

Inner Melbourne Action Plan
Progress Report
IMAP Review

1 PURPOSE

The purpose of this report is to advise the IMAP Implementation Committee on the process being proposed for the IMAP Review in 2014.

2 BACKGROUND

- 2.1 During November 2013 the IMAP Executive Forum and IMAP Implementation Committee discussed the relationship between the IMAP Review and Plan Melbourne and identified the need to commence the plan review.
- 2.3 On the basis of this discussion, the Executive Officer prepared a draft IMAP Review Project Plan for discussion, with the intent that an agreed process be approved by the IMAP Implementation Committee at this meeting.
- 2.4 Initial feedback was sought on the proposed process at a meeting of senior council officers and members of the Metropolitan Planning Authority on 12 February 2014. Comment was also sought from the IMAP Executive Forum on the proposed approach (refer item 5 Attachment 2).
- 2.5 The modified project plan is presented with this report - refer Attachment 11a.

3 IMPLEMENTATION AND FUNDING ARRANGEMENTS

- 3.1 The Project Plan identifies an initial period of information gathering and surveying from March – May 2014. In house staff resources are available for this work based at the City of Melbourne. Approval for this staff arrangement was sought at the Executive Forum.
- 3.2 To fund the background literature review work, some changes to the IMAP Three year Implementation Plan are proposed to provide funding for this project in the current year. This has been achieved by adjusting the time frames on projects that have not yet proceeded. (Refer Attachment 11b)
- 3.3 It is proposed that a consultant be employed from June 2014 to assist with facilitating the workshops and preparing a Discussion Document and Draft Plan.

4. CONCLUSION

- The proposed IMAP Review Project Plan proposes a way forward for the IMAP Review, while incorporating opportunities through each stage to reassess our approach as it proceeds.
- Input has been sought on the approach to be taken.

- Initial staff resources have been identified for the first stage to enable a start to be made while consultants to assist with the Plan Review are appointed.
- Development of the proposed time line has highlighted the need for funding for this project in the current financial year.

5. **RECOMMENDATION**

That the IMAP Implementation Committee resolves to:

- a. **Approve** the IMAP Review project plan
- b. **Approve** the amendment to the IMAP Three Year Implementation Plan to enable staff funding for this project to be available in the current financial year.

Inner Melbourne Action Plan

'Making Melbourne More Liveable'



INNER MELBOURNE ACTION PLAN (IMAP) REVIEW 2014

Project Plan (Draft)

Purpose

The purpose of the project is to prepare a new Inner Melbourne Action Plan (IMAP) to guide the activities of the five inner Melbourne councils on addressing key common issues affecting Melbourne through an integrated approach. The Plan will have a 5-10 year timeframe and is to be prepared in draft form by December 2014.

Objectives

The objectives of the project are to:

- Define and justify the key areas of focus over the next 5 years and develop actions to achieve desired outcomes for these.
- Consult with core personnel from each of the five member councils and other key organisations to gather information to help inform the Plan.
- Review the elements of the current Action Plan that still have currency and have been regarded as particularly positive and beneficial, and worth continuing with.
- Reflect the key needs and aspirations of the five member councils, within the context of Plan Melbourne and taking into account the role of the Metropolitan Planning Authority (MPA).
- Prepare a new Action Plan that is agreed to by the five member Councils and is practically achievable.

Principles

The key principles underlying the development of the new Inner Melbourne Action Plan are:

1. The 5 IMAP Councils agree to review the Inner Melbourne Action Plan
2. If, in this process, we can incorporate the central city framework plan, align with it or inform it, that is a good idea.
3. IMAP will set out how we will work with the MPA on any urban renewal project
4. IMAP Actions are not restricted to those items contained in Plan Melbourne for the Central Subregion, but will continue to cover a broad range of issues.

5. IMAP will aim for alignment with Plan Melbourne and the work of the MPA; and will continue to be vigilant to ensure it maintains its own broad agenda
6. IMAP will continue as a delivery organisation recognising, also, that the level of coordination may need to go to another level with the challenges of Plan Melbourne
7. IMAP Councils will identify those aspects which would benefit from a regional IMAP approach (without encroaching on their own legitimate authority and **sovereignty**). IMAP is an important vehicle to help the IMAP councils coordinate some common outcomes.
8. The new Inner Melbourne Action Plan shall be submitted to each Council for their approval.

