

IMAP Implementation Committee
Progress Report
IMAP Communications and Governance

Purpose

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

Governance**1. City of Maribyrnong**

The Chief Executive Officer of the City of Maribyrnong has advised of his Council's acceptance of IMAP's invitation to become an associate member of the Committee – [refer Correspondence](#).

2. Proposed Changes to the Committee's Operational Protocol

As advised at the last meeting, the current Operational Protocol requires the attendance of 3 of the 4 **elected representatives** on the Committee to make a quorum or to make up a majority vote at the Implementation Committee meetings. With an increase in the number of Associates attending the meeting, cancellation and rescheduling due to a quorum issue is now a significant exercise.

To the Committee's credit, it is rare that achieving a Committee quorum is a problem, however a stronger policy that anticipates this problem would be preferred so as to avoid potential meeting cancellations.

Initial investigation to change the Terms of Reference to permit attendance of a "nominated delegate" appears to now be ruled out as an option.

However, comparison between the Partner Council's Terms of Reference and the IMAP Committee's own Operational Protocol indicates that the IMAP Committee has adopted more stringent quorum requirements than were set down in the Terms of Reference. The Operational Protocol requires 3 elected representatives to make up a quorum of 5, whereas the Terms of Reference merely requires 3 committee members from 3 different councils be present in the 5. Hence, if the Committee agrees to adopt the Terms of Reference wording into the IMAP Committee's Operational Protocol - instead of the self imposed limitation - this will give the Committee the flexibility required within the original intention of the partner Councils.

[An amended version of the Operational Protocol with these changes indicated is attached for consideration - refer Attachment 6a.](#) (Some additional updating has also been noted.)

3. Committee meeting dates for 2012

Please find the IMAP Implementation Committee meeting dates for 2012 attached to this report. The November date may require change due to the Local Government elections. [Please note for approval.](#)

Communications**4. During the last 3 months the IMAP Executive Officer has met with the following:**

- CLUE presentation, DPCD – 3 June
- Janet Bolitho, Chair Road Safety Action Committee for Inner Melbourne – 8 July
- Florence Forzy & Elisabeth Kerdelhue - new Corporate Services Director, Yarra Trams – 28 July
- IMAP council staff on Victorian Planning System review – 12 August
- IMAP Executive Forum - 16 August

- Maribyrnong Executive Management Team - 17 August

In addition, work has progressed on the Annual Report and Annual Report Summary and feedback provided to the University of Western Sydney on the Agreement/Contract being drafted for Stage 1 of the research work on developing a Community Land Trust manual.

The Executive Officer has accompanied the IMAP Student Placement Officer to undertake presentations to:

- City of Stonnington's Management Team meeting and Managers & Coordinator's meeting in June and July; and
- City of Port Phillip's Manager's meeting and meeting with HR staff in April and August. [The Student Placement Officer has also met with similar groups at the City of Melbourne and City of Yarra.]

Other.

5. The IMAP Executive Officer undertook the Company Directors Course, AICD in June.

Recommendation

6. That the IMAP Implementation Committee resolves to
 - 6.1. **Note** this Communications and Governance Briefing Paper and **approve** the meeting dates of the IMAP Implementation Committee for 2012.
 - 6.2. **Approve** the proposed changes to the IMAP Operational Protocol to ensure a quorum and majority vote can be achieved.
 - 6.3. **Approve** the Draft IMAP Annual Report 2010-11 and Summary.

IMAP - Meeting Schedule 2011 - 2012

IMAP Implementation Committee Meetings (Quarterly)

2011		
Meeting 24 Date / Time Host Chair	Friday 18th November 2011 (8.00am) City of Stonnington Mayor	Council Chamber Malvern Town Hall [Booked]
2012		
Meeting 25 Date / Time Host Chair	Friday 24th February 2012 (8.00am) City of Port Phillip Mayor	Council Chamber Level 1 Use Portico entrance, Brighton Rd
Meeting 26 Date / Time Host Chair	Friday 25th May 2012 (8.00am) City of Yarra Mayor	Meeting Room 1 Richmond Town Hall
Meeting 27 Date / Time Host Chair	Friday 31st August 2012 (8.00am) City of Melbourne Chair Future Melbourne [Planning] Committee	Council Meeting Room. Level 2, Town Hall Admin Building
Meeting 28 Date / Time Host Chair	Friday 22nd November 2012 (8.00am) City of Stonnington Mayor <i>Tentative - Subject to Local Government Election dates</i>	Council Chamber Malvern Town Hall

Operational Protocol
of the
Inner Melbourne Action Plan
Implementation Committee

~~Adopted 19 February 2010~~
Amended 26 August 2011

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1. Background / Context

- 1.1 Generally, the purpose of the Inner Melbourne Action Plan Implementation Committee ('Committee') will be to oversee the implementation of regionally based actions identified in the Inner Melbourne Action Plan (IMAP) January 2006, as adopted by member Councils in December 2005.
- 1.2 The Cities of Melbourne, Port Phillip, Stonnington and Yarra, in association with VicUrban, have developed an action plan to strengthen the liveability, attraction and prosperity of inner Melbourne.
- 1.3 The IMAP project scope is to provide for the development of regional actions to deliver agreed regional outcomes. The broad outcome is to ensure the liveability of the inner region and the sustainable development of Melbourne into the future.
- 1.4 Implementing IMAP will involve ongoing regional collaboration, commitment through capital works and infrastructure programs, changes to municipal planning scheme policies and controls and partnerships with State Government, agencies and others.
- 1.5 This protocol has been adopted by the Committee to provide the basis for the working relationships between the member Councils in respect to matters within the Committee's Terms of Reference and for the resolution of any issues that arise between member Councils in respect to IMAP.

2. Scope of protocols

- 2.1 The scope of the Operational Protocols is as follows:
 - a. Meeting Procedures – general
 - b. Committee member behaviour
 - c. Conflict of interest procedures
 - d. Definition of the role, relationships and operational processes of the Leadership Forums
 - e. Definition of the role, relationships and operational processes associated with the IMAP Executive Officer
 - f. Definition of the role, relationships and operational processes associated with the Technical Working Group.
 - g. Processes for co-opting associate partners to the Committee.
 - h. Definition of the role and relationships of associate partner representatives
 - i. Voting arrangements
 - j. Procedures for conflict resolution (conflict in views)
 - k. Joint statements.
 - l. Processes for review of Governance arrangements
 - m. Effective date of the Operational Protocol

3. Meeting Procedures – general

3.1 Public Notice

- a. Times and places of meetings are to be determined by the Committee
- b. Meetings must be open to the public except for confidential matters.
- c. The Committee must give reasonable notice to the public of its meetings including dates, starting times and places of the meeting, and order of business on the agenda.

3.2 Order of Business

- a. An 'Order of business' will be provided on a formal agenda to be provided prior to each meeting.

3.3 Notice of Agenda Papers

- a. Reasonable notice of Agenda papers shall be given and distributed to the Committee members and Associate Committee Members (generally three working days).
- b. Agenda papers shall not, in the first instance, be provided in electronic format, with the exception of late agenda items that may be provided electronically.

3.4 'Out of Committee' decision making

- a. Agenda items may be electronically distributed and responses received between Committee meetings.
- b. Where consensus is not reached regarding an item distributed electronically, the agenda item will be formally listed for discussion and the issue addressed at the next meeting.
- c. Any decision made on these agenda items must be ratified at the next meeting via the normal voting processes.

3.5 Recording of minutes and adoption of minutes of the last meeting

- a. Minutes of each meeting will be formally recorded.
- b. Minutes of the previous meeting must be confirmed at the subsequent meeting of the Committee.
- c. The minutes of the previous meeting are considered certified once they have been confirmed by the Committee.
- d. The Minutes will be made available for public inspection at each IMAP Council.

