



IMAP

INNER MELBOURNE ACTION PLAN

Making
Melbourne
more
liveable



Annual Report 2019-2020



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Message from the Chairs

The Inner Melbourne Action Plan (IMAP) guides the successful collaboration between the Cities of Melbourne, Port Phillip, Stonnington, Yarra and the Maribyrnong City Council, who work together on joint projects addressing inner city regional issues.

The Inner Melbourne Action Plan Implementation Committee (the Committee) was established in 2005 to implement its Action Plan. The latest ten year action plan, now completing its fourth year of implementation, is addressed through the work of cross council project teams, working in consultation with key stakeholders as required, and with the support and oversight of the Committee.

During 2019-20 the IMAP implementation Committee completed work on the following significant projects:

- the Regional Recreation and Sporting Facilities planning project
- modelling Inner Melbourne's Cycling Infrastructure network
- analysis of the PRADS model for affordable housing
- the Community Land Trust model – phase 2 publication
- State Government advocacy on consistent signage supported by the *Wayfound Victoria: Wayfinding Guidelines v2.0*
- partnering with Visit Victoria on distribution of the Inner Melbourne map

The Committee also undertook a full Governance Review of IMAP's structure for implementation in 2021.

Ongoing work includes: developing the Wayfinding signs website; supporting urban forest policy development for inner city tree protection, establishment of a social and economic indicators dashboard in conjunction with commercial vacancy reviews as part of our COVID-19 response, finalising IMAP's widely supported Sustainable Design fact sheet series, and undertaking the joint StreetCount survey – once current restrictions permit. Progress on all these significant regional projects is detailed in this publication.

The Committee acknowledges the considerable support and input of staff, external partners and technical experts on assisting our progress with implementing the Inner Melbourne Action Plan projects during 2019-20.



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2



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1 **Cr Sarah Carter** Mayor, Maribyrnong City Council

2 **Cr Misha Coleman** Mayor, City of Yarra

3 **Cr Bernadene Voss** Mayor, City of Port Phillip

4 **Cr Steve Stefanopoulos** Mayor, City of Stonnington

5 **Cr Nicholas Reece** Chair, Future Melbourne (Planning) Committee, City of Melbourne

Introduction

The Inner Melbourne Action Plan

Since 2005, Melbourne's five inner Metropolitan Councils - the Cities of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong City Council (from 2013) have worked together to develop and implement strategies and actions in the Inner Melbourne Action Plan to strengthen the liveability, attractiveness and prosperity of the region and respond to growth and changes occurring in the inner city.

The IMAP region hosts the capital city of Victoria, incorporating the major financial, administrative, retail, cultural, and entertainment functions of the State. IMAP strategies and actions are identified as key areas for regional cooperation within the central city. The IMAP actions have been successful in fostering ongoing cooperation, goodwill and active participation between IMAP stakeholders.

The IMAP Councils are uniquely positioned to have an ongoing role in the development of the Inner Melbourne region.

The *Inner Melbourne Action Plan 2016-2026* identifies where we would like Inner Melbourne to be in ten years time.

The Vision Statement notes:

Inner Melbourne will continue to improve its internationally-renowned liveability whilst responding to rapid growth.

This will be achieved by promoting the following Goals:

- **Goal 1:** *A globally significant, strong and diverse economy*
- **Goal 2:** *A connected transport network that provides real travel choices*
- **Goal 3:** *Diverse, vibrant, healthy and inclusive communities*
- **Goal 4:** *Distinctive, high quality neighbourhoods and places*
- **Goal 5:** *Leadership in achieving environmental sustainability and climate change adaptation.*

The current **Inner Melbourne Action Plan 2016-2026** identifies where we would like Inner Melbourne to be in ten years time through the identification of 20 outcome statements. These outcomes will be achieved through:

- joint advocacy,
- delivering strategies, policies and regional scale projects,
- undertaking research and development initiatives, and
- sharing resources.

Representatives of the five Inner Melbourne Councils are members of the IMAP Implementation Committee, a section 86 Special Committee under the Local Government Act 1987, charged with achieving the outcomes, goals and strategies identified in the Plan.



Achievements 2019-2020

Strategy 1.3: Market Inner Melbourne as a world-class tourism destination

Completed: IMAP Regional Visitor Map partnership

During 2019-20 the IMAP Implementation Committee welcomed the new formal agreement with Visit Victoria (via the Melbourne Convention Bureau) for part funding the printing and distribution of the Official Visitor Map. The IMAP Councils supply the Inner Melbourne map for inclusion in this and other visitor publications.

This partnership agreement has been instrumental in forging a closer relationship and opportunity for greater collaboration and networking between the IMAP Councils and Visit Victoria.