Project management

- a. **Project Sponsor** – Inner Melbourne Action Plan (IMAP) Implementation Committee – the Committee will:
 - approve the IMAP Review project plan in February 2014,
 - receive update reports on progress,
 - participate in workshops as required; and
 - adopt the revised Inner Melbourne Action Plan on behalf of the 5 IMAP Councils after the new IMAP plan has been submitted to each Council for approval.
- b. **Project Steering Committee (IMAP Executive Forum)** - The project will be overseen by a Project Steering Committee comprising the 5 executive members of the IMAP Executive Forum who will
 - ensure the project meets the requirements of the 5 IMAP Councils
 - provide input and decisions, as required, on the process, content, consultation and overall budget
 - Engage with the Director Inner City, Metropolitan Planning Authority as required to ensure the Inner Melbourne Action Plan incorporates or delivers the Central Subregion Plan.

It is anticipated that at least three Project Steering Committee meetings will be held, at project initiation, issues discussion and draft Plan stages. (*A “meeting” may include involvement in workshops*).

- c. **Project Control Group (PCG)** comprising two or three nominated senior staff from each of the IMAP Councils (predominantly strategic and corporate managers – refer Attachment 1) who will:
 - meet monthly (or more frequently as required), to determine the process undertaken to review the Inner Melbourne Action Plan

- have authority to direct the progress of the project
- identify project resource requirements and budget items
- give direction to the Project Manager on appointing consultants and project staff
- identify and engage any Project Reference Groups
- identify and engage with key stakeholders
- actively participate in workshops and drafting of the Inner Melbourne Action Plan
- determine the content of the draft Inner Melbourne Action Plan for approval.
- engage with representatives of the Metropolitan Planning Authority to ensure the Inner Melbourne Action Plan incorporates or delivers the Central Subregion Plan.

The PCG could have a rotating Chair and venue.

A smaller Project Team, comprising 4-6 members of the PCG will undertake some of the detailed work, as required, between meeting dates.

- d. **Project Reference Groups** will be established by the PCG, as required, for their specialist expertise (made up of predominantly senior staff in the transport, environmental, housing, regional development, etc areas of the IMAP councils and including representatives from state government and agencies as required) to:
 - examine particular subject matter and
 - determine/recommend key issues and actions for consideration by the PCG
- e. **Project Manager** Day-to-day project management and authorisation of expenditure will be coordinated by the Project Manager, IMAP Executive Officer, Elissa McElroy.

Proposed methodology

Stage 1 – Project initiation

The Project Manager and Project Control Group (PCG) met on 12 February 2014 to discuss:

- the proposed approach to the preparation of the new Plan,
- confirm members and stakeholders,
- consider key issues, and
- approve the draft Project Plan for presentation to the IMAP Implementation Committee on 28 February 2014.

Jane Monk, Director Inner City, MPA attended this initial meeting of the PCG.

The IMAP Executive Forum met on 24 February 20 to review the IMAP Review Project Plan and to recommend any changes to the IMAP Implementation Committee.

Stage 2 - Background

Literature review

- a. Conduct a review of relevant key policy and strategic documents* for each stakeholder organisation to identify:
 - Their visions (what they are ultimately working towards)
 - Key issues and priority areas of focus
 - Major activities to be achieved; and
 - Financial, physical, social and environmental priorities.

**Key policy & strategic documents to include the Council Plans, updated Municipal Strategic Statements and the Municipal Public Health & Wellbeing Plans (MPHWP); and any key strategic Council policies underlying these plans e.g. integrated transport plans, housing policies etc*

Note: MSS reviews due by July 2014 – may cause delays waiting on any new material

- b. Review relevant, key State Government policies impacting on Inner Melbourne.
- c. Review any relevant papers and research

Stakeholder interviews

- a. **Consult** with core personnel from each of the stakeholder organisations to identify:
 - What they envisage the role of the IMAP being in their organisation
 - How the IMAP could assist them to meet their organisation's key objectives
 - What worked well with the current IMAP and should be enhanced – and what should be changed
 - How the IMAP could / should work in with Plan Melbourne and the Metropolitan Planning Authority

b. Short survey

Release a brief online survey to a broad range of stakeholders / personnel who have been involved in IMAP either on a project or supplementary basis, to provide the opportunity for input into the formulation of the new plan. The survey could address:

- What does the Inner Melbourne Action Plan mean to you?
- How do you envisage that your Council could work with the IMAP?
- What would you like to see the IMAP address that would assist in addressing your work objectives?
- What priorities do you think the IMAP should focus on over the next 5 years and why?

