

2016



# Strategic Community Infrastructure Framework

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*Responding to community infrastructure needs in the context of population growth and change*

CORPORATE PLANNING AND PERFORMANCE

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## Executive Summary

### Introduction

The City of Yarra, given its inner city location and diverse attractions for residents, businesses and visitors, is set to continue to experience significant population growth and change. This will have an effect on community infrastructure provision, which includes the places, spaces, physical assets, services, programs and activities that are accessed by the community for active citizenship, social interaction and connectedness, recreation and physical activity.

The Yarra community consists of residents, rate-payers, visitors, students, workers and businesses. Council has a responsibility to provide and maintain community infrastructure for the community and ensure that it is accessible and equitable.

The context for community infrastructure provision is shifting. There is anticipated population growth coupled with changing community expectations around Council community infrastructure. At the same time, Council recognises the limitations of some existing community infrastructure, its limited capacity in discretionary funds and the need to be progressive and innovative in community infrastructure provision.

In this context, Council is preparing the Strategic Community Infrastructure Framework 2016 (SCIF) to ensure community infrastructure is distributed equitably, efficiently and effectively in the context of population growth and changing community needs. This SCIF supersedes the Yarra Community Infrastructure Planning Framework developed in 2014.

### SCIF purpose

The SCIF will enable Council's vision and objectives for community infrastructure to be achieved.

Council's vision for community infrastructure planning is:

*To identify current and future needs so that Council can deliver and influence the provision of quality, flexible and responsive community infrastructure to support a prosperous, liveable and sustainable City of Yarra.*

Council's three goals of community infrastructure planning are:

- Build and support a safe, healthy and cohesive community.
- Support a sustainable city with responsive and flexible community infrastructure.
- Embed a holistic approach in planning and delivery.

The SCIF considers the current and future community infrastructure needs of the population and supports Council and other community infrastructure providers to anticipate and respond to community needs.

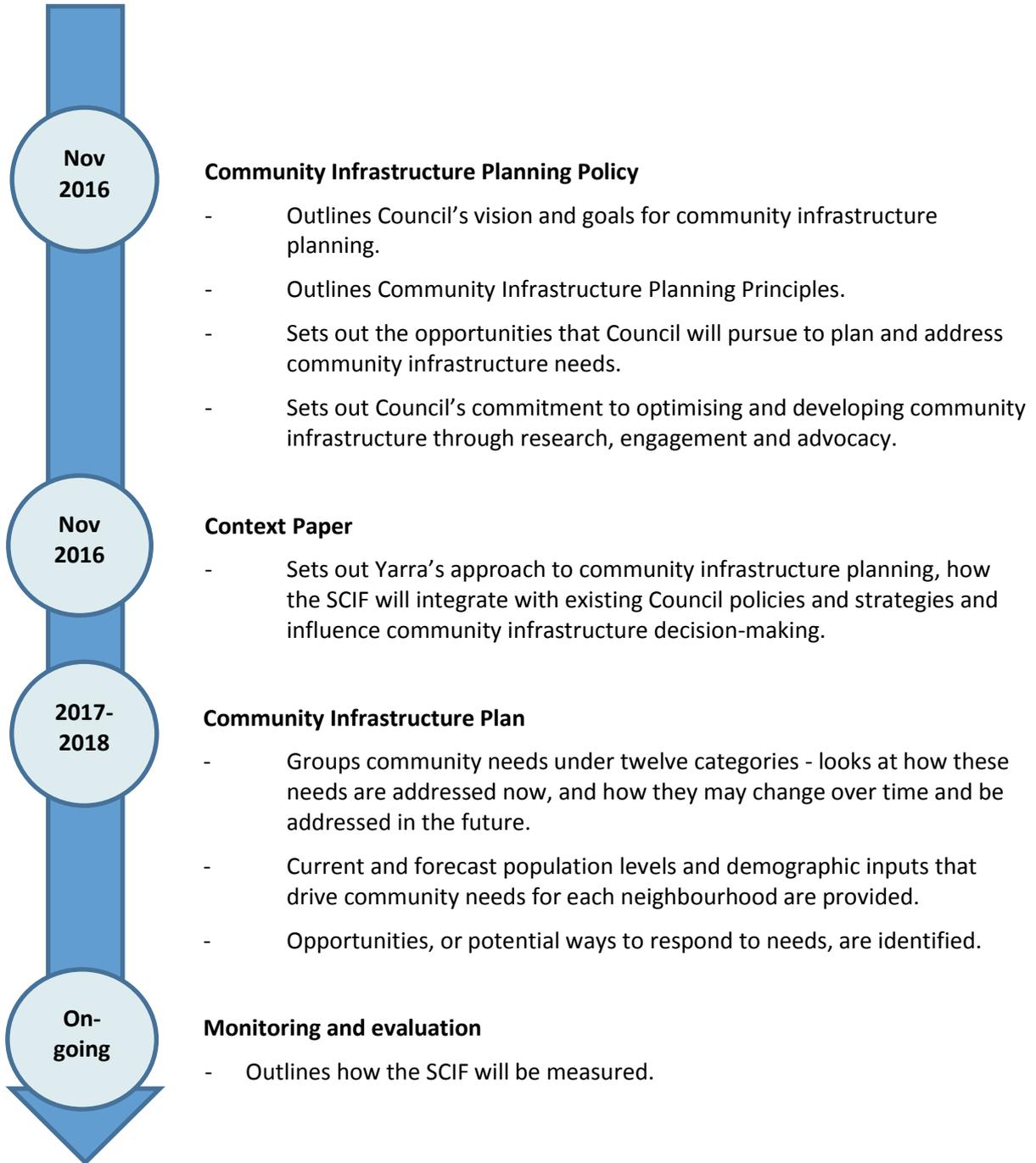
### SCIF Context

The SCIF draws upon the priorities and aspirations of existing policies, plans and strategies from across Council and other levels of government and will operate to influence future Council Plans, policies and strategies.

The SCIF forms an essential part of Yarra's integrated corporate planning framework by promoting alignment between the Council Plan, strategies, service plans, capital works plans, asset management plans, project management framework, long term financial strategy and the annual plan and budget.

**SCIF structure**

The Framework comprises four components as shown below.



## Challenges

The challenges and influences shaping community infrastructure planning are broad and numerous.

Some challenges are faced across the board by local governments, for example: rate capping, limited infrastructure funding from other levels of government, policy changes and changing community needs.

Challenges that are more specific to Yarra include:

- High land costs
- Infrastructure that is not fit-for-purpose
- An ageing community infrastructure portfolio
- Private providers operating in the space of early years and recreation and leisure
- More people living in apartments with different community infrastructure needs.

Additionally, there are students, workers and businesses in Yarra that have community infrastructure needs.

## Opportunities and commitments

There are a number of opportunities for more efficient and effective provision of community infrastructure. Council commits to pursuing these opportunities to plan and address future community infrastructure needs.

To make the most of these opportunities and ensure the greatest community benefit is achieved through our community infrastructure planning, Council will:

- Optimise community infrastructure for maximum community benefit
- Capitalise on existing land and building ownership
- Seek shared use arrangements and partnerships
- Pursue developer contributions and incentives
- Pursue commercial opportunities.

Achieving the best outcomes from the challenges and opportunities presented will demand a whole-of-Council approach. The best outcomes will be achieved through integrated planning and delivery with other levels of government, the private sector, community organisations and our diverse communities.

In this context, Council commits to leading community infrastructure planning through research, engagement and advocacy using three key concepts:

- A place-based approach (sharing the value)
- Alternative models of community infrastructure provision
- Provision of appropriate spaces that enhance community experience and usage.

### **Next steps – Community Infrastructure Plan**

Council will deliver a Community Infrastructure Plan that will suggest community infrastructure responses to meet the anticipated needs, aligned with the Strategic Community Infrastructure Planning Policy. However, Council is not obligated to undertake any of the suggested responses.

### **Community Infrastructure Plan – Scope**

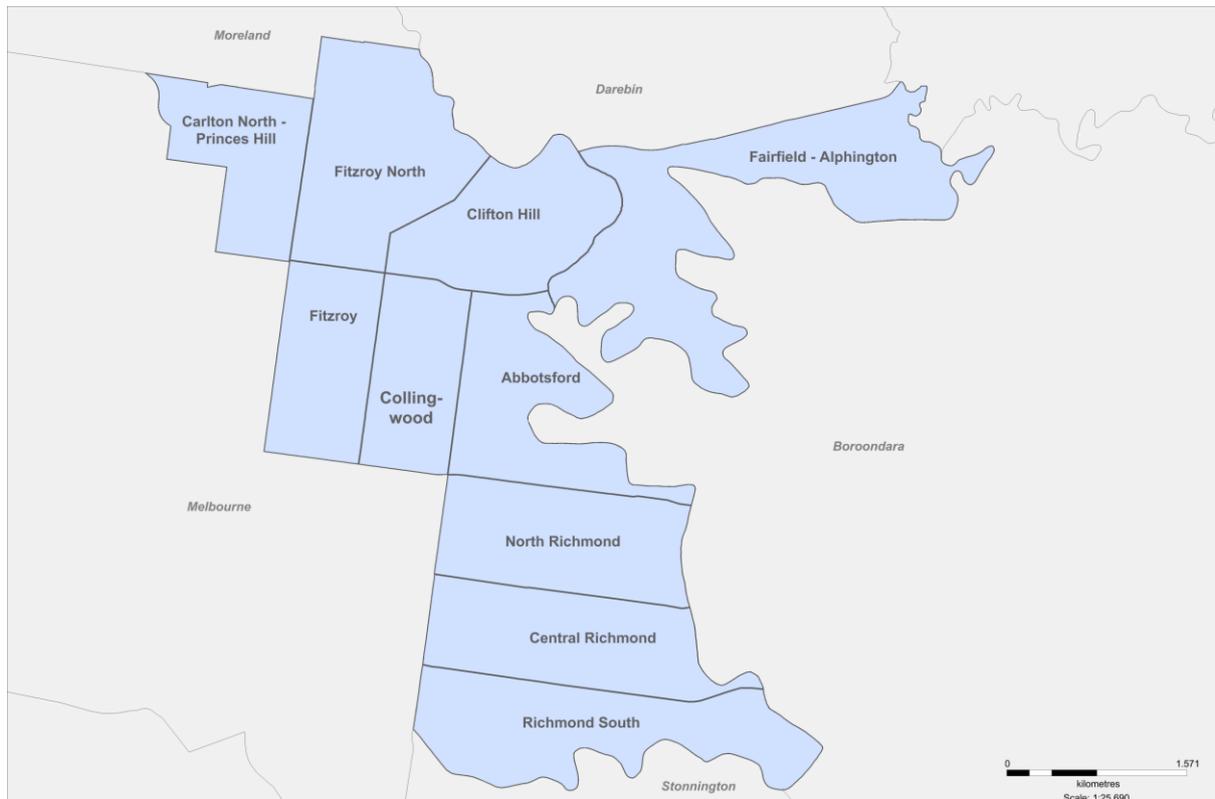
The Community Infrastructure Plan focuses primarily on a selection of Council community infrastructure that includes both hard and soft infrastructure. Hard community infrastructure is the physical built infrastructure that includes facilities and environments; it can be large and small scale, for example a leisure centre. Generally, it is long-term. Soft community infrastructure is the services, programs and activities, for example a youth program.

The in-scope community infrastructure responds to community needs for arts and culture, early years, family services, flexible multi-purpose community space, libraries, neighbourhood centres, open space, public realm, recreation and leisure services, young people and middle years.

The Community Infrastructure Plan also acknowledges the role of community infrastructure provided by other levels of government, not-for-profit organisations and the private sector on Council's planning and delivery of infrastructure.

### **Monitoring and evaluation**

Performance of the SCIF will be tracked against progress towards achieving the Strategic Community Infrastructure Planning Policy vision and goals. Output and outcome indicators, measures and data sources will be used to evaluate progress.



**City of Yarra neighbourhoods**

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## Definition of key terms

City of Yarra	The local government area located in the inner eastern and northern suburbs of Melbourne that includes the suburbs of Abbotsford, Burnley, Clifton Hill, Collingwood, Cremorne, Fitzroy, North Carlton, North Fitzroy, Princes Hill and Richmond, and parts of Alphington and Fairfield.
Community	A broad term to define groups of people based on geographic location, similar interest, affiliation or identity. The Yarra community includes residents, rate-payers, businesses, workers, organisations and visitors.
Community Infrastructure	A sub-category of infrastructure: the places, spaces, physical assets, services, programs and activities that are accessed by the community for active citizenship, social interaction, recreation and physical activity. Includes both hard and soft infrastructure (see definition).
Community Infrastructure Planning Principles (also Principles)	A set of agreed principles that provide the overall direction to decision-making by Yarra City Council for community infrastructure planning.
Community Infrastructure Plan	The Plan identifies community infrastructure needs, current and future provisioning gaps and suggest responses that will meet community needs.
Council service (also service)	For the purpose of the SCIF defined as hard and soft community infrastructure.
Hard infrastructure	The physical built infrastructure that includes facilities and environments; it can be large and small scale, for example a leisure centre or playground equipment.
Infrastructure	The ‘underlying structure’ of a place that it needs in order to function. Include roads, bridges, the water and sewer systems, railways and footpaths. These are generally government-built and publicly owned.
Service Catchment	The spatial area from which a service or facility attracts a population that uses its services.
Strategic Community Infrastructure Framework (also Framework)	Refers to the set of documents and processes that guides community infrastructure planning including: Community Infrastructure Planning Policy, Context Paper, Community Infrastructure Plan and the Monitoring and Evaluation process.
Community Infrastructure Planning Policy	The community infrastructure planning policy to be used to guide consistent decision-making around community infrastructure.
Soft infrastructure	Soft infrastructure includes the services, programs and activities that support lifestyles and quality of life in a community.
Yarra City Council (also Council)	The local government authority responsible for the City of Yarra.

## Abbreviations

ABS	Australian Bureau of Statistics
CIPP	Community Infrastructure Planning Principles
ICP	Infrastructure Contribution Plan
LTFS	Long Term Financial Strategy
MCH	Maternal and Child Health
SCIF	Strategic Community Infrastructure Framework
SRA	Strategic Redevelopment Area
URA	Urban Renewal Area
YCC	Yarra City Council
YOSS	Yarra Open Space Strategy

# **COMMUNITY INFRASTRUCTURE PLANNING POLICY**

## 1.0 Policy

The objective of the Yarra Community Infrastructure Planning Policy (Policy) is to provide direction to Council on how to achieve its vision and goals for community infrastructure planning. This Policy outlines Council’s principles and commitments to ensure that community infrastructure is distributed equitably, efficiently and effectively in the context of population growth and change.

