# IMPLEMENTATION: DELIVERING BETTER GOVERNANCE

ACHIEVE CLEAR RESULTS AND DELIVER OUTCOMES THROUGH BETTER GOVERNANCE, PLANNING, REGULATION AND FUNDING MECHANISMS.

# IMPLEMENTATION: DELIVERING BETTER GOVERNANCE

## WE WILL

**ACHIEVE CLEAR RESULTS AND DELIVER OUTCOMES THROUGH BETTER GOVERNANCE, PLANNING, REGULATION AND FUNDING MECHANISMS.**

## ISSUES

Successful implementation will require a sustained and joint effort by all levels of government and the private sector.

A pipeline of infrastructure projects and investment opportunities provides confidence to the market and greater certainty for the community, investors and the construction and development industries.

The expansion of the central city will be a significant part of this pipeline. A well-planned roll-out of these urban renewal projects will help provide the certainty and confidence required to secure investment in the expanded central city.

Each of the five metropolitan subregions will, by 2050, have an economy shaped by over 1 million people, providing critical mass for stronger economic performance and spatial integration.

Implementation will be driven through the new Metropolitan Planning Authority which will work with government departments and agencies, local governments, land owners and development partners to plan for the future of Melbourne and Victoria's regional cities.

# OUR PLAN

## DIRECTIONS

**7.1** Drive delivery and facilitate action
**7.2** Better informed decision making and greater alignment of infrastructure delivery to growth
**7.3** Make more efficient use of existing resources
**7.4** Open up new funding sources
**7.5** Monitor progress and outcomes

## SOLUTIONS

Support the Metropolitan Planning Authority to implement Plan Melbourne.

Work with the five metropolitan subregional planning groups to inform collaborative planning and investment.

Reform the State Planning Policy Framework so it aligns and integrates with Plan Melbourne, regional growth plans and other recent state policies; and so it provides better guidance to decision makers such as local governments and the Victorian Civil and Administrative Tribunal.

Develop a consistent format for municipal strategic statements and further streamline planning controls.

Facilitate growth in major urban-renewal precincts around Melbourne to increase housing choices, encourage the productive use of infrastructure and support local governments to deliver infrastructure more quickly.

Identify underutilised government land, and introduce a system to manage it, capture its value and dispose of it.

Continue to improve infrastructure and community facilities in growth areas. This will include improving the coordination of funding between all levels and areas of government and the private sector, and investigating ways for the Victorian and Commonwealth governments to help local governments bring forward investment in priority infrastructure.

Reform development contributions, including implementing a new standard contributions system; and investigate the use of value capture to change the way we fund city-shaping infrastructure.

Require the Metropolitan Planning Authority to report annually to Parliament on its progress implementing Plan Melbourne, and report annually to the Minister for Planning to inform government decision making about implementation of the plan across the five metropolitan subregions.

# ISSUES

## WHAT WE WILL DO

Successful implementation of Plan Melbourne will require a sustained and joint commitment by all areas and levels of government and the private sector.

The State Government is making a whole-of-government commitment to the plan. It will support the Metropolitan Planning Authority to coordinate efforts across government departments and agencies to implement the plan's directions and initiatives, particularly through the five metropolitan subregional planning groups. The authority will also focus on activity in locations that Plan Melbourne identifies as strategically significant for Melbourne's growth and competitiveness.

The Metropolitan Planning Authority will work with government departments and agencies, local governments, landowners and development partners to plan for the future urban structure of significant precincts. It will focus on facilitating appropriate development and help to coordinate government investment. It will also work to speed up development processes and advise on opportunities to cut red tape in these areas. This will ensure that Victoria boosts its competitiveness by continuing to improve the planning system's efficiency and effectiveness.

The commitment of Melbourne's local governments is essential for the plan's success. They will work with the Metropolitan Planning Authority through the subregional planning groups to improve planning decision making and infrastructure coordination.

Plan Melbourne includes mechanisms to monitor its implementation. We will establish and report against a range of indicators of our performance in reshaping the city's future development, and publish data and information about the city's growth and change.

## DECISION-MAKING PROCESSES TO SUPPORT THE DELIVERY OF PLAN MELBOURNE

Plan Melbourne has been developed in the context of the Victorian Government's economic and fiscal strategy. This was outlined in the 2014–15 Budget and addresses the challenges facing Victoria to drive future economic growth and prosperity by:

- rebuilding budget capacity
- improving productivity, including through the provision of major infrastructure, more responsive and productive service delivery and continuing to build the skills and capabilities of the Victorian workforce
- ensuring Victoria is a competitive and low-cost place to do business.

Importantly, the focus on rebuilding the budget's capacity includes the government's medium-term fiscal parameters. These target:

- infrastructure investment of 1.3 per cent of GSP (calculated as a five-year rolling average)
- reduced general government net debt as a percentage of GSP to 2022
- fully-funded superannuation liability by 2035
- net operating surplus of at least $100 million a year, consistent with the infrastructure and debt parameters.

The government's commitment to responsibly manage the budget directly supports a sustained program of infrastructure development and continuing high-quality public services for Victorians, while avoiding excessive levels of debt.

Given this, final decisions about the implementation and timing of actions and infrastructure delivery will be made in a manner consistent with the government's economic and fiscal strategy, including the medium-term fiscal parameters. The government will continue its commitment to rigorous decision making about initiatives that require funding, statutory amendments or new regulations.

In particular, all projects and initiatives requiring budget funding will be carefully assessed in relation to budget capacity and will have rigorous business cases using cost-benefit analyses as part of their economic impact assessment. Where appropriate for infrastructure projects, this will include ensuring consistency with the government's *Investment Lifecycle and High Value/High Risk Guidelines*. For all other initiatives and actions, implementation and timing will be subject to consideration of their evidence base, and likely net benefits.

## CREATING AN INVESTMENT PIPELINE OF INFRASTRUCTURE PROJECTS AND INVESTMENT OPPORTUNITIES

A pipeline of infrastructure projects and investment opportunities provides confidence to the market and greater certainty for the community, investors and the construction and development industries. Plan Melbourne highlights key infrastructure investments and identifies opportunities for investment across the city.

The Metropolitan Planning Authority will focus on unlocking areas of strategic value to metropolitan Melbourne including opportunities for land-use efficiency and productivity. Strategic locations include urban-renewal sites, land around railway stations and other transport infrastructure, level crossings, and areas prioritised through the new urban structure outlined in the plan.

The expansion of the central city will be a significant part of this pipeline and includes large precincts at Fishermans Bend Urban Renewal Area, E-Gate , City North, Dynon, the Flinders Street to Richmond station corridor and Arden-Macaulay.

A well-planned roll-out of these urban renewal projects will help provide the certainty and confidence required to secure investment in the expanded central city and to capture value to ensure appropriate returns to government. The Metropolitan Planning Authority will work with the government agencies responsible for these projects and contribute to advice for the government.

## OUR VISION FOR MELBOURNE'S SUBREGIONS

The subregional planning groups will bring together state and local governments to collectively consider the actions required to effectively deliver on Plan Melbourne. By 2050, each subregion will have an economy shaped by over 1 million people, providing critical mass for stronger economic performance and spatial integration.

Plan Melbourne will help Melbourne grow over the next 40 years into the largest economic and demographic centre in Australia. The opportunities provided by the expanded central city will also help meet our vision of supporting the central city to become Australia's largest business services centre.

We will work with the subregional planning groups to improve economic performance. Each subregion will be anchored by a national employment cluster and leverage off an economic gateway (a port, airport or interstate freight terminal).

## SUBREGIONS OF LOCAL GOVERNMENT TO DRIVE DELIVERY

Plan Melbourne establishes five metropolitan subregional planning groups of local governments to work with the Metropolitan Planning Authority to collectively plan for jobs, housing and investment in infrastructure and services.

The Metropolitan Planning Authority will chair the subregional planning groups. The groups will comprise local government chief executive officers and senior officers of the Department of Transport, Planning and Local Infrastructure. Each group will be supported by working groups of senior local government officers and officers from relevant state government departments.

The work of these groups will inform the annual report the authority will make to the Minister for Planning early in the annual state budget process. The report will identify barriers to implementing the plan, and possible solutions to them. This process will supplement the state budget process by providing a comprehensive picture of issues that are arising implementing the plan, and suggested potential solutions to them.

The new subregions are aligned to the current Regional Management Forum regions, but aim to distinctly focus on particular planning and infrastructure delivery needs.

The Regional Management Forums will continue as the appropriate governance mechanism, for broader policy discussions.

The new subregions have been created to:
- reflect natural economic flows, and flows of people around the city
- reflect approximate communities of interest
- be of roughly similar numbers of people.

### WHAT TO DO NEXT

- Continue the rollout of meetings with support of the subregional planning groups and their working groups.
- Work with the subregional planning groups to develop their understanding of the barriers to implementing Plan Melbourne in their subregion, and potential solutions to those barriers. For example, solutions may include planning activities, research to fill important gaps in data, subregional infrastructure investment opportunities and how they could be funded, and needed modifications to the delivery of services.
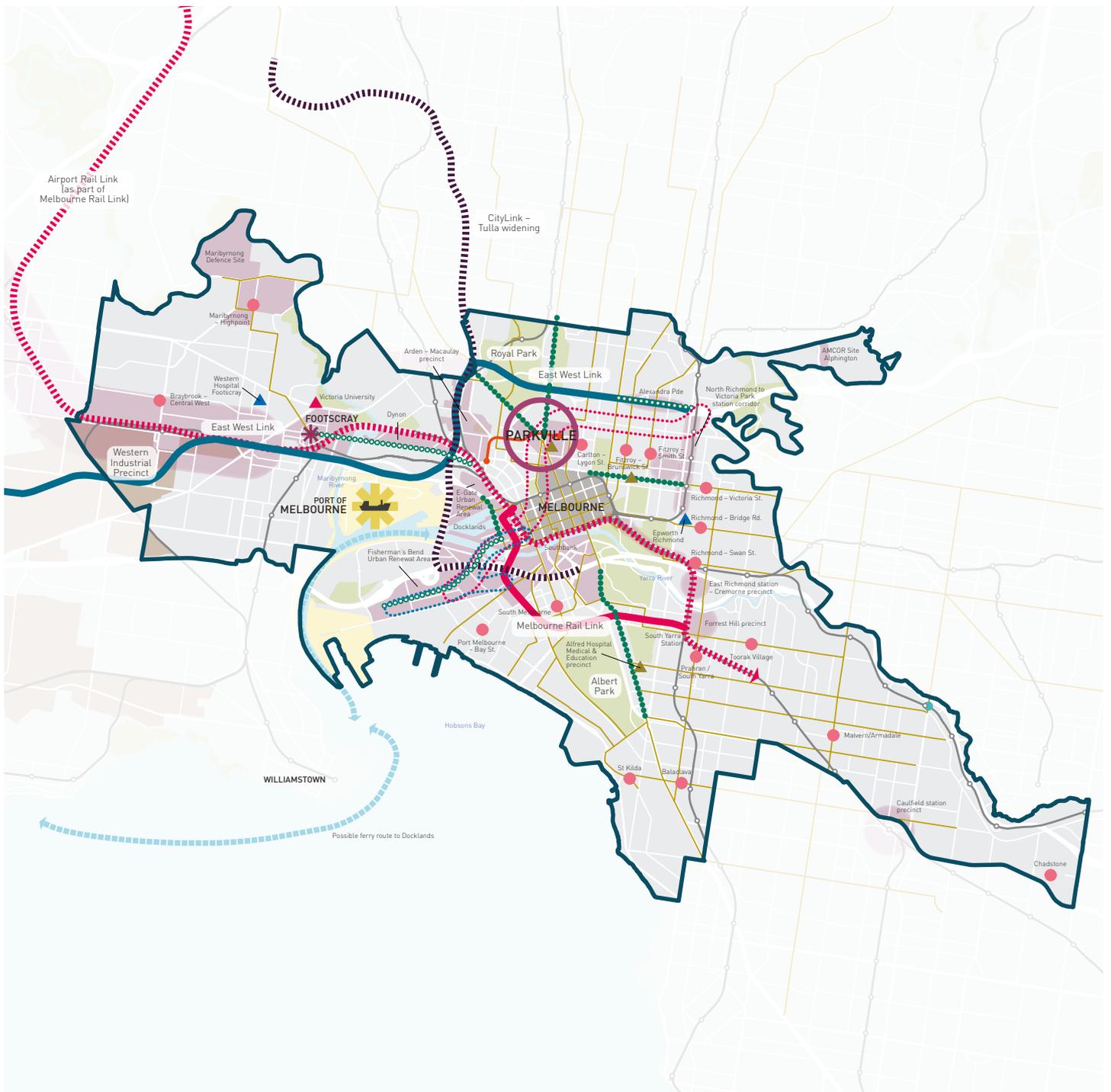
**MAP 30 – CENTRAL SUBREGION**

SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, 2014
NOTE: THIS MAP IS DIAGRAMMATIC OF THE STRUCTURAL ELEMENTS OF PLAN MELBOURNE.

