

Inner Melbourne Action Plan

Committee Report

IMAP Three Year Implementation Plan

1. PURPOSE

The purpose of this report is to advise the IMAP Implementation Committee on the update of the Three Year Implementation Plan for the Inner Melbourne Action Plan and the implication for budgets in 2017-18.

The detailed plan is attached as Attachment 8a. It sets out proposed projects and indicative funding over the next 3+ years for a range of short listed projects.

The funding model is based on the same funding level as the current year.

2. BACKGROUND

The Goals and Strategies in the new Inner Melbourne Action Plan 2016-26 identify regional priorities in the areas of:

- Economy and regional development
- Transport and connectedness
- Community development and housing affordability
- Design and amenity of neighbourhoods and places
- Leadership in environmental sustainability

The current program of work and funding focuses on projects in these priority areas.

This report updates the Committee on the status of the current IMAP projects and the overall funding position. There are a number of ongoing projects which remain priorities under the new plan and reflect a transition to the new plan.

3. GOVERNANCE AND FUNDING ARRANGEMENTS

The Inner Melbourne Action Plan 2016-26, approved in June 2016, contains 5 Goals and 27 Strategies. Unlike the previous plan, the new plan does not specify Actions, thus allowing projects to be determined over time which are relevant to current issues.

IMAP is a unique partnership between the inner city Councils, with five Section 86 Special Committees meeting as one, bound by identical Council Delegations and Terms of Reference; and with formal MoUs in place for Procurement protocols and joint Intellectual Property matters. Its primary function is to oversee the implementation of Actions through cross council teams and associated partners.

The IMAP area represents the high growth, high density areas of the city and includes the greatest concentration of commercial buildings in the metropolitan area. The Committee included the City of Maribyrnong as a full Member in July 2013 due to its potential for development, increased growth and high density on the western boundary of the IMAP area.

IMAPs Terms of Reference requires the preparation of a rolling three year Implementation Plan. This year, the draft plan reflects the provisions the new IMAP and has been prepared following consultation across the 5 councils. Some of the proposed projects have indicative budgets which, once approved in principle, will be further refined.

The five Councils contribute the same amounts annually to the IMAP project budget. The funds are able to be held in the trust fund until the projects draw down the expenditure. There is

generally a lag before expenditure is incurred. The account arrangements enable all unexpended funds to be carried forward until the project commences.

In the past Tourism projects have been funded separately from other project items and a running balance has been maintained. This is not proposed under this plan, but an annual allowance for production of both the IMAP map and joint projects is provided for in the budget.

4. THREE YEAR IMPLEMENTATION PLAN

The Draft Three Year Implementation Plan for the period 2017-18 through until 2019-20 has been prepared on the basis that:

- Current funding levels are maintained in 2017-18
- Current approved projects (detailed below) will continue to proceed through to completion
- Any new funding requirements will be addressed by the Committee at such time as the project has been approved through adjustment in timing of other projects.

The status of the current IMAP projects under the original IMAP are summarised below:

Action 2.2 Wayfinding Signage – Master Style Guide

Lead Council	City of Melbourne
Total IMAP Project Budget	\$130,000 over 2 years. Current Balance \$29,013.
Status	Meeting regularly and progressing well. The current work is expected to be completed this financial year. The new plan makes provision for the development of the next phase of this work.

Action 5.2 Affordable housing - Part 2 of the Community Land Trust project

Lead Council	City of Port Phillip
Total IMAP Project Budget	\$15,000 over 2 years. Nil balance
Status:	Stage 2 is investigating the development of financial packages to support CLTs. Project commenced November 2014 and is ongoing. The new plan makes provision for the continuation of advocacy work in the area of affordable housing.

Action 5.5 Infrastructure developments - IMAP Regional Active Sport & Recreation Facilities Planning Study

Lead Council	City of Melbourne
Total IMAP Project Budget:	\$140,000 including top up contributions from IMAP councils. \$50,000 Sport and Recreation regional planning grant. Current balance \$150,000.
Status:	Current project due to be completed by June 2017. The new plan makes provision for the development of the next phase of this work.

Action 7.2 Support creative businesses - Urban Manufacturing Phase 2

Lead Council	City of Port Phillip
Total IMAP Project Budget:	\$90,000 budget over 2 years (includes \$10,000 Moreland CC; \$10,000 VPA). Current balance \$70,000 \$40,000 Carlton Connect - spent
Status:	Urban Manufacturing project underway. Matched funds with Carlton Connect for stage 1. Stage 2 due for completion June 2016. The new plan makes provision for the development of the next phase of this work under Neighbourhoods and Places (design of employment spaces)

Action 9.2 Environmental sustainable design - ESD Factsheets

Lead Council	City of Port Phillip
Total IMAP Project Budget	\$60,000 budget for Factsheets - spent Current Balance \$20,800 in 2016-17 for extension to series

Status: 15 factsheets completed. 5 new factsheets in preparation. Twenty councils outside the IMAP region are licensing the full set.

Action 11.1 Inner Melbourne map and Action 11.2 Regional tourism programme

Lead Council City of Port Phillip (Rotates)
 Total IMAP Project Budget \$100,000 in current year.. Separate budget allocation by IMAP Councils previously
 Status: Successful, innovative project team, shared workload and allocation of tasks. Ongoing since 2006. Any budget surpluses have been carried forward for this activity. Majority of the annual expenditure goes towards the Melbourne visitor map production and distribution – via Destination Melbourne.
 The new plan makes provision for this to continue.

IMAP

Total IMAP Administration Budget

\$8,000 pa General expenses
 \$3,400 pa IMAP websites support
 \$6,000 pa Annual Report
 \$7,850 pa (+ 4% increase pa) IMAP GIS – propose this be discontinued from 2017-18
 \$45,000 Upgrade IMAP website
 \$103,800 for the IMAP Review – Current Balance \$27,400
 Status The IMAP budget covers ongoing costs associated with the IMAP website, support for the IMAP GIS, production of the Annual Report, and administration expenses.
 Provision for the review of the Inner Melbourne Action Plan covers consultant costs, graphic design, and printing. Due for completion 2016-17.

The new IMAP priority projects under the new plan for commencement in 2017-18 are summarised below:

GOAL 1 A globally significant, strong and diverse economy	
• G1.P1	IMPLEMENTATION OF CENSUS OF LAND USE AND EMPLOYMENT (CLUE)
GOAL 2 A connected transport network that provides real travel choices.	
• G2.P1	BUSINESS CASE: INNER MELBOURNE CYCLING NETWORK
GOAL 3 Diverse, vibrant, healthy and inclusive communities.	
• G3.P1	SPORT AND RECREATION FACILITY PLANNING
GOAL 4 Distinctive, high quality neighbourhoods and places.	
• G4.P1	URBAN FOREST AND BIODIVERSITY STRATEGY AND APPROACH
GOAL 5 Leadership in achieving environmental sustainability and climate change adaptation.	
• G5.P1	WHOLE OF WASTE CYCLE PLANNING

Refer to Attachment 18a for the new Draft Three Year Implementation Plan project proposals and modelling.

5. POLICY IMPLICATIONS

Approval of these projects annually as part of a rolling 3 year Implementation Plan is delegated to the Inner Melbourne Action Plan Implementation Committee by the IMAP partner Councils. The Terms of Reference requirement for the IMAP Implementation Committee is to:

- *“Make recommendations to the member Councils of budget allocations required to effect the implementation of specific IMAP actions, to enable consideration in each Council’s annual budgeting process.*
- *Each member Council’s budget is expected to reflect necessary resources to deliver on commitments agreed in the Plan.*
- *The budget of each member Council would be specific to meeting the IMAP actions relevant to that respective municipality.*
- *The recommended budget allocation is to be based on the perceived benefits and / or capacity of each member Council.”*

6. FINANCIAL AND RESOURCES IMPLICATIONS

The IMAP Implementation Committee is to assess funding requests for all existing and new projects for the next 3 years.

The project funding for the implementation program of identified IMAP projects is derived from:

- Accumulated funds in the IMAP account
- The annual IMAP project contribution from the partner councils – currently \$55,000 per council in 2016-17 based on the current project load and timing.
- Additional funding on a per project basis as required.

To meet the costs of the implementation program, the IMAP Councils’ individual contributions for 2017-18 are proposed as follows:

IMAP Annual Contribution	\$55,000 - per Council in line with the current year
IMAP Share of Operational Costs	\$40,000 - per Council (Estimate, to be confirmed)
(Total \$95,000 per IMAP Council)	

7. CONCLUSION

The proposed projects are in line with the Goals and Strategies contained in the Inner Melbourne Action Plan. Further consultation on the proposed projects is proposed to further define the resource requirements and detailed projects briefs.

To enable the Council budget request to be made, approval is sought for the 5 priority projects identified for commencement in the 2017-18 financial year. Projects identified for subsequent years can be approved in principle to enable further development of the project briefs to proceed.

8. RECOMMENDATION

That the IMAP Implementation Committee resolves to:

- a. **Note** this update on progress on the Inner Melbourne Action Plan, and
- b. **Approve** year 1 of the updated IMAP Three Year Implementation Plan; and note approval in principle for the following 2 years pending further advice in February 2017;
- c. **Approve** the request for each of the IMAP Partner Councils to make provision for funding in the 2017-18 budget as follows:
 - IMAP Annual Contribution: \$57,000 per Council in line with the current year
 - IMAP Share of Operational Costs: \$38,000 per Council (Estimate – to be confirmed)
 (Total \$95,000 per IMAP Council)



Date: 27/11/2016
Version: 0.1

Attachment 8a

Inner Melbourne Action Plan Implementation Plan 2016-2016

Foreword

In June 2016 the Cities of Melbourne, Stonnington, Yarra, Port Phillip and Maribyrnong City Council (the IMAP Councils) adopted the Inner Melbourne Action Plan 2016-2026. This plan builds on the previous work undertaken by the 5 partner Councils during their past ten-year collaboration.

The Inner Melbourne Action Plan (IMAP) Implementation Committee is required to adopt a rolling Three Year Implementation Plan and to review it annually. In December 2016 the Committee aims to adopt an update which reflects the intent of the new plan.

Staff have reviewed a number of regional projects which were promoted during the development of the new Plan, during its broad consultation. A shortlist of projects has been identified for consideration by the 5 IMAP Councils for implementation over the next three years.

Councillors' input is sought on project priorities for the IMAP Three Year Implementation Plan. As the program is reviewed annually, projects for 2017-18 are to be determined for funding, while those in subsequent years can be identified 'in principle'.

The IMAP Implementation Committee aims to undertake joint projects which will, over time, help us achieve "where we want Inner Melbourne to be in ten years' time" – as articulated in the new Inner Melbourne Action Plan 2016-2026.

