



Inner Melbourne Action Plan

2016-2026

Inner Melbourne Action Plan
Making Melbourne More Liveable



Inclusive of editorial changes approved by the IMAP Implementation Committee, 30 August 2019

Preamble

“The map of our urban futures is a source of optimism and anxiety, excitement and reflection, vision and uncertainty. As this century of cities evolves, the essential requirements of city competitiveness, those of growth, skills, enterprise and trade have now been coupled with the need for sustainability, resilience and liveability; transparency and governance; innovation, culture, distinctiveness, and adaptability, amongst the many more qualities that we demand of the city in order to shelter, entertain, inspire and encourage us.”^a

The ability of cities to attract investment, manage their growth, and deliver quality of life will define the character and ultimately the success of the ‘metropolitan century’.^b

Rosemary Feenan, Head of Global Research Programmes^a, JLL Cities Research Centre; and Greg Clark, Chairman^b: *The Business of Cities 2015*

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1.1 Melbourne – a liveable city

Liveability, in its broadest sense, refers to the sum of the factors that add up to a community's 'quality of life'.

Liveable communities are regarded as safe, attractive, socially cohesive and inclusive, and environmentally sustainable, with affordable and diverse housing linked via public transport, walking, and cycling to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities.¹

For some years, Melbourne has remained at or near the top of the globally significant league table of 'world's most liveable cities'.² It is clear that Melbourne's liveability starts from a high base, and undoubtedly has exemplary characteristics and investments that realise 'liveable city' attributes. However, it cannot support liveability in the longer term while it remains one of the world's highest CO₂ emitters per capita.

All tiers of government, corporations and the private sector have a definitive responsibility to support initiatives to deliver a low carbon society.

The challenge for the inner Melbourne region is to maintain the liveability whilst accommodating high levels of growth. The Inner Melbourne Councils need to collaborate to both anticipate and respond to the changes that lie ahead.

Managing the delivery of physical, social and environmental infrastructure for Inner Melbourne under increasing growth and demographic change requires new and innovative models which maximise efficiencies in land use, design and cost of services, and respond to changing community expectations.

1.2 Respecting Inner Melbourne's established urban structure and character

Melbourne is a constantly evolving city. New enterprises, transformative land uses, emerging technologies, and incremental urban renewal are reshaping substantial areas across the inner city.

Twenty-first-century inner Melbourne retains the 'subtle layering' of many of its formative 19th century characteristics. This includes established residential neighbourhoods, valued heritage places, and urban structure comprised of 'main streets', local streets and laneways. Many architectural eras have been preserved within this structure, and within a sequence of larger and smaller public spaces that tie it all together.

This enduring urban structure comprises remarkably stable precincts that interact to create the region's familiar yet distinctive features, giving Inner Melbourne its special character, authenticity and significance. These consistent architectural, social and cultural patterns make Inner Melbourne internationally recognisable, and this identity continues to influence the activities, development and people's perception and enjoyment of the city.

These prevailing characteristics include:

- The fine grain of the inner urban subdivision pattern which provides a highly walkable intricate structure that subtly contrasts with larger scale elements, such as the major park systems and bays;

¹ *How Liveable is Melbourne? Conceptualising and testing urban liveability indicators*, Research Paper 3, Badland et al, McCaughey VicHealth Community Wellbeing Unit, February 2015

² Measured through the Mercer Quality of Living Survey and the Economist Intelligence Unit's Liveability Survey

- Major streets and boulevards which set up the valuable proximities between the city centre, rivers, public parks, streets and activity centres that are essential components of Melbourne's connectivity;
- 'High streets' along local transport spines which support diverse and distinctive strip development with retail, commercial and service activities, providing a framework for co-existing, mixed use economic and social activity and access throughout the region;
- Local streets and laneways that are significant for their varying orientation, scale and complexity on a local basis, and which further subdivide the street blocks, providing more frontages to smaller properties and a finer grain of access routes;
- A diverse architectural legacy comprising both heritage precincts and contemporary urban developments;
- A network of activity centres supported by transport routes that form the focus for more intense activity and greater development density, enabling the 'green suburbs' behind them to retain much of their characteristic streetscapes and scale;
- The expansive parks and gardens which are renowned for their environmental integrity, scale and diversity, landscape character and recreational provision; and
- The waterfronts of Port Phillip Bay and Hobson's Bay and the Yarra River and Maribyrnong River corridors, now treasured for their civic-oriented frontages and recreational assets.³

1.3 Inner Melbourne – Planning for the next decade and beyond.

Inner Melbourne's fantastic physical, economic, cultural and social attributes will need to be adapted as the city faces ongoing growth.

The city structure, its infrastructure and its people will need to be highly resilient both to the presses of higher urban densities and to changing social, economic and environmental circumstances. For the inner city region to maintain and improve its world-renowned 'liveability', it will be necessary to:

- Deliver supportive social infrastructure for urban growth;
- Direct urban consolidation around transportation networks, and increasing capacity and connections;
- Develop a sustainable public realm that supports more intensively inhabited and mixed-use environments;
- Work together to manage transitions in the regional economy; and
- Ensure that development is undertaken from the perspective of creating great places, with strong identity, local economies and diverse, connected communities;
- Maintain a commitment to preserving and promoting heritage precincts that enrich our lives and attract international and interstate tourists.

By taking actions that are both creative and integrated across the Inner Melbourne region, we will be able to preserve, repair and create new urban forms and activities that strengthen Inner Melbourne's character, economy and society.

³ Modified extracts from *Liveable, Walkable Melbourne*, 2006

2.0 About IMAP

2.1 What is the Inner Melbourne Action Plan (IMAP)?

The Inner Melbourne Action Plan (IMAP) partnership is unique in bringing local Councils and Government stakeholders together to develop and deliver regionally based actions.

The municipalities of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong are the partner Councils that make up the membership of the IMAP group.

The Inner Melbourne Action Plan sets out five goals that the Inner Melbourne Councils have collectively agreed need to be realised to:

- improve Inner Melbourne's liveability;
- respond to the challenges of rapid growth; and
- ensure Melbourne continues to be an internationally renowned, global city.

IMAP seeks to respond to the long term directions set out in the State Government's Metropolitan Planning Strategy, Plan Melbourne. Whilst IMAP has a particular focus on actions that can be completed within the next 5-10 years, the goals set out in this plan are necessarily ones which will take a longer timeframe to be fully realised.

The first Inner Melbourne Action Plan was adopted by IMAP members in December 2005. Through the structure of the IMAP Implementation Committee, a special committee established under section 86 of the Local Government Act, the five councils have worked together to pursue a range of actions aimed at making Melbourne more liveable.

This new Action Plan was prepared by the IMAP Councils in 2015, following a review of the previous plan and taking into account the significant changes to the social, economic, environmental and policy context that have occurred since IMAP was first created a decade ago, together with consideration of the likely challenges and opportunities facing the region in the coming decades.

The overall vision of this Plan is to make the Inner Melbourne region more liveable. This plan identifies a series of outcomes that the IMAP Councils believe will need to be achieved in order for this goal to be realised.

The plan sets out five goals and twenty-seven strategies which will contribute towards realising the vision and outcomes. The IMAP Councils will vigorously pursue these over the coming decade, as well as advocating with one voice on common issues facing Inner Melbourne.

IMAP principally focusses on regional actions that deliver agreed regional outcomes. Through IMAP, each stakeholder is expected to receive benefits that they could not achieve by acting alone.

Elements of the IMAP program will rely on partnerships with the State Government, government agencies or private providers of public services such as public transport companies.

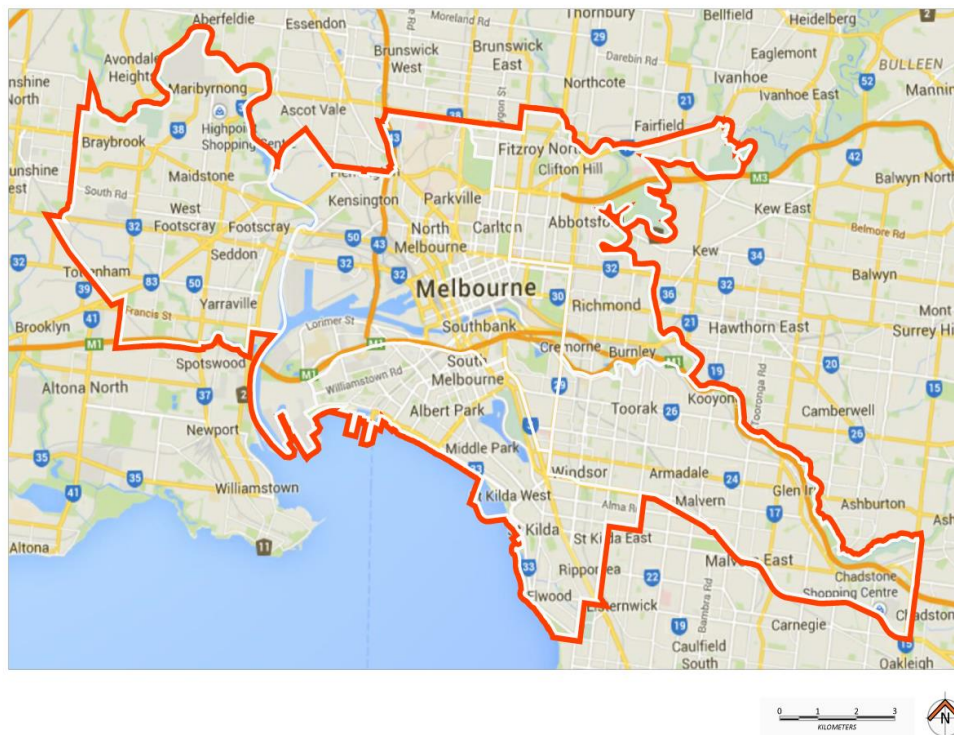
This collaborative approach will continue to challenge existing structures of government, administration and resourcing arrangements.

IMAP's partnership approach builds on the existing goodwill between Inner Melbourne Councils and other stakeholders who are working collectively to ensure Melbourne responds positively to addressing the challenges of growth and improving the quality of life for residents, workers and visitors alike.

1.2 What area does IMAP cover?

The IMAP area covers the municipalities of Melbourne, Port Phillip, Yarra, Stonnington and Maribyrnong.

Figure 1 – The IMAP region.



3.0 The Metropolitan Policy Context

3.1 State Government Policies

Melbourne's metropolitan plan, Plan Melbourne 2017-2050 sets out the longer term directions for the future growth of our city.

The development of the Inner Melbourne Action Plan 2016-2026 occurred during the revision of the State Government's planning framework, Plan Melbourne (published 2014). This section has been revised to reflect the latest version of that plan.

