

## Agenda

### Inner Melbourne Action Plan Implementation Committee

Meeting No 23

**8.00 am – 10.00 am Friday 26 August 2011**

City of Melbourne

***Town Hall Administration Building – Council Meeting Room [Level 2]***

<b>Committee Members</b>	<p>Cr Ken Ong – Chair Future Melbourne (Planning) Committee, City of Melbourne (Chair)</p> <p>Cr Alison Clarke – Mayor, City of Yarra</p> <p>Cr Rachel Powning – Mayor, City of Port Phillip</p> <p>Cr Melina Sehr - Mayor, City of Stonnington</p> <p>Dr Andi Diamond – Chief Executive Officer, City of Yarra</p> <p>Ms Kay Rundle – Chief Executive Officer, City of Port Phillip</p> <p>Mr Warren Roberts – Chief Executive Officer, City of Stonnington</p> <p>Mr Geoff Lawler– Director City Planning &amp; Infrastructure, City of Melbourne</p>
<b>Associate Partner Representatives</b>	<p>Mr Adrian Salmon - Assistant Director Statutory Approvals State Planning Services DPCD</p> <p>Mr Dean Purkis – Director Central City, Department of Transport</p> <p>Mr Tony Pensabene – Director Policy &amp; Research, Policy &amp; Coordination, DBI</p> <p>Mr Rod Anderson – Manager Adaptable Communities, Statewide Services, DSE</p> <p>Mr Nial Finegan- Director NW Region, VicRoads</p> <p>Cr Sarah Carter - Mayor, City of Maribyrnong</p> <p>Mr Vince Haining – CEO City of Maribyrnong</p>
<b>IMAP</b>	<p>Elissa McElroy – IMAP Executive Officer</p> <p>Alexandra Moloney, IMAP Student Placement Officer [Action 7.7]</p>
<b>Guests</b>	<p><b>Guests:</b></p> <p>Clem Newton-Brown, State Member for Prahran</p> <p>Cr Claude Ullin, City of Stonnington</p> <p>Haig Poulson, Principal Engineer traffic Engineering, City of Melbourne [Action 2.5]</p> <p>Andrew Cron, Senior Coordinator Traffic Engineering, City of Melbourne [Action 2.5]</p> <p>Austin Ley, Manager City Research, City of Melbourne [Action 7.7]</p> <p>Jan Jacklin, Manager Economic and Cultural Development, City of Stonnington [Action 11]</p> <p>Michelle Dawson, Tourism and Marketing Officer, City of Yarra [Action 11]</p> <p>Debra Howe, Economic Development Coordinator, City of Port Phillip [Action 11]</p> <p>Hedley Imbert, Industry Partnerships Manager, City of Melbourne [Action 11]</p> <p>Krista Milne, Manager Sustainability, City of Melbourne [Action 9.4]</p> <p>Gail Hall, Project Coordinator Urban Landscapes, City of Melbourne [Action 9.4]</p> <p>Adam Zaborszczyk, Greenhouse Policy Coordinator City of Melbourne [Action 9.4]</p> <p><b>Champions:</b></p> <p>Vivien Williamson, Acting Director City Development, City of Yarra</p> <p>Katrina Terjung, Acting Manager City Strategy, City of Port Phillip</p> <p>Melissa Rathje, Acting Coordinator Corporate &amp; Community Planning, City of Stonnington</p> <p>Geoff Robinson, Manager Engineering Services, City of Melbourne</p>

#### PRELIMINARIES

Item	Time Alloc.	Agenda Topic	Responsibility
1.	1 min <i>Commence 8am</i>	Appointment of Chair – Cr Ken Ong	Chair

2	1 min	<b>Apologies</b>	Chair
3.	1 min	<b>Suspension of City of Melbourne's Local Law No. 1 Conduct of Meetings (No 1 of 2001)</b> <u>Recommendation</u> 3.1 That pursuant to Division 6, clause 14 of the Melbourne City Council's Conduct of Meetings Local Law 2001, the provisions of the Local Law be suspended for the duration of the meeting of the Inner Melbourne Action Plan Implementation Committee.	Chair
4.	1 min	<b>Members Interest</b> Disclosure by members of any conflict of interest in accordance with s.79 of the Act.	Chair

#### ITEMS

5.	2 mins	<b>Introductions</b> New Associate member representatives on the Committee: - Mayor and CEO from City of Maribyrnong	Chair
6.	2 mins	<b>Confirmation of Minutes (Attachment 1)</b> <u>Recommendation</u> 6.1 That the IMAP Implementation Committee resolves to <b>confirm</b> the minutes of the IMAP Implementation Committee No. 22 held on 27 May 2011  6.2 That the IMAP Implementation Committee resolves to <b>confirm</b> the minutes of the IMAP Executive Forum No. 11 held on 16 August 2011	Chair
7.	2 mins	<b>Ratifying Business from Last Meeting (Attachment 2)</b> The following matters were approved electronically following the last meeting and require ratification:  <u>Item 13 Greenlight Project final report</u> <u>Recommendation</u> 7.1 That the IMAP Implementation Committee resolves to: <ul style="list-style-type: none"> <li>• Approach VicRoads to make the Late Introduction of the Greenman treatment type standard</li> <li>• Consider Auto Introduction in the international context including expected benefits, and revisit analysis</li> <li>• Approach VicRoads to make the Increased Clearance Time standard</li> <li>• Request VicRoads to balance pedestrian wait times and provide regular crossing opportunities [PUFFINS].</li> <li>• Note the final report on Action 2.4 and extend the Committee's thanks to the project team.</li> </ul> <u>Item 15 Action 8.1 Priority for freight movement report</u> <u>Recommendation</u> 7.2 That the IMAP Implementation Committee resolves to <b>approve</b> the Consultant Brief for Action 8.1 and confirm the budget of \$20K for this work to be undertaken in the 2011/12 financial year.	Chair

8.	5 mins	<p><b>Business Arising</b> (<a href="#">Attachment 3</a>)</p> <p><u>Recommendation</u></p> <p>8.1 That the IMAP Implementation Committee resolves to <b>note</b> the actions undertaken in response to business arising from previous minutes.</p> <p><u>Correspondence:</u></p> <p><b>Inwards</b></p> <p>3a Letter from Premier of Victoria, the Hon Ted Baillieu  3b Letter from the Hon Peter Walsh, Minister for Water  3c Letter from Hon Wendy Lovell, Minister for Housing to Mayor CoPP  3d Letter from J Bolitho, Chair, Road Safe Inner Melbourne  3e Letter from V Haining CEO City of Maribyrnong – membership confirmation  3f Media release from Hon Matthew Guy – Appointment P.Clarke to VicUrban  3g Email correspondence from University of Western Sydney regarding Community Land Trust research</p> <p><b>Outwards</b></p> <p>3h Letter to Hon Wendy Lovell Minister for Housing from Mayor CoPP  3i Letter of thanks to C McArdle</p>	Executive Officer
9.	5 mins	<p><b>Financial Report</b> (<a href="#">Attachment 4</a>)</p> <p><u>Recommendation</u></p> <p>9.1 That the IMAP Implementation Committee resolves to <b>receive</b> the IMAP Financial Report for the year ending 30 June 2011.</p>	Executive Officer
10.	5 mins	<p><b>Progress Report</b> (<a href="#">Attachment 5</a>)</p> <p><u>Recommendation</u></p> <p>10.1 That the IMAP Implementation Committee resolves to <b>note</b> the IMAP Progress Report for August 2011.</p>	Executive Officer
11.	15 mins	<p><b>IMAP Communication and Governance</b> (<a href="#">Attachment 6</a>)</p> <p><u>Recommendation</u></p> <p>11.1 That the IMAP Implementation Committee resolves to:</p> <ul style="list-style-type: none"> <li>a. <b>Note</b> this Communications and Governance Briefing Paper and approve the meeting dates of the IMAP Implementation Committee for 2012</li> <li>b. <b>Approve</b> the proposed changes to the IMAP Operational Protocol to ensure a quorum and majority vote can be achieved.</li> <li>c. <b>Approve</b> the Draft IMAP Annual Report for the 2010-11 Financial year.</li> </ul>	Executive Officer
12.	15 mins	<p><b>Action 2.5 Bicycle Network</b> (<a href="#">Attachment 7</a>)</p> <p><u>Recommendation</u></p> <p>12.1 That the IMAP Implementation Committee resolves to <b>note</b> the Action 2.5 Progress Report.</p>	Haig Poulson, CoM Andrew Cron, CoM
13.	15 mins	<p><b>Action 7.7 Universities and Regional Development</b> (<a href="#">Attachment 8</a>)</p> <p><u>Recommendation</u></p> <p>13.1 That the IMAP Implementation Committee resolves to:</p> <ul style="list-style-type: none"> <li>a. proceed with 'Project Area 1 – PROMOTE WIL – Create Awareness' and 'Project Area 2 – STRENGTHEN WIL – Make It Easier'.</li> <li>b. proceed with 'Project Area 3 – FACILITATE WIL – Broker Relationships', however careful consideration is required from each council to confirm actions given potential impact of time on frontline management.</li> </ul>	Austin Ley, CoM Alexandra Moloney, IMAP

14.	10 mins	<b>Action 9.4 Green Demonstration Projects: Green Roof Project</b> <u>(Attachment 9)</u>  <u>Recommendation</u> 14.1 That the IMAP Implementation Committee <b>note</b> the award of grant money and <b>confirm</b> the allocation of budget across the four councils.	Gail Hall, CoM
15.	10 mins	<b>Action 9.4 Green Demonstration Projects: Distributed Energy Project</b> <u>(Attachment 10)</u>  <u>Recommendation</u> 15.1 That the IMAP Implementation Committee: <ul style="list-style-type: none"> <li>a. <b>note</b> the information contained in the report.</li> <li>b. <b>approve</b> the attached Project Brief and confirm expenditure of \$100,000 for the 2010/11 and 2011/12 Financial years as indicated in paragraph 9 of the report.</li> </ul>	Adam Zaborszczyk, CoM
16.	15 mins	<b>Action 11 Regional Tourism</b> <u>(Attachment 11)</u> <u>Recommendation</u> 16.1 That the IMAP Implementation Committee <b>receives</b> the IMAP Tourism Working Group progress Report 2010-11 and <b>endorses</b> the project outcomes and expenditure in Year 1.  16.2 That the IMAP Implementation Committee: <ul style="list-style-type: none"> <li><b>receives and approves</b> the Tourism Working Group 2011-2012 Action Plan (Year 2); and</li> <li><b>approves</b> the proposed project budget allocations in the Tourism Working Group 2011-2012 Action Plan (Year 2)</li> </ul>	Jan Jacklin, CoS

## CONFIDENTIAL ITEMS

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

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

17.	1 min	<b>Confirmation of Confidential Minutes</b> <u>(Attachment 12)</u> of the IMAP Implementation Committee No 21 held on 11 March 2011	Chair
18.	1 min	<b>Ratification of Items Approved Electronically</b> <u>(Attachment 12)</u>  Strategy 11 Inner Melbourne Map License - Carrington Publishing Group	Chair

## OTHER BUSINESS

19.	1 min	<b>Close</b>  <b>Next Meeting</b> Friday 18 November 2011 (8.00am) City of Stonnington	Chair
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## ATTACHMENTS

Item No	Attachment No	Attachment Topic
6.	Attachment 1 Attachment 1a	DRAFT Minutes of IMAP Implementation Committee No. 22 (27 May 2011) DRAFT Minutes of Executive Forum Meeting No. 11 (16 August 2011)
7	Attachment 2 Attachment 2a	Action 2.4 Greenlight Report Action 8.1 Priority for Freight Movement - Progress Report
8.	Attachment 3  Attachment 3a Attachment 3b Attachment 3c Attachment 3d Attachment 3e Attachment 3f Attachment 3g  Attachment 3h Attachment 3i	Business Arising <b>Inwards</b> 3a Letter from Premier of Victoria, the Hon Ted Baillieu 3b Letter from the Hon Peter Walsh, Minister for Water 3c Letter from Hon Wendy Lovell, Minister for Housing <b>to Mayor CoPP</b> 3d Letter from J Bolitho, Chair, Road Safe Inner Melbourne 3e Letter from V Haining CEO City of Maribyrnong – membership confirmation 3f Media release from Hon Matthew Guy – Appointment P.Clarke to VicUrban 3g Letter from University of Western Sydney regarding CLT research <b>Outwards</b> 3h Letter to Hon Wendy Lovell Minister for Housing <b>from Mayor CoPP</b> 3i Letter of thanks to C McArdle
9	Attachment 4 Attachment 4a	Financial Report for the Year ended 30 June 2011 Detailed Financial report
10.	Attachment 5	IMAP Progress Report August 2011
11.	Attachment 6 Attachment 6a Attachment 6b Attachment 6c	IMAP Communications and Governance and IMAP Meetings Schedule 2012 IMAP Operational Protocol 2010-11 IMAP Annual Report – DRAFT 2010-11 IMAP Annual Report Summary– DRAFT
12.	Attachment 7	Action 2.5 Bicycle Network Progress Report and Map
13.	Attachment 8	Action 7.7 Universities and Regional Development Progress Report
14.	Attachment 9	Action 9.4 Green Demonstration Projects – Green Roof project Progress Report
15.	Attachment 10	Action 9.4 Green Demonstration Projects – Distributed Energy Progress Report
16.	Attachment 11 Attachment 11a	Action 11 Regional Tourism Program Strategic Plan – Year 1 outcomes Regional Tourism Program Strategic Plan – Year 2 outcomes
17.	Attachment 12	Minutes of the IMAP Implementation Committee No 21 held on 11 March – <b>Confidential</b>
18.	Attachment 12	Inner Melbourne Map License to Carrington Publishing – <b>Confidential</b>



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



## **DRAFT Minutes**

### **Inner Melbourne Action Plan Implementation Committee**

**Meeting No 22**

**8.00 am – 10.00 am Friday 27 May 2011**

**City of Yarra**

**Richmond Town Hall – Meeting Room 1**

<b>Attendees</b>	Cr Alison Clarke – Mayor, City of Yarra (Chair) Cr Rachel Powning – Mayor, City of Port Phillip Cr Peter Clarke – Chair Future Melbourne (Planning) Committee, City of Melbourne Dr Andi Diamond – Chief Executive Officer, City of Yarra Ms Kay Rundle – Chief Executive Officer, City of Port Phillip Mr Geoff Lawler – Director City Planning & Infrastructure, City of Melbourne
<b>Associate Partner Representatives</b>	Mr Adrian Salmon - Assistant Director Statutory Approvals State Planning Services DPCD Mr Dean Purkis – Director Central City, Department of Transport Mr Rod Anderson – Manager Adaptable Communities, Statewide Services, DSE Mr Nicholas Fisher - Manager Program Development, VicRoads <i>for Nial Finegan</i>
<b>IMAP</b>	Elissa McElroy – IMAP Executive Officer
<b>Guests</b>	Michel Masson, Chief Executive Officer, KDR /Yarra Trams Florence Forzy-Raffard, Director Corporate Affairs, Yarra Trams Agnelo Duarte, Project Director - Hoddle Street Study, VicRoads Nikit Nain, Program Officer, Sustainable Transport Programs Branch, Department of Transport Neil Hutchinson, Program Manager, Sustainable Transport Program, Department of Transport David Mayes, Manager Strategic Planning, City of Melbourne Steve Scott, Place Manager Port Melbourne, City of Port Phillip Stuart Draffin, General Mgr Planning & Development, City of Stonnington <i>(for Warren Roberts)</i> Cr Claude Ullin, City of Stonnington <i>(for Cr Melina Sehr)</i> Vince Haining, CEO, City of Maribyrnong Vivien Williamson, Acting Director City Development, City of Yarra John Bartels, Sustainable Transport Coordinator, City of Port Phillip Alexandra Moloney, Student Placement Officer, IMAP

### **PRELIMINARIES**

<b>1.</b>	<b>Appointment of Chair – Cr Alison Clarke</b>  1.1 That the IMAP Implementation Committee resolves to <b>appoint</b> Cr A Clarke as the Chair of the meeting.  <b>MOVED Cr P CLARKE/ Cr Powning</b> <b>A vote was taken and the MOTION was CARRIED</b>
<b>2</b>	<b>Apologies</b>  2.1 That the IMAP Implementation Committee resolve to <b>note</b> the following apologies:

	<p>Mr Warren Roberts – Chief Executive Officer, City of Stonnington  Cr Melina Sehr - Mayor, City of Stonnington  Nial Finegan - Director NW Region, VicRoads  Tony Pensabene, DBI</p> <p><b>MOVED Cr P CLARKE/ Cr A Clarke</b>  <b>A vote was taken and the MOTION was CARRIED</b></p>
3.	<p><b>Suspension of City of Melbourne's Local Law No. 1  Conduct of Meetings (No 1 of 2001)</b></p> <p>3.1 That pursuant to Division 6, clause 14 of the Melbourne City Council's Conduct of Meetings Local Law 2001, the provisions of the Local Law be <b>suspended</b> for the duration of the meeting of the Inner Melbourne Action Plan Implementation Committee.</p> <p><b>MOVED Cr P CLARKE/ Cr Powning</b>  <b>A vote was taken and the MOTION was CARRIED</b></p>
4.	<p><b>Members Interest</b></p> <p>Disclosure by members of any conflict of interest in accordance with s.79 of the Act. - None</p>

## ITEMS

5.	<p><b>Introductions</b></p> <p>The Chair welcomed everyone to the meeting. Introductions were made around the table. The Chair welcomed Adrian Salmon as the new associate member from DPCD replacing Clare McArdle. The Committee noted their thanks to Clare McArdle for her attendance at the Committee from February 2009.</p> <p><i>Action: Executive Officer to convey the Committee's thanks to Clare McArdle</i></p>
6.	<p><b>Confirmation of Minutes</b></p> <p>6.1 That the IMAP Implementation Committee resolves to <b>confirm</b> the minutes of the IMAP Executive Forum No. 10 held on 7 March 2011.</p> <p>6.2 That the IMAP Implementation Committee resolves to <b>confirm</b> the minutes of the IMAP Implementation Committee No. 21 held on 11 March 2011</p> <p><b>MOVED Cr P CLARKE/ Cr Powning</b>  <b>A vote was taken and the MOTION was CARRIED</b></p> <p><u>Matters Arising from the Minutes:</u>  The Chair noted that, in response to IMAP's request at the last meeting (item 13 of the Minutes), the City of Port Phillip had written to all Councils regarding the Affordable Housing development models. She noted that a financial contribution had been requested towards the cost of additional research into Community Land Trusts. She advised that CoY felt the matter did not fit within their strategic directions. Ms Rundle advised what funds had already been received towards this project. Mr Lawler suggested that a contribution from the IMAP Councils may be appropriate since IMAP's affordable housing strategy related to this request, and suggested a sum of \$10,000. This received general approval.</p> <p>6.3 That the IMAP Implementation Committee resolved to pledge the sum of \$10,000 (excl GST) towards the development of a manual for Community Land Trusts as outlined in the report presented at the meeting of 11 March 2011.</p> <p><b>MOVED Cr P CLARKE/ Mr Lawler</b>  <b>A vote was taken and the MOTION was CARRIED</b></p> <p><i>Action: Executive Officer to advise CoPP of funding pledge for CLT research</i></p>

7.	<p><b>Business Arising</b></p> <p><u>Discussion</u>  The Executive Officer noted that the list of IMAP items for discussion with ministers had not been progressed while individual Councils were meeting with Ministers. Ms Rundle asked that the Executive Officer schedule meetings with the Ministers sooner rather than later in the year. Cr P Clarke felt the key issues were, in order of importance:</p> <ol style="list-style-type: none"> <li>1. Capacity to deal with <u>transport</u> issues</li> <li>2. The IMAP councils collective view/priority on <u>housing</u> issues</li> <li>3. <u>Planning</u> – and its associated issues</li> </ol> <p>The Executive Officer advised she would progress this with the Executive Forum in the next month.</p> <p>Cr P Clarke noted the attendance of the CEO from Maribyrnong and welcomed Vince Haining to the meeting. He advised that the CoM in particular were keen to see Maribyrnong join with IMAP informally and, where there were joint issues, welcomed that these could be picked up now by the wider group. Mr Haining voiced his thanks, noting his council's traditional view was to the west but that they were now faced with having to address the urban growth issues being dealt with by the inner Melbourne councils.</p> <p>7.1 That the IMAP Implementation Committee resolves to <b>note</b> the actions undertaken in response to business arising from previous minutes.</p> <p><u>Correspondence:</u>  <b>Inwards</b>  2a Letter from M Masson Yarra Trams - accepting invitation to IMAP  2b Email from V Haining CEO City of Maribyrnong - update on membership  <b>Outwards</b>  2c Letter to Cr Carter, Mayor, City of Maribyrnong - Associate members invite  2d Letter to S Semmens – Thanks for Associate membership input</p> <p><b>MOVED Cr A CLARKE/ Mr Lawler</b>  <b>A vote was taken and the MOTION was CARRIED</b></p> <p><i>Action : Executive Officer to determine agenda for Ministers with Executive Forum and progress Ministerial meetings</i></p>
8.	<p><b>Financial Report</b></p> <p>8.1 That the IMAP Implementation Committee resolves to <b>receive</b> the IMAP Financial Report for the 9 months to 31 March 2011.</p> <p><b>MOVED Cr P CLARKE/ Dr Diamond</b>  <b>A vote was taken and the MOTION was CARRIED</b></p>
9.	<p><b>Progress Report</b></p> <p>9.1 That the IMAP Implementation Committee resolves to <b>note</b> the IMAP Progress Report for May 2010.</p> <p><b>MOVED Cr P CLARKE/ Cr Powning</b>  <b>A vote was taken and the MOTION was CARRIED</b></p>
10.	<p><b>IMAP Communication and Governance</b></p> <p><u>Discussion:</u>  The Executive Officer drew attention to the proposed changes to the Terms of Reference, to provide more certainty for quorums and votes, advising that members often did not have a person Acting in their position unless they were on leave, and most Councils did not appoint deputies to these positions. She proposed that a nominated delegate with voting rights be appointed to stand in if the member was absent and suggested that the former Mayor may be the appropriate person.  Ms Rundle felt it was important that the Committee not be watered down as its strength was the senior representatives of the Councils that were present. The Executive Officer suggested the number of nominated delegates at one meeting could be limited.  Cr Ullin advised that Stonnington's protocol was that the former Mayor stands in for the Mayor – noting also</p>



that he and Stuart Draffin were representing CoS at this meeting as observers but that neither could vote as they were not appointed to act.  
Cr P Clarke felt it was appropriate to proffer the idea to Councils that the previous Mayor be appointed and that the matter should be advanced without waiting for the next meeting.

10.1 That the IMAP Implementation Committee resolves to:

- a. **note** this Communications and Governance Briefing Paper
- b. write to the IMAP Councils seeking the appointment of a nominated delegate to the IMAP Committee to stand in for the elected representative on the IMAP Committee, with the suggestion that the previous Mayor take up this role.

**MOVED Cr P CLARKE/ Cr Powning**

**A vote was taken and the MOTION was CARRIED**

*Action: Executive Officer to write to the IMAP Councils to request a nominated delegate to the Committee.*

11.

**Regional Transport:** Presentation by Yarra Trams [YT] Chief Executive Officer, Michel Masson. The Chair welcomed Michel Masson and Florence Forzy to the meeting.