This document provides a list of IMAP projects for consideration.

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1. Background

1.1. What is IMAP?

The Inner Melbourne Action Plan (IMAP) partnership is unique in bringing local Councils and Government stakeholders together to develop and deliver regionally based actions. The municipalities of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong are the partner Councils that make up the membership of the IMAP group.

The Inner Melbourne Action Plan sets out five goals that the Inner Melbourne Councils have collectively agreed need to be realised to:

- improve Inner Melbourne's livability;
- respond to the challenges of rapid growth; and
- ensure Melbourne continues to be an internationally renowned, global city.

IMAP seeks to respond to the long term directions set out in the State Government's Metropolitan Planning Strategy, Plan Melbourne. Whilst IMAP has a particular focus on actions that can be completed within the next 5-10 years, the goals set out in this plan are necessarily ones which will take a longer timeframe to be fully realised.

The IMAP area covers the municipalities of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong. It is aligned with the Central Melbourne sub region identified in Plan Melbourne.

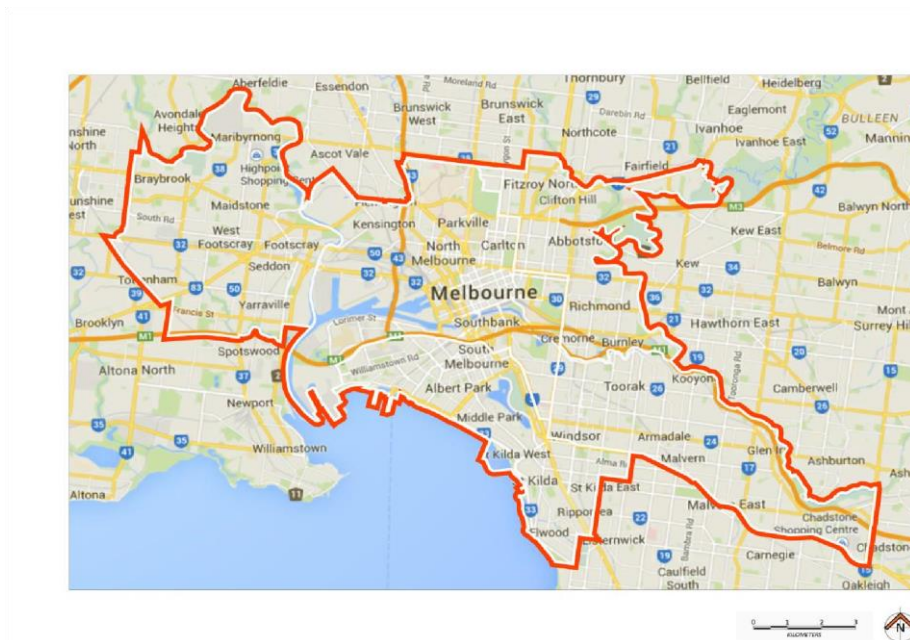


Figure 1 The IMAP Region.

1.2. IMAP Vision and Goals

Inner Melbourne will continue to improve its internationally-renowned livability whilst responding to the challenges of rapid growth. This will be achieved by promoting the following goals:

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

1.3. IMAP Mission

The IMAP Implementation Committee and their respective Councils will pursue the following mission to achieve IMAP's vision and goals:

- We will have one voice in respect to our shared priorities and projects;
- We will pursue projects of regional scale and significance;
- We will undertake research and development on issues facing our region;
- We will share resources.

The IMAP Councils have a clear vision and goals that we want to achieve for Inner Melbourne to both respond to growth challenges and enhance the social, economic and environmental wellbeing of the Inner Melbourne community. We will achieve this mission and goals by working together and with others.

We will **advocate** for a range of actions including:

- Developing progressive urban renewal strategies that address the livability outcomes set out in this plan;
- Enhancing the transport system so that it meets the access and mobility needs of residents, workers and visitors;
- Improving a range of State and Federal government policies, legislation, funding, programs and services.

We will collaborate to **deliver strategies, policies and regional scale projects** that benefit Inner Melbourne. By working together and with others, the IMAP Councils can bring together considerable collective expertise to undertake projects that benefit the whole of Inner Melbourne in an efficient and cost-effective way.

1.4. IMAP Goals

The IMAP Councils will pursue strategies which contribute towards improving the livability of Inner Melbourne over the coming decade. The strategies and actions will be aligned around give key goals.

1.4.1. GOAL 1 A globally significant, strong and diverse economy.

- Inner Melbourne has a growing 'knowledge economy' sector which is of international significance.
- A series of distinct and specialist economic clusters operate across Inner Melbourne making a significant contribution to the nation's GDP and intellectual capital.
- Inner Melbourne is internationally recognised as one of the world's best tourism and major events destinations.

1.4.2. GOAL 2 A connected transport network that provides real travel choices.

- Growth in Inner Melbourne is supported by the delivery of transport infrastructure that increases accessibility, supports sustainable travel behaviour and is integrated with urban development.
- The public transport network is modernised and integrated together to maximise people's ability to access opportunities across Inner Melbourne.
- Inner Melbourne is an internationally renowned cycling and walking region that is well connected by a network of convenient, comfortable, safe and direct walking and bike riding routes.
- The impact of through traffic on Inner Melbourne's road network has been substantially reduced.
- Freight movements are confined to a discrete network of routes which accommodates growing freight needs without the need to travel on the broader road-based transport network, particularly residential neighbourhoods.

1.4.3. GOAL 3 Diverse, vibrant, healthy and inclusive communities.

- The supply of affordable housing has increased substantially in Inner Melbourne.
- Apartments and all new and refurbished homes in Inner Melbourne offer high quality, environmentally sustainable and diverse housing options.
- Community infrastructure, open space, regional sporting and recreation facilities and services have been substantially enhanced and developed to meet the needs of a rapidly growing resident and working population.
- Residents, workers and visitors in Inner Melbourne report a strong sense of safety, health, social and local connection and inclusion.

1.4.4. GOAL 4 Distinctive, high quality neighbourhoods and places.

- Inner Melbourne enjoys an enhanced, integrated, high quality public space network that builds on the region's open space legacy, creates social connections and access to nature and serves the growing population.
- Inner Melbourne's enhancement programs across the network of parks, public spaces and streets provide an essential element of the inner city's environmental sustainability and livability.
- New urban development across Inner Melbourne sets benchmarks for its design quality, innovation, contribution to the public realm and high standard of amenity that are internationally recognised.
- Inner Melbourne's existing heritage fabric and distinctive precincts have been protected and enhanced to contribute to a strong sense of place and identity for the region.
- Inner Melbourne's major public spaces and waterfront destinations project a positive and distinctive image of Inner Melbourne, are well designed to accommodate significant visitation and major events and are well served by transport infrastructure that connects them into the city. GOAL 5 Leadership in achieving environmental sustainability and climate change adaptation.

1.4.5. GOAL 5 Leadership in achieving environmental sustainability and climate change adaptation.

- Inner Melbourne is a 'water sensitive' city with substantial reduction in potable water consumption and substantially improved quality of water entering our waterways.
- Inner Melbourne is a national leader in achieving greenhouse gas emission reductions, with average emissions across the region reduced each year.
- The Inner Melbourne community is resilient to the impacts of climate change.

1.5. The IMAP Implementation Framework

1.5.1. The IMAP Implementation Committee

Implementation of IMAP is overseen by a special purpose 'IMAP Implementation Committee¹', supported by an Executive Forum, steering groups and project teams. The focus of this Committee is to oversee the implementation of the IMAP, so that the five member Councils can effectively collaborate to pursue agreed goals and outcomes. This model will result in a sharing of leadership, expertise and resources as well as significantly reducing duplication of effort across the region.

The Committee meets regularly to provide a coordinated decision-making process to facilitate the implementation of IMAP. The Committee comprises an elected member and senior executive from each of the five Councils. It provides:

- Regional decision-making necessary to implement agreed IMAP actions, which is binding on the member Councils; and
- Impetus for the coordination and commitment of all partner organisations; and
- Prioritisation, review, budgeting and approval of actions that relate to the Goals and Strategies in IMAP.

The IMAP Implementation Committee will establish an updated rolling three-year program of actions (i.e. the IMAP Three Year Implementation Plan) which it reviews annually.

Information on IMAP Councils' annual funding contributions and staff resourcing requirements for specific IMAP steering groups and project teams will be provided to the IMAP Councils for inclusion in Council Annual Plans. This is to ensure the IMAP Councils make provision for this work in their staff work programs and budgets. It also ensures that expenditure is monitored and reported through Annual Reports.

1.5.2. The IMAP Executive Forum

The IMAP Executive Forum is made up of senior executives from each of the IMAP Councils. The role of the IMAP Executive Forum is to assist the Committee through determining the annual priorities program, overseeing project financing and project review, and any governance matters as required.

1.5.3. Selecting future IMAP projects

The Inner Melbourne Action Plan 2016-2026 was prepared by the IMAP Councils in 2015. The plan sets out five goals and twenty-seven strategies which will contribute toward realising the vision and outcomes. The new Inner Melbourne Action Plan 2016-26 was approved by all five partner Councils in June 2016.

¹ The Cities of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong have each set up identically constituted special committees, in accordance with the Local Government Act 1989.

Each of the five partner Councils have participated in a collaborative process to determine a list of actions that could be undertaken through IMAP to deliver the vision and outcomes. The list of actions has been refined and prioritised by the five Councils to identify the future IMAP projects.

This document provides an overview of the draft IMAP projects short listed for the next few years, with a focus on the initial Three Year Implementation Plan 2017-2018 through to 2019-2020.

The IMAP Implementation Committee reviews and confirms an annual action plan each year as part of its rolling Three Year Implementation Plan. This plan will be endorsed by the Committee in November of the preceding year, so that the budget and resource implications of the plan can be considered by each member Council (and any external funding parties) as part of their own business planning and budgeting process.

Each IMAP steering group will submit business cases for proposed IMAP projects or actions for consideration by the IMAP Executive Forum and IMAP Implementation Committee. Each business case will be assessed against the IMAP project criteria.

1.6. IMAP Project Criteria

1.6.1. Alignment

Alignment with the IMAP vision -

- Will the strategy/action demonstrably enhance the livability of Inner Melbourne by delivering the defined outcomes?
- Does the strategy/action align with potential programs and/or funding opportunities within the state or federal government, or elsewhere?

Regional benefit -

- Will the strategy/action's benefits accrue to a broader region (i.e. more than just one local authority)?
- Is there sufficient agreement amongst the IMAP members to undertake the strategy/action?

1.6.2. Deliverability

Shared resources -

- Are there opportunities for resource sharing and/or economies of scale?

