



11. Implementation strategy

A strategy for the future

Implementation methodology

This chapter outlines an implementation strategy and governance framework to support delivery of the master plan's 25-year shared community vision. It describes the broad process to be followed over time for achieving the master plan's vision, for sustainability of the park into the future and key criteria against which management decisions can be made.

Due to the complexity of functions and operations at Albert Park, actions will be implemented incrementally over time as leases expire and new opportunities arise, visitation and demands change and as funding is made available to support the associated capital works program.

The implementation strategy provides initial guidance based on a preliminary cost plan which identifies broad costs for the key initiatives in the master plan. More detailed business cases will be required to secure government and private sector investment.

The master plan proposes adaptation and activation of the site to meet the changing needs of the City of Port Phillip and Melbourne's growing population.

The programming and construction of new infrastructure and facilities will follow industry and government best practice, provide flexibility, support a diversity of complementary uses and provide resilience and sustainability into the future.

This plan does not represent a commitment to implement any or all recommendations, which will be staged over time and are subject to available funding and resources.

In the design and development of project recommendations, other project costs to make allowances for are as follows:

- Contingencies
- Treatment of contaminated material
- Statutory planning advice
- Services including lighting and irrigation
- Escalation
- Consultants fees
- Cultural heritage planning
- Traditional Owner engagement
- Management and operations planning
- Project management fee.

In the delivery of project recommendations, other project costs to make allowances for are as follows:

- Staging of works
- Art work
- Latent ground conditions
- Relocation of existing services
- Legal and marketing
- Rock excavation.

Consideration of these cost factors and the probable order of cost for ongoing maintenance and management, at the initiation of projects, will provide a better understanding of whole of life project cost.

	PLANNING	DIRECT SETTING	INFRASTRUCTURE
	<p><i>Preliminary upfront development of overall landscape design, plans, strategies and frameworks to help support the ongoing stages of implementation.</i></p>	<p><i>Any new built works including wetland, picnic facilities, playgrounds, Fitzroy Street urban space setting etc.</i></p>	<p><i>Infrastructure that utilises existing setting or features for example parking, criterion circuit, walkways, promenade etc.</i></p>
Short term 1 - 3 years	<ul style="list-style-type: none"> - Establish stakeholder reference groups to input into initial design phases. - Develop a series of park management and asset development aims, guidelines, parameters and principles. - Develop whole of park landscape plan including furniture, lighting and signage style guide. - Plan, design and integrate flexible event spaces, sports fields, open spaces and broader landscape. - Develop an interpretation strategy. 	<ul style="list-style-type: none"> - Protect and conserve cultural values. - Continue to provide dedicated off-lead dog areas. - Protect and undertake specific planting for Gunn Island. 	
Medium term 4 - 6 years	<ul style="list-style-type: none"> - Review the current vehicle access and parking approach and key traffic management issues. 	<ul style="list-style-type: none"> - Implement parking and road traffic management plan. - Define and formalise park entrances, differentiating primary and secondary entrances. - Improve and upgrade a 5km lakeside promenade. - Create a walking path loop through the park. - Implement improved bicycle network through the park. - Provide a criterion cycling circuit. 	<ul style="list-style-type: none"> - Upgrade existing and install new picnic and barbeque facilities and other park furniture. - Implement new signage and wayfinding. - Deliver a youth and community social hub. - Deliver outdoor fitness spaces. - Deliver a series of play spaces catering to diverse age groups and abilities.
Long term 7 - 10 years		<ul style="list-style-type: none"> - Upgrade sports grounds and facilities. - Extend park character to Albert Road. <p>Other partnerships</p> <ul style="list-style-type: none"> - Consider safe pedestrian access across Queens Road to Albert Park. - In collaboration with government agencies enhance the pedestrian access along Fitzroy Street and at St Kilda Road Junction. 	<ul style="list-style-type: none"> - Deliver a holistically integrated lake and lakeside interface including wetland. - Deliver lake edge wetlands with access via a boardwalk system. - Deliver a series of lakeside platforms for greater lakeside activation, engagement, education and interpretation. - Deliver a wetland play space. <p>Other partnerships</p> <ul style="list-style-type: none"> - Public Transport Victoria links to park - City of Port Phillip Fitzroy Street Upgrade

PROGRAMMING

The programs and initiatives for activation of the park and engagement with visitors to promote health and wellbeing, education and social connectivity.

