
Agenda

Inner Melbourne Action Plan Implementation Committee

Meeting No 21
8.00 am – 10.00 am Friday 11 March 2011
City of Port Phillip
St Kilda Town Hall – Council Chambers

Committee Members

Cr Rachel Powning – Mayor, City of Port Phillip (Chair)
Cr Melina Sehr - Mayor, City of Stonnington
Cr Alison Clarke – Mayor, City of Yarra
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 Warren Roberts – Chief Executive Officer, City of Stonnington
Mr Geoff Lawler– Director City Planning & Infrastructure, City of Melbourne

Associate Partner Representatives

Clare McArdle - Executive Director Melbourne 2030 Implementation Unit, DPCD
Dean Purkis – Director Central City, Department of Transport
Tony Pensabene – Director Policy & Research, Policy & Coordination, DIIRD
Rod Anderson – Manager Adaptable Communities, Statewide Services, DSE
Nial Finegan - Director NW Region, VicRoads

IMAP

Elissa McElroy – IMAP Executive Officer

Guests

Team Leaders/Presenters:

Steven McKellar, Sustainable Design Officer City of Port Phillip (Action 9.2)
Jan Jacklin, Manager Economic & Cultural Development, City of Stonnington (Action 11)
Gary Spivak, Housing Development Officer, City of Port Phillip (Action 5.2)

Guests:

Mr Clem Newton-Brown MLA, Member for Prahran district
Cr Claude Ullin, City of Stonnington

Champions:

Bruce Phillips, Director City Development, City of Yarra
Sandra Wade, Manager City Strategy City of Port Phillip
Kelly Martini, Senior Corporate & Social Planner, City of Stonnington
Geoff Robinson, Manager Engineering Services, City of Melbourne

PRELIMINARIES

Item	Time Alloc.	Agenda Topic	Responsibility
1.	1 min	Appointment of Chair – Cr Rachel Powning	Chair
2	1 min	Apologies	Chair

3.	1 min	Suspension of City of Melbourne's Local Law No. 1 Conduct of Meetings (No 1 of 2001) <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
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ITEMS

4.	10 Mins	Introductions Welcome: <u>New Associate member representatives on the Committee:</u> Nial Finegan, Director NW Region, VicRoads; Dean Purkis, Director Central City, Department of Transport <u>Guest:</u> Mr Clem Newton-Brown MLA, Member for Prahran district Thanks: Sally Semmens, Associate member DoT since IMAP Meeting No. 2 - 26 May 2006	Chair
5.	5 mins	Confirmation of Minutes (Attachment 1) <u>Recommendation</u> 5.1 That the IMAP Implementation Committee resolves to confirm the minutes of the IMAP Executive Forum No. 8 held on 1 October 2010.	Chair
6.	5 mins	Ratification of Items from the Meeting of 3 December 2011: [Meeting Cancelled - Items Approved Electronically] (Attachment2) <u>Recommendation</u> 6.1 That the IMAP Implementation Committee resolves to: <ul style="list-style-type: none"> a) Confirm the minutes of the IMAP Implementation Committee No. 19 held on 27 August 2010 (<u>Attachment 2a</u>) b) Adopt the IMAP Annual Report 2009-10 (<u>Attachment 2b</u>) c) Confirm the minutes of the IMAP Executive Forum No. 9 held on 3 December 2010 (<u>Attachment 2c</u>) and approve the recommendations to: <ul style="list-style-type: none"> • Support all the proposed IMAP project budget requests as attached in the revised list, noting that expenditure is "Indicative only" and subject to further reporting to the IMAP Implementation Committee. [Refer IMAP Project Budget attachment] • Approve the appointment of a part time Student Placement Officer for a period of 12 months, to be funded by IMAP funds, employed by and housed at the City of Melbourne, reporting to the IMAP Executive Officer • Approve Councils contribution towards the IMAP Distributed Energy Project (Strategy 9 Action 9.4) in 2011/12 – estimated at <u>\$13,500 per Council</u> 	Chair

		<ul style="list-style-type: none"> • Approve an increase in the IMAP Annual Contribution in 2011/12 to <u>\$30,000 per Council</u> • Approve the Annual Regional Tourism contribution in 2011/12 of <u>\$20,000 per Council</u> • Approve the IMAP Councils share of IMAP Operational costs in 2011/12 of <u>\$38,850* per Council</u> [*estimate – later confirmed at \$41,403 per Council when budgets finalised - CEOs advised] <p>d) Note the Action 7.7 progress report, and</p> <ul style="list-style-type: none"> • Support the WIL Working Party to appoint a Student Placement Officer on a 0.6 FTE basis for 12 months; • Support the provision of a budget to promote the use of students across the 4 Councils and to set up systems to easily administer these programs in the longer term. (Attachments 2d,e and f) 	
7.	5 mins	Business Arising (Attachment 3) <u>Recommendation</u> 7.1 That the IMAP Implementation Committee resolves to note the actions undertaken in response to business arising from previous minutes.	Executive Officer
8.	5 mins	Financial Report (Attachment 4) <u>Recommendation</u> 8.1 That the IMAP Implementation Committee resolves to receive the IMAP Half Year Financial Report to 31 December 2010.	Executive Officer
9.	5 mins	Progress Report (Attachment 5) <u>Recommendation</u> 9.1 That the IMAP Implementation Committee resolves to note the IMAP Progress Report for March 2010.	Executive Officer
10.	5 mins	IMAP Communication and Governance (Attachment 6) <u>Recommendation</u> 10.1 That the IMAP Implementation Committee resolves to a. note this Communications and Governance Briefing Paper b. approve the IMAP Budget for 2011/12	Executive Officer
11.	15 mins	Action 9.2 Environmental Sensitive Design – Commercial Buildings (Attachment 7) <u>Recommendation</u> 11.1 That the IMAP Implementation Committee resolves to: a. note the progress comments provided. b. note the Action 9.2 approved funding of \$20K in 2010/11 and \$15K in 2011/12 will be spent on graphic design/writing of publicity documents as advised in the report.	Steven McKellar CoPP

12.	15 mins	Action 5.2 Affordable Housing (Attachment 8) <u>Recommendation</u> 12.1 That the IMAP Implementation Committee resolves to note the report from the City of Port Phillip on Affordable Housing models	Gary Spivak CoPP
13.	15 mins	Action 9.4 Green Demonstration projects (Attachment 9) <u>Recommendation</u> 13.1 That the IMAP Implementation Committee resolves to note the progress comments on Action 9.4.	Executive Officer

CONFIDENTIAL ITEMS

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

Public and Associate Members can be excluded for these items

14.	15 mins	Action 11 Regional Tourism Strategy – Map Licensing (Attachment 10 – Report to follow) <u>Recommendation</u> 14.1 To be advised	Jan Jacklin CoS
15.	15 min	Proposed Meetings with State Government Ministers Discussion on items of joint interest	IMAP Committee

OTHER BUSINESS

16.	2 mins	Close Next Meeting Friday 27 th May 2011 (8.00am) City of Yarra	Chair
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ATTACHMENTS

Item No	Attachment No	Attachment Topic
5.	Attachment 1	DRAFT Minutes of Executive Forum Meeting No. 8 (1 October 2010)
6.	Attachment 2a Attachment 2b Attachment 2c Attachment 2d Attachment 2e Attachment 2f	Minutes of IMAP Implementation Committee Meeting No. 19 (27 August 2010) IMAP Annual Report 2009 - 2010 Minutes of Executive Forum Meeting No. 9 (3 December 2010) Action 7.7 Universities and Regional Development Briefing Paper Action 7.7 Position Description - Student Placement Officer Action 7.7 Budget Bid
7.	Attachment 3 Attachment 3a Attachment 3b	Business Arising Plan Change CoS Sample letter accompanying Annual Report

8.	Attachment 4 Attachment 4a	Financial Report for the 6 Months ended 31 December 2010 Detailed Financial report
9.	Attachment 5	IMAP Progress Report March 2010
10.	Attachment 6 Attachment 6a Attachment 6b	IMAP Communications and Governance Report to IMAP Councils on Budget Items 19 February 2011 IMAP Forecast and Budget 2011-12
11.	Attachment 7 Attachment 7a	Action 9.2 ESD – Commercial Buildings SDAPP Programme – Fact Sheet
12.	Attachment 8 Attachment 8a	Action 5.2 Affordable Housing Final Report from AHS “Affordable Housing Development Models”
13.	Attachment 9	Action 9.4 Green Demonstration Projects Progress Report
14.	Attachment 10	Action 11 Regional Tourism Strategy – Map Licensing – Report to follow

DRAFT MINUTES

Inner Melbourne Action Plan Executive Forum

Meeting No 8
3.00 pm – 4.00 pm Friday 1 October 2010
City of Stonnington
Malvern Town Hall – Meeting Room 1

Attendees	Warren Roberts – Chief Executive Officer, City of Stonnington [Chair]
Forum Members	Andi Diamond – Chief Executive Officer, City of Yarra Kay Rundle, Chief executive Officer, City of Port Phillip
IMAP	Elissa McElroy– IMAP Executive Officer

PRELIMINARIES

Item	Agenda Topic
1	Appointment of Chair – Warren Roberts, CEO, City of Stonnington MOVED: Ms RUNDLE Seconded: Dr Diamond
2	Apologies Geoff Lawler, City of Melbourne Geoff Robinson – Acting Director City Planning & Infrastructure, City of Melbourne

ITEMS

3	<p>IMAP Review</p> <p><u>Discussion</u></p> <p>The Executive Forum considered a report from the IMAP Executive Officer outlining new projects for implementation and requesting confirmation of lead councils. They noted a prepared handout which indicated the completed and closed projects, ongoing and proposed projects and those not yet started. Ms McElroy advised that she had consulted Geoff Robinson for his feedback on CoM projects.</p> <p>The Executive Officer pointed out that the next 3 years would see IMAP implement the largest number of projects simultaneously, thereby making good progress on the remaining list. She noted that many of the projects involved research which would feed back “best practice” and policy options for Councils and their staff in areas where staff felt they required further information.</p> <p>It was noted that the list was extensive and placed additional workload on staff.</p> <p>They noted that where projects required funding from IMAP funds, these could commence in the current financial year following budget approval by the Committee at their next meeting. However those projects which are funded by individual councils would require funding approval through the IMAP partner councils Annual Plan/Budget round for 2011/12 to commence in the next financial year.</p>
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3.1 That the IMAP Executive Forum recommend the following distribution of projects to lead councils:

Action 1.4	Boulevards and major roads – Hoddle Street study	CoY [B Phillips]
Action 2.5	Bicycle Network – Performance Monitoring and Assessment	CoM [Current project team H Poulson]
Action 3.5	Reduced through traffic :	
	Part a:Reduce the impact of through traffic	CoS [I McLauchlan]
	Part b:Establish Business Case for level crossings	CoS [I McLauchlan]
	Part c:Develop parking provisions which support sustainable transport	CoM [R Smithers]
Action 4.4	Enhanced Bus Priority – Implementation of preferred routes	All IMAP Councils, as required
Action 4.7	Improvements to public transport services	CoM [G Lawler to advise team leader]
Action 5.3	Integrating public housing estates – Best Practice model	CoS [C Gibbons/K Watson]
Action 5.4	Social Infrastructure & Services - various	Staff forum to determine task allocation-CoY/PP
Action 5.5	Infrastructure Development - White paper	Staff forum to determine task allocation-CoM
Action 8.1	Priority for freight movement - Research	CoPP [K Terjung]
Action 9.2	Environmental Sustainable Design – Commercial buildings	
	Part a: Develop understanding ESD Principles/Best practice	CoS [D Morrison, M Jones]
	Part b: Review current ESD policy	CoPP [C Chandler]
	Part c: Identify ESD Retrofit issues	CoS [S Morrell]
	Part d: Adaptation to climate change – challenges	CoPP [C Chandler] – later
Action 9.4	Green Demonstration Projects:	
	Part a: Communication strategy	CoPP [C Chandler]
	Part b: Stocktake of IMAP programs	CoPP [C Chandler]
	Part c: Water sensitive cities	CoS [G Ovens]
	Part d: Green roof initiatives	CoS [K Watson]
	Part e: Distributed energy	CoM [K Milne]

SUMMARY

ACTION	Detail	CoM	CoPP	CoY	CoS
Action 1.4	Boulevards and major roads – Hoddle Street study				
Action 2.5	Bicycle Network – Performance Monitoring and Assessment				
Action 3.5	Reduced through traffic :				
	Part a:Reduce the impact of through traffic				
	Part b:Establish Business Case for level crossings				
	Part c:Develop parking provisions which support sustainable transport				
Action 4.4	Enhanced Bus Priority – Implementation of preferred routes				
Action 4.7	Improvements in public transport services				
Action 5.3	Integrating public housing estates – Best Practice mod				
Action 5.4	Social Infrastructure & Services				
	Part a: Methodology for large projects		?		
	Part b: Advocacy		?		
	Part c: Rates Policy- Investment in services & infrastructure			?	
	Part d: Projections/growth research			?	
Action 5.5	Infrastructure Development - White paper	?			
Action 8.1	Priority for freight movement - Research				
Action 9.2	Environmental Sustainable Design – Commercial buildings				
	Part a: Develop understanding ESD Principles/Best practice				
	Part b: Review current ESD policy				
	Part c: Identify ESD Retrofit issues				
	Part d: Adaptation to climate change – challenges				
Action 9.4	Green Demonstration Projects:				
	Part a: Communication strategy				
	Part b: Stocktake of IMAP programs				
	Part c: Water sensitive cities				
	Part d: Green roof initiatives				
	Part e: Distributed energy				

To be
determined by
staff forum

In addition, the IMAP Executive Forum considered a list of Actions due to be signed off and noted the reasons for no longer pursuing these projects. They agreed that reports would **not be required** for these actions.

3.2 That the IMAP Executive Forum agree to close off the following actions without further reporting:

Action	Reason
Action 3.1 Commuter car use	Pricing mechanisms to manage non- residential parking addressed by State led congestion levy
Action 3.4 40% by 2020 target	Others are collecting and reporting on statistics
Action 4.1 TravelSmart	No ongoing funding
Action 4.6 Public transport pricing	Not IMAPs responsibility, dependent on other agencies
Action 7.1 Government/Industry links	Others providing this service
Action 7.3 Improved information	Others providing this service
Action 7.5 Wireless Broadband	Others providing this service. Await outcome of NBN.
Action 7.6 Exporting health services	Others providing this service

Action: IMAP Executive Officer to advise staff and managers at IMAP Councils of project distribution & requirements for budgets and timelines to next meeting

4

Annual Report/Meeting date

The Executive Officer sought guidance on the Annual Report process and the date for the November meeting, which was due to fall the day before the state election.

It was suggested that the approval of the Annual Report Forward/Introduction be circulated to the elected members in the next 2 weeks for sign off prior to the mayoral elections on the 6th, 7th and 11th December. It was also agreed that tentative Executive forum dates be set up quarterly between each IMAP Implementation Committee meeting date, in advance, to allow for items that may be referred.

4.1 The IMAP Executive Forum agreed:

- a. That the Annual Report format remain the same as last year with a full electronic report for approval and a short printed summary for distribution
- b. That the Draft Annual Report be approved by the IMAP Implementation Committee on 3rd December 2010 - prior to the mayoral elections
- c. That the item on the Hoddle Street study be deferred to the February committee meeting.

Actions

- a. *IMAP Executive officer to prepare draft Annual Report for approval at the next Implementation Committee meeting.*
- b. *That a change of date be arranged for the next IMAP Implementation Committee meeting – 3rd December 2010*
- c. *Tentative Executive Forum dates to be established quarterly*

OTHER BUSINESS

5

Action 11 IMAP Inner Melbourne Map licensing

The Executive Officer advised that the Tourism Group were looking to license other bodies to distribute the Inner Melbourne Map. She was aware that Yarra Trams had expressed an interest in the map.

In preparation for these requests, the Tourism Group had:

- Clarified the copyright and ownership of the map (legal opinion tabled)
- Prepared a draft licensing agreement through the CoM solicitor with a number of conditions to ensure the integrity and control over use of the map was preserved and managed by IMAP (draft tabled).

The Tourism group now required clarification on whether all the IMAP Councils needed to sign the license or whether one council could sign on its behalf.

The Executive Officer noted the history of the map, and tabled copies of the licensing agreements drawn up initially with Destination Melbourne and Tourism Victoria for their use of the map. These agreements are

	<p>between the City of Port Phillip [lead council on behalf of IMAP] and the licensees, signed by the project team leader, Adriana Frescura for IMAP in 2008.</p> <p>The Executive Forum members were unfamiliar with the history of licensing the map. While they were comfortable with public bodies recovering costs through advertising on the map, they expressed concern that a commercial entity would use the map for commercial purposes. However they noted that licensing the map would ensure wide distribution of it at no cost to IMAP – currently \$40K pa on printing and distribution costs. The Executive Forum members were also interested in what licensing fee was being proposed for commercial entities.</p> <p>5.1 The Executive Forum requested a report on the IMAP Map licensing proposal to the Senior Executives for their review prior to the next meeting of the IMAP Implementation Committee.</p> <p><i>Action: Executive Officer to seek Tourism Group report on the Inner Melbourne Map licensing for distribution to the IMAP Executive Forum - outlining the licensing proposal in more detail.</i></p>
6	<p>Close 4.00pm</p> <p>Next Meeting – As required</p>

RESOLUTIONS

3.1 That the IMAP Executive Forum recommend the following distribution of projects to lead councils:

Action 1.4	Boulevards and major roads – Hoddle Street study	CoY [B Phillips]
Action 2.5	Bicycle Network – Performance Monitoring and Assessment	CoM [Current project team H Poulson]
Action 3.5	Reduced through traffic :	
	Part a: Reduce the impact of through traffic	CoS [I McLauchlan]
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Action 4.4	Enhanced Bus Priority – Implementation of preferred routes	All IMAP Councils, as required
Action 4.7	Improvements to public transport services	CoM [G Lawler to advise team leader]
Action 5.3	Integrating public housing estates – Best Practice model	CoS [C Gibbons/K Watson]
Action 5.4	Social Infrastructure & Services - various	Staff forum to determine task allocation-CoY/PP?
Action 5.5	Infrastructure Development - White paper	Staff forum to determine task allocation-CoM ?
Action 8.1	Priority for freight movement - Research	CoPP [K Terjung]
Action 9.2	Environmental Sustainable Design – Commercial buildings	
	Part a: Develop understanding ESD Principles/Best practice	CoS [D Morrison, M Jones]
	Part b: Review current ESD policy	CoPP [C Chandler]
	Part c: Identify ESD Retrofit issues	CoS [S Morrell]
	Part d: Adaptation to climate change – challenges	CoPP [C Chandler] – later
Action 9.4	Green Demonstration Projects:	
	Part a: Communication strategy	CoPP [C Chandler]
	Part b: Stocktake of IMAP programs	CoPP [C Chandler]
	Part c: Water sensitive cities	CoS [G Ovens]
	Part d: Green roof initiatives	CoS [K Watson]
	Part e: Distributed energy	CoM [K Milne]

3.2 That the IMAP Executive Forum agree to close off the following actions without further reporting:

- Action 3.1 Commuter car Use
- Action 3.4 40% by 2020 target
- Action 4.1 Travel Smart
- Action 4.6 Public Transport pricing
- Action 7.1 Government/Industry links
- Action 7.3 Improved information
- Action 7.5 Wireless broadband
- Action 7.6 Exporting Health services

4.1 The IMAP Executive Forum agreed:

- a. That the Annual Report format remain the same as last year with an full electronic report for approval and a short printed summary for distribution
- b. That the Draft Annual Report be approved by the IMAP Implementation Committee on 3rd December 2010 - prior to the mayoral elections
- c. That the item on the Hoddle Street study be deferred to the February committee meeting.

5.1 The Executive Forum requested a report on the IMAP Map licensing to the Senior Executives for their review prior to the next meeting of the IMAP Implementation Committee.

ACTIONS PUBLIC RECORD

Item	Responsibility	Action	Due
3	IMAP Executive Officer	IMAP Executive Officer to advise staff and managers at IMAP Councils of project distribution & requirements for budgets and timelines to next meeting	October 2010
4	IMAP Executive Officer	IMAP Executive Officer to prepare draft Annual Report for approval at the next IMAP Implementation Committee meeting	October 2010
4	IMAP Executive Officer	That a change of date be arranged for the next IMAP Implementation Committee meeting – 3rd December 2010	October 2010
4	IMAP Executive Officer	Tentative Executive Forum dates to be established quarterly	November 2010
5	IMAP Executive Officer	Executive Officer to seek Tourism Group report on the Inner Melbourne Map licensing for distribution to the IMAP Executive Forum - outlining the licensing proposal in more detail.	October 2010

Minutes

Inner Melbourne Action Plan Implementation Committee

Meeting No 19 (27 August 2010)

City of Melbourne – *Melbourne Administration Building*

Attendees	Cr Peter Clarke – Chair Future Melbourne (Planning) Committee, City of Melbourne (Chair) Cr Frank O'Connor – Mayor, City of Port Phillip Cr Tim Smith – Mayor, City of Stonnington Dr Andi Diamond - Chief Executive Officer, City of Yarra Ms Kay Rundle - Chief Executive Officer, City of Port Phillip Ms Connie Gibbons – Acting Chief Executive Officer, City of Stonnington Mr Geoff Robinson – Acting Director City Planning and Infrastructure, City of Melbourne
Associate Partner Representatives	Clare McArdle, Executive Director Melbourne 2030 Implementation Unit, DPCD Tony Pensabene, Director Policy & Research, DIIRD Rod Anderson, Manager Adaptable Communities, Statewide Services, DSE
IMAP	Elissa McElroy – IMAP Executive Officer
Guests	Sandra Wade, Manager City Strategy, City of Port Phillip Kate Simnett, Sustainable Transport Planner, City of Yarra Dan Costa, Project Manager, Capital Projects, City of Melbourne Gary Spivak, Housing Development Officer, City of Port Phillip Katherine Sinclair, HR/OD Officer, City of Stonnington Austin Ley, Manager City Research, City of Melbourne Stuart Outhred, Sustainable Transport Planner, City of Melbourne

PRELIMINARIES

1.	Appointment of Chair 1.1 That the IMAP Implementation Committee resolves to appoint Cr Peter Clarke as the Chair of the meeting. MOVED Dr DIAMOND / Cr O'Connor A vote was taken and the MOTION was CARRIED
2.	Apologies 2.1 That the IMAP Implementation Committee resolve to note the following apologies: <ul style="list-style-type: none"> · Cr Jane Garrett– Mayor, City of Yarra · Ms Sally Semmens – Manager Established Suburbs, Urban & Regional Planning, DoT · Mr Geoff Lawler, Director City Planning & Infrastructure, City of Melbourne · Mr Warren Roberts - Chief Executive Officer, City of Stonnington · Mr Ian McLauchlan – Manager Transport & Parking, City of Stonnington · Cr Tim Smith – for lateness MOVED Dr DIAMOND / Ms Rundle A vote was taken and the MOTION was CARRIED

<p>3. Suspension of City of Melbourne's Local Law No. 1 Conduct of Meetings (No 1 of 2001)</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 suspended for the duration of the meeting of the Inner Melbourne Action Plan Implementation Committee.</p> <p>MOVED Cr CLARKE / Mr Robinson A vote was taken and the MOTION was CARRIED</p>
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ITEMS

<p>4. Confirmation of Minutes - IMAP Implementation Committee</p> <p>4.1 That the IMAP Implementation Committee resolve to confirm the minutes of the IMAP Implementation Committee held on 28 May 2010.</p> <p>MOVED Cr O'CONNOR / Ms Rundle A vote was taken and the MOTION was CARRIED</p>
<p>5. Confirmation of Minutes - IMAP Executive Forum</p> <p>5.1 That the IMAP Implementation Committee resolve to confirm the minutes of the IMAP Executive Forum held on 20 July 2010.</p> <p>MOVED Dr DIAMOND / Mr Robinson A vote was taken and the MOTION was CARRIED</p>
<p>6. Business Arising</p> <p>The IMAP Executive Officer updated the Committee in relation to the City of Stonnington's response to the letter from Cr Bolitho, Chair Inner Melbourne Road Safe Committee regarding the establishment of an inner Melbourne community road safety group under the new VicRoads model [refer Item G (2) Matters Arising]. She advised that City of Stonnington [CoS] has responded positively to invitations to participate in both the inner Melbourne and the inner south east road safety groups. Accordingly, CoS will be in a combined group with the other IMAP Councils under this new initiative.</p> <p>The IMAP Executive Officer tabled two additional items of correspondence:</p> <ol style="list-style-type: none"> Letter from Department of Transport dated 23 August 2010 congratulating IMAP on the completion of the IMAP Greenlight project and confirming a repayment of \$35,699.52 will be invoiced. <i>The Executive Officer advised that some funds remain for this project should the Committee decide to undertake additional work.</i> Letter from City of Melbourne dated 24 August 2010 on behalf of the IMAP Action 2.5 Project Team inviting VicRoads to participate in a workshop to determine standardised bicycle lane treatment guidelines to be adopted across the four IMAP councils. <p>Sandra Wade, Manager City Strategy CoPP advised the Committee that the joint exhibition of the Water Sensitive Urban Design Plan change was completed. Only one objection had been received by CoY and it was understood that this had since been withdrawn.</p> <p>6.1 That the IMAP Implementation Committee resolves to</p> <ol style="list-style-type: none"> note the correspondence and actions undertaken in response to Business Arising from previous minutes. delete the second item in relation to the Australian Retailers Association as the matter has now been overtaken by events. <p>MOVED Cr O'CONNOR/ Ms Rundle A vote was taken and the MOTION was CARRIED</p>

7. Financial Report

The IMAP Executive Officer advised that the review of IMAP finances was completed. A surplus of \$298K had been transferred to the current financial year.

The budget for 2010/11 now indicated those IMAP funding surpluses already committed to ongoing individual Actions [Tourism, Greenlight, Affordable Housing] and identified a surplus of \$417K uncommitted IMAP funds, of which it was proposed \$155K would be spent under the current budget.

- 7.1 That the IMAP Implementation Committee resolves to
- receive** the End of Year Financial Report for the 2009-2010 financial year.
 - note** the 2010-11 IMAP Budget.

MOVED Cr CLARKE / Cr O'Connor
A vote was taken and the MOTION was CARRIED

8. IMAP Progress Report - August

The Executive Officer noted that 13 actions had been completed (with the completion and near completion of the Wayfinding signs and Greenlight projects) and a further 8 were in progress. The IMAP Review has identified additional project briefs which can now be initiated.

- 8.1 That the IMAP Implementation Committee resolves to **note** the IMAP Progress Report for August 2010.

MOVED Mr ROBINSON / Dr Diamond
A vote was taken and the MOTION was CARRIED

9. IMAP Communication and Governance

The IMAP Executive Officer advised that the City of Yarra would be considering the s 86 delegations at their October meeting and the City of Melbourne would look at them on 28th September. The CoM would be proposing that the new Instrument of Delegation take effect on the date the current delegation expires (Feb 2011). She had not yet been advised regarding the City of Port Phillip's position. She noted the need for the resolutions to be the same and had forwarded the updated Terms of Reference to all Council's governance officers to action.

- 9.1 That the IMAP Implementation Committee resolves to:
- note** the Communications and Governance briefing paper
 - approve** the meeting dates of the IMAP Implementation Committee for 2011
 - note** the requirement to update s 86 Special Committee delegations to the IMAP Implementation Committee under the Local Government Act before February 2011 if not already approved.

MOVED Dr DIAMOND / Cr O'Connor
A vote was taken and the MOTION was CARRIED

Action: Forward meeting dates for 2011 to IMAP Councils; Follow up on s 86 delegations renewals

10. Action 5.2 Affordable Housing – Progress Report

Gary Spivak, Housing Development Officer, City of Port Phillip attended for this item. He advised the Committee that this work followed on from his report to the last committee meeting, to engage developers in a discussion on affordable housing initiatives. The Executive Officer noted there were still funds available that had been set aside for Affordable Housing to cover this cost.

- 10.1 That the IMAP Implementation Committee resolves to fund the engagement of SGS Economics and Planning to the amount of \$4,200 plus GST to:
- Plan and facilitate a forum with the residential development industry; and
 - Prepare a report on the outcome of the forum.

MOVED Cr CLARKE / Cr O'Connor
A vote was taken and the MOTION was CARRIED

11. Action 2.2 Regional Wayfinding Signage – Final Report

Dan Costa, City of Melbourne, and Kate Simnett, City of Yarra attended for this item.

Mr Costa advised that the tourism branch at the City of Melbourne were looking to increase signage throughout the city where there were gaps in coverage. Staff are talking with a range of other council departments to assess the best way forward and are strongly supportive of integrating the IMAP pilot signage approach into more areas in a consistent way. The IMAP map would continue to be the base map and a consistent theme for presentation of information, in line with the IMAP wayfinding signage project.

- 11.1 That the IMAP Implementation Committee resolves to:
- Note** the completion and evaluation of Action 2.2 Wayfinding Signage demonstration project.
 - Ensure** appropriate signs asset maintenance is now undertaken by individual Councils.

MOVED Cr O'CONNOR/ Ms Rundle

A vote was taken and the MOTION was CARRIED

12. Action 3.3 Regional Parking Management – Car Sharing

Stuart Outhred, CoM attended for this item and tabled several copies of the report for distribution. Mr Outhred noted the consultant's report looks at the potential for car sharing in Melbourne, as car sharing has boomed internationally. The City of Melbourne and City of Stonnington had commissioned the research to make recommendations based on existing experiences.

Discussion and comments

Geoff Robinson advised that CoM looked to avoid bringing cars into the CBD where possible.

CoM had tendered out their first lot of spaces and found there is significant demand.

CoM looked to develop their street trading model and offer 12 spaces for several car hire companies to share or balance as a trial.

The IMAP region is the most suitable area in Melbourne for Car Sharing, and is where significant benefits can be achieved (incl. reduced car ownership & use)

CoPP has been putting conditions on multi unit developments to provide car sharing spaces

CoY asked if there is benefit in extending out the offer of car sharing spaces beyond the CBD and felt the move would be supported.

CoM undertook to go out to all IMAP Councils to discuss putting together one broad tender and could hold off on their current approach to see if others wanted to join their tender initiative. Chairman noted that this could be included in the resolution.

CoPP commented that there are a lot of issues involved but that this is absolutely the way forward.

Geoff Robinson advised that CoM would charge car share operators for the use of parking space in the CBD, and would tender competitively to find a corporate body that can work the site and has the infrastructure to achieve the best use of the spaces. In a similar way to street traders, the best sites need to be identified and the tender process would work through the sites and select competitively for each. Sites would not just be given away.

CoPP noted that it was going to be difficult to determine how it would work, with different companies and different memberships with suppliers.

There was general consensus that Car Share schemes are good for IMAP Councils, and deserving of support.

- 12.1 That the IMAP Implementation Committee resolves to:
- Note** the findings of the GHD Report on Car Sharing
 - Adopt** the car sharing concept in principle
 - Support** City of Melbourne discussion with other IMAP members on the potential of joining into a broader car share tender

Moved Mr ROBINSON/ Cr O'Connor

A vote was taken and the MOTION was CARRIED

[Cr Tim Smith, CoS joined the meeting at 8.45am]

Action: CoM to hold discussions with other IMAP Councils on joint car sharing tenders

13. IMAP Review

The Executive Officer advised that Attachment 10a set out:

- projects in blue which were completed or required signing off,
- projects in red which were new priorities and ongoing projects to be undertaken over the next 3 years, and
- projects in grey which were not prioritised at this stage but which would be picked up at a later date.

She advised that the new projects still required lead Councils to be appointed so that project teams and budgets could be put together and reported to the November meeting. She tabled a summary of the 8 new projects from Attachment 10b which required lead councils to be appointed.

The Executive Officer noted that those actions requiring sign off would be investigated and reported to the IMAP Committee so that the project could be signed off formally. She also advised that several Actions with a range of transport projects were being handled well by individual Councils under the IMAP banner and that this approach should continue with IMAP backup as required.

Discussion and Comments

CoPP were concerned that some projects like Hoddle Street were being dealt with on a joint basis while others were left to individual Councils.

The Executive Officer noted that several of these projects may become regional priorities once IMAP has met with the Yarra Trams executives, and could be reconsidered at that time.