3.6 Confidential matters

- a. Meetings may be closed to discuss confidential matters.
- b. A resolution to close & reopen a meeting and the reason must be taken and recorded in the minutes

- c. Members of Committee must not release confidential information to the public.
- 3.7 Declaration of interests
 - a. Members of the Committee are required to declare at a meeting any interests or conflict of interests.
 - b. Where Committee members have already completed a Register of Interest for their respective councils this is considered satisfactory unless new interests arise.
- 3.8 Requesting and receiving information
 - a. Requests for information by the Committee shall be made through the IMAP Executive Officer unless otherwise agreed by the Committee.
 - b. Information to be received by the Committee shall be made through the IMAP Executive Officer unless otherwise agreed by the Committee.
 - c. Committee members may receive information via email and electronic transfer, except for agenda papers, which shall be provided in hard copy.
- 3.9 Presentations requested by the Committee
 - a. Presentations by guests may be made at the request of the Committee.
 - b. Requests for presentations shall be made through the IMAP Executive Officer unless otherwise agreed by the Committee.
- 3.10 Calling of special meetings
 - a. Special meetings may be called by any of the four IMAP Councils.
 - b. [The elected representatives](#) of a majority of three IMAP Councils must consent in writing for a special meeting to be called.
 - c. Reasonable public notice of any special meeting must be given of any special meeting called.
- 3.11 Committee Vacancy
 - a. The provisions of Section 69 of the Local Government Act 1989 are applicable.

4. Committee member behaviour

- 4.1 The Committee affirms the following principles of behaviour:
 - a. Each Committee member is aware of their responsibility to comply with the rules of conduct specified in Section 76B of the Local Government Act 1989 that require that Committee members must:
 - Act honestly;
 - Exercise reasonable care and diligence;
 - Not make improper use of their position to gain, or attempt to gain, directly or indirectly, an advantage for themselves or for any other person, or to cause, or attempt to cause, damage to the Committee;

- Not make improper use of information acquired because of their position to gain, or attempt to gain, directly or indirectly, an advantage for themselves or for any other person, or to cause, or attempt to cause, damage to the Committee.
- b. Committee members will treat all people with courtesy and respect, recognising that there will be robust debate and legitimate differences in opinions, race, culture, religion, language, gender and abilities. Robust political debate is part of the Committee environment and is encouraged.
- c. Committee members will always act with integrity and honesty.
- d. Committee members recognise that they hold a position of trust and will not misuse or derive undue benefit from their positions.
- e. Committee members will exercise appropriate prudence in the use of public resources and information.
- f. Committee members will treat with appropriate caution Committee information by recognising the requirements of the Information Privacy Act 2000 regarding the access, use and release of personal information.

5. Conflict of Interest Procedures

- 5.1 Committee members will comply with all the provisions of the Act in regard to Interests and Conflicts of Interest as per the provisions of the Local Government Act 1989.

6. Leadership Forums

The following Leadership Forums have been established:

- 6.1 Annual Forum (previously referred to as Elected Representatives Forum)

a. Role

The role of the Annual Forum is to:

- Advise on annual priorities
- Liaise with State Government senior executives and Ministers
- Receive annual report and progress reports

b. Relationships

To undertake these roles, the forum will interact with the:

- Inner Councils
- The Minister for Planning and other Minister's as required
- State Government and Agencies
- The Executive Forum
- The IMAP Implementation Committee
- The Technical Working Group

c. Operational Process

- The Annual Forum will meet annually, or as necessary, and provide advice to the Committee.
- The Chairperson and Deputy Chairperson shall be appointed from the councillor representatives of the Forum on a rotational basis for each meeting

6.2 Executive Forum (previously referred to as CEO/Senior Management Forum)

a. Role

The role of the Executive Forum is to:

- Determine the annual priorities program
- Drive regional priorities
- Provide opportunities for State government liaison.
- Look for partnerships with regional stakeholders
- Identify synergies and opportunities arising from State Government and individual Council initiatives recognising that implementation will be opportunistic not sequential.
- Receive Annual Report and progress reports.

b. Relationships

To undertake these roles, the Executive Forum will interact with:

- The IMAP Councils
- The Minister for Planning and other Ministers as required
- State Government and Agencies
- The Annual Forum
- The IMAP Implementation Committee
- The Technical Working Group

c. Operational Process

- The Executive Forum will meet every six months, or as necessary.
- The Chairperson and Deputy Chairperson shall be appointed from the executive officer representatives of the Forum on a rotational basis for each meeting.
- The forum will report as necessary to the Committee.

7. IMAP Executive Officer

7.1 Role

The role of the IMAP Executive Officer is to:

- a. provide executive support to the Committee and the IMAP Leadership Forums. The Executive Officer has a high level of autonomy within agreed parameters and guidance of the Executive Director of the IMAP Executive Officer's host Council.
- b. work across the four IMAP Implementation Committee councils effectively to achieve the actions outlined in the approved IMAP Implementation Plan.
- c. to coordinate and promote the implementation of the Inner Melbourne Action Plan.
- d. where practicable, strive to minimise the administrative burden on this position by utilizing the administrative resources of the Committee member Councils.

7.2 Accountability

The IMAP Executive Officer is accountable for:

- a. The coordination of the delivery of the actions outlined in the approved IMAP Implementation Plan.
- b. the co-ordination of papers and actions arising from the IMAP Implementation Committee (as directed by the Chair) including the preparation and co-ordination of papers for consideration and approval.
- c. the co-ordination and facilitation of major projects under the IMAP banner.
- d. effective leadership of project teams and meeting of deadlines.
- e. the professional advice provided and anticipation and forecasting of actions required to advance the achievement of project objectives.
- f. the preparation and presentation of briefings, progress reports and other items at the IMAP Implementation Committee.
- g. delivering agreed workplans on time.
- h. providing clear, professional and timely advice.
- i. accuracy, professionalism and analysis in officer reports.
- j. co-ordination of and assistance in the delivery of items at the meetings of the IMAP Implementation Committee (as required).
- k. reporting on project milestones.

7.3 Authority

The IMAP Executive Officer has the authority to:

- a. Work across the four Committee Councils, State Government, agencies and other partner organisations to achieve the actions in the approved IMAP Implementation Plan.

- b. Liaise with government authorities to progress the planning objectives of the Committee and IMAP outcomes.
- c. Prepare correspondence for the Chair.
- d. Sign letters, act on behalf of, and represent the Committee where directed by the Committee.
- e. Prepare agendas and minutes, write reports, provide status updates, and provide recommendations to the Committee.
- f. Act as the key nominated person on major projects as specified.
- g. Represent the Committee with stakeholders, community and interested parties to advance IMAP objectives and outcomes.
- h. Act as a co-ordinating point and report to the Committee on other projects under the IMAP banner.
- i. Instruct and supervise consultants undertaking work on the IMAP projects.
- j. Coordinate the level of work required to achieve outcomes.
- k. Instruct consultants to achieve agreed planning outcomes.
- l. Prepare budget reports for consideration by the Committee on a quarterly and annual basis.
- m. Engage consultants up to a value of \$25,000.
- n. Where expenditure exceeds \$25,000, the Executive Officer's host Council executive will authorise expenditure.

7.4 Managing and addressing poor performance

- a. Should Committee members wish to point out any matters regarding the IMAP Executive Officer, contact shall be made through the relevant Committee CEO/executive officer from the Executive Officer's host Council.
- b. Should a Committee member consider that the IMAP Executive Officer has acted inappropriately or unprofessionally the matter will be addressed in the first instance to the relevant Committee CEO/executive from the IMAP Executive Officer's host Council.

8. IMAP Coordinator

- 8.1 The IMAP Coordinator, appointed by individual IMAP councils shall provide support to the IMAP Executive Officer by undertaking the following actions:
 - a. Acting as the initial contact to their respective Councils and providing information about and introduction to relevant officers within their respective Councils.
 - b. Attending IMAP Implementation Committee meetings as necessary, but particularly those where the IMAP Implementation Committee meeting is being hosted at their Council offices.

- c. Acting as project managers or working group members for IMAP action projects where their respective skills and work program would make this appropriate.
- d. Providing feedback to the IMAP Executive Officer regarding IMAP action implementation reports as appropriate e.g. six monthly progress report and annual report.