- Deliver social and community-based programs and events.
- Promote outdoor health, wellbeing and fitness programs.
- Connect with health and wellbeing sector to develop and coordinate programs for engaging with patients.
- Review and implement park-wide planting including avenue tree planting.

- Deliver programs with partner organisations for social sustainability, health and wellbeing and universal inclusion.
- Develop and implement lakeside and wetland education programs.
- Implement a learning in nature program specific to Albert Park.
- Promote outdoor play and learning through play spaces.

- Develop a sports ground, courts and facilities programming and management plan.
- Provide programmable opportunities for multi-use courts.
- Implement lakeside and wetland education programs.

Other partnerships

- Consider opportunities for social enterprises, pop ups, artist and arts programs and temporary art installations.

MANAGEMENT

The ongoing and future management issues for the effective operation and presentation of Albert Park.

- Strengthen and consolidate Traditional Owner partnerships.
- Establish a management system for events spaces and social and community based events.
- Manage the sports programming to cater to increased user needs.
- Establish a clear plan and communication plan for stakeholders, advisory forums, groups and clubs.
- Ensure all design features meet with and comply with universal access principles.
- Remove and avoid landscape clutter.
- Prioritise pedestrian access, public transport nodes and hubs.
- Consolidate and maintain the road traffic management plan.
- Consider the best opportunity for 18 hole golf course to meet the guiding principles for Albert Park.
- Manage an equitable process for lease agreements and ground/field use.

- Develop a healthy and active lake strategy including a watercraft and fishing management approach.
- Manage the process for potential new buildings aligning with principles as prescribed in the master plan.

Link to the park

Provide greater connections to the Domain Parklands and the Royal Botanic Gardens.

Lake Promenade with play, picnic and fitness

Lengthen the granitic lake circuit from 4.7km to 5km and combine the lake path and lake circuit to a width of 8-8m, adding additional lighting for evening use. Improve and increase the picnic, play and fitness areas connected to the lake path.

Flexible road network

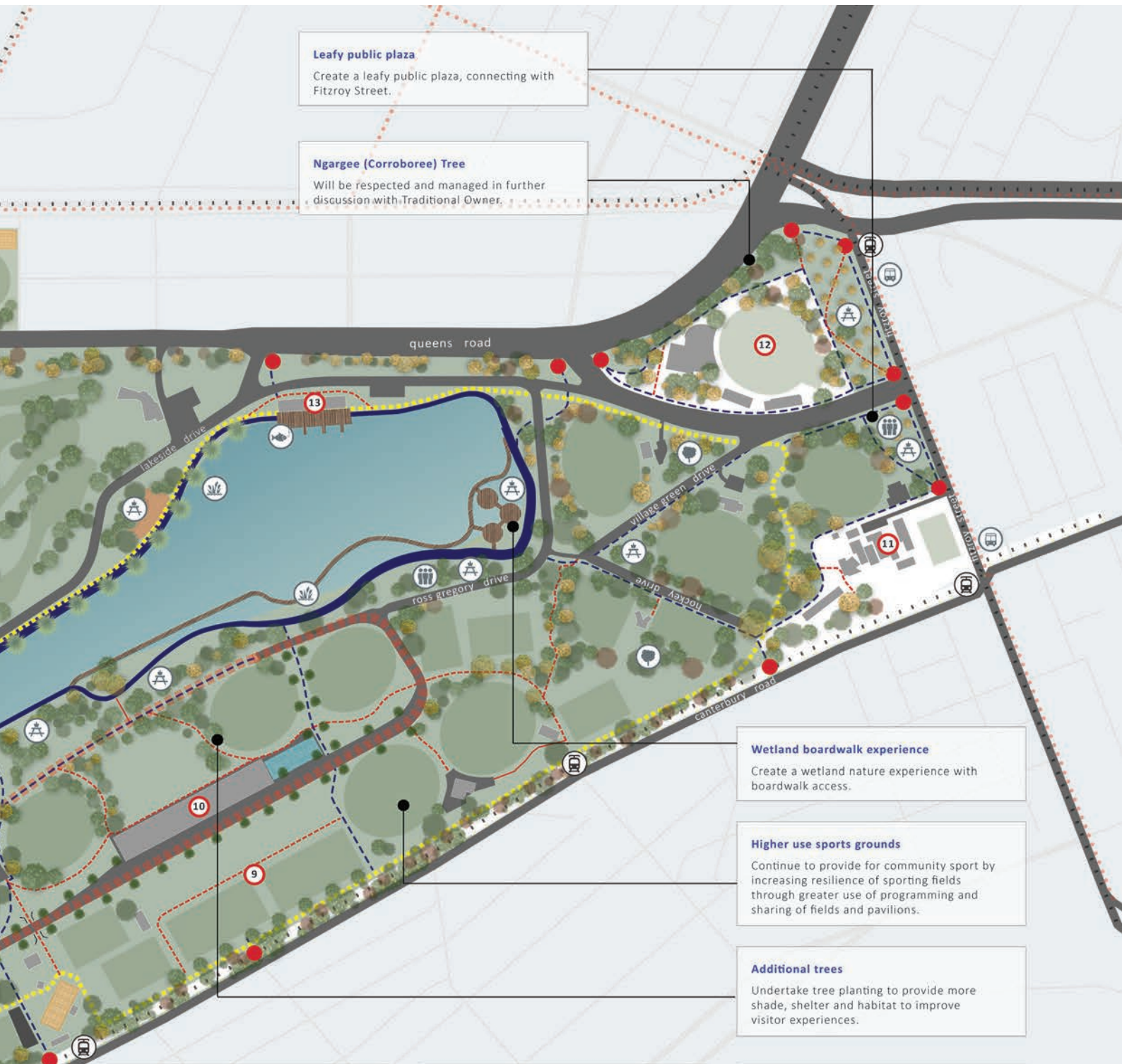
Improve visitor experience through reducing the speed limit on Lakeside Drive as well as investigating programmed road closures to provide for walking, cycling and event opportunities.

