

# IMAP

INNER MELBOURNE ACTION PLAN

Making  
Melbourne  
more  
liveable



Annual Report  
Summary  
2018-2019



# Message from the Chairs

The Inner Melbourne Action Plan (IMAP) is the successful collaboration 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.**

In 2018-19, IMAP partner Councils completed the upgrade of City of Melbourne's **Census for Land Use and Employment (CLUE) survey technology upgrade** – enabling all Councils access to the city's business survey in future – and followed up the **2018 joint Street Count** of rough sleepers through media releases and advocacy on ongoing funding needs.

Ongoing work on the **Wayfinding and Signage** project, the **Regional Active Recreation and Sporting Facilities** project, and new initiatives modelling Inner Melbourne's **Cycling Infrastructure network**, investigating the scalability of a **Private Market Affordable Housing** model and defining the IMAP **Urban Forest** plan have continued.

The Committee identified demands from other partnerships now compete for staff resourcing on the IMAP projects. A full review of IMAP's program was undertaken in 2019, reducing commitments and costs for 2019-20, and supporting a further review of purpose and structure.

The Committee acknowledges the considerable support of staff and external partners on progressing the IMAP projects during 2018-19.



**Cr Martin Zakharov**

Mayor  
Maribyrnong  
City Council

**Cr Danae Bosler**

Mayor  
City of Yarra

**Cr Dick Gross**

Mayor  
City of  
Port Phillip

**Cr Steve Stefanopoulos**

Mayor  
City of  
Stonnington

**Cr Nicholas Reece**

Chair, Future  
Melbourne  
(Planning)  
Committee  
City of Melbourne

# Introduction

## The Inner Melbourne Action Plan

For thirteen 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 Inner Melbourne Action Plan 2016–2026 is focused on areas where, collectively, the Councils can make a greater impact when they work together.

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.

The Inner Melbourne Action Plan has been developed around the following Vision and five main goals:

**Inner Melbourne will continue to improve its internationally-renowned liveability whilst responding to rapid growth**

-  **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.

The Plan is available on the IMAP website: [www.imap.vic.gov.au](http://www.imap.vic.gov.au)

# Achievements of 2018-19



## **Completed: The Census for Land Use and Employment (CLUE) Technology Upgrade Project – ‘Taking CLUE to the Cloud for Councils, Communities and Commerce’**

The City of Melbourne's (CoM) 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-wide version of CLUE.

The City of Melbourne, with its IMAP partners, commenced a process to modernise the Council owned Census for Landuse 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.

During 2018-19, the City of Melbourne completed development of new technology to enable the CLUE system to be interoperable with partner Councils. In support of this activity, representatives from each of the partner Councils committed funding and staff support for the Project and federal grant funding by the Smart Cities and Suburbs program was secured.

The Smart Cities 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.*





## **Completed: Promotion of the IMAP Regional Tourism Map and Cultural Attractions**

The IMAP Tourism Working Group has worked collaboratively since 2007 to:

- Influence visitors and locals to choose Inner Melbourne as a place to visit, explore and return; and
- Make it easy for visitors and locals to explore and engage with Inner Melbourne.

During 2018-19 the IMAP Tourism Working Group continued to maintain the regional tourism map and collaborated with Cultural Tourism Victoria for a third year on their annual Cultural Guide publication.

A review of future tourism strategies indicated less need for printed material going forward and identified increased Council capabilities promoting their own activities via social media. The IMAP Executive Forum determined in 2019 that the Tourism Working Group had completed its role in light of this changed environment.

## Completed: IMAP 2018 Joint StreetCount

On 19 June 2018, 392 people were counted sleeping rough across Inner Melbourne. It was the first joint StreetCount undertaken of rough sleepers across the five inner cities of Melbourne, Port Phillip, Yarra, Stonnington, and Maribyrnong.

The results help the Councils advocate with one voice for greater State Government support for these residents.

In August 2018, the IMAP Implementation Committee considered the findings and media responses achieved by the 2018 StreetCount project. With rough sleepers highlighted as an ongoing issue in Inner Melbourne, the Committee wrote to the State Government and Opposition leaders in October 2018 encouraging further policies and funding to address this.

The IMAP Councils support a repeat of the StreetCount survey in 2020 pending ongoing funding assistance from the State Government.

The City of Melbourne is currently assessing the logistics and implementation of the 2018 joint StreetCount to further refine the 2020 count process.