Stage 3 – Process review

Liaison with the Metropolitan Planning Authority

Build in opportunities to hear from the MPA staff on the Central Subregion planning process, to discuss any modifications to the IMAP Review project plan process and to ensure alignment where it can be practically achieved.

Initial Workshop (1)

Hold a facilitated workshop of stakeholders to promote comment on:

- Feedback received on the literature review, survey and interview process
- Big picture ideas for the future of the inner Melbourne region
- Key issues arising from the initial stages

Stage 4 – Key Directions and Issues Discussion

Issues Discussion Paper

Prepare a summary paper discussing the key issues identified through the above stages.

Key Directions and Issues Workshop (2)

- Review the findings and confirm the key issues at a facilitated Issues Discussion Workshop with the:
 - IMAP Councils' Executive Management Team members group,
 - PCG members
 - MPA representatives and other key stakeholders
 All IMAP Councillors could attend this workshop to provide their input.
- Jointly consider potential areas for action to address the agreed focus areas.
- Identify those areas requiring input from Project Reference Groups to develop ideas and clarify policies

Stage 5 – Action Plan formulation

Draft report

- Convene discussion forums with Project Reference Groups as required to further develop key directions and issues
- Prepare a draft report building on the Issues Discussion Paper to include discussion around key areas of focus, priorities, vision and actions.
 - The report may contain maps of relevant built outcomes aspired to over the five years of the Plan, if appropriate, and include feedback from Project Reference Groups
 - Build in liaison opportunities with the Metropolitan Planning Authority; consider any changes to the IMAP Review Plan Process to ensure the best approach is taken and stakeholders continue to be engaged.
 - Report progress to the IMAP Implementation Committee

Consultation on Draft

- Distribute the draft Action Plan to IMAP members and MPA representatives for comment.
- Submit the draft IMAP Plan to all IMAP Council Briefings for feedback and direction on the draft proposals.
- Consider methods for gathering feedback from the member Councils and other stakeholder organisations.

Finalisation of Plan

- Review feedback on the draft report with the Project Steering Group and consider potential modifications to the report.
- Finalise the report based on agreed changes.
- Submit the new Inner Melbourne Action Plan to each Council for their approval.
- Submit the approved Inner Melbourne Action Plan to the IMAP Implementation Committee for adoption.

Stakeholders

The following groups represent the key stakeholders with an interest in this project. The methodology should appropriately incorporate these stakeholders.

- IMAP Implementation Committee and Associates, IMAP Project teams
- Member Councils Councillors and Executive Management Teams
- External stakeholders with an interest in IMAP e.g Destination Melbourne Ltd, Tourism Victoria, Metropolitan Planning Authority, Inner City Regional Management Forum, and others

Timing - The new draft Action Plan is to be prepared by the end of December 2014 for implementation in 2015. An indicative timeline to achieve this objective is as follows:

	Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan'15	Feb
Stage 1	Project Initiation														
	Project Plan Approval														
Stage 2	Literature Review						MSS								
	Stakeholder Interviews and Survey														
Stage 3	Process review. MPA alignment. Interim governance arrangements														
	Workshop 1														
Stage 4	Prepare Discussion Paper														
	Workshop 2														
Stage 5	Consult Ref. Groups/run Issues workshops														
	Draft Report; liaison, review process														
	Distribution														
	Consult on draft														
	Finalise Plan														
	Plan referred to IMAP Councils for approval														

IMAP Committee meetings															
IMAP Steering Committee meetings															
PCG meetings															

ATTACHMENT 1

Project Control Group

IMAP	Elissa McElroy	IMAP Executive Officer
City of Stonnington	Karen Watson	General Manager Sustainable Future
	Susan Price	Manager City Strategy
	Melissa Rathje	Acting Coordinator Corporate & Community Planning
	Rick Kwasek	Manager Public Spaces & Capital Works
City of Melbourne	David Mayes	Manager Strategic Planning
	Leanne Hodyl	Team Leader Urban Planning
	Rob Moore	Manager Parks & Urban Design
City of Yarra	Bruce Phillips	Director City Development
	David Walmsley	Manager City Strategy
	Sherry Hopkins	Coordinator Strategic Planning
	Ross Goeman	Manager Community Planning & Advocacy
City of Port Phillip	George Borg	Acting GM Place Strategy & Development
	Katrina Terjung	Acting Manager City Strategy
	Sally Moxham	Manager Sustainability
City of Maribyrnong	Adrian Havryluk	Manager City Strategy
	Matt Slavin	Manager City Design
	Mary Ciliak	Coordinator Corporate Planning
	Morris Bellamy	Manager Strategic Marketing, Communications and Advocacy
Metro Planning Authority	Emily Mottram	Structure Planning Manager
	Alana MacWhirter	Senior Precinct Structure Planner