CoM noted the need to improve the quality of the Kingsway, lift the regional interface with State Government and include more on the new Metro project and its impacts. Public transport routes remain a priority in areas such as the Kingsway and Clarendon Street.

CoPP also noted Park Street from the Kingsway to Heather Street remains a priority as do the links across from Stonnington.

The Chairman recommended that a report be brought back to the November meeting on the blue items in Attachment 10a to ensure the Committee does not wish to take any of these further. The grey items which are not prioritised were accepted, and he noted the red items are to be referred to the Executive Forum to determine lead councils and project teams.

Action 5.3 – the Chairman noted the need to work well with state government seems to become a problem once there is a commercial imperative – as a result preliminary work then seems to be put aside and Councils end up negotiating once the development is planned. He advised that care needs to be taken that IMAP doesn't just revisit what has been done in the past. He suggested that perhaps Councils need to be the lead government in these developments. The Project team needs to identify where the real problems have been and work out how to get over these first. e.g. the Kensington development added a 20% increase in yield and significantly changes the development proposal. Integration and services break down once these kind of changes are made. All good intentions set down at the start get broken down in this process.

13.1 That the IMAP Implementation Committee resolves to:

- a. **Approve** the IMAP three Year Implementation Plan as contained in Attachment 10a
- b. **Approve** the project briefs as detailed in Attachment 10b IMAP Review report
- c. **Convene** the Executive Forum to recommend which Councils will pay a lead role with respect to the new projects

MOVED Cr CLARKE/ Mr Robinson

A vote was taken and the MOTION was CARRIED

Action: Report back to IMAP Implementation Committee on the blue items in Attachment 10b IMAP Review report to ensure the Committee does not wish to take these further.

Action: Convene the Executive Forum to determine lead Councils for all new projects

14. Associate member – Rod Anderson

The Chairman introduced Rod Anderson, the new Associate representative from the Department of Sustainability and Environment who was attending his first IMAP meeting. Rod gave a brief overview of his responsibilities and advised that he was aware of government funding that could be available for some of the IMAP projects.

15. Action 7.7 University and Regional Development – WIL Progress Report

Katherine Sinclair (CoS) and Austin Ley (CoM) attended for this item.

Ms Sinclair noted the working party had produced the Managers Guide and now aimed to put together a promotion strategy for rolling the project out across the 4 partner Councils.

The Chairman asked about the use of Masters students, noting the strong linkages in the universities with university masters programmes and the innovative thinking that was contributed by students. He supported the initiatives being taken and felt this approach will lead to good creative thought in Councils. Ms Sinclair clarified that the document referred to Tertiary students and did not differentiate Masters programme students specifically, but that the approach taken would include them.

Mr Ley noted that a range of options exist with different universities. His department was currently running a pilot using a range of maths students. The aim of this approach was to get consistency at all levels.

Mr Robinson noted that the Office of Knowledge Capital was now located within the City Research department and this alignment should extend the range of opportunities/networks to be considered and shared with other councils.

The Chairmen mentioned the useful links the CoM has with its Sister Cities which could develop into an exchange and learning program, giving us a global link in this area.

The Executive Officer asked that the CEOs advise their Executive Management Teams of their Council's support and promotion of this project so that their department managers are aware of this when the Project Team commence promotion of this project.

- 15.1 That the IMAP Implementation Committee resolves to:
- Note** the draft Work Integrated Learning Manager's Guide and refer this for further consultation, amendment and adoption by individual Councils through the WIL Working Party; and
 - Support** the WIL Working Party to promote the use of students across the 4 Councils.

MOVED Cr CLARKE/ Cr Smith

A vote was taken and the MOTION was CARRIED

Action: Executive Officers brief Executive Management Teams of support for the Work Integrated Learning project and advise managers of the planned promotion of students in Councils.

CONFIDENTIAL ITEMS

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

16. None listed

OTHER BUSINESS**17. Close**

The meeting closed at 9.15am

Next Meeting

Confirmed: Next meeting is **Friday 26th November** (8.00am) City of Stonnington – Malvern Town Hall

IMAP Implementation Committee Meeting 27 August 2010 – Endorsement of Minutes

Chairperson: Cr P Clarke _____ Date: _____

RESOLUTIONS

- 1.1 That the IMAP Implementation Committee resolves to **appoint** Cr Peter Clarke as the Chair of the meeting.
- 2.1 That the IMAP Implementation Committee resolve to **note** the following apologies:
 - Cr Jane Garrett– Mayor, City of Yarra
 - Ms Sally Semmens – Manager Established Suburbs, Urban & Regional Planning, DoT
 - Mr Geoff Lawler, Director City Planning & Infrastructure, City of Melbourne
 - Mr Warren Roberts - Chief Executive Officer, City of Stonnington
 - Mr Ian McLauchlan – Manager Transport & Parking, City of Stonnington
 - Cr Tim Smith – for lateness
- 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.
- 4.1 That the IMAP Implementation Committee resolve to **confirm** the minutes of the IMAP Implementation Committee held on 28 May 2010.
- 5.1 That the IMAP Implementation Committee resolve to **confirm** the minutes of the IMAP Executive Forum held on 20 July 2010.
- 6.1 That the IMAP Implementation Committee resolves to
 - a. **note** the correspondence and actions undertaken in response to Business Arising from previous minutes.
 - b. **delete** the second item in relation to the Australian Retailers Association as the matter has now been overtaken by events.
- 7.1 That the IMAP Implementation Committee resolves to
 - a. **receive** the End of Year Financial Report for the 2009-2010 financial year.
 - b. **note** the 2010-11 IMAP Budget.
- 8.1 That the IMAP Implementation Committee resolves to **note** the IMAP Progress Report for August 2010.
- 9.1 That the IMAP Implementation Committee resolves to:
 - a. **note** the Communications and Governance briefing paper
 - b. **approve** the meeting dates of the IMAP Implementation Committee for 2011
 - c. **note** the requirement to update s 86 Special Committee delegations to the IMAP Implementation Committee under the Local Government Act before February 2011 if not already approved.
- 10.1 That the IMAP Implementation Committee resolves to **fund** the engagement of SGS Economics and Planning to the amount of \$4,200 plus GST to:
 - a. Plan and facilitate a forum with the residential development industry; and
 - b. Prepare a report on the outcome of the forum.
- 11.1 That the IMAP Implementation Committee resolves to:
 - a. **Note** the completion and evaluation of Action 2.2 Wayfinding Signage demonstration project.
 - b. **Ensure** appropriate signs asset maintenance is now undertaken by individual Councils.
- 12.1 That the IMAP Implementation Committee resolves to:
 - a. **Note** the findings of the GHD Report on Car Sharing
 - b. **Adopt** the car sharing concept in principle
 - c. **Support** City of Melbourne discussion with other IMAP members on the potential of joining into a broader car share tender
- 13.1 That the IMAP Implementation Committee resolves to:
 - a. **Approve** the IMAP Three Year Implementation Plan as contained in Attachment 10a
 - b. **Approve** the project briefs as detailed in Attachment 10b IMAP Review report
 - c. **Convene** the Executive Forum to recommend which Councils will pay a lead role with respect to the new projects

15.1 That the IMAP Implementation Committee resolves to:

- a. **Note** the draft Work Integrated Learning Manager's Guide and refer this for further consultation, amendment and adoption by individual Councils through the WIL Working Party; and
- b. **Support** the WIL Working Party to promote the use of students across the 4 Councils.

ACTIONS PUBLIC RECORD

Item	Responsibility	Action	Due
9 <i>Comms & Governance</i>	IMAP Executive Officer	<i>Forward meeting dates for 2011 to IMAP Councils; follow up on s86 delegation renewals</i>	<i>Feb 2011</i>
12 <i>Car Sharing Action 3.3</i>	Geoff Robinson/Stuart Outhred CoM	<i>CoM to hold discussions with other IMAP Councils on joint car sharing tenders</i>	<i>Sept 2010</i>
13 <i>IMAP Review</i>	IMAP Executive Officer & Project Teams	<i>Report back to IMAP Implementation Committee on the blue items in Attachment 10b IMAP Review report to ensure the Committee does not wish to take these further.</i>	<i>Feb 2011</i>
13 <i>IMAP Review</i>	IMAP Executive Officer & Project Teams	<i>Convene the Executive Forum to determine lead Councils for all new projects</i>	<i>Sept 2010</i>
15 <i>WIL Report Action 7.7</i>	CEOs/Director	<i>Executive Officers brief Executive Management Teams of support for the Work Integrated Learning project and advise managers of the planned promotion of students in Councils.</i>	<i>Feb 2011</i>

Inner Melbourne Action Plan 'IMAP'

Making Melbourne more liveable



Annual Report 2009 → 2010



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

Melbourne continues to be recognised as one of the world's most liveable cities. Its energy, culture, environment, education and diversity attract people from all over the world. The Inner Melbourne Action Plan (IMAP) seeks to build on these assets to help foster creativity, liveability, prosperity and sustainability across a range of diverse neighbourhoods in the inner Melbourne region. The Inner Melbourne Action Plan identifies 57 actions within 11 regional strategies for implementation across the inner Melbourne region and now, having completed its fourth year, many actions have achieved their objectives or are well underway.

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

In 2009-2010 significant work has been done in the areas of regional tourism, environmental planning and performance, network linkages and activity centre safety. A comprehensive review of IMAP was also undertaken during the year to review priorities going forward, with detailed planning focused on the key strategic areas.

IMAP's regional strategies also aim to promote cooperation between local government and state government departments which add value beyond what could be achieved individually. During 2009-2010, the successful implementation and completion of IMAP regional sustainable transport initiatives in partnership with the State government through its LAAP funding program reflected this cooperation and the support the combined Councils can achieve.

Actions commenced in 2009-2010 continue into the fifth year of IMAP to deliver stronger relationships, practical solutions, collaborative projects and strategic directions. These include improving accessibility throughout the region, delivering a consistent approach to parking management, managing conflict in Activity Centres, working collaboratively with Universities and developing and extending the regional open space and trail network. More than 50 council officers and representatives from partnering organizations work collaboratively to deliver these outcomes.

IMAP continues to strive to make the inner Melbourne region more liveable for local communities, people who visit the region daily to work and visitors from outside the region. For the benefit of the greater community we will continue to collaborate with our partners, prioritise actions relating to critical issues, and influence State policy through our knowledge, expertise and advocacy.



Cr Jane Garrett
Mayor
City of Yarra



Cr Tim Smith
Mayor
City of Stonnington



Cr Frank O'Connor
Mayor
City of Port Phillip



Cr Peter Clarke
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 (and more recent update, Melbourne @ 5 Million) 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 four 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 fifth year of collaboration and implementation and will continue to deliver agreed regional outcomes with a focus to ensure the continued development and liveability of the inner Melbourne region over future years.



Governance

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 2009 – 30 June 2010

Cr Peter Clarke,
Chair Future Melbourne
(Planning) Committee,
City of Melbourne
(1 July 2009 – 30 June 2010)

Cr Amanda Stone,
Mayor City of Yarra
(1 July 2009 – Dec 2009)

Cr Jane Garrett,
Mayor City of Yarra
(Dec 2009 – 30 June 2010)

Cr Claude Ullin,
Mayor City of Stonnington
(1 July 2009 – Dec 2009)

Cr Tim Smith,
Mayor City of Stonnington
(Dec 2009 – 1 July 2010)

Cr Frank O'Connor,
Mayor City of Port Phillip
(1 July 2009 – 30 June 2010)

Mr Geoff Lawler
Director City Planning &
Infrastructure, City of Melbourne
(1 July 2009–30 June 2010)

Dr Andi Diamond,
CEO City of Yarra
(1 July 2009 – 30 June 2010)

Mr Warren Roberts,
CEO City of Stonnington
(1 July 2009 – 30 June 2010)

Ms Kay Rundle,
CEO City of Port Phillip
(1 July 2009 – 30 June 2010)

Associate Partners

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 Transport
- Department of Planning and Community Development
- Department of Innovation, Industry and Regional Development

IMAP would like to acknowledge the significant contribution of Alison Fitzgerald, IMAP Implementation Officer from May 2008 – December 2009



Governance

IMAP Reporting

Executive's Forum

The Executive's Forum is a key 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 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.

9 April 2010 Forum

Key items on the agenda were:

- › New associate memberships
- › IMAP Budget 2010-11
- › Greenlight Project expenditure review
- › IMAP Plan Review: IMAP Boundaries, Heritage focus and Community Planning projects
- › Developing design responses to improve roads as "Places"

Minutes were tabled and ratified at the 28 May 2010 IMAP Implementation Committee meeting.

IMAP Implementation Committee Meetings

28 August 2009 Meeting (Host: City of Melbourne)

Key items on the agenda were:

- › Wayfinding Signage project launch
- › Governance
- › Regional Tourism Visitor Profile & Satisfaction Research presentation
- › Affordable Housing advocacy strategy
- › Activity Centres: Cumulative Impacts - tools and licensing definitions
- › Regional Sustainability Targets - final report
- › Water Sensitive Urban Design plan change - final report
- › Regional Open Space and Trail Network

Minutes were tabled and ratified at the 27 November 2009 IMAP Implementation Committee meeting.

27 November 2009 Meeting (Host: City of Stonnington)

Key items on the agenda were:

- › Affordable Housing correspondence to State Government
- › LGPro Award submission - Wayfinding signs project
- › IMAP Annual Report 2008-2009
- › Governance: Operational Protocols amendment
- › Community Road Safety Programme - VicRoads presentation
- › Activity Centres: Cumulative Impacts - Justice Department presentation

- › Regional Approach to Parking Management - completion of 6 principles
- › IMAP Plan Review presentation

Minutes were tabled and ratified at the 19 February 2010 IMAP Implementation Committee meeting.

19 February 2010 Meeting (Host: City of Port Phillip)

Key items on the agenda were:

- › Governance: Operational Protocol
- › Develop Design Responses to Improve Roads as "Places"
- › Regional Approach to Parking Management: value of car parking
- › Regional Open Space and Trail Network
- › Bicycle network
- › Regional Tourism Strategic Review
- › Universities and Regional Development
- › IMAP Plan Review - 3 year Implementation Plan

Minutes were tabled and ratified at the 28 May 2010 IMAP Implementation Committee meeting.

28 May 2010 Meeting (Host: City of Yarra)

Key items on the agenda were:

- › Governance: IMAP Review progress
- › VicRoads Community Road Transport Safety Plans
- › VicRoads Hoddle Street Study
- › Affordable Housing - Overlay (Inclusionary Zoning) Proposal
- › Regional Open Space and Trail Network
- › Bicycle Network - Gap Analysis
- › Regional Tourism Strategic Plan 2010-2013

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

IMAP Review

Consultation has been undertaken during the year as part of a comprehensive review of the Inner Melbourne Action Plan. Now in its fourth year, the IMAP Implementation Committee sought feedback to determine if the Plan had stood the test of time and continued to meet the needs and challenges that it was established to address.

Contributors from local government partners and state Government departments were surveyed for their feedback on IMAP. Overall strong support was received for the regional initiatives; and the benefits of IMAP enabling networking, sharing ideas and providing joint advocacy on issues of mutual interest were strongly endorsed.

The 11 strategies included in the plan were seen as still relevant in addressing current issues and remained well supported.

In addition to the current projects already underway, the consultation identified the following priority areas going forward for the next 3 years: sustainable transportation, environment and climate change issues, and community planning. These priorities were adopted by the IMAP Implementation Committee at its meeting in February 2010 and referred onto staff forums held during April, May and July to prioritise actions and develop briefs addressing current critical issues.

It is expected that the outcome of these forums will lead to a range of exciting, new projects being endorsed and targeted for implementation over the next 3 years at the IMAP Implementation Committee meeting in December 2010.

Financial Review

With two major projects due for completion in June 2009 after nearly 4 years in their delivery, a full review of all finances was undertaken during the year to track their expenditure over that period. This review also clarified approved project funding for all existing project teams and identified unallocated funds for projects going forward.

As a result of this review, it is intended that new and existing projects to be implemented over the next 3 years will establish annual budgets and project management plans for IMAP approval annually in November. These will then be referred to the partner Councils for endorsement as part of their annual budgeting process, so that the contribution of staff time and funding for IMAP projects by the partner Councils is transparent.

www.imap.vic.gov.au

The IMAP website was upgraded during the year to include meeting dates and agenda papers as well as the Committee minutes. The IMAP maps and a number of additional documents were uploaded to ensure the information is comprehensive and to improve the usefulness of the site for those wanting to obtain copies of current work.



Highlights of the year

Affordable Housing - Seeking support from Government

IMAP met with Department of Planning & Community Development and Department of Human Services representatives in August 2009 to request clarification of the State Government's response to IMAP's affordable housing proposal on inclusionary zoning and identify issues of concern that Government have with the IMAP proposal prior to release of the Housing Strategy.

On 9th March 2010 a delegation from IMAP also met with the Commonwealth Minister for Housing, Tanya Plibersek in Canberra to present a case for planning mechanisms and the proposal for inclusionary zoning for affordable housing in the form of an Affordable Housing overlay. The development of a model Affordable Housing overlay for application through the Victorian planning system is a key IMAP initiative which seeks to identify new funding sources and build the capacity of housing associations to increase the supply of affordable housing across the region.

Cr Frank O'Connor, Mayor City of Port Phillip, the General Manager Environment & Planning and the Housing Development Officer from City of Port Phillip provided the briefing to the Minister. The Commonwealth Housing Minister has expressed interest in (but not commitment to) the capacity for planning mechanisms for affordable housing under the next National Affordable Housing Agreement (due in 2013). Other discussions at the time with parliamentary advisors endorsed the value of engagement with development industry peak bodies to find a means to encourage them as conditional supporters.

Launch of Regional Wayfinding signs initiative

On 11 September 2009 IMAP launched its Coordinated Pedestrian and Public Transport Signage System project with a formal Launch attended by representatives from both Local and State Government.

The project included the design, manufacturing and installation of a consistent wayfinding signage system along a demonstration route through the Cities of Melbourne, Stonnington and Yarra. In all, 54 signs were installed across the three Councils, with the IMAP Tourism Map used as a base to develop a hierarchy of maps for the new signage. The development of this signage "family" that works together to provide wayfinding at different levels was to be instrumental to the success of the project, with positive feedback from visitors and the community.

Aided by a Local Area Access Program [LAAP] Funding Grant from the Department of Transport, designed and implemented over a 3 year timeframe, the project's success was recently evaluated and the Final Report submitted to the Department of Transport in June 2010.

Some IMAP Councils now have plans to extend the project's approach with additional signs proposed throughout the region based on this coordinated design initiative.

Implementing the Regional Greenlight Project

During 2009 VicRoads implemented the changes recommended by IMAP's Regional Greenlight project team at 20 intersections across the inner Melbourne area. This work was the culmination of 2 years planning to identify key crossing sites, establish control sites, monitor the existing situation and determine the treatment required to deliver priority to foot traffic at these sites.

Undertaken in partnership with the State Government and supported through a Department of Transport LAAP Funding Grant, the pilot project was established to demonstrate how signal re-design could deliver safer, more comfortable journeys for pedestrians at key crossing points. This could involve increased 'green man' time, head start for the Walk phase and automatic 'green' for pedestrians. Evaluation of this pilot project is now underway.

→ Progress 2009-10

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

Action 2.2 Wayfinding Signage Project - completed

The demonstration project for the installation of a “family” of wayfinding signs across the inner city at key visitor locations has been completed after three years in the design and implementation stages.

Aided by significant LAAP government funding to assist the project, the 54 new signs have been well received with endorsement from both the Department of Transport and the users for their design and location. The signs provide a consistent approach along major visitor routes through the inner Melbourne area and provide a coherent recognisable structure for visitors and residents looking to find their way to transport routes and key attractions.

The IMAP initiative has led the way for additional projects and more signs to be installed with a similar design approach across the inner city region.

Action 2.4 Regional Greenlight Pedestrian Project

In response to the Regional Greenlight Project initiative, VicRoads has completed the implementation of a range of 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 sites, establish control sites and establish baseline data for comparisons over time.

Chosen for their heavy traffic and rushed pedestrian crossing times, the changes have included increased pedestrian clearance times, implementation of puffin operations (sensor) to improve response times, and adjustments for times of day to assist in before and after school crossing times depending on location.

This project was part funded by the State Government’s LAAP funding grant. Assessment of these changes is currently underway by the Department of Transport to determine the significance of this approach as a tool for improving pedestrian safety. This project has also been listed for action across the state as a strategy under the newly released State Government Pedestrian Access Strategy (October 2010)



→ Progress 2009-10

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



Action 2.5 Bicycle Network

IMAP has continued to make significant progress across the bicycle network with capital works completed in a number of key areas. The varied design solutions being trialled have contributed towards a better understanding of the more cost effective treatments and options available.

The project team compiled a gaps analysis to assess progress on completing the linkages across the bike network. This highlighted that the linking of the main priority routes across the network are coming

together well and IMAP determined that completion of the key routes was a priority. As result, IMAP is looking at options to advance the project more quickly and to actively seek funding to complete the major works in a timely manner. In addition, current initiatives are to work towards establishing guidelines for standardised bike lane treatments to be introduced across the 4 IMAP Councils in conjunction with VicRoads.

The 2010 Super Tuesday bicycle survey has indicated ongoing significant growth in cycling numbers throughout the IMAP region, supporting and emphasising the need to complete this project within a reasonable timeframe.

Strategy 3: Minimise the growing impact of traffic congestion

Action 3.3 Regional approach to parking management

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

IMAP has endorsed 6 principles for management of existing parking supply in activity areas and agreed to apply Integrated Travel Plan requirements as conditions on major developments. IMAP also endorsed advocating for the development and maintenance of Green Travel Plans to occur outside of the development approval process.

In addition, IMAP endorsed the proposal to undertake more investigation of Car Sharing programs and to research the economic value of parking in activity centres across all IMAP Councils.



→ Progress 2009-10

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 which 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 a model planning overlay for affordable housing, investigated its economic impact on development activity and has established the Inner Melbourne Affordable Housing Needs Website as an interactive database for the identification of housing needs and housing targets under the overlay process.

The IMAP Implementation Committee had earlier agreed a strategy to further progress the proposal for an Affordable Housing Overlay with the State Government. This culminated in a deputation to brief state government Ministers Madden and Wynne on the proposal to discuss establishing the overlay as part of the Victorian Planning Provisions, as well as progress a site specific approach. A further meeting with the Department of Planning and Community Development [DPCD] and Department of Human Services [DHS] officers advocating for consideration of the overlay approach as part of the Victorian Integrated Housing Strategy followed. The follow up strategy has been to approach the Premier and state ministers and correspond with the Commonwealth Minister for Housing. A meeting in Canberra followed in March 2010 with The Hon Tanya Plibersek to present the case. IMAP is now looking to engage with major developer groups to enlist support for the concept.



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 permit applications for licensed premises and also articulate the issues regarding Definitions and some possible solutions.

Following completion of a set of indicators and a Cumulative Impacts Assessment Tool in 2008, the IMAP project team continued work on the implementation and refinement of these in 2009. The subsequent introduction of the Victorian Alcohol Action Plan; a significant VCAT decision acknowledging cumulative impact in a case in the City of Yarra; and the state government's establishment of an Interdepartmental Committee to address aspects of the liquor industry, planning, liquor systems and enforcement has further supported the work being undertaken by this group.

The project team reported back to the IMAP Implementation Committee in August 2009 summarising all work undertaken to date on establishing a three part approach to Cumulative impact assessment and the analysis regarding Liquor Licensing Definitions. This work has been passed onto the partner Councils to test and review the tools outlined. A presentation by the Department of Justice representative in November acknowledged the assistance of IMAP's work in this area.

→ Progress 2009-10

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



Action 7.7 Universities and Regional Development

IMAP has continued to work collaboratively with inner Melbourne universities and TAFEs to define and develop a stronger role in regional development. One of the initiatives that have been identified is the development of a Workplace Integrated Learning programme that would focus on tertiary student placements in the IMAP councils.

Tertiary courses increasingly require their students to undertake research projects and work experience as part of their course work and greater access to work opportunities within Councils was seen as beneficial to both organisations.

A series of Workshops held during the year identified barriers to students becoming more involved in Councils. As a result the IMAP project team has developed a set of guidelines for adoption by the four partner councils to assist managers and tertiary institutions in this process. The development of promotional material and strategies to assist Council managers in identifying and utilising the important skill base that students can bring to the workplace is now underway.

Strategy 9: Substantially improve the environmental performance of the inner Melbourne region

Action 9.1 Regional Sustainability Targets – Completed

The Regional Sustainability Target's action is to establish common greenhouse emissions, water and waste targets and programs for the inner Melbourne region.

IMAP has progressed this action by establishing IMAP Council's water, waste and greenhouse emissions targets and developing standardised baseline calculations for greenhouse emissions for the IMAP region. In August 2009 the working group submitted its final report and sought direction for ongoing residential sustainability program collaboration between the IMAP Councils.

It was agreed that, through leveraging from the existing model of collaborations within the region, IMAP councils would identify opportunities for further collaboration between the Councils as relevant projects or programs arise. In addition, IMAP councils would independently use the project's findings to inform project and strategy development within their municipalities.

Action 9.3 Water Sensitive Urban Design (WSUD)

This action seeks to develop a regional approach and strategy to achieve water sensitive urban design (WSUD).

IMAP has advocated for a common Local Planning Scheme Policy that encourages new developments to be more water efficient. IMAP Councils have subsequently developed a common local policy for inclusion in each of the IMAP Planning Schemes. The local policy will assist in increasing on-site water retention and storage for household re-use and gardens and will help in greening our suburbs. The policy will also assist in improving catchment water quality for aquatic habitats. The IMAP Implementation Committee signed off on the action in May 2009.

During this year, the IMAP Councils have continued to progress concurrent planning scheme amendments to introduce the local policy into each of their Planning Schemes. Following the successful completion of the joint exhibition phase and the adoption of each of the amendments, the adopted documents have been lodged with the Minister for Planning for approval.



→ Progress 2009-10

Strategy 10: Complete the regional open space network

Action 10.1 Regional Open Space and Trail Network

This strategy is important because our parks, gardens and waterways are a defining feature of the inner Melbourne region. They are vital in contributing to a sense of openness and provide a natural relief from built up areas. Much of the open space in inner Melbourne is part of a connected network, and is increasingly important on a local and regional level, as well as for social, recreational and environmental reasons. In recent years the network has also come to include urban spaces and plazas.

This action aims to map the regional open space and trail network identifying ownership, management

responsibility, agreed function and gaps in open space and trails, and develop an implementation program for the development and extension of the network. The work involves regional collaboration to share knowledge and information across IMAP councils, and liaison with Parks Victoria, Department of Transport and Melbourne Water, VicTrack, and Department of Sustainability and Environment to determine priorities, management plans and capital works requirements.

Still in its initial stages, the project brief and timelines for mapping and engagement with partners have been determined and the project reported on recent actions of state government and statutory bodies working across these areas that provide a valuable opportunity for a coherent, joint approach to this task.



Strategy 11: Promote the inner Melbourne region as a tourism destination



Actions

11.1 and 11.2 Tourism Program

The IMAP Regional Tourism Group delivered their major research project in August 2009. The Visitor Profile and Satisfaction Research undertook intercept surveys and on-line interviews with people who had recently visited the inner Melbourne region to better understand who was visiting Melbourne, how they accessed their information and what they did when they were there. The IMAP Councils have used this research to further supplement tourism planning. In addition, the IMAP Inner Melbourne Tourism map has become well established in the tourist market with IMAP undertaking its 5th reprint and distribution. The evolution of the map, its circulation and availability is currently under review in conjunction with other providers.

Having largely completed the actions under Strategy 11, the IMAP tourism group undertook a strategic planning exercise to look at the future purpose of the IMAP approach, taking into account changes in the tourism landscape, and how best IMAP could work with the tourism industry. Having revisited IMAP's purpose, 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.

Focus 2010-11



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 2009-10 the IMAP Implementation Committee undertook a comprehensive review of the strategies and actions contained in the Inner Melbourne Action Plan to ensure they remained relevant and focussed on current priorities. Following feedback on the consultation undertaken prior to November 2009, the Committee endorsed the general priorities and direction at their meeting in February, referred a number of items to the IMAP Executive Forum to scope and supported the proposal for staff forums to undertake further planning in the key areas of transport, environment and community planning. These forums have produced updated recommendations for project briefs to be prioritised and undertaken over the next 3 years.

IMAP Implementation

IMAP will complete:

- › **Action 2.4** Walking Links/ Pedestrian Priority Areas delivering pedestrian light changes at 20 demonstration sites to make it easier and safer for people to cross busy inner Melbourne roads.
- › **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.

IMAP will continue:

- › 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 review the approach to regional parking management across the inner Melbourne region under **Action 3.3** by looking at options for car sharing and the economic value of car parking compared to other forms of transport

- › its advocacy role working with State Government in relation to **Action 5.2** Affordable Housing by continuing to seek support for the principles underpinning the Affordable Housing Overlay and initiating dialogue with developers.
- › the initiative under **Action 7.7** Universities and Regional Development to influence and increase awareness & information sharing across universities and councils within the inner Melbourne region through its Work Integrated Learning Project.
- › **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 outstanding work completed for **Actions 11.1** Regional Visitor Map and **11.2** Regional Tourism Program to develop new initiatives to increase exposure and visitation of the inner Melbourne region.

IMAP will commence:

Sustainable transport

- › **Action 1.4** Boulevards and major roads
- › **Action 3.2** Roads as places
- › **Action 3.5** Reduced through traffic
- › **Action 4.7** Improvements to public transport services
- › **Action 8.1** Priority for freight movement

Community planning

- › **Action 5.3** Integrating public housing estates
- › **Action 5.4** Social infrastructure and services
- › **Action 5.5** Infrastructure developments

Environmental sustainability

- › **Action 9.2** Environmentally sustainable design – Commercial buildings
- › **Action 9.4** Green Demonstration Projects

Financial statement

Total income for the 2009-10 financial year to the Inner Melbourne Action Plan [IMAP], derived from IMAP partner Councils and Victorian Government Grants was \$205,276.

In addition to IMAP partner Council's agreed annual contribution of \$80,000, IMAP partner Councils have committed a further \$80,000 towards regional tourism projects undertaken by IMAP.

Victorian Government Grants received totalled \$44,882. These Local Area Access Program (LAAP) funding grants relate to the final payments on the Wayfinding signs project and the Regional Greenlight project. However, an adjustment and repayment is due on the Regional Greenlight Project which will alter this figure due to the surplus in the account which, as a result of timing, will be processed in the 2010-11 financial year.

The total expenditure for the 2009-10 financial year for professional services, website administration and sundry items relating to IMAP Actions was \$131,897.

This results in a positive balance to the IMAP budget for 2009-10 financial year of \$73,379. Retained Earnings carried forward from the previous financial year as at 1 July 2009 from the City of Yarra (Host Council 2008-09) to the City of Stonnington (Host Council 2009-10) was \$224,509. Therefore the Accumulated Surplus for the year ending 30 June 2010 was \$297,888. A portion of this has been committed for existing projects, with the balance held over awaiting the outcome of the IMAP Plan Review for allocation to new projects coming forward.

IMAP Financial Statement as at 30 June 2010

Actuals to 30 June 2010		
Income¹		\$
Annual IMAP Council Partner contributions		80,000
Other contributions		
> IMAP Councils Tourism Contribution - Strategy 11	\$80,000	
> Destination Melbourne Event Contribution - Strategy 11	\$395	80,394
Victorian Government Grants		
> Action 2.2 Wayfinding Signage Project (LAAP Grant)	\$36,364	
> Action 2.4 Regional Greenlight Project (LAAP Grant)	\$8,518	44,882
Total Income		205,276
Expenditure		
Professional Services		
> Strategy 11 Tourism	\$36,553	
> Action 2.2 Wayfinding Signage Project	\$15,114	
> Action 2.4 Regional Greenlight Project	\$67,689	
> Action 7.7 University & Regional Development	\$ 2,500	121,856
Annual Report 2008 -09		5,370
Website Administration		2,350
Sundry Expenditure		2,321
Total Expenditure		131,897
Net Surplus for Year Ending 30 June 2010		73,379
Retained Earnings Carried Forward (2008-09)		224,509
Accumulative Surplus for Year Ending 30 June 2010		297,888

Notes: The IMAP Implementation Officer & Executive Officer has been a rotated position which was hosted by the City of Stonnington in 2009-10. This contribution is not indicated above.

