

Inner Melbourne Action Plan 'IMAP'

Making Melbourne more liveable



Annual Report 2012 → 2013

Inner Melbourne Action Plan
‘Making Melbourne More Liveable’



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Foreword

On behalf of the Inner Melbourne Action Plan Implementation Committee, we present the 2012-13 Annual Report, highlighting the key achievements of the IMAP Special Committees in their seventh year in operation.

The Inner Melbourne Action Plan (IMAP) is the successful collaboration between the cities of Melbourne, Port Phillip, Yarra and Stonnington working together on inner city regional issues to help make Melbourne one of the world's most liveable cities. **Transport and connectedness, housing affordability, a sustainable environment and liveability remain the key strategic directions of IMAP** with partner Councils committed to sharing information and resources, and implementing regional projects to progress these priorities.

During 2012-13 the IMAP Councils undertook changes to the Terms of Reference to enable **the expansion of the IMAP partnership to include the City of Maribyrnong**. This change recognises that Maribyrnong has many shared interests with inner city municipalities, with its potential development, increased growth and high density creating similar issues as those facing the inner city partner Councils.

In addition, the expected release of the State Government's Metropolitan Planning Strategy provides the impetus for the inner Melbourne Councils to continue their strong partnership and review joint planning and implementation of cross boundary, regional projects to support the new Strategy.

The IMAP Councils look forward to working alongside the proposed metropolitan planning authority in managing sustainable growth and liveability in the inner Melbourne region.

We take this opportunity to recognize the commitment of the many council officers and representatives from partnering organizations who continue to work collaboratively to deliver the IMAP projects. **This Annual Report also highlights the broad applicability of many of IMAP's current projects to councils and businesses beyond the inner Melbourne region. We celebrate the far reaching value of this work.**



Cr Jackie Fristack
Mayor
City of Yarra



Cr Matthew Koce
Mayor
City of Stonnington



Cr Amanda Stevens
Mayor
City of Port Phillip



Cr Ken Ong
Chair
Future Melbourne
(Planning) Committee
City of Melbourne



Cr Catherine Cumming
Mayor
Maribyrnong
City Council

Introduction

The Inner Melbourne Action Plan

The Inner Melbourne Action Plan (IMAP) sets out 11 regional strategies and 57 actions to address one simple objective: to make the Inner Melbourne Region more liveable.

The IMAP project is unique in bringing key government stakeholders together to develop and deliver regionally based actions within an effective governance framework.

The IMAP region hosts the capital city of Victoria, incorporating the major financial, administrative, retail, cultural, and entertainment functions of the State. IMAP strategies and actions are identified as key areas for regional cooperation within the central city.

With the recent inclusion of the Maribyrnong municipality within the IMAP boundary, and the opportunity this provides in the year ahead to review the Inner Melbourne Action Plan within the scope of the State Government's new Metropolitan Planning Strategy, the IMAP partnership is uniquely positioned to have an ongoing role in the development of the inner Melbourne region.

Melbourne's inner metropolitan Councils have worked together over seven years to develop and implement this IMAP to strengthen the liveability, attractiveness and prosperity of the region in response to the demands of *Melbourne 2030*, the State Government's blueprint for managing sustainable growth and change across metropolitan Melbourne and surrounding regions.

The IMAP project scope is to develop regional actions that deliver agreed regional outcomes. Many of the actions undertaken have required the agreement or cooperation of the State Government and government agencies. The IMAP projects have been successful in fostering ongoing cooperation, goodwill and active participation between IMAP stakeholders.



Highlights of the Year

IMAP completed two key housing-related actions in 2012-13 and extended its membership to include Maribyrnong. The following summarises the achievements of these project teams:

Action 5.2 Affordable housing

Community Land Trusts (CLTs) are a form of perpetually affordable, shared equity housing. Through a collaboration between the IMAP Councils, the City of Port Phillip, the University of Western Sydney (UWS), City of Sydney, the Department of Housing WA, St Kilda Community Housing Ltd. and Mt Alexander Community Land Ltd, funding was provided in 2011-12 to prepare a manual on how to establish CLTs in Australia.

The publication of The Australian Community Land Trust Manual in early 2013 completes the first stage of this project and provides a comprehensive 'how to' guide for starting a CLT in Australia. The Manual has been released as a public document following information sessions held in Melbourne, Sydney and Perth and is now catalogued by the National Library of Australia. A launch of the Manual is planned to be held in Canberra in late 2013.

The Manual is available for public access through the UWS and National Library of Australia and is being widely promoted to the local government sector, community housing sector, Commonwealth and State Governments, private developers and finance institutions.

Maribyrnong City Council membership

In March 2013, the four founding IMAP councils (the Cities of Melbourne, Yarra, Stonnington and Port Phillip) passed resolutions to change the Terms of Reference of their IMAP Special Committees to include 'new members', and resolved to invite Maribyrnong City Council to become a partner council in IMAP from July 2013 and to contribute to IMAP on an equal basis.

Maribyrnong is a vibrant part of inner Melbourne and shares many interests with the inner Melbourne councils. The anticipated publication of the State Government's Metropolitan Planning Strategy will provide the trigger for the review of IMAP's program within the expanded IMAP region and contribute towards planning for Melbourne as a global city.

Action 5.3 Integrating Public Housing Estates

This project reviewed the means by which State Government engages with Local Government and local stakeholders in the master planning for the redevelopment of public housing estates. The eventual location, scale and design of housing on estates located in the inner Melbourne region – be these public, social or market rate housing or combinations thereof – has a significant impact on the tenants themselves, surrounding communities, local services and streetscapes. The stated project aim was for Local Governments to be engaged more formally, deeply and at an earlier stage of the development process, leading to better land use, infrastructure and service outcomes for our communities.

The project team commissioned research on current and best practice models and case studies where State Government works in partnership with Local Government, and developed a report proposing a Collaborative Framework approach to improve current practices.

The report, entitled 'State and Local Government Collaboration: The Future Direction for Master Planning Public Housing', was discussed at a meeting with representatives of the Department of Human Services, Property portfolio branch and members of the IMAP Implementation Committee in December 2012. Subsequently, IMAP members met with the Deputy Secretary and Director of Housing, DHS and the Minister of Housing's Acting Chief of Staff in May 2013 to present a copy of the report, along with the CLT Manual, to the Minister for her consideration.

The Australian Community Land Trust Manual

→ Progress 2012-13

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

Action 2.2 Wayfinding signage

The majority of Melbourne's tourist attractions and precincts are located within the inner Melbourne region. Under an initiative of the six CEOs of the Melbourne Tourism Partnership, the City of Melbourne has been working since 2011 with VicRoads, Public Transport Victoria and Tourism Victoria to explore ways to assist arriving visitors orientate themselves and navigate the city. In 2012 the project was extended to the rest of the IMAP councils. It builds on the initial pilot project completed by IMAP in 2009 to install consistent wayfinding visitor signage across the inner Melbourne region.