Plan Melbourne is a whole of government plan that is intended to set the agenda for the forward planning of all State Government programs and services - setting priorities for State investment and responding to the statewide, regional and local challenges and opportunities Victoria faces between now and 2050. The 35 year Plan Melbourne is a formal planning document to guide planners, councils, developers and the Victorian Civil and Administrative Tribunal (VCAT). 4

It identifies the need to: "... plan and invest wisely to: cater to the needs of a more diverse and ageing population; break the link between congestion and growth; address housing affordability; mitigate and adapt to climate change; and ensure social and economic opportunities are accessible to all."5

Some of the key elements of Plan Melbourne that provide context for the priorities of the Inner Melbourne Action Plan are set out below:

Melbourne is a productive city that attracts investment, supports innovation and creates jobs

Plan Melbourne acknowledges that the central city will continue to be Melbourne's largest concentration of employment. It supports the development of National employment and innovation clusters as a focus for knowledge based and high productivity jobs, together with key industrial precincts, transport gateways, health and education precincts and metropolitan activity centres to attract investment and stimulate employment. Policy directions include:

- Creating a city structure that strengthens Melbourne competitiveness for jobs and investment
- Improving access to jobs across Melbourne and closer to where people live
- Creating development opportunities at urban renewal precincts across Melbourne

Melbourne provides housing choice in locations close to jobs and services

Plan Melbourne promotes the following housing directions:

- Manage the supply of new housing in the right locations to meet population growth and create a sustainable city

• 4,5 Pages 3 and 5, Plan Melbourne 2017-2050 A Global City of Opportunity and Choice – Summary

- Deliver more housing closer to jobs and public transport
- Increase the supply of social and affordable housing
- Facilitate decision-making processes for housing in the right locations
- Provide greater choice and diversity of housing

Melbourne has an integrated transport system that connects people to jobs and services and goods to market

Plan Melbourne identifies the need to connect people to jobs and services through establishing a 21st century integrated transport system. Directions include:

- Transform Melbourne's transport system to support a productive city
- Improve transport in Melbourne's outer suburbs
- Improve local travel options to support 20-minute neighbourhoods
- Improve freight efficiency and increase capacity of gateways while protecting urban amenity

Melbourne is a distinctive and liveable city with quality design and amenity

Plan Melbourne acknowledges that as Melbourne's population grows, we need to ensure the city and suburbs also grow more liveable through the promotion of quality design, recognition and protection of our cultural heritage and identity. Directions include:

- Create more great public places across Melbourne
- Build on Melbourne's cultural leadership and sporting legacy
- Achieve and promote design excellence
- Respect Melbourne's heritage as we build for the future

Melbourne is a city of inclusive, vibrant and healthy neighbourhoods

Plan Melbourne promotes Melbourne's ability to live locally – meeting most of their everyday needs within a 20-minute walk, cycle or local public transport trip from home. Directions include:

- Create a city of 20-minute neighbourhoods
- Create neighbourhoods that support safe communities and healthy lifestyles
- Deliver social infrastructure to support strong communities
- Deliver local parks and green neighbourhoods in collaboration with communities

Melbourne is a sustainable and resilient city

Plan Melbourne identifies that the Melbourne of 2050 will need to be a low carbon city designed to cope with the effects of climate change. Directions to achieve this include:

- Transition to a low carbon city to enable Victoria to achieve its target of net zero greenhouse gas emissions by 2050
- Reduce the likelihood and consequences of natural hazard events and adapt to climate change
- Integrate urban development and water cycle management to support a resilient and liveable city
- Make Melbourne cooler and greener
- Protect and restore natural habitats
- Improve air quality and reduce the impact of excessive noise
- Reduce waste and improve waste management and resource recovery

Implementation of Plan Melbourne

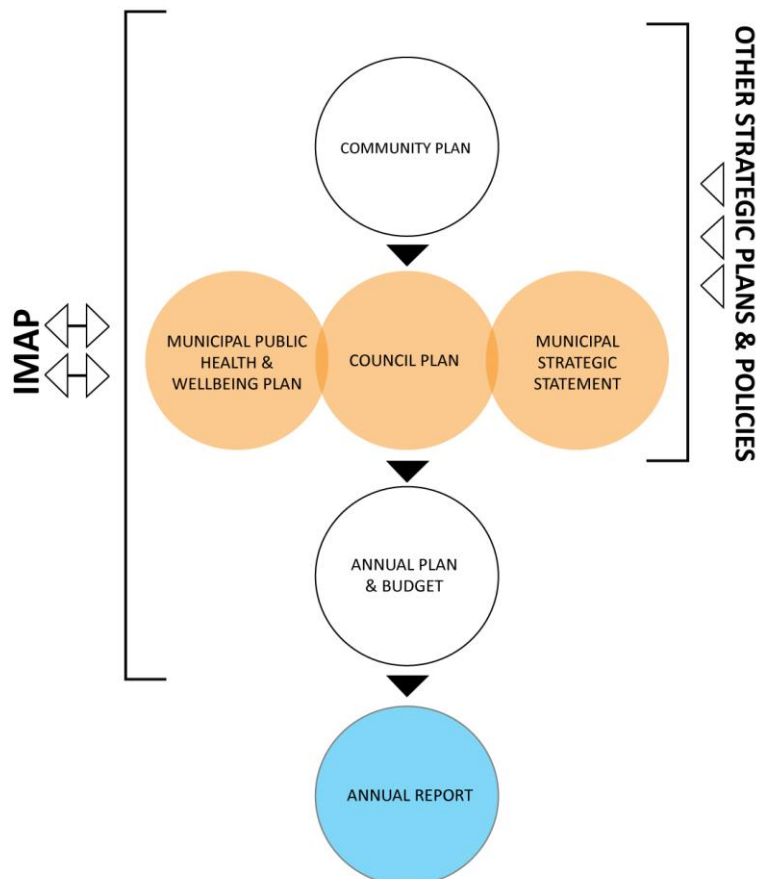
To ensure implementation at a state-wide, regional and local level, Plan Melbourne has a separate 5-Year Implementation Plan.

Action 1 of the Plan Melbourne Implementation Plan requires each regional sub-group (which splits the IMAP Councils into three different regions – Western, Inner and Inner South East) to develop Land Use Framework Plans (LUFP), which will need to be taken into account when undertaking agreed IMAP actions, advocacy and priorities.

3.2 The local policy context

Each partner Council of IMAP works within a common integrated planning framework which has the following elements:

Figure 3 Council's integrated planning framework



The Council Plan (including a strategic resources plan) – A multi-year plan that sets the outcomes that Council aims to achieve during its electoral term and the resources that are required to achieve these outcomes.

The Municipal Strategic Statement (MSS) - Part of the municipal planning scheme, the MSS sets the strategic land use planning objectives for the municipality. The MSS must give effect to State planning policy (including Plan Melbourne) and it provides the broad local policy basis for making

decisions under a planning scheme. It also provides the strategic basis for the application of zones, overlays and particular provisions in the municipal planning scheme.

The Municipal Public Health and Wellbeing Plan – A municipal plan which outlines action to prevent or minimise public health dangers, as well as to enable people living in the municipality to achieve maximum health and wellbeing.

Other strategic plans and policies – Each council prepares a suite of plans and policies that are specific to a particular service, neighbourhood and/or local priority. These might take the form of a local structure plan, a plan for specific infrastructure (open space or cycling for example) or a specific service plan (youth or aged care for example).

Annual budgets – Each municipality is required to prepare and adopt an annual plan and budget which describes the services, initiatives and major initiatives to be funded, including service performance outcome indicators for monitoring performance.

Annual reports - The annual report outlines the council's performance for the year as measured against the council plan and budget.

Community Plans - A number of IMAP councils also have a Community Plan which takes an even longer term view of the municipality and its priorities. Such plans describe the community's longer term vision and aspirations and these plans are used to inform priorities in the Council's short and medium term planning and budgeting processes.

The Inner Melbourne Action Plan sits alongside and complements this local planning framework. These various local plans will inform, and be informed by the activities of IMAP over time. For example, the IMAP program relies upon resources allocated by each Council through its planning and budgeting process, and in turn, the outcomes of the IMAP projects are given effect through subsequent actions via budget decisions, planning scheme amendments, etc.

4.0 Our Challenges – Protecting and enhancing Inner Melbourne’s liveability

Managing the impacts of population growth and urban renewal across the Inner Melbourne region will be the single biggest challenge facing Inner Melbourne over the coming decades.

Inner Melbourne is expected to accommodate at least one million jobs and one million people over the next 40 years. Managing this growth in a manner that enables our city to function efficiently whilst also protecting and enhancing its liveability will require the following to be addressed:

- Achieving a thriving, resilient and sustainable economy that is competitive on a global scale;
- Fostering jobs and investment in the knowledge economy and creative industry sectors, and in activity centres outside the CBD;
- Promoting Melbourne’s tertiary sector to overseas students;
- Encouraging visitors to the region;
- Improving public transport, facilitating walking and cycling, reducing congestion and the impact of freight activities;
- Improving the diversity, design and affordability of housing across the region;
- Increasing the provision of health, education and community infrastructure to meet future demand;
- Enhancing quality of life and wellbeing of residents and workers in Inner Melbourne through means such as community support programs, sport and recreation, arts and culture promotion and access;
- Planning for diverse and changing community needs – including consideration of young adults, older residents, people from culturally and linguistically diverse backgrounds etc.;
- Protecting, enhancing and funding improvements to open spaces and the public realm; and
- Tackling environmental sustainability and climate change adaptation.

5.0 Our Vision, Goals and Mission

Inner Melbourne will continue to improve its internationally-renowned liveability whilst responding to the challenges of rapid growth.

This Vision will be achieved by promoting the following Goals:

- A globally significant, strong and diverse **economy**;
- A connected **transport** network that provides real travel choices;
- Diverse, vibrant, healthy and inclusive **communities**;
- Distinctive, high quality **neighbourhoods** and **places**;
- **Leadership** in achieving **environmental sustainability** and climate change adaptation.

The IMAP Implementation Committee and their respective Councils will pursue the following Mission to achieve IMAP's Vision and Goals:

- We will have one voice in respect to our shared priorities and projects.
- We will pursue projects of regional scale and significance.
- We will undertake research and development on issues facing our region.
- We will share resources.

5.1 How we will achieve our Mission and Goals

The IMAP Councils have a clear Vision and Goals that we want to achieve for Inner Melbourne to both respond to growth challenges and enhance the social, economic and environmental well-being of the Inner Melbourne community. We will achieve this Mission by working together and with others.

We will **advocate** for a range of actions including:

- Developing progressive urban renewal strategies that address the liveability outcomes set out in this plan;
- Enhancing the transport system so that it meets the access and mobility needs of residents, workers and visitors;

- Improving a range of State and Federal government policies, legislation, funding, programs and services.

We will collaborate to **deliver strategies, policies and regional scale projects** that benefit Inner Melbourne. By working together and with others, the IMAP Councils can bring together considerable collective expertise to undertake projects that benefit the whole of Inner Melbourne in an efficient and cost-effective way.

This will occur in a number of ways, including:

- Preparing regional plans on capital investment issues that cross municipal boundaries – for example community and recreational services, wayfinding, walking, cycling, public transport, waterways, open space networks, etc.;
- Establishing common planning and design standards for a range of land use, transport, community, economic and environmental issues. This will be particularly important in relation to ensuring that the potential benefits of urban renewal are achieved;
- Creating pilot projects to test new ideas and ways of doing things through trialling new ideas and sharing our knowledge.

We will **undertake research and development initiatives** and gather data that will improve how we understand, plan, and manage the inner city. We will partner with State and Federal Government, Universities and other research organisations in this pursuit. This work will challenge current practices as well as create efficiencies and reduce duplication across organisations. It will also enable new ideas and initiatives to be incubated, to the benefit of not only Inner Melbourne but other –Councils and regions.

We will **share resources**.

This will occur in a number of ways, including:

- Creating common research platforms, ‘think tanks’, data sets and monitoring programs for a range of economic, social and environmental indicators. This could range from extending the Census of Land use and Employment (CLUE) through to data capture on issues such as environmental trends, housing and homelessness; and combining to monitor community opinion, etc.;
- Identifying regional delivery models that could be utilised by the partner Councils;
- Exploring opportunities for IMAP Councils to improve efficiency and reduce duplication through sharing staff, systems, facilities, programs and services.

