement strategy are to:

- *Engage the public and stakeholders in the draft Future Melbourne Plan.*
- *Provide a publicly accessible website for the public to debate the plan and contribute edits to the draft in an online and live environment.*
- *Establish collaborative partnerships across the spectrum of Future Melbourne goals with institutions, organisations and groups who "subscribe to the objectives of Future Melbourne".*
- *Provide expert and key stakeholder perspectives into the public debate and input.*
- *Ensure the profile of the public engaged in Future Melbourne matches the general demographic profile.*
- *Collaborate with the community, stakeholders, experts and interested parties to draft the final Future Melbourne Plan.*

The Basis for Online Focus

Over the course of the project, the online availability of the Plan has been progressively developed around three related websites:

1. Future Melbourne Website: www.futuremelbourne.com.au
2. The eVillage: www.evillagemelbourne.com.au
3. Future Melbourne wiki collaborative environment: www.futuremelbourne.com.au/wiki

Each of the sites has served a particular targeted purpose, in order to address the specific needs of the project at certain stages of its development.

A significant proportion of the consultation process has, and will continue to be, based online via the above three sites.

Draft Plan Public Consultation

The draft plan will be on public exhibition from 17th May to 14th of June.

Advertising during the public consultation period will draw specific attention to the proposed program, tools and sessions outlined below as a way of learning more about the Future Melbourne Plan and getting involved. Media opportunities will be sought to further enhance engagement with the Plan.

The Future Melbourne wiki

The wiki will be the primary collaborative tool for consultation - www.futuremelbourne.com.au/wiki

The draft Future Melbourne Plan (as a wiki) will be made available to the public during the consultation period 17 May – 14 June 2008.

During this month, the public will be able to view and directly edit the content of the plan, and engage in a debate or make comments/suggestions via the integrated discussion pages. The wiki is live and open to input 24/7 throughout the consultation period.

Local Information Hubs

Local Libraries

- displays/posters
- computer terminals (library staff to be available to assist users)
- hard copy draft/s of Future Melbourne plan

Neighbourhood Community Centres

- hard copy draft/s of Future Melbourne plan to 10 local neighbourhood centres across the municipality

Digital Harbour Exhibition

- proposed art exhibition focussed on artists interpretations of the future
- information on Future Melbourne including on-line access to the wiki will be available in the space

Future Melbourne Exhibition with Q & A

- Q and A exhibition(s) will be held and will provide the public with a chance to speak directly with Future Melbourne officers about the project.
- FM staff will be present to talk with people about the plan. Laptops connected to the internet will be available for demonstrations on how to access, register and log on to the Future Melbourne wiki.
- Q & A will be scheduled late afternoon / early evening to capture workers and residents.

Young Adults Forum

A 2 day youth forum called Gen Y Future Lab forum will be held during the public consultation period hosted by the Gen Y Lab which is a collaboration between *Project for a 1000 year plan*, *Future Canvas Inc.* and *Y-Gen* on Future Melbourne and the Future Melbourne Team.

Youth Forums - Local Schools

- **School Leaders Forum 28th May**
A facilitated workshop which will involve representatives from the City of Melbourne's and several other metropolitan secondary schools to test the draft plan with this group of students.
- **VCA Arts students**
Students are involved in the generation of images, sounds, and video based on their conceptualisation of possible future visions of the city. The students will undertake the project as part of their course assessment. Designs may be incorporated into the wiki as appropriate.

Melbourne metropolitan councils, project partners and associated industry bodies

Project partners

RMIT will host a joint FM stakeholder workshop to review and provide comment on the Plan.

Input will also be sought from the Property Council, Committee for Melbourne, ACF and VCOSS.

IMAP

The IMAP group of inner Melbourne Councils (Cities of Melbourne, Port Phillip, Stonnington and Yarra) will be invited to comment.

Councils

Metropolitan and Victorian Councils will be accessed via the MAV and invited to contribute.

Industry bodies

Relevant industry bodies will be requested to insert an article about FM, how to participate and provide an active link to the wiki in their regular email newsletters. Currently, fourteen on-line publications and several hardcopy newsletters have been identified across the fields of sustainability, transport, planning, urban design, building, property, health and housing.

City of Melbourne internal consultation

Internal consultation within the City of Melbourne (including Councillors) will occur during the consultation period to ensure the plan's relevance and to increase ownership of the strategy.