The Melbourne Visitor Signage coordinating committee was established in May 2012 to build 'common threads' between roads, public transport, tourism, pedestrian, cycling and street directional signage systems across the inner Melbourne region. These common threads could include shared symbols and terminology applied across these key signage systems. It is also proposed that collaborating agencies and councils provide co-ordinated responses to signage requests by tourist attractions, precincts and major developments.

A key principle behind the collaboration is that Melbourne needs fewer – not more – signs, and that digital technology be explored. Where relevant, signage infrastructure should feature integrated information, especially pedestrian, cycling and public transport information. Any agreed changes to signage would be gradually rolled out and funded as part of annual maintenance and replacement programs.

Two initiatives undertaken since the coordinating committee was established are:

- › The IMAP Councils employed a consultant in 2012-13 to identify priority attractions within the inner city and key routes along which visitors need orientation and navigation assistance. The consultant is also drafting visitor signing policies and guidelines for comment. This will ensure that attractions, precincts, major developments – and the routes that link them – within the cities of Melbourne, Stonnington, Yarra, Port Phillip and Maribyrnong are all covered by this collaborative visitor signing strategy.

- › Work started on the development of a Melbourne visitor signage Master Style Guide in 2013-14. The Guide will articulate agreed signing principles, policies, symbols, terminology and supporting design standards and guidelines to be followed by participating councils and agencies. The Guide will draw on good practice examples, eg *Legible London* and New York's recently launched system, as well as available signage and wayfinding research.

External Partners: Melbourne Tourism Partnership (Destination Melbourne Ltd, City of Melbourne, Melbourne Convention Bureau, Tourism Victoria, and the Victorian Major Events Company), VicRoads and Public Transport Victoria.

The Visitor Signage Master Style Guide will outline the following:

Vision	The shared vision for visitor signage and wayfinding in Melbourne
Context	The current situation and evidence of needed improvements
Scope	Sign types, geography, audience, transport modes
Objectives	What success will look like
Principles and policies	Principles governing the shared approach to signage e.g. 'progressive disclosure' Policies and guidelines e.g. use of commercial names
The strategy	Integrated / shared infrastructure and information architecture Visual Identity e.g. colour palette, iconography, language, tone, typography, visual application
Governance	The visitor signage coordinating committee's terms of reference and authority Ownership / custodianship of the master style guide
Pilots	Examples of how the shared approach would work e.g. Melbourne Airport to Melbourne Museum (car + SkyBus + p/t) / Melbourne Airport to St Kilda via Southern Cross Station (car + SkyBus + p/t)
Excluded	This project is not an exercise in: <ul style="list-style-type: none"> › Designing a new, separate signage system for visitors › Re-branding participating councils' and agencies' existing signage systems › Re-designing bus / tram / train / road symbols



Action 2.3 Bicycle network legibility

In March 2013, the IMAP Implementation Committee agreed it would be useful to reset the bicycle priority routes, within the context of the various Council strategies, to ensure a coordinated approach is taken by all those engaged in establishing the bicycle network and staging future works. It has therefore proposed that the Action 2.3 project team be reconvened to undertake this planning review work.

Back in February 2008, the IMAP Implementation Committee adopted the IMAP Bicycle Network – a map of the bike path hierarchy required across the IMAP area, which prioritised a number of major bicycle routes for development, promoted greater separation and acknowledged, with sustained growth in cycling numbers, that more developed facilities were needed to cater for future cycling numbers in the inner city.

Bicycle works within the various municipalities have continued to be rolled out along the priority routes noted on the IMAP Bicycle Network map and,

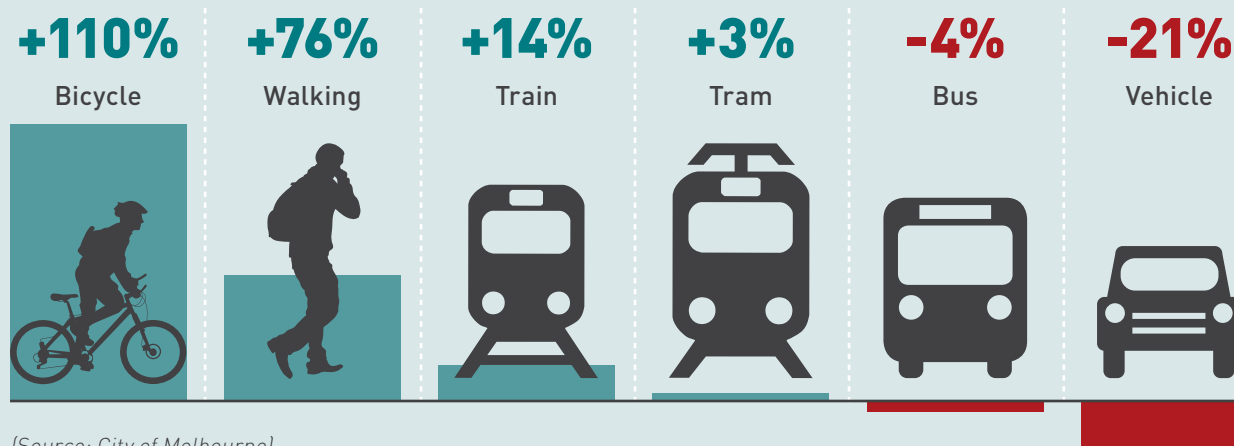
together with increasing petrol prices, these works have resulted in significant increases in the numbers of visitors to the inner city area travelling by bicycle.

Since 2008 cyclist numbers have risen and the IMAP Councils and the state government have adopted bicycle plans and strategies. With projected significant growth in jobs and residents in inner Melbourne (e.g. City of Melbourne's daily population is expected to go from about 800,000 to 1.2 million people using the city each day in 2030), this intensification will result in space efficient modes such as cycling being more attractive. A greater number of trip origins and destinations being close together also stimulates modes such as cycling.

Like the road network, the IMAP Bicycle Network map has remained a living document requiring constant review. With the progress made to date (reported through Action 2.5 Bicycle Network), the future priorities need to be recast. This review work will be initiated in 2013-14.

External Partners: Department of Transport, Planning, and Local Infrastructure, VicRoads, Bicycle Network

Method of Travel to Work in City of Melbourne: Mode share percentage change between 2001 and 2011



[Source: City of Melbourne]

→ Progress 2012-13

Action 2.5 Bicycle network

The project team, including Maribyrnong representatives, continues to meet to discuss bicycle matters across the inner Melbourne area. In addition to progressing the Priority Route projects (refer to the table of Cycling Initiatives), each of the Councils has made good progress with bike related projects:

- › The City of Melbourne has implemented infrastructure projects through \$5.6 million funding in 2012-13 and recently completed its Bike Plan 2012-16.
- › The City of Yarra is improving cycling conditions by continuing to fill in missing gaps, improve strategic cycle links and increased cycling's priority with \$930,000 funding in 2012-13.
- › The funding for bicycle related projects in the City of Port Phillip was \$320,000 for 2012-13.
- › The City of Stonnington continues to improve cyclist amenities through projects that will upgrade strategic cycle links and enhance bike parking facilities in all retail areas.
- › The Maribyrnong City Council installed buffered bike lanes and traffic calming measures.
- › All Council's were involved in workshops to complete the State Government's State Cycling Strategy.