*This project received grant funding from the Victorian State Government.*



# Current Initiatives

## Wayfinding and Signage Project

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

The Melbourne Visitor Signage Coordinating Committee (MVSC) – comprising representatives of the IMAP Councils and the Department of Transport (Public Transport Victoria and VicRoads) – has drafted a set of principles and guidelines intended to improve the consistency and integration of wayfinding signage systems across Victorian municipal boundaries and transport modes.

This operational manual, *Way found 1.0: Wayfinding Signage Guidelines for Victoria* was endorsed by the IMAP Implementation Committee in May 2017.

Achievements during 2018-19 include:

- During September–December 2018, *Way found 1.0*, and the test website developed in July–August 2018, was reviewed by a sample of the manual's intended users across seven organisations. The review revealed strong support for state-wide standards for wayfinding signage and the *Way found* initiative was welcomed. By March 2019, improvements recommended by reviewers were completed, and redesign work commenced in May.



- Following the review, *Way found 2.0* was restructured to create an **Implementation section** containing design, graphic standards and technical details for fabricating, locating and installing a pedestrian signage system. The pedestrian signage system was designed, tested and piloted by City of Melbourne (CoM) during 2016-18 in collaboration with MVSC members. During 2018-19, Maribyrnong and Port Phillip Councils adopted elements of the new system designs.
- In May 2019, CoM contracted an access audit consultant to review the system's **compliance with accessibility standards**. The consultant's initial report indicated a high level of compliance. In-situ testing will be conducted in July, and the final report is expected to be submitted in August.
- **Advocating for consistency:** The risk of major transport infrastructure projects designing their own wayfinding signage system was identified in a report to the IMAP Implementation Committee in May 2019. Committee members agreed that a proliferation of new designs would compound current wayfinding problems, and that a consistent, integrated approach to wayfinding signage and mapping across transport and pedestrian networks should be 'not negotiable'. Committee representatives wrote to the transport Ministers in June 2019 expressing their concerns about the lack of a coherent approach in the development of transport-related wayfinding systems across Melbourne. A meeting with State Government is expected to proceed later in 2019.

Next steps:

- *Way found 2.0*'s Part B design and technical information will be finalised by December 2019. Part B will annotate the system's compliance with accessibility standards.
- *Way found 2.0* will be presented to the IMAP Implementation Committee during 2019-2020.
- The *Way found* website will be publicly accessible, and an official launch has been proposed for early 2020.



# Cycling Network Project

Approved in February 2019, this proposal is to build a cycling model to map infrastructure, analyse gaps and prioritise future network planning using existing cycling infrastructure and GIS data from the IMAP Councils and State Government's Strategic Cycling Corridors, Metro Trails Network, and Principal Bicycle Network.

The project will source and map detailed user modelling across Inner Melbourne, identify and rank gaps in the network, evaluate the potential increase in bicycle use and their correlated benefits to key social and economic indicators, build a replicable model, and provide evidence-based guidance for the placement of network links and upgrades.

In 2018-19 the project established a project working group, worked with the Metropolitan Cycling Network project to ensure compatibility across the two projects; and sought a project supplier.

## Benefit to IMAP Councils

An Inner Melbourne Cycling Network model will allow IMAP Councils to:

- determine how and where to invest to achieve their cycling and active transport priorities and increase ridership across the region.
- determine key benefits from investments in protected bike corridors
- equip the IMAP Councils to invest in priorities which expand into the metro region.
- more broadly link to a Metropolitan Cycling Network to help mitigate the challenges of population growth and traffic congestion.
- address rates of physical inactivity and obesity through improved active transport options.
- provide a robust advocacy platform for viable active transport infrastructure.



## **Affordable Housing: Investigate scalability of a Private Market Affordable Housing Delivery Model for negotiating delivery of Affordable Rental Housing by Developers**

This new project will investigate and further develop the application of a private market affordable housing delivery model, such as the Permanent Rental Affordable Development Solutions model recently conceived by the private sector, or a variation of such a model.

This model aims to deliver private affordable rental housing, (i.e. allocating a number/proportion of dwellings) that will:

- be sold to small investors on the basis that they are rented at a discounted market rent for the economic life of the building
- be managed by the private sector
- incorporate a range of safeguards to maintain the housing affordability

The project will investigate incentives to facilitate greater private market take up of the voluntary planning mechanism, without being reliant on a direct development yield incentive.

*This project received pro bono support from PwC, with completion in 2019.*

## **Affordable Housing: The Community Land Trust (CLT) Research Project**

This project researches Community Land Trusts (CLT) in the Australian context, to guide new affordable home ownership tenure options in Australia.

