MELBOURNE BEYOND 5 MILLION

GETTING BETTER AS WE GET BIGGER

VOLUME ONE

GOVERNANCE AND THE MELBOURNE PROPOSITION

JUNE 2010

COMMITTEE FOR MELBOURNE

This is the first in a series of four volumes that define the outcome of the Committee for Melbourne's 2010 Shaping Melbourne Taskforce.

Shaping Melbourne follows previous Committee for Melbourne taskforces on associated topics including Melbourne's Transport, Higher Education and Climate Change challenges. More than 160 members of the Committee have been involved over a 12 month period in the Shaping Melbourne Taskforce's deliberations.
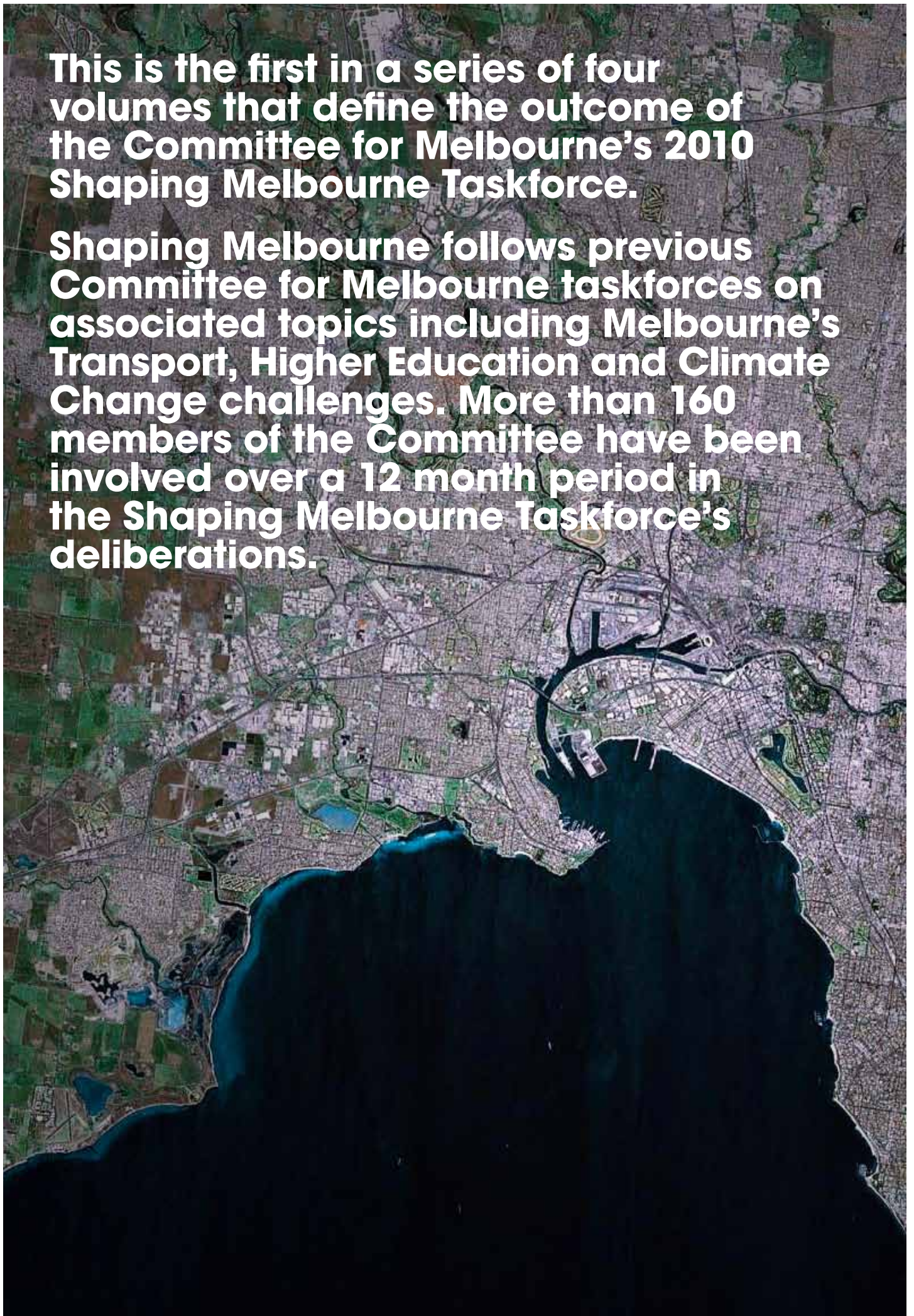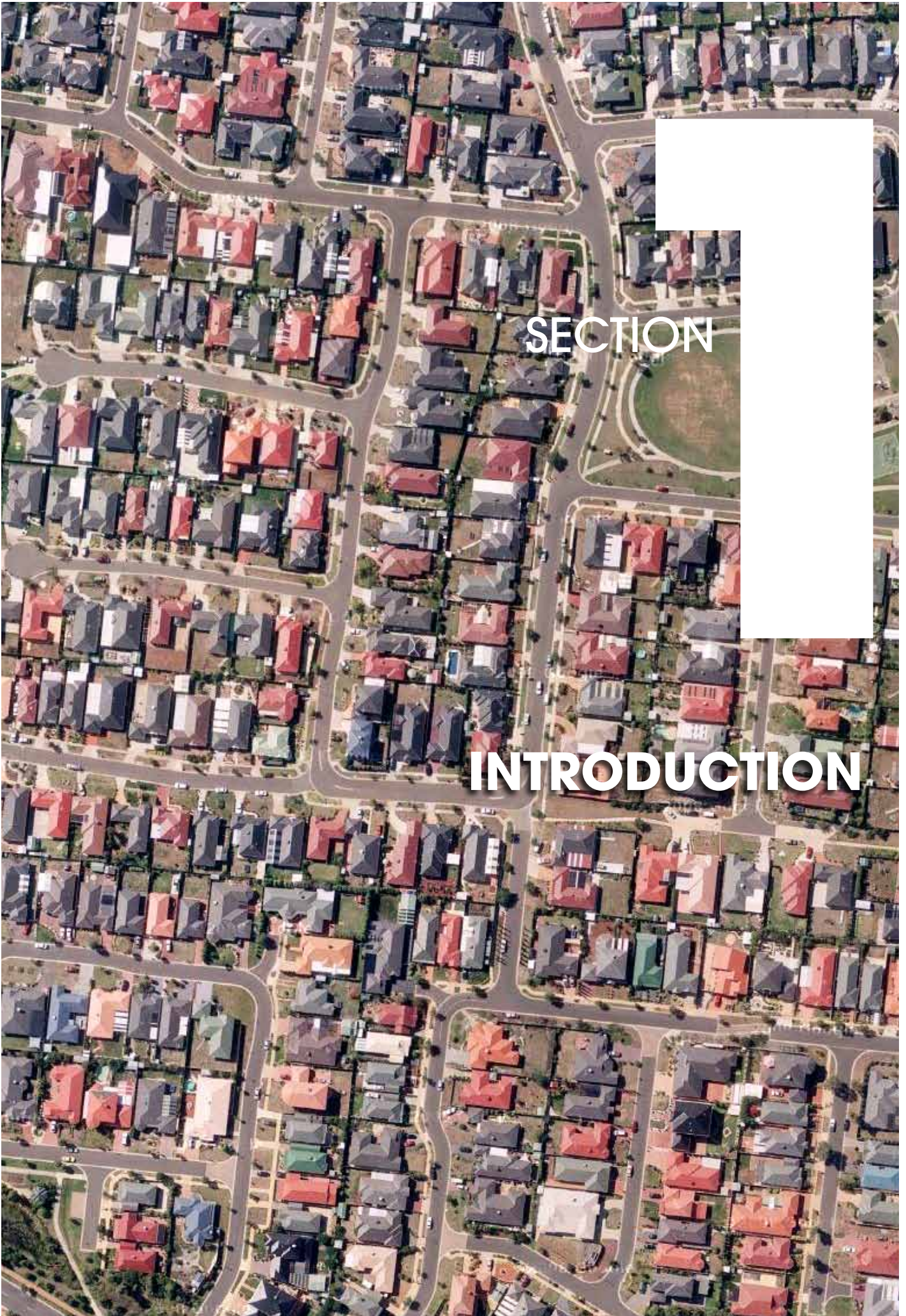
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INTRODUCTION