### 1.1 Vision

Council’s vision for community infrastructure planning is:

*To identify current and future needs so that Council can deliver and influence the provision of quality, flexible and responsive community infrastructure to support a prosperous, liveable and sustainable City of Yarra.*

### 1.2 Goals

Council’s three goals for community infrastructure planning are:

		
1. Build and support a safe, healthy and cohesive community.	2. Support a sustainable city with responsive and flexible community infrastructure.	3. Embed a holistic approach in planning and delivery.

### 1.3 Use

The Policy will guide planning and delivery of community infrastructure by informing Council processes that operate to meet community infrastructure needs, such as the capital works program and developer contributions.

It also sets a framework for:

- Forming and strengthening partnerships with community organisations, schools, state government and other local governments to assist in the delivery of shared community infrastructure.
- Advocacy to state and federal government for grants and other funding to ensure that adequate community infrastructure is delivered to respond to population growth.
- Negotiating the best outcomes for the community from developer contributions. The Community Infrastructure Plan has the capacity to be a part of the evidence-base for inclusion of community infrastructure projects that can be charged to a future Developer Contribution Plan (DCP).

## 1.4 Yarra Community Infrastructure Planning Principles

The Yarra Community Infrastructure Planning Principles provide the overall direction to decision-making for community infrastructure planning.

### **Principle 1: Integrate with Council service delivery and engage with stakeholders**

- 1.1 Community infrastructure planning will be based upon agreed service levels and standards consistent with Council's service plans; and will align with Council's strategic goals and core activities.
- 1.2 A whole-of-Council approach will be taken in the planning for community infrastructure with a commitment to stakeholder engagement.

### **Principle 2: Create integrated community infrastructure networks**

- 2.1 Local, neighbourhood and regional community infrastructure will respond to the needs of the service catchments.
- 2.2 Community infrastructure will be centrally located and near public transport routes.
- 2.3 Community infrastructure will respond to and integrate with the surrounding area, encouraging social connection and building a sense of place.

### **Principle 3: Plan for changing needs and flexible response solutions**

- 3.1 Decision-making for community infrastructure planning will be evidence-based with reference to community needs in the context of population growth and change.
- 3.2 Council will recognise the changing nature of Yarra by providing flexible, accessible innovative and adaptable facilities that reflect universal design and are able to be meet multiple service needs.

### **Principle 4: Maximise the sustainable use of available resources**

- 4.1 Operation and renewal of existing community infrastructure that has a demonstrated need will be prioritised above the funding of new community infrastructure.
- 4.2 Alternative ways to deliver community infrastructure will be considered to broaden access, maximise usage and rationalise costs including:
  - leasing space for Council service-delivery
  - leasing Council space to other providers for service-delivery
  - leasing Council space for rental income
  - providing spaces in partnerships with other organisations.

### **Principle 5: Strengthen accountability in community infrastructure performance and planning**

- 5.1 Collection and distribution of developer contributions to community infrastructure will be monitored and reported upon to ensure transparency to the community, developers and other levels of government.
- 5.2 Performance of existing community facilities will be monitored to improve resource planning.

## 1.5 Commitments

### 1.5.1 Pursue opportunities

There are a number of opportunities for more efficient and effective provision of community infrastructure. Council commits to pursuing these opportunities to address future community infrastructure needs.

Council will:

- *Capitalise on existing land and building ownership*  
Council has a significant community infrastructure portfolio. Some of these facilities have potential to deliver broader community benefits; realising these benefits may mean modification to allow for more flexible use. Council also owns some facilities that are nearing or at the end of their economic and social life; the repurposing of these facilities could contribute revenue to improvements in other community facilities.
- *Optimise community infrastructure for maximum community benefit*  
Council will review access, management and design of community infrastructure to ensure it generates maximum community benefit.
- *Seek shared use arrangements and partnerships*  
Council will investigate alternatives to ownership and sole use of community infrastructure by seeking shared use and partnership opportunities with state government and private organisations. Examples include educational facilities and health services.
- *Pursue developer contributions and incentives*  
Council is in a position to negotiate contributions for the provision of community infrastructure. These negotiations will be informed by Strategic Community Infrastructure Framework alongside other relevant information and evidence.
- *Pursue commercial opportunities*  
Council will pursue commercial opportunities of existing and future infrastructure for the purposes of generating a return that will be used towards community infrastructure.

### 1.5.2 Research, engagement and advocacy

Council acknowledges that achieving the best outcomes for community infrastructure planning requires a whole-of-Council approach and will involve other levels of government, the private sector, community organisations and our diverse communities.

To support this process, Council will lead community infrastructure planning through research, engagement and advocacy using three concepts:

- A place-based approach (sharing the value)

*Yarra City Council will work to increase the efficiency and effectiveness of all community assets by working to integrate community infrastructure across government and the private sector to meet shared outcomes.*

- Alternative models of community infrastructure provision

*Yarra City Council will maintain and develop partnerships across government, community organisations and the private sector to investigate opportunities for delivery of services through alternative facility models.*

- Responsive spaces and places

*Yarra City Council will work in partnership with other levels of government, developers and the wider community to understand community experience and usage to deliver appropriate spaces and links to community infrastructure. This will bring the best outcomes for the community encouraging people to meet, socialise and engage in formal and informal interactions.*

## **CONTEXT PAPER**

## 2.0 Introduction

### 2.1 Definition of community infrastructure

Community infrastructure sets a platform for active citizenship, social interaction, cultural experiences, recreation and physical activity. It can shape and influence community outcomes such as social diversity and economic activity in an area.

Responsibility for community infrastructure is shared across local, state and federal government, not-for-profit organisations and private organisations. Community infrastructure provided by local government can be a universal service that is used by most community members (such as footpaths) or a specialised service that responds to a specific need (such as maternal and child health service). Council services that fall under the banner of community infrastructure include:

- Social and community services such as early years services, libraries and open space.
- Environmental services such as waste management and natural resource management.
- Health services such as disability support and maternal and child health.
- Transport services such as roads and footpaths.
- Planning and building services such as land use regulation and built form.

These can then be further categorised as hard or soft community infrastructure.

- Hard community infrastructure is built infrastructure such as facilities and environments; it can be large and small scale, for example a leisure centre or a bike path. Generally, it is long-term in nature.
- Soft community infrastructure is the service, program and activity, for example a youth program or fitness class.

Soft community infrastructure is more flexible and adaptable than hard community infrastructure. For example, changing the activities and programs offered at a library is less cumbersome than changing the location of a library.

Both types are closely connected. They provide the settings to support the quality of life in a community, helping neighbourhoods function effectively.

### 2.2 Purpose of the Strategic Community Infrastructure Framework

The SCIF is a high-level planning tool that will inform and guide future planning and delivery of community infrastructure. It will also operate to influence future Council Plans, policies and strategies and promotes continuity for community infrastructure planning over the long-term.

Council's commitment to community infrastructure planning is identified as a Strategy in the Council Plan 2013-2017 under Strategic Objective 2 'Supporting Yarra's Community':

*Undertake Community Infrastructure Planning for all Yarra neighbourhoods to inform advocacy, funding applications and developer contribution negotiations.*

Yarra's community has a unique, polarised demographic make-up, with many people living at the very lowest end of the socio-economic scale and many at the highest end of the scale. Council has a responsibility to meet community needs, including those of vulnerable groups, and to respond to change through delivery of appropriate community infrastructure.

There are a number of pressures on Council's current community infrastructure portfolio including:

- Steady population increase and changing service needs
- A number of facilities that are ageing, not-fit-for-purpose and/or costly to maintain
- Reduced revenue stream for capital works.

Council recognises the challenge this presents and regards it as an opportunity to continuously improve and plan for the future by looking at innovative ways of providing community infrastructure. Alternative and financially efficient community infrastructure delivery can provide quality outcomes for current and future generations.

The Strategic Community Infrastructure Framework, which supersedes the 2014 Yarra Community Infrastructure Planning Framework, has been developed to outline Council's approach to these challenges and opportunities.

The SCIF comprises:

- Community Infrastructure Planning Policy
  - Outlines Council's vision, goals and principles for community infrastructure planning.
  - Sets out opportunities for Council to generate maximum community benefit through community infrastructure planning.
  - Articulates Council's commitment to optimising and developing community infrastructure, now and into the future using three key concepts.
- Context Paper
  - Sets out Yarra's approach to community infrastructure planning, the policy basis and how the SCIF integrates with existing Council policies and strategies.
- Community Infrastructure Plan
  - Consider current and future needs of the population at a neighbourhood level and identify potential community infrastructure responses that will meet those needs.
- Monitoring and Evaluation
  - Outline how the SCIF will be measured.

The SCIF is relevant to, but distinct from, Council's Statutory and Strategic planning processes, which have legal obligations and are governed by Victoria's Planning Legislation.

### 3.0 Community infrastructure review

A community infrastructure review evaluated whether existing facilities are fit-for-purpose and whether they can accommodate current and future population needs. The review was undertaken as a part of the service-based infrastructure assessment process, which is an on-going process that will continue to inform the SCIF. See Section 7.3 for more detail of this process.

While the scope of the review acknowledged non-Council hard community infrastructure, it didn't investigate these spaces to the same degree as Council hard community infrastructure (due to limitations of Council not being the facility custodian).

Fit-for-purpose refers to the ability of a space or place to meet service needs and expectations. It goes beyond the building condition to include whether it is:

- Suited or equipped for its designated purpose and level of use.
- Able to deliver services in line with current expectations and service models.
- Able to achieve economies of scale.
- Located in an area suited for its use and near complementary services.
- Able to meet the needs of a diverse community.

The review identified a number of key challenges:

- Some buildings that were designed for a single use now accommodate different or multiple uses not necessarily suited to the space. This means that they may not be-fit-for-purpose.
- Increasingly, some facilities have been unable to deliver services in the most efficient and effective way.
- Some facilities are falling short of expected standards and expectations of the user group.

Examples of issues revealed during the audit process:

- The spaces in houses converted into community facilities are small and limit activities.
- Some facilities are not compliant with the Disability and Discrimination Act 1992 due to prohibitive cost of conversion.
- Lighting and air circulation can be poor, which decreases user experience or can impact on service delivery (i.e. natural light is needed in MCH rooms to check a baby for jaundice).
- Heating and cooling devices are old and don't heat/cool the entire space.
- Furniture, Fittings and Equipment is old and showing signs of wear and tear.
- Some facilities are located at a distance from complementary services and public transport options.
- Proximity of facilities to residential areas can create restrictions around when it is available for use. This causes some facilities to be unavailable at night, with some needing to be closed by 8pm. It can also limit activities due to noise.
- Some facilities have no access to outdoor space.
- Older facilities that have key access would benefit from swipe card access

- In regards to management and information, there are some facilities that are run by voluntary or community organisations, which do not have the resources to maximise the use of their facilities.

The review also discussed issues related to building standards and legislation. As new legislation is introduced, its application to old and new buildings varies. For example existing buildings (unlike new buildings) are exempt from current legislation. However, if there is new work on an existing building, the new or modified parts will be required to comply. If the new works are of a substantial scope the whole building is required to be brought up to current statutory standards. This can become an issue for community facilities when a building is repurposed, a heritage building requires alteration, or a facility has outgrown its useful life and becomes too costly to repair.

## 4.0 Challenges and influences

The challenges and influences shaping community infrastructure planning are broad and numerous.

### 4.1 Population demographics and growth

Yarra has experienced steady growth in population and dwellings over a sustained period of time and growth is expected to continue for the foreseeable future.<sup>1</sup> This, combined with Yarra's demographic make-up, plays a large role in influencing community infrastructure planning.

There are two key data sources for estimating population and these provide a current reflection of the population. There are differences in the methodologies used and there is value considering both sources to assist Council in the planning of services and facilities. The two sources are:

- Demographers, id.forecast compile and update the City's demographic profile and forecast information for small areas in the city based on Census data<sup>2</sup>. The most recent data release at the time of writing was August 2013.
- Victoria in Future 2016 (VIF 2016) is the official state government projection of population and households. The projections use the Estimated Resident Population (ERP) at 30 June 2015 as the base population. For Local Government Areas and smaller areas the projections cover the period 2016 to 2031. VIF2016 projections are an indication of possible future populations if current demographic, economic and social trends continue.

When comparing population and dwelling outcomes over the period 2011 to 2031, the main differences are as follows:

- VIF projections suggest that there will be more people living in Yarra in 2031 (122,022 people) than id.forecast (110,512).
- VIF projections suggest that there will be more households in 2031 (56,024) than id.forecast (50,267).

In view of these different outcomes, both datasets are considered when assessing future infrastructure and service requirements for the City of Yarra.

For the purposes of the SCIF, an advantage of id.forecast is that forecasts for small areas are available, rather than a projection for the whole of Yarra. This allows for more detail as to where population and household growth and change will occur.

Alongside population forecasts, other information such as local development knowledge and demographic make-up will be used to inform the Community Infrastructure Plan.

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<sup>1</sup> A municipal perspective is provided in this document, detailed growth analysis at a neighbourhood level will be provided in the Community Infrastructure Plan.

<sup>2</sup> The Census is undertaken every five years, and given how areas can change in a short amount of time population estimates are used for planning purposes.



Source: id.forecast

Figure 1: Population and household forecast growth

Population growth in Yarra will vary between the neighbourhoods as shown in Table 1. Significant growth will take place in Alphington-Fairfield as a result of the redevelopment of the old Amcor paper mill site; Abbotsford will also experience significant growth whilst Carlton North-Princes Hill will experience the least growth.

Table 1: Population growth by neighbourhood

Area	2011	2036	Number Increase	% Increase
City of Yarra	79,013	117,036	+38,023	+48.1
Abbotsford	5,194	11,768	+6,574	+126.6
Carlton North - Princes Hill	8,870	9,006	+136	+1.5
Central Richmond	12,211	16,423	+4,211	+34.5
Clifton Hill	6,144	6,605	+461	+7.5
Collingwood	6,910	11,603	+4,693	+67.9
Cremorne and Burnley - Richmond South	4,042	7,675	+3,634	+89.9
Fairfield - Alphington	2,486	6,550	+4,064	+163.5
Fitzroy	10,056	12,554	+2,498	+24.8
Fitzroy North	11,407	15,844	+4,437	+38.9
North Richmond	11,693	19,007	+7,314	+62.5

Source: id.forecast, 2011 to 2036, prepared 2013

Higher density apartment buildings are changing the Yarra landscape and this is likely to continue with the appetite for apartment-living growing. Residential dwelling growth is expected to be around 2 per cent per annum from 2016 through to 2021 and then decline slightly as shown in Table 2.