N

0      2.5      5
Kilometres

Legend:

- Central subregion boundary
- Melbourne Central Business District
- Metropolitan region
- Road network
- Rail network
- Level crossing removal
- Tram network
- East West Link
- CityLink-Tulla widening
- Melbourne Rail Link (final alignment not yet determined)
- Airport Rail Link (as part of Melbourne Rail Link)
- Potential rail
- Potential light rail (alignment not yet determined)
- Potential ferry route

- Parkville Employment Cluster
- Transport gateway – existing
- State significant industrial precinct – existing
- Metropolitan activity centre – existing
- Activity centre – existing
- Health/Education precinct
- Health precinct
- Education precinct
- Existing boulevard
- Boulevard to be investigated/implemented
- Key bus route
- Urban renewal area
- Major open space
- Waterway
- Seaport

# CENTRAL SUBREGION

## MUNICIPALITIES
Melbourne, Stonnington, Maribyrnong, Port Phillip, Yarra

## CURRENT POPULATION
### 485,000

## FUTURE POPULATION GROWTH TO 2031
### 230,000 TO 280,000

## CURRENT NUMBER OF JOBS
### 567,200

## FUTURE JOB GROWTH TO 2031
### 260,000 TO 320,000

## PLACES OF STATE SIGNIFICANCE
**Expanded central city**
**National employment cluster** – Parkville
**Metropolitan activity centre** – Footscray
**State-significant industrial precinct** – Western
**Transport gateway** – Port of Melbourne
**Health and/or education precincts** – Alfred Medical Research and Education Precinct (Prahran), Western Hospital (Footscray), Victoria University (Footscray), various health and education institutions in Parkville, St Vincent's Hospital Melbourne and other health institutions (Fitzroy/East Melbourne), Epworth Richmond

## PLACES OF LOCAL SIGNIFICANCE

**Activity centres** – Balaclava, Braybrook-Central West, Carlton-Lygon Street, Chadstone, Fitzroy-Brunswick Street, Fitzroy-Smith Street, Malvern/Armadale, Maribyrnong-Highpoint, Port Melbourne-Bay Street, Prahran/South Yarra, Richmond-Bridge Road, Richmond-Swan Street, Richmond-Victoria Street, South Melbourne, St Kilda, Toorak Village

**Neighbourhood centres**

## URBAN RENEWAL OPPORTUNITIES

Fishermans Bend Urban Renewal Area, E-Gate Precinct, Arden-Macaulay Precinct, Collingwood, Docklands, Southbank, Footscray Precinct, Tottenham corridor, Dynon corridor, Flinders Street to Richmond Station corridor, City North Precinct, East Richmond Station-Cremorne Precinct, Flemington-Newmarket Precinct, North Richmond to Victoria Park Station, Forrest Hill Precinct, Amcor Site-Alphington, Maribyrnong Defence Site, Alexandra Parade

## IMPORTANT FUTURE INITIATIVES

East West Link

Melbourne Rail Link, including Airport Rail Link

CityLink-Tulla widening

Rail Project from Clifton Hill via Parkville to Fishermans Bend Urban Renewal Area

Based on a growing mix of capital city functions (including government, business, tourism, social, cultural and recreational institutions and assets) the central city 'core' now extends well beyond the Hoddle Grid into St Kilda Road, Southbank and Docklands. Our aim is to plan for growth and change in Melbourne's Central Subregion to consolidate Melbourne's position as a highly competitive global city and to maintain the high standards of liveability, distinctiveness and character that make Melbourne special.

**HOUSING REQUIREMENTS – BY TYPE TO 2031**
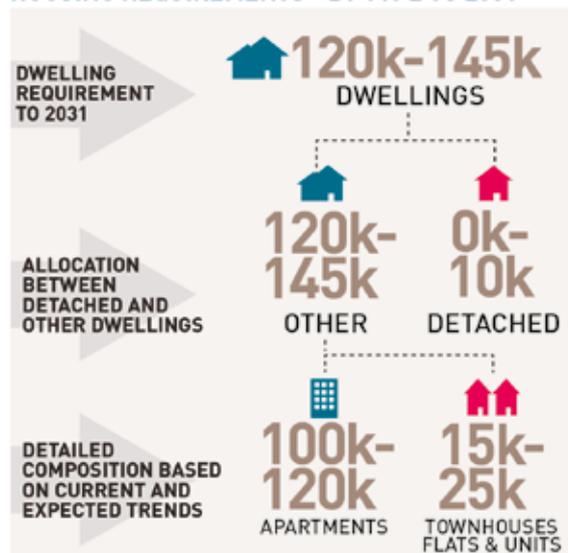
DWELLING REQUIREMENT TO 2031 → **120k-145k** DWELLINGS

ALLOCATION BETWEEN DETACHED AND OTHER DWELLINGS → **120k-145k** OTHER / **0k-10k** DETACHED

DETAILED COMPOSITION BASED ON CURRENT AND EXPECTED TRENDS → **100k-120k** APARTMENTS / **15k-25k** TOWNHOUSES FLATS & UNITS

**SPATIAL ESTIMATES – BY AREA TO 2031**

DWELLING REQUIREMENT TO 2031 → **120k-145k** DWELLINGS

FIGURE SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, PRELIMINARY POPULATION PROJECTIONS, 2014
NOTE 1: ALL PROJECTS REQUIRING BUDGET FUNDING WILL BE CAREFULLY ASSESSED IN RELATION TO BUDGET CAPACITY.
NOTE 2: THE HOUSING FIGURES REFER TO NET ADDITIONS TO DWELLINGS AND NET GROSS ADDITIONS AND THEREFORE DO NOT TAKE INTO ACCOUNT DEMOLITION AND REPLACEMENT OF DWELLINGS.
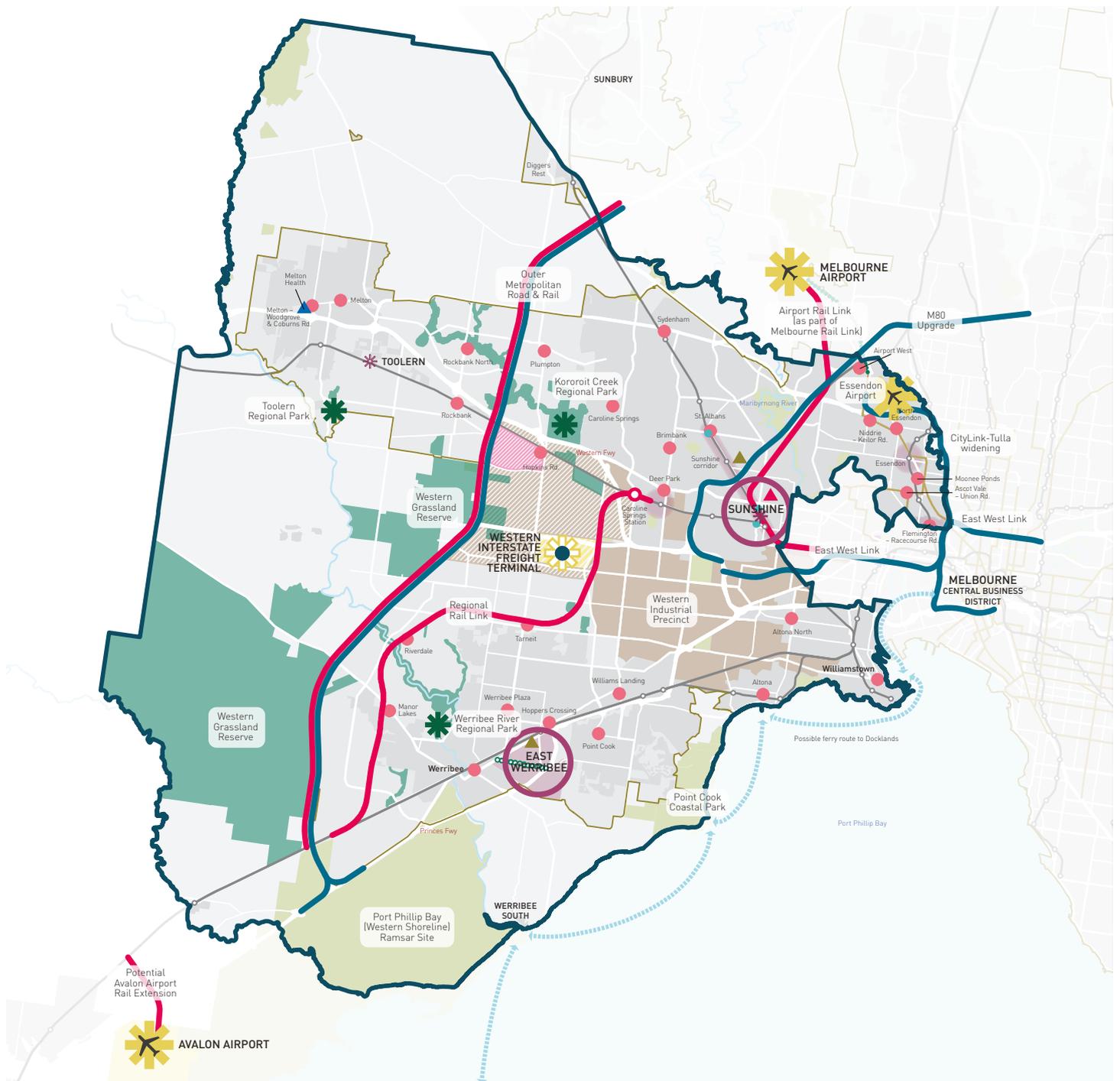
# MAP 31 – WESTERN SUBREGION

SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, 2014
NOTE: THIS MAP IS DIAGRAMMATIC OF THE STRUCTURAL ELEMENTS OF PLAN MELBOURNE.

N

0    5    10
Kilometres

Legend:

- Western subregion boundary
- Metropolitan region
- Metropolitan urban boundary
- Urban area
- Road network
- Rail network
- Level crossing removal
- Tram network
- Road initiative
- Rail initiative
- New station
- Potential ferry route
- National employment cluster
- Transport gateway – existing
- Transport gateway – future
- Metropolitan intermodal system terminal

- State significant industrial precinct – existing
- State significant industrial precinct – future
- Business and residential (as shown in growth corridor plans)
- Health/Education precinct
- Health precinct
- Education precinct
- Metropolitan activity centre – existing
- Metropolitan activity centre – future
- Activity centre – existing and future
- Boulevard to be investigated/implemented
- Regional open space – future
- Urban renewal area
- Biodiversity conservation area
- Major open space
- Waterway
- Airport

Map labels:

SUNBURY, Diggers Rest, Melton Health, Melton – Woodgrove & Coburns Rd., Melton, Outer Metropolitan Road & Rail, Sydenham, MELBOURNE AIRPORT, Airport Rail Link (as part of Melbourne Rail Link), M80 Upgrade, Airport West, TOOLERN, Rockbank North, Plumpton, Kororoit Creek Regional Park, Essendon Airport, Toolern Regional Park, Rockbank, Caroline Springs, Brimbank, St Albans, Maribyrnong River, North Essendon, Niddrie – Keilor Rd., Essendon, CityLink-Tulla widening, Moonee Ponds, Ascot Vale – Union Rd., Hopkins Rd., Western Fwy, Sunshine corridor, SUNSHINE, Western Grassland Reserve, Deer Park, Caroline Springs Station, East West Link, Flemington – Racecourse Rd., WESTERN INTERSTATE FREIGHT TERMINAL, Western Industrial Precinct, MELBOURNE CENTRAL BUSINESS DISTRICT, Regional Rail Link, Tarneit, Altona North, Riverdale, Williams Landing, Altona, Williamstown, Manor Lakes, Werribee Plaza, Hoppers Crossing, Werribee River Regional Park, Point Cook, Possible ferry route to Docklands, EAST WERRIBEE, Werribee, Point Cook Coastal Park, Port Phillip Bay, Western Grassland Reserve, Princes Fwy, Port Phillip Bay (Western Shoreline) Ramsar Site, WERRIBEE SOUTH, Potential Avalon Airport Rail Extension, AVALON AIRPORT

# WESTERN SUBREGION

## MUNICIPALITIES

Brimbank, Hobsons Bay, Melton, Moonee Valley, Wyndham

## CURRENT POPULATION

### 712,000

## FUTURE GROWTH TO 2031

### 370,000 TO 430,000

## CURRENT NUMBER OF JOBS

### 173,100

## FUTURE JOB GROWTH TO 2031

### 90,000 TO 125,000

## PLACES OF STATE SIGNIFICANCE

**National employment clusters** – Sunshine (emerging), East Werribee (emerging)

**Metropolitan activity centres** – Sunshine, Toolern (future)

**State-significant industrial precincts** – Western, and identified future industrial precinct

**Transport gateway** – Essendon Airport

**Health and/or education precincts** – Sunshine Hospital and Victoria University (St Albans), Werribee Mercy, Melton Health, Victoria University (Sunshine)

## PLACES OF LOCAL SIGNIFICANCE

**Activity centres** – Airport West, Altona, Altona North, Ascot Vale-Union Road, Brimbank, Caroline Springs, Deer Park, Flemington-Racecourse Road, Hopkins Road, Hoppers Crossing, Manor Lakes, Melton, Melton-Woodgrove and Coburns Road, Moonee Ponds, Niddrie-Keilor Road, North Essendon, Plumpton, Point Cook, Riverdale, Rockbank North, Rockbank South, St Albans, Sydenham, Tarneit, Werribee, Werribee Plaza, Williams Landing, Williamstown

**Neighbourhood centres**

## URBAN RENEWAL OPPORTUNITIES

East Werribee Employment Precinct, Tottenham corridor, Essendon station, Sunshine corridor, Deer Park station, Flemington-Newmarket Precinct

## IMPORTANT FUTURE INITIATIVES

Completion of Regional Rail Link

CityLink-Tulla widening

East West Link

Potential Western Interstate Freight Terminal

Melbourne Rail Link, including Airport Rail Link

Outer Metropolitan Ring Road

Caroline Springs station

With the provision of necessary infrastructure and support for development of new employment opportunities in Werribee and Sunshine, the Western Subregion can leverage off its existing strengths and better connect the residents of the west to employment and educational opportunities. We want to see Melbourne's west continue to develop its civic, cultural and environmental assets, and to be the city's fastest-growing region into the middle of this century. *Managing Melbourne's Growth* (June 2012) identifies that the area covered by the West Growth Corridor Plan will accommodate an additional 377,000 or more people and have the capacity to accommodate at least 164,000 jobs.