External Partners: Visit Victoria; Melbourne Convention Bureau

Regional Visitor Map



Strategy 1.4: Ensure Inner Melbourne's entertainment precincts are regarded as safe, accessible and vibrant places

Strategy 2.4: Make Inner Melbourne a great place for walking

Completed: Wayfound Victoria – Wayfinding Guidelines V2.0

The *Wayfound Victoria: Wayfinding Guidelines V2.0* manual has been completed. As a result of feedback and review the document is now in 2 parts:

- **Part A – Strategy:** includes signing principles + guidelines.
- **Part B – Implementation:** includes the pedestrian signage system (product range) + technical information.

Wayfound Victoria: Wayfinding Guidelines V2.0 contains substantial new content including:

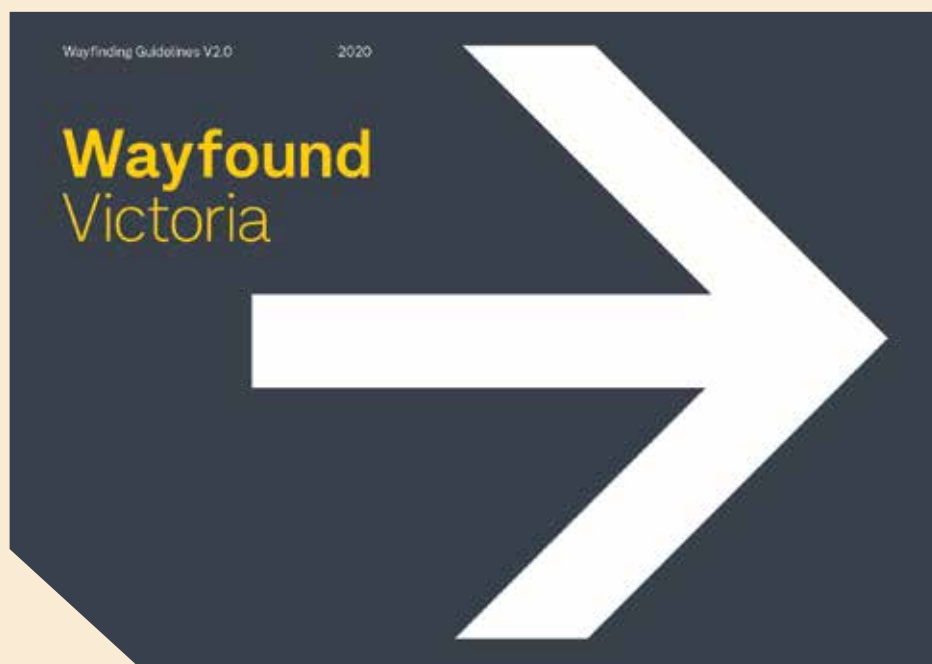
- Updated guidelines
- 'Placeholders' added for State Government input into:
 - cycling + shared-use signing,
 - regional signing, and
 - mapping
- A checklist of the steps to follow when planning, designing, fabricating and installing signs.
- Certification results of the accessibility benchmarking undertaken on the signage designs and placement
- A pedestrian signage system (product range), graphic standards, technical drawings, placement and installation guidelines.

Engagement with the State Government to implement consistent wayfinding signage across the infrastructure projects is ongoing.

To date the IMAP Councils have written to the Minister for Transport Infrastructure and the Minister for Public Transport expressing their concern about the lack of a coherent approach in the development of transport-related wayfinding systems across Melbourne. On 25 October 2019 Committee representatives met with the Secretary, Department of Transport (DoT) and representatives from MTIA to request DoT's implementation of consistent signage across Victoria.

The Melbourne Visitor Signage Committee (MVSC) are currently developing a website to promote wayfinding principles and enable public access to *Wayfound Victoria V2.0*. For details refer to *Current Projects*.

External Partners: The Coordinating Committee comprises Maribyrnong, Melbourne, Port Phillip, Stonnington and Yarra City Councils and Department of Transport entities (Public Transport Victoria, VicRoads)



Strategy 2.3: Make Inner Melbourne a cycling friendly region by creating a continuous network of on and off road cycling routes

Completed: Inner Melbourne Cycling Network Infrastructure Model

Completed in June 2020, the main outcome of the project was the Bicycle Network Model which allows Councils to assess future growth and benefits associated with improvements to the bicycle network. The model is an operational tool that is expected to be widely used by IMAP Councils to plan and prioritise future bicycle infrastructure projects and choose between designs offering different levels of protection.

The project also modelled scenarios for 2019, 2021 and 2031 with - and without - planned bicycle network improvements from each IMAP Council. Each scenario shows increases in bicycle use due to population growth along with further growth from new infrastructure which enables more people to cycle. Without new infrastructure, increased numbers of people would be exposed to greater crash risk when riding bicycles.

The project estimated that constructing the proposed network of each IMAP Council will increase bike use by 82 per cent. This increases to 105 per cent on streets with new bike infrastructure.