Some key points:

- YT carry 35% of all public transport passengers
- YT represent 1.5% of vehicles in moving peak traffic & carry 50% of people
- Trains only carry 20% more
- YT has an important role to play, a 15 year franchise linked to key performance indicators
- Priorities:
  - back to basics – future planning;
  - safety – zero harm [Rhino advertising campaign]
  - continuous improvement - think like a passenger.
- Exceeded service delivery targets
- Good feedback received on Route maps inside trams
- 27 lines/89 displays – clarity and intuitiveness required
- Will take 50 years to renew the network at the current rate
- YT increasing the current rate of fixing trams by 44%
- System not designed for low flow trams – rigid track is not designed for current trams – need to identify what needs to be done to keep the system moving.
- Biggest tram network in the world – and the slowest
- 70% of time is spent stopped at signals.
- For every 1% improvement in speed at a traffic light, 7 more tram trips can be added to the network.
- Segregation of tracks – issues with traffic doing U turns in front of trams.
- 20% of collisions between cars and trams is with taxis.
- With a 4% increase in patronage, number of trams is not enough
- Optimisation of Stops: Route 96 targeted, has the largest patronage
- New rolling stock
- High traffic priority – look at the best that can be done with existing assets, concentrate on St Kilda route.
- Trains and Trams combined are the 2<sup>nd</sup> biggest electricity users in Victoria – looking for new capacity for renewable energy.
- A 5c increase in fares would enable YT to be fully carbon neutral.

Discussion

**Re strategic planning in Southbank:** Mr Masson advised the data would be of use to enable YT to undertake better planning, CEO happy to put the best heads of network development together and make them available to the CoM to help refine their approach. Each line may require a different approach. First will find out what the Council wants to achieve.

Ms Forzy noted that the Melbourne Transport Strategy has incorporated YTs input already.

**Is it possible to have energy fed back into the grid?** Advised strategy to recycle energy is already in place.

**Track replacement and renewal – is there an accelerated Program where IMAP can integrate with YT?** Mr Masson advised YT has a strategy of deployment and a cascading plan to introduce new trams. Noted tram types 21 and 22 are no longer fit for the future operations. Happy to engage with Council's planning with urbanisation developments. Can maximise projects together so disruption is minimised.

**Are there areas where trams could be removed & replaced? E.g. Chapel Street.** Mr Masson advised that before trams were removed, YT would try to optimise the equipment and work with Councils to see what they can achieve, & determine the best mode of transport. He noted that some streets in Paris have no cars, just "beautiful trams", which is very successful. He advised that his company is used to multi transport modes, has always looked at integrated transport networks. Now with one Minister holding 2 responsibilities [transport and public transport] in addition to the Integrated Transport Act, the modes are not versus each other – the challenge is to look at how to make the most of the modes to service the community – Melbourne has trams and buses and both are full; both service the needs of the customer.

**Mid block trams stops - is this a new model?** Mr Masson noted VicRoads has gone some way towards optimising flows but is not there yet with tram stops in terms of suitability to passengers. He welcomes the opportunity to work with CoM and DoT to determine the best solution. If the tram can trigger the green light only when it is there – that is the best solution. The rest of the time, other modes can trigger the light. Ms Forzy noted research tells them the location of the stop mid block makes no difference to route timing. Mr Masson advised trams need dynamic traffic priority – not necessarily green lights. The tram only needs the priority during the 10 seconds that it is there.

The Chair thanked Mr Masson and Ms Forzy for the presentation to the Committee. They left the meeting.

## 12. **Action 1.4 Boulevards and Major Roads – Hoddle Street Study**

Vic Roads Project Director, Mr Agnelo Duarte reviewed some of the issues that had been raised through the consultation on the Hoddle Street Study and research on traffic flows/movements through a PowerPoint presentation.

### Key Points

- 246 bus service runs every 10 mins
- Connectivity at Richmond station for tram, rail, bus and Johnson street
- Very poor pedestrian environment – narrow, constricted
- Challenge to make bike operation better
- Bottlenecks at Swan/Brunton and Easter-Victoria.
- 90,000 vehicles per day
- 8 peak hours
- Half the average network speed – 12-17km/h (cf.30-40km/h in rest of network)
- *Collected data to understand movements/patronage. Little information on private transport, undertook origin/destination survey*
- 20% vehicle traffic is local – starts or ends within 400m of H Street. A lot travel in E to W direction with H Street serving a temporary access function.
- N-S bypass movement – many wanting to be in the City, 16% go into the Southbank area.
- Is this a CBD problem or some other problem? –there is no other way of accessing areas to the S or N of the CBD
- Bridge Road - carries more people by tram than all other vehicles [2200p/day c.f. 1600]
- Victoria Pde – has equal numbers on public transport c.f. vehicles
- Significant movement of people in DART buses
- Land use diverse, heritage precincts – a barrier to connecting communities.
- Crashes data reflect congestion issues – rear end crashes make up 41%

**Kay Rundle** left the meeting at **9.25am**.

- Study held 90 meetings with important stakeholders, and engaged social media.
- 36% of responses raised social issues relating to sense of place. Study would ignore this at its peril, needs to be part of the solution.
- Came up with 9 concepts: [A,B and C are on the table]

	<ul style="list-style-type: none"> <li>• <b>A</b> 24/7 Bus lanes from E Freeway to Victoria</li> <li>• <b>B and C</b> Better priority for DART buses/rapid bus transit – considered elevated bus lane/tunnel</li> <li>• <b>D</b> Grade separations – found they don't work, limited benefit, less feasible</li> <li>• <b>E, F and G</b> Joined up separation – putting through traffic movements down under H Street would rip heart out of H Street. Very complex. Some solutions had benefits – if lower Hoddle Street could reclaim the space above. Solutions not recommended. Too hard on the community. No help for E – W movement.</li> <li>• <b>H</b> Takes out 25% bypass traffic with a tunnel. By reclaiming the space, could put bike lanes, dedicated bus lanes and space in for local car traffic.</li> <li>• <b>I</b> Tidal flow – shift traffic around on current asset – couldn't find any advantages.</li> </ul> <ul style="list-style-type: none"> <li>• Doncaster Rail Study - announced changes to the study. If mass transit exists at the top end, it changes the nature of the problem and can't make decisions.</li> <li>• 3 bus options considered. Boulevard Bypass and Bus Way option – latter gave the best ability to deal with the social, transport and land use options.</li> </ul> <p>Mr Duarte noted the findings would be going into a public report.</p> <p>As the Committee was out of time for questions, they extended their thanks and asked that the Executive Officer circulate the Power point presentation to Committee members. Mr Duarte left the meeting</p> <p><i>Action: Executive Officer to circulate Hoddle Street Study PowerPoint presentation to Committee members for information and questions</i></p>
13.	<p><b>Action 2.4 Greenlight Project – Final Report</b></p> <p>The Chair introduced Mr Nikit Nain, DoT Program Officer and Mr Hutchinson from DoT. Mr Nain provided a short PowerPoint presentation, noting that the study comprised state of the art research so there has been little to benchmark against.</p> <p><u>Key Points</u></p> <ul style="list-style-type: none"> <li>• Where there is substantial activity abutting the road, we need more of these treatments</li> <li>• VicRoads has assigned priority to routes – the study shows we need introduction of green man treatment in areas of pedestrian priority</li> <li>• Should try to make this type of work standard to VicRoads at new sites and try to retrofit more sites</li> <li>• Need to share findings to promote this application more widely.</li> </ul> <p><u>Discussion</u></p> <p><b>Why wouldn't you have greenman light priority at most intersections?</b> Nicholas Fisher advised that at some intersections all modes want priority, and operating plans need to assign priority where it becomes complex. G Lawler noted that not all intersections are complex.</p> <p><b>Andi Diamond</b> left the meeting at <b>9.55am</b> [Quorum lost]</p> <p>The remaining Committee members supported the recommendations on the PowerPoint slide, suggesting some changes to the first recommendation as follows: "Approach VicRoads to make the Pedestrian Early Start treatment type standard, <del>for existing and proposed sites, in all areas of pedestrian priority</del>."</p> <p>13.1 That the IMAP Implementation Committee resolves to:</p> <ul style="list-style-type: none"> <li>• Approach VicRoads to make the Pedestrian Early Start treatment type standard</li> <li>• Consider Auto Introduction in the international context including expected benefits and revisit analysis</li> <li>• Approach Vic Roads to make the Increased Clearance Time standard</li> <li>• Request VicRoads to balance pedestrian wait times and provide regular crossing opportunities [PUFFINs].</li> <li>• Note the final report on Action 2.4 and extend the Committee's thanks to the project team.</li> </ul> <p><b>Moved Cr P CLARKE / G Lawler</b>  <b>Resolution to be held over for majority approval.</b></p> <p><i>Action: Executive Officer to refer recommendation to the IMAP Implementation Committee for resolution. Evaluation Report by Booz &amp; Associates to be followed up.</i></p>

	<p><b>Cr Peter Clarke</b> left the meeting at <b>9.58am</b>, advising he was familiar with the next presentation.</p> <p>The Executive Officer advised that the remaining items could be heard and any questions taken. Any approvals required could be obtained electronically. The Confidential Items on the Agenda were for ratification only and could be deferred to the next meeting.</p>
14.	<p><b>Action 4.7 Improvements to Public Transport services</b></p> <p>Presentation by David Mayes, Manager Strategic Planning CoM on the Transport Strategy Update 2011 Refer: <a href="http://www.melbourne.vic.gov.au/AboutCouncil/PlansandPublications/strategies/Pages/transportstrategy.aspx">http://www.melbourne.vic.gov.au/AboutCouncil/PlansandPublications/strategies/Pages/transportstrategy.aspx</a></p> <p>Mr Mayes provided a PowerPoint presentation. He identified expected growth projections through central city jobs and residential growth and noted those areas which had been identified to accommodate growth (having quarantined heritage and established residential areas). He noted site by site redevelopments will change density levels. The Strategy had identified the wholesale changes expected over various precincts, noting the importance of jobs associated with urban renewal.</p> <p><b>Dean Purkis</b> left the meeting at <b>10.00am</b>.</p> <p>The Key Directions were summarised as follows:</p> <ul style="list-style-type: none"> <li>• Improving the service provided by public transport [PT] to support expansion, growth and intensification and preference trends for PT over driving</li> <li>• Links into VicRoads Network Operating Plan. High priority for pedestrians and PT. Important focus.</li> <li>• Pedestrian friendly and Public Transport friendly street – strategy is twining the two together. Optimise speed and frequency of PT. Look at good examples of design e.g CoPP has developed some good interchange examples between tram stops and walking areas. The Walking City is to be optimised. Strategy recognises a high pedestrian priority.</li> <li>• Cycling City – IMAP has a strong focus to get cyclists to the City – but it is important to be safe within the CBD.</li> </ul> <p>It was noted that the Strategy is currently released for public consultation. The Chair thanked Mr Mayes for attending to provide this update.</p>
15.	<p><b>Action 8.1 Priority for Freight Movement</b></p> <p>Steve Scott, Place Manager Port Melbourne, CoPP attended for this item. He briefly summarised the report. He noted the budgeted amount for 2011/12 would go towards compiling this report as the first phase of this project.</p> <p>The Executive Officer noted that the recommendation would be referred to the Committee electronically for approval so this project could proceed in the new financial year.</p> <p><u>Recommendation</u></p> <p>15.1 That the IMAP Implementation Committee resolves to <b>approve</b> the Consultant Brief for Action 8.1 and confirm the budget of \$20K for this work to be undertaken in the 2011/12 financial year.</p> <p><i>Action: Executive Officer to refer recommendation to the IMAP Implementation Committee for resolution.</i></p>
16.	<p><b>Confidential items</b> – referred to the next IMAP Implementation Committee meeting</p>

## OTHER BUSINESS

17.	<p><b>Other Business</b></p> <p>Cr Ullin advised that the City of Stonnington was having issues over drainage water as a result of the recent flooding and were currently in discussions with Melbourne Water. He asked whether these concerns were widespread across the IMAP Councils and whether it would be of value to invite Mr Chesterfield from Melbourne Water to the next meeting to discuss the regional perspective. Cr Powning supported the proposal.</p> <p><i>Action: Executive Officer to follow up invite to Mr Chesterfield, Melbourne Water to the August IMAP Committee meeting.</i></p>
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<b>18.</b>	<p><b>Close</b> Meeting closed at 10.15am</p> <p><b>Next Meeting</b> Friday 26<sup>th</sup> August 2011 (8.00am) City of Melbourne</p>
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## RESOLUTIONS

1.1	That the IMAP Implementation Committee resolves to <b>appoint</b> Cr A Clarke as the Chair of the meeting.
2.1	That the IMAP Implementation Committee resolve to <b>note</b> the following apologies: Mr Warren Roberts – Chief Executive Officer, City of Stonnington Cr Melina Sehr - Mayor, City of Stonnington Nial Finegan - Director NW Region, VicRoads Tony Pensabene, DBI
3.1	That pursuant to Division 6, clause 14 of the Melbourne City Council's Conduct of Meetings Local Law 2001, the provisions of the Local Law be <b>suspended</b> for the duration of the meeting of the Inner Melbourne Action Plan Implementation Committee.
6.1	That the IMAP Implementation Committee resolves to <b>confirm</b> the minutes of the IMAP Executive Forum No. 10 held on 7 March 2011.
6.2	That the IMAP Implementation Committee resolves to <b>confirm</b> the minutes of the IMAP Implementation Committee No. 21 held on 11 March 2011
6.3	That the IMAP Implementation Committee resolved to pledge the sum of \$10,000 (excl GST) towards the development of a manual for Community Land Trusts as outlined in the report presented at the meeting of 11 March 2011.
7.1	That the IMAP Implementation Committee resolves to <b>note</b> the actions undertaken in response to business arising from previous minutes.
8.1	That the IMAP Implementation Committee resolves to <b>receive</b> the IMAP Financial Report for the 9 months to 31 March 2011.
9.1	That the IMAP Implementation Committee resolves to <b>note</b> the IMAP Progress Report for May 2010.
10.1	That the IMAP Implementation Committee resolves to: <ul style="list-style-type: none"> <li>a. <b>note</b> this Communications and Governance Briefing Paper</li> <li>b. write to the IMAP Councils seeking the appointment of a nominated delegate to the IMAP Committee to stand in for the elected representative on the IMAP Committee, with the suggestion that the previous Mayor take up this role.</li> </ul>

## ACTIONS PUBLIC RECORD

	Responsibility	Action	Due
5	IMAP Executive Officer	Executive Officer to convey the Committee's thanks to Clare McArdle	June 2011
6	IMAP Executive Officer	Executive Officer to advise CoPP of funding pledge for CLT research	June 2011
7	IMAP Executive Officer	Executive Officer to determine agenda for Ministers with Executive Forum and progress Ministerial meetings	June/July 2011
10	IMAP Executive Officer	Executive Officer to write to the IMAP Councils to request a nominated delegate to the Committee	June 2011
12	IMAP Executive Officer	Executive Officer to circulate Hoddle Street Study PowerPoint presentation to Committee members for information and questions	June 2011
13	IMAP Executive Officer	Executive Officer to refer recommendation to the IMAP Implementation Committee for resolution. Evaluation Report by Booz & Associates to be followed up.	June/July 2011
15	IMAP Executive Officer	Executive Officer to refer recommendation to the IMAP Implementation Committee for resolution.	June/Aug 2011
17	IMAP Executive Officer	Executive Officer to follow up invite to Mr Chesterfield, Melbourne Water to the August IMAP Committee meeting.	June/July 2011

## DRAFT MINUTES

### Inner Melbourne Action Plan Executive Forum

Meeting No 11  
3.30 pm – 4.00 pm Tuesday 16 August 2011  
City of Stonnington  
*Malvern Town Hall – Meeting Room 1*

<b>Attendees</b>	Warren Roberts – Chief Executive Officer, City of Stonnington [Chair]
<b>Forum</b>	Andi Diamond – Chief Executive Officer, City of Yarra
<b>Members</b>	Geoff Lawler, Director City Planning & Infrastructure, City of Melbourne Kay Rundle, Chief Executive Officer, City of Port Philip
<b>IMAP</b>	Elissa McElroy– IMAP Executive Officer

#### PRELIMINARIES

Item	Agenda Topic
1	<b>Appointment of Chair</b> – Warren Roberts, CEO, City of Stonnington <b>MOVED: MR LAWLER/Dr Diamond</b>
2	<b>Declaration of Interest</b> - None
3	<b>Apologies</b> – No apologies

#### ITEMS

4	<p><b>Topics for Proposed Meetings with State Government Ministers</b></p> <p>Ministers were first approached to meet on IMAP issues when the 2010/11 IMAP Annual Report was distributed in January 2011. At the March IMAP Implementation Committee meeting members were canvassed for topics to discuss. In the interim, member Councils have been meeting with ministers over matters affecting their own municipality, and IMAP matters have not been further advanced. At the IMAP meeting in May the matter was referred to the Executive Forum to determine how this matter should now progress.</p> <p>The Executive Officer distributed a list of the topics. They were arranged in terms of (1) those relating to IMAP actions, and (2) other general matters of joint interest.</p> <p>Following some discussion it was determined that the following approach should be taken:</p> <ul style="list-style-type: none"> <li>• Avoid issues and promote the strengths of IMAP – its collaboration, infrastructure projects, ability to access a large community through one structure.</li> <li>• Showcase IMAP, and its ability to undertake actions on the ground.</li> <li>• Note IMAP's strategy, action plan and deliberate approach to undertake projects: present achievements to illustrate effectiveness and offer to work with government in areas of interest. e.g. WSUD, affordable housing etc</li> <li>• Stress the practical applications of IMAP, the ability to get things done, which may be a valuable resource for the Minister.</li> <li>• Offer to assist with the Government's Liveability audit – note IMAP's projects on Bike paths, open space trails, greenlight safety, ESD applications etc.</li> </ul> <p>It was determined that the first 2 ministers to see would be Minister Powell (Local Government) and Minister Walsh (Water – re WSUD).</p>
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	<p>The Executive Officer was asked to arrange meetings with these ministers in the first instance and meetings would then progress from there. The meetings would be attended by one elected representative, one senior officer of a different council and the IMAP Executive Officer.</p> <p>4.1 The Executive Forum recommended that the meetings with ministers showcase the strengths of IMAP and proceed incrementally commencing with a visit to the Minister for Local Government.</p> <p><b>MOVED</b> Mr LAWLER/Mr Roberts <b>A Vote was taken and the motion was CARRIED.</b></p> <p><i>Action: IMAP Executive Officer to arrange a meeting with the Minister for Local Government and Minister for Water initially.</i></p>
5	<p><b>Close</b> The meeting closed at 4.00pm <b>Next Meeting</b> – As required</p>



# Greenlight Project Evaluation

Community and Place Division

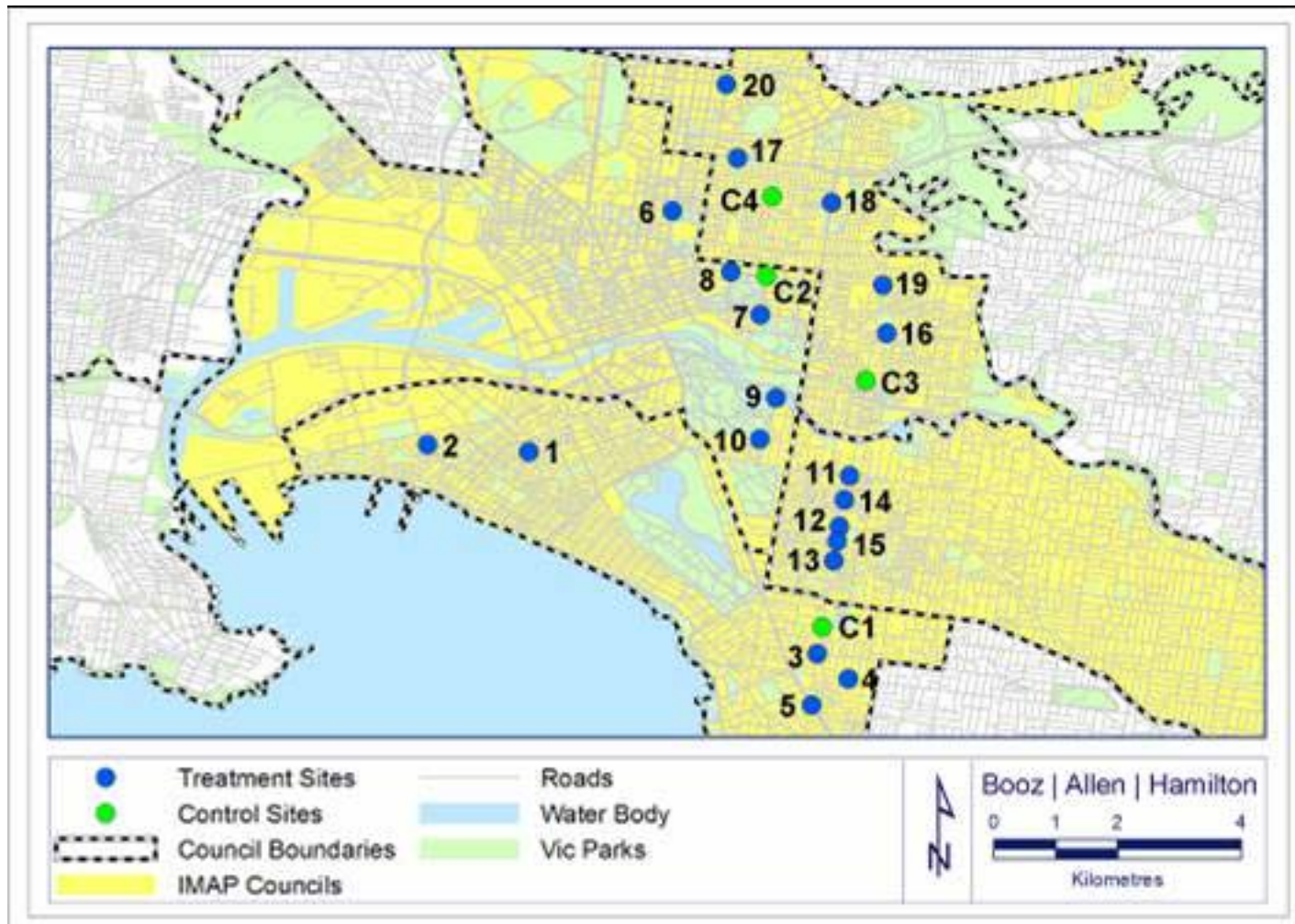


Presenter

Nikit Nain



# Scope of Greenlight Project



# Changes to Signal Operation

- Late introduction of green man
- Auto introduction
- Increased clearance time
- PUFFIN (Pedestrian User Friendly Intelligent)
- Total cost of treatments \$171,500

# Challenges

- Scarce number of sites per treatment type
- Extended gap between pre and post intercept surveys
- Changes in land uses, population and demographics
- Direct information on near misses not captured
- Lack of international research or similar studies

# Late introduction of green man

- *Improved safety*

- Instances of crossing on the 'red man' have reduced by 16%
- A 21% increase in feelings of increased safety

- *More comfortable crossing speed*

- 0.09 metres/second decrease in average crossing speeds



- *Increased wait time with less frequent phases*

- waiting time has increased by 1.8 seconds

Average cost per site \$2,500

# Auto introduction

- *No improvement to safety*
  - Instances of crossing on the 'red man' have reduced by 1%
  - There has been a significant decrease (24%) in the proportion of respondents who feel safe at these intersections
- *More comfortable crossing speed*
  - 0.03 metres/second decrease in average crossing speeds
- *Increased wait time with less frequent phases*
  - waiting time has decreased by 0.2 seconds



Average cost per site \$1,400

# Increased clearance time

- *Improved safety*

- Instances of crossing against the 'red man' decreased by 2%
- A 24% increase in feelings of increased safety.