### HOUSING REQUIREMENTS - BY TYPE TO 2031
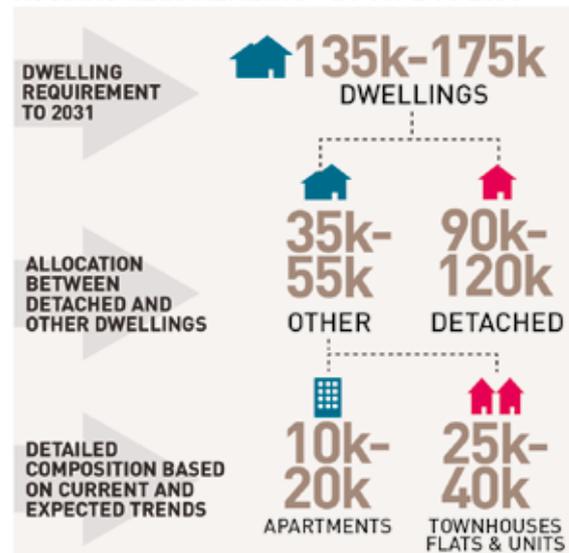


| | |
|---|---|
| DWELLING REQUIREMENT TO 2031 | **135k-175k** DWELLINGS |
| ALLOCATION BETWEEN DETACHED AND OTHER DWELLINGS | **35k-55k** OTHER · **90k-120k** DETACHED |
| DETAILED COMPOSITION BASED ON CURRENT AND EXPECTED TRENDS | **10k-20k** APARTMENTS · **25k-40k** TOWNHOUSES FLATS & UNITS |

### SPATIAL ESTIMATES - BY AREA TO 2031

| | |
|---|---|
| DWELLING REQUIREMENT TO 2031 | **135k-175k** DWELLINGS |
| ALLOCATION BETWEEN AREAS | **30k-45k** ESTABLISHED AREAS · **100k-130k** GROWTH AREAS |

FIGURE SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, PRELIMINARY POPULATION PROJECTIONS, 2014

NOTE 1: ALL PROJECTS REQUIRING BUDGET FUNDING WILL BE CAREFULLY ASSESSED IN RELATION TO BUDGET CAPACITY.

NOTE 2: THE HOUSING FIGURES REFER TO NET ADDITIONS TO DWELLINGS AND NET GROSS ADDITIONS AND THEREFORE DO NOT TAKE INTO ACCOUNT DEMOLITION AND REPLACEMENT OF DWELLINGS.
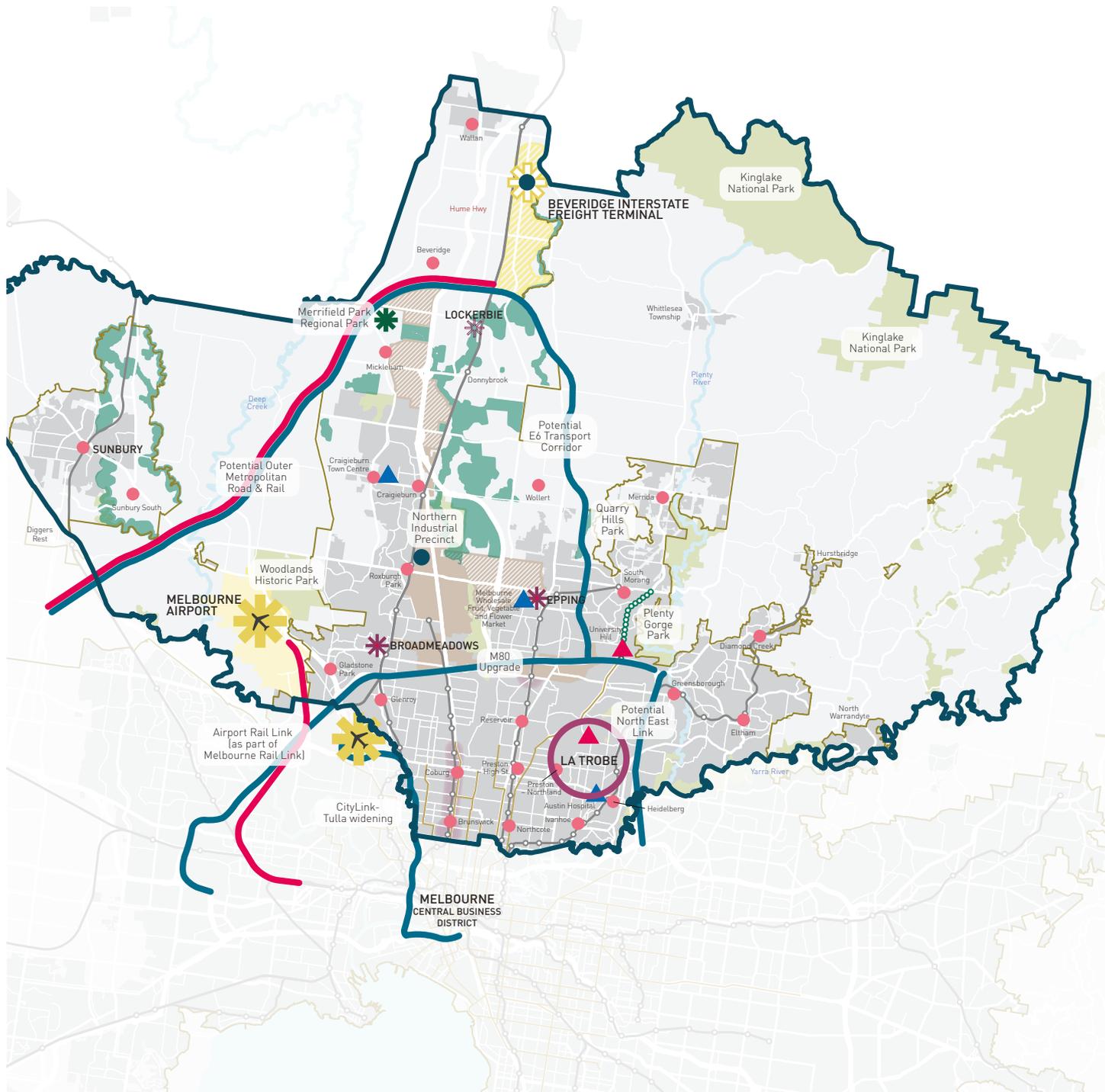
# MAP 32 – NORTHERN SUBREGION

SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, 2014
NOTE: THIS MAP IS DIAGRAMMATIC OF THE STRUCTURAL ELEMENTS OF PLAN MELBOURNE.

N

0    5    10
Kilometres

**Legend:**

- Northern subregion boundary
- Metropolitan region
- Metropolitan urban boundary
- Urban area
- Road network
- Rail network
- Tram network
- Road initiative
- Rail initiative
- La Trobe Employment Cluster
- Transport gateway – existing
- Transport gateway – future
- Metropolitan intermodal system terminal (indicative location)
- State significant industrial precinct – existing
- State significant industrial precinct – future
- Metropolitan activity centre – existing
- Metropolitan activity centre – future
- Activity centre – existing and future
- Health/Education precinct
- Health precinct
- Education precinct
- Boulevard to be investigated/implemented
- Regional open space (future)
- Urban renewal area
- Biodiversity conservation area
- Major open space
- Waterway
- Airport

# NORTHERN SUBREGION

## MUNICIPALITIES

Banyule, Darebin, Hume, Mitchell (part), Moreland, Nillumbik, Whittlesea

## CURRENT POPULATION

# 869,000

## FUTURE GROWTH TO 2031

# 400,000 TO 470,000

## CURRENT NUMBER OF JOBS

# 231,500

## FUTURE JOB GROWTH TO 2031

# 100,000 TO 140,000

## PLACES OF STATE SIGNIFICANCE

**National employment cluster** – La Trobe (emerging)
**Metropolitan activity centres** – Broadmeadows, Epping, Lockerbie (future)
**State-significant industrial precincts** – Northern, and identified future industrial precincts
**Transport gateway** – Melbourne Airport
**Health and/or education precincts** – Austin Hospital, Northern Hospital, Craigieburn Health Service, La Trobe University, University Hill (includes RMIT Bundoora campuses)

## PLACES OF LOCAL SIGNIFICANCE

**Activity centres** – Beveridge, Brunswick, Coburg, Craigieburn, Craigieburn Town Centre, Diamond Creek, Eltham, Gladstone Park, Glenroy, Greensborough, Heidelberg Ivanhoe, Mernda, Mickleham, Northcote, Preston-High Street, Preston-Northland, Reservoir, Roxburgh Park, South Morang, Sunbury, Sunbury South, Wallan, Wollert

**Neighbourhood centres**

## URBAN RENEWAL OPPORTUNITIES

Keon Park station, Brunswick to Batman Station corridor, Jewell station, Watsonia station

## IMPORTANT FUTURE INITIATIVES

Melbourne Rail Link, including Airport Rail Link

CityLink-Tulla widening

Potential North East Link

Outer Metropolitan Ring Road

Potential Beveridge Interstate Freight Terminal (future)

Potential E6 Transport Corridor

A key focus for the Northern Subregion will be to continue to develop a diverse industry base linked to its key transport infrastructure and educational, technology and research capabilities. It will grow its outer areas into vibrant, well-serviced communities including through the development of the North East Link and the new La Trobe Employment Cluster. *Managing Melbourne's Growth* (June 2012) identifies that the area covered by the North Growth Corridor Plan will accommodate an additional 260,000 or more people and have the capacity to accommodate at least 83,000 jobs. The Sunbury/Diggers Rest Growth Corridor Plan will accommodate an additional 71,000 or more people and have the capacity to accommodate at least 10,000 jobs.



**HOUSING REQUIREMENTS - BY TYPE TO 2031**
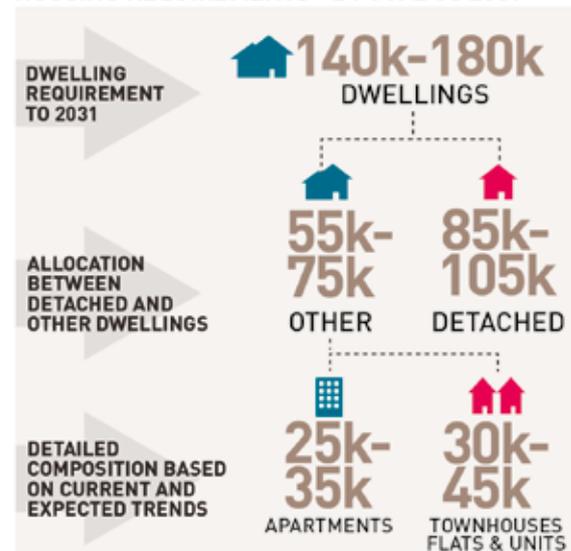
DWELLING REQUIREMENT TO 2031 — **140k-180k** DWELLINGS

ALLOCATION BETWEEN DETACHED AND OTHER DWELLINGS — **55k-75k** OTHER / **85k-105k** DETACHED

DETAILED COMPOSITION BASED ON CURRENT AND EXPECTED TRENDS — **25k-35k** APARTMENTS / **30k-45k** TOWNHOUSES FLATS & UNITS

**SPATIAL ESTIMATES - BY AREA TO 2031**

DWELLING REQUIREMENT TO 2031 — **140k-180k** DWELLINGS

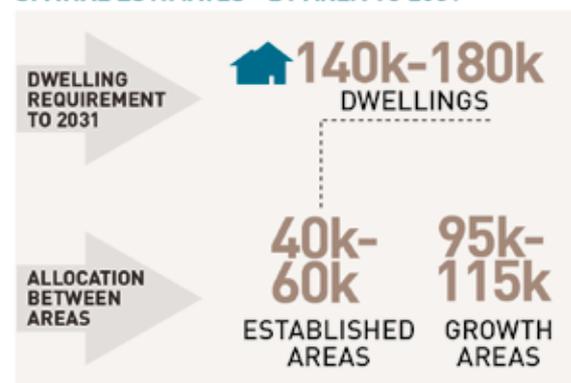ALLOCATION BETWEEN AREAS — **40k-60k** ESTABLISHED AREAS / **95k-115k** GROWTH AREAS

