Western Metropolitan Region Integrated Transport Framework

A tactical framework to guide idea development, bring the Councils together through the Western Metropolitan Partnership, and support State engagement

Final

Prepared by: GTA Consultants (VIC) Pty Ltd for Western Metropolitan Partnership

on 15/10/19

Reference: V173470

Issue #: Final

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EXECUTIVE SUMMARY

Need for a framework for the West

The Western Metropolitan Region, consisting of six municipalities namely Melton, Wyndham, Brimbank, Hobsons Bay, Moonee Valley, and Maribyrnong, is experiencing unprecedented growth. With growth comes challenges and the Councils have voiced the issues and objectives through their strategies and plans, including documents at the regional level through LeadWest[1]. At the same time, the State Government is delivering significant investments, through a range of projects such as Melbourne Metro and associated service improvements (Sunbury line), West Gate Tunnel, Suburban Roads Upgrades, Level Crossing Removals and planned metropolitan and regional upgrades in the Western Rail Plan. Together with land-use precinct development policies, these considerable investments represent an opportunity to guide a more consistent approach to regional and local level transport planning and priority-setting across Western Metropolitan Melbourne.

The Western Metropolitan Partnership (the Partnership) is an advisory group, established by the Victorian Government, for local communities to engage with state and local governments, and advise the State of the Partnership's top priorities for jobs, services and infrastructure across the region. An advice paper is developed each year by the Partnership for the State Government's to assist in key decision-making, working through established procedures and guidelines, including Department of Treasury and Finance's Investment Management Standards and business case processes.

Given the challenges, opportunities and the Partnership's role, the Partnership has identified the need for an integrated subregional transport framework. It will help the partners to work together to understand the issues, objectives and strategies, across the Councils to identify and focus on areas of common interest. The framework is to be used to help develop ideas and assess whether they effectively contribute to subregional transport outcomes, while making the most of State investments and policies.

Approach to establishing this framework, purpose and considerations

The Western Metropolitan Partnership commissioned GTA Consultants to develop a **Western Metropolitan Region Integrated Transport Framework (WMRITF) – a set of subregional transport priority outcomes that the Councils agree and will work together on, while also supporting a unified voice when advocating to State Government.** The WMRITF and its modules are a collaborative document.

While the WMRITF does not prescribe projects or detail solutions to all issues[2], its value is that it has created a mechanism to identify regional transport problems while presenting a tactical approach to address them. As such, it:

- Supports the strategic while giving guidance to the tactical
- Works within existing processes while introducing evidence to refine the priorities
- Brings people together to identify a way to work together, while not prescribing a set of details inflexible through a point-in-time transport plan.

The benefit of the approach is that while the WMRITF sets tactical priorities it is able to be adapted to flexibly reflect and assess changing network conditions and needs as the West continues to grow.

[1] An organisation comprising the six municipalities, major companies and other organisations in Melbourne's west, focused on advocacy in the region

[2] This document is not an integrated transport plan: it is a Partnership document for guiding the collaborative work between the Councils, with the Partnerships and the State.

The WMRITF has been developed through:

- Collaborating with officers from the six Councils, GTA Consultants, and the Department of Transport and Department of Jobs Precincts and Resources, through Working Group and executive Project Control Group sessions including Council CEOs
- Gaining buy-in to the proposed program, objectives, framework concepts and components, analysis and outcome priorities, through managed stage-gates, and at various level of the client and stakeholder organisations
- Building the framework based on best practice and learning from specialists' international and broader experiences of delivering the optimal framework, translating the strategic into the tactical.

Three 'frames' to align initiative development

The frames are:

1. Headline alignment, based on extracts of local and regional strategies and plans
2. Major Government investments and policies, with key projects in delivery that is underway, contained in the Victorian Infrastructure Plan, Western Metro Five Year Plan and the Western Rail Plan
3. Network outcomes, with eight topics emerged from Frame 1 headlines, brought together under four modules
   (i) connecting people and jobs
   (ii) managing congestion
   (iii) safeguarding network resilience
   (iv) supporting freight while managing its impact.

Frame 3 has been built on a set of focused analysis including population, employment, networks, traffic and travel, mode share, service coverage, access times, highway journey time variability. Together, they provide the evidence that underpins the network outcome priority definition for the Councils should focus on with the Partnership and the State.

The framework points to a set of recommended subregional initiatives

Through the framework above, this report puts forward a set of initiatives for the Partnership to review, then confirm priorities with the Government, working with Partnership members.

The initiatives for cross-organisation work are as follows:

1. Sunshine
   - Build on State investment in the rail network by improving access to railway stations especially on the Melton, Sunbury, and Regional Rail Link lines, connecting people and jobs[3]
   - Consider how to manage the road network to encourage the use of other modes relative to traffic[4], including where station access is / to be enhanced e.g. Western and Princes Freeways. This will help to prevent adding further pressure to the already congested network and helping to safeguard network resilience

[3] Including to encourage more and diverse range of jobs and services to Sunshine and the sub-region, supporting State policy for precinct development

[4] Including for examples constraining access onto freeways where alternative provisions is desired / adequate and actually provided

- Improve public transport[5] connectivity and accessibility to growing population centres (Altona North / Precinct 15, Highpoint and Maribyrnong Defence Site, and north-east Derrimut)
- Avoid attracting more cars to the locality especially for local trips and those that could be taken on public transport, including giving greater emphasis to walking
- Making cycling an attractive choice by completing the strategic cycle connection between Sunshine, Footscray and the CBD.

2. Werribee National Employment and Innovation Cluster (NEIC) and Major Activity Centre
   - Support jobs growth by improving connections, north-south including from Tarneit and Wyndham Vale, and east-west along the Werribee Line, particularly by improving public transport
   - Improve north-south connections towards Melton to improve Werribee NEIC's attractiveness as a location for jobs and services
   - Work with the State to explore opportunities for improved public transport connections with Geelong and Sunshine.
3. Inner West Melbourne
   - Reduce developments' traffic generation and impact on road network, and encourage public transport and active travel orientated developments in areas of high public transport service provision, making the most of existing and planned transport infrastructure, managing additional congestion pressures
   - Improve public transport accessibility through enhanced bus and tram services, better connecting people and jobs, including between the activity centres in the area, and with Sunshine and inner Melbourne
   - Safeguard resilience on the public transport network e.g. through prioritisation and segregation measures as appropriate / effective
   - Build on State investment in the rail network by improving access to railway stations along Melton, Sunbury and Werribee lines, and Regional Rail Link, better connecting people and jobs
   - Encourage cycling and enable them to safely move around with other road users including by improving strategic cycle connections to jobs including to the CBD and Sunshine. Also explore further improvements to north-south strategic cycle connections.
4. Airport cluster (covering Melbourne Airport and surrounds, Airport West and Essendon Fields)
   - Improve the consistency of journey times and performance by safeguarding resilience of the road network
   - Work together in partnership with the State to engage with the private sector to improve public transport access to the clusters, better connecting people and jobs, including from Broadmeadows and Monee Ponds
   - Explore public transport options to improve access to employment within the wider airport cluster, supplementing Melbourne Airport Rail Link, e.g. improving frequencies and connectivity, to support more intermediate travel needs, reducing reliance on car travel and hence managing congestion, or bus connections from transport interchange hubs servicing residential areas.

[5] This includes bus and tram options which will need to be considered at a more detailed level in terms of optioneering, particular to each corridor

5. Freight movements

    - Work together with the State on the future Western Intermodal Freight Terminal (WIFT) road-rail interchange and develop plans to best access jobs
    - Support longer distance freight flows along the identified freight priority corridors, including the Western Freeway, Princes Freeway and accessing the Port of Melbourne and WIFT
    - Work together to develop initiatives and agree with the State on how best to manage freight, balancing freight productivity with impacts on communities particularly in the Inner West.

In conclusion, WMRITF is a tactical framework for subregional network outcome priorities

The WMRITF brings people together to focus on key subregional areas for priority action, and it is recommended that the Partnership members, particularly Councils, to work on these subregional network outcome priorities, using the three frames and their modules to test ideas and develop them.

The usefulness of this integrated transport framework lies in its tactical nature, to bring the Councils together and focus on matters within their control and immediate influence to help address subregional priorities.

It also recognises that users' door-to-door journeys spans across local and state networks, and that users do not distinguish between the two networks, and therefore emphasises on the importance of working together, leveraging off State investments and policies.

Over time, it is possible that the frames, and more likely the modules, will need to be refreshed, leading to new priorities, but given the tactical shorter-term horizon, such changes are unlikely. The intention is that partners work together to address a problem and then they move on to the next one.

Overall this report recommends:

- Local and State Governments to address the priorities identified, working together as required
- Councils will focus on issues that are within their immediate control and influence, aligned through the outcomes discussed in this report, working with State on the identified initiatives through prioritisation
- Progress should be incremental, but it is the 'sum of the parts' that will deliver the outcomes sought by the Partnership.

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1. BACKGROUND

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1.1. Need for a new framework for the West

- The West is growing, creating new challenges and opportunities
- Considerable analysis, strategy and plan developments have been done by the various tiers of government, and there are existing processes for developing projects through business case stage-gates
- A framework is required to support the tactical focus of project development.

1.1.1. Background on the Western Metropolitan Region

Significant growth and investments for the region offer considerable opportunities and challenges

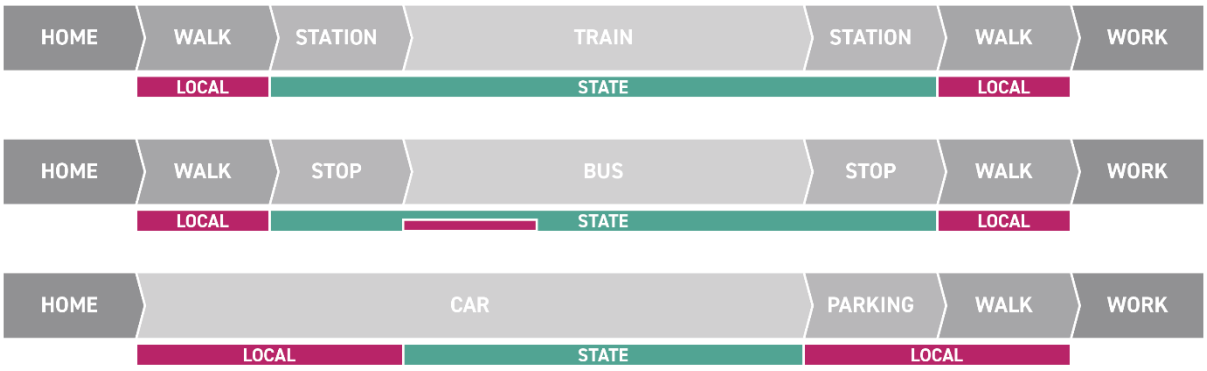
The Western Metropolitan Region consists of six Local Government Areas (LGAs) of Melton, Wyndham, Brimbank, Hobsons Bay, Moonee Valley, and Maribyrnong. The region is home to nearly 20% of Melbourne's total population and 15% of jobs[6]. It is Melbourne's fastest growing region, with significant changes are occurring and will continue to occur to the pattern of land use with greenfield developments, urban renewal and intensification.

At the same time, the Government is delivering and planning significant investment in the region, with major projects in delivery including Melbourne Metro (Sunbury line upgrade), West Gate Tunnel, Suburban Roads Upgrades and Level Crossing Removals. Initiatives in planning include the Melbourne Airport Rail Link (MARL), Western Rail Plan (WRP) and the Sunshine NEIC. Such transport interventions are part of the Government's wider land use and growth strategies, including the emphasis on precinct development.

Together, growth and investments bring considerable opportunities to the region e.g. development of Sunshine NEIC, rail upgrades with enhanced access through the region and to Central Business district (CBD). At the same time, there are challenges, including how to manage local roads and streets in areas of increasing population and employment density.

It is also recognised that transport users' door-to-door journeys span across local and state networks, and that the typical user does not distinguish between the two networks. The Partnership presents an opportunity for members, including Local and States Governments to improve the whole of journey experience for users, such as considering opportunities on how State investments can be leveraged to do this.

Figure 1.1: Door-to-door journeys span across local and state networks



Appendix A contains the Western Metro Partnership Agreement's scope and background for the WMRITF.

[6] *Western Metro Region, Five Year Plan for Jobs, Services and Infrastructure 2018-2020*, The State of Victoria Department of Environment, Land, Water and Planning, 2018

1.1.2. Key documents and previous studies

Various government tiers and organisations have voiced opportunities and challenges, putting forward solutions

To ensure this study makes best use of the work already done, capturing the issues to inform framework development, a range of documents have been reviewed including from Councils and the State, and at the regional level (see Appendix A for details). In short, a comprehensive review took place covering policies, strategies and plans, across all modes.

From this review, it is clear that there has been considerable documentation laying out a range of parties' views on vision and objectives, issues and challenges, as well as solutions in terms of individual projects to be considered through local, State and Federal processes, including Victorian Government Department of Treasury and Finance (DTF) Investment Management Standard (IMS) and Infrastructure Australia (IA) Infrastructure Priority List (IPL).

A visual capture of this review is shown in Figure 3.1.

1.1.3. Requirement for a framework

The Western Metropolitan Partnership requires an Integrated Transport Framework to help guide the development of plans collaboratively between Councils and coordinated with the State Government

The Western Metropolitan Partnership (the Partnership), an advisory group established by the Victorian Government, brings the six LGAs together, providing a way for direct engagement between the communities and the Government. It has identified transport as a key priority issue for the region.

To support its engagement activities on transport issues, the Partnership requires a framework to bring together the Councils, agree common objectives and issues to work on at the subregional level, confirm how ideas are to be sifted and developed for collaboration and engagement with the State, and what networks and where the focus of efforts should be. As such, it is an Integrated Transport Framework for the Western Metropolitan Region (WMRITF) that consolidates strategies, guides planning, identifies gaps and priorities, instrumental in bringing the Councils together to deliver common objectives through a set of actions.

1.2. Approach to establishing the framework and structure of this report

- WMRITF has been established based on agreed process and content with Councils, Partnership and State Government, who have been involved through Working Group, Project Control Group and Partnership meetings
- WMRITF is based on the collating of objectives, understanding of major investments in planning or delivery, development of subregional network outcome priorities.

1.2.1. Approach to framework development

The approach for developing the WMRITF centres on buy-in from government tiers and organisations, gaining agreement along the study process, resulting in a useful tool to support strategies and guide plans

For the WMRITF to be useful, it is key that the various parties buy into the framework from its development stage, namely:

- The Partnership who has funded the development of the WMRITF and who will ultimately use it to sift and develop ideas for engagement with the State
- The six Councils who will use the WMRITF to work on common objectives and solve shared subregional problems, developing projects at the subregional level
- The State Government, including the DoT who has procured and facilitated the delivery of the WMRITF, who will work closely with the Partnership and Councils to consider the WMRITF in the development of the state network for the region.

The parties are brought together through three layers of project governance and delivery, namely:

- The Western Metropolitan Partnership
- Project Control Group (PCG), consisting of senior representatives from Partnership functionary and Council CEOs, DJPR, DoT and DELWP
- Project Working Group (PWG), consisting of Partnership functionary, Council officers and DoT managers.