- *More comfortable crossing speed*

- 0.03metres/second decrease in average pedestrian crossing speeds.



Average cost per site \$2,300

# PUFFIN

- *Improved safety*

- Instances of crossing against the 'red man' decreased by 12%

- *More comfortable crossing speed*

- 0.03 metres/second decrease in average pedestrian crossing speeds.



- *Increased wait time with less frequent phases*

- waiting time has increased by 5.5 seconds (the largest of all increases in wait times)



Average cost per site \$30,000

Department of Transport

# Overall findings

There is a significant effect of an increase in flashing red man 'clearance time' on decreasing the average walking speed of pedestrians.

The Greenlight treatments have led to an overall decrease in the number of people entering the crossings during the 'red man'.



# Recommendations

Treatment Type	Key Recommendation
Late introduction of green man	Approach VicRoads to make this treatment type standard, for existing and proposed sites, in all areas of pedestrian priority.
Auto Introduction	Consider international context including expected benefits and revisit analysis
Increased Clearance Time	As for 'Late introduction of green man'
PUFFIN	Request VicRoads to balance ped wait times and provide regular crossing opportunities.

# Next steps for DOT

Work with VicRoads to convert these findings into revised policies and procedures to be applied at all signal sites within areas of pedestrian priority

Share the key findings of the Greenlight study with Councils, VicRoads, DPCD, DEECD and other divisions within DOT

**Inner Melbourne Action Plan**  
**Progress Report**  
**Action 8.1 Priority for Freight Movement**

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**Purpose**

1. To update the Committee on the Project Brief, timeframe and budget for this new project.

**Background**

2. Action 8.1 seeks to provide improvements for freight movement by:
  - *Designating preferred freight routes through the Inner Melbourne Region, maximising separation from residential areas*
  - *Giving priority to freight movement over private vehicles where appropriate*
  - *Advocating for reduced tolls for freight vehicles on CityLink between 11pm and 6am*
3. This brief is designed to develop a greater understanding of freight issues, options and develop expertise within IMAP Councils to enable a position on freight to be adopted.
4. In undertaking this project concurrent with other IMAP studies, information gathered will assist in the timely understanding of road traffic issues relevant to Inner Melbourne.

**Discussion**

5. The project will provide a better understanding and knowledge of commercial and freight traffic movements within Inner Melbourne.
6. There is an extensive array of transport studies that detail the implications of road traffic and freight within Inner Melbourne. A key aim of this project is to succinctly and comprehensively provide a report that identifies the existing traffic management situation.
7. The project is a desk top study that will identify data and documents held by IMAP Councils, Department of Transport, Vic Roads and others, such as the Port of Melbourne Corporation. The intent is to distill this information into a fine grain view of the study area.
8. The project will require data input from the four councils. This may include existing strategies and plans, data maintained/managed by member councils or planning scheme information.
9. The project will identify the need for follow up research, surveys, or further analysis to provide a comprehensive understanding of future trends regarding freight movement.

**Recommendations**

10. That the IMAP Implementation Committee approve the attached Consultant Brief and confirm the budget of \$20K for this work to be undertaken in the 2011/12 financial year.

**Request to Tender**  
**Consultant's Brief for A Traffic Management Study**  
**to Determine the extent of Commercial Traffic**  
**Within Inner Melbourne**

26 August 2011

Attachment 2a

## **Assignment**

The Inner Melbourne Action Plan member Councils invite submissions from suitably qualified Consultants to conduct a desk top study to determine the extent of commercial traffic within inner Melbourne.

## **Client**

A number of inner Melbourne Councils have established an Inner Melbourne Action Plan (IMAP - <http://imap.vic.gov.au/> refers). IMAP is a collaborative partnership between the Cities of Port Phillip, Melbourne, Stonnington and Yarra. Partner organisations include Department of Transport (DoT), Department of Business and Innovation (DBI - formerly DIIRD), Department of Planning and Community Development (DPCD), VicRoads and Department of Sustainability and Environment (DSE) and others.

IMAP in general responds to the demands of Melbourne 2030, the State Government's blueprint for managing sustainable growth and change across metropolitan Melbourne. IMAP aims to 'Make Melbourne More Liveable' within the next 5-10 years by implementing a series of strategies and actions including:

- Linking and improving transport routes;
- Minimising traffic congestion and increasing public transport use;
- Supporting planned residential growth and housing choice;
- Developing the distinctive activity centres, encouraging business investment and tourism; and
- Linking regional open space.

Whilst there are aspects of the strategies and actions that involve commercial transport, particularly freight, there is a need to identify what proportion of traffic movements and demand for freight movements use roads within the designated municipalities.

IMAP member Councils seek to identify the impact of commercial vehicular traffic within the inner Melbourne region, that is the area managed by the four member Councils. A map of the area in question is at Attachment A.

**Request to Tender**  
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**Within Inner Melbourne**

26 August 2011

Attachment 2a

## **Scope of the Study**

We envisaged the overall research and analysis study will entail several stages; this first stage is expected to be a desk top study aimed at determining the general traffic arrangements within member municipalities. Freight movement is the specific focus. A final outcome is to include any additional research, survey or study necessary to build a reliable traffic management perspective that has a clear focus on commercial vehicle movements, specifically freight.

The Consultant will need to identify commercial traffic and where known freight movements in and around the four municipalities. This stage will essentially draw from data and information provided in existing traffic management documents and data maintained by member Councils and partner organisations.

The expectation is that traffic management documents held by member Councils and IMAP partner organisations dealing with commercial traffic, in particular freight movement relevant to Inner Melbourne, will be obtained by the Consultant and duly assessed. The data provided by existing strategies/plans are to be considered with the intention of informing IMAP member Councils of the current impact of commercial and freight movements within the subject area.

The study report is also to stipulate any follow up research, surveys, intelligence gathering necessary to provide a comprehensive understanding of future trends with respect to commercial and freight movements, particularly within the context of planning scheme requirements.

## **Background**

There is a vast range of existing documents that detail the implications of road traffic within the inner Melbourne area. These documents have been drafted by a number of agencies, such as Councils, but many originate from the State Government. The requirement is to source the relevant documents and then distil these into a comprehensive paper that readily identifies the existing traffic management situation.

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Where data and information is insufficient to establish future commercial and freight movement trends, this stage is to recommend the research and analysis required for the IMAP member Councils to properly determine actions necessary to fulfil IMAP's objectives of making Melbourne more liveable.

The expectation is that the Consultant selected for this initial stage will be able to map out those elements of study necessary for IMAP member Councils to realise the current traffic management situation within their municipality. It will be necessary for the primary study document to identify the quantum of commercial and freight movements across each municipality. The minimum data available should be sourced from VicRoads.

This study needs to be consistent with IMAP Strategy 8 and refer to other IMAP Strategies where and as applicable. As mentioned earlier, much of the IMAP approach is defined in allied documents, such as those produced by member Councils and partner organisations. Contact details for direct liaison will be made available to enable the Consultant to source relevant documents, particularly where they are not available through websites.

IMAP Strategy 8 provides a simple description of Melbourne Port as the central freight hub and the fact that distribution makes significant use of the road network in and around inner Melbourne. We seek to build on this understanding and gain a clear view as to the movement of freight.

## **Methodology**

The Consultant will be required to outline the methodology they will apply. The expectation is that the methodology will enable any future collection of data and analysis to be repeated for the purposes of comparative assessment.

This is to be a desk top study. It will be essential that data and documents from IMAP member Councils and partner organisations be identified, analysed and distilled into a fine grain view of the municipalities. Obtaining VicRoads data will be crucial to achieving the study objective.

There will be a need to interview at least one person from each IMAP member Council and one person within each partnering organisation. Contact details will be provided by the Contract Manager overseeing this study.

**Request to Tender**  
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**Within Inner Melbourne**

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Attachment 2a

The Consultant will need to source existing data from VICRoads and neighbouring municipalities. Where this data is insufficient to determine the outcome required, then the Consultant is to list locations where such data will need to be created through traffic counts. The Consultant is to advise through the tender submission phase their understanding of data collection and the resourcing, with a schedule of rates cost to enable assessment of the likely cost.

**Cost Benefit Analysis**

The Consultant will be required to provide a cost benefit analysis model in order to ascertain the impact of changing road conditions, traffic management parameters, or changes to the level of residential density as predicted by the current Council Planning Schemes and Melbourne 2030. The report is also to provide a means of calculating the value of each additional stage of the overall study.

**Environmental impacts**

Where sufficient data exists, reference to environmental impacts should be identified. Impacts known to be derived from traffic, such as vehicle emissions and particulates, generating noise and its amelioration, and any other adverse conditions such as driver tension should be outlined.

**Asset**

Where the design and condition of roadworks, or other infrastructure is identified as having an impact on road traffic then that should also be listed as a relevant aspect of any study stage in the future.

**Congestion**

Traffic congestion is an expected outcome of increasing transportation by road and other forms where hydro carbon fuel is in use. The degree to which congestion is consistent with changes in population density as a consequence of Melbourne 2030 should be identified. Where documents made available show definable traffic trends that create congestion, then reference to this in the final report is required. The expectation is that any future study will at some point make specific reference to congestion and actions aimed at minimising the impact of increasing road traffic.

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**Within Inner Melbourne**

26 August 2011

Attachment 2a

**Parking**

The movement of freight is not expected to be an issue with respect to on-street parking, however, on-street parking for commercial vehicles is known to be a sensitive issue. The current traffic management regime applicable to each of the IMAP member Councils is heavily impacted by parking controls. Should it become apparent that these controls can be managed in a different way such that a more efficient traffic outcome is realised then the report should stipulate these thoughts.

**Road Safety**

Should road safety feature as a prominent issue of the traffic management domain, particularly concerning commercial traffic is to be reported with reference to any causal effect.

**Industry**

The demand by industry for support from road transport is obvious and the extent of this demand is unknown by IMAP member Councils. Whilst there is a general view as to the magnitude of this demand in and around Melbourne Port, further afield there is a need for proper data and the likely need for further research. It is also important to consider the planning schemes currently in place. Where proposed changes are envisaged, these should be identified through approved strategies and Melbourne 2030.

**Economic Impact**

The economic impact of changes to the road network is a primary driver for changes to infrastructure, whether it be road or other forms of transport. As this stage is focused on commercial and freight in particular, the economic impact is likely to prove crucial to any further stages. The report is expected to convey the degree of importance of commercial traffic to the economic wellbeing of the member Councils.

**Public Transport**

Where knowledge of public transport is necessary to appreciate the importance of the road network then that should be stated. Where it is evident that the use of public transport will have an impact on current use of the road network that evidence should be outlined in order to facilitate further research as considered necessary by IMAP members.



**Request to Tender**  
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**Within Inner Melbourne**

26 August 2011

Attachment 2a

## **Report**

This stage report will need to be a comprehensive study of existing strategies, plans and actions put in place by the IMAP member Councils and supporting partner organisations with a focus on commercial traffic, in particularly identifying freight.

This stage report is to include the headings listed under methodology, and any other headings deemed appropriate to suitably inform the IMAP member Councils of the current traffic management arrangement and future needs.

The final report will need to specify any additional study stages necessary to facilitate trend analysis and any implications with respect to the planning schemes. Notwithstanding, the objective is to identify commercial traffic and freight movement within Inner Melbourne. The additional study stages are to be structured so that the cost benefit and overall value of embarking upon each stage is clear.

## **Contract Management**

This stage will be managed by:  
Steve Scott  
Place Manager Port Melbourne  
City of Port Phillip  
Ph 9209 6309  
E [sjscott@portphillip.vic.gov.au](mailto:sjscott@portphillip.vic.gov.au)

## **Budget**

The budget for this initial stage is expected to be \$20,000. Therefore a clear understanding of what is to be delivered by the Consultant is required to enable proper assessment of submissions.

**IMAP Implementation Committee  
Business Arising  
27 May 2011**

A Senior Executive's Forum Action Items (26 March 2009)				
Item	Responsibility	Action	Due	Progress
5 Update from DIIRD	IMAP Implementation Officer	Reconvene Action 7.4 working group, review and identify opportunities and communicate to DIIRD. <i>[In response to changing environment &amp; govt strategies, policies &amp; priorities]</i>	Sept 09	In Progress <i>[Discuss further with DIIRD]</i>
B IMAP Implementation Committee Action Items (29 May 2009)				
Item	Responsibility	Action	Due	Progress
10 GLawler briefing on CoM/CoS software trial	IMAP Implementation Officer & City of Melbourne	Implementation Officer to organise a 'briefing' of Microsoft's 'public domain emissions tracker' in liaison with CoM staff <i>[Software tool to communicate with public, benchmark &amp; measure]</i>	Oct 09	In Progress
C IMAP Implementation Committee Action Items (28 August 2009)				
Item	Responsibility	Action	Due	Progress
5 Business Arising	IMAP Implementation Officer	Follow-up with Office of Local Government re IMAP Model	Sept 09	In Progress. Discussed with COAG committee - 20 Oct '10
D IMAP Implementation Committee Action Items (19 February 2010)				
Item	Responsibility	Action	Due	Progress
8 Review of Operational Protocol	IMAP Executive Officer	Arrange a meeting with Government and Opposition Ministers as required.	As required	In Progress -Invited for late 2011 (open date)
E IMAP Executive Forum Action Items (20 July 2010)				
Item	Responsibility	Action	Due	Progress
3 IMAP Review	IMAP Executive Officer	Executive Officer to provide an update of key statistics included in the IMAP introductory section	Nov 2010	In Progress
F IMAP Implementation Committee Action Items (27 August 2010)				
Item	Responsibility	Action	Due	Progress
12 Car Sharing Action 3.3	Geoff Robinson/Stuart Outhred CoM	CoM to hold discussions with other IMAP Councils on joint car sharing tenders	Sept 2010	In Progress – CoM undertaking preliminary work
G IMAP Implementation Committee Action Items (11 March 2011)				
Item	Responsibility	Action	Due	Progress
14 Action 9.4 Green Demo Projects	IMAP Executive Officer	Executive Officer to follow up CoMs White Roofs guideline for distribution	When available	
H IMAP Implementation Committee Action Items (27 May 2011)				
Item	Responsibility	Action	Due	Progress
5 Introductions	IMAP Executive Officer	Executive Officer to convey the Committee's thanks to Clare McArdle	June 2011	Completed
6 Action 5.2 Housing	IMAP Executive Officer	Executive Officer to advise CoPP of funding pledge for CLT research	June 2011	Completed
7 Business Arising	IMAP Executive Officer	Executive Officer to determine agenda for Ministers with Executive Forum and progress Ministerial meetings	June/July 2011	In Progress. EF met 16 August 2011 to consider
10 Governance	IMAP Executive Officer	Executive Officer to write to the IMAP Councils to request a nominated delegate to the Committee	June 2011	Completed. Refer item 11 (Att 6a)
12 Action 1.4 Boulevards	IMAP Executive Officer	Executive Officer to circulate Hoddle Street Study PowerPoint presentation to Committee members for information and questions	June 2011	In Progress. Not received

	<i>Responsibility</i>	<i>Action</i>	<i>Due</i>	<i>Progress</i>
13 <i>Greenlight</i>	<i>IMAP Executive Officer</i>	<i>Executive Officer to refer recommendation to the IMAP Implementation Committee for resolution. Evaluation Report by Booz &amp; Associates to be followed up.</i>	<i>June/July 2011</i>	<i>Completed In Progress</i>
15 <i>Action 8.1 freight</i>	<i>IMAP Executive Officer</i>	<i>Executive Officer to refer recommendation to the IMAP Implementation Committee for resolution.</i>	<i>June/Aug 2011</i>	<i>Completed</i>
17	<i>IMAP Executive Officer</i>	<i>Executive Officer to follow up invite to Mr Chesterfield, Melbourne Water to the August IMAP Committee meeting.</i>	<i>June/July 2011</i>	<i>Completed. Presenting to ISMMF on 26th August instead</i>

### Correspondence

<b>From</b>	<b>Regarding</b>
Premier of Victoria, Hon Ted Baillieu	Appreciation - Response to IMAP letter with Annual Report
Hon Peter Walsh, Minister for Water	Response to IMAP letter with Annual Report [re WSUD]
Hon Wendy Lovell, Minister for Housing [To Mayor CoPP]	Unable to commit state government funding to Community Land Trust research
Janet Bolitho, Chair ,Road Safety Action Group - Inner Melbourne	Introducing the Road Safety Action group Inner Melbourne
Vince Haining, CEO, City of Maribyrnong	Confirming the Council resolution to participate as an affiliate within the IMAP structure
Hon Matthew Guy	Media release: appointment of Peter Clarke to Chair of VicUrban
Dr Louise Crabtree, University of Western Sydney	Email - Acknowledging financial support for CLT research
<b>To</b>	<b>Regarding</b>
Hon Wendy Lovell, Minister for Housing [From Mayor CoPP]	Requesting a contribution to funding the Community Land Trust manual.
Claire McArdle, Executive Director Planning Coordination Group, DPCD	Passing on IMAP Committee's thanks



## Premier of Victoria

CITY OF STONNINGTON	
21 JUN 2011 (CE)	
<input type="checkbox"/> PERMANENT	1 Treasury Place
<input checked="" type="checkbox"/> 1 - 10 YEARS	PO Box 4912VV
<input type="checkbox"/> 11 - 35 YEARS	Melbourne, Victoria 3002
	DX 210753
FILE No 17/04/06	Telephone: (03) 9651 5000
ATTN. To E MCElroy	Facsimile: (03) 9651 5054
KEY WORD appreciation	Email: premier@dpc.vic.gov.au
DOC. No.	Internet: www.premier.vic.gov.au
COPIES 7	Our Ref: BTD11/22635

20 JUN 2011

Councillor Alison Clarke & Co. Signatories  
Inner Melbourne Action Plan Implementation Committee  
PO Box 21  
PRAHRAN VIC 3181

Dear Councillor Alison Clarke & Co. Signatories

Thank you for your letter following the state election. Your support and good wishes are very much appreciated.


We are mindful of the responsibility we have now, and we are humbled by the trust extended to us by the Victorian people.

We will honour that trust and ensure Victoria has a stable, responsible and disciplined Government. To that end the background you have provided will assist us, and we look forward to working with you in the future.

In the meantime we wish you all the very best for the year ahead.

Once again, many thanks.

Kind regards



Ted Baillieu MLA  
Premier



Minister for Water

Ref: DSE075329

File: AD/06/3198



Ms Elissa McElroy  
Executive Officer  
IMAP  
PO Box 21  
PRAHRAN VIC 3181

CITY OF STONNINGTON  
- 8 JUN 2011 (E)  
☐ PERMANENT  
☒ 1 - 10 YEARS  
☐ 11 - 33 YEARS  
FILE NO 13/01/07  
ATTN E McElroy  
Acknowledgement of Water Sensitive Urban Design - 7 JUN 2011

1 Spring Street  
GPO Box 4440  
Melbourne Victoria 3001  
Telephone: (03) 9938 5954  
Facsimile: (03) 9658 4191  
DX 210404

Dear Ms McElroy

### INNER MELBOURNE ACTION PLAN ANNUAL REPORT 2009-2010

Thank you for your letter dated 28 January 2011 regarding the Inner Melbourne Action Plan (IMAP) Annual Report for 2009-2010. I apologise for the delay in responding.

I note the development of a joint Water Sensitive Urban Design (WSUD) planning policy as one of your initiatives for 2009-2010. Managing urban run-off consistent with these principles not only addresses the problems associated with stormwater, but emphasises the benefits of stormwater as a resource and waterways as an environmental asset. In addition, it improves the social amenity of the urban landscape.

IMAP's key objective to 'make Melbourne more liveable' aligns with the Victorian Coalition Government's vision for integrated urban water management in our cities and towns. Our *Living Melbourne, Living Victoria* plan articulates the new Government's vision for Victoria's future water supplies. Key objectives are related to integrated water management, improved liveability and engaged and empowered communities.

As part of this work I have established a Ministerial Advisory Council for Living Victoria made up of leading water and planning experts to deliver the roadmap for a more sustainable Melbourne and Victoria. The members of the Council are Mike Waller (Chair), Rob Skinner (Melbourne Water), Rob Adams (City of Melbourne) and Sue Holliday (planning expert from NSW). The Council has reported on the planning, regulation, pricing and legislative changes required to achieve the objectives of Living Victoria.

I encourage you to read the roadmap. It's located on the Department of Sustainability and Environment's Office of Water website at [www.water.vic.gov.au](http://www.water.vic.gov.au)

#### Privacy Statement

Any personal information about you or a third party in your correspondence will be protected under the provisions of the Information Privacy Act 2000. It will only be used or disclosed to appropriate Ministerial, Statutory Authority, or departmental staff in regard to the purpose for which it was provided, unless required or authorised by law. Enquiries about access to information about you held by the Department should be directed to the Manager Privacy, Department of Sustainability & Environment, PO Box 500, East Melbourne, 8002.



Thank you again for raising this matter with me.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Peter Walsh', with a stylized, cursive script.

**PETER WALSH MLA**  
Minister for Water



**Minister for Housing  
Minister for Children & Early Childhood Development**

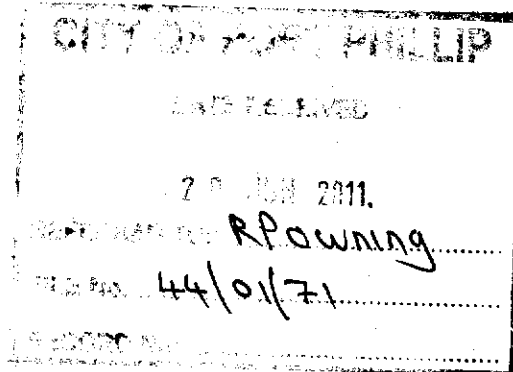
Hon Wendy Lovell MLC

50 Lonsdale Street  
GPO Box 4057  
Melbourne Victoria 3001  
DX210081  
[www.dhs.vic.gov.au](http://www.dhs.vic.gov.au)  
Telephone: (03) 9096 7722  
Facsimile: (03) 9096 8779

e2306207

17 JUN 2011

Cr Rachel Powning  
Mayor  
City of Port Phillip  
Private Bag No 3  
PO St Kilda VIC 3182



Dear Cr Powning

Thank you for your letter of 18 May 2011 regarding the consultant study on affordable housing development models and your proposal to develop a manual to facilitate the establishment of Community Land Trusts (CLTs) in Australia.

The Victorian Government has announced that it will develop a new housing framework. The framework will address current and future housing challenges for low income Victorians and provide a vision for a vibrant housing system which builds human capital and contributes to the productivity of Victoria's economy. Once the Government has decided its new strategic direction, consideration will be given to mechanisms to enable low income households to improve their housing circumstances.

Until this work is completed the Victorian Government is not in a position to commit funding to the development of a manual concerning the establishment of CLTs.

Thank you for your interest in the provision of affordable housing in Victoria. If you wish to discuss this matter further, please contact Olwyn Redshaw – Manager, Housing Markets on [olwyn.redshaw@dhs.vic.gov.au](mailto:olwyn.redshaw@dhs.vic.gov.au) or (03) 9096 0562.