**Table 2: Forecast population, households and dwellings**

City of Yarra	2016	2021	2026	2031	2036
Population	88,120	95,911	103,191	110,512	117,036
Change in Population (5 years)	9,107	7,790	7,280	7,321	6,524
Average annual change	2.21	1.71	1.47	1.38	1.15
Households	39,431	43,178	46,741	50,627	53,452
Average Household size	2.19	2.18	2.17	2.17	2.16
Population in non-private dwellings	1,604	1,604	1,604	1,604	1,604
Dwellings	41,921	46,103	49,981	53,757	57,166
Dwelling occupancy rate	94.06	93.66	93.52	93.51	93.50

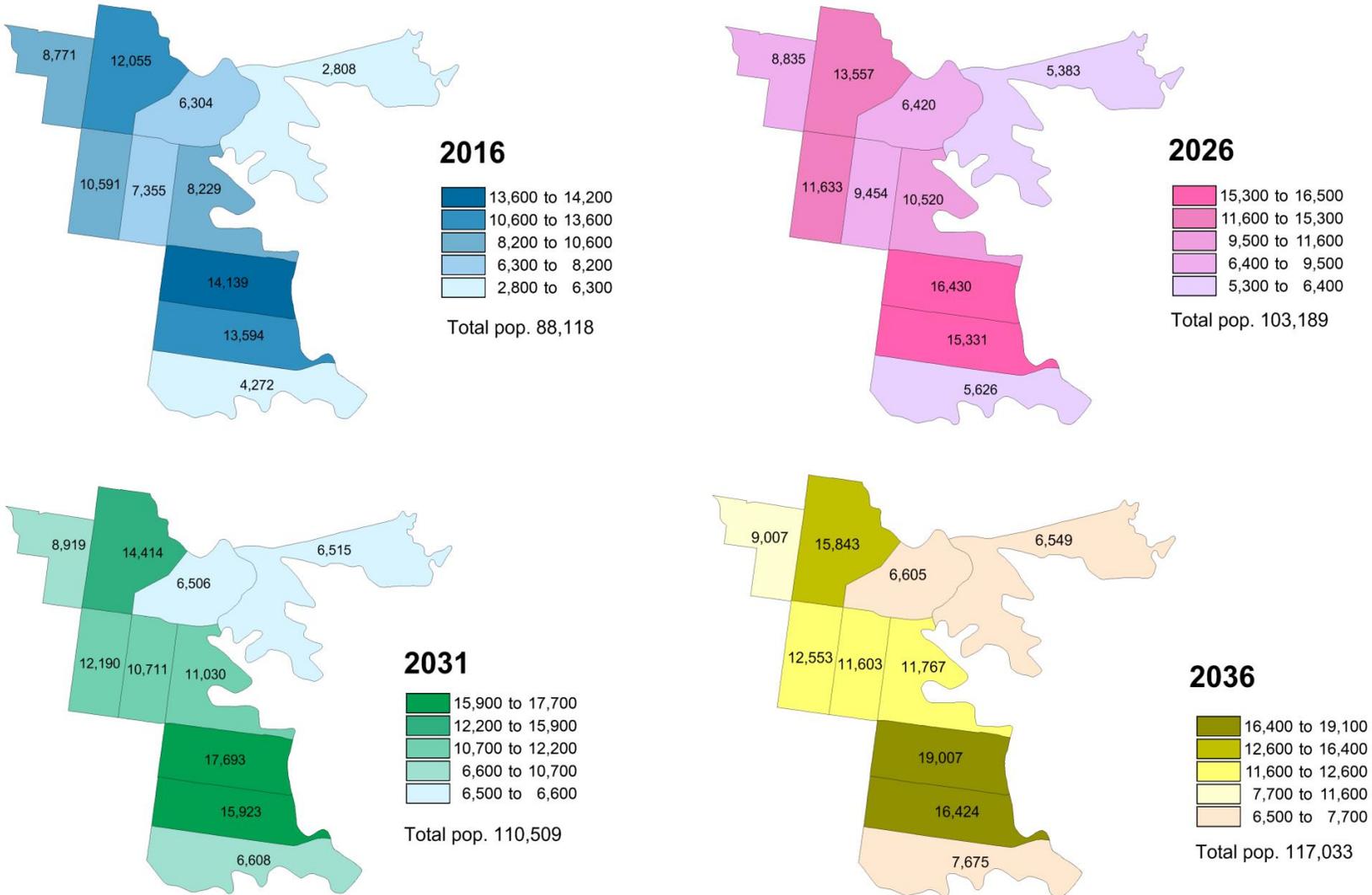
Source: id.forecast,2013

As more and more people reside in the municipality and demographics evolve, community infrastructure needs will change. Trends show that Yarra residents are getting younger and households are becoming smaller. The average income of Yarra's households is increasing and there are a growing proportion of single and couple families with no dependent children. Together these and other factors, such as lifestyle preferences, are creating different demands for Council services.



**Figure 2: Growth estimates: people, dwelling and households**

# City of Yarra Forecast Population



Source: Adapted from.id.forecast using MapInfo from Pitney Bowes Software, 2016

Figure 3: Forecast population thematic maps

## 4.2 Across all of local government

Some challenges and influences affecting community infrastructure planning are universal to all Victorian councils.

- **A number of state and federal government legislative changes will reduce revenue streams** for all local governments. These include the Victorian Government's rate capping legislation, which will reduce funds available to allocate to capital works, services and major projects, and the indexation of the Federal Financial Assistance Grants, which are a core funding source for community facilities and services such as playgrounds, libraries and kindergartens.
- **Community expectations and preferences for community services and facilities are changing.** People's needs are always evolving however recent and rapid developments in technology are having a greater impact than ever before. This is especially the case in municipalities where facility construction dates are from early last century.
- **Private service providers are establishing in areas historically provided by Council** (for example, early years service providers). This can have an impact on demand for Council-delivered community services and facilities, especially where there are many options delivered by the private sector.
- **Victoria's Competitive Neutrality Policy (CN Policy)** requires councils to implement a fully cost-reflective pricing structure where the CN Policy applies such as leisure centres and early year's services, to ensure that there are no unfair competitive advantages or disadvantages that result from local government ownership of a business activity.
- **The National Disability Insurance Scheme and My Aged Care** national roll-out both introduced market-based models to service provision, which will have an impact on local service delivery.

## 4.3 Across the City of Yarra

The challenges and influences specific to Yarra are outlined in the following points:

- **Infrastructure that is not-fit-for-purpose.** This refers to the ability of a facility to meet service needs and expectations and relates to not only the building condition, but also whether it is suited or equipped for its designated purpose and level of use; able to deliver services in in line with current expectations and service models; able to achieve economies of scale; and in a location suited for its use and near complementary services.
- **High land costs.** The implication for community infrastructure planning is that land is not always available in suitable locations or at the time it is required. This places greater importance on understanding how our existing assets are delivering service benefits, and ways to improve utilisation of the overall community infrastructure network.
- **Ageing facilities.** Yarra's community infrastructure portfolio contains a number of ageing facilities, which can have higher maintenance and upgrade costs.
- **Heritage impacts.** Parts of Yarra have heritage planning controls and some Council facilities are protected by heritage controls.
- **Shifting demand.** More people living in apartments with less private space, and in areas typically not designated as residential, may mean that there will be higher demand for community services and space for family and social activities.

- **Competition.** Private providers in the leisure and recreation space presenting challenges for Yarra Leisure, for example services that are open 24 hours 7 days a week.
- **Roll-out of the National Disability Insurance Scheme and My Aged Care** in Yarra from 1 July 2016. The City of Yarra will be one of the first Local Government Areas to be part of the scheme, which has an impact on Council's role in aged and disability services.
- **Growing population** in areas that are already feeling associated pressures of congestion and parking.
- **Growing demand** for administrative, meeting and program spaces by community organisations/groups.

## 5.0 Responsibility for community infrastructure

Responsibility for community infrastructure involves various levels of government, not-for-profit organisations and the private sector. Council's role covers three key components:



**Provide** needed community infrastructure.



**Advocate** to state and federal governments and other bodies for funding of community services and infrastructure projects.



**Facilitate** other agencies including developers, government agencies, local community groups and not-for-profit organisations to provide for or deliver community infrastructure.

### 5.1 Multiple stakeholders

The ownership and management of community infrastructure can take various forms as shown in the table below; the land owner, building owner and service manager can vary. The number of stakeholders involved in community infrastructure provision indicates why engagement and co-ordinated decision making is vital for successful planning and delivery.

**Table 3: Differences in land, building and manager responsibilities**

Council land	Council building	Council managed	Non-Council land	Non-Council building	Non-Council managed	Comments
☒	☒	☒				Currently the most common arrangement, many services and facilities fall under this model.
	☒	☒	☒			This arrangement (usually) occurs with Crown Land or when the land is owned by State Government.
☒	☒				☒	Commonly occurs when Council leases out a space to a community or not-for-profit organisation.
☒		☒		☒		An uncommon arrangement, usually a legacy of a past agreement.
		☒	☒	☒		A newer arrangement, usually an integrated approach has been taken and Council has partnered with State Government or other body.

## 6.0 Policy basis

A range of federal, state government and Council policies and programs has informed the development of the SCIF. In turn and where relevant, the SCIF will work to implement these policies, plans and strategies.

### 6.1 Federal and state funding and grants

Federal and state government provide both general purpose and specific purpose payments to local government. Specific purpose payments are made available under a variety of programs, with funding often dependant on the success of applications under a nationally competitive process. Examples of programs where Council receives a share of a national pool of funds are the Roads to Recovery program and the Home and Community Care program. Examples of programs where Council receives funds from state government are the maternal and child health program and library services.

### 6.2 Victorian Government

The Victorian Government plays a large role in defining the policy context for planning and delivering community infrastructure. Relevant policies and plans include:

#### 6.2.1 Plan Melbourne

Plan Melbourne is the Victorian Government's metropolitan planning strategy, guiding how Melbourne will grow and change to 2050.

Plan Melbourne's proposed a new Metropolitan Melbourne city structure includes Urban Renewal Areas (URAs), which are identified to advantage of under-utilised land close to jobs, services and public transport infrastructure to provide new housing, jobs and services. Plan Melbourne identifies six URAs in Yarra:

- East Richmond, Cremorne Precinct
- Collingwood Industrial Precinct (Gipps Street)
- North Richmond to Victoria Park Station Corridor
- Flinders Street to Richmond Station Corridor
- Alexandra Parade
- Amcor Site, Alphington.

Plan Melbourne includes a vision for the creation of a city of '20 minute neighbourhoods' so that people can safely and conveniently access a range of local services and facilities, ideally within 20 minutes of home. It emphasises the need for a coordinated approach to the delivery of health, education, cultural and recreational facilities and identifies the opportunities available if existing resources are more efficiently utilised.

An important change to the planning system contained within Plan Melbourne is the omission of activity centre classifications that were used in previous metropolitan strategies. This may allow local governments to plan for activity centres in a manner which suits local needs, reflecting the unique character and role of Yarra's activity centres.

### 6.2.2 Developer contributions

Developer contributions contribute funding to essential works and services for new communities including roads, parks, local sports and community facilities. In Victoria, there are two typical scenarios in which contributions towards infrastructure are imposed on development proponents through the planning approval processes as discussed below.

- **Planning System and Developer Contribution Plans (DCP)**

A Developer Contribution Plan (DCP) is a mechanism used to levy new development for contributions as allowed for under the Planning and Environment Act 1987. A dollar value is applied across developable land to ensure developer parties are contributing to the required urban infrastructure.

DCPs typically deal with a range of physical, capital improvements providing new infrastructure such as new roads, traffic measures, cycle paths and community infrastructure. It is important to note that development contributions will not necessarily fully fund each of these items.

It is important to acknowledge that in established urban areas the DCP is a contribution, not cost recovery and the principle of apportionment applies. An established urban area already has an established infrastructure and what can be charged by the DCP is a proportion of the establishment, renewal and/or replacement costs that is attributable to growth. There is no history of DCPs in the City of Yarra; however it is possible this could change in the future.

- **Voluntary Agreements**

There is an opportunity under the Victorian planning system for landowners, the council and other parties to negotiate agreements for the provision of infrastructure. Negotiations take place at the time a development proposal is considered and can be used to place an obligation on the parties to provide and/or pay for infrastructure. Section 173 of the *Planning and Environment Act 1987* provides a mechanism for formalising a voluntary agreement between the responsible authority, a landowner, and other parties. The obligation to enter into a Section 173 Agreement is formalised as one of the conditions of a planning permit. The Council is usually the responsible authority.

### 6.2.1 Planning and Environment Amendment (Infrastructure Contributions) Bill 2015

The *Planning and Environment Amendment (Infrastructure Contributions) Bill 2015* introduces a new system for levying infrastructure contributions. The Bill comes in response to the call for needed reform to the development contributions, recognising the pressure being placed on new and improved infrastructure for Victoria's growing population.

The bill introduces a standardised infrastructure contributions system for levying development contributions, giving councils and developers certainty about the level of contributions required. The reforms provide clarity around the types of infrastructure the contributions will fund.

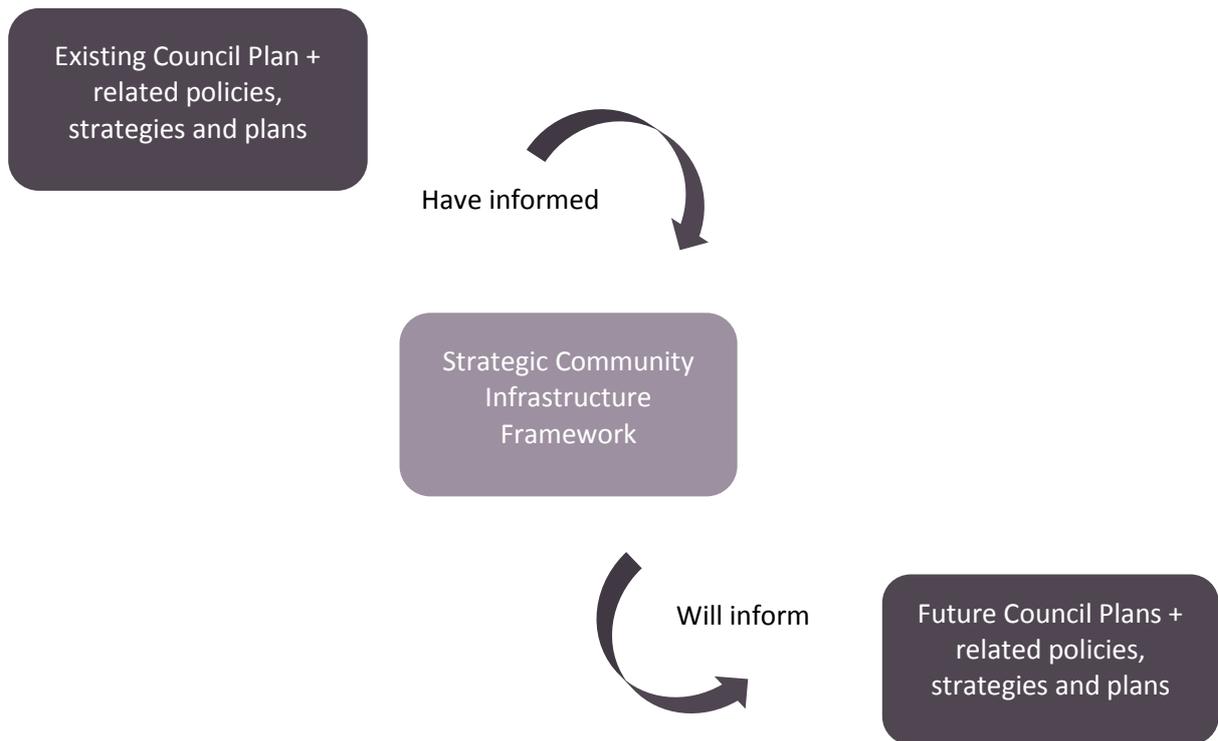
The new system introduces infrastructure contribution plans (ICPs) applicable to strategic redevelopment areas (SRAs) as well as growth areas. There is still uncertainty about what a SRA is and where an ICP will apply. It is expected that the state government will finalise these details at the end of 2016 and a ministerial direction will be released defining the charge rates as well as defining SRAs.