Milestone agreements were reached at key meetings:

- Project objectives – PWG 3 July 2019
- Common objectives and issues to address – PWG 22 July
- Concept of the framework and approach – PWG 22 July, PCG 14 August, PWG 19 August
- Key areas, gaps and priorities, an outline – PWG 19 August
- Draft report – PWG 3 September work-in-progress draft walk-through including discussions on priorities followed by work-in-progress draft report for comments, PCG 9 September meeting to discuss priorities followed by presentation slides and report. Note: this is the Draft Report.
- Final report – Following consultation with Partners

1.2.2. Structure of this report

This report is structured as follows:

- Chapter 2 – Overview of the framework, including explanation of what it is and it is not, namely a tactical tool that helps the Partnership to focus on subregional transport problems, to sift and develop detailed ideas, to channel energy and engagement, bridging between the regional and strategic to the local and project-specific
- Chapter 3 – Frame 1 objectives & Frame 2 major investments, where the WMRITF sets out the agreed common themes to focus on at the subregional level
- Chapter 4 – Frame 3 outcome priorities, building on Frames 1 and 2 and based on evidence and analysis
- Chapter 5 – Implications on initiatives and testing two examples, where the WMRITF brings together the issues and findings, and points to the priorities for the region
- Chapter 6 – Conclusion.

2. OVERVIEW OF THE FRAMEWORK

2

2.1. Purpose and considerations

- The purpose of the WMRITF is to support the delivery of commonly shared strategic objectives, by guiding the development of ideas, including making the most of State investments and supporting the engagement with the State and communities
- As such, the purpose of the WMRITF is not to redo strategies at the high level or determine project details at the other extremity, but to operate effectively in the middle, bringing content to strategies, and assisting with the business case process.

2.1.1. Purpose of this framework

The WMRITF needs to support strategies and guide plans

As discussed in Section 1.1.2, the various tiers of government and inter-organisational bodies have put forward objectives, strategies and projects. The purpose of the WMRITF is not to repeat them, or tick projects against high-level and often indisputable visions and goals.

The purpose of the WMRITF is to provide a useful tool to help translate high-level strategies into practical areas of focus, for the Councils to work together at a tactical level to address shared subregional issues. As result of the guidance provided by the WMRITF, Councils will align projects to deliver Partnership / strategic objectives and alleviate the risk of projects, which could be seemingly all goal-hitting yet if working in isolation would deliver sub-optimal results.

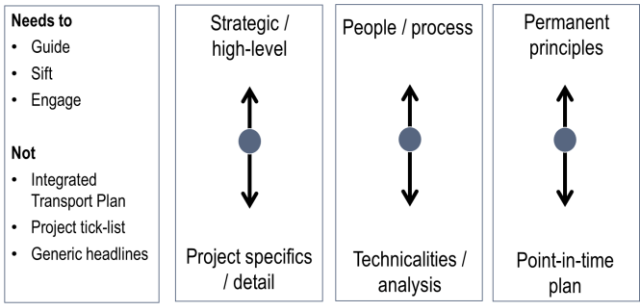
While this report contains evidence including maps and statistics, factual and analytical content are only important to the extent that they have supported the engagement with Councils, the Partnership and the State, to help reach agreement on what priorities to focus on for subregional impact.

2.1.2. Key challenges for this framework

The WMRITF needs to find the optimal middle space, to translate the strategic into the tactical

The WMRITF's ability to align objectives and guide projects depends on its ability to operate effectively in the middle space between strategy and project details, process and technicalities, as well as between principles and point-in-time planning.

Figure 2.1: Finding the optimal middle layer is key for WMRITF



Sitting at too high a level, this WMRITF project risks reinventing strategies, or seemingly 'hollow' in its recommendations of content i.e. the practical priorities.

If it dives too deeply into the project details, then this projects risks reinventing the solutions or becomes too rigid for changing future circumstances, no longer guiding the planning over time but risks becoming irrelevant in due course.

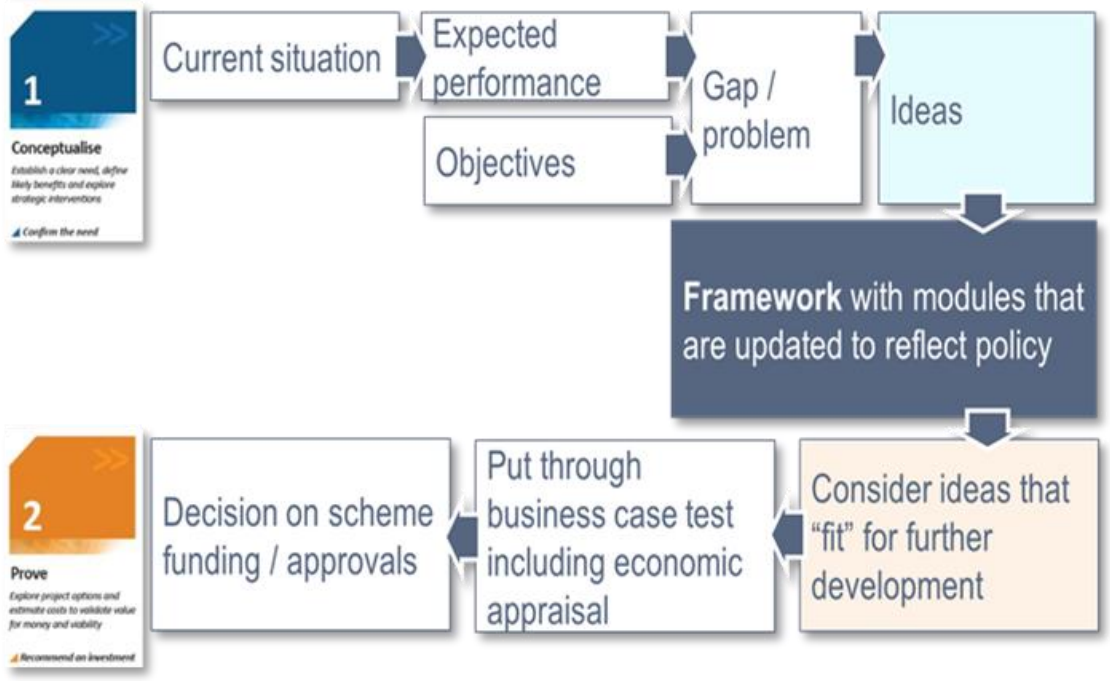
Therefore, developing a useful WMRITF has to consider its optimal placement along three dimensions:

1. Strategy (why) vs project details (what)
    - WMRITF is not to reinvent objectives, nor to determine the schemes
    - But to find a way to help focus Council efforts over a tactical timeframe of 1-5 year horizon that will support longer term Plans and Infrastructure upgrades bringing the strategic into the tactical (see Figure 2.2).

Figure 2.2: Framework – from strategic to tactical

2. People (who) vs technicalities (how)
    - WMRITF is not a forum, nor determined technocratically
    - But it is a way to help bring people together, to sift ideas cross-council within the Partnership, then support constructive engagement with the State (see Figure 2.3).
3. Permanent principles (fixed) vs point-in-time plan (transient)
    - WMRITF is not an unchangeable set of questions to answer, nor is it a precise plan that will become out of date
    - But to help develop plans (see Figure 2.3).

Figure 2.3: Facilitating idea development



Overall, it supports / complements existing business case process:

- WMRITF does not replace business case processes, nor to prescribe local project details
- But supports idea progression through the business case process, including between State Government's Investment Management Standards Gate 1. Conceptualise and 2. Prove stages (see Figure 2.2 and Figure 2.3).

2.2. Examples of similar frameworks and how they supported strategy and guided development, operating effectively in the middle

- TfL's Cello process helped to determine functions on the network and priorities for action
- An UK plc established a process for considering business opportunities, refining its pipeline

2.2.1. Transport for London's 'CELLO' project

CELLO was instrumental in materialising the longer-term strategic goals through shorter-term tactical planning

Central London (CELLO) Program started in 2007 in recognition that over the next five years, London faced an unprecedented level of change and disruption to the network due to a complex set of large-scale projects and programs by various agencies. The challenge was how to deliver the changes effectively while managing the impacts to individual areas and overall. The aim of CELLO was to bring all projects under a coherent management to ensure their impacts on the surface network were assessed and mitigated, synergies exploited, and risks managed.

CELLO complemented strategic planning by providing a tactical response to co-ordinate committed schemes on the surface network, with senior buy-in supporting effective operations.

It identified the functions and user needs on the network, so as to focus the planning of projects and impact mitigation works to these parts. Various parts of TfL and the Local Authorities shared a common understanding of the issues and what had to be done where to manage the impacts not only of the local area but on the wider network. CELLO was not a published strategy but was a framework that enabled agencies to work together to solve a limited number of problems, as prioritised.

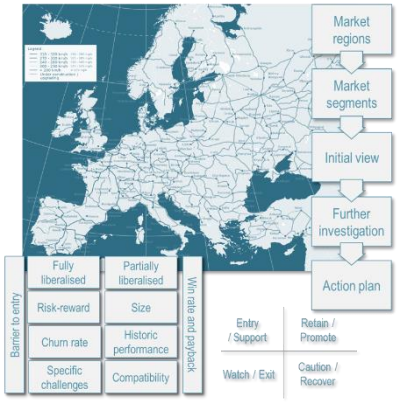
Conceptually, CELLO offered a useful 'middle layer' that helped to translate longer term strategic intent into shorter term actions. The parallel to the Western Metropolitan Region is evident in that in both cases, the objectives were indisputable, whether about supporting growth or mitigating impacts, but the number of projects and areas meant adherence to the right principles was not enough to guarantee the right course of actions particularly when viewed at the aggregate level when numerous actions seemed all goal-hitting.

In the TfL case, as with the WMRITF, the crucial element was not being precise on the action at the local level immediately but forming a shorter-term strategic layer to guide the development of detailed actions.

2.2.2. UK plc pipeline

Setting up an agreed sifting process helped to translate 'what we want' into the practical 'where to look' and 'what to look for', guiding the identification of 'what it is'

Figure 2.4: Middle layer framework helped an UK plc to focus on 'where' and 'what'



Delivering corporate goals was indisputable. The right project would generate profit, improve market perception, enlarge market share, and boost staff morale for further growth / refinement. Yet, within the UK the overlap of market opportunities was in itself a challenge for senior management to consider the optimal pursuit strategy, and added to that the opening of the markets on continental Europe brought additional opportunities and also challenges for decision-makers, particularly when faced with champions for different courses of action.

What the company required was a middle layer, between strategic intent and detailed project opportunity, so that there could be a systematic way of investigating potential business opportunity pipelines without resource-hungry analysis of all details. To do this, it developed a step-by-step approach, splitting opportunities into market regions, then segments, with initial analysis to point to the most promising areas for further pursuit, bringing top-down objectives with bottom-up individual opportunities.

Similar to TfL's CELLO, the approach developed here was to develop an effective middle layer translating the longer-term strategic 'what we want' into the short-term focus of 'where to look' and 'what to look for', rather than landing immediately to 'what it is'.

In the case of the Western Metropolitan Region, again, while the strategic intent 'what we want' has been expressed in numerous document (1.1.2), there needs to be a way through which the various Councils, the Partnership, the State Government can all look at opportunities and challenges through a set of lenses, so that the right focus is shared and therefore providing the common basis for developing the right course of actions and details of plans.

2.3. This framework for the Western Metropolitan Region

- Introduces the middle layer, consisting of three frames: (1) headline alignment, (2) major investments and policies, (3) network outcomes with modules
- The frames and modules have been used, instrumental in deriving at the agreed priority actions in this report. The content of the frames and modules are subject to update.

2.3.1. A three-frame WMRITF

When considering an idea, the framework user should ask three overarching questions about the idea, with answers based on assessment referring to details in Sections 3 and 4 of this report, in particular relating to the geography priorities in Section 5

Based on the discussions of the need for an effective middle layer to support strategy and guide plans, this report proposes a three-frame WMRITF:

1. Brings together objectives, the common themes that the Councils agreed to work on
2. Points towards the opportunities associated with State Government's major investments and policies
3. Asks whether an idea supports a set of subregional network outcome priorities (derived based on the agreed objectives), what impact it is likely to have, and thereby points to the issues to consider further especially if there is disagreement within the Partnership.

Based on the above, when considering an idea, the user of the framework should ask a set of overarching questions:

1. *Does the idea support the agreed headline objectives and address commonly shared issues at the subregional level?*

   If it is a local issue with little impact at the subregional level, then the idea should be considered outside the WMRITF. Section 3.1 discusses this frame further.

2. *Does the idea support major Government investments and policies, making the most of them?*

   This relates to transport projects as well as wider land use and precinct development commitments. If an idea has an impact that contradicts significant investment already planned, then that idea will be subject to considerably scrutiny to prove that such contradiction has merits. Section 3.2 explains this frame.

3. *Does the idea support at least one of the subregional network outcome priorities?*

   Section 4.1 details the specifics including connecting people and jobs, managing congestion, support network resilience, supporting freight and managing its impacts, with implications across transport modes, as well as land use and development. This frame asks if the idea aligns to the identified actions geographically as agreed between the Councils (see Section 5.1) to improve subregional outcomes.

2.3.2. WMRITF and updates

The WMRITF is not a point-in-time transport plan; it can be updated, and different parties will own the update process

WMRITF differs from a conventional transport strategy (an 'ITP') in that it has greater definition, and from a plan in that it is not point-in-time. The three frames provide the overall structure of considerations, with more specific questions posed through the modules. This report contains the analysis and evidence used to compile the modules, and in the future a fresh of inputs will warrant a refresh of the modules.

For example, if Councils' objectives change, Frame 1 should be revisited for users to be satisfied that the common themes established in this report are still relevant. If the State Government's infrastructure list e.g. Victorian Infrastructure Plan (VIP) and priority precinct plans change, then Frame 2 will need to be refreshed and more detailed network outcomes in Frame 3 should also be revisited. When major land use and forecasts are revised, then Frame 3 will need to be updated. If the revision is fundamental, then the Frame 3 will need to be revised accordingly. Table 2.1 explains the above further.

Table 2.1: Frame, modules, development and refresh

Frame	Modules	How developed in this report[7]	Who and how to refresh post roll-out[8]
1. **Headline alignment**	Alignment with subregional objectives / issues	Review of policies and strategies at LGA, subregional and State levels	The Partnership will work with Councils to update the headlines if there are major changes to vision and objectives, policies and strategies
2. **Major Govt investment and policy**	Alignment with major projects and policies	Review of Govt projects and policies[9]	DoT will explain the implications of the change[10] The Partnership will work with Councils to interpret and consider impact on priorities
3. **Subregional Network Outcomes**	(i) Connecting people and jobs (ii) Managing congestion (iii) Safeguarding resilience (iv) Supporting freight and managing its impact	Derived based on policies, strategies and key indicators[11] With reference to Movement and Place classifications in discussion with DoT	The Partnership will work with Councils and the State to review periodically and update the analysis. If there is a fundamental change, then the Partnership will need to consider commissioning analysis to reconsider the modules

[7] In addition to agreement through PCG and PWG

[8] The main parties are listed as the action owners. It is recognised that in practice, the owner(s) may delegate the actions including procuring external support

[9] As per key documents and strategies e.g. VIP, priority precincts, Victorian Integrated Transport Model (VITM)

[10] This does not override stakeholder input as per standard government consultation process, i.e. the Partnership and Councils would have had an input to the development of major project and policies

[11] Including data from census, VITM and Bluetooth

3. FRAMES 1 AND 2

3

3.1. Frame 1 – Subregional Headline Alignment

- This frame asks the Partnership, the idea proposer, assessor or stakeholder, to consider whether the idea supports the commonly agreed objectives.