Yours sincerely

**Hon Wendy Lovell MLC  
Minister for Housing**



**RoadSafe**  
**Inner Melbourne**  
Community Road  
Safety Council

Ms Elissa McElroy  
IMAP Executive Officer  
City of Stonnington  
PO Box 21  
PRAHRAN VIC 3181

CITY OF STONNINGTON	
30 MAY 2011 (copy)	
<input checked="" type="checkbox"/>	PERMANENT 18
<input type="checkbox"/>	1 - 10 YEARS
<input type="checkbox"/>	11 - 35 YEARS
FILE NO	13/01/07
ATTN TO	McElroy
KEY WORD	road safety
DOC NO	11/3549
COPIES	

**RoadSafe - Inner Melbourne Community  
Road Safety Council Inc.**

ABN 96 850 646 170  
Registration No.: A0034280D  
499 Ballarat Road, Sunshine 3020  
Telephone: 9313 1284 Facsimile: 9313 1198  
Email: sharon.wishart@roads.vic.gov.au

26 May 2011

Dear Elissa

**Update on Road Safety Action Group - Inner Melbourne**  
**[formerly known as Inner Melbourne Community Road Safety Council]**

The purpose of this letter is to introduce you to the Road Safety Action Group – Inner Melbourne that has been formed to deliver community based road safety programs in Melbourne, Port Phillip, Stonnington and Yarra as part of the new Victorian Community Road Safety Partnership Model. It is a successor to the former Road Safe Inner Melbourne Community Road Safety Council.

RSAG-IM is committed to working on the safety of vulnerable road users in the Inner Melbourne region: public transport users, pedestrians, cyclists and motorcyclists. We acknowledge the particular challenges to the safety of these road users posed by the complex and congested inner Melbourne road environment. RSAG represents all road users within a sustainable transport framework.

RSAG-IM has submitted a funding application to the Alliance and funding applications will be assessed in May 2011 to allow successfully funded groups to start work on projects from 1 July 2011. The application centres on the safety of vulnerable road users. Four priorities were nominated in the funding application: pedestrian safety in entertainment precincts, cycling safety, motorcycle safety and safety around tram zones.

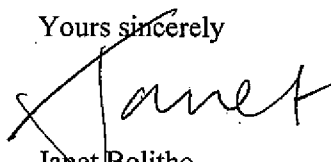
RSAG-IM will continue to hold regular meetings which provide a valuable framework for the collaboration of our councils, community members, other road safety stakeholders such as Yarra Trams and Victoria Police.

We intend that programs delivered by RSAG-IM will complement the strategies in the IMAP Action Plan that support sustainable transport. Our main objective is to make walking, cycling and public transport safer. We also want to achieve consistency and coherence in the approach to the safety of all road users in the Inner Melbourne region.

I would be very glad of an opportunity to discuss any aspect of this letter with you, and request that the letter be brought to the attention of the IMAP council representatives.

My contact details are: mobile 0411 096 400 or email: jbolitho@vic.gov.au

Yours sincerely

  
Janet Bolitho  
Chair, RSIM/RSAG





**Maribyrnong**

CITY COUNCIL  
ABN 86 517 839 961

22 June 2011

Ms Elissa McElroy  
IMAP Executive officer  
City of Stonnington  
PO Box 21 Prahran 3181

Dear Elissa

Further to our previous interim advice provided on 10 May, 2011 via email, I confirm that Council, by resolution has agreed to participate as an affiliate within the IMAP structure.

We look forward to receiving in due course your advice on relevant meeting dates.

Yours faithfully,

 **Vince Haining**  
Chief Executive

**COUNCIL OFFICES**

Corner Napier and  
Hyde Streets, Footscray

**POSTAL ADDRESS**

PO Box 58  
Footscray Victoria 3011

**DX**

DX81112 Footscray

**TELEPHONE**

(03) 9688 0200

**FACSIMILE**

(03) 9687 7793

**TTY (HEARING IMPAIRED)**

(03) 9688 0564

**WEBSITE**

[www.maribyrnong.vic.gov.au](http://www.maribyrnong.vic.gov.au)

**EMAIL**

[email@maribyrnong.vic.gov.au](mailto:email@maribyrnong.vic.gov.au)

<b>CITY OF STONNINGTON</b>	
27 JUN 2011	
<input type="checkbox"/> PERMANENT	<b>14</b>
<input type="checkbox"/> 1 - 10 YEARS	
<input type="checkbox"/> 11 - 35 YEARS	
FILE No	
ATTN. To	
KEY WORD	
DOC. No.	
COPIES To	



# Media release

**The Hon Matthew Guy MLC**

Minister for Planning

Tuesday 21 June 2011

## **First board appointment to transition VicUrban to the Urban Renewal Authority**

Planning Minister Matthew Guy today announced the Victorian Coalition Government's intention to appoint Peter Clarke as the chair of the new Urban Renewal Authority (URA) board.

Mr Clarke has been appointed as the chair of the VicUrban board until the URA is established, to help with the transition to the new authority.

"Peter Clarke is well placed to drive the new Urban Renewal Authority and the Coalition is pleased he has accepted this appointment," Mr Guy said.

Mr Clarke is a qualified architect, a former Victorian executive director of the Property Council of Australia and the Australian Institute of Architects, and has many years of experience in management and directorship roles in the property industry. His professional career has focused on built form design, urban renewal and major development, and he has served on a number of advisory committees for previous Labor and Liberal governments.

Mr Clarke also has extensive experience in working closely with local communities. He has served as a councillor with the City of Melbourne and as the chair of the council's planning committee, and has served as a councillor and Mayor at the City of Heidelberg.

"Mr Clarke has built an exceptional career in the planning and development sector as well as building a strong community background and his leadership will bring balance and forward thinking to the role of chair of the Urban Renewal Authority," Mr Guy said.

"Mr Clarke is a proud Melburnian and has built a professional and community career in supporting urban renewal, while respecting our built form heritage. He is the right person to lead the transition of VicUrban to the Urban Renewal Authority and will give the new authority a voice within state and local government, as well as within industry."

Mr Clarke will resign his position at Melbourne City Council and will begin work with the VicUrban board once his council resignation has taken effect.

Other appointments to the new URA board will be considered by the Coalition Government soon.

**Media contact: Bronwyn Perry – 0408 221 963**

Visit [www.premier.vic.gov.au](http://www.premier.vic.gov.au) for more news



**Louise Crabtree**  
**<L.Crabtree@uws.edu.au>**

17/06/2011 05:22 PM

To "Spivak, Gary" <GSPIVAK@portphillip.vic.gov.au>, Ryan  
Van Den Nouwelant  
<rnouwelant@cityofsydney.nsw.gov.au>, 'Grace  
cc Jenny-Lee Heylen <J.Heylen@uws.edu.au>, Peter Phibbs  
<P.Phibbs@uws.edu.au>

bcc

Subject CLT legal and financial research project

Dear all

Thank you all so much for your patience and generosity in getting us to the point where we can start to draft contracts for this research. Please find attached the proposed scope of work for Phase 1 of the Community Land Trust Research Project, which will focus on legal and financial modelling issues.

I have copied in Jenny-Lee Heylen, who is one of the Research Development Officers here at UWS and who will be drawing up the project contracts. Please cc myself and Jenny-Lee in your replies.

Kind regards  
Louise

Dr Louise Crabtree  
Research Fellow  
Urban Research Centre

*Research and training for better urban life*

<http://www.uws.edu.au/urban>  
University of Western Sydney  
Level 6, 34 Charles St  
Parramatta NSW 2150

[l.crabtree@uws.edu.au](mailto:l.crabtree@uws.edu.au)  
mob 0420 946 186  
ph 61 2 8833 5931  
fax 61 2 9891 5899



CLT phase 1 20110608.doc

Enquiries: Gary Spivak  
Telephone: (03) 9209 6752  
File Ref: 44/03/26

05 May 2011

The Hon. Wendy Lovell  
MLC  
Minister for Housing  
Level 22  
50 Lonsdale Street  
MELBOURNE VIC 3000

Dear The Hon. Lovell

## **COMMUNITY LAND TRUSTS AS ONE SOLUTION TO THE AFFORDABLE HOUSING CRISIS**

I would like to provide you with a consultant study produced for Council, *Affordable Housing Development Models*. In response to this study Council has decided to support the preparation of a manual to facilitate the establishment of Community Land Trusts (CLTs) in Australia as a form of shared equity housing.

Council is seeking contributions to fund development of the manual and would appreciate your consideration for the Office of Housing to make a contribution.

The *Affordable Housing Development Models* study, by consultants Affordable Housing Solutions, identifies opportunities for local government to address both the affordable housing needs of moderate income households who are unable to access either social housing or private housing. Four models were investigated:

- Private sector finance in the context of the National Rental Affordability Scheme (NRAS);
- Partnerships with private developers;
- Shared equity housing (including CLTs); and
- Rent-to-buy schemes.

From this study, Council has assessed the models and decided to support the establishment of CLTs as a form of shared equity housing. While CLTs are common in the USA and UK, they have not yet been established in Australia. As a result of the housing crisis there is growing demand from organisations and groups of residents for guidance on how to establish a CLT in the context of Australian finance, taxation and legal systems.

The City of Port Phillip is looking to contribute \$10,000 contribution in the 2011/12 year towards the \$140,000 cost of preparation of a manual to provide practical guidance on how to establish CLTs in Australia. We are seeking additional contributions from a range of organisations and levels of governments with an interest in or responsibility for affordable housing.

The task of preparing this manual is to be undertaken by the University of Western Sydney and a specialist law firm, Derek Mortimer & Associates and this project is to be managed by the university.

I would appreciate your consideration to making a contribution to the funding of the Community Land Trust manual.

I have attached some supporting information about the models and CLTs to assist your consideration of this request. If your officers wish to discuss the study or the proposed CLT manual or receive additional information, they are welcome to contact Gary Spivak, Housing Development Officer on 9209 6752 or [gspivak@portphillip.vic.gov.au](mailto:gspivak@portphillip.vic.gov.au)

Yours sincerely

**CR RACHEL POWNING**  
**Mayor**

Attachments:

- Affordable Housing Development Models study (Affordable Housing Solutions)
- Council report assessing the Affordable Housing Development Models study
- Community Land Trusts in Australia (University of Western Sydney)
- CLT Frequently Asked (legal) Questions (Derek Mortimer & Associates)
- CLT Manual- Research Project Proposal (University of Western Sydney)



Enquires:  
Telephone:

Elissa McElroy  
03 8290 1110

Attachment 3i

15 August 2011

Claire McArdle  
Executive Director  
Planning Coordination Group  
Department of Planning & Community Development  
PO Box 500  
Melbourne  
VIC 3000

Dear Claire,

On behalf of the Inner Melbourne Action Plan Implementation Committee, I write to extend the Committee's thanks for your contribution to the work of the Inner Melbourne Action Plan during your period as Associate Member representing the Department of Community Development and Planning on the Committee.

It has been valuable for the Committee to have your input directly on the Melbourne 2030 plan and the Melbourne at 5 Million strategies. With the State Government's current review of these plans, we would welcome the opportunity to participate in your stakeholder consultation and to work with you further on this review.

We wish you all the best in your new challenges with the Department of Planning and Community development in coordinating this review and again our thanks for your involvement and input in IMAP over the past couple of years.

With kind regards,

Elissa McElroy  
IMAP Executive Officer

Elissa McElroy - IMAP Executive Officer

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



Inner Melbourne Action Plan  
Making Melbourne More Liveable





**IMAP Implementation Committee**  
**Financial Report for the Year Ending 30 June 2011**

1 July 2010 – 30 June 2011

## Background

1. The IMAP financial position was last noted at the IMAP Implementation Committee meeting held 27 May 2011
2. Retained Earnings carried forward from the 2009-2010 financial year totalled \$297,888 (excluding GST).
3. Included in this carry forward figure is a final payment for the Greenlight Project LAAP funding of \$8,518.18 [excl GST] which was invoiced incorrectly. The internal adjustment to revenue has been made to reverse the \$8,515 this financial year. The invoice for \$32,454 excl GST from the Department of Transport was received in May for payment.

## Income

4. All Tourism contributions and IMAP Annual Council contributions have been invoiced and received.
5. **Total Income** of **\$463,256** was recorded for the 12 month period to 30 June 2011.

### Government grants:

Strategy 2 - Internal Adjustment – Invoice Reversed for final LAAP Payment on Greenlight Project [Action 2.4]	(\$8,518)
---	-----------

### Sundry Income:

Retained Earnings carried forward from 2009-10	\$297,888	
Strategy 9 - Distributed Energy Project – CoS contribution	\$13,500	
Strategy 11 - Tourism Contributions from 4 partner IMAP Councils	\$80,000	
Strategy 11 - IMAP Map Annual Licence Fee – Choice	\$386	\$391,774

### Contract Income:

Annual Contributions from 4 partner IMAP Councils	\$80,000
---	----------

<b>TOTAL OPERATING INCOME</b>	<b><u>\$463,256</u></b>
-------------------------------	-------------------------

## Expenditure

6. **Total Expenditure** of **\$160,832** was committed for the 12 month period to 30 June 2011.

### 4102 Catering

IMAP Catering - informal meetings	\$200
-----------------------------------	-------

### 4105 Printing

Strategy 11 - Map Reprint [100,000] Dec 2010 Kosdown	\$12,135	
Map Reprint [200,000] Feb 2011 Kosdown	\$24,050	
Map Reprint [100,000] June 2011 Mystique	\$11,400	
Map Reprint [100,000] from Oct 2009 Kosdown	\$11,582	\$59,167

### 4108 Stationery

IMAP Meetings - Stationery Reimbursements	\$403
---	-------

### 4122 Venue Hire

Strategy 5 – Affordable Housing Developer function	\$977
--	-------

### 4131 Promotional Publications

Strategy 11 - Tourist Map distribution – Aug 2010	\$375
- Sept	\$345
- Oct	\$257

	- Nov	\$200	
	- Dec	\$360	
	- Jan 2011	\$415	
	- Feb	\$313	
	-March	\$380	
	-April	\$373	
	- Annual Tourist Map Licence Fee VisualVoice	\$376	
<b>IMAP</b>	Website Domain renewal	\$56	\$3,450
<b>4150 Consulting Fees</b>			
<b>Strategy 11</b>	Tourism map distribution- June 2010	\$382	
	- July 2010	\$466	
	Tourism map reprint [200,000] May 2010	\$21,490	
	Map License Strategic Meeting 1 GMP	\$990	
	Map License Workshop & Follow-up GMP	\$3,570	
	Map License Strategic Meeting 2 GMP	\$720	
	Map License Legal Advice GMP	\$2,875	
	Map Adjustments & Styleguide VisualVoice	\$3,000	
<b>Action 7.7</b>	WIL Workshop	\$2,400	
<b>IMAP</b>	Website hosting		
	- Jul/Aug/Sep	\$630	
	- Oct/Nov	\$420	
	- Dec-June	\$1,470	
	Website Redesign		
	- March	\$932	
	-June	\$932	
	Annual Report Design/Print	\$5,280	
<b>Strategy 5</b>	Affordable Housing SGS Econs – Developer function	\$4,200	\$49,757
<b>4162 Legal Fees</b>			
<b>Strategy 11</b>	Map Licence Legal Advice GMP	\$2,572	
	Map Licence Legal advice GMP	\$3,940	
	Map Licence Legal advice GMP	\$1,662	\$8,174
<b>4180 Training/Conferences</b>			
	Course fees		\$5,900
<b>4190 Sundry Expenditure</b>			
	Sundries	\$27	
<b>Action 2.4</b>	Underspend on LAAP Project	\$32,454	\$32,481
<b>5102 Internal Catering</b>			
<b>IMAP</b>	Catering - Executive Forums/Host Function		\$322
<b>TOTAL EXPENDITURE</b>			<b><u>\$160,832</u></b>
<b>NET SURPLUS</b>			<b><u>\$302,424</u></b>

## Recommendation

- That the IMAP Implementation Committee resolves to **receive** the Financial Report for the year ending 30 June 2011.



# Reporting Scope - IMAP

26 August 2011

Attachment 4

## Operating & Capital Works Statement for period ended June 30 2011

CURRENT MONTH				YEAR TO DATE					FULL YEAR		
	Total Committed	Budget	Variance	Unpaid Purchase Orders	Actuals	Total Committed	Budget	Variance	Forecast	Budget	Variance
2210 - Usage Fees	0	0	0	0	(8,518)	(8,518)	0	(8,518)	0	0	0
User Charges	0	0	0	0	(8,518)	(8,518)	0	(8,518)	0	0	0
2800 - Sundry Income	386	0	386	0	391,774	391,774	0	391,774	0	0	0
2810 - Contract Income	0	0	0	0	80,000	80,000	0	80,000	0	0	0
Other Revenue	386	0	386	0	471,774	471,774	0	471,774	0	0	0
<b>Total Operating Income</b>	<b>386</b>	<b>0</b>	<b>386</b>	<b>0</b>	<b>463,256</b>	<b>463,256</b>	<b>0</b>	<b>463,256</b>	<b>0</b>	<b>0</b>	<b>0</b>
4102 - Catering	0	0	0	0	200	200	0	(200)	0	0	0
4105 - Printing	22,982	0	(22,982)	0	59,167	59,167	0	(59,167)	0	0	0
4108 - Stationery - General	0	0	0	0	403	403	0	(403)	0	0	0
4122 - Venue Hire	159	0	(159)	0	977	977	0	(977)	0	0	0
4131 - Promotional Publications	0	0	0	0	3,450	3,450	0	(3,450)	0	0	0
4150 - Consulting Fees	8,132	0	(8,132)	0	49,757	49,757	0	(49,757)	0	0	0
4162 - Legal Fees	0	0	0	0	8,174	8,174	0	(8,174)	0	0	0
4180 - Training/Conferences	0	0	0	0	5,900	5,900	0	(5,900)	0	0	0
4190 - Sundry Expenditure	0	0	0	0	32,481	32,481	0	(32,481)	0	0	0
5102 - Internal Catering Charges	81	0	(81)	0	322	322	0	(322)	0	0	0
Administration Expenditure	31,354	0	(31,354)	0	160,832	160,832	0	(160,832)	0	0	0
<b>Total Operating Expenditure</b>	<b>31,354</b>	<b>0</b>	<b>(31,354)</b>	<b>0</b>	<b>160,832</b>	<b>160,832</b>	<b>0</b>	<b>(160,832)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Profit / (Loss)</b>	<b>(30,968)</b>	<b>0</b>	<b>(30,968)</b>	<b>0</b>	<b>302,424</b>	<b>302,424</b>	<b>0</b>	<b>302,424</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Surplus / (Deficit)</b>	<b>(30,968)</b>	<b>0</b>	<b>(30,968)</b>	<b>0</b>	<b>302,424</b>	<b>302,424</b>	<b>0</b>	<b>302,424</b>	<b>0</b>	<b>0</b>	<b>0</b>

# IMAP Progress Report

## August 2011

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The Inner Melbourne Action Plan (IMAP) identifies 57 actions within 11 regional strategies to help build the inner Melbourne region to embody creativity, liveability, prosperity and sustainability across a range of diverse neighbourhoods.

The following Actions have been **COMPLETED**:

Action 1.1 Inner Melbourne *Statement of Significance*  
 Action 2.2 Coordinated pedestrian and public transport Signage (Wayfinding)  
 Action 2.3 Bicycle Network Legibility – *Priority Bicycle Network Report*  
 Action 2.4 Walking links and pedestrian priority areas (Greenlight)  
 Action 3.3 Regional Parking Management Stage 1 - *Report on Parking*  
 Action 5.2 Affordable Housing - *Needs Website (May 08)*  
 Action 6.3 Activity Centres Stage 1-*Cumulative Impact Assessment tools*  
 Action 7.4 Regional Economic Development *Statement*  
 Action 9.1 Regional Sustainability Targets – *Audit of IMAP Councils*  
 Action 9.3 Water Sensitive Urban Design - *Model Guidelines*  
 Action 9.6 Use of Recycled Water in Open Space – *Technical Notes*  
 Action 11.1 Inner Melbourne Map – Inner Melbourne Region *Visitor Map*  
 Action 11.2 Regional Tourism Program – *Research & Itineraries*

### Other Achievements

Merit Award for Regional Action in Water Sensitive Urban Design at the Stormwater Victoria Awards

IMAP Bicycle Network - Presentation at the Bike Futures 2009 Conference

Presentation to Planning Students at Melbourne University 2009 & 2010

IMAP Annual Report 2009 - 10

#### Governance

- Annual Reports
- Goods & Services Procurement Policy
- Governance & Relationships Report
- IMAP Plan Review 2010

#### Communications

- IMAP Website
- National Conference presentation (March 09)
- Club IMAP
- Council Briefings

#### Advocacy

- Ministerial Briefings – Ministers Wynne, Madden, Kosky and Plibersek
- Briefings to DIIRD & SGS consultants
- IMAP acknowledgements:
  - State Government's Cycling Strategy
  - Interdepartmental Committee (Department of Justice)
  - Melbourne Water (WSUD)

### Action 1.4 Boulevards and Major Roads

Preliminary work – IN PROGRESS

The IMAP Implementation Committee has been keeping a watching brief on the work being undertaken by VicRoads on the Hoddle Street Study. The VicRoads Project Manager attended the May 2011 Committee meeting to provide an update on the research undertaken and options being considered for Hoddle Street improvements.

### Action 2.5 Bicycle Network

Implementation of Priority Routes - IN PROGRESS

- Action 2.3 delivered the Priority Bicycle Network for IMAP (January 2008) with recommendations from this report forming the basis for the implementation of Action 2.5.
- Focus is on the high bicycle usage routes or those routes which have the potential to carry significantly increased bicycle volumes and therefore require the most work to bring them up to a standard that could safely accommodate increasing bicycle volumes.
- These routes also provide the opportunity to implement some of the separation and delineation treatments being designed and installed in various municipalities. The development of this hierarchy of treatments is considered 'best practice' and the opportunity to promote and share this knowledge more broadly is being considered by the working group.
- The Working Group reported their gap analysis of the network to the IMAP Implementation Committee in May 2010 to highlight progress to date and future priorities. The Committee has identified the need to fast track completion of the network and to establish coordinated design guidelines for standardized bike lane treatments across the IMAP councils.
- During 2010-11 cycling treatments have been installed in St Kilda Road, Royal Parade, Albert Street, Cecil Street, and Chapel Street. Good progress has been made on closing the gaps in the network. The IMAP councils are also making good progress on their capital works program for 2011-12. Design options are becoming more standardised through the use of VicRoads recent publication of their Cycle Notes.

### Action 3.2 Roads as Places

IN PROGRESS

- A Briefing paper was prepared for consideration by the IMAP Implementation Committee on 19 February 2010. Further discussion by the Executive Forum in April 2010 has broadened the brief which will come back to the Committee following consultation with

public realm/urban design staff. Progress on this project has been limited due to the significant work undertaken on the Melbourne Transport Strategy Update.

### Action 3.3 Regional Approach to Parking Management

#### Stage 1 – COMPLETE

- An audit has been undertaken to identify current parking status and gaps. This information has assisted in the development of 6 'guiding principles' for the management of existing parking supply in Activity Centres.
- Given the broad scope of Action 3.3, the working group determined to limit itself to three essential areas of activity, these being:
  - Parking measures to mitigate car travel
  - Provision of parking in new developments
  - Management of existing parking supply
- Integrated Travel Plans and Green Travel Plans have been researched and direction will now be sought from the Department of Transport.

#### Stage 2 – IN PROGRESS

- Proposed further research to identify the *Value of Parking to Activity Centres*. A brief for tenders is still being considered. Research on Car Sharing was reported to the Committee in August 2010 and is being trialled in a number of IMAP council areas.

### Action 4.7 Improvements to Public Transport Services

#### IN PROGRESS

This new project links in with the City of Melbourne's Transport Strategy Update 2011. With the draft approved by the City of Melbourne in 10 May 2011, the document is now available for public consultation until 24 June. The draft Strategy was discussed with the IMAP Implementation Committee at its May meeting.