From 2010-11 the 4 partner Councils will share operational costs equally with contributions to the City of Stonnington to provide ongoing accommodation for the IMAP Executive Officer position and undertake budget management.

Appendix

Statement of attendance

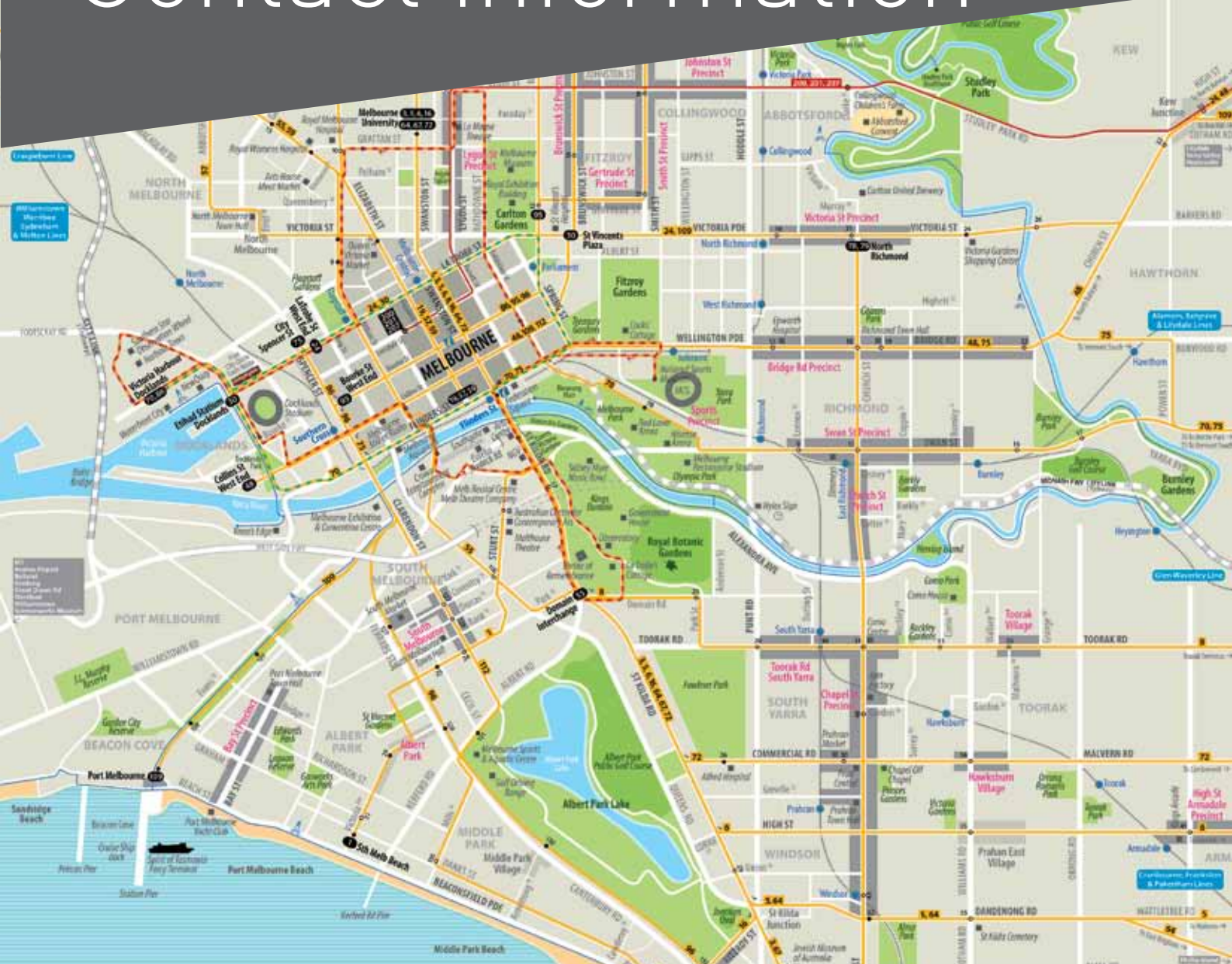
From 1 July 2009 to 30 June 2010:

Committee member	Position	IMAP Implementation Committee Membership dates to 30 June 2010	Attendance
Cr Amanda Stone	Mayor, City of Yarra	Jun 2009 - Dec 2009	Two (2) meetings with nil (0) apologies
Cr Jane Garrett	Mayor, City of Yarra	Dec 2009 - Jun 2010	Two (2) meetings with nil (0) apologies
Cr Frank O'Connor	Mayor, City of Port Phillip	Jul 2009 - Jun 2010	Four (4) meetings with nil (0) apologies
Cr Claude Ullin	Mayor, City of Stonnington	Jul 2009 - Dec 2009	Two (2) meetings with nil (0) apologies
Cr Tim Smith	Mayor, City of Stonnington	Dec 2009 - Jun 2010	Two (2) meetings with nil (0) apologies
Cr Peter Clarke	Chair, Future Melbourne (Planning) Committee, City of Melbourne	Jul 2009 - Jun 2010	Three (3) meetings with one (1) apology
Ms Andi Diamond	Chief Executive Officer, City of Yarra	Jul 2009 - Jun 2010	Four (4) meetings with nil (0) apologies
Ms Kay Rundle	Chief Executive Officer, City of Port Phillip	Jul 2009 - Jun 2010	Three (3) meetings with one (1) apology
Mr Warren Roberts	Chief Executive Officer, City of Stonnington	Jul 2009 - Jun 2010	Three (3) meetings with nil (0) apologies
Mr Geoff Cockram	Acting Chief Executive Officer, City of Stonnington		One (1) meeting with nil (0) apologies
Mr Geoff Lawler	Director, City Planning & Infrastructure City of Melbourne	Jul 2009 - Jun 2010	Three (3) meetings with nil (0) apologies
Mr Geoff Robinson	Acting Director, City Planning & Infrastructure, City of Melbourne		One (1) meeting with nil (0) apologies

Associate Partner Representatives

Member	Department	Attendance
Ms Clare McArdle	Department of Planning and Community Development	One (1) meeting with two (2) apologies
Ms Melanie Eagle	Department of Planning and Community Development [for C McArdle]	One (1) meeting with nil (0) apologies
Ms Sally Semmens	Department of Transport	One (1) meeting with three (3) apologies
Mr Robert Guerin	Department of Innovation, Industry and Regional Development [for D Wickenton]	One (1) meeting with nil (0) apologies
Mr Tony Pensabene	Department of Innovation, Industry and Regional Development	One (1) meeting with one (1) apology

Contact information



www.imap.vic.gov.au

For further information,
please contact:
Elissa McElroy
IMAP Executive Officer

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MINUTES

Inner Melbourne Action Plan Executive Forum

Meeting No 9
8.00 am – 9.15 am Friday 3 December 2010
City of Stonnington
Malvern Town Hall – Council Chamber

Attendees	Warren Roberts – Chief Executive Officer, City of Stonnington [Chair]
Forum	Andi Diamond – Chief Executive Officer, City of Yarra
Members	Kay Rundle - Chief Executive Officer, City of Port Phillip Geoff Lawler – Director City Planning Infrastructure, City of Melbourne
IMAP	Elissa McElroy– IMAP Executive Officer
Guests	Austin Ley, Manager City Research, City of Melbourne Ian McLauchlan, Manager Transport & Parking, City of Stonnington Sandra Wade, Manager City Strategy, City of Port Phillip Steve Scott, Place Manager Port Melbourne, City of Port Phillip Steven McKellar, Sustainable Design Officer, City of Port Phillip Adam Zaborszczyk, Greenhouse Policy Coordinator, City of Melbourne Jan Jacklin, Manager Economic & Cultural Development, City of Stonnington Sally Moxham, Manager Sustainability, City of Port Phillip

PRELIMINARIES

Item	Agenda Topic
1	Appointment of Chair – Warren Roberts, CEO, City of Stonnington MOVED: Ms RUNDLE / Dr Diamond
2	Apologies Stuart Outhred, City of Melbourne Gerry Battaglia, City of Stonnington Bruce Phillips, City of Yarra Richard Smithers, City of Melbourne Karen Watson, City of Stonnington David Morrison, City of Stonnington Geoff Ovens, City of Stonnington Krista Milne, City of Melbourne Connie Gibbons, City of Stonnington <u>Resolution:</u> 2.1 That the apologies be accepted. MOVED: Mr ROBERTS / Dr Diamond

ITEMS

3	IMAP Draft Annual Report 2009-10 <u>Discussion</u> The Executive Officer noted that this matter had been referred to the IMAP Implementation Committee
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members electronically for approval. Responses were still required from elected members.

She noted that the role of the Executive Forum included receiving the Annual Report (refer Section 6.2 Operational Protocol) and the item was therefore included on this agenda in case there was any discussion prior to the Annual Report being sent out. She noted the full Annual Report would be available on the 5 websites (Council members and IMAP) and that a summary version would be distributed to key federal and state ministers, state government departments, neighbouring councils and IMAP council's councillors.

The following points were noted:

- Having recorded good work we should promote it
- Place full Annual Report on all 4 websites, and circulate to CEOs and ministers
- Send a personal letter to the new Minister of Local Government with congratulations on her appointment and invite key ministers to come and meet with IMAP in the New Year.
- Include invitation to Ministers of Transport, Planning, and Innovation.

Resolution:

3.1 That the Executive Forum receives the Annual Report from the IMAP Implementation Committee on the implementation program.

MOVED: Mr LAWLER / Ms Rundle

A vote was taken and the MOTION was CARRIED

4 **IMAP Project Budgets**

Discussion

The Executive Forum noted that the budget has to be signed off by the full IMAP Committee. The Executive Officer advised that the Executive Forum is able to determine the annual priorities program and that their recommendation would be referred to the Committee to give their approval electronically.

CoM has no problem with the extra contribution but want to ensure the projects are well targeted.

Action 1.4: Boulevards (including Hoddle Street)

Geoff Lawler noted Action 1.4 requires a joint political view on Hoddle Street by CoM and CoY and may not require IMAP funds and involvement to achieve this. Andi Diamond felt a wider view is of value and felt it appropriate for IMAP to maintain its watching brief over the development. Kay Rundle thought any Hoddle Street development will affect Port Phillip. She was happy for IMAP to continue to monitor what is happening there.

Agreed: Comfortable if no budget is attached to the Hoddle Street study as adjoining Councils will pay for costs associated with their consultation and responses. Agreed to remove the \$10K in 2011/12 and maintain funds for later boulevard studies.

Action 3.2: Roads as Places

Noted that the funds may be inadequate for this study. Executive Officer advised that staff were putting together their best estimate at this time so that funds can be allocated to projects. The brief for this project was still being determined. Once costs were clarified, she advised that project teams would report back on actual funding requirements.

There was general support for this process to enable planning, allocation of funds and timeframes for projects to be established.

Action 8.1 Freight

Kay Rundle was interested in seeing this project come forward. Sandra Wade advised that it would be timely if the Freight Report could feed into the VicRoads review of Network Operation Plans if undertaken earlier. Geoff Lawler noted that it would be good to do this work now and acknowledged his support for the mix of transport projects across IMAP that would be useful work to undertake sooner particularly while Melbourne was reviewing its transport strategy.

Action 3.5 Part a Through traffic

Ian McLauchlan noted that this research project could be undertaken over 2 years, proposing an ideal state then identifying improvements to achieve this.

The Executive Forum discussed looking at all transport projects together, sequencing the activity over a time frame to have the most impact. Geoff Lawler noted that the transport projects will always get priority from Melbourne City. Andi Diamond suggested that it could be better to deal with freight issues later once other work has been done. She noted that through traffic issues were important for Yarra.

Ian McLauchlan advised that the traffic crossing issue that was part of Action 3.5 was largely a Stonnington issue and would be better referred to CoS than dealt with by IMAP teams. ***This was agreed.***

Agreed: Executive Forum agreed to bring the freight transport project forward with \$20K in the first year – 2011/12, so this project can get started. Some changes in timing of other projects could be made to achieve this.

Kay Rundle thought it was essential to include in the recommendation that this was an indicative budget for allocating funds – most of which were already in the account. Councillors needed to be aware of this.

Action 9.2 Environmentally Sustainable Design

Geoff Lawler queried whether this project was duplicating work already undertaken and embodied into federal and state regulations. He felt that this issue was already addressed by others particularly for commercial buildings through nationally established standards, NABERS (National Australian Built Environment Rating System), rating systems on a sliding scale and Green Star.

The Executive Officer drew the Executive Forum's attention to the revised papers that had been circulated with the agenda. She noted that the projects originally identified for Action 9.2 had been rationalised by the project team into two main areas –

1. the design and production of Fact Sheets which would draw upon the work already being undertaken by the CoY, targeted at those midsized developers who lacked expertise/advice in this area
2. the development and advocacy of ESD policies towards a more joint or mandatory approach across the 4 IMAP councils.

Steve McKellar noted that currently CoM, CoY and CoPP have voluntary schemes and that the 4 Councils were all at different stages. Steve McKellar acknowledged that there was a lot of information already out there for the large commercial buildings. However he felt that developments below the 2500m2 size were the focus here, as gaps in information had been identified for developments below this size. Funds were to assist with the design and production of hard copy information and website development as required.

The revised projects for this action were noted. Kay Rundle requested that all these projects come back for signing off once the project and cost have been further refined. Warren Roberts felt the promotion material was well directed at the appropriate level and was not recreating information already out there.

Action 7.7 Universities and Regional Development –Student Placement Officer

Geoff Lawler advised that if IMAP agrees to fund this officer position, the CoM was willing to host the officer. He felt this was a terrific initiative that the officer could be easily co-located with the Office of Knowledge Capital who have already established relationships with the Universities that could be leveraged off for this project.

The Executive Officer noted that, in conjunction with this appointment, Councils would need to budget funds to employ students otherwise this position would not be effective.

The Executive Forum noted that approval to appoint a staff member through IMAP funding would need to go through the IMAP Implementation Committee. Report on this item to be circulated for approval.

The Executive Forum agreed to support the proposed budget and approve increases in the IMAP Annual Project Contribution to \$30K for 2011/12 and \$35K for 2012/13 for this "Indicative" budget.

Recommendation

- 4.1 That the IMAP Executive Forum, in determining the annual priorities program, recommended the following:
 - a) **Support** all the proposed IMAP Project budget requests as attached in the revised list, noting that

expenditure is "Indicative only" and subject to further reporting to the IMAP Implementation Committee. **Refer IMAP Project Budget Attachment**

- b) **Approve** the appointment of a part time Student Placement Officer for a period of 12 months, to be funded by IMAP funds, employed and housed at the City of Melbourne, reporting to the IMAP Executive Officer
- c) **Approve** Councils' contributions towards the IMAP Distributed Energy Project (Strategy 9, Action 9.4) in 2011/12 - estimated at \$13,500 per Council
- d) **Approve** an increase in the IMAP Annual Contribution in 2011/12 to \$30,000 per Council
- e) **Approve** the Annual Regional Tourism contribution in 2011/12 of \$20,000 per Council
- f) **Approve** the IMAP Council's share of IMAP Operational costs in 2011/12 of \$38,850 per Council.

MOVED: MS RUNDLE / Mr Lawler

A vote was taken and the MOTION was CARRIED

Action: Executive Officer to seek approval of the Budget items from IMAP Implementation Committee prior to referral to Councils.

5

Presentation on CLUE (Census of Landuse & Employment)

Austin Ley, Manager City Research, City of Melbourne attended for this item. He noted the following points regarding CLUE:

- CoM now survey every building in the City
- They know what the landuse is and what is in the buildings
- Team in CoM is no longer contracted – staff positions
- Don't go into residential properties – information gained by merging rates and valuations information
- In future, survey data capture will make greater use of technology
- Run analysis program for base data and produce Output Reports.
- You need expertise in Council to work on it and drive it
- Hard to keep it going without commitment
- **Question for IMAP is how you would take it up and embed it in the Councils.** (Sandra Wade noted a disconnect in Council occurred with the IT upgrade so unable to now access earlier survey work)
- Rates and Valuation areas have to embrace this
- Once other areas of Council understand and realise use of the material, they will start to rely on it. Now integrated into GIS at Melbourne.
- Resource Implications - CoM have 8 people for both CLUE and the City's research effort (i.e. surveys, research grant applications, research coordination etc).
- Could look at the operations of IMAP Councils – what you would need to start CLUE and resource these. All departments will be doing some research – CLUE brings these together and coordinates it to make it more efficient.

Kay Rundle noted that areas such as Port Phillip only have parts where the information would be important. She asked if Councils can contract CoM to do the research in the required areas rather than employ a full time person to do this.

Warren Roberts was interested in it use for retail hubs. Being able to track a trend would be great. It would be interesting if you could integrate this into existing corporate systems.

Geoff Lawler noted managing privacy of information in the organisation would have to be endorsed; and that it would be a long term commitment.

Kay Rundle thought it useful to look at places like Fishermans Bend and to have on map with information from both municipalities represented would be great.

Andi asked if Austin could meet with her Council's Executive staff to discuss.

Austin noted further that:

- Data is collected and refreshed every 2 years
- Some data is only a year out
- Team of 3 collects data continuously and do annual updates
- Updates are consistent, and can target those areas which are changing the most
- Complete updates every 2 years, and annual reports produced on the changes observed.
- Some information sold to community interests e.g. a business wanting to know relocation opportunities- location of customers and competitors etc

- General reports available for free, specific reports at cost.

5.1 The Executive Forum invited Austin Ley, Manager City Research would follow up with individual Councils.

OTHER BUSINESS

6	<p>Action 11 IMAP Inner Melbourne Map licensing</p> <p>Deferred to the next meeting.</p> <p><i>Action: Tourism Group to report on the Inner Melbourne Map licensing to the IMAP Executive Forum - outlining the history and licensing proposal in more detail.</i></p>
7	<p>Next IMAP Implementation Committee meeting</p> <p>Ms Rundle noted a clash of dates for the next IMAP Implementation meeting and the national CEOs forum; She suggested the venue or the date be changed to accommodate this.</p> <p><i>Action IMAP Executive Officer to review date or venue of the next IMAP Implementation Committee meeting.</i></p>
8	<p>Close 9.35am</p> <p>Next Meeting Executive Forum – Prior to the next IMAP Committee meeting to discuss map licensing issue.</p>

RESOLUTIONS

	<p><u>2.1 That the apologies be accepted.</u></p> <p><u>3.1 That the Executive Forum receives the Annual Report from the IMAP Implementation Committee on the implementation program.</u></p> <p><u>4.1 That the IMAP Executive Forum, in determining the annual priorities program, recommended the following:</u></p> <p><u>a) Support all the proposed IMAP Project budget requests as attached in the revised list, noting that expenditure is "Indicative only" and subject to further reporting to the IMAP Implementation Committee.</u></p> <p><u>b) Approve the appointment of a part time Student Placement Officer for a period of 12 months, to be funded by IMAP funds, employed and housed at the City of Melbourne, reporting to the IMAP Executive Officer.</u></p> <p><u>c) Approve Councils' contributions towards the IMAP Distributed Energy Project (Strategy 9, Action 9.4) in 2011/12 - estimated at \$13,500 per Council</u></p> <p><u>d) Approve an increase in the IMAP Annual Contribution in 2011/12 to \$30,000 per Council</u></p> <p><u>e) Approve the Annual Regional Tourism contribution in 2011/12 of \$20,000 per Council</u></p> <p><u>f) Approve the IMAP Council's share of IMAP Operational costs in 2011/12 of \$38,850 per Council.</u></p>
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ACTIONS PUBLIC RECORD

Item	Responsibility	Action	Due
4	IMAP Executive Officer	<i>Action: Executive Officer to seek approval of the Budget items from IMAP Implementation Committee prior to referral to Councils.</i>	<i>December 2010</i>
6	IMAP Executive Officer	<i>Action: Tourism Group to report on the Inner Melbourne Map licensing to the IMAP Executive Forum - outlining the history and licensing proposal in more detail.</i>	<i>February 2010</i>
7	IMAP Executive Officer	<i>Action IMAP Executive Officer to review date or venue of the next IMAP Implementation Committee meeting.</i>	<i>December/January 2010</i>

BUDGET REQUESTS FOR IMAP PROJECTS - REVISED by Executive Forum at meeting 3 December 2010

ACTION	DESCRIPTION	STATUS	LEAD COUNCIL	TEAM LEADER	PROJECT DESCRIPTION	FUNDING BID			
						2010/11	2011/12	2012/13	2013/14
CURRENT & NEW PROJECTS - IMAP FUNDING									
1.4	Boulevards & Major Roads - Hoddle Street	New	CoY	Bruce Phillips	1. Establish joint view on Hoddle St				
					2. Boulevard Study				40
2.4	Green light		CoPP	Meg Selman		No Funding Required			
2.5	Bicycle Network: Pt 2 Measure & map Level of Service	New	CoM	Haig Poulson	Establish Level of Service rating	Requirements not known			
3.2	Roads as Places		CoM	Stuart Outhred	Develop case studies etc		15	25	
3.3	Regional Parking Management		CoM	Stuart Outhred	Value of on street car parking	40			
3.5	Reduced through traffic								
	a. Reduce the impact of through traffic	New	CoS	Ian McLauchlan	Research quantum of thru traffic, determine changes to service levels	35	15	30	
	b. Changes to level crossings	New	CoS	Ian McLauchlan					
	c. Parking provisions which support sustainable transport	New	CoM	Richard Smithers	Review parking provisions			25	55
4.4	Enhanced bus priority	New	All		Support and advocate for implementation of preferred routes	No Funding Required			
4.7	Improvements to public transport services	New	CoM	Richard Smithers	Consultation as part of Melbourne Transport Strategy	No Funding Required			
5.2	Affordable Housing		CoPP	Gary Spivak		No Funding Required			
5.3	Integrating public housing estates	New	CoS	Karen Watson & Connie Gibbons	Develop model to address 3 problem issues identified		15		
5.4	Social Infrastructure and Services	New	All		Map growth areas & locate current services to identify funding requirements for future planning		10	10	
5.5	Infrastructure Development	New	All				10	10	
6.3	Activity Centre Conflicts		CoY	Bruce Phillips		No Funding Required			
7.7	University and regional development		CoM	Austin Ley	Involving students in Council - Student placement officer	18.6	34.6		
8.1	Priority for freight movement	New	CoPP	Sandra Wade/ Steve Scott	Freight Movement Strategic Plan		20	20	30
9.2	Environmentally Sustainable Design - commercial buildings								
	a Communication Strategy - ESD Guidelines	New	CoPP	Steven McKellar & others	Develop ESD Guideline Practice Sheets for public, identify Best Practice, promote to developers	20	15		
	b. Review the current ESD policy position in Melbourne	New	CoPP	Steven McKellar & others	Review IMAP Councils & others ESD Policies, tools & methodologies;define IMAP advocacy		20	10	
	c. Identify ESD retrofit issues	New	CoS	Stephen Morrell	[Provision made]				30
9.4	Green Demonstration Projects								
	c. Water Sensitive Cities	New	CoS	Geoff Ovens	Develop case studies on water sensitive cities	5			
	d. Green Roof initiatives	New	CoS	Karen Watson	Develop an approach for green roof initiatives		15	35	
	e. Distributed Energy - Yr 1 only then moved to Council funding	New			Map the potential & likely locations of distict energy cogeneration systems	45	Moved to council funding		
10.1	Regional Open Space & trail network		CoY	Jason Hocking (Acting)		Requirements not known			
	TOTAL					163.6	169.6	165.0	155.0
	Available funds					238.0	194.4	164.8	159.8
	Balance					74.4	24.8	-0.2	4.8
FUNDING FROM IMAP PARTNER COUNCILS									
2.5	Bicycle Network:Capital Works		CoM	Haig Poulson	Capital Works program - all Councils	Separately funded by Councils			
9.4	Green Demonstration projects: e. Distributed Energy	New	CoM	Adam Zaborszczyk	Map the potential & likely locations of distict energy cogeneration systems		55.0	80.0	
11	Regional Tourism Strategy		CoS	Jan Jacklin	3 year Tourism Strategy-Yrs 2 & 3		80.0	80.0	
IMAP	Councils Annual Contribution		All	Elissa McElroy	Annual IMAP Contribution towards projects		120.0	140.0	160.0
IMAP	Council contributions towards Operational costs		CoS	Karen Watson	Updated 22 December 2010		166.0	171.0	176.1
	TOTAL						421.012	471.0	336.1
	Per council contribution						105.3	117.7	84.0
	Increase IMAP Contribution p.a. per council to:					20.0	30.0	35.0	40.0

Methodology:

2010/11 All requested project costs put towards the surplus funds held.

Total remaining funding requirement divided equally over 3 years

Project spend reallocated to fit the 3 year project timeframe.

As surplus is allocated, additional funds are required each year to achieve project program.

Reconciliation

Current funds as at Oct 31 327,974
plus Funds due 60000

387,974

less 80K Tourism funds 307,974

less 70K tourism surplus (incl 23K printing costs 237,974

Inner Melbourne Action Plan

Briefing Paper

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

Action 7.7 Universities and regional development - Work collaboratively with universities and TAFE to define and develop a stronger role in regional development.

Purpose

1. To present the IMAP Implementation Committee with an update, draft Student Placement Officer job description and budget to support the promotion and implementation of Workplace Integrated Learning (WIL)/Involving students in Council. This is prepared as part of Action 7.7 of Strategy 7 and is one approach IMAP is looking at to help create stronger linkages between universities and local government in the inner Melbourne region.

Background

2. Helen Steel (Office of Knowledge Capital) provided a verbal update at the IMAP meeting in February 2010 noting that Councils approach to providing internships was found to be generally ad hoc with no consistent approach. As a result the WIL working group (made up of representatives from each of the 4 Councils), developed guidelines for Councils to assist in student placement. These included a "How to" guide that answered frequently asked questions and some HR policy guidelines which were presented to the IMAP committee in August 2010 for endorsement. Since August the working group has considered how best to implement and administer student placements and made the recommendations outlined below.

Discussion

3. The WIL working group has met twice since the August IMAP meeting to discuss how best to promote and administer student placements across Councils. The Project Team have identified that IMAP can add value to this project over and above that which individual Councils can achieve, through sharing resources.

Whilst it was recognised that the Policy guideline development and Frequently Asked Questions checklist will provide a valuable resource to managers there is still a gap in establishing key contacts at educational institutions and promoting the advantages of Student Placements at Council. The group determined that current HR resourcing was insufficient to fully develop these links in the short term. To effectively develop and promote WIL across Council the following promotional strategy was proposed:

- Appoint a Student Placement Officer on a .6 FTE basis (3 days per week) for a 12 month contract. The objective of this role would be to set up systems and processes to administer student placements across all 4 Councils. The officer would be responsible for establishing links/key contacts between various educational institutions and Council and for promoting the benefits of student placements within council. It is envisaged that once these systems and links have been established that the ongoing management of student placements would then be incorporated back in to the main HR functions of each Council.
- Provide a promotional budget to the newly appointed Student Placement officer to develop materials and strategies for promoting the benefits of student placement.
- Develop promotional materials regarding Student Placement success stories through a range of mediums including brochures, short film or other appropriate channels.

The WIL Project Team are seeking IMAP funding for this position and promotional material for 12 months spread over the 2010/11 and 2011/12 financial years.

The draft position description and budget are now attached for consideration and endorsement by the IMAP Implementation Committee.

Once consultation has been completed, and support for the appointment of a Student Placement Officer approved, the WIL working group will proceed to finalise the placement details including host council, location for role, equipment requirements etc.

Next steps

4. With approval in principle from the four Councils, the WIL working group will finalise the Student Placement officer position description and coordinate the advertisement and appointment of this role.

The WIL committee will continue to brief and support the incumbent during his/her term to ensure the objectives of the appointment are achieved.

In order to proceed with this strategy funding from IMAP is required in 2010/11 and 2011/12.

Recommendation

5. That the IMAP Implementation Committee resolves to:
 - **Support** the WIL Working Party to appoint a Student Placement Officer on a .6 FTE basis for 12 months.
 - **Support** the provision of a budget to promote the use of students across the 4 Councils and to set up systems to easily administer these programs in the longer term.

Attachments:

- *Draft Position Description – Student Placement Officer*
- *IMAP Project Funding Submission*

POSITION DESCRIPTION: STUDENT PLACEMENT OFFICER

TITLE OF POSITION:	Student Placement Officer		
TYPE OF EMPLOYMENT:	Fixed term contract 12 mths, 3 days per week		
LOCATION:	City of xxx (to be agreed)		
SALARY:	\$60,000 pro rata		

The position reports directly to the IMAP Executive Officer, with matrix reporting to the IMAP project team (Work Integrated Learning).

Based at the City of xxx, the position will require the incumbent to frequently visit the Cities of Port Phillip, Melbourne, Stonnington and Yarra.

Team Context:

The Inner Melbourne Action Plan (IMAP) is a collaborative partnership between the Cities of Melbourne, Stonnington, Yarra and Port Phillip. These inner Melbourne Councils work together to strengthen the liveability, attraction and prosperity of the region. Responding 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. Working within the Inner Melbourne Action Plan (IMAP), the Student Placement Officer will assist the four Councils of IMAP to promote the placement of students within Local Government.

Objective of the position:

Representing the four IMAP Councils, the Student Placement Officer will build relationships between tertiary and TAFE institutions and the Councils to promote and facilitate the placement of students within Local Government.

Key accountabilities:

KEY RESULT AREA	MAJOR ACTIVITIES
Relationship Management	<p>Lead the implementation of the "Involving Students in Council" IMAP project across Councils</p> <p>Identify and build relationships with key contacts from the tertiary and TAFE institutions</p> <p>Work proactively with council stakeholders to understand the needs of councils when placing students</p> <p>Act as a key contact for councils, providing support, advise and information regarding the placement of students</p> <p>Consult with IMAP working group on student placements to ensure stakeholder needs are met</p>
Policies and procedures	<p>Maintain and promote policies and guidelines around student involvement in councils</p> <p>Communicate policies and procedures as required</p> <p>Develop evaluation measures to assess effectiveness of policies and procedures</p>

General Administration	<p>Ensure consistent application of policies and procedures for the effective placement of students</p> <p>Develop a database/key contact list to facilitate effective communication across all stakeholders</p> <p>Develop reporting to capture statistics of numbers and types of placements occurring across Councils</p>
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Key Relationships/ Interactions	<p>This role will work closely with:</p> <p>IMAP Executive Officer</p> <p>HR/OD representatives from the four IMAP Councils</p> <p>Key contacts from Tertiary and TAFE institutions</p> <p>Relevant managers from councils</p>
Judgement	<p>The Student Placement Officer will require limited supervision and will proactively build relationships with the key Council and Tertiary/TAFE institutions.</p>
Key challenges	<p>To build and maintain relationships with multiple stakeholders across both local government and tertiary sector.</p>

Selection Criteria: Required Knowledge, Competencies and Experience

Proven ability to build and maintain relationships
 High level attention to detail
 Strong organisational and time management skills
 Strong written, verbal and interpersonal skills
 Project Management skills
 Experience working within a business or government environment
 Experience with website administration would be beneficial
 Proficient in the use of Microsoft Word, Excel and PowerPoint

INNER MELBOURNE ACTION PLAN

IMAP PROJECTS FUNDING BIDS - For consideration 3 December 2010

IMAP Strategy & Action	Strategy 7 : Action 7.7 Universities and Regional Development
Name of Project	Involving Students in Council - Student Placement Officer
Project Description	Representing the four IMAP Councils, the Student Placement Officer will build relationships between tertiary and TAFE institutions and the Councils to promote and facilitate the placement of students within Local Government.
Explanation / Comments	The Student Placement Officer would be a funded position for a 12 month period. At the conclusion of the contract the systems, processes and contacts will have been sufficiently established to allow for the integration of student placements back into the mainstream HR function at each Council.