9. Associate Partners to the Committee

- 9.1 In the first instance, one representative from each of the following associate partners will be invited to attend the meetings of the Committee:
 - a. Department of Transport
 - b. Department of Planning and Community Development; and
 - c. Department of Innovation, Industry and Regional Development.
 - d. Department of Sustainability and Environment
 - e. VicRoads
 - f. City of Maribyrnong
- 9.2 Where other associate partners are essential to a nominated IMAP project, an invitation shall be provided to the appropriate associate partner executive inviting a nominee to attend the Committee.
- 9.3 Partner organisations have been determined in consultation with each nominated partner organisation as part of the implementation of each action and may include:
 - participation through Officer involvement and information
 - project specific funding (where appropriate)
 - engagement on priorities for future expenditures (where appropriate).
- 9.4 Associate partner representatives will not be members of the Committee or entitled to vote, but can participate in any discussion.
- 9.5 Associate partners may change from time to time.

10. Committee Structure

- 10.1 The representatives for each Council are:
 - a. The Mayor or other elected representatives of the Cities of Stonnington, Yarra and Port Phillip and Chair of the Melbourne City Council's Planning Committee or nominated representative acting as Chair of the Melbourne's City Council's Planning Committee.
 - b. The CEO, or other approved representative acting as CEO, of the Cities of Stonnington, Yarra and Port Phillip and the Director ~~Sustainability and Regulatory Services~~ **City Planning and Infrastructure** of the Melbourne City Council or nominated representative, acting as the Director ~~Sustainability and Regulatory Services~~ **City Planning and Infrastructure** of the Melbourne City Council.

11. Voting arrangements

- 11.1 The voting arrangements as specified in the four Terms of Reference shall apply for determining resolutions of the IMAP Implementation Committee, being:
- a. two (2) votes for the Cities of Stonnington, Melbourne, Yarra and Port Phillip.
- This includes the following voting protocol:
- a. Total unanimous vote will be seven (7) Committee members.
 - b. The majority vote will be four (4) Committee members, of which the support of three (3) must be ~~elected representatives~~ **from three member Councils in order to, is required to** pass a motion.
 - c. A quorum will consist of five (5) members, ~~three (3) of which must be elected representatives.~~ **For a motion to be successful, it must be carried with the support of the members of at least three of the member Councils, except that the annual approval of the rolling Three Year Implementation Program must be carried unanimously.**
- 11.2 'Moving' or 'seconding' a motion may be undertaken by the Mayor, or an elected representative acting in the position as Mayor, of the Cities of Stonnington, Yarra and Port Phillip or the Chair of the Melbourne City Council's Planning Committee or nominated representative acting as Chair of the Melbourne City Council's Planning Committee, or the CEO, or an approved representative acting in the position of CEO, of the Cities of Stonnington, Yarra or Port Phillip or the Director ~~Sustainability and Regulatory Services~~ **City Planning and Infrastructure** of the Melbourne City Council **or an approved representative acting in the position of Director City Planning and Infrastructure.**
- 11.3 Any member Council of the IMAP Implementation Committee may amend its voting representation in a motion placed before the IMAP Implementation Committee.
- 11.4 That any other non-approved representative can attend as an observer, on behalf of a Committee Member, but will be not be granted voting rights.

12. Procedures for conflict resolution (conflict in views)

- 12.1 The guiding principle of this dispute resolution protocol is that every Committee member has the right to be heard.
- 12.2 Any grievance that cannot be resolved by the parties is to be brought before the Committee.
- 12.3 If the grievance cannot be resolved, and on agreement of the Committee, the Committee will engage an independent mediator.

13. Joint Statements

- 13.1 To enable a collaborative approach to new initiatives that may be rolled-out by the State Government or other organisations from time-to-time, the IMAP Member Councils may from time-to-time release 'Joint Statements' to media or via other public releases.
- 13.2 Any such 'Joint Statements' shall be co-ordinated through the IMAP Executive Officer and be agreed by the appropriate media officers of each IMAP Council.

- 13.3 Individual IMAP member Councils shall be able to add distinct content to an agreed 'Joint Statement', where an action has particular local relevance, provided the distinct content does not contradict the intent of the agreed 'Joint Statement'.

14. Process for review of Governance arrangements

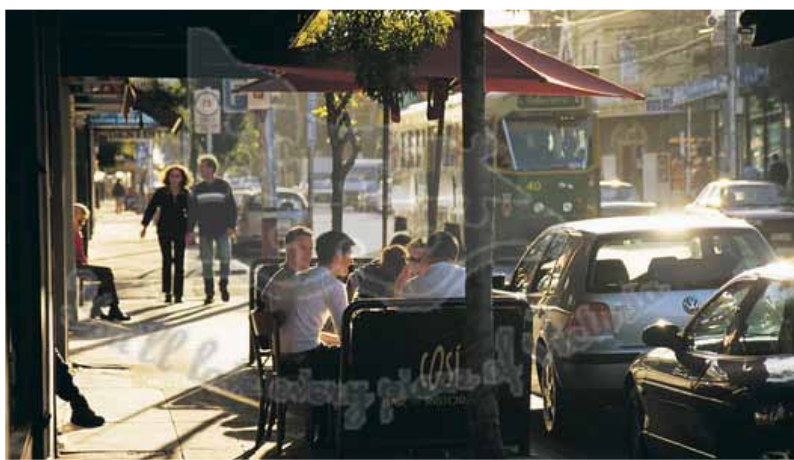
- 14.1 The Committee will consider a review of the Operational Protocol arrangements on an annual basis, or as determined necessary by the Committee.
- 14.2 ~~The Committee will review these Operational Protocols not later than end June 2007.~~

15. Effective Date / Administration

- 15.1 These Amended Operational Protocols shall become effective as of 49 February 2010. 26 August 2011

Inner Melbourne Action Plan 'IMAP'

Making Melbourne more liveable



Annual Report 2010 → 2011



CITY OF MELBOURNE



CITY OF STONNINGTON

Inner Melbourne Action Plan
'Making Melbourne More Liveable'



CITY OF PORT PHILLIP



CITY OF YARRA

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Foreword

The Inner Melbourne Action Plan (IMAP) is the successful collaboration between the cities of Melbourne, Port Phillip, Yarra and Stonnington working together on inner city regional issues. **Transport and connectedness, housing affordability, a sustainable environment and liveability** remain the key strategic directions of IMAP with partner councils committed to sharing information, undertaking joint advocacy, and implementing regional projects to progress these priorities.

The Inner Melbourne Action Plan contains 11 regional strategies and identifies 57 actions for implementation across the inner Melbourne region. Having now completed its fifth year, many of these projects are well underway.

During the past year the IMAP Implementation Committee completed its Plan Review and updated priorities, budgets and lead councils. In addition, the Committee extended its associate membership to include representatives from VicRoads, Department of Sustainability and Environment and the City of Maribyrnong to encourage a wider view in our conversations on inner Melbourne growth issues and projects.

Following the state election the basis for IMAP, the Melbourne 2030 Plan, has come under review by the State Government during 2011. **A new outcomes-based metropolitan planning strategy** for Melbourne will be developed taking into account issues such as population growth and housing capacity. IMAP will continue with its current strategies and will participate fully in the government's stakeholder consultation. It is expected

that the Inner Melbourne Action Plan will come under further review once the state government's strategy is known.

In 2010-11 significant work has been done in the areas of **sustainable transport** with the advancement of car share schemes, extension of the cycle path network and completion of the pilot project on greenlight signals which aims to enhance the safety of pedestrians at key intersections. The Draft Melbourne Transport Strategy Update prepared by the City of Melbourne proposes further strategies to enhance sustainable transport. In addition, work continues on **affordable housing** initiatives with engagement of developers and investment in Community Land Trust research. **Closer working relationships** with the tertiary education sector, and a plan amendment proposed by the City of Stonnington to **manage cumulative impacts** from licensing venues have been advanced. New pilot **sustainable environment projects** are also being initiated. More than 50 council officers and representatives from partnering organizations work collaboratively to deliver these outcomes.