6.0 How we would like Inner Melbourne to be in ten years' time

The IMAP Councils will pursue strategies which contribute towards improving the liveability of Inner Melbourne over the coming decade. We will strive to help realise the following outcomes for Inner Melbourne:

GOAL 1

A globally significant, strong and diverse economy.

Inner Melbourne has a growing 'knowledge economy' sector which is of international significance.

(Refer Strategy 1.1)

A series of distinct and specialist economic clusters operate across Inner Melbourne making a significant contribution to the nation's GDP and intellectual capital.

(Refer Strategy 1.2)

Inner Melbourne is internationally recognised as one of the world's best tourism and major events destinations

(Refer Strategy 1.3 and 1.4)

GOAL 2

A connected transport network that provides real travel choices.

Growth in Inner Melbourne is supported by the delivery of transport infrastructure that increases accessibility, supports sustainable travel behaviour and is integrated with urban development.

(Refer Strategy 2.1)

The public transport network is modernised and integrated together to maximise people's ability to access opportunities across Inner Melbourne.

(Refer Strategy 2.2)

Inner Melbourne is an internationally renowned cycling and walking region that is well connected by a network of convenient, comfortable, safe and direct walking and bike riding routes.

(Refer Strategy 2.3 and 2.4)

The impact of through traffic on Inner Melbourne's road network has been substantially reduced.

(Refer Strategy 2.5 and 2.6)

Freight movements are confined to a discrete network of routes which accommodates growing freight needs without the need to travel on the broader road-based transport network, particularly residential neighbourhoods. (Refer Strategy 2.7)

GOAL 3

Diverse, vibrant, healthy and inclusive communities.

The supply of affordable housing has increased substantially in Inner Melbourne.

(Refer Strategy 3.1)

Apartments and all new and refurbished homes in Inner Melbourne offer high quality, environmentally sustainable and diverse housing options.

(Refer Strategy 3.2)

Community infrastructure, open space, regional sporting and recreation facilities and services have been substantially enhanced and developed to meet the needs of a rapidly growing resident and working population.

(Refer Strategy 3.3, 3.4, 3.5, 4.1 and 4.5)

Residents, workers and visitors in Inner Melbourne report a strong sense of safety, health, social and local connection and inclusion.

(Refer Strategy 3.6)

GOAL 4

Distinctive, high quality neighbourhoods and places.

Inner Melbourne enjoys an enhanced, integrated, high quality public space network that builds on the region's open space legacy, creates social connections and access to nature and serves the growing population.

(Refer Strategy 4.1 and 3.4)

Inner Melbourne's enhanced network of park, public spaces and streets provide an essential element of the inner city's environmental sustainability and liveability.

(Refer Strategy 4.2)

New urban development across Inner Melbourne sets benchmarks for its design quality, innovation, contribution to the public realm and high standard of amenity that are internationally recognised.

(Refer Strategy 4.3.and 4.4)

Inner Melbourne's existing heritage fabric and distinctive precincts have been protected and enhanced to contribute to a strong sense of place and identity for the region.

(Refer Strategy 4.3, 4.4 and 4.5)

Inner Melbourne's major public spaces and waterfront destinations project a positive and distinctive image of Inner Melbourne, are well designed to accommodate significant visitation and major events and are well served by transport infrastructure that connects them into the city.

(Refer Strategy 4.5)

GOAL 5

Leadership in achieving environmental sustainability and climate change adaptation.

Inner Melbourne is a 'water sensitive' city with substantial reduction in potable water consumption and substantially improved quality of water entering our waterways.

(Refer Strategy 5.1 and 5.2)

Inner Melbourne is a national leader in achieving greenhouse gas emission reductions, with average emissions across the region reduced each year.

(Refer Strategy 5.3 and 5.4)

The Inner Melbourne community is resilient to the impacts of climate change.

(Refer Strategy 5.5)

7.0 Governance

7.1 The IMAP implementation framework

Implementation of IMAP is overseen by a special purpose ‘IMAP Implementation Committee’⁴, supported by an Executive Forum, steering groups and project teams.

The focus of this Committee is to oversee the implementation of the Inner Melbourne Action Plan, so that the five member-councils can effectively collaborate to pursue agreed goals and outcomes. This model will result in a sharing of leadership, expertise and resources, as well as significantly reducing duplication of effort across the region.

7.1.1 The IMAP Implementation Committee

The Committee meets regularly to provide a coordinated decision-making process to facilitate the implementation of the Inner Melbourne Action Plan. The Committee comprises an elected member and senior executive from each of the five Councils. It provides:

- Regional decision-making necessary to implement agreed IMAP actions, which is binding on the member Councils; and
- Impetus for the coordination and commitment of all partner organisations; and
- Prioritisation, review, budgeting and approval of actions that relate to the Goals and Strategies in IMAP.

The IMAP Implementation Committee has established a rolling three year program of actions (i.e. the IMAP Three year Implementation Plan) which it reviews annually.

Information on IMAP Councils’ annual funding contributions and staff resourcing requirements for specific IMAP steering groups and project teams will be provided to the IMAP Councils for inclusion in Council Annual Plans. This is to ensure the IMAP Councils make provision for this work in their staff work programs and budgets. It also ensures that expenditure is monitored and reported through Annual Reports.

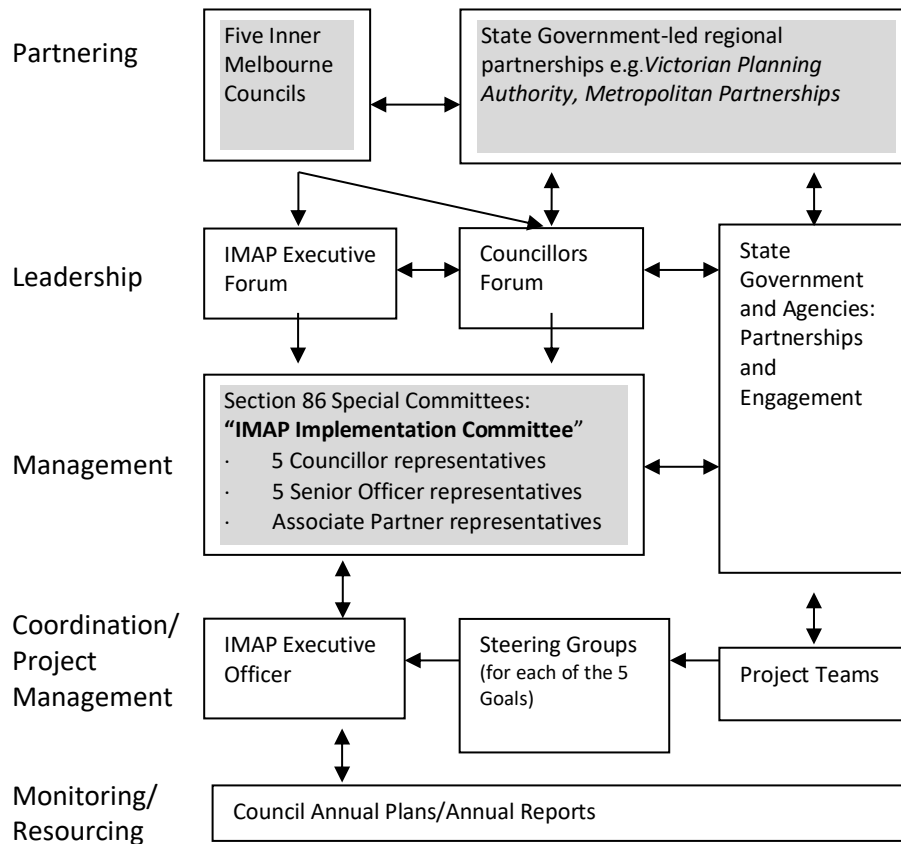
7.1.2 The IMAP Executive Forum

The Executive Forum is made up of senior executives from each of the IMAP Councils. The role of the IMAP Executive Forum is to assist the Committee through determining the annual priorities program; overseeing project financing and project review, and any governance matters as required.

⁴ The Cities of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong have each set up identically constituted special committees, in accordance with the Local Government Act 1989.

This implementation framework is summarised by the diagram below.

Figure 4 IMAP Governance



7.2 IMAP Steering Groups and Project Teams

Steering Groups will be established for each of the five goals of the IMAP vision to oversee their progressive implementation.

These Steering Groups will be the caretakers of each goal in the Inner Melbourne Action Plan, and will be responsible for:

- Providing peer and technical support to the IMAP Implementation Committee in developing and delivering IMAP actions.
- Identifying and prioritising potential projects or actions for consideration by the IMAP Implementation Committee. This will include preparation of business cases for specific projects or actions for consideration by the IMAP Executive Forum and the IMAP Implementation Committee. Each business case will be assessed against the project criteria set out in this Plan (refer 7.3.1).
- Delivering projects and actions agreed to by the IMAP Implementation Committee as part of its annual business plan and rolling 3 year plan.
- Forming smaller Project Teams as required enabling greater focus on specific projects and actions.
- Identifying and exploiting potential external partnerships and funding opportunities etc. that might arise from time to time.
- Establishing working partnerships with external stakeholders as agreed by the IMAP Implementation Committee as part of its endorsement of the business plan.
- Preparing annual and “as required” reports on progress towards realising the goal and its associated strategies.

The ongoing involvement and oversight by a steering group of experts from across the IMAP Councils, addressing a particular goal, has proven to be an effective approach under the previous Inner Melbourne Action Plan. It ensures relevant and innovative projects can be identified over time within the broad parameters provided by the IMAP goals and strategies. This enables the plan to remain current and provides flexibility while still addressing the IMAP priorities. This approach will be adopted across all goals in this plan.

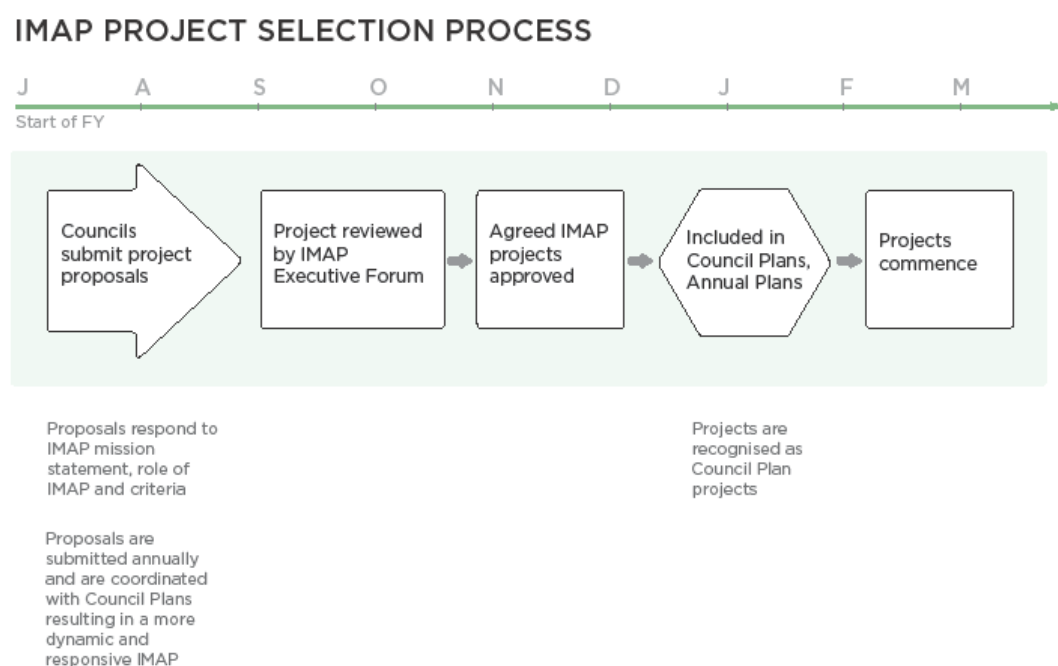
The strategies contained in this plan reflect a number of ideas and opportunities that have been suggested as a focus for future IMAP work in relation to the goals. The development of detailed projects or actions to implement these strategies will be the responsibility of each steering group.