IMAP Projects Budget - Three Year Implementation Plan - 5 IMAP Councils
Funding Model

Attachment 9b

REVENUE				2013-14 Year 8	2014-15 (Year 9)	2015-16 (Year 10)	2016-17 (Year 11)
				Current			
IMAP Councils Annual Contribution				175,000	175,000	175,000	175,000
IIMAP Councils Annual Tourism Contribution				100,000	100,000	100,000	100,000
IMAP Map licensing fees				700	700	700	700
Total Revenue				275,700	275,700	275,700	275,700
FUNDED PROJECTS				2013-14 Year 8	2014-15 (Year 9)	2015-16 (Year 10)	2016-17 (Year 11)
Ref.	Action	Status	Brief	Current			
IMAP	General Expenses	Ongoing	IMAP Annual Report, Website, catering etc	15,000	15,000	15,000	15,000
IMAP	GIS expenses	Ongoing	IMAP GIS support	7,200	7,400	7,600	7,600
IMAP	IMAP Review		Publish new Plan	20,000	65,000		
1.4	Boulevards & Major Roads - Hoddle Street	Current	1. Establish joint view on Hoddle St				
		Not started	2. Boulevard Study (Deferred)			40,000	
2.4	Wayfinding signs		Visitor Signs Project extension (Approved Aug 2012) Part 1: Traffinity - review	10,000			
			Part 2: Melbourne Signs Strategy (Manual etc)	50,000	50,000		
2.5	Bicycle Network:	Current	1. Capital Program - Bike Lanes				
		Not started	2. Measure & map Level of Service rating				
2.6/4.3	Public transport/Bus Reviews	Current	Advocacy role				
3.2	Roads as Places	Current	Develop case studies etc	40,000			
3.3	Regional Parking Management	Current	Value of on street car parking - project being undertaken by DoT				
3.5	Reduced through traffic	Current	1. Reduce the impact of through traffic (Includes CoMar contribution \$20K)	79,184			
		Not started	2. Parking provisions which support sustainable transport (Includes CoMar contribution \$20K)	100,000			
4.4	Enhanced bus priority	Not started	Support and advocate for implementation of preferred routes				
4.7	Improvements to public transport services	Current	Consultation as part of Melbourne Transport Strategy				
5.2	Affordable Housing	Current	Ongoing housing initiatives/CLT research Provision for Phase 2	10,000			
5.4	Social Infrastructure and Services	Current	Map growth areas & locate current services to identify funding requirements for future planning			20000	
5.5	Infrastructure Development					20000	
7.2	Support Creative Businesses	New	Initial funding for data collection	10,000			
8.1	Priority for freight movement *	Not started	Freight Movement Strategic Plan (Includes CoMar contribution \$17.5K)	87,500			
9.2	Environmentally Sustainable Design - commercial buildings	Current	1. Communication Strategy -Develop ESD Factsheets - promote to developers	14,928			
		Not started	2. Review ESD Policies, tools & methodologies, advocacy	10,000			
		Not started	3. Identify ESD retrofit issues		30,000		
9.4	Green Demonstration Projects	Current	Develop an approach for Green Roof initiatives	130,000			
			ARC grant contribution	20,000	20,000	20,000	
		Current	Distributed Energy - Map the potential & likely locations of district energy cogeneration systems	80,000			
10.1	Regional Open Space & trail network	Current	Identify linkages and gaps in OS and trail network				
11	Regional Tourism Strategy	Current	Tourism Strategy - extended over a further 3 years (Includes CoMar contribution \$20K pa)	100,000	100,000	100,000	100,000
Total Annual Budget				783,812	287,400	222,600	122,600
Net Surplus (Deficit)				-508,112	-11,700	53,100	153,100
Opening Balance of IMAP Account				529,387	21,275	9,575	62,675
Closing Balance of IMAP Account				21,275	9,575	62,675	

Please note that the funding calculation does not include Operational Costs of \$34,800 per council in 2013-14.