Melbourne continues to be recognised as one of the world's most liveable cities. The Inner Melbourne Action Plan seeks to build on Melbourne's assets to help **foster creativity, liveability, prosperity and sustainability across a range of diverse neighbourhoods** in the inner Melbourne region. IMAP will continue to collaborate with our partners, prioritize actions relating to critical issues, and influence State policy through our knowledge, expertise and advocacy.



Cr Alison Clarke
Mayor
City of Yarra



Cr Melina Sehr
Mayor
City of Stonnington



Cr Rachel Powning
Mayor
City of Port Phillip



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

Introduction

The Inner Melbourne Action Plan

Making the Inner Melbourne Region more liveable is the simple objective of IMAP, the Inner Melbourne Action Plan.

In response to the Victorian Government's *Melbourne 2030* strategy for managing sustainable growth and change, IMAP works collaboratively to strengthen the liveability, attractiveness and prosperity of the region.

IMAP fosters growth, leverages existing strengths and competitive advantages, and encourages collaboration across the region to plan and implement, influence and drive, promote and position the inner Melbourne region.

Melbourne's inner metropolitan Councils, the Cities of Melbourne, Yarra, Stonnington and Port Phillip have worked together for five years to develop and implement the IMAP, concentrating on actions that can be completed within a 10 year timeframe.

A key commitment is to foster quality relationships with project partners. Many actions require the cooperation of the Victorian State Government, government agencies or private providers of public services.

Completed actions have delivered innovative solutions, recommended changes to planning schemes, and delivered strategies based on qualitative research and implementation of best practice, practical applications.

IMAP enters the sixth year of collaboration and implementation and will continue to deliver agreed regional outcomes with a focus on ensuring the continued development and liveability of the inner Melbourne region over future years.



Membership of the IMAP Implementation Committee

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

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

- City of Melbourne
- City of Yarra
- City of Stonnington
- City of Port Phillip

Committee Members: 1 July 2010 – 30 June 2011

Cr Peter Clarke*

Chair Future Melbourne (Planning) Committee
City of Melbourne
(1 July 2010 – 30 June 2011)

Cr Jane Garrett

Mayor City of Yarra
(1 July 2010 – November 2010)

Cr Alison Clarke

Mayor City of Yarra
(December 2010 – 30 June 2011)

Cr Tim Smith

Mayor City of Stonnington
(1 July 2010 – December 2010)

Cr Melina Sehr

Mayor City of Stonnington
(December 2010 – 30 June 2011)

Cr Frank O'Connor

Mayor City of Port Phillip
(1 July 2010 – December 2010)

Cr Rachel Powning

Mayor City of Port Phillip
(December 2010 – 30 June 2011)

Mr Geoff Lawler

Director City Planning & Infrastructure, City of Melbourne
(1 July 2010 – 30 June 2011)

Dr Andi Diamond

CEO City of Yarra
(1 July 2010 – 30 June 2011)

Mr Warren Roberts

CEO City of Stonnington
(1 July 2010 – 30 June 2011)

Ms Kay Rundle

CEO City of Port Phillip
(1 July 2010 – 30 June 2011)

**Cr Ken Ong was appointed to the position of Chair Future Melbourne (Planning) Committee and member of the IMAP Implementation Committee in 2011 following Cr Clarke's resignation from the City of Melbourne Council.*

Associate Committee Members

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

- › Department of Planning and Community Development
- › Department of Transport
- › Department of Business and Innovation
- › VicRoads
- › Department of Sustainability and Environment
- › City of Maribyrnong [confirmed July 2011]

Governance

IMAP Reporting

Executive's Forum

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

20 July 2010 Meeting

Key items on the agenda were:

- › IMAP Plan Review – Results of the Staff Forums [Transport, Environment, Community Planning]
- › IMAP Financial Review

Minutes were tabled and ratified at the 27 August 2010 IMAP Implementation Committee meeting.

1 October 2010 Meeting

Key items on the agenda were:

- › IMAP Plan Review – Distribution of projects to lead Councils; Actions closed
- › Annual Reporting
- › IMAP Inner Melbourne Map licensing

Minutes were tabled and ratified at the 11 March 2011 IMAP Implementation Committee meeting.

3 December 2010 Meeting

Key items on the agenda were:

- › IMAP Draft Annual Report 2009-2010
- › IMAP Project Budgets - 3 year Implementation Plan
- › Presentation on CLUE [Census of Landuse and Employment]

Minutes were tabled and ratified at the 11 March 2011 IMAP Implementation Committee meeting.

7 March 2011 Meeting

Key items on the agenda were:

- › IMAP Inner Melbourne Map License Agreement

Minutes were tabled and ratified at the 27 May 2011 IMAP Implementation Committee meeting.

IMAP Implementation Committee Meetings

27 August 2010 Meeting (Host: City of Melbourne)

Key items on the agenda were:

- › IMAP Finance Report and outcomes of the Financial Review
- › Affordable Housing – Establishment of a Developers Forum
- › Regional Wayfinding Signage – Final Report
- › Regional Parking Management – Research on Car Sharing initiatives
- › IMAP Review – Approval of the 3 Year Implementation Plan and New Project Briefs
- › Universities and Regional Development – Work Integrated Learning Manager's Guide and promotion

Minutes were tabled and ratified at the 11 March 2011 IMAP Implementation Committee meeting.

3 December 2010 Meeting (Host: City of Stonnington)

This meeting was cancelled.

11 March 2011 Meeting (Host: City of Port Phillip)

Key items on the agenda were:

- › Annual Report 2010-11 adopted
- › Budget items referred from the Executive Forum for approval
- › Universities and Regional Development – IMAP Student Placement officer appointment
- › Governance: Associate members – City of Maribyrnong to attend IMAP; Delegation Renewals and Return of Interest Resolutions
- › Environmental Sustainable Design – Factsheets
- › Affordable Housing – Report on Housing Development Models [City of Port Phillip report]
- › Green Demonstration Projects – Funding applications
- › State Government meetings

Minutes were tabled and ratified at the 27 May 2011 IMAP Implementation Committee meeting.

27 May 2011 Meeting (Host: City of Yarra)

Key items on the agenda were:

- › Community Land Trusts – financial support
- › Governance – Operational Protocol
- › Regional Transport – Presentation from Yarra Trams
- › Boulevards and Major Roads – Presentation on VicRoad's Hoddle Street Study
- › Greenlight Project – Department of Transport's Final Report
- › Improvements to Public Transport Services – Presentation on the Draft Melbourne Transport Strategy Update
- › Priority for Freight Movement

*Minutes to be tabled and ratified at the 26 August 2011
IMAP Implementation Committee meeting.*

IMAP Review

A comprehensive review of the Inner Melbourne Action Plan commenced in November 2009. Following adoption of the key priority areas by the IMAP Implementation Committee in February 2010, senior staff forums were engaged to review the IMAP Actions in the key areas of Transport, Community Planning and Environmental Sustainability. The staff forums prioritized the work program, scoped the initial briefs for many of the projects and identified those projects which are now redundant, having been overtaken by events or the responsibility taken up by others.

The IMAP Implementation Committee adopted the new 3-year Implementation Plan and appointed Lead Councils to new projects in August 2010. Indicative project budgets were determined and signed off in December for inclusion in the 2011-12 budget rounds of the partner Councils. The 3-year Implementation Plan and Financial Review undertaken during 2010-11 clarified the need to increase Council contributions to IMAP in forthcoming years to complete an expanded planned program of work.

All expected outcomes of the IMAP Review were achieved in the planned timeframe.

Membership

In 2011 the IMAP partner Councils renewed their Section 86 delegations to the four IMAP Special Committees established under the Local Government Act for a further 5 years. In addition, each Council resolved to exempt non-host Council members of each IMAP partners' Special Committee from lodging Member Interest Returns to ensure compliance under the Local Government Act.

Associate membership of the IMAP Implementation Committee was extended to include representatives from VicRoads and the Department of Sustainability and Environment, with a number of new projects benefitting from this input. An invitation was also extended to the City of Maribyrnong to become an Associate member of IMAP, with confirmation received from that Council in July 2011.