7.3 Selecting future IMAP projects

7.3.1 Project Criteria

The IMAP Implementation Committee will prepare an annual action plan each year as part of its rolling Three Year Implementation Plan. This plan will be endorsed by the Committee in November of the preceding year, so that the budget and resource implications of the plan can be considered by each member Council (and any external funding parties) as part of their own business planning and budgeting process.

Figure 4 IMAP Project Selection Process



Each IMAP steering group will submit business cases for proposed IMAP projects or actions for consideration by the IMAP Executive Forum and IMAP Implementation Committee. Each business case will be assessed against the following **project criteria**:

PROJECT CRITERIA

ALIGNMENT

Alignment with the IMAP vision -

- *Will the project /action demonstrably enhance the liveability of Inner Melbourne by delivering defined outcomes which contribute to achievement of the goal and aims of the plan?*
- *Does the project /action align with potential programs and/or funding opportunities within the state or federal government, or elsewhere?*

Regional benefit -

- *Will the project /action's benefits accrue to a broader region (i.e. more than just one local authority)?*
- *Is there sufficient agreement amongst the IMAP members to undertake the project /action?*

DELIVERABILITY

Shared resources -

- *Are there opportunities for resource sharing and/or economies of scale?*

Innovation and Leadership-

- *Does the project /action present opportunities to find new or better ways to address issues/challenges facing Inner Melbourne?*

Focus on results -

- *Can the expected results of the project /action be clearly defined?*

Timeliness -

- *Can the desired result be achieved within a 5-10 year period?*

VALUE

Effectiveness -

- *Do the expected outcomes warrant the expected investment of time and resources?*

Value add -

- *Does the project /action overlap, duplicate or enhance other strategies being undertaken elsewhere?*

7.3.2 Business case template

A standard **business case template** will be used for proposing IMAP projects or actions, and it will address the following:

- Name and purpose of the project or action
- Alignment with the IMAP Goals and Strategies;
- Project scope and timeframe;
- Investment logic analysis (e.g. what are the problems, benefits, potential strategic responses and solutions)
- Assessment against IMAP project criteria;
- Project cost and funding sources;
- Lead Council and project team
- Sponsor organisation and potential partners;
- Recommendation.

7.4 Monitoring and reporting on Liveability Indicators

The IMAP outcomes, strategies and associated programs will be monitored and reported to the IMAP Implementation Committee on a regular basis.

IMAP will work with the State Government to develop and collate data against a set of 'liveability' indicators in order to be able to measure progress towards the achievement of the IMAP vision and outcomes.

These measures will be selected to enable monitoring and evaluating community wellbeing and liveability, with a view to the measures helping to inform service delivery within the Inner Melbourne region.

In addition to utilising the measures of 'liveability' in the *Inner Melbourne's Liveability – Regional Outcomes Framework*, community-based outcome indicators will also be used to monitor progress towards achieving the Inner Melbourne Action Plan outcomes. (Refer Schedule 1)

8.0 Our Plan - Goals, Outcomes and Strategies

Goal 1 - A globally significant, strong and diverse economy.

The context

Inner Melbourne makes a major contribution to the Victorian and national economy, becoming the most economically vibrant and valuable area in Australia after Sydney's CBD.

It is a hub for national and global industry and a destination for tourists and residents of Victoria alike. The Inner Melbourne region has the largest share of the Victorian economy at 35%.

Inner Melbourne is forecast to have the highest rate of employment growth in Victoria. Employment in Inner Melbourne almost doubled between 1991 and 2011, accommodating 48% of jobs growth over the period, while at the same time contributing 8% of population growth. Much of this growth has been focussed in the City of Melbourne.⁵ Employment has clustered in the Central Business District to take advantage of the benefits of agglomeration but, increasingly, is spreading outwards into urban renewal areas beyond the Hoddle grid. In 2016, employment in Inner Melbourne represents 25% of Victoria's jobs. This is expected to increase to 27% by 2046.⁶

Melbourne's GDP is increasingly generated by financial and insurance services, professional and technical services. Inner Melbourne also has recognised strengths in fields such as advanced manufacturing, biotechnology, creative industries, event management, healthcare, higher education, information communication, technology and sustainability⁷.

Melbourne is developing a global reputation as a knowledge city. Inner Melbourne possesses many of the key infrastructure and organisations that characterise a 'knowledge city'⁸ with the support of appropriate secondary industries and services to enable it to function and develop. This includes seven universities located within the inner region, together with a range of specialist research facilities.

Promoting and strengthening this knowledge sector will benefit the whole of the Melbourne and Victorian economy and see more people attracted to working and living in Inner Melbourne, leading to the growth of existing businesses and the creation of new ones.

Some precincts in Inner Melbourne are already well established with a specialist 'knowledge economy' focus (Parkville and Carlton for instance) and others are emerging (Fisherman's Bend, Arden Macaulay, Cremorne and others). These locations will be the focus for urban renewal and economic development over coming decades.

⁵ Current and Future State of Victoria: a macro perspective. Advice to Infrastructure Victoria. Deloitte 2016

⁶ Current and Future State of Victoria: a spatial perspective. Advice to Infrastructure Victoria. SGS Economics & Planning 2016

⁷ ACIL Tasman., City of Melbourne knowledge sector study – final report., February 2013

⁸ The City of Melbourne's Knowledge City Strategy defines knowledge cities as 'urban areas that base their ability to create wealth on the generation and exchange of ideas and the leveraging of knowledge networks. They are cities in which both the private and public sectors value and nurture knowledge, invest in supporting knowledge dissemination and discovery (i.e. learning and innovation) and harness knowledge to create products and services that add value and contribute to prosperity' (Page 4, City of Melbourne., Knowledge City Strategy., 2014-18).

Inner Melbourne's already strong 'creative industry' sector includes architecture, arts and culture, design, film and television, music, software development and electronic publishing enterprises. A wide variety of creative industries and urban manufacturing businesses have successfully established in Inner Melbourne. The existence of these enterprises is an important source of employment and competitive strength for Victoria. These enterprises not only support local artists, niche producers, service providers and entrepreneurs, but they showcase Inner Melbourne and the business opportunities available here. The creative industries sector requires nurturing and support in order to continue to thrive in Inner Melbourne.

Inner Melbourne is a major destination for tourists and visitors. The tourism industry contributes significantly to the Victorian economy, as well as providing employment opportunities and contributing to the region's cultural vibrancy. International visitors cite Inner Melbourne as one of the top ten tourist destinations in the world because of its evolving calendar of world-class events and attractions, ease of access, atmosphere and culture. Nearly one-fifth of all Victorians employed in the tourism industry work in Inner Melbourne, and in 2006, four out of every ten tourist dollars in Victoria were spent in Inner Melbourne.

The retail and hospitality sector makes a substantial contribution to Melbourne's reputation as a vibrant, richly diverse and welcoming city. These sectors alone comprised 10% of the City of Melbourne's \$86.7 billion economy in 2012.

The urban form of Inner Melbourne already has many of the attributes that attract tourists as well as knowledge workers and 'the creative class'; a vibrant and diverse street life; compact, distinctive and authentic neighbourhoods with a diversity of buildings; a finely meshed street pattern; diverse retail precincts and pedestrian-friendly public spaces.

Melbourne's historic buildings and urban environment is a key factor in its attractiveness to visitors and to its cultural and creative vitality. It has evolved into one of Australia's cultural hotspots because of its distinctive architecture, as well as its art, restaurants, bars and music scene.

How we would like Inner Melbourne to be in ten years' time

Inner Melbourne has a growing 'knowledge economy' sector which is of international significance.

Inner Melbourne's share of the nation's knowledge economy jobs and businesses has grown and is of national and international significance. It will have recognisable strengths in the 'creative industry' sector, including advertising, architecture, arts, design, film and television, music, software development and electronic publishing.

(Refer Strategy 1.1)

A series of distinct and specialist economic clusters operate across Inner Melbourne making a significant contribution to the nation's GDP and intellectual capital.

Inner Melbourne has a series of specialist economic clusters, with a focus on industry sectors such as health, education, medical research, freight and logistics, the visitor economy and retail, creative industries, advanced manufacturing, finance and professional services.

Each of the distinct specialist economic precincts in Inner Melbourne is prosperous and growing by capitalising on the competitive strengths of its location and workforce.

(Refer Strategy 1.2)

Inner Melbourne is internationally recognised as one of the world's best tourism and major events destinations.

Inner Melbourne offers a series of diverse and well-connected shopping and entertainment precincts that are world-renowned for their quality and vitality.

The region produces a world-class events calendar which provides residents and visitors with opportunities to experience an expansive offering of 'Melbourne life' right across the inner region. Inner Melbourne's entertainment precincts are regarded by visitors as safe, accessible, interesting and vibrant places.

(Refer Strategy 1.3 and 1.4)

Strategies to achieve this goal.

Strategy 1.1 **We will work with others to foster growth in job rich 'knowledge economy' and creative industry sectors in Inner Melbourne.**

The following industry sectors will be a focus for research, promotion and development:

- advanced manufacturing;
- biotechnology;
- creative industries;
- international education*, health research and science;
- medical technologies and pharmaceuticals*;
- financial and professional services*;
- information and communication technology;
- retail
- visitor economy and entertainment.

*(*Also identified by the Victorian Government's Future Industries Sector Strategies and Sector Growth Program)*

Strategy 1.2 **We will work with others to promote public and private sector investment in a range of specialist economic clusters across Inner Melbourne.**

The following locations will be a focus for promotion and development:

- *Parkville, Carlton, Victoria St (Fitzroy) – Health research, international education, medical technologies and pharmaceuticals;*
- *Fisherman's Bend, Footscray, Cremorne, South Melbourne, Gipps St – Creative industries and urban manufacturing*
- *Arden-Macaulay, Fisherman's Bend – Advanced manufacturing*
- *Tottenham, other – Manufacturing;*
- *Port of Melbourne – Freight and logistics;*
- *CBD, activity centres, other – Visitor economy and retail;*
- *CBD, Docklands, St Kilda Road, Fisherman's Bend – Finance and professional services.*

We will undertake planning and development in each precinct so that it has the physical and social infrastructure necessary to support existing and emerging business clusters. Improving the quality transport choices and creating a high standard of urban amenity will be a priority in most of these locations.

Opportunities include:

- Delivery of a joint regional program of key note speakers and networking events which build on Melbourne's brand as a knowledge city.

- Investigating mechanisms to prevent residential development from replacing commercial activity in mixed use and renewal areas and ensure affordable spaces for incubators, micro and start-up businesses.
- Working with the State Government's Metropolitan Partnerships on alignment of sector policies, as proposed in the 'Integrated Delivery Model' project.