INTRODUCTION

MELBOURNE:
GETTING BETTER AS WE GET BIGGER

In 2010, we can agree that over the years Melbourne has been progressively improving as it grows. Melbourne in 2010 is a better city than it was in 1960.

For Melbourne to continue to improve, we as a community need to debate, discuss and agree on strategies to make our city better.

This volume is the first in a series of Shaping Melbourne Taskforce reports through which the Committee for Melbourne will be inviting the community to hold debates, have discussions and reach agreement on Melbourne's future.

Our current cycle of improvement began in 1990 when we were ranked the world's most liveable city. In the years that followed more people began to choose Melbourne over other Australian and global centres. Our city's growth and reputation were enhanced through its liveability, affordability and connectivity. Consequently, we are forecast to have the largest urban population in Australia and one of the most culturally diverse in the world.

The question now is: How do we, as a community, continue to grow while preserving and improving upon what makes Melbourne a great place to live?

As we get bigger, planned growth gives us significant opportunity to further enhance our city's cherished qualities of liveability, affordability and connectivity. However, unlike in the past, we must now consider these in the context of climate change and greater needs for sustainability.

No-one can be certain of the rate of growth, but it is inevitable that Melbourne will continue to grow and will certainly reach more than five million. It is also feasible that the city will surpass eight million in the late part of this century.

The issue is not the population number but whether we are ready to respond to the challenges of growth.

During our parents' generation, Melbourne became a better city while it doubled from two to four million. As custodians of tomorrow, our generation must ensure our city continues to get better as we get bigger.

Our need for an agreed and long term, sustainable vision for Melbourne must address our:

- Ultimate land size and physical shape for our city.
- Optimal population densities of our central city and suburban residential areas.
- Physical and community infrastructure development.
- The location and character of central activities districts beyond the CBD.
- Melbourne's role compared with neighbouring and regional cities.

At defining times in any city's history great communities respond, not with segmented thinking, but with visionary planning. Instead of incrementally responding with little or no agreed vision for the future, we need to meet the challenges of growth and then pass to our children the same challenge our parents passed to us:

Melbourne must get better as we get bigger.

