Agenda

Inner Melbourne Action Plan
Implementation Committee

Meeting No 46
8.00 am – 10.00 am Friday 26 May 2017
City of Melbourne
Council Meeting Room, Level 2, Town Hall Administration Building, Swanston Street

Committee Members
Cr Nicholas Reece, Chair Future Melbourne (Planning) Committee, City of Melbourne (Chair)
Cr Amanda Stone, Mayor, City of Yarra (Chair)
Cr Bernadene Voss, Mayor, City of Port Phillip
Cr Sarah Carter, Deputy Mayor, Maribyrnong City Council
Cr Jami Klisaris, Mayor, City of Stonnington
Mr Stephen Wall, Chief Executive Officer, Maribyrnong City Council
Mr Warren Roberts, Chief Executive Officer, City of Stonnington
Ms Kate Vinot, Director City Strategy & Place, City of Melbourne
Ms Vijaya Vaidyanath, Chief Executive Officer, City of Yarra
Ms Carol Jeffs, Interim Chief Executive Officer, City of Port Phillip

Associate Partner Representatives
Mr Adrian Salmon, Principal Planner, Planning Services, DELWP
Mr Rod Anderson, Strategy & Partnerships Regional Manager-Port Phillip, DELWP
Mr Michael Hopkins, Interim Deputy Secretary, Network Planning Transport Group, DEDJTR
Ms Cate Turner, Director Inner Melbourne, Metropolitan Economic Development DEDJTR
Mr Vince Punaro, Regional Director NW Region, VicRoads
Ms Emily Mottram, Director Urban Renewal, Metropolitan Planning Authority

IMAP
Ms Elissa McElroy, IMAP Executive Officer

Guests
Mr Dale Stewart, Senior Recreation Planner, City of Melbourne
Ms Helen Hardwick, Program Manager Tourism Policy, Wayfinding and Infrastructure, CoM
Ms Sheri Peters, City Business Officer - Tourism Industry Development, Marketing & Communications, City of Port Phillip
Mr Malcolm Roberts-Palmer, Senior Social Policy and Research Officer, Maribyrnong CC
Ms Tara Frichithavong, Manager Community Services and Social Infrastructure Planning, Maribyrnong City Council
Mr Stuart Draffin, General Manager Planning & Amenity, City of Stonnington

IMAP Champions
Ms Jane Waldock, Assistant Director Planning & Placemaking, City of Yarra,
Mr Aidan O’Neill, Acting Manager Strategy and Growth, City of Port Phillip
Ms Tracey Limpens, Advocacy Performance & Improvement Manager, City of Stonnington
Mr Geoff Robinson, Manager Engineering Services, City of Melbourne
Ms Katy McMahon, Manager City Business, Maribyrnong City Council

PRELIMINARIES

<table>
<thead>
<tr>
<th>Item</th>
<th>Time Alloc.</th>
<th>Agenda Topic</th>
<th>Responsibility</th>
</tr>
</thead>
</table>
| 1.   | 2 mins Commence 8.00am | Appointment of Chair
Cr Nicholas Reece, Chair Future Melbourne (Planning) Committee, City of Melbourne | IMAP Executive Officer |
**Introductions and Apologies**

<table>
<thead>
<tr>
<th>Item</th>
<th>Time Alloc.</th>
<th>Agenda Topic</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>2 mins</td>
<td><strong>Members Interest</strong>&lt;br&gt;Disclosure by members of any conflict of interest in accordance with s.79 of the Act</td>
<td>Chair</td>
</tr>
</tbody>
</table>

**ITEMS**

<table>
<thead>
<tr>
<th>Item</th>
<th>Time Alloc.</th>
<th>Agenda Topic</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>2 mins Commence 8.05am</td>
<td>Confirmation of Minutes of the IMAP Implementation Committee&lt;br&gt;(Attachment 1)&lt;br&gt;&lt;strong&gt;Recommendation:&lt;/strong&gt; 4.1 That the IMAP Implementation Committee resolves to confirm the draft Minutes of the IMAP Implementation Committee No. 45 held on 24 February 2017 as an accurate record.</td>
<td>Chair</td>
</tr>
<tr>
<td>5.</td>
<td>2 mins Commence 8.07am</td>
<td>Ratify Out-of-Committee approval – Melbourne Official Visitor Map&lt;br&gt;– Production and Distribution Agreement with Destination Melbourne Ltd confirmed on 24 March 2017&lt;br&gt;(Attachment 2)&lt;br&gt;&lt;strong&gt;Recommendation:&lt;/strong&gt; 5.1 That the IMAP Implementation Committee ratify the following resolution made out of Committee: That the IMAP Implementation Committee resolve as follows: • That IMAP approve a two plus one year Print &amp; Distribution Agreement with Destination Melbourne Ltd (as per the current lapsed Agreement) to have Destination Melbourne Ltd produce 1 million copies of the Official Visitor Map per year with a flat IMAP contribution of $45,000 + GST per annum.</td>
<td>Chair</td>
</tr>
<tr>
<td>6.</td>
<td>2 mins Commence 8.09am</td>
<td>Ratify Out-of-Committee approval – Melbourne Official Visitor Map&lt;br&gt;– Production and Distribution Agreement with Destination Melbourne LTD confirmed on 4 April 2017&lt;br&gt;(Attachment 3)&lt;br&gt;&lt;strong&gt;Recommendation:&lt;/strong&gt; 6.1 That the IMAP Implementation Committee ratify the following resolution made out of Committee: That the IMAP Implementation Committee resolves to: a. Approve the MELBOURNE OFFICIAL VISITOR MAP – PRODUCTION &amp; DISTRIBUTION AGREEMENT between the IMAP Councils and Destination Melbourne Ltd for a period of two (2) years, and a further one (1) year subject to approval of the parties, from the date the Agreement is executed. b. Authorise the CEO’s of the Cities of Stonnington, Maribyrnong, Yarra and Port Phillip and the Director City Strategy and Place, City of Melbourne to sign the license agreement on behalf of the IMAP Councils.</td>
<td>Chair</td>
</tr>
</tbody>
</table>
Ratify Out-of-Committee approval – Approval to contribute an Inner Melbourne section to the next edition of the Cultural Guide confirmed on 17 May 2017 (Attachment 4)

Recommendation

7.1 That the IMAP Implementation Committee ratify the following resolution made out of Committee:

That the IMAP Implementation Committee resolves to:

a. support the IMAP Tourism Working Group partnership with Cultural Tourism Victoria to produce the Experience Culture Victoria 2017-18 edition, in print and digital.

Experience Culture Guide Agreement

b. approve the Experience Culture Victoria Guide Agreement between Cultural Tourism Victoria and the IMAP Councils which sets out the 2017-18 production agreement

c. and authorise the IMAP CEOs from the Cities of Yarra, Stonnington, Port Phillip and Maribyrnong and the Director City Strategy and Place, City of Melbourne to sign the Agreement on behalf of the IMAP Councils.

IMAP Inner Melbourne Map Licence Extension

d. approve a one year extension of the current license for use of the IMAP Inner Melbourne Map to Cultural Tourism Victoria, for the approved purposes as detailed in Schedule 1 of the map licence and that the extension confirmation can be through an exchange of letters with the IMAP Executive Officer, as no licence payment is required.

Business Arising (Attachment 5)

Recommendation

8.1 That the IMAP Implementation Committee resolves to note the actions undertaken in response to Business Arising from the previous minutes.

Correspondence:

Inwards
Att 5a Email C Jeffs CEO CoPP re Resolution on social/cultural heritage
Att 5b Email R Cumming, Moorabool Shire re community facility tools
Att 5c Email_VIC Transport Conference presentation links
Att 5d Email S Booth DEDJTR advising replacement on IMAP committee
Att 5e Email Dr R Conroy UWS re CLT project

Financial Report (Attachment 6)

Recommendation

9.1 That the IMAP Implementation Committee resolves to receive the IMAP Financial Report for the nine months ending 31 March 2017.
<table>
<thead>
<tr>
<th></th>
<th>Duration</th>
<th>Time</th>
<th>Session Title</th>
<th>Description</th>
<th>Endorser</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>5 mins</td>
<td>8.30am</td>
<td>IMAP Communication and Governance (Attachment 7)</td>
<td>Recommendation</td>
<td>IMAP Executive Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>10.1 That the IMAP Implementation Committee resolves to <strong>note</strong> the Communications and Governance Briefing Paper.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>5 mins</td>
<td>8.35am</td>
<td>Progress Report (Attachment 8)</td>
<td>Recommendation</td>
<td>IMAP Executive Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>11.1 That the IMAP Implementation Committee resolves to <strong>note</strong> the IMAP Progress Report for May 2017.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>15 mins</td>
<td>8.40am</td>
<td>G1.P5 IMAP Tourism (formerly Action 11) Project Brief (Attachment 9)</td>
<td>Recommendation</td>
<td>Sheri Peters, CoPP</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>12.1 That the IMAP Implementation Committee resolve:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>● That the IMAP Tourism Working Group (TWG) implement 2017-2018 projects as identified and await the Destination Management Plan (DMP) to guide actions for 2018-2019.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>15 mins</td>
<td>8.55am</td>
<td>G1.P4 Wayfinding and Signage (formerly Action 2.2) - Update (Attachment 10)</td>
<td>Recommendation</td>
<td>Helen Hardwick, CoM</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>13.1 That the IMAP Implementation Committee resolve to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>a. <strong>Support</strong> the proposal that, when final review has been completed, the IMAP councils formally adopt <strong>Way found</strong> as an operational manual.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>b. <strong>Support</strong> the ongoing work of the Melbourne Visitor Signage Committee in their proposed next steps, the pilot projects and discussion of a shared basemap.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>15 mins</td>
<td>9.10am</td>
<td>G3.P1 Sport and Recreation Facility Planning (formerly Action 5.5) Draft Consultant Brief (Attachment 11)</td>
<td>Recommendation</td>
<td>Dale Stewart, CoM</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>14.1 That the IMAP Implementation Committee resolve to</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>a. approve in principle the Draft Consultant Brief for the recreation project; and</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>b. recommend the brief for tender once finalised.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>15.1 That the IMAP Implementation Committee resolve to approve the Consistent Approach in the Response to Homelessness Project.</td>
<td></td>
<td>Tara Frichithavong, CoMar</td>
</tr>
</tbody>
</table>
CONFIDENTIAL ITEMS
Meeting to be closed in accordance with Sections 89 (2) (d, e, f, h) of the Local Government Act (1989)

Public and Associate Members can be excluded for these items

<table>
<thead>
<tr>
<th>Item</th>
<th>Time</th>
<th>Agenda Topic</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.</td>
<td>2 mins</td>
<td>Confirmation of Minutes (Attachment 13)</td>
<td>Chair</td>
</tr>
<tr>
<td></td>
<td>Commence 9.45am</td>
<td>Recommendation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>16.1</td>
<td>Recommendation:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>That the IMAP Implementation Committee resolves to confirm the draft Minutes of the Confidential business of the IMAP Implementation Committee No. 45 held on 24 February 2017 as an accurate record.</td>
<td></td>
</tr>
</tbody>
</table>

OTHER BUSINESS

<table>
<thead>
<tr>
<th>Item</th>
<th>Time</th>
<th>Agenda Topic</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.</td>
<td>5 mins</td>
<td>Any other business</td>
<td>Chair</td>
</tr>
<tr>
<td></td>
<td>Commence 9.47am</td>
<td>Close</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Next Meeting</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Friday 25 August 2017 (8.00am)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>City of Stonnington - Council Chambers, Malvern Town Hall</td>
<td></td>
</tr>
</tbody>
</table>

ATTACHMENTS

<table>
<thead>
<tr>
<th>Item No</th>
<th>Attachment No</th>
<th>Attachment Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Attachment 1</td>
<td>Draft Minutes of the IMAP Implementation Committee meeting No. 45 held on 24 February 2017</td>
</tr>
<tr>
<td>5.</td>
<td>Attachment 2</td>
<td>Out of committee approval – Melbourne official Visitor Map production and Distribution Agreement with DML</td>
</tr>
<tr>
<td>6.</td>
<td>Attachment 3</td>
<td>As above – Approve Agreement and CEOs to sign</td>
</tr>
<tr>
<td>7.</td>
<td>Attachment 4</td>
<td>Out of Committee approval – Contribute to Culture Guide 2017-18</td>
</tr>
<tr>
<td>8.</td>
<td>Attachment 5</td>
<td>Business Arising</td>
</tr>
<tr>
<td></td>
<td>Attachment 5a</td>
<td>Email C Jeffs CEO CoPP re Resolution on social/cultural heritage</td>
</tr>
<tr>
<td></td>
<td>Attachment 5b</td>
<td>Email R Cumming, Moorabool Shire re community facility tools</td>
</tr>
<tr>
<td></td>
<td>Attachment 5c</td>
<td>Email VIC Transport Conference presentation links</td>
</tr>
<tr>
<td></td>
<td>Attachment 5d</td>
<td>Email S Booth DEDJTR advising replacement on IMAP committee</td>
</tr>
<tr>
<td></td>
<td>Attachment 5e</td>
<td>Email Dr R Conroy UWS re CLT project</td>
</tr>
<tr>
<td>9.</td>
<td>Attachment 6</td>
<td>IMAP Finance report</td>
</tr>
<tr>
<td></td>
<td>Attachment 6a</td>
<td>IMAP Operating and Capital Works statement for the 9 months to 31 March 2017</td>
</tr>
<tr>
<td></td>
<td>Attachment 6b</td>
<td>IMAP Budget and Expenditure by Project</td>
</tr>
<tr>
<td>10.</td>
<td>Attachment 7</td>
<td>IMAP Communications and Governance report</td>
</tr>
<tr>
<td>11.</td>
<td>Attachment 8</td>
<td>IMAP Progress Report May 2017</td>
</tr>
<tr>
<td>12.</td>
<td>Attachment 9</td>
<td>G1.P5 IMAP Tourism Project Brief</td>
</tr>
<tr>
<td>13.</td>
<td>Attachment 10</td>
<td>G1.P4 Wayfinding and Signage Update</td>
</tr>
<tr>
<td></td>
<td>Attachment 10a</td>
<td>Way found signage standards for Victoria – to be distributed at the meeting</td>
</tr>
<tr>
<td>15.</td>
<td>Attachment 12</td>
<td>G3.P4 Consistent Approach in the response to Homelessness Project Brief</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Confidential agenda items</strong></td>
</tr>
<tr>
<td>16.</td>
<td>Attachment 13</td>
<td>Confidential Minutes of the IMAP Implementation Committee No 45 held 24 February 2017</td>
</tr>
</tbody>
</table>
## Agenda – Confidential Business

### Inner Melbourne Action Plan Implementation Committee

**Meeting No 46**  
8.00 am – 10.00 am Friday 26 May 2017  
City of Melbourne  
Council Meeting Room, Level 2, Town Hall Administration Building, Swanston Street

### Committee Members
- Cr Nicholas Reece, Chair Future Melbourne (Planning) Committee, City of Melbourne (Chair)
- Cr Amanda Stone, Mayor, City of Yarra (Chair)
- Cr Bernadene Voss, Mayor, City of Port Phillip
- Cr Sarah Carter, Deputy Mayor, Maribyrnong City Council
- Cr Jami Klisaris, Mayor, City of Stonnington
- Mr Stephen Wall, Chief Executive Officer, Maribyrnong City Council
- Mr Warren Roberts, Chief Executive Officer, City of Stonnington
- Ms Kate Vinot, Director City Strategy & Place, City of Melbourne
- Ms Vijaya Vaidyanath, Chief Executive Officer, City of Yarra
- Ms Carol Jeffs, Interim Chief Executive Officer, City of Port Phillip

### IMAP
- Ms Elissa McElroy, IMAP Executive Officer

### Guests
- Mr Stuart Draffin, General Manager Planning & Amenity, City of Stonnington
- Ms Jane Waldock, Assistant Director Planning & Placemaking, City of Yarra,  
  **IMAP Champions**
- Mr Aidan O’Neill, Acting Manager Strategy and Growth, City of Port Phillip
- Ms Tracey Limpens, Advocacy Performance & Improvement Manager, City of Stonnington
- Mr Geoff Robinson, Manager Engineering Services, City of Melbourne
- Ms Katy McMahon, Manager City Business, Maribyrnong City Council

**Public and Associate Members can be excluded for this item**

### CONFIDENTIAL AGENDA ITEMS

<table>
<thead>
<tr>
<th>Item</th>
<th>Time Alloc.</th>
<th>Agenda Topic</th>
<th>Responsibility</th>
</tr>
</thead>
</table>

### CONFIDENTIAL ITEMS

Meeting to be closed in accordance with Sections 89 (2) (d, e, f, h) of the Local Government Act 1989.

**Procedural Motion:**

That the IMAP Implementation Committee resolves to proceed into Confidential Business and the meeting be closed to the public as the matter to be considered falls within the ambit of Section 89 (2) (d) (contractual matters).

Chair
ITEMS

13. 2 mins

Commence 9.25am

Confirmation of Minutes – IMAP Implementation Committee
(Attachment 7)

Recommendation

12.1 That the IMAP Implementation Committee resolves to confirm the draft Minutes of the Confidential business of the IMAP Implementation Committee No. 45 held on 24 February 2017 as an accurate record.

Chair

Procedural Motion:
That the IMAP Implementation Committee resolves that the meeting be re-opened to the public.

Chair

ATTACHMENTS

<table>
<thead>
<tr>
<th>Item No</th>
<th>Attachment No</th>
<th>Attachment Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.</td>
<td>Attachment 7</td>
<td>Confidential Minutes of the IMAP Implementation Committee No 44 held 9 December 2016</td>
</tr>
</tbody>
</table>
Draft Minutes
Inner Melbourne Action Plan
Implementation Committee

Meeting No 45
8.00 am – 10.00 am Friday 24 February 2017
City of Yarra
Meeting Room 1, Richmond Town Hall, Bridge Road, Richmond

Attendance:

Committee Members
Cr Amanda Stone, Mayor, City of Yarra (Chair)
Cr Bernadene Voss, Mayor, City of Port Phillip
Cr Nicholas Reece, Chair Future Melbourne (Planning) Committee, City of Melbourne
Mr Stephen Wall, Chief Executive Officer, Maribyrnong City Council
Ms Kate Vinot, Director City Strategy & Place, City of Melbourne
Ms Vijaya Vaidyanath, Chief Executive Officer, City of Yarra
Mr Stuart Draffin, General Manager Planning & Amenity, City of Stonnington – for Warren Roberts

Associate Partner Representatives
Mr Adrian Salmon, Principal Planner, Planning Services, DELWP
Mr Steve Booth, Director Economic Outcomes, Metropolitan Economic Development DEDJTR
Ms Emily Mottram, Director Urban Renewal, Metropolitan Planning Authority

IMAP Guests
Mr Toby Kent, Chief Resilience Officer, 100 Resilient Cities
Mr Geoff Lawler, Senior Strategic Advisor, City of Melbourne/Chair Resilient Melbourne Steering Committee
Mr Yuriy Onyshchuk, Team Leader, Melbourne City Research, City of Melbourne
Mr Austin Ley, Consultant, Planning for Change
Ms Sheri Peters, City Business Officer – Tourism, City of Port Phillip
Mr Andrew Scarlett, Senior Urban Economist, City of Port Phillip

IMAP Champions
Mr Aidan O’Neill, Acting Manager Strategy and Growth, City of Port Phillip
Ms Lisa Stafford, Senior Community Planner, City of Stonnington – for Tracey Limpens

PRELIMINARIES

1. Appointment of Chair

1.1 That the IMAP Implementation Committee resolves to appoint Cr Amanda Stone, Mayor, City of Yarra as the Chair of the Meeting.

MOVED CR VOSS / Mr Wall
A vote was taken and the MOTION was CARRIED

2. Apologies

2.1 That the IMAP Implementation Committee resolves to note the following apologies:

- Cr Sarah Carter, Deputy Mayor, Maribyrnong City Council
- Cr Jami Klisaris, Mayor, City of Stonnington
- Ms Carol Jeffs, Interim Chief Executive Officer, City of Port Phillip
Mr Warren Roberts, Chief Executive Officer, City of Stonnington
Mr Rod Anderson, Strategy & Partnerships Regional Manager-Port Phillip, DELWP
Mr Michael Hopkins, Interim Deputy Secretary, Network Planning Transport Group, DEDJTR
Mr Vince Punaro, Regional Director Metro NW Region, VicRoads

MOVED CR VOSS / Cr Reece
A vote was taken and the MOTION was CARRIED

The Chair acknowledged the traditional owners of the land and invited those present to introduce themselves.

3. Members Interest - Disclosure by members of any conflict of interest in accordance with s.79 of the Act.
Ms Vaidyanath advised she was a Board member for Destination Melbourne and declared an interest for confidential item 13.

ITEMS

4. Confirmation of Minutes of the IMAP Implementation Committee

4.1 That the IMAP Implementation Committee resolves to confirm the draft Minutes of the IMAP Implementation Committee No. 44 held on 9 December 2016 as an accurate record.

MOVED MR WALL / Cr Voss
A vote was taken and the MOTION was CARRIED

5. Confirmation of Minutes of the IMAP Executive Forum

5.1 That the IMAP Implementation Committee resolves to confirm the draft minutes of the IMAP Executive Forum No 21 held on 20 January 2017, as an accurate record.

MOVED MS VAIDYANATH / Ms Vinot
A vote was taken and the MOTION was CARRIED

6. Business Arising
The Executive Officer updated the committee on:
• B: Affordable housing conversation requested in November 2015. The Committee wanted this retained and saw value in homelessness issues being added to this discussion due to the increasing numbers sleeping rough.
  Mr Wall offered to provide an update on Maribyrnong’s approach at a later meeting.
  Cr Reece updated the Committee on the CoM proposed bylaw changes.
  It was agreed that there was value in sharing experiences. Data was needed in order to evaluate the significance of the issue.
  The Executive Officer advised this was being picked up by the IMAP Communities Steering Group and would come forward in May or August for discussion on joint approaches/proposals.
• E: Outstanding items under Action 6.3 – Liquor licensing definitions. The matter was referred to the Executive Forum to resolve resourcing issues.