Strategy 1.3 **We will work with others to market Inner Melbourne as a world-class tourism destination, and promote visitation across the region.**

Opportunities include:

- Strengthening IMAP's existing partnership with tourism organisations to promote the region;
- Raising the profile of Inner Melbourne's tourism and its economic contribution and potential for the State;
- Supporting the visitor experience of authentic destinations, places of historical significance and opportunities to 'live like a local'.
- Leveraging visitation from major events;
- Increasing advance marketing of Inner Melbourne internationally;
- Leveraging Melbourne's global reputation as a knowledge city;

Strategy 1.4 **We will work to ensure that Inner Melbourne's activity centres and entertainment precincts are regarded by visitors as safe, accessible and vibrant places.**

Opportunities include:

- Creating an annual calendar of events across the region that attracts higher visitation to entertainment precincts across the year;
- Working with businesses, residents and police to improve the safety (and perceptions of safety) within entertainment precincts;
- Working with public transport operators to improve late-night public transport choices within entertainment precincts;
- Undertake research into the future of retailing (particularly high street retailing) and develop programs with local business to improve the retail performance of inner city activity centres;
- Improving visitor information and way-finding to and within precincts.

Goal 2 - A connected transport network that provides real travel choices.

The context

The IMAP region forms an integral part of the Melbourne transport network; it comprises not only a major point of trip origin and destination but it also accommodates significant through movements of traffic, public transport and freight.

The community's travel patterns and choice of mode to and from Inner Melbourne have changed significantly over the past decade. As Melbourne's overall population has grown significantly, so too has the number of jobs and activities in Inner Melbourne. This growth in population and jobs has resulted in a significant increase in road congestion and demand on public transport services.

These trends, combined with factors such as increases in fuel prices has led to significant travel behaviour changes, with many more people now seeking alternative travel options to the private motor car, including public transport, walking, cycling, carshare, etc.

The public transport system in Inner Melbourne has undergone significant growth in patronage in the past decade. There was an unprecedented 70% growth in train patronage across the Melbourne metropolitan area during 2002-2012. Whilst some investment in new transport infrastructure has occurred over this time, the growth in demand has generally outpaced the capacity of the public transport system.

This growth trend is expected to continue. Transport modelling undertaken by Public Transport Victoria (PTV) shows that overall public transport boardings are expected to increase strongly over the next two decades, with weekday patronage more than doubling from 1.8 million to 3.8 million. Average weekday boardings on metropolitan trains are expected to more than double to 1.7 million by 2031, while tram and bus boardings will both be near one million per day by 2031. Annual patronage across all public transport options is forecast to grow from 517 million passengers in 2010-11 to more than one billion passengers in 2031 (Public Transport Victoria, 2012).

Inner Melbourne's transport system will need to be planned as a single system performing multiple tasks rather than as separate transport modes. The focus for transport planning will need to be on integration of modes, recognising the critical role the transport system plays in meeting the social, economic and environmental needs of a rapidly growing city.

There is a pressing need to plan for significant improvements to capacity within the IMAP region and across Melbourne while strengthening the network as a whole to meet the overall growth in demand. Significant challenges lie ahead if the transport network is to meet the current and future travel needs of a rapidly growing inner city and to service the city's future urban renewal areas, such as Fisherman's Bend, E-Gate, Southbank, Docklands, City North and Arden-Macaulay, St Kilda Road, South Yarra, Footscray and links to the airports and inner west.

In planning the broader transport network and infrastructure to meet the future growth demands within the region, it is important that the IMAP Councils also respond at the local level to accommodate the needs of neighbourhoods and the existing community in relation to:

- local accessibility, safety and amenity;
- making best use of existing infrastructure;
- improving opportunities for reverse trips at peak periods;
- improving linkages between modes and encouraging off peak trips;
- cycling and walking to 'live, work and shop local'.

How we would like Inner Melbourne to be in ten years' time

Growth in Inner Melbourne is supported by the delivery of transport infrastructure that increases accessibility, supports sustainable travel behaviour and is integrated with urban development.

All residential, employment and visitor precincts across Inner Melbourne are within walking distance of quality public transport services. Walking and cycling networks across Inner Melbourne have been substantially upgraded. All of the major destinations in Inner Melbourne (including the CBD, activity centres, employment, health and education precincts) are well connected to one another and to residential areas by public transport, walking and cycling routes.

Future urban development has been concentrated in locations that are well supported by public transport. The development densities and mix of land uses in these locations mean that a high proportion of trips can be made by walking, cycling or local public transport services rather than by private motor vehicle. The delivery of new transport infrastructure has been sequenced to catalyse development in urban renewal areas.

This has made it much easier for people to get to and around Inner Melbourne, to the extent that residents, workers and visitors in Inner Melbourne no longer need access to a private motor vehicle to go about their daily activities. Residents, workers and visitors now prefer to travel by public transport, walking or cycling; as a result there has been a 20% growth in the share of trips now made by these modes since 2015.

As a result of these improvements, travelling between major destinations across Inner Melbourne by public transport, cycling and walking are realistic choices - they are safe, efficient, convenient and comfortable for users.

(Refer Strategy 2.1)

The public transport network is modernised and integrated together to maximise people's ability to access opportunities across Inner Melbourne.

There has been a significant investment in new public transport infrastructure in Inner Melbourne, and the frequency of services has been increased to the point that users can now 'turn up and go'.

The land-use development system has been revised so it is intrinsically linked to a future Transport Planning system, such that development is deferred until transport infrastructure is available.

(Refer Strategy 2.2)

Inner Melbourne is an internationally renowned cycling and walking region that is well connected by a network of convenient, comfortable, safe and direct walking and bike riding routes.

Cycling and walking infrastructure has been substantially improved and many more people incorporate walking and cycling into their daily travel. Increases in the mode share for cycling and walking is reflected in decreases in car usage. Cycling routes along Inner Melbourne's busiest transport routes are protected from car lanes, are safe and well lit.

(Refer Strategy 2.3 and 2.4)

The impact of through traffic on Inner Melbourne's road network has been substantially reduced.

The use of road-space in the CBD, activity centres and the major tourism, education, health and employment precincts gives priority to public transport, walking and cycling. These places now have much higher local amenity and are very accessible by public transport, walking and cycling. The conversion of road space for through traffic in these locations means that traffic congestion still exists, but with a broader range of travel choices available to community, there is less reliance on these car travel routes as through traffic routes to other locations.

(Refer Strategy 2.5 and 2.6)

Freight movements are confined to a discrete network of routes which accommodate growing freight needs without the need to travel on the broader road-based transport network, particularly residential neighbourhoods.

Upgrades at the Port of Melbourne (including Webb Dock and Swanson Dock upgrades) have resulted in the Port of Melbourne's container trade increasing by over one million containers per annum. New road links now directly connect Webb Dock to the West Gate Freeway and beyond.

The freight task across Inner Melbourne (both to and from the Port, the CBD and other business precincts) has been managed in such a way that freight movement is handled efficiently without the need for freight traffic to travel through residential neighbourhoods. Priority freight routes have been identified and upgrades have been made to ensure that they provide efficient access to the Port and the surrounding freeway and arterial road network. The amenity and safety of residential areas across Inner Melbourne is no longer compromised by freight traffic because key freight routes have been allocated with curfews and/or land use buffers where necessary.

Air quality in Inner Melbourne has significantly improved with the introduction of a Clean Truck Program and higher air quality standards introduced by the Federal Government's National Clean Air Program in 2016.

Noise levels in Inner Melbourne associated with through truck traffic has been significantly reduced with the introduction of mandatory vehicle noise compliance standards.

(Refer Strategy 2.7)

Strategies to achieve this goal

Strategy 2.1 We will work with others to ensure that all activity centres, urban renewal precincts, employment and tourism nodes are supported by excellent walking, bike riding, public transport and night time travel options as part of an integrated and connected regional transport network.

Opportunities include:

- Supporting design and delivery of critical new city-shaping transport infrastructure across the region;
- Developing integrated access plans for activity centres, urban renewal precincts and employment and tourist nodes (as part of any structure and precinct plans);
- Improving access to the walking and cycling networks of neighbouring municipalities.;
- Improving interchanges between public transport and walking and bike riding at transport nodes;
- Undertaking research on development in the region and the impact of building design, car, motorbike and bike parking rates, end of trip facilities etc. on mode share and trip generation.

Strategy 2.2 We will advocate for improved accessibility, frequency, capacity and connectivity of public transport across Inner Melbourne.

Opportunities include:

- Supporting improvements to on-road public transport frequency and speed, including upgrades to stops to provide level access as well as separation of trams and bus services from car traffic on particular routes/corridors;
- Advocating for 24-hour public transport services;
- Advocating for greater investment in the delivery of E-Class tram fleet and bus routes to increase the carrying capacity of tram routes;
- Improving Inner Melbourne's public transport connections to Melbourne Airport;
- Extending existing tram lines and other public transport services in urban renewal precincts and other locations;
- Working with the State Government to capitalise on the legacy of the Melbourne Metro Rail stations to realise opportunities for place-making and enhanced walking and bike riding connections.

Strategy 2.3 We will make Inner Melbourne a 'cycling friendly' region by creating a continuous network of on and off road cycling routes.

Opportunities include:

- Developing a business case for the design and implementation of the complete Inner Melbourne cycling network;
- Improving connectivity and quality of cycling and walking networks in the inner west, inner south and inner southeast.

Strategy 2.4 We will make Inner Melbourne a great place for walking by substantially improving amenity, wayfinding, safety and connectivity along key routes across the region.

Opportunities include:

- Implementing a regional wayfinding visitor signage suite and style guide;
- Collaborating with state government to develop a single base map for wayfinding signs;
- Implementing the Greenlight for Pedestrians Program at a regional scale, making it easier and safer to cross busy intersections;
- Developing recommendations for inclusion within VicRoads traffic engineering guidelines and practice notes on optimising signal operation to make it easier and safer for pedestrians to cross declared road intersections.

Strategy 2.5 We will work with others to reduce the impact of through traffic across Inner Melbourne - particularly through the CBD, activity centres and major tourism, education, health and employment precincts.

Opportunities include:

- Reducing the number and duplication of parallel roads and streets identified within the State Government's Principal Traffic Flow Network;
- Advocating for greater investment in public transport in outer suburbs, to ensure that such services meet demand associated with population growth in these locations.;
- Exploring and promoting the trial of new transport demand management measures.;
- Creating behaviour change and promotional programs which create a shift in people's travel choices for walking and cycling and public transport travel. This includes promotion of buses and cycling as a travel choice, and provision of cyclist safety education and cycle time information.

Strategy 2.6 We will advocate for re-prioritised road space which allocates and gives priority to walking, bike riding, car share parking spaces and public transport on selected regional and local roads across Inner Melbourne.

Opportunities include:

- Developing prioritised road space strategies in conjunction with the State Government;
- Promoting a consistent approach to the expansion of car share opportunities to reduce car ownership and car travel;
- Undertaking shared travel behaviour change programs and research on pedestrian and bicycle safety with the focus of prevention through better design.

Strategy 2.7 We will work with others to delineate a priority freight network between ports and destinations to meet the needs of the increased freight task which does not require travel through residential neighbourhoods

Opportunities include:

- Removing all through truck traffic on local roads in residential areas;
- Minimising freight transport through the inner city particularly during peak hours;
- Restricting large trucks to the Arterial Road network;
- Advocating to get through freight onto the freeways and highways, through inner city connectivity;
- Advocating for all diesel freight trains to be retrofitted with electric capability;
- Working with port operators, freight companies and the State Government to investigate significant air and noise quality issues around the Port of Melbourne.