Innovation and Leadership-

- Does the strategy/action present opportunities to find new or better ways to address issues/challenges facing Inner Melbourne?
- Does the strategy/action advance broader community understanding about making cities more liveable?

Focus on results -

- Can the expected results of the strategy/action be clearly defined?

Timeliness -

- Can the desired result be achieved within a 5-10-year period?

1.6.3. Value

Effectiveness -

- Do the expected outcomes warrant the expected investment of time and resources?

Value add -

- Does the strategy/action overlap or duplicate other strategies/actions being undertaken elsewhere?
- Can the strategies/actions be incorporated into each Council's Annual Plan

2. IMAP Projects 2016-2026

IMAP's future program of work for 2016-2026 has been defined and organised in line with the five IMAP goals. Projects have been listed in priority order. The projects highlighted in burgundy text have been selected as the - 2017/2018 Priority.

GOAL 1 A globally significant, strong and diverse economy	
• G1.P1	IMPLEMENTATION OF CENSUS OF LAND USE AND EMPLOYMENT (CLUE)
G1.P2	SMART CITY SOLUTIONS
G1.P3	MANAGING LICENSED PREMISES AND ENTERTAINMENT PRECINCTS
G1.P4	WAYFINDING AND SIGNAGE
G1.P5	IMAP TOURISM
GOAL 2 A connected transport network that provides real travel choices.	
• G2.P1	BUSINESS CASE: INNER MELBOURNE CYCLING NETWORK
G2.P2	PLANNING FOR FUTURE VEHICLES
G2.P3	TRAVEL MODE RESEARCH
G2.P4	PUBLIC TRANSPORT STANDARDS
G2.P5	PROMOTE WALKING
G2.P6	INFRASTRUCTURE VICTORIA PRIORITIES
G2.P7	IMAP AND PUBLIC TRANSPORT VICTORIA (PTV) PARTNERSHIP
GOAL 3 Diverse, vibrant, healthy and inclusive communities.	
• G3.P1	SPORT AND RECREATION FACILITY PLANNING
G3.P2	AFFORDABLE HOUSING CONTROLS AND TARGETS
G3.P3	IMAP COMMUNITIES INFRASTRUCTURE PLAN 2026
G3.P4	CONSISTENT APPROACH IN THE RESPONSE TO HOMELESSNESS
GOAL 4 Distinctive, high quality neighbourhoods and places.	
• G4.P1	URBAN FOREST AND BIODIVERSITY STRATEGY AND APPROACH
G4.P2	GREEN STREET BEST PRACTICE GUIDE
G4.P3	IMAP 3D MODELLING PROJECT
G4.P4	INCREASING EMPLOYMENT OPPORTUNITIES
GOAL 5 Leadership in achieving environmental sustainability and climate change adaptation.	
• G5.P1	WHOLE OF WASTE CYCLE PLANNING
G5.P2	WHOLE OF WATER CYCLE PLANNING
G5.P3	IMAP WATER USE TARGETS
G5.P4	IMAP GREENHOUSE GAS EMISSION TARGETS
G5.P5	IMPLEMENT ENVIRONMENTAL SUSTAINABLE DESIGN AND GREEN DEMONSTRATION PROJECTS

3. ECONOMY Goal 1 - Projects

Outcomes we aim for in 10 years' time:	We will track progress on:	Strategies:
<ul style="list-style-type: none"> Inner Melbourne has a growing 'knowledge economy' sector which is of international significance. A series of distinct and specialist economic clusters operate across Inner Melbourne making a significant contribution to the nation's GDP and intellectual capital. Inner Melbourne is internationally recognised as one of the world's best tourism and major events destinations. 	Changes in activity in key sectors that contribute to Inner Melbourne's GDP.	<ol style="list-style-type: none"> Foster growth in knowledge economy and creative industry sectors Promote investment in specialist economic clusters Market inner Melbourne as a world-class tourism destination Ensure Inner Melbourne's entertainment precincts are regarded as safe, accessible and vibrant places

3.1. Proposed IMAP Projects

Proposed IMAP Projects		Status	Proposal
G1.P1	IMPLEMENTATION OF CENSUS OF LAND USE AND EMPLOYMENT (CLUE) (Proposed 2017/2018 Priority)	Ongoing	<ul style="list-style-type: none"> Investigate current information requirements and funding; determine needs and economies of scale (current) Expand CLUE implementation across IMAP Councils Secure funding for CLUE implementation across IMAP Councils Improve monitoring of business activity throughout Inner Melbourne
G1.P2	SMART CITY SOLUTIONS	New	<ul style="list-style-type: none"> Based on the learnings from the City of Melbourne "Smart City" initiative, agree plans on how to progress and pilot "Smart City" opportunities across the inner Melbourne region and to support the business sector
G1.P3	MANAGING LICENSED PREMISES AND ENTERTAINMENT PRECINCTS	New	<ul style="list-style-type: none"> Knowledge dissemination by provision of easily accessible up to date information Promote and share practices on managing licensed premises and entertainment precincts, at Inner Melbourne's major tourism destinations Consistent approach to liquor licensing across inner Melbourne destinations

Proposed IMAP Projects		Status	Proposal
G1.P4	WAYFINDING AND SIGNAGE	Ongoing	<ul style="list-style-type: none"> • Consistent wayfinding is recognised as a catalyst for visitors to further explore the region and enhance the economy • Improve wayfinding and signage across the inner Melbourne region for visitors and residents • Show that the inner Melbourne region and its constituent “precincts” are accessible throughout by walking, cycling and public transport
G1.P5	IMAP TOURISM	Ongoing	<ul style="list-style-type: none"> • Continue to invest in tourism projects with external partners to promote inner Melbourne • Develop a three-year strategic plan to identify initiatives to progress promotion of inner Melbourne • Implement a Visitor Economy Destination Management Plan for the IMAP region, including an integrated approach to marketing and purchasing programs

3.1.1. G1.P1 – Implementation of Census of Land Use and Employment (C.L.U.E)

3.1.1.1. OUTCOMES

- Investigate current information requirements and funding; determine needs and economies of scale (current)
- Expand CLUE implementation across IMAP Councils
- Secure funding for CLUE implementation across IMAP Councils
- Improve monitoring of business activity throughout Inner Melbourne

3.1.1.2. DELIVERABLES

- Revised CLUE project scope
- CLUE staged roll out plans across Councils
- Approved budget and funding allocated
- Conduct a pilot to select a scalable CLUE technology platform

3.1.1.3. CONTRIBUTION TO IMAP

- Provides comprehensive information about land use, employment and economic activity across the inner Melbourne region
- Provides data and information regarding the distinct and specialist economic clusters operating across Inner Melbourne.

3.1.1.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Finalise scoping of the project incorporating areas, budget and individual Council contributions	●			
2	Finalise project budget and funding allocations	●			
3	Include CLUE implementation in individual Council plans	●			
4	Implementation of CLUE, covering individual Council's major employment areas		●	●	

3.1.1.5. DURATION

- Ongoing Multi-Year – 2017/2018 onwards

3.1.1.6. COST

- Large – Greater than \$200K

3.1.2. G1.P2 – Smart City Solutions

3.1.2.1. OUTCOMES

- Based on the learnings from the City of Melbourne "Smart City" initiative, agree plans on how to progress and pilot "Smart City" opportunities across the inner Melbourne region and to support the business sector.

3.1.2.2. DELIVERABLES

- Participate in selected Smart City prototypes/ pilots in partnership with the City of Melbourne
- Business Case and Implementation Plan for "smart" solutions to be rolled out across IMAP Councils
- Pilot the roll out of "smart" solutions across IMAP Councils
- Funding allocation

3.1.2.3. CONTRIBUTION TO IMAP

- Help IMAP Councils and communities to prepare for future emerging opportunities
- Connect people, place and technology to innovatively solve city challenges
- Inner Melbourne has a growing 'knowledge economy' sector which is of international significance.
- Inner Melbourne is internationally recognised as one of the world's best tourism and major events destinations.

3.1.2.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Share with all IMAP Councils the City of Melbourne "Smart City" approach, findings and learnings		●		
2	Identify "smart" solutions that could be rolled out across IMAP Councils		●		
3	Develop Business Case for "smart" solutions to be rolled out across IMAP Councils		●		
4	Develop Implementation Plan for roll out of "smart" solutions across IMAP Councils		●		

3.1.2.5. DURATION

- 3 months – 2018/2019

3.1.2.6. COST

- Small – Under \$50K

3.1.3. G1.P3 – Managing Licensed Premises and Entertainment Precincts

3.1.3.1. OUTCOMES

- Knowledge dissemination by provision of easily accessible up to date information
- Promote and share practices on managing licensed premises and entertainment precincts, at Inner Melbourne's major tourism destinations
- Consistent approach to liquor licensing across inner Melbourne destinations

3.1.3.2. DELIVERABLES

- Annual entertainment precinct forum
- Toolkit that is available to all IMAP Councils
- Website established to share information
- Evidence based liquor license decision making

3.1.3.3. CONTRIBUTION TO IMAP

- Safe, sociable precincts that meet community expectations
- Greater recognition as a tourist and major event destination that is safe, accessible and vibrant

3.1.3.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Scan and map the existing licensing forums and perform SWOT (Strengths, Weakness, Opportunities, Threats) analysis.			●	
2	Based on the SWOT analysis, build on last year's super forum to stage an annual entertainment precinct forum			●	
3	Develop specifications for the toolkit.			●	
4	Build and launch the toolkit to all IMAP Councils			●	
5	Develop specifications for a web portal.			●	
6	Build and launch a web portal to all IMAP Councils				●

3.1.3.5. DURATION

- Multi-year – 2019/2020

3.1.3.6. COST

- Small – Under \$50K

3.1.1. G1.P4 – Wayfinding and Signage

3.1.1.1. OUTCOMES

- Consistent wayfinding is recognised as a catalyst for visitors to further explore the region and enhance the economy
- Improve wayfinding and signage across the inner Melbourne region for visitors and residents
- Show that the inner Melbourne region and its constituent “precincts” are accessible throughout by walking, cycling and public transport

3.1.1.2. DELIVERABLES

- Wayfinding standards roll out plan
- Gap analysis and recommendations of sign placement across the region
- Inner Melbourne region single base map incorporated into Vic Maps or equivalent
- Funding allocation

3.1.1.3. CONTRIBUTION TO IMAP

- Wayfinding signs are consistent, legible and accessible to visitors and residents
- Achieve a well-connected transport and recreational environment
- Inner Melbourne is internationally recognised as one of the world's best tourism and major events destinations.