External Partners: VicRoads, Bicycle Network.



Cycling initiatives in 2012-13

Yarra	› Elizabeth/Baker/Johnson St – conceptual plans have been designed to improve the Elizabeth/Church/Baker St intersection for cyclists depending on future funding. Reconfiguration of the east approach to Hoddle St was completed in 2012-13.
	› Brunswick St and St Georges Rd Corridor – bicycle head start signals have been installed at Victoria, Gertrude, Johnston and Alexandra Parade and are being evaluated. Miscellaneous works will be conducted over the next 1-3 years along the route.
	› Heidelberg Rd and Queens Parade Corridor – there are ongoing discussions with VicRoads about the design of Queens Parade between Heidelberg Rd and Wellington St.
	› Lennox St – a small section of road will be re-sheet and line marked with bicycle/car shared lanes.
	› Wellington St – consultation for Copenhagen lanes between Victoria and Johnston St has been completed.
	› Miscellaneous Traffic Signals – works are ongoing to improve bicycle facilities at intersections including the width of bicycle lanes, priorities and head starts.
	› Capital City Trail – the trail will be upgraded between Lygon Street and Bowen Crescent to increase the width, the surface quality and sight lines.
	› Capital City Trail – ongoing renewal of the shared path and upgrades to change the priority is being undertaken so that vehicles are required to give way to pedestrians and cyclists who are crossing the street.
Melbourne	› City of Melbourne – Bike Plan 2012-16 completed.
	› Exhibition St – AM and PM peak Clearway bike lanes installed.
	› Lorimer St – offroad bike path installed.
	› Cecil St / Whiteman St / Normanby Rd – installed shared path facility.
	› Capital City Trail – wayfinding signage and linemarking upgraded.
	› Clarendon St – bike path upgraded.
	› Elizabeth St – installed physically separated bike lane.
	› La Trobe St – installed physically separated bike path.
	› Princes Bridge – bike link upgraded.
Port Phillip	› St Kilda Rd – southbound physically separated bike lane installed.
	› Cecil St – Stage 2 (York St – Park St) detailed design completed. Awaits VicRoads funding. Council is progressing with pedestrian safety components associated with it.
	› Wellington St – design work programmed.
	› Beaconsfield Pde – detailed design underway.
	› Moray St / Dorcas St – segregated bike lane in roundabout installed.
Stonnington	› Alma Rd – improvements to Westbury St to Chapel St and Chapel St to St Kilda Rd underway.
	› Implemented the Stonnington Bicycle Parking Plan in all of Stonnington's strip shopping centres.
	› Stonnington's Bike Strategy – commenced development of the strategy.
	› Capital City Trail – improvements include: – Continued installation of LED solar lights. – Signalisation of the Yarra St – Alexandra Ave intersection, including the realignment of the trail. – Stage 2 of the Yarra River Biodiversity Linkages project, including the realignment of the trail.
	› Chapel St (Dandenong Rd to Toorak Rd) – VicRoads have developed a proposal for a State Government commitment to provide a green bike lane to remedy the high incidence of dooring, subject to support by Stonnington City Council.
Maribyrnong	› Chapel St (Toorak Rd to Alexandra Ave) – \$1 Million State Government funding to enhance bicycle facilities was confirmed.
	› Hyde St, Footscray – installed buffered bike lane and green surface at intersections.
	› Seddon & Footscray – installed traffic calming and wider (than previously existing) bike lanes plus bike head start boxes in local streets.
	› Yarraville & Seddon – installed on-road bike parking in one parking bay.
	› Somerville & Williamstown Rds – improved cyclist priority at intersection.
	› Reviewed TravelSmart map.

→ Progress 2012-13



Strategy 3: Minimise the growing impact of traffic congestion

Action 3.5 Reduced through traffic

This project involves research and investigation of the impact of through traffic in inner suburban Melbourne. The final recommendations will require collaboration with State and Local Government to improve the impact of through traffic in the inner urban area.

As a first stage, the project team have commissioned the development of an inner city traffic model. The consultants appointed to the project in 2012 held two workshops this year to reach a common understanding of through traffic and determine some of the contributing factors. They have tested their model's assumptions against current knowledge and data, assessing anecdotal evidence of traffic issues, and identifying gaps in the data that may require additional work in order to determine features of the key through routes.

The model indicates how the road network is being used and provides a basis for considering realistic actions the IMAP councils can take to moderate the impact of through traffic and advocate to the State Government on relevant issues. Further work is proposed in 2013-14 analysing the modelling to help determine future strategies and identify any additional research requirements.

The model will also provide a useful basis for Action 8.1 which will look more specifically at freight movement options.

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

Action 5.2 Affordable Housing

Completed stage one

In 2011 the City of Port Phillip resolved to support the establishment of Community Land Trusts (CLTs) as a form of perpetually affordable, shared equity housing by allocating funding to a research project to be undertaken by the University of Western Sydney (UWS) to prepare a manual on how to establish CLTs in Australia.

CLTs are common in the US and UK but are yet to be established in Australia.

IMAP also made a contribution to this research project in the 2011/12 year. Along with the City of Sydney, Department of Housing WA, St Kilda Community Housing Ltd. and Mt Alexander Community Land Ltd, a total of \$85,000 was raised for the first stage of the research and all contributors became members of the project Steering Committee.

The first stage of this research project was delivered by the UWS in early 2013. This work produced the Manual that has been released as a public document following information sessions held in Melbourne, Sydney and Perth. A launch of the Manual is planned to be held in Canberra in late 2013.

The second stage is programmed to begin in 2013-14 subject to funding, and will involve the development of detailed case studies for proposed CLTs and financial instruments for the sourcing of bank finance.

The publication of The Australian Community Land Trust Manual provides comprehensive information in the following key areas:

- › An overview of CLTs in the US and UK and their importance for Australia.
- › A guide for starting a CLT in Australia.
- › Legal considerations under Australian jurisdictions for ownership, structures for CLTs, tax treatment, leasing, shared equity and resale formulas.
- › Financial issues and modelling for NSW, Victoria and WA for four housing densities, locations and growth scenarios, the implications of access to land and partnering arrangements.
- › A model lease, co-ownership deed and a CLT constitution.

The Manual is available for public access through the UWS and National Library of Australia and is being widely promoted to the local government sector, community housing sector, Commonwealth and State Governments, private developers and finance institutions.

The principal author, Dr Louise Crabtree attended a presentation on the Manual to the IMAP Councils and other interested stakeholders at the Department of Human Services at the end of May 2013.

