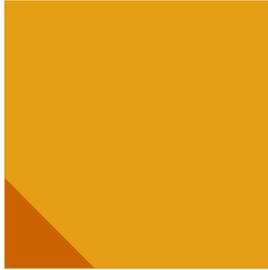


IMAP

INNER MELBOURNE ACTION PLAN

Making
Melbourne
more
liveable



Annual Report
Summary
2017-2018



Welcome

The Inner Melbourne Action Plan (IMAP) is the successful partnership between the Cities of Melbourne, Port Phillip, Yarra, Stonnington and the Maribyrnong City Council, working together on inner city regional issues to help make Melbourne one of the world's most liveable cities.

During 2017-18 the IMAP project teams completed work on the Urban Manufacturing research project, the initial Census for Landuse and Employment (CLUE) investigations and coordinated the first rough sleeping StreetCount across the five inner City Councils.

Work continued implementing a 'family' of Wayfinding signs and engaging with the State Government for broader adoption. The Regional Active Recreation and Sporting Facilities project moved to its future planning stage. The Tourism Group's collaborations with Cultural Tourism Victoria and Destination Melbourne showcased Inner Melbourne in the latest Cultural Guide and Official Visitor Map. Support for a greener city continues with sustainable design initiatives, green roof research and a new IMAP Urban Forest project brief.

We recognize the commitment of Council officers and partner agencies working collaboratively on IMAP project delivery and thank the many volunteers, support agencies and donors who supported our June StreetCount project.



Cr Daniel Nguyen
Mayor
City of Yarra

Cr Bernadene Voss
Mayor
City of Port Phillip

Cr Cuc Lam
Mayor
Maribyrnong City Council

Cr Steven Stefanopoulos
Mayor
City of Stonnington

Cr Nicholas Reece
Chair, Future Melbourne (Planning) Committee
City of Melbourne

Introduction

The Inner Melbourne Action Plan

For twelve years the cities of Melbourne, Yarra, Stonnington, Port Phillip and Maribyrnong City Council have worked together to develop and implement the strategies and actions set out in the Inner Melbourne Action Plan.

The plan aims to strengthen the liveability, attractiveness and prosperity of the region and respond to growth and challenges occurring in the inner city to 'make the Inner Melbourne Region more liveable'.

The new Inner Melbourne Action Plan 2016-2026 was approved by the five IMAP Councils in 2016 and commenced implementation. A number of transition projects continue to be implemented under the new strategies. The projects are focused on areas where, collectively, the Councils can make a greater impact.

The IMAP projects have been successful in fostering ongoing cooperation, goodwill and active participation between IMAP stakeholders. IMAP is uniquely positioned to have an ongoing role in the development of the Inner Melbourne region.



Achievements of 2017-18



Inner Melbourne Action Plan 2016–2026 – Implementation

The Inner Melbourne Action Plan has been developed around five main goals:

-  **Goal 1** A globally significant, strong and diverse **economy**
-  **Goal 2** A connected **transport** network that provides real travel choices
-  **Goal 3** Diverse, vibrant, healthy and inclusive **communities**
-  **Goal 4** Distinctive, high quality **neighbourhoods** and **places**
-  **Goal 5** **Leadership** in achieving **environmental sustainability** and climate change adaptation.

Twenty outcome statements and 27 regional strategies make up the detail of the plan. The IMAP Councils and others will aim to implement these strategies over the next few years.

In 2016, the five Councils shortlisted a number of IMAP priority projects for implementation and developed short project briefs. These are incorporated into the rolling IMAP Three Year Implementation Program identifying 25 projects and funding over the term. Four new Steering Groups were established to further scope the priority projects, and advance others also identified for action.

The Plan is available on the IMAP website: www.imap.vic.gov.au



Implementation of the Census for Landuse & Employment (CLUE)

Completed: IMAP Information Requirements Investigation

The City of Melbourne's Census of Land Use & Employment (CLUE) system provides comprehensive information about land use, employment and economic activity across its municipality. The IMAP Implementation Committee is interested in the potential development of an IMAP version of CLUE.