FIGURE SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, PRELIMINARY POPULATION PROJECTIONS, 2014
NOTE 1: ALL PROJECTS REQUIRING BUDGET FUNDING WILL BE CAREFULLY ASSESSED IN RELATION TO BUDGET CAPACITY.
NOTE 2: THE HOUSING FIGURES REFER TO NET ADDITIONS TO DWELLINGS AND NET GROSS ADDITIONS AND THEREFORE DO NOT TAKE INTO ACCOUNT DEMOLITION AND REPLACEMENT OF DWELLINGS.
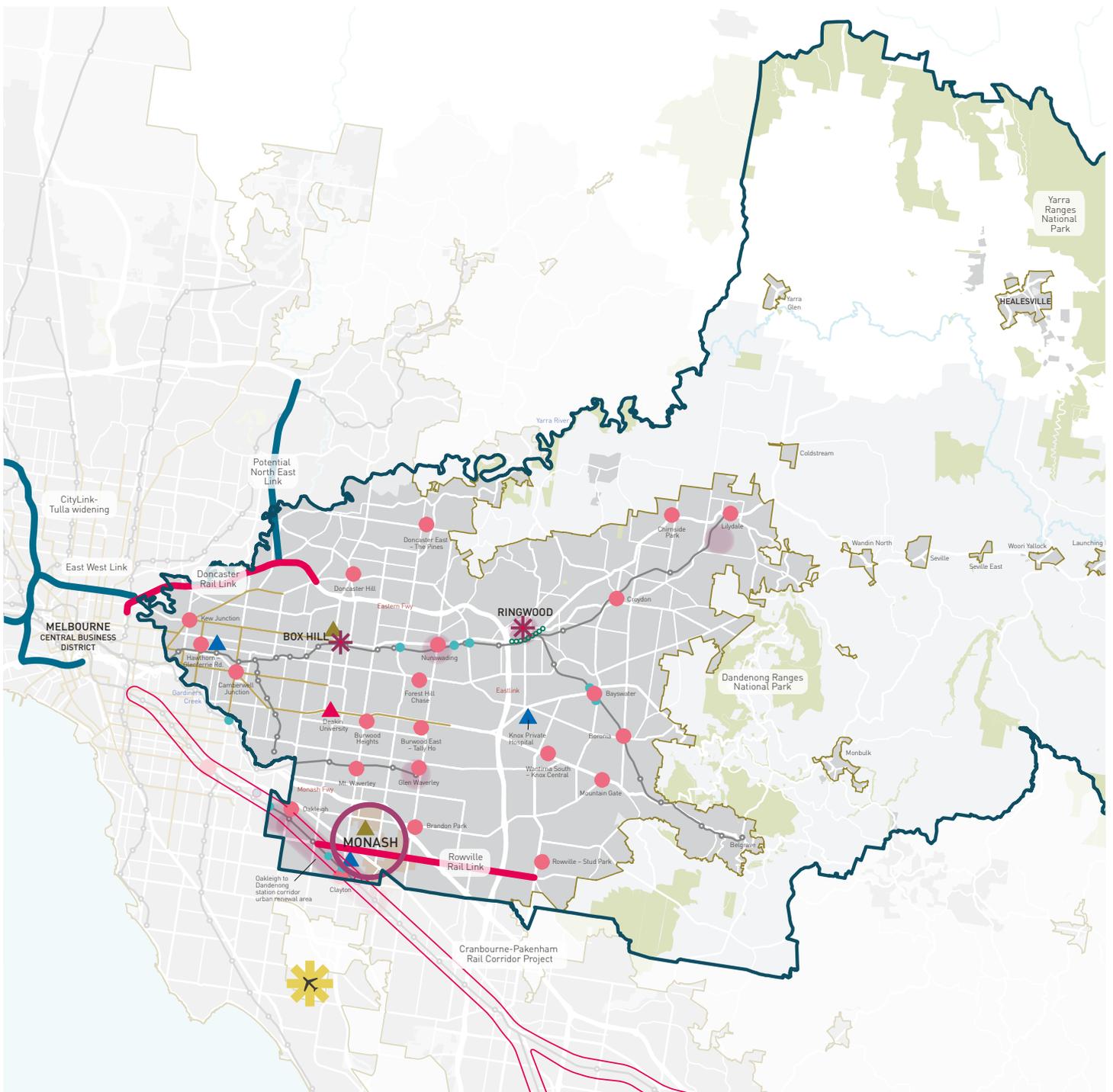
**MAP 33 – EASTERN SUBREGION**

SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, 2014
NOTE: THIS MAP IS DIAGRAMMATIC OF THE STRUCTURAL ELEMENTS OF PLAN MELBOURNE.

N

0   10   20
Kilometres

Legend:
- Eastern subregion boundary
- Metropolitan region
- Metropolitan urban boundary
- Urban area
- Road network
- Rail network
- Level crossing removal
- Tram network
- Road initiative
- Rail initiative
- Cranbourne-Pakenham Rail Corridor Project
- Monash Employment Cluster
- Transport gateway – existing
- State-significant industrial precinct – existing
- Metropolitan activity centre – existing
- Activity centre – existing
- Health/Education precinct
- Health precinct
- Education precinct
- Boulevard to be investigated/implemented
- Urban renewal area
- Major open space
- Waterway

# EASTERN SUBREGION

## MUNICIPALITIES

Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse, Yarra Ranges

## CURRENT POPULATION

### 1,046,000

## FUTURE GROWTH TO 2031

### 150,000 TO 200,000

## CURRENT NUMBER OF JOBS

### 366,400

## FUTURE JOB GROWTH TO 2031

### 75,000 TO 100,000

## PLACES OF STATE SIGNIFICANCE

**National employment cluster** – Monash
**Metropolitan activity centres** – Box Hill, Ringwood
**State-significant industrial precinct** – Monash
**Health and/or education precincts** – Box Hill Hospital, Monash Medical Centre (Clayton), Deakin University (Burwood), Swinburne University (Hawthorn), Monash University (Clayton), Knox Private Hospital

## PLACES OF LOCAL SIGNIFICANCE

**Activity centres** – Bayswater, Boronia, Brandon Park, Burwood East-Tally Ho, Burwood Heights, Camberwell Junction, Chirnside Park, Clayton, Croydon, Doncaster East-The Pines, Doncaster Hill, Forest Hill Chase, Glen Waverley, Hawthorn-Glenferrie Road, Kew Junction, Lilydale, Mount Waverley, Mountain Gate, Nunawading, Oakleigh, Rowville-Stud Park, Wantirna South-Knox Central

**Neighbourhood centres**

## URBAN RENEWAL OPPORTUNITIES

Ringwood station, Oakleigh to Dandenong station corridor, Glen Waverley station, Lilydale Quarry, Nunawading station, Hughesdale

## IMPORTANT FUTURE INITIATIVES

East West Link

Cranbourne-Pakenham Rail Corridor Project

Potential North East Link

Rowville Rail Link

Doncaster Rail Link

A key focus for the Eastern Subregion will be consolidating its future growth in targeted areas (including in the Monash Employment Cluster, Box Hill and Ringwood). Opportunities for transport upgrades include potential road and rail links.



**HOUSING REQUIREMENTS - BY TYPE TO 2031**
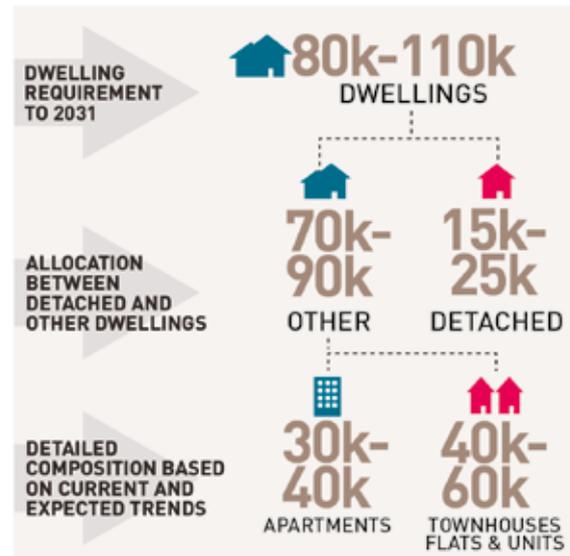
DWELLING REQUIREMENT TO 2031 — 80k-110k DWELLINGS

ALLOCATION BETWEEN DETACHED AND OTHER DWELLINGS — 70k-90k OTHER | 15k-25k DETACHED

DETAILED COMPOSITION BASED ON CURRENT AND EXPECTED TRENDS — 30k-40k APARTMENTS | 40k-60k TOWNHOUSES FLATS & UNITS

**SPATIAL ESTIMATES - BY AREA TO 2031**

DWELLING REQUIREMENT TO 2031 — 80k-110k DWELLINGS

FIGURE SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, PRELIMINARY POPULATION PROJECTIONS, 2014
NOTE 1: ALL PROJECTS REQUIRING BUDGET FUNDING WILL BE CAREFULLY ASSESSED IN RELATION TO BUDGET CAPACITY.
NOTE 2: THE HOUSING FIGURES REFER TO NET ADDITIONS TO DWELLINGS AND NET GROSS ADDITIONS AND THEREFORE DO NOT TAKE INTO ACCOUNT DEMOLITION AND REPLACEMENT OF DWELLINGS.
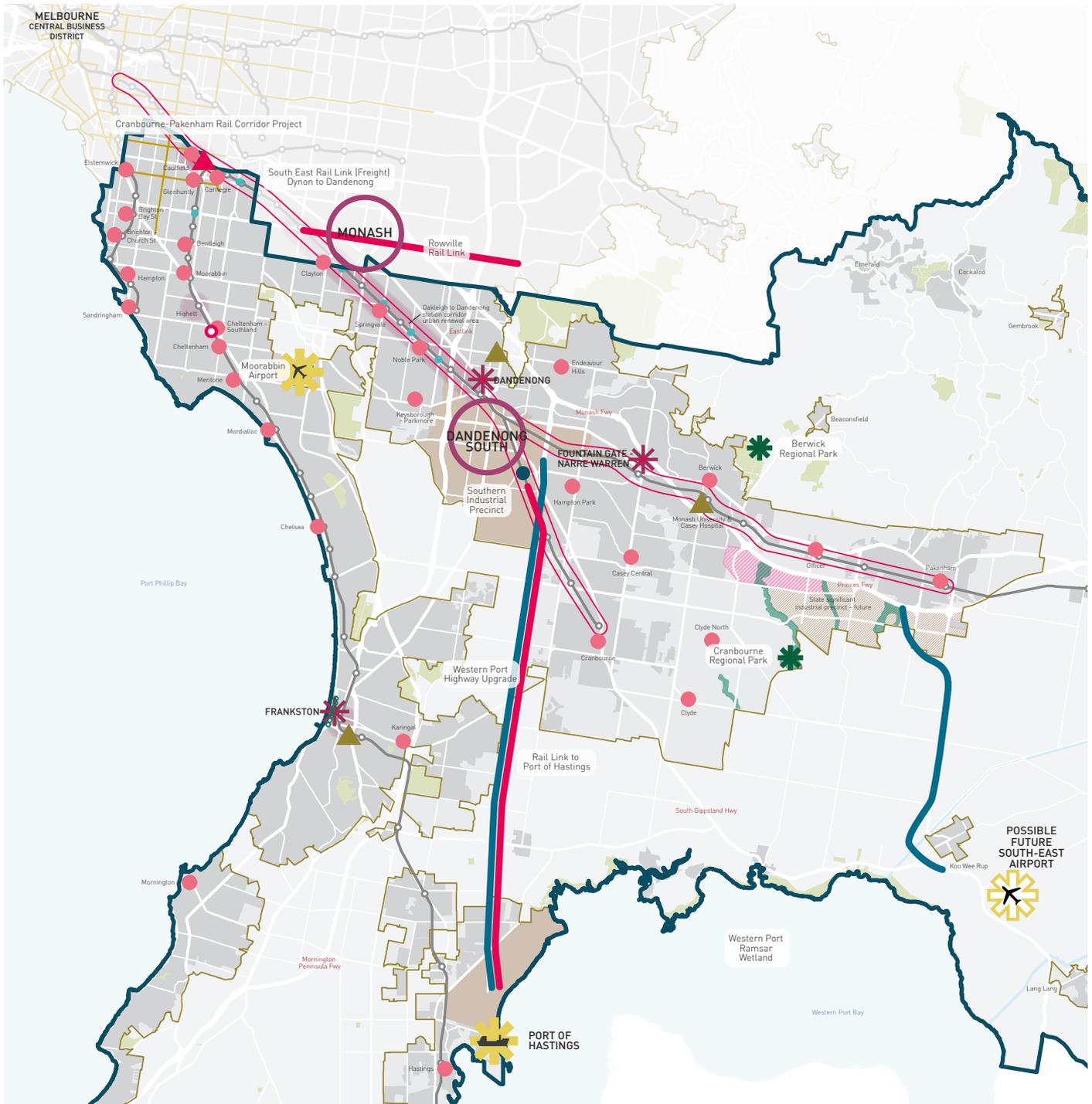
## MAP 34 – SOUTHERN SUBREGION

SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, 2014
NOTE: THIS MAP IS DIAGRAMMATIC OF THE STRUCTURAL ELEMENTS OF PLAN MELBOURNE.

