



## IMAP Projects - Business case template

Attachment 7

### Wayfinding and Signage

<p>Name and purpose of the project/action</p>	<p>Wayfinding signage The purpose of the project is to encourage people to explore inner Melbourne and to enable local businesses to benefit from the visitor economy.</p>
<p>Alignment with IMAP Goals and Strategies;</p>	<p><b>GOAL 1. A globally significant, strong and diverse economy.</b> Strategy 1.4 Wayfinding signage Tasks: 1. Promote the wayfinding standards and roll out to all IMAP councils and interested third parties. (See Attachment 1) 2. Commission a gap analysis and recommendations for sign placements across the IMAP region. (See Attachment 2) 3. Work with Vic Maps or equivalent to develop an Inner Melbourne region single base map. (See Attachment 3) 4. Develop the Business Case and implementation plans for recommendations to State Government.</p> <p><b>GOAL 2. A connected transport network that provides real travel choices.</b> Strategy 2.5 – Promote walking Tasks: 1. Develop campaign strategy, approach and measures, considering links to other IMAP projects relating to walking (i.e. wayfinding, tourism)</p>
<p>Investment logic analysis (e.g. what are the problems, benefits, potential strategic responses and solutions)</p>	<p>In 2015, City of Melbourne commissioned consultants to help the Melbourne Visitor Signage Committee define the problems with current wayfinding signage in Melbourne and to identify benefits from investments in city-wide, integrated signage systems.</p> <p>A workshop (June 2015) comprising representatives of local and state government authorities (including IMAP representatives) identified the following problems:</p> <ul style="list-style-type: none"> <li>• Lack of consistency between signs and maps across all areas and modes of travel in terms of design, style and content.</li> <li>• Lack of regulation and maintenance, and issues related to the proliferation of signage and maps across all areas and modes of travel ('visual clutter').</li> <li>• Lack of information and wayfinding context for travel between modes.</li> <li>• Lack of continuous signage for wayfinding; incomplete or disjointed signage.</li> </ul> <p>A review of investment in city-wide, integrated wayfinding signage by London, Birmingham, Edmonton and Toronto (November 2015) revealed the following benefits:</p> <ul style="list-style-type: none"> <li>• Transport: improved legibility and accessibility for pedestrians and cyclists; time savings for walking and cycling journeys; improved user experience for public transport journeys and transfers between modes; and promotion of walking and cycling.</li> </ul>

	<ul style="list-style-type: none"> <li>• Social and community: increases in walking and cycling lead to wider health benefits and improved feelings of safety and security.</li> <li>• Economic: increased visitation by tourists, local visitors and business travellers, and increased turn-over in more legible streets.</li> <li>• Environmental: reduction in car use and associated externalities; and more efficient use of road space.</li> <li>• Urban design: reduced visual clutter and improvements to the public realm.</li> <li>• Positive benefit cost ratios (BCRs) on each city's investment.</li> </ul> <p>The review also suggested that administrative benefits (e.g. efficiencies in the delivery of signage infrastructure and from shared procurement) could be expected from this investment.</p> <p>The workshop proposed the following strategic responses and solutions:</p> <ul style="list-style-type: none"> <li>• Development of <i>guidelines</i> for designing and installing wayfinding signs in Victoria. Application of these guidelines is expected to improve the consistency of information carried by wayfinding signage systems and ensure signs are located in line with the multi-modal journeys users frequently take across municipal boundaries.</li> <li>• Adoption of <i>a single map base</i>, as well as a shared system for creating and modifying maps, for use by local and state government authorities. The map would be available through all channels (e.g. digital, on-line and static) and adapted to a range of formats (e.g. wayfinding signs, printed maps, wall maps, downloadable).</li> <li>• Development of <i>linked asset management systems</i> to record the location of wayfinding signs and the information they carry. This system would improve governance, placement and maintenance of wayfinding signage, and facilitate regular audits of condition and content.</li> <li>• Local and state government authorities' collaboration on a <i>business case</i> for investment in region-wide, integrated wayfinding signage.</li> </ul>
Project scope and timeframe, cost and funding sources, lead Council and project teams;	<p>See Attachments 1, 2 and 3 for detailed scope, timeframe, estimated cost and funding sources, and project lead and teams for the following IMAP projects:</p> <ul style="list-style-type: none"> <li>• Standards \$ 56,500</li> <li>• A regional placement plan \$125,000 (up to)</li> <li>• A single, shared mapping system \$ 85,000</li> </ul>
Assessment against IMAP project criteria;	
<b>Alignment with the IMAP vision -</b>	
<ul style="list-style-type: none"> <li>• Will the project/action demonstrably enhance the liveability of Inner Melbourne by delivering defined outcomes which contribute to achievement of the goal and aims of the plan?</li> </ul>	<p>Yes.</p> <ul style="list-style-type: none"> <li>• The project aims to encourage people to travel through inner Melbourne on foot, by bike and public transport.</li> <li>• The project is expected to improve the sense of safety and confidence of people exploring inner Melbourne, and to deliver economic, health, environmental and public realm benefits.</li> </ul>