Access

Provide safe crossing of Queens Road.

- ① golf precinct
- ② mac robertson girls high school
- ③ lakeside stadium
- ④ south melbourne park primary school
- ⑤ melbourne sports and aquatic centre
- ⑥ golf driving range
- ⑦ gunn island
- ⑧ carousel
- ⑨ sports grounds
- ⑩ indoor sports centre
- ⑪ st kilda park primary school
- ⑫ junction oval
- ⑬ powerhouse
- ⑭ albert reserve





Leafy public plaza
 Create a leafy public plaza, connecting with Fitzroy Street.

Ngarree (Corroboree) Tree
 Will be respected and managed in further discussion with Traditional Owner.

Wetland boardwalk experience
 Create a wetland nature experience with boardwalk access.

Higher use sports grounds
 Continue to provide for community sport by increasing resilience of sporting fields through greater use of programming and sharing of fields and pavilions.

Additional trees
 Undertake tree planting to provide more shade, shelter and habitat to improve visitor experiences.

- roads
- lake promenade path
- pedestrian linking trails
- pedestrian minor trails
- bicycle / criterium circuit
- on road car parking
- off road car parking
- tram line
- bus route

- sporting fields
- boardwalk / platform
- existing trees
- new tree plantings
- trees in removable planters
- palm tree avenues
- perimeter park trail
- multi-purpose courts
- buildings and structures

- picnic / play / fitness facilities
- event space
- wetland
- fishing point
- tram
- train
- bus
- park entry points
- play / picnic areas

12. Appendices

12.1 Appendix A - Governance, partnerships and cost planning

Governance

Albert Park is managed by Parks Victoria as Committee of Management, within the Parks Victoria Act, current legislation and government policy.

Parks Victoria reports to its Board which in turn reports through the Department of Environment Land, Water and Planning (DELWP) to the Minister for Energy, Environment and Climate Change (the Minister). Annual reporting and business planning is undertaken as an organisation with funds allocated to park management and operations on an annual basis through the State budget.

A capability-based management model with the requisite skills and expertise is critical in providing the authorising environment to effectively support implementation of the master plan. It is recommended that this include a combination of Parks Victoria staff directly involved on-site, supported by technical and professional staff who provide similar functions at a state wide level.