**Legend**

- Southern subregion boundary
- Metropolitan region
- Metropolitan urban boundary
- Urban area
- Road network
- Rail network
- Level crossing removal
- Tram network
- Road initiative
- Rail initiative
- New station
- Cranbourne-Pakenham Rail Corridor Project
- National employment cluster
- Transport gateway – existing
- Transport gateway – future
- Metropolitan intermodal system terminal (indicative location)

- State significant industrial precinct – existing
- State significant industrial precinct – future
- Business & residential (as shown in growth corridor plans)
- Metropolitan activity centre – existing
- Activity centre – existing and future
- Health/Education precinct
- Education precinct
- Boulevard to be investigated/implemented
- Regional open space (future)
- Urban renewal area
- Biodiversity conservation area
- Major open space
- Waterway
- Airport
- Seaport

# SOUTHERN SUBREGION

## MUNICIPALITIES

Bayside, Cardinia, Casey, Frankston, Glen Eira, Greater Dandenong, Kingston, Mornington Peninsula

## CURRENT POPULATION

### 1,183,000

## FUTURE GROWTH TO 2031

### 400,000 TO 480,000

## CURRENT NUMBER OF JOBS

### 344,500

## FUTURE JOB GROWTH TO 2031

### 110,000 TO 150,000

## PLACES OF STATE SIGNIFICANCE

**National employment cluster** – Dandenong South

**Metropolitan activity centres** – Dandenong, Frankston, Fountain Gate/Narre Warren

**State-significant industrial precincts** – Southern, Port of Hastings, and identified future industrial precinct

**Transport gateways** – Port of Hastings, Moorabbin Airport

**Health and/or education precincts** – Frankston Hospital and Monash University (Frankston), Casey Hospital and Monash University (Berwick), Dandenong Hospital, Monash University (Caulfield)

## PLACES OF LOCAL SIGNIFICANCE

**Activity centres** – Bentleigh, Berwick, Brighton-Bay Street, Brighton-Church Street, Carnegie, Casey Central, Caulfield, Chelsea, Cheltenham, Cheltenham-Southland, Clyde, Clyde North, Cranbourne, Elsternwick, Endeavour Hills, Glenhuntly, Hampton, Hampton Park, Hastings, Karingal, Mentone, Moorabbin, Mordialloc, Mornington, Noble Park, Officer, Pakenham, Keysborough-Parkmore, Rosebud, Sandringham, Springvale

**Neighbourhood centres**

## URBAN RENEWAL OPPORTUNITIES

Caulfield Station Precinct, Huntingdale to Dandenong station corridor, Frankston station, Highett Precinct

## IMPORTANT FUTURE INITIATIVES

Southland station

Port of Hastings Upgrade

Cranbourne-Pakenham Rail Corridor Project

South East Rail Link (freight)

Western Port Highway Upgrade

Possible future south-east airport

A key focus for the Southern Subregion will be establishing Melbourne's new container facilities at Port of Hastings, new rail and highway connections to Hastings, and better transport links to the city along the Dandenong rail corridor. *Managing Melbourne's Growth* (June 2012) identifies that the area covered by the South East Growth Corridor Plan will accommodate an additional population of 230,000 or more people and have the capacity to accommodate at least 86,000 jobs.



**HOUSING REQUIREMENTS - BY TYPE TO 2031**
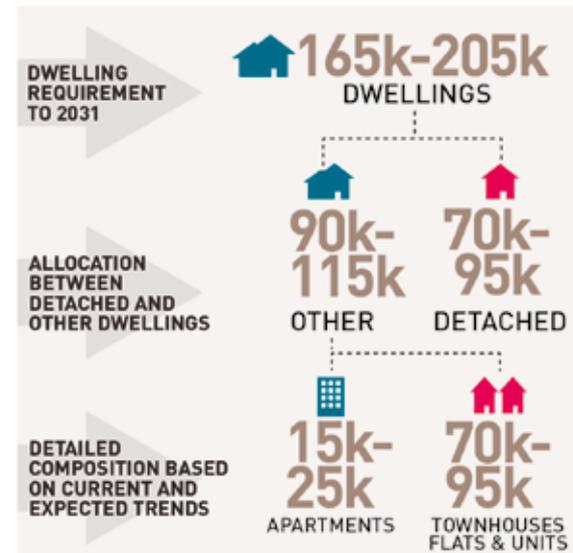
DWELLING REQUIREMENT TO 2031 → **165k-205k** DWELLINGS

ALLOCATION BETWEEN DETACHED AND OTHER DWELLINGS → **90k-115k** OTHER — **70k-95k** DETACHED

DETAILED COMPOSITION BASED ON CURRENT AND EXPECTED TRENDS → **15k-25k** APARTMENTS — **70k-95k** TOWNHOUSES FLATS & UNITS

**SPATIAL ESTIMATES - BY AREA TO 2031**

DWELLING REQUIREMENT TO 2031 → **165k-205k** DWELLINGS

ALLOCATION BETWEEN AREAS → **80k-100k** ESTABLISHED AREAS — **85k-105k** GROWTH AREAS

# OUR PLAN

## DIRECTION 7.1
## DRIVE DELIVERY AND FACILITATE ACTION

*Melbourne, let's talk about the future* identified the need for good governance structures and processes. With metropolitan planning and delivery functions shared across three levels of government, the private sector and community stakeholders, a key challenge will be to ensure that Plan Melbourne guides effective delivery and decision making.

This will require the implementation of new reforms to the planning system, including the introduction of reformed residential, industrial and commercial zones, and of VicSmart. It will also require new coordination structures and for the new Metropolitan Planning Authority to coordinate all major stakeholders, particularly for strategic locations where additional jobs and housing are planned.

In addition to finalising Plan Melbourne and regional growth plans, further work has been identified through the Victorian Planning System Ministerial Advisory Committee for additional reform activities. These include:

- reform of the State Planning Policy Framework, followed by reform of municipal strategic statements
- further statutory reform involving a review of special planning controls (known as overlays and particular provisions).

Central to these further reforms will be the development of a change program, shifting the focus of planners from a regulatory mindset under the current system to a facilitative mindset that encourages development consistent with the Directions of Plan Melbourne and regional growth plans.

### INITIATIVE 7.1.1
### SUPPORT THE ONGOING OPERATION OF THE NEW METROPOLITAN PLANNING AUTHORITY

The Metropolitan Planning Authority has been established and funded to implement the key aspects of Plan Melbourne. The activities, functions, powers and responsibilities of the authority are needed to:

- effectively champion the plan's outcomes, objectives and directions over the long term
- provide clarity and certainty for stakeholders through clear roles, processes and relationships with other agencies, avoiding overlaps where possible
- assist cross-government coordination and cooperation to:
  - work with the subregional planning groups to identify implementation barriers and recommend solutions to drive implementation of the plan's initiatives
  - produce integrated and efficient land-use, transport and other infrastructure planning outcomes
  - provide advice about service and infrastructure delivery decisions (including sequencing).

**In the short term**

- Ensure the Metropolitan Planning Authority has the appropriate decision-making powers to deliver on Plan Melbourne's initiatives, particularly for state-significant precincts.

#### METROPOLITAN PLANNING AUTHORITY

The authority's activities will include:

- planning the urban structure of designated sites and precincts earmarked for significant change
- working in partnership with subregional groups of local governments to support better informed decisions, and to deliver the plan
- helping to coordinate whole-of-government, integrated land-use and infrastructure outcomes
- working with local governments and water authorities to ensure that whole-of-water-cycle management is embedded in all new developments
- collecting development contributions within designated sites
- providing strategic oversight of implementation of the plan
- maintaining a focus on housing supply, affordability and diversity
- under delegation from the Minister for Planning, acting as planning or responsible authority for designated urban-renewal precincts
- undertake other functions as delegated from the Minister for Planning.

> 66 **COUNCIL IS SUPPORTIVE OF THE IDEA OF IDENTIFYING AND REINFORCING EMPLOYMENT AND INNOVATION CLUSTERS ACROSS MELBOURNE.** 99

MONASH CITY COUNCIL

## INITIATIVE 7.1.2
## CREATE FIVE SUBREGIONAL PLANNING GROUPS TO HELP DRIVE DELIVERY OF THE PLAN

Traditionally, government responses to metropolitan issues have been built around service delivery or portfolio-specific issues. There has been growing recognition at all levels of government that collaborative, area-based responses can be more effective than traditional approaches, particularly to complex, interlocking metropolitan issues.

In metropolitan Melbourne, five Regional Management Forums that align with the Plan Melbourne's five metropolitan subregions, bring together senior government officers across the three tiers of government on regional priorities, and deal with matters that require high level collaborative attention and brokering of solutions.

In addition, the Metropolitan Planning Authority will work with government departments to coordinate the activities of five metropolitan subregional planning groups of local governments around land use planning, transport and infrastructure. This will include ongoing discussions about the implementation of initiatives, annual strategy sessions with each subregion and relevant departmental secretaries, and providing advice to each subregion on social and economic infrastructure.

To ensure a consistent approach, these subregional planning groups will work closely with the five metropolitan Regional Management Forums to ensure implementation of Plan Melbourne is considered in the context of the broader whole of government policy landscape.

Increasing the economic performance of subregions by capitalising on their competitive advantages and major city-shaping projects (such as East West Link and the Melbourne Rail Link) will create opportunities to increase productivity.

### In the short term

• Continue the rollout of meetings of the five metropolitan subregional planning groups and their working groups to identify implementation barriers and recommend solutions to implementation of the plan's initiatives.
**METROPOLITAN PLANNING AUTHORITY**

## THE NEW METROPOLITAN PLANNING AUTHORITY

The key activities of the new Metropolitan Planning Authority are:

**Metropolitan activities** – provide advice to the Minister for Planning on matters relating to land and development consistent with Plan Melbourne and undertake planning and land use studies as directed by the Minister for Planning.

**Regional Victoria activities** – provide general planning advice and support local government in the delivery of the objectives of the Regional Growth Plans as directed by the Minister for Planning.

**Precinct activities** – prepare precinct structure plans and integrated infrastructure and service delivery plans for designated priority sites and precincts.

**Decision-maker processes** – act as the planning authority on designated precincts or sites.

**State Budget processes** – provide advice to government on infrastructure priorities and land use opportunities consistent with the Strategy.

## INITIATIVE 7.1.3
### PREPARE A NEW STATE PLANNING POLICY FRAMEWORK

In Victoria, the State Planning Policy Framework outlines metropolitan planning principles, goals and directions, and forms part of all planning schemes in Victoria. The State Planning Policy Framework must be taken into account when preparing amendments to planning schemes or making decisions under a planning scheme.

We will amend the State Planning Policy Framework to align with Plan Melbourne, regional growth plans and other major state strategies. To support this, we have established the Ministerial Advisory Committee on the State Planning Policy Framework. Aims of this process will be to reduce unnecessary red tape, rationalise the State Planning Policy Framework and improve decision making.

**In the short term**

- Update the State Planning Policy Framework to align with Plan Melbourne, regional growth plans and other recent state policies, and provide improved guidance to decision makers such as local governments and the Victorian Civil and Administrative Tribunal.

  **DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)**

## INITIATIVE 7.1.4
### DEVELOP A CONSISTENT FORMAT FOR MUNICIPAL STRATEGIC STATEMENTS

After the State Planning Policy Framework is revised, the structure of municipal strategic statements (MSSs) will be reviewed, to ensure they align with Plan Melbourne and regional growth plans. Providing a clearer structure for MSSs, and strongly linking them back to the State Planning Policy Framework, will help local governments across the metropolitan area work with developers and with their communities to provide greater certainty and facilitate development that is consistent with local and state policy directions.

**In the short term**

- Seek advice from the Ministerial Advisory Committee on the State Planning Policy Framework about a revised structure for municipal strategic statements.

  **DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)**

- Work with local governments to trial and implement a new structure for local policy and municipal strategic statements.

  **DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)**

## INITIATIVE 7.1.5
### FURTHER STREAMLINE PLANNING CONTROLS

As part of implementing Victoria's reformed residential zones, special planning controls (known as overlays and particular provisions) will be reviewed. These controls trigger the need for a planning permit and can apply in areas of special significance (such as heritage sites and environmentally-sensitive areas) and for car-parking requirements. In some instances, a number of these controls will apply to one area of land.

The review of these planning controls will identify ways to further streamline the system. This will include a review of the conditions that trigger the need for a permit, reducing the need for layering of overlays and providing greater certainty that prescriptive controls can and should be provided.

**In the short term**

- In partnership with local governments, review overlays and particular provisions in the Victoria Planning Provisions to identify options for streamlining controls.

  **DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)**

- In partnership with selected local governments, trial streamlined planning provisions.

  **DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)**

# DIRECTION 7.2
# BETTER INFORMED DECISION MAKING AND GREATER ALIGNMENT OF INFRASTRUCTURE DELIVERY TO GROWTH

The timely provision of infrastructure is a major concern for the community and was raised in numerous consultation submissions, particularly in reference to growth areas. Similarly, lessons from major inner-urban renewal projects (such as Southbank and Docklands) have identified that urban-growth areas face similar timing questions when it comes to the delivery of infrastructure.

Infrastructure plans are now a central element of planning for Melbourne's growth corridors, and are prepared as part of the precinct structure plan process. Infrastructure plans can be used to provide clarity about what infrastructure is required and allow sequencing of development to coincide with delivery. These plans also provide the opportunity for the private sector to play a greater role in delivering infrastructure in a more timely manner.

## INITIATIVE 7.2.1
### SEQUENCE GROWTH IN MAJOR URBAN-RENEWAL PRECINCTS AROUND MELBOURNE TO ENCOURAGE PRODUCTIVE USE OF INFRASTRUCTURE

Plan Melbourne seeks to create a pipeline of residential development in the central city and major urban-renewal precincts, particularly around railway stations. As brownfield locations, these precincts often need a level of intervention to facilitate their redevelopment (as they are generally non-residential areas), including providing additional community infrastructure to ensure they become liveable communities.

**In the short term**

- Ensure that urban-renewal structure plans include an infrastructure plan similar to that prepared for growth area precincts.

  **METROPOLITAN PLANNING AUTHORITY**

- Ensure the development sequence of major urban-renewal precincts around Melbourne optimises the use of existing and planned infrastructure.

  **METROPOLITAN PLANNING AUTHORITY**

## INITIATIVE 7.2.2
### SUPPORT LOCAL GOVERNMENTS TO DELIVER INFRASTRUCTURE IN A MORE TIMELY MANNER

Development contributions provide for much-needed infrastructure (such as schools, childcare centres and health centres). For good reasons, these contributions are set to deliver infrastructure at a level developers can afford. However, in most cases there is a lag between development occurring and infrastructure being delivered.

This is particularly an issue for new communities experiencing rapid growth.