3.1.1.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Promote the Wayfinding standards and roll out to all IMAP Councils and interested 3rd parties		●		
2	Commission a gap analysis and recommendations for sign placements across the IMAP region		●		
3	Work with Vic Maps or equivalent to develop an Inner Melbourne region single base map			●	
4	Develop the Business Case and implementation plans for recommendations to State Government			●	

3.1.1.5. DURATION

- Ongoing Multi-Year – 2018/2019

3.1.1.6. COST

- Large – Greater than \$200K

3.1.1. G1.P5 – IMAP Tourism

3.1.1.1. OUTCOMES

- Continue to invest in tourism projects with external partners to promote inner Melbourne.
- Develop a three year strategic plan to identify initiatives to progress promotion of inner Melbourne
- Implement a Visitor Economy Destination Management Plan for the IMAP region, including an integrated approach to marketing and purchasing programs – staff time, ongoing.

3.1.1.2. DELIVERABLES

- Develop a three-year strategic plan to identify initiatives to progress promotion of inner Melbourne.
- Continue to work with Destination Melbourne to promote the Inner Melbourne region map as the Official Visitor Map – this costs \$48,000 annually for IMAP
- Develop a digital presence to promote inner Melbourne’s visitor attractions – hoping to include a section on the Melbourne Now website run by Destination Melbourne – could cost us \$20,000 annually
- Continue to develop the route for the IMAP tourist bus. Scheduled for completion in 2017-18.

3.1.1.3. CONTRIBUTION TO IMAP

- Inner Melbourne is internationally recognised as one of the world's best tourism and major events destinations.

3.1.1.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Continue to develop the route for the IMAP tourist bus. Scheduled for completion in 2017-18.	●			
2	Continue to work with Destination Melbourne to promote the Inner Melbourne region map	●	●	●	●
3	Develop and implement a three year strategic plan to identify initiatives to progress promotion of inner Melbourne.	●	●	●	●
4	Develop a digital presence to promote inner Melbourne’s visitor attractions		●		

3.1.1.5. DURATION

- Ongoing Multi-Year – 2017/2018

3.1.1.6. COST

- Medium– Between \$50K - 200K

4. TRANSPORT Goal 2 - Projects

Outcomes we aim for in 10 years' time:	We will track progress on:	Strategies:
<ul style="list-style-type: none"> Growth in Inner Melbourne is supported by the delivery of transport infrastructure that increases accessibility, supports sustainable travel behaviour and is integrated with urban development. The public transport network is modernised and integrated together to maximise people's ability to access opportunities across Inner Melbourne. Inner Melbourne is an internationally renowned cycling and walking region that is well connected by a network of convenient, comfortable, safe and direct walking and bike riding routes. The impact of through traffic on Inner Melbourne's road network has been substantially reduced. Freight movements are confined to a discrete network of routes which accommodates growing freight needs without the need to travel on the broader road-based transport network, particularly residential neighbourhoods. 	Changes in accessibility and mode choices.	<ol style="list-style-type: none"> Develop an integrated and connected regional transport network Advocate to improve public transport across Inner Melbourne Make Inner Melbourne 'cycling friendly' region Make Inner Melbourne a great place for walking Reduce the impact of through traffic across Melbourne Advocate for re-prioritised road space which allocates/prioritises walking, bike riding and public transport on selected roads Delineate a priority freight network to meet the needs of the increased freight task

4.1. Proposed IMAP Projects

Proposed IMAP Projects		Status	Proposal
G2.P1	BUSINESS CASE: INNER MELBOURNE CYCLING NETWORK (Proposed 2017/2018 Priority)	New	<ul style="list-style-type: none"> • Prepare a business case for State Government to deliver a regional integrated connected (safe on/off road) cycling network (as per desire set out in Plan Melbourne, Resilient Melbourne and IMAP Strategy) including parking.
G2.P2	PLANNING FOR FUTURE VEHICLES	New	<ul style="list-style-type: none"> • Planning for future vehicles, understanding and planning for the implications of connected and autonomous vehicles for the IMAP Councils (basis for policy and advocacy planning). Develop a clear list of the issues (risks and opportunities) for our city(ies) with identified options to address issues such as planning, financing, safety, accessibility and documentation of the Pros and Cons of options considered.
G2.P3	TRAVEL MODE RESEARCH	New	<ul style="list-style-type: none"> • Collate current research on the economic value of all travel modes, to be centrally uploaded on the IMAP website. • Creation of a centralised information portal, ensuring that individual Councils economic benefit assessments are shared and prevent overlapping.
G2.P4	PUBLIC TRANSPORT STANDARDS	New	<ul style="list-style-type: none"> • Work with the state government to define current public transport (PT) performance service standards for all PT services within IMAP region. Define a 10-year performance target. Identify gaps and agree the actions and timelines to close the gaps leading to improved PT performance. Address deficiencies in existing services.
G2.P5	PROMOTE WALKING	New	<ul style="list-style-type: none"> • Develop an IMAP regional campaign to promote the benefits of walking. Raise level of public awareness of benefit of walking from a public health and reduced traffic congestion perspective.
G2.P6	INFRASTRUCTURE VICTORIA PRIORITIES	New	<ul style="list-style-type: none"> • Develop an IMAP position statement on the infrastructure Victoria 30-year strategy, where there is a common view – IMAP Councils speaking with one voice. Creation of linkages / forums with state agencies and gain greater traction with stage agencies. Seek to address potential problems.
G2.P7	IMAP AND PUBLIC TRANSPORT VICTORIA (PTV) PARTNERSHIP	New	<ul style="list-style-type: none"> • Develop a memorandum of understanding between IMAP and PTV which defines a partnership approach and principles to planning, design, engagement and delivery of an integrated "place and movement" precincts project. The aim will be that improvements to service and infrastructure, are well aligned with local demand / expectations / environments. Generating a centralised approach to delivery and accessibility of PT infrastructure. Minimise the risk that infrastructure is unsympathetic to the local environment.

4.1.1. G2.P1 – Business Case: Inner Melbourne Cycling Network

4.1.1.1. OUTCOMES

- Prepare a business case for the State Government to deliver a regional integrated connected (safe on/off road) cycling network (as per desire set out in Plan Melbourne, Resilient Melbourne and IMAP Strategy) including parking. The value of the network – economic, social, etc. – will be quantified.

4.1.1.2. DELIVERABLES

- Develop a business case to include – Options; pros and cons; value of options and Implications of no action. Business case will also include off street bike parking (network) and aspects of safety, behaviour etc.
- Gather existing data from IMAP Council's strategies, international best practice (where not already available) and State Government transport agencies
- Measures and metrics defined for quantification of the value of the network(cost, health benefits, other KPI's, value of network)

4.1.1.3. CONTRIBUTION TO IMAP

- Growth in Inner Melbourne is supported by the delivery of transport infrastructure that increases accessibility, supports sustainable travel behaviour and is integrated with urban development.
- Inner Melbourne is an internationally renowned cycling and walking region that is well connected by a network of convenient, comfortable, safe and direct walking and bike riding routes.
- Resilience benefits (draw on data from leading walking/cycling cities); Health and well-being benefits
- Walking/cycling economy benefits

4.1.1.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Develop Business Case clearly stating value of regional integrated connected (safe on/off road) cycling network	●			
2	Assessment of best way to capture data in to allow measurement of value; opportunities and financial mechanisms	●			
3	Document delivery options for both the integrated network and the associated enabling parking facilities (i.e. Who will deliver? How to fund? How to deliver?)		●		

4.1.1.5. DURATION

- 12mths – 2017/2018

4.1.1.6. COST

- Medium– Between \$50K - 200K

4.1.2. G2.P2 – Planning for Future Vehicles

4.1.2.1. OUTCOMES

- Planning for future vehicles, understanding and planning for the implications of connected and autonomous vehicles for the IMAP Councils (basis for policy and advocacy planning). Develop a clear list of the issues (risks and opportunities) for our city(ies) with identified options to address issues such as planning, financing, safety, accessibility and documentation of the Pros and Cons of options considered.

4.1.2.2. DELIVERABLES

- Clear list of the issues (risks and opportunities) for our city(ies)
- In conjunction with VicRoads and PTV, identify options to address issues such as planning, financing, safety, accessibility and Pros and Cons of considered options
- Document a suggested approach to prepare IMAP Councils and communities for disruptive change and measures to determine impact / benefits of change

4.1.2.3. CONTRIBUTION TO IMAP

- Growth in Inner Melbourne is supported by the delivery of transport infrastructure that increases accessibility, supports sustainable travel behaviour and is integrated with urban development.
- Primarily contribute to retaining livability in the face of disruptive change
- Leverage benefits and mitigating potential negative impacts / risks of future vehicle use
- Choice is retained/enabled for all citizens

4.1.2.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Collate existing research		●		
2	Identify issues / opportunities and test within Councils		●		
3	Identify options, pros and cons and test against			●	
4	Document and recommend next steps.			●	

4.1.2.5. DURATION

- 9mths – Start in 2018/2019

4.1.2.6. COST

- Small – Under \$50K

4.1.3. G2.P3 – Travel Mode Research

4.1.3.1. OUTCOMES

- Collate current research on the economic value of all travel modes, to be centrally uploaded on the IMAP website.
- Creation of a centralised information portal, ensuring that individual Councils economic benefit assessments are shared and prevent overlapping.

4.1.3.2. DELIVERABLES

- Collated travel mode research from across the IMAP Councils, VicRoads and PTV
- Set up page on IMAP website where all existing research reports can be uploaded

4.1.3.3. CONTRIBUTION TO IMAP

- Growth in Inner Melbourne is supported by the delivery of transport infrastructure that increases accessibility, supports sustainable travel behaviour and is integrated with urban development.
- The public transport network is modernised and integrated to maximise people's ability to access opportunities across Inner Melbourne.
- Inner Melbourne is an internationally renowned cycling and walking region that is well connected by a network of convenient, comfortable, safe and direct walking and bike riding routes.
- The impact of through traffic on Inner Melbourne's road network has been substantially reduced.
- Freight movements are confined to a discrete network of routes which accommodates growing freight needs without the need to travel on the broader road-based transport network, particularly residential neighbourhoods.

4.1.3.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Collate existing research			●	
2	Set up page on IMAP website with all Council existing research reports to be uploaded			●	

4.1.3.5. DURATION

- 3mths – Start in 2019/2020

4.1.3.6. COST

- Small – Under \$50K

4.1.4. G2.P4 – Public Transport Standards

4.1.4.1. OUTCOMES

- Work with the State Government to define current public transport (PT) performance service standards for all PT services within IMAP region. Define a 10-year performance target. Identify gaps and agree the actions and timelines to close the gaps leading to improved PT performance. Address deficiencies in existing services.