IMAP undertook a three-stage Information Requirements Investigation to assess the extent to which IMAP Councils' common information needs are being met and their need for CLUE data. Stage 3, undertaken during 2017/18, assessed delivery options, resources and costs involved and concluded:

- CLUE completes the ABS data picture by providing comprehensive economic survey information
- CLUE provides reliable, good quality, consistent data and provides comparability across time, regions and the level of analysis.

These options are currently being considered by City of Melbourne, in parallel with delivery of the CLUE Technology Upgrade Project. City of Melbourne has not reached a formal decision regarding options. The other IMAP Councils, while participating in system design have not yet considered their future participation in CLUE data collections.





The CLUE Technology Upgrade Project – Taking CLUE to the Cloud for Councils, Communities and Commerce

The City of Melbourne, in conjunction with its IMAP partners, has commenced a process to modernise the Council owned Census for Land use and Employment (CLUE) database into a cloud based in-browser operating technology system and extending it to the IMAP partners to collect, store, report and publish city business census data. City of Melbourne will develop the system to be interoperable with partner Councils.

In support of this activity, funding from the Australian Government's Smart Cities and Suburbs Program has been secured and representatives from each of the partner Councils have committed additional support for the Project.

To date, the grant with the Australian Government has been signed, the Human Centred Design workshop held, and the Project Plan developed.

The Australian Government funding does not cover data collection or integration with Council systems. These aspects require further consideration of options and costs by the partner Councils.

This project received funding from the Australian Government.

Smart City Solutions

Think Tank on Future Disruption

In April 2018 IMAP convened a staff Think Tank to scan Councils' current and future environment to identify and assess the main disruption technologies and threats facing Councils and communities in Inner Melbourne.

The Think Tank reviewed approaches to disruption and innovation as well as identifying challenges, trends and technologies which may cause disruption.

Disruption was defined as 'a new approach or business model gaining traction which upsets existing ways of working'. Usually these disruptions have been enabled through digital or related technologies and can impact Councils and our communities in a variety of areas:

- Customer need, demand, or satisfaction
- Product or Service delivery models
- Operations (revenue, cost structure and/or business model)
- Customer experience

In-depth analysis and assessment of the trends and technologies identified above has commenced. This work will be finalised during early 2018-19.





Managing Licensed Premises and Entertainment Precincts

Protecting People in Crowded Places

In August 2017 IMAP Council officers met to review the Federal Government's document 'Australia's Strategy for Protecting Crowded Places for Terrorism', to share insights and identify opportunities for collaboration. The Strategy has Local Government implications, particularly in the areas of event management, emergency management and urban planning.

The working group supported the Strategy's templates and checklist tools and identified the need for a consistent, robust risk management assessment framework, particularly for the planning and conduct of public events. Opportunities to share resources, expertise and specialists in risk management were also identified.

Some Councils have now reviewed their site and procedural security. The working group reported on their recommendations in February 2018. These are now being followed up on a joint basis and in conjunction with the State Government.

IMAP Tourism

Market Inner Melbourne as a world-class tourism destination

During 2017-18 the IMAP Tourism working group achieved the following:

- Undertook a comprehensive review and update of the IMAP regional tourism map.
- Ensured the continued success of the Melbourne Official Visitors Map – a joint collaboration with Destination Melbourne – through funding which enables an annual circulation of one million copies. The IMAP regional tourism map is included within this brochure.
- Reviewed the Greater Melbourne Destination Management Plan produced by Destination Melbourne. A better outcome has been achieved for the Tourism working group through having a united voice and working together. We are still working through this process.
- Promoted attractions in Inner Melbourne for a second year in the cultural guide 'Experience Culture Victoria 2017-18' published by Cultural Tourism Victoria.
- Drafted the next 3-year strategy for the IMAP Tourism Working Group.
- Continued working with Visit Victoria to ensure our marketing outcomes are in sync with the state's focus.