External Partners: University of Western Sydney (UWS), City of Sydney, Department of Housing WA, St Kilda Community Housing Ltd., Mt Alexander Community Land Ltd.

‘CLT’s have widespread potential in Australia to: address affordable housing concerns (especially affordable home ownership concerns); increase the range of housing tenure options available; foster community development and social capital; and, maintain a stock of perpetually affordable housing.’ (Page 11)

‘CLT’s offer affordably-priced homes to households with limited incomes – the CLT keeps the price of homes affordable by reducing the purchase price of housing and then restricting its resale value. When a household decides to sell their interest in a CLT home, the home is resold or re-leased at an affordable price to another household with a limited income.’ (Page 17)

Reference: The Australian Community Land Trust Manual. The Manual is online and openly accessible as a readable ebook at <http://site.ebrary.com/lib/sydneydash/docDetail.action?docID=80115260>.

→ Progress 2012-13

Action 5.3 Integrating public housing estates

Completed

Public housing estates are the responsibility of the State Government of Victoria, with the Department of Human Services (DHS) the responsible agency. In 2010, the Commonwealth committed \$175.3 million from the Housing Affordability Fund (HAF) to support urban renewal and a greater supply of affordable housing on the public housing estates in Atherton Gardens in Fitzroy, Elizabeth Street in Richmond and the Horace Petty estate in Prahran. It was proposed that, as well as redeveloping the 1960's high-rises, surrounding state land could gain a mix of public and privately owned apartments with some mid-rise towers possibly demolished.

The initial master planning process proposed for the three HAF funded housing estates by the State Government has not proceeded in line with the original timelines. In addition, the role of local government in the process was unclear. The revision of the timeframe provided an opportunity for IMAP to investigate and advocate for an alternative master planning approach, with agreed roles and responsibilities for State and Local Government and clear communication and accountability mechanisms.

The IMAP project team commissioned research on current and best practice models and investigated case studies of successful State and Local Government partnerships. A report proposing a Collaborative Framework approach to the housing estates' master planning process was developed.

The report, entitled 'State and Local Government Collaboration: The Future Direction for Master Planning Public Housing', was discussed at a meeting between IMAP representatives and staff of the Department of Human Services, Property portfolio branch in December 2012. Subsequently, IMAP members met with the Deputy Secretary and Director of Housing, DHS and the Minister of Housing's Acting Chief of Staff in May 2013 to present a copy of the report, along with the CLT Manual, to the Minister for her consideration.

In their work on the Horace Petty estate redevelopment, the City of Stonnington and DHS are implementing some of the recommendations of the report, to develop a framework for working more closely on this project.

A copy of this report can be found on the IMAP website at the following link: <http://imap.vic.gov.au/index.php?page=progress-reports-6>

Collaborative Framework

Purpose:

- › To facilitate the creation of economically, socially and environmentally sustainable communities.
- › To ensure effective and comprehensive assessment of the physical and social development required to support integration of public housing within the local community, effective community building for public housing tenants and good quality place making.

Principles:

- › Recognition of shared skills and shared responsibilities.
- › Identifying challenges and possible solutions.
- › Effective strategic policy, planning and assessment processes.
- › Transparency.
- › Accountability through open communication and clear reporting.
- › Formal agreement.
- › Clear and Open Communication Process.





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

Action 7.2 Supporting creative businesses

This new project aims to develop a support package for those new and emerging businesses focused on the practical implementation of new knowledge and ideas, design or creative endeavours.

Melbourne ranks highly as a creative city, with a strong knowledge and education economy. Maintaining liveability for the creative workforce is a key part of sound economic management. Coordinated programs that bring together industry, state government and local government representatives around broad issues and specific clusters of activity are required.

A number of the IMAP Councils are already undertaking work in this area and have identified this sector as a priority in their Council plans. In addition, State Government has identified the creative business sector as an area to target and support. IMAP proposes to support the work of the municipalities and DSDBI working in this sector, through coordination and identification of synergies across the organisations.

As a first step, the broad range of activities currently being undertaken with creative businesses by all the IMAP Councils is being documented to assist in the development of a Project Brief for Action 7.2 in 2013-14.

External Partners: Department of State Development, Business and Innovation (DSDBI), University of Melbourne Student Internship Program.

Action 7.7 Universities and Regional Development

Completed

IMAP hosted its second Student Placement Showcase as part of Melbourne Knowledge Week (MKW) in November 2012 for universities to exhibit their student placement programs to a wide range of invited Councils.

A conference paper on IMAP's Student Placement project was delivered at the Australian Collaborative Education Network (ACEN) conference, Geelong on 1 November 2012. Entitled 'The Inner Melbourne Action Plan' – leveraging Work Integrated Learning to facilitate meaningful connections between local councils and universities' it highlighted the work that IMAP had been doing to enhance collaboration between Councils and the University sector and identified issues associated with getting more students employed in Councils.

A number of student placements have been provided on IMAP projects and through participating councils as a result of this project having provided resources, networking opportunities and contacts for follow up.

External participants: Twenty Melbourne municipalities and six Universities attended the MKW Showcase.

→ Progress 2012-13



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

Action 9.2 Environmentally sustainable design

A suite of 10 Sustainable Design Fact Sheets has been jointly developed by the four IMAP Councils and made available to the public at their launch in May 2012. Since then the Fact Sheets have been licensed for use and re-badging by seven other Councils outside the IMAP area.

The Fact Sheets provide detailed advice on sustainable building design requirements that should be addressed during the early design process and when lodging a planning permit application.

The Fact Sheets are available on the IMAP website and on each of the IMAP Council websites, helping to deliver a consistent framework for sustainable design assessment across municipalities.

In May 2013, the project team reported on the next 5 Fact Sheets being drafted for the series which will cover the following topics:

- › Melbourne Climate
- › Site Permeability
- › External Shading
- › Green Walls and Roofs
- › Rating Tools.

These will be completed during 2013-14.

External Partners: The Fact Sheets are currently being promoted by the following Councils in addition to the IMAP Councils: Knox, Kingston, Darebin, Nillumbik, Whitehorse, Whittlesea and Moreland.

Completed IMAP Sustainable Design Fact Sheets:

- › Indoor Environmental Ecology
- › Energy Efficiency
- › Water Efficiency
- › Stormwater Management
- › Building Materials
- › Transport
- › Waste Management
- › Urban Ecology
- › Innovation
- › Construction and Building Management

Copies are available on the IMAP website at: <http://imap.vic.gov.au/index.php?page=sustainable-design-factsheets>

Council enquiries are welcome.



→ Progress 2012-13



Action 9.4 Green demonstration projects

There are two projects currently underway as part of this action.

Growing Green Guide

This project is a partnership between the IMAP Councils, the University of Melbourne and the Department of Environment and Primary Industries (DEPI). The project is funded through the Victorian Adaptation and Sustainability Partnership and the IMAP Councils.