4.1.4.2. DELIVERABLES

- Defined desired PT performance standards
- Agreed program to deliver improvements required
- Develop a Business Case for the PT Performance Standards Improvement Action Plan
- Review current performance standards
- Research and define PT performance which meets community expectations
- Agree actions for each Council / agency to delivery

4.1.4.3. CONTRIBUTION TO IMAP

- Growth in Inner Melbourne is supported by the delivery of transport infrastructure that increases accessibility, supports sustainable travel behaviour and is integrated with urban development.
- The public transport network is modernised and integrated together to maximise people's ability to access opportunities across Inner Melbourne.
- Assist with delivery of a public transport service that meets community expectations
- Improve network connectivity and increases viable travel choice options available to the community

4.1.4.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Review current performance standards				●
2	Research and define PT performance which meets community expectations				●
3	Agree actions for each Council / agency to delivery				●
4	Develop a Business Case for the PT Performance Standards Improvement Action Plan				●

4.1.4.5. DURATION

- Multiyear – Start in 2020/2021

4.1.4.6. COST

- Small – Under \$50K

4.1.5. G2.P5 – Promote Walking

4.1.5.1. OUTCOMES

- Develop an IMAP regional campaign to promote the benefits of walking. Raise level of public awareness of benefit of walking from a public health and reduced traffic congestion perspective.

4.1.5.2. DELIVERABLES

- Communication campaign promoting the benefits of walking including - Newspaper advertisements; Promotion in Council publications; Press releases and Website(s)

4.1.5.3. CONTRIBUTION TO IMAP

- Inner Melbourne is an internationally renowned cycling and walking region that is well connected by a network of convenient, comfortable, safe and direct walking and bike riding routes.
- The impact of through traffic on Inner Melbourne's road network has been substantially reduced.

4.1.5.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Develop campaign strategy, approach and measures, considering links to other IMAP projects relating to walking (i.e. wayfinding, tourism)				●
2	Produce materials				●
3	Launch campaign				●

4.1.5.5. DURATION

- 6 months – Start in 2020/2021

4.1.5.6. COST

- Medium– Between \$50K - 200K

4.1.6. G2.P6 – Infrastructure Victoria Priorities

4.1.6.1. OUTCOMES

- Develop an IMAP position statement on the Infrastructure Victoria (IV) 30-year strategy, where there is a common view – IMAP Councils speaking with one voice. Creation of linkages / forums with state agencies and gain greater traction with state agencies. Seek to address potential problems.

4.1.6.2. DELIVERABLES

- IMAP position statement on the Infrastructure Victoria 30-year strategy. The comprehensive statement will provide a joint position of IMAP members on major infrastructure issues / projects
- Through the development of the position statement there will be a review of individual Council advocacy positions on "IV" proposals and development of a joint position on common issues
- The position statement will be used as a mechanism for advocacy with the State Government.

4.1.6.3. CONTRIBUTION TO IMAP

- Co-ordinated approach to delivery of major infrastructure projects in an efficient process
- Seeking to promote initiatives that contribute to a safe connected network that provides services to meet community expectations
- Inner Melbourne is an internationally renowned cycling and walking region that is well connected by a network of convenient, comfortable, safe and direct walking and bike riding routes.
- The impact of through traffic on Inner Melbourne's road network has been substantially reduced.
- Growth in Inner Melbourne is supported by the delivery of transport infrastructure that increases accessibility, supports sustainable travel behaviour and is integrated with urban development.
- The public transport network is modernised and integrated together to maximise people's ability to access opportunities across Inner Melbourne.

4.1.6.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Review of individual Council advocacy positions	●			
2	Develop IMAP position statement on the infrastructure Victoria 30-year strategy.	●	●		

4.1.6.5. DURATION

- 3 months – Start in 2017/2018

4.1.6.6. COST

- Small – Under \$50K

4.1.7. G2.P7 – IMAP and Public Transport Victoria (PTV) partnership

4.1.7.1. OUTCOMES

- Develop a memorandum of understanding between IMAP and PTV which defines a partnership approach and principles to planning, design, engagement and delivery of an integrated "place and movement" precincts project. The aim will be to ensure that improvements to service and infrastructure are well aligned with local demand / expectations / environments. Generating a centralised approach to the delivery and accessibility of PT infrastructure and will minimise the risk of introducing infrastructure unsympathetic to the local environment.

4.1.7.2. DELIVERABLES

- Memorandum of Understanding between IMAP and PTV
- Review existing service / infrastructure and identify gaps to aspired levels
- An agreed Action Plan which outlines the actions and timing to remediate identified gaps

4.1.7.3. CONTRIBUTION TO IMAP

- Growth in Inner Melbourne is supported by the delivery of transport infrastructure that increases accessibility, supports sustainable travel behaviour and is integrated with urban development.
- The public transport network is modernised and integrated to maximise people's ability to access opportunities across Inner Melbourne.
- It will contribute to prioritisation of PT outcomes that align with current and future "place and movement" plans and visions
- Seeking to integrate public transport facilities into urban places to achieve better design outcomes

4.1.7.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Develop and agree a Memorandum of Understanding between IMAP and PTV	●			
2	Review existing service / infrastructure; document aspired levels; identify and document gaps	●			
3	Perform gap analysis and define actions to remediate including when gaps need to be or should be addressed	●			

4.1.7.5. DURATION

- 3 months – Start in 2017/2018

4.1.7.6. COST

- Small – Under \$50K

5. COMMUNITIES Goal 3 - Projects

Outcomes we aim for in 10 years' time:	We will track progress on:	Strategies:
<ul style="list-style-type: none"> The supply of affordable housing has increased substantially in Inner Melbourne. Apartments and all new and refurbished homes in Inner Melbourne offer high quality, environmentally sustainable and diverse housing options. Community infrastructure, open space, regional sporting and recreation facilities and services have been substantially enhanced and developed to meet the needs of a rapidly growing resident and working population. Residents, workers and visitors in Inner Melbourne report a strong sense of safety, health, social and local connection and inclusion. 	<p>Housing choices.</p> <p>Usage of community facilities across the region.</p> <p>Perceptions of safety.</p>	<ol style="list-style-type: none"> Create a substantial increase in the supply of affordable housing Advocate to achieve improved design quality, internal amenity standards, environmental sustainability and diversity of apartments and all new/refurbished homes Plan and deliver regional and local community infrastructure and services for growing resident and worker populations Deliver regional sporting and recreation facilities offering diverse opportunities Partner to increase integrated community and education settings in the IMAP region Improve the health, wellbeing and safety of the Inner Melbourne community

5.1. Proposed IMAP Projects

Proposed IMAP Projects		Status	Proposal
G3.P1	SPORT AND RECREATION FACILITY PLANNING (Proposed 2017/2018 Priority)	NEW	<ul style="list-style-type: none"> Development of a tool for joint forward planning, design and management of Local and Regional sporting and recreational facilities across inner Melbourne. Improved management of demand & worth (regional & local), higher yield on facility usage and improved access across boundaries. Allowing for the identification of joint projects including an efficient funding model and formal agreements between Council on projects.
G3.P2	AFFORDABLE HOUSING CONTROLS AND TARGETS	NEW	<ul style="list-style-type: none"> Advocate to state government for the implementation of a new affordable housing planning controls and targets, including "opt-in" Inclusionary Zoning Amendments to the Victorian Planning Provisions to enable local government to amend planning schemes to establish mandatory inclusionary zoning scheme (on an IMAP basis).
G3.P3	IMAP COMMUNITIES INFRASTRUCTURE PLAN 2026	NEW	<ul style="list-style-type: none"> Develop the IMAP Communities Infrastructure Plan 2026 which will detail agreement between the IMAP Councils to allow for shared and targeted investment in infrastructure and services aimed at addressing regional and local priorities, and better utilisation of community facilities.
G3.P4	CONSISTENT APPROACH IN THE RESPONSE TO HOMELESSNESS	NEW	<ul style="list-style-type: none"> Consistent approach across the IMAP region to respond to homelessness, whereby the IMAP Councils are included in the Terms of Reference for the State Government homelessness taskforce.

5.1.1. G3.P1 – Sport and Recreation Facility Planning

5.1.1.1. OUTCOMES

- Development of a tool for joint forward planning, design and management of local and regional sporting and recreational facilities across inner Melbourne. Improved management of demand & worth (regional & local), higher yield on facility usage and improved access across boundaries. Allows for the identification of joint projects including an efficient funding model and formal agreements between Council and with other stakeholders on projects.

5.1.1.2. DELIVERABLES

- Planning tool is established allowing for all facilities to be identified and joint forward planning, design and management activities to be occur.
- The tool will also assist establishing agreed shared funding model(s) i.e. with State Governments, private organisations (e.g. AFL) and nonprofit groups.
- Business case(s) for identified and agreed projects is developed.

5.1.1.3. CONTRIBUTION TO IMAP

- Community infrastructure, open space, regional sporting and recreation facilities and services have been substantially enhanced and developed to meet the needs of a rapidly growing resident and working population.
- Residents, workers and visitors in Inner Melbourne report a strong sense of safety, health, social and local connection and inclusion.
- Improve the management of demand through providing a consistent approach to facility allocation; maximisation of limited active recreation space; decreasing competition for similar spaces and increasing utilisation. Provide a mechanism to better manage growth and increase diversity of opportunity across the community

5.1.1.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Establish planning tool for joint forward planning.	●			
2	Identify actions and projects to be undertaken.	●			
3	Develop business cases for identified projects.	●			

5.1.1.5. DURATION

- Multi-year – 2017/2018 Start

5.1.1.6. COST

- Small - \$50K

5.1.2. G3.P2 – Affordable Housing Controls and Targets

5.1.2.1. OUTCOMES

- Advocate to state government for the implementation of new affordable housing planning controls and targets, including "opt-in" Inclusionary Zoning Amendments to the Victorian Planning Provisions to enable local government to amend planning schemes to establish mandatory inclusionary zoning (on an IMAP opt0-in basis).

5.1.2.2. DELIVERABLES

- Advocacy with state government to ensure Inclusionary Zoning is supported and rolled out in designated precincts

5.1.2.3. CONTRIBUTION TO IMAP

- The supply of affordable housing has increased substantially in Inner Melbourne.
- Apartments and all new and refurbished homes in Inner Melbourne offer high quality, environmentally sustainable and diverse housing options.
- Increases – Diversity, Inclusion, Social equity and more even distribution of affordable housing
- Supply of affordable housing increases due to private sector participation through the development approval process, especially apartment development

5.1.2.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Update the existing IMAP paper re inclusionary zoning –undertake new modelling and mapping		●		
2	Collaborate with and advocate to state government		●	●	●

5.1.2.5. DURATION

- Multiyear – Start in 2018/2019

5.1.2.6. COST

- \$150k

5.1.3. G3.P3 – IMAP Communities Infrastructure Plan 2026

5.1.3.1. OUTCOMES

- Develop the IMAP Communities Infrastructure Plan 2026 which will detail agreement between the IMAP Councils to allow for shared and targeted investment in infrastructure and services aimed at addressing regional and local priorities, and better utilisation of community facilities.