This first volume in the Shaping Melbourne Series will look at the governance of Melbourne and propose a vision for our future. Governance is treated first, as effective decision making will define the way we grow. If we get the governance right, it makes it easier for other things to follow. Over the coming months three additional volumes will follow:

- Density
- Infrastructure
- Community, Connectivity and Economy

At the conclusion of the series we will have the foundation for a debate that must continue in both broad and detailed terms. Our community needs to come together to create effective direction providing our political leaders with a clear mandate for change.

SECTION

2

GOVERNANCE

A PATHWAY TO ACHIEVING
MELBOURNE'S LONG TERM GOALS

GOVERNANCE

THE NEED FOR AN IMPROVED GOVERNANCE FRAMEWORK

We need to come together, think further ahead and always keep an eye on our progress. We need to forget politics. We need to find one way. And, we need to act.

Governance is the process for making and implementing decisions for our city's future. Our current system is short-term, fragmented and localised inefficiencies, creating frustration and dissatisfaction at many levels. The Shaping Melbourne Taskforce has considered how the governance of our city could be transformed into a long term visionary framework with shared ownership across the community and at all levels of Government.

In this section, we will set out some deficiencies of the current system. We will also look at the key prerequisites of a future governing system. We believe that before a structure can be proposed (be it a Greater Melbourne Council, a Minister for Melbourne, a non-political authority such as the old Melbourne and Metropolitan Board of Works, a refinement of the status quo, or a completely new system) the community must first come together to debate the problems and agree on the characteristics of a new model for governance. Only after we agree on the characteristics can we put shape to a governance model.

PRESENT DEFICIENCIES

The deficiencies of Melbourne's current governance arrangements include:

• A cycle dictated by political terms.

• Metropolitan policy makers divorced from implementation facilitation.

• Transport planning could be better integrated with land use planning.

• Disparate entities and interests that act independently.

• Economic planning and investment absent from land use planning.

• Local interests prevailing over metropolitan interests.

• Economic imperatives of commercialised entities at odds with the well-being of the greater city.

• Assessment of planning and development options have an emphasis towards financial and business case imperatives, as distinct from a more integrated triple bottom line assessment of environment, community and economic factors.

• Operational isolationism and inertia proving to be impenetrable barriers to new paradigms.

• Lack of opportunity to engage with the community.

The Victorian Government's 2008 policy document *Melbourne@5 Million,* and its parent document, *Melbourne 2030*, are substantial efforts to set a metropolitan vision.

However, the State is reliant on the support of the 31 local governments within the greater metropolitan area to effect any consistent vision for the city as it is local governments that have primary responsibility for most land use planning decisions.

As elected officials, the job of the mayor and counsellors of local government councils is to service their local community, not greater Melbourne. It is impossible therefore, to expect the greater good of metropolitan Melbourne to be served by this tier of government, particularly for a city growing well beyond five million people.

The decision making process is further complicated by the increasing involvement of the Federal Government in city planning and the delivery of major projects. While federal funding is desperately needed to achieve major infrastructure projects, this necessarily creates another layer of government involvement in the long-term visioning of our cities.

MELBOURNE @ 5 MILLION AND THE VICTORIAN TRANSPORT PLAN

In an attempt to better integrate long term decision making, the Victorian Government is to be commended for simultaneous development and release of *Melbourne@5 Million* and its sister policy document, the *Victorian Transport Plan*. However, they do not yet come together to comprise a clear and integrated policy position.

A city with distributed economies, as advocated in *Melbourne@5 Million*, needs an economic plan if the proposed Central Activities Districts (CADs) are to become economic magnets.

Such a plan needs a microsurgery approach, business-by-business, to provide a combination of advantages that make relocation to such centres viable and attractive. As a start, government's own locational needs to establish the potential for the CADs to act as target locations for government services and facilities.

The delivery of great cities requires all tiers of government and associated agencies to commit to the overall city growth strategy. Agencies need to think and act in a coordinated fashion, and to invest in new business approaches, rather than simply focusing on short term financial performance. The more we perpetuate the current model defining management excellence measured by annual financial performance, the more short-term thinking and inertia will persist. Performance measures should blend current efficiencies with long term strategic thinking.

We need to significantly change the way we coordinate the long term strategic planning and delivery of our city's future.

GOVERNANCE

SHARING A VISION FOR GOOD GOVERNANCE

If we are to influence and direct the character, configuration and services of our city as we grow, we must establish a governance framework for urban planning and the provision of infrastructure. This should provide coordinated and consistent decision-making over the long term.

In this context, 'governance' refers to the legal and institutional processes and structures for the planning and control of urban development, and the provision and utilisation of transport, energy, water and communications infrastructure.

The governance framework includes policy and decision making bodies such as federal, state and local government, ministers, departments and agencies. It also includes legal instruments, such as planning schemes, regulations and legislation, under which decisions about urban development are made and under which infrastructure is planned, procured and delivered.

A robust and responsive governance framework is critical because it will define how decisions about strategic planning, infrastructure provision, investment and regulation are made and implemented. In essence, the governance framework will define how our city functions and grows into the future. An effective governance framework is essential to ensure that operational and strategic decisions affecting our development adhere to long term goals and objectives. The framework will also need to deal with the levels of uncertainty around future options, allowing us to be flexible in responding to change, uncertainty, opportunity and to mitigate risk.