The project is developing guidelines for the design, construction and maintenance of green roofs, walls and façades and a policy options paper identifying ways Local and State Government can use policy to encourage the uptake of green roofs, walls and façades.

The project also includes locating and designing demonstration sites. These designs will help councils seek funding to realise these projects. It is intended that these future demonstration projects will publically showcase the construction and maintenance of green roofs, walls and/or facades, and what benefits they provide. The sites will also help test the relevance and breadth of the guidelines being developed.

Project establishment and planning, employment of two project officers, convening reference groups and developing a scoping paper for the Guidelines have

been completed. An opportunity assessment and feasibility study of potential demonstration sites have also been completed. Four sites were shortlisted for development of concept drawings and costings.

The draft Guidelines took longer than expected to develop, however this has not impacted on the total project timelines. Design and layout of the document is proceeding. The draft Policy Options Paper is complete and consultation with stakeholders on that draft has commenced.

This project is also being used in several university student projects. Students are exploring how the Guidelines can be presented in more interactive ways and will help the project team create an 'app', website design and research into particular aspects of green roofs, walls and façades. This has helped reduce costs and maximise results for the project as a whole.

Options for presenting the final results of this project through a dedicated website are currently being considered so information can be kept up to date.

External Partners: The University of Melbourne, the Department of Environment and Primary Industries, a broad range of industry advisors and stakeholders in the Technical Reference Group, Canopy - Melbourne Green Roof Forum; Melbourne, Victoria and RMIT University students.

Distributed energy

The Distributed Energy Project is being led by the City of Melbourne in partnership with the CSIRO. The project is of national significance and the first of its kind to be undertaken in Australia. Similar projects have been undertaken in New York and London.

The project will identify:

- › Opportunities for distributed generation, including district energy systems, renewable and low-carbon energy generation, and
- › Potential impacts for greenhouse gas and energy reductions through energy efficiency initiatives and demand management initiatives.
- › The economic costs and benefits of distributed generation and energy efficiency initiatives compared to up-stream purchase of renewable energy through the grid and network augmentation.

Data gathering from Councils has been completed. Data from utilities has also been collected and resolution of data discrepancies is currently underway.

CSIRO has completed the first version of the energy demand model using data from the City of Melbourne. Energy demand models for the remaining Councils are currently being developed.

The Stage 1 report, comprising the energy demand map for the IMAP region and work on identifying energy saving opportunities is the first expected deliverable of the project. The Stage 2 report, comprising modelling identifying the energy saving potential will be delivered by December 2013. Further work is being undertaken with strategic planning branches in IMAP Councils to identify future growth projections and provide these to CSIRO.

CSIRO will seek additional funding to support the project through other channels, including the Federal Government and private research partnerships. Aspects of the project contingent on additional funding include economic modelling and studying the impacts (positive and negative) of distributed generation and energy efficiency on the electricity networks.

External Partners: CSIRO.



→ Progress 2012-13



Strategy 11: Promote the Inner Melbourne Region as a tourism destination

Actions 11.1 and 11.2 Regional Tourism Program

The Inner Melbourne map brochure continues to be the most popular publication for Melbourne visitors and the tourism industry and is widely distributed to visitor venues throughout the city. In addition the map has been made available under license to tourism related providers and Destination Melbourne has reproduced a larger version of the IMAP map in Melbourne's Official Visitors Map.

In an effort to tap into the drive market through regional Visitor Information Centres, IMAP Councils, including the City of Maribyrnong, ran a 'Famil' in March 2013 for volunteers from the Ballarat Visitor Information Centre, taking them to key locations in the inner Melbourne region. Volunteers gained a better knowledge of inner Melbourne attractions and first-hand experience to enable them to further influence what visitors directed from Ballarat see and do in Melbourne.

Advertising and editorial was also secured in the winter edition of Melbourne Style magazine showcasing the inner Melbourne tourism product. This information was distributed as an inset in the Herald Sun throughout regional Victoria in early July 2012.

IMAP's sponsorship of the Tourism and Events Excellence Conference held in July 2012 promoted the 'excellence in strategic partnerships' theme. Attendees applauded IMAP's approach as a best practice model in the industry.

An inner Melbourne promotional campaign ran on Skybus throughout 2012-13. Four specific seasonal campaigns were run on SkyBus television on all services inbound from the airport. The final campaign, winter 2013 concludes at the end of August. The campaign will be evaluated at its conclusion.

The IMAP Tourism Working Group completed its strategic planning process in May 2013. The new Strategic Plan 2013-17 focusses on reviewing the production of the Inner Melbourne map, including a digital version, investigating the feasibility of an IMAP tourist bus service that connects major attractions and destinations in inner Melbourne and increasing visitor influence at various stages of the visitor journey.

External Partners: Destination Melbourne Ltd, VTIC and Tourism Victoria.

Governance

Membership of the IMAP Implementation Committee

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

The Committee consists of members, being one councillor and the Chief Executive Officer (or specified Executive Director) from each of the municipalities.

In 2013, the IMAP Councils resolved to invite the Maribyrnong City Council to become a new, full member of the Inner Melbourne Action Plan Implementation Committee, following an 18 month period as an associate partner.

Maribyrnong City Council established its Special Committee on 18 June 2013, to come into effect on 1 July 2013. The Cities of Melbourne, Yarra, Stonnington and Port Phillip confirmed this change to their IMAP 'constitutions' in June 2013 following Maribyrnong's resolution.

Committee Members: 1 July 2012 – 30 June 2013

Cr Ken Ong

Chair, Future Melbourne
(Planning) Committee,
City of Melbourne
(1 July 2012 – 30 June 2013)

Mr Geoff Lawler

Director, City Planning
& Infrastructure,
City of Melbourne
(1 July 2012 – 30 June 2013)

Cr Geoff Barbour

Mayor, City of Yarra
(1 July 2012 – October 2012)

Cr Jackie Fristacky

Mayor, City of Yarra
(November 2012 – 30 June 2013)

Ms Vijaya Vaidyanath

Chief Executive Officer,
City of Yarra
(1 July 2012 – 30 June 2013)

Cr John Chandler

Mayor, City of Stonnington
(1 July 2012 – October 2012)

Cr Matthew Koce

Mayor, City of Stonnington
(November 2012 – 30 June 2013)

Mr Warren Roberts

Chief Executive Officer,
City of Stonnington
(1 July 2012 – 30 June 2013)

Cr Rachel Powning

Mayor, City of Port Phillip
(1 July 2012 – October 2012)

Cr Amanda Stevens

Mayor, City of Port Phillip
(November 2012 – 1 July 2013)

Ms Kay Rundle

Chief Executive Officer, City of Port
Phillip (1 July 2012 – October 2012)

Ms Vanda Iaconese

Interim Chief Executive Officer,
City of Port Phillip
(October 2012 – May 2013)

Ms Tracey Slatter

Chief Executive Officer, City of Port
Phillip (May 2013 – 1 July 2013)

Associate Committee Members

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

- › Department of Transport, Planning and Local Infrastructure (2 representatives)
- › Department of Environment and Primary Industries (1 representative)
- › Department of State Development, Business and Innovation (1 representative)
- › VicRoads (1 representative)
- › Maribyrnong City Council (2 representatives, until 30 June 2013)

Governance

IMAP Reporting

Executive's Forum

The Executive's Forum is a leadership meeting of IMAP's senior executives, aimed at determining and driving regional priorities and programs, identifying synergies and opportunities and providing support to the IMAP Executive Officer. Forums are held as the need arises. Outcomes of the IMAP Executive's Forums are reported back to the IMAP Implementation Committee in formal minutes as an agenda item for discussion and ratification.