Management decisions regarding investment, prioritisation and partnerships can then be made in accordance with government policy and to meet the future needs of Melbourne. The master plan is a key reference document to support decision making, providing a clear strategic vision and parameters for its successful implementation.

Key management decisions for the future of Albert Park are determined by the Parks Victoria Board, with certain functions and decision-making authority delegated to management. Parks Victoria will continue as the land manager and advocate to expand its resources and capability to implement the master plan and adapt to changes in visitation. Parks Victoria will manage all relationships with park visitors, community members, stakeholders, volunteers, contractors, tenants, and partnerships or agreements. Parks Victoria will continue to manage all site programming (e.g. community use, events, interpretation and education activities).

Partnerships

Successful delivery of the master plan will depend on partnerships with external organisations, community and stakeholder groups and the private sector to deliver the full spectrum of opportunities.

Future uses will be conducive to the strategic future vision for the natural, built and operational environment of Albert Park. It will aim to combine community, social enterprise, health and wellbeing, entertainment, food and beverage, culture, arts, commercial, education and events-related visitor experiences that align with the endorsed master plan.

Future partnerships and commercial agreements associated with occupancy at Albert Park will be subject to legislation and government policy. This will be managed through development under existing agreements, through direct negotiations, or by competitive Expression of Interest processes managed in line with Parks Victoria EOI Essentials (parkweb.vic.gov.au/about-us/doing-business-with-us/expressions-of-interest).

Cost planning

The aim of the cost planning is to provide an estimate of the magnitude of likely costs, to support the long-term strategic intent of the master plan.

With the ongoing development and implementation of the master plan business case(s) will be required to accurately define the capital investment, operational and full life-cycle costs for specific initiatives to secure funding.

The ongoing operational and park management costs are an important part of the ongoing sustainable function of Albert Park. However, they are excluded from the initial cost planning as they are beyond the scope of the master plan, difficult to estimate and will be dynamic as implementation of the master plan progresses.

12.2 Appendix B: Policy context

In addition to Shaping Our Future, Parks Victoria's strategic plan, a range of government policies, strategies and guidelines pertaining to urban growth and liveability, open space, health, recreation, nature, biodiversity and transport provide further direction for the Albert Park Master Plan.

Theme: celebrate the lake

Plan Melbourne 2017-2050 is the Victorian Government's metropolitan planning strategy which aims to ensure that Melbourne grows to be more sustainable, productive and liveable. The plan outlines the value of parks and waterways to Melburnians in terms of scenic values, habitats for flora and fauna, and opportunities for recreation. It includes a number of strategies to improve the health and accessibility of our waterways, including the adoption of an integrated water management approach and the establishment of more trees in the city.

Protecting Victoria's Environment

- Biodiversity 2037 is the Victorian Government's strategy to stop the decline of the State's biodiversity and achieve overall biodiversity improvement over the next 20 years. The strategy recognises that nature has a key role to play in liveability, and that the Victorian natural environment is Melbourne's biggest tourist attraction. It appreciates the need to encourage more people to value and protect our natural assets; and includes the ambitious aim that all Victorians will be connecting with nature by 2037. Another key goal described in the strategy is to achieve a natural environment which is healthy by improving the overall extent and condition of land, waterways, coasts and seas.

The most recent State Government open space strategy, **Linking People and Spaces 2002**, sets a framework for a linked network of open space throughout greater Melbourne for all to enjoy as a part of everyday life. The strategy identifies that Melbourne's world-class network of parks, trails and waterways has been planned, fought for and created over the last 140 years. This network provides many recreational, cultural, ecological and economic benefits that are essential to the city's healthy functioning and liveability. The strategy calls for the development of diversity in recreational opportunities at both land and water destinations to enable more Melburnians to develop even deeper connections to their parks.