In the Taskforce's view, the governance framework for the long-term planning of our city and the delivery of its critical infrastructure should:

- Be directed to promoting a clearly articulated and widely shared set of policy objectives to underpin all planning and development-related policy and decision making.
- Be able to pursue and promote those objectives over the long term, while ensuring that the objectives are continually reviewed and refined to reflect the technological, economic, social and environmental changes that will inevitably occur.
- Ensure that policy development and decision making about planning and infrastructure provision is coordinated, not only between the departments and agencies of the State but also between the State, Commonwealth and local tiers of government.
- Ensure that policy development and decision making about planning and infrastructure provision is effectively integrated with other key drivers of urban change, such as technological innovation, population change, social needs and expectations, resource constraints and environmental sustainability.
- Effectively coordinate and integrate public and private sector roles, in particular by providing appropriate consultative mechanisms between policy makers, the private sector and community groups.

Governments typically formulate high level policy frameworks to set the overall agenda for management and change of the urban system. The policy framework is critical to shaping and driving expenditure, law making and the decisions of agencies with roles and responsibilities in urban planning and infrastructure provision. The Victorian Government's significant progress towards integrating its development policies needs to be acknowledged, with *Melbourne 2030, Melbourne @ 5 Million* and *Meeting our Transport Challenges* being notable recent examples.

There is however, a notable absence, in the current governance arrangements, of any explicit and comprehensive coordination of land use, infrastructure, economic and community development decision making, within a framework of values and objectives. There is also a weakness in the linkages between State Government policy and local decision making. Furthermore, there is no organisation in Government with a focus on metropolitan Melbourne, with the exception of a small group of policy makers within the current Department of Planning and Community Development.

The Taskforce believes that 'triple bottom line' principles provide an appropriate set of objectives for policy and decision making for urban planning and infrastructure provision, and accordingly, that planning and development and infrastructure policies should be directed to the pursuit of continuous improvement in the economic vitality, liveability and environmental sustainability of our city and the State. While the elements and emphases of these objectives may change, they are likely to remain the cornerstones of policy and long-term decision making, and should underpin the governance framework.

It is a consequence of our electoral and policy making processes that the objectives and strategies for urban development tend to be set on a short to medium term basis. Better alignment in policy across government tiers and portfolios would provide opportunities for long-term decisions and introduce new ways of strategic implementation.

The Taskforce believes that there is a need for an institutional mechanism for formulating and then monitoring performance against high level 'triple bottom line' objectives to be entrenched as a key component of the governance framework for future policy formulation and decision making around long-term urban planning and infrastructure provision.

The Taskforce believes there that there is not only a need for a vision of our city's planning and infrastructure needs for the next 50 years, but a more integrated and coordinated institutional framework for its delivery.

There is an outstanding opportunity to harness the ideas, skills and perspectives of the private, government, not-for-profit and community sectors in its development. The key benefit of this partnership approach is a sense of joint ownership of the outcomes articulated in the vision and shared commitment to their delivery.

STRUCTURE AND COORDINATION

A number of the key challenges for the implementation of urban change relate to coordination between the multiplicity of agencies involved in urban planning and delivery of infrastructure. For example:

- Government decision making is organised around portfolios and departments that segment responsibilities for planning and decision making into discrete areas. Policies and decisions about matters such as transport planning, urban planning, housing, water, energy and environmental sustainability are made by separate agencies, often with differing statutory or institutional objectives. Funding and project approval processes may not reflect appropriate priorities. The Taskforce believes that there is a need for stronger institutional arrangements to underpin and drive those processes.

- Local government is the planning body responsible for deciding most planning matters. Councils, being elected to represent local constituencies, naturally and properly make decisions having regard to local considerations. Local considerations are not always consistent with either metropolitan or state-wide imperatives. Ministerial call-in powers sometimes result in decisions fraught with community tensions and perceived marginalisation of democratic rights. The Taskforce sees a need for arrangements that are underpinned by a more robust set of policy and strategic objectives, leading to a stronger, more sustainable and consistent decision process.

- Significant decisions made by the Commonwealth, particularly in relation to funding of major infrastructure, impact directly on state and local infrastructure provision, and Commonwealth regulatory decisions (for example, on investment or environmental matters) impact at the State level. Inter-governmental arrangements, such as those agreed by the Council of Australian Governments (COAG), are a recognition of a need to address these issues. The Taskforce sees the need for a mechanism to drive greater alignment between the different levels of government around planning and infrastructure-related issues.

Processes and structures that seek to deliver a coordinated, metropolitan-wide approach to planning and infrastructure provision are not new. For example, the former Melbourne and Metropolitan Board of Works (MMBW) provided a model for coordination of metropolitan wide planning and infrastructure decisions. We need to look beyond the mixed reputation of the former MMBW to recognise the value in its broad reach and ability to integrate disparate policies.

The Taskforce believes that a number of institutional measures could be taken that would advance the objectives of long term and coordinated planning and infrastructure provision. It suggests the following:

- The adoption of a long term (50 year plus) strategic policy making process for urban planning.
- The creation of a new governance structure to ensure leadership not only in the development of policies for planning and infrastructure provision but also in their implementation.