In established areas, infrastructure planning does not start from a blank canvas. In these areas, there are existing residential and commercial land uses and a wide variety of local community-based infrastructure. Better use of our legacy of community infrastructure (such as the conversion of former town halls to libraries and other cultural and community-based uses) is all the more important in light of potentially high land values and development costs. It is crucial that community places and buildings are planned and designed so they have room to expand as our population ages and different patterns of work and social life emerge.

**In the short term**

- Support and encourage local governments to improve the alignment between development sequencing and the timely funding and delivery of essential local infrastructure identified in infrastructure plans. This may include brokering solutions that involve all levels of government.

  **METROPOLITAN PLANNING AUTHORITY**

- Encourage local governments to manage the timely delivery of local community infrastructure using a combination of a sequencing plan, development contributions expenditure, local government-funded works, and works-in-kind delivery of infrastructure funded by development contributions.

  **METROPOLITAN PLANNING AUTHORITY**

# DIRECTION 7.3
# MAKE MORE EFFICIENT USE OF EXISTING RESOURCES

Governments have limited funds to apply to new infrastructure projects, and face increasing demands to deliver effective outcomes with fewer resources. To meet future infrastructure needs, we must effectively manage project costs. The government has already taken steps to manage project costs by implementing the *Investment Lifecycle and High Value/High Risk Guidelines*. These guidelines cover the evaluation of project options, the development of project budgets, and robust governance arrangements for significant or high-risk projects.

## INITIATIVE 7.3.1
### INCREASE THE PRODUCTIVITY OF THE VICTORIAN ECONOMY BY IMPROVING THE UTILISATION OF EXISTING AND PROPOSED STATE INFRASTRUCTURE

Integrating land-use decisions around infrastructure projects maximises the benefits – particularly to productivity – to the wider community. Spatial planning decisions need to respond to the development opportunities created by infrastructure projects (from roads to hospitals).

**In the short term**

- Update the State Planning Policy Framework to reflect the importance of the availability of existing infrastructure as a driver of spatial planning decisions.

  DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)

## INITIATIVE 7.3.2
### BETTER USE OF SURPLUS OR UNDERUTILISED GOVERNMENT LAND

The strategic use and development of government-owned land is important for achieving the outcomes of Plan Melbourne, regional growth plans and the government's economic and fiscal strategy.

The government is currently:

- conducting an audit of all government-owned land within the Urban Growth Boundary to identify sites for future development
- identifying land in the Melbourne metropolitan area and in regional cities that could be used for housing.

To facilitate the audit, Land Victoria established a database of the locations and key characteristics of all federal, state and local government land in Victoria. For the first time, we have comprehensive and current records of land owned or managed by governments. These records are being reviewed to identify land that could be used for housing and other development. Initially, the audit has focused on land identified as suitable for further development.

Using the audit findings, the government will identify land in strategic locations that could deliver Plan Melbourne's housing, transport and employment outcomes.

A land coordination unit will develop a 5-to-10-year plan to use the government land. This will allow for partnerships with other landholders (such as local governments and the private sector) to identify and implement major urban renewal.

**In the short term**

- In partnership with the Department of Treasury and Finance, establish criteria to identify underutilised government land and establish a system to manage value capture and dispose of underutilised land.

  DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)

- Facilitate the release of surplus government land.

  DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)

- Require the Metropolitan Planning Authority, the Department of Treasury and Finance and the Department of Transport, Planning and Local Infrastructure to work together to:
  - determine the work and skills required to bring specific categories of underutilised government land to market
  - identify underutilised government land that has potential to deliver on the outcomes of Plan Melbourne and the government's economic and fiscal strategy.

  DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)

## INITIATIVE 7.3.3
### PRIORITISE STATE INVESTMENT

All areas of Victoria need timely provision of transport infrastructure, and other facilities and services that help to bring communities together.

The Growth Areas Infrastructure Contribution, or GAIC, is a charge designed to contribute to the funding of essential State infrastructure in Melbourne's growth areas. To facilitate the delivery of catalyst infrastructure projects, GAIC Work-in-Kind Guidelines and model agreements have been established and relate to the development and administration of Work-in-Kind agreements. Work-in-Kind agreements allow a GAIC Liable Entity to provide land and/or capital infrastructure works in a growth area in lieu of a cash payment of GAIC.

**In the short term**

- Determine the opportunities for a state growth areas rolling infrastructure fund for areas with substantial growth pressures (as a source of funds separate from the Growth Areas Infrastructure Contributions).

  DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)

- Review the Growth Areas Infrastructure Contribution allocation model.

  DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)

## INITIATIVE 7.3.4
### IMPROVE COORDINATION IN URBAN-RENEWAL PRECINCTS

Developing major infrastructure projects and building new suburbs is a complex, multi-layered task that involves a range of potential funding agencies, stakeholders and partners. All three levels of government fund new infrastructure and major asset upgrades.

**In the short term**

- Support government departments and agencies and subregional planning groups to assess community infrastructure needs (including for transport, education, health, justice, arts and human services) for areas that have, or are expected to have, strong population growth.
  **METROPOLITAN PLANNING AUTHORITY**

## INITIATIVE 7.3.5
### ACHIEVE BETTER ECONOMIES OF SCALE IN INFRASTRUCTURE DEVELOPMENT

While increasing private-sector participation can drive greater efficiency and innovation, improving the methods by which we engage with the market, share risks and procure assets and services can also drive long-term gains for Victoria and reduce costs. This can include bundling a number of smaller projects into larger delivery contracts. These types of strategies emphasise place-based coordination across sectors that are traditionally separate (such as transport, commercial development, civic development, residential development, health and education).

**In the short term**

- Investigate project bundling opportunities in major urban renewal and growth area developments where appropriate.
  **DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)**

## INITIATIVE 7.3.6
### CREATE MORE OPPORTUNITIES FOR PRIVATE-SECTOR PARTNERSHIPS

Victoria is recognised internationally as a leader in public-private partnerships. Through public-private partnerships and other mechanisms, private provision of services in public transport, health, custodial services (prisons), education and public housing is now widespread. Also, many functions have been contracted out to private organisations in areas such as waste management, park management, road maintenance and cleaning.

There are many opportunities to explore greater private-sector participation where it leads to greater efficiencies through competition, more innovation through global networks and better outcomes through incentivising project management and delivery. To ensure the community gets high-quality services, it is important to test the potential for market-based solutions to identify if services can be provided more efficiently by the private sector, or made more contestable.

**In the short term**

- Investigate opportunities to apply the key commercial principles and performance incentives in the public-private-partnership model on smaller-scale projects that are of sufficient value to attract private-sector involvement.
  **DEPARTMENT OF TREASURY AND FINANCE**

- Continue to reduce public-private-partnership bid costs by improving current public-private-partnership tendering processes (such as by minimising proposal information requirements) to allow a deeper, more competitive public-private-partnership market.
  **DEPARTMENT OF TREASURY AND FINANCE**

- Adopt greater use of outcome-based tendering for maintenance, service delivery and construction tenders to encourage innovation and widen the prospective bidder market beyond existing and incumbent service providers.
  **DEPARTMENT OF TREASURY AND FINANCE**

- Encourage the potential for market-based solutions and contestable service delivery in appropriate government departments and agencies.
  **DEPARTMENT OF TREASURY AND FINANCE**

  This will be applicable where a ready private-sector market exists for similar skills and capability, and where benchmarking analysis indicates efficiencies can be achieved. This will include assessing any public-interest impacts and the potential for improvement in value-for-money and broader service outcomes.

# DIRECTION 7.4
# OPEN UP NEW FUNDING SOURCES

Ultimately, the community funds the infrastructure and services it expects and enjoys. We do this either directly (as users of services) or indirectly (by paying taxes to local, state or Commonwealth governments).

The way taxes are collected and allocated to projects is generally well-understood. But taxes are by no means the only funding source for capital investment and services in Victorian infrastructure and services. In fact, much investment in infrastructure is undertaken by the private sector, funded by us as users of services. With telecommunications (excluding the National Broadband Network) and utilities now essentially a private-sector market in Victoria, the vast majority of investment in these assets and services is now private. Melbourne's two toll roads are also financed by the private sector, funded by the tolls motorists pay each time they use the roads.

Whether it is energy, telecommunications, an office building or toll roads, the users of assets and services ultimately fund the investment through direct user charging.

Many government services are funded by a combination of taxes and user charges. In the case of local governments, local projects (such as libraries, parks, community centres and road improvements) are funded by a combination of direct charges for services and by charging indirect beneficiaries through the rating system (rates). The rating system allocates the cost of services based on improved property values, which rise when local amenities are improved through local government investments.

This funding mix of general taxation, direct user charging and capturing the value to indirect beneficiaries can be optimised over time, not only to generate more funds for investment, but also to increase fairness and the efficiency of assets and services through astute pricing policy.

During the 1990s, Victoria led the way with reform of essential infrastructure. Reforms to the water, electricity, gas and rail sectors all led to significant benefits for Victorians and have helped fuel our economic successes of the past decade. However, with the exception of tolling on both CityLink and EastLink, there have been no reforms to the way we fund major infrastructure.

In addition, we need to consider ways to free up revenue to preserve long-term transport corridors, and to support the planning and coordination work required to support the future growth of the city.

The government released new unsolicited proposal guidelines in 2014 for welcoming proposals from the private sector to deliver new infrastructure or services.

It provides a transparent process that encourages private parties to approach government with unique and innovative ideas. It also provides a framework for implementing direct approaches by the government to a private party to deliver a specific project or service in a smarter, faster and more efficient way.

## INITIATIVE 7.4.1
### REFORM DEVELOPMENT CONTRIBUTIONS

Development contributions ensure that when new communities arrive, necessary infrastructure (such as roads, drainage, sporting and community infrastructure) is in place to meet their needs. In May 2012, the government announced a preferred framework for a new local development contributions system based on standard levies. It appointed an independent Standard Development Contributions Advisory Committee to provide advice on the final system.

The reformed development contribution system is simple to use and administer, and will implement standard levies to reflect different development settings. It will rein in escalating costs to developers and cut red tape. The new levies are tailored to align with development settings in metropolitan and non-metropolitan areas for residential, retail, commercial and industrial development.

Most importantly, the reformed system will help deliver essential infrastructure (such as roads, open space, sporting and community facilities) to support growth and meet the future needs of residents across Victoria.

**In the short term**

- Implement the reformed development contribution system.

    **DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)**

## INITIATIVE 7.4.2
### USE VALUE CAPTURE TO CHANGE THE WAY CITY-SHAPING INFRASTRUCTURE IS FUNDED

There are many beneficiaries of infrastructure investment and new services. They include nearby property owners (who benefit from property value uplift), property developers (who benefit from the increased attractiveness of their development) and local businesses and residents (who benefit from reduced business costs, enhanced amenity and increased economic activity and productivity).

Capturing that part of the value that flows to these indirect beneficiaries can be a funding source for the initial investment. It creates a stronger link between the cost of new infrastructure and those who benefit from it, either directly as users or indirectly through increases in the value of their property or business.

Value capture creates the opportunity to accelerate infrastructure projects that have the support of local businesses and communities by creating a mechanism for them to contribute – and therefore fast-track – much-needed projects.

Effective value-capture mechanisms, however, require certain attributes if they are to be acceptable and practical:

- the benefit must be clearly demonstrable, quantifiable and attributable
- the mechanism must be practical, and easily administered and understood
- the mechanism should be transparent
- the mechanism should be fair and equitable, and not unduly burden low-income groups
- include a diverse range of beneficiaries (such as property owners, property developers, transport users, local residents, local businesses and non-local businesses).

There are many different types of value capture, including special local government levies or area-based improvement levies, where funding is time-limited and ring-fenced for specific infrastructure. The government will thoroughly examine how value capture might be applied to help fund major infrastructure projects.

**In the short term**

- Determine opportunities for, and implementation issues with, different value-capture mechanisms.
  **DEPARTMENT OF TREASURY AND FINANCE**

- Determine the opportunities and challenges of user-charging principles in the development of funding models for major urban transport projects and growth-area developments.
  **DEPARTMENT OF TREASURY AND FINANCE**

- Investigate the use of value-capture mechanisms and coordinate government efforts to facilitate development of land.