Theme: adaptable open space

Plan Melbourne 2017–2050 recognises that Melbourne is renowned for its buildings, parks, creative culture and liveability. The plan sets a 35-year blueprint for a vibrant Melbourne which evolves by keeping up with the changing and growing needs of its people, and endures by retaining the characteristics that attracted people to the city in the first place. The plan identifies that between 2015 and 2051, Melbourne is projected to grow by 3.4 million people, from a population of 4.5 million to almost 8 million, requiring another 1.6 million dwellings and 1.5 million jobs. It highlights that Melbourne offers residents and visitors a wide range of options for employment, entertainment, education, recreation and living, and states that the city's parks are just some of the venues for events and festivals that make Melbourne such a vibrant and creative city. A key policy in the plan is to strengthen the integrated metropolitan open space network and Melbourne's civic legacy of great places, including major cultural and sporting precincts and venues.

The **Linking People and Spaces** chapter recognises that Melbourne's open space is part of the city's identity, is the foundation of urban liveability, and is a source of considerable community satisfaction and pride. Guiding principles of sustainability, equity of access, partnerships, diversity and flexibility/responsiveness underpin the vision of the strategy which identifies that open space planners should provide for nature conservation, recreation and play, formal and informal sport, social interaction, and peace and solitude. Albert Park is identified as being in the inner region defined in the strategy. Given that an established open space network exists in the region, the main themes identified for the future are managing high demand and potential conflict, and maintaining existing infrastructure to meet increased demand pressures.

The City of Port Phillip Open Space Strategy (2009) seeks to develop the municipality into a city where public open spaces define the city's character and respond to its people's need for places to rest, recreate and be inspired. Albert Park forms nearly 60% of public open space in Port Phillip and is used by a large proportion of residents from Albert Park, St Kilda Road and South Melbourne. Continuing to offer open space that is diverse and can accommodate the future needs of a growing population in an established urban environment is identified as a key challenge. The Strategy also identifies the high demand for additional off road trails to support walkers and cyclists to realise the benefits of engaging in physical activity.

Theme: celebrate nature and culture

Bringing nature closer to where people live, work and travel is a key direction outlined in **Protecting Victoria's Environment - Biodiversity 2037**. On the basis that a healthy environment is fundamental to a healthy society, the plan identifies that more needs to be done to enable Victorians to access nature, including increasing people's awareness and understanding of the environment and how they can act to protect it. Providing and improving natural spaces, and developing facilities and programs in the right places will give people from multiple cultures more opportunities to experience nature. With almost one in five Australians having a disability of some type, the plan also states that people with disabilities should have easy access to the benefits of nature.

The Victorian Public Health and Wellbeing Plan 2015-2019 aims to achieve a Victoria free of the avoidable burden of disease and injury, so that all Victorians can enjoy the highest attainable standards of health, wellbeing, and participation at every age. The plan identifies that interaction with nature in Victoria's parks and open spaces, and participation in sport and recreation, make an important contribution to reducing chronic disease risk factors, increasing social inclusion and building strong communities. Reported health benefits include increased work productivity, faster recovery rates from surgery, reduced blood pressure, mitigation of the symptoms of hyperactivity disorder, reduced medication rates, strengthened immune systems, physiological benefits from improved fitness, psychological benefits from improved attentional capacity and stress reduction. The Healthy Parks Healthy People approach, created by Parks Victoria, actively promotes these benefits.

12.2 Appendix B: Policy context

The Victorian Memorandum for Health and Nature 2017 commits the State Government to supporting and enabling an integrated, whole of government approach that recognises the benefits of healthy parks for the health and wellbeing of all Victorians. Through the memorandum, the Victorian Government is committed to encouraging communities to interact more with nature, because being in nature is good for health and is a highly cost-effective health improvement strategy. The memorandum calls for the development of new health and nature-focused initiatives to benefit under-represented groups such as culturally diverse communities, people with disabilities and families from lower socio-economic backgrounds. Such initiatives are to be delivered through closer collaboration across sectors, all levels of government, businesses and the wider community to maximise the physical and mental health benefits to all Victorians of spending time in, enjoying and actively caring for the environment.

The creation of a network of green spaces supporting biodiversity conservation and the provision of opportunities to connect people with nature are key policies in **Plan Melbourne 2017 – 2050**. The plan describes that the urban heat-island effect can cause urban areas to be up to 4^o Celsius hotter than in the surrounding non-urban areas. Greening cities can provide cooling benefits and increase the community's resilience to extreme heat events. To mitigate the impacts of these increased average temperatures into the future, Plan Melbourne advocates the maintenance and enhancement of Melbourne's urban forest of trees and vegetation on properties, lining transport corridors, on public lands, roofs, façades and walls.

