

Inner Melbourne Action Plan 'IMAP'

Making Melbourne more liveable



Annual Report 2007 → 2008



Inner Melbourne Action Plan
'Making Melbourne More Liveable'



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Foreword

Melbourne is recognised as one of the world's most liveable cities. Being a great place to live is not only symptomatic of a successful region, it is a pre-condition for success. The Inner Melbourne Action Plan (IMAP) identifies 57 actions within 11 regional strategies to help build an inner Melbourne region that embodies creativity, liveability, prosperity and sustainability in a range of diverse neighbourhoods.

IMAP has completed its second year. In 2007-2008, actions identified within the Plan have progressed from foundation strategy work, through to implementation.

During the year, actions were completed in the areas of: Regional Tourism, Bicycle Network, a Regional Statement of Significance and Regional Economic Development.

A number of actions commenced in the 2007-2008 year and will continue into the third year of IMAP to deliver stronger relationships, practical solutions and strategic directions. 13 actions were worked on during the year involving over 50 council officers. In addition, many representatives from our partnering organisations contributed to the progress of these actions.

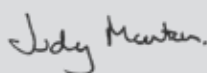
Collaboration with stakeholders, particularly the Victorian Government, has been established (and nurtured), with recognisable benefits. State funding for both regional sustainable transport and affordable housing initiatives reflects the increased unity between partner councils and the support for regional actions from the Victorian Government.

IMAP's regional strategies ensure that each stakeholder is likely to receive benefits they could not achieve individually. An opportunity also exists for the Victorian Government to consider whether regional action can help achieve some of the aims of Melbourne 2030.

Recognition by IMAP partners was received from many areas. The regional IMAP model was favourably regarded in the Melbourne 2030 Audit Expert Group's report. The Minister for Roads and Ports agreed that the IMAP philosophy was positive and useful; as were the sustainable transport actions being pursued in the inner Melbourne region.

Our stakeholders view IMAP's main benefits to be in co-ordination, collaboration, strengthening relationships, changing mindset and broadening outlooks, regional advocacy, raising the region's profile, expressing the commonality of interests, creating regional interdependence and cost efficiencies.

IMAP is continuing to take a proactive role in making the inner Melbourne region more liveable for local communities, people that visit the region daily to work and visitors from outside the region. For the benefit of the greater community we will continue to collaborate with our partners, prioritise actions based on hot topics, and offer our services to the State Government to influence policy.



Cr Judy Morton
Mayor, City of
Yarra



Cr Claude Ullin
Mayor, City of
Stonnington



Cr Janet Cribbes
Mayor, City of
Port Phillip



Cr Catherine Ng
Chair, Planning
Committee
City of Melbourne

Introduction

The Inner Melbourne Action Plan

Making the inner Melbourne region more liveable is the simple objective of IMAP, the Inner Melbourne Action Plan. IMAP will influence the potential for inner Melbourne to live, work, play and grow.

In response to the demands of Victorian Government's Melbourne 2030 strategy for managing sustainable growth and change, IMAP will strengthen the liveability, attractiveness and prosperity of the region.

IMAP will foster growth, leverage existing strengths and competitive advantages, and encourage collaboration across the region to plan and implement, influence and drive, promote and position.

Melbourne's inner metropolitan Councils have worked together to develop IMAP, which concentrates on actions that can be completed within 5-10 years. All actions can be led by IMAP partner councils and some require partnerships with other planning and development agencies and organisations. A key commitment is to foster quality relationships with project partners. Many actions require the cooperation of the Victorian Government, government agencies or private providers of public services. Other actions recommend changes to planning schemes, requiring statutory approval processes.

IMAP will deliver agreed regional outcomes. Its focus is to ensure the continued development and liveability of the inner Melbourne region in future years.

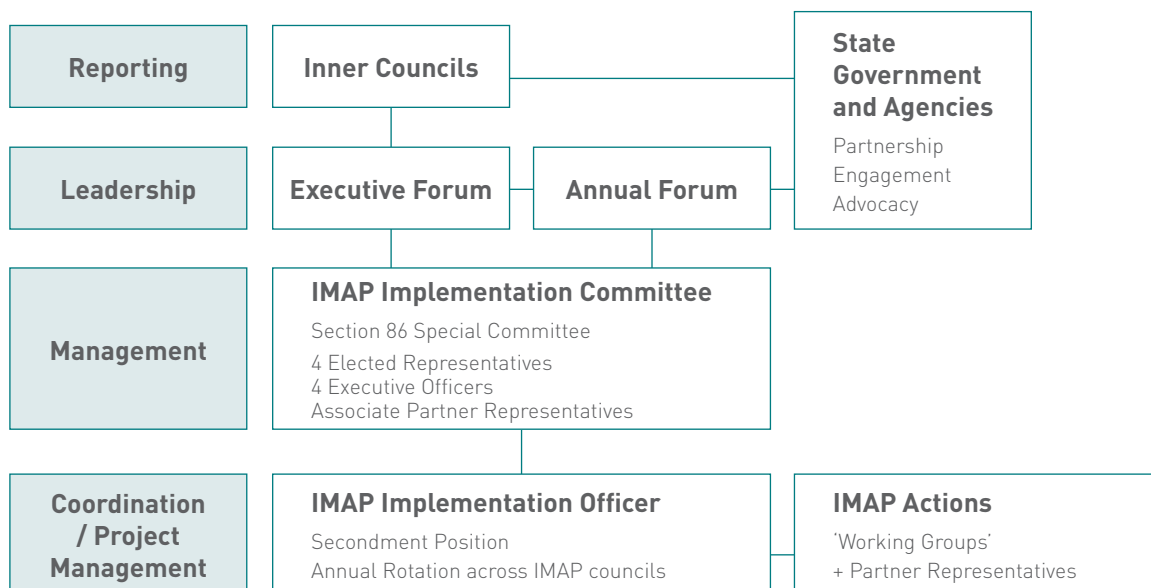


Governance

The IMAP Implementation Committee

The Cities of Melbourne, Port Phillip, Stonnington and Yarra have each set up identically constituted Section 86 Special Committees, in accordance with the Local Government Act 1989. These Committees provide a coordinated decision-making process to implement the Inner Melbourne Action Plan (IMAP) dated January 2006, as adopted by member Councils in December 2005.

The Committee consists of the Mayor (or elected councillor) and the Chief Executive Officer (or specified Executive Director) from each of the following municipalities: City of Melbourne; City of Port Phillip; City of Stonnington and City of Yarra.