BUILDING AN IMPROVED GOVERNANCE FRAMEWORK

METROPOLITAN COORDINATION

The Taskforce believes that there is a need to formulate a long-term plan – looking forward 50 years – for the urban environment and infrastructure.

The Taskforce proposes the establishment of a new governance structure to coordinate and integrate land use planning, infrastructure, economic and community development in a manner that promotes key objectives (sustainability, liveability and economic vitality) for our city and its relationship with the Victorian regions over the long term.

This new governance structure should include:

- The development (through conjunction with relevant agencies and the community) of a long-term strategic plan, to set policy framework and strategic direction.

- Ongoing revision of the plan, again in conjunction with agencies and the community.

- Continual monitoring and review of the adequacy and effectiveness of planning policies and decisions as well as existing and proposed infrastructure, in meeting the key objectives of the long term plan.

- Integration of planning, infrastructure, economic and community development policies, having due regard to changes in population, environmental resources and climate trends.

- Promotion, coordination and alignment between policy and strategic decision making at different levels of government.

- Promotion of development and investment in social, environmental and economic infrastructure consistent with the long-term plan.

- Identification of new opportunities and resolution of impediments to attracting the necessary public and private sector investments.

- Engagement with public and private sectors and the community.

It is acknowledged that many of these tasks are already undertaken by the Victorian Government on a Melbourne metropolitan wide basis. The current arrangements, however, do not always explicitly focus on Melbourne as a geographic system and are not always coordinated or integrated across sectoral interests.

The Taskforce acknowledges and supports the general directions of the 7th December 2009 Communiqué from the Council of Australian Government's in relation to reform of *Capital City Strategic Planning Systems*, including the attached *National Objective and Criteria for future Strategic Planning of Capital Cities*. The Taskforce commends the Victorian efforts relating to capital city planning to date, but believes that there are now several fundamental unresolved issues, relating to infrastructure coordination, population growth, urban densities and activity centre planning, which need more urgent, active, explicit, and publicly open exploration and resolution.

VICTORIA'S REGIONS AND THE VICTORIAN GOVERNMENT

The Taskforce recognises the recent work undertaken by the Victorian Government to integrate its regional planning processes with the Commonwealth processes established through the new Regional Development Australia framework. A particularly important part of this work is the establishment of the Regional Strategic Planning Initiative, which seeks to integrate land use planning, infrastructure, economic and community development in the regions.

This further highlights the lack of an equivalent organisational framework for metropolitan Melbourne. Furthermore, there is also a lack of statewide integration, whereby the relationship between us and our surrounding regions is fully understood and a policy position is fully articulated and implemented. This is particularly important when considering the population targets for our regional centres and metropolitan districts and related land use, infrastructure, economic and community connections between all centres.

LOCAL GOVERNMENT

The Taskforce believes that current community uncertainty regarding a preferred future for our city is the result of a lack of meaningful dialogue at the local level about the trade-offs required to achieve an agreed vision.

This local dialogue should be the joint responsibility of all levels of the Government, on an ongoing basis, not just at critical review milestones. An improved framework for community engagement is required to inform local decisions regarding both policy and particular development proposals. This should be integrated with a metropolitan-wide process for coordinating communications and engagement. Such a process would achieve a more robust debate about the alternative futures for our city, and how decisions made by local government can be connected to an agreed metropolitan vision.

SECTION

3

THE
MELBOURNE
PROPOSITION

OUR VISION FOR
THE FUTURE

THE MELBOURNE PROPOSITION

THE VISION

The Shaping Melbourne Taskforce series outlines proposals for how we can become an even better community as we grow beyond five million people. With the appropriate governance structure to devise and implement a proper plan, and building on our city's existing strengths of liveability, affordability and connectivity, we can project the qualities of Melbourne that will make us even better as we get bigger.

When Melbourne grows beyond five million people, it will remain a highly liveable city for all of us. Our city will comprise well-connected communities, where diversity is celebrated and facilitated, where cultural excellence, economic prosperity and ecological sustainability are harnessed through creativity, innovation and technology.

In achieving this vision, Melbourne will:

- Be regarded as one of the best-connected cities of the world.
- Embrace creativity, diversity and equity among its communities and people.
- Be seen by the world as a place where excellence is developed in its people and places.
- Demonstrate sustainability and liveability in its natural and built environments.
- Maximise accessibility to employment opportunities, community and commercial services with an equitable distribution of location and access.
- Provide for economic prosperity through global connections, local economic management and the ingenuity of its people and communities.
- Transform its infrastructure networks and embrace innovative technologies.
- Be governed as a cohesive region with integrity and inclusiveness.

MELBOURNE'S PLACE IN THE WORLD

The world is changing and we're changing with it. As we get bigger the planet is getting smaller and new opportunities are right on our doorstep.

NATIONAL AND GLOBAL CONNECTIONS

In the not too distant future, a major transfer of economic power from the United States to China, India and Asia will essentially rebalance the globe. Throughout this period, we will rely on our innovation, science, technology and intellectual capacity to remain a valued trading partner with Asia and the world, and we will become an advanced centre for sustainability research and development. We will continue to reject the option of isolation and graceful economic decline, and chose instead to plan for and shape our city's growth to achieve a dynamic society connected to Asia.