Resilient Melbourne (2016) is the first resilience strategy for Greater Melbourne. It is a joint project of 32 metropolitan councils, Melbourne's academic, business and community sectors, and the Victorian Government, all supported by the 100

Resilient Cities program which was pioneered by the Rockefeller Foundation. It includes a key aim to: "Enable strong natural assets and ecosystems alongside a growing population". It recognises that Melbourne's parks, forests, gardens and wetlands are critical for the livelihoods and wellbeing of Melburnians, by cleaning the air, reducing noise, regulating the climate, filtering water and providing places of recreation.

The plan acknowledges that Melbourne's natural assets are coming under increasing pressure as more developments are needed to support our growing population. It also acknowledges that climate change poses a real threat via increased temperatures leading to higher levels of heat-related illness and death, and rising sea levels causing erosion and inundation of the city's coastal areas. The plan calls for extending and linking existing efforts to strengthen our natural assets and the ecosystem services they provide; promotion of new and cost effective ways to manage our natural resources more effectively and reduce environmental damage; and exploration of imaginative ways to put nature back into communities.

The City of Port Phillip Open Space Strategy (2009) highlights the popularity of Albert Park for residents of the local municipality. It also recognises the regional role that Albert Park plays for sporting activity and as a venue for State-significant events.

Active Victoria (2017), the State Government's strategic framework for sport and recreation, provides a basis for a stronger sport and active recreation system to create better health, social, liveability and economic outcomes for the entire community. This requires coordinated and integrated action by all levels of government working with the people and organisations that make up Victoria's sport and recreation sector. The framework identifies that a growing and ageing population, changing lifestyles, increased female participation in sport, limited availability of land in inner urban

areas and the need for increased resilience and capacity all need to be addressed to create a more active population. This is supported by the Commonwealth Physical Activity Guidelines and 'Move It' campaign.

Theme: access and movement

The Inner Melbourne Action Plan 2016-2026 guides a collaborative and consistent approach to the future growth, development and enhancement of inner Melbourne. Developed as a collaborative partnership between the Cities of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong, the plan aims to strengthen the liveability, attraction and prosperity of the region. It outlines a series of strategies and actions including linking regional open space, linking and improving transport routes, minimising traffic congestion and increasing public transport use.

The City of Port Phillip Open Space Strategy (2009) identifies the need to pursue access improvements across Queens Road into Albert Park.

Theme: a sustainable and healthy park

Plan Melbourne 2017–2050 recognises that Melbourne needs to be a more sustainable and resilient city that manages its land, biodiversity, water, energy and waste resources in a much more integrated way. Climate change is described as a key economic, social, environmental and public health issue, and there needs to be recognition, understanding and preparedness for the projected impacts of climate change and rising sea levels. Plan Melbourne also states that Melbourne's green spaces provide important areas of habitat for biodiversity conservation as well as enabling opportunities for people to enjoy regular contact with nature. As Melbourne grows, habitat loss and waterway degradation is posing increasing threats to native flora and fauna populations. Creating a network of green spaces that support biodiversity

conservation and opportunities to connect with nature, and protecting and enhancing the health of urban waterways are key policies in the plan.

While the primary focus for the **City of Melbourne's Urban Forest Strategy: Making a Great City Greener 2012 – 2032** and the actions recommended in it cover the public realm for which the City of Melbourne is directly responsible, the strategy does provide sound evidence and guidance for the management of vegetation within Albert Park. The strategy recognises that Melbourne is facing the significant challenges of climate change, population growth and urban heating; placing pressure on the built fabric, services and people of the city. The strategy states that a healthy urban forest can play a critical role in mitigating the effects of climate change to maintain the health and liveability of Melbourne.

Specific directions outlined in the strategy are to increase canopy cover (from 22% to 40% in the City of Melbourne), increase urban forest diversity, improve vegetation health, improve soil moisture and water quality, improve urban ecology and inform and consult the community.

12.3 Appendix C: Albert Park Reserve golf principles

These principles were developed by Albert Park golf stakeholders including lessees, community clubs, Golf Australia and Parks Victoria representatives.