5.1.3.2. DELIVERABLES

- Develop a Memorandum of Understanding or head of agreement between the IMAP Councils for a joint/shared community infrastructure plan
- Develop and implement a shared usage framework and plan
- Develop and implement a new funding model / shared cost model

5.1.3.3. CONTRIBUTION TO IMAP

- Community infrastructure, open space, regional sporting and recreation facilities and services have been substantially enhanced and developed to meet the needs of a rapidly growing resident and working population.
- Residents, workers and visitors in Inner Melbourne report a strong sense of safety, health, social and local connection and inclusion.
- Better facilities that are connected with the community needs and meet the future growth
- Allow for shared and targeted investment in infrastructure and services
- Provide better access and connections for the community
- Increase the number of multi-use and flexible facilities

5.1.3.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Memorandum of Understanding or head of agreement development			●	
2	Develop and agree a shared usage framework and plan			●	
3	Develop and agree a new funding model / shared cost model			●	
4	Implement framework and funding model and monitor progress			●	●

5.1.3.5. DURATION

- Multiyear – Start in 2019/2020

5.1.3.6. COST

- Large – Greater than \$200K

5.1.4. G3.P4 – Consistent Approach in the Response to Homelessness

5.1.4.1. OUTCOMES

- Consistent approach across the IMAP region to respond to homelessness, whereby the IMAP Councils are included in the Terms of Reference for the State Government Homelessness Taskforce.

5.1.4.2. DELIVERABLES

- IMAP is included in the Terms of Reference for the State Government Homelessness Taskforce

5.1.4.3. CONTRIBUTION TO IMAP

- Residents, workers and visitors in Inner Melbourne report a strong sense of safety, health, social and local connection and inclusion.

5.1.4.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Advocate for IMAP to be included in the Terms of Reference for the state Government Homelessness taskforce	●			

5.1.4.5. DURATION

- 3 Months – 2017/2018 start

5.1.4.6. COST

- Small - \$50K

6. NEIGHBOURHOODS AND PLACES Goal 4 - Projects.

Outcomes we aim for in 10 years' time:	We will track progress on:	Strategies:
<ul style="list-style-type: none"> • Inner Melbourne enjoys an enhanced, integrated, high quality public space network that builds on the region's open space legacy, creates social connections and access to nature and serves the growing population. • Inner Melbourne's enhancement programs across the network of parks, public spaces and streets provide an essential element of the inner city's environmental sustainability and livability. • New urban development across Inner Melbourne sets benchmarks for its design quality, innovation, contribution to the public realm and high standard of amenity that are internationally recognised. • Inner Melbourne's existing heritage fabric and distinctive precincts have been protected and enhanced to contribute to a strong sense of place and identity for the region. • Inner Melbourne's major public spaces and waterfront destinations project a positive and distinctive image of Inner Melbourne, are well designed to accommodate significant visitation and major events and are well served by transport infrastructure that connects them into the city. 	Monitoring impacts of growth.	<ol style="list-style-type: none"> 1. Plan and deliver integrated open space network for Melbourne 2. Integrate water sensitive landscapes, tree canopies, biodiversity and habitat into design of parks and public spaces 3. Establish design standards to ensure new urban development protects and enhances amenity 4. Ensure urban renewal contributes to distinctive high quality local neighbourhoods and positive development outcomes in medium and high density environments 5. Work to improve the design and management of significant public spaces and waterfront destinations

6.1. Proposed IMAP Projects

Proposed IMAP Projects		Status	Proposal
G4.P1	URBAN FOREST AND BIODIVERSITY STRATEGY AND APPROACH (Proposed 2017/2018 Priority)	NEW	<ul style="list-style-type: none"> Develop an Urban Forest and Biodiversity Strategy aimed at making changes impacting the environment and ecosystems - including temperature; air quality; health; amenity and livability.
G4.P2	GREEN STREET BEST PRACTICE GUIDE	NEW	<ul style="list-style-type: none"> Develop best practices guidelines and processes for converting streets to green spaces. The guide will be aimed at removing the real and perceived barriers to increasing green space. The project will be aimed at increasing the number of green space projects, streamlining processes, de-risking projects, and ensuring shorter timelines for projects. The deliverables will be linked with other strategies such as tourism, events and walking.
G4.P3	IMAP 3D MODELLING PROJECT	NEW	<ul style="list-style-type: none"> Shared platform is developed and rolled out to provide a 3D model for planning and other uses across the IMAP Councils. IMAP Councils will agree on platform(s); data sharing protocols and determine interoperability to facilitate increased planning coordination between Councils.
G4.P4	INCREASING EMPLOYMENT OPPORTUNITIES	NEW	<ul style="list-style-type: none"> Development of an employment policy aimed at increasing employment opportunities in Melbourne (Plan Melbourne). Supporting diverse and strong local economies, taking into consideration and understanding of future growth, opportunities for the diversification of the economy and stemming displacement of existing businesses.

6.1.1. G4.P1 – Urban Forest and Biodiversity Strategy and Approach

6.1.1.1. OUTCOMES

- Develop an Urban Forest and Biodiversity Strategy aimed at making changes impacting the environment and ecosystems - including temperature; air quality; health; amenity and livability

6.1.1.2. DELIVERABLES

- Urban Forest and Biodiversity Strategy & Approach
- Urban Forest and Biodiversity Policy
- Urban Forest and Biodiversity Projects

6.1.1.3. CONTRIBUTION TO IMAP

- Inner Melbourne enjoys an enhanced, integrated, high quality public space network that builds on the region's open space legacy, creates social connections and access to nature and serves the growing population.
- Inner Melbourne's enhancement programs across the network of parks, public spaces and streets provide an essential element of the inner city's environmental sustainability and livability. Increased visitors and tourism.
- New urban development across Inner Melbourne sets benchmarks for its design quality, innovation, contribution to the public realm and high standard of amenity that are internationally recognised.
- Improved environment and ecosystems - temperature; air quality; health and amenity contribute to a reduction in Greenhouse Gases

6.1.1.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Obtain the data and perform necessary assessments to support strategy and approach development	●			
2	Two strategies developed in parallel with a range of outcomes anticipated. Confirm the linked to the metro Urban Forest Strategy	●			
3	Implementation planning		●		
4	Start implementation and works			●	●

6.1.1.5. DURATION

- Multiyear 2017/2018 start

6.1.1.6. COST

- Large – Greater than \$200K

6.1.2. G4.P2 – Green Street Best Practice Guide

6.1.2.1. OUTCOMES

- Develop best practices guidelines and processes for converting streets to green spaces. The guide will be aimed at removing the real and perceived barriers to increasing green space. The project will be aimed at increasing the number of green space projects, streamlining processes, de-risking projects, and ensuring shorter timelines for projects. The deliverables will be linked with other strategies such as tourism, events and walking.

6.1.2.2. DELIVERABLES

- Green space best practice guidelines and processes.
- Document case studies and lessons learned

6.1.2.3. CONTRIBUTION TO IMAP

- Inner Melbourne enjoys an enhanced, integrated, high quality public space network that builds on the region's open space legacy, creates social connections and access to nature and serves the growing population.
- Inner Melbourne's enhancement programs across the network of parks, public spaces and streets provide an essential element of the inner city's environmental sustainability and livability.
- New urban development across Inner Melbourne sets benchmarks for its design quality, innovation, contribution to the public realm and high standard of amenity that are internationally recognised.

6.1.2.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Establish steering committee and working group and external stakeholder engagement			●	
2	Review existing examples			●	
3	Perform regulatory analysis across Councils			●	
4	Develop best practice guidelines and case studies			●	

6.1.2.5. DURATION

- 12mths Start 2019/2020 starts

6.1.2.6. COST

- Small – Under \$50K

6.1.3. G4.P3 – IMAP 3D Modelling Project

6.1.3.1. OUTCOMES

- Shared platform is developed and rolled out to provide a 3D model for planning and other uses across the IMAP Councils. IMAP Councils will agree on platform(s); data sharing protocols and determine interoperability to facilitate increased planning coordination between Councils.

6.1.3.2. DELIVERABLES

- IMAP 3D Modelling Strategy and protocols developed and agreed
- Program of work leading to model implementation is defined for the IMAP 3D Model platform and protocols

6.1.3.3. CONTRIBUTION TO IMAP

- New urban development across Inner Melbourne sets benchmarks for its design quality, innovation, contribution to the public realm and high standard of amenity that are internationally recognised.
- Inner Melbourne's existing heritage fabric and distinctive precincts have been protected and enhanced to contribute to a strong sense of place and identity for the region.
- Inner Melbourne's major public spaces and waterfront destinations project a positive and distinctive image of Inner Melbourne, are well designed to accommodate significant visitation and major events and are well served by transport infrastructure that connects them into the city.
- Improved planning outcomes - quicker decision making and more well informed
- Better communication with community (visual)
- Contributes to improved precinct/neighbourhood planning outcomes by understanding the cumulative development impacts

6.1.3.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Definition of IMAP 3D Modelling Strategy and protocols, incorporating a best practice comparison				●
2	Define program of work for the implementation of IMAP 3D Model platform and protocols				●
3	3D Map platform and protocol implementation				●

6.1.3.5. DURATION

- Multi-year 2020/2021 start

6.1.3.6. COST

- Large – Greater than \$200K

6.1.4. G4.P4 – Increasing Employment Opportunities

6.1.4.1. OUTCOMES

- Development of an employment policy aimed at increasing employment opportunities in Melbourne (Plan Melbourne). Supporting diverse and strong local economies, taking into consideration and understanding of future growth, opportunities for the diversification of the economy and stemming displacement of existing businesses.

6.1.4.2. DELIVERABLES

- IMAP Employment Policy
- Advocacy to state government in regards to statutory mechanisms (e.g. vertical zoning)

6.1.4.3. CONTRIBUTION TO IMAP

- As new urban development across Inner Melbourne increases so will strong and diverse local economies – and increase the opportunities to "Work where you live"
- Improved and better planning of Activity Centre Zones (ACZs) and protection of existing businesses and Maker zones
- Environmental benefits
- Reducing negative impact of transport on residential amenity

6.1.4.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	IMAP employment policy	●	●	●	
2	Advocate to State Government need to increase employment opportunities	●	●	●	

6.1.4.5. DURATION

- Multiyear – 2017/2018 start

6.1.4.6. COST

- Medium– Between \$50K - 200K

7. ENVIRONMENTAL LEADERSHIP

Goal 5 - Projects.