Through communications, technology and the human endeavours of our diverse community and people, our city will be a focus for Australian and international investment, and enjoy greater connectivity to the nation and the globe.

LOCAL AND REGIONAL CONNECTIONS

We will remain Victoria's dominant city and, via high-speed transport links, will be better integrated and connected to key regional centres. Management of the areas surrounding us will be transformed, with sustained investment in green wedges ensuring the protection of our natural resources (including water supply catchments) and the productive use of the land (e.g. for food production) abutting our city's boundaries.

REPUTATION

We're not just lucky, we're astute and strategic. We will continue to push boundaries, think 'beyond' and look for better ways to do things.

As a city and a community, we will build upon our reputation as a unique place that encourages creativity, intellectual and progressive thought, and debate. We will welcome knowledge from around the world, foster exploration and alternative thinking, and continue to accommodate innovative ideas that will lead to new discoveries, products and business ventures. Progressive thinking and academic excellence will move our city forward. We will be regarded as a leading global university city and also reinforce our reputation for developing groundbreaking political and social movements.

COMMUNITY & PEOPLE

We will celebrate our past and anticipate our future. We will work together to succeed and make sure that no-one is forgotten or gets left behind.

We will acknowledge and celebrate the original inhabitants of our city along with other established and new cultures within our diverse community. The heritage and legacy of communities from our history have shaped Melbourne as we know it today. Beyond five million, our population will include many comparatively recent migrants living throughout the city, who will also contribute to shaping our community's character. Community integration will prevent economic and social isolation.

Our cultural and ethnic diversity will be a major strategic advantage in an era of globalisation, bringing more creative and innovative thinking to our cultural life and commercial successes. A greater diversity of language skills will enable us to build international careers as world citizens.

Respect for others and the tradition of a 'fair go' will live on strongly in our city, with affordable housing and basic necessities available to all. We will continue to give generously to those less fortunate or in need across the city.

The changing socio-economic and community characteristics of the city, brought on by significant population growth, will be more explicitly understood and integrated into planning and development. An understanding of our community characteristics will assist us in diverting resources and infrastructure to places that need particular attention. The integration of such community assistance and development with the land use structure of the city will be critical to its well-being.

ECONOMICS & EXCHANGE

We will be smart and strategic, promoting ourselves better at home and globally. We have poured solid economic and trade foundations and can now build something extraordinary.

Victoria has significant natural resources that can help meet the State's needs and earn export income, but its long-term prosperity will rely on innovation and ingenuity. We need to nurture our inventive manufacturing and industrial processing, technological innovations, science, engineering and medical research to maintain relevance in the global economy. Our current manufacturing base, position as Australia's biotechnology hub, and the strength of our higher education sector provide a solid base for us to build future competitiveness.

We will continue to build our strength as Australia's head office location for many global companies, key banks and global providers, providing the basis for further growth in our key service industries and the export of our creative capital. We will also build our reputation as a financial centre supporting further growth in industry and funds management services.

We will continue to foster our university sector and better connect with the private sector to develop precincts for world class research, development and commercialisation of ideas.

We will also capitalise on our reputation as a place for major events and a centre of cultural excellence in music, the arts, food, literature, design, alternative cultures, fashion and sports events, attracting creative people to our knowledge economy. Arts and culture are a key part of our strengths. These strengths, in addition to the attractions and culture of Victoria's regions, make our city a desirable tourism destination and a place for trade and exchange.

Government business enterprises are likely to be more geographically dispersed and employment will be concentrated within and around the network of activity centres. Integrated transport and land use planning will reduce commuting times to work. In addition to activity centres around major transport hubs, 'innovation clusters' will develop around our major universities, as has already happened around the Monash University Clayton campus.

PHYSICAL LANDSCAPE

We will create natural and built environments that can be sustained for the future while reflecting our unique heritage.

A CITY OF VILLAGES

Beyond five million people, we will continue to enjoy the legacies of previous world-class urban planning. Most significant is our 19th Century image as a collection of villages, comprising handsome main streets, human-scale public spaces, grand public buildings, Victorian town halls and protected assets, such as water catchments.

The 21st Century will see us reshape and rebuild, with much new housing and commercial development in established areas of the city.

The metropolis will provide us with diversity of housing and nearby employment choices. An intensely developed inner region will emerge, where walking, trams and bikes are the dominant form of transport. Highly valued heritage precincts and many suburban landscapes will remain across the city, punctuated by high rise CADs. Intensive development will occur in the full network of activity centres, linked by medium-rise development along transport corridors. Despite this change, our city will remain a series of interconnected villages, building on the original foundations of Melbourne: connected, inner city villages and suburban lifestyle choices.

Much growth will occur through redevelopment and in key regional centres with better connections to us. Greenfield developments in the North and West will follow the Victorian village model and contain substantial medium to high density development within and surrounding activity centres.

THE 'GARDEN STATE' ONCE MORE

We will reclaim our heritage as `the Garden State' in a modern, water efficient manner, reinventing the garden at home and work, greening walls and rooftops. Our traditional networks of parks, large and small, will be enhanced, including small parklands, urban spaces, street corners, squares and footpaths with water sensitive plantings and drainage. In developing a more dense city, with the effective development of new communal green spaces, using alternative water sources we will also find it to be more liveable.