Financial year(s) [Indicate with an X]	Current 2010/11	X	2011/12	X	2012/13		2013/14	
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Project Time Frame : [Please attach timeline & milestones]	Estimated Commencement Date	1 March 2011	Estimated Completion Date	28 February 2012
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Source of Funds:	IMAP	Yes / No	Yes	ie Funds already held by IMAP
	Partner Councils	Yes / No	No	ie MUST apply for project funding in annual Council Budget round
	Government grants	Yes / No	No	ie Project MAY attract state or federal grant to top up funds

Project Cost Estimate or Estimated Gross Capital Cost	Funding Source	Allocation by Financial Year (\$'000s)				Total Project Budget \$'000s
		Current 2010/11	2011/12	2012/13	2013/14	
	IMAP Funds	18,600	34,560			53,160
	Councils additional contribution					
	Government Grants					
	TOTAL	18,600	34,560			53,160
	Expenditure	2010/11	2011/12	2012/13	2013/14	
	Salary	12,000	24,000			36,000
	EA 4% increase		960			960
	On Costs 5%	600	1,200			1,800
	Super 9%	1,080	2,160			3,240
	Mobile Phone	920	920			1,160
	Promotional Costs	4,000	6,000			10,000
	TOTAL	18,600	34,560			53,160

Additional maintenance costs associated with this project	Description	2010/11	2011/12	2012/13	2013/14	
	NIL					

Project Team Staff Resources (In kind contribution) Note Project team leader	Name	Position	Estimated Hours per Month for duration of project			
			CoS	CoY	CoM	CoPP
	Austin Ley [TL]	Manager City Research			3	
	Katherine Sinclair	HR/OD Officer	3			
	Tanya Athans	Snr HR Consultant			3	
	Fiona Monagle	Corporate Training Officer		3		
	Leanne Pentland	Org Devt & Learning Coord'r				3

DUE DATE FOR SUBMISSION: 12 November 2010 .

Please attach a timeline for stages of the project. IMAP reporting dates are in Feb, May, Aug and Nov each year.

Add additional lines to this spreadsheet as required. Queries: contact Elissa McElroy on 8290 1110 or 0404 248 450

Timeline - Strategy 7; Action 7.7

Project: Student Placement Officer/Promotion

Task	2010/11				2011/12			
	1st qtr	2nd qtr	3rd qtr	4th qtr	1st qtr	2nd qtr	3rd qtr	4th qtr
Advertise, interview & appoint Officer			Feb/Mar					
Appointment Duration			\$8,632	\$8,632	\$8,632	\$8,632	\$8,632	
Promotion			\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	
Reports to IMAP				Progress Report: 27 May 2011		Budget Proposals: 25 Nov 2011	Final Report: 25 Feb 2012	

**IMAP Implementation Committee
Business Arising
11 March 2011**

A Senior Executive's Forum Action Items (26 March 2009)

Item	Responsibility	Action	Due	Progress
5 <i>Update from DIIRD</i>	IMAP Implementation Officer	Reconvene Action 7.4 working group, review and identify opportunities and communicate to DIIRD. <i>[In response to changing environment & govt strategies, policies & 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 <i>GLawler briefing on CoM/CoS software trial</i>	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 & measure]</i>	Oct 09	In Progress

C IMAP Implementation Committee Action Items (28 August 2009)

Item	Responsibility	Action	Due	Progress
5 <i>Business Arising</i>	IMAP Implementation Officer	Follow-up with Office of Local Government re IMAP Model	Sept 09	In Progress. <i>Discussed with COAG committee - 20 Oct '10</i>

D IMAP Implementation Committee Action Items (29 November 2009)

Item	Responsibility	Action	Due	Progress
12 <i>Action 3.3</i>	IMAP Executive Officer	Forward item 12.1 c to member Councils for comment and reporting back <i>[Parking Management: Council responses to not request Green Travel Plan conditions on Planning Permits rec'd from CoS/CoY only]</i>	Feb 2010	In Progress Awaiting comments

E IMAP Implementation Committee Action Items (19 February 2010)

Item	Responsibility	Action	Due	Progress
8 <i>Review of Operational Protocol</i>	IMAP Executive Officer	a) <i>Arrange an Annual Forum of IMAP Councils to present the IMAP Review;</i> b) <i>Arrange a meeting with Government and Opposition Ministers as required.</i>	<i>Feb 2010</i> As required	a) <i>Completed. Report prepared – Refer Agenda Item 10 Att 6a</i> b) <i>In Progress - Invited for late 2011- open date</i>

F Senior Executive's Forum Action Items (9 April 2010)

Item	Responsibility	Action	Due	Progress
5 <i>Greenlight Project: Expenditure Reconciliation</i>	Project Team Leader <i>[Meg Selman CoPP]</i>	That the project team prepare a full report to the IMAP Committee with the Evaluation Report which explains the aims and outcomes of the Greenlight project, reconciles the final funding position and identifies any work that could be done in the next stage	August 2010 May 2011	In Progress. <i>DoT Evaluation underway. Draft report in preparation for May 2011</i>
6 <i>IMAP Review – IMAP Bdy Extension</i>	Mr G Lawler Executive Officer	Mr Lawler and the IMAP Executive Officer to arrange an informal discussion with the CEO of Maribyrnong Council to brief her on IMAP.	TBA	Deferred until appointment of CEO

G IMAP Implementation Committee Action Items (28 May 2010)

Item	Responsibility	Action	Due	
12 Action 5.2 Affordable Housing	IMAP Executive Officer	Action: IMAP Executive Officer to follow up affordable housing development models report commissioned by CoPP.	TBA	Completed. Refer Agenda item 12 Attachment 8a

H IMAP Executive Forum Action Items (20 July 2010)

Item	Responsibility	Action	Due	
3 IMAP Review	IMAP Executive Officer	Executive Officer to provide an update of key statistics included in the IMAP introductory section	Nov 2010	Deferred to Feb 2011 meeting

I IMAP Implementation Committee Action Items (27 August 2010)

Item	Responsibility	Action	Due	
9 Comms & Governance	IMAP Executive Officer	Forward meeting dates for 2011 to IMAP Councils; follow up on s86 delegation renewals	Feb 2011	Completed
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
13 IMAP Review	IMAP Executive Officer & Project Teams	Report back to IMAP Implementation Committee on the blue items in Attachment 10b IMAP Review report to ensure the Committee does not wish to take these further.	Feb 2011	Completed – refer EF Minutes (27 Aug 2010) – item 6 Attachment 2a
13 IMAP Review	IMAP Executive Officer & Project Teams	Convene the Executive Forum to determine lead Councils for all new projects	Sept 2010	Completed – refer EF Minutes (1 Oct 2010) - item 5 Attachment 1
15 WIL Report Action 7.7	CEOs/Director	Executive Officers brief Executive Management Teams of support for the Work Integrated Learning project and advise managers of the planned promotion of students in Councils.	Feb 2011	Completed. CoS EMT briefed 28.9.10; HR Managers updated

J IMAP Executive Forum Action Items (1 October 2010)

Item	Responsibility	Action	Due	
3 IMAP Review	IMAP Executive Officer	IMAP Executive Officer to advise staff & managers at IMAP Councils of project distribution & requirements for budgets & timelines to next meeting	October 2010	Completed – refer Item 5 Attachment 2c
4 Annual Report/Mtg date	IMAP Executive Officer	IMAP Executive Officer to prepare draft Annual Report for approval at the next IMAP Implementation Committee meeting	October 2010	Completed - Refer Item 6 Attachment 2b
4 Annual Report/Mtg date	IMAP Executive Officer	That a change of date be arranged for the next IMAP Implementation Committee meeting – 3 Dec 2010	October 2010	Completed
4 Annual Report/Mtg date	IMAP Executive Officer	Tentative Executive Forum dates to be established quarterly	November 2010	Completed
5 Tourism Map	IMAP Executive Officer/ Jan Jacklin	Executive Officer to seek Tourism Group report on the Inner Melbourne Map licensing for distribution to the IMAP Executive Forum - outlining the licensing proposal in more detail.	October 2010 Feb 2011	Completed – Refer Item 13 Attachment 10 (to follow)

K IMAP Executive Forum Action Items (3 December 2010)

Item	Responsibility	Action	Due	
4 IMAP Project Budgets	IMAP Executive Officer	Executive Officer to seek approval of the Budget Items from IMAP Implementation Committee [prior to referral to Councils]	Dec 2010	Completed – electronic approvals granted by 23.12.10
7 Next Meeting	IMAP Executive Officer	Review date or venue of the next IMAP Implementation Committee Meeting (25 Feb 2011 @CoPP)	Jan 2011	Completed

Correspondence

From	Regarding
Karen Watson, City of Stonnington	Notice of Amendment C129 to Planning Scheme Local Planning Policy –revised Clause 22.10 Licensed Premises Policy (Attachment 3a)
To	Regarding
Hon Terry Mulder (Minister - Public Transport, Roads) Hon Wendy Lovell MLC (Minister - Housing) Hon Matthew Guy MLC (Minister - Planning) Hon Jeanette Powell MP (Minister - Local Government) Hon Michael O'Brien MP (Minister - Energy, Resources; Member for Malvern)	(Letter from IMAP elected reps - See example copy attached – Attachment 3b) Congratulation on ministerial appointment and invite to meet IMAP Implementation Committee, with copy of Annual Report Summary
Hon Ted Baillieu MP and 4 others	(Letter from IMAP elected reps) Congratulation on ministerial appt with Annual Report Summary
State Government Senior Staff (12 departments, 20 staff) Mayors & CEOs (30 Councils) Partner Agency Senior staff (7 agencies, 8 staff) Federal MPs (6 ministers, 3 local members)	(Letter from IMAP elected reps) Copy of Annual Report Summary
IMAP Councils – all Councillors	Copy of full IMAP Annual Report and Summary
CEOs IMAP Councils (Email) – 23.12.10	Advising of IMAP budget requirements for 2011/12

10 December 2010

PO Box 21 Prahran Vic 3181
T: 03 8290 1333
F: 03 9521 2255
E: council@stonnington.vic.gov.au
AUSDOC DX 30108

www.stonnington.vic.gov.au

Ms Elissa McElroy
IMAP Executive Officer
City of Stonnington
Malvern Town Hall
Cnr Glenferrie Road & High Street
MALVERN 3144

Attachment 3a.

Dear Madam,

**NOTICE OF AMENDMENT C129 TO THE STONNINGTON PLANNING SCHEME
LOCAL PLANNING POLICY – REVISED CLAUSE 22.10 LICENSED PREMISES POLICY**

The City of Stonnington is undertaking measures to reduce alcohol related harm in the Chapel Street Precinct Study Area. A key milestone in Council's pursuit to address this important issue, is gaining authorisation from the Minister for Planning to prepare Amendment C129 to the Stonnington Planning Scheme. The amendment proposes to make changes to the existing Clause 22.10 Licensed Premises Policy in order to introduce new policy and requirements for applications within the Chapel Street Precinct Study Area proposing to:

- Use land for the purpose of a licensed hotel, tavern or nightclub with operating hours after 12am.
- Extend the licensed hours of trading of a hotel, tavern or nightclub beyond 12am.
- Increase the number of patrons for a licensed hotel, tavern or nightclub with operating hours after 12am.
- Increase the licensed area of an existing hotel, tavern or nightclub with operating hours after 12am.

The revised policy states that the above applications must meet the following requirements:

- Operating hours be limited to 1am.
- Patron capacity be limited to a maximum of 200 patron.

The amendment also removes a reference document at Clause 21.06 of the Stonnington Planning Scheme, includes three new reference documents in Clause 21.06 and makes a minor change to the Municipal Strategic Statement (MSS).

The amendment affects land within the Chapel Street Precinct Study Area (as identified on the attached map).

Exhibition of Amendment C129 will commence on 16 December 2010 and a Notice of Amendment is enclosed as required by Section 19 of the Planning and Environment Act 1987. The Notice details the intent of the amendment, advises where amendment documentation can be viewed and nominates the closing date for submissions.

Public Exhibition/Where to View the Amendment:

Given that exhibition of Amendment C129 will commence prior to the summer holiday period, Council has decided to extend the exhibition period.

The amendment will commence public exhibition on 16 December 2010. Submissions are due by 28 February 2011.

The City of Stonnington is notifying adjoining local councils and other selected councils in Victoria, relevant agencies and organisations who may be interested in learning more about Amendment C129. If you wish to show your support for the amendment, please lodge a submission of support. Council welcomes all submissions whether they be supporting or objecting.

A submission must be sent to:

City Strategy
City of Stonnington
PO Box 21
Prahran VICTORIA 3181

You may inspect the amendment, any documents that support the amendment and the explanatory report about the amendment, free of charge, at the following locations:

- During office hours, at the office of the planning authority, Stonnington City Council, corner Chapel and Greville Streets, Prahran.
- Council's website at www.stonnington.vic.gov.au/residents-and-services/planning/planning-scheme-amendments/
- At the Department of Planning and Community Development web site www.dpcd.vic.gov.au/planning/publicinspection

If you have any queries regarding this matter please contact Casey Lord, Senior Strategic Planner, City of Stonnington by email clord@stonnington.vic.gov.au or telephone 8290 1370.

Yours sincerely



Karen Watson
Executive Manager, Sustainable Future

Encl:

Notice of Amendment C129

Map: Chapel Street Precinct Study Area

Planning and Environment Act 1987

STONNINGTON PLANNING SCHEME

Notice of Preparation of Amendment

Amendment C129

Authorisation A01749

The Stonnington City Council has prepared Amendment C129 to the Stonnington Planning Scheme.

In accordance with section 8A(3) of the *Planning and Environment Act 1987*, the Minister for Planning authorised the Stonnington City Council as planning authority to prepare the amendment.

The amendment affects land contained in the Chapel Street Precinct Study Area (as identified on *Policy Map: Chapel St Precinct Study Area* which forms part of revised Clause 22.10 Licensed Premises Policy).

The amendment proposes to make changes to existing Clause 22.10 Licensed Premises Policy to introduce policy and requirements for applications within the Chapel Street Precinct Study Area proposing to:

- Use land for the purpose of a licensed hotel, tavern or nightclub with operating hours after 12am
- Extend the licensed hours of trading of a hotel, tavern or nightclub beyond 12am
- Increase the number of patrons for a licensed hotel, tavern or nightclub with operating hours after 12am
- Increase the licensed area of an existing hotel, tavern or nightclub with operating hours after 12am.

The amendment also removes an outdated reference document from Clause 21.06, includes three new reference documents in Clause 21.06 and makes a minor change to the Municipal Strategic Statement.

You may inspect the amendment, any documents that support the amendment and the explanatory report about the amendment, free of charge, at the following locations:

- during office hours, at the office of the planning authority, Stonnington City Council, corner Chapel and Greville Streets, Prahran.
- Council's website at www.stonnington.vic.gov.au/residents-and-services/planning/planning-scheme-amendments
- At the Department of Planning and Community Development web site at www.dpcd.vic.gov.au/planning/publicinspection.

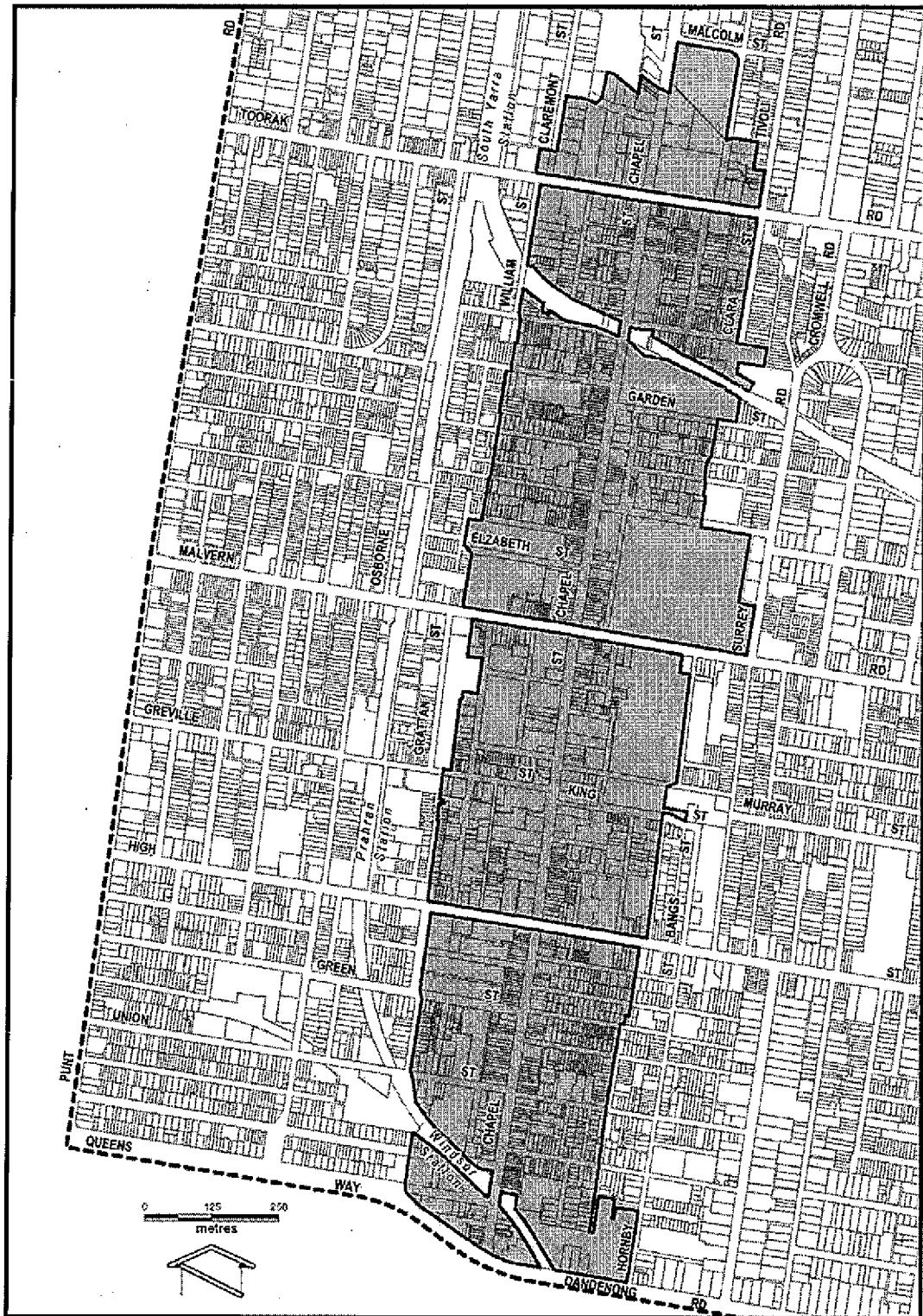
Any person who may be affected by the amendment may make a submission to the planning authority. Submissions must be made in writing giving the submitter's name and contact address; clearly stating the grounds on which the amendment is supported or opposed and indicating what changes (if any) the submitter wishes to make.

Name and contact details of submitters are required for Council to consider submissions and to notify such persons of the opportunity to attend Council meetings and any public hearings held to consider submissions. In accordance with the *Planning and Environment Act 1987*, Council must make available for inspection a copy of any submission made. For further information on Council's Privacy Policy please call 8290 1333 or visit Council's website – www.stonnington.vic.gov.au

The closing date for submissions is February 28, 2011. A submission must be sent to City Strategy, City of Stonnington, PO Box 21, Prahran, 3181.

Karen Watson
Executive Manager, Sustainable Future

POLICY MAP - CHAPEL ST PRECINCT STUDY AREA





Enquires: Elissa McElroy
Telephone: 03 8290 1110

Attachment 3b
(Example letter)

28 January 2011

The Hon. Matthew Guy MLC
Minister for Planning
Level 7
1 Spring Street
MELBOURNE VIC 3000

Dear Minister,

Inner Melbourne Action Plan Annual Report 2009 - 2010

On behalf of the Inner Melbourne Action Plan Implementation Committee, we extend our congratulations on your recent election to the Victorian State Government and appointment as Minister. We would also like to take this opportunity to invite you to meet with committee members later in 2011 for a general discussion on the unique issues which face the inner Melbourne region.

The Inner Melbourne Action Plan (IMAP), adopted in December 2005, is a collaborative project between the Cities of Melbourne, Port Phillip, Yarra and Stonnington. Please find enclosed a copy of the Inner Melbourne Action Plan **Annual Report Summary 2009-2010** for your interest. The detailed version of this Annual Report can be viewed on the IMAP website at <http://imap.vic.gov.au>.

IMAP sets out 11 regional strategies and 57 agreed actions to address one simple objective: "Making Melbourne More Liveable". IMAP examines and prioritises actions that councils within the Inner Region may need to undertake to meet the aims of *Melbourne 2030*. It concentrates primarily on actions that can be completed within five to 10 years.

The Inner Melbourne Action Plan Annual Report 2009-2010 outlines the successes and key collaborative actions currently being undertaken by the four Inner Melbourne councils in partnership with several Victorian Government departments.

We look forward to the continued support and partnership with the Department of Planning and Community Development in progressing the implementation of IMAP actions, and, as noted above, would appreciate an opportunity to meet with you to further advance the successful collaboration that has existed between IMAP and the Victorian State Government on inner Melbourne regional issues.

If you have any questions regarding the IMAP Annual Report 2009-2010 please contact Elissa McElroy, IMAP Executive Officer, on (03) 8290 1110 or email emcelroy@stonnington.vic.gov.au.

Yours sincerely,

Cr Alison Clarke
Mayor
City of Yarra

Cr Melina Sehr
Mayor
City of Stonnington

Cr Rachel Powning
Mayor
City of Port Phillip

Cr Peter Clarke
Chair Future Melbourne
(Planning) Committee
City of Melbourne

IMAP Implementation Committee
Financial Report – Six Month Period
1 July 2010 – 31 December 2010

Background

1. The IMAP financial position was last noted at the IMAP Implementation Committee meeting held 27 August 2010.
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 but not received. Department of Transport [DoT] have advised that part of the grant funding will require **repayment** due to the Greenlight Project surplus.

The internal adjustment to revenue has been made to reverse the \$8,515. We are still awaiting the invoice for \$32,454 excl GST from the Department of Transport.

Income

4. All Tourism contributions and IMAP Annual Council contributions have now been invoiced and received.
5. **Total Income** of **\$449,370** was recorded for the 6 month period to 31 December 2010.

Government grants:

Internal Adjustment – Invoice Reversed for final LAAP Payment on Greenlight Project [Action 2.4]	(\$8,518)
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Sundry Income:

Retained Earnings carried forward from 2009-10	\$297,888	
Tourism Contributions received from 4 partner IMAP Councils	\$80,000	\$337,888

Contract Income:

Annual Contributions received from 4 partner IMAP Councils	\$80,000	
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Total Operating Income:	<u>\$449,370</u>
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Expenditure

6. **Total Expenditure** of **\$15,675** was committed for the 6 month period to 31 December 2010.

Catering

IMAP Catering –informal meetings	\$90
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Stationery

IMAP Meetings - Stationery Reimbursements	\$330
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Promotional Publications

Strategy 11 - Tourism Map distribution	- Aug \$375	
	-Sept \$345	
	-Oct \$257	
	-Nov \$200	
IMAP Website Domain renewal	\$56	\$1,233

Consulting Fees

Strategy 11 - Tourism map distribution	-June \$382	
	-July \$466	

Strategy 11 -Map License	Strategic Meeting #1 Grand Master Plrs	\$990	
	Workshop & Follow-up GMP	\$3,570	
	Strategic Meeting #2 GMP	\$720	
	Legal Advice GMP	\$2,875	
IMAP Website hosting	Jul/Aug/Sep	\$630	
	Oct/Nov	\$420	
	Dec-June	\$1,470	
Action 7.7 WIL Workshop		\$2,400	\$13,923
<i>Sundry Expenditure</i>			
	Sundries		\$27
<i>Internal Catering</i>			
	Committee meeting <i>[to be reversed]</i>		\$72
TOTAL EXPENDITURE			<u>\$15,675</u>
NET SURPLUS			<u>\$433,695</u>

Recommendation

7. That the IMAP Implementation Committee resolves to **receive** the Half Year Financial Report to 31 December 2010.

Reporting Scope - Attachmnet

11 March 2011



Operating & Capital Works Statement for period ended December 31, 2010

Attachment 4a

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	0	0	0	0	377,888	377,888	0	377,888	0	0	0
2810 - Contract Income	0	0	0	0	80,000	80,000	0	80,000	0	0	0
Other Revenue	0	0	0	0	457,888	457,888	0	457,888	0	0	0
Total Operating Income	0	0	0	0	449,370	449,370	0	449,370	0	0	0
4102 - Catering	0	0	0	0	90	90	0	(90)	0	0	0
4108 - Stationery - General	0	0	0	0	330	330	0	(330)	0	0	0
4131 - Promotional Publications	200	0	(200)	0	1,233	1,233	0	(1,233)	0	0	0
4150 - Consulting Fees	4,345	0	(4,345)	0	13,923	13,923	0	(13,923)	0	0	0
4190 - Sundry Expenditure	0	0	0	0	27	27	0	(27)	0	0	0
5102 - Internal Catering Charges	0	0	0	0	72	72	0	(72)	0	0	0
Administration Expenditure	4,545	0	(4,545)	0	15,675	15,675	0	(15,675)	0	0	0
Total Operating Expenditure	4,545	0	(4,545)	0	15,675	15,675	0	(15,675)	0	0	0
Operating Profit / (Loss)	(4,545)	0	(4,545)	0	433,695	433,695	0	433,695	0	0	0
Net Surplus / (Deficit)	(4,545)	0	(4,545)	0	433,695	433,695	0	433,695	0	0	0

IMAP Progress Report

March 2011

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)
 Stage 1 – *Analysis Report* and Stage 2a – *Implementation*
 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 06-07 / 07-08 / 08-09
- Goods & Services Procurement Policy
- Governance & Relationships Report

Communications

- IMAP Website
- National Conference presentation (March 09)
- Club IMAP
- Council Briefings (Cities of Yarra, Stonnington, Melbourne, Port Phillip)

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 2.4 – Regional Greenlight Project

Stage 1 and 2 – COMPLETE

- Implementation of recommended changes to 20 signal crossing sites across the IMAP region has been completed by VicRoads and details of the changes provided to councils.
- These changes provide model treatments for future works at key crossing points to provide safer more comfortable journeys for foot traffic. With increased interest in the role walking for transport will play in the climate change challenge, this project continues to deliver important practical outcomes for IMAP.

Stage 3 – IN PROGRESS

- The Final Report on this project was submitted to DoT by 30 June 2010.
- Evaluation by the Department of Transport [DoT] has been delayed and is due for completion and reporting back in May 2011. Further Greenlight projects have been identified as a strategy in the State Government's Pedestrian Access Strategy published October 2010.

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. A meeting with VicRoads to progress this has been proposed.

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 has broadened the brief which will come back to the Committee following consultation with public realm/urban design staff.

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 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 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 response to this was:
 - Three letters of response from the Office of Premier (October 2009), Department of Premier and Cabinet (12 November 2009), indicating that the topic was the responsibility of the Minister for Housing and 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 was sent to Minister Plibersek on 3 September 2009 seeking the capacity for planning mechanisms for affordable housing such as inclusionary zoning 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. While it was not expected that the Minister would specifically respond in the context of the NAHA, as a result of other discussions at the time the idea of 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 now being followed up.](#)

Site specific opportunities

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

Developers meeting

The action of holding the developers meeting was initially put on hold pending the release of the Victorian Integrated Housing Strategy. [Following the meeting with the Commonwealth Minister, a meeting is now being arranged with representatives of the development industry.](#)

Research

Research commissioned by the City of Port Phillip on “Affordable Housing Development Models” prepared by Affordable Housing Solutions [AHS] is being made available to the IMAP councils in March 2011 for consideration.

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. **This action is awaiting the report back from the Interdepartmental Committee before it can be finalized.**

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 was 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 the August 2010 IMAP meeting and requested funding in December for a part time staff position [Student Placement Officer] to promote Students in Councils across the IMAP Councils. This has been approved and recruitment is currently underway.

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 has commenced in December 2010. Topics have been identified and are currently being written up for editing and publication. The Working Group is updating 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. Following the successful completion of the joint exhibition phase and the adoption of each of the amendments, the adopted documents have been lodged with the Minister for Planning for approval.

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

- Applications for Local Sustainability Accord funding have been lodged in December 2010 for two of the above projects; the Green Roof and Distributed Energy projects. Implementation awaits the successful outcome of these applications.
- 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.

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 to include:

- Discussion and agreement on the;
 - detailed role and function of open space in the network
 - balance between local and regional use,
 - balance between managing spaces for recreational and ecological values.
- Audit identifying;
 - ownership identification
 - management responsibility
 - risk management issues and overview
 - collation of existing information and identification of gaps

- agreed function and gaps in open space and trails
- development of information to fill gaps
- development of case studies

The working group reported in February 2010 detailing timeframe of the stages, desktop audit, engagement of partners and the development of an Implementation Plan commencing May to cover priorities, location, cost, funding sources and timeframe of works. At the May 2010 meeting the working group updated the Committee on how the project has been integrated into actions being undertaken by state government agencies.

In February 2011 the IMAP Council GIS staff have 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. Initiatives to license the tourism map to other providers are currently being investigated for further discussion with the IMAP Implementation Committee.

IMAP Plan Review

During 2009/10 the Inner Melbourne Action Plan has been reviewed and a 3 year Implementation Plan developed which prioritises new actions and sets out the working Briefs to be undertaken. A significant number of new projects have commenced or are due to commence following approval in the December budget rounds.

These new 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

Purpose

1. To advise the IMAP Implementation Committee of the progress of IMAP Communications and Governance during the last 6 month period.

Governance

2. Section 86 Committee Delegations: The Section 86 delegations to the Inner Melbourne Action Plan Special Committee under the Local Government Act have been renewed as follows:
 - City of Melbourne reestablished the committee to take effect from 28 February 2011 until rescinded.
 - City of Port Phillip approved the delegation to take effect from 27 February 2011 for a period of 5 years
 - City of Yarra authorised the delegation on 19 October 2010 to take effect from the date of signing for a period of 5 years
 - City of Stonnington revoked the delegation on 22 June 2009, renewing it for a further 5 years from that time.
3. Conflict of Interest: Following discussion we have received confirmation from the Local Government inspectors that Councils can pass a resolution in accordance with section 81 (2A) of the Local Government Act to exempt the other council's members from having to submit a return of interest, as follows:
 - a. *81. Register of Interests*
 - b. *"2A. A Council may exempt a member of a special committee who is not a Councillor from being required to submit a primary return or an ordinary return." Extract Local Government Act 1989 – SECT 81*

This has now been completed by all the IMAP Councils during December 2010.

4. IMAP Review: this has been completed with the approval by the IMAP Implementation Committee in December 2010 of the Three Year Implementation Program and funding. Project teams have been formed for most of the projects and new projects are now underway. A report has been prepared for the IMAP Councils outlining the IMAP funding requirements for 2011/12 and providing an update on current and future projects. *Refer Attachment 6a.*
5. Annual Report:
 The Annual Report 2009-10 for the Inner Melbourne Action Plan was approved and circulated to a mailing list of approximately 150. Copies of the Annual Plan were provided for distribution to all Councillors on the IMAP Councils and electronic copies have been provided for inclusion on Council websites.

 Five (5) state ministers were invited to meet with the IMAP Implementation Committee to discuss regional issues affecting Inner Melbourne. Some deliberation will be required to identify key issues prior to setting dates to meet with the Ministers. *Refer Item 15 of the agenda.*
6. IMAP Budget 2011/12
 The Budget for the 2011/12 year is attached – *refer Attachment 6b.*

Communications

7. During the last 6 months the IMAP Executive Officer has provided briefings to the following groups:
 - City of Port Phillip Management Team - 30 September
 - City of Port Phillip Council Briefing - 4 October
 - University of Melbourne School of Planning & Architecture – 11 October
 - Mayor of Yarra [19 January 2011] and Mayor of Port Phillip – pending 10 March 2011.
8. The IMAP Executive Officer has attended the following on behalf of IMAP :
 - City of Melbourne briefings on the review of the Transport Strategy “Moving People & Freight 2006-20” - 11 November 2010 and 18 January 2011
 - COAG Reform Council – 20 October
 - Department of Transport Seminar “Planning for Improved Walking Outcomes” by Dr Rodney Tolley
9. IMAP Website – further upgrading is being undertaken in March to improve the IMAP website. Once the structure is improved, the IMAP Councils should be able to utilise the link more to access meeting dates and key documents without having to hold documents on their own websites.