Highlights of the year

Action 2.4 Walking Links and Pedestrian Priority Areas (Regional Greenlight Project)

Completion of Action 2.4 occurred with the final report and presentation to the Committee in May 2011. Undertaken in partnership with the State Government and supported through a Department of Transport Local Area Access Programme [LAAP] Funding Grant, this pilot project was established in 2006 to demonstrate how traffic signal re-design could deliver safer, more comfortable journeys for pedestrians at key crossing points.

Walking, as a transport mode, is increasingly recognised as requiring consideration as part of the road network operation. Infrastructure that supports this mode generally lags behind provision for motor vehicles. It was recognised that often these walking journeys were blocked by unsafe and uncomfortable signals. This project provided the chance to re-configure and re-design infrastructure at intersections to provide fluid movement. The pilot project raises the question: *"What if signals could be set up with walking in mind instead of constraining pedestrians to allow for traffic movement?"*

The IMAP Greenlight Project provides a researched and tested model of signal design to provide for priority pedestrian movement at periods of high demand. This work will support a key element of the SmartRoads approach which is the better use of signals to provide for efficient movement of people and goods throughout an increasingly complex and dense transport system. IMAP has supported the recommendation for VicRoads to adopt the signal treatments piloted in this project into their procedures as a useful tool for improving pedestrian safety.

A number of ongoing projects continued to make progress throughout the year achieving a number of highlights which included:

Action 3.3 Regional Approach to Parking Management

Exciting new developments to establish car sharing across the IMAP council regions has occurred and marks a step forward in implementing sustainable transport initiatives and realistic alternatives to car ownership in the inner city.

Action 4.7 Improvements to Public Transport Services

In May 2011 the City of Melbourne released its Melbourne Transport Strategy Update for public consultation. This significant policy document draws on a vast accumulation of research data, trend analysis and evaluation of possible options to propose 5 key directions for transport solutions in the inner Melbourne region and a new generation of sustainable transport solutions for consideration.

Action 6.3 Managing conflicts in Activity Centres

In an effort to address the adverse effects arising from significant numbers of licensed premises in close proximity, City of Stonnington has advanced the cumulative impact assessment work undertaken by the project team and, following the development of a Research Paper, has proposed a planning scheme amendment. During the exhibition phase, the plan change received significant support. After minor amendment, the documents will soon be lodged with the Minister for Planning for approval.

Action 7.7 Universities and Regional Development

Closer working relationships between local tertiary education providers and the IMAP Councils took a leap forward with the employment of a facilitator to develop the necessary networks and progress the Work Integrated Learning initiatives proposed by the project team to bring more students into Councils.

Strategy 11 Regional Tourism Program

Responding to the increasing demand for IMAP's very popular Regional Tourism map, the project team developed a Licensing Agreement to enable the map to be distributed more widely by approved tourism operators.

→ Progress 2010-11

Strategy 1: Celebrate the unique and concentrated 19th century heritage of the Inner Melbourne Region

Action 1.4 **Boulevards and major roads**

Hoddle Street is one of the major roads in the IMAP region identified under this Action. VicRoads has engaged consultants in a planning study to investigate ways to improve the efficiency and reliability of all modes of transport along and across Hoddle Street. Two of the IMAP

councils with boundaries to Hoddle Street are participants in VicRoads Stakeholder Advisory Group consultation. The challenge is to find ways to reduce congestion and improve transport flow whilst considering the needs and safety of pedestrians, cyclists and public transport users.

The IMAP Implementation Committee invited VicRoads to present its findings to the Committee in May 2011 and maintains an ongoing interest in the study proposals for Hoddle Street, on how proposals will impact on the immediate area and the wider transport network. Still in its initial stages, this Action awaits the outcome of VicRoad's Hoddle Street Study.



→ Progress 2010-11

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

Action 2.4 Walking Links and Pedestrian Priority Areas (Regional Greenlight Project) – Completed

In response to the Regional Greenlight Project initiative, VicRoads completed the implementation of a range of traffic signal changes at 20 sites across the Inner Melbourne Region, designed to improve the safety and comfort of pedestrians at these crossings. This work was the result of careful planning to identify key heavy traffic and rushed pedestrian sites, establish control sites and establish baseline data for comparisons over time. Changes to the traffic signalling included increased pedestrian clearance times, implementation of puffin operations (sensors) to improve response times, and adjustments for times of day to assist in before and after school crossing times - depending on location.

While some results have been inconclusive, the final report on this project presented in May 2011 identified:

- › Greater pedestrian compliance in the intersections during the 'red man' phase,

- › More comfortable crossing speeds, and
- › Feelings of increased pedestrian safety as a result of the signal changes.

IMAP supported the Department of Transport's recommendation that VicRoads consider adopting these signal treatments into their policies and procedures as a useful tool for improving pedestrian safety.

This project was part funded by a Department of Transport's Local Area Access Programme (LAAP) funding grant. The Pedestrian Access Strategy 2010 notes the following under Strategic Direction 3's Future Directions: 'Implement a state-wide extension of the Greenlight program - where signal lights are synchronised to favour pedestrian movements' [Page 35].

Action 2.5 Bicycle Network

The inner Melbourne councils have continued to add to their bicycle infrastructure and further develop bicycle access along priority routes through the inner Melbourne region. The 2011 Super Tuesday bicycle survey continued to show growth occurred in cycling on the priority routes.

Upgrades for cycling occurred on the following routes: St Kilda Road, Royal Parade, Albert Street, Cecil Street and Chapel Street.

The IMAP councils are making good progress preparing for next years capital works. All councils and VicRoads are now using standardised design treatments for bike lanes with the publication of VicRoads 'Cycle Notes'.



Strategy 3: Minimise the growing impact of traffic congestion

Action 3.3 Regional approach to parking management

IMAP seeks a regional approach to parking management and aims to deliver a common and consistent approach across the inner Melbourne Region. The project team has looked at parking measures to mitigate car travel, the provision of parking in new developments and management of existing parking supply.

IMAP Councils investigated Car Sharing programs during the year bringing forward a comprehensive report for consideration by IMAP in August 2010. The car share initiatives being undertaken by the IMAP councils are as follows:

- › The City of Port Phillip is now home to ten car share vehicles and provides nine conveniently located on-street parking bays in St Kilda, East St Kilda and South Melbourne dedicated for their use. The council's Sustainable Transport Unit is helping to promote car sharing as an alternative transport choice for locals.
- › The City of Melbourne works with car share operators to deliver services in all of Council's suburbs and provides support for carshare operators through the Small Business Development Program as well as providing on-street car spaces across the municipality.
- › The City of Yarra also makes permanent, on-street car parking spaces available to car sharing organisations and promotes car sharing by assisting its own officers to use car sharing cars for work travel. The Council is working with three car sharing organisations to offer an alternative to private car ownership.
- › The City of Stonnington established a car share trial for a period of 12 months commencing in March 2011 to allow Council to evaluate the benefits of the service to residents, business and the broader Stonnington community. Car share vehicles are located in four dedicated parking bays in council off street carparks in South Yarra, Prahran and Windsor.

Councils have also approved private provision of car sharing spaces as part of the parking allocation for planning approvals of multi-unit developments.

Strategy 4: Increase public transport use

Action 4.7 Improvements to public transport services

The City of Melbourne is currently addressing this issue through the Draft Melbourne Transport Strategy Update. Advertised for public consultation in May 2011, the Transport Strategy Update proposes 5 key directions:

- › Improve inner Melbourne's public transport to allow us to conveniently go anywhere anytime;
- › Manage inner Melbourne's roads to produce the best transport result;
- › Create pedestrian friendly high-mobility public transport streets for inner Melbourne;
- › Make Melbourne a cycling city;
- › Foster innovative, low-impact freight and delivery in central Melbourne.

Proposed policy targets take into account significant changes in transport policy and strong growth in public transport use, cycling and walking since 2006.



→ Progress 2010-11

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

Action 5.2 Affordable Housing

The development of a model Affordable Housing Overlay for application through the Victorian planning system is a key IMAP initiative. IMAP seeks to identify new funding sources and build the capacity of housing associations to increase the supply of affordable housing across the region.