    **DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (TRANSPORT)**

## FIGURE 18 – PROPOSED 'EYE ON MELBOURNE' OUTCOMES AND MONITORING

SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, 2014



### EYE ON MELBOURNE

**PROPOSED MEASURES**

- Investment in Victoria: building activity
- Investment in Victoria: private capital expenditure
- Infrastructure investment
- Central city construction activity
- Office and retail market supply
- Number of international and domestic visitors
- Bay and river quality**
- Levels of physical activity
- Community perceptions of quality of facilities and services in local area
- Quality of place assessment for specified locations
- Transport infrastructure quality
- Travel time on freight network/ to key freight destinations
- Trip time and distance by purpose and mode
- Mode share by purpose, destination and trip time

**THE VISION FOR MELBOURNE**

**MELBOURNE WILL BE A GLOBAL CITY OF OPPORTUNITY AND CHOICE**

- STATE OF CITIES*
- DELIVERING JOBS AND INVESTMENT
- HOUSING CHOICE AND AFFORDABILITY
- A MORE CONNECTED MELBOURNE
- LIVEABLE COMMUNITIES AND NEIGHBOURHOODS
- ENVIRONMENT AND WATER

**PROPOSED MEASURES**

- Number of jobs by industry in specified locations
- Job density in specified locations
- Broadhectare residential lot construction potential
- Ratio of jobs to dwellings in specified locations
- Houses sold that are affordable by low and moderate income households
- Housing supply and demand
- Proportion of new and existing housing by dwelling type and lot size
- Housing affordability
- Affordability: growth area land supply
- Major residential development supply by project size
- Growth in dwellings
- Proportion of new dwellings in established and growth areas
- Number of new dwellings in specified locations
- Community access to specified locations and transport services

** Future measures proposed to be introduced as relevant Plan Melbourne medium term actions are delivered

* Identification of relevant measures to be worked through as part of delivery of regional growth plans

## FIGURE 19 – MONITORING THE PERFORMANCE OF PLAN MELBOURNE

SOURCE: DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE, 2013



**METROPOLITAN PLANNING STRATEGY**
THE VISION FOR MELBOURNE

**REGULAR REVIEW AND UPDATING**
Metropolitan Planning Authority works with regional groups of local governments to review and set priorities

**GOVERNMENT BUDGET CYCLES**

**STRATEGY IMPLEMENTATION**
• Directions • Initiatives
Delivered by state and local government, business and community stakeholders

**MONITORING FRAMEWORK**
• Measured against performance measures
• Annual reporting on achievements

# DIRECTION 7.5
# MONITOR PROGRESS AND OUTCOMES

*Melbourne, let's talk about the future* suggested that many aspects of Melbourne's urban system have gone unmeasured, or not reported on, for too long. It suggested that to provide greater transparency and accountability, there was a need to measure the progress of both actions and outcomes.

To successfully deliver Plan Melbourne, we need a monitoring framework that is transparent, reliable, can monitor implementation of Initiatives and can identify changes in the city's development and requirements over time. The framework also needs to be integrated with the monitoring of Victoria's planning system and capable of informing delivery and investment decisions by all levels of government.

Plan Melbourne will be monitored in two ways. The first will monitor delivery of its actions. This will involve assigning responsibility for actions to appropriate departments and agencies, tracking delivery, and monitoring delivery against specified timeframes.

The second process will monitor the plan's outcomes. It will include a number of metropolitan-level measures that will assist with doing this.

Engagement with peak local government and business organisations has informed the development of an initial monitoring framework.

## INITIATIVE 7.5.1
### ESTABLISH A MONITORING FRAMEWORK FOR PLAN MELBOURNE

An initial monitoring framework has been developed to monitor and report on Plan Melbourne's actions and outcomes. The Plan Melbourne website (www.planmelbourne.vic.gov.au) includes a link to the monitoring framework page which provides further details on the framework.

The approach to monitoring outcomes is set out visually in the Eye on Melbourne (Figure 18). The Eye on Melbourne takes as its frame the vision for Melbourne set out in this plan. At the centre of the Eye on Melbourne are the first six outcomes from the plan. There are 28 measures, each of which addresses two or more outcomes, which are colour-coded against each measure according to the colour of the outcome.

The identification of proposed measures is an important starting point in progressing an approach to monitoring the plan's outcomes and objectives. Work will be undertaken in the short term to test and refine the measures, to ensure that they are robust and meaningful. This will include the development and analysis of baseline data to be included in the first outcomes reporting in July 2015.

In addition to reporting that will be undertaken as part of the monitoring framework (Figure 19), the Minister for Planning will table in Parliament an annual statement of the Metropolitan Planning Authority's progress implementing the plan's initiatives across Melbourne's five metropolitan

subregions. The Metropolitan Planning Authority will also work with subregional groupings of local governments to identify problems and solutions to delivery, to feed into the government's consideration of future budget priorities.

A process will also be put in place for independent review of the plan and its delivery after five years.

**In the short term**

- Test and refine the proposed outcome measures in the monitoring framework to ensure that they are robust and meaningful.

  **DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)**

- Prepare a statement of progress for the Minister for Planning to table in Parliament, outlining progress in implementing the plan's initiatives across Melbourne's five metropolitan subregions.

  **METROPOLITAN PLANNING AUTHORITY**

**In the medium term**

- Conduct a detailed five-year review of the performance of Plan Melbourne and refresh its initiatives and actions.

  **DEPARTMENT OF TRANSPORT, PLANNING AND LOCAL INFRASTRUCTURE (PLANNING)**

## INITIATIVE 7.5.2
### SUPPORT PRODUCTS THAT IMPROVE INFORMATION FOR INDIVIDUALS AND BUSINESSES

In August 2012, the government announced the DataVic Access Policy to make government datasets easily available in a machine-readable format. The monitoring framework will be subject to this policy and data promptly released. There is also the opportunity to make data available to support external development of products that improve the information available to individuals and businesses. This will be complemented by a liveability index and an affordability index, providing suburb-level measures of liveability and affordability to inform decision making.

**In the short term**

- Publish datasets for use in products to help businesses and individuals make better-informed decisions.

  **DEPARTMENT OF STATE DEVELOPMENT, BUSINESS AND INNOVATION**

  The focus will be on data relating to metropolitan land use, transport, infrastructure and services.

# DEVELOPING PLAN MELBOURNE

Plan Melbourne has been developed as a new metropolitan planning strategy over a period of more than two years. During this time, there has been extensive collaboration across government and a sustained dialogue with a wide range of professional, industry and community members. At critical phases of the development of Plan Melbourne, the views and responses of organisations and members of the community have been received through a variety of means.

To provide a sound basis for the development of Plan Melbourne, a set of strategic principles were drafted. In 2012 the nine principles were the subject of roundtable discussions with government departments and agencies, and key representative stakeholder groups. The strategic principles were strongly supported and included as an important element of the discussion paper, *Melbourne, let's talk about the future*. The discussion paper also contained 16 ideas on how the plan might address infrastructure, housing, employment, transport, governance and environment challenges.

Following the release of the discussion paper in late October 2012, an intense program of consultation occurred within government, and with stakeholders and the wider community. Activities included focus groups, forums, surveys, advertising and intercept interviews to ensure as wide a range of community views as possible were recorded. The project website and social media were important communication channels. The Ministerial Advisory Committee engaged directly with many organisations and business groups, and especially with local governments to inform discussion about the development of a metropolitan plan.

By March 2013, thousands of individuals had been able to have their say on future planning for Melbourne and the submission period closed with 598 formal submissions. From all the data, views, information and submissions received on the discussion paper, the following themes emerged to assist in the development of the plan:

- preserve the unique character of Melbourne's neighbourhoods
- maintain access to open space including parklands and reserves
- make public transport a clear priority
- support education and health services to be located within 20 minutes of households
- support increased density in defined locations
- decentralise employment to create more local jobs in different parts of Melbourne
- build and retrofit environmentally-friendly houses and buildings
- form strong partnerships between local governments, industry and the community to create more effective funding, finance and delivery models
- support the vision of a polycentric city with connections to regional Victoria.

During 2013, further consultation was undertaken to develop the understanding and analysis of these themes. A vision for Melbourne emerged defining a future Melbourne as a global city of opportunity and choice. This was to be achieved by implementation of a plan based on seven outcomes and objectives:

- delivering jobs and investment
- housing choice and affordability
- a more connected Melbourne
- liveable communities and neighbourhoods
- environment and water
- a state of cities
- implementation: delivering better governance

**The directions, initiatives and actions will implement these important objectives.**

Plan Melbourne was released for a period of stakeholder feedback and public comment in October 2013. To support this phase of the project, a program of briefings focussed on informing and involving those stakeholders who had previously been consulted and provided input into the plan. A wider audience was also informed through contact with peak bodies and representative community groups, complemented by advertising, social media activity and eleven community information sessions around Melbourne.

As a result of this activity, over 450 submissions were received on Plan Melbourne, signifying a strong and ongoing engagement by Melburnians in the planning of their city. There was strong support for the underlying key concepts, and much constructive comment around the specific initiatives and actions.

In summary, these submissions:
- supported improving public transport
- saw the planning and delivery of infrastructure in various forms as important to the success of the plan
- supported urban development in areas that can accommodate it, although views were divided about development
- recognised the need to protect Melbourne's assets (its natural environment and suburban character)
- supported decentralisation of jobs to identified employment clusters
- supported a focus on implementation, especially through partnerships with local government.

The final Plan Melbourne is the result of the work of many people and organisations. It reflects the passion Melburnians have for their city, as well as the challenge of accommodating a richness and diversity of views from hundreds of organisations and thousands of individuals.

From late 2010 to early 2014, thousands of pieces of information have been received, analysed and assessed for inclusion in Plan Melbourne. Further discussion will continue as it is implemented, but the concepts and objectives included in Plan Melbourne are there with the secure knowledge that they have been drawn from stakeholders and the community, and have been tested through a rigorous process of discussion and feedback.

**FIGURE 20 – DEVELOPING PLAN MELBOURNE**

| EVENT | PUBLICATIONS | ENGAGEMENT |
|---|---|---|

**OCT 2011**
MINISTERIAL ROUNDTABLES

**MAY 2012**
REVIEW OF PLANNING POLICY
FACT SHEETS

**MAY–JUN 2012**
ONLINE FORUMS

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**MAY 2012**
MINISTERIAL ADVISORY COMMITTEE (MAC) APPOINTED

**JUN 2012**
9 STRATEGIC PRINCIPLES

**JUL–SEP 2012** MAC STAKEHOLDER CONVERSATIONS
**JUL–AUG 2012** COMMUNITY FOCUS GROUPS
**JUL–AUG 2012** STAKEHOLDER ROUNDTABLES

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**2012–2013**
MAC DISCUSSIONS AND DEPARTMENT RESEARCH

**OCT 2012**
DISCUSSION PAPER
STRATEGIC PRINCIPLES ENGAGEMENT SUMMARY

**FEB 2013**
DRAFT BACKGROUND REPORT
MELBOURNE FACTS: TRENDS AND OPPORTUNITIES

**OCT–NOV 2012** STAKEHOLDER ROUNDTABLES
**NOV 2012** COMMUNITY RESIDENT GROUPS BRIEFING
**OCT–MAR 2013** SUBMISSIONS AND SURVEY
**JAN–MAR 2013** CONVERSATION TOOL KITS
**FEB 2013** COMMUNITY FOCUS GROUPS
**MAR 2013** VOX POPS
**MAR 2013** MAJOR COMMUNITY FORUM

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**OCT 2013**
PLAN MELBOURNE RELEASED FOR COMMENT

**OCT 2013**
PLAN MELBOURNE METROPOLITAN PLANNING STRATEGY
MELBOURNE'S FUTURE
DISCUSSION PAPER ENGAGEMENT HIGHLIGHTS

**ONLINE TOOLS**
• RESOURCE LIBRARY
• MAP ROOM

**OCT 2013** STAKEHOLDER BRIEFING
**OCT 2013** COMMUNITY RESIDENT GROUPS BRIEFINGS
**MAR 2013** COMMUNITY INFORMATION ACTIVITIES
**OCT–DEC 2013** ONLINE SUBMISSIONS

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**MAY 2014**
FINALISED PLAN MELBOURNE RELEASED

PLAN MELBOURNE INTRODUCED

**MAY–JUN 2014**
VC AMENDED VICTORIA PLANNING PROVISIONS AND PLANNING SCHEMES

PLAN MELBOURNE METROPOLITAN PLANNING STRATEGY

MIN DIR 9 AMENDED MINISTERIAL DIRECTION 9

**ONLINE TOOLS**
• RESOURCE LIBRARY
• MAP ROOM
• SUBURBS PROFILE TOOL
• PLAN MELBOURNE 360
• ENGAGEMENT HIGHLIGHTS

## TOOLS AND RESOURCES

There are many tools and resources on the Plan Melbourne website (www.planmelbourne.vic.gov.au).

**RESOURCE LIBRARY** – a place to view some of the reference material that informed the plan.

**MAP ROOM** – a place to view maps showing the locations of the plan's directions and initiatives.

**SUBURBS PROFILE TOOL** – an online tool to find out more about a local area, or suburb, and how it compares to other places in Melbourne. The tool can generate maps highlighting the characteristics of Melbourne's population in relation to economic, social and housing issues.

**PLAN MELBOURNE 360** – an interactive online tool using 360° panoramic images of metropolitan Melbourne to view places of interest and some of Plan Melbourne's initiatives and actions.

## IMPLEMENTATION AND MONITORING

The Department of Transport, Planning and Local Infrastructure, which brings together planning for land, local government, communities and transport will coordinate the delivery of Plan Melbourne's actions.

The Planning portfolio regulates our planning system, and develops and implements planning policies. The Transport portfolio plans and delivers city shaping initiatives with its agencies and Local Infrastructure has a significant partnership with local government and is critical to Plan Melbourne's delivery.

The Metropolitan Planning Authority has been established to implement short term actions and the longer term strategic vision by focusing on place based planning projects. Places Victoria will continue to play a vital role in developing key government land holdings.

# GLOSSARY

**ACCESSIBILITY:** the degree to which a place, service or environment is available to as many people as possible.

**ACTIVE TRANSPORT:** transport requiring physical activity, typically walking and cycling.

**ACTIVITY CENTRES:** suburban centres that provide a focus for services, employment, housing, transport and social interaction.

**AFFORDABLE HOUSING:** housing where the cost (whether of mortgage repayments or rent) is no more than 30 per cent of the household's income.

**AGGLOMERATION:** the location of businesses in close proximity to each other which allows them to get productivity and efficiency gains through large customer bases, knowledge-sharing and access to skilled workers.

**BROWNFIELD LAND:** land previously used, (often for industrial purposes), which is vacant, derelict or contaminated. Brownfield development sites are often sites for urban-renewal projects and typically require remediation work before any new development goes ahead.