Outcomes we aim for in 10 years' time:	We will track progress on:	Strategies:
<ul style="list-style-type: none"> Inner Melbourne is a 'water sensitive' city with substantial reduction in potable water consumption and substantially improved quality of water entering our waterways. Inner Melbourne is a national leader in achieving greenhouse gas emission reductions, with average emissions across the region reduced each year. The Inner Melbourne community is resilient to the impacts of climate change. 	<p>Changes in portable water consumption</p> <p>Storm water reduction/quality</p> <p>Changes in greenhouse gas emissions</p>	<ol style="list-style-type: none"> 1. Achieve a reduction in consumption of potable water per capita; an increase in alternative (non-potable) water sources; and a reduction in the amount of total nitrogen contributed to the waterways 2. Develop regional approaches to flood mitigation 3. Reduce total greenhouse gas emissions associated with Councils' operations 4. Increase uptake of environmental sustainable design (ESD) outcomes 5. Improve community and Council resilience to impacts of climate change

7.1. Proposed IMAP Projects

Proposed IMAP Projects		Status	Proposal
G5.P1	WHOLE OF WASTE CYCLE PLANNING (Proposed 2017/2018 Priority)	New	<ul style="list-style-type: none"> Research and analyse the costs and benefits of innovative, smart waste management solutions that could be applied to Inner Melbourne and the wider metro catchment. Understanding how waste management practices, technologies and services can change to meet the significant growth and densification of Inner Melbourne.
G5.P2	WHOLE OF WATER CYCLE PLANNING	New	<ul style="list-style-type: none"> Evaluate, develop and implement whole of water cycle plans for all Urban Renewal Areas (URAs). Each URA will improve on previous best practice examples in Australia. The IMAP Councils will adopt integrated water cycle management practices and leverage off projects to be delivered by URAs and the Victoria Water plan, leading to fund infrastructure of integrated water cycle management.
G5.P3	IMAP WATER USE TARGETS	New	<ul style="list-style-type: none"> Develop consistent minimum targets for water reduction. Approaches, consideration and timing will align with G5.P3 IMAP GREENHOUSE GAS EMISSION TARGETS.
G5.P4	IMAP GREENHOUSE GAS EMISSION TARGETS	New	<ul style="list-style-type: none"> Develop consistent minimum targets for greenhouse gas abatement. Approaches, consideration and timing are essentially the same as G5.P2 IMAP WATER USE TARGETS
G5.P5	IMPLEMENT ENVIRONMENTAL SUSTAINABLE DESIGN (ESD) AND GREEN DEMONSTRATION PROJECTS	Ongoing	<ul style="list-style-type: none"> Continue the promotion of Environmental Sustainable Design (ESD) principles including; encouraging green roofs and walls through policies and programs across inner Melbourne, a regional scale retrofit program for commercial and high density residential development, and the use of Green Star ratings for new and retrofitted buildings and infrastructure. Establish guidelines for Council projects and advocate for the implementation of ESD standards into all municipal planning schemes. Complete ESD related projects that create awareness, interest in ESD and green buildings such as – establishing green building awards; demonstration projects of green roofs/walls; broaden the content and distribution of the ESD factsheets project.

7.1.1. G5.P1 – Whole of Waste Cycle Planning

7.1.1.1. OUTCOMES

- Research and analyse the costs and benefits of innovative, smart waste management solutions that could be applied to Inner Melbourne and the wider metro catchment. Understand how waste management practices, technologies and services can change to meet the significant growth and densification of Inner Melbourne.

7.1.1.2. DELIVERABLES

- Identification of local, regional and state infrastructure for waste management – public and private provision
- An exploration project to understand what IMAP should be doing in the area of smart waste management
- Document the current challenges faced in the delivery an ‘old’ waste management solution for a modernising, growing and densifying Inner Melbourne
- Conduct research and identify quick wins, short and long term opportunities, best practice and transformative solutions to deal with the problems and transform waste management services – taking into consideration planning, road use, environmental impact, etc.
- Pilot or prototype new models of waste management taking into consideration the environmental impact and links with the G5.P2 Whole of Water Cycle Planning

7.1.1.3. CONTRIBUTION TO IMAP

- Inner Melbourne is a national leader in achieving greenhouse gas emission reductions, with average emissions across the region reduced each year.
- The Inner Melbourne community is resilient to the impacts of climate change.
- Develop a more effective relationship with the regional waste management group
- Establish design standards to ensure new urban development protects and enhances amenity
- Ensure urban renewal contributes to distinctive high quality local neighbourhoods and positive development outcomes in medium and high density environments

7.1.1.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Identification of local, regional and state infrastructure for waste management	●			
2	Define an exploration project to understand what IMAP should be doing in the area of smart waste management, the expectation is that the project would be a multi –year initiative	●	●	●	●

7.1.1.5. DURATION

- Multi-year Start in 2017/2018

7.1.1.6. COST

- Large – Greater than \$200K

7.1.2. G5.P2 – Whole of Water Cycle Planning

7.1.2.1. OUTCOMES

- Evaluate, develop and implement whole of water cycle plans for all Urban Renewal Areas (URAs). Each URA will improve on previous best practice examples in Australia. The IMAP Councils will adopt integrated water cycle management practices and leverage off projects to be delivered by URAs and the Victoria Water plan, leading to fund infrastructure of integrated water cycle management.

7.1.2.2. DELIVERABLES

- Develop a list of prioritised plans and sites
- Develop plans for URAs using an approach of undertaking two plans at a time and piloting the RMS tool
- Partner with the Cooperative Research Centre for Water Sensitive Cities (CRC)
- Investigate and evaluate funding options

7.1.2.3. CONTRIBUTION TO IMAP

- Inner Melbourne is a 'water sensitive' city with substantial reduction in potable water consumption and substantially improved quality of water entering our waterways.
- Inner Melbourne is a national leader in achieving greenhouse gas emission reductions, with average emissions across the region reduced each year.
- The Inner Melbourne community is resilient to the impacts of climate change.
- Lead in water management in URAs

7.1.2.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Perform a stock take of existing URA water plans		●		
2	Develop methodology & select pilot sites		●		
3	Continue Implementation			●	●
4	Perform evaluation of implementation and recommend improvements				●

7.1.2.5. DURATION

- Multi-year

7.1.2.6. COST

- Larger than \$200k

7.1.3. G5.P3 – IMAP Water Use Targets

7.1.3.1. OUTCOMES

- Develop consistent minimum targets for water reduction. Approaches, consideration and timing will align with G5.P3 IMAP GREENHOUSE GAS EMISSION TARGETS.

7.1.3.2. DELIVERABLES

- IMAP Council will agree on minimum targets over set time periods, reflecting national and international commitments and seeking to be amongst leading city regions

7.1.3.3. CONTRIBUTION TO IMAP

- Inner Melbourne is a 'water sensitive' city with substantial reduction in potable water consumption and substantially improved quality of water entering our waterways.
- Inner Melbourne is a national leader in achieving greenhouse gas emission reductions, with average emissions across the region reduced each year.
- The Inner Melbourne community is resilient to the impacts of climate change.
- Drives action - from voluntarism to "obligation"
- Links to health and maintaining availability of resources, equity and access

7.1.3.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Review international targets, standards, develop and recommend goals, targets and plan to achieve these.		●		
2	Goals and targets approved by IMAP Councils.		●		
3	Multi-year measurement, review & improvement of the defined plan		●	●	●

7.1.3.5. DURATION

- Multi-year 2018/2019 start

7.1.3.6. COST

- \$50 - 100K

7.1.4. G5.P4 – IMAP Greenhouse Gas Emission Targets

7.1.4.1. OUTCOMES

- Research and analyse the costs and benefits of innovative, smart waste management solutions that could be applied to Inner Melbourne and the wider metro catchment.

7.1.4.2. DELIVERABLES

- IMAP Council will agree on minimum targets over set time periods, reflecting national and international commitments and seeking to be amongst leading city regions

7.1.4.3. CONTRIBUTION TO IMAP

- Inner Melbourne is a 'water sensitive' city with substantial reduction in potable water consumption and substantially improved quality of water entering our waterways.
- Inner Melbourne is a national leader in achieving greenhouse gas emission reductions, with average emissions across the region reduced each year.
- The Inner Melbourne community is resilient to the impacts of climate change.
- Drives action - from voluntarism to "obligation"
- Links to health and maintaining availability of resources, equity and access

7.1.4.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Review international targets and standards and develop recommend goals, targets and plan to achieve these.			●	
2	Goals and targets approved by IMAP Councils.			●	
3	Multi-year measurement, review & improvement of the defined plan				●

7.1.4.5. DURATION

- Multi-year 2019/2020 start

7.1.4.6. COST

- \$50 - 100K

7.1.5. G5.P5 – Implement Environmental Sustainable Design (ESD) and Green Demonstration Projects

7.1.5.1. OUTCOMES

- Continue the promotion of Environmental Sustainable Design (ESD) principles including; encouraging green roofs and walls through policies and programs across inner Melbourne, a regional scale retrofit program for commercial and high density residential development, and the use of Green Star ratings for new and retrofitted buildings and infrastructure
- Establish guidelines for Council projects and advocate for the implementation of ESD standards into all municipal planning schemes
- Complete ESD related projects that create awareness, and interest in ESD and green buildings such as – establishing green building awards; demonstration projects of green roofs/walls; broaden the content and distribution of the ESD factsheets project

7.1.5.2. DELIVERABLES

- Promotion through policy and program of ESD principles
- Establish green building and infrastructure guidelines for Council projects and advocate for the implementation of ESD standards into all municipal planning schemes
- Complete ESD related projects - establish green buildings awards; create a demonstration program and guidelines for green roofs/walls; ESD factsheets project

7.1.5.3. CONTRIBUTION TO IMAP

- The deliverables of this project will contribute to inner Melbourne being recognised as a national leader in achieving greenhouse gas emission reductions, with average emissions across the region reduced each year
- Contributes and supports projects in other goals in regards to creating high quality public space, enhancement programs across the network of parks, public spaces and streets

7.1.5.4. TASKS

	TASK	YEAR 1 2017/18	YEAR 2 2018/19	YEAR 3 2019/20	YEAR 4+ 2020+
1	Define ESD and the green roofs promotion and advocacy program and begin implementation and roll out				●
2	Develop and implement guidelines for Council projects and plan for advocacy into all municipal planning schemes				●
3	Select the priority ESD related projects for funding and implementation – i.e. green demonstration projects.				●

7.1.5.5. DURATION

- Multi-year 2020/2021 start

7.1.5.6. COST

- Large – Greater than \$200K

8. Priority IMAP Projects 2017/2018

The projects highlighted in burgundy text have been selected as the - 2017/2018 Priority.