6.1 That the IMAP Implementation Committee resolves to note the actions undertaken in response to Business Arising from the previous minutes.

MOVED CR VOSS / Cr Reece
A vote was taken and the MOTION was CARRIED

Actions:
• IMAP Executive Officer to update the Affordable Housing item on Business Arising to include homelessness and refer to the IMAP Communities Steering group to action a brief.
• IMAP Executive Officer to refer the resourcing of the liquor licensing definitions report to the Executive Forum.

7. Presentation – Update from Resilient Melbourne.
Geoff Lawler, Special Strategic Advisor CoM and Chair of the Resilient Melbourne Steering Committee attended with Toby Kent, Chief Resilience Officer, 100 Resilient Cities.
Copies of the Resilient Melbourne strategy brochure and a PowerPoint were presented to update the committee. Mr Lawler noted the following key points:
• the 100 Resilient Cities was established 2 years ago with funding by the Rockefeller Foundation.
• A Resilience Melbourne (RM) strategy has been produced with projects to address stresses on metro communities
• RM aims to build capacity in local government, linked to state and federal governments
• 15 of 32 councils have endorsed the strategy
• Created a small implementation office for 4 years with a budget of $1m pa:
  o CoM funding it over 5 years – one third
  o State Government funding over 4 years – one third
  o Seeking next financial year, that all other metro councils make a contribution to the balance
• Mr Lawler chairs the RM inter-government committee - Ms Vaidyanath is this region’s representative
• Asking for councils to consider $15Kpa for the next 3 years to build their 1/3 contribution
• Is it worth investing in? - a couple of projects (Bike Network/Urban Forest) are also in the IMAP Implementation Plan. Elissa and Toby have discussed how we work together to get a joined up approach.
• Looking to draw out where there might be an opportunity; and allow for different approaches across different catchments
• Asking the 5 councils (as distinct from the IMAP Committee) for funding and to embed the resilience activities in their organisations so that they become a feature of local government going forward.

Mr Kent added:
• Resilience strategy is not implemented in isolation
• Identified as an innovative project nationally - Department of Premier & Cabinet has picked up RM’s definition of ‘resilience’ and the Federal Government took Resilience Melbourne’s approach to Paris as a case study
• RM has long term objectives that build on existing structures, avoiding duplication of effort; to deliver tangible benefits through distinct Actions
• Now making some early progress on strategy actions and have been successful in generating additional resources:
  o $900k investment by Myer Foundation to activate unutilised municipal land
  o Nature Conservancy Council in-kind contribution of staff resources
  o Jacob’s engineering firm pro bono cycling networks workshops - Still seeking project manager for the cycling network project
  o ARRP developing city resilience measures to track progress (one of 10 cities involved in this project to pilot measuring outcomes in partnership with the state government.)
• The Ask: 3 years of funding from each council for the Resilient Melbourne Delivery Office: paid up front - or $15K for the first year.

Questions/Comments
Cr Voss clarified the options for funding upfront or over 3 years.
• Mr Lawler explained that although Rockefeller funding has finished, the network of 100 Cities continues with networks of corporate and global NFP as platform partners. Have access to these organisations. In addition CoM and University of Melbourne have financed a 5 year professional Chair of Resilient Cities based in the School of Design – the professor commenced in 2017 to develop an academic stream in parallel, dealing with the same issues at a metro scale, creating innovation hubs and research into direct areas of interest.

Ms Vaidyanath noted the question for IMAP regarding its 2 priority projects – urban forest and the cycling network – when we decide what we will do with our projects, is there opportunity for IMAP officers to rationalise resources, not duplicate and save funds due to common interests?
Mr Wall asked if RM have considered a user pay approach around the projects? Saw a challenge getting funds from 32 councils. On a project basis can determine if it would give us a good return.
• Mr Lawler clarified that IMAP funds are not being sought – those funds should be used for actions. Seeking funds for the office, in a way which is open and transparent. Wanting to influence resilience as much as possible through local government.

Ms Vaidyanath suggested CEOs could work through the IMAP Executive Forum to look at good structures for funding. It needs more emphasis than just supporting the actions.
• Mr Kent noted early support by CEOs in 2015 but rate capping has caused limitations – looking for a way to share resourcing better, provide a real opportunity to deliver programs and share resources across the metro area out of one office – not limited to IMAP area only.

The Chair asked what would be the outcome if RM received inconsistent responses from Councils to the $15K contributions?
- Mr Kent advised meetings with the first 3 groups had gone well. There is a small margin built in in case the funding is not forthcoming from all, however if only 50% of councils contributed, the office would struggle to deliver.

Ms Vinot noted the overlaps on renewable energy, bikes and urban forest projects with IMAP are advantageous, and felt enhanced progress on these projects through RM for a relatively small sum was efficient and the results replicable across Melbourne. Some things are obviously more interesting to some councils than others. However, the projects undertaken are likely to be prioritised to those councils that put in the funding.

Mr Draffin asked if this is a further example of state government contributions being whittled down over time and local government making up the difference? Are the State going to continue their contribution?

- Mr Lawler noted the office will only operate for 4 years and it aims to embed the practice of resilience into local government in that time. If it becomes a specialist effort for a few, it will fail.

The Chair thanked the presenters and noted the accountability comes back to the Councils to approve funding.

<table>
<thead>
<tr>
<th>8</th>
<th>Financial Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Executive Officer noted the main items of expenditure for the quarter and that the councils had been billed for their 2016-17 contributions in December/January.</td>
<td></td>
</tr>
<tr>
<td><strong>8.1</strong> That the IMAP Implementation Committee resolves to receive the IMAP Financial Report for the six months ending 31 December 2016.</td>
<td></td>
</tr>
<tr>
<td><strong>MOVED MS VIADYANATH / Cr Voss</strong></td>
<td>A vote was taken and the MOTION was CARRIED</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9</th>
<th>IMAP Communication and Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Executive Officer noted:</td>
<td></td>
</tr>
<tr>
<td>- the renewal of delegations to the special committees had been completed by all 5 councils as at 21 February 2017.</td>
<td></td>
</tr>
<tr>
<td>- the IMAP GIS system was being disabled as previously advised.</td>
<td></td>
</tr>
<tr>
<td>- the 5 IMAP Steering Groups had been convened. She provided an overview of the discussions held by these groups at their first meetings.</td>
<td></td>
</tr>
<tr>
<td><strong>Comments/Questions</strong></td>
<td></td>
</tr>
<tr>
<td>Ms Mottram noted that she had provided the Executive Officer with contacts for the Active Transport network. She suggested dialogue with the State Government to work through the pathway IMAP wants to take to promote the business case for completion of the inner Melbourne cycle network. She advised she was happy to help facilitate this.</td>
<td></td>
</tr>
<tr>
<td>Ms Mottram advised that publication of Plan Melbourne was imminent in the next fortnight and expectations were that the document still supported improvement of the cycling network.</td>
<td></td>
</tr>
<tr>
<td><strong>9.1</strong> That the IMAP Implementation Committee resolves to note the Communications and Governance Briefing Paper.</td>
<td></td>
</tr>
<tr>
<td><strong>MOVED MS VINOT / Mr Wall</strong></td>
<td>A vote was taken and the MOTION was CARRIED</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>10</th>
<th>Progress Report</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>10.1</strong> That the IMAP Implementation Committee resolves to note the IMAP Progress Report for February 2017.</td>
<td></td>
</tr>
<tr>
<td><strong>MOVED MR VINOT/ Cr Voss</strong></td>
<td>A vote was taken and the MOTION was CARRIED</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>11</th>
<th>Presentation: Census for Landuse and Employment (CLUE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Kate Vinot, Director City Strategy &amp; Place and Mr Yuriy Onyshchuk, Team Leader, Melbourne City Research, CoM attended to present on this item. Austin Ley, Planning for Change was also in attendance.</td>
<td></td>
</tr>
<tr>
<td>Ms Vinot noted her presentation was intended for information purposes, to raise awareness about what CLUE is and what CoM use it for. She noted it was an action in IMAPs new plan and that some preliminary investigation was underway, being undertaken by Mr Ley.</td>
<td></td>
</tr>
<tr>
<td>Ms Vinot spoke to a powerpoint/video on CLUE tracing the history since 1960 and noting multi uses of the data eliminating one-off/single purpose research by departments.</td>
<td></td>
</tr>
</tbody>
</table>
Mr Onyshchuk noted resourcing changed from a team employed for 6 months to developing a designated team collecting data on an on-going basis, who were also able to work on other projects. Information is based on building locations, and covers all aspects of the establishments in that building.

Key points:
- Data uses include: actual statistics, a good evidence base on how fast the City is changing, structure planning and forecasting, identifying renewable areas history and forecasts, for councillors to advise community forums, businesses (competition, locations, economic uplift, gaps in market), evidence base for developer contributions, city safety, parking revenues, transport modelling, site analysis, population and employment, etc. It receives very positive stakeholder feedback.
- Data is made available to others through services, infographics, the open data platform (Melbourne.vic.gov.au), interactive data visualisations, future city modelling etc. It is downloaded 1.7m times annually. People can make their own maps - it is now easier to use with new software.
- CLUE would replace those data sets that councils use regularly but which may not match in methodology each year. It could be more cost effective through CLUE. Significant growth and changes in communities across inner Melbourne would be captured. It would give us great evidence across the whole area and enables greater integration with State and VPA planning.

Questions/Comments
- Ms Vaidyanath noted this is a strategic spatial tool that most of the IMAP councils are not using. The Executive Forum had expressed concern at extending it due to implications on funding and sought to investigate its use in the Economic Development and Strategic Planning areas, limited to the areas of rapid change/growth zones. Currently getting Mr Ley to map our information sources against CLUE data so we know where our data corresponds. Need more homework done on this before we can decide if useful, and how useful? In addition, need to know what other tools are available to us. CoY is not ready to jump into full coverage yet. Interested also in those businesses on iCloud and how we capture them.
- Ms Vinot noted the cost is in going to each building – it is better to ask 30 questions when get there than just 5. She noted the Smart City Manager would be happy to share other work being undertaken at the CoM.
- Mr Ley noted that the investigation on what data the councils are using instead of CLUE could also help to inform improvements to CLUE.
- Ms Vinot noted the Federal Government’s Smart Cities and Smart Suburbs Funding applications are due in June - she noted the State and other Councils maybe interested in a joint application for some of this funding that could help with this project.
- Mr Onyshchuk noted increasingly databases are becoming more available to cross check CLUE data against. In the future, field officers are likely to be confirming data they already have rather than collecting it up front. The process is getting more efficient.
- The Chair asked what proportion of proactive vs reactive use is made of CLUE data.
- Ms Vinot advised it is used expensively for structure and master planning, its major use is in forward planning. Other parts of council use retrospective trends to see where service provision is short. The data also helps clarify/explain the changes seen in the Development Activity Monitor.

The Chair thanked the presenters for their comments and noted this was an item for the next meeting.
The meeting was declared closed at 9.59am.

IMAP Implementation Committee Meeting 26 May 2017 – Endorsement of Minutes

Chairperson: Cr Amanda Stone _________________________ Date ________________

RESOLUTIONS

1.1 That the IMAP Implementation Committee resolves to appoint Cr Amanda Stone, Mayor, City of Yarra as the Chair of the Meeting.

2.1 That the IMAP Implementation Committee resolves to note the following apologies:
   - Cr Sarah Carter, Deputy Mayor, Maribyrnong City Council
   - Cr Jamil Kharsis, Mayor, City of Stonnington
   - Ms Carol Jeffs, Interim Chief Executive Officer, City of Port Phillip
   - Mr Warren Roberts, Chief Executive Officer, City of Stonnington
   - Mr Rod Anderson, Strategy & Partnerships Regional Manager-Port Phillip, DELWP
   - Mr Michael Hopkins, Interim Deputy Secretary, Network Planning Transport Group, DEDJTR
   - Mr Vince Punaro, Regional Director Metro NW Region, VicRoads

4.1 That the IMAP Implementation Committee resolves to confirm the draft Minutes of the IMAP Implementation Committee No. 44 held on 9 December 2016 as an accurate record.

5.1 That the IMAP Implementation Committee resolves to confirm the draft minutes of the IMAP Executive Forum No 21 held on 20 January 2017, as an accurate record.

6.1 That the IMAP Implementation Committee resolves to note the actions undertaken in response to Business Arising from the previous minutes.

8.1 That the IMAP Implementation Committee resolves to receive the IMAP Financial Report for the six months ending 31 December 2016.

9.1 That the IMAP Implementation Committee resolves to note the Communications and Governance Briefing Paper.

10.1 That the IMAP Implementation Committee resolves to note the IMAP Progress Report for February 2017.

Procedural Motions:
That the IMAP Implementation Committee resolves to proceed into Confidential Business and the meeting be closed to the public as the matter to be considered falls within the ambit of:
Section 89 (2) (d) (contractual matters), and
Section 89 (2) (h) (any other matter which the Council or Special Committee considers would prejudice the Council or any person) of the Local Government Act 1989.
[Time 9.50am]
That the IMAP Implementation Committee resolves that the meeting be re-opened to the public. [Time 9.59am]

ACTIONS PUBLIC RECORD

<table>
<thead>
<tr>
<th>Item</th>
<th>Responsibility</th>
<th>Action</th>
<th>Due</th>
</tr>
</thead>
</table>
| 6. Bus Arising | IMAP Executive Officer | • IMAP Executive Officer to update the Affordable Housing item on Business Arising to include homelessness and refer to the IMAP Communities Steering group to action a brief.  
• IMAP Executive Officer to refer the resourcing of the liquor licensing definitions report to the Executive Forum. | |

Hello IMAP Implementation Committee members,

Thank you to those of you who responded to my request for Out of Committee approval to the terms and conditions for the update of the Production and Distribution Agreement with Destination Melbourne Ltd.

As advised, this item was deferred by the IMAP Implementation Committee on 24 February 2017 as the committee lacked a quorum.

I have received approval from 6 members of the Committee to the amended resolution proposed by Mr Roberts as follows:

That the IMAP Implementation Committee resolve as follows:

- That IMAP approve a two plus one year Print & Distribution Agreement with Destination Melbourne Ltd (as per the current lapsed Agreement) to have Destination Melbourne Ltd produce 1 million copies of the Official Visitor Map per year with a flat IMAP contribution of $45,000 + GST per annum.

As these terms and conditions are now approved, I will prepare the Agreement and circulate it for your approval for the CEOs to sign it off.

The Out of Committee approvals will be ratified at the IMAP Implementation Committee’s next meeting on 26 May.

For your information, approval was received to Mr Robert’s recommendation by email from the following Committee members as follows:

- Mr Roberts CoS Email 15.3.2017
- Cr Klisaris CoS Email 16.3.2017
- Cr Voss CoPP Email 16.3.2017
- Mr Wall CoMar Email 20.3.2017
- Cr Reece CoM Email 21.3.2017
- Ms Vinot CoM Email 21.3.2017

The approvals meet section 11.1 of the IMAP Operational Protocol for a Majority Decision which requires the following voting protocol:

a. Total unanimous vote will be eight (8) Committee members, with all 5 councils represented.

b. The majority vote will be six (6) Committee members, of which the support of three (3) must be elected representatives, is required to pass a motion.

c. A quorum will consist of six (6) members, three (3) of which must be elected representatives

Kind regards,
Elissa

Elissa McElroy

IMAP Executive Officer | Inner Melbourne Action Plan
Elissa,

In reviewing the report and the proposed alternate recommendations, I am proposing a slight variation to the recommendation for the IMAP Implementation Committee that reflects my understanding that the IMAP Wayfinding Signs Project Team are investigating GIS based mapping which may provide alternative options in future years. However until an alternative map can be realised, we need to ensure that the Agreement ensures the IMAP Regional Visitor Map continues to be provided in the interim and IMAP’s level of involvement can be revisited at a later date.

On that basis my proposed recommendation is:

That the IMAP Implementation Committee resolve as follows:

- That IMAP approve a two plus one year Print & Distribution Agreement with Destination Melbourne Ltd (as per the current lapsed Agreement) to have Destination Melbourne Ltd produce 1 million copies of the Official Visitor Map per year with a flat IMAP contribution of $45,000 + GST per annum.

Kind Regards

Warren Roberts
Chief Executive Officer
T: 8290 1101 | F: 9521 2255 | wroberts@stonnington.vic.gov.au

From: Elissa McElroy
Sent: Tuesday, 7 March 2017 6:02 PM
To: CoM - Cr Nicholas Reece (nicholas.reece@melbourne.vic.gov.au) <nicholas.reece@melbourne.vic.gov.au>; CoM - Kate Vinot (kate.vinot@melbourne.vic.gov.au) <kate.vinot@melbourne.vic.gov.au>; CoMar - Cr Sarah Carter <cr.carter@maribyrnong.vic.gov.au>; CoMar - Stephen Wall (stephen.wall@maribyrnong.vic.gov.au) <stephen.wall@maribyrnong.vic.gov.au>; CoPP - Carol Jeffs <cjeffs@portphillip.vic.gov.au>; CoPP - Cr Bernadene Voss MAYOR (Bernadene.Voss@portphillip.vic.gov.au) <Bernadene.Voss@portphillip.vic.gov.au>; CoPP - Mayor (mayor@portphillip.vic.gov.au) <mayor@portphillip.vic.gov.au>; Jami Klisaris <jklisaris@stonnington.vic.gov.au>; CoY - Cr Amanda Stone - MAYOR (Amanda.Stone@yarracity.vic.gov.au) <Amanda.Stone@yarracity.vic.gov.au>; CoY - Mayor (Mayor@yarracity.vic.gov.au) <Mayor@yarracity.vic.gov.au>; Rhonda Deigan <rdeigan@stonnington.vic.gov.au>
Cc: 'Sheri Peters' <Sheri.Peters@portphillip.vic.gov.au>
Subject: RE: IMAP Out of Committee decision - Confidential item - Update to the Production & Distribution Agreement with Destination Melbourne Ltd
Hello IMAP Implementation Committee members,

**IMAP Out of Committee decision - Update to the Production & Distribution Agreement with Destination Melbourne Ltd**

Ms Vaidyanath has declared an interest in this item as a member of the DML board.

Attached please find:
- A copy of the IMAP Implementation Committee report (Att 8)
- A copy of the last IMAP Agreement with DML for the Production and Distribution of the Official Visitor Map (Att 8)
- The extract from the draft Minutes

This matter was considered by the IMAP Implementation Committee at their meeting on 24 February 2017. The item could not be decided upon due to the lack of a quorum.

The Committee agreed to hear Ms Peters’s comments on the matter before it, and to defer the decision to the out-of-committee approval process when the full committee could participate.

As noted in the Draft Minutes attached;

“Ms Peters tabled a late report on the matter and summarised the key points as follows:

- The Agreement was initially approved in 2014 for the IMAP map to be used in the Official Visitor Map published by Destination Melbourne Ltd (DML) for 3 years.
- Prior to the agreement, 2 competing maps had been produced by both IMAP and DML, with IMAP incurring costs of around $75K pa.
- The 3 year Agreement included an IMAP funding contribution of $45K + CPI pa to enable DML’s publication/distribution of 1 million copies of the map. This allowed for some savings by IMAP, production of a quality regional map, and wide distribution.
- There is ongoing budget provision in the IMAP Three year Implementation Plan for this item ($50k pa)
- The IMAP map is currently being updated to a GIS base which will enable greater geographic accuracy, faster updating and access by phone and website.
- The next map production is scheduled by DML for April 2017.
- Options for IMAP are:
  - to continue to fund this at the same level ($45k excluding CPI) for a further 3 years
  - to continue to fund - but at decreasing amounts each year for a further 3 years (likely to result in decreased print numbers to 500,000, not meeting demand, and copies could run out between print runs)
  - to cease IMAP contributions (likely to result in a lower quality map, more advertising and a smaller distribution.)

The Executive Officer advised:

- that the Wayfinding Signs Steering Group have confirmed wide support for visitor maps (to supplement online versions) through their recent pilot surveys
- the Wayfinding Signs Steering Group are looking at options for developing a metro-wide or Victorian base map which could be used for signage, public transport operators and as a tourist map in the future
- the IMAP regional tourist map still has a place meeting visitor wayfinding requirements in the interim.
- The IMAP Councils control the review and features included on the regional map."
Ms Sheri Peters, City Business Officer - Tourism Industry Development, Marketing & Communications, CoPP provided the attached report on behalf of the IMAP Tourism Working Group (refer Attachment 8) and has recommended the following options:

Recommendation:

That the IMAP Implementation Committee resolves to either:

(a) Support the renewal of an OVM Print and Distribution Agreement with Destination Melbourne for a further 3 editions of the map (2017 – 19), at a fixed contribution of $45,000 per year.

or

(b) Support the renewal of an OVM Print and Distribution Agreement with Destination Melbourne for a further 3 editions of the map (2017 – 19), at a sliding contribution of

2017 - $45,000
2018 - $40,000
2019 - $35,000

to encourage Destination Melbourne to source and seek alternative/additional funding sources for the print and production of this brochure.

Could you please advise me of your preference for Recommendation (a) or (b) or advise an alternate recommendation for consideration if required.

Could you please respond using the Reply All option so that the Committee is aware of the discussion.

Please note that the IMAP Operational Protocol requires the approval of at least 6 committee members, of which 3 must be elected members, for a majority vote.

In the event that (a) or (b) is approved, a new Agreement will be finalised and circulated for your approval prior to signing.

Kind regards,
Elissa

Elissa McElroy
IMAP Executive Officer | Inner Melbourne Action Plan
T: 8290 1110 | M: 0404 248 450 | F: 8290 1105 | emcelroy@stonnington.vic.gov.au

Inner Melbourne Action Plan
Making Melbourne More Liveable

Officer Location: CITY OF STONNINGTON
PO Box 21 Prahran, Victoria 3181
www.imap.vic.gov.au

Please consider the environment before printing this email
Please consider the environment before printing this email
Dear All,

OUT-OF COMMITTEE ELECTRONIC APPROVAL – Action 11: IMAP Map Agreement with Destination Melbourne Ltd (DML)

Further to my recent emails, this is to confirm that the resolution regarding the Production & Distribution Agreement with Destination Melbourne Ltd has passed. The resolution is as follows:

That the IMAP Implementation Committee resolves to:

a. Approve the MELBOURNE OFFICIAL VISITOR MAP – PRODUCTION & DISTRIBUTION AGREEMENT between the IMAP Councils and Destination Melbourne Ltd for a period of two (2) years, and a further one (1) year subject to approval of the parties, from the date the Agreement is executed.

b. Authorise the CEO’s of the Cities of Stonnington, Maribyrnong, Yarra and Port Phillip and the Director City Strategy and Place, City of Melbourne to sign the license agreement on behalf of the IMAP Councils.