Recommendation

10. That the IMAP Implementation Committee resolves to
 - a. **Note** this Communications and Governance Briefing Paper.
 - b. Approve the IMAP budget for 2011/12

Inner Melbourne Action Plan
Budget Briefing Paper to IMAP Councils
Outcome of the IMAP Review – Implementation Plan

1. Introduction

- 1.1. During 2009-2010 the IMAP Review was undertaken to reassess the Inner Melbourne Action Plan to ensure its direction and priorities continued to reflect current issues. Consultation, an environment scan and literature review endorsed the current 11 strategies in the plan and confirmed regional priorities in the areas of:

Transport and connectedness
 Environmental sustainability and climate change
 Community planning and housing issues

- 1.2. Staff forums were established to review those Actions still outstanding under Strategies covering each of the above subject areas, to determine if they had stood the test of time. The outcome of the staff forums were recommendations of priority Actions with broad project Briefs prepared for implementation.
- 1.3. As a result of this process, in December 2010 the IMAP Implementation Committee approved a program of work for the next 3 years, appointed lead councils, and approved indicative budgets to enable these priority projects to proceed.
- 1.4. The IMAP Projects being undertaken in 2010-11 and proposed for 2011-12 are detailed in this report.

2. Progress to Date

- 2.1. The Inner Melbourne Action Plan contains 11 Strategies and 57 Actions. Approved in 2006, it is now in its 5th year of a 10 year implementation program.
- 2.2. The following 13 Actions have been completed to date:

Action 1.1	Inner Melbourne Statement of Significance
Action 2.2	Regional Wayfinding Signage
Action 2.3	Bicycle Network Legibility - Priority Bike Network
Action 2.4	Greenlight Pedestrian Priority changes
Action 3.3	Regional Parking Management - 6 parking principles
Action 5.2	Affordable Housing - Needs Website, Advocacy
Action 6.3	Activity Centres: Cumulative Impact Assessment Tools
Action 7.4	Regional Economic Development Statement
Action 9.1	Regional Sustainability Targets - Councils audit
Action 9.3	Water Sensitive Urban Design Model Guidelines
Action 9.6	Recycled Water for Open Space - Technical Notes
Action 11.1	Inner Melbourne Map – Regional Visitor Map
Action 11.2	Regional Tourism Program - Research + Itineraries

2.3. The following nine [9] Actions and advocacy projects are currently underway. Several* are expected to be completed and signed off by the IMAP Implementation Committee this financial year. *[Refer to the Attachment for details of Project Briefs and current Progress]*

Action	Description	Progress	Indicative Funding approved
Action 2.4*	Greenlight Pedestrian Project	Completed. Awaiting Department of Transport final evaluation report.	NIL
Action 2.5	Bicycle Network	Identifying standardized design treatments, ongoing capital works on priority routes, advocacy for government funding	As per each IMAP Council's Capital works program
Action 3.3	Regional Approach to Parking Management	Undertaking car share trials; commissioning research on the economic value of parking in CADs.	\$40K Current year
Action 5.2*	Affordable Housing	Nearing completion. Arranging feedback from developer/industry group meetings, CoPP research	NIL
Action 6.3*	Managing conflicts in Activity Centres	Nearing completion. Tool trials ongoing, plan changes proposed. Await Interdepartmental Report.	NIL
Action 7.7	Universities and Regional Development	Staff appointment underway to promote Work Integrated Learning in Councils	\$18.6K Current year \$34.6K in 2011/12
Action 9.3*	Water Sensitive Urban Design	Completed. Plan change currently with Minister for sign off	NIL
Action 10.1	Regional Open Space and Trail Network	Mapping base being constructed	NIL – Requirements not yet known
Strategy 11	Regional Tourism	Year 1 of new 3 year strategy, map licensing	\$80K Current year \$80K in 2011/12 \$80K in 2012/13
Actions 2.6 and 4.3	Public Transport / Bus reviews etc	Advocacy for preferred routes	NIL

3. New IMAP Projects

3.1. Twelve [12] new Actions have been identified through the IMAP Review for commencement in the current year and next financial year.

Action	Description	Brief	Indicative Funding
TRANSPORT			
Action 1.4	Boulevards & major roads	Current Brief: Hoddle Street	\$40K in 2013/14 for a major boulevard study
Action 2.5	Bicycle network	More assessment of bike paths to provide a quality rating	NIL - Requirements not known
Action 3.2	Roads as Places	Traffic impacts, public realm priorities	\$15K in 2011/12 \$25K in 2012/13
Action 3.5	Reduced through traffic	Research options for change (2 parts – through traffic & parking)	\$35K in current year \$15K in 2011/12 \$55K in 2012/13 \$55K in 2013/14

Action 4.4	Bus priority advocacy	Advocate for implementation	NIL
Action	Description	Brief	Indicative Funding
Action 4.7	Improvements to Public Transport	Part of Melbourne Transport Review	NIL
Action 8.1	Freight Movement	Research best practice	\$20K in 2011/12 \$20K in 2012/13 \$30K in 2013/14
COMMUNITY PLANNING			
Action 5.3	Integrating Public Housing	“Best practice” communication model	\$15K in 2011/12
Action 5.4	Social Infrastructure & Services	Gap analysis of growth areas & services, funding requirements	\$20K in 2011/12 \$20K in 2012/13
Action 5.5	Infrastructure Development		
ENVIRONMENTAL SUSTAINABILITY			
Action 9.2	ESD – Commercial Buildings	Extend public information, review ESD policies across IMAP councils	\$20K in current year \$35K in 2011/12 \$10K in 2012/13 \$30K in 2013/14
Action 9.4	Green Demonstration Projects	Water sensitive cities case study Green roof initiative Distributed energy map	\$50K in current year \$70K in 2011/12 \$115K in 2012/13

4. Funding

4.1. The project funding for the escalated implementation program of IMAP projects is derived from:

- accumulated funds in the IMAP account. (The IMAP account balance stands at \$327,000 as at 31 January 2011. Funds have been allocated to projects being undertaken/commenced in the current financial year. The combined unspent balance and the IMAP Councils' annual financial contributions for 2011/12 have also been allocated to projects in 2011/12.)
- the annual regional tourism contribution (included in the above balance)
- the annual IMAP project contribution from the partner councils - increased by an additional \$10K each to \$30K in 2011/12 to cover increased activity.

4.2. The allocation of funding to each project is indicative and requires confirmation once firm costings are determined and approved by the IMAP Implementation Committee.

5. Recommendation

5.1. That this update on progress on the Inner Melbourne Action Plan be **noted**.

5.2. That the request for IMAP Project funding in the 2011/12 Budget round **be approved** as follows:

- IMAP Annual Contribution in 2011/12 - **\$30,000 per IMAP Council**
- IMAP Annual Regional Tourism Contribution - **\$20,000 per IMAP Council**
- IMAP Distributed Energy Project – separately funded in 2011/12 (Action 9.4) - **\$13,500 per IMAP Council**
- Share of IMAP Operational Costs in 2011/12 - **\$41,403 per IMAP Council**

Elissa McElroy
IMAP Executive Officer

17 February 2011

Attachment 1: IMAP Project Details

Ref.	Action	Brief	Progress
Current Projects			
Action 2.4	Walking links & pedestrian priority areas [Greenlight Pedestrian Project]	<p>Project brief (as at Aug 2007) Investigate possible treatments to deliver greater access and safety for walking at 20 pedestrian operated signals (POS) across the IMAP region.</p> <p>Greenlight initiatives or traffic treatments:</p> <ul style="list-style-type: none"> • The increased <i>time to walk</i> through use of the recommended 0.7m/sec for overall time allowed • A head start for pedestrians of a few seconds over vehicle turning movements • Elimination of left turning arrows where possible • Quicker cycle time to reduce wait for pedestrians – 30 sec maximum wait for pedestrians • Late call up (instant) or auto call-up for pedestrian display site dependent 	<p>Traffic signal treatments completed at 20 sites.</p> <p>Evaluation undertaken for Department of Transport by Booz Consultants in 2010 – Final report in preparation</p>
Action 2.5	Bicycle network	<p>Project Brief (as at Aug 2009):</p> <ul style="list-style-type: none"> • Implementing the IMAP Bicycle Network by developing innovative treatments to support greater cycling volumes, particularly on the seven priority routes selected by the working group, • Establishing a formal monitoring system across the IMAP area, • Improving high level communication and consultation processes between IMAP and the Department of Transport and VicRoads, and • Raising the level of research being undertaken into developing and improving established and emerging on-road separation techniques and methods, and establishing accepted 'Standards'. <p>Priority routes:</p> <ul style="list-style-type: none"> • Cremorne Railway/Sandringham, (Yarra and Stonnington) • Albert Street/Elizabeth Street, (Melbourne and Yarra) • Brunswick Street/Gisborne Street/Macarthur Street (Yarra and Melbourne) • Royal Parade (VicRoads) • Moonee Ponds Creek/Macaulay Road/Dryburgh Street/Queensberry 	<p>Ongoing.</p> <ul style="list-style-type: none"> • Standardizing design treatments • Ongoing capital works on priority routes • Advocacy for government funding

		Street (VicRoads and Melbourne) • Rathdowne Street (Melbourne and Yarra), and • Cecil Street/Whiteman Street/Clarendon Street/Spencer Street (Port Phillip and Melbourne).	
Ref.	Action	Brief	Progress
Action 3.3	Regional approach to parking management	Stage 2 Brief (as at February 2010): The value of on-street car parking in the inner Melbourne region <ul style="list-style-type: none"> • Research project investigating the real value of on-street parking in IMAP activity centres. Objectives are: <ul style="list-style-type: none"> • To develop a better understanding of the broader impacts of the provision of car parking in the IMASP region, including analysis of factors that need to be assessed when deciding on the appropriate use of public space including location, time of day, flow of impacts on other users, alternative uses, benefits and costs. • Improve management of public space so that public and active transport is supported, car users are not unfairly favoured, so as to build on Melbourne's prosperity, liveability and sustainability. • Ensure the public transport network is not unfairly unstructured by the flow on effects of the provision of car parking. • Car Sharing 	<ul style="list-style-type: none"> • Draft Brief prepared by Project team. Brief still to be finalised and consultants appointed to undertake the research • Car Sharing report prepared by CoM and CoS. Trails being undertaken.
Action 5.2	Affordable housing	Brief (as at August 2009): The development of a model Affordable Housing Overlay for application through the Victorian planning system is a key IMAP initiative which seeks to identify new funding sources and build the capacity of housing associations to increase the supply of affordable housing across the region.	<ul style="list-style-type: none"> • Currently investigating suitable planning incentives that may assist with obtaining conditional support from one or more development industry peak bodies, including undertaking discussions / consultation with such groups. • Project Team to report back to the IMAP Committee meeting with recommended incentives and a strategy for further engagement with the development industry and the State and Commonwealth Governments.
Action 6.3	Managing conflicts in Activity Centres	Brief (as at October 2008): Action 6.3 – implementation of the Inner City Entertainment Precinct (ICEP) Taskforce recommendations, 5 and 6. Recommendation 5 - <i>'develop planning tools to enable councils to effectively manage cumulative impact'</i> Recommendation 6 – <i>'review of definitions in planning scheme and liquor licensing</i>	<ul style="list-style-type: none"> • <i>Cumulative impacts</i> Currently individual Councils testing and reviewing the Cumulative Impacts Assessment Tools outlined The Action 6.3 Working Group to report back to the Implementation Committee with an update on testing and refinement of the Cumulative Impact Assessment Tools. • <i>Definitions</i> Analysis undertaken regarding the issue of 'definitions': <i>'possible</i>

		<i>regulatory frameworks'</i>	<i>definitions'</i> brought forward for discussion. Circulated the ' <i>possible definitions</i> '. Representative from Dept of Justice responded at IMAP meeting Nov 2009. The Action 6.3 Working Group to collate the comments and report back to the Implementation Committee with a suggested position on definitions. Awaiting release of report from the Interdepartmental Committee.
Ref.	Action	Brief	Progress
Action 7.7	Universities and regional development – work collaboratively with universities and TAFE to define and develop a stronger role in regional Development	Brief (as at February 2008): Stage 1 Integrated Workplace learning program initiative: <ul style="list-style-type: none"> Development of a pilot model to provide IMAP Councils with the opportunity to provide comprehensive and beneficial workplace learning programs into their councils; enabling students to complete their course requirements, and providing councils with the ability to produce and retain "work ready" graduates to sustain the Councils aging workforce. Stage 2 Town Gown Initiative: <ul style="list-style-type: none"> Following the American model of Town Gown reporting - to inform the City and community of the Universities activities; thereby presenting the City with the opportunity to combine university and community needs and plans. [Not started.] 	Involving Students in Council – recruitment of a Student Placement Officer: Representing the four IMAP Councils, the Student Placement Officer will build relationships between tertiary and TAFE institutions and the Councils to promote and facilitate the placement of students within Local Government. This is an IMAP funded, part time position for 12 months. At the conclusion of the contract the systems, processes and contacts will have been sufficiently established to allow for the integration of student placements back into the mainstream HR function at each Council. Recruitment underway.
Action 9.3*	Water sensitive design [WSUD] Develop a regional approach and strategy to achieve water sensitive design	Brief (as at 2007): Develop a <u>Regional strategy</u> approach to achieve water sensitive design. The work will build on the water sensitive design guidelines already prepared by some Councils which can be reviewed and brought together into a common policy approach to apply consistently across the Region. Objective <ul style="list-style-type: none"> To improve stormwater quality and conserve water in the inner Melbourne area through the application of 'water sensitive urban design'. To provide a consistent, well communicated and best-practice approach to implementing water sensitive urban design in the inner Melbourne area. 	WSUD Plan Change currently with the Minister for approval
Action 10.1	Regional open space and trail network [linked to Action 10.3 Open Space links]	Brief (as at August 2009): <ul style="list-style-type: none"> Map the regional open space and trail network identifying ownership, management responsibility, agreed function and gaps in open space and trails; and Develop an implementation program for the development and extension of the network. The program would detail location, cost, funding source and timeframe of works.' 	Implementation plan outlined February 2010. Update provided May 2010 advising of reviews/planning being undertaken by state authorities. Map base in preparation. Staff changes have created recent delays with progress on this project.

Ref.	Action	Brief	Progress
Strategy 11	Promote the Inner Melbourne Region as a tourism destination	<p>Brief (Ongoing development of promotional tools from 2007):</p> <p>Three Year Tourism Strategic Plan 2010-2013 - Years 2 and 3 of Three Year Strategic Plan. Projects include:</p> <ul style="list-style-type: none"> • Tourism Infrastructure and Amenity Plan; • Research; and • Promotion. <p>Tourism group's Three Year Strategic Plan was approved by the IMAP Implementation Committee May 2010 as the second stage of this action's implementation. Possible additional funding to be sought from federal Government for implementing the Tourism Amenity Plan.</p>	<ul style="list-style-type: none"> • Continuing to reproduce and distribute the IMAP Tourist map throughout inner Melbourne through visitor networks • Investigating issues associated with licensing the map to other distributors • Researching new projects
Action 2.6 Action 4.3 Action 4.4	Tram network & fixed rail improvements "Think Tram" program Enhanced bus priority [advocacy]	Ongoing advocacy by individual Councils of Public Transport / Bus reviews etc	Advocate for implementation of preferred routes in Bus Reviews

New Projects

Action 1.4	Boulevards and major roads	<p>Indicative Brief [as at December 2010]:</p> <p>Stage 1 Develop an IMAP view of the preferred outcome for Hoddle Street including public transport, traffic and pedestrian amenity.</p> <p>Stage 2 [Deferred funding to 2013/14] The general boulevard study – to be undertaken by consultants under the sponsorship of an IMAP urban design working party</p>	<p>Council reps reporting back to IMAP Committee on the consultative process with the Hoddle Street Study.</p> <p>VicRoads Project Manager invited to attend IMAP Committee meeting – possibly May 2011 - TBC</p>
Action 3.2	Roads as places	<p>Indicative Brief [as at December 2010]:</p> <p>Develop case studies to:</p> <ul style="list-style-type: none"> • Demonstrate the liveability benefits and traffic impacts of viewing roads as places (with a variety of functions apart from traffic movement). • Explore the effects of distributing space equitably between different modes (with different and conflicting interests and needs). • Explore the benefits of reducing vehicle speeds. • Demonstrate the benefits of emphasizing moving people rather than vehicles. 	<p>Draft Project plan developed Feb 2010, amended April 2010.</p> <p>Undertaking further consultation with Urban Design staff to incorporate Public Realm principles into Brief</p>

		<p>HOW?</p> <ul style="list-style-type: none"> • Raise awareness of the wider benefits of managing roads for people. • Demonstrate, using innovative and creative techniques and media, the benefits of managing roads for people. • Assist Councils to collaborate and build on existing projects and initiatives. 	
Ref.	Action	Brief	Progress
Action 3.5	Reduced through traffic	<p>Indicative Brief [as at December 2010]:</p> <p>Stage 1 - Reduce the Impact of Through Traffic</p> <ul style="list-style-type: none"> • Prioritise the routes the through traffic uses • Manage traffic through key routes • Determine what can be achieved by IMAP Councils • Influence development of VicRoads Network Operating Plans <p>Stage 2 - Develop parking provisions which support sustainable transport. Through the review of the City of Melbourne's Transport Strategy, there will be a review of parking provisions to support sustainable and economically efficient transport. This may include:</p> <ul style="list-style-type: none"> • changing parking rates in new developments, • investigating the impact of various types of parking on the transport network, • investigating market-based pricing, • promoting car sharing and • investigating alternate uses for parking spaces. 	<p>Stage 1 : Considering brief to consultants to:</p> <ul style="list-style-type: none"> • obtain/research data of the quantum of through traffic in the IMAP region, • determine the changes/additions required to service levels, capacities, service coverage, user charges etc. of the tram, rail, bus and cycling networks to support a mode shift from private car travel, • determine how the arterial network in the IMAP region needs alteration to support the changes and • prepare a submission to VicRoads and Government to lobby for agreed changes required. <p>Stage 2: The project will be conducted as part of the review of the City of Melbourne's Transport Strategy. The involvement of IMAP councils will be via workshops conducted as part of Action 4.7. The draft recommendations of the transport strategy are likely to include further work on City of Melbourne's CBD and Docklands Parking Plan including specific initiatives to reduce the negative impact of parking on the transport network. Key tasks will include modelling the impact of proposed parking changes on the transport network using the centre city transport model.</p>
Action 4.7	Improvements to public transport services	<p>Indicative Brief [as at December 2010]:</p> <p>Involve IMAP Councils in City of Melbourne's Transport Strategy Review</p> <ul style="list-style-type: none"> • Conduct workshops and working sessions to ensure IMAP councils' views are incorporated into the review of the City of Melbourne's Transport Strategy and the strategy delivers on IMAP strategies and goals 	<p>Project to be conducted by City of Melbourne staff as part of the Transport Strategy Review. The level of activity in City of Melbourne has a significant impact on the transport environment of other IMAP councils. Strategies can be developed by City of Melbourne to deliver on IMAP goals.</p>
Action 5.3	Integrating public housing estates	<p>Indicative Brief [as at December 2010]:</p> <p>Develop a Best Practice model - Develop a model to address:</p> <ul style="list-style-type: none"> • Strategic Planning approach for large projects; • Operational Requirements at the local level, and 	<p>Identified the need to make a strong case with which to advocate Local Government's position with the State Government HOW?</p>

		<ul style="list-style-type: none"> Communications protocol for stakeholders 	Employ consultant social planner to establish broad protocols, document case studies and develop an advocacy strategy.
Ref.	Action	Brief	Progress
Action 5.4	Social infrastructure and services	Indicative Brief [as at December 2010]: Develop Social Infrastructure Plan for 2030 <ul style="list-style-type: none"> Identify requirements for growth areas and where gaps in services exist Identify funding requirements for council s' forward planning and state government advocacy 	Study will assist Councils to plan for future needs and identify gaps in service provision HOW? Proposal is to engage a consultant to map growth areas across inner Melbourne and locate current services
Action 5.5	Infrastructure development		
Action 8.1	Priority for freight movement	Indicative Brief [as at December 2010]: Freight Movement Strategic Plan – <ul style="list-style-type: none"> Develop a greater understanding of freight issues, options and current freight directions to ensure the liveability of the inner Melbourne Region. 	Proposed to undertake research into best practice e.g. local freight technologies, local distribution methodologies, freight trams to enable IMAP councils to adopt a preferred position.
Action 9.2	Environmentally sustainable design – Commercial Buildings	Indicative Brief [as at December 2010]: a. ESD Guidelines – Developed through a greater understanding of ESD Principles and Best Practice <ul style="list-style-type: none"> Review methodologies currently in use Develop ESD Guideline Practice Sheets for public development Identify best practice Review purpose, shared learnings, replication Identify and implement tools to measure and monitor change (i.e. Develop communication strategy for circulation of ESD guidelines/fact sheets) Promote to applicants, designers, developers, other councils and other agencies b. ESD Policies - Review the current ESD policy position in IMAP and other Melbourne Councils in preparation for ESD Policy amendments. <ul style="list-style-type: none"> What is meant by ESD? Review IMAP Council's ESD policies. Review external council ESD policies. Review tools and methodologies currently in use. Define what IMAP can do to advance ESD principles and what IMAP can advocate for. 	<p>a. It has been identified through initial team meetings that both commercial and residential development should be reviewed together through this process to be time and cost effective. Funding allocation has been nominated to allow for additional design and production input to the Guidelines. 4 IMAP council members will collaborate, review and develop ESD fact sheets/guidelines, and develop and implement a communication strategy for guideline circulation. To be effectively co-ordinated and to satisfy all council deadlines, this project will be required to commence immediately, however it may be an ongoing project due to evolving industry requirements.</p> <p>b. It has been identified through initial team meetings that both commercial and residential ESD development should be reviewed together through this process to be time and cost effective. 9 IMAP council members will collaborate and review current council ESD policies. Dependant on timing, IMAP will establish if the four councils can collaborate on an ESD Policy Amendment or to support each council on individual amendments, with consistent reviewing during the process</p>

Ref.	Action	Brief	Progress
Action 9.4	Green demonstration projects	<p>Indicative Brief [as at December 2010]:</p> <p>a. Water Sensitive Cities To develop case studies of different approaches and projects using the Water Sensitive City approach including the Forrest Hill Development. Aim: to provide guidelines to IMAP councils based on current best practice examples</p> <p>b. Green Roof Initiatives Develop a study that identifies 4 examples of green roofs within the IMAP councils. The Study to:</p> <ul style="list-style-type: none"> • look at various types of buildings where Green Roofs could be incorporated; • include a feasibility study for each site; • outline the value provided from an energy saving perspective; • identify secondary values attached to a green roof program [e.g. education/streetscape/cooling etc] ; and • use the study to draw funds from other sources. <p>c. Distributed Energy Map</p> <ul style="list-style-type: none"> • Undertake an energy mapping exercise to inform the potential and likely locations of district energy cogeneration systems within the IMAP region and City of Moreland. • The project will take into account infrastructure opportunities, constraints and electricity/heat demand. • Consideration for local level energy services companies to operate district energy systems will be considered as part of this work. 	<p>a. Project team have briefed a consultant from WSUD field to assist in preparing a series of case studies on Water Sensitive Cities</p> <p>b. Application has been made for funding from the Victorian Local Sustainability Accord.</p> <p>c.</p> <ul style="list-style-type: none"> • A State Government grant through the Local Government Sustainability Accord has been sought for \$250,000 over two financial years. • A component of the project will be delivered by consultants. • GIS, assessment of land uses and stakeholder management will be undertaken by project officers hosted by partner Councils. • The Yarra Energy Foundation and Moreland Energy Foundation, both of which have interests in undertaking similar exercises, will be partners to the project and will provide some additional resourcing.

Forecast: IMAP Expenditure to 30 June 2011

11 March 2

Attachment

Total Revenue as at 31 Jan 2011	449,370
Total Expenditure to 31 Jan 2011	54,868
Operating Profit	394,502
LESS known commitments:	
Greenlight DoT Invoice [Not in Budget figures]	32,000
Action 5.2 - SGS Economics consulting	4,200
J Reilly - Website reformat	3,106
Action 11 Map Reprint #7	24,050
New total	331,146
Expenditure Approved for 2010/11:	
Action 3.3 Parking Management-Value of Car sharing	40,000
Action 3.5 Reduced thru traffic - modelling best scenario	35,000
Action 7.7 Student placement officer salary	18,600
Action 9.2 ESD Comm Buildings- Communication-guidelines	20,000
Action 9.4 Green Demo Projects - Water Sensitive Cities	5,000
Action 9.4 Green Demo projects - Distributed Energy	45,000
Action 11 Tourism projects	33,275
Total New Expenditure	196,875
Operating Profit / (Loss)	\$ 134,270.85

IMAP Budget 2011/12

R0400 IMAP Account		Total
INCOME		
2800 - Sundry Income	Tourism contribution - TBC	80,000
2810 - Contract Income	Member Councils Contribution - TBC	120,000
2810 - Distributed Energy	Member Councils Contribution - TBC	55,000
2011/12 Income Total:		200,000
Forecasted - Balance brought Forward		134,270
TOTAL INCOME		334,270
EXPENDITURE		
<u>General Expenses</u>		
4102 - Catering	IMAP Meetings/Club IMAP	2,100
4103 - Photocopying		0
4104 - Postage & Couri	Courier agendas - estimate	200
4105 - Printing	Annual Report Print/design	6,000
4106 - Software Suppor	Website maintenance/ annual server hosti	2,480
4108 - Stationery - Ge	Stationery	700
4122 - Venue Hire		200
4150 - Consulting Fees		
	Strategy 11 Tourism projects/map	80,000
	Action 3.2 Roads as Places	15,000
	Action 3.5 Reduce through traffic	15,000
	Action 5.3 Integrating Public Housing estat	15,000
	Action 5.4 Social infrastructure & Services	10,000
	Action 5.5 Infrastrucuture development	10,000
	Action 7.7 Univ & Regional development	34,600
	Action 8.1 Priority for Freight Movement	20,000
	Action 9.2 ESD Guidelines	15,000
	Action 9.2 Review ESD Policy	20,000
	Action 9.4 Green Roof Initiatives	15,000
	Action 9.4 Distributed Energy	55,000
4180 - Training/Confer	Conference TBC	700
4200 - Consumables	Reimbursements	960
Total Expenditure		317,940
PROFIT/(LOSS)		16,330

Inner Melbourne Action Plan
Progress Report
Action 9.2 – Environmentally Sustainable Design

Purpose

1. To update the Committee on the progress of Action 9.2 Environmentally Sustainable Design :
(a) Communications Strategy – ESD Fact Sheets

Background

2. Each of the IMAP Council's staff identified that ESD Fact Sheets that relate to the topics embedded within the Sustainable Design Assessment in the Planning Process (SDAPP) set up by the Council Alliance for a Sustainable Built Environment (CASBE) are required to communicate to planning applicants to assist in preparing responses to ESD within their submissions.
3. It was identified through early inception meetings that the proposed fact sheets would be applicable for both residential and non-residential development.

Discussion

4. At the Initial project team meeting, each project team member was assigned an ESD category to research and develop an ESD fact sheet for. The list of fact sheets includes:

Indoor Environment Quality - CoM
Energy Efficiency – CoS
Water Resources - CoY
Stormwater Management - CoY
Building Materials - CoPP
Transport - CoPP
Waste Management - CoPP
Urban Ecology – CoS
Innovation – CoS
Ongoing Building and Site Management - TBD
Melbourne Climate (including adaptation) - CoY
Rating Tools - CoM
External Shading - CoY
Finding Green Services and Products - CoPP

5. The fact sheet content has been developed to follow a consistent structure which includes:
Awareness: of the need for change; e.g. a negative or positive household/environmental factdid you know that or % of etc.
Desire: to support and participate in the change; e.g. what is the benefit for ME? Save money? Improve comfort?
Knowledge: of how to change; the body of the Fact Sheet
Ability: to implement the knowledge; e.g. reference to further information and other organisations
Reinforcement: to sustain the change; e.g. other factsheets in this series, register for Council's environmental newsletter.
6. Consultants will be engaged to assist with finalising the layouts and provide graphic design input as well as professional writing skills to ensure the main ideas behind the fact sheets are being communicated in an effective manner.

7. The size of the layout is intended to be a double sided A4 sheet for each category, however this may expand into a folded A4 sheet if the content warranted further information.
8. Each council will then be able to integrate the designed layout into their own specific layout requirements, however the IMAP logo will be present on each fact sheet.

Recommendations

9. That the IMAP Implementation Committee resolves to
 - a. **note** the progress comments provided.
 - b. **note** the Action 9.2 approved funding of \$20K in 2010/11 and \$15K in 2011/12 will be spent on graphic design/writing of publicity documents as advised in the report.

Attachment 7a – CASBE SDAPP Fact Sheet

The SDAPP Programme

Sustainable Design Assessment in the Planning Process

FACT SHEET

The SDAPP Programme refers to the consistent inclusion of key environmental performance considerations into the planning permit approvals process in order to achieve more sustainable outcomes for the long-term benefit of the wider community.

These considerations are continually maintained and refined by CASBE¹ to ensure they continue to be consistent with and, where possible, build upon existing minimum performance standards as stated within the Victorian planning and building schemes.

The outcomes from the SDAPP programme are both formal and informal, with the former relating to the official planning process, the voluntary submission of environmental performance information and the enforcement of that information through permit conditions. While the latter refers to the more general, and further reaching, engagement and education of the community, development industry and council staff of ways in which the built environment can be made more sustainable.

To facilitate a greater uptake of SDAPP throughout Victoria, CASBE provides support through Council briefings, documents such as this fact sheet, one-on-one support, example documentation, officer and industry training, and regular CASBE meetings, all included within a network of committed local government representatives.

Referral Triggers

Each Council has different referral triggers that determine if a planning application is “eligible” to participate in the SDAPP Programme. These can range from only large-scale developments to situations where all works exceeding 50m² being eligible.

Proportional Expectations

All submissions under SDAPP are considered in the context of the development and specific permit application. A Council should always have proportional expectations for documentation and environmental performance that are reasonable in each context.

Ecologically Sustainable Development (ESD)

Australia's National Strategy for Ecologically Sustainable Development 1992 (NSED) defines ecologically sustainable development (ESD) as *using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased.*

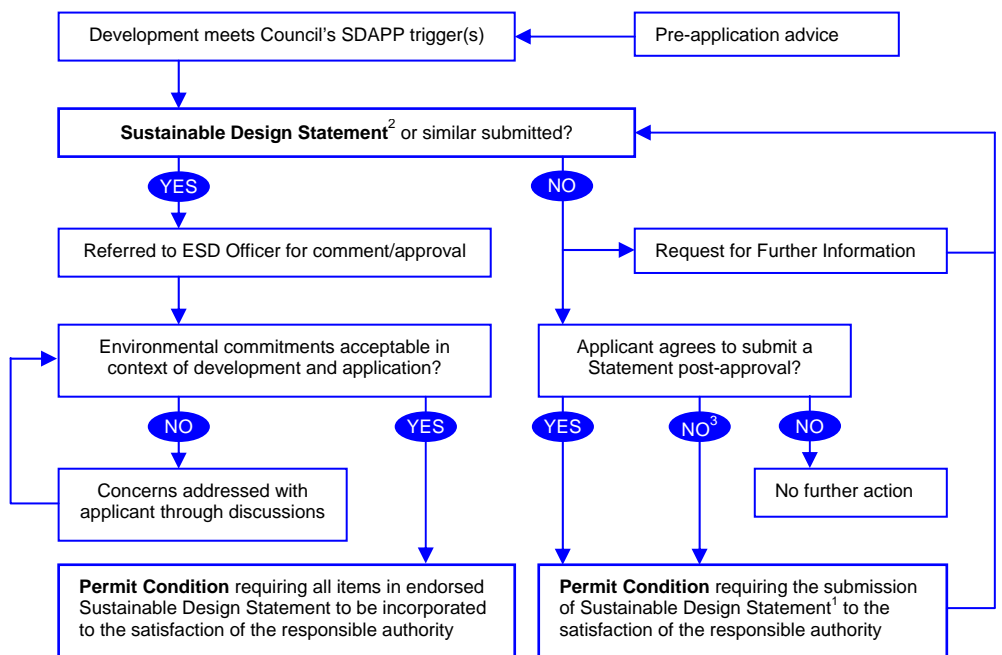
In line with this, the term ‘ESD’ is used in the SDAPP Programme as a reference for considerations of and physical interventions toward achieving more sustainable built environment outcomes.