Committee Members: July 2007 – June 2008

Cr Jenny Farrar,
Mayor, City of Yarra
(July 2007 – Nov 2007)

Cr Judy Morton,
Mayor, City of Yarra
(Nov 2007 – June 2008)

Cr Janet Bolitho,
Mayor, City of Port Phillip
(July 2007 – Nov 2007)

Cr Janet Cribbes,
Mayor, City of Port Phillip
(Nov 2007 – June 2008)

Cr John Chandler,
Mayor, City of Stonnington
(July 2007 – Nov 2007)

Cr Claude Ullin,
Mayor, City of Stonnington
(Nov 2007 – June 2008)

Cr Catherine Ng,
Chair Planning Committee,
City of Melbourne
(July 2007 – June 2008)

Mr David Spokes,
CEO, City of Port Phillip
(July 2007 – June 2008)

Mr Hadley Sides,
CEO, City of Stonnington
(July 2007 – June 2008)

Mr Geoff Lawler,
Director Sustainability and
Regulatory Services,
City of Melbourne
(July 2007 – June 2008)

Mr Justin Hanney,
CEO, City of Yarra
(July 2007 – Dec 2007)

Mr Ivan Gilbert,
A/CEO, City of Yarra
(Dec 2007 – May 2008)

Dr Andi Diamond,
CEO, City of Yarra
(May 2008 – June 2008)

Associate Committee Partners

Terms of Reference provides that representatives from the following associate partners are invited to attend the meetings of the IMAP Implementation Committee.

- › Department of Transport (previously Department of Infrastructure)
- › Department of Planning and Community Development (previously Department of Sustainability and Environment)
- › Department of Innovation, Industry and Regional Development

IMAP would like to acknowledge the efforts and hard work by Martin Hartigan the previous IMAP Implementation Officer.

Executive Forum

The Executive Forum is a key leadership meeting of IMAP.

Its purpose is to:

- › Determine the annual priorities and programs
- › Drive regional priorities
- › Provide Victorian Government liaison and partnership by identifying synergies and opportunities
- › Annual report/progress reports.

Forums are generally held six monthly (more frequently should special need arise).

IMAP Associate partner members are also invited to attend.

Outcomes of the Executive Forums are reported back to the IMAP Implementation Committee in formal minutes as an agenda item for discussion and ratification.

November 2007 Forum

Key items on the agenda were:

- › IMAP Budget Report
- › Review of three Year Implementation Plan
- › Affordable Housing
- › Melbourne 2030 Audit
- › Public Bikes Proposal
- › IMAP Evaluation of Governance and Relationships

Minutes were tabled and ratified at the 28 February 2008 IMAP Implementation Committee meeting.

April 2008 Forum

Key items on the agenda were:

- › East West Link Needs Assessment
- › IMAP Actions Progress Report
- › Economic Development Statement
- › Regional Sustainability Targets
- › Water Sensitive Urban Design
- › Managing Conflicts in Activity Centres
- › IMAP Website

Minutes were tabled and ratified at the 30 May 2008 IMAP Implementation Committee meeting.



Procurement of goods and services for implementation of IMAP actions

Each IMAP council's budget reflects the resources necessary to deliver on commitments agreed in the Inner Melbourne Action Plan. From time to time, procurement of goods and/or services must be resourced by the four IMAP councils acting collaboratively. A Policy was required to clearly define procurement processes for goods and services and address considerations of shared contractual risk.

The draft IMAP Procurement Policy for Goods and Services and supporting Memorandum of Understanding (MoU) between IMAP Councils for procurement of goods or services relating to implementation of IMAP actions was prepared by Maddocks Lawyers and presented to the IMAP Executive Forum on 18 April 2008. It was then presented to the IMAP Implementation Committee on 30 May 2008 for adoption.

The MoU has been signed by the IMAP councils to clearly define procurement processes and ensure that procurement is undertaken in a prudent and practical manner, mindful of each council's particular procurement policies. It avoids the 'lead' council, which sources the goods or services, from assuming the whole contractual risk.

The IMAP Procurement Policy for Goods and Services clearly articulates responsibilities and authorities, considers individual council policy and the tendering of contracts and will be used in accordance with the MoU for the procurement of goods or services.

Review of IMAP governance and relationships

To evaluate the effectiveness of IMAP, an independent review was commissioned of the governance structure and relationships. The aim was to identify potential improvements to efficiency, decision-making processes and the effectiveness of relationships.

Mr Peter Tesdorpf of Peter Tesdorpf and Associates was engaged to carry out the evaluation in February 2008. He consulted widely with the executive and elected representatives of each council appointed to the IMAP Implementation Committee, project task group officers in each council and State Government Agencies.

A draft report was presented to the IMAP Implementation Committee on 30 May 2008 for discussion before approval to proceed with the final report. The draft report addressed the following key governance and relationship areas:

- › The IMAP Implementation Committee
- › The Mayor's Forum
- › The Executive Forum
- › Project Task Groups
- › Communication and Co-ordination Issues
- › The IMAP Implementation Officer
- › State Government Involvement
- › Financial and Legal Issues
- › The Future of IMAP

A Final Review of IMAP Governance and Relationships Report was completed in June 2008. A sub-group has been established to consider and progress the recommendations from the Report.



Achievements 2007-08

Highlights

Support from Minister for Roads and Ports

On 30th July 2007, representatives from the IMAP Implementation Committee (Cr Jenny Farrar, Mayor City of Yarra and Cr Janet Bolitho, Mayor City of Port Phillip) met with Minister Pallas to brief the Minister about IMAP and discuss issues of mutual interest.

The Minister for Roads and Ports agreed that IMAP's strategies to reduce congestion, improve cycling and walking opportunities and increase public transport use and services align closely with the Minister's principle to transport people more efficiently by facilitating modal shift.

Clear and open lines of communication between the IMAP councils and Victorian Government partners are vital to improve integrated transport outcomes. In particular, closer relationships will be strengthened between IMAP, the Office of Coordinator General, and the Walking and Cycling Branch of the Department of Transport.

Victorian Government Sustainable Transport Funding

The Victorian Government's Local Area Access Program (LAAP) fund rises from the State Transport Strategy: Meeting Our Transport Challenges.

In May 2008, the Department of Transport approved LAAP funding for two IMAP actions to the total value of \$358,500. This builds on the original foundation funding of \$75,000 in 2006-2007 and is matched dollar-for-dollar by IMAP councils and partner organisations. The initial work undertaken by IMAP to investigate new pedestrian safety options for the Regional Greenlight project, and pedestrian wayfinding for the Regional Wayfinding project were considered worthy of progressing to implementation stage in association with partner organisations: Department of Transport, VicRoads and Metlink.