To date the project team has developed the model planning overlay for affordable housing, investigated its economic impact on development activity and established the Inner Melbourne Affordable Housing Needs Website - an interactive database to provide data to inform the identification of housing needs and housing targets under the Overlay process. Advocacy for the proposed overlay has extended to engaging with representatives of both the state and commonwealth governments.

IMAP is now looking to major developer groups for feedback on the provision of affordable housing through its Planning Overlay concept. To advance this, a developer forum was convened in April 2011 to consider incentives and determine what it would take to get support for the concept. The findings of the forum were documented by SGS Economics and Planning for consideration by the IMAP officer working group.

A study commissioned by the City of Port Phillip on Affordable Housing Development Models was reported to IMAP in March 2011. While not a formal IMAP initiative, this report was requested by the IMAP Committee. The report has led to IMAP making a \$10,000 contribution to the preparation of a Community Land Trust Manual by the University of Western Sydney, that will provide guidance on how to establish Community Land Trusts in Australia. This has also attracted funding support from a range of interested organisations and groups in addition to IMAP.

Strategy 6: Support the distinct and diverse character of Activity Centres

Action 6.3 Managing conflicts in Activity Centres

IMAP has looked to develop a consistent approach to the consideration of cumulative impact in planning applications for licensed premises and also to articulate the issues regarding licensing definitions and some possible solutions. The project team established a three part approach to cumulative impact assessment in 2009 and passed this onto the partner Councils to test and review the tools.

To further advance this approach, in May 2011, City of Stonnington adopted as policy the key findings of its research paper entitled: *'Late night liquor licence trading in the Chapel Street Precinct: Measuring the saturation levels'*. The Research Paper defines licensed premises that are most likely to be associated with 'alcohol related harms' as Source of Potential Harm Venues (SPH). SPHs are licensed hotels, taverns and nightclubs operating after 12.00am. The Research Paper identifies the Chapel Street Precinct as at saturation point in terms of SPH venues.

The Paper noted a range of factors, both internal and external to licensed premises, that influence the nature and extent of alcohol-related harms, and recommends that no more planning permits be issued for premises operating after 1.00am nor for new premises and existing premises proposing more than 200 patrons. The Council has now proceeded to embody some of these findings into a planning scheme amendment proposal.

Amendment C129 makes changes to existing Clause 22.10 Licensed Premises Policy. The amendment proposes to introduce policy and requirements relating to licensed hours of operation and patron capacity for Source of Potential Harm Venues in the Chapel Street Precinct Study Area. It is considered that the revised policy will assist in addressing the negative social impacts of these uses on the community, and will help manage alcohol related harm associated with particular types of licensed premises. In July 2011 the City of Stonnington resolved to adopt Amendment C129 with changes following its exhibition, and will shortly lodge the adopted documents with the Minister for Planning for approval. Other councils are undertaking similar research and are monitoring the success of this amendment.

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

Action 7.7 Universities and regional development

Through this project IMAP has worked collaboratively with inner Melbourne universities and TAFEs to define and develop a stronger role in regional development. The current focus is on the development of a Workplace Integrated Learning (WIL) programme that would promote tertiary student placements within the IMAP councils.

Initial research identified barriers to students becoming more involved in Councils. A set of guidelines was developed to assist managers and tertiary institutions in this process.

The objectives of the project will be organised in three program areas which are to facilitate, promote, and improve/strengthen work integrated learning in the four IMAP councils. This has been further advanced in 2011 through the appointment of a facilitator – Alexandra Moloney* – to assist Council managers and tertiary institutions develop the networks required to enable greater access for students. Councils are also being encouraged to consider their future workforce strategies and forward planning for recruitment shortages through the involvement of tertiary students in project work.

Stronger networks between the Councils and tertiary sector will be encouraged through this programme including the Councils' use of the tertiary sector's new national WIL website. In May 2011 the National WIL Portal was launched by the Australian Collaborative Education Network (ACEN) at Victoria University's City Flinders campus in Melbourne. The web portal is a communication channel into tertiary institutions all around Australia providing streamlined access to suitable students for employers across Australia.

**Refer Contact Information*

Strategy 8: Facilitate the growing importance of the Inner Melbourne Region as south-east Australia's freight hub.

Action 8.1 Priority for freight movement

The brief for the first stage of this new project was considered by IMAP in May 2011. The project aims to develop a greater understanding of freight issues and options and develop expertise within IMAP Councils to enable a position on freight to be adopted. Information to be gathered on commercial and freight traffic movements will assist in the understanding of road traffic issues relevant to the Inner Melbourne Region and identify the need for follow up research, surveys and analysis to provide a comprehensive understanding of future trends.



→ Progress 2010-11

Strategy 9: Substantially improve the environmental performance of the Inner Melbourne Region

Action 9.2 Environmentally sustainable design – commercial buildings

IMAP Councils involved in promoting the Sustainable Design Assessment in the Planning Process (SDAPP) Programme identified the need for a sound communications strategy to advise building applicants of opportunities to include sustainable design features into their building projects.

This project involves developing Factsheets on different environmentally sustainable design aspects for both commercial and residential buildings which can be utilised by all the IMAP councils, providing for the distribution of consistent information across the inner Melbourne councils. The project brings together expertise from across the Councils and is an efficient approach to a common issue. The project highlights the benefits of working together and sharing resources.

Action 9.4

Green demonstration projects

Three separate projects have been initiated under this action.

Water Sensitive Cities: a short research project is underway to present a number of case studies on different approaches and projects using the Water Sensitive Cities approach. The report in preparation is to assist the IMAP Councils in their level of knowledge and understanding of this concept and its applicability to large development sites and precincts.

Green Roof Initiatives: The IMAP councils, in collaboration with the University of Melbourne, have sought government funding to improve knowledge on green roofs, walls and facades and create solutions for the current barriers to implementation. The project aims to deliver Victorian guidelines on green roofs, walls and facades including a how-to guide and recommendations for options to integrate rooftop and vertical greening into regulatory schemes. Feasibility studies to identify site specific solutions for priority sites across the IMAP region are also proposed. If successful, the project will contribute to reducing heat retention in urban areas as well as reducing energy consumption within buildings, increasing biodiversity and increasing visual amenity.

Distributed Energy: An energy demand mapping and opportunities study is proposed to be undertaken across the IMAP region. The study will identify the best opportunities for district energy systems; opportunities for distributed, renewable and low carbon energy generation; and district approaches to energy efficiency projects. The extent of the study undertaken is subject to the outcomes of a government funding application.



Strategy 10: Complete the regional open space network

Action 10.1 Regional open space and trail network

Work continues to combine the underlying mapping and information databases on open space available across the 4 IMAP councils. Mapping this information into one format and overlaying it with the Public Realm policy development work undertaken by some of the Councils is expected to help advance this project in 2011.

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

Actions 11.1 and 11.2 Regional tourism program

Having largely completed its actions under Strategy 11, the IMAP tourism group undertook a strategic planning exercise in 2010 to look at how best IMAP could work with the tourism industry. A redeveloped vision, in the form of a new three year Strategic Plan, was developed with an emphasis on working collaboratively to strategically develop inner Melbourne as a vibrant and welcoming destination.

During 2010-11 strong demand for IMAP's regional tourism map led to the development of a formal licensing agreement which protects the integrity of the map and allows the map to be used within the tourism, transport and hospitality sectors to further encourage visitation within inner Melbourne.



Focus 2011-12



IMAP Governance

IMAP will work to implement the projects and actions determined by the *IMAP Review* and ensure systems are in place to engage staff, and meet budgets and timeframes to complete projects on time. IMAP will continue to build on the recommendations from the *Review of IMAP Governance and Relationships* report to increase the effectiveness, improve governance and nurture the relationships that underpin IMAP.

IMAP Communications & Advocacy

- › IMAP will continue to partner with key stakeholders to deliver on key issues affecting the liveability of the inner Melbourne region.
- › IMAP will continue to build on the IMAP website and Wiki as a communication tool and document repository.
- › IMAP will communicate the status of current Actions, partnerships and successes widely to promote the benefits of regional collaboration across the Inner Melbourne Region.