### Action 5.2 Affordable Housing

#### IN PROGRESS

- The IMAP Committee 28 August 2009 resolved to support the proposed advocacy strategy in the Briefing Paper. This strategy comprised:
  - Writing to the Premier and the Commonwealth Minister for Housing, Tanya Plibersek.
  - Arranging a meeting between individual developers and the Ministers for Planning & Housing.

- In March 2009 the IMAP Committee resolved to investigate site specific opportunities for inclusionary zoning (similar to that attempted by the City of Yarra for the AMCOR site).

This has been implemented as follows:

#### Correspondence

- A letter was sent to the Premier on 3 September 2009 seeking the capacity for planning mechanisms for affordable housing such as inclusionary zoning to be allowed for in the forthcoming Victorian Integrated Housing Strategy. The matter was
  - referred to Minister Wynne; and
  - A letter from the Minister for Housing on behalf of the Premier referring to the forthcoming Victorian Integrated Housing Strategy but with no commitment. The Strategy was subsequently released and contains no reference to planning mechanisms for affordable housing.
- A letter to Minister Plibersek on 3 September 2009 sought the capacity for planning mechanisms for affordable housing such as inclusionary zoning to be included in the next version of the National Affordable Housing Agreement (NAHA). The response was:
  - The Minister's office invited the City of Port Phillip representatives on behalf of IMAP to a meeting on 9 March 2010 to discuss the Overlay proposal and planning mechanisms generally. As a result of other discussions at the time, further engagement with the development industry peak bodies was suggested.
  - A report to the May 2010 IMAP Committee meeting recommended further, targeted engagement after investigation of suitable planning incentives that may be attractive to the development industry. Such incentives have been a feature of the original Overlay proposal modelled by SGS Economics and Planning. This is being followed up.

#### Site specific opportunities

A 2<sup>nd</sup> site specific approach (following the attempt on the AMCOR site) was tested at 400 City Rd, South Melbourne. This did not receive support from the State Government.

#### Developers meeting

Holding the developers meeting was put on hold pending the release of the Victorian Integrated Housing Strategy. [A meeting with representatives of the development industry was facilitated on 12 April 2011. A report summarising this discussion is due to be considered by the project team in August, for reporting back to the Committee in November.](#)

### Research

Research commissioned by the City of Port Phillip on “Affordable Housing Development Models” prepared by Affordable Housing Solutions [AHS] was made available to the IMAP councils in March 2011 for consideration. This paper has since been circulated to a wider audience to ascertain support for additional external research work. In May, IMAP agreed to provide some financial support, along with others, for research to be undertaken on Community Land trust models and their application in Australia. This is now proceeding.

## **Action 6.3 Managing Conflict in Activity Centres**

### Stage 1 – COMPLETE

- Key ‘tools’ have been developed to aid in the assessment of Cumulative Impact:
  - A Precinct Approach to include baseline data (key indicators) to assist the applicant in preparing the application.
  - A Pre-Application Approach that includes a checklist for applicants outlining the information to be provided.
  - A Cumulative Impact Assessment form that provides a tool to assist council’s planners and decision makers to reflect on the proposal against issues, constraints and opportunities.
- The State Government has established an Interdepartmental Committee (IDC) to consider Cumulative Impact and Outlet Density. Representatives from DPCD reported to the IMAP Implementation Committee on the IDC in November 2009.
- A review of definitions has identified inconsistency with definitions in the Planning Scheme and those used in the Liquor Licensing system. A Discussion Paper has influenced further communication within councils and State Government.

### Stage 2 – IN PROGRESS

- The Cumulative Impact ‘tools’ are being tested and reviewed by individual councils and will be refined. Recently the City of Stonnington prepared a planning amendment to limit hours and patron numbers – a different approach from that taken earlier by the City of Melbourne. The amendment has not yet been submitted to the Minister for approval.

## **Action 7.7 Universities and Regional Development**

### IN PROGRESS

- Initiated by IMAP’s Regional Economic Development Statement (May 2008), the Office of Knowledge Capital & IMAP have partnered to progress the Councils for Hosting Universities (CHUM) program. A workshop held December 2008 increased awareness and information sharing across Universities and Councils within the inner Melbourne region and identified 2 Initiatives.

- One of these initiatives, *Integrated Workplace Learning Program* was scoped to identify the potential of this program for all stakeholders at workshops held in February and May 2010.
- A working group formed to address knowledge gaps and develop a Manager's Guide with a checklist and responses to Frequently Asked Questions as a resource for councils to access the internship programs.
- The working group updated IMAP in August 2010 and requested funding in December for a part time staff position to promote Students in Councils across the IMAP Councils. This position was filled in May 2011 with commencement 17 May 2011. [A progress report will be considered by the Committee in August.](#)

### **Action 8.1 Priority for Freight Movement**

#### **IN PROGRESS**

This new project proposes some initial research be undertaken to determine the current freight movements through the IMAP region as a start point to understanding the needs and impacts of the current system. The brief for the first stage of this project was considered at the May IMAP Implementation Committee meeting.

### **Action 9.2 Environmentally Sustainable Design – commercial buildings**

This new project was identified as a priority for commencement in the IMAP plan review undertaken in 2010.

There are three parts to this project:

- 1) Communication Strategy – development of ESD guidelines for publication
- 2) Review the current ESD policy position in Melbourne
- 3) Identify ESD retrofit issues

#### **Stage 1 – IN PROGRESS**

- Work on the Communication Strategy commenced in December 2010. Topics have been identified and are currently being written up for editing and publication. The Working Group updated the IMAP Implementation Committee in March 2011 on progress to date.

### Action 9.3 Water Sensitive Urban Design

#### Stage 1 – COMPLETE

- *Model WSUD Guidelines* completed and endorsed.

#### Stage 2 – IN PROGRESS

- *Draft Stormwater Management local planning policy* has been refined following feedback from DPCD and is consistent with the recently gazetted City of Bayside Clause 44 WSUD amendment.
- Feedback received from Melbourne Water and the Department of Sustainability Office of Water has been positive and supportive of the policy.
- In October 2009, all four councils requested permission from the Minister to prepare and exhibit the amendment. In December 2009, conditional permission was granted. Councils undertook discussions with the Department of Planning and Community Development to negotiate on certain conditions.
- In April 2010 councils received approval from DPCD to jointly exhibit the amendment commencing 1 July 2010. The documents have now been lodged with the Minister for Planning for approval since September 2010. Councils have advocated to the new Minister to have this matter finalised.

### Action 9.4 Green Demonstration Projects

This new project was identified as a priority for commencement in the IMAP plan review undertaken in 2010. There are three parts to this project:

- 1) Water Sensitive Cities
- 2) Green Roof Initiatives
- 3) Distributed Energy

#### IN PROGRESS

- The Green Roof Initiative aims to improve knowledge on green roofs, walls and facades and create solutions for the current barriers to implementation. Funding is being sought to develop Victorian Guidelines - a "Growing Green Guide"; and to develop recommendations for options to integrate greening into regulatory schemes. In addition it is proposed that practical application of the guidelines and policy recommendations could be undertaken through a demonstration project.
- The Distributed Energy project aims to undertake an analysis of the potential for distributed energy in the IMAP area (district scale cogeneration, renewable and energy efficiencies) and develop business models for implementing commercially viable distributed energy systems in Melbourne.
- An overview of Water Sensitive Cities is in preparation including case studies to demonstrate how the principles can be applied and enhance the liveability vision for our urban precincts.



- Applications for Local Sustainability Accord funding were lodged in December 2010 for two of the above projects; the Green Roof and Distributed Energy projects. [In August 2011 Councils were advised the Green Roofs funding application was successful. The project teams will report to the August Committee to advise on next steps.](#)

### **Action 10.1 Regional Open Space and Trail Network**

#### **IN PROGRESS**

A working group presented a draft Project Plan to the IMAP Committee 28 August 2009.

The working group then reported in February 2010 detailing timeframe of the stages, desktop audit, engagement of partners and the development of an Implementation Plan, and in May 2010 updated the Committee on how the project has been integrated into actions being undertaken by state government agencies.

In February 2011 GIS staff assisted the project by initiating the collation of land information across the 4 councils onto a base map. The next step is to map public realm and open space strategies of the IMAP councils across this base data to build up a detailed picture of future planning strategies and the linkages between them.

### **Strategy 11 – Regional Tourism**

Stage 1 - Visitors Map - **COMPLETE**

Stage 2 - Regional Tourism Program & Experiential Packages – **COMPLETE**

Stage 3 - Visitor Profile and Satisfaction Study – **COMPLETE**

Stage 4 – **IN PROGRESS**

A three year Strategic Plan for Regional Tourism was reported and adopted by the IMAP Implementation Committee in May 2010. A range of initiatives were identified for implementation in 2010/11 which builds on the previous work undertaken. Licensing the tourism map to other tourist providers was approved by the Committee in March 2011. [An update on the Strategy for 2011-12 will be provided to the August Committee meeting.](#)

These projects will continue to [add value, deliver stronger relationships, practical solutions and strategic directions and influence the liveability and sustainability of the inner Melbourne region.](#)

**IMAP Implementation Committee**  
**Progress Report**  
**IMAP Communications and Governance**

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**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		
<b>Meeting 24</b> Date / Time Host Chair	<b>Friday 18<sup>th</sup> November 2011 (8.00am)</b> City of Stonnington Mayor	Council Chamber Malvern Town Hall  [Booked]
2012		
<b>Meeting 25</b> Date / Time Host Chair	<b>Friday 24<sup>th</sup> February 2012 (8.00am)</b> City of Port Phillip Mayor	Council Chamber Level 1 Use Portico entrance, Brighton Rd
<b>Meeting 26</b> Date / Time Host Chair	<b>Friday 25<sup>th</sup> May 2012 (8.00am)</b> City of Yarra Mayor	Meeting Room 1 Richmond Town Hall
<b>Meeting 27</b> Date / Time Host Chair	<b>Friday 31<sup>st</sup> August 2012 (8.00am)</b> City of Melbourne Chair Future Melbourne [Planning] Committee	Council Meeting Room. Level 2, Town Hall Admin Building
<b>Meeting 28</b> Date / Time Host Chair	<b>Friday 22<sup>nd</sup> November 2012 (8.00am)</b> 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			
<b>Income</b>			<b>\$</b>
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)
<b>Total Income</b>			<b>165,368</b>
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
<b>Total Expenditure</b>			<b>160,832</b>
<b>Net Surplus for Year Ending 30 June 2011</b>			<b>4,536</b>
<b>Retained Earnings Carried Forward (2009-10)</b>			<b>297,888</b>
<b>Accumulated Surplus for Year Ending 30 June 2011</b>			<b>302,424</b>

**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







# Contact information



[www.imap.vic.gov.au](http://www.imap.vic.gov.au)

For further information, please contact:

**Elissa McElroy**  
**IMAP Executive Officer**

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**Work Integrated Learning Project (Action 7.7)**

**Alexandra Moloney**  
**IMAP Student Placement Officer**

Officer Location – City of Melbourne

Telephone: 9658 8528  
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*(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](http://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

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Malvern Town Hall, Cnr Glenferrie Road and High Street,  
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# 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.



## Action 2.5 Bicycle Network – Progress Status of Priority Routes

Priority Routes	Identification	IMAP Partner	Progress	Capital Works \$ Commitment	Completion Date (expected)
Primary  1	<ul style="list-style-type: none"> <li>Cremorne Railway/Sandringham</li> </ul>	Yarra Stonnington Port Phillip	<p><b>Stonnington – Further to the City of Stonnington's Chapel Vision Structure Plan and a draft brief prepared to stimulate interest in a Regional Shared Trail project from Cremorne to Windsor, VicRoads funded a route option identification study from Swan Street Richmond to Alma Road along and adjacent to the Sandringham railway corridor. Funding in the order of \$150k was allocated by the State Government. Traffix Group was appointed for the consultancy. The Route Identification options study was produced and nominated a series of preferred route/s for further investigation.</b></p> <p>VicRoads met with DoT who was undertaking a series of investigations across Melbourne to determine the use of railway reserves for alternative purposes. It appears DoT is resisting the use of this space in the Sandringham railway corridor and the project has now been placed on hold.</p> <p>VicRoads can be contacted to provide a current report on the status of this project. DoT to comment on their issues with this project?</p> <p>Immediate capital implementation possibilities for further investigation:</p> <ul style="list-style-type: none"> <li>- Widening of bridge over Yarra</li> <li>- Ramps over bridge</li> <li>- Chapel Street to High Street Windsor</li> <li>- Relocation traffic lights to improve connectivity over High Street at the corner to the corner of Porter Street.</li> <li>- Traffic Lights and ped/bike crossing to Yarra Trail, corner of Yarra St and Alexandra Ave</li> </ul> <p><b>City of Yarra – Works in Yarra have been shelved due to the</b></p>		<p><b>Route Option Identification Study Complete.</b></p> <p><b>Project on hold.</b> Further discussion and lobbying of DoT required to consider the use of this public land (Railway corridor) for highest and best community use.</p> <p>Completion date</p>

			forecast cost of the works.		unknown.
2	<ul style="list-style-type: none"> <li>Albert Street/Elizabeth Street</li> </ul> <p>Stage 1 Albert St Stage 2 Elizabeth St</p>	Yarra Melbourne	<p><b>Yarra</b> – Elizabeth St asphalted in July 2010, bike lanes widened and repainted. Elizabeth St improved bicycle separation works has been reprioritised to be undertaken in the 2011/12 financial year. Concept plans have been approved by VicRoads and CoM for a reconfiguration of the westbound lanes at Hoddle St. Improved separation along Elizabeth St will likely take the form of buffered Bike Lanes or possibly Copenhagen Lanes&gt; Improved bike facilities at the Church St and Lennox St intersection will be investigated. Works on the Clifton Hill – Abbotsford Route have been completed which is a feeder route for Elizabeth St.</p> <p><b>Melbourne</b> – Installation of physically separated bike path in Albert St commenced in April 2010. Project completed in June 2010. Enhancements installed that include LED warning signs, Clearway modifications, Tow Away restrictions, parking modifications and extension of the westbound bike lane from Clarendon St to Powlett St.</p>	Estimated Cost \$250,000	<p>Completion Date December 2011</p> <p><b>Bike Lane completed mid June 2010. Enhancements completed end June 2011.</b></p>
3	<ul style="list-style-type: none"> <li>Brunswick Street/Gisborne Street/Macarthur Street</li> </ul>	Yarra Melbourne	<p><b>Yarra</b> – Brunswick St (Alexandra Pde to Victoria Pde) - LAAP application to introduce advanced start for bikes/peds was approved and funded but a lack of resources at VicRoads for traffic signal upgrades resulted in the project being temporarily shelved. Yarra has completed the design and it is now with VicRoads to deliver.</p> <p><b>Yarra</b> – Brunswick St (Alexandra Pde to Johnston St) – Green paint implemented across minor intersections i.e. conflict points.</p> <p><b>Melbourne</b> - Gisborne Street / Macarthur St / Collins St bike link currently being upgraded with green pavement, profiled edgeline and storage boxes.</p>	Estimated Cost \$220,000.	<p>Completion date to be advised.</p> <p><b>Completed 2009.</b></p> <p><b>Completed in May 2010.</b></p>
	<ul style="list-style-type: none"> <li>Royal Parade</li> </ul>	<b>VicRoads</b>	<b>Melbourne</b> – VicRoads has upgraded the existing onroad bicycle lanes with green pavement treatment and profile		<b>Completed</b>

<b>4</b>			edgeline.		
<b>5</b>	<ul style="list-style-type: none"> <li>Moonee Ponds Creek/Macaulay Road/Dryburgh Street/Queensberry Street</li> </ul>	<b>City Link</b> Melbourne	<b>Melbourne</b> - Design of replacement of stairs linking Moonee Ponds Creek path to Macaulay Road lane has <b>not been able to be implemented due to physical limitations and costs.</b>		<b>Project not proceeding</b>
<b>6</b>	<ul style="list-style-type: none"> <li>Rathdowne Street</li> </ul>	Yarra Melbourne	<p><b>Yarra</b> – 600mm wide Chevron line marking installed between Davis and Park Street.</p> <p>Concept plans prepared ‘Copenhagen’ style separation – project cost estimate \$1M. Copenhagen treatment <b>has been shelved</b> to allow prioritisation of other more highly ranked routes outlined in the bike strategy.</p> <p><b>Melbourne</b> – Installation of vibraline and green pavement completed. Independent Road Safety Audit has given this unique treatment the OK.</p>		<p><b>Completed May 2009</b></p> <p>Completion date unknown</p> <p><b>Completed 2008</b></p>
<b>7</b>	<ul style="list-style-type: none"> <li>Cecil Street/Whiteman Street/Clarendon Street/Spencer Street</li> </ul>	Port Phillip Melbourne	<p><b>Port Phillip</b> - Fitzroy St project completed August 2009. Off road bikeway to Albert Park Reserve delivered mid 09.</p> <p>Cecil Street Stage 1 – Whiteman Street to York Street implemented in October 2010.</p> <p>Detail design completed for Stage 2 with construction intended to commence in 2011/12 financial year, subject to VicRoads releasing funds.</p> <p>Stage 3 – Detailed Design intended to commence in 2012/13 following implementation of Stage 2.</p> <p><b>Melbourne</b> – Feasibility Study being undertaken to improve link between Cecil and Spencer Street. Study in draft form at present.</p>		<p><b>Completed Aug 2009</b></p> <p><b>Completed Oct 2010</b></p> <p>Completion estimated in 2011/12.</p> <p>Completion estimated in 2013/14</p> <p>Completion estimated in late 2011</p>

Priority Routes	Identification	IMAP Partner	Progress	Capital Works \$ Commitment	Completion Date (expected)
<b>Secondary</b>          <b>8</b>	<ul style="list-style-type: none"> <li>Heidelberg Road (1.5 km)</li> </ul>	Yarra Darebin <b>VicRoads</b>	<p>Stage 1 Detailed Report (SKM) has been finalised Stage 2 May 2010 VicRoads advised Yarra that they are considering funding and installing Stage 2 works between Chandler Highway and the Heidelberg Rd / Merri Creek Bridge.</p> <p><b>Yarra</b> – Preliminary VicRoads concept designs have been submitted to Yarra for comment. Ongoing discussions are being undertaken with VicRoads for Queens Parade between Brunswick St and Heidelberg Rd about the type and the location of the treatment (Using the Service road vs. main carriageway), amount of reallocated road space and the level of separation. VicRoads funding available for Heidelberg Rd.</p> <p>A temporary upgrade has been approved by Yarra for the Hoddle St/Railway overpass bridge to remove some of the conflict.</p>		<p>Completion date to be determined</p> <p>Completion to be determined.</p> <p>Completion date to be determined.</p>
<b>9</b>	<ul style="list-style-type: none"> <li>Peel St – Dudley to Victoria VicRoads Arterial Road</li> </ul>	<b>VicRoads</b>	<b>Melbourne</b> – Previously managed by CoM, now responsibility of VicRoads. CoM has requested VicRoads to include new bicycle works in the proposal to upgrade the Haymarket Roundabout. Haymarket Roundabout works proceeding, but will only include improvements to bicycle lanes on approaches and within the roundabout.		Completion expected late 2011.
<b>10</b>	<ul style="list-style-type: none"> <li>Market St – Flinders St to Collins Street</li> </ul>	Melbourne	<b>Melbourne</b> – <b>Bicycle paths installed</b>		<b>Completed March 2009</b>
<b>11</b>	<ul style="list-style-type: none"> <li>Flinders St – Spring to Exhibition</li> </ul>	Melbourne	<b>Melbourne</b> - <b>Project awaiting Think Tram plans regarding upgrade of this section of the tram network. Alternative route along Spring Street between Flinders Street and Collins Street has been installed.</b>		<b>Completed July 2009</b>

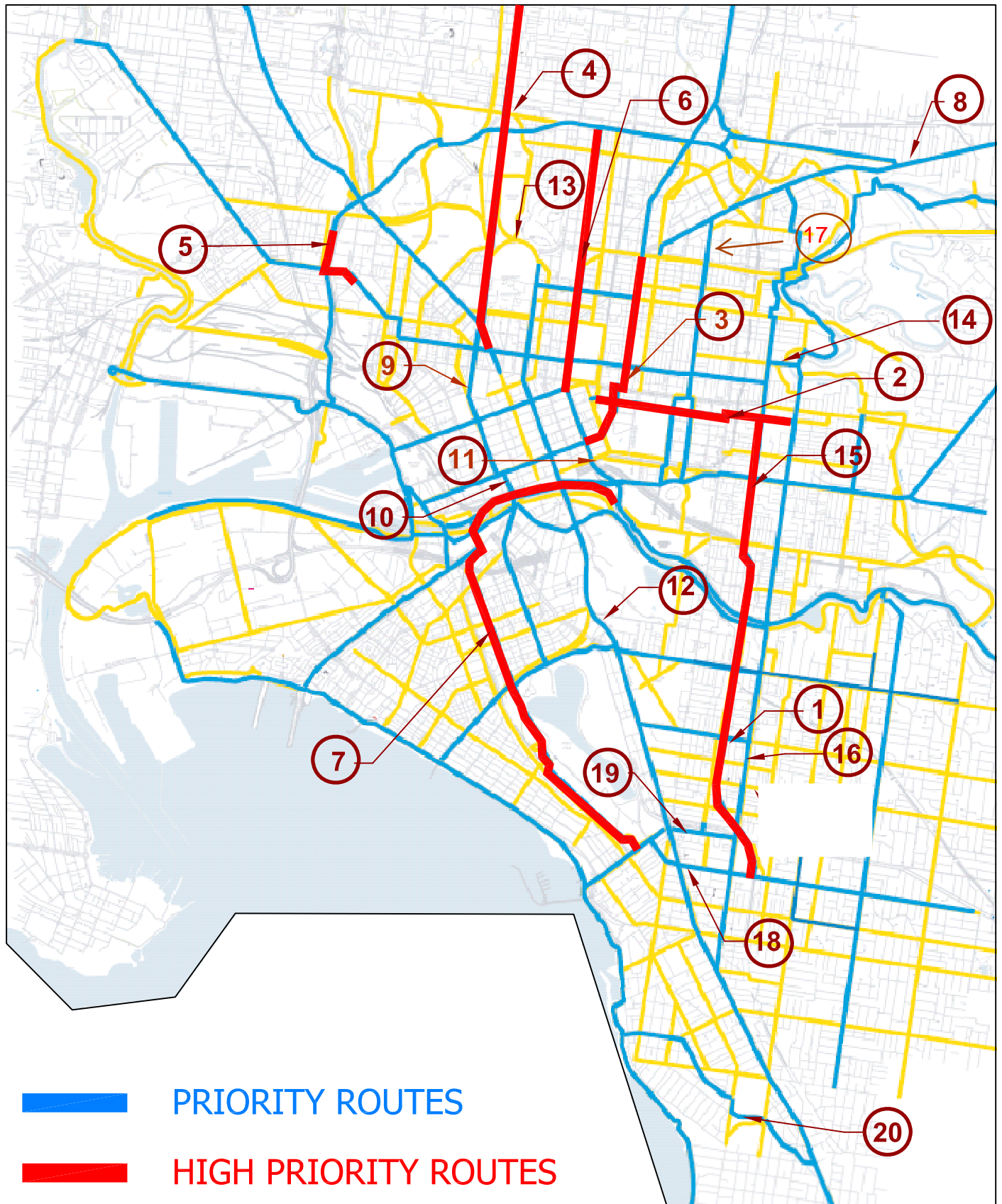
12	<ul style="list-style-type: none"> <li>St Kilda Rd / Princes Bridge</li> </ul> <p><i>Princes Bridge is managed by CoM.</i></p>	Melbourne <b>VicRoads</b>	<p><b>Melbourne</b> – St Kilda Road is controlled by VicRoads and an assessment is being made of the impact a Copenhagen style bicycle lane would have on its traffic flow. Study completion date April 2009. VicRoads have installed profile edgeline and vibralline along length of bicycle lane.</p> <p>CoM has installed an 800mm wide informal bicycle lane and facilitated the installation of an early start bicycle phase at the traffic signals leading onto the bridge.</p> <p>CoM and VicRoads recently met to discuss opportunities to provide physically separated bike lanes along St Kilda Road.</p>		<p><b>Completed. Profile edgeline and green pavement installed late 2010</b></p> <p><b>CoM installed bike lane modification Sept 2008</b></p> <p>Expected completion 2013.</p>
13	<ul style="list-style-type: none"> <li>College Cres – Swanston to Princes Park Dr</li> </ul>	<b>VicRoads</b>	<p><b>Melbourne</b> – Has written to VicRoads requesting consideration of this link.</p>		Dates to be determined.
14	<ul style="list-style-type: none"> <li>Maugie / Lulne / Truro / Keele Streets (opposite Victoria Park)</li> </ul>	Yarra	<p><b>Yarra</b> – Considered a low priority and <b>has been shelved for the medium term.</b></p> <p>The Yarra Bicycle Strategy proposed a substantial nearby route called 'The Clifton Hill / Abbotsford Route' which commences at Heidelberg Rd/Fenwick St and continues through to Nicholson St/Gipps St in Abbotsford. This Route is near completion and involved some small civil works, traffic signal changes, improved signage and line marking.</p>		<p><b>Dates to be determined.</b></p> <p><b>Completed 2011</b></p>
15	<ul style="list-style-type: none"> <li>Lennox Street</li> </ul>	Yarra	<p><b>Yarra</b> – Lennox Street between Highett and Elizabeth St will be reconstructed in September this year (2011).</p> <p>A line marking design has been completed for the rest of Lennox St to the south but funding is not confirmed.</p>		Reconstruction to be completed by September 2011. Works subject to internal funding.