There were no meetings held during the period.

IMAP Implementation Committee Meetings

31 August 2012 (Host: City of Melbourne)

Key items on the agenda were:

- › Action 2.2 Melbourne Visitor Signs Project (1): funding to review the consistency of visitor signage, names and symbols across the five IMAP councils; identification of key attractions.
- › Action 5.3 Integrating public housing estates: presentation on public housing research.
- › Action 6.3 Conflict in activity centres: discussion on live music venues.
- › Action 9.4 Green demonstration projects - Growing Green Guide: progress report on the development of a design manual for green roofs, walls and facades; identification of planning policies and pilot assessment sites.
- › Correspondence with the Minister for Planning regarding approval of Water Sensitive Urban Design (WSUD) local planning policies.
- › Draft IMAP Annual Report 2011-12.
- › Presentation by the Managing Director and General Manager Waterways, Melbourne Water on integrated water management solutions, planning for overland water paths, and addressing areas of intolerable flood risk.

Minutes were tabled and ratified at the 7 December 2012 IMAP Implementation Committee meeting.

7 December 2012 (Host: City of Stonnington)

Key items on the agenda were:

- › Action 2.2 Melbourne Visitor Signs Project (2): funding for the development of a Visitor Signage Master Style Guide for Melbourne.
- › Action 2.5 Bicycle network: update on works undertaken to extend the priority bicycle route network through the inner Melbourne region.
- › Action 5.3 Integrating public housing estates: completion of the research paper 'State and Local Government Collaboration: The Future Direction for Master Planning Public Housing' proposing a best practice collaborative framework for state and local government.
- › Action 6.3 Managing conflicts in Activity Centres: reporting on the meeting between IMAP Council staff and the Victorian Commission for Gaming and Liquor Regulation (VCGLR).
- › Action 7.2 Supporting creative businesses: briefing paper and seed funding approval to scope this new project.
- › Action 7.7 Universities and regional development: update on the Work Integrated Learning Showcase held as part of Melbourne Knowledge Week providing networking opportunities for university staff and council managers.
- › Action 9.4 Green demonstration projects - Distributed Energy: progress report on work being undertaken with CSIRO to collect data for modelling purposes.
- › Action 9.4 Green demonstration projects - Growing Green Guide: progress report on the opportunities assessment of pilot green roof, wall and facade sites.
- › Action 11 Regional tourism: update on the 3 year Draft Strategic Plan and funding.
- › IMAP GIS Project budget funding request.
- › IMAP Three Year Implementation Plan: approval of the 3 year budget and discussion on the process to include new members in IMAP.

Minutes were tabled and ratified at the 1 March 2013 IMAP Implementation Committee meeting.

1 March 2013 (Host: City of Port Phillip)

Key items on the agenda were:

- › Action 2.2 Melbourne Visitor Signs Project (1): progress report on the review of signage across the IMAP councils.
- › Action 2.3 Bicycle network legibility: briefing paper to update the mapping of priority bicycle routes across the IMAP region; discussion on input to the Bicycle Share Scheme review and the State Government's Bicycle Strategy.
- › Action 2.5 Bicycle network: progress report on the development of the bicycle priority routes and coordinated design.
- › Action 5.2 Affordable housing: report on the completion of the Australian Community Land Trust Manual and scoping of phase 2; presentation to the IMAP Councils and DHS.
- › Action 5.3 Integrating public housing estates: invitation from the Minister of Housing to meet with the IMAP Committee.
- › Action 9.4 Green demonstration projects – Distributed Energy: progress report on data requirements to advance the CSIRO modelling.
- › Presentation from the Principal Advisor, Office of Living Victoria on policy and implementation.

Minutes were tabled and ratified at the 31 May 2013 IMAP Implementation Committee meeting.

31 May 2013 (Host: City of Yarra)

Key items on the agenda were:

- › Action 2.2 Melbourne Visitor Signs Project (2): project scope and funding request for development of the visitor signs Master Style Guide.
- › Action 9.2 Environmental sustainable design: progress report developing an additional five Sustainable Design Fact Sheets for distribution.
- › Action 9.4 Green demonstration projects – Growing Green Guide: progress report and proposal for website development
- › Action 11 Regional tourism: approval of the Three year Tourism Strategic Plan 2013-16 and Action Plan 2013-14.
- › Presentation by the Manager Bicycle Share Scheme, VicRoads on the Bicycle Share Scheme Review.

Minutes were tabled and ratified at the 30 August 2013 IMAP Implementation Committee meeting.



Governance

Promotion and communication of IMAP projects

- › Circulated the IMAP Annual Report 2011-12 to federal, state and local government contacts, IMAP councillors and staff in September 2012.
- › Discussion forum held with VCGLR and Council staff on liquor licensing implementation issues in December 2012.

Sustainability

- › Circulated the Water Sensitive Cities Report to Councils throughout the greater Melbourne area in July 2012.
- › Correspondence with the Minister for Planning on water sensitive urban design (WSUD) policies awaiting approval in July 2012.
- › Licensing the use and re-badging of the Sustainable Design Factsheets to 7 Councils outside the IMAP area throughout the year.
- › Print media, website and newsletter coverage of the Growing Green Guide project has been ongoing.

Affordable housing

- › Met with the Manager, Property portfolio, Department of Human Services (DHS) on the Collaborative Framework research proposal for the coordinated development of public housing estates in December 2012.
- › Met with the Acting Chief of Staff and Deputy Secretary/Director of Housing, DHS to promote the Australian CLT Manual and the Collaborative Framework research paper in May 2013.
- › Participated in the Community Land Trust Forum held in December 2012 with Melbourne housing associations.
- › Hosted a presentation on the Australian Community Land Trust Manual to the IMAP Councils and to representatives of DHS and other state government departments in May 2013.

Regional development

- › Delivered a paper on the Work Integrated Learning project undertaken by IMAP at the ACEN Conference, Geelong in October 2012.
- › Hosted the Work Integrated Learning Showcase at Melbourne Knowledge Week; a networking opportunity for representatives from 6 universities and 20 municipalities in November 2012.
- › Licensed the IMAP Tourist map for use in regional publications; and ran a Skybus pilot campaign promoting visitor destinations in inner Melbourne throughout the year.