Progress of Actions

There were a total of 13 actions that are complete or underway during 2007-2008.

Flagship Project

Action 4.3 Think Tram/St Kilda Road

Priority Demonstration Projects

Action 2.2 Inner Melbourne Wayfinding Signage (Stage 1 Complete)

Action 2.3 Bicycle Network Legibility (Complete)

Action 9.1 Regional Sustainability Targets

Action 9.6 Use of Recycled Water for Open Space (Stage 1 Complete)

Other actions

Action 2.4 Regional Greenlight Pedestrian Safety (Stage 1 Complete)

Action 2.5 Bicycle Network

Action 5.2 Regional Affordable Housing

Action 6.3 Managing Conflicts in Activity Centres

Action 7.4 Regional Economic Development Statement (Complete)

Action 9.3 Water Sensitive Urban Design

Action 11.1 Inner Melbourne Visitor Map (Complete)

Action 11.2 Regional Tourism Program (Complete)

of the year

Flagship project

St Kilda Road

The key objective of IMAP's participation in the Draft St Kilda Road Master Plan (City of Melbourne and City of Port Phillip, 2007) and the St Kilda Road Tram Project (Yarra Trams) is to help facilitate consistent, functional and sustainable urban outcomes for this principal boulevard.

The St Kilda Road Tram Project encompasses the Think Tram Program, Accessible Tram Stops, Road and User Safety, Service Reliability and Bicycle facilities.

The Draft St Kilda Road Master Plan sets out to protect and improve the boulevard's principal functions as a:

- › highly valued tree-lined and landscaped boulevard.
- › place of cultural and historic importance.
- › principal gateway and important access route to and from the city, serving a variety of transport modes and needs.
- › landscape-dominated setting for a mix of building types and uses including institutional, cultural, commercial and residential buildings.

Progress (as at 30 June, 2008)

St Kilda Road master plan

The City of Melbourne and City of Port Phillip, in consultation with other IMAP partners and principal stakeholders, is currently developing a draft master plan.

City of Melbourne and City of Port Phillip are working together to determine the best strategy for tree replacement on both sides of the boulevard. The first section of declining elm trees will be replaced in winter 2009. Urban design and planning research is being finalised to support the St Kilda Road Master Plan.

St Kilda Road tram

Yarra Trams are progressing with the tram upgrade project at the Arts Centre/ National Gallery of Victoria due for completion in August 2008.

Works are then planned on the Domain interchange site and new stops at the High Street intersection, Union Road and Commercial Road, construction to be completed end of 2009.

Involvement

This project involves City of Melbourne, Yarra Trams, VicRoads and Department of Transport as key partner organisations. IMAP partner councils are consulted regularly as issues arise.

Mr Dennis Cliche, CEO Yarra Trams and Mr Jim Betts, Secretary Department of Transport presented to the IMAP Implementation Committee in 2008 regarding the project.

→ Priority demonstration projects

Action 2.2 Inner Melbourne Wayfinding Signage

The objective of the IMAP Inner Melbourne Wayfinding Signage project is to introduce a consistent and informative pedestrian, cycling and public transport signage system across the inner Melbourne region, including indicative walking times and links to public transport.

Progress

The project will provide identifiable regional signage to strengthen the pedestrian, cycling and public transport links across the inner region. The signage will be clear, legible and accessible to all. It will satisfy all legislative requirements and be generally located at and directed to key destinations and regional assets such as Activity Centres, the CBD, recreational and entertainment facilities, parks and open spaces, the Bay, Albert Park Lake and other such sites.

The new Regional Visitor Map developed under IMAP Strategy 11, will form part of the design of the Wayfinding signage and be implemented in early 2009.

Stage 1: Investigation

Stage 1's key outcome consists of three steps used to evaluate a consistent pedestrian signage system:

- › Best Practice in Pedestrian Wayfinding in Urban Areas determines what signage and content is needed. This has been used to evaluate the existing pedestrian signage.
- › Precincts, Destinations and Stops contains the rules for determining map and signage content. A list of precincts, their attractions and major public transport access points has been compiled.
- › Location & Content identifies possible sign content at the identified locations.

The Stage 1 report provides an initial estimate of the costs of implementing the demonstration project (plus manufacture and installation of the signage), together with options for project evaluation methods.

Stage 2: Demonstration route

IMAP will proceed to Stage 2 in 2008-2009, in partnership with Department of Transport, to implement a demonstration walking and public transport path through the cities of Melbourne, Yarra and Stonnington. This will integrate with work already progressed, most recently in the City of Port Phillip (around St Kilda), and City of Melbourne's established pedestrian and visitor signs.

The new route leads from the CBD (Federation Square) via the Sports precinct, to the Swan Street precinct, via Church Street to the Chapel Street precinct, and back to Federation Square via residential streets and parklands.

This project has been co-funded by contributions from IMAP councils and funding from the Department of Infrastructure's Local Area Access Program (LAAP). Additional funding of \$133,500 for Stage 2 was approved by the Department of Transport in May 2008.

Stage 3: Wider rollout

Expansion into other areas identified in Stage 1, informed by the lessons of Stage 2.

Involvement

The working group, led by the City of Melbourne, includes officers from each of the IMAP partner Councils in collaboration with Department of Transport - Walking and Cycling Branch, VicRoads and Metlink.





Complete



Underway



Future Work

Strategy 2: Effectively link transport routes so that the inner Melbourne region is accessible throughout by walking, cycling and public transport

Action 2.3 Bicycle Network Legibility

Progress

**Status: Complete**

The initial aim of Action 2.3 was to improve the legibility of the inner region's bicycle network by adopting uniform techniques for marking bicycle lanes and paths, and fixing gaps in the existing bicycle network. However, during the project it became clear that much of this work related to current capital works programs. In order to improve the bicycle network and stimulate more cycling in inner Melbourne, the priority is to improve the quality of bicycle routes so that the network becomes more like the separated, on-road bicycle systems of leading European cities.

In completing Action 2.3, the working group addressed the questions of what will the future bicycle network look like, which will be the highest priorities to improve, what sort of improvements are required and what will be needed to support this process.

'Super Tuesday' cyclist counts in 2007-8, sponsored by IMAP, enabled prioritisation of the bicycle network based on cyclists' use. Further, IMAP councils have committed additional resources to close gaps on key routes to improve the regional experience for cyclists.

The key outcome of Action 2.3 is a plan for a new bicycle network, effectively replacing Melbourne's Principal Bicycle Network (PBN) which was drawn up in the early 1990s. The identification and agreement of a new priority bike route network for the inner region as described in the paper: Bicycle Victoria's Review of the Priority Bike Route Network for IMAP, was adopted by the IMAP Implementation Committee on 28 February 2008.