16	<ul style="list-style-type: none"> <li>Chapel St – Toorak Rd to Alexandra Ave</li> </ul>	Stonnington	<p><b>Stonnington</b> –In view of the 2010 First Bike Scope Survey results, an audit of bicycle parking demand and supply in major street shopping centres, including Chapel Street has been completed. This audit will now be extended to minor shopping strips, thus covering all shopping strips in the municipality. Progressive “roll-out” of bicycle parking expected to commence under 2011-12 budget.</p> <p><b>Stonnington</b> – Green treatment at conflict points along intersections with Chapel Street (south of Toorak Road) completed.</p>	\$140,000	Expected to commence under 2011-12 budget  Completed
17	<ul style="list-style-type: none"> <li>Wellington Street</li> </ul>	Yarra	<b>Yarra</b> – Investigations are underway to increase the amount of separation on Wellington St. Initial conceptual design undertaken for removal of parking from one side of the street and implementation of a Copenhagen – style treatment, but analysis of various other options will be looked at.		
18	<ul style="list-style-type: none"> <li>Wellington St – Chapel St to St Kilda Rd</li> </ul>	Port Phillip	<b>Port Phillip</b> – Currently not the priority but look to progress feasibility assessment in 2012/13.		Completion date unknown.
19	<ul style="list-style-type: none"> <li>Alma Rd / Princes St – St Kilda Rd to Fitzroy St</li> </ul>	Port Philip	<p><b>Port Phillip</b> – Creating a continuous route along Alma Road is the current priority. Completing the gap in the bike route along Alma Road through designing the section between Westbury and Chapel Streets to be done in 2011/12.</p> <p>The design of Princes Street is restricted by road width and will require discussions with VicRoads on any design options. Subject to future investigation</p>		<p>To commence under 2011-12 budget</p> <p>Completion date unknown.</p>
20	<ul style="list-style-type: none"> <li>St Kilda St – East Canal path</li> </ul>	Port Philip	<b>Port Phillip</b> – East Canal Path appears to be within Bayside Council area. Elwood Canal is an off-road canal path within Port Phillip.		Completion date unknown.

# IMAP 2.5

## PRIORITY NETWORK

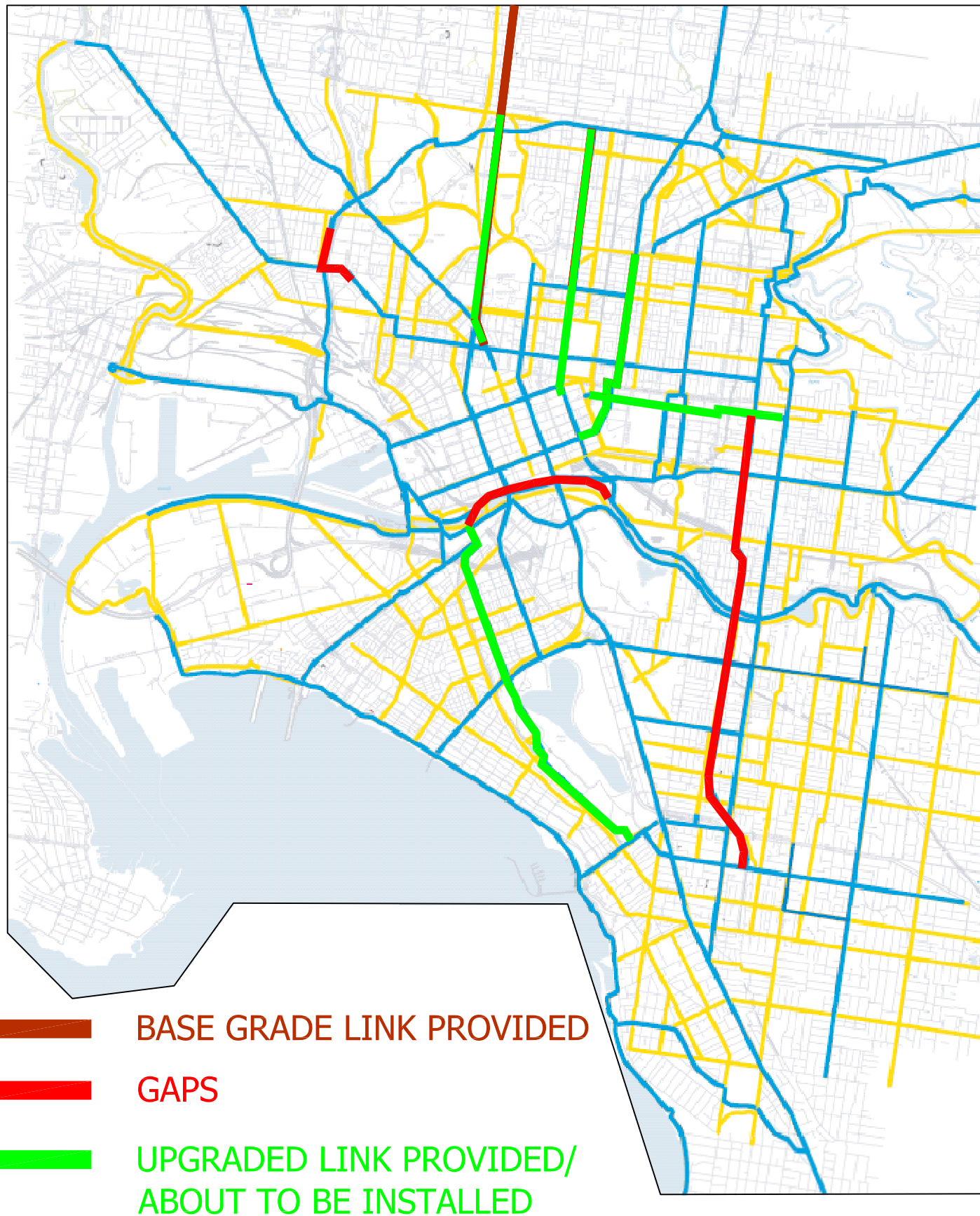
ADOPTED BY IMAP IN AUGUST 2008  
(REFER TO APPENDED TABLE)





# IMAP 2.5

## HIGH PRIORITY NETWORK CURRENT STATUS





## Inner Melbourne Action Plan

### Progress Report

#### Action 7.7 - Work Integrated Learning (WIL) Project

##### Purpose

The purpose of this document is to provide a status update for the IMAP WIL Project. The document will also outline the strategy, context, goals and actions for the project, in order to gain confirmation and support of the approach from the IMAP Executive Group.

The recent focus for the IMAP WIL Project has been to discover, analyse, establish connections/networks and plan future phases of the project.

##### Background

IMAP has a strategic objective to recognise and support 'key workers' and advance opportunities to increase human capital and skills diversity by building on existing relationships with the tertiary education sector.

The IMAP Councils have chosen to focus on universities and TAFE due to the social and economic impact they have on the inner Melbourne region.

#### *Universities and TAFEs...*

##### ATTRACT

- Knowledge workers to the city
- International students to the city
- Increase tourism

##### CONNECT

- Diverse industry networks
- International academic networks

##### GENERATE

- Large scale employers
- Revenue
- Create future employees

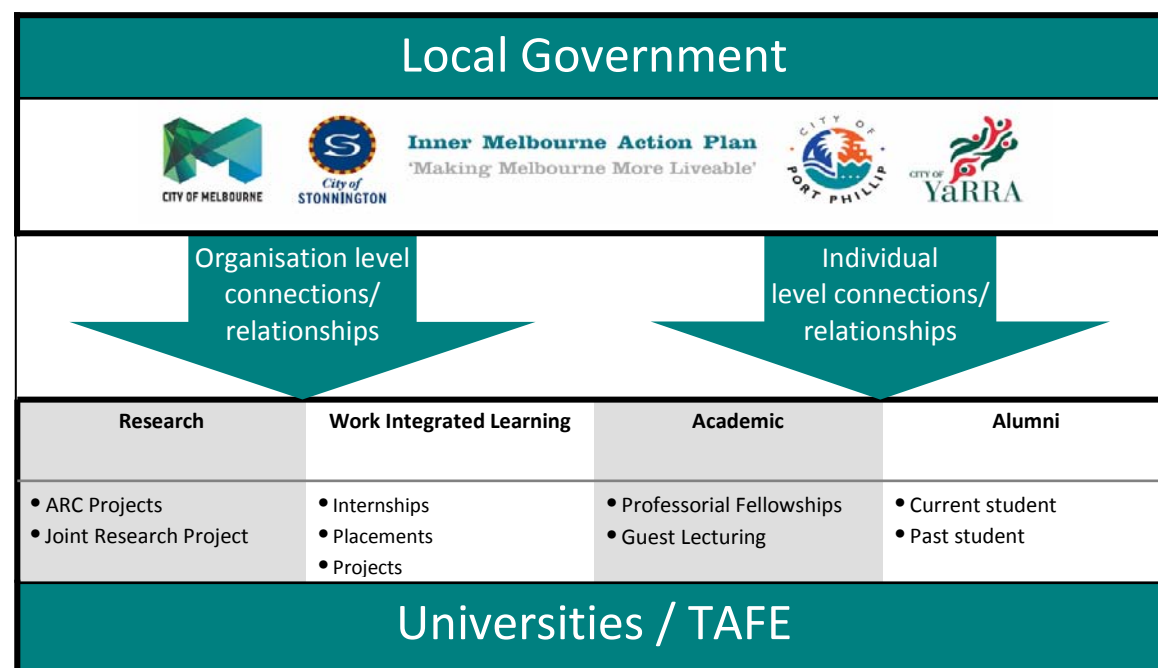
##### INFORM

- Provide education services
- Perform research
- Inform policy

### Connections with Universities and TAFEs

IMAP Strategy 7 seeks to 'Promote the Inner Melbourne Region as an investment location for knowledge rich business sectors.' IMAP Action 7.7 aims to 'Work collaboratively with universities and TAFE to define and develop a stronger role in regional development.'

The figure below depicts the high level relationships between the IMAP Councils and the universities and TAFE sector.



The relationships/connections that exist between the IMAP the Councils and the universities and TAFE sector are not regularly reported or measured. The relationships and networks that exist tend to be individual or personal and are not being leveraged across the IMAP Councils.

WIL has been selected by the IMAP Executive Group as the connection to be exploited and leveraged to work collaboratively with universities and TAFE to define a stronger role in regional development. The IMAP WIL Project and the role of the Student Placement Officer have been established to *improve and strengthen* the WIL related relationships and connections.

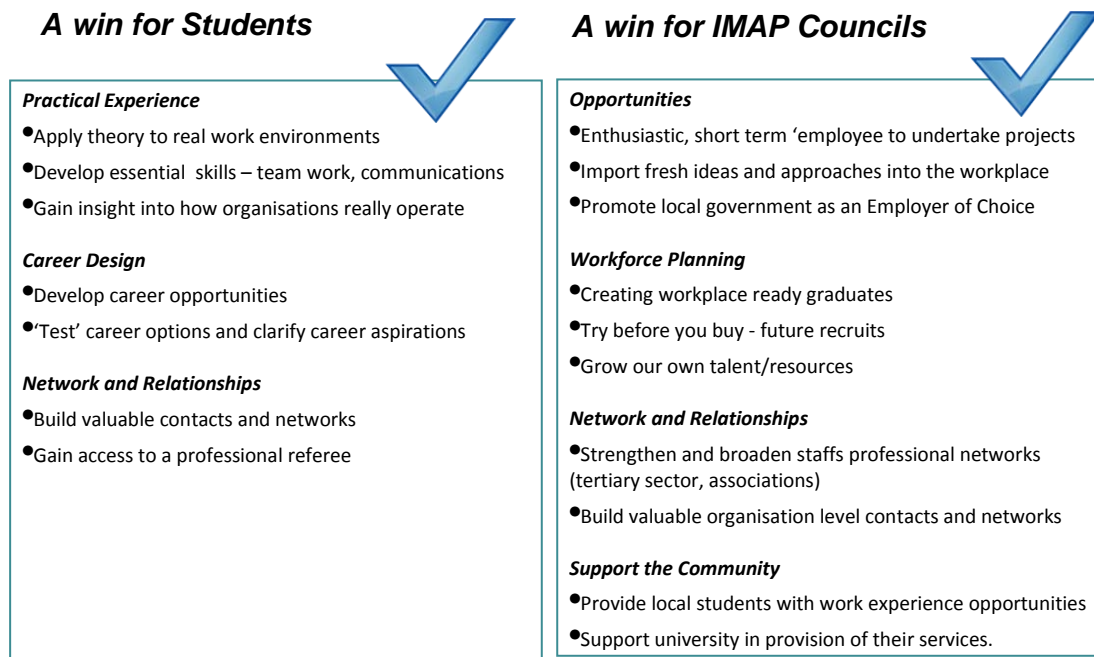
The IMAP Councils have a number of exciting projects and diverse work areas that will provide students with fantastic learning and work experiences in line with their academic studies.

The initial discovery and analysis of the university/TAFE sector has uncovered a large range of WIL opportunities and a desire on the part of these education providers to create meaningful long term partnerships with the IMAP Councils.

The IMAP WIL Project is a unique initiative from both a local government and higher education perspective. The IMAP Councils are playing a leadership role in supporting and funding this project, also through joining forces the IMAP Councils increase their leverage and open up opportunities that would not necessarily exist as individual Councils.

## **WIL Benefits**

WIL well planned creates a win for students and a win for IMAP Councils. IMAP Councils can exploit these benefits through taking an active role in planning and establishing WIL opportunities.



## **Project Complexity**

The IMAP WIL project is being implemented within a complex environment, which may have an impact on the goals, actions and success factors for the project.

The IMAP Councils are complex organisations in regards to:

- Breadth of career streams and role types.
- Understanding where the IMAP WIL Project sits relative priority to each organisations goals and projects for 2011/2012.
- Understanding how best to work with each of the Councils on this initiative and how best to bring stakeholders together to build relationships and networks.

The universities and TAFE sector is complex in regards to:

- Multiple organisations to connect with and understand their WIL offerings.
- Institutions take different approaches to WIL – often at a school level.
- Vast range of opportunities available – reviewing what may suit and when.

### **WIL in the IMAP Councils**

The focus of the project since May 2011 has been to 'Discover' what relationships and connections exist between the IMAP Councils and universities and TAFE sector – with a focus on WIL. The data collection is still continuing across the four councils. Expectation is that the number of placements will grow as data is collected and confirmed.

<b>University and TAFE WIL Placements (June 2010 – August 2011)</b>				
<b>IMAP TOTAL</b>	<b>COM</b>	<b>COPP</b>	<b>COS</b>	<b>COY</b>
45	31	7	7	1
<b>IMAP TOTAL</b>	<b>Universities</b>	<b>TAFE</b>	<b>Other or Unknown</b>	
45	17	3	25	

There are no council quotas for the number of WIL placements expected in each year.

Understanding the current triggers and drivers for WIL placements is useful when considering the drivers and intent of the IMAP WIL Project.

A number of areas within each council have ongoing partnering and practical agreements in place with particular universities and TAFEs, these student placements take place year on year.

In regards to providing additional WIL opportunities outside these practical agreements the **main trigger** is external whereby a student (or academic) contacts the council and requests a placement. The relevant team within council will then determine whether they can accommodate the request.

The **main driver** for IMAP Councils using student is 'altruistic' – having a social responsibility to provide opportunities to assist in the education of students.

Essentially, this is an adhoc, externally driven process and on the whole does not develop strong relationships and networks with the higher education sector and isn't necessarily providing the IMAP Councils with access to the strongest and brightest graduate talent Melbourne has to offer.

In May 2010 the IMAP Executive Group stated their drivers for increasing and improving WIL were:

<b>Primary Driver</b>	
Develop stronger links with the universities and TAFE sector.	
<b>Intent</b>	<b>Actions/Opportunities</b>
<b>Create Awareness</b> Identify and understand opportunities for work integrated learning.	<ul style="list-style-type: none"> <li>• Develop materials illustrating work integrated learning in councils.</li> <li>• Develop internal marketing plan for the four councils to raise the profile of WIL.</li> <li>• Identify and understand ability to staff short-term projects.</li> </ul>
<b>Make It Easier</b> Minimise the complexity in the process of employing students.	<ul style="list-style-type: none"> <li>• Develop policy.</li> <li>• Develop checklist.</li> <li>• Develop frequently asked questions guide.</li> </ul>
<b>Broker Relationships</b> Generate a high level of support, visibility and awareness both internal and external to councils.	<ul style="list-style-type: none"> <li>• Develop a four council model approach.</li> <li>• Provide regular ongoing opportunities for WIL employers to meet, share ideas and information.</li> </ul>

<b>Secondary Driver</b> Improve IMAP Council HR strategies relating to students (workforce planning, recruitment, talent management).	
<b>Intent</b>	<b>Actions/Opportunities</b>
<i>Address Workforce Challenges</i>  Identify and understand the role students play in addressing areas where it is difficult to recruit new staff.	<ul style="list-style-type: none"> <li>• No specific action identified.</li> </ul>
<i>Recruitment Strategy</i>  Ensure higher education providers and students see councils as an 'Employer of Choice'.	<ul style="list-style-type: none"> <li>• No specific action identified.</li> </ul>

Cultural change is required within the four councils to move from an adhoc, externally driven process to a proactive, internally driven process; and to shift the drivers to those intended by the IMAP executive group.

The intent of the initiative is to create the foundations for ongoing and sustainable change in WIL practices in the IMAP Councils and through this strengthen the relationships with the university/TAFE sector. This requires advocacy and support for WIL from within the IMAP Councils.

## IMAP WIL Project Plan

### **Project Areas**

In order to create the foundations for ongoing and sustainable change in WIL practices the WIL Project has been organised into three project areas which are aligned to original primary driver.

<b>Primary Driver</b>	Develop stronger links with the universities and TAFE sector.
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#### **Project Area 1 – PROMOTE WIL – *Create Awareness***

- Provide information on what WIL is available within universities and TAFE sector.
- Create tools and channels for promoting WIL.

#### **Project Area 2 – STRENGTHEN WIL – *Make It Easier***

- Update and adopt policy, process and manager guides.
- CEOs, Directors, managers promote – tools and aids, etc in discussion with leadership group on an ongoing basis.

#### **Project Area 3 – FACILITATE WIL – *Broker Relationships***

- Create career stream groups – to bring people together from four councils and share ideas, generate projects and leverage relationships with universities.
- Create round table discussions between IMAP councils and university/TAFE staff.
- Propose ongoing planning, budgeting and FTE model for student placements.

While the actions identified for each project area may result in going some way to addressing the IMAP Executives secondary driver - *'Improve IMAP Council HR strategies relating to students (workforce planning, recruitment, talent management)'* – no specific actions will be progressed for this driver given the resources, effort and time of the Student Placement Officer will be focused on the primary driver.

The detailed actions for each project area are detailed within this document for endorsement by the IMAP Executive Group.

### ***Project Resources***

The IMAP Student Placement Officer role is a part time resource working across the IMAP Councils; this is project position which will end in May 2012.

Human resources staff will also be contributing in the delivery of the project, through being members of the project team and being owners of artefacts produced through the project.

Ultimately success of this project and the level to which relationships between the IMAP Councils and the university/TAFE sector are strengthened will be determined through increased interaction between council staff and staff from the education institutions.

Therefore, time and effort from directors, managers and team leaders will be required to:

	<b>Level of Council staff involvement.</b>	<b>What Will Staff Need to Do</b>
<b>Project Area 1 – PROMOTE WIL – Create Awareness</b>	Low	<ul style="list-style-type: none"> <li>• Read, understand and act on promotional materials.</li> </ul>
<b>Project Area 2 – STRENGTHEN WIL – Make It Easier</b>	Medium	<ul style="list-style-type: none"> <li>• Read, understand and use policy, process and guides.</li> </ul>
<b>Project Area 3 – FACILITATE WIL – Broker Relationships</b>	High	<ul style="list-style-type: none"> <li>• Participate in relationship building, dialogue and partnering with university/TAFE stakeholders.</li> <li>• Leverage existing council – university/TAFE relationships for IMAP.</li> <li>• Actively include WIL in their workforce planning strategies.</li> <li>• Identify meaningful and supported WIL opportunities for students.</li> </ul>

The proposed approach to facilitate the 'Broker Relationships' project area is the establishment of 'career stream clusters'<sup>1</sup> which will be a group of representatives from across the IMAP Councils based on their interest in a profession; work function; study area or academic discipline. The aims in forming career stream clusters are to:

- Enhance networks across the four councils and create partnerships.
- Share experiences and contacts.
- Understand workforce management issues current and projected for a career stream.
- Understand recruitment management issues and skills shortages for a career stream.
- Understand management of future talent pipeline for a career stream.
- Understand and leverage current approach to student placement.
- Understand what needs to be improved in work integrated learning for a career stream.
- Combine forces to influence higher education sector.

<sup>1</sup> Career Stream Cluster information detailed on Page 11 of this document.



