

IMAP Progress Report

May 2019

The Inner Melbourne Action Plan (IMAP) 2016-2026 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.

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

Completed Projects (from 2016):

- G1.P1 Information Requirements investigation (Part of the CLUE project)
- G1.P5 IMAP Tourism and regional visitor map
- G4.P1.Urban Manufacturing Project - The Dilemma of Urban Employment Land
- G5.P5 Green Roofs Research Project - Australian Research Council Linkage Grant
- G3.P4 Consistent Approach in the Response to Homelessness – 2018 Combined StreetCount

PROGRESS ON CURRENT PROJECTS

GOAL 1 ECONOMY

Strategies 1.1 and 1.2

G1.P1 IMAP CLUE (Census for Land Use and Employment)

“Taking CLUE to the Cloud for Councils, Communities and Commerce”

BACKGROUND

- On 30 June 2017, the IMAP Councils submitted an application for Smart Cities and Suburbs funding to update the CLUE technology to cloud computing, to enable access to CLUE by the IMAP Councils.
- In November 2017 the Council were advised their application was successful. It was agreed that the IMAP Economy Steering Group would help oversee progress on the project.
- By July 2018, CoM completed the first round of Human Centred Design (HCD) workshops with IMAP Council's and the project plan was socialised among IMAP Council's. This included purpose, governance, roles and responsibilities, milestones, budget, resource plan/people plan, and project method.
- The IMAP council CEO's signed an MOU with the City of Melbourne which documents the approach that will be taken by to meet the requirements of the Smart Cities and Suburbs funding agreement for the project.
- An initial (draft) solution architecture was developed.
- A standardised data model, called the CLUE MVP model, was developed.

- A market scan considered private sector partners that could potentially provide components of the future CLUE system. This was the first step of the procurement process.
- A vendor was approved in July 2018
- On 15 November, the IMAP Executive Forum considered the proposed next steps with the project. CoM staff held meetings with each of the IMAP Councils to discuss budget requirements.
- On 29 November 2018 IMAP Councils were invited to meet the vendor appointed for the CLUE technology upgrade
- At their meeting on 30 November 2018 the IMAP Implementation Committee discussed the need for advocacy to encourage a State Government partnership in funding an IMAP CLUE for Inner Melbourne.

CURRENT PROGRESS

- The project is at the testing stage with scheduled completion in early June. It will deliver:
 - a cloud based system;
 - digital and mobile data collection tools and process;
 - a standardised data model; and
 - a CLUE system accessible to IMAP and other Australian councils.
- CoM data has been uploaded as a test case, the user interface for survey data collection is completed and the reporting portal is under development.

NEXT STEPS

- Key milestones for the remainder of the project include:
 - On-boarding IMAP councils
 - Pilot testing
 - Collection of CLUE data

Strategy 1.3

G1.P5 IMAP Tourism

BACKGROUND

The IMAP Regional Tourism Working Group (TWG) has progressed its work through a number of three year strategic plans since 2006. The aim of the group is to promote the Inner Melbourne region to tourists and visitors.

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 Tourism Working Group presented their next three year Strategy and 2018-19 Action Plan in August 2018 to the IMAP Implementation Committee.
- Subsequent deliberations led to a proposed change in direction and a number of options were developed for consideration by the Committee in November, including winding up this working group.
- The IMAP group has now been dissolved and will continue to network independently of the IMAP forum.

CURRENT PROGRESS

- The IMAP group has now been dissolved and will continue to network independently of the IMAP forum.
- Destination Melbourne has notified clients that it is winding up at the end of May 2019. Some existing DM collateral will be further developed by Visit Victoria.

NEXT STEPS

- Economic Development managers will independently follow up inclusion of their Council in the Night Time Economy Survey and on-going liaison with Visit Victoria.

Strategy 1.4

G1.P3 Managing Entertainment Precincts

1. 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.
- On 2 November the Executive Forum identified that City of Yarra and City of Stonnington staff would liaise to develop a project brief for the IMAP Committee setting out the proposed approach.
- An update report to the February 2018 Committee meeting recommended this matter be deferred pending the outcome of changes in both planning and liquor legislation.

NEXT STEPS

Legislation is currently under review.