Goal 3 - Diverse, vibrant, healthy and inclusive communities.

The context

The population of Inner Melbourne is forecast to increase by as much as 60% over the period 2014-2031. The existing population of 485,000 people is expected to grow to 765,000 people over this time period, and circa 145,000 new dwellings will be required to meet this growth.

The vast majority of this housing will be in the form of apartments located in the expanded inner city and designated urban renewal areas. Meeting this future housing demand presents many challenges. The cost of renting or purchasing housing in Inner Melbourne is already unaffordable for a large percent of people wishing to work, study and live in the region.

The supply of affordable housing stock (including public and community housing) in the inner region needs to be improved if Melbourne is to avoid the emerging scenario where people and key workers on lower incomes can only afford to live in outer Melbourne, and are forced to commute long distances to access employment, education and other services. It is important to approach the issues of social housing and housing for key workers as integral to the provision of key public infrastructure.

Future housing in Inner Melbourne must be:

- Located to be accessible to public transport services and jobs;
- Affordable for a cross section of the community to access;
- Diverse enough to meet the needs of different household types (singles, couples, group households, families, elderly, disabled etc.), and;
- Designed to provide a high standard of internal amenity and achieve minimum environmental standards.

The current and future population of Inner Melbourne will require access to a wide range of health, education and community services. Responding to this demand will not be the responsibility of any one agency, organisation, or level of government.

Meeting the community needs for social infrastructure will require greater research coordination, and partnership between each level of government, their agencies, developers and the private sector to facilitate unmet need and alleviate pressure on existing services and infrastructure.

Community infrastructure requirements are expected to include:

- Hospitals and health centres
- Aged care services and facilities
- Primary and secondary schools, as well as other learning and training spaces
- Aquatic facilities, sport & recreation facilities and spaces that facilitate recreation;
- Community meeting spaces

- Child care, maternal and child health services
- Libraries, arts and culture venues
- Youth spaces
- Disability services
- Neighbourhood houses
- Parklands, playgrounds and community gardens

The demand for local community infrastructure in Inner Melbourne is not solely driven by the resident population. A very significant worker and visitor population also has a need for access to services such as childcare, health services, and open space and recreation facilities. In addition, Victoria's major hospital and sporting facilities, which serve the whole region, are located in the central city. Funding models need to take into account these unique service characteristics.

Delivering community infrastructure in Inner Melbourne can be far more expensive than in other settings due to the cost of both land and development, and funding maintenance and renewal of legacy infrastructure.

Land is not always available in suitable locations or at the time it is required. While Inner Melbourne benefits from communities that have built up an infrastructure base over many decades, through both public and private provision, elements that impact on costs include community expectations for higher quality, new technologies, evolving legislative requirements and the demand for best practice in facility design and construction. For these reasons, it is necessary to consider different models of supplying such services.

The following approaches will need to be taken to funding the delivery of new infrastructure and services:

- Making more efficient use of existing facilities, including improving existing State and local infrastructure, as well as accessing surplus or underutilised Government land;
- Delivering new community facilities in the expanded central city, urban renewal areas and other areas of population growth;
- Encouraging co-location and shared use of complementary facilities;
- Opening up new funding sources, including 'shared beneficiaries' funding models and reforming development contributions. As planning schemes open up new opportunities for more intensive forms of urban development, there is a need to ensure that such redevelopments make a fair contribution to the associated cost of delivering new community services and facilities.

The forecast significant growth in residents, workers and visitors will place many social pressures on our city, and a particular focus is needed on creating healthy and inclusive communities across Inner Melbourne. Issues such as violence, public safety, homelessness and substance abuse all need to be actively addressed as the city grows and becomes more intensively occupied.

How we would like Inner Melbourne to be in ten years' time

The supply of affordable housing has increased substantially in Inner Melbourne.

There has been an overall improvement in the affordability of housing in Inner Melbourne. Development in the nominated urban renewal areas is delivering new affordable and social housing stock as a result of new planning requirements and incentives. The supply of social housing in Inner Melbourne has increased, and remains at 6% of the total housing stock in Inner Melbourne. A range of innovative affordable housing products (for rent and purchase) are being delivered by Government, the community housing, philanthropic and private sectors.

(Refer Strategy 3.1)

Apartments and all new and refurbished homes in Inner Melbourne offer high quality, environmentally sustainable and diverse housing options.

The design quality and amenity of new apartments and all new and refurbished homes has substantially improved.

New apartments meet minimum floor area standards, have better access to daylight and sunlight, as well as better thermal comfort, visual and acoustic privacy. Apartment towers are appropriately separated and the preferred building heights, separations and densities across Inner Melbourne have been set in place in each municipal planning scheme.

There has been an increase in the diversity of housing types built across Inner Melbourne, including an increase in apartments suitable for families, as well as adaptable and flexible housing designs that support work from home and ageing in place.

(Refer Strategy 3.2) (See also 4.3))

Community infrastructure, open space, regional sporting and recreation facilities and services have been substantially enhanced and developed to meet the needs of a rapidly growing resident and working population.

Residents and workers within existing and new growth neighbourhoods have convenient local access to a full range of basic, and essential services such as local or regional community centres, libraries, kindergartens, childcare centres, recreation facilities and open space. This has been achieved by making the most efficient use of existing community infrastructure as well as creating new infrastructure (funded either by government, private or not for profit providers) where required.

Regional infrastructure such as regional open space, sport and recreation facilities, health and education facilities have been delivered to meet the needs of the increased resident and worker population.

Each facility is highly accessible by public transport, walking and cycling to residents across the entire Inner Melbourne area - now no-one has to travel more than 20 minutes to be able to access such facilities.

Social and health services are in place to allow inner city residents to choose to stay living within their community as they get older or as their needs change over time.

The provision of public primary and secondary schools in Inner Melbourne has kept pace with population growth, and is sufficient to enable families to establish and continue to live in the inner city. A mix of public and private schools offer quality local education choices for families living in Inner Melbourne that didn't previously exist.

(Refer Strategy 3.3, 3.4 and 3.5) (See also 4.1 and 4.5))

Residents, workers and visitors in Inner Melbourne report a strong sense of safety, health, social and local connection and inclusion.

Inner Melbourne is recognised for the wellbeing and safety it offers its residents, workers and visitors. Our high needs and vulnerable communities have strong support services and homelessness levels have reduced. There are lower levels of violence and other forms of crime. Inner Melbourne's roads are safe for pedestrians and cyclists, and the community perceives that their neighbourhoods are safe and welcoming.

(Refer Strategy 3.6)

Strategies to achieve this goal

Strategy 3.1 We will work with others and advocate for a substantial increase in the supply of affordable housing in Inner Melbourne.

Opportunities include:

- Working with research, industry and Government partners to establish new mechanisms for the delivery of affordable housing by the private, philanthropic and community housing sectors;
- Advocating to grow the capacity of the community housing sector to deliver and manage new affordable housing;
- Advocating to maintain existing public housing stock levels;
- Advocating for a spectrum of affordable housing products for different housing market segments and across a broad demographic of low to moderate income households (rental and home purchase options) to cater for key workers and their families, students, immigrants; etc.

Strategy 3.2 We will advocate to achieve improved design quality, internal amenity standards, environmental sustainability and diversity of apartments in all new and refurbished homes in Inner Melbourne:

Opportunities include:

- Implementing new residential apartment guidelines;
- Working with industry to address barriers to achieving market delivery of more diverse housing products.

Strategy 3.3 Work with others to plan and deliver regional and local community infrastructure and services to meet the needs of a rapidly growing resident and worker population.

Opportunities include:

- Improving integration of community services planning across all IMAP Councils;
- Establishing innovative models for the design and delivery of community hubs;
- Developing new funding and financing mechanisms for new community infrastructure;
- Developing new models for private sector delivery of infrastructure;
- Working with the State Government to complete the 'Integrated Delivery Model' project;
- Advocating for the utilisation of surplus government land for community infrastructure

Strategy 3.4 We will work together to deliver accessible regional sporting and recreation facilities which offer a diversity of sporting and recreational opportunities.

Opportunities include:

- Undertake a regional sport and recreation study across the IMAP Councils including a gap analysis, consideration of active and passive needs, and the diversity of needs:
 - To allocate land for built facilities as additional to parks, to adequately provide for active and passive recreation;
 - To cater for the specific needs of children and young people growing up in densely settled areas;
 - To address the lack of female focussed areas and facilities.

Strategy 3.5 We will work in partnership with the State Government and non-government education providers to develop new educational facilities and services in the IMAP region, in locations that meet forecast local education needs and in ways that allow for shared use by local communities.

Opportunities include:

- Advocating for the delivery of new education facilities in urban renewal areas;
- Working with others to increase the availability of lifelong learning facilities and programs for local communities.

Strategy 3.6 We will implement programs to improve the health, wellbeing and safety of the Inner Melbourne community.

Opportunities include:

- Delivering road safety programs;
- Improving the coordination of accommodation and social support services for homeless people;
- Applying Crime Prevention Through Environmental Design (CPTED) approaches in urban renewal areas and other neighbourhoods;
- Working with others to deliver drug & alcohol programs;
- Delivering family violence prevention programs;
- Delivering neighbourhood planning and 'community connections' programs;
- Undertaking joint research to develop new approaches for promoting healthy living;
- Facilitating social enterprise business which supports the less advantaged and enhances social awareness.

Goal 4 - Distinctive, high quality neighbourhoods and places

The context

Inner Melbourne is renowned for its distinctive historic suburbs, green and leafy character, and the high-quality design of buildings, streets and places.

Protecting and enhancing these characteristics, as large-scale urban redevelopment continues to occur across Inner Melbourne, will be a major challenge facing our city in the coming decades.

Melbourne's CBD and inner suburbs have experienced substantial change over the past 20 years. The fundamental qualities that Melbourne is renowned for have largely been preserved as the city has continued to evolve. Our Victorian architectural heritage has remained largely intact and our streets and public spaces are legible and well designed. At the same time, we have embraced bold contemporary architectural design in our major civic and institutional buildings and places.

Precincts such as Southbank, Carlton South and Docklands have grown from former industrial and port precincts into substantial precincts for commercial, residential and institutional activities. Many lessons about the redevelopment of such areas can be taken from this experience and applied to future urban renewal areas such as the Fisherman's Bend, E-Gate and Arden Macaulay precincts.

Many local neighbourhoods have experienced intensive residential redevelopment and a number of the inner city strip shopping centres have been transformed by high density commercial and apartment development.

There have also been significant upgrades to major public spaces such as the Yarra River, Swanston Street, Port Phillip Bay foreshore and the Sports and Entertainment Precinct, and new public spaces have been created at Birrarung Marr, Federation Square and Docklands.

Ongoing development pressure across Inner Melbourne requires Councils to provide leadership and a stronger focus on the design of buildings and the creation of high quality public spaces in the future in order to ensure that our streetscapes and public spaces maintain their distinctive qualities. Urban planning and design are also crucial elements in creating socially cohesive and integrated communities. A higher density city will mean that:

- More local open space and recreation facilities will need to be created so that residents and workers have walkable access to such amenities;
- New buildings must leave a positive legacy to Melbourne's public domain. As a minimum, they must be designed so that they don't create streets which are overshadowed, windy and dominated by blank walls and podium car parks;
- Our streets, parks and public spaces will need to incorporate greater vegetation cover and water sensitive landscape features;
- Our major public spaces and waterfront must have the capacity to accommodate much higher levels of visitation and activity.