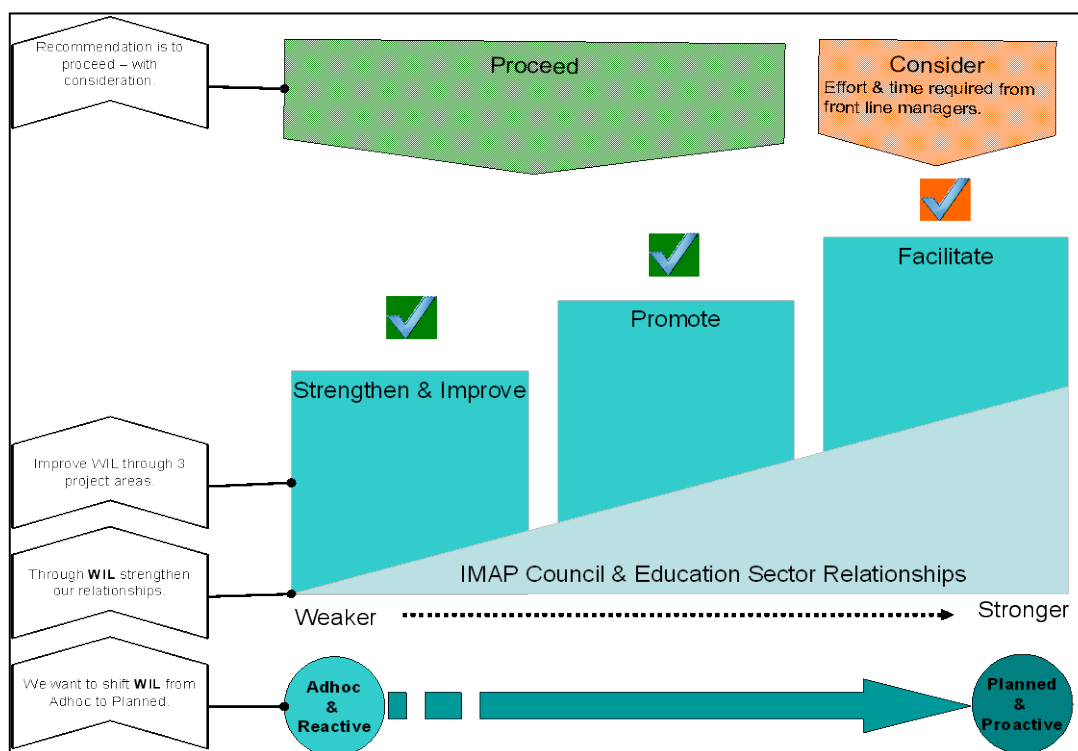
## Discussion / Consideration

1. Is strengthening links with the university and TAFE sector still important for your individual Councils and as an IMAP group? Why is strengthening the links with the university and TAFE sector important for your organisation, people and customers?
2. Does the IMAP Executive agree that cultural change is required within the four councils to shift from an adhoc, externally driven process to a proactive, internally driven process? Is this the intent of the project? Should cultural change within the four councils be driven by IMAP?
3. The detailed actions for each project area are detailed within this document for endorsement by the IMAP Executive Group. Each council should consider the following:
  - a. Where does the project/action fit in the priority list for 2011/2012?
  - b. How will your council benefit and leverage the action.
  - c. Potential resource commitment from your organisation.
  - d. Do you provide your endorsement for the action to proceed?
4. If the IMAP Executive consider that one of the goals of this project is to increase the number of students being brought into councils on WIL – do you want to adopt targets or quotas?
5. There is benefit in understanding all relationships/connections that exist between the IMAP Councils and the higher education sector and in gaining a view of the strength and success of these relationships. This project plans to only report on the WIL connections.

## Recommendation

The recommendation is to proceed with 'Project Area 1 – PROMOTE WIL – Create Awareness' and 'Project Area 2 – STRENGTHEN WIL – Make It Easier'.

The recommendation is also to proceed with 'Project Area 3 – FACILITATE WIL – Broker Relationships', however careful consideration is required from each council to confirm actions given potential impact of time on frontline management.



**IMAP WIL Project Actions**

<b>Project Area 1 – PROMOTE WIL – Create Awareness</b>					
<b>Action</b>	<b>Description</b>	<b>When</b>	<b>Impact on Driver</b>	<b>Staff Time</b>	<b>Proceed?</b>
WIL Service Catalogue	Provide consolidated view of what WIL is and the WIL opportunities available.	September 2011.	Medium	Low	
WIL Bulletin/Emails (monthly)	Provide an update on – status of project, WIL Case Studies, WIL opportunities and upcoming events.	1 <sup>st</sup> edition August 2011.	Medium	Low	
WIL Intranet Pages	Provide an online central WIL information repository within each council, leveraging existing intranet/communication channels.	September 2011.	Medium	Medium	
WIL Calender	Provide a calendar of activities and timings across the councils, universities and TAFEs to understand trigger points, submission dates, likely times when students are available.	September 2011	Medium	Low	
University and TAFE Career Fairs, Vacation Work Fairs.	IMAP Councils represented on campus at Careers Fairs planned for 2012. Needs to align to overall recruitment strategy may be a cost. Initial phase will be on understanding what is available.	January 2012	Low	Medium	

<b>Project Area 2 – STRENGTHEN WIL – Make It Easier</b>					
<b>Action</b>	<b>Description</b>	<b>When</b>	<b>Impact on Driver</b>	<b>Staff Time</b>	<b>Proceed?</b>
WIL Policy	Provide an update on the WIL policy for each IMAP council.	October 2011	Low-Med	Low	
WIL Processes	Review and enhance WIL processes.	October 2011	Low-Med	Low	
WIL Managers Guide and Training	Provide the WIL managers guide and associated training materials	November 2011	Low-Med	Low	
Information management and reporting	Understand, collate and map the existing WIL relationships between the IMAP councils and the universities. Ensure ongoing accurate reporting on WIL statistics.	January 2012	Low-Med	Medium	

<b>Project Area 3 – FACILITATE WIL – Broker Relationships</b>					
<b>Action</b>	<b>Description</b>	<b>When</b>	<b>Impact on Driver</b>	<b>Staff Time</b>	<b>Proceed?</b>
Advise on placements	Assist leaders and managers in sourcing students where they identify and need for a student.	Ongoing	High	Low	
HR Contacts	Confirm links between HR teams and employment and career service/WIL groups within the universities.	September 2011	Med	Medium	
WIL 2012 – Plan, Budget and FTE	Establish proposal for updating the planning cycle where IMAP councils confirm student roles and projects for the year ahead. Review benefits of aligning with corporate planning.	January 2012	Med/High	Medium	
WIL Career Stream Clusters	Form career stream clusters.	September 2011 – ongoing.	High	High	
WIL Round Tables	Broker meetings between IMAP council groups and universities/TAFE. Potentially align with council activities – conferences, festivals, knowledge week.	September 2011 – ongoing	High	High	
IMAP WIL Student Alumni	Create an alumni group of students who have performed WIL in the IMAP councils. Plan ‘keep them warm’ activities.	February 2012	Low	Low	

**IMAP WIL 'career stream clusters'**

The table below details the career stream clusters, which may be adapted through the life of the project.

<b>Capital Works and Building</b> <ul style="list-style-type: none"> <li>• Major Projects and Infrastructure</li> <li>• Project Management</li> <li>• Construction</li> <li>• Administration</li> </ul>	<b>Communication and Marketing</b> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Marketing</li> </ul>	<b>Corporate &amp; Business Services</b> <ul style="list-style-type: none"> <li>• Analysis and Planning</li> <li>• Finance Management</li> <li>• Human Resource Management</li> <li>• IT Management</li> <li>• Legal</li> </ul>
<b>Economic Development and Tourism</b> <ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Tourism</li> </ul>	<b>Engineering</b> <ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Buildings</li> <li>• Traffic</li> </ul>	<b>Environment and Public Space Management</b> <ul style="list-style-type: none"> <li>• Landscape Architecture</li> <li>• Parks and open space</li> <li>• Waste Management</li> </ul>
<b>Events</b> <ul style="list-style-type: none"> <li>• Events</li> </ul>	<b>General Management</b> <ul style="list-style-type: none"> <li>• Team Leadership / Management</li> <li>• Project Management</li> <li>• Risk Management</li> <li>• Administration</li> </ul>	<b>Health and Community Services</b> <ul style="list-style-type: none"> <li>• Aged Care</li> <li>• Arts and Culture</li> <li>• Children and youth</li> <li>• Community Relations</li> <li>• Disability Care</li> <li>• Environmental Health</li> <li>• Family Support</li> <li>• Social Planning and Projects</li> </ul>
<b>International Relations</b> <ul style="list-style-type: none"> <li>• International Relations</li> </ul>	<b>Planning and Development</b> <ul style="list-style-type: none"> <li>• Building Surveying / Inspecting</li> <li>• Planning</li> <li>• Property Management</li> <li>• Land Surveying</li> </ul>	<b>Research</b> <ul style="list-style-type: none"> <li>• Research</li> </ul>
<b>Sustainability</b> <ul style="list-style-type: none"> <li>• Sustainability Planning and Projects</li> </ul>	<b>Urban Design</b> <ul style="list-style-type: none"> <li>• Urban Design</li> <li>• Architecture</li> </ul>	

## Inner Melbourne Action Plan

### Progress Report

#### Action 9.4 Green Demonstration Projects

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#### Purpose

1. To update the Committee on the results of an application for funding and next steps in the Growing Green Guide for Melbourne project.

#### Background

##### Grant information

2. The Local Sustainability Accord is a State Government grants program aimed at funding projects addressing sustainability or climate change issues by local governments.
3. In December 2010 the Cities of Melbourne and Port Phillip, IMAP and the University of Melbourne partnered to apply for Accord funding for the Growing Green Guide for Melbourne.
4. The Department of Sustainability and Environment have awarded \$250,000 to the project (see letter at attachment 2).
5. This project is aligned with IMAP Action 9.4: Green Demonstration Projects.

##### Project Description

6. The Growing Green Guide for Melbourne project is a practical tool that will increase knowledge and reduce the technical barriers of green roof and green wall construction. Using a collaborative approach between government, commercial and education institutions, the Guide includes best practice guidelines and policy recommendations that can be readily utilised by councils, developers and planners across Victoria.
7. The following outcomes will be delivered:
  - **Victorian best practice guidelines** for green roof/wall/façades including; a how-to guide for developers, landscapers and the general public, and standards for best practice construction.
  - **Practical application of the guidelines and policy recommendations** by; an opportunities assessment of key areas within municipalities that would benefit from green roofs/walls and a demonstration project concept using the guidelines to design rooftop and/or vertical greening for one building.
  - **Recommendations for options** to integrate rooftop and vertical greening into regulatory schemes including recommended changes to the planning schemes in each municipality.
8. The outcomes are further detailed in Attachment 1.

##### Budget

9. The total project budget is \$618,300. The State Government has committed to providing \$250,000.
10. The City of Melbourne and City of Port Phillip has committed to contribute \$125,000 including \$85,000 in kind support (people resources) and \$40,000 financial resources each over two and a half years. This would be subject to funding through Council's normal budget process.

**Funding Arrangement as per Accord Application**

<i>Income</i>	<i>Cash</i>	<i>In-kind</i>
City of Melbourne	\$40k	\$85k
City of Port Phillip	\$40k	\$85k
IMAP	See above	See above
University of Melbourne	\$0	\$118,300.00
Funding requested from the Accord	\$250k	\$0
<b>Total</b>	<b>\$330,000.00</b>	<b>\$288,300.00</b>

11. The financial and in kind support could be split between all councils in IMAP to contribute to Action 9.4.
12. The University of Melbourne will cover the balance with in kind support.
13. The Project is proposed to start in September 2011 and run for a period of 30 months.

**Project delivery:**

14. A project officer will be employed to coordinate the project. To ensure capacity building within municipalities is shared, the role will be split between councils. Additional contributions will be provided from relevant planning and technical staff.
15. The University of Melbourne will provide expert knowledge for the project and will write the best practice guidelines. This will build capacity across the education and training sector.
16. The project will be referenced by a technical steering committee and consultation achieved through workshops with industry stakeholders and quarterly project updates disseminated to interested parties.
17. We will share our learnings with other interested local governments in Victoria and more widely, nationally and internationally. The guidance and best practice documents will be available on our websites and will be promoted at relevant conferences, forums and media opportunities.

**Recommendations**

18. That the IMAP Implementation Committee note the award of grant money and confirm the allocation of budget across the four councils.

## Attachment 1

### Project outcomes:

The following outcomes are proposed to improve knowledge and create solutions to the current barriers to implementation.

#### 1. Best Practice guidelines for green roofs and green walls in Victoria including:

- A how-to guide for developers, designers, landscapers and the general public. Significant knowledge gaps exist on the steps required to construct a green roof/wall and the main considerations in planning and design. The guidelines will define and detail the different types of green roofs/walls/façade greening, the demonstrated benefits for buildings and urban environments and key main issues in the design process (e.g. height and access, weight loadings, Occupational Health and Safety considerations). Maintenance and management considerations will also be discussed to assist stakeholders in deciding which approach is most appropriate for their situation. Case studies of green roofs built in Melbourne and Victoria over the last 4 years will be used to highlight these issues.
- Standards and specifications for best practice construction of green roofs and walls in Victoria to adapt to climate change. The use of relevant national and international standards and specifications is critical to the sustained success of roof and wall greening in Australia. This is particularly important given the local context of this emerging industry and the predicted effects of climate change. The guidelines must be regionally specific, help to protect against poorly constructed projects; and assist in educating and promoting best practice to the industry.

#### 2. Regulatory recommendations for green roofs and walls including:

- Recommended changes to the planning schemes in each municipality. A document will be developed for policy planners in local government and will include guidance on recommended options for changing the planning schemes in each municipality to encourage progressive implementation of particular greening treatments.

#### 3. Practical application of the guidelines and policy recommendations by:

- An opportunities assessment of key areas within municipalities that would benefit from green roofs/walls. Detailed feasibility studies will be conducted to identify the likely site-specific solutions for at least 3 high priority sites at each municipality. Local funding partners will also be identified to contribute to the implementation and analysis of the next stage - the demonstration project.
- A planned green roof/wall demonstration project in any of the municipalities in the project. This will use and apply the best practice standards and how-to guidelines to design a green roof/wall. Funding for the installation of the demonstration project may be above the funding allocated here and will be sourced elsewhere.





**Minister for  
Environment and Climate Change**

Dr Kathy Alexander  
Chief Executive Officer  
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MELBOURNE VIC 3001

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**28 JUL 2011**

Dear Dr Alexander

**VICTORIAN LOCAL SUSTAINABILITY ACCORD: ROUND 5 PARTNERSHIP GRANT  
APPLICATION**

I am writing to advise that your application for a Sustainability Fund grant under the Victorian Local Sustainability Accord (Accord) has been successful. I am therefore pleased to offer you \$250,000 on behalf of your project partners for the project – Growing Green Guide For Melbourne: A How-To Guide For Green Roofs, Walls And Facades.

Round five of the Accord funding program has allocated total amount of over \$5.6 million to 57 local government projects to tackle important environmental issues at the local level. Over \$2 million of this funding has been for partnership grants.

Your regional DSE contact, Kirstyn Lee, will be in touch with the project officer named in your application to finalise the arrangements for the project to commence. If you have any queries about the process, please contact Kirstyn Lee on (03) 9296 4453 or email [kirstyn.lee@dse.vic.gov.au](mailto:kirstyn.lee@dse.vic.gov.au).

I wish you every success with your project and thank you for your valuable contribution to better environmental outcomes for all Victorians.

Yours sincerely

**THE HON RYAN SMITH MP**  
Minister for Environment and Climate Change

**Privacy Statement**

*Any personal information about you or a third party in your correspondence will be protected under the provisions of the Information Privacy Act 2000. It will only be used or disclosed to appropriate Ministerial, Statutory Authority, or departmental staff in regard to the purpose for which it was provided, unless required or authorised by law. Enquiries about access to information about you held by the Department should be directed to the Manager Privacy, Department of Sustainability & Environment, PO Box 500, East Melbourne, 8002.*



## Inner Melbourne Action Plan

### Progress Report

#### Action 9.4 Demonstration Projects – Distributed Energy

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#### Purpose

1. To update the Committee on progress with the Distributed Energy project, including scope, budget and external partnerships.

#### Background

2. IMAP Action 9.4 aims to: "Work regionally to promote sustainable water sensitive and green building demonstration projects and models". One of the projects under this action relates to development of a Distributed Energy Strategy.
3. The Inner Melbourne Energy Map study will identify opportunities for pursuing energy efficiency and low carbon distributed generation initiatives in the IMAP region. It will take into consideration distribution network opportunities and constraints, as well as current and future energy demand and reduction opportunities. Later stages of the study will also consider the economics of implementing various technologies, the impacts of these on the grid (including economic impacts) and compare the economics of distributed generation against purchasing renewable energy generated elsewhere in Victoria through the grid.
4. The objectives and overview of the project are outlined at **Attachment A**.

#### Discussion

5. This project will not seek to implement a distributed generation demonstration project. Instead, the Energy Map study will provide information about the best opportunities for pursuing lower-carbon forms of energy generation and mitigation in Inner Melbourne. This will inform building owners, developers and energy companies about the most appropriate energy technologies to pursue, including economic considerations.
6. Funding was sought to support this project through the State Government's Local Sustainability Accord. The recipients of the fund were announced on 1 August 2011. The application was unsuccessful.
7. It is intended that the Energy Map project proceed in partnership with the CSIRO. CSIRO has indicated a willingness to lead and co-fund the project through the National Research Flagships program.
8. Alternative sources of funding will also be sought to fund the remainder of the project. This will likely be from a major energy infrastructure company.
9. The IMAP budget has previously allocated funding for the Energy Map project over three financial years.
  - a. 2010/11 \$45K from accumulated IMAP funds [\$11K per Council – already paid]
  - b. 2011/12 \$55K from the IMAP Councils [\$13.75K per Council] – provisionally approved
  - c. 2012/13 \$80K from the IMAP Councils [\$20K per Council] – yet to be approved
10. A project plan and budget will be put to next IMAP Implementation Committee meeting with a request to approve the remaining \$80,000 of expenditure.
11. CitiPower are the dominant electricity distributor in the IMAP area. Initial conversations with CitiPower indicate that they are interested in participating in the study, primarily by providing essential data.

12. Discussions are yet to be held with United Energy regarding participation in the project for the part of Stonnington which is not in the CitiPower area, and with Jemena regarding a small area within the City of Yarra.
13. It is proposed that a Reference Committee will be established to provide technical guidance on the project. The Reference Group will be managed by the City of Melbourne.
14. It is proposed that the CSIRO will manage relationships with any potential private sector funding partner.

## **Recommendations**

- a. That the IMAP Implementation Committee **note** the information above.
- b. That the IMAP Implementation Committee **approve** the attached Project Brief and confirm expenditure of \$100,000 for the 2010/11 and 2011/12 Financial Years as indicated at paragraph 9 above.

## **Attachment A: Inner Melbourne Energy Map - Overview**

### **Project Overview**

The Energy Map study will identify opportunities for pursuing energy efficiency and low carbon distributed generation initiatives in the IMAP region.

It will take into consideration distribution network opportunities and constraints, as well as current and future energy demand and reduction opportunities. Later stages of the study will also consider the economics of implementing various technologies, the impacts of these on the grid (including economic impacts) and compare the economics of distributed generation against purchasing renewable energy generated elsewhere in Victoria through the grid.

A similar study was undertaken by the City of Sydney in assessing the opportunities for Sydney's distributed energy initiatives. It is understood that there are a number of technical issues particular to Melbourne which affect the development of distributed generation systems in the Melbourne electricity network. The proposed study will test and verify this understanding.

CitiPower is the main electricity distributor operating within the IMAP area. CitiPower has indicated (at Manager level) a willingness to participate on the basis of potential benefits to the organisation. The study will identify substation precinct which are, and are not, suitable for development of cogeneration systems, and will enable these findings to be communicated to businesses. Discussions are yet to be held with United Energy and Jemena which operate in small areas within the IMAP region.

### **Benefits:**

It is understood that there are electricity network constraints which prevent the development of gas fired cogeneration systems in inner Melbourne.

The study will develop an understanding of the distribution grid and identify opportunities for pursuing cogeneration, other forms of distributed generation and energy efficiency initiatives in Inner Melbourne. This will be based on energy demand, land use mapping, and analysis of the electricity network.

These findings will be made publicly available and will inform key stakeholders (including businesses, councils and energy services companies) of the opportunities for greenhouse gas reduction initiatives based on specific locations, and the network attributes in those locations.

The Energy Map will avoid the need for costly technical studies undertaken by cogeneration proponents currently required before applying to CitiPower for permission to develop cogeneration systems.

The study will also provide information about optimal locations to pursue energy efficiency and distributed generation projects to take advantage of network constraints and opportunities which may exist.

### **Governance:**

It is proposed that CSIRO will lead the project and the IMAP Councils will contribute funding through a funding agreement.

CSIRO will own the intellectual property for the model developed through the study and intend to apply to model to other regions in Australia. The IMAP Councils will own the resulting report/findings. It is intended that these will be made publically available.

A Project Reference Group, managed by City of Melbourne, will be established to ensure that the project meets the needs of end users. CSIRO will manage relationships with any private sector funding partners.

### **Funding:**

A project budget will be finalised by CSIRO by the end of August. An indicative budget has been estimated at \$1 million. A similar City of Sydney cost approximately \$700,000 however that study did not include economic modelling to determine the costs and benefits associated with pursuing certain technologies.

CSIRO has indicated it is willing to contribute significant funding (amount to be confirmed) through its Flagship program.

**IMAP** has allocated the following funds to the project:

- 2010/11 \$45K from accumulated IMAP funds [\$11K per Council – already paid]
- 2011/12 \$55K from the IMAP Councils [\$13.75K per Council] – provisionally approved
- 2012/13 \$80K from the IMAP Councils [\$20K per Council] – yet to be approved

**Private sector funding** will be sought from major infrastructure firms will be sought to complete the project budget.

The project will be structured in sequential components enabling some components to be completed without private sector funding. It is envisaged that energy demand mapping will be completed in the early stages of the project and the economic modelling will be completed later. CSIRO have indicated that the earlier stages can commence given current budgets and economic modelling would proceed subject to securing private sector funds.

### **Project Partner Roles:**

CSIRO	Project Leader Will undertake all technical modelling liaise with CitiPower to obtain necessary technical data engage with private sector partners to source co-funding
The City of Melbourne	Manage relationships between: <ul style="list-style-type: none"> <li>i. CSIRO</li> <li>ii. IMAP Councils</li> <li>iii. State Government</li> <li>iv. Reference Group</li> <li>v. CitiPower</li> </ul>
IMAP Councils	Provide co-funding through IMAP
CitiPower	Provide network data to CSIRO

### **Next Steps**

City of Melbourne is working with CSIRO to finalise the project plan and budget. Once this is complete, governance structures can be established, including the reference group, and additional partners sought.