Wayfinding and Signage

Consistent, well-located wayfinding signage assists people explore unfamiliar areas and travel along unfamiliar routes.

The Melbourne Visitor Signage Coordinating Committee drafted a set of principles and standards, the *Wayfinding Signage Standards for Victoria*, to improve consistency and integration of wayfinding signage systems across municipal boundaries and transport modes. The IMAP Implementation Committee endorsed the document in May 2017.

Achievements during 2017-18 include:

- *Wayfinding Signage Standards for Victoria*

A number of the IMAP Councils have formally adopted the *Wayfinding Signage Standards for Victoria* as an operational manual.

Prior to launching the document more widely, it is being reviewed by a sample of end-users. Their feedback will assist the Signage Committee finalise design concepts and technical details of the document.

- Wayfinding signage (infrastructure) pilot and user testing

The Signage Committee - working with City of Melbourne - has applied the new principles and standards to the design of a pedestrian wayfinding signage 'family'. Following prototype user testing, in 2017 the City of Melbourne installed signs in two pilot areas. User testing, surveys and accompanied journeys were conducted on the pilot signs and map design prior to and following installation with a range of stakeholders.

Positive results indicated a higher proportion of users able to navigate easily after the pilot signs had been installed. Design changes were able to be made as a result of the feedback. Further review during 2018-19 is proposed.

The ambition is that local Councils adopt a shared wayfinding signage design that provides reliable, consistent signage for users at lower costs.

- Basemap

In June 2018, Transport for Victoria (TfV) appointed a Project Manager responsible for understanding 'the potential to integrate mapping across the transport portfolio, infrastructure projects and IMAP Councils.' Discussions relating to IMAP's role in TfV's integrated mapping project will commence during 2018-19.

Affordable Housing Controls and Targets

Community Land Trust Research Project

This project undertakes research on Community Land Trust (CLT) options in the Australian context, to guide establishment of a new affordable home ownership tenure in Australia, enabling moderate income households the option to access a new form of home ownership that is perpetually affordable.

In Stage 1, a University of Western Sydney (UWS) team investigated CLTs in the USA and UK and their implementation in Australia, and published the Australian Community Land Trust Manual in February 2013. The Manual includes an overview of CLTs, tax issues, organisational structures, financial modelling, legal mechanisms (long-term leaseholds and modified shared equity) and provides a model long-term lease, co-ownership deed and constitution.

Stage 2 of the project involves the preparation of a companion document providing:

- A risk management framework for bank lending to CLT home purchasers.
- Case studies of prospective CLTs.
- Market research involving potential home purchasers to test interest in purchasing dwellings in CLTs without the underlying land.
- The applicability of the CLT model to other legal tenure options (e.g. retirement villages, strata title, trustee companies).
- Guidance for the development process and risks involved in CLT housing.

The project is due for completion in October 2018.



Consistent Approach in the Response to Homelessness

Completed: 2018 IMAP StreetCount

In February 2018, the IMAP Implementation Committee resolved to undertake the first joint StreetCount of rough sleepers across the five inner Cities of Melbourne, Port Phillip, Yarra, Stonnington, and Maribyrnong. The City of Melbourne has undertaken the point in time observational count since 2008.

The Minister for Housing approved a \$50,000 grant towards the joint StreetCount coordination costs.

On Tuesday 19 June, a bitterly cold winter night in Melbourne, 400 trained volunteers hit the streets, parks, river banks and laneways to collect this information. Of the 392 people counted sleeping rough across the five municipalities, 279 were counted across the City of Melbourne and 65 in the municipality of Port Phillip.

The survey helps Councils to understand rough sleeping, so they can better plan their support services and work towards long-term solutions to address homelessness. Next steps are to use this understanding to advocate for greater support for these residents and to improve service coordination across the IMAP Councils.