<ul style="list-style-type: none"> <li>Does the project/action align with potential programs and/or funding opportunities within the state or federal government, or elsewhere?</li> </ul>	<p>Yes.</p> <ul style="list-style-type: none"> <li>Application will be made in 2019-2020 for State Government funding under the Tourism Demand Driver Infrastructure program to pilot the project regionally.</li> <li>Depending on the outcome of the Business Analyst's work (see Attachment 3), a submission could be lodged for State Government funding through the Investment Logic Mapping (business case) process.</li> </ul>
<p><b>Regional benefit -</b></p>	
<ul style="list-style-type: none"> <li>Will the project/action's benefits accrue to a broader region (i.e. more than just one local authority)?</li> </ul>	<p>Yes.</p> <ul style="list-style-type: none"> <li>The wayfinding signage strategy - the standards, placement plans and a single shared map - will make it easy for people to travel easily between transport networks (walking, cycling and public transport) and across municipal boundaries.</li> <li>The aspiration is that the wayfinding signage standards – and the proposed single, shared mapping system - be adopted by IMAP councils and local and state government authorities across Victoria.</li> </ul>
<ul style="list-style-type: none"> <li>Is there sufficient agreement amongst the IMAP members to undertake the project/action?</li> </ul>	<p>Yes.</p> <ul style="list-style-type: none"> <li>The Melbourne Visitor Signage Committee held a planning workshop in January 2017</li> <li>Committee members (including IMAP representatives) agreed that promotion of the standards and exploration of a single, shared base map were the next priorities for the wayfinding signage project.</li> </ul>
<p><b>Shared resources -</b></p>	
<ul style="list-style-type: none"> <li>Are there opportunities for resource sharing and/or economies of scale?</li> </ul>	<p>Yes.</p> <ul style="list-style-type: none"> <li>The project aims to produce and test a 'family' of pedestrian wayfinding signs and a single, shared base map that can be adopted by IMAP (and other) councils.</li> <li>This shared approach is expected to cost less than BaU. Councils are also expected to benefit financially through opportunities for shared procurement.</li> </ul>
<p><b>Focus on results -</b></p>	
<ul style="list-style-type: none"> <li>Does the project/action present opportunities to find new or better ways to address issues/challenges facing Inner Melbourne?</li> </ul>	<p>Yes.</p> <ul style="list-style-type: none"> <li>The wayfinding signs being piloted in Melbourne municipality during 2017 will test users' preferences for physical and digital wayfinding information. Businesses and service providers will also be interviewed about issues relating to wayfinding signage (or the lack of it).</li> <li>The proposed investigation of a single, shared map will define current problems and expected benefits, and test strategic responses.</li> </ul>
<ul style="list-style-type: none"> <li>Can the expected results of the project/action be clearly defined?</li> </ul>	<p>Yes.</p> <ul style="list-style-type: none"> <li>Testing during CoM's pilot project and analysis of the case for (or against) a single, shared map will quantify expected benefits to users, local businesses and to councils participating in the collaboration.</li> <li>A similar testing regime would be incorporated in the proposed regional pilot.</li> </ul>
<p><b>Timeliness -</b></p>	

<ul style="list-style-type: none"> <li>Can the desired result be achieved within a 5-10-year period?</li> </ul>	<p>Yes. See program timetable.</p>
<p><b>Effectiveness -</b></p>	
<ul style="list-style-type: none"> <li>Do the expected outcomes warrant the expected investment of time and resources?</li> </ul>	<p>Yes. Other cities have derived substantial benefits and positive BCRs from investing in city-wide, integrated wayfinding signage systems.</p> <p>Early indications are that Melbourne (and Victoria) would benefit from a similar investment in time and resources.</p> <ul style="list-style-type: none"> <li>The project proposals (Attachments 1, 2 and 3) outline a staged approach to a region-wide wayfinding signage</li> <li>The outcomes from this staged approach will be quantified and monitored.</li> </ul>
<p><b>Value add -</b></p>	
<ul style="list-style-type: none"> <li>Does the project/action overlap, duplicate or enhance other strategies being undertaken elsewhere?</li> </ul>	<p>The project aligns well with Public Transport Victoria's (PTV's) focus on the customer experience: on customers' journeys from front door to destination; not just the public transport component of their journey.</p> <p>The project could also complement the remit of the recently-established Transport for Victoria.</p>
<p style="background-color: #cccccc;"> </p>	
<p>Sponsor organisations and potential partners;</p>	<p>Public Transport Victoria; VicRoads; the Tourism, Events and Visitor Economy branch of DEDJTR; and Wyndham City</p>
<p>Recommendation.</p>	<p> </p>