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

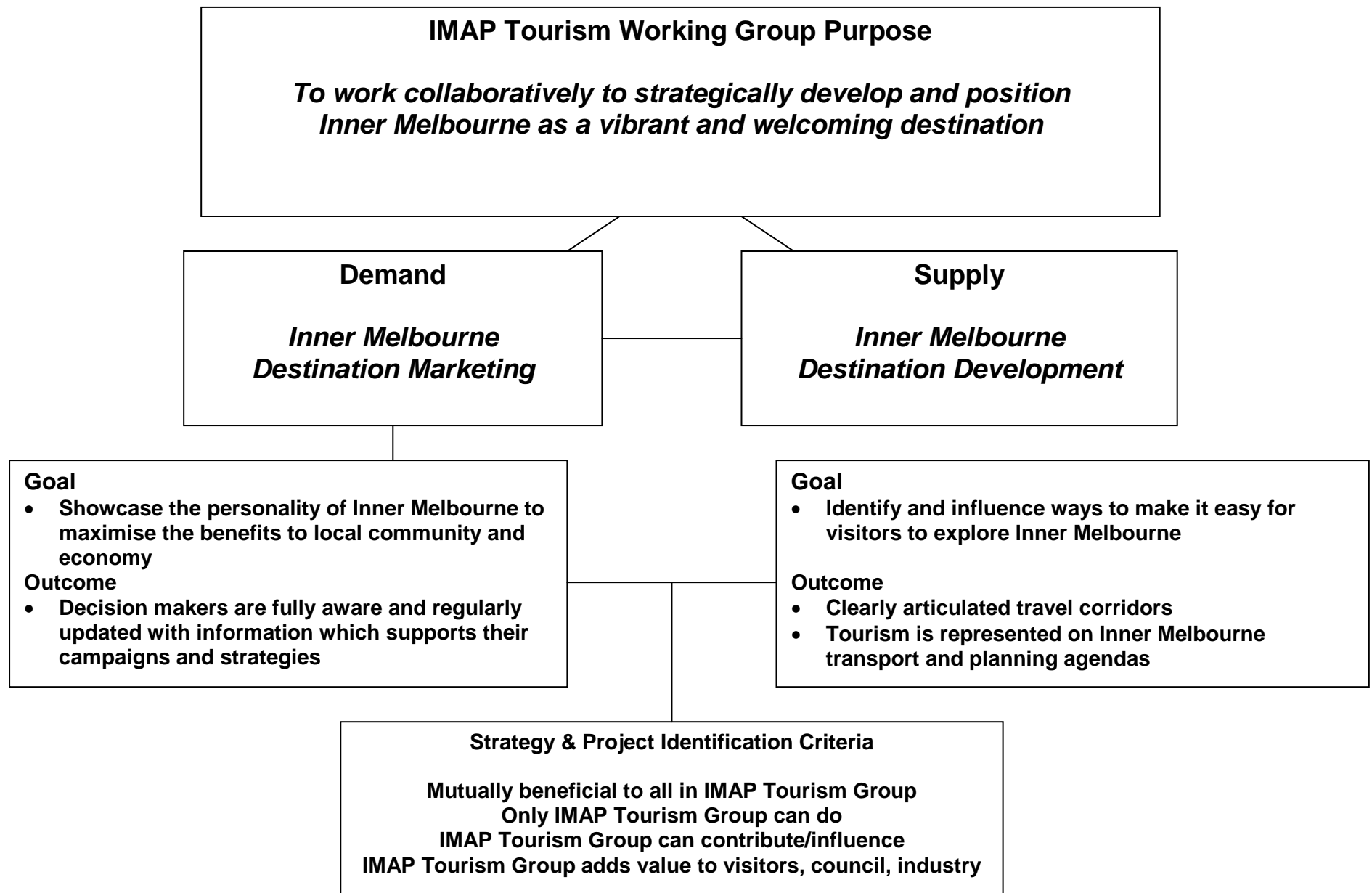


# **Inner Melbourne Action Plan (IMAP)**

## **Tourism Working Group Strategic Plan 2010-2013**

### **Progress Report 2010-2011 (Year 1)**





## Guiding Principles:

The implementation of the IMAP Tourism Working Group Strategic Plan will be guided by:

- Ethical, responsible, sustainable tourism
- Aligning with national/state and community agendas
- Seeking to balance community needs with visitor expectations

## Critical Factors for Success:

The Tourism Working Group identified the success in implementation of the strategic plan would be contingent upon the following:

Critical Success Factors	Outcomes
Working collaboratively as a group and in partnership with the Melbourne tourism industry	<ul style="list-style-type: none"><li>▪ A strong working relationship has formed between all member Councils.</li><li>▪ The Group proactively participates in the implementation of the strategic plan.</li><li>▪ Partnerships have been forged with the inner Melbourne tourism industry and industry associations and organisations such as Destination Melbourne and Tourism Victoria.</li></ul>
IMAP Tourism Working Group members commit to attending regular meetings to share information, progress projects and receive updates on key projects from Melbourne tourism industry stakeholders	<ul style="list-style-type: none"><li>▪ Meetings have been held every six weeks and attended by all member Councils.</li></ul>
Annual action plan and progress reports to be reviewed annually by the IMAP Implementation Committee for approval and funding support	<ul style="list-style-type: none"><li>▪ This report to the IMAP Implementation Committee represents the first progress report on the annual action plan.</li></ul>
IMAP tourism projects form part of individual group member's work plans	<ul style="list-style-type: none"><li>▪ All member Councils have included the IMAP tourism projects into their work plans.</li></ul>

## **Purpose**

The purpose of this report is to update the IMAP Steering Committee on progress made by the Tourism Working Group on its Action Plan in Year 1, the outcomes achieved and to provide an outline of activities and the proposed budget for Year 2.

## **Background**

The Tourism Working Group undertook a strategic review after substantially completing actions 11.1 and 11.2 of the Inner Melbourne Action Plan. The intention of the review was to clarify the purpose of the Working Group going forward, identify strategic goals and key projects and to develop an action plan.

The Group defined a new purpose:

- To work collaboratively to strategically develop and position inner Melbourne as a vibrant and welcoming destination.

As a result, two strategic goals were identified which relate to destination marketing and destination development:

- To showcase the personality of Inner Melbourne to maximise the benefits to the local community and economy
- To identify and influence ways to make it easy for visitors to explore Inner Melbourne

An Action Plan for 2010/2011 (Year 1) was developed and approved by the IMAP Steering Committee in May 2010.

## INNER MELBOURNE DESTINATION MARKETING

<b>Goal</b> <ul style="list-style-type: none"> <li>• Showcase the personality of Inner Melbourne to maximise the benefits to local community and economy</li> </ul>				<b>3 Year Desired Outcomes</b> Decision makers are fully aware and regularly updated with information which supports their campaigns and strategies			
Strategy	Strategic Intent	Key Considerations	Lead Council	Resources	Timeline 2010/2011	Potential Partners	Measure
<b>Inner Melbourne Map Brochure</b>	Ensure the long term sustainability of the map, including preserving the integrity of the map and investment considerations	<ul style="list-style-type: none"> <li>• Review current licensing agreements and resolve ownership rights</li> <li>• Investigate potential partners</li> <li>• Transition map to partner/s</li> </ul>	CoPP	\$10,000	August 2010	Destination Melbourne  Yarra Trams  Other transport providers and industry stakeholders	Documented position and partnership agreements in place

### OUTCOMES

Considerable time and resources were spent on addressing issues concerning the intellectual property of the IMAP Map and the development of a license agreement for use by third parties.

In March 2011, the IMAP Steering Committee approved the:

- Intellectual Property License Agreement for the IMAP map.
- Memorandum of Understanding between the four Councils in relation to ownership of the map's IP, treatment of any revenue, and use of the map by the four Councils beyond the life of IMAP; and
- Distribution strategy for the map.

To date, one license agreement has been issued. This is for Carrington Publishing (Melbourne Where Magazine). Negotiations are currently underway with Tourism Victoria, Destination Melbourne and Yarra Trams to license the map.

600,000 copies of the IMAP map brochure were printed in 2010/11. As the map is also featured in the Official Visitors Guide and forms the basis of the Official Visitor Map (of which 750,000 copies are printed and distributed by Destination Melbourne), the Group has agreed to no longer print the map brochure.

This provides the opportunity to evolve the map, potentially broaden the distribution in years to come and place the map on a more sustainable platform. It also means that resources are not being duplicated, as the Official Visitors Map and IMAP Map brochure are servicing the same market.

To achieve this transition, the Tourism Working Group agreed to a final print run of 300,000 map brochures for 2011/12 and will develop a communication strategy for current users and industry informing them that the map brochure will be withdrawn from the market by June 2012 and raise awareness of the map's availability through a licensing arrangement and other brochures and publications.

<b>Research Program</b>	Review current research program and investigate new model to support Inner Melbourne tourism knowledge	<ul style="list-style-type: none"> <li>Document research needs for Councils</li> <li>Undertake a review of available, reliable data and identify gaps/opportunities</li> </ul>	CoY	\$10,000	December 2010	Tourism Victoria  Destination Melbourne  VECCI	A new research program that delivers reliable visitor and economic data for LGAs
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### **OUTCOMES**

A review of tourism research was undertaken in 2010/11. Issues with the statistical validity of the sample size for the IMA region and individual LGAs were identified in relation to the 'Value of Tourism' Research.

The Working Group sought advice from Tourism Victoria, who advised that to ensure consistency with reporting on tourism trends, it would be better to utilise the data available for the Greater Melbourne Region (of which a large proportion relates to inner Melbourne).

The Working Group proposes to commit no further IMA resources for research (unless it relates to specific projects) and, where available, existing sources of data will be utilised.

<b>Increase Inner Melbourne Profile</b>	Inner Melbourne product is regularly featured in marketing campaigns	<ul style="list-style-type: none"> <li>Review and document available opportunities</li> <li>Develop a plan for leveraging from marketing opportunities</li> </ul>	CoPP	\$5000 (copywriting for Official Visitor Guides) \$15,000 for marketing initiatives	January 2011	Tourism Victoria  Destination Melbourne  Business Associations	Marketing Plan that outlines key markets, tactics and distribution
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### **OUTCOMES**

This project was not developed in 2011 by the Tourism Working Group. The City of Melbourne produced fact sheets on inner Melbourne product and destinations for use by the City Ambassadors. Metlink developed itineraries for tram routes through inner Melbourne featuring local landmarks and destinations.

## **INNER MELBOURNE DESTINATION DEVELOPMENT**

<b>Goal</b> <ul style="list-style-type: none"> <li>Identify and influence ways to make it easy for visitors to explore Inner Melbourne</li> </ul>				<b>3 Year Desired Outcomes</b> <ul style="list-style-type: none"> <li>Clearly articulated travel corridors</li> <li>Tourism is represented on Inner Melbourne transport and planning agendas</li> </ul>			
Strategy	Strategic Intent	Key Considerations	Lead Council	Resources	Timeline 2010/2011	Potential Partners	Measure
<b>Tourism Infrastructure &amp; Amenity Plan</b>	Encourage targeted visitor dispersal to make it easy for visitors to move around Inner Melbourne  Align with IMAP action 11.2	<ul style="list-style-type: none"> <li>Undertake desktop research</li> <li>Project brief developed and agreed</li> <li>Develop project plan and seek external funding</li> </ul>	CoM	\$40,000	June 2011	IMAP Executive Officer  IMAP Councils – urban designers, strategic and transport planners	Project brief developed for IMAP Committee Approval
<p><b><u>OUTCOMES</u></b></p> <p>This project was not developed in 2010/11 by the Tourism Working Group. A substantial visitor signage project is being developed by the Melbourne Tourism Partnership, a collaborative project between the City of Melbourne, Tourism Victoria and Metlink.</p> <p>The objective of the project is to identify signage and wayfinding improvements that will:</p> <ul style="list-style-type: none"> <li>Assist international and domestic visitors orient themselves on arrival in Melbourne</li> <li>Encourage visitors to explore the city and to travel on foot, by public transport and bike</li> <li>Increase visitor numbers to key precincts and attraction in the city, inner and metropolitan Melbourne and the surround regions</li> <li>Encourage arriving tourists to go to the City of Melbourne's visitor services network for information on things to see and do in Melbourne and Victoria</li> </ul> <p>The Tourism Working Group has, through the City of Melbourne, determined to keep a watching brief on the Melbourne Tourism Partnership visitor signage project and opt in where possible to support the delivery of the project.</p>							



## 2010/11 Expenditure

It is important to note that the resource allocations against the 2010-2011 strategies was adjusted throughout the year as the Tourism Working Group investigated further the various opportunities. As noted earlier in the report, some strategies have either not been developed further or were determined as no longer relevant.

The Tourism Working Group reviewed the 'live' projects and re-allocated resources to support the strategies that were being implemented. Outlined below is an overview of the actual expenditure against the projects delivered.

Project	Actuals	Notes
Map Printing	\$69,075.00	
Map Distribution	\$ 3,941.55	
Consulting Fees	\$11,155.00	consulting fees for workshops on developing the strategic plan
Legal Fees	\$ 8,174.00	relates to advice for licensing the map, license agreement and protection of the intellectual property
<b>TOTAL</b>	<b>\$92,345.55</b>	

### Recommendation:

- That the IMAP Implementation Committee receives the IMAP Tourism Working Group Progress Report 2010-2011 and endorses the project outcomes and expenditure for Year 1.



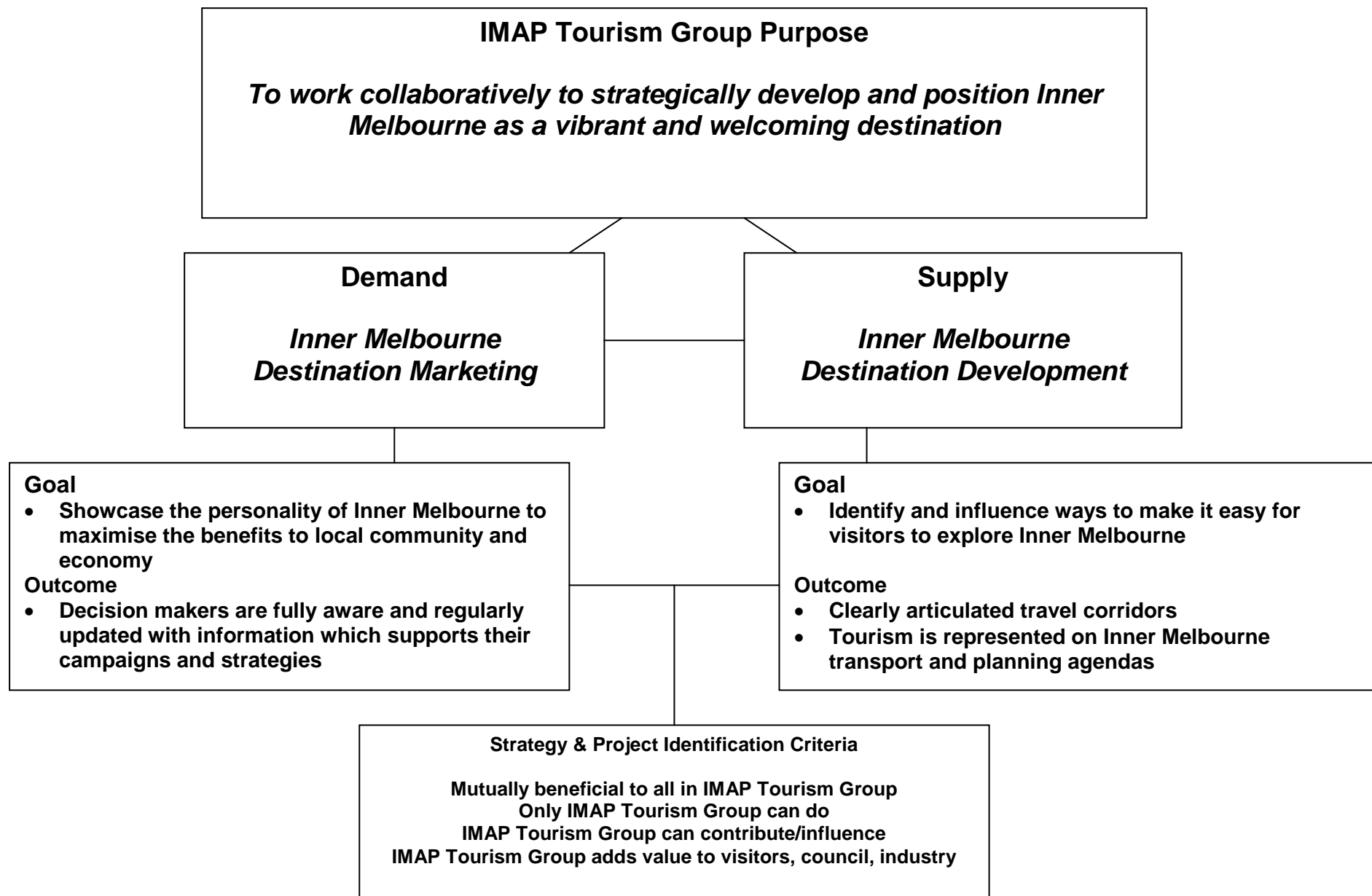
**Inner Melbourne Action Plan**  
'Making Melbourne More Liveable'



# **Inner Melbourne Action Plan (IMAP) Tourism Working Group**

## **Strategic Plan 2010-2013**

### **Action Plan 2011/2012 (Year 2)**



## **Guiding Principles:**

The implementation of the strategic plan will be guided by:

- Ethical, responsible, sustainable tourism
- Aligning with national/state and community agendas
- Seeking to balance community needs with visitor expectations

## **Critical Factors for Success:**

Success in implementation of the strategic plan will be contingent upon the following:

- Working collaboratively as a group and in partnership with the Melbourne tourism industry
- IMAP Tourism Group members commit to attending regular meetings to share information, progress projects and receive updates on key projects from Melbourne tourism industry stakeholders
- IMAP tourism projects form part of individual group member's work plans
- Annual action plan and progress reports to be reviewed annually by the IMAP Implementation committee for approval and funding support

INNER MELBOURNE DESTINATION MARKETING							
<b>Goal</b> <ul style="list-style-type: none"> <li>• <b>Showcase the personality of Inner Melbourne to maximise the benefits to local community and economy</b></li> </ul>				<b>3 Year Desired Outcomes</b> <ul style="list-style-type: none"> <li>• <b>Decision makers are fully aware and regularly updated with information which supports their campaigns and strategies</b></li> </ul>			
Strategy	Strategic Intent	Key Considerations	Lead Council	Resources	Timeline 2011/2012	Potential Partners	Measure
<b>Inner Melbourne Map</b>	Continue to license the map to strategic partners in the Tourism, Transport and Hospitality sector  Investigate further applications of the map	<ul style="list-style-type: none"> <li>• Administration of licensing agreements</li> <li>• A final print run then discontinue printing IMAP map brochure</li> <li>• Development of Communication Strategy to notify industry of changes transition the map to licensed partners and licensing options</li> <li>• Maintain an up-to-date map</li> <li>• Investigate further applications of the Inner Melbourne Map</li> </ul>	TBA	\$30,000	Ongoing	Destination Melbourne  Yarra Trams  Tourism Victoria  Other transport providers and industry stakeholders	License Agreements in place  Map is updated  Further map application/s developed

#### Inner Melbourne Map Notes

With the development of the license agreement, the Tourism Working Group has an obligation to maintain an up-to-date version of the Inner Melbourne map as well as administer the licensing agreements.

There are resources required to develop a communication strategy for stakeholders and industry (hotels etc) to promote that:

- The Inner Melbourne Map is being phased out and will no longer be produced in its current format (pink brochure)
- It is available to license; and,
- It is available within the Official Visitors Guide and the Official Visitors Map.

A budget of \$30,000 is allocated to this project to cover the cost of outsourcing administration of the map, graphic design changes, legal fees and the development and delivery of a communication strategy. The Tourism Working Group will also investigate further applications of the map e.g. a digital app, interactive map and website applications.

<b>Increase Inner Melbourne Profile</b>	Inner Melbourne product is featured in key source markets	<ul style="list-style-type: none"><li>• Showcase inner Melbourne product and at key regional Visitor Information Centres and at significant Melb entry points and transport hubs</li><li>• Education of volunteers at VICs including briefings and famils</li></ul>	TBA	\$45,000  To facilitate arrangements and production of collateral	December 2011	Destination Melbourne  Tourism Victoria	Development of display  Schedule for regional showcase
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#### Increase Inner Melbourne Profile Notes

In 11/12 the Tourism Working Group will put a stronger emphasis on increasing the profile of inner Melbourne by showcasing inner Melbourne product at key Visitor Information Centres including city and regional and at significant Melbourne entry points and transport hubs. The Tourism Working Group will work to educate volunteers at Visitor Information Centres – with briefings and familiarisations. Discussions will be held with Metlink to update the product and destinations featured in the tram itineraries in Inner Melbourne.



<b>Strategically position Inner Melbourne</b>	Highlight the IMAP model and collaborative approach	<ul style="list-style-type: none"> <li>Seek opportunities to align with 2012 Tourism &amp; Events Conference - Melbourne</li> </ul>	CoPP	To be negotiated	Conference date September 2012	Tony Charters & Associates Victoria Tourism Industry Council	IMAP presence at Conference in 2012
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Strategically position Inner Melbourne Notes

The Tourism Working Group will look at a strategic way to profile Inner Melbourne (and IMAP) by seeking opportunities to align with the Tourism and Events Conference being held in Melbourne in September 2012.

Background: Melbourne is set to host Australasia's permanent leadership conference for the \$15.8 billion tourism and event industry. The Victoria Tourism Industry Council (VTIC) and national tourism organisation, Tony Charters and Associates (TCA), have signed a Joint Venture Agreement that will bring the Tourism & Events Excellence national conference to Melbourne from 5-7 September 2011. The conference will focus on innovation, leading practices and successful growth strategies within the tourism and events industry.

The Conference will take a whole of industry approach and focus on the elements that deliver industry growth and development. It will examine leading practices that result in excellence across the tourism and event sectors. Top practitioners from around the globe will be invited to join national and Victorian industry leaders. The Conference will have all the players represented – leading operators, marketers, developers, investors, infrastructure providers, policy makers, regulators, educators and researchers. It is anticipated that the Conference will attract around 550 delegates from Australia and New Zealand in 2011 and build to 800-1000 international delegates over coming years.

## INNER MELBOURNE DESTINATION DEVELOPMENT

<b>Goal</b> <ul style="list-style-type: none"> <li>Identify and influence ways to make it easy for visitors to explore Inner Melbourne</li> </ul>				<b>3 Year Desired Outcomes</b> <ul style="list-style-type: none"> <li>Clearly articulated travel corridors</li> <li>Tourism is represented on Inner Melbourne transport and planning agendas</li> </ul>			
Strategy	Strategic Intent	Key Considerations	Lead Council	Resources	Timeline 2011/2012	Potential Partners	Measure
<b>Melbourne Visitor Signage and Wayfinding Project</b>	For IMAP region: Encourage visitor dispersal to make it easy for them to move around Inner Melbourne	<ul style="list-style-type: none"> <li>To leverage opportunities and findings from Visitor Signage Project</li> </ul>	CoM	Tourism Working Group to have watching brief	Ongoing	IMAP Executive Officer  IMAP Councils – urban designers, strategic and transport planners	Updated on project progress
<u>Visitor Signage Project</u>  The Group will seek to leverage opportunities and findings from the Visitor Signage Project, being lead by the City of Melbourne through the Melbourne Tourism Partnership.							
<b>MYKI transition to travel cards and options for visitors</b>	To inform industry about MYKI ticket transition (no paper tickets by Dec 2012)	<ul style="list-style-type: none"> <li>Seek active engagement with Metlink on transition to MYKI</li> <li>In conjunction with Metlink, develop communications re options for visitors</li> <li>Flag with IMAP councils possible integration of MYKI with existing Council systems e.g. library cards</li> </ul>	CoM	Tourism Working group	Ongoing	Metlink  Yarra Trams  IMAP Councils	Successful dialogue with Metlink  Development of communication plan to industry and  Be kept informed about developments re visitor options for purchase of travel card
<u>Transition to MYKI system</u>  The move to a ticketless transport system by December 2012 presents challenges for visitors. The Group will actively seek engagement with Metlink to understand the impact of the new system and develop communications for industry, outlining options for visitors in purchasing travel cards e.g. hotels.							

For Consideration

The Tourism Working Group is also considering new opportunities to expand its agenda to include a focus on economic development in Inner Melbourne and the impact of the visitor economy.

**Recommendations**

1. That the IMAP Implementation Committee receives and approves the Tourism Working Group 2011– 2012 Action Plan (Year 2).
2. That the IMAP Implementation Committee approves the proposed project budget allocations in the Tourism Working Group 2011–2012 Action Plan (Year 2).