Action 2.5 Bicycle Network

Progress

**Status: Underway**

The IMAP Bicycle Network is a collaborative partnership with Bicycle Victoria and delivers a hierarchy of Priority Routes, Support Routes, Local Routes and Quiet Local Streets. The development of this Network, an outcome of Action 2.3 will now have a significant impact on the direction of Action 2.5: Bicycle Network. Action 2.5 aims to complete the PBN in the IMAP area; however, due to the clear findings of Action 2.3, the Committee has recommended that this action is re-evaluated with the focus on implementing the IMAP Bicycle Network and boosting the level of cycling in inner Melbourne as quickly as possible. Key sub-tasks will be prioritising the routes to be constructed, managing these across council boundaries and deciding on appropriate design treatments to deliver a coordinated approach to priority routes.

The IMAP Councils will continue the Super Tuesday bicycle counts annually, consider expanding the concept with neighbouring Councils, publicise the concept widely and pursue other opportunities to gather more empirical evidence about cyclist numbers.

Involvement

The IMAP Councils will continue to work with key partners such as Vic Roads, Department of Transport, Parks Victoria and Bicycle Victoria during 2008-2009 to progress Action 2.5 and advocate for the improvement of quality and quantity of data and research on cycling in Melbourne.



→ Priority demonstration projects



Action 9.1 Regional Sustainability Targets

Progress

This action will set targets and programs for greenhouse emissions, water and waste in the inner region to maximise benefits to IMAP Councils and reflect the need to have consistent measurement of environmental actions. Councils have a range of existing targets and programs for water, waste and greenhouse outcomes, referring to community use and council use.

●●● Underway

The working group presented to the IMAP Executive Forum 18 April 2008 and noted that the two areas to consider in progressing environmental targets were (a) council targets; and (b) community targets. Also noted was significant disparity between IMAP councils' environmental targets, particularly for greenhouse and water, and differences between how these targets are measured.

Due to the complexity involved in harmonising environmental targets, the working group is focusing on establishing common reporting methodologies and synergies between environmental programs.

Five activities have been agreed:

- › IMAP to progress an agreed regional methodology for measurement of municipal wide greenhouse, water and waste.

- › IMAP to advocate for Victorian Government and Federal Government leadership regarding supporting an agreed methodology for measurement of municipal wide greenhouse, water and waste.
- › IMAP to advocate for legislative change to facilitate improved data provision from water and energy providers, and regional waste management groups.
- › IMAP to provide an annual comparative regional greenhouse, water and waste map.
- › IMAP to commission an (annual) regional audit of municipal environmental community programs and explore potential synergies.

The working group will provide a further report to the IMAP Implementation Committee in August 2008.

Involvement

The working group, led by the City of Melbourne, includes officers from each of the IMAP partner Councils and Department of Sustainability and Environment. Assistance has also been sought from Environment Protection Authority, Melbourne Water and Sustainability Victoria.



Strategy 9: Substantially improve the environmental performance of the inner Melbourne region

Action 9.6 Use of Recycled Water for Open Space

Progress

This action seeks to minimise the use of potable water in open space by identifying and agreeing on appropriate water reduction and recycling design models and prioritising actions for implementation in partnership with water retailers. This action corresponds with the Victorian Government's water conservation agenda in this time of severe drought.

The working group and key stakeholders have developed a more holistic approach to the management of potable water usage in open space, rather than focusing solely on the use of Recycled Water for Open Space.



Stage 1: Water management for open space knowledge sharing

IMAP has developed and released Water Management for Open Space: Technical Notes and Case Studies which is to act as a 'toolkit' of best practice for water reduction, reuse and recycling options for parklands.

This knowledge sharing initiative will help councils reduce water use in parklands around the inner region by increasing information available to practitioners about sustainable water use programs and projects.

In developing this document, a review of inner regional potable water consumption reduction and recycling methods highlighted information gaps and emphasised that the majority of projects implemented to date by the IMAP participants have focused on the capture, storage and use of either rainwater or stormwater and the installation of warm season grasses.

Water Management for Open Space: Technical Notes and Case Studies addresses:

- › demand management through landscape and species selection, irrigation technology and management.

- › factors to consider (e.g. greenhouse gas emissions) when assessing the feasibility of using non-potable water supplies for the irrigation of open space.
- › methods (e.g. triple bottom line) to assess the feasibility of using non-potable water supplies for the irrigation of open space.
- › IMAP case studies detailing the utilisation of non-potable water supplies for the irrigation of open space.

This document has been made widely available. Its principles are universal and recognised for increasing information available to practitioners about sustainable water use programs and projects.



Stage 2: Implementation of collaborative study

To be undertaken during 2008-2009, Stage 2 comprises an investigation of the opportunities to reduce water demand at five locations nominated in each IMAP municipality; then to determine whether any opportunities (e.g. rainwater, stormwater, sewer, groundwater, industrial waste water) exist, to utilise alternative water supplies which meet the residual potable water demand at these locations.

The working group has completed a Draft Report and will deliver a Final Report in October 2008.

Involvement

The working group, led by the City of Stonnington, includes officers from each of the IMAP partner Councils, Department of Sustainability and Environment, Parks Victoria, City West Water and the Royal Botanic Gardens of Victoria. IMAP will seek Victorian Government support for development of key water conservation projects where feasible opportunities are identified.

Strategy 2: Effectively link transport routes so that the inner Melbourne region is accessible throughout by walking, cycling and public transport

Action 2.4 Regional Greenlight Pedestrian Safety

Progress

Inner Melbourne municipalities have a particular challenge to retro-fit established infrastructure as they seek to provide for increased mobility in the context of growing population density. This project is a regional approach to investigating new pedestrian safety options.

The IMAP Regional Greenlight Project was launched by Minister Batchelor in June 2005, with the first successful application of its initiatives at the Richardson / Pickles / Liardet site in Port Melbourne.

Evaluation of this demonstration site has revealed significant benefits of treatments with safer, more comfortable pedestrian crossing on busy roads contributes to increase of recreation and commuting walking journeys.

The IMAP Regional Greenlight Project presents a redesign opportunity for partnerships between State and local government. It aims to provide improved connections to public transport, pedestrian responsive signals and pedestrian priority at intersections and street crossings.



Stage 1: Investigation

Stage 1 of the project included investigation of improvements to deliver priority for walkers, such as: more time allocated to walk phase; head start for pedestrians against turning car movements; and less walk call-up waiting time.