2. Protecting People in Crowded Places

BACKGROUND

In August 2017 officers from the IMAP Councils met to review the Federal Government's recently released document "Australia's Strategy for Protecting Crowded Places for Terrorism", share insights and identify opportunities for collaboration. The working group agreed that the Strategy's templates and checklists for site security are a useful tool and identified:

- the need for a consistent, robust risk management assessment framework for the planning and conduct of public events.
- opportunities to share resources, expertise and specialists in risk management
- value in creating a comprehensive, standardised risk evaluation tool that can be provided to community members wishing to apply for an event permit.
- joint education, projects or programs that consolidate community connectivity and pride.
- protection of critical infrastructure and safety considerations embedded systemically into urban design
- reviews of site and procedural security

The Working Group reported on their recommendations to the Committee in February 2018. These are now being followed up on a joint basis and in conjunction with the State Government.

3. Disruption – new technologies, communication plans; IMAP Open Data policy

BACKGROUND

In February 2018 the IMAP Executive Forum agreed to convene a Think Tank to scan Councils' current and future environment to identify/assess the main disruption technologies and threats facing Councils and communities in Inner Melbourne. The Think Tank was formed in April and reviewed approaches to disruption and innovation as well as identifying challenges, trends and technologies which may cause disruption - usually through digital or related technologies.

Assessment of likely impact and proposed responses to these have not yet been considered. Several trends have been identified which will impact Councils and communities, and emerging technologies identified which can be leveraged to foster disruption.

- In-depth analysis and assessment of the trends and technologies identified above has commenced.
- This work will be finalised during 2019.

Strategy 1.4 and Strategy 2.4 (Transport section)

G1.P4 Melbourne Visitor Wayfinding and Signage

BACKGROUND

Initially completed in 2010, this project was reactivated in 2012, 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 Transport for Victoria. The aim was 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 the Program Manager of Transport for London's (TfL) *Legible London* wayfinding system visited for 12 days providing workshops on best practice, implementation 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 Wayfound guide is now completed and undergoing Council reporting and approval.
- Signage Infrastructure Design is ongoing at CoM looking at functionality, legibility, accessibility and view from different distances. CoM has rolled out a pilot project at several sites to test the new sign design, content and placement with users.

2. Strategic approach

- The project team are investigating:
 - the feasibility of building a single base map for metropolitan Melbourne
 - commissioning a business case on the benefits of improved wayfinding signage in Melbourne.

Progress has included:

2016

- August - The visitor signage Master Style Guide (MSG) was endorsed by the IMAP Implementation Committee. The guide or 'standards' for signage has been designed by PTV for release as a reference document.

2017

- May - The Project team met with Transport for Victoria to discuss the next steps for communicating the Guide and considering mapping options.
- May – the IMAP Implementation Committee [adopted Wayfound as an operational manual by the Councils](#). It was referred to the Councils for adoption. The WayFound manual continues to be updated as user feedback on the trials is processed
- August - the Business case for the next stage of this Project was approved by the IMAP Committee meeting. Some amendments were incorporated.
- A site visit at Southern Cross station was held with representatives of neighbouring councils to review the pilot signage project and seek pilot projects to test the WayFound manual.
- Met with Parks Victoria who expressed interest in reviewing the Manual.
- An draft MoU and licence was prepared to cover the relationships between the project partners and 3rd party users.

2018

- Met with Transport for Victoria to discuss arrangements for greater liaison through their new approved Project Manager position.

- Three IMAP Councils formally adopted or noted the operational manual – *Way found 1.0*. Two IMAP Councils – Yarra and Maribyrnong are yet to adopt the manual but will now await updates before proceeding
- User testing of City of Melbourne’s pilot signs in North Melbourne and Southern Cross is complete. The results were very favourable for the signs and maps.
- August to September - The Melbourne Visitor Signage Committee established a website for *Way Found* to enable feedback on the document and provide version control
- October to November - The Project Manager met with the 7 identified agencies/Councils to receive feedback on *Way found Version 1.0*. **The feedback will inform amendments to be incorporated in *Way found 2.0*.**
- 29 October - TfV and IMAP Mapping Workshop held – SGS facilitator
- November - Liaison is now established with the Victorian Government Architects Office over sign infrastructure design. A short report on the key issues was prepared for the OVGA.
- 11 December – *Way found* Reviewers Feedback Meeting at Library at the Dock to reflect on the overall comments from the 7 independent reviewers
- 17 December – Meeting with David Blain from VicMaps on mapping requirements
- 18 December – *Way found* and Bike Path wayfinding - planning meeting with TfV to address this identified gap in the Manual