Approval notification was received from:
- Cr Amanda Stone, CoY (Email 6.4.2017)
- Cr Nicholas Reece, CoM (Email 11.4.2017)
- Cr Jami Klisaris, CoS (Email 7.4.2017)
- Cr Bernadene Voss, CoPP (Email 4.4.2017)
- Claire Ferres Miles, Acting CEO, CoPP – for Carol Jeffs (Email 12.4.2017)
- Steven Wall, CEO, CoMar (Email 6.4.2017)
- Warren Roberts, CEO, CoS (Email 6.4.2017)
- Kate Vinot, Director CoM (Email 13.4.2017)

Declared Interest
- Vijaya Vaidyanath (Advised at meeting 24 Feb 2017)

This meets the voting requirements set out in the IMAP operational protocol.

The decision will be ratified at the IMAP Implementation Committee meeting on 26 May 2017. I will arrange for copies of the Agreement to now be signed. Thank you for your assistance.

Have a good Easter break.
Kind regards,
Elissa

Elissa McElroy
REQUEST FOR OUT-OF COMMITTEE ELECTRONIC APPROVAL – Action 11: IMAP Map Agreement with Destination Melbourne Ltd (DML)

Further to my emails below noting the Committee’s recent approval for the development of a further agreement with Destination Melbourne Ltd for the Production and Distribution of the IMAP map; please find attached the proposed Agreement with DML for the Production and Distribution of the IMAP Map for a 2 (+1) year period which is the subject of this resolution. I now seek your approval to the following resolution so that the Agreement is confirmed and can be signed on behalf of the IMAP Councils:

The recommended resolution requiring approval from the Committee is as follows:

Recommendation

That the IMAP Implementation Committee resolves to:

a. Approve the MELBOURNE OFFICIAL VISITOR MAP – PRODUCTION & DISTRIBUTION AGREEMENT between the IMAP Councils and Destination Melbourne Ltd for a period of two (2) years, and a further one (1) year subject to approval of the parties, from the date the Agreement is executed.

b. Authorise the CEO’s of the Cities of Stonnington, Maribyrnong, Yarra and Port Phillip and the Director City Strategy and Place, City of Melbourne to sign the license agreement on behalf of the IMAP Councils.

In accordance with section 3.4 of the Operational Protocol of the IMAP Implementation Committee regarding “Out of Committee” decision making, could you please advise me by email of your approval or otherwise of the above resolution.
Overview of this Agreement:
Agreement has been reached to produce one map which meets the needs of the visitor. The Agreement has been discussed several times with legal counsel at the City of Stonnington and also meets the requirements of DML. In essence, it agrees the following:

- IMAP will provide the artwork and part-fund the printing and distribution costs. IMAP also approves final copy.
- DML will include the map in the Official Visitor Map, will liaise with IMAP for approval and include the IMAP logo.

IMAP will contribute $45,000 +GST annually for the period of the agreement, which represents a saving for the IMAP Councils (who used to distribute their own map).
IMAP is still able to licence the map artwork to other organisations and publishers, but will no longer be printing the brochure. This also represents a significant saving in staff time.

Timeframe
There is some urgency getting this Agreement approved and signed as copies of the current map are running low and production deadlines are prior to the end of the financial year. We are unable to wait for the May IMAP Implementation Committee meeting for this matter to be approved.

I would appreciate it if I could receive your response by **Wednesday 12 April 2017**.

Kind regards,
Elissa McElroy

Elissa McElroy
IMAP Executive Officer | Inner Melbourne Action Plan
**T: 8290 1110 | M: 0404 248 450 | F: 8290 1105 | emcelroy@stonnington.vic.gov.au**

**Inner Melbourne Action Plan**
Making Melbourne More Liveable

Officer Location: CITY OF STONNINGTON
PO Box 21 Prahran, Victoria 3181
www.imap.vic.gov.au

---

Please consider the environment before printing this email

From: Elissa McElroy
Sent: Friday, 24 March 2017 12:55 PM
To: Warren Roberts <wroberts@stonnington.vic.gov.au>; CoM - Nicholas Reece (nicholas.reece@melbourne.vic.gov.au) <nicholas.reece@melbourne.vic.gov.au>; CoM - Kate Vinot (kate.vinot@melbourne.vic.gov.au) <kate.vinot@melbourne.vic.gov.au>; CoMar - Sarah Carter (cr.carter@maribyrnong.vic.gov.au); CoMar - Stephen Wall (stephen.wall@maribyrnong.vic.gov.au) <stephen.wall@maribyrnong.vic.gov.au>; CoPP - Carol Jeffs (cjeffs@portphillip.vic.gov.au) <cjeffs@portphillip.vic.gov.au>; CoPP - Bernadene Voss MAYOR (Bernadene.Voss@portphillip.vic.gov.au) <Bernadene.Voss@portphillip.vic.gov.au>; Jami Klisaris (jklisaris@stonnington.vic.gov.au); CoY - Amanda Stone - MAYOR (Amanda.Stone@yarracity.vic.gov.au) <Amanda.Stone@yarracity.vic.gov.au>
Cc: 'Sheri Peters' <Sheri.Peters@portphillip.vic.gov.au>

Subject: RE: IMAP Out of Committee decision - Confidential item - Update to the Production & Distribution Agreement with Destination Melbourne Ltd

Hello IMAP Implementation Committee members,
Thank you to those of you who responded to my request for Out of Committee approval to the terms and conditions for the update of the Production and Distribution Agreement with Destination Melbourne Ltd. As advised, this item was deferred by the IMAP Implementation Committee on 24 February 2017 as the committee lacked a quorum.

I have received approval from 6 members of the Committee to the amended resolution proposed by Mr Roberts as follows:

**That the IMAP Implementation Committee resolve as follows:**
- That IMAP approve a two plus one year Print & Distribution Agreement with Destination Melbourne Ltd (as per the current lapsed Agreement) to have Destination Melbourne Ltd produce 1 million copies of the Official Visitor Map per year with a flat IMAP contribution of $45,000 + GST per annum.

As these terms and conditions are now approved, I will prepare the Agreement and circulate it for your approval for the CEOs to sign it off. The Out of Committee approvals will be ratified at the IMAP Implementation Committee’s next meeting on 26 May.

For your information, approval was received to Mr Robert’s recommendation by email from the following Committee members as follows:

- Mr Roberts            CoS            Email 15.3.2017
- Cr Klisaris           CoS            Email 16.3.2017
- Cr Voss               CoPP           Email 16.3.2017
- Mr Wall               CoMar          Email 20.3.2017
- Cr Reece              CoM            Email 21.3.2017
- Ms Vinot              CoM            Email 21.3.2017

The approvals meet section 11.1 of the IMAP Operational Protocol for a **Majority Decision** which requires the following voting protocol:

a. Total unanimous vote will be eight (8) Committee members, with all 5 councils represented.

b. The majority vote will be six (6) Committee members, of which the support of three (3) must be elected representatives, is required to pass a motion.

c. A quorum will consist of six (6) members, three (3) of which must be elected representatives

Kind regards,
Elissa

**Elissa McElroy**

IMAP Executive Officer | Inner Melbourne Action Plan
**T: 8290 1110 | M: 0404 248 450 | F: 8290 1105 | emcelroy@stonnington.vic.gov.au**

**Inner Melbourne Action Plan**
**Making Melbourne More Liveable**

Officer Location: CITY OF STONNINGTON
PO Box 21 Prahran, Victoria 3181

Please consider the environment before printing this email

**From:** Warren Roberts  
**Sent:** Wednesday, 15 March 2017 9:14 AM  
**To:** Elissa McElroy <emcelroy@stonnington.vic.gov.au>; CoM - Cr Nicholas Reece
In reviewing the report and the proposed alternate recommendations, I am proposing a slight variation to the recommendation for the IMAP Implementation Committee that reflects my understanding that the IMAP Wayfinding Signs Project Team are investigating GIS based mapping which may provide alternative options in future years. However until an alternative map can be realised, we need to ensure that the Agreement ensures the IMAP Regional Visitor Map continues to be provided in the interim and IMAP’s level of involvement can be revisited at a later date.

On that basis my proposed recommendation is:

That the IMAP Implementation Committee resolve as follows:

- That IMAP approve a two plus one year Print & Distribution Agreement with Destination Melbourne Ltd (as per the current lapsed Agreement) to have Destination Melbourne Ltd produce 1 million copies of the Official Visitor Map per year with a flat IMAP contribution of $45,000 + GST per annum.

Kind Regards

Warren Roberts
Chief Executive Officer
T: 8290 1101 | F: 9521 2255 | wroberts@stonnington.vic.gov.au

Importance: High
IMAP Out of Committee decision - Update to the Production & Distribution Agreement with Destination Melbourne Ltd

Ms Vaidyanath has declared an interest in this item as a member of the DML board.

Attached please find:
- A copy of the IMAP Implementation Committee report (Att 8)
- A copy of the last IMAP Agreement with DML for the Production and Distribution of the Official Visitor Map (Att 8)
- The extract from the draft Minutes

This matter was considered by the IMAP Implementation Committee at their meeting on 24 February 2017. The item could not be decided upon due to the lack of a quorum.

The Committee agreed to hear Ms Peter’s comments on the matter before it, and to defer the decision to the out-of-committee approval process when the full committee could participate.

As noted in the Draft Minutes attached;

“Ms Peters tabled a late report on the matter and summarised the key points as follows:

- The Agreement was initially approved in 2014 for the IMAP map to be used in the Official Visitor Map published by Destination Melbourne Ltd (DML) for 3 years.
- Prior to the agreement, 2 competing maps had been produced by both IMAP and DML, with IMAP incurring costs of around $75K pa.
- The 3 year Agreement included an IMAP funding contribution of $45K + CPI pa to enable DML’s publication/distribution of 1 million copies of the map. This allowed for some savings by IMAP, production of a quality regional map, and wide distribution.
- There is ongoing budget provision in the IMAP Three year Implementation Plan for this item ($50k pa)
- The IMAP map is currently being updated to a GIS base which will enable greater geographic accuracy, faster updating and access by phone and website.
- The next map production is scheduled by DML for April 2017.
- Options for IMAP are:
  - to continue to fund this at the same level ($45k excluding CPI) for a further 3 years
  - to continue to fund - but at decreasing amounts each year for a further 3 years (likely to result in decreased print numbers to 500,000, not meeting demand, and copies could run out between print runs)
  - to cease IMAP contributions (likely to result in a lower quality map, more advertising and a smaller distribution.)

The Executive Officer advised:
- that the Wayfinding Signs Steering Group have confirmed wide support for visitor maps (to supplement online versions) through their recent pilot surveys
- the Wayfinding Signs Steering Group are looking at options for developing a metro-wide or Victorian base map which could be used for signage, public transport operators and as a tourist map in the future
- the IMAP regional tourist map still has a place meeting visitor wayfinding requirements in the interim.
- The IMAP Councils control the review and features included on the regional map."

Ms Sheri Peters, City Business Officer - Tourism Industry Development, Marketing & Communications, CoPP provided the attached report on behalf of the IMAP Tourism Working Group (refer Attachment 8) and has recommended the following options:

Recommendation:

That the IMAP Implementation Committee resolves to either:

(a) Support the renewal of an OVM Print and Distribution Agreement with Destination Melbourne for a further 3 editions of the map (2017 – 19), at a fixed contribution of $45,000 per year.

or

(b) Support the renewal of an OVM Print and Distribution Agreement with Destination Melbourne for a further 3 editions of the map (2017 – 19), at a sliding contribution of 2017 - $45,000

6
2018 - $40,000
2019 - $35,000

to encourage Destination Melbourne to source and seek alternative/additional funding sources for the print and production of this brochure.

**Could you please advise me of your preference for Recommendation (a) or (b) or advise an alternate recommendation for consideration if required.**

Could you please respond using the Reply All option so that the Committee is aware of the discussion.

Please note that the IMAP Operational Protocol requires the approval of at least 6 committee members, of which 3 must be elected members, for a majority vote.

In the event that (a) or (b) is approved, a new Agreement will be finalised and circulated for your approval prior to signing.

Kind regards,
Elissa

Elissa McElroy

IMAP Executive Officer | Inner Melbourne Action Plan
T: 8290 1110 | M: 0404 248 450 | F: 8290 1105 | emcelroy@stonnington.vic.gov.au

Inner Melbourne Action Plan
Making Melbourne More Liveable

Officer Location: CITY OF STONNINGTON
PO Box 21 Prahran, Victoria 3181
www.imap.vic.gov.au

Please consider the environment before printing this email

CITY OF STONNINGTON
PO Box 21, Prahran Victoria 3181
stonnington.vic.gov.au

Community | Environment | Liveability | Prosperity

Please consider the environment before printing this email
Hello all IMAP Committee members,

Thank you to all those who responded to my request for Out-Of-Committee approval to contribute an IMAP section to the Culture Guide for 2017-18.

I have received approval notice from 7 members of the Committee to the following resolution and this is now agreed:

**That the IMAP Implementation Committee resolves to:**

a. support the IMAP Tourism Working Group partnership with Cultural Tourism Victoria to produce the Experience Culture Victoria 2017-18 edition, in print and digital.

   **Experience Culture Guide Agreement**

b. approve the Experience Culture Victoria Guide Agreement between Cultural Tourism Victoria and the IMAP Councils which sets out the 2017-18 production agreement

c. and authorise the IMAP CEOs from the Cities of Yarra, Stonnington, Port Phillip and Maribyrnong and the Director City Strategy and Place, City of Melbourne to sign the Agreement on behalf of the IMAP Councils.

   **IMAP Inner Melbourne Map Licence Extension**

d. approve a one year extension of the current license for use of the IMAP Inner Melbourne Map to Cultural Tourism Victoria, for the approved purposes as detailed in Schedule 1 of the map licence and that the extension confirmation can be through an exchange of letters with the IMAP Executive Officer, as no licence payment is required.

The Out of Committee decision will be ratified by the Committee at its next meeting on 26 May and I will have copies of the Agreement available for the CEOs to sign. Staff and Cultural Tourism Victoria have been advised of the approval so they can commence planning for the document design and content implementation.

For your information, approval was received by email from the following Committee members as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cr Voss</td>
<td>CoPP</td>
<td>Email 14.5.2017</td>
</tr>
<tr>
<td>Cr Reece</td>
<td>CoM</td>
<td>Email 15.5.2017</td>
</tr>
<tr>
<td>Cr Stone</td>
<td>CoY</td>
<td>Email 12.5.2017</td>
</tr>
<tr>
<td>Cr Klasaris</td>
<td>CoS</td>
<td>Email 15.5.2017</td>
</tr>
<tr>
<td>Mr Roberts</td>
<td>CoS</td>
<td>Email 12.5.2017</td>
</tr>
<tr>
<td>Mr Wall</td>
<td>CoMar</td>
<td>Email 15.5.2017</td>
</tr>
<tr>
<td>Ms Vinot</td>
<td>CoM</td>
<td>Email 15.5.2017</td>
</tr>
</tbody>
</table>

The approvals meet the IMAP Operational Protocol and Terms of Reference requirements for a **majority** approval of 6 members and a minimum of 3 elected representatives for the Motion.
Thank you for your assistance.

Kind regards,

Elissa

Elissa McElroy

IMAP Executive Officer | Inner Melbourne Action Plan
T: 8290 1110 | M: 0404 248 450 | F: 8290 1105 | emcelroy@stonnington.vic.gov.au

Inner Melbourne Action Plan
Making Melbourne More Liveable

Officer Location: CITY OF STONNINGTON
PO Box 21 Prahran, Victoria 3181
www.imap.vic.gov.au

Please consider the environment before printing this email

From: Elissa McElroy
Sent: Friday, 5 May 2017 6:02 PM
To: CoM - Cr Nicholas Reece (nicholas.reece@melbourne.vic.gov.au) <nicholas.reece@melbourne.vic.gov.au>; CoM - Kate Vinot (kate.vinot@melbourne.vic.gov.au) <kate.vinot@melbourne.vic.gov.au>; CoMar - Cr Sarah Carter <cr.carter@maribyrnong.vic.gov.au>; CoMar - Stephen Wall (stephen.wall@maribyrnong.vic.gov.au); CoPP - Carol Jeffs <cjeffs@portphillip.vic.gov.au>; CoPP - Cr Bernadene Voss MAYOR (Bernadene.Voss@portphillip.vic.gov.au) <Bernadene.Voss@portphillip.vic.gov.au>; CoS - Cr Jami Klisaris MAYOR (jklisaris@stonnington.vic.gov.au) <jklisaris@stonnington.vic.gov.au>; CoY - Cr Amanda Stone - MAYOR (Amanda.Stone@yarracity.vic.gov.au) <Amanda.Stone@yarracity.vic.gov.au>; CoY - Vijaya Vaidyanath (vijaya.vaidyanath@yarracity.vic.gov.au) <vijaya.vaidyanath@yarracity.vic.gov.au>; Rhonda Deigan <rdeigan@stonnington.vic.gov.au>; Warren Roberts <wroberts@stonnington.vic.gov.au>
Cc: 'Sheri Peters' <Sheri.Peters@portphillip.vic.gov.au>

Subject: IMAP Out-of-Committee decision request - Tourism Working Group request for approval to contribute an Inner Melbourne section to the next edition of the Cultural Guide

Importance: High

Hello IMAP Implementation Committee members,

Experience Culture Victoria 2017/2018

The IMAP Tourism Working Group have assessed the benefits of including the Inner Melbourne section in last year’s Cultural Guide publication, produced by Cultural Tourism Victoria. The Working Group believe this promotion has been well supported and very worthwhile.

They propose that the IMAP Councils contribute an updated section to the next publication of the Culture Guide to consolidate its promotional value, and seek the Committee’s approval for this expenditure. The IMAP Economy Steering Group was briefed at their meeting on 7 April and given their support.

Due to publication dates and deadlines, the IMAP Tourism Working Group are unable to wait for the next meeting of the Committee to have this matter considered, and request an out-of-committee decision.

Please find attached:
- the officer briefing report and recommendation
- the new Experience Culture Guide Agreement with Cultural Tourism Victoria to cover IMAPs contribution to this production; and
- the 2016 License Agreement for the use of the IMAP map in the publication - which we propose be rolled over for a further year.
Members of the Committee have received copies of the Cultural Guide 2016-17. It can also be accessed at: https://indd.adobe.com/view/d4a90d37-d79f-42ed-bc96-0e7c008810c6

The Tourism budget currently has a positive balance of $67K for Tourism projects in 2016/17 which can be put towards this project. This project budget is $41,500. It includes a contractor to assist with photography and writing to reduce staff workloads on this production.

Could you please advise whether you approve the following recommendation:

**Recommendation**

That the IMAP Implementation Committee resolves to:

- a. support the IMAP Tourism Working Group partnership with Cultural Tourism Victoria to produce the Experience Culture Victoria 2017-18 edition, in print and digital.

  **Experience Culture Guide Agreement**

- b. approve the Experience Culture Victoria Guide Agreement between Cultural Tourism Victoria and the IMAP Councils which sets out the 2017-18 production agreement

- c. and authorise the IMAP CEOs from the Cities of Yarra, Stonnington, Port Phillip and Maribyrnong and the Director City Strategy and Place, City of Melbourne to sign the Agreement on behalf of the IMAP Councils.

  **IMAP Inner Melbourne Map Licence Extension**

- d. approve a one year extension of the current license for use of the IMAP Inner Melbourne Map to Cultural Tourism Victoria, for the approved purposes as detailed in Schedule 1 of the map licence and that the extension confirmation can be through an exchange of letters with the IMAP Executive Officer, as no licence payment is required.

Could you please ‘Reply All’ in your response.
Have a good weekend.