The objectives are: safer road environments for pedestrians, more comfortable pedestrian crossing on busy roads and increased numbers of recreational and commuting walking journeys. These objectives are supported by the State Government's transport policy Meeting our Transport Challenges and the individual transport strategies and statements of the five authorities involved in the project.

Funding was sought from the State Government Local Area Assess Program (LAAP) and grants of \$17,045 were received to contribute to Stage 1 of the Regional Greenlight Program.

A Working Paper and Gap Analysis of pedestrian crossings was completed in October 2007. Twenty sites across the IMAP region were audited and early data analysed. The final results presented new thinking on movement of all modes at crossing points to maximise safe, efficient movement of people.



Stage 2: Walking links and pedestrian priority areas: Demonstration projects and evaluation

Following the completion of Stage 1 investigation, a timeline and schedule has been developed in collaboration with Vic Roads to identify Greenlight initiatives and traffic treatments at specific locations. These initiatives include:

- › the increased time to walk by using the recommended 0.7 m/sec for overall time allowed
- › a head start for pedestrians of a few seconds over vehicle turning movements
- › elimination of left turning arrows where possible
- › quicker cycle time to reduce wait for pedestrians – 30 second maximum wait for pedestrians
- › late call up (instant) or auto call-up for pedestrian display (site-dependent)

IMAP has been fortunate in securing additional LAAP funding of \$225,000 through the Department of Transport for Stage 2 demonstration project.

The working group will continue to work closely with Department of Transport and VicRoads during 2008-2009 to implement pedestrian light signals improvements to 20 demonstration sites by January 2009. These alterations to the lights will make it easier and safer for people to cross busy inner Melbourne roads.

The evaluation of the demonstration projects, Stage 3 will finalise costs for potential extension of the project to additional locations.

Involvement

The working group, led by the City of Port Phillip, includes officers from each of the IMAP partner Councils and representatives from the Department of Transport, Walking & Cycling Branch and VicRoads.



Strategy 5: Plan to accommodate 90,000 more dwellings by 2030

Action 5.2 Regional Affordable Housing

Progress

The supply of affordable housing (for both rental and purchase) is rapidly declining within the inner region and, without intervention, will largely disappear by the year 2030.

Affordable housing plays a pivotal role in supporting social and cultural diversity - essential elements of innovative and competitive economies, and sustainable communities.

The Inner Regional Affordable Housing Initiative (arising from both the Inner Region Housing Statement and IMAP) is exploring a number of ways to progress these actions and acknowledges that this initiative is only part of a broader solution to the housing affordability issue.



Stage 1: Housing needs website project

In February 2008 the Inner Melbourne Affordable Housing Needs Website (www.imrhai.com.au) was established and launched by the Minister for Housing in May 2008. It now provides a useful tool for informing the identification of housing needs and targets.

The website is designed to be used by any individual or organisation interested in being informed about housing affordability. Target users include Local Government, State Government, housing associations and agencies, peak bodies, researchers, residents, developers, students and consultants.

The website was funded by a \$100,000 grant from the Department of Planning & Community Development.

The lead consultant was Swinburne Institute for Social Research, with Swinburne Information Technology Innovations Group sub-contracted to create the website.



Stage 2: Affordable housing overlay

Stage 2 involves the creation of a regionally based planning scheme provision designed to require contributions from developers towards affordable housing. This is proposed to be in the form of a broad based Affordable Housing Overlay that targets

industrial, commercial and residential development in the region with unit or cash-in-lieu contributions directed at housing associations registered under the Housing Act.

A report was presented to the IMAP Implementation Committee in May 2008. This confirmed the housing needs basis for the proposed overlay, projected development levels and options for social housing target levels over 25 years until 2033 and associated cash-in-lieu rates per square metre of development to achieve these targets. The market impact of these rates were also tested and found to create no material impact on housing affordability or investment. This report was based on two consultancy reports prepared by SGS Economics and Planning and a further report prepared by Biruu Australia. In addition, a set of 10 broad principles were adopted on 30 May 2008 with the Committee endorsing the commencement of a formal briefing to the State Government.

The intent of the further investigation is to jointly develop the overall, proposed overlay with the State Government in a consolidated document including:

- › development of a Local Housing Plan identifying target social housing based on local needs
- › agreement on a target level of social housing and cash-in-lieu rate (or equivalent unit contribution)
- › further development of the draft Affordable Housing Overlay as a planning tool
- › development of delivery mechanisms including collection and allocation arrangements for contributions.

A summary of the proposal will be prepared to present to Ministers Madden and Wynne later in 2008.

Involvement

Three working groups and a combined working group, led by the City of Port Phillip, includes officers from each of the IMAP partner Councils and representatives from the Department of Planning and Community Development (formally Department of Sustainability and Environment) and Department of Human Services - Office of Housing.

Strategy 6: Support the distinct and diverse character of activity centres



Action 6.3 Managing Conflicts in Activity Centres

Progress

The Inner City Entertainment Precinct Taskforce (ICEPT) was established in 2006 to address conflicts between residential, commercial and entertainment uses in, and close to, Activity Centres.

Each IMAP council is keen to provide for the co-existence of a mix of uses in and near Activity Centres which generally gives these centres their vitality and attraction. Implementation of the ICEPT's recommendations aims to address the interface between different users in Activity Centres and minimise the potential conflict which may occur with further development.

●●● Underway

An analysis of the actions being undertaken by IMAP councils and Victorian Government agencies toward implementation of each ICEPT recommendation, and an agreed project plan, was presented to the IMAP Executive Forum on 18 April 2008.

Strategies and tools for a consistent and 'best practice' approach to minimising conflicts between entertainment, commercial and residential uses in Activity Centres could potentially include:

- › Controls on impact of Planning Scheme cumulative effect 'saturation'
- › Common planning policies
- › Uniform and improved definitions for use and premises

- › Enforcement protocols
- › Consolidated information for stakeholders about processes available for raising complaints or concerns regarding the operations of licensed premises
- › A late night transportation communication plan
- › A common policy and/or protocol about traders/ licensees' control of kerbside trading

It was agreed that IMAP should deliver and drive those ICEPT recommendations for which the inner region councils are responsible. It was also agreed that the working group should prioritise progress on specific outputs for ICEPT recommendations:

Recommendation 5: Planning tools to enable councils to effectively manage cumulative impact.

Recommendation 6: Review of definitions in planning scheme and liquor licensing regulatory frameworks.

The working group continues to progress Recommendations 5 and 6 and aims to deliver conceptual planning tools and a review of definitions to the IMAP Implementation Committee in October 2008.