Creeks, drains and waterways will be transformed to living places once more. Our green wedges will be retained as a major resource for our community, protecting natural features, agricultural opportunities, water catchments, and small scale rural endeavours. Areas suitable for market gardens will be protected, allowing fresh produce to reach us all with reduced transport needs.

Global pressures on large scale food production will be an economic incentive for us to establish decentralised and distributed networks of local food produce gardens. They will also play a key part in establishing more connected and locally focused communities.

ACCESSIBILITY – NETWORKS & CENTRES

We will spend more time with each other and less time struggling to connect. Our community services will be more efficient and our local environments will be places we want to be, use and support.

ACCESSIBILITY

We will be more connected and accessible to each other and our places of work, living and recreation. We will do more locally, and local places and activity centres will provide us with a greater range of services and facilities. Our cross-town journeys will be achieved through improved public and private transport networks and fleets. Advances in telecommunications, including the national broadband network, will increase our accessibility to information, resulting in both economic and community benefits.

PRIDE OF PLACE

We will continue to feel a strong sense of belonging to active local neighbourhoods, easily and safely accessed on foot, by bicycle and through personal and shared transport. There will be community spaces to meet, exchange ideas and share experiences. Public and private investment will be combined to create inspired indoor spaces for community services, commercial facilities and living spaces.

There will be significant improvements in the design of our urban spaces and places, and our buildings will be more efficient and self sufficient in energy and water use, generation and capture.

Education and health care will be locally available, and connected to a regional and national network of specialised services- transferable and targeted where needed.

Our seniors will be supported through integrated health care and innovative housing. Our communities will make the most of their elderly people with an active and enthusiastic desire to participate in dignified and useful community activities. People with special needs will be supported by generous local services and facilities.

ACTIVITY CENTRES

The CADs throughout our city will host major commercial, cultural and community endeavours and will complement our CBD as vibrant and interesting places to do business, be educated and entertained. Each CAD will evolve with a different emphasis, theme and local identity and provide opportunities to reduce travel times to work for local residents.

The full network of district and local activity centres will be transformed into vibrant mixed-use precincts, more efficiently connected to the public transport network, with exemplary urban design standards applying to places, spaces and buildings. These will be supplemented with other precincts and corridors of higher urban densities where infrastructure, services and transport opportunities can be maximised.

INFRASTRUCTURE & TECHNOLOGY

As our population increases we will improve, change and manage both new and existing infrastructure more effectively. We will maximise the use of our resources by being clever, thinking broadly and finding new ways to solve challenges created by our growth.

INTEGRATED TRANSPORT

Innovative thinking and creative application of alternative technologies will transform our transport sector and our reliance on fossil fuels will be reduced or removed. A fully integrated transport system will be implemented. More efficient use of transport infrastructure will be achieved by effective pricing and prioritised modal access. Affordable transport solutions for newly developed outer-metropolitan areas will be achieved. Greater urban densities, in existing and new areas, will achieve significant improvements in energy and water efficiency.

PUBLIC TRANSPORT

Public transport solutions will be the most effective travel method in most parts of our city. We will increasingly rely on shared and flexible public transport systems, to connect our home and local centre to other surrounding centres and employment precincts. At the local street level, high frequency public transport will be threaded through the entire city. Local transport will connect directly with a regional mass transit network. This will operate in existing radial rail corridors, supplemented by new concentric connections for cross-town journeys. Underground rail lines will be used where surface options are not available.

The tram and light rail network will be celebrated as an iconic feature of our city's identity. It will also be a critical element in accommodating additional population in a reshaped inner and middle Melbourne. New technologies will change the tram, its track and propulsion systems. Tram corridors will be redesigned to minimise vehicle disruption and maximise passenger safety. Tramways and light rail will be designed into new communities and retrofitted to our existing outer areas. Where tram and train options are not available, new and innovative bus networks will be more extensive, more integrated with other modes of public transport, and time and location responsive.

An extensive high speed ferry service will operate across Port Phillip Bay, improving travel times and removing some traffic from our city streets. Due to sheer convenience and affordability, we will come to prefer public transport to private travel.

We will also enjoy greater connectivity to regional Victoria and beyond to other states and territories.

PRIVATE TRANSPORT

Personalised transport solutions will safely transport us along improved roads. New technologies, such as automated and guided road and vehicle networks, and hydrogen and electric vehicles, will transform our private transport options. There will be a greater number of registered private vehicles, but the distances we travel will be reduced.

A smart orbital motorway network will be in place, offering traffic management systems that facilitate greater constant speed travel and reduce energy consumption. Road pricing will assist in managing traffic congestion.

Our city structure will facilitate more walking and cycling options as part of private transport solutions.

FREIGHT TRANSPORT

Freight demands will adjust as distributed systems of food and domestic products dominate our local communities. Freight logistics will be more coordinated and networked, guided by real-time tracking of demand and delivery solutions. Road freight will continue to be the dominant mode, with greater use of our multi-modal hubs and inland ports for receipt of foreign cargo. Bulk and excess container freight will be channelled through a new deep water port established at Hastings.