Attachment 1:

## Goal 1 Task 1: Promote the wayfinding standards and roll out to all IMAP councils and interested third parties.

### Background:

There are many different wayfinding signage systems in Inner Melbourne, each with its own approach to eligibility for signing, graphic standards, naming, symbols and showing distance, and none of which are placed in a way that helps people move easily between walking, cycling and public transport networks or across inner Melbourne council boundaries.

### Key issues

The Melbourne Visitor Signage Committee has developed standards and guidelines for the design and installation of wayfinding signs, for use by public and private sector organisations.

The document - *Way found. Wayfinding Signage Standards for Victoria* – is expected to be adopted by IMAP councils in September / October 2017. It will be produced in on-line format.

During its first year of release, *Way found's* standards and guidelines will be refined following:

- A review of the document - its ease of use and coverage – by a number of local and state government authorities (*Way found's* target market).
- Testing graphic standards and design concepts as part of City of Melbourne's pilot wayfinding signage project during 2017. (Technical specifications, location templates, asset management and maintenance requirements will be refined based on the pilot project's results.)

Feedback from the review and the testing will be incorporated in *Way found 02* in 2018-19.

Task	Timeframe	Cost	Funding source
Launch and communication of <i>Way found</i>	July / August 2017	\$6,500	IMAP
Distribution and testing of <i>Way found</i>	2017-18	Nil	Staff time / electronic channels
Release of (pilot) user testing results	March 2018	Nil	Staff time / electronic channels
Refine design and technical specifications*	June 2018	Nil	CoM staff time (tbc)
Production of <i>Way found 02</i>	2018-19	\$35,000**	IMAP
Design and release <i>Way found 02</i>	2018-19	<u>\$15,000</u> ***	IMAP
Estimated cost (2018-19 budget bid)		\$56,500	

### Lead council –

- Pilot project + user testing + production of technical specs: CoM (tbc)
- *Way found* review and production of *Way found 02*: tbc (CoS / CoY / CoPP / CoMar?)

**Project team** – tbc (PTV / CoM / CoS / CoY / CoPP / CoMar?)

\*This work would be a collaboration by CoM, IMAP councils, Wyndham City and PTV

\*\*Consultant's fee

\*\*\*Design + production costs

Attachment 2:

## Goal 1 Task 2: Commission a gap analysis and recommendations for sign placements across the IMAP region.

### Background

*Way found. Wayfinding Signage Standards for Victoria* outlines placement criteria to ensure information is available at key decision points along a user's journey. The placement criteria support the project's aim of encouraging exploration and enabling businesses to benefit from the visitor economy

The City of Melbourne is testing *Way found's* placement criteria as part of its signage pilot. (Wyndham City is also running a pilot.)

### Proposed approach

Commission a gap analysis and development of a signage placement plan that encourages people to explore the inner Melbourne region. The placement plan would facilitate travel across municipal boundaries and link transport modes / destinations / attractions within inner Melbourne.

- Placement plans will be developed for each interested council (up to five).
- These plans will 'roll up' into a regional plan for Inner Melbourne.
- Application then to be made to the State Government's Tourism Demand Driver Infrastructure (TDDI) program for capital works funding for an inner Melbourne multi-modal wayfinding signage pilot project.

A steering committee will be appointed to commission the gap analysis and placement plans; to coordinate the cross-council, multi-modal elements of the project; and to prepare the submission to the State Government.

### Deliverables

A placement plan for the inner region that:

- Responds to IMAP's (and each council's) economic development, transport and urban design strategies.
- Identifies strategic linkages between key destinations, routes and transport networks within each of the five councils and across the region.
- Applies *Way found's* placement criteria, technical specifications, graphic standards and design concepts (as amended following the Melbourne and Wyndham signage pilots).
- Specifies the location and type of each proposed sign.
- Ensures the signs work together as a system.
- Links pedestrian, cycling and public transport networks and creates routes across adjoining councils.
- Identifies signs that can be removed or modified as part of the plan.

<b>Task</b>	<b>Timeframe</b>	<b>Cost</b>
Form regional committee and develop project brief	2017-18 (Q3 + Q4)	IMAP staff time
Commission consultant / contractor	2018-19 (Q 1)	IMAP staff time
Undertake gap analysis + develop plans	2018-19 (Q2 – Q4)	Up to \$150,000*
Prepare submission to TDDI	2019-20 (Q2 + 3)	Staff time

\*Cost has been estimated at between \$20,000-\$30,000 per council area, depending on complexity of areas and support provided by council staff. Total cost will depend on how many of the five councils wish to participate.