The project also found a significant number of short trips, including car trips (31,000 car trips each day averaging 1.2km) which could be converted to bicycle trips in the future. This would lead to reduced traffic congestion and transport greenhouse gas benefits.

The project also enabled an analysis and prioritisation of how certain protected bicycle routes in IMAP could assist a Covid Recovery plan for Melbourne by reducing crowding on public transport when restrictions are lifted. This additional work has formed the basis for advocacy to the Minister for Transport.

The IMAP Bicycle Network Model is the first step in making more strategic investment decisions in the delivery of bicycle infrastructure.

The model is constructed so that it is accessible, and can be built on and replicated, across the 32 metropolitan Councils.

External Partners: Department of Transport, Resilient Melbourne



Strategy 3.1: Advocate for a substantial increase in the supply of affordable housing

Completed: PWC Analysis of the PRADS Model – as an example of a Private Market Affordable Rental Housing Delivery Model

The PRADS Model is being promoted and developed by the not-for-profit organisation, Housing All Australians (HAA), established by Rob Pradolin. The PRADS model comprises the creation of affordable, long-term private rental housing negotiated with developers under voluntary planning agreements.

In 2019, the IMAP Councils engaged PwC to analyse the PRADS Model on a pro bono basis.

PwC used a qualitative and quantitative analysis to investigate a range of potential financial and planning incentives. Four incentives were analysed and modelled based on two hypothetical developments.

In general, PwC found that Model has potential to substantially increase the scale of affordable housing under voluntary planning agreements; and provides Local Government with the capacity to negotiate the trade-off between the depth of discounted rent with the number of affordable dwellings.

PwC have identified that additional work is needed to further investigate the potential to implement the model.

Completed: Enabling Community Land Trusts (CLT) in Australia

In November 2019 the IMAP Implementation Committee endorsed the Community Land Trust Research Project – Phase 2, a manual prepared by the University of Western Sydney to guide establishment of a new shared equity model that provides perpetually affordable home ownership for moderate income earners / key workers.

This was part of a two-stage applied research project, with completion of Phase 2 in mid-2019. The research, which was supported by 11 research funding partners across two project phases, documents how to establish a new CLT sector in Australia:

- **Phase 1** – preparation of *The Australian Community Land Trust Manual*.
- **Phase 2** – preparation of the companion guide, *Enabling Community Land Trusts in Australia*.

Both these documents have been published and are publically available.

External partners: University of Western Sydney; University of Sydney; St Kilda Community Housing Ltd; Mount Alexander Community Land Ltd; Hobart Ecovillage; SEMZ Property Group; Tasman Ecovillage; the Committee for Lorne; Marrickville Council; and Servants Community Housing, PwC.



Strategy 3.4: Deliver regional sporting and recreation facilities offering diverse opportunities

Completed: IMAP Regional Sport & Recreation Facility Planning Study – Jan 2020 and Technical Background Report – Feb 2020

The aim of the project was to assess the future provision of sport and recreation facilities, with the focus on active outdoor sport and recreation facilities and aquatic centres for the IMAP area. SGS Economics and Planning were engaged as the principal consultant in 2018 to deliver the Future Planning stage (Stage 2) of the project.

The Final Report notes that Inner Melbourne sport facilities are at capacity and demand is set to double over the next 20 years – significant investment, innovation and a fundamentally different approach is essential to avoid a critical shortfall. Without change, people will miss out, impacting community health and wellbeing.

A new approach to sport and recreation provision is proposed to ensure that local communities are provided with opportunities for participation. It suggests that Councils and key stakeholders will need to:

"be bold, be brave, think differently and champion new ways to support sustainable and innovative sport and recreation options which equitably balance everyone's needs across the IMAP area, now and for the future."

The report identifies ten regional priorities for the IMAP Councils including resourcing, advocacy, coordination and partnerships, standardised policies/procedures, new forms of investment, reciprocal arrangements and multi use of facilities.

The project delivered a strong evidence base to inform future planning and provision of key community sport and recreation opportunities with a regional lens, which will provide valuable information to inform the IMAP Councils, and other key stakeholders.

This project received grant funding from the Victorian State Government.

External partners: Victorian Planning Authority; Sport and Recreation Victoria



Current Projects

Strategy 1.4: Ensure Inner Melbourne's entertainment precincts are regarded as safe, accessible and vibrant places

Social and Economic Indicators Dashboard/Commercial Vacancies project

The **Social and Economic Indicators Dashboard project** will develop a dashboard to measure and track the economic and social impact of COVID-19 on our community over time. It will be used to improve Council services and policies and (as appropriate) to advocate to the State and Federal Government for funding, service delivery and policy changes.

Reliable, relevant and timely data will allow the Inner Melbourne Region and individual Councils to make strategic investment decisions and monitor the impact of interventions.