This project received funding from the Victorian State Government.



Sport and Recreation Facility Planning

Regional Active Sport & Recreation Facilities Planning Study

The aim of this project is to assess the future provision of sport and recreation facilities, with the focus on active outdoor sport and recreation facilities and aquatic centres for the IMAP area.

The project comprises two stages:

- Stage 1 – Information Coordination and Analysis (completed in 2016-17).
- Stage 2 – Future Planning (commenced in 2017-18).

Following the completion of Stage 1, the Project Working Group worked collaboratively refining the Stage 2 project scope for endorsement by the IMAP Implementation Committee in October 2017.

SGS Economics and Planning were engaged in March 2018. The project work plan has been agreed. Stage 2 actions completed at the end of the 2017-18 financial year include project inception, detailed context review and demand forecasting.

Further actions to be completed between July and October 2018 include: supply assessment, developing a Strategy and Action Plan and the final report.

This project has created a useful network for sharing information, issues and challenges and has developed greater collaboration between the municipalities. The proposed project completion date is 1 October 2018.

This project received grant funding from the Victorian State Government.





Increasing Employment Opportunities

Completed: Urban Manufacturing Project – the Dilemma of Urban Employment Land

This study by the IMAP Councils, the University of Melbourne, and Moreland City Council examined the significance of small urban Makers to the Victorian economy as an emerging production sector in Melbourne. The project also conducted research into the significance of these Makers to Inner Melbourne's employment offer so as to inform decisions about industrial, commercial and residential land use.

The study aimed to help guide strategic decisions regarding the rezoning of land and illuminate the impacts on small urban manufacturers of planning controls. Development of the www.makers.melbourne website, telephone surveys, review of international policy and domestic peak groups assisted in the research.

A summary report on the project findings was delivered in May 2018 which tabled both a Phase 2 Report and the Policy and Peak Group Review. This summary noted the lower than hoped for response rate to the project's survey. As a result, a baseline dataset of statistical significance was not reached.

This project identified the challenge for Government in tracking a sector with a disparate nature, and reinforced findings from the Policy and Peak Group Review that increased engagement from peak/industry groups with Makers would assist Government and give Makers a 'voice'.

This project received funding from The University of Melbourne – Carlton Connect, Victorian Planning Authority and Moreland City Council.

Urban Forest and Biodiversity Strategy and Approach

IMAP Urban Forest Plan

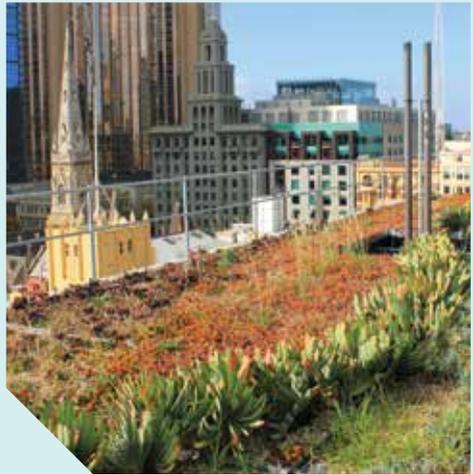
The loss of broad canopy trees is a major concern to all 5 IMAP Councils. While evidence indicates increases in tree cover in the public realm, streets and open spaces, these gains are being offset by losses on private land.

IMAP's Urban Forest Plan will focus on private land and the mechanisms to retain greening, particularly trees, through guidelines and policies that may involve incentives or deterrents. The objective is to increase tree canopy and landscape cover to improve the environmental quality of the IMAP region, human health, amenity, liveability and appeal.

The IMAP Urban Forest Plan proposes deliverables that include education, data assessments and planning policy which would be tailored to suit the needs of individual Councils. The project is being developed to provide a value add to the other Urban Forest initiatives being undertaken by Councils, Resilient Melbourne and Vision 202020.