Topics for Consideration

The following may form part of a sustainable design assessment under the SDAPP Programme:

- Design Principles
- Intended Design Life
- Energy Efficiency
- GHG Emissions
- Potable Water Use
- Stormwater Management
- Water Sensitive Urban Design
- Materials
- Indoor Environment Quality
- Transport
- Waste Management
- Biodiversity
- Innovation

The Typical SDAPP Process



1. Council Alliance for a Sustainable Built Environment.

2. “Sustainable Design Statement” is used here to represent a variety of similar documents, including Environmental Management Plans (EMPs), ESD Reports, etc. A compliant STEPS or Sustainable Design Scorecard assessment is sometimes considered an acceptable alternative by many Councils

3. Action only taken at individual Council discretion

The SDAPP Programme

Sustainable Design Assessment in the Planning Process

Sustainable Design Assessment Tools

To facilitate the SDAPP Programme the cities of Moreland and Port Phillip have developed two design assessment tools that cover all building types with the view of reducing their environmental impacts beyond minimum legal requirements; STEPS (for residential developments) and the Sustainable Design Scorecard (for non-residential developments).

These easy to use self-assessment tools are free and available for anyone anywhere to use, with a compliant STEPS or Sustainable Design Scorecard assessment sometimes considered an acceptable alternative to a Sustainable Design Statement² by many Councils.

STEPS

This is a user-friendly, web-based tool focused on:

- Operating Energy
- Peak Energy Use
- Mains (drinking) Water Use
- Stormwater Quality Impacts
- Building Materials Impacts

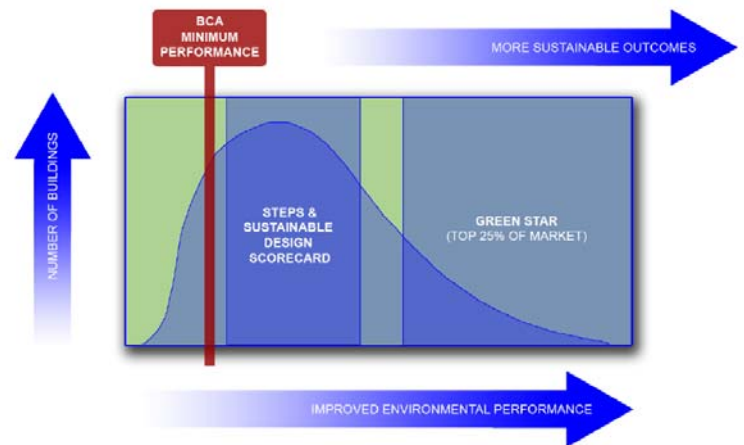
www.morelandsteps.com.au or www.moreland.vic.gov.au

Sustainable Design Scorecard v6

Spreadsheet tool (also used for Council buildings) focused on:

- Energy Efficiency
- Transport
- Water
- Waste
- Materials
- Indoor Environment Quality
- ESD Excellence (Innovation)

www.portphillip.vic.gov.au/sds or www.morelandsteps.com.au



Relationship with Planning & Environment Act 1987

The SDAPP Programme is intended to be fully consistent with the purpose and objectives of planning in Victoria as expressed in the P&E Act. The submission of Sustainable Design Statement or similar as part of SDAPP enables a Council, as responsible authority under its planning scheme, to fulfil its duties as required under Section 60 of the P&E Act, in particular its requirement to consider:

Any significant effects which the responsible authority considers the use or development may have on the environment or which the responsible authority considers the environment may have on the use or development. (60|1)e)

Relationship with State Planning Policy Framework (SPPF)

The SPPF, the area of a planning scheme that is consistent throughout Victoria, is aimed at fostering development in the interests of net community benefit and sustainable development. For more information refer to Clause 11 of any Victorian planning scheme.

Consistency Victorian Civil and Administrative Tribunal (VCAT) directions

The majority of VCAT decisions relating to ESD are based on *Hasan v Moreland City Council (2005)*, *Jolin Nominees v Moreland City Council (2006)*, and most recently *Robert Polizzi v Darebin CC (2009)*. Here ESD considerations are supported provided they are appropriate. It was stressed that a Council's expectations must be proportionate and specific overlap with other legislative requirements (such as building regulations) not occur.

The SDAPP Programme has developed to be fully consistent with these directions and continues to be reviewed in light of relevant decisions, standards and precedents.

Relationship to Building Regulations

SDAPP is intended to facilitate environmental performance outcomes that are above the minimum requirements under building regulations, principally the Building Code of Australia (Victoria), with care taken to ensure no inconsistencies with these regulations.

Professional Training

To facilitate the successful operation of the SDAPP Programme, training is facilitated by CASBE, and currently provided by the Moreland Energy Foundation (MEFL). This is divided into two distinct types of training; one for industry and the community on participating in the SDAPP programme, including the use of STEPS and Sustainable Design Scorecard, and second for individual council officers. The Council training is tailored to focus on that Council's SDAPP process, including referral triggers, RFI text, and the way in which they use STEPS and the Sustainable Design Scorecard.

Further training is also available (some by MELF) in areas such as passive solar design, water sensitive urban design (WSUD), and embodied energy.

Contact

For more information contact your Council's ESD Officer or equivalent representative.

Alternatively, the CASBE Coordinator is available to provide limited assistance via: sustainabledesign@portphillip.vic.gov.au

Inner Melbourne Action Plan
Progress Report
Action 5.2 – Affordable Housing

Background

During discussion on the Affordable Housing project (Action 5.2) at the IMAP meeting 28 May 2010, Gary Spivak, Housing Development Officer at the City of Port Phillip/Team Leader Action 5.2 advised that his Council had commissioned a further report on Affordable Housing Development Models which could be made available to the IMAP Councils for information.

Please find attached a copy of the Affordable Housing Development Models report prepared by AHS for the City of Port Phillip. This matter has recently been considered by the City of Port Phillip Council.

Gary Spivak will be present at the IMAP Committee meeting to give a verbal update.

Refer Attachment 8a – Affordable Housing Development Models by Affordable Housing Solutions

AFFORDABLE HOUSING DEVELOPMENT MODELS

PREPARED FOR: CITY OF PORT PHILLIP



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GLOSSARY

Nation Building Economic Stimulus Plan

In February 2009, the Commonwealth announced the provision of additional funding for social housing under the Nation Building - Economic Stimulus Plan.

The Social Housing Initiative will provide funding of \$5.238 billion over three and a half years from 2008-09 to 2011-12 for the construction of new social housing (in two stages), and a further \$400 million over two years for repairs and maintenance to existing public housing dwellings.

This Initiative is being conducted in partnership with State and Territory governments. It will provide a boost to public housing and housing administered by the not-for-profit community sector and is designed to assist low income Australians who are homeless or struggling in the private rental market.

The National Affordable Housing Agreement (NAHA)

The National Affordable Housing Agreement (NAHA) aims to ensure that all Australians have access to affordable, safe and sustainable housing that contributes to social and economic participation.

The NAHA is an agreement by the Council of Australian Governments that commenced on 1 January 2009, initiating a whole-of-government approach in tackling the problem of housing affordability.

The NAHA provides \$6.2 billion worth of housing assistance to low and middle income Australians in the first five years.

The NAHA is supported by the National Partnership Agreements on:

- social housing
- homelessness
- Indigenous Australians living in remote areas

The National Rental Affordability Scheme (NRAS)

The National Rental Affordability Scheme or NRAS was launched in 2008 for the purpose of providing assistance and funding to increase the supply of affordable rental dwellings, reduce rental costs to low to mid income earners and to encourage investment on a large scale to provide more affordable housing.

NRAS is expected to supply up to 50,000 affordable rental houses across Australia by 2012, with a further 50,000 to be made available post 2012 at a cost of \$623 million.

The government will provide an incentive of \$9,140 per annum (\$6,855 from Federal and \$2,285 from the State governments). This payment increases in line with CPI and in 2010 it is \$9,140. This incentive is guaranteed for every year for 10 years to enable equivalent property rents to be reduced in accordance with eligibility criteria.

GLOSSARY (Continued)

Affordable housing

The Australian Government define affordable housing as being housing for low to moderate-income households for which housing payments are such that the household is able to meet other basic and long-term living costs. Affordable housing includes public, community, social and high needs housing.

Social housing

Social housing is for people who are on low incomes and in greatest need including the homeless, those living in inappropriate housing or where rental costs are too high. Housing is provided and managed by either government or non-government organisations.

Public housing

Public housing comprises a form of social housing where the dwellings are financed, owned and managed by the State housing authority.

Community housing

Community housing is housing provided for low to moderate-income or special needs households. The two types of community housing available are:

- Housing that is managed by community organisations but is financed, developed and owned State housing authorities.
- Housing that is financed, developed and owned by the community organisation in its own right or under joint ventures with State housing authorities where the costs are shared.

Inclusionary zoning

A policy that when implemented requires developers to make either a percentage of housing in new residential developments available to low- and moderate-income households or provide a cash contribution for local government to use towards the provision of housing. In return, developers usually receive non-monetary compensation in the form of density bonuses or zoning variances. By linking the production of affordable housing to private market development, the theory behind IZ is to expand the supply of affordable housing while dispersing affordable units throughout a municipality to foster mixed-income communities.

NIMBY

'Not In My Backyard' – local community concerns about proposed physical changes in their local area.

Housing Association

Community housing organisations which own and manage community housing and are registered by State Housing Regulators

GLOSSARY (Continued)

Bonds

A bond is a formal contract to repay borrowed money with interest at fixed intervals. Thus a bond is like a loan: the issuer is the borrower (debtor), the holder is the lender (creditor), and the coupon is the interest. Bonds provide the borrower with external funds to finance long-term investments, or, in the case of government bonds, to finance current expenditure.

LVR (Loan to Value Ratio)

LVR describes the amount of a mortgage as compared to the registered value or purchase price.

Introduction

The purpose of this paper

This paper is concerned about mechanisms by which local government authorities might positively influence the supply of affordable housing in their municipality.

This paper was prepared for the City of Port Phillip as part of Council's program of research projects that support affordable housing.

An increase in the supply of affordable housing requires the investment of finance in new housing that is specifically set aside for lower income households at prices they can afford – which by definition are below market.

Affordable housing therefore requires some intervention in normal market operations to reduce the cost of supply and hence the price of consumption. This is generally achieved through some form of subsidy or market adjustment.

Throughout this paper we will continually refer to these "levers" which are generally the province of Commonwealth and State governments. Our focus however is on the interventions available to local government to facilitate projects which attract these subsidies to their municipality.

There are a number of reasons why a local government authority might employ such "levers" to attract greater investment in their municipality.

- The provision of affordable housing specifically designed for people with special needs makes it possible for residents of the municipality with special needs to remain living within their community where they are established after their family care givers are no longer able to provide such care.
- The provision of a range of "affordable housing" products such as shared equity housing provides pathways to home ownership for low to moderate income residents who aspire to move out of the rental market.
- The supply of affordable rental housing accessible to low wage earners will lead to an increase in the availability of low wage labor locally thus increasing the efficiency of the local economy and enhancing the well being of low income residents.
- A supply of social housing in the municipality makes it possible for households to manage the many life transitions which may lead to crisis and lead to destabilization of family life and unwanted moves (e.g. marriage breakdown). This in turn leads to greater stability in the running of key services such as schools, child care and medical services.

- The introduction of new affordable housing products such as affordable rental housing and shared equity housing can contribute to greater social mix in what are currently high density public housing estates. This will lead to a reduction in social polarization and enhance social sustainability in disadvantaged neighborhoods.

Methodology

In accordance with the brief, this paper provides a review of affordable housing models and their salient issues.

The paper draws on local and international examples and reviews current and past models.

Each model is viewed from the perspective of how a local government might use the mechanisms available to positively influence the supply of affordable housing in their area. In so doing we endeavor to take account of the pros and cons for local government and other stakeholders.

The models reviewed were chosen on the basis of their application in the sector and use of private finance initiatives. They fall under the following categories:

- Private Sector Finance
- Partnerships
- Shared Equity
- Rent to Buy.

As part of the research into the paper, community consultation was undertaken with a selection of private development participants. A list of these participants and their comments is available in appendix 1.

The need for an increase in the supply of affordable housing

Recent research undertaken by the Australian Housing & Urban Research Institute (AHURI) shows that of the 7.6 million households in Australia 2003/2004, just under 1.2 million (16% of all households), paid 30 per cent or more of gross household income to meet their housing costs. Of these, 862,000 were lower-income households in the bottom 40% of income earners. These households are defined as being in housing stress. A further 164,000 were moderate income households.

The National Housing Supply Council released a report in April, 2010 which identified that there were only 146,000 private sector dwellings with rents below \$115 per week. They concluded there was, in 2006, an estimated shortfall of 251,000 affordable rental housing dwellings. According to the National Housing

Supply Council the demand for affordable rental housing is expected to increase by approximately 21 per cent over the next 15 years. Based on the current mix of private and public dwellings they have estimated that there is a demand over that period for:

- 93,000 additional public dwellings, and
- 387,000 private rental dwellings

While the demand is spread across the country it is predominantly needed in metropolitan locations close to transport and employment opportunities.

The key stakeholders in the supply of affordable housing

There are many stakeholders in the supply of affordable housing – both private and public.

The Commonwealth government has a major impact on both the demand for and supply of affordable housing.

- Economic policies have a direct impact on housing affordability. The movement in interest rates driven by monetary policy can significantly increase the cost of finance and consequently the price of housing. This has been evident in the improved affordability of housing when interest rates declined during 2007 and 2008 and then the reverse as interest rates increased during 2009 and 2010.
- Taxation policies can contribute to changes in demand. For example the capacity of investors to negatively gear passive investment in rental housing has often been accused of contributing to house price inflation and the reduction in affordability for new home owners.
- Population policies have a major impact on housing demand. An increase in immigration over the last 3 years has seen the demand for housing increase rapidly – especially in our capital cities where most of the new immigrants arrive.
- Urban and regional development policies can have an impact on the expansion or decline of industries and hence the demand for housing in areas close to the employment centre's for those industries.
- Finally there are the specific housing policies of the Commonwealth government. Interest in these significantly declined through the Howard years however the Labor government has seen a significant increase in interest and flourish of activity.
 - A new National Affordable Housing Agreement (NAHA) between the Commonwealth and the states has been signed replacing the 60 year old

Commonwealth State Housing Agreement (CSHA). The NAHA is an agreement by the Council of Australian Governments that commenced on 1 January 2009, initiating a whole-of-government approach in tackling the problem of housing affordability. The NAHA provides \$6.2 billion worth of housing assistance to low and middle income Australians in the first five years. This agreement has locked in place capital funding levels for social housing and provides a mechanism for a coordinated approach to the development and management of housing policies across the whole housing sector.

- A new National Rental Affordability Scheme (NRAS) has been introduced and has been designed to increase the supply of affordable rental housing by 50,000 dwellings over the period 2008-2013 through the provision of an incentive payment initially set at \$8000 per dwelling per annum for ten years (indexed) to private investors who develop and provide rental housing to low and moderate income households at less than 80% of the market rent. In 2010 the NRAS subsidy was approximately \$9,140.
- In February 2009, the Commonwealth announced the provision of additional funding for social housing under the Nation Building - Economic Stimulus Plan. This initiative will provide funding of \$5.238 billion over three and a half years from 2008-09 to 2011-12 for the construction of an estimated 18,000 new social housing dwellings (in two stages), and a further \$400 million over two years for repairs and maintenance to existing public housing dwellings.
- The continuation of the \$2 billion per annum Commonwealth Rent Assistance Scheme which provides a rent subsidy to over 500,000 households renting in the private market.

The State government also plays a major role in the supply of affordable housing:

- Land supply for residential development is largely the responsibility of the State government which must plan for the growth of cities and regions and zone specific tracts of land as appropriate for development as residential communities. When land supply does not keep up with population growth the prices of houses can increase quickly
- Planning policies also contribute to housing cost. For example the density of residential development has a direct impact on land cost and house prices. The State through its strategic planning role can influence the shape of local planning controls
- Regional development strategies developed and implemented by State governments can increase the demand for housing in particular localities. The recent Victorian budget commitment to move government departments to

regional Victoria (Geelong, Ballarat and Bendigo) will create a significant new demand for housing in those cities and impact on affordability.

- Regulatory controls over the building industry also have a direct impact on construction costs and hence house prices.
- Housing policies are generally are generally considered to be the province of State governments in Australia. In reality they have tended to minimise their involvement since the demise of home ownership schemes in the 1980s. Today they are primarily focused on the management of the social housing system and the last few years has seen a number of significant new directions:
 - The introduction of regulatory frameworks for the not-for-profit sector and the increasing role of this sector in the development and delivery of social rental housing. This has been particularly marked in Victoria where today nine Registered Housing Associations provide over 10,000 social housing dwellings between them.
 - The provision of additional capital funds outside matching contributions under the NAHA. Over the last decade nearly \$600 million has been invested by the Victorian government in new social housing – mostly for community housing through the new Registered Housing Associations.
 - An increasing focus on improving the social and economic conditions of large scale public housing estates which have becomes areas of concentration of disadvantage. In Victoria the redevelopment of the Kensington public housing estate, the implementation of the Ashwood-Chadstone Gateway Project and the recent call for proposals to redevelop sites in the Norlane public housing area demonstrate a new commitment to proactive housing policies.

Local government also has an influential role in affordable housing provision:

- Successful local economic development strategies will impact on the demand for housing.
- Local planning policies and regulations have a direct impact on the price of housing. This has become a recent battleground in the affordable housing debate with some members of the community accusing local government of not preserving the amenity of their community as they approve affordable housing developments close to transport hubs whereas others think local government cave in too quickly to the NIMBY (Not In My BackYard) syndrome as they refuse permits for affordable housing projects.

- While planning policies might increase costs some Councils have adopted policies that assist and support the development of affordable housing projects. An example is the reduction of required car parking levels through the statutory planning process in recognition of the low car ownership rate amongst low income households.
- Council rates are a significant annual cost for affordable housing providers and the higher these are the less viable are affordable housing projects.
- Some Councils have played a strategic role in site identification and other forms of facilitation of affordable and social housing development projects.
- There are a small number of Councils which have played a direct role in the development of community housing and the City of Port Phillip is perhaps the best known in Australia. However, the majority of those that did get involved in delivery have since established arms length delivery vehicles such as housing companies or housing trusts or have established partnerships with not-for-profit community housing developers.
- With the increasing cost of housing and declining affordability in many metropolitan areas, Councils have become more engaged in advocacy in support of affordable housing. They see a role in engaging with State and Commonwealth governments as an important part of their facilitating role.

The private development industry is in the business of housing to generate profits from its activities. In the process they can have a significant impact on affordable housing supply:

- Release of privately held land can be accelerated or decelerated with the change in supply impacting on land price and directly affecting the price of new homes.
- Design and construction innovation may lead to cost reductions and lower priced homes thereby improving affordability.
- Competition between developers should result in fair prices. Where competition is diminished then there is the potential for developers to have greater control over supply and force prices up.

The finance sector is the other private sector stakeholder which plays an enormous role in housing affordability:

- Without product innovation by the banks there is a high likelihood that significant sections of the community will not be able to access finance to purchase homes or invest in homes for rental. In the wake of the Global Financial Crisis there has been a very significant conservatism sweeping the banks and many low income borrowers have been excluded from the market.

- Pricing risk is also a key factor which the banks control. Lack of understanding of the affordable housing sector can lead to higher pricing and subsequently much higher cost of finance directly impacting on the cost of delivering housing. A good example is the current lack of preparedness to invest in the Registered Housing Associations because of the banks lack of understanding of the affordable housing business.
- Market creation is also an area which can impact on affordability. Banks which can securitize loan portfolios for subsequent sale in secondary markets, create greater liquidity and reduce risk will be able to provide finance at a lower cost. This is an outcome that has not yet been achieved in Australia.

The emerging not-for-profit community housing sector is becoming an increasingly important player in affordable housing provision:

- The focus and role of the emerging not-for-profit community housing agencies are fundamentally on the provision of affordable housing. Some of these have positioned themselves as regional development organisations with partnerships with Local Government while others see themselves as Statewide or even National operators looking for the most favourable LGA's to invest and develop projects.
- The capacity of these organisations is growing. In Victoria the larger registered Housing Associations are estimated to have assets in excess of \$100 million, some as high as \$600 million, and liabilities at less than 20% of assets. However they are still building an affordable housing development capability and do not have the balance sheet and governance structure to manage the risks of larger more complex projects.
- Essentially the sector is still very reliant on brokering partnerships with a range of stakeholders where each partner can each bring something to the table to create an affordable housing project. In particular not-for-profit affordable housing sector rely on capital grants from the State government and limited debt finance from banks. They are therefore always seeking additional partnerships that make their projects more attractive in a competitive market.
- One of the significant advantages of this sector is the taxation benefits they enjoy courtesy of their status as Tax Exempt Charities. This includes income tax exemption, GST free supply, stamp duty exemption, land tax exemption and if they are also recognised as Public Benevolent Institutions then they can receive donations which are tax deductible to the donors and can take advantage of partial fringe benefits tax exemption.

The role of local government in affordable housing provision

Local government is not recognised as having a direct role in the provision of social and affordable housing in the Australian context. In Europe and the USA Local Housing Authorities are key providers of social housing. In the Australian context this role is assumed by State Housing Authorities, leaving local government a minor role in statutory planning and regulation in the building industry with only a few local governments playing a direct role in development and provision of social and affordable housing.

However, with the consolidation of LGA boundaries and the increasing capacity and sophistication of Councils there has been a growing tendency to look to local government to do more in the affordable housing area. This has become a more acceptable position amongst Councils as the link between the health of local economies and the availability of appropriately skilled labor and hence the proximity of affordable housing has been increasingly recognized.

More and more Councils are now exploring how to positively influence the supply of affordable housing without overstepping their traditional roles and assuming functions that the responsibility of other levels of government or the private sector.

This raises two questions:

1. What are the mechanisms that a local government authority can use to facilitate an increase in the supply of affordable housing within their municipality?
2. What are the principles which Councils should consider before applying these mechanisms?

The next two sections briefly address these two questions before we examine the specific way in which local government might participate in a range of emerging opportunities to encourage supply.

Mechanisms that can facilitate the supply of affordable housing

Direct financial investment in affordable housing projects is one mechanism available for local government. There are a few examples around the nation with the best known being the City of Port Phillip which over a period of nearly 21 years invested approximately \$13 million of its own funds.

However, direct investment in housing projects by local government is often viewed as cost shifting by Councillors and therefore inappropriate particularly as the supply of Commonwealth and State government funds for other Council services becomes more constrained and constituencies demand better service levels for core Council functions.

The City of Port Phillip over a period of nearly 21 years invested approximately \$13 million of its own funds to leverage \$39.1 million of government and private investment in a community housing program managed by an arms-length not-for-profit housing provider. This program produced 389 units in 17 projects over a 21 year period from 1985 until 2006 until Council restructured its community housing program to transfer the development and ownership roles to Port Phillip Housing Association Ltd. under a housing trust. Two of these developments involved the development of community housing over air space over a replacement car park and a community centre and provides a model for asset rich municipalities.

The **use of Council owned land** for affordable housing projects is another mechanism that has been applied by some Councils. A legacy of earlier decisions has often placed Councils in the position of holding land that is now surplus to requirements. This was a particular outcome of the consolidation of local government in the 1990s in Victoria. These tracts of land might be made available for development with a requirement for an affordable housing component as a condition of planning approval. The question for Council in such a decision is the “discount” to land value Council will have to absorb as a consequence of the affordable housing requirement. An area that is able to be further explored is the increased land value that can be added to a surplus Council owned site through application of statutory powers through rezoning land to a zone with a higher land value and capturing some of the uplift in value for the purposes of affordable housing. Considerable uplift in underutilised sites is gained through the application of new zones to land which transfers to a land owner for no risk or effort.

The City of Port Phillip has provided four Council owned sites under its former community housing program for community housing, community housing mixed with private housing and a partnership for mixed housing with a developer. Two of these developments involved the development of community housing in air space over a replacement public car park and provides a model for asset rich municipalities.

The City of Melbourne also transferred what is known as the Drill Hall in inner Melbourne to Melbourne Affordable Housing for nominal consideration on the understanding it would be developed to retain the heritage architecture of the façade and original hall as community use while the air rights would be developed for affordable housing.

Inclusionary zoning is a mechanism that is widely used overseas and has become an increasingly discussed mechanism in Australia. Put simply it implies that Council uses its statutory powers as planning authority to impose a requirement upon developers that a defined proportion of housing in a particular precinct, local government area or region must be affordable. This requires Council to define what qualifies as affordable housing. Depending on that definition inclusionary zoning may result in a reduction in the value of the land or, if the land is purchased prior

to the imposition of the inclusionary zoning a stalling of the project while the developer tries to secure the subsidies necessary to achieve the affordable housing product. However, recent research has led to the conclusion that for hypothetical development scenarios there was no material impact that could be discerned above the “background noise” of market economics.¹

The ‘Housing Plan for South Australia (2005)’ sets a 15% target set for affordable housing across all development in Adelaide. Local Councils then consider how each Development Plan for significant new development and growth areas contribute to the overall strategic state targets and how the application can contribute to the objective.

Development contributions are another mechanism to ensure a development contributes to the supply of affordable housing. However rather than requiring the developer to provide affordable housing as part of the development they make a financial contribution to a designated affordable housing fund which is used to provide affordable housing at another site.

The CUB site in the City of Sydney is a high profile redevelopment site of up to 1800 new dwellings. State Government was the responsible authority and negotiated a developer contribution (cash contribution) for affordable housing to be delivered off site.

Planning concessions can also be used to enable a developer to enhance the financial viability of a particular project which includes affordable housing. For example an increase in the yield on a site (reduced land component) or a reduction in the required number of car parking spaces in recognition of end use as affordable housing may reduce the cost of production.

In Brisbane the developer of the Ferry Apartments was provided with developer bonuses that included – car park concessions, density bonuses, reduction in balconies sizes and reduced setbacks. Planning bonuses were protected in covenants. Covenants were time limited, typically 20 years, in response to concerns from developers that open ended covenants reduced value.

Rate relief can also contribute to increased affordability since it represents one of the major costs borne by an affordable housing provider. Rate exemption on the grounds the provider is a charitable organisation or at least a rate reduction in lieu of the financial circumstances of the end user may be the difference between viability and non-viability.

Yarra City Council provides some rate relief on projects that can demonstrate a commitment to social housing and targeting residents in

¹ Biruu Australia Pty. Ltd., *Advice on Issues of the Inner Region Affordable Housing Overlay*, June 2008

need of housing assistance. In particular, the community housing needs to be owned by a not for profit organization with Deductible Gift Recipient (DGR) tax status, operate predominantly for charitable purposes and does not include land owned by the Department of Human Services and does not include land transferred by DHS over the past 10 years.

Community education can also contribute to an increase in the supply of affordable housing by raising community awareness of the need for an increase in supply and overcoming misconceptions about affordable housing. Such an educative role can lay the groundwork for more direct community engagement when there are incidents of NIMBY opposition to planning applications for projects which include affordable housing.

An example of the community education role is the research by Mandy Press commissioned by City of Port Phillip (2009) to further understand effective community education and engagement strategies for proposed affordable housing developments. The report documents several affordable housing developments and evaluates the processes associated with each development to identify best practice, and to recommend strategies in the future

Finally we mention Council involvement in **advocacy**. As noted several times the principal responsibility for the provision of affordable housing in the Australian political structure is with Commonwealth and State governments. A Council committed to an increase in the supply of affordable housing will therefore be committed to raising awareness of the need and arguing for responses to local need with these higher levels of government. At the end of the day substantive responses to the shortage of affordable housing can only be achieved through real intervention and investment by these governments. Council can leverage investment in the municipality from its own contribution only in the context of supportive state and national policies backed by appropriate program budgets. This report in itself is a small example of one Council seeking to raise the level of debate and provide a rationale for an increased investment overall in affordable housing.

An example of the advocacy work is the commissioning of GTA Traffic Consultants by City of Port Phillip (2008) to produce a report to identify the amount of car parking required for affordable housing developments. This advocacy work recognized the tenants of affordable housing projects have a lower car ownership rate, and that projects are generally well located with good access to public transport. City of Port Phillip also understood that the construction of unwarranted car parking spaces was a poor use of resources that could be better directed into actual construction of additional units on the site. This report has been widely adopted by the affordable housing development sector and importantly by other local Councils to substantiate the requirement for lower levels of car parking for affordable housing developments.

Principles that might guide the application of these mechanisms by a local government authority

Before a Council makes the decision to utilise one of these mechanisms in a particular project there is a need to assess whether the benefits of the intervention are worth the costs to the Council. The following criteria provide a framework for making that assessment.

Not the role of another level of government: The first criterion generally applied is that the particular intervention is not the role of another level of government. This is particularly relevant in the case of a financial contribution which in Australia is principally the role of Commonwealth and State governments. Local government therefore often restricts any financial contribution to only that necessary to lever the contributions of other levels of government.

Measurable benefit to the municipality: The second criterion is that there is a measurable benefit to this community, i.e. the constituents of the municipality are the beneficiaries of the affordable housing. This for instance might mean that older citizens or residents with significant links to the municipality or area are housed or the housing targets low income workers required for local industry.

Contribution leverages investment from other public and private sources: Affordable housing ultimately depends on the provision of subsidies to bridge the gap between market and below market rents. That contribution might be in the form of capital to the provider or rent assistance to the consumer. However the key issue for the local government authority is that any contribution maximises the availability of other sources of subsidies.

Value captured for future generations: A fourth criterion is that the contribution is one that has a lasting effect, i.e. it is not captured by either the initial developer or consumer but is retained for the benefit of future generations of low income households.

Municipality is not exposed to future commercial risk: A final important criterion for local government is that an intervention at the implementation stage of a project does not expose Council to a future liability. The contribution should facilitate a financially sustainable project not to just get a project across the line only to find that 5-10 years down the track the revenues generated from the project are insufficient to sustain increasing levels of maintenance.

Models that can increase the supply of affordable housing

Against this background the paper will review four types of “financing” structures designed to increase the supply of affordable housing that Council’s might find they wish to support. These are:

Private finance: a project which is financed by private sector debt and/or equity but is targeted for a period of time for affordable housing, e.g. projects under the National Rental Affordability Scheme.

Partnerships: contractual arrangements between a Council and a private or public developer, e.g. the development of a Council owned site by a private developer under a Development Agreement that specifies a certain affordable housing outcome. The joint venture may be at arms length via a Housing Association which has entered into an arrangement with the Council to acquire the site subject to agreed development outcomes.

Community Land Trusts: developments where occupants purchase long term ground lease from a not for profit landowner. The separation of the land value from the value of the lease reduces the price to potential occupiers and provides some of the benefits of home ownership.

Shared equity: developments where occupants purchase a share of the dwelling and rent the balance thus bridging the affordability gap to owner occupation.

Rent-to-buy: projects where occupants commence as tenants on a subsidized rent but eventually have the opportunity to purchase the dwelling.

The remainder of this paper provides a detailed examination of each of these models and suggests ways in which Councils might support their implementation.

Private Sector Finance

Context

The growing need for additional affordable housing and the involvement of the private sector to help bridge this gap is well evidenced.

The Australian Government has recently made a significant investment in affordable housing through the Nation Building Economic Stimulus Plan, the National Affordable Housing Agreement (NAHA) and the National Rental Affordability Scheme (NRAS). Over the next four years these three measures alone will support the building of more than 80,000 affordable rental homes.²

While these initiatives are significant it is unlikely they will solve the problem since the demand continues to grow and outstrip new supply. It is because of this gap, alternative funding structures are urgently needed to provide a long term solution.

Governments, restricted by regulations and operating in a risk adverse political culture, recognise the need for private sector involvement to do what they are unable to do, which is undertake and fund projects at the scale required to make a real change to the sector and achieve the social outcomes required in affordable housing.