How we would like Inner Melbourne to be in ten years' time

Inner Melbourne enjoys an enhanced, integrated, high quality public space network that builds on the region's open space legacy, creates social connections and access to nature and serves the growing population.

New public spaces have been created to meet the needs of a fast growing population of residents, workers and visitors. New linkages to parks and public spaces have been created which are convenient, safe and have high amenity. People are able to easily walk to open space within 400 metres (approximately a 5 minute walk) from their place of residence to where they can relax, play, be active, socialise or meet their neighbours. There is no need to cross significant barriers such as major roads or railway lines to reach local open spaces, so children, young people and those with limited mobility are able to safely and easily access these spaces.

(Refer Strategy 4.1) (See also 3.4))

Inner Melbourne's enhancement programs across the network of park, public spaces and streets provide an essential element of the inner city's sustainability and liveability.

There has been a substantial increase in vegetation cover in open space areas across Inner Melbourne- resulting in a significant contribution to biodiversity, mitigating the urban heat island effect, and creating healthier ecosystems. Substantial trees and vegetation have been established in a variety of ways across Inner Melbourne including in streets, parks, gardens, plazas, campuses, river and creek embankments, wetlands, railway corridors, community gardens, green walls, balconies and roofs.

Parks and public spaces have been redesigned to integrate water sensitive urban design – vegetation in parks and streets is irrigated by stormwater that is collected in nearby urban areas and treated in our parklands.

This urban forestation, water harvesting and reuse program has resulted in multiple social and environmental benefits including shading and cooling, reduced stormwater flows and nutrient loads, reduced air pollution and greenhouse gas emissions, providing habitat and enhanced levels of biodiversity. It has improved the local identity of neighbourhoods, as well as encouraged higher levels of outdoor activity amongst residents and workers.

(Refer Strategy 4.2)

New urban development across Inner Melbourne sets benchmarks for its design quality, innovation, contribution to the public realm and high standard of amenity that are internationally recognised.

Melbourne continues to have a high quality public domain, even with the substantial increases in urban density associated with the growth in residents and workers in Inner Melbourne. Buildings contribute to pedestrian amenity and safety at the street level by providing good through-block pedestrian connectivity, street activation (including the use of 'vertical zoning'), surveillance and weather protection. Melbourne's streets and public spaces are protected from unpleasant shadow and wind effects associated with high rise buildings.

Urban renewal areas are delivering higher density development within walking distance of public transport, plus a vibrant mix of retail, commercial and community activities at street level.

They are safe, walkable neighbourhoods each with an identifiable 'village heart' and local open spaces where residents and workers can gather and access convenience shops, leisure, health and community services. Local streets have a high amenity comprising street trees to provide shade, safe walking and cycling infrastructure, and places to gather (such as public squares or plazas).

Inner Melbourne is experienced as a series of diverse and distinctive precincts, villages and neighbourhoods within a recognisably Melbourne character. Efforts have been made to successfully extend the distinctive features of Inner Melbourne to our urban renewal areas.

(Refer Strategy 4.3.and 4.4)

Inner Melbourne's existing heritage fabric and distinctive precincts have been protected and enhanced to contribute to a strong sense of place and identity for the region.

Melbourne's heritage has been protected – and the distinctive character of the various historic residential neighbourhoods across Inner Melbourne remains a major part of Melbourne's architectural and cultural identity.

Many of the heritage buildings in the main shopping precincts have been rejuvenated as a result of the business support and creation of community hubs, and through promotion and improved local access by walking, cycling and public transport. New developments reflect and complement the distinctive character of these neighbourhoods, adding to the amenity of the public realm. Many of Inner Melbourne's landscapes feature substantial tree canopies, habitat features, green roofs, walls and facades, and urban waterscapes to create distinctive high quality places and a water sensitive city, which positively contribute to the local neighbourhood.

(Refer Strategy 4.3, 4.4 and 4.5)

Inner Melbourne's major public spaces and waterfront destinations project a positive and distinctive image of Inner Melbourne, are well designed to accommodate significant visitation and major events and are well served by transport infrastructure that connects them into the city.

The continued growth in residents, workers and visitors in Inner Melbourne has meant that there are many more people in our city streets and spaces. Major public spaces and routes that attract large visitation rates have been redesigned to cater for their more intensive use. The capacity of, and access to, such spaces is now considerably better than in the past, and these spaces are able to cope with increased pedestrian activity.

Examples of public spaces include Swanston Street, the St Kilda Road Arts Centre precinct, the University of Melbourne and the Hospital Precinct (Swanston Street north, Grattan Street), the Flinders Street and Sport & Entertainment precinct corridor, and the waterfronts of the Yarra River, Docklands, Maribyrnong River and Port Phillip Bay.

Footpaths have been widened in such locations, and public spaces have either been created or made larger. Infrastructure has been installed to cater for greater visitation, including upgraded public transport stops, cycling racks, seating, shade trees, drinking fountains, toilets, etc.

These public spaces are programmed and actively managed so that they deliver maximum benefits to the Victorian community and visitors alike. State Government and local Councils coordinate their efforts to ensure that these major public spaces are well maintained, vibrant and safe.

(Refer Strategy 4.5)

Strategies to achieve this goal.

Strategy 4.1 We will plan and deliver an integrated open space network for Inner Melbourne that is diverse, connected and of high quality.

Opportunities include:

- Improving connections through an improved network of off-road and on-road walking and cycling trails;
- Creating new open spaces in urban renewal areas to cater for the growth in resident and worker populations;
- Connecting existing open spaces and key destinations such as linking the Yarra and Maribyrnong Rivers to the Bay;
- Collaborating with others to identify opportunities to use streets and street spaces to create green spaces;
- Utilising surplus State Government land assets for parkland - permanently vested in municipal authorities;
- Identifying new funding methods, better use of existing assets, and greater sharing of spaces as a way of addressing increased demand.

Strategy 4.2 We will work together to integrate water sensitive landscapes, substantial tree canopies, biodiversity and habitat into the design of all parks and public space (i.e. streets) areas right across Inner Melbourne.

Opportunities include:

- Collaborating to implement urban forest strategies to increase the shading by tree canopy cover and associated green infrastructure;
- Increasing biodiversity through new management protocols for street and park vegetation that prioritises habitat value and improves soil health.

Strategy 4.3 We will establish design standards which seek to ensure new urban development protects and enhances the appearance, vitality and amenity of Inner Melbourne.

Opportunities include:

- Developing design standards for buildings to ensure that new development sensitively addresses public realm quality issues such as overshadowing, sunlight to public spaces, wind weather protection, crime prevention through urban design, etc.;
- Developing design standards for the public realm to ensure sharing of innovative design, delivery and funding models to achieve well designed, resilient spaces for higher density settings.

Strategy 4.4 We will work with the State Government to establish urban renewal plans that create distinctive high quality local neighbourhoods and promote positive development outcomes in medium and higher density environments

Opportunities include:

- Developing innovative mechanisms for public and private sector funding and delivery of new infrastructure and community services;
- Preserving culture, heritage buildings and places in urban renewal areas;
- Providing for different building types, styles and densities in urban renewal areas;
- Creating innovative, high quality public spaces;
- Maintaining and enhancing the fine grain subdivision pattern and permeability (e.g. laneways) across renewal areas;
- Creating new activity centres and community hubs in urban renewal areas to provide a neighbourhood focus.

Strategy 4.5 We will work with the State Government to improve the planning, design and management of significant public spaces, waterfront destinations and waterways across Inner Melbourne to ensure they:

- Are designed to a high standard and appropriate to their purpose;
- Form a part of a broader open space network;
- Cater for a significant growth in visitor activity as well as the local population.

Opportunities include:

- Lobbying the State Government to create a single authority for the Yarra River;
- Linking public spaces, waterfront destinations and waterways as part of the wider open space network;
- Maintaining key natural habitats where they exist, and pursuing greening opportunities where appropriate.

Goal 5 - Leadership in achieving environmental sustainability and climate change adaptation

The context

It is widely acknowledged that the world is warming and it is becoming an increasing imperative for cities to prepare for the impacts of climate change.

Cities responding early to climate change are most likely to better withstand its impacts and maintain a platform for health and prosperity (Intergovernmental Panel on Climate Change (IPCC) 2007).

Cities are likely to be affected by climate change in three key ways:

- Impacts on resource productivity or changes in market demands for goods and services;
- Performance of physical infrastructure and industries directly affected by changed climate conditions or damaging extreme events; and
- Populations affected by extreme weather, scarce resources, health status, changed economic conditions or migration (IPCC 2007).

Regardless of future emissions, the greenhouse gas concentrations already in the atmosphere commit us to a likely range of climate change impacts in the near future.⁹ By 2030 Melbourne is expected to be significantly affected by warmer temperatures and heatwaves, lower rainfall, intense storm events and flash flooding (CSIRO 2007). To minimise or avoid the effects of these impending impacts, effective and prompt adaptation is imperative.

The need to build capacity for greater resilience will require the IMAP region to develop strategies for coping with the future shocks and stresses to urban infrastructure systems associated with climate change.

The IMAP region will also have to find ways to significantly and urgently reduce dependence on oil and other fossil fuels - to find ways to become more self-sufficient and energy efficient in the face of economic realities of energy scarcity and energy transition. Effective urban planning and building design will play an important role in facilitating the development of a greater capacity for future resilience.

An important consideration for IMAP is the role of integrated water cycle management in achieving climate resilience. As the climate changes and we have less but more intense bursts of rainfall, the region needs to ensure that water is used for the appropriate purpose, while minimising flood risk.

⁹ City of Melbourne Climate Change Adaptation Strategy (City of Melbourne, June 2009) and 'Zero Net Emissions by 2020' (City of Melbourne, 2014)

The need to maintain Melbourne's liveability is another key challenge making integrated water cycle management vital.

The impact of flooding has necessitated upgraded drainage infrastructure and increased community resilience. Planning for the future impacts of sea level rise poses further challenges. The need to better manage water has led to some ingenious and cutting-edge water capture and recycling techniques being implemented by the private sector, government, residents and local authorities.

The future success and liveability of the IMA region will be reliant upon coordinated environmental management, a commitment from all Councils to prioritise climate change resilience planning and advocacy for ongoing research and innovation in this sector.

How we would like Inner Melbourne to be in ten years' time

Inner Melbourne is a 'water sensitive' city with substantial reduction in potable water consumption and substantially improved quality of water entering our waterways.

Inner Melbourne has an improved liveability through the use of irrigated landscapes that contribute to cooling a city – these include, development of ecological landscapes including green roofs, vertical greening, urban food production and habitat.

The city's identity has evolved around water sensitive design - including water in the streets as design features - fountains, play areas, and urban design elements.

Sustainable watering systems are installed to ensure city vegetation, trees and boulevards can endure extreme heat and drought over long periods.

The daily per capita consumption of potable water across Inner Melbourne has been considerably reduced from 2015 levels, and there has been an increased use of alternative local water sources. As a result, wastewater flows and stormwater runoff volumes have been reduced. Pollutant loads (particularly nitrogen) entering the waterways and Port Phillip Bay have also been substantially reduced.

Upgraded drainage infrastructure, regional flood mitigation strategies and new technologies are in place to better manage flooding, planning for extreme weather events and changes associated with sea level rise.

(Refer Strategy 5.1 and 5.2)

Inner Melbourne is a national leader in achieving greenhouse gas emission reductions, with average emissions across the region reduced each year.