3.1.1. Content

Frame 1 is the aggregation of objectives to form a common set of themes for the Councils to focus on when developing ideas to deliver impact at the subregional level

When considering an idea, the framework's user should ask whether the idea is likely to positively contribute to headline themes identified, which are:

- Capacity and capability for accommodating growth
- Connectivity / access to jobs
- Resilience
- Freight
- Environment
- Inclusion
- Health
- Safety.

The above themes have been derived based on a review of key documents (1.1.2), visualised and discussed with PWG and reported to PCG (Figure 3.1).

More specifically, these themes relate to the following topics, demonstrating local strategy alignment:

a) Improve access to **jobs** / employers' access to the labour market
b) Not attracting more vehicles to constrained roads / alleviate **congestion**
c) Supporting **freight** movements, while managing its impact
d) Improve network **resilience**, particular focus on areas of high volatility
e) Make **public transport** services more attractive, short and medium distances
f) Deliver positive **health** impact e.g. land-use and active travel
g) Boost **cycling** uptake effectively where cycling has the potential to cater for a greater number of trips[12]
h) Support **developments** not being car-reliant causing congestion, including improved walking and parking controls.

Please note that the above topics have multiple impacts on themes, e.g. positive health impact is related to positive environmental outcomes. The relationship between topics and themes, including overlaps of impacts are illustrated in Figure 3.1.

[12] For example, with cycle safety will be addressed through network completion and enhancements.

3.1.2. Development process and buy-in

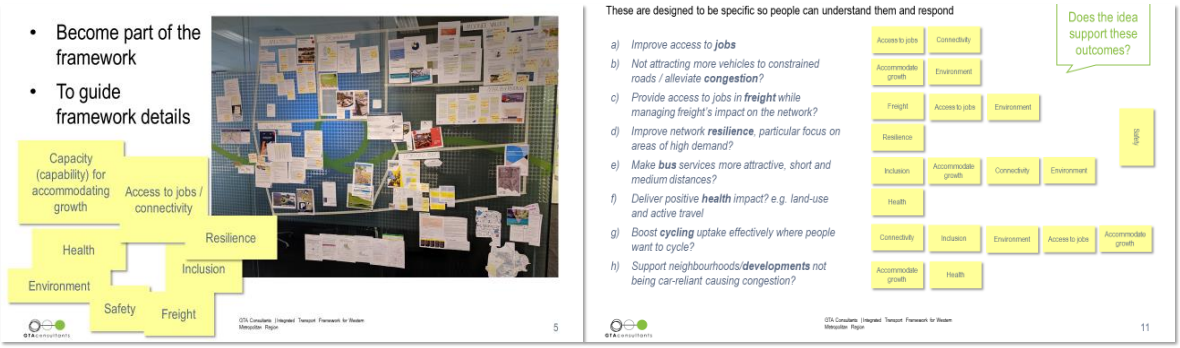
Frame 1 has been developed based on review of a range of documents, with themes agreed by PWG and PCG

The content of Frame 1 has been developed based on the following process, with dates outlined in Section 1.2.1:

- Reviewed of Councils' policies, strategies and plans, as well as regional and State-level documents[13]
- Gained agreement from PWG that the Councils' visions and objectives were current and relevant
- Discussed with PWG and gained agreement on the common themes, and topics
- Presented to PCG.

Figure 3.1 shows the materials taken to PWG and PCG to agree the common themes and topics, including a mapping of local and subregional document (via an 'intelligence map'), visualising the local issues, enabling the aggregation of objectives, issues, problems and themes onto the yellow post-it notes.

Figure 3.1: Screenshots of slides used at PWG and PCG meetings to explain the themes and topics



3.1.3. Usage and change

Frame 1 provides an initial assessment of an idea and should be reviewed / refreshed if there are substantial changes to Councils' strategies and policies

What this frame means is that:

- For an idea to gain traction at the Partnership level, for the Councils to work together on, it must be able to demonstrate positive impact to the themes, and answer the topics with at least one 'yes' considered at the subregional level, i.e. with impact beyond a confined space within a single LGA
- Unless there is a 'tick' against this frame, an idea should not be considered further through the next set of frames, which does not necessarily mean it is a poor idea but just not relevant for Partnership level discussion / cross-Council focus
- If against some themes / topics, an idea scores a 'tick' as in 'in support of' but in others scores a 'cross' as in 'adversely affects', then the assessor should consider the issue of whether the idea is worth pursuing, on balance. The exception is 'safety', no idea should score a 'cross' against it, unless there is overwhelming reason (and so far unforeseen) for compromising safety.

[13] See documents discussed in Section 1.1.2

This frame can be changed if:

- The inputs change, i.e. the Councils' visions and objectives, issues and problems change substantially that the Partnership would benefit from a review and refresh
- The process change, e.g. if the Partnership ceases to exist, or if new LGAs are created / join the Partnership.

3.2. Frame 2 – Major State Investments and Policies

- Frames 2 asks the Partnership, the idea proposer, assessor or stakeholder, to consider whether the idea supports the State's major investments committed / planned, and whether it aligns with the State's land use development policies such as nominated renewal precincts or growth areas.

3.2.1. Content

Frame 2 guides the Partnership and Councils to maximise leverage from committed and planned projects, working with the Government

When considering an idea, the framework's user should ask the idea's relationship with

Figure 3.2: VIP is among the key State documents in Frame 2

- Major Government projects, being delivered, committed and planned, such as
  - Western Suburban Road Upgrades
  - Millers Road & Williamstown Road corridor study
  - Ballarat Line Upgrade – including Rail Duplication to Melton, rebuilt Rockbank Station and new Cobblebank Station
  - Level Crossing Removals
  - West Gate Tunnel
  - Western Intermodal Freight Terminal
  - Heavy Vehicle Training Initiative
  - Review of Heavy Vehicle Licensing and Employment Pathways
  - Western Rail Plan and Suburban Rail Loop, including Melbourne Airport Rail Link
  - New bus services introduced in Wyndham and Craigieburn
  - Car Parks for Commuters Program
  - Melbourne Metro – Sunbury Line Upgrade.
- Wider considerations of land-use strategies
- Designation of major precincts, critically the importance of National Employment and Innovation Clusters.

Building on current investments and project pipelines as well as aligning with key land-use strategies and precinct developments will help to maximise the benefits to the region.

3.2.2. Development process and consultation

Frame 2 has been developed based on discussion with DoT as part of PWG process, and as agreed at PCG

Similar to Frame 1, the concept behind Frame 2 has been developed collaboratively with all parties involved on this study.

3.2.3. Usage and change

Frame 2 encourages the development of ideas to make most of State investments, and should be reviewed / refreshed if there are substantial changes to State policies and projects

What this frame means is that:

- Unlike Frame 1, a 'tick' to which is mandatory for an idea to progress forward, an idea does not have to 'tick' against Frame 2. However, an idea that builds on State investments, planning and policies is more worthy of consideration than one that does not (all else being equal)
- An idea that conflicts with the intension of State policies and benefits from State investments will be scrutinised for robust justification of its merits, i.e. while an idea does not need to 'tick' against this frame, a 'cross' will cause concern.

This frame can be changed if:

- The inputs change, i.e. if State investments on projects are revised or policies changed, including any revisions to NEICs, future focus on growth centres and population settlement strategy
- The process change, e.g. if the Partnership ceases to exist, or if new LGAs are created / join the Partnership. Also, this frame should be revisited if the way in which State policies and investments are developed change.

4. FRAMES 3

4

4.1. Frame 3 – Subregional Network Outcomes

- Frames 3 asks the Partnership, the idea proposer, assessor or stakeholder, to consider whether the idea aligns to the priorities agreed, with these priorities having been derived based on headline objectives
- It contains four modules, based on evidence, agreements from the Councils, the Partnership and the State.

4.1.1. Content

Frame 3 contains a set of subregional network outcomes for ideas to support, namely focused on connecting people and jobs, managing congestion, safeguarding resilience, and supporting freight and managing its impact

Section 3.1.1 discussed the themes (yellow post-it notes in Figure 3.1) and topics (a) to (h) from Frame 1 as part of a first step in idea assessment. It is a 'pass / fail test'. Frame 3 brings the topics (a) to (h) together into four modules, discussed in Figure 4.1, including the key evidence used in the analysis (Sections 4.2.1 to 4.2.4) to support the identification of focused priority actions (see Section 5.1).

Figure 4.1: Frame 3 modules built on Frame 1 topics and themes

Frame 3 modules	Topics from Frame 1	Key evidence
(i) Connecting people and jobs	a) Improve access to jobs / employers' catchment of labour market e) Make bus services more attractive g) Boost cycling uptake effectively Connectivity, Access to jobs, Accommodate growth, Environment, Health, Inclusion	• Population and job distribution • Traffic volume and speed change • Mode share and access times
(ii) Managing congestion	b) Not to attract more cars where congested h) Neighbourhoods and developments not being car-reliant f) Deliver positive health impacts Health, Accommodate growth, Environment	• Congestion levels • Density • Mode share
(iii) Safeguarding network resilience	d) Improve network resilience, particular focus on areas of high demand Resilience	• Traffic and travel volume • Journey time variability
(iv) Supporting freight and managing impact	c) Freight jobs and impact, including industrial areas Freight, Access to jobs, Environment	• Volumes
		Safety

Please note that as discussed in Section 3.1.3, 'safety' is an underpinning theme to all, within a safety-first ethos, i.e. no schemes should compromise safety as a matter of principle.

4.1.2. Development process and buy-in

Beyond discussions with PWG and PCG, Frame 3 has been underpinned by professional experience on 'middle layer' development and evidence-based analysis

To support the themes and topics brought forth from Frame 1 and to build on the opportunities and directions from the State in Frame 2, Frame 3 brings geography to the statement-orientated tests, bringing top-down objectives together with bottom-up evidence. There has been considerable contribution from PWG and Partnership members in its development, including key meetings as dated in Section 1.2.1:

- Concept for frames and modules discussed and agreed at PWG
- Topics and modules discussed and agreed at PWG
- Presentation to PCG
- Workshop with PWG.

4.1.3. Usage and change

Frame 3 puts forward four modules to test ideas beyond simple compliance to statements. It requires the idea proposer / assessor to assess the impact at a network level. It should be considered for change if Frames 1 and 2 change, and if data evidence needs to be refreshed

What this frame means is that:

- The user will need to consider an idea based on its likely impact by module, considering at the geographic level, beyond a simple 'yes / no' answer
- Not all ideas will have impact across modules, but those that warrant attention for the Partnership should have at least some impact in one module
- This frame, as discussed further in the next set of sub-sections, is about transport but also highlights the importance of land use and development, with the co-issue of bringing people to jobs while expanding employers' catchment to the labour market. It points to the benefit from intensification of jobs, activities and residence in areas with high levels of public and active transport access.

This frame can be changed if:

- The inputs change, e.g. if growth trajectories are revised
- The process change, e.g. if the Partnership ceases to exist, or if new LGAs are created / join the Partnership. Also, this frame should be revisited if the way in which State policies and investments are developed change.

4.2. The modules – observations of evidence and implications on actions

- Modules 1 to 4 are built based on top-down aggregation of themes and topics, as well as bottom-up review of key evidence
- Through both top-down and bottom-up investigation, the modules have been built up and agreed to through PWG and PCG, providing the basis for Partnership members to work collaboratively, delivering subregional benefits at the tactical level.

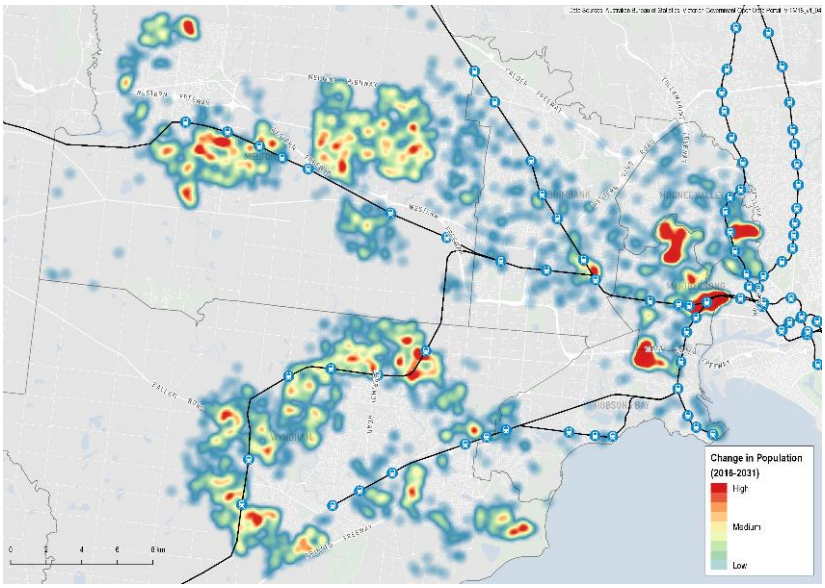
4.2.1. Module 1 – connecting people and jobs

Evidence shows connecting the growing number of people and jobs cannot be sustained indefinitely by relying on private cars travelling on the road network, despite committed improvements, particularly in locations and destinations where trip densities are increasing. Public transport accessibility and coverage, and the cycle network will need to play a greater role

Table 4.1: Module 1 observations and implications – the narrative summarised

Observation of evidence	Figure reference	Implications on subregional initiatives
Growing population across the region in clusters of new growth	Figure 4.2	Need to ensure connection between the growing population and centres of activity, especially employment clusters of significant to the region e.g. Sunshine and Werribee
Clusters of employment with most jobs continue to be in Inner Melbourne but other clusters are emerging	Figure 4.3	Ensuring access between people in the region and jobs in Inner Melbourne continues to be important. Further, it is important to maximise employers' catchment to the labour market, supporting growth of employment in emerging centres of activities in the region e.g. Sunshine and Werribee
Traffic volume will grow impacting on road network performance, particularly on the feeder network to the arterial roads	Figure 4.4	Arterial roads are the responsibility of the State, and for the Partnership / Councils, the area of immediate control / influence is on the feeder / local network. More traffic onto the arterial network also places pressure on the LGA network. Therefore, the solution will require coordination across modes and geographies, as well as land use
Public transport coverage of new growth clusters and accessibility to key centres do not appear to be adequate presently. Therefore, it is not surprising to see that mode share are low among people travelling to key centres outside Inner Melbourne e.g. Sunshine and Werribee Improving public transport, together with active transport networks in these areas will support these centres	Figure 4.5 Figure 4.6 Figure 4.7	Improving public transport networks will be key to supporting growth in the West, connecting people and jobs, including through improved access to heavy rail especially considering the State's investment on the network Improving access times to key centres will mean working in the West will become increasingly attractive to people in the region, and for employers they will be supported as their labour market catchment is enlarged. This will help to increase the 'effective density' of the key centres, supporting the State's priority precinct objectives and benefitting the local people at the subregional level Overall, the Partnership will need to work with the State to (re)specific particular services, at the project level, considering a range of factors that impact on customer experience
There are cycle networks in the region, but mode share is low, especially when compared to Inner North Melbourne	Figure 4.8	Development of the physical cycle network will help and support cycle take-up, becoming a meaningful mode for connecting people and jobs. It will allow cyclists to safely move around the network.