2019

- 18 January – meeting with TfV re wayfinding signage advocacy and mapping strategy across the Government projects
- 31 January – Cycling and Walking signage meeting with key DoT staff
- 7 February – planning meeting held to investigate a Round Table Forum on Bike and Shared Path Wayfinding to coordinate efforts across councils and authorities

CURRENT PROGRESS

- 25 Feb –The Project team reviewed design changes to the Manual and referred the bike shared path proposal for State Government for their input
- 7 March – Met with Jennifer Santas, Advisor Passenger Experience, Yarra Trams to consider wayfinding signage as a tool for dispersing tram patrons/congestion in the inner city
- 14 March – reviewed *Wayfound* changes with web and editor advisors
- 20 May – Project Steering group meeting

NEXT STEPS

- Following up integrated mapping opportunities with State Government and developing a business case

GOAL 2 TRANSPORT

Strategy 2.3

G2.P1 Business Case – Inner Melbourne Cycling Network

BACKGROUND

The Inner Melbourne Action Plan shares this priority project with a number of other authorities and agencies who seek to support sustainable transport options and address the gaps in the metro cycling network. The IMAP project has been deferred awaiting clarity around the work of these other agencies.

City of Melbourne have been appointed to lead this project for IMAP.

- On 11 September 2018, the Metro Cycling Network Senior Reference Group, convened by Resilient Melbourne, discussed how the various agencies could collaborate to achieve a positive outcome in the further development of the cycle network.
- This was followed up by a further meeting on 12 November to develop a project brief for consideration.
- On 14 November the IMAP Transport Managers heard presentations on the Cycling project proposals and Wayfinding Projects mapping work; as well as reviewing all transport project proposals. Support was given to proceed with the joint cycling infrastructure mapping proposal which included 2 aspects:
 - build and provide a cycling model to map existing cycling infrastructure across Inner Melbourne,
 - analyse gaps and prioritise future network planning through mapping the detailed user modelling (as per City of Melbourne work) across Inner Melbourne.
- November 2018 – the project brief was considered by the IMAP Implementation Committee and referred to the IMAP Executive Forum meeting on 19 December for further clarification.
- Comments on the revised brief have been sought from IMAP Council’s transport planning staff and the IMAP Transport and Environment Steering Group. The IMAP Implementation Committee approved the Project brief on 22 February 2019.

CURRENT PROGRESS

- 3 March – Briefed the Metro Cycling Network Senior Reference group on the project
- 11 April – Bike Network Project team meeting reviewed the project brief and consultants shortlist for RfQ. Quotes are now being sought.

NEXT STEPS

- Appoint consultant.
- The outcomes and benefits for this project are as follows:
 - A bicycle network model for the IMAP area that will illustrate growth in bicycle trips generated by improvements to the bicycle network.
 - A report that highlights the benefits of particular proposed improvements
 - An approach for this model to be maintained, updated and used in the future years.
 - A framework and method for the potential expansion of this model to the rest of Metropolitan Melbourne in future years.
- The project timeline has been established with an expected final report due August 2019.

Strategy 2.4

G1.P4 Melbourne Visitor Wayfinding and Signage

Refer to this project under the Economy section.

2. Investigation of a Private Market Affordable Rental Housing Delivery Model, for Use in Negotiating Voluntary Agreements

BACKGROUND

In February 2019, the IMAP Implementation Committee approved the engagement of a large accountancy firm to investigate the new 'PRADS' model and a broader range of incentives, to determine ways to increase the take-up of the private sector in using voluntary affordable housing planning agreements.

CURRENT PROGRESS

Project management timelines, milestones, and expected completion date

- a. April 2019 – Engagement of PWC and inception meeting
- b. May 2019 – Finalise report structure
- c. July 2019 – Provision of draft report, IMAP briefing and presentation by PWC
- d. August 2019 – Provision of final report

Value to the IMAP Councils:

- The project investigates a long-term affordable housing model that is likely to be more attractive to the private sector, and consequently increase private sector take-up in using voluntary affordable housing planning agreements.
- Provides a planning mechanism that can be used in tandem with inclusionary zoning.
- Aims to increase the supply of affordable housing more rapidly than current approaches (gifting of community housing units, or discounted sales to housing agencies).
- Provides an affordable housing product that targets moderate income households, to augment the role of social housing

NEXT STEPS

- The project will be completed over the next 3.5 months with little resource implications (no IMAP funding, a small proportion of Council officer time).

Strategy 3.4

G3.P4 IMAP Regional Active Sport and Recreation Facilities Planning Study project.