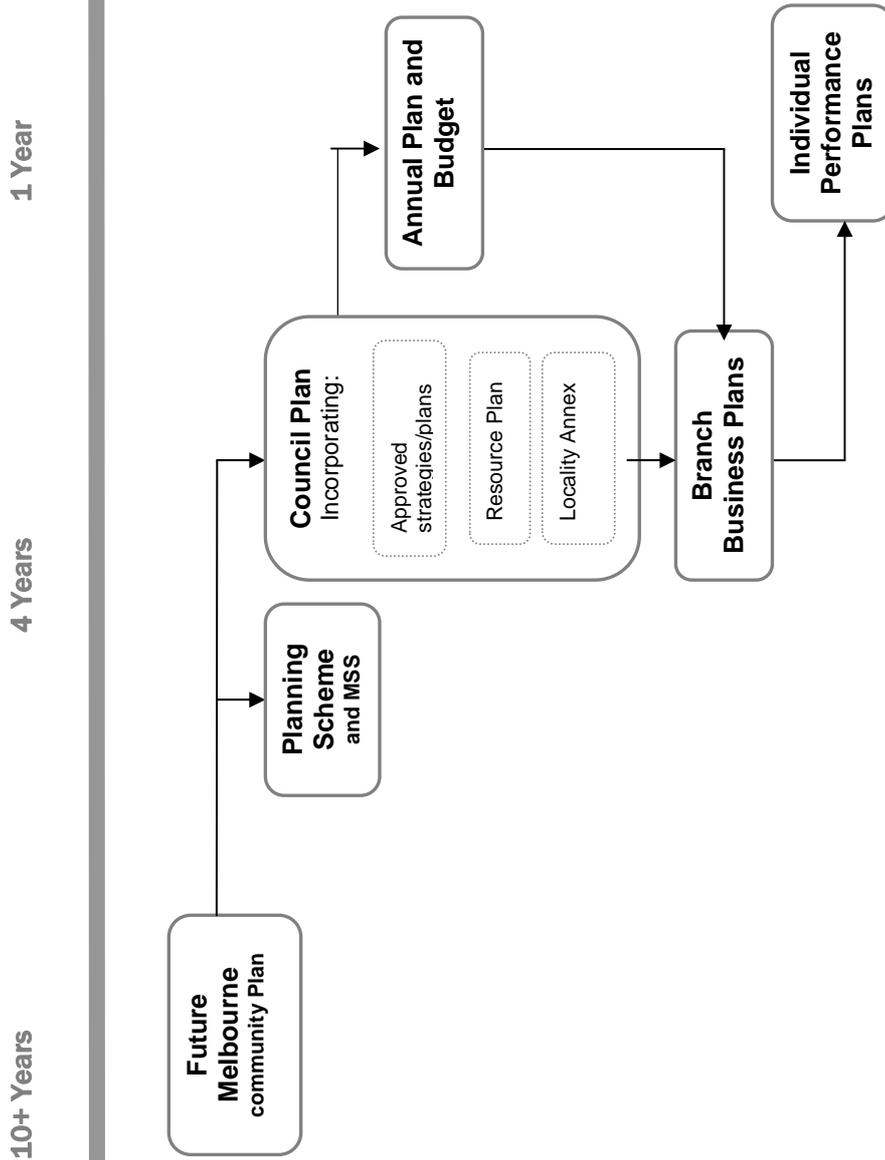
Expert Review of the draft Plan

The draft Plan will also be subject to expert review and will include input from FM partners, academics and industry / sector experts from Melbourne, Australia and potentially across the world. Experts will be invited to contribute online in the wiki and their comments can then inform and stimulate the wider on-line public discussion.

Languages other than English

Council's Language Link service will provide information regarding Future Melbourne to those for whom English is not a first language.

CITY OF MELBOURNE INTEGRATED PLANNING FRAMEWORK



FINANCE ATTACHMENT

FUTURE MELBOURNE 2020 DRAFT PLAN

The scope of activities outlined in this report is within Council's 2007/08 budget for the Future Melbourne project and is within the current draft 2008/09 budget for the project.

Joe Groher
Manager Financial Services

LEGAL ATTACHMENT

FUTURE MELBOURNE 2020 DRAFT PLAN

The projects envisaged through Future Melbourne are within the functions of the Council.

Legal advice will be provided as required on individual initiatives.

Kim Wood
Manager Legal Services