Kind regards,
Elissa

Elissa McElroy

IMAP Executive Officer | Inner Melbourne Action Plan
T: 8290 1110 | M: 0404 248 450 | F: 8290 1105 | emcelroy@stonnington.vic.gov.au

Inner Melbourne Action Plan
Making Melbourne More Liveable

Officer Location: CITY OF STONNINGTON
PO Box 21 Prahran, Victoria 3181
www.imap.vic.gov.au

Please consider the environment before printing this email
## IMAP Implementation Committee

### Business Arising

26 May 2017

<table>
<thead>
<tr>
<th>A</th>
<th>IMAP Implementation Committee (28 November 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Responsibility</strong></td>
<td><strong>Action</strong></td>
</tr>
<tr>
<td>12. Action 9.4 GGG</td>
<td>Coordinator Green Infrastructure CoM</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B</th>
<th>IMAP Implementation Committee (27 May 2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Responsibility</strong></td>
<td><strong>Action</strong></td>
</tr>
<tr>
<td>9. Progress report</td>
<td>IMAP Executive Officer / Executive Forum</td>
</tr>
<tr>
<td>11. Action 9.4</td>
<td>IMAP Executive Officer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>C</th>
<th>IMAP Implementation Committee (26 August 2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. Progress report</td>
<td>IMAP Executive Officer</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>D</th>
<th>IMAP Executive Forum (30 May 2014, 19 May 2016, 20 January 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Responsibility</strong></td>
<td><strong>Action</strong></td>
</tr>
</tbody>
</table>
| 3. Data investigation project | IMAP Executive officer / Planning for Change - A Ley | • Convene a Working Group of the IMAP Councils with City of Melbourne’s Manager City Research (Austin Ley) to examine sharing the costs and benefits of establishing an IMAP CLUE.  
• Austin Ley to prepare a report on an IMAP CLUE and refer it to the Executive Forum for comment.  
• Mr A Ley to undertake the next steps of the investigation on research data as outlined in the resolution | TBA | In progress |

<table>
<thead>
<tr>
<th>E</th>
<th>IMAP Implementation Committee 24 February 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Responsibility</strong></td>
<td><strong>Action</strong></td>
</tr>
</tbody>
</table>
| 6. Business Arising | IMAP Executive Officer | • Executive Officer to add Affordable Housing and Homelessness discussion to the February agenda (from IMAP meeting 27 Nov 2015)  
• IMAP Executive Officer to update the Affordable Housing item on Business Arising to include homelessness and refer to the IMAP Communities Steering group to action a brief.  
• IMAP Executive Officer to refer the resourcing of the liquor licensing definitions report to the Executive Forum. | Feb 2016 | Deferred to later meeting by Exec Forum (Feb 2015)  
| | | | May 2017 | Completed. Refer item 15.  
| | | | TBC |
| 13 DML Agreement | IMAP Executive Officer | IMAP Executive Officer to circulate the DML Agreement item for an Out of Committee decision. | March/April 2017 | Completed |

---

Report prepared by Elissa McElroy IMAP Executive Officer
Correspondence

<table>
<thead>
<tr>
<th>From</th>
<th>Regarding</th>
</tr>
</thead>
<tbody>
<tr>
<td>5a Email- Carol Jeffs, CEO City of Port Phillip</td>
<td>Council resolution on social/cultural heritage</td>
</tr>
<tr>
<td>5b Email - Raeph Cumming, Social Infrastructure Planner, Moorabool Shire</td>
<td>Development of new approaches and tools to support strategic planning for community facilities</td>
</tr>
<tr>
<td>5c Email – VIC Transport Conference 2017</td>
<td>Presentation links</td>
</tr>
<tr>
<td>5d Email – Steve Booth, Director, Metropolitan Economic Development, DEDJTR</td>
<td>Advising replacement on IMAP Implementation Committee</td>
</tr>
<tr>
<td>5e Email - Dr Rebecca Conroy, Senior Research Assistant, University of Western Sydney</td>
<td>Community Land Trust project: timeline</td>
</tr>
</tbody>
</table>

Recommendation:

That the IMAP Implementation Committee resolves to **note** the actions undertaken in response to business arising from the previous minutes.
Good afternoon all

A notice of motion was passed as a resolution at last night’s Council meeting which has implications for IMAP Councils. A copy of the resolution is included below and is self-explanatory. We will, of course, communicate with you more formally but I thought I would give you a heads up and can answer any questions you may have when we meet next week.

Regards

Carol

Carol Jeffs
Interim Chief Executive Officer
T: 9209 6464 M: 0427 868 362
E: cjeffs@portphillip.vic.gov.au
Private Bag No 3, St Kilda, VIC, 3182 www.portphillip.vic.gov.au

That Council:
1. Reaffirms its commitment to reviewing the heritage protection of socially significant places across the municipality that are currently not covered by a Heritage Overlay.
2. Acknowledge that recent requests for heritage protection of the London Hotel and Greyhound Hotel have highlighted a lack of clear State guidance as to the threshold for local social significance.
3. Writes to DELWP, Heritage Victoria, the MAV, and the IMAP Councils seeking their support to work in partnership to develop:
   3.1. a comprehensive set of policy guidelines around the application of local significant social heritage places;
   3.2. a comprehensive list of at risk potentially socially significant places; and
   3.3. the application of the Heritage Overlay to at risk places that meet the criteria established under the policy guidelines developed under 3.1 above.
4. Requests that Officers prepare a submission from City of Port Phillip for all of the pubs/hotels across the Municipality, and include the submissions of any supporting Inner Melbourne Action Plan (IMAP) municipalities who are interested, requesting that pubs/hotels be protected as a group on the grounds of State cultural social significance due to the key role that they have played in Victoria’s history and social development.
Hi Elissa,

For the past 3 years, I, both as Social Infrastructure Planner for Moorabool Shire and convenor of the Social Infrastructure Planners Network in Victoria, have been part of the development of new approaches and tools to support strategic planning for community facilities. I believe these may be able to help IMAP deliver actions 5.4 'Social Infrastructure & Services' and 5.5 'Infrastructure Delivery'.

The approaches and tools mentioned above cover several aspects of community infrastructure planning so I have attached 3 documents which hopefully provide an easy to read summary:

1) Overview – Integrated Service and Infrastructure Planning.pdf
   • The broad outline of an integrated approach developed by 20+ councils through the Social Infrastructure Planners Network
   • Page 2 provides a bit of background on how and why the diagram on page 1 was developed

2) CASIMO proposal brochure.pdf
   • Overview of a – now LGPro award winning - tool developed by Moorabool, the VPA, Monash, Kingston and Greater Dandenong councils that supports the creation of a strategic database of infrastructure and cross-border assessment of community needs, shortfalls and surpluses in infrastructure provision.

3) Moorabool Community Infrastructure Framework process diagram.pdf
   • Overview diagram showing the broad operation of Moorabool’s community infrastructure framework as an example of the direction that several councils are now heading in (taking the lead from City of Yarra’s framework).

A number of organisations including Moorabool, City of Melbourne, Melbourne University have developed tools and methods for assessing walkability. A recent meeting identified a great deal of commonality between these assessments that may pave the way for collaborative development and/or shared procurement. I believe these tools could assist IMAP to deliver its Strategy 2.

I would be very happy to discuss these further with you if you feel they have relevance to the IMAP Action Plan. I would also suggest involving Emily Woodin, Coordinator Community Infrastructure Planning from the City of Yarra in future discussions as she has been forging ahead in this area.

Regards

Raeph

Raeph Cumming
Social Infrastructure Planner - Moorabool Shire Council
182 Halletts Way, Darley VIC 3342
Preferred contact: 0423 570 729
Switchboard: (03) 5366 7100
Direct: (03) 5366 1269
Email: rcumming@moorabool.vic.gov.au
**An outline approach to Integrated Service and Infrastructure Planning**

(a tool for government planners, asset managers and related disciplines)

---

**STRATEGIC ASSESSMENT**

- Review the organisation’s strategic direction in regard to social infrastructure including relevant plans, policies, legislation, objectives, political priorities and major planning drivers.
- For different services and facility types, what is council’s current / future role? Direct provider, funding partner, advocacy, or no direct responsibility?
- Define the scope of infrastructure to be assessed and planned for.

*Further information: refer to examples of local government social infrastructure policies, guidelines and planning frameworks such as the cities of Yarra, Knox and Melbourne, and the Shire of Moorabool.*

---

**NEEDS ANALYSIS**

- Conduct a complete audit of existing infrastructure provision to establish what exists, where it is and what function it serves.
- Measure factors such as facility functionality, accessibility, capacity and utilisation, and social value.
- Community needs analysis – who needs what, where and when; now and in future?
- Gap analysis between supply (the audit) and demand (the community needs analysis). Are community needs being met?

*Further information: refer to gap analysis tools such as the cloud-based Community and Social infrastructure Model (CASIMO) and City of Port Phillip Community Infrastructure Planning Tool.*

---

**NEEDS ALIGNMENT**

- Inter-departmental interpretation of the needs identified through stage 2 should lead to collaborative design and delivery of projects.
- Identify where the needs of multiple services and user groups can be met through integrated projects.
- Determine the best response such as better use of existing facilities, construction of new facilities, or through non-capital service improvements.

*Further information: refer to examples of LGA social infrastructure / community infrastructure planning frameworks such as the cities of Yarra and Moonee Valley and Shire of Moorabool.*

---

**OPTIONS & COSTINGS**

- Identify and cost options for infrastructure projects that meet the needs identified through stages 1 to 3.
- Options to be developed collaboratively between services such as community hubs and multi-purpose facilities.
- Develop a business case for each viable option.

*Further information: generally this is an established part of most councils’ capital works programming or operational expenditure planning.*

---

**PROJECT DELIVERY & EVALUATION**

Integrated Service and Infrastructure Planning is considered by this document to be an approach that leads to the design and delivery of good projects. The Project Delivery and Project Evaluation stages, therefore, occur after the planning phase and are not (yet) explored in detail.

The delivery and review stages are shown here to illustrate the cyclical nature of a complete planning process that reviews the successes and failures of previously delivered projects and builds those learnings into future iterations of the planning approach.

---

**PROJECT PRIORITISATION**

- Prioritisation will generally involve a holistic assessment of projects’ justification and deliverability, based on the outcomes of stages 1 to 4.
- Assessments should first aim to identify projects that are justified by evidence before assessing their deliverability.
- Weighted ranking criteria, matrices and other tools may be used to score, rank and prioritise projects.
- Prioritised projects progress to capital works program and other internal funding plans.

*Further information: prioritisation is a common part of most councils’ capital works programming, preparation of Asset Management Plans and Long Term Financial Plans.*

---

See overleaf for more information
What is Integrated Service and Infrastructure Planning?

In 2014 local government planners from across Victoria started meeting regularly to discuss the many complexities and challenges of achieving integration between the service planning and infrastructure planning functions of councils. These discussions recognised that the planning of community facilities cannot be separated from the planning of services that are delivered through them.

“Local governments make investment in assets solely to provide services to their communities.”

(Local Government Asset Investment Guidelines, DTPLI, August 2006)

Service planning and infrastructure planning are multi-disciplinary and require the involvement of several different council departments. Depending on a council’s structure the process may require input from social planners, strategic planners, service planners, corporate planners, infrastructure planners, and asset managers.

Integrated service and infrastructure planning seeks to identify the common areas of overlap between these functions of council and ensure the necessary alignment and collaboration takes place.

An integrated planning approach

A series of inter-governmental discussions led to the formation of the Social Infrastructure Planners Network (formerly the Integrated Facility Planning Forum) and the development of a broad model for Integrated Service and Facility Planning. This model has formed the basis of the Outline Approach to Integrated Service and Infrastructure Planning described overleaf.

The proposed approach comprises a five-stage ‘planning phase’, followed by project delivery and project evaluation stages. Ideally the stages should be addressed sequentially. The reality however, is that different councils will already be more advanced with some stages, or will be addressing challenges that require a focus on one stage more than another. Some councils will be refining their existing approach to infrastructure planning whereas others may be developing one for the first time.

The outline approach simply illustrates how local governments could conduct evidence-driven community infrastructure planning. The actual methodologies developed by individual councils will need to account for their particular planning context. The approach does however embody some key principles that are common across government:

- Planning and delivery mechanisms should be aligned with council policy, priorities and relevant legislation.
- Infrastructure planning should be driven by community needs and sound evidence.
- The identification, assessment, prioritisation and delivery of infrastructure should be consistent and equitable across service types, user groups and locations.

The model can be considered as:

- A hierarchy of documents – such as a council’s service planning and infrastructure planning framework(s), or
- Stages of a process – such as producing a community infrastructure plan or preparing a precinct structure plan, or
- An evaluation framework for projects – such as evaluating and prioritising infrastructure projects for a capital works program, or
- An evaluation framework for existing assets – such as addressing an underutilised facility, or identifying a new use for a vacant facility.

Contact and feedback

This model is still developmental and is presented here for discussion by the wider planning community. For more information please contact info@vicplannersforum.org.
CASIMO: Community and Social Infrastructure Modelling suite

The CASIMO project will develop a cloud-based web application that enables Government to plan and deliver community infrastructure using a consistent, strategic and evidence-driven approach. CASIMO will provide a suite of spatial data analysis tools that directly support the identification and prioritisation of infrastructure priorities, based on robust and consistent evidence of community needs.

CASIMO is essentially a gap analysis tool that enables users to audit the current supply of infrastructure and compare it against current and future community demand. It addresses several shortcomings of the traditional report-based community infrastructure planning approaches taken by Government (in particular local government) which include:

- **Inflexible reports**: traditional community infrastructure studies provide only a ‘snapshot in time’ of supply and demand; assumptions and findings are fixed and are difficult to amend or update. Report-based studies do not easily allow for ongoing interpretation, adjustment and iterative improvement.

- **Poor data management**: the large volume of data required to inform community needs assessments and gap analyses of supply and demand is fragmented across documents and data sources, with little integration between systems.

- **Incomparable results**: inconsistent methodologies, timelines and terminology used by different infrastructure studies mean that the findings and demand forecasts produced by local governments cannot be directly compared across borders or on a strategic scale.

- **Limited modelling capabilities**: very few studies assess the demand implications of different development or population growth scenarios, or provide data visualisations to aid interpretation of complex findings.

- **Over-simplistic**: traditional studies rely heavily on population-based quantity benchmarks ignoring key factors such as accessibility, condition, fitness for purpose, capacity, and utilisation of facilities.

The CASIMO solution

CASIMO addresses the above problems through a set of data-driven tools that enable community service and infrastructure providers to collect, manage and analyse data, define a range of planning standards (service levels), and identify priority gaps in existing and future infrastructure provision. CASIMO does this through a number of key features:

- **SYSTEMS INTEGRATION**
  The CASIMO database will integrate with common platforms such as GIS, asset management information systems and facility registers. It will ‘read’ directly from existing infrastructure databases used by service providers to avoid duplication of information between systems.

- **DATA SHARING**
  Users are easily able to share data with others such as neighbouring municipalities or other levels of Government, supporting cross-border strategic planning.

- **STRATEGIC CONSISTENCY**
  Findings and priorities developed through CASIMO are comparable between users and across strategic areas such as planning sub-regions. CASIMO will produce a complete database of existing infrastructure and gaps in current and future provision.

- **DYNAMIC MODELLING**
  CASIMO will provide tools to model shortfalls and surpluses in provision, measured against locally-defined planning standards and development options.

Further information:
Moorabool Shire Council
Tel: 03 5366 7100 Email: info@moorabool.vic.gov.au
CASIMO provides a suite of tools that perform different functions relating to the supply of, or demand for, community facilities. Each tool will be made available as separate but interrelated modules within the web application, allowing users to purchase only the tools they wish to use. Collectively the modules enable users to build a comprehensive record of existing provision and conduct the various aspects of community infrastructure needs assessment and gap analysis that have traditionally required lengthy and expensive consultancy contracts.

### POPULATION STANDARDS
- Develop service levels for required quantity of provision.
- Compare with population ratios / benchmarks for all infrastructure types.
- Perform gap analysis of current and future supply and demand.
- Identify and prioritise shortfalls / surpluses in provision.

### TRAVEL ACCESSIBILITY
- Develop service levels for the desired travel time or distance to all infrastructure types.
- Define standards for journey time by walking, cycling, driving or public transport.
- Conduct gap analysis and produce maps of accessibility down to individual property level.

### DEMAND MODELS
- Tools to assist service providers set appropriate planning standards.
- Determine service levels based on factors such as participation rates and projected population.

### FACILITIES REGISTER
- Database of all community infrastructure linked to GIS, asset registers and service provider databases.
- Common typology of names for service and facility types.
- Register of all services delivered through each facility, their function, quantity and capacity.
- Ability to view infrastructure data for any municipality.

### BUILDING CONDITION
- Upload and compare the results of building condition audits.
- Use audit findings to directly inform service levels for the quality of community facilities.

### CAPACITY AND UTILISATION
- Define and measure the maximum capacity of different service and facility types using a range of measures (e.g. hours of use, available appointments, or usable floor space).
- Measure the current utilisation rate of facilities (as a % of maximum capacity)
- Identify facilities with capacity for greater use.

### SERVICE - FACILITY COMPATIBILITY
- Match services with facilities based on their infrastructure needs.
- Identify services suited for co-location, based on compatible facility needs.

### FITNESS FOR PURPOSE
- Conduct assessments of the function and suitability of existing infrastructure.
- Complement and compare with building condition audits.

Benefits for Local Government
- Consistent, repeatable and evidence-based process leading to identification of genuine infrastructure priorities.
- Cross-border spatial assessments, data sharing and collaborative planning between municipalities.
- A shift away from fixed ‘snapshot in time’ studies towards flexible, integrated and dynamic data-driven tools.
- Locally-defined service levels addressing the quantity, quality, accessibility and capacity of infrastructure.
- Better business cases for infrastructure projects and investment.
- Reduced duplication of effort and spending on consultancy contracts.

Additional benefits for State and Federal Government
- Creation of a complete database of community infrastructure across all municipalities.
- Infrastructure audits and plans based on consistent methodologies and naming conventions, leading to direct comparability between LGAs.
- Strategic spatial analysis of supply and demand.
- Integration between datasets managed by State Government, Local Government and other service providers.
- Better data to inform regional infrastructure planning.

Spatial gap analysis | Data visualisation | Custom reporting | Data integration & export
---|---|---|---

Further information:
Moorabool Shire Council
Tel: 03 5366 7100 Email: info@moorabool.vic.gov.au
**FRAMEWORK DESIGN**
- Conduct strategic assessment of policies, plans, organisational role and direction in regard to social infrastructure, and other planning drivers
- Define Framework principles, aims, objectives and required outcomes
- Define the scope of infrastructure to be assessed and planned for
- Establish Framework governance structure

**NEEDS ANALYSIS**

**Audit of existing infrastructure**
- Register of existing infrastructure
- Building condition audits
- Fitness for purpose assessments
- Capacity and utilisation assessments

**Community and stakeholder engagement**
- Identify community and other stakeholder priorities
- Test planning provision standards

**Gap analysis of supply and demand**
- Population and demographic forecasts and analysis
- Urban and rural growth and development scenarios
- Definition of service cohorts
- Analysis of current rates of provision
- Definition of planning provision standards (population ratios, travel time/distance, minimum building condition and fitness for purpose, facility utilisation targets)
- Identify gaps between existing provision, current demand and future demand

**SERVICED-BASED NEEDS PRIORITISATION**
- Identification by internal service units of their priority community needs and infrastructure gaps
- Confirmation of which identified priorities will be adequately addressed by pre-existing council plans and project, and which will require new solutions

**IMPROVEMENT PROGRAM AND PUBLISHED PLANS**
- Community Infrastructure Framework Report
- Community Infrastructure Funding and Implementation Plan
- Capital Improvement Program (capital infrastructure projects)
- Buildings Asset Management Plans
- Maintenance and renewals program
- Council plans and policies
- Service Plans and Reviews (service-based operational projects)
- Infrastructure / Development Contributions Plans
- Moorabool 2041 and Planning Scheme

**FRAMEWORK REVIEW**
- Review the strategic assessment, planning context and organisational direction
- Review feedback received on Framework findings
- Review principles, aims, objectives and required outcomes
- Review internal governance structure
- Redesign Framework as required

**STRATEGIC PROJECT PRIORITISATION**
- Engagement of internal and external service providers and other stakeholders
- Collaborative cross-departmental identification of infrastructure projects that address priority needs and gaps in provision
- Collaborative design and development of business cases for projects that are justified by evidence and embody Framework principles and objectives
- Application of a strategic project prioritisation tool (Capital Improvement Program)

**Figure A3**

Supported by the Community Infrastructure gap analysis model

Moorabool Community Infrastructure Framework PLANNING CYCLE

**Audit of existing infrastructure**
- Register of existing infrastructure
- Building condition audits
- Fitness for purpose assessments
- Capacity and utilisation assessments

**Community and stakeholder engagement**
- Identify community and other stakeholder priorities
- Test planning provision standards
Dear Elissa,

Please find below the link to download copies of presentations for Victorian Transport Infrastructure Conference 2017 that was held on 21st - 22nd March, 2017 in Melbourne - VIC.

http://dev.expotrademe.com/VTIC2017-PPT-PDFs

(Please click or copy and paste this link in your internet browser and save the files.)

Please note we have received permission from the following speakers to distribute their presentations and these files are included in the link above:

- Hon. Jacinta Allan - Minister for Public Transport, Minister for Major Projects, Member for Bendigo East, VIC
- Michel Masson - Chief Executive Officer, Infrastructure Victoria
- Evan Tattersall - Chief Executive Officer, Melbourne Metro Rail Authority
- Campbell Rose - Chief Executive, VicTrack
- Brendan Bourke - Chief Executive Officer, Port of Melbourne
- Matthew Howe - General Manager – Southern Cross Station, Assetco Management
- Geoff Ward - General Manager, Fishermans Bend Taskforce, Department of Environment, Land, Water and Planning
- Michael Hopkins - Executive Director - Network Planning, Department of Economic Development, Jobs, Transport and Resources
- Allen Garner - Chief Operating Officer, Level Crossing Removal Authority
- Praveen Thakur - Director - Advisory, KPMG Australia
- Paul Kenny - Partner, Sector Leader - Government, Allens
- Peter Todd - Deputy Chief Executive, VicRoads
- Sean Duggan - Director, UltraSpeed Australia
- Dr Bill Russell - Secretary, Rail Futures Institute
  John Hearsch - President, Rail Futures Institute
- Peter Miglic - Managing Director, Optimatum

Please check later for more updates.

If you have any questions regarding this please do not hesitate to contact me.

Regards,

Saumya Dabarera
Business Manager

Expotrade Australia Pty Ltd
Phone: 03 9545 0360
Fax: 03 9545 0320
www.expotradeglobal.com
Elissa McElroy

From: Steve.Booth@ecodev.vic.gov.au
Sent: Wednesday, 19 April 2017 2:34 PM
To: Elissa McElroy
Cc: cate.turner@ecodev.vic.gov.au
Subject: Re - new member for IMAP [SEC=UNCLASSIFIED]

Elissa,

Hope all is well.

Metropolitan Economic Development (MED) now has a Director for Inner Melbourne, MED.

Her name is Cate Turner and her email is above

Can you replace me with Cate for all future meetings of IMAP.

As part of her responsibilities Cate is establishing with DELWP Land Use / Economy Working Groups which will work with the new Metropolitan Partnerships and with councils and Government more broadly.

As these get established it will be important for them to keep IMAP informed and as such Cate should be a valuable addition to IMAP.

Many thanks

Steve Booth | Director
Metropolitan Economic Development
Department of Economic Development, Jobs, Transport and Resources
Level 35, 121 Exhibition St Melbourne VIC 3000

T: +61 3 9651 9361 | M: +61 417 578 427 | Email steve.booth@ecodev.vic.gov.au

Please consider the environment before printing this email.