Figure 4.2: Growing population (2016-2031)

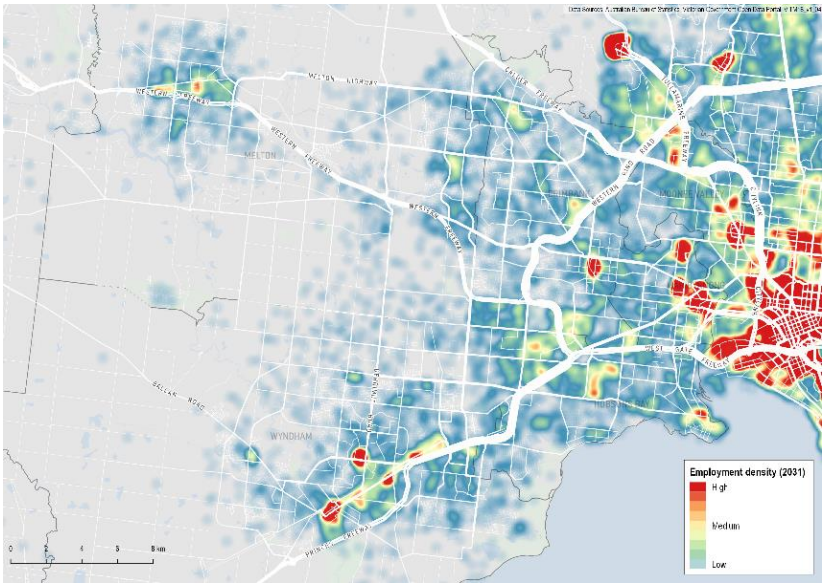


The region is experiencing unprecedented growth, with population expected to increase by 440,000 people between 2016 and 2031[14] across the six LGAs.

24% of the growth in the region is forecast to be within 1 km of a railway station[15]. This provides both an opportunity and a challenge for accessing the rail network for longer distance travel.

West of the Western Ring Road, population growth is forecast to take place on large spreads of greenfield land, including north, south and east of Melton. There is considerable growth along the railway to Wyndham Vale. There is considerable growth east of the Western Ring Road, with important centres being in North Maribyrnong, Footscray, Moonee Ponds, Sunshine and Altona North[16]. Providing efficient transport connections to these centres will be important.

Figure 4.3: Concentration of employment including clusters in the West (2031)



The growing population will need to find work and most jobs are forecast to continue to be in the CBD and Inner Melbourne (e.g. Highpoint and Footscray), while some clusters of jobs in the West are evident and emerging, especially at Sunshine, the airports and Werribee.

Melton / Toolern represent future potentials, although not on the same scale in the medium term as the aforementioned.

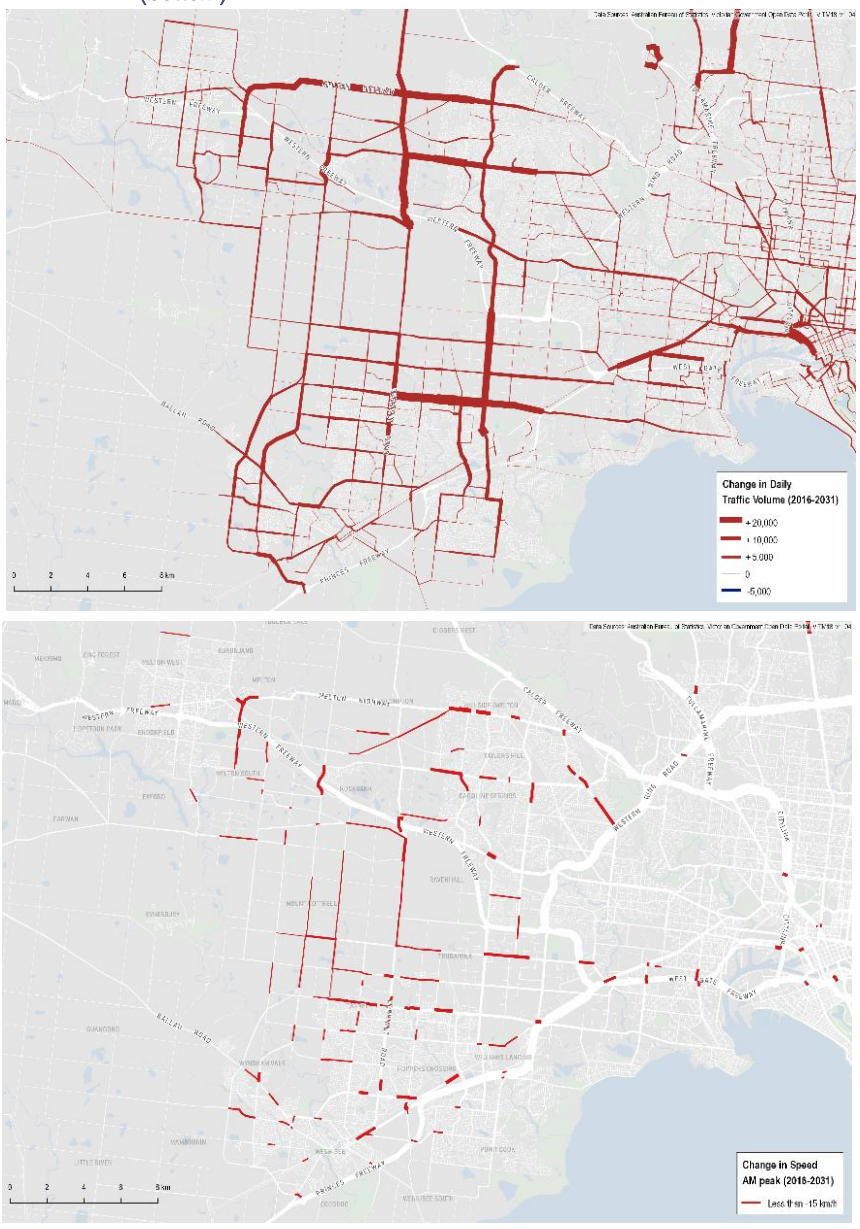
There are also key industrial areas including Laverton, Brooklyn and Altona. Providing access to these subregional clusters of jobs will be key for the region.

At the same time, looking from another perspective, to support the growth of the employment areas, it is crucial to support businesses in job clusters by giving them access to labour markets as well as customers, so that

[14] Source: Victoria in Future (2019)
[15] Source: S-VITM
[16] Some of this brownfield redevelopment will extend into Newport/Spotswood

businesses can thrive. Overall, connecting people and jobs (and activity) is critical for the region. Please note that while transport connectivity serves a variety of purposes decides access to employment including connecting people to social and cultural opportunities and services, such as hospitals and education, however the recommended priority for the Western Region is for access to employment.

Figure 4.4: Growing traffic volumes on arterial & local roads (2016-2031) (top) and slow-down in traffic speed (bottom)[17]



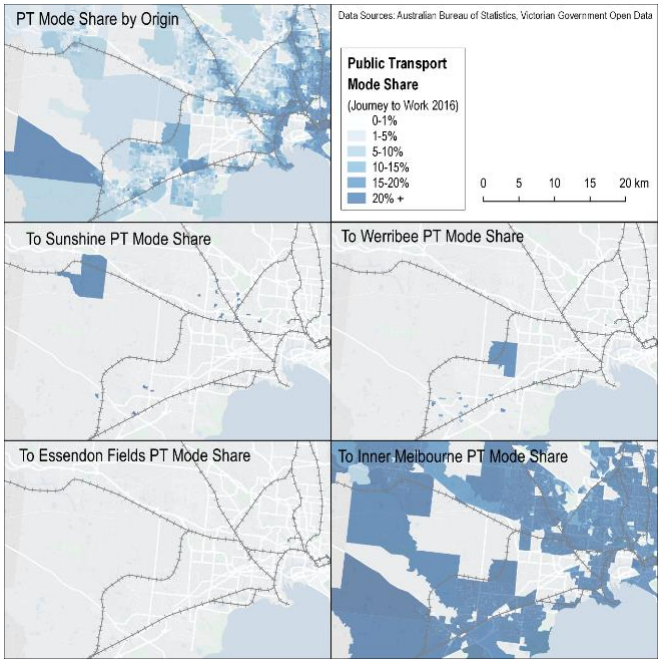
The growths in people and jobs will put pressure on the road network, posing a challenge to connectivity. Figure 4.4 shows this challenge, inclusive of State commitments on network improvements. What it demonstrates is that it is unlikely to be feasible to sustain the level of connectivity between people and jobs if solely relying on the private car. Much of the growing traffic will be on networks accessing the major roads, creating congestion, which will be experienced by people particularly through slower journey speeds.

Slower journey speeds are forecast in this scenario to be experienced mostly west of the Western Ring Road. East of the ring road, people's experience of congestion may not change considerably apart from at a selection of junctions accessing the major roads. The implication is that there needs to be a coherent approach for addressing particular sections of the network.

Connecting people and jobs requires a range of considerations, beyond traffic speeds. Improving connectivity through different modes, and between trip generators and trip attractors, across the region should continue to be a key consideration.

[17] The figure omits arterial roads for clarity of change and reflecting that such roads are the responsibility of the State, and the Councils and the Partnership should focus on networks within immediate influence.

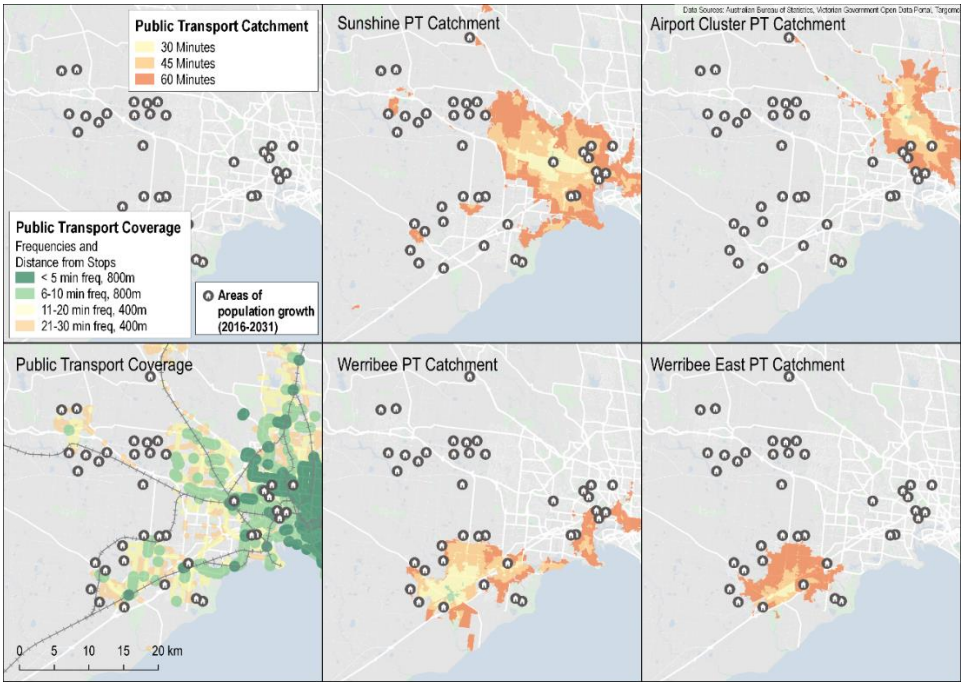
Figure 4.5: Limited public transport mode share outside Inner Melbourne



Public transport can do more to support that connectivity and access, improving its current mode share in the West as shown in Figure 4.5. Improving public transport involves considering multiple factors. Conventionally, planners consider the physical service attributes especially coverage, frequency and journey times. These are important 'hard' measures. However, 'softer' issues such as customer experience, habits / behaviours and culture play their part, although these are beyond the scope of this project. Meanwhile, the next set of discussions focus on the 'hard' matters, and show there are considerable opportunities, building on the existing service network.

Outside Inner Melbourne, clusters of population growth appear likely to develop outside the existing urban area and current public transport catchments (Figure 4.6). It is recognised that the future public transport network will not remain as it is today[18], but there is a role for the Partnership and the Councils to work together to engage with the State to define the geographic focus of the future network.

Figure 4.6: Outside Inner Melbourne, current public transport coverage (bottom let) and access times (to Sunshine, Werribee) are inadequate



[18] In terms of the physical network and recognising recent changes to bus contracting approach that has removed service exclusivity.

For the four key centres shown in Figure 4.6, their public transport catchments have a directional element. For example, Sunshine's catchment is primarily northwest-southeast, Werribee southwest-northeast. Meanwhile, key areas of future population growth are either outside the directionally laid out catchments, or on the peripheries. For example:

- For Sunshine, the population growth cluster of Altona North is on the 45-60min access contour, and to the north west of current 60min contour there is considerable growth in potential labour market for the NEIC
- For Werribee, population clusters are almost all just outside their current 60min catchment.

Improving access / enlarging catchments can be considered as 'straightening the bus routes', but to develop attractive services is more complex. There will need to be detailed project work on route and service design, examining the most customer-friendly specifications of frequencies, journey times, vehicle characteristics, customer broader experience, as a coherent proposition, so that the public transport becomes an attractive option for the growing population living on the peripheries of current catchments.

A similar set of logic applies to key centres in Inner Melbourne. As shown in Figure 4.7, improving access to the population growth areas on the peripheries will deliver better access for people to travel to work / enlarge the effective catchment for employers in the centres.