WATER

Our city's altered urban form will moderate our use of reticulated water on parks and gardens and domestic supply. We will harness treated wastewater via use and distribution through carefully designed and retrofitted urban water management networks and water sensitive urban design.

The demand for water by industrial and domestic users will be significantly reduced. Targeted campaigns will substitute alternative technologies for industrial and domestic machines and fittings reliant on water. A reworked strategy for the harnessing, storage and distribution of reticulated water will manage efficient per person water use. Our water supply system will be developed using innovative thinking to sustainably and affordably supply water. This will be achieved through initiatives such as:

- Greater supply diversification and decentralisation.
- Increased use of recycled water for non-potable purposes.
- Augmented inter-linked distribution systems.
- Greater use of Water Sensitive Urban Design (WSUD) and Integrated Water Management (IWM).
- Indirect potable reuse.
- Improved demand management and system optimisation.
- More flexible and adaptable water pricing.
- Greater beneficial use of wastewater recycling streams e.g. for energy generation etc.
- Consideration of a single state-wide water market.

A particular challenge will be to secure, supply and distribute water to the growth areas in our western metropolitan region.

ENERGY

When we grow beyond five million people, our demand per person for energy will be reduced and low or zero carbon emitting energy solutions will be more common. Our energy systems will be developed using innovative thinking and new technologies to sustainably and affordably supply us with electricity and gas. This will be achieved through initiatives such as:

- Greater electricity supply diversification and decentralisation.
- More diversified sources of gas including the Otway Basin and possibly coal seam gas and imported gas from interstate.
- Base load electricity sourced from either brown coal (incorporating Carbon Capture and Storage (CC&S)) or nuclear energy.
- Greater use of renewable sources to provide supplementary electricity supply.
- Expanded inter-linked and strengthened supply grids to better balance demand and supply.
- Increased energy-efficient design construction for both new and retrofitted buildings and projects.
- More flexible and adaptable energy pricing.
- Greater use of natural gas for electricity generation.

As with water, a particular challenge will be to secure, supply and distribute energy to the growth areas in our western metropolitan region.

COMMUNICATIONS

Communications and Information Technology (IT) will continue to advance exponentially. We will have instant access to multimedia services through more interactive communication devices. A complete network of fibre-optic cable will be operational, but will be supplemented by high volume wireless technologies. Wireless devices will allow high speed, large volume data transfer, with no blackspots. Higher speed and volume cable networks may be required in the CBD and CADs.

A world class telecommunications infrastructure will support the businesses that are attracted to our city's IT precincts and our reputation and liveability will attract a continual supply of the best trained and equipped IT workers and engineers.

Communication technologies will provide us with additional options for more flexible and effective working patterns. Our working hours and shopping habits will become more diverse. A fundamental requirement for human interaction will continue to shape our personal and business behaviour – centres will remain important to us as a city.

COMMUNITY INFRASTRUCTURE

Critical community infrastructure, such as hospitals, medical centres, schools, childcare, libraries and community hubs will respond to our city structure to maximise opportunity and accessibility for all of us. Community infrastructure will underpin the social resilience of our neighbourhoods and enable robust local economies.

In new growth areas, providing services in advance of growing populations will be standard practice. In existing neighbourhoods, ongoing review and assessment of emerging community needs will be undertaken to accommodate changes in demographic and location characteristics. Avoiding social dislocation and disadvantage will be a critical factor, however, ensuring community well-being will extend to all parts of our city, not just the stereotypically disadvantaged.

Our planning for community infrastructure will be based on one or more of the following principles:

- Responding to identified need.
- Maximising inclusivity and accessibility.
- Maximising individual and community opportunity.
- Creating environments for social interaction and cohesion.
- Providing opportunity for active citizenship.
- Promoting life-long learning.
- Ownership and/or governance by local communities.

The identification of local needs will be central to planning for our community facilities, maximising the benefits of public spending.

We will consider new innovative models of delivery of community infrastructure and services to improve accessibility, such as co-location of complementary services and local community asset ownership models.

COORDINATION AND FUNDING

Our infrastructure will be coordinated by a dedicated agency, charged with the responsibility of providing planned and integrated networks, adopting advances in technology, and coordinating private and public sector involvement. It will implement alternative and equitable approaches to delivery, risk, finance, pricing and expenditure distribution.

Importantly, the coordination of infrastructure provision will be integrated with strategic land use planning for the city and day-to-day decisions relating to development proposals.

SECTION

4

CONCLUSION

CONCLUSION

This first volume in the Shaping Melbourne Series has looked at the governance of Melbourne and proposed a vision for our future. It is an optimistic vision. It is achievable because it builds on our strengths. However, to be achieved, it requires long-term integrated thinking and planning.

Our current metropolitan governance structures make such planning and implementation difficult, if not impossible. The first change we need is to adopt a governance model that enables us to adopt an holistic vision for our city and a means for its implementation.

Over the coming months this first volume will be followed by three additional discussions on more specific planning and implementation challenges:

• Density

• Infrastructure

• Community, Connectivity and Economy

At the conclusion of the series we will have the foundation of a debate that must continue in broad and detailed terms, and the Committee for Melbourne will commit to that debate.

Our community needs to come together to create direction for our political decision makers to agree the long-term vision for Melbourne and, moreover, to implement it.

CREDITS