IMAP Governance

IMAP will work to implement the projects and actions contained in the rolling IMAP 3-year Implementation Plan and ensure systems are in place to engage staff, and meet budgets, grant funding requirements and timeframes to complete projects on time.

IMAP will continue to develop its effectiveness on behalf of the 5 member councils, to improve governance across the inner Melbourne region and nurture the relationships that underpin IMAP.

IMAP Communications & Advocacy

IMAP will continue to partner with key stakeholders to deliver on key issues affecting the liveability of the inner Melbourne region.

IMAP will continue to build on the IMAP website and Wiki as a communication tool and document repository.

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

IMAP will progress the development of the IMAP GIS (Geographic Information Systems) project, approved for development in December 2012, to provide an inner Melbourne region mapping base for the IMAP projects.

Financial statement

Total income for the 2012-13 financial year to the Inner Melbourne Action Plan [IMAP], derived from IMAP partner Councils and IMAP map licensees was **\$391,013**.

This includes the IMAP partner Councils' annual contribution of \$140,000 plus a further \$80,000 paid towards regional tourism projects undertaken by IMAP. Contributions from the City of Maribyrnong (\$49,830) and additional funding for specific projects (Growing Green Guide, Distributed Energy mapping and IMAP Map licensing) made up the total.

No Victorian government grants were received directly by IMAP. Victorian Adaption and Sustainability Partnership funding awarded in 2011-12 for Action 9.4, is paid directly to the City of Melbourne as lead council for the Growing Green Guide project.

The **total expenditure** for the 2012-13 financial year for professional services, website administration and sundry items relating to IMAP Actions was **\$210,335**.

This results in a positive balance to the IMAP account in the financial year of **\$180,678**. **Retained Earnings** carried forward from the previous financial year as at 1 July 2012 was **\$348,708**. Therefore the **Accumulated Surplus** for the year ending 30 June 2013 was **\$529,386**. These funds have been allocated to current and new projects approved in the 3-Year Implementation Plan in December 2012 and will be carried forward. The positive balance in the account is due to the timing in implementing projects.

IMAP Financial Statement as at 30 June 2013

Actual to 30 June 2013

Income		\$
Annual IMAP Council Partner contributions		140,000
Other contributions		251,013
> Action 9.4 - IMAP Councils Distributed Energy Contribution	80,000	
> Action 9.4 - IMAP Councils Growing Green Guide Contribution	40,000	
> Action 11 - IMAP Councils Tourism Contribution	80,000	
> Action 11 - IMAP Map Annual License fees (2)	806	
> Action 11 - City of Maribyrnong Tourism Contribution	20,000	
> City of Maribyrnong - transport projects	25,830	
> Printing Reimbursement	377	
Victorian Government Grants		0
Total Income		391,013
Expenditure		
Professional Services		200,244
> Action 2.4 Wayfinding Signs: Visitor Signs project	10,000	
> Action 3.5 Reduced Through Traffic	20,816	
> Action 5.2 Affordable Housing	1,181	
> Action 5.3 Integrating Public Housing Estates	29,900	
> Action 7.7 Universities & Regional Development	1,904	
> Action 9.2 Sustainable Design Fact Sheets	2,764	
> Action 11 Regional Tourism	133,679	
IMAP Annual Report 2011-12		5,430
IMAP Website Administration		2,779
Sundry Expenditure		1,882
Total Expenditure		210,335
Net Surplus for Year Ending 30 June 2013		180,678
Retained Earnings Carried Forward (2011-12)		348,708
Accumulated Surplus for Year Ending 30 June 2013		529,386

Notes: The IMAP Executive Officer position has been hosted by the City of Stonnington with the IMAP councils each contributing a quarter of the operational costs annually since 2010/11. This contribution is not indicated above.



Appendix

Statement of attendance

From 1 July 2012 to 30 June 2013

Committee member	Position	IMAP Implementation Committee Membership dates to 30 June 2013	Meeting Attendance		
			Attended	Apology	Total Meetings
Cr Geoff Barbour	Mayor, City of Yarra	Jul 2012 - Oct 2012	1	0	1
Cr Jackie Fristacky	Mayor, City of Yarra	Nov 2012 - Jun 2013	2	1	3
Cr Rachel Powning	Mayor, City of Port Phillip	Jul 2012 - Oct 2012	1	0	1
Cr Amanda Stevens	Mayor, City of Port Phillip	Nov 2012 - Jun 2013	3	0	3
Cr John Chandler	Mayor, City of Stonnington	Jul 2012 - Oct 2012	0	1	1
Cr Matthew Koce	Mayor, City of Stonnington	Nov 2012 - Jun 2013	3	0	3
Cr Ken Ong	Chair, Future Melbourne (Planning) Committee, City of Melbourne	Jul 2012 - Jun 2013	4	0	4
Ms Vijaya Vaidyanath	Chief Executive Officer, City of Yarra	Jul 2012 - Jun 2013	4	0	4
Ms Kay Rundle	Chief Executive Officer, City of Port Phillip	Jul 2012 - Oct 2012	1	0	1
Vanda Iaconese	Interim Chief Executive Officer, City of Port Phillip	Oct 2012 - May 2013	1	1	2
Tracey Slatter	Chief Executive Officer, City of Port Phillip	May 2013 - Jun 2013	1	0	1
Mr Warren Roberts	Chief Executive Officer, City of Stonnington	Jul 2012 - Jun 2013	3	0	3
Mr Simon Thomas	Acting Chief Executive Officer, City of Stonnington	Aug 2012	1	0	1
Mr Geoff Lawler	Director, City Planning & Infrastructure, City of Melbourne	Jul 2012 - Jun 2013	4	0	4

Associate Partner Representatives

Associate Member	Representing	Meeting Attendance		
		Attended	Apology	Total Meetings
Mr Adrian Salmon	Department of Transport, Planning and Local Infrastructure	3	0	3
Ms Tania Crisafi	Department of Transport, Planning and Local Infrastructure	1	0	3
Mr Rod Anderson	Department of Environment and Primary Industries	3	1	4
Mr Sasha Yarwood	Department of Transport, Planning and Local Infrastructure	1	0	1
Ms Deborah Chemke	Department of Transport, Planning and Local Infrastructure	2	0	2
Mr James Guy	Department of Transport, Planning and Local Infrastructure	1	0	1
Ms Patricia Liew	VicRoads	4	0	4
Mr Steve Booth	Department of State Development, Business and Innovation	2	1	3
Mr Ian Woods	Department of State Development, Business and Innovation	1	0	1
Mr Vince Haining	City of Maribyrnong	3	1	4
Cr John Cumming	City of Maribyrnong	0	1	1
Cr Catherine Cumming	City of Maribyrnong	2	1	3