Involvement

The working group, led jointly by City of Stonnington and City of Yarra, includes officers from each of the IMAP partner Councils and from key partners; the Department of Justice, and Department of Planning and Community Development.

**Complete****Underway****Future Work**

Strategy 7: Promote the inner Melbourne region as an investment location for knowledge rich business sectors



Action 7.4 Regional Economic Development Statement

Progress

The Regional Economic Development Statement titled Making Melbourne More Liveable - A Partnership for Regional Economic Prosperity provides for an integrated economic approach across the IMAP region and was approved by the IMAP Implementation Committee on 30 May 2008. It will be used to support specific future actions from an economic perspective.

**Complete**

The Statement was based on the background report entitled Inner Melbourne Action Plan Regional Economic Development Statement undertaken by Macroplan Australia and the Economic Development working group.

The Statement outlines a shared vision for the inner region and direction for capitalising on existing and future investment and development opportunities. It will provide a useful forum for dialogue between local government, Victorian and Commonwealth government and business partners within the IMAP region.

The Statement and the complimentary background document will be used by economic development

units across the inner region as an agreed 'tool' to inform policy and future strategy development. For example, the document clearly acknowledges that the tertiary education sector, in particular:

"Recognise and support 'key workers' and advance opportunities to increase human capital and skills diversity by building on existing relations with the tertiary education sector..." is closely associated with IMAP Action 7.7 Universities and regional development, the broad scope of which is to 'work collaboratively with Universities and TAFEs to define and develop a stronger role in Regional Development'. Therefore, it was proposed that IMAP Action 7.7 be included in the IMAP Three Year Implementation Plan (adopted February 2008) for progression in 2008-2009.

Involvement

The Economic Development Working Group, led by City of Melbourne, included representatives from each of the IMAP partner Councils in consultation with the Department of Innovation, Industry and Regional Development.

Strategy 9: Substantially improve the environmental performance of the inner Melbourne region



Action 9.3 Water Sensitive Urban Design (WSUD)

Progress

This action aims to develop a regional approach and strategy to achieving water sensitive urban design (WSUD). Through knowledge sharing, advocacy and research, the action will provide:

- › A set of WSUD tools (common guidelines, standard conditions, assessment tools) that help protect catchment hydrology and water quality, particularly aquatic habitats by reducing the impact of urban development;
- › advocacy for supporting regulations and guidelines from State and Federal Government;
- › information, education and professional development opportunities to inner region municipal officers, practitioners and developers.

The strategy will also provide recommendations for common amendments to planning schemes (considering local, regional and state opportunities) outlining requirements for developments to treat stormwater quality and flow, reduce wastewater and conserve potable water.



Underway

The working group reported to the IMAP Executive Forum on 18 April 2008 and to the IMAP Implementation Committee meeting on 25 May 2007 where it was noted that there was considerable alignment across the Municipal Association of Victoria (MAV) and the Inner Southern Regional Mayor's Forum to advocate for WSUD to be included in Local Planning Policy. Also, that Melbourne Water and EPA are, at officer level, supportive of a planning approach to WSUD. The working group also discussed alignment with MAV's Environmental Sustainability Development (ESD) Advocacy Group.

The working group continues to work on a Draft Local Planning Policy for regional WSUD implementation and Draft Model WSUD Guidelines (based on Cities of Melbourne and Yarra's WSUD guidelines) in co-operation with Melbourne Water. These documents will be presented to the IMAP Implementation Committee in August 2008 with support from Melbourne Water.

Subject to approval from the IMAP Committee and Melbourne Water, individual IMAP councils will adjust to provide local context and adopt for their own use as Pilots. Evaluation of these Pilots will then be used to determine the practicality of the proposed Local Planning Policy will then be considered in 2008-2009.

Involvement

The Water Sensitive Urban Design working group, led by City of Melbourne, comprises representatives from each IMAP council, Melbourne Water and the Environment Protection Authority. Invited guests include City of Bayside and City of Maribyrnong.



Complete



Underway



Future Work

Strategy 11: Promote the inner Melbourne region as a tourism destination

Actions 11.1 Inner Melbourne Visitor Map and 11.2 Regional Tourism Program

Progress

Home to many of Melbourne's major tourist attractions and the city's internationally renowned sporting and cultural events, the inner Melbourne region is a significant contributor to the Victorian economy.

Working collaboratively with Tourism Victoria and Destination Melbourne, IMAP Councils have sought to add value to the region's significant tourist offer, without duplicating existing products and programs. Over the past 12 months, three key projects have been completed: a) research into the value of tourism in the region, b) production and distribution of an Inner Melbourne visitor map, and c) the development of experiential itineraries.



Complete

A) Research

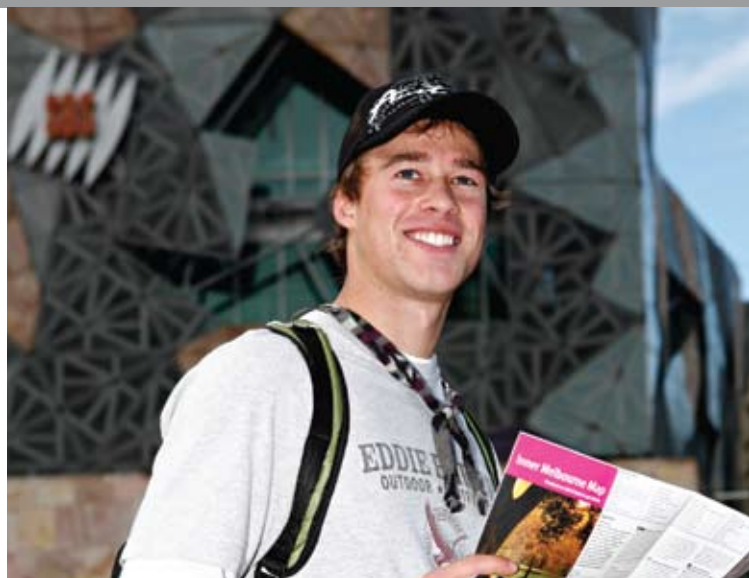
A research report and fact-sheet into the value of tourism to Inner Melbourne, was released in late 2007 and provides an insight into the economic benefits of tourism for the region. In 2006, an estimated 12 million visitors spent \$5.6 billion in the region (41.6% of total expenditure in the state). This means that four out of every ten tourist dollars spent in Victoria were spent in the inner Melbourne region.