Figure 4.7: For Inner Melbourne, improving access will bring more people within catchment of key centres

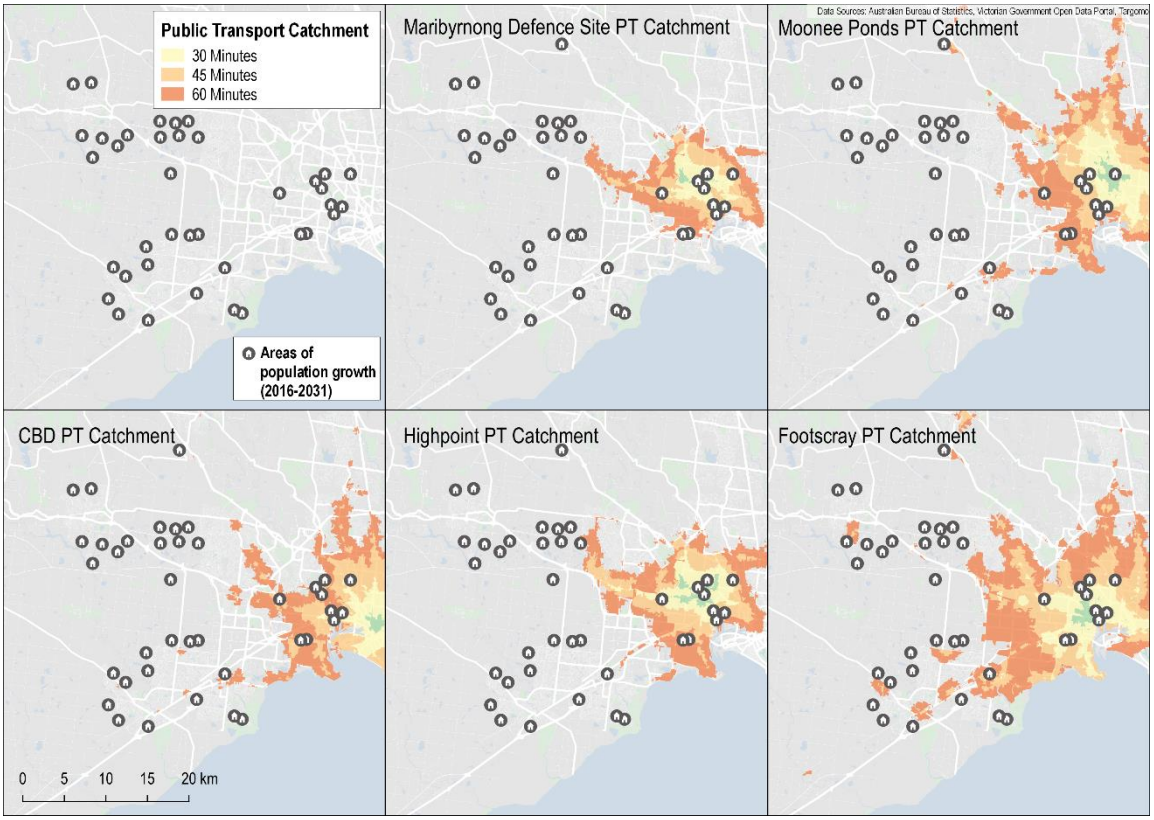
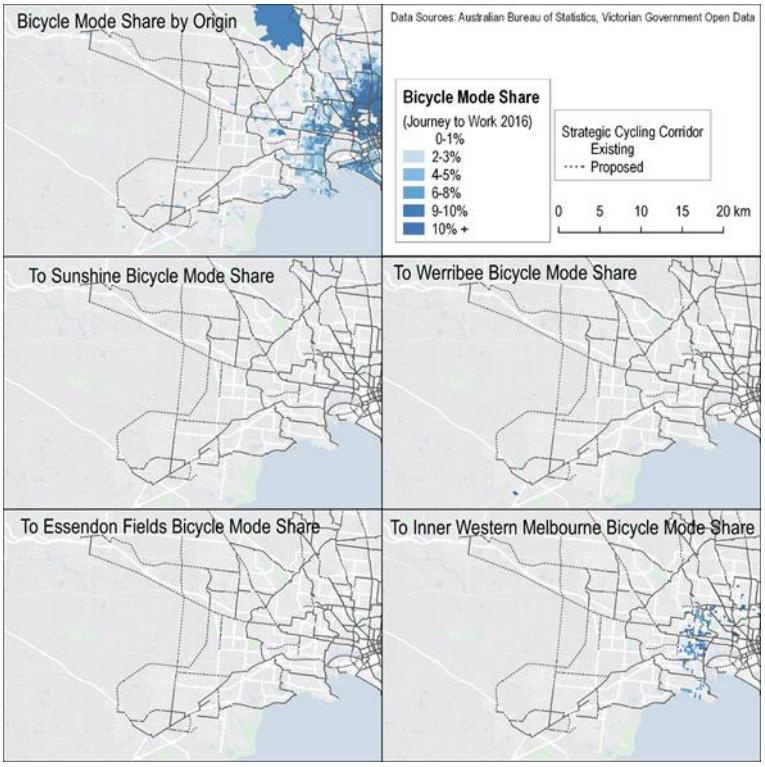


Figure 4.8: Limited cycle mode share in the region



Along with public transport, active transport can play a role in improving connectivity between people and jobs. Similar to public transport mode share, cycle mode share is low in the West, particularly outside Inner Melbourne.

Even within Inner West, as shown in Figure 4.8, cycle mode share is lower than the Inner North (top left). However, encouragingly, there are pockets of relatively high cycle mode share among people who ride in the Inner West within the Western Metropolitan Region boundaries (bottom right).

Similar to public transport mode share, there is a range of factors driving cycle take-up, with the 'hard' often perceived as cycle lanes and paths, and 'soft' being a host of habit / behavioural and even cultural issues. This points to the need for providing the supportive infrastructure, but also for the issue of connectivity to be considered more holistically, beyond lanes, paths and junctions. Such considerations are, however, beyond the scope of this study.

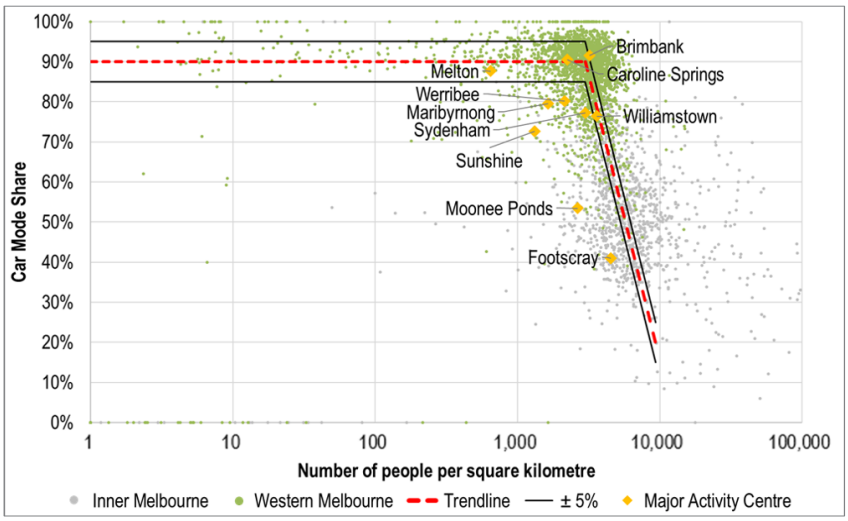
4.2.2. Module 2 – managing congestion

Managing congestion requires a set of coordinated actions between modes, geographies and disciplines. Also, it is important to consider where best to locate developments, what characteristics of developments, and policies on car parking and the use of road-space

Table 4.2: Module 2 observations and implications – the narrative summarised

Observation of evidence	Figure reference	Implications on subregional initiatives
For the level of population density, the West is too car reliant	Figure 4.9 Figure 4.10	There should be a review of levers of car parking policy at developments[19], considering the local density level, public and active travel networks
Developments are often outside of existing public transport network coverage	Figure 4.6 Figure 4.7	Module 1 discussed improving public transport network and services to clusters of population growth. Here, it is argued that at the same time, there should be a consideration of how best to encourage developments in areas of already high level of public transport
Several key clusters of population growth are near cycle network and where cycle mode shares are relatively high	Figure 4.7 Figure 4.8	Module 1 discussed cycle network's role in connecting people and jobs. Here, from another perspective, it is about how to encourage densification in areas that are more cycle-ready. Through more developments that are cycle-friendly, create a domino effect, starting in the Inner West, reducing congestion due to car reliance and improve health among cyclists and road-side residents
Considerable parts of the network are suffering from significant various to journey times	Figure 4.13	Resolve key areas of congestion and unreliability e.g. by relocating car parking to off-street locations, improving strategic flows at the subregional level

Figure 4.9: The West has high car mode share relative to its density[20]



Car mode share declines with increased population density. There is a trend that the car mode share decreases at an approximate density of 3,000 people per square kilometre. Most of western Melbourne sits around this "tipping point", with most Major Activity Centres performing better than the trendline due to their higher public transport accessibility. However, for the rest of the West, why they have not tipped for similar density compared to other parts of Inner Melbourne is the challenge, and at the same time, it being on the tipping point represents the opportunity. While public and active transport have a role influencing car reliance, development specification e.g. number of car parking spaces per residential unit, also has a role.

[19] This review refers to considerations of policy on developments at local council level, e.g. number of car parking associated with new residential and commercial developments, the role of free unlimited parking permits, paid parking and issues of on-street parking.

[20] Source: ABS Census Data, by SA1. MACs include surrounding residential areas

Figure 4.10: The West has high car mode share relative to its density

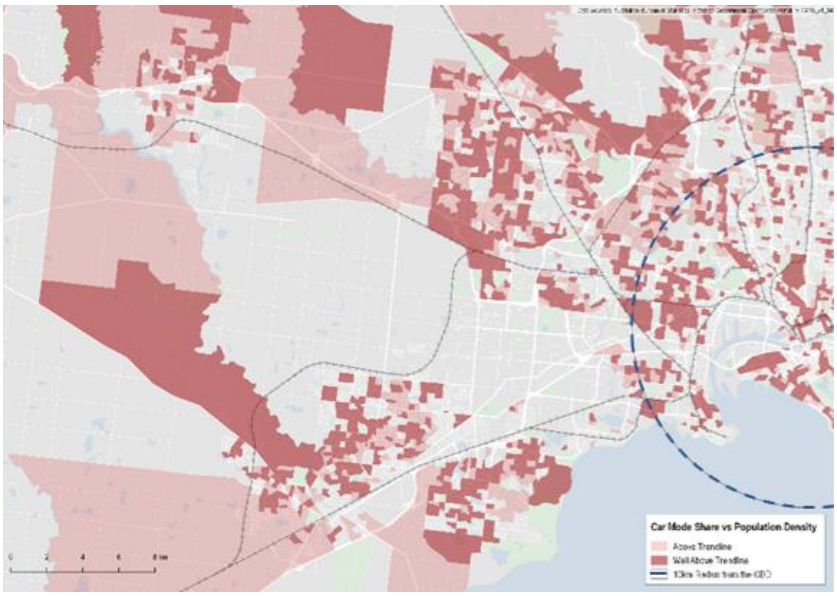


Figure 4.10 presents areas of high car mode share for their respective population density, (i.e. they sit above the trend line in Figure 4.9 or at and at an additional 5% of car mode share).

Figure 4.10 shows a number of areas that have relatively high car mode share relative to their population density. These are further away from train lines, mostly residential but without good access to the public transport system, such as Point Cook, Caroline Springs, Taylors Hill and Hoppers Crossing.

As exampled previously on cycle mode share with the Inner West being lower than the Inner North, here, it is evident that car mode share significantly above trend is more prevalent in the Inner West compared to the Inner North, within 10km from the CBD.

Overall, an important element of managing congestion at the subregional level is how planners best manage developments and their specifications. Reducing minimum (or adopting maximum) parking rates could help to manage the number of cars in the given area, but communicating and convincing the broader resident and business communities require further work, to find the optimal balance / acceptable extent of change. In any case, greater car ownership in areas of high density (through policies such as minimum parking provision) may contradict efforts on improving public and active travel networks (as discussed under Module 1). While providing choice should be viewed positively, if it is about subregional coordination, then there is a need to be cognisant of the impacts of that some choices (e.g. more cars used in an area) have on the network (within and outside that particular area).

Just as Module 1 considered public transport connectivity from both people-to-jobs and business-catchment-of-population perspectives. Here, in Module 2, there is also a dual perspective. While the paragraph above discussed specifying developments to 'suit the location', the same issue could also be considered as identifying opportunities for densification of land-use where there is already a reasonable of public transport service. Regardless, managing congestion has to be considered at the root-cause level. Given the State policy of 20-minute city, the Councils should work together to consider how best to coordinate the approval of developments, whether residential and mixed use, given public transport networks and access levels (see Figure 4.6 and Figure 4.7). This will require working with State and Federal Governments, including at specific sites where developments are envisaged / planned. The same principles apply to cycle and walking (see Figure 4.8) as a driver of decision-making when considering developments and densification, with multiple impact on congestion and health.

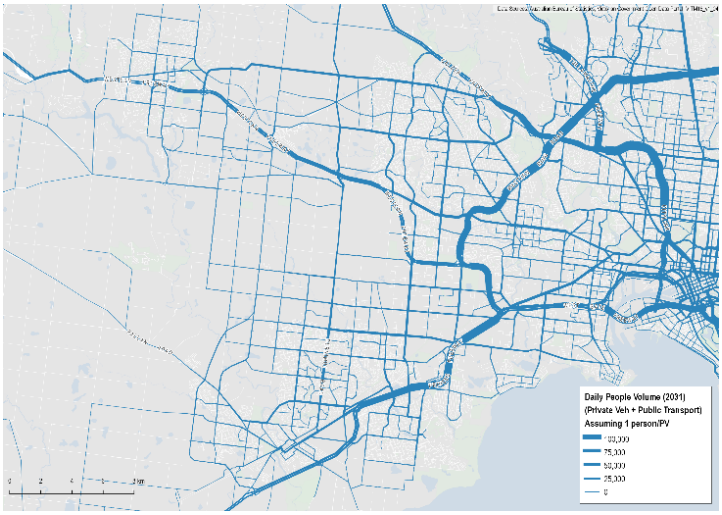
4.2.3. Module 3 – safeguarding network resilience

Significant adverse impact will be felt at the subregional level if key networks are interrupted. At the same time, there are parts of the non-arterial network within the Council's immediate influence that are suffering from high volatility of performance. Committing to act in these areas is a first step. Within Inner Melbourne, the Councils will work together with the State to safeguard public transport resilience as buses and trams cannot divert ad hoc / regularly and reactively

Table 4.3: Module 3 observations and implications – the narrative summarised

Observation of evidence	Figure reference	Implications on subregional initiatives
There are high-volume networks in the West	Figure 4.11	If these networks are interrupted, then there will be considerable adverse impact on the rest of the network including in the local areas. Therefore, managing access to these high-volume networks is key at the subregional level
Bus and tram networks will need to be safeguarded as they carry large volumes yet cannot be regularly diverted (if at all)	Figure 4.12	Commit to act to safeguard key public transport networks, including priority schemes / segregation / junction improvements
Variabilities in performance can be high in parts of the network	Figure 4.13	Commit to act on areas of high volatility will be a first step in safeguarding network resilience for subregional benefits

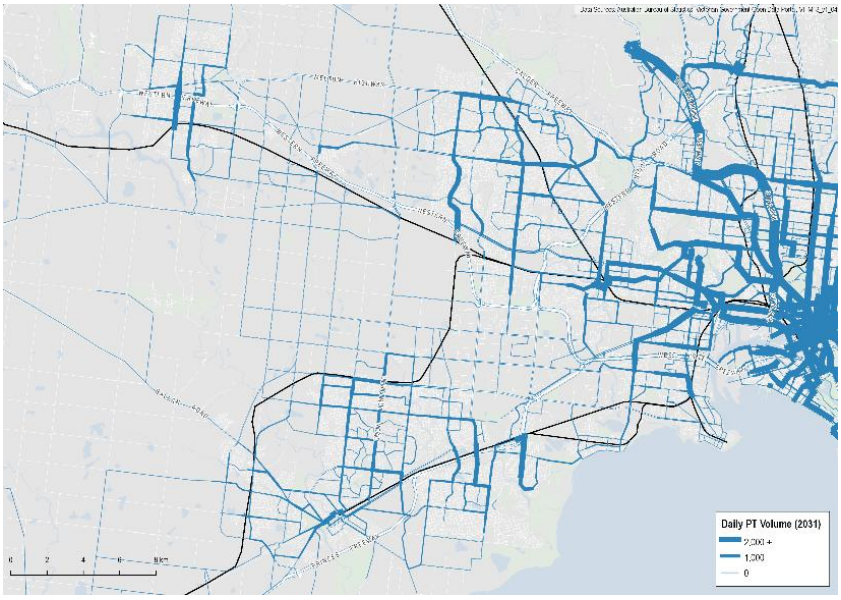
Figure 4.11: Networks of high volume will need to be safeguarded



The key radial and orbital routes on the arterial network carry considerable movement (car and public transport) an interruption on parts of the network will have significant ramification at the subregional level.