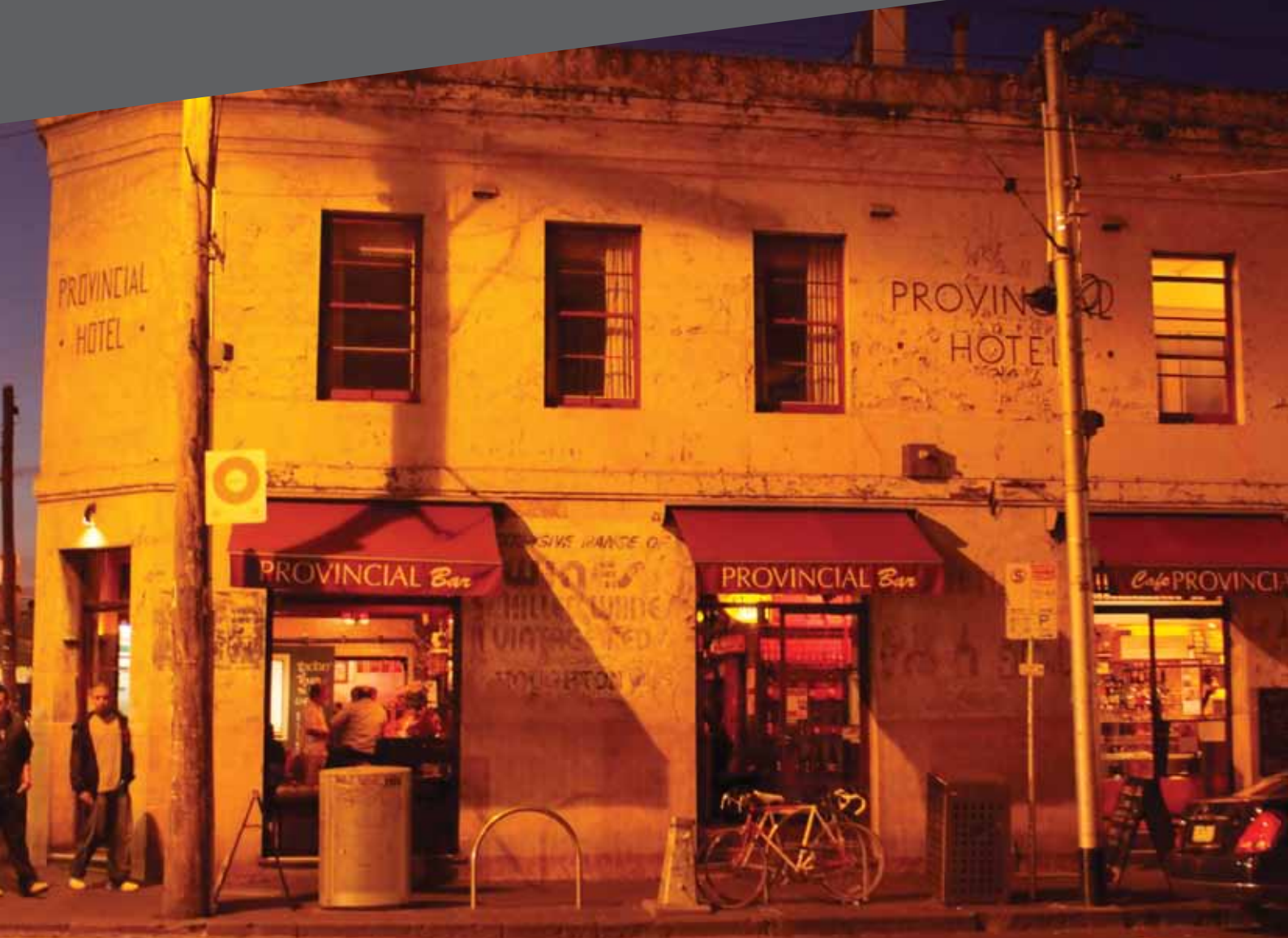
Progress Summary

Strategy	Action	Status
Heritage	1.1 Heritage statement of significance	Completed
	1.2 Public realm infrastructure standards	
	1.3 Built form controls	
	1.4 Boulevards & major roads	Current
	1.5 Key urban squares	
Link Transport Routes	2.1 Regional physical infrastructure	
	2.2 Wayfinding signage	Completed/Current
	2.3 Bicycle network legibility	Completed/Current
	2.4 Pedestrian priority areas - Greenlight project	Completed
	2.5 Bicycle network	Current
	2.6 Tram & Rail network	Ongoing advocacy
Traffic Congestion	3.1 Commuter car use	Closed
	3.2 Roads as Places	Current
	3.3 Regional parking management	Completed
	3.4 40% by 2020	Closed
	3.5 Reduced through traffic	Current
Public Transport	4.1 Travel Smart	Closed
	4.2 Street design standards	
	4.3 Think Tram	Ongoing advocacy
	4.4 Enhanced bus priority	Ongoing advocacy
	4.5 Improved public transport infrastructure	Ongoing advocacy
	4.6 Public transport pricing	Closed
	4.7 Improvements to public transport services	Current
Population Increase	5.1 Regional housing statement	Ongoing advocacy
	5.2 Affordable housing	Completed/Current
	5.3 Integrating public housing	Completed
	5.4 Social infrastructure & services	Current
	5.5 Infrastructure development	Current
Activity Centres	6.1 Activity centre local policy	
	6.2 Activity centre public environment	
	6.3 Managing conflicts	Completed
	6.4 New cultural facilities	
	6.5 Activity centre services	
Knowledge Rich Business Sectors	7.1 Government industry links	Closed
	7.2 Support creative businesses	Current
	7.3 Improved information	Closed
	7.4 Regional economic development statement	Completed
	7.5 Wireless broadband	Closed
	7.6 Exporting health services	Closed
	7.7 Universities & regional development	Completed
Freight	8.1 Priority for freight movement	Current
	8.2 Improved links to the port	
Environmental Sustainability	9.1 Regional sustainability targets	Completed
	9.2 Environmental sustainable design	Current
	9.3 Water sensitive urban design	Completed/Ongoing
	9.4 Green demonstration projects	Current
	9.5 Community capacity for sustainability	
	9.6 Recycled water for open space	Completed
Regional Open Space Network	10.1 Regional open space & trail network	Current
	10.2 Physical infrastructure needs	
	10.3 Open space links	Current
	10.4 Riparian open space project	
	10.5 Wild life links	
	10.6 Foreshore open space	
	10.7 Waterways planning & management	
Regional Tourism	11.1 Inner Melbourne map	Completed/Current
	11.2 Regional tourism programme	Completed /Current





Contact information



www.imap.vic.gov.au

For further information, please contact:

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IMAP Executive Officer

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Photos: Supplied courtesy of the
IMAP Councils and Traffinity.

Design by Johanna Villani Design.

Inner Melbourne Action Plan
‘Making Melbourne More Liveable’