B) Map

Released in May 2008, the 'Inner Melbourne Map – Precincts to Visit and How to Get There', promotes inner Melbourne's major attractions, unique attributes, precincts and public transport linkages. A quantity of 100,000 maps were distributed via the Melbourne Visitor Centre at Federation Square, Melbourne Visitor Booth in the Bourke St Mall, key hotels in the region, Richmond, St Kilda and Malvern Town Halls and Tourism Victoria's domestic and international PR/ media networks. The map is also available online at visitvictoria.com/Melbourne and visitstkilda.com.au/tourism.

Destination Melbourne, a key partner of the IMAP Tourism Group, feature the Inner Melbourne map in the following publications: Official Visitors' Guide, Melbourne Cruise Arrivals Guide and the Official Visitors' Map, reaching more than one million visitors each year.

A second print run of the map is scheduled for November 2008.



C) Itineraries

Five self guided itineraries have been developed by the IMAP Tourism Group to promote the range of visitor experiences in Inner Melbourne. The itineraries support Tourism Victoria's 'It's Easy to Lose Yourself in Melbourne' campaign. The three-day itineraries encourage visitors to explore the inner Melbourne region, highlighting the strength and diversity of both the region's tourism product and its accessibility.

The itineraries were released in June 2008 at Tourism Victoria's exhibition stand at the Australian Tourism Exchange (ATE). ATE is an annual tourism trade show that brings Australian tourism businesses together with airlines, tourism wholesalers and retailers from around the world. The itineraries have been distributed electronically through Tourism Victoria's media and PR networks and the Melbourne Visitor Centre at Federation Square. Elements of the itineraries feature on visitvictoria.com, one of the most frequented tourism websites in Australia.

Involvement

The Tourism Group, led initially by the City of Melbourne and then City of Yarra, comprised officers from each IMAP council and representation from Tourism Victoria. Each project was managed by one of the member councils.



Focus 2008-09



IMAP Governance

IMAP will continue to consider and prioritise the recommendations from the IMAP Governance and Relationships Report to increase the effectiveness, improve governance and nurture the relationships that underpin IMAP.

IMAP Communications

IMAP will develop a website with Wiki technology to enable greater collaboration between approximately 50 Council officers working on IMAP Actions.

IMAP will communicate the status of current actions, partnerships and successes widely to promote the benefits of regional collaboration across the inner Melbourne region.

The One to Three Year Implementation Plan (adopted in 2006) was reviewed early 2008 and the revised Plan adopted by the IMAP Implementation Committee in February 2008. It reflects the focus of IMAP for the next year.

IMAP Implementation

IMAP will complete:

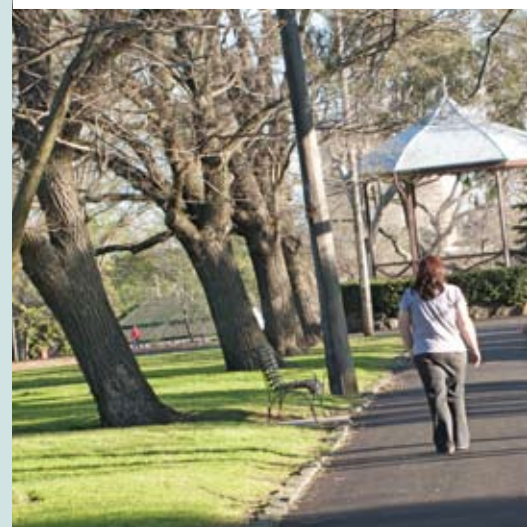
- › **Action 2.2** Inner Melbourne Wayfinding. This demonstration project will deliver consistent and informative signage across the inner Melbourne region.
- › **Action 2.4** Walking Links/ Pedestrian Priority Areas (Regional Greenlight Pedestrian Safety). This project will deliver pedestrian light changes at 20 demonstration sites to make it easier and safer for people to cross busy inner Melbourne roads.
- › **Action 9.3** Water Sensitive Urban Design (WSUD). This includes adoption of Model WSUD Guidelines, trials of Guidelines by individual councils leading to inclusion within Local Planning Policy.
- › **Action 9.6** Use of Recycled Water for Open Space to deliver opportunities to reduce water use in inner Melbourne parklands.

IMAP will continue:

- › to partner with key stakeholders to deliver identified Tram Stop upgrades and to address traffic flow, tram congestion, bike networks and car parking in St Kilda Road as **Action 4.3** Think Tram/St Kilda Road.
- › to progress **Action 6.3** Managing Conflicts in Activity Centres with a focus on delivering a consistent and 'best practice' approach to minimising conflicts between entertainment, commercial and residential uses.
- › to progress **Action 9.1** Regional Sustainability Targets to establish common greenhouse emissions, water and waste targets and programs for the inner Melbourne region. IMAP will focus on delivering consistent and best practice methodology.
- › an advocacy role working with State Government on principles underpinning the Affordable Housing Overlay, an outcome of **Action 5.2** Regional Affordable Housing through the development of a Business Case.
- › to maintain existing products produced as an outcome of completed **Actions 11.1** Inner Melbourne Visitor Map and **11.2** Regional Tourism Program, explore potential commercial opportunities and develop new initiatives to increase exposure and visitation of the inner Melbourne region.

IMAP will commence:

- › collaboration with the Office of Knowledge Capital, Universities and TAFEs to progress **Action 7.7** Universities and Regional Development.
- › **Actions 10.1** Regional Open Space and Trail Network and **10.4** Riparian Open Space Project to identify gaps in the network and address these gaps from a regional perspective to ensure open space is preserved.



Financial statement



To 30 June 2008, the total Income to the Inner Melbourne Action Plan (IMAP) was **\$274,219**

This income amount is derived from both IMAP partner council contributions and Victorian Government Grants.

Sundry budget as at 1 July 2007 transferred from City of Port Phillip (host council 06-07) to City of Melbourne (host council 07-08) was **\$171,757**

In addition to IMAP partner council's agreed annual contribution of \$80,000, IMAP partner councils have committed a further \$164,182 to the implementation of IMAP actions.

Victorian Government grants received total \$17,045. These grants relate to funding for Stage 1 of 'Actions 2.2 and 2.4 – Wayfinding Signage Project and Regional Greenlight Program respectively'.

Expenditure for professional services, governance and sundry items related to implementation of IMAP Actions was **\$360,230**

This results in a positive balance to the IMAP budget of **\$85,746**

It is expected that there will be both significant income and expenditure in 2008 – 2009 as IMAP Actions mature.