Access to the arterial network is already an issue (see Figure 4.4) as discussed under Module 1, managing access at hotspots is a practical approach to limit the impact on the local and the arterial network, safeguarding network resilience. This should be viewed as an issue in conjunction with areas where performance e.g. journey times are highly volatile.

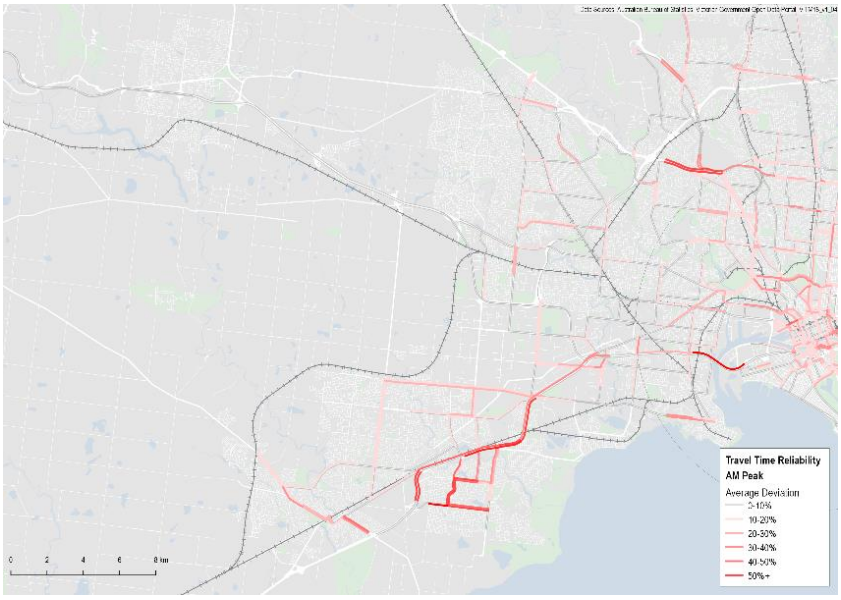
Figure 4.12: Public transport routes will need to be safeguarded



Many public transport services playing a subregional role also travel on streets managed by councils.

These routes in particular will need to be safeguarded as they carry large volumes yet cannot be diverted regularly, if at all.

Figure 4.13: Need to address areas with highly variable in journey times[21]



Given the volumes discussed above, safeguarding resilience requires all parties to commit to act on areas of high volatility of journey times. Figure 4.13 shows the key areas of performance issues, including the Princes Freeway, major links into the city such as the West Gate Freeway and Calder Highway. Some of these roads are also freight routes supporting commercial activities.

The implication is that the parties will need to consider how best to resolve the issue of volatility, so that the impact on the local and arterial networks are managed, together[22] - an emphasis here is that volatility on local roads in Wyndham is not just a matter for Wyndham to address, but require deeper analysis on traffic flows and origins/destinations, so that all parties are committed to address a symptom that is manifesting in Wyndham but has origins and impacts across the (sub)region.

[21] Based on 2019 Bluetooth data

[22] Managing journey time variability is likely to require a system-wide consideration of drivers of unreliability, including car traffic generation, mode switch, on-road parking, and station-heading traffic. Therefore this Module is integrated with Modules 1 and 2.

4.2.4. Module 4 – supporting freight and managing its impacts

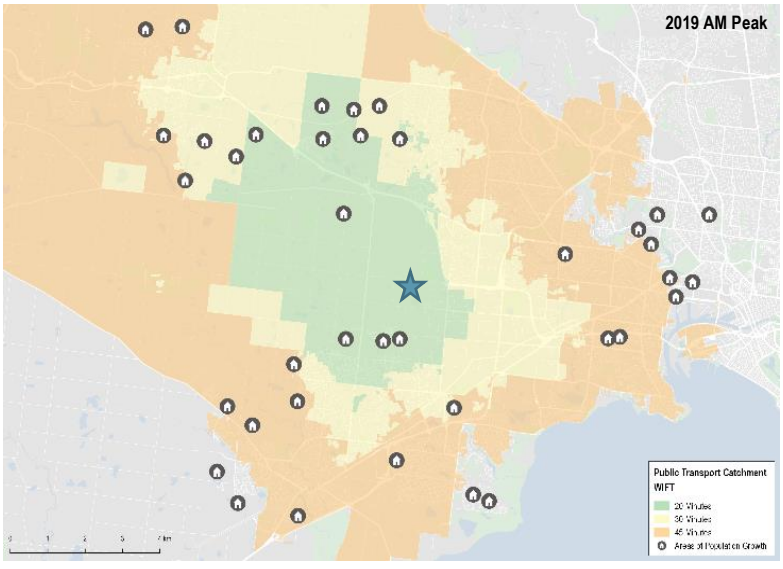
Freight and industrial areas, including WIFT, present an opportunity for jobs and require improved access locally to best exploit this opportunity. At the same time, there will need to be a process to best manage its impact, based on network outcomes

The 2018-10 State Budget included funding to commence the WIFT business case. The proposed terminal, expected to be operational by 2025, will include the construction of an intermodal rail freight terminal and warehousing precinct at Truganina and a rail link to the interstate rail freight network. It will move freight more efficiently by providing modern terminal facilities closer to the warehouse precincts in the region, reducing the time and length of truck trips. It will also reduce freight traffic through the Inner West by removing the need for trains and trucks to bring interstate freight into Dynon precinct. Further, it will support the Commonwealth's Inland Rail project.

Table 4.4: Module 4 observations and implications – the narrative summarised

Observation of evidence	Figure reference	Implications on subregional initiatives
WIFT offers opportunities for jobs yet the region's traffic is forecast to slow down	Figure 4.14 Figure 4.4	The Partnership and the Councils will need to work with the State on the potential development of WIFT, ensure access will be supported by the transport network
Wider industrial land use will drive freight movements and jobs	Figure 4.15	Councils will need to work together and engage with the State to best manage access to freeway networks, resolving potential contradictions versus other traffics and journey purposes
Considerable freight volumes are forecast in the region	Figure 4.16	How to deliver arterial freight movements will be a key issue for the success of WIFT and that requires considerable work from the State, but also joint work from the Partnership, including how to manage the impact of freight while best facilitating movements e.g. through the West Gate Tunnel.

Figure 4.14: Current road access times to WIFT



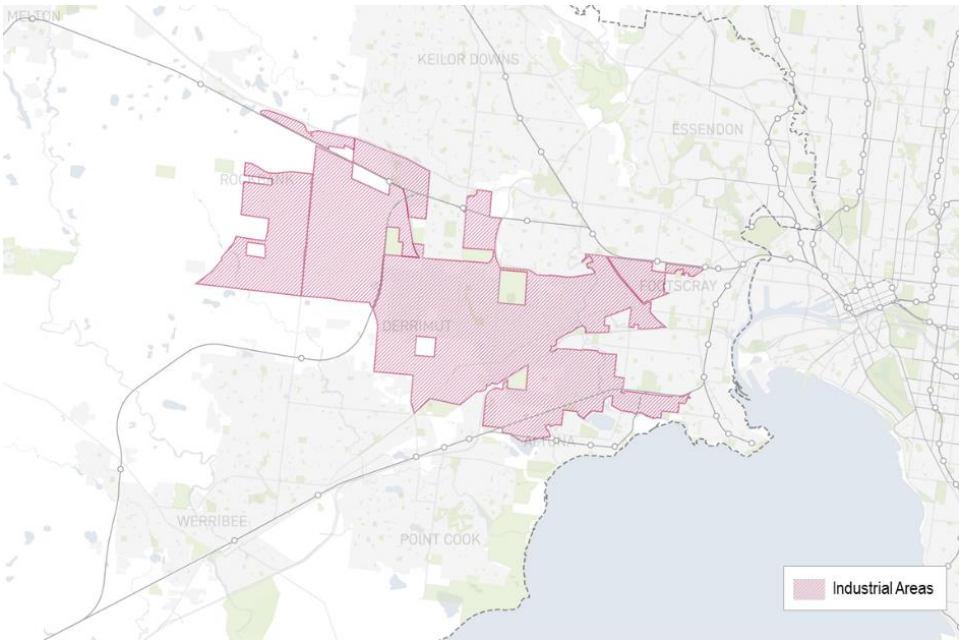
Most of the region's population growth clusters are within 30-45 minutes of car travel to the future potential WIFT site (

Figure 4.14) based on current journey times. The catchment is skewed to the north west of the site, due to the arrangement of the road network. Some areas of population growth lie just outside of the 45-minute catchment (Werribee, Kensington and the Maribyrnong Defence Site). Maintaining the current level of accessibly to the WIFT will support this major employment opportunity. However, this will be challenge.

As shown in Figure 4.4, without assuming WIFT, traffic volume growth will increase and speed will decrease on roads across the region, including those accessing the WIFT site. There will need to be joint planning with the State

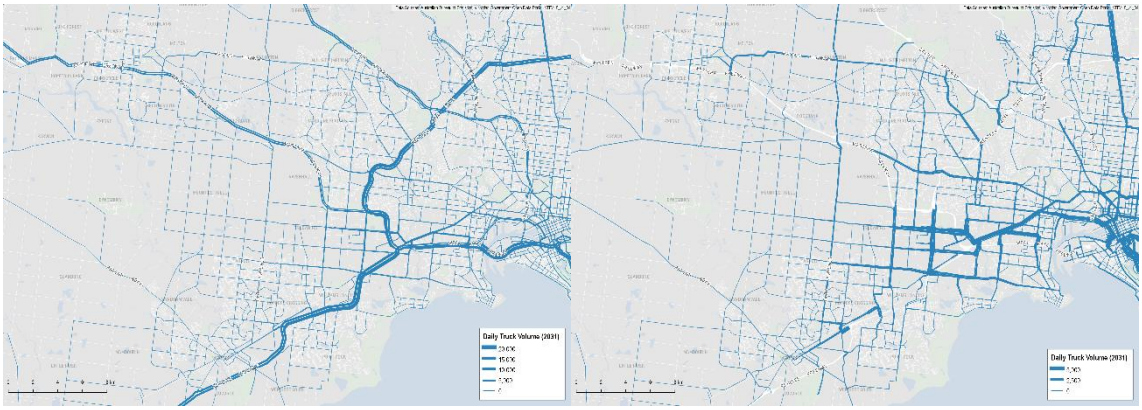
on how best to support the opportunity at WIFT, and this report does not prescribe the solution, which could include a mix of public and private transport access and associated infrastructure.

Figure 4.15: Wider industrial land-use [23]



While WIFT is important, the region's industrial areas are also a key element in the overall consideration of supporting jobs and managing impacts. A key issue will be to manage access to/from freeways, where there is considerable traffic volume (Figure 4.16).

Figure 4.16: Considerable freight volumes in the networks (left for all, and arterial network, rescaled, right)



The freeways carry most of the freight traffic through the West, particularly the Princes Freeway and Western Ring Road. Of the arterial roads, most freight traffic is focused around the industrial area in Laverton North. The above does not include WIFT.

A key issue will be how to manage impacts to communities of freight traffic on roads between freight generators and the freeway network, while improving connectivity from WIFT through to the West Gate Tunnel. A practical approach of collaborating on freight issues is through the lens of DoT's Movement and Place classifications, including the definitions of the freight network (see Figure 4.17) with F1 being the priority network.

[23] Source: Plan Melbourne

Figure 4.17: Movement and Place classifications – freight[24]

[24] Please note that further refinement on the freight network classification is underway including with Maribyrnong and Hobsons Bay to define a local network to provide connections to higher order freight routes including the West Gate Tunnel.

5. INITIATIVES AND TEST CASES

5

5.1. Subregional Network Initiatives

- Based on the three frames, this report puts forward five areas to focus on, to drive the priority actions, for collaborative work between the Councils, the Partnership and the State
- These areas are identified as Sunshine, Werribee, Inner West, airport cluster, and freight. While, other actions driven by focus on other areas can also deliver benefits, but the nature of prioritisation is not to include everything – 'if you prioritise everything, you prioritise nothing'
- Further, there are common actions that are less focused on any individual area but apply more broadly for subregional planning and coordination.

5.1.1. Recommended subregional initiatives with five areas of focus

Recommendations on subregional initiatives

The driver of transport issues primarily lies with land-use, i.e. the areas that are connected and served by transport. As discussed in the previous sections, growth in population and distribution of jobs are key determinants of transport need particular for considering where and when the network is under most pressure, warranting focus and priority action. While undoubtedly local centres and services matter to local people, the impact of these areas and the transport that serves them are local in nature; and this report's purpose is to deliver a framework at the subregional level, involving issues that a single Council cannot resolve, challenges that require joint working between Councils, notions and solutions that are best facilitated at the Partnership, requiring the State's support. Therefore, the prioritised subregional network outcomes are driven by subregional centres with their cross-LGA impacts, namely:

- Sunshine NEIC and Metropolitan Activity Centre
- Werribee NEIC and Major Activity Centre
- Inner West Melbourne including key areas of Footscray and Moonee Ponds, Highpoint, and the Maribyrnong Defence Site
- Airport cluster, including Melbourne Airport and Essendon Fields
- WIFT and with respect to industrial areas that WIFT anchors.

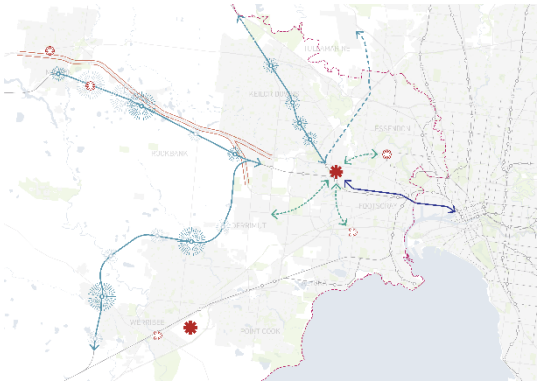
The above are discussed in turn below, including the key initiatives recommended, as driven by them.