### 6.3 Yarra City Council

This SCIF is directly informed by several key Yarra City Council policies, strategies and plans.

#### 6.3.1 Council Plan and other plans, policies and strategies

The Council Plan is a comprehensive overview of Council's values, commitments and activities. It is the highest level of strategic planning undertaken by Council outlining the main priorities and aspirations for the four-year term of the elected Council.



**Figure 4: Integration with existing and future Council policy**

Other plans, policies and strategies support the achievement of targeted and specific outcomes of the Council Plan. Many of these specific plans involve community infrastructure and service delivery for their particular focus-area.

- **Planning Scheme and Municipal Strategic Statement (MSS)**

Yarra’s Planning Scheme sets out the objectives, policies and planning controls for the use, development and protection of land in the City of Yarra. It is the key statutory policy for regulating the use and development of land. The MSS forms part of the Planning Scheme and is a statement of the key strategic planning, land use and development objectives for the municipality.

Community infrastructure planning has a role to play in meeting the aspirations of the MSS for increased provision of public open space and a land-use mix that provide for a range of activities to meet the community’s needs.

- **Municipal Public Health and Wellbeing Plan 2013-2017 (Health Plan)**

The Health Plan sets out the health priorities for the municipality and informs Council actions to improve the health and wellbeing of the community.

Provision of responsive and fit-for-purpose community infrastructure will work to help achieve the vision of the plan “*Helping communities flourish through health promoting environments*”. In particular, direction and strategies under Priority One include providing the infrastructure, resources and leadership to support community development and strengthening. This includes providing sport and physical activity opportunities for the whole-of-community, safe and welcoming spaces for young people and ensuring access to a high quality open space network.

- **Economic Development Strategy 2015 – 2020**

This strategy is a framework for how Council can best support economic development, foster greater investment and employment growth in Yarra.

It supports cluster development – where businesses and institutions co-locate and collaborate. In the planning of community infrastructure, aligning with these clusters where appropriate is important.

- **Long Term Financial Strategy (LTFS)**

The LTFS projects Council’s financial position and strategy over a 10-year period and relates specifically to Council’s current and future financial sustainability.

The long-term view of the strategy supports the planning for future community infrastructure needs that are forecast to develop and evolve with population growth change.

- **Community Engagement Policy**

This policy sets out Council’s commitment to inclusive community consultation that supports and encourages participation of ALL voices in Yarra.

As specific community infrastructure projects come about through the strategic work of the SCIF, specific community consultation will be undertaken within the framework of the Community Engagement Policy.

- **Strategic Advocacy Framework**

This strategy outlines Council’s strategic advocacy priorities in a planned, coordinated and resourced approach to facilitate action and results.

The framework notes a strategic opportunity for Council to influence key stakeholders by demonstrating that Yarra is a leader in inner-urban community infrastructure planning.

- **Social and Affordable Housing Strategy 2016 – 2018 (Draft)**

This strategy will encourage a range of housing types, sizes and tenures including provision of social and affordable housing.

Provision of a diverse housing stock assists in the achievement of broader strategic goals and assists in maintaining the viability of sustainable community infrastructure.

- **Buildings Asset Management Plan (BAMP) and Asset Management Policy**

The Asset Management Policy provides the overall framework to guide sustainable management of Council's asset portfolio. The primary purpose of the BAMP is to ensure that present and future service requirements are met while managing assets in the most cost effective and efficient manner.

The Asset Management Policy and BAMP recognises that assets must be planned, provided, maintained, renewed and disposed of so that they continue to meet the service delivery needs of the community whilst achieving best value and sustainable outcomes. This is line with the SCIF.

- **Yarra Open Space Strategy 2007**

The Yarra Open Space Strategy (YOSS) guides how Council provides a cohesive, linked and well-managed system of open space to meet residents' needs, current and future.

New residential development incurs a minimum 4.5% open space development contribution levy. The YOSS informs where and how this levy is applied.

- **Access and Inclusion Plan 2014 – 2017**

The Access and Inclusion Plan is the key policy to realise and harness the potential of residents and visitors with disability.

The plan notes Yarra's ageing and heritage infrastructure, and the challenge this brings to Council in attaining disability standards across the municipality.

- **Night Time Economy Strategy 2014 – 2018**

This is a four-year plan to further improve the safety, vibrancy and functionality of night time activities in Yarra.

One approach is for Council to support community-based night time activities such as leisure and recreation, libraries, parks, sports and the arts.

- **Parking Strategy 2013-2017**

The Parking Management Strategy aims to optimise residents' access to their homes and accommodate the parking needs of visitors, businesses and community facilities.

Council is responsible for ensuring that disability access parking bays are provided at Council facilities.

- **Events in Public Spaces Policy**

The Policy applies to outdoor events and activities and seeks to ensure public spaces are managed and used in a way that benefits the whole community.

The Policy applies to a number of events relevant to the SCIF including festivals, markets, sports events, arts and cultural events, weddings, celebrations and street parties.

- **Arts and Cultural Strategy 2016 – 2020**

The Arts and Cultural Strategy aims to improve Yarra's capacity to support all people to participate in the cultural life of the city.

This includes increasing spaces available for arts and cultural activity in Yarra, and improving access to Council-owned venues and facilities for arts and cultural practice.

- **Public Art Policy 2015 –2020**

The Public Art Policy sets out Council's strategic direction and defines the administration framework for public art in the city.

To increase the commission of public art, Council commits to incorporating public art into future civic infrastructure projects and to identifying suitable sites in the public realm for temporary and permanent commissions.

- **Urban Design Strategy 2011**

The Urban Design Strategy is a guide for planners, designers and decision-makers to help improve Yarra's urban design.

The strategy notes that town hall precincts and community hubs, together with activity centres, provide a focus for neighbourhood identity and local community activity.

- **Early Years Strategy 2015 – 2018, Middle Years Strategy 2014 – 2017, Yarra Youth Policy and Action Plan 2013 – 16**

These strategies form an integrated policy platform do give direction on planning and delivery of services and programs relevant to these age groups.

Community infrastructure is central to many of these services and programs.

- **River of Life Positive Ageing Strategy 2007 – 2016 and Stage Two Action Plan 2014 – 2017**

The River of Life responds to both the opportunities and the challenges of an ageing population in Yarra.

Community infrastructure has a role to play in supporting all of the six objectives of the strategy, in particular, ensuring older people have access to a wide range of opportunities for all aspects of healthy living-physical, mental, emotional and social.

- **Local Area Traffic Management Policy**

Aims to ensure a consistent, fair and comprehensive approach to the consultation, designs, implementation and monitoring of local area traffic management (LATM) schemes. The LATM process aims to manage vehicle traffic and improve conditions for pedestrians and cyclists. There are 21 local precincts for LATM purposes and their relationship to the Community Infrastructure Plan boundary is shown in Appendix B.

Traffic management is critically important to the success of community infrastructure, supporting access for pedestrians, cyclists and motorists.

## 7.0 Yarra Approach

Approaches to community infrastructure planning vary between municipalities and tend to depend on location (inner, outer, growth and rural). Common approaches include population benchmarks as a trigger for facility provision, floor space benchmarks, community facility hierarchies and provision standards, and service-delivery models, which involves replication of services and facilities across locations.

In Yarra, planning for future community infrastructure seeks to be realistic, balanced and flexible. It references benchmarks and models, but does not take a formulaic approach for determining needs and requirements. A flexible approach takes a variety of considerations into account, such as the quality and utilisation of existing community infrastructure, unique characteristics of communities and neighbourhoods, and service and policy trends that influence demand.

Importance is placed on getting more out of existing community infrastructure. For hard infrastructure this could mean changes to improve utilisation and access, recognising that creating 'more' assets don't necessarily result in better outcomes for the community. For soft infrastructure, this could mean ensuring that service levels are in keeping with the community's needs (preventing over-servicing) to ensure overall net community benefit.

### 7.1 Integrated and collaborative planning

Community infrastructure planning at Yarra integrates with other planning processes and strategies to ensure that community needs are met efficiently and effectively. It includes but is not limited to Strategic Planning, Service Planning, Asset Management, Project Management, Corporate Planning and Financial Planning. Through integrated planning, areas of overlap are identified and the necessary alignment and collaboration can take place.

Historically, community infrastructure planning and investment by local government has not been a whole-of-Council approach. Integration of service needs with community infrastructure renewals, maintenance and development has not been common practice. The benefits of integration are now well accepted and Council aims to integrate core areas of business to plan, maintain and deliver community infrastructure in a holistic way as shown below in Figure 6.

Council's Service Planning and Review process is an example of an existing process that informs the SCIF. As a part of the process, opportunities are explored for smarter and more efficient service delivery to continuously improve Yarra's services. There is a strong link between Community Infrastructure Planning and Service Planning. The simplest explanation for this link is that community infrastructure exists for the purpose of delivering a service or outcome to the community; therefore it is community need that directs the community infrastructure response.

### 7.2 Integrated services and facilities

Integrated services and facilities deliver strong community benefits and maximise value to the community. Also referred to as 'a community hub model' this approach refers to the integration of community services, programs or activities located together or close to each other.

Community hubs are places where a variety of activities and services come together to purpose of address the needs of the local population, inviting interaction between community members. It's important to note that a hub is more than just the co-location of services, activities and programs. The benefits are derived from the clustering of services that have synergy to allow opportunities for collaboration, working in partnerships and the sharing of resources. Successful integration depends

on the concentration of activity and how the mix of those activities is accessible to, and serves the needs of, a diverse range of people.

Integrated facilities are also a cost effective way of delivering and operating services with widely accepted benefits. Council has adopted the community hub model for:

- Bargoonga Nganjin, North Fitzroy Library (due to open in 2017), which co-locates a library, maternal and child health service, Council customer service centre and multi-purpose community spaces appropriate for many purposes including older persons groups.
- The Connie Benn Centre is a family and children’s hub in Fitzroy, which co-locates four-year-old kindergarten, long day care, occasional care, maternal and child health service and community meeting rooms. Supported playgroups, parenting programs, homework clubs and community meetings are just some of the activities that take place at the Centre.

#### Successful integrated services and facilities

- Co-locate a range of integrated community services, programs and activities that support community-building.
- Respond to, and are shaped by, the unique circumstances, existing assets and needs of its community.
- Include a variety of uses that attract different groups of people at different times of the day for a range of purposes.
- Are recognised as a focal point for the community, a meeting place where people can engage and freely accessible to ensure all community members can utilise them.
- Integrate with the physical environment (local shops, public places, transport nodes). They can be a single building, or several buildings sharing resources within close proximity.

**Figure 5: Successful integrated services and facilities**

### 7.3 Service-based infrastructure assessments

Service-based infrastructure assessments analyse the evidence base to assess community needs and identify the priority infrastructure requirements for each service at a municipal level. Essentially, they provide the information required to understand service needs, provision gaps and response opportunities. The findings of the assessments (when considered collectively) provide a strategic overview of community infrastructure needs for Yarra, which then inform the Community Infrastructure Plan. The assessments are a continuous process and are made up of a number of inputs:

- Policy and literature review
- Community services and infrastructure audit
- Demographic and social analysis of each neighbourhood
- Consideration of trends in respect to service needs and preferences
- Community service and infrastructure provision benchmarking (where relevant)
- Consideration of land-use changes and future development across the municipality

- Mapping current facilities noting building condition and fitness for purpose
- Consideration of other factors impacting on the demand for community services and infrastructure
- Facility utilisation and capacity analysis
- Consideration of service plans and consultation with internal service providers.

#### 7.4 Service catchments

Community infrastructure has different service catchments depending on the type of hard or soft infrastructure. A geographic boundary – whether a neighbourhood, suburb or ABS statistical area – is used judiciously when determining demand and supply of community infrastructure.

Service catchments are related to the type of service being offered and also the size of the facility. For example, a maternal and child health service is generally a local service and usually within walking distance or within a short drive for users. In contrast, a recreation or leisure centre has a larger service catchment with users willing to travel further for the services provided. Service catchments are also related to economies of scale; the larger and more services provided from the one facility, generally the larger the service catchment. A large service catchment is shown in Figure 6 by the spatial distribution of Richmond Library users. A small service catchment is shown in Figure 7 by the spatial distribution of Richmond South Maternal and Child Health (these services are located at the same street address).