The emission of greenhouse gases associated with urban activities across Inner Melbourne has been substantially reduced.

New commercial and residential buildings are now designed to achieve best practice energy/greenhouse and sustainability ratings, and existing commercial and residential buildings are rapidly being retrofitted to reduce their environmental impact.

A significant amount of the energy consumed in Inner Melbourne is now sourced from renewable energy sources.

The five IMAP Councils are committed to achieving carbon neutrality and reducing operational greenhouse gas emissions by 10 per cent by 2018. A common green building and infrastructure guideline is now applied across all of the IMAP Councils' capital works programs.

State-wide building and planning regulations now address a broader range of environmental design features including energy efficiency, water conservation and reuse and waste management;

(Refer Strategy 5.3 and 5.4)

The Inner Melbourne community is resilient to the impacts of climate change.

Inner Melbourne is now well prepared to deal with the impacts of climate change and Council buildings, infrastructure and services are designed and maintained to withstand extreme events and longer term climatic changes. Broad-scale tree planting and stormwater harvesting has meant that our streets and public spaces have more stable and cooler temperatures and this has made a substantial difference to Inner Melbourne's resilience to deal with climate change impacts.

Business and residents are aware of the impacts of climate change on their activities, and protocols are in place for dealing with extreme weather events such as storms, flash floods, heatwaves, etc.

(Refer Strategy 5.5)

Strategies to achieve this goal.

Strategy 5.1 We will establish a water program across Inner Melbourne in collaboration with the State Government to achieve the following:

- A reduction in consumption of potable water per capita;
- An increase in the use of alternative water (non-potable) sources;
- A reduction in the amount of total nitrogen contributed to the waterways from the Inner Melbourne catchment.

Opportunities include:

- Requiring the use of third pipe connections or other alternative water recycling technologies in Urban Renewal Areas;
- Rolling-out joint local/State Government projects for water capture and storage;
- Undertaking research and development into new methods for reducing potable water consumption and reusing/minimising waste;
- Advocating for more stringent stormwater capture and treatment standards as part of developments in areas adjacent to rivers and creeks, to reduce pollutant runoff.

Strategy 5.2 We will develop regional approaches to flood mitigation including advances in the following:

- Working with the State Government to progress mapping and modelling of integrated flood modelling;
- Increasing the use of on-site detention and integrated water system technologies in new developments;
- Reducing stormwater quantity from the public and private realm to reduce flood risk in extreme rainfall events;
- Planning for sea level rise, particularly in Fisherman's Bend and E-Gate precincts.

Strategy 5.3 We will implement a program to reduce total greenhouse gas emissions, and reduce greenhouse gas emissions associated with all of our Councils' operations.

Opportunities include

- Designing new Council buildings to be 'off-grid';
- Creating a Zero Carbon vehicle fleet;
- Pursuing Environmental Upgrade Agreements (EUAs) as a key financing mechanism for improving energy efficiency of existing building stock and increasing uptake of renewable energy generation;
- Promoting Council supply chain 'green purchasing' policies across the IMAP Councils;
- Pursuing a joint approach to infrastructure provision to support alternative transport such as electric vehicles;
- Facilitating incentives and advocacy for state funding for renewables and the green business sector to drive economic growth in high tech industries within Inner Melbourne;

- Managing soils and vegetation to increase soil organic matter and carbon sequestration.

Strategy 5.4 We will increase the uptake of environmental sustainable design (ESD) outcomes across the Local Government, development and community sectors.

Opportunities include:

- Demonstrating leadership by ensuring that Council capital works programs include ESD outcomes;
- Creating demonstration and education projects for sustainable building and green infrastructure provision, including green roofs and vertical greening.

Strategy 5.5 We will establish a program to improve community and Council resilience to impacts of climate change in Inner Melbourne.

Opportunities include:

- Creating a consistent 'cool-spaces strategy' across the IMAP region;
- Collaborating with relevant state agencies such as the SES to build community capacity to respond to extreme weather events.

Schedule 1:

The Inner Melbourne Action Plan at a glance

Goal	Outcomes we aim for in 10 years time:	We will track progress on:	Strategies (27) - Summarised
A globally significant, strong and diverse economy	<ul style="list-style-type: none"> - Inner Melbourne has a growing 'knowledge economy' sector which is of international significance. - A series of distinct and specialist economic clusters operate across inner Melbourne making a significant contribution to the nation's GDP and intellectual capital. - Inner Melbourne is internationally recognised as one of the world's best tourism and major events destinations 	Changes in activity in key sectors that contribute to Inner Melbourne's GDP.	<ul style="list-style-type: none"> 1.1 Foster growth in knowledge economy & creative industry sectors 1.2 Promote investment in specialist economic clusters 1.3 Market inner Melbourne as a world-class tourism destination 1.4 Ensure Inner Melbourne's entertainment precincts are regarded as safe, accessible and vibrant places
A connected transport network that provides real travel choices	<ul style="list-style-type: none"> - Growth in Inner Melbourne is supported by the delivery of transport infrastructure that increases accessibility, supports sustainable travel behaviour and is integrated with urban development. - The public transport network is modernised and integrated together to maximise people's ability to access opportunities across Inner Melbourne. - Inner Melbourne is an internationally renowned cycling and walking region that is well connected by a network of convenient, comfortable, safe and direct walking and bike riding routes. - The impact of through traffic on Inner Melbourne's road network has been substantially reduced. - Freight movements are confined to a discrete network of routes which accommodates growing freight needs without the need to travel on the broader road-based transport network, particularly residential neighbourhoods. 	Developing data to manage the conflict between movement (time saving) and place (time spending).*	<ul style="list-style-type: none"> 2.1 Develop an integrated and connected regional transport network 2.2 Advocate to improve public transport across Inner Melbourne 2.3 Make Inner Melbourne a 'cycling friendly' region 2.4 Make Inner Melbourne a great place for walking 2.5 Reduce the impact of through traffic across Inner Melbourne 2.6 Advocate for re-prioritised road space which allocates /prioritises walking, bike riding and public transport on selected roads 2.7 Delineate a priority freight network to meet the needs of the increased freight task
Diverse, vibrant, healthy and inclusive communities	<ul style="list-style-type: none"> - The supply of affordable housing has increased substantially in Inner Melbourne. - Apartments and all new and refurbished homes in Inner Melbourne offer high quality, environmentally sustainable and diverse housing options. - Community infrastructure, open space, regional sporting and recreation facilities and services have been substantially enhanced and developed to meet the needs of a rapidly growing resident and working population. 	<p>Maintaining housing diversity in the region.*</p> <p>Usage of community facilities across the region.</p> <p>Perceptions of safety</p>	<ul style="list-style-type: none"> 3.1 Advocate for a substantial increase in the supply of affordable housing 3.2 Advocate to achieve improved design quality, internal amenity standards, environmental sustainability and diversity of apartments and all new/refurbished homes 3.3 Plan and deliver regional and local community infrastructure and services for growing resident and worker populations

	<ul style="list-style-type: none"> - Residents, workers and visitors in Inner Melbourne report a strong sense of safety, health, social and local connection and inclusion. 		<p>3.4 Deliver regional sporting and recreation facilities offering diverse opportunities</p> <p>3.5 Partner to increase integrated community and educational settings in the IMAP region</p> <p>3.6 Improve the health, wellbeing and safety of the Inner Melbourne community</p>
Distinctive, high quality neighbourhoods and places	<ul style="list-style-type: none"> - Inner Melbourne enjoys an enhanced, integrated, high quality public space network that builds on the region's open space legacy, creates social connections and access to nature and serves the growing population. - Inner Melbourne's enhancement programs across the network of park, public spaces and streets provide an essential element of the inner city's sustainability and liveability. - New urban development across Inner Melbourne sets benchmarks for its design quality, innovation, contribution to the public realm and high standard of amenity that are internationally recognised. - Inner Melbourne's existing heritage fabric and distinctive precincts have been protected and enhanced to contribute to a strong sense of place and identity for the region. - Inner Melbourne's major public spaces and waterfront destinations project a positive and distinctive image of Inner Melbourne, are well designed to accommodate significant visitation and major events and are well served by transport infrastructure that connects them into the city. 	<p>Providing adequate access to open space infrastructure to new and established communities.*</p>	<p>4.1 Plan and deliver an integrated open space network for Inner Melbourne</p> <p>4.2 Integrate water sensitive landscapes, tree canopies, biodiversity and habitat into design of parks and public spaces</p> <p>4.3 Establish design standards to ensure new urban development protects and enhances amenity.</p> <p>4.4 Support urban renewal plans that create distinctive high quality local neighbourhoods and positive development outcomes in medium and high density environments</p> <p>4.5 Work to improve the planning, design and management of significant public spaces, waterfront destinations and waterways</p>
Leadership in achieving environmental sustainability and climate change adaptation	<ul style="list-style-type: none"> - Inner Melbourne is a 'water sensitive' city with substantial reduction in potable water consumption and substantially improved quality of water entering our waterways. - Inner Melbourne is a national leader in achieving greenhouse gas emission reductions, with average emissions across the region reduced each year. - The inner Melbourne community is resilient to the impacts of climate change. 	<p>Changes in potable water consumption</p> <p>Storm water reduction/quality</p> <p>Changes in greenhouse gas emissions</p>	<p>5.1 Achieve a reduction in consumption of potable water per capita; an increase in the use of alternative (non-potable) water sources; and a reduction in the amount of total nitrogen contributed to the waterways</p> <p>5.2 Develop regional approaches to flood mitigation</p> <p>5.3 Reduce total greenhouse gas emissions and those associated with Councils' operations.</p> <p>5.4 Increase uptake of environmental sustainable design (ESD) outcomes</p> <p>5.5 Improve community and Council resilience to impacts of climate change</p>

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Images and Diagrams

Images have been supplied courtesy of the IMAP Councils – the Cities of Melbourne, Stonnington, Yarra, Port Phillip and the Maribyrnong City Council. Stock photos have been sourced from Visit Victoria.

Glossary

Affordable housing	Housing units that are affordable by that section of society whose income is below the median household income. The currently accepted benchmark for affordability is 30 per cent or less of household income spent on accommodation costs, for households in the lowest 40 per cent of the income range. Market housing can also be included in this category.
CLUE	Census of Land Use and Employment
Community infrastructure	Includes facilities and services for healthcare, aged care, education/training, passive/active sport and recreation facilities, maternal and childcare, community meeting spaces, libraries, disability services etc.
Creative industry sector	Includes architecture, advertising, arts and culture, design, film and television, music, software development and electronic publishing enterprises etc.
ESD	Environmental Sustainable Design.
EUA	Environmental Upgrade Agreements.
IMAP Implementation Committee	The Cities of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong have each set up identically constituted Special Committees in accordance with the Local Government Act 1989 which meet as one committee.
Inner Melbourne	The area administered by the municipalities of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong.
Knowledge city	Urban areas that base their ability to create wealth on the generation and exchange of ideas and the leverage of knowledge networks [<i>City of Melbourne Knowledge Sector Strategy 2014-18</i>]
RMFs and Metropolitan Partnerships	The Regional Management Forums (RMFs) were replaced by the Victorian State Government in 2017 with six Metropolitan Partnerships. These new advisory groups were established for community consultation on State Government project priorities (the IMAP Councils are across three Metropolitan Partnerships).
Social Housing	This housing category includes public and community housing.
State Government	The Victorian State Government, its departments and agencies.