During 2010-11 the IMAP Implementation Committee finalised the recommendations from the 2009-10 IMAP Plan Review by confirming the projects and Briefs to be undertaken in the following three years, appointing lead councils to oversee the work and setting in place detailed budgets for 2011/12 and indicative budgets for the following two years.

IMAP Implementation

IMAP will complete

- › **Action 6.3** Managing Conflict in Activity Centres with a final report on the testing of cumulative impact 'tools' for minimising conflicts between entertainment, commercial and residential uses.
- › **Action 3.3** Regional Parking Management by looking at options for car sharing and the economic value of car parking compared with other forms of transport
- › the initiative under **Action 7.7** Universities and Regional Development to increase awareness and information sharing across Melbourne's universities and councils through its work integrated learning project.

IMAP will continue

- › to monitor VicRoads' work on the Hoddle Street Study as part of **Action 1.4** Boulevards and major Roads
- › its programme of capital works to construct bicycle laneways linking the priority routes of the cycling network across the inner Melbourne region as part of **Action 2.5** Bicycle Network
- › to participate in the development of the Melbourne Transport Strategy Review to implement **Action 4.7** Improvements to Public Transport services
- › its advocacy role in relation to **Action 5.2** Affordable Housing by continuing to seek support for the principles underpinning the Affordable Housing Overlay, continuing dialogue with developers, and participating in the development of a Community Land Trust Manual.

- › the first stage of **Action 8.1** Priority for Freight Movement through the commissioning of research on current freight routes and priorities.
- › **Action 9.2** to communicate Environmentally Sustainable Design ideas and concepts to developers and review ESD policies.
- › **Action 9.4** Green Demonstration Projects by advancing work in the three project areas of Water Sensitive Cities, Green Roofs and Distributed Energy.
- › **Action 10.1** Regional Open Space and Trail Network to identify gaps in the network and to address these gaps from a regional perspective to ensure open space is preserved.
- › to leverage from work completed for **Action 11.1** Regional Visitor Map and **Action 11.2** Regional Tourism Program to develop new initiatives to increase exposure and visitation of the inner Melbourne region.

IMAP will commence

- › research into options for the use of space on and around roads through the public realm in Activity Centres as part of **Action 3.2** Roads as Places
- › development of best case scenarios as part of **Action 3.5** Reduced Through Traffic to determine improvements to current designs
- › a combination of research, advocacy and communication strategies to further advance our approach to **Action 5.3** Integrating public housing estates, **Action 5.4** Social infrastructure and services, and **Action 5.5** Infrastructure developments



Financial statement

Total income for the 2010/11 financial year to the Inner Melbourne Action Plan [IMAP], derived from IMAP partner Councils and IMAP map licensees was \$173,886. This includes the IMAP partner Council's agreed annual contribution of \$80,000 plus a further \$80,000 paid towards regional tourism projects undertaken by IMAP.

No Victorian government grants were received. However an internal adjustment of \$8,518 was required for the Local Area Access Programme [LAAP] funding on the Regional Greenlight Project due to a change in expected revenue.

The total expenditure for the 2010-11 financial year for professional services, website administration and sundry items relating to IMAP Actions was \$160,832.

This results in a positive balance to the IMAP account in the financial year of \$4,536.

Retained Earnings carried forward from the previous financial year as at 1 July 2010 was \$297,888. Therefore the Accumulated Surplus for the year ending 30 June 2011 was \$302,424. Most of this amount has been allocated to current and new projects approved in the 3 Year Implementation Plan in December 2010. The balance in the account is due to the timing in implementing these projects.

IMAP Financial Statement as at 30 June 2011

Actuals to 30 June 2011			
Income			\$
Annual IMAP Council Partner contributions			80,000
Other contributions			
‣ Strategy 11 - IMAP Councils Tourism Contribution	80,000		
‣ Strategy 11 - IMAP Map Annual License fee	386		
‣ Action 9.4 - IMAP Councils Distributed Energy Contribution (Stonnington)	13,500		93,886
Victorian Government Grants			
‣ Action 2.4 Regional Greenlight Project (LAAP Grant) - adjustment	(8,518)		(8,518)
Total Income			165,368
Professional Services			
‣ Action 2.4 Regional Greenlight Project - LAAP Grant repayment	32,454		
‣ Action 5.2 Affordable Housing	5,177		
‣ Action 7.7 University & Regional Development	2,400		
‣ Strategy 11 Regional Tourism	104,228		144,259
IMAP Annual Report 2009-10			5,280
IMAP Website Administration			4,440
Training & Conferences			5,900
Sundry Expenditure			953
Total Expenditure			160,832
Net Surplus for Year Ending 30 June 2011			4,536
Retained Earnings Carried Forward (2009-10)			297,888
Accumulated Surplus for Year Ending 30 June 2011			302,424

Notes: 1. The IMAP Executive Officer position was initially rotated annually with each host council paying all costs. However from 2009/10 it was agreed the position would be hosted by the City of Stonnington for a period of 3 years with all the IMAP councils contributing a quarter of the operational costs annually from 2010/11. This contribution is not indicated above.

Appendix

Statement of attendance

From 1 July 2010 to 30 June 2011

Committee member	Position	IMAP Implementation Committee Membership dates to 30 June 2011	Attendance	
			Meetings Attended	Apologies
Cr Jane Garrett	Mayor, City of Yarra	Jul 2010 - Nov 2010	Nil (0)	One (1)
Cr Alison Clarke	Mayor, City of Yarra	Dec 2010 - Jun 2011	Two (2)	Nil (0)
Cr Frank O'Connor	Mayor, City of Port Phillip	Jul 2010 - Dec 2010	One (1)	Nil (0)
Cr Rachel Powning	Mayor, City of Port Phillip	Dec 2010 - Jun 2011	Two (2)	Nil (0)
Cr Tim Smith	Mayor, City of Stonnington	Jul 2010 - Dec 2010	One (1)	Nil (0)
Cr Melina Sehr	Mayor, City of Stonnington	Dec 2010 - Jun 2011	One (1)	One (1)
Cr Peter Clarke	Chair, Future Melbourne (Planning) Committee, City of Melbourne	Jul 2010 - Jun 2011	Three (3)	Nil (0)
Ms Andi Diamond	Chief Executive Officer, City of Yarra	Jul 2010 - Jun 2011	Three (3)	Nil (0)
Ms Kay Rundle	Chief Executive Officer, City of Port Phillip	Jul 2010 - Jun 2011	Three (3)	Nil (0)
Mr Warren Roberts	Chief Executive Officer, City of Stonnington	Jul 2010 - Jun 2011	One (1)	One (1)
Ms Connie Gibbons	Acting Chief Executive Officer, City of Stonnington		One (1)	Nil (0)
Mr Geoff Lawler	Director, City Planning & Infrastructure, City of Melbourne	Jul 2010 - Jun 2011	Two (2)	Nil (0)
Mr Geoff Robinson	Acting Director, City Planning & Infrastructure, City of Melbourne		One (1)	Nil (0)

Associate Partner Representatives

Member	Department	Attendance	
		Meetings attended	Apologies
Ms Clare McArdle	Department of Planning and Community Development	Two (2)	Nil (0)
Mr Adrian Salmon	Department of Planning and Community Development	One (1)	Nil (0)
Ms Sally Semmens	Department of Transport	Nil (0)	One (1)
Mr Dean Purkis	Department of Transport	Two (2)	Nil (0)
Mr Rod Anderson	Department of Sustainability and Environment	Three (3)	Nil (0)
Mr Tony Pensabene	Department of Business and Innovation	One (1)	Two (2)
Mr Nial Finegan	VicRoads	One (1)	Nil (0)
Mr Nicholas Fisher	VicRoads (for Nial Finegan)	One (1)	Nil (0)
Mr Vince Haining	City of Maribyrnong	One (1)	Nil (0)

Progress Summary

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



Inner Melbourne

Scale & walktime

0 500m 1km 1.5km 2km

Legend

- Precincts: Shopping, dining, entertainment area
- Place of interest
- Route & Number
- End of line
- Trams
- Trains