Conversely, as is evidenced by the limited institutional take up of the Governments NRAS scheme, private developers are as yet unconvinced there is sufficient commercial return on equity from affordable housing projects and are wary of the perceived risks³:

- Working with not-for-profit management organizations
- Inherent risks that government subsidies may be withdrawn in the event of a change of Government
- Operating within government regulations and compliance frameworks which may not have the level of security available in the private sector

As a consequence private investment has been limited to small amounts of equity being made available to specific projects and attracting retail funds through programs similar to that employed by the Defence Housing Authority.

A recent AHURI report reviewing international measures to channel investment towards affordable rental housing looks at overseas examples, concluding that the use of private funding has helped to create and sustain a diversified housing

² Australian Government, April 2010, *Regulation and Growth of the Not-For-Profit Housing Sector, Discussion Paper*

³ This view is that of the authors of this paper, Affordable Housing Solutions, which has been seeking to raise private finance for investment in affordable housing at scale over the last three years.

delivery system and that access to robust finance arrangements provides a crucial pillar to support the provision of affordable housing in the long term.⁴

Across Australia, governments have been taking positive steps to build the foundations of an affordable rental housing industry (Milligan et al. 2009). However until recently financial incentives on offer have been small scale and one off. AHURI conclude that Australia requires a housing finance strategy that is capable of attracting large volumes of low cost funding over the long term to meet the need for additional affordable housing and to accelerate restructuring of the existing social housing asset base.

Over the last 3-4 years the affordable housing sector has enhanced its capacity considerably however the change has only managed to enable providers to move from projects measured in the millions of dollars to projects measured in the tens of millions.

The scale of the response required demands the sector move to projects measured in the hundreds of millions. As the sector is still evolving from a culture born of its welfare origins this step up in scale is considered unobtainable in the short to medium term.

As part of the review into Private Sector Finance we have reviewed overseas examples, the Australian experience including emerging options and three types of models: Partnerships, Shared Equity and Rent-to-buy. Each model requires a blend of private sector finance to operate.

Overseas examples

The need for an intermediary to navigate the path to bridge the gap in funding the affordable housing sector is well evidenced overseas. A summary table incorporating overseas examples of 'Typical projects' has been provided in appendix 2

As an example The Housing Finance Corporation in England (THFC) was established as a result of a joint initiative between the Housing Corporation (a UK government agency that funds housing & regulates HA's in England), The National Housing Federation (a non-government agency that represents 1,200 not-for-profit HA's) and the private sector in 1987 to bridge the gap in the sector and achieve economies of scale in housing. THFC has raised a total of £1.5 billion (AUS \$2,563billion) for housing to date.

⁴ Lawson, J., Gilmour, T., & Milligan, V.,(May 2010) *International measures to channel investment towards affordable rental housing*. AHURI.

In contrast, until the last couple of decades in Australia, affordable housing was largely funded through government borrowing and state and local government initiatives which has resulted in approximately 7000 additional dwellings.⁵

A recent AHURI report outlines that the need for private financing in the sector has emerged for a range of reasons citing that foremost among these has been a strong downward pressure placed on government borrowings by monetarist fiscal policy (promoting privatization and a diminished role of governments in direct housing provision), and a strong ideological preference for targeted and controlled demand-side subsidies rather than supply-side subsidies.⁶

Lawson, Gilmour and Milligan et al, 2010 note that from international comparative reviews (CECODHAS 2009; Scanlon & Whitehead 2008; Lawson & Milligan 2007) that private finance has become an increasingly important element of social and affordable housing provision in many countries. Following the move away from traditional public grant/loan funded models, the proportion of direct government involvement in housing finance has tended to decline.⁵

In the same independent AHURI research paper released on 25 May, 2010 an analysis of six established, private and public affordable housing finance structures was undertaken to assess international models for financing affordable housing, the use of incentives and subsidies to attract institutional finance at scale to the sector, draw similarities to existing Australian structures and review what lessons can be learned. Some of the relevant models reviewed were:

1. Dedicated and tax-privileged saving deposit system for Affordable Housing – France
2. Housing tax credits – US
3. Loan & Bond system with public guarantees – Switzerland
4. Syndicated bonds issuer - (The Housing Finance Corporation) in the UK

The balance of this section deals with these models.

France - Dedicated and tax-privileged saving deposit system for Affordable Housing

In France the largest providers of rental housing are public and private HLM (Habitations a loyer Modere). According to Lawson, Gilmour & Milligan et al, 2010 private HLMs are now the main producers of French social housing, for both rental

⁵ Lawson, J., Berry, M., Milligan, M., & Yates J., (2009) *Facilitating Investment in Affordable Housing – Towards an Australian Model*, Housing Finance International. September 2009 pp 18-25.

⁶ Lawson, J., Gilmour, T., & Milligan, V.,(May 2010) *International measures to channel investment towards affordable rental housing*. AHURI.

partnership mixes private capital with federal government subsidies to achieve ownership and rental which is often transferred to non-profit organisations to manage.

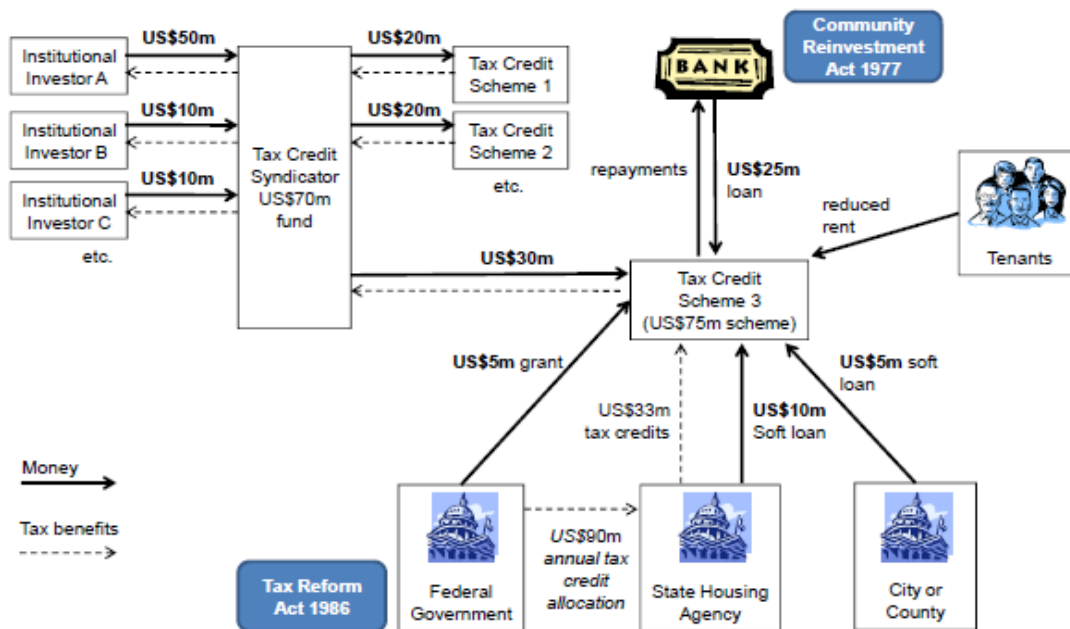
Unlike most European countries and Australia, the US rarely provides direct capital grants to support building new social and affordable housing other than through the Public Housing Authorities (PHAs). The federal grants that are provided, such as Community Development Block Grants (CDBG) and the HOME Partnership Program, are devolved to states and local authorities, and are carefully targeted.⁸

Lawson, Gilmour and Milligan et al, 2010 outline that public grants only supply a small portion of funding for new affordable housing, with reliance placed on market mechanisms such as tax incentives to encourage private investment. The following types of private finance instruments are used in the US:

- Tax credits: The Low Income Housing Tax Credit (LIHTC) scheme, providing tax and depreciation benefits for institutional investment in affordable housing, is described below.
- Bank debt: Traditional amortising loans by both local and national banks are usually part of the financing package in addition to LIHTC support. Banks choose to lend based on normal banking criteria and at commercial rates to both for-profit and not for profit affordable housing developers.
- Bonds: States, local authorities and state Housing Finance Agencies, can seek voter approval to raise finance through bond issues. These are subject to state caps of US\$90 for each resident of that state. Most, but not all, bonds are exempt from federal and state taxes for the investor, and are therefore priced below market rates. The two main types being:
 - *Multi-family Housing Revenue Bonds*. These are used to finance construction of projects where at least 40 per cent of units are for families with income below 50 per cent of the areas median income.
 - *Mortgage Revenue Bonds*. These are a type of municipal bond where the proceeds are used to subsidise the provision of low cost mortgages for affordable housing. Recipients must be low or moderate income first-time home buyers, earning below 115 per cent of area median income.⁹

⁸ Lawson, J., Gilmour, T., & Milligan, V.,(May 2010) *International measures to channel investment towards affordable rental housing*. AHURI.

⁹ Ibid



Source Gilmore & Milligan (2009) – a hypothetical example

Switzerland - Loan & Bond system with public guarantees

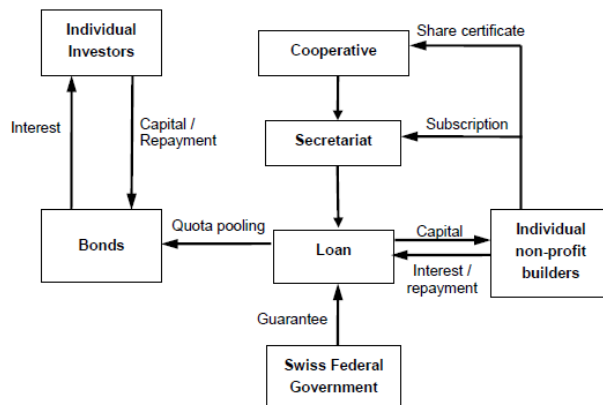
Renting is the dominant tenure in Switzerland (65%), and is largely provided by individual private landlords and institutional landlords. There is a small and diverse social housing sector that comprises around 1700 non-profit organisations, being primarily small cooperatives and social housing foundations. The government regards these social enterprises as important providers of social housing (affordable housing for families, elderly and socially and economically disadvantaged persons).

To promote and generate housing the Government has made provision for subsidies and low cost loans. The availability of these subsidies has decreased so the government has moved to debt finance to grow the sector.

To reduce finance costs, small low interest loans are competitively allocated from an accumulated revolving fund, financed by the federal government and managed by the sector. These loans contribute 5 per cent of total project costs. In addition the sector has established its own members fund based on a levy per dwelling, which can issue small loans. Most recently they have established another revolving fund specifically to assist new cooperatives (Solinvest).

To promote access to private loans, the non-profit sector and federal government established a bond-issuing cooperative in 1991. This secures lower-cost capital from the market by issuing 7–10 year bonds guaranteed by the federal government. There are several variations of the mixed financing regime, with varying proportions of cooperative equity, low interest loans provided by the sector's revolving funds together with funds from the bond-issuing cooperative and commercial loans.

Swiss bond-issuing co-operative: Diagram 2 ¹⁰



Source: FOH (2006)

UK - Syndicated bonds issuer (The Housing Finance Corporation)

During the past 30 years the proportion of social housing (Australia's affordable housing equivalent) has fallen from over 30 per cent to just below 20 per cent of total households, mainly as a result of granting the right to buy to sitting tenants in 1980.

In the UK, social housing traditionally relied on public grants, known as the Social Housing Grant (SHG) since 1974. Private finance was introduced in 1988 via the Housing Act creating a combination of private bank finance and public grants and in 2004 for-profit companies were enabled to take place in the SHG to promote the growth of social housing.

Bank debt and bonds are the two main sources of private finance in England with a variety of options available in each.

The Housing Finance Corporation (THFC) in England is the leading social housing example in the sector and was established in 1987 by the Housing Corporation and the National Housing Federation (England's Housing Association Body).

THFC is a non-profit organisation, operating without government control, subsidy or guarantee of indebtedness. Rather, THFC is assessed by credit ratings agencies such as Standard & Poors (S&P) and its bonds priced accordingly. It has maintained a zero default record through its 22-year history, relying on the strong underlying cash flows of housing associations. As at March 2009, THFC provided £1.90 billion (\$3.42 billion) of loans to 188 housing associations. ¹¹

¹⁰ FOH – Federal Office of Housing Switzerland, 2006

¹¹ Australian Government. (April 2010). *Regulation and Growth of the Not For Housing Sector, Discussion Paper*.

The Australian Experience

NRAS

The National Rental Affordability Scheme or NRAS was launched in 2008 for the purpose of providing assistance and funding to increase the supply of affordable, private rental dwellings, reduce rental costs to low to mid income earners and to encourage investment on a large scale to provide more affordable housing.

NRAS is expected to supply up to 50,000 affordable rental houses across Australia by 2012, with a further 50,000 to be made available post 2012 at a cost of \$623 million. In Victoria the State government has given a priority to projects that have a community housing provider as the tenancy and property management.

Under NRAS governments provide an incentive of \$8000 per annum (\$6000 from Federal and \$2000 from the State governments). This payment increases in line with CPI and in 2010 it is \$9,140. This incentive is provided each year for 10 years to enable rents to be reduced to below 80% market rent while investors are provided with an adequate return.

NRAS has opened doors to a new level of funding and provision for affordable housing in the private sector. However, there are doubts as to whether the subsidy is sufficient to attract the institutional investors that government hoped for.

AHS's analysis of the take up of NRAS so far is that two types of models have emerged:

- *Not-for-Profit (NFP) Ownership Model*
NFP organisations purchase stock and use NRAS to support the income stream and service debt with low loan to value ratio (LVR) of 40-50%. At the end of the 10 years, the properties are retained in prosperity and held by government. This model requires an equity contribution generally provided by State governments.
- *Private Sector Sale & Leaseback Model*
Private developers develop stock and sell to retail investors under a 10 year leaseback arrangement generally with a not for profit, such as a community housing provider, to provide tenancy and property management functions. In this case none of the properties are held in perpetuity as they are sold off to repay the debt owing.

Neither of these models has managed to attract the big equity investors such as superannuation funds.

New model emerging – Hold & Trade

The most recent initiative emerging from the affordable housing sector is the National Housing Company (NHC). NHC is a not-for-profit company limited by guarantee which has been registered as a charity.

The NHC is a new model which invests in housing using structured debt finance. The entity has recently raised \$350M in debt finance (with strategies in place to raise an additional \$200M) and has lodged a submission for over 1600 National Rental Incentives under NRAS. If successful the company will acquire 1600 properties in Queensland, NSW and Victoria.

The funding mechanism relies on the sale of properties during the 10 year NRAS period at a time when the market generates maximum capital gain in order to pay down debt and retain profits for future investment in more affordable housing.

While the model does require the sale of the majority of the housing initially acquired the structure of the company allows state and Commonwealth governments to increase stock retained by becoming an equity investor.¹²

Summary

The need for greater investment of private finance in affordable housing is well evidenced. Attracting that level of commitment is the question and the evidence on the most recent Australian attempt, NRAS, does not lead to the conclusion that scale investment has yet been achieved.

Lawson, Gilmour & Milligan et al, 2010 conclude that the international cases they have reviewed provide a good reflection on lessons Australia could use to develop a suitable Australian Model.

Overseas models demonstrate that a successful private finance mechanism for affordable housing will be underpinned by some combination of:

- government guarantee
- tax concessions
- public grants or loans
- a predictable rent revenue stream secured via rent regulation and / or rent subsidies

¹² Affordable Housing Solutions has taken the initiative to establish the NHC and will initially act as the management agency. However the company is under the direction of an independent Board of Directors and will review long term management arrangements and make future management decisions in the best interests of the company.

Within this broadly universal approach, distinct policy choices have been applied in each national setting.

The AHURI report concludes that Australia has reached the stage where a clear vision of desired housing outcomes needs to be agreed upon, legislated and implemented. This should encompass:

- An ongoing but flexible growth strategy
- An asset management strategy, initially focused on restructuring existing social housing assets
- A coherent rent regime and an eligibility policy
- Each of which is responsive to local housing needs and market conditions

As illustrated by the case studies, getting the mix and balance of these settings right will require a careful and constant process of monitoring, evaluation and adaptation to tailor each component so that collectively they continue under dynamic market and financing conditions to achieve the housing vision and goals.¹³

Specifically in the Australian context, key dimensions of a national strategy should incorporate:

- A permanent subsidy stream (or incentive) to reduce the cost of housing procurement by designated providers. Policy choices concern the use of deep or shallow subsidies (depending on the capacity of the target group to meet rental costs), whether operating or financing costs are subsidised (such as NRAS) and which providers are used (public, not-for-profit or private).
- A coherent rent regime (cost, market-related or nominated) governing the level and indexing of rents to secure revenue and promote affordability. This implies a movement away from income related rents paid to housing providers.
- Explicit eligibility criteria (broad or narrow) coupled with adequate demand-side assistance. This implies a broader target group than is currently captured by our public and community housing providers and a rent assistance program that supports the capacity of tenants to meet regular rental payments.
- A delivery regime that promotes cost effective housing services, tenant accountability and efficient and effective asset management strategies, to ensure that social tasks continue to be met and to foster revolving investment. This implies greater transparency within the roles of funder and provider that are often combined in the Australian state housing authorities.

¹³ Lawson, J., Gilmour, T., & Milligan, V., (May 2010) *International measures to channel investment towards affordable rental housing*. AHURI

Partnerships

Types of partnerships

Partnerships have played a crucial role in combining private and public sector resources and funds to provide social and affordable housing outcomes.

The notion of partnerships as applied to the development of affordable housing can be understood in two distinct definitions.

- **Social partnerships** – two or more parties agreeing to work together to achieve shared social objectives, and
- **Commercial partnerships** – an agreement where the financial risks and rewards are identified and allocated between two or more parties in the implementation of the project.

Under the broad notion of a commercial partnership there are many other arrangements that can be agreed between parties. Some of the more common arrangements regularly applied to the development of an affordable housing project are:

- **Joint ventures** – where all risks and rewards are defined and allocated in a project at the outset with the “profits” or “returns” to the partners being in proportion to the risks they carry.
- **Alliance** – where partners proceed to implement a project on the basis of a set of agreed commercial principles in an open book transaction.
- **PPP (Public Private Partnership)** – where all project risk is generally transferred from the public sector to a private sector partner in return for an agreed income stream over a period of time generally related to the life of the asset.

While there have been several models used over the years in the affordable housing sector, some of which are outlined below, the key elements to understand the various models are:

- Who is the land owner?
- What is the source of funding?
- Which organisations are exposed to any risks associated with the development?

Examples of partnerships

Emmaus Community Housing Project

This project is an example of a social partnership implemented through an alliance.

The partners included:

- *Emmaus Christian Community Ltd (Land Owner)*
- *Jubilee Housing Inc (Tenancy and Property Manager)*
- *Vicurban (Developer)*
- *Office of Housing (Funder)*
- *National Australia Bank (Financier)*

Emmaus Christian Community owned a large parcel of land fronting Bayswater Rd, Bayswater of approximately 3 Hectares. The site contained a Church and Community centre at the front with vacant land at the rear. The entire site was subdivided off into 21 lots with 2 separate lots retained by the Church. One of these containing the Church and Community Centre was kept by the Church and the second lot retained by the Church was developed into 19 medium density units for community housing under the auspices of Jubilee Housing. The remaining 19 lots were sold for private residential housing by VicUrban which had entered into a Development Agreement with the Church community to subdivide the land and sell the private lots.

Features of the project included:

- A community contribution of land from the Church
- A capital contribution from the Office of Housing
- Project development, project management and sales risk carried by VicUrban
- Independent community housing manager Jubilee Housing
- National Australia Bank (NAB) providing a loan against the income stream.

The project developed a mix of private and community housing with innovative design. The result provided a significant uplift in value that was shared by both the Church and VicUrban as the developer.

Victoria Harbour Affordable Housing Proposal

This project is an example of a commercial partnership implemented through a joint venture.

The partners included:

- *Lend Lease Developments (Developer)*
- *VicUrban (Landowner and Statutory Planning Authority)*
- *National Australia Bank (Lender)*
- *Office of Housing (Capital funding)*
- *Melbourne Affordable Housing (MAH, a Housing Association now part of Housing Choices Australia)*

This project evolved as part of Melbourne's Docklands development. Lend Lease recognized the importance of providing key worker housing in a high land value location to provide affordable housing for key workers and also social diversity in the Docklands Precinct.

The project finally resulted in a 55 unit demonstration project of affordable housing, in the form of community housing, targeted at key workers. The building was a mixed use building. Key features of the project involved:

- The Planning Authority approving a density bonus that contributed to reduced production costs of the affordable housing
- The developer agreeing to not impose a share of infrastructure costs on the affordable housing
- VicUrban waived the land value component of the projects costs to increased the project viability for MAH
- Capital contribution to the project construction costs from the Office of Housing and the Victorian Property Fund
- Debt finance provided by the NAB to MAH serviced from the net income stream generated by the affordable housing. MAH also attracted NRAS subsidies to increase the cash flow and accelerate bank finance debt reduction for MAH
- MAH (now HCA) manages the community housing.

Kensington Public Housing Estate Redevelopment

This project is a commercial partnership which, while having some features of a joint venture, is best understood as a property transaction with an ongoing commitment to work collaboratively to achieve common social objectives.

The partners included:

- *OOH (land owner and purchaser of public housing)*
- *Becton Corporation (developer)*
- *Kensington Management Corporation (now called Urban Communities Limited which was established as the manager of the public housing and provider of facilities management services to both public and private housing)*
- *Kensington Community Liaison Committee (community reference group)*

The 6 hectare site originally contained 586 units of public housing managed by Office of Housing. This was the first inner city public housing redevelopment site put out to public tender. The tender included a requirement to provide a mix of new public and private housing and the retention of two existing high rise public housing towers.

The tender was won by the Becton Corporation and the final stage will be constructed in 2011.

Outcomes of the project included 195 new units of public housing, intermixed with 450 private units.

Key features of the project include:

- A Development Agreement which enabled the developer to acquire the land in stages over time
- The Development Agreement also locked the OOH into purchasing new public housing within each stage thus ensuring the developer some advance sales
- The negotiation of a Management Agreement which led to the establishment of an on-site integrated approach to facilities management and a proactive approach to community development
- A proactive community engagement through Community Liaison Committee (CLC), and
- The eventual expansion of the role of the on-site manager to provide a tenancy management service for all public housing and a rental management service available to private investors – today UCL has approximately 35% of the private rental market within the development precinct.

St Mary's Affordable Housing Strategy

This project is also a commercial partnership which, while having some features of a joint venture, is best understood as a simple property transaction.

The partners include:

- *ComLand (the Commonwealth Governments land authority which was owner of the site for the Australian Defense Industries)*
- *Delfin Lend Lease (the Developer)*
- *Maryland Development Corporation (the special purpose company established by the Developer for the project)*
- *NSW Dept of Infrastructure, Planning and Natural Resources (DIPNR, which was responsible for the statutory planning approvals)*
- *NSW Dept of Housing (responsible for the implementation of the affordable housing requirement under the planning approval)*
- *BlueCHP Ltd (the Housing Association that won the right to acquire the affordable housing within the development)*

This project, in the western suburbs of Sydney, involved the development of a 1500 hectare site previously owned by the Australian Defense Industries. A condition of the sale was that 2% of all lots would be transferred at nil consideration to the NSW Dept of Housing for development as affordable housing, in the form of community housing. The project was put out to public tender and demonstrated inclusionary zoning on a large development site.

Key features of the project included:

- Inclusionary zoning requirement included as a condition of development approval
- Development contribution by way of 2% of lots for nil consideration (a total of 150 lots over the course of the development)
- Capital contribution from the NSW Dept of Housing to a Housing Association to construct affordable housing, in the form of community housing, on the transferred lots
- BlueCHP Ltd appointed following tender process based on an assessment of good design, good management and effective leverage
- Contribution of debt finance provided by BlueCHP to increase the quantum of affordable housing produced

Bonnyrigg Living Communities Project

This project is the only example of a Public Private Partnership involving social housing in Australia at this stage.

The partners include:

- *NSW Department of Housing*
- *Becton Corporation (Developer)*
- *Westpac (Financier)*
- *Spotless (Asset Manager)*
- *St George Community Housing (Tenancy Manager)*

This project involves the redevelopment of a large public housing estate in the west of Sydney (NSW) of over 60 ha. The site originally included 850 public housing dwellings and 100 private dwellings.

The State Government tendered the project to the private market under a PPP Framework with the successful proponent to achieve an agreed set of outcomes over time.

The successful proponent was a consortium known as Bonnyrigg Partnerships and included the developer, the financier, the asset manager and the tenancy manager.

The project transferred all the public housing from Government to the developer on a defined date for a period of 30 years. The consortium was committed under the PPP Agreement to:

- Master plan and redevelop the precinct within 12 years to achieve 600 new public housing dwellings and up to 1400 new private dwellings
- Manage the public housing for the 30 year period to agreed standards for both property and tenancy management
- Implement a community building strategy that would contribute to social cohesion and community development over the 30 years

The PPP Agreement included Key Performance Indicators which had to be met in order for full payment of the monthly “concession payments” during the 30 years – failure to do so would result in a financial penalty.

Inkerman Oasis

This project is an example of a commercial partnership based on a joint venture approach.

The partners included:

- *City of Port Phillip (land owner and project initiation)*
- *Inkerman Developments (Developer)*
- *Commonwealth Government (ESD grant)*
- *Port Phillip Housing Association Ltd. (manager of community housing, subsequent owner under a housing trust with Council)*
- *Office of Housing (purchaser of 3 additional social housing units)*

City of Port Phillip undertook initial project investigation and master planning from 1996-2000 (costing \$624,000) on high value, 1.22 ha surplus Council land (valued at \$7.5 million after master planning). Council put in place a development agreement with preferred developer Inkerman Developments Pty Ltd for a \$90 million development.

In 2000 Council contributed land and transferred the development risk in return for the delivery of 28 units of community housing that were to be mixed in a cluster and salt and pepper manner with (now) 231 private housing apartments and 5 retail tenancies in 6 five level buildings.

This was the first example of developer provided community housing in Australia. Through this process Council was also able to secure an option for the additional purchase of community housing units on the site resulting in the purchase of a further 3 units that were subsequently transferred to PPHA for ownership and management. Further to this Council was also able to secure additional investment in ecological sustainable design including grey and storm water recycling and ensured that there was a high quality design outcome.

Advantages & disadvantages of partnerships

The advantages of Partnerships which may make affordable housing attractive to project stakeholders are:

- Partnerships Model is well understood by state and local government, affordable housing organisations, lenders and some developers
- Taxation benefits from charity status of affordable housing organizations provide real financial benefit for projects

- Partnerships Model can access land held by local councils, churches and other not-for-profit organisations that have an interest or commitment to the provision of affordable housing outcomes
- Long term availability of funds by the Commonwealth through NRAS for a period of 10 years
- Partnerships Model can assist projects get off the ground by reducing funding risk for developers through early purchase of affordable housing units
- Local government can have a strong role in facilitating joint venture partnerships through bringing together two potential partners
- May provide additional income raising opportunities for affordable housing organisations such as managing private tenancies, or facilities management

The disadvantages of affordable housing as an outcome of a Partnership are:

- Relies on ongoing government land or capital funding
- Difficulties for partners to manage negative perception by community of affordable housing especially which may increase development costs through a lengthy planning process
- Developers wary of stigma which may impact on potential private sales in a mixed development
- Securing private funding may be more difficult especially while the banking sector does not fully understand the affordable housing business
- Management of stock is constrained by funding bodies primarily State Housing authorities which limits innovation in housing management

Summary

Partnerships have been widely used in Australia to produce affordable housing through private developments. Key ingredients to the success of these projects are:

- A requirement as a condition of the development that affordable housing is an outcome
- Access to a capital contribution to the project – land, grants, development contributions
- Utilizing the taxation advantages of not-for-profit Housing Associations which are registered charities

- A government agency with a commitment to social outcomes while working within the legislative constraints of government enterprises

In practice Local Government is rarely involved in commercial partnerships due to restrictions under section 193 on entrepreneurial activities by the Local Government Act 1989 (Victoria).

Despite this there is scope under the local Government Act to enable partnerships to function at a practical level. An LGA for example can be a significant partner in a property development using a range of levers to ensure affordable housing outcomes, including:

- Selling land with a requirement for an affordable housing outcome – an outcome supported by the Council’s planning policies
- Working with developers to negotiate an affordable housing outcome as a condition of planning approval
- Offering planning concessions to developers willing to include an agreed volume and range of affordable housing outcomes
- Facilitating and/or brokering partnerships between developers and community housing organisations
- Supporting applications for Commonwealth and State subsidies to affordable housing projects within the municipality

Shared Equity

Background

The past decade has witnessed a growing level of concern over the affordability of Australian housing and the subsequent decline in the capacity of young households to become home owners. Shared equity schemes are one option for addressing these concerns. Shared equity schemes have the potential to facilitate home ownership for those households who may have difficulty purchasing a home through the open market.¹⁴

Shared equity schemes vary in detail but broadly allow the consumer to obtain part equity in a home by sharing the overall cost with an equity partner — either a financial institution or a government backed provider. The involvement of an equity partner helps to reduce the overall costs involved in a mortgage, and thus improves housing affordability.¹⁵

Shared equity schemes currently operating in Western Australia, South Australia and Northern Territory demonstrate the appeal of shared equity approaches. Other states have explored the potential of such schemes but as yet have not introduced anything more than pilot programs. One of the major reasons for the reluctance of these states to move forward is the memory of the failed government sponsored home ownership programs introduced in the 1970s and collapsed in the financial crises of the 1980s. The following diagram summarises the current state based programs.¹⁶

State	Provider	Shared equity products
Western Australia	Keystart Home Loans	First Start (withdrawn 2009) Step Up Scheme (from 2010, consolidating previous Goodstart, Access and Aboriginal Home Ownership schemes)
South Australia	HomeStart Finance	Breakthrough Equity Start
Northern Territory	Territory Housing	HOMESTART NT
Victoria	VicUrban/ Burbank Homes	Ownhome
Queensland	Queensland Department of Housing	Pathways
Tasmania	Housing Tasmania	HomeShare
ACT	The ACT Affordable Housing Action Plan 2007 signalled a role for shared equity	
NSW	No current schemes	

Source: Pinnegar, Milligan, Randolph, Quintal, Easthope, Williams & Yates. How shared equity schemes facilitate home ownership in Australia?, AHURI, April 2010

¹⁴ Pinnegar, M. R., Easthope, H., Randolph, B., Williams P., & Yates, J., (April 2010). *How shared equity schemes facilitate homeownership in Australia?* AHURI.

¹⁵ Ibid

¹⁶ Ibid

Understanding shared equity

Shared equity is best explained through an theoretical example. Recent research undertaken by the Victorian Office of Housing the following assumptions have underpinned their financial modelling:

- 25% equity offered by equity provider
- 10% deposit funded by purchaser
- 65% mortgage provided by commercial bank at variable interest rate of 7.41% over 30 year loan
- 30% affordability target

These assumptions provide the outcomes summarised in the following table.

<i>Purchase price of home</i>	<i>Income required by household to purchase without shared equity</i>	<i>Income required by household to purchase with shared equity</i>
\$250,000	\$67,600pa	\$49,920pa
\$300,000	\$79,040pa	\$57,720pa
\$350,000	\$91,000pa	\$66,560pa
\$400,000	\$102,960pa	\$75,400pa

Public sector initiatives

State Governments have played an innovative role in developing shared equity schemes to date. Government initiated schemes have been well placed because they benefit from lower cost funds and Treasury guarantees. The lower cost of finance enables them to innovate by directing products to those households that might be perceived as a greater risk by mainstream lenders.¹⁷

Central to the model is striking a balance between targeting support to those most in need, and sufficient freedoms to act as a commercial concern. Schemes need to ensure purchasers have the financial capacity to service the debt and need to be flexible enough to respond to changing market conditions.

¹⁷ Pinnegar, M. R., Easthope, H., Randolph, B., Williams P., & Yates, J., (April 2010). *How shared equity schemes facilitate homeownership in Australia?* AHURI.

For example, if eligibility criteria are too loosely targeted, schemes may become oversubscribed. Alternatively, if eligibility criteria are too tightly defined the product may only permit a low maximum property value resulting in the product being of little use in the market as there may be no properties available at that price point.