BACKGROUND

Following work undertaken by the Victorian 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 project brief was considered at the August 2015 meeting and a further report on funding implications were discussed in November 2015 and 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 employment at the City of Melbourne in May 2016 to undertake data gathering across the councils and state government agencies.
- Phase 1 data gathering was completed in December 2016.
- A Workshop was held on 20 January 2017 to determine data storage and maintenance and to review the analysis that had been undertaken.
- The Consultant brief for phase 2 was considered by the Committee in May 2017. Requests for Quotes were called for in December/January.
- SGS Economics and Planning were engaged on 2 March 2018 and an Inception Workshop held on 28 March 2018. All parties have provided a range of reference documents for the consultants to review as outlined in the project brief.
- 29 June 2018 – IMAP Demand Forecasting Workshop held with SGS Economics

- September to December 2018 – additional work was undertaken by the original contractor to update the 5 Council's 2018 data and reconfigure it to assist SGS's requirements
- January 2019 – Final checks being made to the data to ensure no facilities were omitted.

CURRENT PROGRESS

- 8 March – Stage 5 Strategy and Action Plan workshop with SGS was held to finalise results of the data analysis
- 10 May – Workshop held with SGS to prepare final report recommendations

NEXT STEPS

- The proposed project completion date has been delayed until 2019/20 and the Final Report will be reported to the August meeting.

GOAL 4 NEIGHBOURHOODS AND PLACES

Strategy 5.4 (Also 1.1)

G4.P1 Urban Forest and Biodiversity Strategy and Approach

BACKGROUND

In May 2018 the IMAP Implementation Committee considered the Project Brief for the IMAP Urban Forest Plan.

Its purpose is to develop an urban forest plan aimed at protecting existing trees and increasing tree planting and green infrastructure on private land. The objective is to increase tree canopy and landscape cover to improve the environmental quality of the IMAP region, human health, amenity, liveability and appeal.

CURRENT PROGRESS

- Following IMAP Committee approval, a brief for services is being developed which requires a consultant team (led by a Planning consultancy) to detail the importance of Urban Landscapes (trees and green infrastructure).
- The project is being developed to provide a value add and uplift to the other Urban Forest initiatives such as Resilient Melbourne and Vision 2020. The Urban Forest Plan will focus on private land and the mechanisms to retain urban landscapes, particularly trees through guidelines and policies that may involve incentives or deterrents such as the use of tree bonds.
- Deliverables have been identified as:
 - Education
 - Baseline data and measuring is required to track progress in achieving the urban forest across the IMAP region.
 - Planning policy mechanisms – State/Council.
Policy / Local Law / Guidelines.
- On 11 September 2018, the CoM launched their 'Green our City' Strategic Action Plan. On 30 October the Executive Officer and Project Team Leader met with Gail Hall, CoM to assess alignment opportunities between the two projects.
- Ms Hall presented details of the CoM project to the IMAP Implementation Committee in November 2018. The Committee agreed to coordinate those aspects of the IMAP project focussed on policies for trees on private property with the CoM's work in this area.
- The Project Team Leader (Matt Slavin) left Maribyrnong City Council in November which has affected progress on this project.

CURRENT PROGRESS

- 5 April – Project team leader/EO met with CoM staff on the planning amendment and case study requirements for the IMAP project
- 3 May – Meeting of the IMAP Urban Forest Project Working Group

GOAL 5 LEADERSHIP IN SUSTAINABILITY

Strategy 5.4

G5.P5 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.
 - 5 additional topics were 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
 - Approximately 20 Melbourne Councils now use the factsheets under an IMAP licence.
 - The project was presented at the 9th International Urban Design Conference held in Canberra in November 2016.
- **Current:** 5 additional factsheets to further extend the series were approved at the IMAP Implementation Committee meeting on 27 May 2016.
 - 1.1 Daylight
 - 1.2 Ventilation
 - 5.1 Windows and Glazing
 - 6.1 Car Share
 - 9.1 Innovation Strategies
- Review and development continuing. The Factsheets were licensed to CASBE and supplied to Kangan Institute as a student learning tool. Other enquiries are continuing as more councils adopt ESD policies and local planning amendments.

CURRENT PROGRESS

- The Executive Officer has taken steps to reassemble the project team IN May 2019, transfer the lead council to the City of Yarra and seek consultant assistance with this project.

NEXT STEPS

- Completion of the Factsheet series this financial year.

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.