*********************************************************************************************************

Department of Economic Development, Jobs, Transport and Resources, Government of Victoria, Victoria, Australia.

This email, and any attachments, may contain privileged and confidential information. If you are not the intended recipient, you may not distribute or reproduce this e-mail or the attachments. If you have received this message in error, please notify us by return email.

*********************************************************************************************************
Greetings Steering Committee for the CLT,

I am writing to introduce myself as the new research assistant working with Louise Crabtree at Western Sydney Uni.

I will be working on this 3 days a week until June, and may be in contact with some of you as needed. During June and July my work will be more intermittent, but I am working towards a plan to hand the final draft to the steering committee by the beginning of Sept for you to spend a month reviewing.

Looking forward to working with you all on this very important project!

Regards,

Dr Rebecca Conroy | Senior Research Assistant
(Wed—Friday)
Institute for Culture and Society
M: 0413 763 814

www.westernsydney.edu.au/ics
IMAP Implementation Committee

Financial Report for the Nine Months ending 31 March 2017

1 July 2016 – 31 March 2017

Background

1. The IMAP financial position was last noted at the IMAP Implementation Committee meeting held on 24 February 2017.

2. Retained Earnings carried forward from the 2015-16 financial year totalled $650,073 (excluding GST).

Income

3. Income indicates the Carry Forward of $650,073 during the first quarter. Invoicing the IMAP Councils for the 2016-17 contributions was undertaken in late December - the revenue will be accounted for in the second and third quarters.

4. Total Income for the 6 month period to 31 December 2016:

   2800 Sundry Income:
   - Retained Earnings carried forward from 2015-16 $650,073
   - CoM Tourism contribution towards the DML agreement $10,000
   - Recreation Project Contributions
     - City of Yarra $10,000
     - City of Maribyrnong $10,000
     - City of Melbourne $10,000
   - IMAP Councils Annual Tourism Contributions (5 Councils) $100,000
   - IMAP Map license fee $410 $790,483

   2810 Contract Income:
   - IMAP Councils Annual IMAP Contributions (5 Councils) $175,000

   TOTAL OPERATING INCOME $965,483

Expenditure

5. Total Expenditure for the 6 month period to 31 December 2016:

   4180 Training & Conferences
   - Action 9.2 Airfares to Canberra - Urban Design conf. $1,246
   - Conference registrations $545 $1,791

   4040 Contract Staff
   - Action 5.5 Reimburse CoM Project Staff costs - Recreation project $40,000

   4104 Postage and Courier
   - IMAP Couriers September $748
   - Couriers December $134
   - Couriers Feb $158
   - Couriers Feb $136 $1,176

   4105 Printing
   - IMAP IMAP Implementation Plan Brochure printing $2,029
### 4106 Software Support

**Action 9.2** Basecamp reimbursement petty cash

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>4108 Stationery</td>
<td></td>
</tr>
<tr>
<td>IMAP Meeting agendas</td>
<td>$ 218</td>
</tr>
<tr>
<td>Stationery</td>
<td>$ 122</td>
</tr>
<tr>
<td><strong>4110 Telecommunications</strong></td>
<td></td>
</tr>
<tr>
<td>IMAP Renew dot Melbourne domain #1</td>
<td>$ 109</td>
</tr>
<tr>
<td>Renew dot Melbourne domain #2</td>
<td>$ 109</td>
</tr>
<tr>
<td><strong>4131 Promotional Publicity</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Action 9.2</strong> ESD Factsheets – Reimburse Basecamp subs</td>
<td>$ 708</td>
</tr>
<tr>
<td>Reimburse Basecamp subs</td>
<td>$ 891</td>
</tr>
<tr>
<td><strong>Action 11</strong> Cultural Guide – Photography</td>
<td></td>
</tr>
<tr>
<td>Cultural Guide - Cultural Victoria contribution</td>
<td>$ 29,700</td>
</tr>
<tr>
<td>Cultural Victoria IMAP membership</td>
<td>$ 2,500</td>
</tr>
<tr>
<td>Cultural Guide Copywriting</td>
<td>$ 140</td>
</tr>
<tr>
<td><strong>Less Accrual</strong> City of Port Phillip (Paid 2015-16)</td>
<td>$ 1,517</td>
</tr>
</tbody>
</table>

### 4142 Local travel

**IMAP**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cab charges</td>
<td>$ 12</td>
</tr>
<tr>
<td>Cab charges</td>
<td>$ 15</td>
</tr>
</tbody>
</table>

### 4150 Consulting Fees

**IMAP**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMAP website Domain renewal</td>
<td>$ 44</td>
</tr>
<tr>
<td>GGG website Domain renewal</td>
<td>$ 52</td>
</tr>
<tr>
<td>IMAP Basecamp Classic Subscription 1yr</td>
<td>$ 335</td>
</tr>
<tr>
<td>International transaction fee</td>
<td>$ 8</td>
</tr>
<tr>
<td>IMAP Basecamp Subscription – storage</td>
<td>$ 134</td>
</tr>
<tr>
<td>International transaction fee</td>
<td>$ 3</td>
</tr>
<tr>
<td>IMAP website Host Collabforge</td>
<td>$ 3,377</td>
</tr>
<tr>
<td>Annual Report Design</td>
<td>$ 3,420</td>
</tr>
<tr>
<td>Annual Report Summary Design/Print</td>
<td>$ 2,530</td>
</tr>
<tr>
<td>Workshop/Presentation pack - Business Aspect</td>
<td>$ 12,930</td>
</tr>
<tr>
<td><strong>CLUE</strong> Planning for Change – payment 1 of 2</td>
<td>$ 5,000</td>
</tr>
<tr>
<td>Planning for change</td>
<td>$ 1,818</td>
</tr>
<tr>
<td><strong>Action 2.2</strong> Wayfinding MSG – Traffinity – AustStd/MSG</td>
<td>$ 6,300</td>
</tr>
<tr>
<td>Editing</td>
<td>$ 600</td>
</tr>
<tr>
<td>PTV Graphic design</td>
<td>$ 10,000</td>
</tr>
<tr>
<td>Workshop facilitation</td>
<td>$ 2,250</td>
</tr>
<tr>
<td><strong>Action 9.4</strong> Uni Melb Linkage Grant contribution – 3 of 3</td>
<td>$ 20,000</td>
</tr>
<tr>
<td><strong>Action 11</strong> Cultural Guide – Editing</td>
<td></td>
</tr>
<tr>
<td>IMAP Map changes – Cruise guide</td>
<td>$ 500</td>
</tr>
<tr>
<td>Visual Voice License fee – CBD Map</td>
<td>$ 425</td>
</tr>
<tr>
<td>Event launch CTV contribution</td>
<td>$ 1,958</td>
</tr>
<tr>
<td>Destination Management Plan DML</td>
<td>$ 50,000</td>
</tr>
</tbody>
</table>

### 4211 Staff Catering

**IMAP**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMAP Project workshop catering</td>
<td>$ 181</td>
</tr>
<tr>
<td>IMAP staff meetings</td>
<td>$ 108</td>
</tr>
<tr>
<td>IMAP Steering Group meetings</td>
<td>$ 65</td>
</tr>
</tbody>
</table>

### 4256 Equipment hire

**Action 11** Culture Guide launch - equipment

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td>$ 208,098</td>
</tr>
</tbody>
</table>

### Operating Profit / (Loss)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Profit / (Loss)</strong></td>
<td>$ 757,385</td>
</tr>
</tbody>
</table>

### NET SURPLUS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET SURPLUS</strong></td>
<td>$ 757,385</td>
</tr>
</tbody>
</table>

---

Report prepared by: IMAP Executive Officer
6. Refer to Attachment 6b to see total expenditure against project budgets to date.

**Recommendation**

## IMAP Operating Report

### Operating & Capital Works Statement for period ended March 2017

<table>
<thead>
<tr>
<th></th>
<th>CURRENT MONTH</th>
<th>YEAR TO DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actuals</td>
<td>Budget</td>
</tr>
<tr>
<td>2810 - Contract Income</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>User fees</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2800 - Sundry Income</td>
<td>410</td>
<td>0</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>410</td>
<td>0</td>
</tr>
<tr>
<td>Total Operating Income</td>
<td>410</td>
<td>0</td>
</tr>
<tr>
<td>Total Normal Salary expenses</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Annual Leave</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Long Service Leave</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net ADO</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Workcover</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4180 - Training/Conferences</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Training and Professional Development</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Extraordinary Staff Payments</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4040 - Contract Staff</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other Employee Expenses</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4104 - Postage &amp; Couriers</td>
<td>294</td>
<td>0</td>
</tr>
<tr>
<td>4105 - Printing</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4106 - Software Support and Maintenance</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4108 - Stationery - General</td>
<td>122</td>
<td>0</td>
</tr>
<tr>
<td>4110 - Telecommunication Expenses</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4131 - Promotional Publications</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4142 - Local Travel</td>
<td>27</td>
<td>0</td>
</tr>
<tr>
<td>4150 - Consulting Fees</td>
<td>50,000</td>
<td>0</td>
</tr>
<tr>
<td>4211 - Staff Catering</td>
<td>66</td>
<td>0</td>
</tr>
<tr>
<td>4256 - Vehicle, Plant &amp; Equipment Hire</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Materials and Services</td>
<td>50,509</td>
<td>0</td>
</tr>
<tr>
<td>Bad and doubtful debts.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Community Grants</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Finance costs</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Other expenses</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Operating Expenditure</td>
<td>50,509</td>
<td>0</td>
</tr>
<tr>
<td>Surplus/ (Deficit) for the year</td>
<td>(50,099)</td>
<td>0</td>
</tr>
<tr>
<td>Other comprehensive income / expenditure.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Operating Capital Expenditure</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Net Surplus / (Deficit)</td>
<td>(50,099)</td>
<td>0</td>
</tr>
</tbody>
</table>
## IMAP Budget 2016-17 - Expenditure by Project as at 31 March 2017

### REVENUE

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Budget 2016-17 Year 11</th>
<th>Carry forwards</th>
<th>Budget + Carry forwards</th>
<th>ACTUALS 1st qtr</th>
<th>ACTUALS 2nd qtr</th>
<th>ACTUALS 3rd qtr</th>
<th>ACTUALS 4th qtr</th>
<th>Total YTD</th>
<th>VARIANCE</th>
<th>Forecast to 30 June</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Revenue</td>
<td>C/Fwd</td>
</tr>
<tr>
<td>IMAP Councils Annual Contribution ($35K each)</td>
<td>175,000</td>
<td>175,000</td>
<td>35,000</td>
<td>140,000</td>
<td>175,000</td>
<td>0</td>
<td>175,000</td>
<td>175,000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>IMAP Councils Annual Tourism Contribution ($20K each)</td>
<td>100,000</td>
<td>100,000</td>
<td>20,000</td>
<td>80,000</td>
<td>100,000</td>
<td>0</td>
<td>100,000</td>
<td>100,000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>IMAP Map License fees</td>
<td>700</td>
<td>700</td>
<td>0</td>
<td>410</td>
<td>410</td>
<td>-290</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Melbourne contribution (Action 5.5) Recreation Project</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>City of Yarra contribution (Action 5.5)</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>City of Maribyrnong contribution (Action 5.5)</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>SRV Grant (held by CoM) Action 5.5 = $50K</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>305,700</strong></td>
<td><strong>305,700</strong></td>
<td><strong>0</strong></td>
<td><strong>85,000</strong></td>
<td><strong>220,410</strong></td>
<td><strong>0</strong></td>
<td><strong>305,410</strong></td>
<td><strong>-290</strong></td>
<td><strong>305,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

### PROJECT ALLOCATIONS

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Budget 2016-17 Year 11</th>
<th>Carry forwards</th>
<th>Budget + Carry forwards</th>
<th>ACTUALS 1st qtr</th>
<th>ACTUALS 2nd qtr</th>
<th>ACTUALS 3rd qtr</th>
<th>ACTUALS 4th qtr</th>
<th>Total YTD</th>
<th>VARIANCE</th>
<th>Forecast to 30 June</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Revenue</td>
<td>C/Fwd</td>
</tr>
<tr>
<td>IMAP Postage, courier, travel, stationery, logo, catering Ongoing Annual costs</td>
<td>8,000</td>
<td>8,000</td>
<td>0</td>
<td>1280</td>
<td>494</td>
<td>508</td>
<td>2,282</td>
<td>5,718</td>
<td>8,000</td>
<td></td>
</tr>
<tr>
<td>IMAP Annual Report design and print Ongoing Annual Costs</td>
<td>6,000</td>
<td>6,000</td>
<td>0</td>
<td>5,950</td>
<td>5,950</td>
<td>0</td>
<td>5,950</td>
<td>5,950</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>IMAP GIS Expenses Ongoing Annual costs</td>
<td>7,850</td>
<td>7,850</td>
<td>0</td>
<td>-7,850</td>
<td>-7,850</td>
<td>-7,850</td>
<td>-7,850</td>
<td>-7,850</td>
<td>-7,850</td>
<td></td>
</tr>
<tr>
<td>IMAP Website Hosting Ongoing Annual costs</td>
<td>3,400</td>
<td>3,400</td>
<td>0</td>
<td>3,218</td>
<td>3,218</td>
<td>1,239</td>
<td>3,638</td>
<td>3,638</td>
<td>3,638</td>
<td></td>
</tr>
<tr>
<td>IMAP Update website New</td>
<td>41,600</td>
<td>41,600</td>
<td>0</td>
<td>41,600</td>
<td>41,600</td>
<td>0</td>
<td>41,600</td>
<td>41,600</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>IMAP Review Project</td>
<td>27,498</td>
<td>27,498</td>
<td>0</td>
<td>15,140</td>
<td>15,140</td>
<td>0</td>
<td>15,140</td>
<td>15,140</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>2.2 Wayfinding signs</td>
<td>29,013</td>
<td>29,013</td>
<td>0</td>
<td>6,300</td>
<td>600</td>
<td>12,282</td>
<td>19,150</td>
<td>-9,863</td>
<td>30,000</td>
<td></td>
</tr>
<tr>
<td>5.5 Infrastructure Development: Recreation facilities project</td>
<td>80,000</td>
<td>60,000</td>
<td>0</td>
<td>140,000</td>
<td>40,000</td>
<td>0</td>
<td>140,000</td>
<td>-100,000</td>
<td>90,000</td>
<td>50,000</td>
</tr>
<tr>
<td>7.2 Support creative Industries: Urban Manufacturing Project</td>
<td>50,000</td>
<td>40,000</td>
<td>0</td>
<td>90,000</td>
<td>1,818</td>
<td>0</td>
<td>1,818</td>
<td>-88,182</td>
<td>90,000</td>
<td></td>
</tr>
<tr>
<td>9.4 Green demo projects</td>
<td>20,000</td>
<td>20,000</td>
<td>0</td>
<td>20,000</td>
<td>0</td>
<td>0</td>
<td>20,000</td>
<td>20,000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>11 Regional Tourism Strategy</td>
<td>10,000</td>
<td>10,000</td>
<td>0</td>
<td>5,000</td>
<td>5,000</td>
<td>0</td>
<td>5,000</td>
<td>5,000</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>271,750</strong></td>
<td><strong>333,250</strong></td>
<td><strong>605,000</strong></td>
<td><strong>71,747</strong></td>
<td><strong>71,417</strong></td>
<td><strong>64,934</strong></td>
<td><strong>-208,098</strong></td>
<td><strong>451,071</strong></td>
<td><strong>146,500</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Net Surplus (Deficit)</th>
<th>Opening Balance of IMAP Account</th>
<th>Closing Balance of IMAP Account</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>660,073</td>
<td>660,073</td>
</tr>
<tr>
<td></td>
<td></td>
<td>360,773</td>
<td>588,326</td>
</tr>
</tbody>
</table>

Please note that the funding calculation does not include Operational Costs of $40,000 per council in 2016/17.

3 Yr Imp Plan last reviewed and adopted Dec 2016
IMAP Implementation Committee
Progress Report
IMAP Communications and Governance

Purpose
1 To advise the IMAP Implementation Committee of the progress of IMAP Communications and Governance during the last 3 month period.

Governance
2 IMAP Steering group meetings:
The five IMAP Steering Groups have had a second round of meetings with presentations from staff on current and proposed projects:

**IMAP Communities Steering Group - 7 April 2017**
- Recreation project next steps
- Homelessness discussion

**IMAP Economy Steering Group - 7 April 2017**
- Tourism projects brief
- Wayfinding Signs progress
- Liquor licensing possible future projects

**IMAP Neighbourhoods & Places Steering Group - 19 May 2017**
- Urban Forest project options
- Updates on 3D modelling/boulevards strategy

**IMAP Transport & Environment Steering Group - 19 May 2017**
- Guest presentation from Rob Millard on Waste strategy options
- Bicycle network discussion

2.1 Smart Cities:
An Economy Steering Group meeting on Smart Cities is planned with the Manager Smart Cities, CoM on 2 June. Joint IMAP project proposals, which could be the subject of an application for the Smart Cities federal funding (closing 30 June), will be considered.

The IMAP Implementation Committee is asked to consider giving the Economy Steering Group and IMAP Executive Forum authority to finalise/approve any joint ‘smart cities’ funding application agreed by the 5 councils - subject to the usual caveats regarding Council budgetting processes.

Communications
3 During the last 3 months the following activities have involved the Executive Officer and others in IMAP communications:

- **Action 2.2 Wayfinding Signage Master Style Guide**
  - 2 March Steering Group meeting at PTV to review final changes to Way found manual
  - 23 March – Meeting with Project team leader re ongoing project brief
  - 29 March – Project team meeting on manual text changes at PTV
  - 3 April – Meeting Project team leader on presentation to IMAP Economy Steering group

Report prepared by: Elissa McElroy, IMAP Executive Officer
- 7 April – Team leader presentation to IMAP Economy Steering Group
- 4 May – Project team meeting to prep for TfV presentation
- 8 May – Project team meeting with Transport for Victoria on formalising Way found and strategy to investigate base map options
- 15 May – met with PTV and project team leader on next steps
- 24 May – Steering Group meeting to provide progress update to wider group

- **Action 5.5 Community Infrastructure – Recreation Facilities Study**
  - 10 March – Project team Workshop held to review data and brainstorm consultant brief
  - 7 April - Project team presentation to IMAP Communities Steering Group
  - Reviewing changes to the recreation consultant brief

- **Action 7.2 Support Creative Businesses (Urban Manufacturing)**
  - 6 March - met with Project team leader
  - 10 March – Signed Agreement sent to University for signatures
  - 31 March - Meeting of Project team to review first draft of UM paper for phase 2
  - 10 April – Met with University researchers to provide feedback on draft report
  - 8 May – Meeting with Project team leader
  - 17 May – Meeting with Project team leader and CoM CLUE team leader.

- **Action 11 Regional Tourism**
  - April/May - Processed out of committee decisions for:
    - Agreement with DM on the Printing & Distribution of the Official Visitor Map
    - Agreement with CTV on input to the Culture Guide 2017-18
  - 20 March – Meeting with Project team leader
  - 30 March – Tourism Working Group meeting
  - April – Destination Management Plan forum - joint session with consultants
  - 7 April – Project team leader presented to the IMAP Economy Steering group
  - 27 April – Preliminary negotiation meeting with DM on 2017-18 tourism services and Program Launch

- **IMAP CLUE Project (Census for Landuse and Employment)**
  - 6 March – Met with Austin Ley and CLUE Team Leader to finalise spreadsheet survey
  - 20 April – Piloting Spreadsheet at CoS - met with Michelle Cobb, CoS re Econ Devt data use

- **Homelessness**
  - March - City of Maribyrnong hosted a meeting with IMAP councils reps to discuss options for a consistent approach to homelessness
  - 7 April – Discussion on options at IMAP Communities Steering group meeting
  - 27 April - City of Maribyrnong hosted #2 IMAP staff meeting to develop draft project brief for IMAP
  - 18 May – City of Maribyrnong led #3 IMAP staff meeting to review draft project brief

- **Bike network**
  - 27 March - Met with R Smithers and D Rao, CoM re developing a business case for the Inner melbourne bicycle network
  - 19 May – Scheduled further discussion with IMAP Transport and Environment Steering group
Urban Forest
- 21 April - Workshop held with IMAP council staff, Nature Conservancy and Resilient Melbourne reps to review current work and identify IMAP projects
- 16 May – met with Martin Hartigan, The Nature Conservancy re project shortlist
- 19 May – Discussion scheduled with IMAP Neighbourhoods and Places Steering group to determine project priorities

Other
- 16 March – Attended TACs seminar on bike infrastructure experience in the Netherlands
- 21-22 March – Attended the 9th Annual Victorian Transport Infrastructure Conference
- 23 March – Attended MAV’s open data workshop for the IMAP councils
- 6 April – CoS GIS Coordinator and Executive Officer met with rep for the ‘My Community’ open data tool
- 10 May - Attended SGS Economics seminar “Data and Policy: getting real policy insights from data analytics”
- May - Sent out survey form to IMAP Council GIS coordinators to investigate 3D modelling software use
- 12 May – met with the graphic designers for the IMAP plan production
- 18 May – met with rep for briefing on their Residential Development Algorithm

Recommendation

4. That the IMAP Implementation Committee resolves to note the Communications and Governance Briefing Paper.

Attachment:
LGPro awards 2017 – for information
For more than 10 years a group of Melbourne Councils have run a sustained campaign calling for the State Government to change how Environmentally Sustainable Development (ESD) is considered through the Victorian Planning System.

This led to the Cities of Banyule, Moreland, Port Phillip, Stonnington, Whitehorse and Yarra collaborating successfully in a joint amendment to develop a robust, consistent policy that maximized ESD outcomes into their local planning schemes.

The ESD policy recognizes the importance of considering environmentally sustainable design at the time of planning approval for new development so as to maximize sustainable design outcomes and minimize costs associated with retrofit and poor design.

The success of the ESD Local Policies is a significant step towards the ever important goal of environmentally sustainable development. The process was long, in depth and technically challenging for all involved. The teamwork displayed by the joint Councils was tireless, patient and refreshingly constructive throughout the initiative.

This cross-Council collaboration was fundamental to the success of the project and steered the team towards the goal of developing a clear, measurable and consistent set of ESD performance standards suitable for consideration at the planning permit stage.