This report recognises Melton and Toolern as future potential areas of focus. However, their impact over the shorter-term time horizons of this WMRITF is primarily local, rather than significantly inter-LGA. Therefore, this report has not focused on them individually and separately. Their development has the potential to reduce the demand for longer distance travel, while taking the advantage of the new Cobblebank station for accessing and egressing.

Please note that while illustrative maps of priorities are included here to supplement the bullet-point actions, larger and fuller A3 maps are included for reference in Appendix B, including a summary map that brings together all actions.

Subregional network initiatives as driven by Sunshine

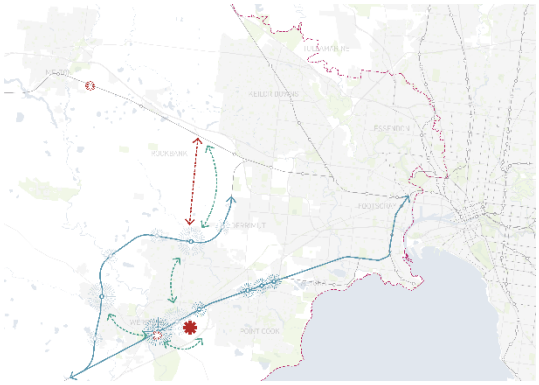
This report recommends the following initiatives for Councils to work together on, with the Partnership, engaging with the State:



- Improve access to rail stations on railway, to support the growth of the Sunshine NEIC. Reduce pressure on the major road network and alleviate access-related congestions along the freeways. Making the most of State investment[25] as part of the Ballarat Line Upgrade, Sunbury line improvements as part of Melbourne Metro and the Western Rail Plan.
- Work with the State to improve public transport connections to surrounding areas from Altona North/Precinct 15, Highpoint and Maribyrnong Defence Site, north-east Derrimut, where substantial developments have been delivered, are planned and being envisaged.
- Manage access onto arterial roads and encourage the use of other modes relative to traffic. This includes the Western and Princes Freeways where station access is to be enhanced, to help alleviate further pressure on the already-congested network and help safeguard network resilience.
- Make cycling a more attractive choice and enable cyclists to move safely by completing strategic cycling connections, particularly between Sunshine, Footscray and the CBD.

Subregional network initiatives as driven by Werribee

This report recommends the following initiatives for Councils to work together on, with the Partnership, engaging with the State:

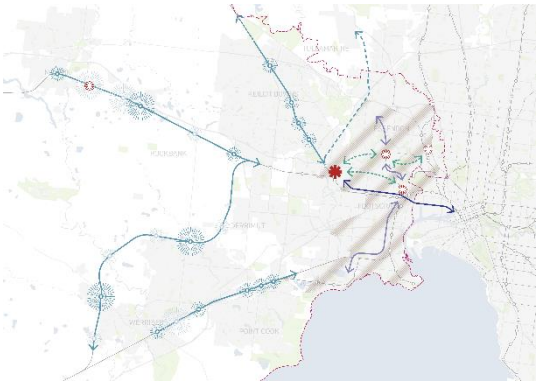


- Improve public transport access to Werribee including Werribee NEIC, from Tarneit and Wyndham Vale Line, including exploring a range of options.
- Improve north-south connections between Tarneit and further northwards through improvements to road and public transport.
- Work with the State to maximise the potential from rail accessing from Geelong and Sunshine.

[25] Build on the changing gateway role of Sunshine including its unique positioning between Parkville and Melbourne Airport, providing metro rail access to growth areas through Melton electrification

Subregional network initiatives as driven by the Inner West

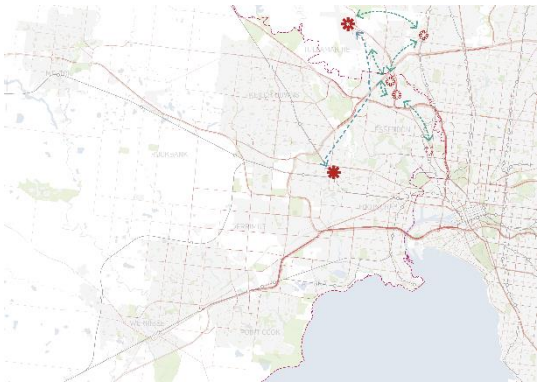
This report recommends the following initiatives for Councils to work together on, with the Partnership, engaging with the State:



- Improve access to railway stations along railways, leveraging off State investment.
- For people travelling more locally, improve public transport services (e.g. frequencies and journey time accessibility) from key population centres, and between activity centres.
- Encourage cycling by completing strategic cycle connections, with the first and foremost priority being the Sunshine to CBD cycle link, followed by Altona to Footscray, Maribyrnong Defence Site/Highpoint to Footscray and Essendon.
- Better manage provision of car parking in property of different urban contexts, in conjunction with considering developments in areas of high public transport service provision, making the most of transport infrastructure including cycle networks. Develop an integrated approach for trip and traffic generation assessment across the West.

Subregional network initiatives as driven by the airport cluster

This report recommends the following initiatives for Councils to work together on, with the Partnership, engaging with the State:



- Improve the consistency of journey times and safeguard resilience of the road network.
- Explore public transport options to supplement the Melbourne Airport Rail Link to serve the broader cluster and improve access. This will reduce reliance on car travel and hence manage congestion. This can be achieved by improving connections to transport interchange hubs servicing growing communities on the Sunbury and Craigieburn corridors. Work together in partnership with the State to engage with the private sector to improve public transport access to the clusters, better connecting people and jobs.

Subregional network initiatives as driven by freight

This report recommends the following initiatives for Councils to work together on, with the Partnership, engaging with the State:

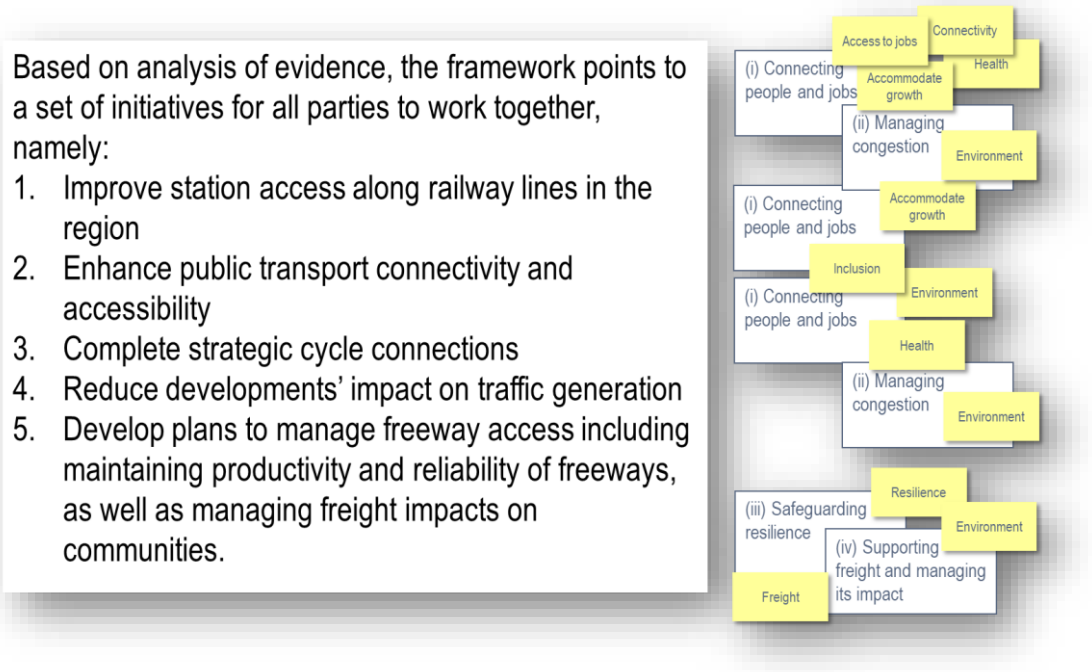
- Support longer distance freight movements along the identified freight priority corridors, including the Western Freeway and Princes Freeway to the Port of Melbourne.
- Working together with the State to develop and agree initiatives on how to best manage freight, balancing freight productivity with impacts on communities, including last mile issues .
- Work together with the State on the future WIFT road-rail interchange and develop plans to best access jobs.

- Identify key secondary freight connections between freight generating areas and the freeway network, while having consideration for residential amenity / communities.

Summary of top recommendations and alignment / fit with agreed objectives

The recommendations discussed above come under five sets of initiatives. These are summarised in Figure 5.1, aligned to the four (i) to (iv) subregional outcomes and (yellow post-it notes) agreed common objectives, as discussed at PWG and PCG meetings.

Figure 5.1: Summary of top recommendations



The five sets of initiatives are supported by key actions, summarised in Table 5.1. Appendix B contains a summary map that brings together all actions.

Table 5.1: Key actions (see maps in Appendix B for detail)

Recommendation	Summary of key actions
1. Improve station access along railway lines in the region	• Along the Melton Line, between Melton and Caroline Springs Station • Along the Regional Rail Line, between Black Forest Road and Truganina Station • Along the Sunbury Line, between Watergardens and Ginifer Station • Along the Werribee Line, between Werribee and Laverton Station
2. Enhance public transport connectivity and accessibility	• Sunshine – Derrimut • Sunshine – Altona North / Precinct 13 • Sunshine – Maribyrnong Defence Site / Highpoint • Werribee – Werribee NEIC • Werribee – Tarneit and north-south connectivity • Werribee – Wyndham Vale Line and Regional Rail Link • Footscray – Sunshine • Moonee Ponds – Maribyrnong Defence Site / Highpoint • Melbourne Airport – Broadmeadows • Intra-cluster between Melbourne Airport, Airport West and Essendon Fields • Essendon Fields – Moonee Ponds
3. Complete strategic cycle connections	• Sunshine – CBD • North-south connections in Inner West
4. Reduce developments' impact on traffic generation	• Inner West
5. Develop plans to manage freeway access including maintaining productivity and reliability of freeways, as well as managing freight impacts on communities	• Including where station access is to be enhanced e.g. Western and Princes Freeways • Access to future WIFT • Support longer distance freight flows along identified freight priority corridors including the Western and Princes Freeways and accessing the Port of Melbourne • Balance freight productivity with impact on communities, including at access networks e.g. Western Freeway / Fitzgerald Road, Western Ring Road / Boundary Road, West Gate Freeway / Millers Road

5.2. Testing two ideas, using the framework

- The tables in this section illustrate how ideas can be tested using the framework, and the implications from the tests

5.2.1. Two test cases

The tests below are illustrative. In practice, the Councils will need to examine evidence in greater detail with the Partnership and the State, working together to assess the ideas, i.e. there will need to quantitative and qualitative analysis against the modules.

Table 5.2: Example – review bus access to Sunshine from Highpoint, Maribyrnong Defence Site and Altona North

Framework	Illustrative assessment
1 Headline alignment	(+) Improves access and connectivity (+) Delivering capacity (depending on idea definition) (+) Likely to have positive impact on health and environment (compared to driving) (+) Contributes to inclusion
2 State investment and policies	(+) Aligns to State precinct development policy (+) Supplements rail investment (MARL and WRP)

Framework	Illustrative assessment
3 (i) Connecting people and jobs	(+) Particularly when bringing growing population centres within shorter journey time catchment of Sunshine, best supported by frequency and fleet quality enhancements
3 (ii) Managing congestion	(+) Contributes to managing car traffic generation (+) Especially when working in conjunction with land (re)development, to best coordinate land-use and transport changes, locating developments in areas of improved / improving public transport accessibility
3 (iii) Safeguarding network resilience	(?) Potential contribution to road network resilience if traffic impact is managed with fewer entering parts of the networks that have considerably varying journey times. How to encourage mode switch will be a key factor to be considered, working with the State to best define bus service offer (?) Depending on idea definition, bus priority / segregation could improve bus network resilience
3 (iv) Supporting freight and managing impact	(o) Not intended to focus on contributing to the freight agenda
Overall	(+) Proceed Multiple confirmations of the idea being in line with outcomes identified, with safety upheld. This is an idea that should be progressed further, supported by Councils, the Partnership, and the State. Numerous areas of technical and stakeholder work should be engaged, working through the IMS and business case as per existing Government process

Table 5.3: Example – consider significant investment in strategic cycling corridor immediately, Werribee - Toolern

Framework	Illustrative assessment
1 Headline alignment	(?) Cycle is unlikely to have considerable impact on delivering capacity at this level of inter-LGA travel (?) Accessibility could be improved but that is at a more local level, rather than inter-LGA (+) Contributes to better health and environment depending on usage and mode switch
2 State investment and policies	(?) Limited impact
3 (i) Connecting people and jobs	(?) Connectivity unlikely to be at the inter-LGA level, as distance is too great, and evidence points to a lack of demand for cycling as a frequently used mode of transport over such distances (or even half of that distance)
3 (ii) Managing congestion	(?) Possible contribution if mode switch can be demonstrated
3 (iii) Safeguarding network resilience	(0) Not clear how this would contribute to the busiest networks with the highest volatility in journey time
3 (iv) Supporting freight and managing impact	(o) Not intended to focus on contributing to the freight agenda
Overall	(?) Reconsider outside the WMRITF Cycling should be promoted, with safety issues addressed as a matter of course, but the outcome identified is not in Outer West but Inner West where there is evident demand and potential for increased take-up This idea is unlikely to deliver material transport impact as assessed through the framework However, cycling at a more local level could deliver impact and offer value-for-money. Therefore, as it stands, this idea should not be progressed but reconsidered the WMRITF, noting the framework is intended to focus efforts on impacts at the subregional, not local, level, for cross-party collaboration

6. CONCLUSION AND RECOMMENDATIONS

6

6.1. Conclusion

WMRITF has been established based on working with the Councils, the Partnership and the State, to help guide the development of ideas to improve transport, tactically, in the Western Metropolitan Region. It focuses on the shorter-term deliverables, emphasising on all parties working together, focusing on issues within their immediate control and influence, while leveraging State investments and policies.

The framework asks user to consider ideas in light of:

1. Alignment with headline objectives, which have been collated and agreed through the study process, based on strategies and plans from local government.
2. Ability to make the most of State investment and policies, including key infrastructure projects such as MARL and WRP, and precinct development policies.
3. Potential for positive contributions to (i) connecting people and jobs, (ii) managing congestion, (iii) safeguarding network resilience, and (iv) supporting freight and managing its impact.

Based on analysis of evidence, the framework points to a set of initiatives for all parties to work together, focusing on the areas identified in the maps in Appendix B, namely:

1. Improve station access along railway lines in the region
2. Enhance public transport connectivity and accessibility
3. Complete strategic cycle connections
4. Reduce developments' impact on traffic generation
5. Develop plans to manage freeway access including maintaining productivity and reliability of freeways, as well as managing freight impacts on communities.

Please note that this report does not prescribe the details of improvements, e.g. station access, connectivity and accessibility. It is recognised that to encourage mode switch from the car, there can be a range of options for improving public transport, including and not limited to journey times, frequencies, quality of fleet, perceived security, and network changes.