Summary IMAP budget 30 June 2008

	Actuals to 30 June 2008
Surplus as at 1 July 2007	171,757
Income¹	
Annual IMAP Council Partner contributions	80,000
Other IMAP Council Partner contributions	164,182
Victorian Government Grants	30,037
Total Income	274,219
Expenditure	
Professional Services	335,989
Governance	21,640
Other Expenses	2,601
Total Expenditure	360,230
Balance	85,746

Note: 1. The IMAP Implementation Officer is a rotating position, hosted annually by IMAP partner municipalities. The IMAP Implementation Officer was hosted by the City of Melbourne in 2007-2008. This contribution is not indicated above. City of Yarra will host the IMAP Implementation Officer and undertake budget management administration in 2008-2009 financial year.



IMAP actions - Breakdown of income / expenditure 30 June 2008

	Actuals to 30 June 2008	Notes
Surplus at 1 July 2007	171,757	
Income		
Annual IMAP Council Partner contributions	80,000	Operational expenditure as required
Other IMAP Council Partner contributions:		
Action 2.2 Inner Melbourne Wayfinding Signage	12,682	Stage 1 IMAP council contribution
Action 5.2 Regional Affordable Housing	5,000	IMAP council contribution
Action 9.6 Use of Recycled Water for Open Space	80,000	IMAP council contribution
Action 11.1 Regional Tourism Visitor Map	66,500	IMAP council contribution
Victorian Government Grants		
Action 2.2 Inner Melbourne Wayfinding Signage	5,681	Department of Transport (LAAP grant)
Action 2.4 Regional Greenlight Pedestrian Safety	11,364	Department of Transport (LAAP grant)
Miscellaneous Funding (carried over from 06-07)	12,992	
Total Income for IMAP Implementation	261,227	
Expenditure		
Action 2.2 Inner Melbourne Wayfinding Signage	27,000	Stage 1 - investigation
Action 2.3 Bicycle Network Legibility	9,000	
Action 2.4 Regional Greenlight Pedestrian Safety	97,444	Stage 1 - investigation
Action 5.2 Regional Affordable Housing	93,494	Funds managed by the City of Port Phillip
Action 7.4 Regional Economic Development Statement	15,000	
Action 9.6 Use of Recycled Water for Open Space	24,829	
Action 11.1 Regional Tourism Visitor Map	48,620	
Action 11.2 Regional Tourism Program	20,602	
Annual Report 06-07	7,690	
Governance and Relationships Review	12,000	
Legal Advice	1,950	
Sundry Expenditure (materials, catering, printing etc.)	2,601	
Total Expenditure on IMAP Implementation	360,230	
Balance	85,746	

The Financials relating to IMAP Activity for the year 2007-2008 have been audited in conjunction with the Audit of the Annual Financial Statement for the City of Melbourne.

Appendix

A. List of meetings

Meeting 7

- › Date / Time: 31 August 2007 (8.00 am)
- › Host: City of Melbourne

Meeting 8

- › Date / Time: 7 December 2007 (8.00 am)
- › Host: City of Stonnington

Meeting 9

- › Date / Time: 28 February 2008 (8.00 am)
- › Host: City of Port Phillip

Meeting 10

- › Date / Time: 30 May 2008 (8.00 am)
- › Host: City of Yarra

B. Statement of attendance

From July 2007 to June 2008

Committee member	Position	IMAP Implementation Committee Membership dates to 30 June 2008	Attendance
Cr Jenny Farrar	Mayor, City of Yarra	Jul 2007 - Nov 2007	Two (2) meetings with nil (0) apologies
Cr Judy Morton	Mayor, City of Yarra	Nov 2007 - Jun 2008	Two (2) meetings with nil (0) apologies
Cr Janet Bolitho	Mayor, City of Port Phillip	Jul 2007 - Nov 2007	One (1) meeting with nil (0) apologies
Cr Janet Cribbes	Mayor, City of Port Phillip	Nov 2007 - Jun 2008	Three (3) meetings with nil (0) apologies
Cr John Chandler	Mayor, City of Stonnington	Jul 2007 - Nov 2007	One (1) meeting with nil (0) apologies
Cr Claude Ullin	Mayor, City of Stonnington	Nov 2007 - Jun 2008	Two (2) meetings with one (1) apology
Cr Catherine Ng	Chair Planning Committee, City of Melbourne	Jul 2007 - Jun 2008	Two (2) meetings with two (2) apologies
Mr Justin Hanney	Chief Executive Officer, City of Yarra	Jul 2007 - Dec 2007	One (1) meeting with one (1) apology
Ms Andi Diamond	Chief Executive Officer, City of Yarra	May 2008 - Jun 2008	One (1) meeting with nil (0) apologies
Mr David Spokes	Chief Executive Officer, City of Port Phillip	Jul 2007 - Jun 2008	Four (4) meetings with nil (0) apologies
Mr Hadley Sides	Chief Executive Officer, City of Stonnington	Jul 2007 - Jun 2008	One (1) meeting with three (3) apologies
Mr Geoff Lawler	Director Sustainability and Regulatory Services, City of Melbourne	Jul 2007 - Jun 2008	Three (3) meetings with nil (1) apology
Mr Geoff Robinson	City of Melbourne	Acting on behalf of Director, Sustainability and Regulatory Services	Three (3) meetings
Cr Judy Morton	City of Yarra	Acting on behalf of Mayor, City of Yarra	One (1) meeting
Mr Ivan Gilbert	City of Yarra	Acting on behalf of CEO, City of Yarra	One (1) meeting
Mr Bruce Phillips	City of Yarra	Acting on behalf of CEO, City of Yarra	One (1) meeting
Mr Jon Brock	City of Stonnington	Acting on behalf of CEO, City of Stonnington	One (1) meeting
Mr Warren Roberts	City of Stonnington	Acting on behalf of CEO, City of Stonnington	One (1) meeting



Associate Partner Representatives

Member	Department	Attendance
Mr Steve Dunn	Department of Planning and Community Development	One (1) meeting with nil (0) apology
Mr Julian Hill	Department of Planning and Community Development	Three (3) meetings with nil (0) apologies
Ms Sally Semmens	Department of Transport	Two (2) meetings with two (2) apologies
Ms Lynn Sweeney	VicUrban	Nil (0) meetings with three (3) apologies
Mr Geoff Millar	Department of Innovation, Industry and Regional Development	Nil (0) meetings with four (4) apologies
Ms Nicole Boldt	Department of Innovation, Industry and Regional Development	One (1) meeting with one (1) apology



Contact information



Copies of the Inner Melbourne Action Plan (IMAP) are available from:

www.imap.vic.gov.au

For further information, please contact:

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Inner Melbourne Action Plan
'Making Melbourne More Liveable'