Having practical and enforceable ESD measures embedded in local planning schemes is a significant planning policy reform that brings the following benefits to the community:

- Ensures developers engage in a holistic and ‘best practice’ approach to sustainable design suited to the scale of the development proposed
- Encourages development to exceed the ESD principles assessed under Building Code requirements which are generally considered minimum standards
- Responds to gaps in the Building Code for energy performance, stormwater reuse, water and waste management, indoor environment quality, sustainable transport and urban ecology
- Extends ESD principles in clause 54, 55 and 56 of the Planning Scheme beyond residential development
- Provides Council’s planners, landowners and developers with clear, consistent environmental objectives and the information required to achieve these

Not only does the policy support a more environmentally sustainable built form, it has the added social and economic benefits of improved amenity and liveability, reduced life cycle of building costs and improved housing affordability and running costs.

The success of the project has paved the way for other Councils to introduce the same controls and it is being considered as the basis for future state wide ESD provisions.

The ESD Policy translates the sometimes elusive concept of sustainable development into a meaningful performance requirement that can be practically applied and provides a better understanding of what best practice ESD means for built form in Victoria.

Having six Councils collaborate together on a planning policy project is a Victorian planning first and is testament to what can be achieved when Councils’ work together to achieve a common goal.
The Inner Melbourne Action Plan (IMAP) 2016-26 identifies 27 strategies across 5 Goals to help build the inner Melbourne region’s creativity, liveability, prosperity and sustainability across a range of diverse neighbourhoods experiencing rapid growth.

The following transition projects were commenced under the provisions of the former Inner Melbourne Action Plan; and continued in the new plan.

PROGRESS ON CURRENT PROJECTS
IMAP ADMINISTRATION PROJECTS

IMAP Review
BACKGROUND
➢ On 28 June 2016 all 5 IMAP Councils approved the new Inner Melbourne Action Plan 2016-26. The plan is currently being edited and printed.
➢ A new Three Year Implementation Plan has been developed following discussions with senior executives and a joint council staff workshop. The IMAP Three Year Implementation Plan was approved by the IMAP Implementation Committee at their December meeting and includes a shortlist of 25 projects.

CURRENT PROGRESS
➢ The five IMAP Steering Groups have met twice in February/March and April/May 2017. Following an overview of the shortlisted projects, staff have drafted project Business Plans for review by the Steering Groups and provided updates on current projects.

IMAP CLUE (Census for Land use and Employment)
BACKGROUND
➢ This project commenced with an investigation of what data is currently purchased and utilised by the IMAP councils.
➢ The data collected by the Census of Land Use and Employment (CLUE) by the City of Melbourne will be mapped against data used by the other councils to determine information gaps and priorities.

CURRENT PROGRESS
➢ The survey approach has been drafted and is currently being piloted by the Executive Officer at the City of Stonnington.
GOAL 1 ECONOMY

Strategy 1.3
[Formerly Strategy 11 – Regional Tourism]

Regional Tourism Programme & Inner Melbourne Map

BACKGROUND
The IMAP Regional Tourism Working Group (TWG) has progressed its work through a number of three year strategic plans. The aim of the group is to promote the Inner Melbourne region to tourists and visitors. In recent years the group has undertaken a range of approaches, having successfully developed a number of visitor itineraries, promoted "Famils" to information centre volunteers from both Ballarat and Geelong, undertaken promotion of inner Melbourne on the Skybus, undertaken joint opinion research with Destination Melbourne, and provided a consistent promotional effort to delegates at major events such as the AIDS conference.

The most successful collateral developed by the group is the IMAP regional tourism map – now the Official Visitors Map which is promoted in conjunction with Destination Melbourne for wide distribution. The group has also been assisting development of a tourist bus route around inner Melbourne.

Work in 2016 included:
- In January 2016 IMAP’s senior executives met with the interim CEO of Visit Victoria.
- Agreement was reached this year with Destination Melbourne (DML) for the five councils to negotiate jointly on the provision of council services provided by DML.
- An agreement was approved with DML for printing and distribution of the IMAP map through the Official Visitors Map. This has been extended for a further year.
- IMAP agreed to part fund development of a Destination Management Plan for Metro Melbourne to be undertaken by DML.
- The Tourism Group collaborated with Cultural Victoria to develop a Cultural Guide which was launched in Windsor in October.

Work in 2017 has included:
- Destination Melbourne Ltd appointed AEC Group to be the consultants in charge of the Destination Management Plan development. Representatives from the TWG are on the Steering Committee and assisted with the assessment of consultant proposals.
- Stakeholder forums have been held in each council region and staff undertook Product Audits as part of the plan’s development.

CURRENT PROGRESS
- The agreement with Destination Melbourne for the printing and distribution of the IMAP map in the Official Visitors Map has been renewed by the Committee.
- TWG staff contacted businesses which featured in the “Experience Culture Victoria 2016-17” Guide for feedback on their listings and found a positive result. The Committee agreed to be involved in the next edition for 2018-19 and work is underway to review approximately 40% of listings and update photos for the IMAP region entries.

Strategy 1.4
[Formerly Action 2.2 Co-ordinated pedestrian and public transport signage system]

Melbourne Wayfinding Signing Master Style Guide

BACKGROUND
Initially completed in 2010, this project has been reactivated, focussed on visitor signage.
In December 2012, the IMAP Implementation Committee approved participation in the Melbourne Visitor Signage project and the coordinating committee was established to guide its work. The Committee seeks to:

- Build common threads between roads, public transport, tourism, pedestrian, cycling and street directional signage systems across the inner Melbourne region.
- Apply consistent shared symbols and terminology across these key signage systems; and
- Coordinate responses to signage requests by tourist attractions, precincts and major developments.

The Melbourne Visitor Signage coordinating committee comprises representatives of the five IMAP councils, City of Wyndham, Public Transport Victoria, VicRoads and Tourism Victoria. The aim is to build a Master Style Guide setting out agreed signing principles, guidelines and language (the ‘business rules’) to be adopted by collaborating authorities.

In April 2015 Paul Street, the Program Manager of Transport for London’s (TfL) Legible London wayfinding system visited for 12 days providing workshops on best practice examples, implementation processes and structures and a methodology for roll out of a comprehensive system. Following the TfL visit, the committee structured its work into two streams:

1. **Collaborative projects**

   - **Master Style Guide.** The final draft of the guide is completed and undergoing design and publication. The guide outlines an agreed approach to content: signing principles, eligibility and selection criteria, naming conventions, symbols and arrows, placement and location criteria, and ‘gateway’ signage.
   - **Signage Infrastructure Design Workshops** are looking at the design issues of signs - functionality, legibility, accessibility and view from different distances. Prototype testing of a new design has been undertaken at sites in Melbourne, Port Phillip and Wyndham.
   - **Pilot projects** proposed for North Melbourne, central city, Baladlava Station, Station Pier and Werribee will test the new sign design, content and placement with users: to understand their wayfinding needs and to build a robust evaluation framework.

2. **Strategic approach**

   - The project team are investigating:
     - the feasibility of building a single base map for metropolitan Melbourne for use by councils for wayfinding signage and other purposes; and
     - Commissioning a business case on the benefits of improved wayfinding signage in Melbourne.

Progress in 2016-17

- The visitor signage Master Style Guide (MSG) was endorsed by the IMAP Implementation Committee at its August 2016 meeting. The guide or ‘standards’ for signage that would be applicable across Victoria has been designed by PTV for release as a reference document.
- A Workshop was held by the project team on 30 January to plan the communication strategy for the launch of the new standards and to determine the next steps for the project.
- The pilot of new sign designs at locations within the CBD and Werribee is progressing with work underway on identifying best locations and finalising installation details and content.

**CURRENT PROGRESS:**

- The Project team met with Transport for Victoria in May 2017 to discuss the next steps for communicating the Guide and considering mapping options. The Project Team Leader will provide an update at the May meeting.
- The Project team leader updated the IMAP Economic Development Steering Group on current progress.
- An update on current discussions for the future use of the signage manual will be discussed at the May Committee meeting. The Business case for the next stage of this Project will be presented to the August IMAP Committee meeting
Goal 3 COMMUNITIES

Strategy 3.1
[Formerly Action 5.2 Affordable Housing]

Affordable Housing

BACKGROUND

- **Completed**
  - Stage 1: Planning mechanisms
  - Stage 2: Community Land Trust (CLT) Research Phase 1
    - Research undertaken on Community Land Trust models and their application in Australia is published in *The Australian Community Land Trust Manual* (refer copies held online).
    - IMAP and the City of Port Phillip were awarded the University of Western Sydney 2013 Partnership Award for their involvement in this project.

- **Current**
  - **Community Land Trust (CLT) Research Phase 2**
    - Key research questions of this phase relate to:
      - **identifying and researching appropriate financial products** for the establishment of CLTs in Australia: The team will work with banks and other lending institutions to develop appropriate loan products for residents looking to buy a leasehold or shared equity interest in CLT housing
      - **perform in-depth case studies.** This task will involve the completion of up to four in-depth case studies in a range of locations and scenarios.
    - February 2014: The Scope of Work for Phase 2 was reported to the IMAP Committee meeting and advice that fund raising had been successful
    - November 2014: the first meeting for Phase 2 was held to discuss the next stage.
    - March 2015: the UWS Partnership Agreement was finalised.
    - An update on the CLT work was provided to the IMAP Committee at their meeting in May 2015 and in February 2016.
    - June 2016: Project partners met by conference call to assess progress. A number of the case studies are still working through establishment issues and looking at design and build approaches which meet both sustainability and affordability aims. The discussion agreed a program of work planned for 2016-17.
    - 9 November 2015: A World Homeless Day Symposium ‘Future of Inner City Social Housing’ was held by the City of Yarra to explore ways state and local government, as well as the private and non-government sector, can work together to increase the supply of social housing in inner Melbourne. A report on this event was considered at the November 2015 meeting.
    - December 2016: The University of Western Sydney advised partners about delays in the project.

Strategy 3.4
[Formerly Action 5.5 Infrastructure Development]

**IMAP Regional Active Sport and Recreation Facilities Planning Study project.**

BACKGROUND

Following work being undertaken by the Metropolitan Planning Authority and Sport and Recreation Victoria to plan for future requirements for open space, the Committee considered a proposal at the May 2015 meeting to investigate recreation facilities and open space requirements across the IMAP region, in response to future growth.
The detailed project brief was considered at the August 2015 meeting and a further report on funding implications were discussed in November 2015 and confirmed in February 2016.

An SRV regional planning grant application was submitted for this project and has been successful.

A Project Officer to assist the project commenced 6 months employment at the City of Melbourne on 16 May 2016.

Data gathering across the councils and state government agencies for the project has been completed. An update was provided to the IMAP Committee at the December 2016 meeting advising on the completion of phase 1 of this project.

A Workshop was held on 20 January 2017 to determine data storage and maintenance and to review the analysis that had been undertaken.

CURRENT PROGRESS

Preparation of the Consultant brief for phase 2 of the project has been undertaken and a draft is available for the Committee to consider at their May meeting.

Strategy 3.6

[Formerly Action 6.3 Managing Conflict in Activity Centres]

Managing Conflict in Activity Centres

BACKGROUND

A submission to address the disparity between planning and liquor licensing Definitions in the legislation with the Department Environment Land Water and Planning (DELWP) has been proposed by the IMAP Implementation Committee. An initial meeting to discuss the approach to be taken was held on 5 February 2015.

At the August 2016 meeting, the committee requested this matter be followed up. The Executive Officer has been unable to progress this project due to other commitments. A lead council is sought to undertake this work.
GOAL 4 NEIGHBOURHOODS AND PLACES

Strategy 4.4 (Also 1.1)
[Formerly Action 7.2 Support Creative Industries]

Urban Manufacturing Project - The Dilemma of Urban Employment Land

BACKGROUND

- Representatives of the IMAP Councils and University of Melbourne are investigating urban manufacturing in the Inner Melbourne region. The IMAP Committee considered the initial brief and recommendations at the November 2014 and February 2015 meetings to finalise the funds, timeframe and objectives for this project.
- The following approach had been proposed for this project:
  - Phase 1 (7 months) – Existing Resources, Pilot Study, and Definition
  - Phase 2 (6 months) - Major survey and preliminary economic analysis.
  - Phase 3 (3-5 years) – Economic Impacts.

PHASE 1 - PROJECT UPDATE

- A stakeholder workshop held on 28 May 2015 identified the need to broaden the project to include Moreland Council region and explore a technological method for conducting the survey. Moreland Council joined the project team and made a funding contribution.
- The project team confirmed the information required to examine a complete picture of all three approaches – land, sector, and economic; is currently not in existence for Victoria to provide key data for the analysis of economic development in small manufacturing sectors.
- An update to the Steering Committee on 11 June 2015 proposed that the Project should apply for an ARC Linkage Grant. This was subsequently unsuccessful.
- The final report for Phase 1 was considered by the committee in August 2015 and adopted in February 2016: it outlines the findings from the analysis of existing data, inception workshop, and framing of the qualitative and quantitative studies that comprise the research. The report summarises the original project proposal and several strategic decisions modifying the scope and path of the research.
- The Maker. Melbourne website is live and has attracted over 140 entries from local businesses. The City of Stonnington assisted with raising the website’s profile.
- The Executive Forum reviewed the funding for Phase 2 at its meeting on 19 May 2016 and endorsed commencement of the next stage of the project.

PHASE 2

- An updated agreement with the University of Melbourne for funding the stage 2 research team has been signed by the 7 authorities partnering on the project.
- The terms of reference were prepared for the establishment of a Policy Reference Group and the first 2 meetings were held in December and January to consider policy options.
- A firm has been employed to follow up entries on the Maker. Melbourne website to increase the numbers completing the survey data, so that analysis of the data can commence.
- The University has prepared the framework for the final report.

CURRENT PROGRESS

- The contractor is continuing to survey firms to add to the database of maker firms for analysis.
- City of Melbourne staff have been engaged to provide data from CLUE on the Melbourne maker businesses and provide ABN locational data by zoning.
GOAL 5 LEADERSHIP IN SUSTAINABILITY

Strategy 5.4
[Formerly Action 9.2 Environmentally Sustainable Design – commercial buildings]

Sustainable Design Factsheets Project

BACKGROUND

- **Completed - Stages 1 & 2**
  - Work commenced in December 2010 to identify ESD topics to be written up in the form of Factsheets for publication. The first 10 Factsheets pack was formally launched at the City of Melbourne on 11 May 2012. The Factsheets have been licensed for re-badging and use by other Melbourne Councils.
  - The Working Group reported in May 2014 that the 10 original fact sheets, designed to support the SDAPP framework, have become reference documents for the six local governments who had adopted the proposed local planning scheme amendment for ESD.
  - 5 additional topics were recently completed in 2016.
    - Topics include:
      - 1.0 Indoor environment quality
      - 2.0 Energy efficiency
        - 2.1 Sunshading
      - 3.0 Water efficiency
      - 4.0 Stormwater management
        - 4.1 Site Permeability
      - 5.0 Building materials
      - 6.0 Transport
      - 7.0 Waste management
      - 8.0 Urban ecology
        - 8.1 Green roofs, walls and facades
      - 9.0 Innovation
      - 10.0 Construction and building management
      - Melbourne’s Climate (including adaptation)
      - ESD Tools
  - The working group finalised and updated all factsheets and will relaunch the series in 2017. Approximately 20 Melbourne Councils now use the factsheets under an IMAP licence.
  - Additional factsheets to further extend the series were approved at the IMAP Implementation Committee meeting on 27 May 2016.
  - The project was presented at the 9th International Urban Design Conference held in Canberra in November 2016.

CURRENT PROGRESS

- Work is continuing on the 5 additional factsheets to complete the current series:
  - 1.1 Daylight
  - 1.2 Ventilation
  - 5.1 Windows and Glazing
  - 6.1 Car Share
  - 9.1 Innovation Strategies
Strategy 5.4
[Formerly Action 9.4 Green Demonstration Projects]

Green Roofs Research Project - Australian Research Council Linkage Grant

BACKGROUND

➢ In 2013 the IMAP Implementation Committee partnered in an ARC Linkage Grant with the University of Melbourne and Melbourne Water for further research on the measurable impacts of green roofs: "Mimicking natural ecosystems to improve green roof performance". The research project outcomes will provide design, monitoring and management recommendations for Green Roofs, particularly in relation to stormwater quality and quantity, temperature (building energy efficiency) and improved biodiversity.

➢ Dr Nick Williams, University of Melbourne updated the IMAP Committee on their research in February 2015 and 27 May 2016.

The IMAP projects continue to add value, deliver stronger relationships, practical solutions and strategic directions, and influence the liveability and sustainability of the inner Melbourne region.
**IMAP Projects – Business Case**

**G1.P5 IMAP Tourism Project Brief**

| **Name and purpose of the project/action:** | *Inner Melbourne Tourism Initiative*  
Purpose of the project is to identify and implement initiatives to progress promotion of Inner Melbourne. |
|---|---|
| **Alignment with IMAP Goals and Strategies:** | **Goal 1** - A globally significant, strong and diverse economy.  
**Strategy 1.3** We will work with others to market Inner Melbourne as a world-class tourism destination and promote visitation across the region.  
**In 10 years:** Inner Melbourne is internationally recognised as one of the world's best tourism and major events destinations. |
| **Investment logic analysis (e.g. what are the problems, benefits, potential strategic responses and solutions)** | Growing the Victorian Visitor economy is a key focus for State Government. The Visitor Economy (Tourism) has been identified as one of the economic super sectors, with the potential to generate significant growth for the Victorian economy in the next ten years (Deloitte report).  
The ‘visitor interest boundary’ of Melbourne expands beyond the CBD, with Inner Melbourne offering a depth of visitor product: shopping and dining precincts, cultural institutions, natural attractions, events, tours and tourist attractions – all within a accessible public transport range of 30-40 mins from the CBD.  
Much of the current State (Visit Victoria) and RTO (Destination Melbourne (DM)) marketing focus is CBD centric or regionally driven. There is a gap in the current tourism industry model, with a lack of promotion of the Inner Melbourne region and its product offering.  
Through the Inner Melbourne Tourism Initiative the IMAP Councils have the opportunity to collaborate on several projects to raise the profile and awareness of the visitor significance of the Inner Melbourne region with RTO and State entities and ensure that Inner Melbourne region and product offering is directly promoted to visitors, driving visitation and economic activity across the region. |
<table>
<thead>
<tr>
<th>Projects</th>
<th>Timeframe</th>
<th>Cost / funding sources</th>
<th>Lead Council and Project team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Melbourne Official Visitor Map – containing Inner Melbourne map (owned and annually maintained by IMAP TWG.)</td>
<td>Annual 1 July 2017 1 July 2018  * Third year of agreement to be reviewed Jan 18.</td>
<td>Annual Council update undertaken, in 2017, in addition refresh of map and move to a GIS (spatially accurate) base: $10k, supported by Tourism Working Group (TWG).  $45k annual contribution to print and distribution from IMAP budget, production, print and distribution managed by Destination Melbourne (DM). 1 million copies distributed at key visitor points.</td>
<td>CoPP lead, project team includes all five Councils, Visual Voice and DM.</td>
</tr>
<tr>
<td>Greater Melbourne Destination Management Plan – 10 year vision and plan for managing and driving the growth of the Melbourne Visitor Economy.</td>
<td>Sept 2016 – Sept 2017  * DMP to be launched Sept/Oct 2017. Likely future IMAP actions to be identified.</td>
<td>Project funds secured by Destination Melbourne (DM) from 24 Councils, Public Transport Victoria (PTV) and Visit Victoria (VV); DM applied for and shortlisted for TDDI grant.  $50k contributed from IMAP TWG; $10k CoM.</td>
<td>DM co-ordinating project; consultant (AEC) appointed; 2 x IMAP TWG reps on Project Steering Group (CoM and CoPP)</td>
</tr>
<tr>
<td>Destination Melbourne Partnership – inclusion for each Council in seasonal Official Visitor Guides; digital content listed on Melbourne NOW; double stand at Melbourne Tourism Industry Exchange; Discover Your Own Backyard (DYOB) webpage (content and events listings)</td>
<td>1 July 2016 – 30 June 2017 Potential to continue annually</td>
<td>Each Council had an individual paid partnership of varying cost with Destination Melbourne. Through jointly negotiating as IMAP the TWG was able to secure equal coverage for each Council, and greater coverage of the Inner Melbourne region across the seasonal guide publications (250k distributed), a presence on the regionally targeted MelbourneNOW site, locally focussed DYOB webpages and a greater presence at the MTIE industry event.</td>
<td>CoPP/IMAP Exec officer lead negotiations;  Each Council then responsible to contribute content/material and manage their digital presence on DYOB website and Melbourne NOW and participate on joint MTIE stand.</td>
</tr>
<tr>
<td>Experience Culture Victoria Guide – IMAP partnered with Cultural Tourism Victoria (CTV) to showcase 70 small-medium cultural experiences across the inner Melbourne region. The Cultural Guide included the current Inner Melbourne map – with markers for each cultural listing, visually identifying clusters to explore and transport routes to these across the Inner Melbourne region.</td>
<td>First edition: Sept 2016 – Aug 2017  TWG to participate for second round of the Cultural Guide. Aug 2017 – 2018.  Digital platform for Guide being developed in 2017/18.</td>
<td>For 17-18 edition - $40k – IMAP TWG Budget.  CTV also generates paid individual listings, and are seeking support from both Creative Victoria and Visit Victoria for the production, print and distribution of the Cultural Guide, and the development of a digital platform in 2017/18.</td>
<td>CTV presented to TWG group, seeking support for second year. Vote to support. CoPP/IMAP Exec officer lead negotiations; agreements Year 1: CoPP project lead, project team included all five Councils, Cultural Tourism Victoria and design agency Moo Media. Year 2: Given work involved in co-ordinating material for Guide (copy; photography x 70 listings across the IMAP region; maps; proofing) a project officer is to be contracted.</td>
</tr>
</tbody>
</table>
### Assessment against IMAP project criteria;

#### Alignment with the IMAP vision -

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will the project/action demonstrably enhance the liveability of Inner Melbourne by delivering defined outcomes which contribute to achievement of the goal and aims of the plan?</td>
<td>All projects undertaken by the TWG deliver positive outcomes for visitors, operators, precincts and respective Councils and in unison, work to achieve the goal and aims of the Inner Melbourne Action Plan to profile and promote the Inner Melbourne region.</td>
</tr>
<tr>
<td>Does the project/action align with potential programs and/or funding opportunities within the state or federal government, or elsewhere?</td>
<td>Projects undertaken by the TWG align and enhance the efforts of State, Regional and local tourism organisations. In certain cases additional funding sources are available, i.e. DM applied for TDDI grant for additional (international) research for DMP. CTV is seeking funding from State (Creative Victoria / Visit Victoria) to support the Experience Culture Victoria Guide, both print and digital.</td>
</tr>
</tbody>
</table>

#### Regional benefit -

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will the project/action’s benefits accrue to a broader region (i.e. more than just one local authority)?</td>
<td>All projects undertaken by the IMAP TWG accrue benefit to the wider Inner Melbourne region, and in all cases are supported by the majority of local authorities.</td>
</tr>
<tr>
<td>Is there sufficient agreement amongst the IMAP members to undertake the project/action?</td>
<td>Yes, only projects that have the full (or majority) support of the TWG members and that work to achieve profile for and promotion of the Inner Melbourne region and product, are undertaken.</td>
</tr>
</tbody>
</table>

#### Shared resources -

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are there opportunities for resource sharing and/or economies of scale?</td>
<td>Greater outcomes for each Council and for the Inner Melbourne region have been achieved across several projects including the Destination Melbourne partnership, and will be with the DMP. There are certainly more opportunities for greater collaboration between the Councils, resource sharing and economies of scale given the officer resources across Councils vary.</td>
</tr>
</tbody>
</table>

#### Focus on results -

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the project/action present opportunities to find new or better ways to address issues/challenges facing Inner Melbourne?</td>
<td>As visitation (and population) to Melbourne increases, visitor dispersal knowledge (transport routes) and drivers (Inner Melbourne product) will become increasingly important. Marketing the depth of product (and events) across the Inner Melbourne region to increasing visitor numbers, will assist dispersal and increase yield from visitation to Inner Melbourne, in turn driving increased economic activity and associated benefit across the Inner Melbourne region.</td>
</tr>
<tr>
<td>Can the expected results of the project/action be clearly defined?</td>
<td>Each of the projects has defined outcomes and deliverables.</td>
</tr>
</tbody>
</table>

#### Timeliness -

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can the desired result be achieved within a 5-10-year period?</td>
<td>A greater profile for the Inner Melbourne region can be secured through marketing, promotion and partnerships. Creating profile, awareness and drivers, will lead to increased visitation and drive growth in the visitor economy into the next decade.</td>
</tr>
</tbody>
</table>
**Effectiveness -**

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

Projects undertaken by the TWG work to fill the gap in the current tourism industry model. IMAP continues to advocate to State and the RTO for recognition of the significance of the region and for promotion of the region and its products.