Following IMAP Implementation Committee approval in May 2018, a brief for services is being developed.

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Implement Environmentally Sustainable Design

Sustainable Design Fact Sheets

Since 2012 the IMAP Councils have been developing a suite of Sustainable Design fact sheets, providing detailed advice on sustainable building design requirements to address during early design stages and when lodging a planning permit application. The fact sheets underpin the Sustainable Design in the Planning Process (SDAPP) framework.

The original set of 11 fact sheets were supplemented in 2016 with an additional 5 fact sheets (the 2nd suite) which expanded the original themes. A further 5 fact sheets (the 3rd suite) were approved in 2016 to include the following new themes:

- Daylight – aligned with category 1.0 Indoor Environment Quality
- Ventilation – aligned with category 1.0 Indoor Environment Quality
- Windows and Glazing – aligned with category 5.0 Materials
- Car Share – aligned with category 6.0 Transport
- Innovation Strategies – aligned with category 9.0 Innovation

Daylight and Natural Ventilation have now progressed to final design stage and the remaining three have made good progress.

The number of Councils using the fact sheets continues to expand, ensuring consistent application of sustainable design assessment across municipal boundaries.

Implement Green Demonstration Projects

Completed: Mimicking natural ecosystems to improve green roof performance

IMAP, Melbourne Water and the Australian Research Council funded a three year University of Melbourne project designed to improve the hydrological and energy performance of green roofs by learning from natural ecosystems. It is hoped that improving the stormwater capture and cooling functions of green roofs will increase their uptake in Melbourne's inner city.

- Andrea Pianella's PhD results showed the limitations of existing green roof thermal models and identified the importance of substrate type and thickness, and plant selection to maximise green roof thermal performance.
- Joerg Werdin's PhD investigates the potential use of biochar to make green roof substrates lighter and increase water and nutrient retention.
- Zheng Zhang's PhD research determined that a 100mm deep green roof in Melbourne will retain 84–95% of expected annual stormwater runoff. Plant species' rooting characteristics on green roofs can negatively impact their stormwater retention performance by creating preferential flow pathways.
- Post doc Dr Chris Szota developed a model which simulates how different combinations of substrates and plant species can improve the stormwater mitigation benefits of green roofs. The model is being used to determine substrate type and depth and plant species required to achieve rainfall retention targets in each capital city.

Refer to the full Annual Report for details and recent publications.

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Strategic Partnerships

The external partners assisting with the IMAP projects are:

Wayfinding and Signage Project

VicRoads, Public Transport Victoria, Transport for Victoria, City of Wyndham.

IMAP Tourism

Destination Melbourne Ltd; Cultural Tourism Victoria; Visit Victoria.

Community Land Trust Research Project

University of Western Sydney; St Kilda Community Housing; Mount Alexander Community Land Ltd; Hobart Ecovillage; SEMZ Property group; Tasman Ecovillage; Committee for Lorne.

Regional Active Sport and Recreation Facilities Planning Study

Victorian Planning Authority; Sport and Recreation Victoria.

2018 IMAP StreetCount

Victorian State Government; corporate donors; 40 service agencies; 400 volunteers.

Urban Manufacturing Project

The University of Melbourne; Victorian Planning Authority; Moreland City Council.

Implement Environmental Sustainable Design - Factsheets Project

IMAP factsheets are licensed to the Cities of Knox, Kingston, Darebin, Nillumbik, Whitehorse, Whittlesea, Banyule, Hume, Moreland, Greater Bendigo, Hobson's Bay, Wyndham City, Greater Dandenong, Greater Geelong, Manningham, Monash; Council Alliance for a Sustainable Built Environment (MAV).

Mimicking Natural Ecosystems to Improve Green Roof Performance

The University of Melbourne, Melbourne Water, Australian Research Council.

Further details of all IMAP actions and copies of resource material can be found on the IMAP website.

**For a copy of the
IMAP Annual Report visit
www.imap.vic.gov.au**

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