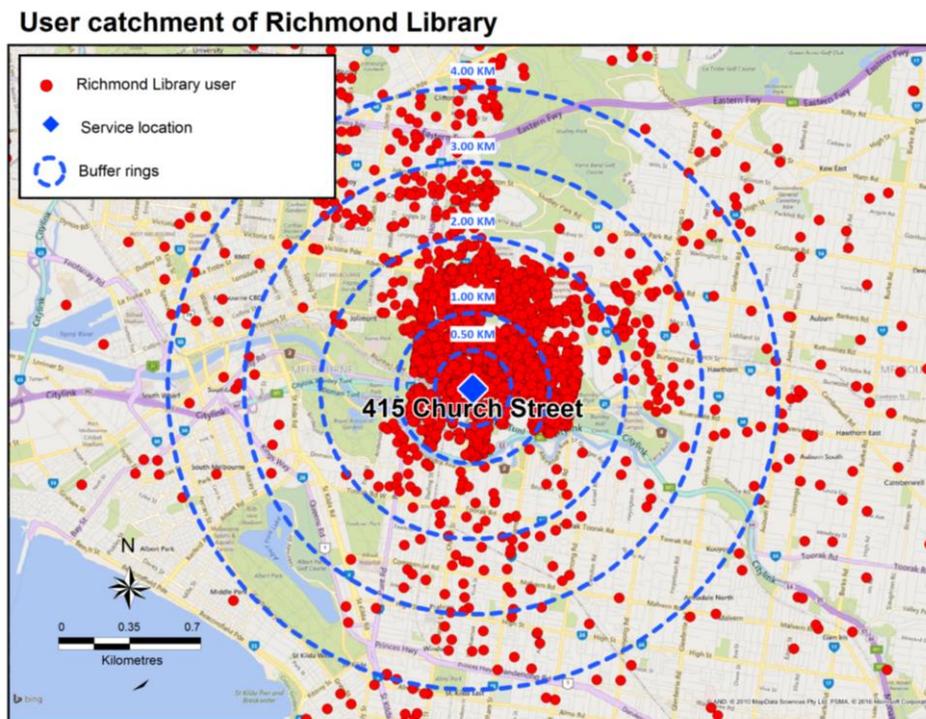


Figure 6: Large service catchment

### User catchment of Richmond South Maternal and Child Health

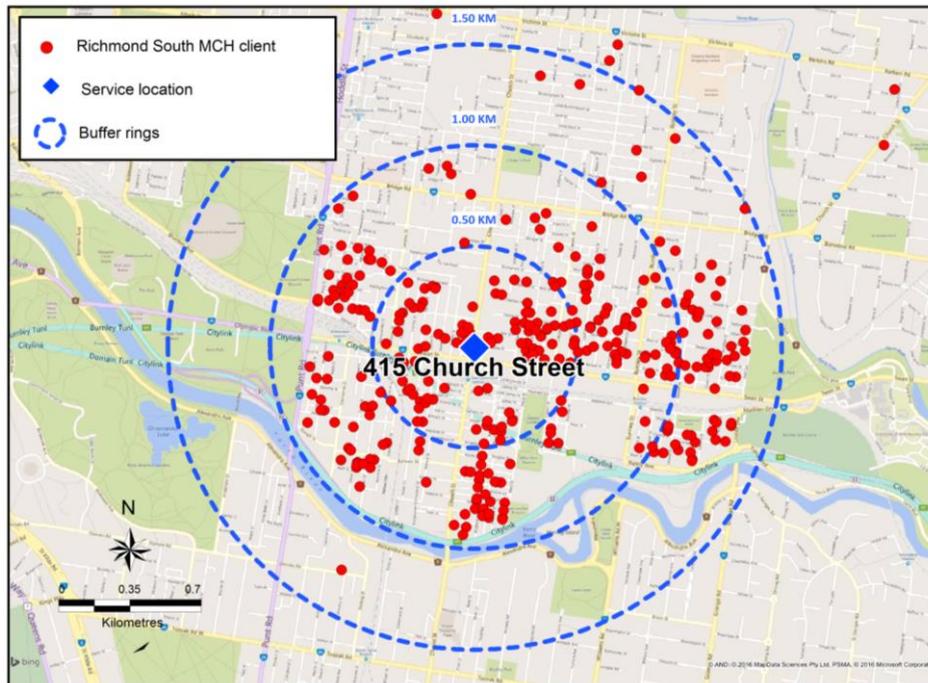


Figure 7: Small service catchment

## 7.5 Funding mechanisms available to Council

The funding for community infrastructure is determined through the annual budget process and there are a number of sources that Council draws upon. These include Council rate revenue, cash reserves, operating and recurrent-operating grants, capital and recurrent-capital grants, delivery through partnerships, asset sales, borrowings, and developer contributions (negotiated for facilities and through the *Planning and Environment Act* for open space). Traditionally, rate revenue has been a large contributor to Council’s capital works program and service provision. However, the introduction of rate capping has limited Council’s capacity to raise revenue via this mechanism, so the use of those other funding mechanisms listed previously will need to be promoted.

In recent times, borrowings have been the funding mechanism used by Council for significant projects such as the Connie Benn Centre and the Bargoonga Nganjin, North Fitzroy Library. This represents a shift in thinking about how we fund large projects in a way that is equitable between generations and financially sustainable.

The introduction of rate capping has had an impact on the Long Term Financial Strategy and consequently on Council’s current and future expenditure on community infrastructure. This and other factors including land availability and high land costs, is prompting Council to canvass and employ funding sources that have not been as common (or needed) in the past. Funding mechanisms that Council can use to fund a larger proportion of community infrastructure include:

- Negotiated contributions from developers (S173 Agreements)
- Developer contributions through the planning system State and Commonwealth grants
- Partnership approaches
- Grants
- Council property sale opportunities

- Borrowing

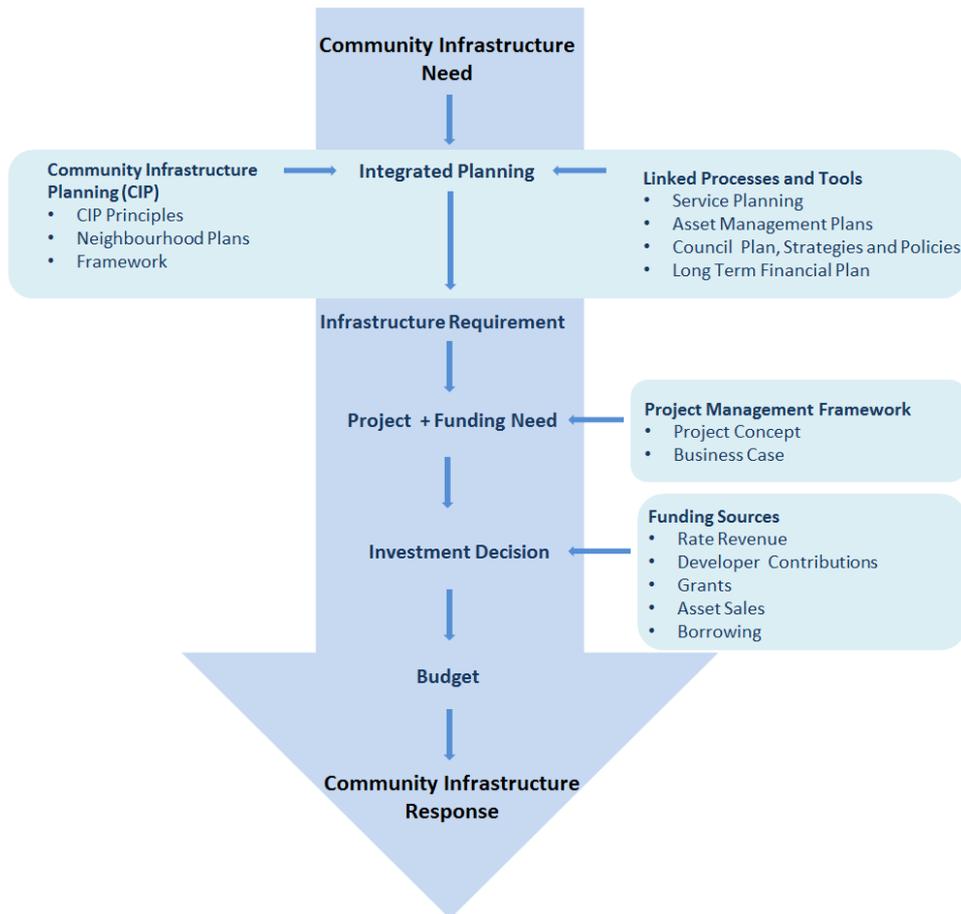


Figure 8: Process from service need to community infrastructure response

## 7.6 Community engagement

The SCIF is informed by a number of community consultation and engagement channels including Liveable Yarra 2015 and the Annual Customer Satisfaction Survey as discussed below.

- The Liveable Yarra: Better Planning for People and Places project was an in-depth conversation with our community about how Yarra can adapt to the challenges and opportunities brought about by growth and change in our city. Undertaken in 2015, Liveable Yarra was a ground-breaking approach to community engagement undertaken to ensure participation from all sections of our diverse community. The consultation consisted of a number of elements including a baseline survey, people's panel, advisory committees, and targeted community workshops.
- The Annual Customer Satisfaction Survey is an extensive survey of 800 plus households to gauge importance and satisfaction levels with a range of Council services and to determine emerging issues and priorities.

These engagement channels receive a broad cross-section of voices in Yarra and provide Council with an invaluable insight into the expectations and aspirations of our community. Findings inform Council's plans, strategies and activities.

Further community engagement (if needed) will be undertaken as the suggested community infrastructure responses in the Community Infrastructure Plan become projects.

## 7.7 Placemaking

Placemaking is about the creation of great places. It embraces the ideas and energy of local people and works with them to create places that are vibrant, inclusive and memorable.

The practise of placemaking brings together a range of stakeholders from public, private, not-for-profit and community sectors. A collaborative process, placemaking centres on community-based participation to help shape the public realm to maximise shared value.

*Placemaking is a people-centred approach to the planning, design and management of public spaces (including streets, foot paths, parks and parts of buildings)*

- Andrew Hammonds, founder Placefocus

*If you plan cities for people and places, you get people and places.*

- Fred Kent, founder and president of the Project for Public Spaces

The relationship between placemaking and community infrastructure planning is that both processes seek to build stronger communities. Both depend on the successful integration of a number of stakeholders working together in collaboration with the community to achieve consensus on shared places.

The practise of placemaking is not new or ground-breaking; elements of placemaking have been and are a part of Council's core activities, for example roadway artwork in Walnut Street in Cremorne and the Victoria Street Gateway in Richmond. What is new, however, is the recognition of placemaking as a deliberative process to build places and communities. Placemaking encompasses a growing number of disciplines that aim to improve the quality of a public place and the lives of its community in tandem.

There will be continuing development and growth in the City of Yarra and this means Council has a role to play in using existing places and spaces for maximum community benefit. The process of

placemaking represents an opportunity for Council to create great places for the community in and engage positively with the placemaking movement.

## **7.8 Research and Engagement and Advocacy**

Yarra's integrated and collaborative approach to community infrastructure planning in the context of population growth and change presents a number of research, engagement and advocacy opportunities.

### **7.8.1 Place-based approach (sharing the value)**

Coordinating, planning and the delivery of community infrastructure increasingly relies on all tiers of government, with institutions and organisations aligning to address facility gaps and jointly respond to geographic (localised) impacts of funding and policy.

For example: urban regeneration initiatives try to reverse the processes of economic, social, and material decline in disadvantaged areas and in turn can bring about demand for different types of services.

Using existing networks efficiently, leveraging off existing community assets and pooling resources to progress place-based agendas will promote broader community benefits.

For example, usage agreements that allow for community use of school and other educational resources deliver benefits to both schools and the community through better access and utilisation of often excellent facilities; the provision of additional extra-curricular learning opportunities; and improved security through out-of-hours use of the facilities.

### **7.8.2 Alternative models of community infrastructure provision**

Inner-city urban development is creating a more populated Yarra. Land and building costs are rising, and this means space needs to be maximised and existing community infrastructure optimised. The implication for community infrastructure planning is that it needs to adapt, requiring the investigation of different models of provision from the past. By looking at alternative ways to meet community needs as provided below, Council can continue to meet its community infrastructure responsibilities into the future.

- Encourage property developers to contribute to community infrastructure that is of demonstrable benefit for the local community by permitting greater density, height or other incentives. The contribution may be towards in-situ community infrastructure in new developments or redevelopment of existing infrastructure.
- Explore opportunities to use school and higher educational premises for community halls and meeting spaces, recreation facilities, outdoor space, holiday care programmes, technology centres, shared library resources and shared art spaces and sporting facilities.
- Partner with funded community or state sector organisations to provide services to operate out of the same community hub, for example locate maternal and child health services and appropriate aged services activities within community health locations.
- Incorporate residential or income-generating space within community assets to subsidise or offset costs for Council. Appropriate in higher density environments, this model can also promote mixed-use environments that are known to facilitate successful places and liveable communities.
- Leveraging air rights of existing community infrastructure assets to subsidise net community infrastructure expenditure.

- Lease space for the delivery of Council services, especially in areas where service demand is high but likely to be short-term, and Council has limited fit-for purpose facilities.

### **7.8.3 Responsive spaces and places**

Community infrastructure isn't just about buildings, its success as a community asset relies on the relationships between the streets, footpaths, public and private space. These things combined help to create a place that people want to engage with. Understanding the community, identifying their requirements and valuing their input will enable an appropriate interface between community facilities and public space.

As density increases, our public spaces and places will need to provide more than they ever have before. This means that considering creative ways to ensure the highest and best use of public spaces and places will be important for the community and social fabric. For example inclusion of public art including interactive public art for children, can create places where people want to spend time and can serve to create great community assets. Linking these places through connected walking and cycling routes, open space networks and signage will work to ensure that community infrastructure integrates and responds to the surrounding area.

# COMMUNITY INFRASTRUCTURE PLAN

## 8.0 Community Infrastructure Plan

The Community Infrastructure Plan is a key part of the SCIF. The plan covers all of the City of Yarra as shown in Figure 9. There are ten neighbourhoods: Abbotsford, Carlton North - Princes Hill, Central Richmond, Clifton Hill, Collingwood, Richmond South, Fairfield – Alphington, Fitzroy, Fitzroy North, North Richmond.

The Community Infrastructure Plan considers the current and future community needs of the population as it grows and changes and anticipates community infrastructure responses that will meet those needs.

The plan is structured as follows:

- Section 1 outlines the influencers of community infrastructure planning under the themes of growth and change.
- Section 2 talks about service catchments and their significance to community infrastructure planning and how they relate to neighbourhoods.
- Section 3 discusses community needs and how they are addressed.
- Section 4 presents current and forecast demographics for Yarra's ten neighbourhoods and the local factors that shape community infrastructure planning.
- Section 5 presents the opportunities to respond to current and anticipated needs.

It is recommended to read each section consecutively, as they piece together to create a complete picture of the opportunities to respond to needs. It is important to note that Council is not obligated to undertake any of the suggested responses outlined in the plan.