In order to secure a share of the growing visitor economy, IMAP TWG must in the meantime, work to profile Inner Melbourne, drive dispersal and increase yield from visitation.

Increased visitation and yield, generates increased prosperity for the Inner Melbourne region and potentially generates more employment opportunities through the growth of the industry.

**Value add -**

- Does the project/action overlap, duplicate or enhance other strategies being undertaken elsewhere?

Projects undertaken within the IMAP Tourism Initiative work to fill gaps and dovetail in with Federal, State, Regional and Local tourism bodies – to strengthen and grow the visitor economy for Melbourne as a whole - specifically for the benefit of the Inner Melbourne region and Councils.

| Sponsor organisations and potential partners; | Partners include Visit Victoria; DEJTR; Destination Melbourne; Creative Victoria; VTIC; Cultural Tourism Victoria; Public Transport Victoria; other local governments across Greater Melbourne. |
IMAP Implementation Committee
Progress Report – Melbourne Visitor Signage project
G1.P4 Wayfinding and Signage (formerly Actions 11 and 2.2)

PURPOSE
1. To update the IMAP Implementation Committee on the Melbourne Visitor Signage project.

BACKGROUND
2. Improving wayfinding signage is a focus of the Inner Melbourne Action Plan 2016-2026.
3. Opportunities identified as part of Goal 1 (which supports marketing tourism destinations and ensuring Melbourne’s entertainments precincts are safe and accessible) and Goal 2 – A connected transport network that provides real travel choices – include:
   3.1 Implementing a regional wayfinding signage suite and style guide;
   3.2 Collaborating with State Government to develop a single basemap for wayfinding signs.

PROJECT PROGRESS
4. PTV has now completed design work on the wayfinding signage master style guide that the IMAP Implementation Committee approved in August 2016; now titled Way found: wayfinding signage standards for Victoria.
5. Way found will be presented to the Melbourne Visitor Signage Committee (of which IMAP is a member) at its 24 May meeting. (Hard copies of Way found will be circulated at the IMAP Implementation Committee’s 26 May meeting. The document will still be subject to final review.)
6. Proposed next steps:
   6.1 Submit Way found to the IMAP Councils for adoption as an operational document outlining standards and guidelines for information carried by wayfinding signs. (September quarter, 2017.)
   6.2 Draft two legal agreements: an MoU covering ownership of the Way found Intellectual Property by the nine authorities that developed the standards, and a licence agreement for sharing Way found with third parties.
   6.3 Host Way found, a web-based document, on VicRoads’ website. Each of the six partner councils, PTV and Transport for Victoria (TfV) to link to VicRoads’ website.
   6.4 Test Way found with three organisations (private and public sector) responsible for designing wayfinding signs. Suggested improvements will be incorporated in Way found 2.0.
   6.5 Conduct information sessions with relevant organisations e.g. the Municipal Association of Victoria.
7. Pilot projects: Way found’s standards have been applied to a new ‘family’ of wayfinding signs being piloted in Melbourne municipality and Wyndham City.
   7.1 Amongst other things, the pilots will generate construction details, indicative costings, location templates and other technical information that can be included in Way found 2.0.
   7.2 User testing is a key element of City of Melbourne’s and Wyndham City’s pilot projects. The accessibility of the signs – their design, the information they carry and its legibility - and the graphic standards applied by City of Melbourne to its pilot signs, will be a feature of the testing.
   7.3 The testing also seeks to understand users’ preferences for digital and physical wayfinding information.
7.4 In February 2016, the IMAP Executive Forum resolved to **support** work on piloting the new wayfinding sign designs within the City of Melbourne, and testing/validating the signs within other IMAP Councils.

7.5 Subject to funding, a gap analysis could also be undertaken to identify and advise on important visitor decision points for future wayfinding sign installation across the IMAP council region.

8. **Exploring development of a shared basemap.** On 8 May, a meeting was held at Transport for Victoria (TfV) and attended by PTV, VicRoads, IMAP, Wyndham City and City of Melbourne members of the Melbourne Visitor Signage Committee.

8.1 Development of a shared basemap for Victoria was one of the items discussed.

8.2 It was agreed that a brief for undertaking this investigation be drafted for consideration by TfV.

**RECOMMENDATIONS**

9. That the IMAP Implementation Committee resolve to:

9.1 **Support** the proposal that, when final review has been completed, the IMAP councils formally adopt *Way found* as an operational manual.

9.2 **Support** the ongoing work of the Melbourne Visitor Signage Committee in their proposed next steps, the pilot projects and discussion of a shared basemap.
PROJECT BRIEF
Regional Active Sport & Recreation Facilities Planning Study – Stage 2

– CONSULTANT’S BRIEF
Regional Active Sport & Recreation Facilities Planning Study

Stage 2

(This page needs re work)

1. INTRODUCTION 2
   STUDY OVERVIEW ......................................................................................... 2
   STUDY AREA ............................................................................................... 4

2. STUDY BACKGROUND 5
   BASKETBALL ............................................................................................. 7

3. STUDY AIM 8

4. STUDY OBJECTIVES 8

5. STUDY SCOPE

6. CHALLENGES TO BE CONSIDERED 11

7. STUDY BUDGET 12

8. STUDY TIMELINES 12

9. MANAGEMENT OF THE STUDY
   ERROR! BOOKMARK NOT DEFINED.
   PROJECT CONTROL GROUP ........................................................................... 11
   Function ......................................................................................................... Error! Bookmark not defined.
   Membership .................................................................................................. Error! Bookmark not defined.
   PROJECT WORKING GROUP ........................................................................... 11
   Function ......................................................................................................... Error! Bookmark not defined.
   Membership .................................................................................................. Error! Bookmark not defined.
   PROJECT MANAGER ...................................................................................... 11
   ERROR! BOOKMARK NOT DEFINED.

10. KEY STAKEHOLDERS 12

11. STUDY OUTCOMES 13

12. REFERENCES 14

ATTACHMENT 1
   ABOUT IMAP ................................................................................................. 15

ATTACHMENT 2
   LIST OF SPORTS INCLUDED WITHIN THE STUDY SCOPE ..................................... 16
1. Introduction

Study Overview

Public open space is land set aside for a variety of purposes; sport and recreation, passive outdoor enjoyment, public gatherings, biodiversity and nature conservation. Whilst open space may mean different things to different people, its importance and value to communities are consistent: it improves physical and mental health and wellbeing; facilitates social connectedness; enhances cultural heritage and character, contributes to biodiversity; mitigates urban heat; and can be a place for events and arts.

Melbourne City Council, on behalf of the Inner Melbourne Action Plan (IMAP - refer Attachment 1 for more information about IMAP) Cities of Port Phillip, Stonnington, Yarra, Maribyrnong and Melbourne is seeking to appoint a suitably qualified consultant to undertake a comprehensive assessment of options for the future provision of sport and recreation facilities, with a focus on outdoor spaces within a regional context for the inner area of Melbourne. Spaces and facilities will be required to provide for a range of sport and recreation opportunities to accommodate current and projected demands by an increasing population. The scale of population growth, current and predicted, across the IMAP council areas has not previously been experienced.

The study is commissioned in the context of:

- the strong population growth projected for all the IMAP Councils
- the current high utilisation of existing sports grounds and other sporting assets situated in the inner region of Melbourne,
- the general lack of capacity of many of these assets to absorb any further demand in their current states,
- the ongoing pressure to convert existing passive open spaces into active spaces (is this highlighted in the appropriate space?), and
- the pressure to manage and maintain open space to meet the needs of the community.

The study will be undertaken collaboratively by the Cities of Melbourne, Port Phillip, Stonnington, Yarra, Maribyrnong, and IMAP, along with support from key stakeholders such as Sports and Recreation Victoria (SRV) and the Victorian Planning Authority (VPA). The study area is defined by the combined municipal area of the IMAP group of councils.

Purpose of the project

To undertake a regional planning approach to guide the future development of sport and recreation facilities for IMAP area.

The study will provide a framework for the integrated planning, provision and development of facilities across the IMAP area that will ensure opportunities are available to support healthy and active communities.

The framework will be utilised by each of the IMAP Councils to guide future planning, funding, operations and coordination relating to community sport and recreation facilities in order to ensure optimal benefit to the inner Melbourne community. The framework will need to consider State Government and Sporting Association directions, in order to ensure:

- The ability to meet future demand and increased participation
- Avoiding facility and service overlap and duplication
- Facility viability and sustainability
• Increased access to a diverse range of opportunities
• Consistency as appropriate in the provision of sport and recreation across the area (e.g. policies, leasing, service agreements, pricing)
• Facility use is maximised in a sustainable manner
• Alignment with State and Federal funding application objectives
Study Area

The study area is the inner Melbourne region that incorporates the combined municipal areas of the Cities of Melbourne, Port Phillip, Stonnington, Yarra, and Maribyrnong. However, open space and sporting assets available just beyond the area defined by the IMAP councils (or with potential to become available) should be considered where regional opportunities for use could be substantiated, or as issues or other implications are identified.

The following table shows the estimated current population of the IMAP councils, and the forecast population to 2031. The data shows that an additional 225,000 residents are projected to live in the study area by 2031\(^1\).  *(Note: This could be reviewed and updated)*

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Estimated Population 2013</th>
<th>Forecast Population 2031</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Melbourne</td>
<td>120,000</td>
<td>218,000</td>
<td>98,000</td>
</tr>
<tr>
<td>City of Port Phillip</td>
<td>103,000</td>
<td>135,000</td>
<td>32,000</td>
</tr>
<tr>
<td>City of Stonnington</td>
<td>105,000</td>
<td>132,000</td>
<td>27,000</td>
</tr>
<tr>
<td>City of Yarra</td>
<td>85,000</td>
<td>115,000</td>
<td>30,000</td>
</tr>
<tr>
<td>City of Maribyrnong</td>
<td>80,000</td>
<td>118,000</td>
<td>38,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>493,000</strong></td>
<td><strong>718,000</strong></td>
<td><strong>225,000</strong></td>
</tr>
</tbody>
</table>

\(^1\) Victoria in Future 2014, Department of Transport, Planning and Local Infrastructure.
2. Study Background

All of the IMAP Councils have been challenged for some years to accommodate all requests by sporting groups and residents for access to playing fields for training and competition activities. Initially, the main reason for demand exceeding supply was the impact of the 2000’s drought, which severely impacted the capacity of sporting grounds to cater for matches, let alone training needs. The issue of demand and supply is now being accentuated by the rapid population growth in the IMAP area, putting a significant strain on facility availability for sport and recreation activities (along with a range of other council services not within the scope of this study).

The introduction of new technology and methods to construct and maintain sports grounds with a reduced dependency on water, improved the playability of grounds during this period and beyond. However, just as the City was recovering from the effects of the sustained period of drought, a second contributor to increased demand for access to sports grounds was emerging – increased growth of the inner City residential population.

The forecast population growth to 718,000 by 2031 will mean more people living and working in higher density neighborhoods within the inner Melbourne areas of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong. Increasing urban densities will result in more people demanding to use open space to maintain their physical and mental health and wellbeing. This will place additional demand on existing open spaces and will create the need to provide additional open space, and, in consideration of the potential limited space and cost of purchasing land in the inner Melbourne area, identifying alternate ways to accommodate activities. This may require further consideration of higher density facility solutions such as:

- multi-purpose facilities (e.g. stadiums),
- synthetic surfaces,
- improvements to open space asset infrastructure (e.g. drainage and irrigation),
- higher curation standards,
- additional lighting to maximize the potential use of existing spaces,
- shared use of school facilities,
- green / modified roofs for recreation use
- indoor provision of sporting facilities in new residential developments

A desk top study commissioned by the City of Melbourne in 2012, the *Sports Facility Provision Analysis*, provided evidence to confirm that Melbourne City had fewer sporting assets than required to adequately meet the sporting and active recreation demands of its resident population, based on industry planning ratios. The study concluded that there was a shortfall of 12 sports ovals within the City of Melbourne to meet the demands of the projected 2031 population, and a shortfall of 12 soccer fields, one bowling green and 10 indoor sports courts.

The other IMAP Councils also confirm that they are reaching the point where demand for sporting facilities is beginning to exceed supply. With an increase in urban renewal projects taking place within the inner Melbourne region this is expected to begin to place further pressure on sport and recreation asset supply.

- Yarra is experiencing considerable population growth, with its population forecast to increase by 40% over the next twenty years. Participation in sport in Yarra has increased by 43% between 2006 and 2013, however, many of Yarra’s sports assets are currently being used at their maximum capacity, in particular natural grass sports grounds.
Stonnington has the second lowest amount of public open space of all Victorian municipalities at 6.7%, and with the population increasing, the rate of open space per person is continuing to decline.

The City of Maribyrnong is also currently experiencing a problem of unmet demand, exacerbated by historical factors which have seen a lack of supporting infrastructure included at many sports grounds such as irrigation, drainage, and appropriate ground profiles.

The Fisherman’s Bend Urban Renewal project, which will result in an estimated 80,000 – 100,000 new residents plus tens of thousands of additional workers, will further compound the problem of supply of sporting and recreation assets for the Cities of Melbourne and Port Phillip.

Whilst some capacity may exist for the inner Melbourne Councils to develop new indoor and outdoor sporting assets by utilising brown field sites associated with large urban renewal projects (such as E-Gate), the total land available for both active and passive recreation is unlikely to be sufficient to meet all projected demands for additional sporting assets, even including the incorporation of multi-use and multi-functional spaces and buildings. Additionally, the costs associated with the conversion and decontamination of brown field sites may be seen as prohibitive. Conversely, for the neighboring councils of Yarra and Stonnington, there will be little opportunity for the development of new field-based sporting facilities within their respective municipalities in the future, despite projected increased populations.

With similar issues being experienced by the inner Melbourne councils of a current or projected shortfall in the quantum of sporting assets and regional open space, it is timely that the LGAs are now collaborating under the auspice of IMAP to investigate the issue of future supply from a regional perspective rather than a municipal perspective.

The Regional Active Sports and Recreation Facilities Planning Study is being commissioned to quantify the issue of the likely shortage of sporting assets and regional open space to meet demand, and to investigate possible solutions and scenarios in a regional context. The successful consultant will be expected to:

- identify and investigate what opportunities might exist by adopting traditional methods of provision of facilities and spaces, but to also:
- identify and investigate opportunities that might be possible from “left field” thinking, such as utilising roof tops for sporting assets, establishing arrangements whereby the temporary use of selected spaces is permitted, utilising sporting assets for competitions at non-traditional times, further exploring the use of synthetic sports surfaces, collaborations with non-Council owned stakeholders, and inventive scheduling, noting it will be important to remove the pressure to convert existing passive spaces to active spaces,
- assess any impact of changes in demand in sporting codes, through for example more individualized activities or sports codes targeting new demographics (gender, ages etc.)

There has been, and will continue to be innovative planning and urban design approaches to understand and improve the role of the public realm in urban renewal areas like Fisherman’s Bend, Docklands, Arden-Macaulay, E-Gate, Cremorne, Footscray etc. These areas will transition over time from industrial areas to highly liveable neighborhoods that will enable improved “passive” recreation and leisure opportunities like dog walking and safe walking and cycling routes. A significantly improved public realm will meet additional traditional “passive open space” functions.

A regional open space planning opportunity will also consider improved connections to existing open space (such as Westgate Park) and planning for networks of open space. It should be noted that the VPA has been tasked with developing a metropolitan open space
strategy which has mapped Melbourne’s open space network and will explore improved planning and design.

**Illustration: Basketball**

An example of a sport that would benefit from a regional approach to facility provision is basketball. Currently, the Melbourne Sports & Aquatic Centre in Albert Park provides the main venue for basketball within the inner Melbourne region. It has 10 courts and is located within the City of Port Phillip. Its junior and senior domestic competitions draw from a catchment that is not exclusively Port Phillip, and the courts are at capacity for basketball use.

The City of Melbourne has only two indoor courts that are Council-owned and fully accessible by the public, whilst there is restricted community access to the remaining four courts, which are located on school land and at the North Melbourne Recreation Reserve. All are single court facilities and their value for competition use is significantly compromised due to their geographic distribution. High-level benchmarking suggests that up to 10 courts would be required to meet the demands of the current population of the City of Melbourne.

Within the inner Melbourne region, there are other similar demands being placed on basketball associations and facility providers. Single court facilities in disparate locations create significant challenges for associations to conduct competitions efficiently and effectively, which has the flow-on effect of programs and competitions not meeting all user needs or those of potential users.

Indoor high-ball sports stadiums are extensive to build and require a generous land parcel to accommodate both the sports stadium and the associated car parking (say 8,000-10,000sqm for a four court stadium). A regional approach to the planning and provision of indoor sports courts across the inner Melbourne region would have the following benefits:

- Better match provision to catchment areas.
- Would create venues that could better sustain competitions.
- Providers could capitalize on economies of scale (critical mass of courts in one location).
- Cost savings through shared resources from multiple council partnerships.
- Consideration of increased use of existing state facilities and partnerships with Department of Education and Training for proposed new schools for the inner Melbourne areas where school facilities are proposed such as Richmond, South Melbourne, Albert Park, Alphington, North Melbourne, Carlton etc.

3. **Work undertaken to date: Regional Active Sport & Recreation Facilities Planning Study - Stage 1**

This section requires further editing.

To date the following work has been completed as part of Stage 1 of this project:

1. Data preparation, collection and integration - Quantified the current supply of sporting and recreation assets within the study area, including current use, further capacity, attributes of each facility. This process required identification of the data and information to be gathered and the particular data and information attributes of importance to the project. Collating and synthesizing the data from different sources across IMAP Councils and other stakeholders has been a key focus, subject to continual review and refinement. **The majority of sports facilities data and participation data have been collected.**

2. Data Organization - The conceptual model and physical structure of an “IMAP Sport and Recreation Geo-database” has been designed and documented. **A Sport and**
Recreation facilities geo – database has been created. It contains all required facility data and most of the sport participation data. A final draft map of all of the sporting facilities identified by the parties across the IMAP area has been produced.

3. A demographic profile of each Council area has been collated.

4. Basic Analysis - Analysis on the existing distribution of sports and recreation assets to find out how balanced they are across the IMAP region. For the sports of soccer, AFL and cricket, analysis on current provision of sport facilities to explore adequacy to meet the present needs and analysis on current provision of sport facilities to explore adequacy to meet the potential future needs has been completed as Case Study examples.

5. Collation of participation data from key sports – Soccer, AFL, and Cricket from State Sporting Associations is completed.

4. Study Aim

The aim of the study is to develop a framework for the planning, provision, development and operation of sporting and recreation assets and spaces within the inner region of Melbourne that will respond to the community sporting and recreational demands of an increasing population.

The study will need to consider such issues as:

- the geographic distribution of assets and spaces,
- the capability of communities to access them,
- the capacity of existing and future assets and spaces to absorb additional use, and identify what that use is likely to be
- the role of passive space and the need to generally protect existing provision (see previous comment page 2),
- the need for a diversity of sporting and recreational opportunities being available,
- the level of access to non-Council owned land and any conditions associated with approved access,
- the cultural and socio-economic diversity of the population,
- the rights of all to have the opportunity to utilise facilities and spaces available,
- the equitable allocation of sporting assets to the diverse range of users.