GOAL 1 A globally significant, strong and diverse economy	
• G1.P1	IMPLEMENTATION OF CENSUS OF LAND USE AND EMPLOYMENT (CLUE)
GOAL 2 A connected transport network that provides real travel choices.	
• G2.P1	BUSINESS CASE: INNER MELBOURNE CYCLING NETWORK
GOAL 3 Diverse, vibrant, healthy and inclusive communities.	
• G3.P1	SPORT AND RECREATION FACILITY PLANNING
GOAL 4 Distinctive, high quality neighbourhoods and places.	
• G4.P1	URBAN FOREST AND BIODIVERSITY STRATEGY AND APPROACH
GOAL 5 Leadership in achieving environmental sustainability and climate change adaptation.	
• G5.P1	WHOLE OF WASTE CYCLE PLANNING

8.1. GOAL 1 A globally significant, strong and diverse economy.

8.1.1. Ongoing

Proposed IMAP Projects		Status	Proposal
G1.P1	IMPLEMENTATION OF CENSUS OF LAND USE AND EMPLOYMENT (CLUE) (Proposed 2017/2018 Priority)	Ongoing	<ul style="list-style-type: none"> Investigate current information requirements and funding; determine needs and economies of scale (current) Expand CLUE implementation across IMAP Councils Secure funding for CLUE implementation across IMAP Councils Improve monitoring of business activity throughout Inner Melbourne

8.2. GOAL 2 A connected transport network that provides real travel choices.

8.2.1. New

Proposed IMAP Projects		Status	Proposal
G2.P1	BUSINESS CASE: INNER MELBOURNE CYCLING NETWORK (Proposed 2017/2018 Priority)	New	<ul style="list-style-type: none"> Prepare a business case for State Government to deliver a regional integrated connected (safe on/off road) cycling network (as per desire set out in Plan Melbourne, Resilient Melbourne and IMAP Strategy) including parking.

8.3. GOAL 3 Diverse, vibrant, healthy and inclusive communities.

8.3.1. New

Proposed IMAP Projects		Status	Proposal
G3.P1	SPORT AND RECREATION FACILITY PLANNING (Proposed 2017/2018 Priority)	NEW	<ul style="list-style-type: none"> Development of a tool for joint forward planning, design and management of Local and Regional sporting and recreational facilities across inner Melbourne. Improved management of demand & worth (regional & local), higher yield on facility usage and improved access across boundaries. Allowing for the identification of joint projects including an efficient funding model and formal agreements between Council on projects.

8.4. GOAL 4 Distinctive, high quality neighbourhoods and places.

8.4.1. New

Proposed IMAP Projects		Status	Proposal
G4.P1	URBAN FOREST AND BIODIVERSITY STRATEGY AND APPROACH (Proposed 2017/2018 Priority)	NEW	<ul style="list-style-type: none"> Develop an Urban Forest and Biodiversity Strategy aimed at making changes impacting the environment and ecosystems - including temperature; air quality; health; amenity and livability.

8.5. GOAL 5 Leadership in achieving environmental sustainability and climate change adaptation.

8.5.1. New

Proposed IMAP Projects		Status	Proposal
G5.P1	WHOLE OF WASTE CYCLE PLANNING (Proposed 2017/2018 Priority)	New	<ul style="list-style-type: none"> Research and analyse the costs and benefits of innovative, smart waste management solutions that could be applied to Inner Melbourne and the wider metro catchment. Understanding how waste management practices, technologies and services can change to meet the significant growth and densification of Inner Melbourne.

Appendix A. Draft Financial Plan

A.1. Forecast – Total Revenue to Total Expenditure

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
Revenue	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000
Carry Forward	\$231,000	\$131,000	\$46,000	\$1,000	\$21,000	\$41,000	\$166,000	\$276,000	\$426,000
Expenditure	\$360,000	\$320,000	\$255,000	\$255,000	\$150,000	\$165,000	\$125,000	\$95,000	\$360,000
Final Balance	\$131,000	\$46,000	\$1,000	\$21,000	\$41,000	\$166,000	\$276,000	\$426,000	\$606,000
COUNCIL PLAN PERIOD									

Financial Plan Commentary
Information on IMAP Councils’ annual funding contributions and staff resourcing requirements for specific IMAP steering groups and project teams will be provided to the IMAP Councils for inclusion in Council Annual Plans. This is to ensure the IMAP Councils make provision for this work in their staff work programs and budgets. It also ensures that expenditure is monitored and reported through Annual Reports.
The IMAP Implementation Committee reviews and confirms an annual action plan each year as part of its rolling Three Year Implementation Plan. This plan will be endorsed by the Committee in November of the preceding year, so that the budget and resource implications of the plan can be considered by each member Council (and any external funding parties) as part of their own business planning and budgeting process.
Council contribution to revenue is assumed to be \$55,000 per annum plus cost of staff assigned to work on IMAP projects. Further detail is provided in revenue and expenditure tables.
IMAP operates under a rolling plan. Carry forward figures indicate budget allocation available for roll over into the next financial year.

Draft

A.2. Revenue

Revenue Source	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
Council Contributions	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000
Carry Forward	\$231,000	\$131,000	\$46,000	\$1,000	\$21,000	\$41,000	\$166,000	\$276,000	\$426,000
Revenue Total	\$506,000	\$406,000	\$321,000	\$276,000	\$296,000	\$316,000	\$441,000	\$551,000	\$701,000

A.3. Expenditure

Project Title		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Commentary
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	
G1.P1	IMPLEMENTATION OF CENSUS OF LAND USE AND EMPLOYMENT (CLUE)	\$50,000									IMAP cost covers investigation only. Implementation estimated at \$200K per Council per year Operating budget less research costs discontinued MPA and State Government partners - purchase agreements for data.
G1.P2	SMART CITY SOLUTIONS		\$35,000								Covered by IMAP contribution.
G1.P3	MANAGING LICENSED PREMISES AND ENTERTAINMENT PRECINCTS			\$25,000	\$10,000						Largely covered by IMAP contribution - Event \$25K, Website \$10K. Some contributions from Council Operating budgets to extend program 10% Contributions sought from Government grants.
G1.P4	WAYFINDING AND SIGNAGE		\$20,000	\$20,000							IMAP contribution covers planning and advocacy costs only. Implementation is based on the number of signs installed in each municipality - effects each councils Capital budget. Advocate to State Government to develop the single base map - PTV/VicMaps.
G1.P5	IMAP TOURISM	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Joint projects covered by IMAP contribution. Council Operating budgets cover own programs.
G2.P1	BUSINESS CASE: INNER MELBOURNE CYCLING NETWORK	\$50,000	\$50,000								Development of business case covered by IMAP contribution. Installation of cycling works covered by each Councils Capital budgets and VicRoads Seek Government grants.
G2.P2	PLANNING FOR FUTURE VEHICLES		\$20,000	\$20,000							Covered by IMAP contribution.

Project Title		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Commentary
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	
G2.P3	TRAVEL MODE RESEARCH			\$20,000							Covered by IMAP contribution.
G2.P4	PUBLIC TRANSPORT STANDARDS				\$20,000						Covered by IMAP contribution Seek \$25K from external funding partners.
G2.P5	PROMOTE WALKING				\$25,000	\$50,000					Covered by IMAP contribution.
G2.P6	INFRASTRUCTURE VICTORIA PRIORITIES	\$10,000	\$10,000								Covered by IMAP contribution.
G2.P7	IMAP AND PUBLIC TRANSPORT VICTORIA (PTV) PARTNERSHIP										Staff time.
G3.P1	SPORT AND RECREATION FACILITY PLANNING	\$50,000									IMAP contribution covers part of the planning and advocacy costs only. \$50K top up from Councils operating budgets. Installation of facilities in each municipality effects each councils Capital budget. Seek \$50K from Government grants and external funding partners Seek \$50K from Government grants and external funding partners.
G3.P2	AFFORDABLE HOUSING CONTROLS AND TARGETS		\$30,000	\$20,000	\$30,000	\$30,000					Covered by IMAP contribution - undertake modelling of new government strategies, update mapping of overlay precincts, advocate to ensure success.
G3.P3	IMAP COMMUNITIES INFRASTRUCTURE PLAN 2026			\$15,000	\$20,000	\$20,000	\$20,000	\$20,000			Part covered by IMAP contribution. Top up required from Council operating budgets.
G3.P4	CONSISTENT APPROACH IN THE RESPONSE TO HOMELESSNESS										Staff time.
G4.P1	URBAN FOREST AND BIODIVERSITY STRATEGY AND APPROACH	\$50,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000				Part covered by IMAP contribution to develop joint plan. Top up required from Council operating budgets Seek contributions from external partners.
G4.P2	GREEN STREET BEST PRACTICE GUIDE		\$20,000	\$20,000							Covered by IMAP contribution.
G4.P3	IMAP 3D MODELLING PROJECT			\$20,000	\$20,000	\$20,000					Part covered by IMAP contribution to undertake planning. Top up required from Council Capital and operating budgets for installation.
G4.P4	INCREASING EMPLOYMENT OPPORTUNITIES	\$20,000	\$20,000	\$10,000							Part covered by IMAP contribution to develop planning amendment proposals. Impact on councils operating budgets to progress planning changes Seek contributions from external partners.
G5.P1	WHOLE OF WASTE CYCLE PLANNING	\$50,000									Cost to Councils operating budgets to develop and implement.
G5.P2	WHOLE OF WATER CYCLE PLANNING		\$20,000	\$15,000							Part covered by IMAP contribution to undertake planning. Cost to Councils operating budgets to develop and implement.
G5.P3	IMAP WATER USE TARGETS		\$20,000								Part covered by IMAP contribution to undertake planning. Cost to Councils operating budgets to develop and implement.
G5.P4	IMAP GREENHOUSE GAS EMISSION TARGETS			\$20,000							Part covered by IMAP contribution to undertake planning. Cost to Councils operating budgets to develop and implement.
G5.P5	IMPLEMENT ESD AND GREEN DEMONSTRATION PROJECTS				\$15,000	\$20,000	\$15,000	\$20,000			

Appendix B. Section Glossary

Term	Definition
CLUE	Census of Land Use and Employment
IMAP	Inner Melbourne Action Plan
IV	Infrastructure Victoria
PTV	Public Transport Victoria

Document Control

Preparation

Version	Date	Details
0.1	27/11/2016	Draft released for review.

Distribution List

Name	Organisation
Elissa McElroy	Inner Melbourne Action Plan

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