¹⁸

In Australia, government-backed schemes that operate at an arms-length from government, such as HomeStart Finance in South Australia, have been successful in achieving affordability objectives and maintaining financial viability. Key features attributed to this success include:

- Statutory independence
- Viable operating scale
- Staff and board members who are drawn from business and finance sectors rather than government departments
- Close and trusting partnership with government housing departments and Treasuries.¹⁹

Private Sector Initiatives

Private lenders have expressed some interest in shared equity; however interest is tempered with caution and concerns about the costs of bringing a new product to market and potential risks to reputation. Lenders also reported unfamiliarity and a lack of track records with these products. To date there have been no successful private shared equity schemes as the private sector is not interested in what they deem too complicated.

Other concerns have also related to:

- Uncertainty and unfamiliarity heighten risk. Lenders were uncertain if this market was going to be temporary while prices were high or a permanent market with temporary residents who move through to the mainstream market.
- Lenders noted potential problems arising from any divergence between house price and income growth on a borrower's capacity to buy out the loan. This might constrain normal market mobility.
- There was some concern that government involvement might unnecessarily complicate product development, but many lenders considered government participation appropriate as a means of cushioning added risks.

¹⁸ Pinnegar, M. R., Easthope, H., Randolph, B., Williams P., & Yates, J., (April 2010). *How shared equity schemes facilitate homeownership in Australia?* AHURI.

¹⁹ Ibid

Not-for-profit initiatives

With the reluctance of both the public and private sector to develop products that enable low income earners to enter the home ownership market there has been growing interest in Australia at what might be achieved by the not-for-profit sector. Community Land Trusts are one mechanism developed primarily in the USA that are receiving increasing attention in Australia.

The Community Land Trust model (CLT) is where a not-for-profit CLT is established to acquire land to be held in perpetuity. Dwellings are then built on the land. A long term ground lease is created which allow for dwellings to be leased by low to moderate income households. The ground lease sets out legal obligations of the two parties i.e. occupier and CLT. The ground lease also provides the owner of the building exclusive use of the land on which the building and improvements sit. The long term ground lease will have a value which means the ground lease with improvements can be bought and sold. In effect the CLT model is a form of *lease hold* common in the business sector but adapted for residential purposes.

Under a CLT the provisions of the ground lease need to be such that any transactions of the ground lease require the approval from the CLT as landowner. Approval of the disposal and purchase of the ground lease by the CLT, as well as caveats contained within the "ground lease" will ensure that the sale price is kept to a predetermined affordable level that also allows for some share of the capital gain of the dwelling and improvements. By controlling this aspect also ensures that the potential purchaser meets eligibility requirements. With these restrictions in place affordability remains in perpetuity and the control of the land remains under the management of the CLT.

The ground lease also provides for the CLT to have some step in powers if the owner of the building does not use the building responsibly and the CLT can force some owners to make good repairs as required. The ground lease should also provide for first right of purchase to the CLT if an owner decides to sell and should therefore proactively manage the risk of inheriting a building requiring substantial renovations.

Community Land Trusts are most common in United States but also operate in England, Canada, Scotland, Wales and Kenya.

Key features of a typical US CLT are:

- Non profit, tax exempt land owning corporation;
- Dual ownership;
- Leased land;
- Perpetual affordability;

- Perpetual ownership;
- Open membership;
- Community control;
- Tripartite governance;
- Flexible development.

The primary focus of a CLT is to acquire, own and retain the land for the purposes of creating long term ground leases for affordable housing options. While a long term ground lease has appreciating value however the land component remains unchanged which has the effect of making the dwelling and improvements more affordable.

Currently there are no active community land trusts providing affordable housing operating in Australia. There are some models of hybrid ownership of land and dwellings for mutual benefit such as some collectively owned land by indigenous groups, share farmers and several models of perpetual community owned land for ecological / wildlife preservation.²⁰

In the ACT, the Government Land Rent Scheme appears to have similar benefits to a CLT however the majority of land in ACT has remained in government ownership with the allocation of, typically, 99 year leases. This has been a special characterisation of land tenure in the ACT since Federation.

In 2008 the ACT government established a system where low income households could rent the land at about 2% of unimproved value rather than pay for the upfront purchase of the 99 year lease. A significant difference to a CLT is that the ACT scheme is land provided by and owned by the ACT government rather than a not for profit organisation. The scheme only applies on land owned by the government's Land Development Agency.²¹

There is growing interest to document a typical CLT structure and a typical CLT ground lease. Development of a CLT 'establishment kit' or handbook would assist interested organisations to readily adapt the information and documentation to suit their circumstances. Consistency in the structure of CLTs would assist to approach financiers and regulators such as the Australia Taxation Office and State Revenue Office. This work would be especially beneficial during the development of the CLT industry.

²⁰ Kliger, B., (June 2005) *Mount Alexander Community Housing and Land Trust (CHALT) Feasibility Study Report*.

²¹ ACT Government, (n.d.). *ACT Land Rent Scheme*. Retrieved from www.actaffordablehousing.com.au//land_rent.htm

The benefits of Community Land Trusts include:

- Occupiers get long term security.
- Opportunity for households to build assets through affordable mortgage repayments and potentially a share of the capital gain.
- Opportunities for affordable homeownership to households typically unable to access homeownership.
- Capture subsidies for affordable housing in perpetuity.

The disadvantages of CLT's are:

- Complex leasing arrangements to be communicated and understood to potential purchasers of ground leases.
- No federal taxation law or rulings available for this type of housing development.
- Difficulties accessing finance to purchase ground lease.
- Acquiring land for development.

The concept of Community Land Trusts is increasingly viewed as a potential mechanism to remove high costs of land from potential homeownership for low income households and to provide some of the benefits associated with homeownership for low to moderate income households.

There is considerable work required to document a CLT establishment kit to guide the development of CLTs however there are also very real and considerable benefits for low to middle income households.

Local Government interested in the potential of CLT would need to first facilitate the development of CLT by assisting in the early development of a 'CLT establishment kit' which would ensure that the CLT structure met the needs of local government as well as ensure adequate consultation with key stakeholder groups such as financiers and also taxation and revenue departments. Further to this a local government keen to establish a CLT in the municipality could then make land available at no cost or at a discount for the purposes of a CLT.

Summary

Shared equity schemes are theoretically an excellent way to enable people to transition into home ownership. Unfortunately the evidence seems to suggest that, at least in Australia, they are reliant on the backing of State governments. As noted above, schemes in South Australia and Western Australia have been popular and successful.

Unfortunately the previous legacy of other state government backed home ownership schemes has resulted in the larger eastern states remaining cautious and very reluctant to move into this area despite considerable research and development.

Community Land Trusts are an innovative model which has the capacity to provide very significant outcomes for low to middle income households. These structures managed on a not-for-profit basis need resourcing to consult and develop a CLT kit which will have applicability across a number of jurisdictions. Local government could play a driving role in the development of this kit before working with a potential CLT to identifying a site to demonstrate the capacity of a CLT to operate in the Australian context.

It would appear that one of the most productive ways forward is leadership at a national level to lead policy and legal framework for shared equity schemes. Local Government has an opportunity to facilitate and provide national leadership through continued advocacy. Once established then local government could become an active participant in encouraging such schemes through its planning powers.

Establishing housing affordability targets for new developments at the point of change of use and/or development approval would make it possible for the uplift in land value that is generated by such approvals to be captured as an equity share in property. If Councils were prepared to consider this approach then they might, in conjunction with a nationally accredited shared equity home purchase scheme, facilitate many young families into home ownership.

Rent to Buy

Background

House prices have increased faster than household incomes for the past 40 years²² and according to the 2006 ABS Census, between 69 and 71 per cent of Australian households are owner occupiers.

The number of households who own their home outright has fallen since 1995 from 42 per cent to 34 per cent, whilst the number of households who owned their home with a mortgage has increased from 30 per cent to 35 per cent²³.

The Australian dream of home ownership is becoming less of a reality for many Australian's as a consequence of the paradigm shift in the relation between median house prices and household incomes. As a result the ability for first time owners to meet financial institution loan to value ratio requirements by establishing a deposit base is becoming more difficult.

Public sector initiatives for assisting renters into home ownership

Commonwealth First Home Owners Grant

There have been various mechanisms for assisting renters into home ownership over the years.

In 2000 the Commonwealth Government reintroduced their First Home Owner Grant (FHOG) to assist first home buyers to purchase a dwelling in the form of a grant.

In 2000–2004 the grant started at \$7,000 for an existing dwelling and \$14,000 for a new home. In 2004 this was lowered in line with the improving economy to \$7,000 for both scenarios.

Following the global financial crisis in 2008 the government then increased the grants to \$14,000 for an existing dwelling and \$21,000 for a new home. The FHOG was then phased out in December 2009.

State Government home ownership schemes

According to Hulse & Burke²⁴ the early 1990s saw a fundamental change in Australian housing policy with the elimination of explicit measures to promote home

²² Yates, J., (2008). *Melbourne Institute Presentation*. University of Sydney

²³ ABS 2007 4

²⁴ . Hulse, K., & Burke, T., (August 2009) *The benefits and risks of Home ownership: disaggregating the effects of household income*. Melbourne AHURI.

ownership which had characterised most of the post-war period²⁵. Such policies had included, at various times, discounted/controlled interest rates for home mortgages, cash grants to first home buyers, sales of public housing to sitting tenants and, in some jurisdictions, development of 'affordable' lots by state land development organisations.

By the 1990s however governments no longer saw it as their role to assist the 'marginal would-be home owner' in purchasing a home, although they continued to provide tax advantages for those who were already owners, most notably through full exemption from payment of capital gains tax on the sale of owner occupied housing.²⁶

Withdrawal of governments from housing policies to assist lower income households to buy their own homes was also a reaction to problems associated with state government sponsored schemes in the late 1980s and early 1990s in New South Wales and Victoria. These schemes were intended to assist households on public housing waiting lists to buy their own home. Although these schemes differed, they generally involved mortgage instruments that were unfamiliar to Australian households: 'low start' loans in which repayments were set low initially but increased over time as wages increased, in an attempt to redistribute repayments over the lifecycle in line with changing circumstances.²⁷

The schemes, while well intended, started to unravel when the market became volatile because of changes to the economic landscape. Interest rates rose significantly in the early 1980's and 1990's as did unemployment however median house values fell. As a result many home owners had difficulty in covering the required home repayments and were unable to sell their houses to cover losses as they were worth less than the value of their loan.

According to Hulse & Burke the NSW HomeFund scheme, restructured in 1993 still has cases before the courts relating to the Capital Indexed Loan (CAPIL) scheme.

Not all such schemes failed, and the Keystart scheme in Western Australia, which started in 1989, has assisted 57,000 households to purchase homes²⁸ (Manton 2000). This is targets households on 'low to moderate income and those with minimal deposits'²⁹. This scheme was converted to a variable interest rate early,

²⁵ Yates, J., (1997) *Changing directions in Australian housing policies: The end of muddling through?* Housing Studies, Vol. 12, No. 2. (1997), pp. 265-277.

²⁶ Berry, M., Dalton, T., Engels, B., & Whiting K., (1999) *Falling out of home ownership: mortgage arrears and defaults in Australia*. AHURI.

²⁷ Hulse, K., & Burke, T., (August 2009) *The benefits and risks of Home ownership: disaggregating the effects of household income*. Melbourne AHURI.

²⁸ Source: <http://www.housing.wa.gov.au/key/about-keystart.htm>

²⁹ Keystart Housing Scheme Trust 2005

thus avoiding the problem of households' lack of understanding of the implications of alternative mortgage instruments³⁰.

In Victoria, in 1984 the Victorian Government introduced the Home Opportunity Loans Scheme (HOLS) in a bid to enable low income Victorians and recipients of existing government benefits to own their own homes.

The government selected participants from the pool of existing tenants to the Ministry of Housing. The program operated on the basis of participants making repayments to the equivalent of 25% of their income which set a low interest rate benchmark to the loan of 3% (subject to market rate changes). Unfortunately as interest rates increased, rising to almost 20% in the late 1980's interest due started to accumulate on the loans and the borrowers were unable to service the debt accumulating.

The Victorian Government responded by adding the interest owed to the capital borrowed for the home which meant the borrowers ended up paying interest on outstanding interest as well. These loans unfortunately increased to the point where the money owed became more than the market value of the home. To date these owners continue to fight for a resolution through the Victorian Borrowers Association.

Private Sector Initiatives

Currently there are no successful examples of private sector rent-to-buy models.

However with the introduction of the National Rental Affordability Scheme (NRAS) there has been renewed interest in providing tenants of affordable housing under a rent to buy approach.

In part this is driven by the commercial imperative for investors to sell the properties toward the end of the ten year NRAS incentive, particularly if the property is highly geared. On the other hand, particularly among the not-for-profit organisations participating in the scheme, there is a social imperative to provide a transition to home ownership for their tenants rather than confronting tenants with what might be a 30% increase in rents at the end of the 10 year NRAS period.

The newly established not-for-profit charitable organisation National Housing Company (NHC) is currently developing an affordable housing program nationally and has declared its intention to provide all tenants an option to purchase their rental property after a minimum of 3 years renting that property if they meet the following conditions:

³⁰ Hulse, K., & Burke, T., (August 2009) *The benefits and risks of Home ownership: disaggregating the effects of household income*. Melbourne AHURI.

- Regular payment of rent demonstrating credit worthiness for a period of at least 3 years
- Maintaining the property in good condition and therefore ensuring the growth in asset value
- Completing a certified course in financial management relating to home ownership, thereby reducing their risk as a borrower

The NHC would propose that tenants meeting these criteria could take up their option to purchase and share in the capital appreciation either through a discount to the purchase price or a contribution to a recognised regulated fund, such as superannuation funds.

As part of their support for the transition to home ownership NHC would also provide advice and assistance to tenants to secure all applicable Commonwealth and State home ownership assistance. It is anticipated that NHC will roll out its first affordable rental properties in 2011 and that the rent-to-buy scheme would be introduced from 2014.

Summary

Rent-to-Buy schemes also make eminent sense in a market where house prices have increased at a much faster rate than incomes locking low and moderate income households out of the ownership market.

State Housing Authorities have in the past been major developers of housing with the state objective of encouraging tenants to purchase. However as the target group for public housing has increasingly focused on those with the lowest incomes and often with a range of other needs this has become less realistic. Sales of public housing are therefore driven more by asset management and debt reduction strategies.

If the Commonwealth government were serious about supporting home ownership then it should take up the issue with the States through the National Affordable Housing Agreement in an endeavor to integrate Commonwealth assistance with State initiatives to develop and sell new housing to lower income households.

In the private sector there is unlikely to be significant initiative as the typical risk assessment of low income households generally results in higher pricing of finance and less help.

The real solution may well come from the not-for-profit sector where the social imperative of providing effective assistance to their constituency can be balanced with the commercial imperative to build financially sustainable schemes. Furthermore, with the introduction of the NRAS program there is for the first time a

subsidy stream which can alleviate the risk associated with highly leveraged investment in property.

The example of the National Housing Company provides first evidence of the emergence of interest in the NFP sector in providing assistance to home ownership. It is likely to be just the first of several initiatives while NRAS continues. If Commonwealth, State and local governments get behind these schemes then the mechanisms that they might employ (such as utilizing public land, providing incentives) could further reduce the risk of these schemes and enable the social benefits of home ownership to reach even further down the income scale.

Conclusion

Local Government is a key stakeholder in the provision of housing and has a role in influencing the opportunities for current and future residents to access affordable housing. The most obvious intervention for local government is an advocacy role, however advocacy alone is unlikely to bring about the necessary change. As the City of Port Phillip has consistently demonstrated, advocacy alongside targeted interventions has proven to be a very effective strategy.

Local government authorities keen to be involved in affordable housing projects should consider a variety of models and interventions depending on the circumstance and opportunity. However, local government should firstly consider the responsibility of Council and make a proper assessment of the opportunities and constraints. We have identified a series of principles which local government can use as a filter for involvement in affordable housing namely:

- The intervention **should not replace the role of another level of Government** however a small intervention may leverage significant action from other levels of government
- Any intervention should have a **measurable benefit to the municipality** and in particular to the current and future constituents
- Any local government contribution **should leverage further investment from public and private sectors** thereby multiplying the overall economic and social benefits to the municipality
- **The value of any intervention is captured for future generations** by ensuring that any incentives or contributions are not simply a windfall to the first generation of recipients of the affordable housing
- Above all it is essential **that the municipality is not exposed to commercial risk** through the affordable housing initiative

Having identified these principles a number of mechanisms that a local government might employ to facilitate an affordable housing initiative have also been presented. These include:

- Making a **direct financial investment** in an affordable housing project from Council revenues
- Allowing **Council owned land** to be used for an affordable housing project with the land value being contributed at or below market value
- Implementing **inclusionary zoning** on all new rezoning approvals and large scale residential development approvals

- Requiring **development contributions** from developers who are capturing the uplift in property value generated by the exercise of statutory powers of Council
- Providing **planning concessions** to developers of affordable housing projects where those concessions make sense in terms of the affordable housing market
- Providing **rate relief** for providers of affordable housing in a similar way that local government provides relief to low income home owners
- Implementing **community education** to raise awareness of the need for and benefit of affordable housing and resist community opposition to affordable housing projects based on prejudice
- Undertaking **advocacy** directed at other levels of government with the specific intent of getting them to increase their investment in affordable housing, particularly in their municipality.

Every local government authority, while remaining true to the accepted role of facilitator when it comes to affordable housing, nevertheless can employ some or all of these mechanisms to great effect in leveraging increased public and private sector investment in affordable housing. Several of the possible housing outcomes such as NRAS, rent to buy and shared equity have been explored in more detail. A visual representation of these models and where they sit in the spectrum of housing options has been included as attachment 3.

This paper has spent considerable time examining looking at the ways in which finance does flow to housing and affordable housing in particular. We have concluded, along with various research papers emanating from the Australian Housing and Urban Research Institute, that this country needs a national housing finance strategy including the following key dimensions:

- A **permanent subsidy stream** (or incentive) to reduce the cost of housing procurement by designated providers. Policy choices concern the use of deep or shallow subsidies (depending on the capacity of the target group to meet rental costs), whether operating or financing costs are subsidised (such as NRAS) and which providers are used (public, not-for-profit or private)
- A **coherent rent regime** (cost, market-related or nominated) governing the level and indexing of rents to secure revenue and promote affordability. This implies a movement away from income related rents paid to housing providers
- Explicit eligibility criteria (broad or narrow) coupled with **adequate demand-side assistance**. This implies a broader target group than is currently captured by our public and community housing providers and a

rent assistance program that supports the capacity of tenants to meet regular rental payments

- A delivery regime that promotes **cost effective housing services**, tenant accountability and efficient and effective asset management strategies, to ensure that social tasks continue to be met and to foster revolving investment. This implies greater transparency within the roles of funder and provider that are often combined in the Australian state housing authorities

There is not a lot local government can do directly but it is a significant stakeholder in the housing market and the sphere of government most directly effected by the absence of a strategic housing finance system. Advocating to both Commonwealth and State governments for the implementation of such a scheme might be a very good place to begin.

The paper then examined three models. The first of these we simply called partnerships – a word that encompasses a vast array of different commercial relationships including joint ventures, alliances and Public Private Partnerships. They differ in the allocation of risk between parties but at the end of the day a number of parties come together to carry out a development project which results in the achievement of social objectives – affordable housing for low income households – and commercial objectives – development profit, project sustainability.

There are many avenues for local government to enter into a partnership to achieve affordable housing outcomes:

- LG might be a major player because it is the landowner and one of its primary objectives is a significant yield of affordable housing from the project. In this instance it will take a lead and carry significant risk in order to achieve that objective – which doesn't mean to say it has to undertake functions for which it is not well equipped such as land development or construction.
- On the other hand LG might be a significant player because of its role as landowner but financial return is the primary objective and therefore it may impose certain affordable housing requirements onto the developer as a condition of the development agreement but transfer the risk and funding responsibility to the developer.
- At other times LG may simply be a minor player in that it is the responsible authority when it comes to planning approvals. In this case LG can use its statutory powers and influential position to negotiate affordable housing outcomes either voluntarily with the developer or as a requirement of development approval. In this instance the capacity of LG to offer concessions or incentives will be a major advantage.

One thing that the examples of partnership demonstrate is that the role of the not-for-profit Registered Housing Associations is increasingly important – they are becoming a conduit for public sector investment in affordable housing projects and are rapidly gaining in development and finance expertise. It is hard to imagine a LG successfully facilitating an affordable housing project without the involvement of a Registered Housing Association. This raises the strategic question for LG as to whether the best approach is to identify and partner with a preferred provider or select a preferred partner on a project by project basis.

The need for this type of strategic partner is reinforced by the fact that local government is regulated by several legislative instruments namely the Local Government Act 1989 and the Planning and Environment Act 1987 which constrain the use of statutory powers or disposal of land assets. A close relationship with a Registered Housing Association may be the only way for a LG to provide strong support to local affordable housing projects while remaining within its legislative requirements.

The report then goes on to consider two types of instruments designed to assist low and moderate income households make the transition from renting to home ownership. In general we have concluded that while private finance is essential to the implementation of these instruments the appropriate products can only be offered by State or Commonwealth governments as they require an integrated approach to finance, subsidies and income support.

We have also noted however the reluctance particularly of some State governments as a result of the legacy of previous schemes that turned out badly. As a result we conclude that it is likely to be the not-for-profit sector through Registered Housing Associations and other intermediaries (such as the newly established National Housing Company) which will lead the charge.

There is little local government can do to design and implement these schemes however they can take a proactive role in making sure access to such schemes is part of the development strategy associated with large scale developments within the municipality.

At times we have been cautious about the capacity of local government to exercise significant impact over the supply of affordable housing. Nevertheless, it is, ultimately, local government which is the level of government 'closest to the people' and therefore most readily exposed to the effects and impacts of the rising price of housing for all of its constituents. In this context local government should be the most inclined to identify appropriate opportunities to be involved and well placed to make the arguments to influence the supply of affordable housing across their municipality.

It is therefore our conclusion that local government should take an increasing role in the achievement of affordable housing outcomes within its municipality

employing all of the mechanisms at its disposal while respecting the principles which govern the use of those mechanisms.

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APPENDX 1

STATEMENT BY SELECT DEVELOPERS, HOUSING ASSOCIATIONS AND PROVIDERS ABOUT THE RELEVANCE OF THE MODELS TO THEIR ORGANISATION BASED ON THE BRIEF (December 2009)

Private developers

ORGANISATION	PERSON	POSITION	COMMENT
MAB Corporation	David Allt-Graham	Development Manager	The models are relevant and the right ones have been selected.
Equiset Grollo Group	Jon Purcell	Development Director	The models cover the main ones Equiset are interested in. They are relevant to Equiset's interest and involvement in affordable housing.
JG King Homes	Natalie King	General Manager Operations	All the models are equally relevant to the organisation and look forward to becoming better informed about them through the research project.
Lend Lease	Paul Wallec	Property Director	Supportive of the intent of the study, in particular the models on partnerships and the role of local government incentives.
Inkerman Developments	Richard Ng	Development Manager	The models are not relevant as the developer is not large enough to be interested in affordable housing.

Community housing developers

ORGANISATION	PERSON	POSITION	COMMENT
Housing Choices Australia Ltd.	Jan Berriman	Chief Operations Officer	The models selected are the relevant ones.
Community Housing Ltd.	Brett Wake	Victorian State Manager	All models are of interest to Community Housing Limited.
South Port Community Housing Group Inc.	Janet Goodwin	Manager	She would like to read the completed study in order to determine the relevance of the models to the organisation.
St.Kilda Community Housing Ltd.	John Enticott	General Manager	The models are very relevant and worth investigating.
Port Phillip Housing Association Ltd.	Karen Barnett	Chief Executive Officer	The models are relevant to the organisation.

APPENDIX 2

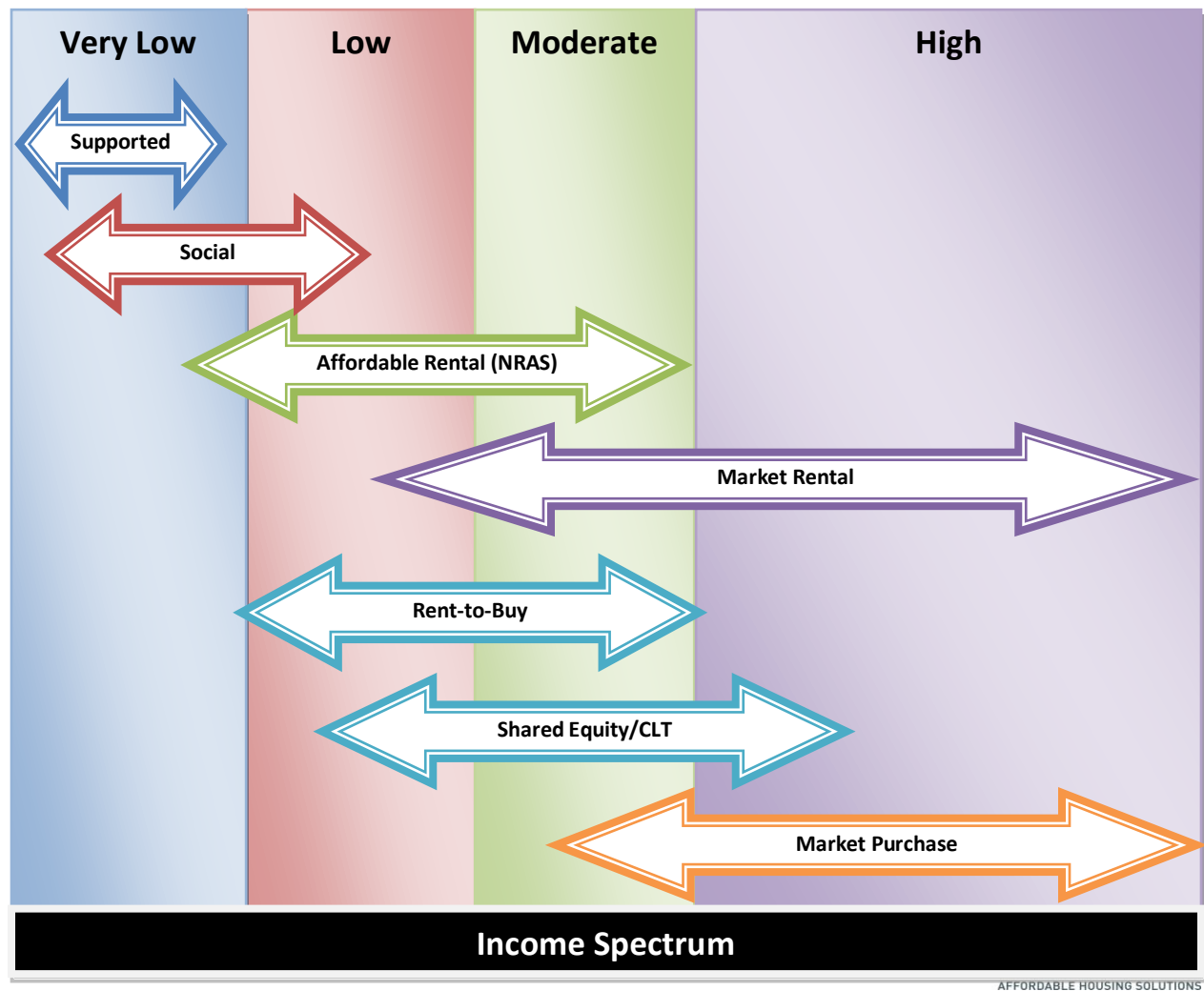
International Examples, Typical Projects – Summary table

Country	Soc Hsg %	Income mix/ demand levers	Rent regime	Main private finance mechanisms (supply)*	Public policy supply levers*	Delivery
England	21	Broad access increasingly targeted with full subsidies	Amenity & cost related	Bank debt secured by secure revenue and grant (40-50%)	Public grants Developer contrib. (under planning provisions) (~50%)	NFPs Local Authorities Private (few)
US	5	Low & moderate Limited no vouchers for low incomes	Affordable rents related to area median income	Equity investment via tax credits (42%) Bank debt (36%)	State & local govt loans	Public housing authorities For Profits NFPs
France	17	Segmented, varies with program subsidy conditions	Govt set maximum rents (by location & program)	Low interest loans raised via tax privileged public savings scheme (70%)	State & local subsidies (10%) Local authority land & developer contrib. (under planning provisions)	Public bodies NFPs PPPs
Austria	21	Broad, targeting varies with local subsidy conditions	Cost based, costs are capped	Low interest loans raised via tax privileged Housing Bonds (40-60%)	Graduated public grants/ loans (30-40%) Municipal land set asides & land banking	Regulated limited profit assoc. & co-ops. Municipal companies
Switzerland	8	Broad, limited subsidies for low incomes	Cost based	Bank loans (60%) Bond issuing cooperative (25%)	Low interest public revolving loan (6%) State guarantee for bond	Regulated limited profit assoc. & co-ops. Municipal companies

*Typical projects'. Provider and tenant equity and/or minor loans make up additional finance. Source: Lawson et al, forthcoming

APPENDIX 3

AHS Spectrum of housing options by income types



Inner Melbourne Action Plan
Progress Report
Action 9.4 Green Demonstration Projects

Purpose

1. To update the Committee on the progress of new Action 9.4 Green Demonstration projects

Background

2. Action 9.4 consists of 3 parts:
 - a) Water Sensitive Cities
 - b) Green Roof Project
 - c) Distributed Energy project

Teams have now been established for each of these projects.

The purpose of this report is to update the Committee on applications for the **Victorian Local Sustainability Accord** funding which were lodged by the Melbourne City Council in December 2010 for the Green Roof Project and Distributed Energy project. IMAP is a partner in these applications.

Discussion

3. Distributed Energy

- City of Melbourne has led an IMAP bid for \$200,000 in Victorian Sustainability Accord Funding to assist with this project
- Funding is expected to be announced in March/April 2011
- An energy demand mapping and opportunities study is proposed to be undertaken across the IMAP region. The study will identify opportunities for:
 - the best opportunities for district energy systems,
 - distributed, renewable and low-carbon energy generation,
 - district approaches to energy efficiency projects.
 The project also seeks to identify commercial vehicles for delivery of solutions.
- Similar work has been undertaken by the City of Sydney and the Greater London Authority and has led to the development of district energy systems (currently being planned).
- The study will require data input from the four councils. This may include rates data, planning scheme information and statistical data.
- Funding through IMAP has been budgetted as follows:
 - 2010/11 \$45K from accumulated IMAP funds [\$11K per Council – already paid]
 - 2011/12 \$55K from the IMAP Councils [\$13.75K per Council]
 - 2012/13 \$80K from the IMAP Councils [\$20K per Council]
- Funding required from Councils includes \$45,000/council. \$200,000 of State Government funding has also been sought through the Accord. The project scope and approach will have to be reviewed if the bid for State Government funding is not successful.

- If the bid is successful, the project timeframe will be 2011/2012. This would require IMAP funding to be brought forward.

4. Green Roofs Project

- City of Melbourne has led an application for \$250,000 funding from the Victorian Local Sustainability Accord. The application lists the City of Port Phillip as a partner council to this initiative, in addition to the University of Melbourne – School of Land and Environment. IMAP is also a partner however the funding contribution from IMAP will require further clarification in the event that the project Accord application is successful.
- The project will improve knowledge on green roofs, walls and facades and create solutions for the current barriers to implementation.
- It will deliver Victorian guidelines for green roof/wall/facades including a how-to guide and recommendations for options to integrate rooftop and vertical greening into regulatory schemes. In addition the project proposes to develop feasibility studies to identify site-specific solutions for at least 3 high priority sites at each municipality.
- The project will contribute to reducing heat retention in urban areas as well as reducing the cooling loads and energy consumption within buildings.
- Funding through IMAP has been budgetted as follows [\$12K each] :
 - 2011/12 \$15K from the IMAP Councils
 - 2012/13 \$35K from the IMAP Councils
- In addition to the \$250K sought from Government, the application has proposed \$40K funds from partner Council [CoPP] and \$40K funds from the lead Council [CoM].
- If the bid is successful, the project timeframe will be 2011/2012. This would require IMAP funding to be brought forward and reassessed.

5. Water Sensitive Cities

Quotes are currently being sought to develop a research paper providing IMAP Councils with an overview of Water Sensitive Cities and case study examples. The IMAP budget for this work is \$5K in the current financial year.

6. Recommendation

That the IMAP Implementation Committee resolves to **note** the progress comments provided on Action 9.4.