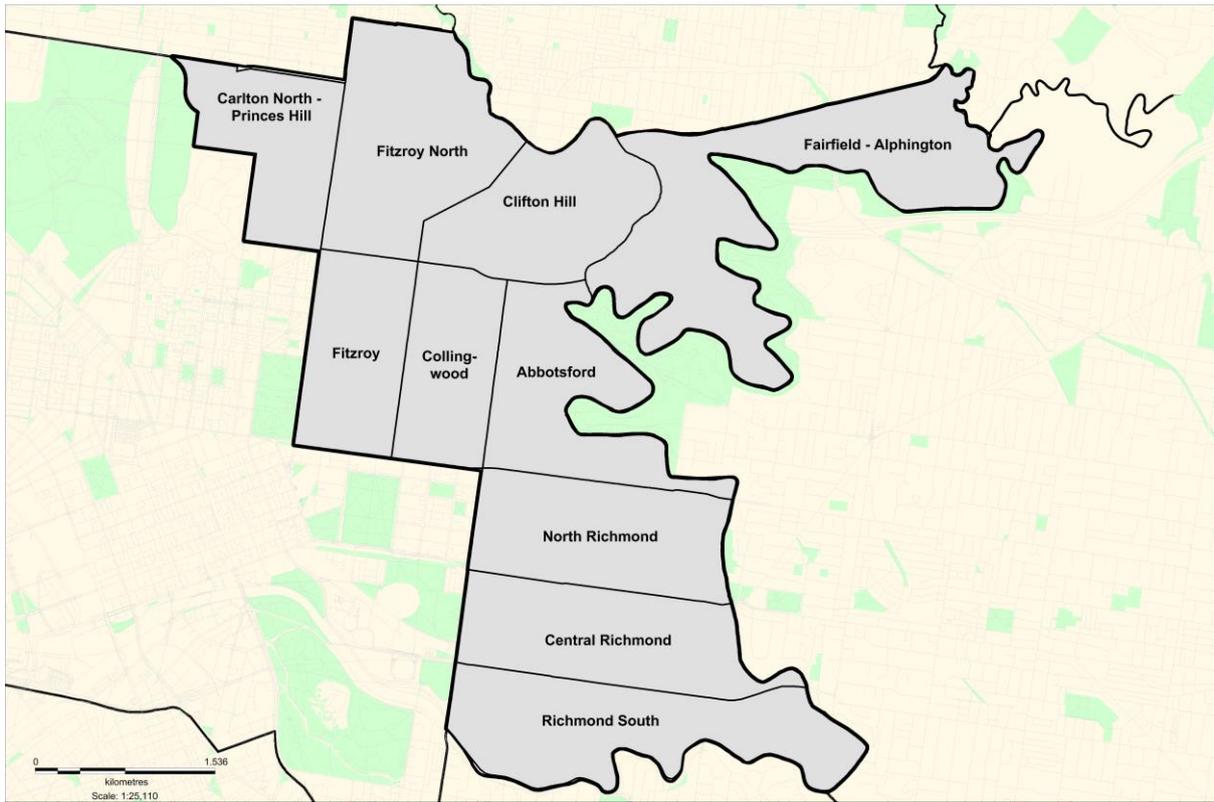
As the Community Infrastructure Plan will be predicated upon existing Council policy, processes and operations they will have been informed by the associated community engagement activities. Further community engagement will be undertaken as community infrastructure needs trigger projects. For example, community engagement plans will be tailored for each project, relative to scale and impact as required.

The Plan is dynamic in the consideration that it will change with the times. For example, it will need to be updated when significant decisions relating to community infrastructure are made or when new information becomes available. This means that the Plan will remain current and useful, evolving with Council's strategic direction.

### 8.1 Boundaries

The boundaries for each neighbourhood respond to key roads and natural features. The neighbourhoods also correspond to other Council activities, such as the precincts used in the Annual Customer Satisfaction Survey.

The Community Infrastructure Plan recognises that different types of community infrastructure have different service catchments. This means that neighbourhoods are not looked at in isolation but within a broader community infrastructure network. This network may contain local, neighbourhood or regional community infrastructure, or be located in other neighbourhoods outside of the City of Yarra.



**Figure 9: Boundaries of Yarra's ten neighbourhoods**

## 8.2 Scope

The primary focus of the Community Infrastructure Plan is on community infrastructure delivered by Council as shown in Table 4. This in-scope community infrastructure responds to the following community needs:

- Common to all age groups: Arts and culture, Flexible multi-purpose community space, Libraries, Neighbourhood houses, Public space, Open space, Recreation and leisure.
- Target populations: Family services, Early years, Middle years and young people, Older persons, People with disability

Non-Yarra community infrastructure has an influence on Council's community infrastructure planning and provision. Therefore the Community Infrastructure Plan also considers places such as schools, aged care services, the location of social housing, and private providers of community infrastructure such as other early years providers, commercial gyms and sporting facilities.

The table below is indicative of the in-scope hard and soft infrastructure. As shown, many services, activities and programs can be delivered from one physical place or space. For example, a library can facilitate community meeting spaces in addition to its traditional role as a place to borrow books, just as sporting pavilions can facilitate community groups other than sporting groups.

Community infrastructure details, such as location, function, capacity and the types of spaces provided is a part of the body of work that has informed the Community Infrastructure Plan.

**Table 4: In-scope Council community infrastructure**

Hard infrastructure (physical place or space)	Soft infrastructure (services, activities, programs)
Community halls and meeting spaces for public use and hire: spaces can be within a multi-use building, facilities that have traditionally been for other purposes such as sporting pavilions, or stand-alone buildings and halls. These can contain facilities such as a dance floor, audio visual equipment, kitchenette, commercial kitchen and stage.	Various activities and programs by community groups, individuals and organisations.
Family, child and youth facilities: spaces can be playrooms, smaller consulting rooms or medium and large meeting rooms.	Maternal and child health service, immunisation, four-year old kindergarten, occasional care, long day care, after school care, parent programs, playgroups, breakfast club (supported and parent-led), homework club, parent information centres, youth programs and activities.
Aged, disability care respite facilities: spaces can resemble meeting and community rooms. These can contain a commercial kitchen.	Delivery of HACC services including planned activity groups, meals on wheels, respite. May include provision for older persons groups (such as U3A activities).
Neighbourhood houses.	Shared facilities for organisations, groups and activities, learning centres that offer opportunities to participate, volunteer, learn and be involved in community life.

Hard infrastructure (physical place or space)	Soft infrastructure (services, activities, programs)
Libraries: spaces can include community meeting rooms and activity areas, community organisation offices. These can contain computers and Wi-Fi.	Borrowing, creative and educational space, community meetings, events and activities, playgroups and story-times.
Culture and arts facilities.	Facilitating creative people, artists, groups and communities. Can be on a semi-permanent or casual basis.
Sport, recreation and leisure facilities: this includes leisure centres, sporting pavilions and club rooms, multi-purpose courts.	Opportunities to participate in sports and activities such as tennis, netball, football, soccer, swimming lessons, group fitness classes.
Open space: this includes the facilities provided within them such as exercise equipment in a park.	Opportunities for social and recreational activities, improved health and well-being, opportunities for activity and fitness across all age groups, education in sport and natural environments, and conservation of remnant vegetation.

The Community Infrastructure Plan acknowledges the role of other hard infrastructure that Council has a responsibility to provide such as public toilets, bike paths and bike facilities, footpaths and roads. These other types of community infrastructure contribute to the effectiveness of the overall network. However, detailed analysis of these services is out of scope as other Council processes such as specific plans and strategies are dedicated to these other services.

## **MONITORING AND EVALUATION**

## 9.0 Performance

Evaluation of the SCIF will be tracked against progress towards achieving the vision and goals for community infrastructure planning in the City of Yarra. These again are:

Vision:

*To identify current and future community infrastructure needs so that Council can deliver and influence the provision of quality, flexible and responsive community infrastructure to support a prosperous, liveable and sustainable City of Yarra.*

Goals:

1. Build and support a safe, healthy and cohesive community.
2. Support a sustainable city with responsive and flexible community infrastructure.
3. Embed a holistic approach planning and delivery.

As shown in the tables following, evaluating progress towards achieving the above will be through using output and outcome indicators, measures and data sources.

Note:

- In measuring the performance of the SCIF, the selected indicators align with the measurement of existing plans and policies and data sources (where possible). It is acknowledged that these may change over time, and the measurement of the SCIF will reflect any changes/updates.
- It is acknowledged that community infrastructure planning alone may not be the exclusive contributor of progress towards the desired outcomes and outputs. Other policy, plans and processes from within Council and outside Council may have influence.
- Measuring and reviewing every single possible metric for community infrastructure planning would be an extensive process. The approach taken is selective, focussing on priorities that will present an overall picture of the progress towards achieving the goals with an emphasis on community satisfaction levels.

## 9.1 Outcomes

The benefits that arise or are enhanced by the SCIF

**Table 5: Outcome measures**

Goal	No.	Indicator	Measure	Data Source
Build and support a safe, healthy and cohesive community.	1.1	A community where people feel safe, empowered, included and have access to services and facilities.	Extent that the community feel involved in their community.	Annual Customer Satisfaction Survey. Health Plan Implementation Progress Report <sup>3</sup> .
	1.2	A community that supports and provides opportunities for: - young people to learn, grow, work and become healthy adults - healthy, active ageing to enhance the quality of life as people age.	Extent that children, young people and older people participate and feel involved in their community.	Annual Customer Satisfaction Survey. Health Plan Implementation Progress Report. Early Years Strategy. Positive Ageing Strategy & Action Plan. Access and Inclusion Plan.
Support a sustainable city	1.3	Optimise the efficient use of community infrastructure.	Community infrastructure	Project specific

<sup>3</sup> \*Health Plan Implementation Report includes Directions and Strategies with Indicators and Data Sources. Data Sources in the Health Plan Implementation Report include: VicHealth Indicator Survey, Community Indicators Victoria Survey, Department of Human Services, Program Reporting, Department of Health Victorian Population Health Survey, ABS Census of Population and Housing Journey to Work data, Department of Transport Victorian Integrated Survey of Travel and Activity

Goal	No.	Indicator	Measure	Data Source
with responsive and flexible community infrastructure.			provision maximises social, financial and land-use outcomes.	Council Service Models (obtained from Service Plans and Reviews).
	1.4	Provision of community infrastructure that provides for multiple age groups, user groups and diverse communities.	Extent that the community feel that community infrastructure responds to their needs.	Annual Customer Satisfaction Survey.
Embed a holistic approach in planning and delivery.	1.5	A place-based approach can be demonstrated in community infrastructure planning and delivery.	Collaboration has taken place across Council, with state government, community service providers and the community (where relevant).	Project specific.

## 9.2 Outputs

The processes, products and services that are influenced by the SCIF

**Table 6: Output measures**

Goal		Indicator	Measure	Data Source
Build and support a safe, healthy and cohesive community.	2.1	Availability of fit-for-purpose community infrastructure.	Community satisfaction levels and usage levels.	Annual Customer Satisfaction Survey. Venues usage data. Service Plans.
Support a sustainable city with responsive and flexible community infrastructure.	2.3	Responsive and fit-for-purpose community infrastructure. Enhanced community and customer satisfaction.	Average satisfaction with services and facilities (rated Very Good). Frequency of use. Satisfactory building condition reports.	Annual Customer Satisfaction Survey. Venues usage data. Building condition reports. Yarra Environment Strategy Action Plan.
Embed a holistic approach in service and facility planning and delivery.	2.5	Cross-organisational recognition of the SCIF and integrated community infrastructure planning.	Reference to and use of the SCIF to support Council activities.	Project examples of activities have been influenced by the SCIF, for example business cases in the capital works program align with the SCIF.  Processes and projects that have been supported by collaboration and coordination within Council functions and between other organisations/agencies.

## Appendices

### Appendix A: Current municipal demographic profile

Demographics give us insight into the values and lifestyles of our community and helps Council provide services and facilities to meet community needs.

The ABS Census takes place every five years with the last Census being in 2011. The earliest release of data from the 2016 Census won't be available until 2017.

The below data below is from the 2011 ABS Census unless otherwise indicated.

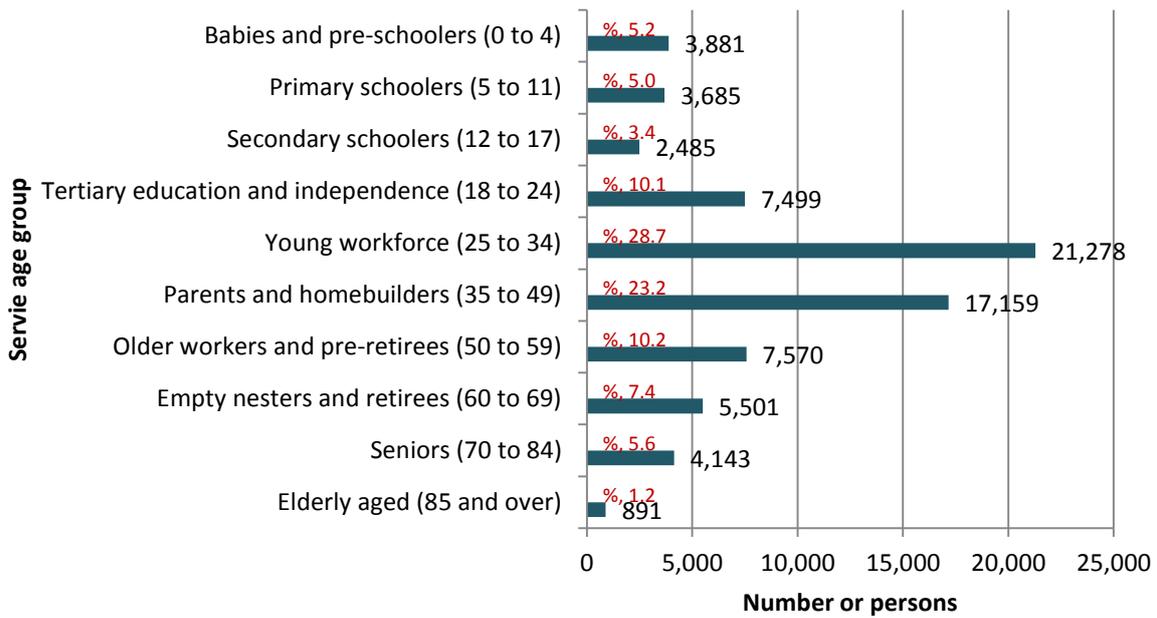
#### People

- Over 2,500 additional residents are estimated to have moved to Yarra between 30 June 2014 and 30 June 2015, equalling a total estimated population of **89,151 residents at 30 June 2015**.
- Over the last decade, Yarra's population has increased by 24.3 per cent from 71,719 in 2005 to 89,151 in 2014, which equals an average growth rate of 2.4 per cent per year.
- The population growth rate has increased in Yarra over the last three years. Between 30 June 2014 and 30 June 2015 the growth rate is estimated to have increased to 3.2 per cent.
- The median age for Yarra residents was 33, while the median age for Australians was 37. Despite the younger age demographic, Yarra still has an increasing number of older residents (although this number is small). More than half of Yarra's population (52 per cent) was aged 25-49 years.
- Yarra's population is increasingly affluent, with the municipality having one of the highest median wages in Victoria. Yarra is also highly educated, with more than half the population holding a higher education degree (51.3 per cent compared to Victoria at 17.4 per cent).
- Approximately 2,800 people in Yarra identified themselves as having a need for assistance with core activities (i.e. personal care, mobility, communication) with the majority of people (i.e. 2,239) being over the age of 50 years old. This represents a decrease of 1.5% within the last decade.
- There were just over 300 Aboriginal and Torres Strait Islander people in Yarra, with equal numbers of males and females. However, local Aboriginal services report that many more people travel into Yarra for social activities, events and to access services.
- 29 per cent of the population was born overseas and 19.2 per cent were from a non-English speaking background, compared with 31.4% and 24.2% respectively for Greater Melbourne.
- The City of Yarra has the highest proportion of same-sex couples in Victoria (4.4%).
- Almost a fifth of Yarra residents come from countries where English is not the first language, and almost a quarter speak a language other than English at home.
- Compared to Greater Melbourne there are a higher proportion of people who spoke English only (69.3 per cent compared with 66.3 per cent).
- Compared to Greater Melbourne there are a higher proportion of people who arrived during or after 2006 (25.3 per cent compared to 23.2 per cent).
- There is a large community of people with Vietnamese ancestry in Yarra. The top five ancestries nominated by residents in Yarra were English, Australian, Irish, Scottish and