(This issues list is subject to further review and refinement)

5. Study Scope

This study will identify deficiencies and gaps and future opportunities for community sport and recreation facilities for the IMAP area through a combination of research, professional expertise, stakeholder engagement and consultation.

1. Identifying a vision, supplying definitions as required, and broad principles to guide the Study.

2. To research and collate relevant existing information that informs the planning for the provision of community sporting facilities and open space throughout the study area, including State and municipal council planning documents, reports and policies. The VPA has mapped existing open space across the IMAP area, along with other
valuable information re open space contained in a number of studies and reports.

3. To review and analyse demographic data, the potential impacts of overall growth and of concentrated growth in the proposed urban renewal precincts/growth areas for the inner region of Melbourne, particularly population forecasts and profiles of communities to 2041 (TBC), and describe the implications for the provision sport and recreation facilities and open space.

4. To engage and consult with relevant stakeholder organisations that have a role and responsibility for the planning, provision and management of publicly accessible sport and recreation facilities and open space in the inner region of Melbourne, including state and local government authorities and agencies, and other public and private landowners and managers. (to do what?)

5. To undertake an evidence-based analysis of the demand for access to community sporting assets and open space within the study area, and quantify such demand. This should not rely solely on trend data, and is required to include likely changes in sport preferences, including new and evolving activities and the nuances of high density urban accommodation. This will identify potential gaps and opportunities to inform future provision options.

6. To develop a policy direction for the future planning, provision, development, use, allocation and management of sporting and recreation assets and open space across the inner Melbourne region, that is underpinned by a set of agreed principles and values – how to deal with issues from community sport through to elite level sport. Consideration is required of issues such as sustainability, universal design, gender equity, accessibility, diversity of activity, potential for and managing displacement, multi-use facilities, regional planning and provision, how do “minor” sports fit into consideration. This should inform an agreed approach to optimise the use of existing sport and recreation facilities in the study area, particularly relating to allocation policies and shared use of spaces. Currently the governance models of each Council and other authorities responsible for community sport and recreation facilities vary from organisation to organisation.

7. To identify options for the future provision of community sporting and recreation facilities and assets within the study area, consistent with community need, including upgrading existing assets and developing new assets. Assess advantages and disadvantages for each option. Develop a prioritised implementation plan timeline.

8. Key implications and issues associated with areas adjoining the IMAP region should also be identified.

9. To investigate and provide direction regarding models for the future management of sporting and recreation assets within the study area. Consideration of issues such as:

- the method of allocation and use of sport and recreation facilities (question traditional models of sport fixturing, e.g. 80 overs a day Saturday competition)
- user fees and charges (expand fees & charges to talk about cost contribution %’s, recovery % of fees and charges compared to maintenance costs,
- Community level v State level v National level facilities
- fees linked to revenue of organisation,
- maintenance levels and costs,
- service provision levels (line marking, turf table preparation etc.),
- incentives for fee relief, and
- capital investment.
10. To assess the cost of providing sport and recreation facilities in accordance with issues such as:
   - the funding capacity of the IMAP partners,
   - impacts of rate capping
   - opportunities for joint use agreements (schools etc.), private and public partnerships, and other funding models (club contributions – sport lights, coaches box, scorers box/facility and relationship with tenure, use, fees and charges etc.)
   - identify the revenue and cost implications of identified facility opportunities
   - a prioritised implementation plan timeline (capital and operating).

11. To identify a shared vision for facilities in the inner region of Melbourne to inform planning and facility needs and priorities from community use to state sporting associations and elite end facilities.

   Implications for LGA of requirements driven by SSA at the facility level provided by LGA – e.g. you must have a locked fence for x level of soccer etc.

   (Consideration of inclusion of Case Studies to illustrate issues?)

The study scope includes:

1. All identified sports (Appendix 2), including outdoor and indoor facilities, facilities with restricted community access (e.g. tennis courts and bowling greens), and aquatic facilities.

2. Public realm areas that are not currently used for active sport and recreation opportunities but may have potential to meet community needs. These may include roof tops, freeway undercrofts, pocket parks, and areas currently set aside for passive recreational use only (inconsistent with earlier comments?).

3. Other open space areas that have the capability to accommodate unstructured and informal sporting activities (e.g. basketball pads, tennis hit-up walls).

4. Non-council owned sporting assets and open space that are currently being accessed by the public, or have the potential to be with approved access arrangements (e.g. assets on education or university land, privately owned indoor sports centres (inconsistent with paragraph below?)).

5. Selected water based sports of rowing, dragon boating, canoeing, yachting and lifesaving.

6. Identification of opportunities and cost benefit analysis relating to changes to existing sport and recreation facilities in response to projected increase in demand.

   Sporting or physical activities not included within the scope of this study include other water based sports (e.g. boating, fishing, paddle sports), equestrian sports, and sports that are traditionally provided by the private sector and for which a fee or admittance charge is payable to play (e.g. ten pin bowling, squash and go-kart racing, exercise studios, private gyms.).

   Open space areas not included within the scope of this study include Port Phillip Bay, bicycle and walking paths (see earlier comments in section 2 re planning and urban design for urban renewal areas and VPA open space planning work), (See Appendix 2 for a list of sporting and recreation activities included within the scope of the study).
6. Challenges to be considered

Some of the critical challenges or issues to be considered during the study (but not limited to) are:

- The inner Melbourne region is experiencing population growth and increased demand for access to community sporting and recreation assets.
- The relationship between the areas projected to experience most residential growth and the location of existing sporting assets.
- The large number of stakeholder organisations that have a planning, provision and management role for publicly accessible sporting assets and open space within the inner region Melbourne.
- The different management arrangements that exist between different LGAs and other land managers for sporting assets, including tenancy models, fees and charges, and maintenance responsibilities and standards.
- The need for the provision of sporting and recreation assets to support a diversity of activities and pursuits, and not just accommodate the demands of the high participation/popular sports, or those activities that have traditionally been supported.
- Season creep, as a result of state sporting association strategies, and the ability for councils to provide facilities that meet the needs of the user groups.
- The increased level of participation of girls and women in sport.
- The increasing popularity of informal/social sporting participation compared to organised and traditional club sporting participation.
- The application of relevant benchmarks of provision based on population ratios or based on the percentage of total open space that should be allocated to physical activity (sport) versus passive pursuits.
- Introduction of rate capping, and the resultant impact on councils’ capacities to contribute in the future to capital and operational funding, therefore the sustainability of existing services.
- The challenges of securing funding sources to develop new or redevelop existing sporting and recreation assets for cross-region and multi-sport benefits.
- Investigating non-traditional approaches to providing sporting and recreation assets, including locations, facilities mix, multi-use, surfaces, times of use, changes to the way sport is played.
- The need to consider appropriate transport links and accessibility to and of facilities when planning for new and expanded sporting and recreation assets.
- The nexus between the use of open space for sporting and recreational pursuits, and the environmental, biodiversity and cultural outcomes from the same spaces, that is, ensure that the planning for new and upgraded regional open space is consistent with Council’s public space and open space philosophy and management strategies and programs.

7. Project Governance

The following diagram details the proposed governance structure for the project:

(To be inserted - use Eastern Region diagram as the template)

Core Project Team – includes a senior representative (and suitable alternate) from each LGA, IMAP and appointed consultant. This group will oversee the planning, funding
and delivery of the study, and will monitor the study’s completion in accordance with an agreed methodology, outcomes, timeframes, budget and quality parameters. This team is responsible for the delivery of the study and the final framework, and is the key decision making group for the study.

External Reference Group – includes key industry stakeholders to support the Core Project Team. This group will provide technical advice on the study, ensure relevant issues are considered, review information at key milestones and provide advice to the Core Project Team. This group will include Parks Victoria, Sport and Recreation Victoria, Victorian Planning Authority, VicSport – others??

Project Manager
The Project Manager and key contact will be Dale Stewart, Melbourne City Council’s Recreation Planner, who will provide day-to-day support, advice and guidance to the Consultant. The Project Manager will report back to the IMAP Implementation Committee as required.

8. Study Budget
A budget of up to a maximum of $142,000 has been allocated to this study. This sum will cover all project costs, including the Consultant’s fee, plus any additional incidental costs or disbursements.

9. Study Timelines – to be reviewed
The desired timeline for the study is completion within 12 months of appointment, inclusive of a three month public exhibition period. An indicative timeline is set out below:

- Call for tenders opens x month year
- Closing date for tenders x month year
- Interviews for short listed consultants x month year
- Consultant appointed x month year
- Project commencement x month year
- Discussion & Directions Paper x month year
- 1st draft Study Report x month year
- Endorsed Draft Study Report x month year
- Public Exhibition of Draft Study Report x month year
- Final Study Report / Project Completion x month year

10. Key Stakeholders
Groups to be consulted include (but are not limited to):

- Melbourne City Council
- Yarra City Council
- Port Phillip City Council
The consultant will be responsible for organising all meetings and interviews with stakeholders, and for documenting and compiling meeting minutes and findings.

11. **Study Outcomes – to be reviewed**

The consultant will provide the following reports:

1. Discussion and Directions Paper (to become the Study Background Report)
2. 1<sup>st</sup> Draft Report
3. Final Report (incorporating an Implementation Plan and Study Background Report)
4. Executive Summary

In summary, the key outputs from the study include:

- Literature review of relevant documents, strategies and plans.
- Inventory of all sporting assets and active open spaces available in the IMAP region, including location, ownership/management, standard of provision, usage profile, actual and maximum load capacity, and potential for additional use. (MPA have completed mapping of the open space in the IMAP area (and has other studies and reports) which will be available for this project. (Largely completed in Stage 1 – may be further detail to add, e.g. schools.)
- Completion of an inclusive consultative process with representatives from the five IMAP group member councils, Parks Victoria, other inner Melbourne region sporting facility and open space providers/managers, and other stakeholders.
- Detailed understanding of the current and likely future gaps in the provision of sporting assets and regional open space within the inner region of Melbourne.
- Recommended policy direction (including endorsed Values and Principles) for the future planning, development, use, allocation and management of sporting assets and open space within the inner region of Melbourne, which has IMAP group member council endorsement.
- Recommended suite of proposed new and upgraded sporting and recreation facilities which are required to meet the sporting and recreational demands of an estimated projected future population of 718,000 by 2031, or 225,000 additional residents.
- Preparation of a strategy and action plan for the incremental implementation of the
study findings and recommendations, including prioritisation of actions, assignment of responsibility, cost estimates and timing.

- Recommended Governance framework for the future provision and management of the community sporting assets and regional open space, including process and responsibility for monitoring the implementation of the study recommendations.

- Comprehensive study report, including associated technical/ background report(s) and Executive Summary report.

Whilst it is expected that some critical issues will be assessed and resolved during the study and strategy development process, it is acknowledged that the study may need to recommend additional planning/investigation to fully/further resolve some issues or fully/further explore and scope some opportunities.

12. References – to be reviewed

Council will provide the Consultant with the following reports and documents as background information for the completion of the project (but not limited to):

- Melbourne Open Space Strategy 2012
- Urban Forest Strategy 2012
- Melbourne Sports Facility Provision Analysis 2012
- Water Front City Indoor Sport Court Feasibility Update Report (2012)
- Draft Yarra Sport and Physical Activity Strategy (2014)
- Draft Port Phillip Sport and Recreation Strategy 2015
- Port Phillip Public Open Space Strategy 2009
- Stonnington Recreation Strategy 2014-2014
- Stonnington Public Realm Strategy 2010
- Stonnington Creating Open Space Strategy 2013
- Draft Maribyrnong Open Space Strategy (2014)
- Maribyrnong Sustainable Surfaces Feasibility study (2013)
- Maribyrnong Recreation Strategy (2009)
- All relevant Structure Plans from inner Region councils
- Exercise in Recreation and Sports Survey (ERASS), or similar research data
- All relevant Acts and Regulations
- Draft Albert Park Masterplan
- VPA open space mapping database and other related reports and studies.
- Any other relevant documents
Attachment 1

About IMAP

The IMAP region hosts the capital city of Victoria and its surrounding inner councils, incorporating the major financial, administrative, retail, cultural, and entertainment functions of the State. The Inner Melbourne Action Plan is unique in bringing key government stakeholders together to develop and deliver regionally based actions within an effective governance framework. IMAP strategies and actions are identified as key areas for regional cooperation within the central city.

For ten years, Melbourne’s inner Metropolitan Councils - the cities of Melbourne, Yarra, Stonnington, Port Phillip and, more recently, Maribyrnong City Council - have worked together to develop and implement the strategies and actions set out in the Inner Melbourne Action Plan. Their aim is to strengthen the liveability, attractiveness and prosperity of the region and respond to growth and changes occurring in the inner city.

With the inclusion of the Maribyrnong municipality in 2013, and the publication of the State Government’s Plan Melbourne strategy, the IMAP partner Councils have undertaken a review of the Inner Melbourne Action Plan to identify our priorities for the next 5-10 years. The new Inner Melbourne Action Plan (IMAP) 2016-2026 sets out 5 Goals and 27 regional strategies to address one simple objective: to make the Inner Melbourne Region more liveable. A number of transition projects from the former plan will continue to be implemented under these new strategies.

The IMAP projects have been successful in fostering ongoing cooperation, goodwill and active participation between IMAP stakeholders. IMAP is uniquely positioned to have an ongoing role in the development of the Inner Melbourne region.
List of Sports Included Within the Study Scope

Sports and recreational activities to be included in the study (but not limited to) include:

- Athletics (track and field)
- Australian Rules football
- Basketball

- Badminton
- Cricket
- Gymnastics

- Hockey
- Lawn bowls
- Netball

- Rugby league
- Rugby union
- Skateboarding/ inline skating

- Rowing
- Soccer
- Softball

- Swimming
- Table tennis
- Tennis

- Volleyball
- Touch

- Modified sports, such as AFL 9s, small-sided soccer and cyclacross
- Some other sports may be included after participation data is collected from each of the participating councils and analyzed
## IMAP Projects - Business case
### G3.P4 Consistent Approach in the Response to Homelessness

<table>
<thead>
<tr>
<th>Name and purpose of the project/action</th>
<th>G3.P4 – Consistent Approach in the Response to Homelessness.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alignment with IMAP Goals and Strategies;</td>
<td>Goal 3 – Diverse, vibrant, healthy and inclusive communities.</td>
</tr>
<tr>
<td>Investment logic analysis (e.g. what are the problems, benefits, potential strategic responses and solutions)</td>
<td>The profile and scale of homelessness in the IMAP region have changed significantly in recent years. This is due to changes in State and Federal Government policies and increasing housing and living costs. IMAP Councils are seeing homeless people from a range of backgrounds with complex needs, which is placing increased pressure on services. This requires IMAP Councils to consider how to respond in terms of service delivery and advocacy to State and Federal Governments for improved outcomes. IMAP does not have a clear policy position on homelessness. Identifying a clear position will allow for effective advocacy. It will also allow for informed investment by IMAP Councils in homeless services and partnerships in service delivery, information sharing and training.</td>
</tr>
<tr>
<td>Project scope and timeframe;</td>
<td>The project scope are as follows:</td>
</tr>
<tr>
<td></td>
<td>• <strong>Development of a discussion paper</strong> outlining the evidence and issues associated with homelessness and housing stress in IMAP Councils.</td>
</tr>
<tr>
<td></td>
<td>• <strong>Development of an economic analysis</strong> of the cost of homelessness in the IMAP region.</td>
</tr>
<tr>
<td></td>
<td>• <strong>A forum on homelessness</strong> with key stakeholder organisations to identify what are the key advocacy and service provision issues for IMAP Councils.</td>
</tr>
<tr>
<td></td>
<td>• <strong>A position paper</strong> that outlines the IMAP advocacy position on homelessness and options for service and information sharing.</td>
</tr>
<tr>
<td></td>
<td>Each of the projects has defined outcomes, deliverables and timeframes which are outlined at Appendix 1.</td>
</tr>
<tr>
<td>Project cost and funding sources;</td>
<td>$50,000 – IMAP funding (indicated for Affordable Housing)</td>
</tr>
<tr>
<td>Lead Council and project team</td>
<td>Maribyrnong City Council is the lead Council. A project committee has been formed which consists of housing and homelessness officers from the IMAP Councils. The project committee will meet on a monthly basis to support the implementation of the project.</td>
</tr>
</tbody>
</table>
Assessment against IMAP project criteria;

**Alignment with the IMAP vision -**

- **Will the project/action demonstrably enhance the liveability of Inner Melbourne by delivering defined outcomes which contribute to achievement of the goal and aims of the plan?**
  
  The project will enhance liveability of Inner Melbourne by delivering outcomes from the project in line with the other actions contained in Goal 3 Diverse, vibrant, healthy and inclusive communities.

  This includes: P2 Affordable Housing Controls and Targets; and P3 IMAP Communities Infrastructure Plan 2026.

- **Does the project/action align with potential programs and/or funding opportunities within the state or federal government, or elsewhere?**

  The project will align with the State Government Homelessness Taskforce and State Government Homes for Victoria program.

  The project will also align with the Proposed Framework for Responding Effectively to Homelessness in the City of Melbourne.

**Regional benefit -**

- **Will the project/action’s benefits accrue to a broader region (i.e. more than just one local authority)?**

  An IMAP position on homelessness will assist other metropolitan and regional Councils, by providing a clear statement on the role of local government in managing homelessness and housing stress in local communities.

- **Is there sufficient agreement amongst the IMAP members to undertake the project/action?**

  The IMAP Homeless Project Steering Group has been formed. The members of this group are officers involved in housing and homelessness issues from the IMAP Councils.

**Shared resources -**

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

  Yes, sharing of information and resources between IMAP members; joint staff training opportunities.
Focus on results -

- Does the project/action present opportunities to find new or better ways to address issues/challenges facing Inner Melbourne?

  The project will provide IMAP Councils with a clear set of advocacy priorities and options for service and information sharing on key issues such as sleeping rough along with other presentations of homelessness, such as rooming houses and overcrowding.

  The project also presents the opportunity to create partnerships with the non-government sector organisations for information and resource sharing on managing homelessness and growing affordable and social housing.

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

  - Identify the causes of homelessness in IMAP Councils.
  - Highlight the costs and benefits of homelessness service provision for IMAP Councils, which can be used to support advocacy to State and Federal Governments.
  - Identify the priority areas for shared investment and training.
  - Identify opportunities for future shared projects on homelessness that IMAP Councils can undertake.

Timeliness -

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

  The outcomes of the project can be implemented in line with the IMAP Action Plan timeframes.

Effectiveness -

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

  Yes.

  Inclusion of IMAP in the Terms of Reference for the State Government Homelessness Taskforce.

Value add -

- Does the project/action overlap, duplicate or enhance other strategies being undertaken elsewhere?

  - The project aligns with the G3. P2 Affordable Housing Controls and Targets.
  - The project also aligns with State Government Homes for Victorians Package in assisting people who are homeless with pathways to affordable housing.
  - The project further aligns with the Resilience Melbourne Program.

Sponsor organisations and potential partners; Potential partners include organisations associated with the Proposed Framework for Responding Effectively to Homelessness in the City of Melbourne.

Recommendation.

The IMAP Implementation Committee resolve to approve the Consistent Approach in the Response to Homelessness Project.
## Appendix 1 – Project Deliverables

<table>
<thead>
<tr>
<th>Project Deliverable</th>
<th>Description</th>
<th>Timeframe</th>
<th>Cost / funding sources</th>
<th>Lead Council and Project team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IMAP Homelessness Discussion Paper</strong></td>
<td>The discussion paper will provide an analysis of evidence and issues associated with homelessness in IMAP Councils and across metropolitan Melbourne. This includes analysis of the causes and impacts of homelessness in local communities. It also involves considering the role of IMAP Councils and local government more broadly, in managing homelessness. The discussion paper will be provide a basis for the proposed IMAP forum and position paper on homelessness.</td>
<td>17 November 2017</td>
<td>Maribyrnong City Council staff and IMAP Homeless Steering Group Staff time.</td>
<td>Lead Council - Maribyrnong City Council Project Team - IMAP Homelessness Steering Group</td>
</tr>
<tr>
<td><strong>Economic Analysis of the Cost of Homelessness in the IMAP Region</strong></td>
<td>An external consultant will be contracted by the IMAP Homelessness Steering Group to undertake this research. The research will provide an analysis of the cost of homelessness to IMAP Councils. This includes the provision of services and support to people experiencing homelessness. It also includes an analysis of the costs bourne by IMAP Councils as a result of cost shifting of homelessness support by State and Federal Governments. The purpose of this research is to provide a clear indication of the cost to IMAP of providing</td>
<td>17 November 2017</td>
<td>$50,000 (est) Source - IMAP budget</td>
<td>Lead Council - Maribyrnong City Council Project Team - IMAP Homelessness Steering Group</td>
</tr>
</tbody>
</table>
Homelessness services councils versus the economic and health and wellbeing benefits. This will assist in highlighting the level of homelessness support and services that IMAP Council’s provide and the importance of improving health and wellbeing outcomes in reducing the financial cost of homelessness on local and State Governments.

### IMAP Forum on Homelessness

The forum will bring together representatives for the five IMAP councils and non government and community organisations in the IMAP region.

The forum will include presentations on the IMAP discussion paper and the economic analysis of homelessness. It will also include presentations by some of the organisations that provide homelessness support services the IMAP region.

**March 2017**

Maribyrnong City Council staff and IMAP Homeless Steering Group Staff time.

Lead Council – City of Melbourne (tbc)

Project Team - IMAP Homelessness Steering Group

### IMAP Position Paper on Homelessness

This paper will outline IMAP’s advocacy position on homelessness and options for service and information sharing.

Once implemented, the position paper will then be used as a basis for the inclusion of IMAP in the Terms of Reference for the State Government Homelessness Taskforce.

It will also be used more broadly to assist IMAP Council’s in advocating to the State and Federal Governments and implementing agreed service and information sharing outcomes.

**March 2017**

Maribyrnong City Council staff and IMAP Homeless Steering Group Staff time.

Lead Council - Maribyrnong City Council Project Team - IMAP Homelessness Steering Group