Not all Terminus stops shown

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Contact information



www.imap.vic.gov.au

For further information, please contact:

Elissa McElroy
IMAP Executive Officer

Officer Location – City of Stonnington
Malvern Town Hall
Cnr Glenferrie Road & High Street, Malvern Vic 3144
PO Box 21 Prahran Vic 3181

Telephone: 8290 1110
Mobile: 0404 248 450
Email: emcelroy@stonnington.vic.gov.au

Work Integrated Learning Project (Action 7.7)

Alexandra Moloney
IMAP Student Placement Officer

Officer Location – City of Melbourne

Telephone: 9658 8528
Email: Alexandra.Moloney@melbourne.vic.gov.au

(Until May 2012)

Introduction

The Inner Melbourne Action Plan

Making the Inner Melbourne Region more liveable is the simple objective of IMAP, the Inner Melbourne Action Plan. IMAP works collaboratively to strengthen the liveability, attractiveness and prosperity of the region in response to the growth indicators in the Victorian Government's *Melbourne 2030* strategy. Completed actions have delivered innovative solutions, recommended changes to planning schemes, and delivered strategies based on qualitative

research and implementation of best practice practical applications. Melbourne's inner metropolitan Councils, the Cities of Melbourne, Yarra, Stonnington and Port Phillip have worked together for five years to develop and implement the IMAP, concentrating on actions that can be completed within a 10 year timeframe. IMAP works closely with a number of government departments and agencies to advocate on issues facing the

Inner Melbourne Region and foster cooperation. In 2011, IMAP extended representation on the Committee to include VicRoads, DSE and the City of Maribyrnong. IMAP is into its sixth year and will continue to deliver agreed regional outcomes with a focus on ensuring the continued development and liveability of the Inner Melbourne Region. IMAP will continue to plan and implement, influence and drive, promote and position the Inner Melbourne Region.



For a copy of the IMAP Annual Report visit www.imap.vic.gov.au

Inner Melbourne Action Plan 'IMAP' *Making Melbourne more liveable*



Annual Report Summary 2010 → 2011

For further information
please contact:

Elissa McElroy
IMAP Executive Officer

Officer Location: City of Stonnington
Malvern Town Hall, Cnr Glenferrie Road and High Street,
Malvern Vic 3144
PO Box 21 Prahran Vic 3181
Tel: 8290 1110
Mobile: 0404 248 450
Email: emcelroy@stonnington.vic.gov.au

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Inner Melbourne Action Plan
'Making Melbourne More Liveable'



Inner Melbourne Action Plan
'Making Melbourne More Liveable'



Welcome

The Inner Melbourne Action Plan (IMAP) is a successful collaboration between the cities of Melbourne, Port Phillip, Yarra and Stonnington working together on inner city regional issues. **Transport and connectedness, housing affordability, a sustainable environment and liveability** remain the key strategic directions of IMAP. The Inner Melbourne Action Plan contains 11 regional strategies and identifies 57 actions for implementation across the inner Melbourne region.

During 2010-11 the IMAP Implementation Committee completed its Plan Review and updated its 3 year Implementation

Plan. The Committee also extended its associate membership to encourage a wider view in its conversations on inner Melbourne growth issues and projects.

With the **Melbourne 2030** Strategy now under review by state government, IMAP will continue it's current projects but with the expectation that the Inner Melbourne Action Plan will require updating to reflect any changes in the government's growth planning.

In 2010-11 significant work has been done in the areas of sustainable transport, affordable housing, closer working relationships with the tertiary education sector, policy development for managing

cumulative impacts from licensing venues and sustainable environment projects. More than 50 council officers and representatives work collaboratively to deliver these outcomes.

Melbourne continues to be recognised as one of the world's most liveable cities. The IMAP seeks to build on Melbourne's assets to **help foster creativity, liveability, prosperity and sustainability** in the inner Melbourne region. IMAP will continue to collaborate with our partners, prioritize actions relating to critical issues, and influence State policy through our knowledge, expertise and advocacy.



Cr Alison Clarke
Mayor
City of Yarra



Cr Melina Sehr
Mayor
City of Stonnington



Cr Rachel Powning
Mayor
City of Port Phillip



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

Progress 2010→2011



- IMAP is monitoring VicRoad's progress on the **Hoddle Street Study**. Two partner Councils are also involved in the stakeholder consultation process on this project. [Action 1.4]
- Completion of the **Regional Greenlight pedestrian safety** project: Changes to pedestrian lights to improve accessibility and safety on 20 busy inner Melbourne road intersections was completed with the aid of the Victorian Government's 'Local Area Access Program' funding. [Action 2.4]
- Work continued on further developing the **bicycle network** throughout the IMAP region with bicycle access improved on St Kilda Road, Royal Parade, Albert Street, Cecil Street and Chapel Street. [Action 2.5]
- Promotion and installation of **car sharing** as a form of sustainable transport is being trialled and adopted throughout the IMAP region. [Action 3.3]
- In May 2011 the City of Melbourne advertised their Draft **Melbourne Transport Strategy Update** for consultation. The Strategy sets out five key directions for future transport in the inner Melbourne region. A strong emphasis on public transport and alternatives to car usage is proposed. [Action 4.7]
- The **Affordable Housing** project team arranged a meeting with developers to assess their views on adopting an Affordable Housing zoning overlay in the Victorian Planning Scheme. In addition, a report on Affordable Housing Options commissioned by the City of Port Phillip was considered by IMAP with support provided for additional research into developing Community Land Trust models. [Action 5.2]
- A project to develop planning tools to enable councils to manage the **Cumulative Impact** of planning proposals was taken a step further by City of Stonnington through the development of a Planning Scheme Amendment to restrict the number of licensed premises closing after 1.00am and placing limits on the number of patrons permitted. Following its successful exhibition and submissions of support, the Amendment is due to be lodged with the Minister of Planning for consideration. [Action 6.3]

- Stronger **Regional Development** through collaboration between tertiary education providers and Councils has been advanced through an IMAP project to support Work Integrated Learning. A facilitator has been appointed to foster the development and strengthening of networks to encourage more students in Councils. The project promotes Councils' strategic workforce planning while providing students with projects and experience in the workplace. [Action 7.7]
- IMAP approved a new project aimed at gaining a greater understanding of **commercial and freight traffic** issues and options across the IMAP region. Information on traffic movements will assist with understanding future trends and identify areas where further research is required. [Action 8.1]
- IMAP councils are collaborating to produce Factsheets on **Environmentally Sustainable Design** issues which will provide consistent information for customers across the four IMAP councils. [Action 9.2]
- Preliminary work has been undertaken on IMAP's **green demonstration projects**. An application for government funding to develop initiatives for Green Roofs, walls and facades has been successful. An information paper is in preparation on Water Sensitive Cities so that Councils can gain a better understanding on the application of this concept to large developments and precincts. A project on Distributed Energy is also being developed. [Action 9.4]
- IMAP has continued work to bring together the maps and databases from the four partner councils to develop a mapping base for the **Regional Open Space and Trail Network** project. The project aims to overlay work undertaken on the Public Realm to create a picture of the network and future development options. [Action 10.1]
- In the first year of IMAP's latest 3 year **Regional Tourism** promotion strategy for inner Melbourne, a licensing agreement has been developed to assist in the wider distribution of the IMAP tourist map. Distribution of this popular tourist map has continued in 2010-11. [Action 11.1 and 11.2]



Future Focus

During 2010-2011 the IMAP Implementation Committee adopted the next 3 year Implementation Plan following a comprehensive review of the strategies and actions contained in the Inner Melbourne Action Plan.

A number of new projects were prioritised. The IMAP Implementation Committee requested increased project contributions from the four partner councils in 2011-2012 to ensure all new projects can progress.

New projects will be undertaking innovative research on a range of issues such as: priority freight routes, water sensitive cities, green roofs, distributed energy, environmentally sustainable design, reducing through traffic in activity centres, improving access to public transport, and provision of infrastructure and services for public housing.