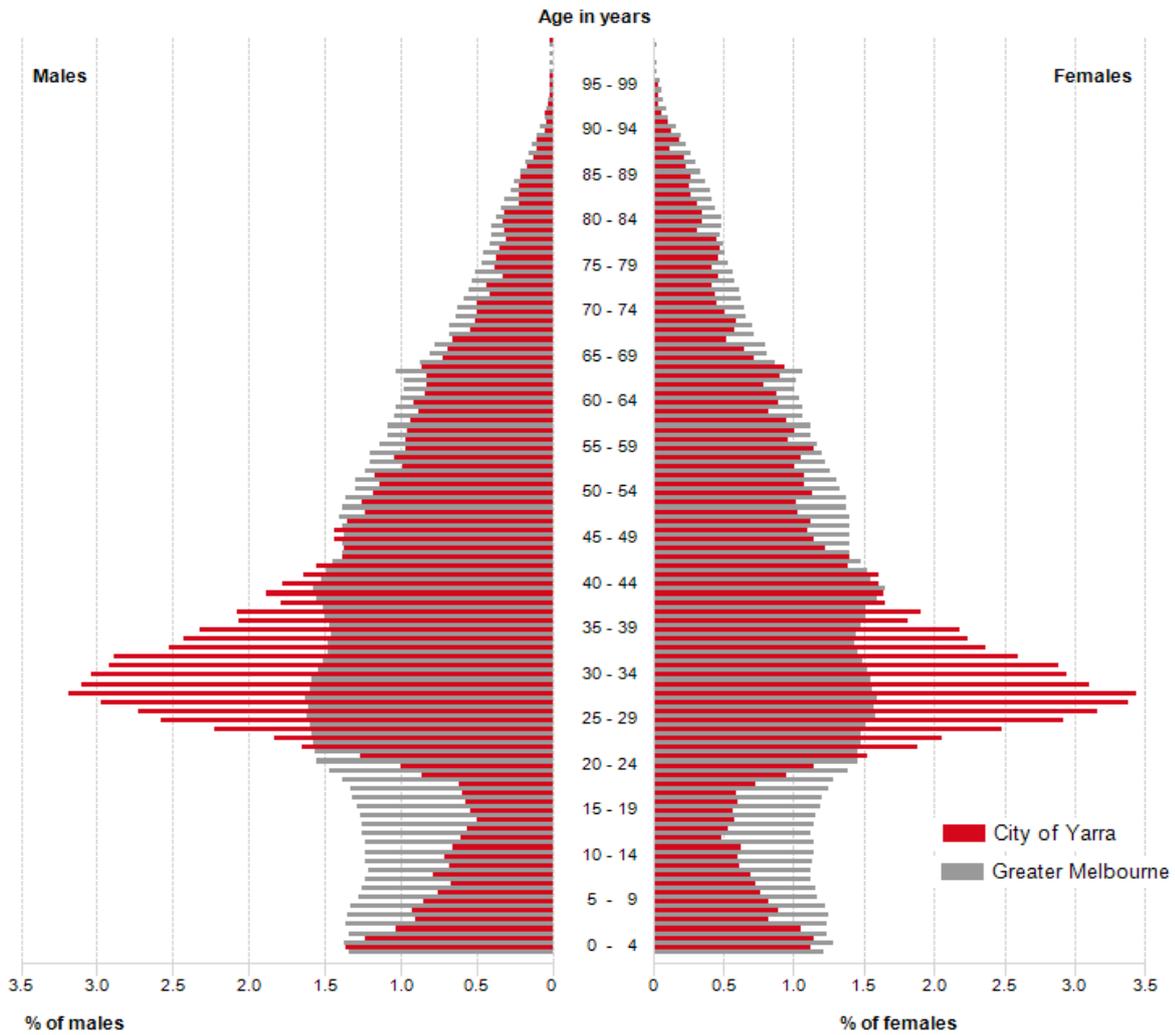
Italian. Emerging, although small, population groups in Yarra include people from Indonesia, Turkey, Singapore, Somalia, Croatia, Sri Lanka, Poland, Netherlands, Egypt, South Korea, Macedonia, Colombia, Eritrea, Spain, Chile, Taiwan, Malta, Iran and Lebanon.

- Yarra’s community has a unique demographic make-up, with many people living at the very lowest end of the socio-economic scale and many at the highest end of the scale. See Section 5.5 Seifa Index for more detail.

**Table 7: Age structure, service age groups as at 2011 Census**



Source: Australian Bureau of Statistics, Census of Population and Housing 2011



**Figure 10: Age and Sex pyramid, Yarra vs Greater Melbourne**

**Health**

- Yarra has low levels of obesity, cancer incidence, smoking incidence and psychological distress. More people in Yarra sit for over 7 hours per day than Greater Melbourne, meaning their physical activity is low (7.2 per cent compared to 5.6 per cent).<sup>4</sup>
- Analysis of car ownership in 2011 Census data, indicates 26% of households in the City of Yarra had access to two or more motor vehicles, compared to 51% in Greater Melbourne. The percentage of dwellings with no motor vehicle is the second highest in Victoria.<sup>5</sup> Access to public transport in Yarra is excellent with train, trams and buses.

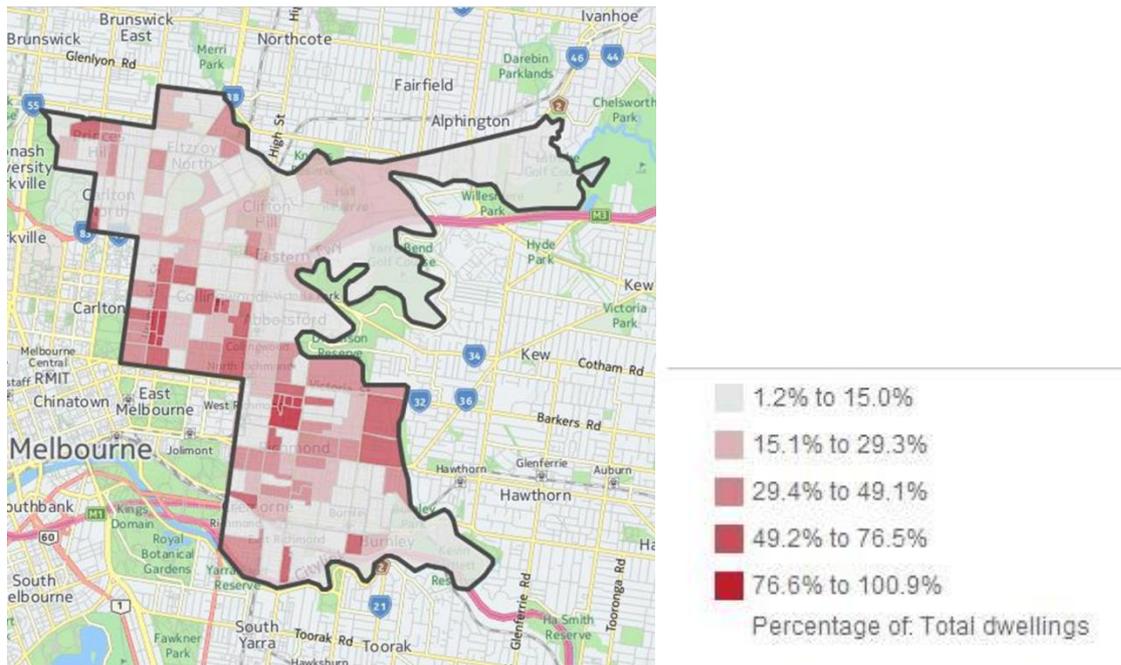
<sup>4</sup> Indicators of Health and Wellbeing, 2011/12

<sup>5</sup> ABS Census 2011

- In Victoria, Aboriginal Australians experience poorer health outcomes than non-Aboriginal Australians in almost every measure of health, which results in a significant gap in life expectancy.

### Housing

- There are a range of housing options for residents in Yarra. However, as an inner city suburb, the main housing options tend to be medium-to-high density dwellings (making up 78% per cent of housing stock) with separate dwellings on smaller blocks. Medium to high density housing is forecast to increase (a key driver of changing service needs and population growth).
- More people in Yarra live in dwellings with two bedrooms or less than Greater Melbourne (56.5 per cent compared to 24.8 per cent). Less people in Yarra live in dwellings with 4 or more bedrooms than Greater Melbourne (7.5 per cent compared to 26.3 per cent).
- There are more Lone Person and Couples without Children households than Greater Melbourne (28.9 per and 24.7 per cent compared with 22.3 per net and 23.5 per cent respectively).
- Yarra has the highest concentration of social housing of any municipality in Victoria. In 2013, there were 5,325 social housing dwellings representing 15.5 per cent of housing stock.
- There is a large stock of social housing: 10.8 per cent of Yarra residents lived in social housing compared to 2.9 in Greater Melbourne. The neighbourhoods of Collingwood and North Richmond locate a large proportion of Yarra's social housing, with 24 per cent and 22.8 per cent of all housing in these areas respectively being social housing. However, trends show that public housing tenants are a declining proportion of Yarra residents.
- There is a large disparity between Yarra neighbourhoods that experience housing stress (paying more than 30% per cent of their income on housing). Collingwood, North Richmond and Fitzroy are all above the Greater Melbourne, Victorian and Australian average whilst other areas such as Central Richmond are well below these averages.
- Residential land in the inner city is at a premium and tends to influence the types of developments and the types of households that move to Yarra and stay. More people rent than own their homes in Yarra, with levels of home ownership being relatively low.
- Yarra's population changes: Around 50 per cent of residents in Yarra had lived at a different address five years earlier, reflecting a more transient population than the Victorian average.



**Figure 11: High density housing**

### Consumer Spend

- Yarra residents have a significantly higher spending capacity than the Greater Melbourne average, with an average annual retail expenditure of \$16,073 per capita, \$2,376 higher than the Greater Melbourne average (Pitney Bowes, CSP 2013).

### Employment

- Yarra has a growing working population with the largest concentration of employment in the inner city, outside the City of Melbourne.
- The number of jobs in Yarra was estimated to be 80,000 in 2014<sup>6</sup>, second only to the City of Melbourne in the inner city area.
- Analysis of the working population in Yarra shows that the three largest occupation types in 2011 were, Professionals (22,236 workers, or 33%), Managers (10,608 workers, or 16%), Clerical and Administrative Workers (10,921, or 16%).
- The high proportion of ‘Managers and Professionals’ in Yarra compared to the Greater Melbourne average is a reflection of the concentration of professional and business service firms in the municipality. Between 2006 and 2011, the only occupation type to decline was Machinery Operators and Drivers which is consistent with the broader decline of lower order manufacturing.

<sup>6</sup> Liveable Yarra Background Paper 2015

### Location of employment

- In 2011 there were 43,042 employed residents in Yarra. Of the 43,042 residents employed, 9,448 (22%) worked within Yarra, and 30,164 (70%) worked in another LGA (the work location of 8% of the resident population was unknown).
- Of the employed residents who work outside Yarra, the majority are working in the City of Melbourne (39%), with smaller proportions working in the City of Port Phillip (5%), Boroondara (4%), and Stonnington (3%).
- 69% of employed residents worked within IMAP Councils (including the City of Yarra), demonstrating the linkages between inner Melbourne, and that the majority of residents take short trips for commuting.

### Business and industry

- 'Professional, Scientific, and Technical Services' is major employment industry for Yarra residents, accounting for 17% of all employed residents compared to 9% of Greater Melbourne.
- Other industries which have a higher share of employment for Yarra Residents than the Greater Melbourne average include 'Healthcare and Social Assistance', 'Education and Training', 'Financial and Insurance Services', and 'Accommodation and Food Services'.
- Industries which employ a relatively small proportion of Yarra residents include 'Manufacturing', 'Construction', and 'Transport, Postal and Warehousing'. These are industries which are not typically concentrated within the inner city.
- Areas which have the highest employment concentrations in Yarra by Destination Zone are: St Vincents Hospital, Epworth Hospital, Richmond, Gipps Street, Collingwood, Cremorne, Richmond, Bottonica Corporate Park, Richmond, Nelson Street, Abbotsford, Trenerry Crescent, Abbotsford, Victoria Gardens and Richmond.
- Manufacturing is Yarra's sixth largest employer and has some sub-sectors that are growing; however it is broadly in decline. Much of the manufacturing that remains is much more knowledge intensive and focused on developing unique and innovative products. Other knowledge-based jobs such as health, education and professional services are increasing, particularly with the opening of the Australian Catholic University in 2000 and the staged redevelopment of Epworth Hospital.
- Some major retail strips, such as those along Brunswick, Smith, Gertrude and Swan Streets have successfully adapted to inner Melbourne's new demographic and economic makeup, and contribute to Yarra's job market and economy. Others, such as Bridge Road, are in a state of transition as a result of changes to the broader retail operating environment (for example, major investment in CBD retail). Smaller centres such as Rathdowne Street and Nicholson Street have also grown, supported by increased hospitality offerings.

### Visitation

- In 2013, the Yarra visitor market was made up of 427,000 daytrip visitors, 187,000 overnight visitors, and 43,992 international visitors.
- Domestic daytrip and overnight visitation grew strongly over the past decade, including a sharp rise from 2008.

- Richmond attracts the majority daytrip visitation, approximately 58% of Yarra’s daytrip visitation. Fitzroy also attracts a significant amount of daytrip visitors, approximately 19% of Yarra’s total (2009-2013 average).

Source: National Visitor Survey, International Visitor Survey, Australian Tourism Research

### SEIFA index

The Socio-Economic Indexes for Areas (SEIFA) measures the relative level of socio-economic disadvantage based on a range of Census characteristics. Developed by the Australian Bureau of Statistics, the index is commonly used to determine areas that require funding and services.

A higher score on the index means a lower level of disadvantage. A lower score on the index means a higher level of disadvantage.

In 2011, the City of Yarra scored 1041.9 on the SEIFA index. This ranked 8 in the most advantaged Local Government Area (there are a total of 80 LGAs with SEIFA scores in Victoria).

SEIFA index scores are available at Statistical Local Area (SLA) and provide more meaning to where there are pockets of disadvantage or advantage within a Local Government Area.

The SEIFA index when used with other indicators such as housing and employment is a good indicator of where communities are more and less vulnerable. The design of the indexes means that it is not possible to measure socio-economic changes over time.