Parks Victoria and the Albert Park golf stakeholders have committed to working collaboratively to ensure that the golfing facilities continue to meet the needs of the community into the future.

Golf is one of Victoria's most popular organised sports with over 300,000 participants from a wide range of age groups. It generates health and wellbeing benefits and supports regular social interactions for the community.

Only 3 kilometres from Melbourne's CBD, Albert Park Reserve is popular for a range of activities including dog walking, jogging, cycling, and is home to over 40 community based sports clubs who regularly use the 21 fields and ovals as well sailing and rowing on the lake. The 18-hole Golf Course and Golf Driving Range are valued features of the reserve providing for a diverse range of sporting and recreational opportunities and the golf course provides landscape amenity and habitat value.

The purpose of these principles is to ensure that all parties have a common understanding and focus for the continued future of golf in the reserve and to support the overarching Parks Victoria Albert Park Master Plan, which sets out the 25-year vision for the activation and development of Albert Park Reserve. The Master Plan reflects that the 18-hole golf course and driving range will remain at the existing locations within the Albert Park Reserve.

The principles reflect the social and recreational importance that golf experiences provides to Albert Park and the community now and into the future. They will underpin any future investment strategies

1. Social principles

Contemporary and viable

- Develop a contemporary golfing offer that reflects the needs of current and future golfers. This includes establishing a more diverse program offer that will attract a broader range of golf participants, that also considers viability in terms of economic, social and environmental return.
- Use innovations to enhance the quality of the golfing experiences for current and future users.

Social and cultural connection

- Maintain the established social connection to golfing in the park.
- Celebrate the Victorian Traditional Owners and their Countries by prominently showcasing the connection of Albert Park Reserve with Traditional Owners.
- Celebrate and promote the historical connections of community golf clubs to the Albert Park Golf Course.

Amenity of Golfing Facilities

- Enhance the golfing facilities by improving amenities for community gathering and connectedness, including provision of shade and shelter
- Ensure the golf course experience at Albert Park ranks amongst Melbourne's best
- Diversify the activities on offer at the golfing facilities to support broader health and wellbeing outcomes for the local community and maximising the use of the facilities.

Safety

The safety of golf facility users and broader park users must be a priority for management.

Inclusiveness

- Promote inclusiveness in golf participation by ensuring that facilities are universally designed to cater for the needs of all users.
- Place a focus on better meeting the facility needs for people from culturally and linguistically diverse (CALD) backgrounds, people with disabilities, LGBTI, youth and older people and others not traditionally engaged with the sport of golf.
- Place a focus on better meeting the facility needs for women and girls.
- Create a welcoming environment for all demographics that is a place of social cohesion and interaction. Develop programs, activities and events that will proactively increase diverse participation and overcome barriers, including affordability.

2. Environmental principles

Resilient to change and natural values protection

- As key features of one of Melbourne's most loved metropolitan parks, it is important that the golf course and golf driving range mitigate against the impacts of climate change to ensure they can cater for increased use as Melbourne continues to grow. In particular, mitigate against climate change stressors, such as drought and extreme weather events.
- Continue to integrate the golf course into the broader environmental considerations for Albert Park Reserve. This includes maintaining strong turf management practises to minimise the need for active inputs (such as pesticides or water). Sustainable precinct water practices will be considered.

- Ecological communities that contain native flora and fauna will be nurtured to promote connected habitats for wildlife with exotic flora species used, where appropriate, from a landscape perspective.
- Plan for the renewal of the existing tree character and, where possible, strengthen the contribution that the golf course and golf driving range make to cooling the city, habitat connectivity and landscape amenity.

Resilient supporting infrastructure

- Maintain high quality facilities, playing surfaces and turf.
- Maintain assets so they are fit-for-purpose and enhanced where the need arises.

3. Profiling golf principles

Working together to profile golf at Albert Park

- Recognise that all stakeholders have a role to play in profiling the golf course and golf driving range facilities at Albert Park, which offer the closest standard length public golf course to Melbourne CBD and a highly accessible range abutting the light rail.
- Develop consistent communications and key messaging to capitalise on the unique golfing experiences offered at Albert Park.
- Widely promote Albert Park golf course and driving range as major attractions for national, international and corporate users.

12.4 Appendix D: Existing conditions