In Stage 1, a University of Western Sydney (UWS) team published the first Australian Community Land Trust Manual in February 2013.

Stage 2 prepares a companion document providing a risk management framework for banks, case studies, market research, other legal tenure options, and guidance for the development process.

This publication became available in August 2019.

## Regional Active Sport & Recreation Facilities Planning Study

This project assesses the future provision of sport and recreation facilities across the IMAP region, with the focus on active outdoor sport and recreation facilities and aquatic centres and opportunities for their integrated planning, provision and development to support healthy and active communities.

A strong evidence base will inform future planning and provision of key community sport and recreation opportunities with a regional lens. The study will be utilised by each of the IMAP Councils to guide future planning, funding, operations and coordination relating to community sport and recreation facilities in order to ensure optimal benefit to the inner Melbourne community.

Consultants were engaged in March 2018 to deliver the Future Planning stage (Stage 2) of the project. A number of workshops with key staff in 2018-19 considered the draft strategy and action plan. Some further work is still required before the project team is in a position to endorse a final report.

The timely coordination of resources across the organisations and the consolidation and organisation of data have been key challenges. The project has created a useful network for sharing information, issues and challenges and has developed greater collaboration between the municipalities.

The final report may highlight specific areas that warrant the need to consider additional work to be carried out in order to implement particular actions or initiatives.

*This project received funding from the Victorian State Government.*





## IMAP Urban Forest Plan

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

To achieve gains and develop a region wide urban forest approach, IMAP's Urban Forest Plan will seek to examine new ways of protecting and increasing tree planting and green infrastructure through education, data assessments, guidelines and policies that may involve incentives or deterrents, tailored to suit the needs of individual Councils.

Synergies between this project and current work being undertaken by the City of Melbourne support a joint approach towards development of planning policies for the management of trees and greening on private land. The IMAP project team will now participate in the City of Melbourne's development of an evidence base and assessment to support any policy changes during 2019-20, and develop an IMAP brief for the provision of education material and technical notes to assist planners assess development proposals.

The project is being developed to provide value add and uplift to the other Urban Forest initiatives being undertaken by Resilient Melbourne and Vision 202020

## Environmental Sustainable Design Fact Sheets Project

Since 2012 the IMAP councils have been jointly developing a suite of Sustainable Design fact sheets. These fact sheets provide detailed advice on sustainable building design requirements that should be addressed during the early building design process 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 Sustainable Design fact sheets were supplemented in 2016 with a 2nd suite which expanded on the original themes. A further five fact sheets (the 3rd suite) were approved in 2016 and are still in development.

The number of Councils using the Fact Sheets continued to expand in 2018-19, ensuring best practice and consistent application of sustainable design assessment across municipal boundaries. The factsheets are also used as TAFE course material.

*Copies of the Sustainable Design Factsheets are available on the IMAP and Council websites. Council enquiries are welcome.*



# Strategic Partnerships

The external partners assisting with the IMAP projects are:

## **IMAP Tourism**

Destination Melbourne Ltd; Visit Victoria; Cultural Tourism Victoria.

## **2018 IMAP StreetCount**

Victorian State Government, Launch Housing and other agencies, Victoria Police.

## **Wayfinding and Signage Project**

The Coordinating Committee comprises Maribyrnong, Melbourne, Port Phillip, Stonnington and Yarra City Councils and Department of Transport entities (Public Transport Victoria, VicRoads).

## **Cycling Network Project**

Department of Transport, Resilient Melbourne.

## **Community Land Trust Research Project**

University of Western Sydney; University of Sydney; St Kilda Community Housing Ltd; Mount Alexander Community Land Ltd; Hobart Ecovillage; SEMZ Property Group; Tasman Ecovillage; the Committee for Lorne; Marrickville Council; and Servants Community Housing.

## **Regional Active Sport and Recreation Facilities Planning Study**

Victorian Planning Authority; Sport and Recreation Victoria.

## **Environmental Sustainable Design Fact Sheets Project**

The factsheets have been licensed by the IMAP Councils for use by the following Victorian Councils and others: Banyule, Darebin, Greater Dandenong, Greater Geelong, Greater Bendigo, Hobson's Bay, Hume, Knox, Kingston, Manningham, Monash, Moreland, Nillumbik, Whitehorse, Whittlesea, Wyndham City, Yarra Ranges, Wodonga City, CASBE (Council Alliance for a Sustainable Built Environment - MAV) and the Bendigo Kangan Institute.

*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](http://www.imap.vic.gov.au)**

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Design by Johanna Villani Design

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