## Goal 1 Task 3: Work with Vic Maps or equivalent to develop an Inner Melbourne region single base map.

### Background

A single, shared mapping system is the strategic element in city-wide, integrated wayfinding signage systems developed by London, Toronto, Edmonton, New York and Birmingham.

Evaluation of these international systems reveals that this investment generated significant benefits for users and for the relevant government authorities.

Recent work to improve wayfinding signage in Melbourne has inevitably led to discussion about building a basemap for Melbourne and Victoria. The cost of developing, operating and maintaining an integrated signage system – and the single, shared map at its base – is expected to be high but less than the Business as Usual (BaU) scenario of each authority developing and operating its own mapping system. Possible future use by tourism agencies for visitor maps may also create savings and reduce duplication.

The IMAP 2016-2026 Action Plan includes an action to ‘work with VicMaps or equivalent to develop an Inner Melbourne region single base map’.

### Key issues

Creating a single, shared, data driven mapping system will involve substantial cost and time. Its development, operation and maintenance will need to address questions of strategic value, data sources and availability, infrastructure, systems integration, risk, governance, funding and return on investment.

Transport for London’s experience building the base map for *Legible London* was that:

*‘Developing this capability will require organisational changes to acquire new skill sets; it will also require new work processes, new data sharing agreements; new data capture and integration facilities; and new cartographic functionality. Support for these processes and the orchestration of all parties involved may actually present a more significant challenge than that of implementing cartographic functionality to create the map products. (Source: Legible London IT Platform – Solution Strategy)*

The assumed benefits of a single, shared, data driven mapping system have not been tested at any scale in Victoria: at regional, metropolitan or state-wide scale. Nor have the costs and benefits of different options – e.g. create a new, GIS-based regional system or harness existing platforms (e.g. Google, VicMap, the Inner Melbourne map, Melways or CityMapper) - been tested.

IMAP’s regional base map project could be an important pilot for Victoria. It is an opportunity to ...

- establish the strategic value of a single mapping system for use by local and State Government authorities to meet their customers’ navigation and wayfinding needs;
- test the feasibility of different options, their operational and maintenance requirements, costs and benefits; and
- investigate an approach that can be scaled up to metropolitan and state-wide level.

### Proposed approach

A two-step approach to the project is proposed:

1. *Workshops: estimated cost to IMAP - \$5,000 (2017-18)*
  - Define current problems with wayfinding signage in Inner Melbourne and impacts on users and other stakeholders.

- Define expected benefits of a regional, map-based, integrated signage system.
- Explore strategic responses and solutions.

Lead council: City of Melbourne or City of Maribyrnong (tbc)

Partners: IMAP councils, PTV and VicRoads

Resource: workshop leader accredited by Dept Treasury and Finance in Investment Logic Mapping

Timing: November / December 2017.

2. *Appoint a Business Analyst (full time, six months): estimated cost to IMAP - \$85,000 (2018-19)*

Tasks:

- Work with IMAP councils to undertake an analysis of:
  - The need for a regional map base: its uses, formats and applications
  - Available regional map products and their potential adaptation for the needs identified above.
- Assess feasibility of different options:
  - create a GIS-based regional mapping system; or
  - harness existing platforms and products.
- Compare costs of the different options with a Business as usual scenario.
- Explore feasibility of scaling up from regional level to metropolitan and state-wide levels.
- Identify systems integration, resourcing, technical capacity, process and capability requirements for IMAP councils to operate and / or maintain the single map.

It is proposed that the Business Analyst be based at Transport for Victoria (TfV) for six-months.

Lead council: CoM or City of Maribyrnong (tbc)

Partner: PTV

Advisory Group: IMAP councils, VicRoads, DELWP

Timing: July 2018 – December 2018.

***Deliverables***

- Clear statement of opportunity, purpose, likely users, applications and formats of a single inner Melbourne mapping system.
- Parameters of a single mapping system that integrates topographical, street, transport and landmark data from open, free, regularly updated GIS databases.
- Feasibility of harnessing existing platforms to deliver required mapping functions, scale and formats eg Google, VicMap, the Inner Melbourne map, CityMapper, Melways.
- Cost comparisons of new and harnessed systems with business as usual scenario.
- Assessment of interest by relevant state government authorities (e.g. transport and parks) and opportunities to partner in building a single map system for use in wayfinding and journey planning purposes.
- If relevant, an outline of next steps in developing a business case to the State Government in accordance with Dept of Treasury and Finance's Investment Logic Mapping requirement.