In conclusion, this framework brings people together to focus on key subregional network outcomes and initiatives, and it is recommended that the Partnership members, particularly Councils to work on these subregional network outcomes and initiatives, using the three frames and their modules to test ideas and develop them.

6.2. Recommendations

Based on the framework developed, this report recommends:

- Organise Councils based on the priorities agreed, by work item, aimed at delivering incremental gains, practically over a short-term tactical horizon
- Develop outcome priority-led initiatives further, and engage with the Partnership
- Partnership considers the subregional initiatives (proposals) and engage with the State, supported by the Councils, working from within major projects where applicable, including further prioritisation
- Working with Federal Government where helpful.

A. SUPPORTING INFORMATION

Western Metro Partnerships Agreement – Project Scope and Background

This project will commission a specialist transport planning consultant to:

1. Review and consolidate local government and other regional transport strategies;
2. Map key transport routes; and,
3. Identify priority services and connections (e.g. major activity and employment centres).

This work will be used to establish an integrated transport framework for the Western Metropolitan Region that identifies critical gaps and transport priorities and guides a more consistent approach to local level transport planning and priority setting across the region.

A project working group led by the Department of Transport and Western Region councils will oversee the development of a request for proposal (RFP), appointment of a suitably qualified consultant and provide access to local and regional transport plans and strategies, data and other resources to support development of framework.

The Western Metro Region is Melbourne's fastest-growing region. Significant changes are occurring to the pattern of land use with intensification of greenfield development and urban renewal.

In the Western Region approximately 46% of people both live and work within the region. The regional transport network needs to provide more efficient access to local employment opportunities, services and community activities.

Better transport connections are also needed to ensure existing and emerging employment and activity centres continue to grow and provide more jobs for an increasing population into the future.

There is currently a heavy reliance on private vehicles in the region and active and public transport networks are under-developed where there has been rapid population growth.

There is considerable scope to make public and active transport a viable alternative mode for more trips to access current and future employment, education and services needed by residents.

The last transport strategy for the Western Region was developed by Lead West in 2012. It is necessary to review the planning of transport services across the region in the context of the transformational road and public transport projects now committed and being delivered.

Since 2014 significant transport projects have been announced including the Westgate Tunnel, Airport Rail, the Suburban Rail Loop and the Outer Western Road Network package. These projects mean that existing local and regional transport strategies will need to be updated to reflect new priorities and refresh and embed a shared strategic vision for transport in Melbourne's west.

An integrated transport framework for the Western Region will maximise the benefit of current and future investments in major projects, guiding the planning for a high-quality, regional transport network with better links between population and activity centres across the region.

While major projects will have a transformative impact on the region and its role and connection to the city's economy, an integrated transport framework for the Western Metropolitan Region will assist in identifying projects that address local transport challenges and improve regional connectivity.

The integrated transport framework will guide local and state level planning to achieve a smart, integrated, safe and efficient transport system for Melbourne's west, that contributes to the region's economic viability, sustainability and lifestyle.

The consolidation of local government transport strategies will support better performance against both Plan Melbourne and transport policy objectives through the design of more consistent approaches to project planning, demand management and travel behaviour change as the region continues to grow.

The mapping of key regional transport routes and identification of priority services and connections will support more comprehensive analysis and identification of critical gaps in service provision and network performance. The regional framework will support more effective use of a combination of infrastructure, management and design responses to regional movement and connectivity issues.

Improved regional level coordination will deliver a range of additional benefits including aligned or integrated investment in new transport infrastructure projects between levels of governments and the private sector; more strategic and evidence-based decision making in designing transport solutions; and ensure greater transparency, community voice and support for decision making about transport planning.

Department of Transport VITM Disclaimer:

The following disclaimer applies to the provision of the model and reference case information:

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Documents reviewed

Brimbank Cycling and Walking Strategy Update (2016), Brimbank Transport Priorities Paper (2018), Brimbank Road Management Plan (2019), Hampshire Road Master Plan (2014), St Albans Activity Centre Precinct Structure Plan (2011, revised 2015), Sunshine Town Centre Structure Plan (2014), Sydenham regional activity centre structure plan (2015)

Hobsons Bay Integrated Transport Plan 2017-30 (2017), Hobsons Bay ITP Background Paper (2017), Spotswood Activity Centre Structure Plan Draft (2019), Vision Newport, Draft Activity Centre Structure Plan (2018)

Maribyrnong Integrated Transport Strategy (2012), Maribyrnong Bicycle Strategy (2014), Maribyrnong Road Management Plan (2017), Maribyrnong Walking Strategy (2011), Footscray Structure Plan (2014)

Melton ITS (2015), Melton South Structure Plan (2018), Rockbank North PSP (2012), Rockbank PSP (2016), Toolern PSP (2011, amended 2015)

Moonee Valley ITP (2008), Moonee Valley Parking Strategy (Updated 2017), Moonee Valley Transport Safety Strategy 2016-26 (2016), Moonee Valley Walking and Cycling Strategy 2012-22 (2012), MV2040 Strategy (2018),

Wyndham ITS (2016), Wyndham Integrated Transport Policy (2016), Werribee City Centre Parking Strategy (2019), Wyndham Open Space Strategy 2045 (2015), PSPs: Alfred Road PSP (2013), Ballan Road PSP (2014),

Black Forest Road South PSP (2013), East Werribee Employment Precinct PSP (2012), Manor Lakes PSP (2012), Tarneit North PSP (2014), Truganina PSP (2014), Truganina South Community Precinct PSP (2011)

LeadWest: Bus Corridor Planning, Background to the Ranking of Priority Projects, Letter from CEO LeadWest to CEO Freight Victoria, Transport Strategy for Melbourne's West (2018), Western Transport Strategy (2012),

Western Metro Region, Five Year Plan for Jobs, Services and Infrastructure 2018–2022, Subregional Integrated Transport Network Plan Update – Movement and Place Classifications – Technical Report – Working Draft (2019), Connecting Employment Destinations for Commuters – Technical report – Draft (2018), Victorian Infrastructure Plan, Plan Melbourne

B. SUPPORTING MAPS

B

MELTON

TULLAMARINE

KEILOR DOWNS

ESSENDON

ROCKBANK

FOOTSCRAY

DERRIMUT

ALTONA

WERRIBEE

POINT COOK

FUTURE CONDITIONS

LEGEND

Study area

Population Growth

Areas of expected population growth

Change in Modelled Speed (2016-2031)

Reduction of 10km/h to 15km/h

Reduction of 15km/h or more

Population Density

Low

-

Medium

-

High

DISCLAIMER - Figures are indicative and conceptual only, for strategic planning purposes. Data sourced from Victorian Integrated Transport Model (VITM) for 2016 and/or 2031. Model is intended to inform strategic planning only and used on an 'as-is' basis. Future year networks do not imply any commitment from the Government or DOT to undertake any projects.

GTAconsultants

SUNSHINE

LEGEND

- Study area

Context

- National Employment & Innovation Cluster
- Activity Centre / Key Location
- Potential future stations as per PSP
- Airport Rail Link
- Rail improvements
- 1 Regional Rail Link
- 2 Melton Line
- 3 Sunbury Line

Priorities the Partnership will work together on:

- Station access improvements
- Public transport improvements
- 1 Towards Sunshine
- 2 Towards Altona North/Precinct 15
- 3 Towards Maribyrnong Defence Site and Highpoint
- Cycling improvements
- 1 Sunshine to CBD cycle link
- Managing road network access

DEVELOP LAND USE AT TOOLERN

Providing a closer location to access services, thereby reducing the need for travel further, and taking advantage of the new Cobblebank Station.

MANAGE THE ROAD NETWORK TO ENCOURAGE THE USE OF OTHER MODES (RELATIVE TO TRAFFIC)

Including where station access is to be enhanced e.g. Western and Princes Freeways. This will help to limit further pressure on the already-congested network and help safeguard network resilience.

BUILD ON STATE INVESTMENT AND WORK TOGETHER TO IMPROVE ACCESS TO RAILWAY STATIONS

Connecting people and jobs while alleviating growing congestion in areas such as the key freight network.

MAKE CYCLING AN ATTRACTIVE CHOICE

Enable cyclists and other traffic to move safely by completing strategic cycle connections.

IMPROVE PUBLIC TRANSPORT CONNECTIVITY TO GROWING POPULATION CENTRES

Altona North / Precinct 15, Highpoint and Maribyrnong Defence Site, and north-east Derrimut, as well as along the Ballarat Road corridor to Footscray.

MELTON

TOOLERN

TULLAMARINE

KEILOR DOWNS

ESSENDON

MARIBYRNONG DEFENCE SITE AND HIGHPOINT

SUNSHINE

FOOTSCRAY

ALTONA NORTH AND PRECINCT 15

DERRIMUT

ALTONA

WERRIBEE

WERRIBEE NEIC

POINT COOK

DISCLAIMER - Figures are indicative and conceptual only, for strategic planning purposes.

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SUPPORT JOB GROWTH THROUGH IMPROVED CONNECTIONS

Including from Werribee NEIC to the north-south (Tarneit and Wyndham Vale) and east-west (along the Geelong Line), particularly by improving public transport.

IMPROVE ACCESS TO RAILWAY LINKS

Work with the State to explore opportunities for improved access to rail.

MELTON

TOOLERN

ROCKBANK

TULLAMARINE

WNS

ESSENDON

FOOTSCRAY

DERRIMUT

ALTONA

WERRIBEE

POINT COOK

WERRIBEE NEIC

WERRIBEE

WERRIBEE

LEGEND

- Study area

Context

- National Employment & Innovation Cluster
- Activity Centre / Key Location
- Potential future stations as per PSP
- Rail improvements
- 1 Regional Rail Link
- 2 Werribee Line

Priorities the Partnership will work together on:

- Station access improvements
- Public transport improvements
- 1 North-south connectivity
- 2 Towards Tarneit
- 3 Towards Wyndham Vale Line
- 4 Towards East Werribee
- Road improvements
- 1 Plan for improved north-south road connectivity

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INNER WEST MELBOURNE

LEGEND

- Study area

Context

- National Employment & Innovation Cluster
- Activity Centre / Key Location
- Potential future stations as per PSP
- Airport Rail Link
- Rail improvements
- 1 Werribee Line
- 2 Regional Rail Link
- 3 Melton Line
- 4 Sunbury Line
- Higher-density growth areas

Priorities the Partnership will work together on:

- Station access improvements
- Public transport improvements
- 1 Towards Sunshine
- 2 Towards Moonee Ponds and beyond
- 3 Sunshine to Footscray
- Cycling improvements
- 1 Sunshine to CBD cycle link
- 2 Towards Essendon
- 3 Towards Footscray
- 4 Towards Altona
- Reduce traffic impacts on road network

TOOLERN

MARIBYRNONG DEFENCE SITE AND HIGHPOINT

SUNSHINE

MOONEE PONDS

FOOTSCRAY

TULLAMARINE

KEILOR DOWNS

ESSENDON

DERRIMUT

ALTONA

WERRIBEE

POINT COOK

REDUCE TRAFFIC IMPACTS OF DEVELOPMENTS ON THE ROAD NETWORK

Encourage transit and active travel orientated developments in areas of high public transport service provision, making the most of transport infrastructure and reducing additional congestion pressures.

BUILD ON STATE INVESTMENT AND WORK TOGETHER TO IMPROVE ACCESS TO RAILWAY STATIONS

Connecting people and jobs while alleviating growing congestion.

ENCOURAGE CYCLING AND ENABLE BIKE RIDERS TO SAFELY MOVE AROUND WITH OTHER ROAD USERS

By improving strategic cycle connections to jobs, connecting population clusters and the named activity centres including to the CBD and Footscray, crossing Council boundaries.

IMPROVE PUBLIC TRANSPORT ACCESSIBILITY THROUGH ENHANCED SERVICES

Better connecting people and jobs and between activity centres in Inner Melbourne.

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IMPROVE THE RELIABILITY OF THE ROAD NETWORK

Improve the consistency of journey times and performance to safeguard resilience of the road network.

EXPLORE PUBLIC TRANSPORT OPTIONS TO SUPPLEMENT MARL TO SERVE THE BROADER CLUSTER AND IMPROVE ACCESS

Reducing reliance on car travel and hence managing congestion, improving connections to transport interchange hubs servicing growing communities on the Sunbury and Craigieburn corridors. Work together in partnership with the State to engage with the private sector to improve public transport access to the clusters, better connecting people and jobs.

MELBOURNE AIRPORT

BROADMEADOWS

TULLAMARINE

MELTON

KEILOR DOWNS

AIRPORT WEST

ESSENDON FIELDS

ESSENDON

MOONEE PONDS

ROCKBANK

SUNSHINE

FOOTSCRAY

DERRIMUT

ALTONA

WERRIBEE

POINT COOK

AIRPORT CLUSTER

LEGEND

Study area

Context

National Employment & Innovation Cluster

Activity Centre / Key Location

Airport Rail Link

Future Road Demand vs Capacity

Low (better road performance)

Medium

High (poorer road performance)

Priorities the Partnership will work together on:

Public transport improvements

1 Towards Broadmeadows

2 Intra-cluster

3 Towards Broadmeadows

4 Towards Moonee Ponds

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FREIGHT

LEGEND

- Study area

Context

- Western Intermodal Freight Terminal
- Port of Melbourne
- Industrial areas as per Plan Melbourne

Priorities the Partnership will work together on:

- Direct access to WIFT
- Key freight movements
- Managing access to freeway

MELTON

TULLAMARINE

KEILOR DOWNS

ESSENDON

ROCKBANK

FOOTSCRAY

WESTERN INTERMODAL FREIGHT TERMINAL

PORT OF MELBOURNE

ALTONA

POINT COOK

WESTERN INTERMODAL FREIGHT TERMINAL ROAD-RAIL INTERCHANGE

Work together with the State on the future WIFT road-rail interchange and develop plans to best access jobs.

SUPPORT LONGER DISTANCE FREIGHT FLOWS ALONG IDENTIFIED FREIGHT PRIORITY CORRIDORS

Including the Western Freeway the Princes Freeway and accessing the Port of Melbourne.

MANAGING FREIGHT PRODUCTIVITY AND IMPACTS ON COMMUNITIES

Work together to develop initiatives and agree with the State on how best manage freight, balancing freight productivity with impacts on communities.

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WESTERN MELBOURNE

MELBOURNE AIRPORT
BROADMEADOWS
MELTON
TOOLERN
TULLAMARINE
KEILOR DOWNS
AIRPORT WEST
ESSENDON FIELDS
ESSENDON
MARIBYRNONG DEFENCE SITE AND HIGHPOINT
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WERRIBEE
POINT COOK

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LEGEND

- Study area

Context

- National Employment & Innovation Cluster
- Melbourne Airport
- Western Intermodal Freight Terminal
- Activity Centre / Key Location
- Port of Melbourne
- Higher-density growth areas
- Industrial areas as per Plan Melbourne
- Potential future stations as per PSP
- Airport Rail Link
- Rail improvements

Priorities the Partnership will work together on:

- Station access improvements
- Public transport improvements
- Cycling improvements
- Road improvements
- Key freight movements
- Managing access to freeway
- Managing road network access
- Reduce traffic impacts on road network

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