**CENTRAL CITY:** the area within the Central Subregion that contains key capital city functions and civic facilities, as well as several precincts identified for major and strategic change. It is a larger area than the Melbourne CBD.

**CENTRAL SUBREGION:** includes the municipalities of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong.

**EASTERN SUBREGION:** includes the municipalities of Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse and Yarra Ranges.

**ENVIRONMENT:** our physical surrounds, including land, waters, atmosphere, climate, sounds, odours, animals and plants, as well as aesthetics.

**ESTABLISHED URBAN AREAS:** areas of Melbourne that have been urbanised for at least several decades.

**GREEN WEDGES:** open landscapes around Melbourne's outskirts, originally set aside in the 1970s to conserve rural activities and significant natural features from Melbourne's outward growth. Green wedges are defined in the *Planning and Environment Act 1987* as land outside the Urban Growth Boundary, as described in a metropolitan fringe local government planning scheme.

**GREENFIELD LAND:** undeveloped land identified for residential or industrial/commercial development, generally on the fringe of metropolitan Melbourne.

**GROWTH AREAS:** locations on the fringe of metropolitan Melbourne designated in planning schemes for large-scale transformation, over many years, from rural to urban use.

**GROWTH CORRIDOR PLANS:** plans that set strategic frameworks to guide development in Melbourne's four growth corridors. They broadly identify preferred land uses, likely transport corridors and locations of major and principal town centres. They are intended to inform the development of precinct structure plans.

**HEALTH AND EDUCATION PRECINCTS:** locations to cluster synergistic health and/or education services, to improve access to integrated service provision, improve outcomes, develop the health and education workforce and deliver economic benefits (such as innovation and job creation). These precincts may provide solely health, solely education, or a combination of health and education services.

**HODDLE GRID:** the grid pattern of streets making up Melbourne's CBD enclosed by Flinders Street, Spring Street, La Trobe Street and Spencer Street. The grid was designed by Robert Hoddle in 1837.

**HOUSING DENSITY:** one of several measures that describe how intensively an urban area is developed. Low-density, standard suburban residential areas have traditionally been between 8–20 dwellings per net residential hectare in Australian cities. Net residential hectare includes lots, local streets and connector streets but excludes encumbered land, arterial roads, railway corridors, government schools and community facilities and public open space. Medium-density housing is about 21–80 dwellings per net residential hectare, though most commonly is between 30–40 dwellings per net residential hectare. Medium-density housing may be detached, semi-attached, attached or multi-unit. More than 80 dwellings per net residential hectare (such as apartments) is high-density.

**INFILL:** development of unused or underutilised land in existing urban areas. Most infill development sites are in inner and middle suburbs, offering the possibility of better utilising existing infrastructure to accommodate population growth.

**INFRASTRUCTURE:** basic urban facilities and networks needed for the functioning of a local community or broader society.

**INNER SUBURBS:** areas of metropolitan Melbourne within about seven to ten kilometres of the CBD.

**KNOWLEDGE ECONOMIES:** production and services based on knowledge-intensive activities that contribute to an accelerated pace of technical and scientific advancement, as well as rapid obsolescence. Their key characteristic is a greater reliance on intellectual capabilities than on physical inputs or natural resources.

**LIVEABILITY:** a measure of a city's residents' quality of life, used to benchmark cities around the world. It includes socio-economic, environmental, transport and recreational measures.

**METROPOLITAN ACTIVITY CENTRES:** higher-order centres with diverse employment options, services and housing stock, supported by good transport connections. Existing centres include Box Hill, Broadmeadows, Dandenong, Epping, Fountain Gate/Narre Warren, Frankston, Ringwood and Sunshine. Future centres will include Lockerbie and Toolern.

**METROPOLITAN MELBOURNE:** the area within the outer limits of the 31 municipalities that make up metropolitan Melbourne, plus part of Mitchell Shire within the Urban Growth Boundary.

**METROPOLITAN URBAN BOUNDARY:** the proposal for a new permanent boundary to replace the existing Urban Growth Boundary.

**NATIONAL EMPLOYMENT CLUSTERS:** designated geographic concentrations of interconnected businesses and institutions that make a major contribution to the national economy and Melbourne's positioning as a global city.

**NORTHERN SUBREGION:** includes the municipalities of Banyule, Darebin, Hume, Mitchell (part), Moreland, Nillumbik and Whittlesea.

**OPEN SPACE:** includes land reserved for natural landscape, parklands, recreation and active sports, as well as waterways and bays.

**OUTER SUBURBS:** includes suburbs in the municipalities of Brimbank, Frankston, Greater Dandenong, Knox, Maroondah, Mornington Peninsula, Nillumbik and Yarra Ranges.

**PERI-URBAN REGIONS:** comprise the hinterland beyond the proposed metropolitan urban boundary.

**POLYCENTRIC:** a city model that has more than one centre with a diverse range of employment and higher-order services.

**PRECINCT STRUCTURE PLANS:** detailed plans for future growth corridor developments, informed by growth corridor plans. Before development begins, the Metropolitan Planning Authority and the relevant local government will develop these plans to identify alignments of transport routes, town centres, open-space networks, densities of residential areas, and areas for industry and employment. They also produce other plans for state and local government infrastructure needs, development contributions and native vegetation protection.

**PRODUCTIVITY:** the economic value produced for an hour of work or a dollar of investment. Increasing productivity is a key source of economic growth and competitiveness.

**REFORMED RESIDENTIAL, COMMERCIAL AND INDUSTRIAL ZONES:** five new zones (Residential Growth Zone, General Residential Zone, Neighbourhood Residential Zone, Commercial 1 Zone and Commercial 2 Zone) introduced across Victoria on 1 July 2013.

**REGIONAL GROWTH PLANS:** plans being developed through partnerships between local governments and state agencies and authorities, to provide broad regional planning direction for land use and development across Victoria.

**REGIONAL VICTORIA:** includes all municipalities outside metropolitan Melbourne (except part of Mitchell Shire within the Urban Growth Boundary).

**RURAL:** non-urban parts of Victoria, particularly those outside the proposed metropolitan urban boundary, and excluding the peri-urban regions.

**SIGNIFICANT CHANGE AREAS:** places where investment and change will deliver a future preferred character that is different from the existing character of an area.

**SMARTROADS:** a VicRoads methodology to better manage Melbourne's road network through a set of guiding principles to establish priorities among cars, trucks, bicycles, pedestrians, motorcycles, taxis, buses and trams at different times of the day and permanently in some locations.

**SOCIAL HOUSING:** a type of rental housing that is provided and/or managed by the government or by non-government organisations. Social housing is an overarching term that covers both public housing and community housing.

**SOUTHERN SUBREGION:** includes the municipalities of Bayside, Cardinia, Casey, Frankston, Glen Eira, Greater Dandenong, Kingston and Mornington Peninsula.

**URBAN GREENING:** growing plants wherever possible in cities to contribute to urban vegetation coverage, and providing a connection to nature that is often perceived to be missing in urban areas.

**URBAN GROWTH BOUNDARY:** the current geographic limit for the future urban area of Melbourne.

**URBAN RENEWAL:** the improvement or rehabilitation of urban areas. Urban renewal traditionally involved demolishing old or run-down buildings on brownfield sites in inner-city areas to build new residential or commercial developments or large-scale public works projects (such as convention centres, stadiums or freeways). Urban renewal can also build on an area's existing strengths to make better use of underutilised land located close to jobs, services and transport.

**VALUE CAPTURE:** is designed to utilise part of the uplift in future economic and social value created by the construction of significant infrastructure, to enable government to accelerate that investment earlier through innovative and tailored funding streams.

**VICSMART:** a new assessment process for straightforward, low-impact planning permit applications that provides a simpler and more consistent permit process through standard statewide requirements; ensures timely and efficient processing of applications; ensures the level of assessment is proportional to the nature of the proposal; reduces the regulatory and administrative burden on local governments; and provides certainty to applicants and local governments about the information required, and the matters to be considered, when making a decision.

**VICTORIA PLANNING PROVISIONS (VPP):** comprehensive set of planning provisions for Victoria. It is not a planning scheme and does not apply to any land. It is a statewide reference, used as required, to construct planning schemes. The planning authority (usually the local council) must provide the local planning policy content, including a Municipal Strategic Statement (MSS), and select the appropriate zones and overlays from the VPP, for inclusion in their planning scheme. The VPP also has references to a number of incorporated documents. Some part of the VPP, such as state policies, are included in every planning scheme.

**WESTERN SUBREGION:** includes the municipalities of Brimbank, Hobsons Bay, Melton, Moonee Valley and Wyndham.

# DIRECTIONS AND INITIATIVES AT A GLANCE

# ENDNOTES

1  A small part of the metropolitan Melbourne boundary also covers part of Mitchell Shire.

2  *Australian Bureau of Statistics 2013, 6291.0.55.001 – Labour Force, Australia, Detailed – Electronic Delivery, April 2013.*

3  *Australian Bureau of Statistics 2011 Census of Population and Housing.* Defined as the Melbourne Statistical Area Level 2 – SA2, Docklands SA2 and Southbank SA2

4  NATSEM calculations from the Australian Bureau of Statistics *Survey of Education and Work, ABS Cat No. 6227.0, 2011*

5  Herald Sun, 28 April 2012 'We're sports champion city again'

6  For further information on the development of population projections, see *A State of Cities* chapter

7  Based on Department of State Development, Business and Innovation Employment Projections, 2013. Employment projections will be updated in 2014 following the release of *Victoria in Future 2014*

8  The new zones are Residential Growth Zone, General Residential Zone, Neighbourhood Residential Zone, Commercial 1 Zone and Commercial 2 Zone

9  Employment projections will be updated in 2014 following the release of *Victoria in Future 2014*

10  Advice from National Institute of Economic and Industry Research, 2012–13

11  For more information, see *Implementation: Delivering Better Governance*

12  Employment projections will be updated in 2014 following the release of *Victoria in Future 2014*

13  For more information, see *Implementation: Delivering Better Governance*

14  Floorspace projections will be updated in 2014 following the release of *Victoria in Future 2014*

15  Based on Department of State Development, Business and Innovation Employment Projections, 2013. Employment projections will be updated in 2014 following the release of *Victoria in Future 2014*

16  *National Visitor Survey*, Tourism Research Australia

17  *Melbourne Growth Corridor Plans: Managing Melbourne's Growth* (June 2012)

18  City of Melbourne 2013, *Future Living: A discussion paper identifying issues and options for housing our community*, Melbourne

19  Grattan Institute 2011, *The Housing We'd Choose, Carlton*

20  City of Melbourne 2013, *Future Living: a discussion paper identifying issues and options for housing our community*, Melbourne

21  City of Melbourne 2013, *Future Living: A discussion paper identifying issues and options for housing our community*, Melbourne

22  See *Liveable Communities and Neighbourhoods* for a description of the 20-minute neighbourhood concept

23  Projections of trips will be updated following the release of *Victoria in Future 2014*

24  Projections of container volumes will be updated following the release of *Victoria in Future 2014*

25  Projections of future demand for road travel and the freight task will be updated following the release of *Victoria in Future 2014*

26  Patronage projections will be updated following the release of *Victoria in Future 2014*

27  Projections of container volumes will be updated following the release of *Victoria in Future 2014*

28  Stanley JK, Hensher DA & Loader C 2011, '*Road transport and climate change: stepping off the greenhouse gas*', *Transportation Research Part A: Policy and Practice, Volume 45, Issue 10*, pp. 1020-1030

29  Wood L, Frank LD & Giles-Corti B 2010, '*Sense of community and its relationship with walking and neighbourhood design*', *Social Science & Medicine 70*, pp. 1381-1390

30  Moudon AV, Lee C, Cheadle AD, Garvin C, Rd DB, Schmid TL & Weathers RD 2007, '*Attributes of environments supporting walking*', Am J Health Promotion, May-Jun 2007, 21(5), pp. 448-59

31  www.climatechange.gov.au/reducing-carbon/reducing-australias-emissions/australias-emissions-projections

32  *The Biodiversity Conservation Strategy* is part of Victoria's program agreement with the Commonwealth Government under section 146 of the *Environment Protection and Biodiversity Conservation Act 1999*

33  See for example *http://localfoodconnect.org.au/* and *http://www.ceresfairfood.org.au/*

34  Office of Living Victoria, *Melbourne's Water Future, 2013*, Melbourne

35  Asian Development Bank 2011, *Asia 2050: Realizing the Asian Century, Manila 2*

36  Department of Primary Industries 2012, *Victorian Food and Fibre Export Performance 2011-12*

37  Department of Agriculture, Fisheries and Forestry 2012, *National Food Plan green paper 2012*, Commonwealth of Australia, Canberra

38  Australian Bureau of Statistics (Nov 2013) *Population Projections, Australia, 2006 to 2021 (cat. No. 3222.0).* Note that the Greater Melbourne Statistical Area defined by the ABS extends beyond the 31 local government areas that are defined as metropolitan Melbourne in this document.

39  The ABS population projections canvass a range of alternative assumptions: 3 for fertility (birth rates); 2 for life expectancy; 4 for net overseas migration, and 3 for interstate migration – giving a total of 72 combinations or scenarios (3x2x4x3 = 72). The particular scenario referred to in this document is the ABS medium projection (Series B) which uses a 'medium' assumption for each component, and is commonly used and quoted. This latest Series B projection foreshadows significantly higher levels of future population growth for Australia, Victoria and Melbourne, compared to previous sets of projections. The *Victoria in Future 2014* population projections, once developed, will provide updated projections for all regions and local government areas within Victoria.

40  *Securing Victoria's Economy*, Action 4