The most disadvantaged neighbourhoods in the City of Yarra are Collingwood, North Richmond and Fitzroy as shown in Table 8. These three neighbourhoods all have a lower index and higher level of disadvantage than the remaining seven Yarra neighbourhoods. The score is also lower than the SEIFA index for Greater Melbourne, Victoria and Australia.

The top three neighbourhoods with a higher score and lower level of disadvantage are Cremorne and Burnley – Richmond South, Central Richmond and Clifton Hill.

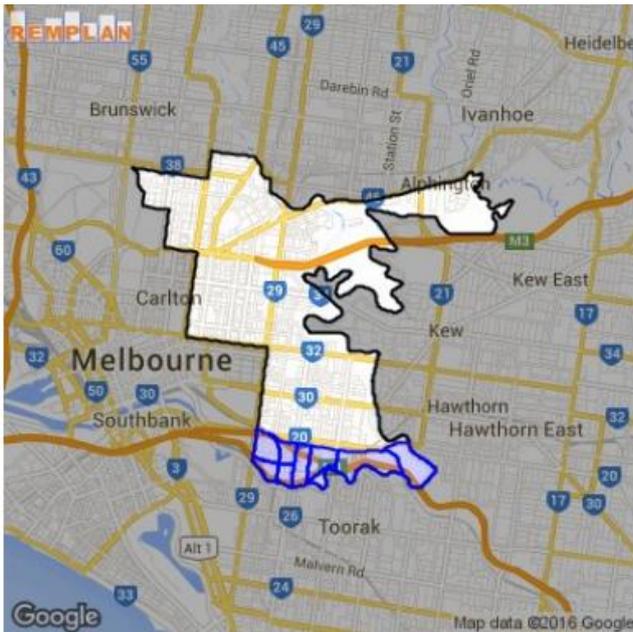
**Table 8: SEIFA index for City of Yarra neighbourhoods and benchmark areas**

City of Yarra small neighbourhoods and benchmark areas	2011 index	Per centile
Collingwood	937.3	24
North Richmond	951	29
Fitzroy	986.8	45
Fitzroy North	1069.2	84
Abbotsford	1070.9	85
Fairfield - Alphington	1080.3	88
Carlton North - Princes Hill	1090.1	91
Clifton Hill	1093.8	92
Central Richmond	1102.2	93
Cremorne and Burnley - Richmond South	1116.6	96
City of Yarra	1041.9	73
Inner Melbourne Action Plan area	1054.7	78

Greater Melbourne	1021.1	63
Victoria	1006.7	55
Australia	1002.6	53

**Gross revenue generated by businesses and organisations**

The selected areas (shown below) are the Destination Zones (DZN) in Richmond South. Destination Zones are the spatial unit used to code Place of Work. The DZNs do not concord with Statistical Areas Level 1 (SA1s) or the exact Richmond South area as used in the SCIF.



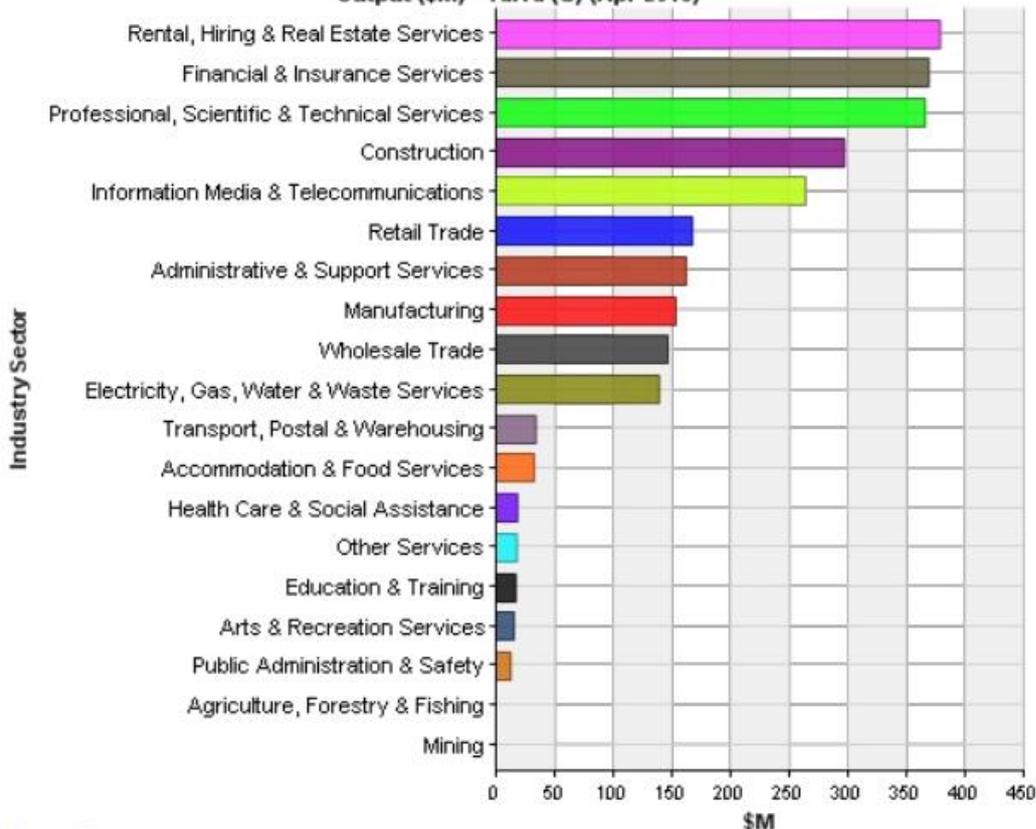
The total output estimate for all of Yarra is \$19,572.504 million. The selected destination zones shown in the map to the left contribute \$4,441.446 million (22.7 %) of total output.

From a land area of 212.128 ha, output per hectare within the 8 selected destination zones within Yarra (C) is estimated at \$20.938 million. This is greater than the Yarra (C) estimate of \$10.016 million per hectare.

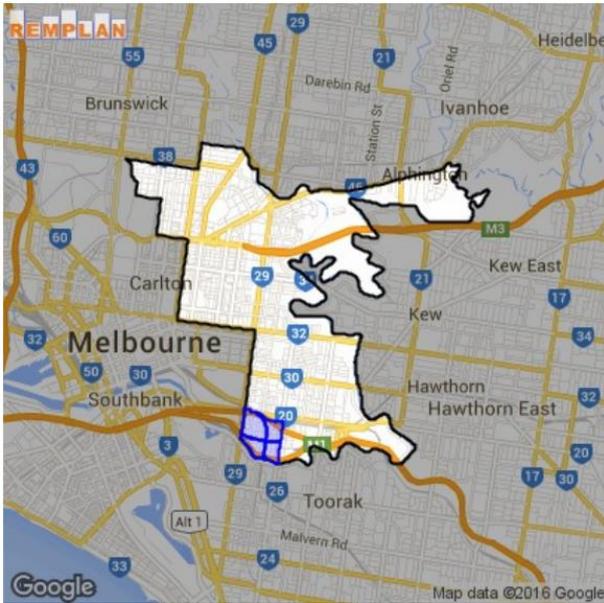
**Yarra (C) (Apr 2016)**

<b>Industry Sector</b>	<b>\$M</b>	<b>%</b>
Financial & Insurance Services	\$1,049.495	23.6 %
Electricity, Gas, Water & Waste Services	\$582.227	13.1 %
Professional, Scientific & Technical Services	\$552.000	12.4 %
Construction	\$468.805	10.6 %
Rental, Hiring & Real Estate Services	\$398.047	9.0 %
Information Media & Telecommunications	\$302.965	6.8 %
Manufacturing	\$250.913	5.6 %
Wholesale Trade	\$208.455	4.7 %
Retail Trade	\$192.216	4.3 %
Administrative & Support Services	\$189.440	4.3 %
Accommodation & Food Services	\$57.873	1.3 %
Transport, Postal & Warehousing	\$47.636	1.1 %
Public Administration & Safety	\$43.347	1.0 %
Other Services	\$32.970	0.7 %
Education & Training	\$23.932	0.5 %
Health Care & Social Assistance	\$19.956	0.4 %
Arts & Recreation Services	\$19.600	0.4 %
Agriculture, Forestry & Fishing	\$0.996	0.0 %
Mining	\$0.572	0.0 %
<b>Total</b>	<b>\$4,441.446</b>	

**Output (\$M) - Yarra (C) (Apr 2016)**



General Cremorne area

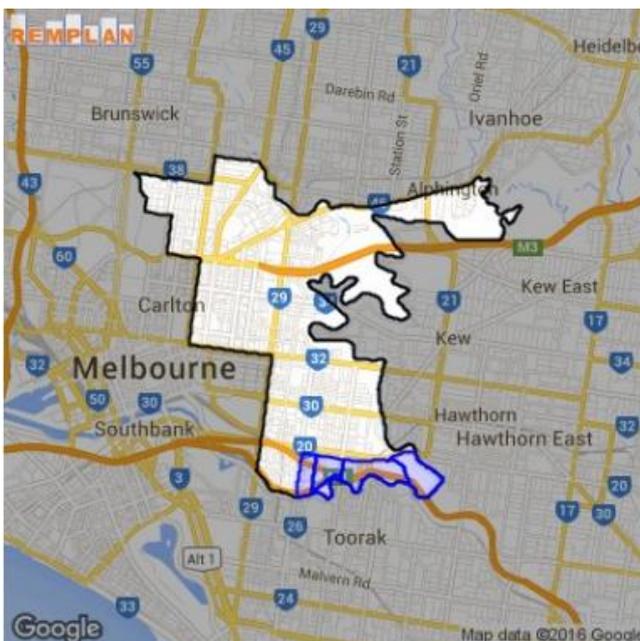


The selected destination zones contribute \$2,590.560 million (13.2 %) of total output. From a land area of 64.292 ha, output per hectare within the selected destination zones within Yarra (C) is estimated at \$40.294 million. This is greater than the Yarra (C) estimate of \$10.016 million per hectare.

Top 5 Industry sectors in the four selected destination zones April 2016:

Industry Sector	\$M	%
Rental, Hiring & Real Estate Services	\$378.462	14.6 %
Financial & Insurance Services	\$368.982	14.2 %
Professional, Scientific & Technical Services	\$365.840	14.1 %
Construction	\$297.161	11.5 %
Information Media & Telecommunications	\$263.588	10.2 %

General Burnley area

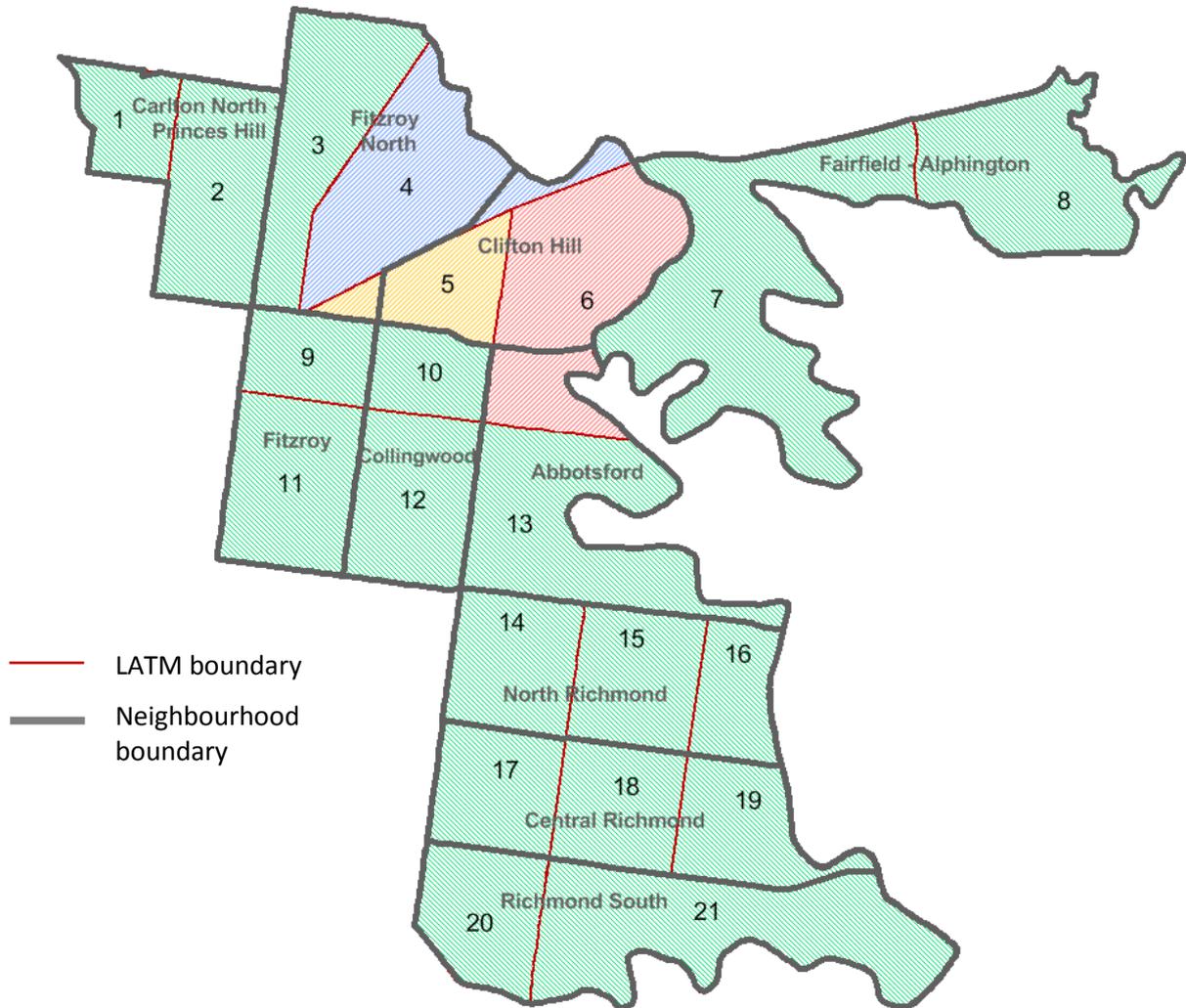


The selected destination zones contribute \$1,850.886 million (9.5 %) of total output. From a land area of 147.836 ha, output per hectare within the 4 selected destination zones within Yarra (C) is estimated at \$12.520 million. This is greater than the Yarra (C) estimate of \$10.016 million per hectare.

Top 5 Industry sectors in the four selected destination zones April 2016:

Industry Sector	\$M	%
Financial & Insurance Services	\$680.513	36.8
Electricity, Gas, Water & Waste Services	\$443.164	23.9
Professional, Scientific & Technical Services	\$186.161	10.1
Construction	\$171.644	9.3
Manufacturing	\$97.711	5.3

## Appendix B: LATMs and neighbourhoods



City of Yarra 21 LATM Precincts and their relation to Yarra's neighbourhoods