The **Inner Melbourne Commercial Vacancies research project** has been proposed to explore commercial vacancies, the reasons for these and possible solutions at a policy level.

Dashboard data will assist in achieving the expected outcomes of the project:

- Confirming the level of commercial vacancies in activity centres in inner Melbourne;
- Highlight constraints and disincentives on landlords that discourage them from unlocking their properties;
- Identifying changes or incentives at a policy or program level that could be made across the three tiers of Government to encourage activation of commercial vacancies or compel them to do so in addition to incentivising High Street curation opportunities;
- Develop an advocacy platform for State and Federal Government changes.

Strategy 2.4: Make Inner Melbourne a great place for walking

Wayfinding website development and launch

Wayfound Victoria: Wayfinding Guidelines V2.0 has been completed as far as is possible by the IMAP councils and partners, has been fully reviewed by the Melbourne Visitor Signage Committee and the Department of Transport and is ready for distribution.

The Website development brief was completed with valuable input by Department of Transport staff. A draft distribution list is being developed to assist with the website launch.

The website will be the one point of reference for the latest version of *Wayfound Victoria: Wayfinding Guidelines V2.0*. Through the website, the Guidelines become available to all Victorian Councils, State Government and consultants and it becomes the definitive point of reference, providing version control for consistent signage design.

The website and launch will largely complete this stage of the joint IMAP Councils' work on this project, however ongoing management of State, local and private requests for technical drawings, symbols, fonts, checklists and general questions will need to be answered on a regular basis. Currently all enquiries are directed to wayfinding@melbourne.vic.gov.au. A dedicated website base will assist as a one-stop-shop for some of these enquiries.

External Partners: The Coordinating Committee comprises Maribyrnong, Melbourne, Port Phillip, Stonnington and Yarra City Councils and Department of Transport entities (Public Transport Victoria, VicRoads)

Strategy 3.6: Implement joint programs to improve the health, wellbeing and safety of the Inner Melbourne community

2020 Joint StreetCount of people sleeping rough

In November 2019, the IMAP Implementation Committee endorsed the delivery of StreetCount 2020 with confirmed funding from DHHS, IMAP and City of Melbourne. Moreland and Darebin municipalities also joined the project in January, contributing additional funds towards implementing the joint survey. A revised methodology was approved based on advice on international best practice.

In June 2020, the Committee noted the project has been postponed because of the pandemic and will be rescheduled later in 2020–21.

The IMAP StreetCount working group continues to progress priority components of the project and, through engagement in response planning, are monitoring the emerging landscape. This will ensure that when StreetCount can be delivered, it will align with each municipality's response and recovery arrangements as well as contributing to a collective advocacy approach and messaging for social housing.

The delivery of StreetCount later in the year should also deliver a better understanding and intelligence on the ground of the impacts of COVID-19. Data collected at this time will be a valuable snapshot of an unprecedented period where people have experienced cultural and physical hardship.

This project received grant funding from the Victorian State Government, and contributions from Darebin City Council and Moreland City Council.

External partners: Victorian State Government, Launch Housing and other agencies, Darebin City Council and Moreland City Council.

Strategy 4.2: Integrate water sensitive landscapes, substantial tree canopies, biodiversity and habitat into the design of all parks and public space across Inner Melbourne

IMAP Urban Forest Plan

The loss of broad canopy trees is a major concern to all five IMAP Councils. Evidence to date indicates increases in the canopy cover in the public realm, the streets and open spaces are being offset by losses on private land.

To achieve gains and develop a region wide urban forest approach, IMAP's Urban Forest Plan will seek new ways of protecting and increasing tree planting and green infrastructure. The Urban Forest Plan focusses on private land and the mechanisms to retain urban landscapes, particularly trees, through guidelines and policies that may involve incentives or deterrents.

Synergies between this project and current work being undertaken by the City of Melbourne support a joint approach towards development of planning policies to manage trees and greening on private land.

During 2019–20, the project team participated in the City of Melbourne's development of an evidence base and assessment to support these policy changes. IMAP contributed to an economic feasibility study testing proposed standards on eight different development typologies, for a planning scheme amendment that includes mandatory green cover requirements. This ensures several of the typologies tested are typical of developments across all five municipalities.



Strategy 5.4: Increase uptake of environmental sustainable design (ESD) outcomes

Environmental Sustainable Design Fact Sheets Project

Since 2012 the IMAP Councils have been jointly developing a suite of Sustainable Design fact sheets. These fact sheets provide detailed advice on sustainable building design requirements that should be addressed during the early building design process and when lodging a planning permit application. The fact sheets underpin the Sustainable Design in the Planning Process (SDAPP) framework.

Five additional fact sheets are in development to add to the 15 currently in use. These new fact sheet topics are:

- Daylight,
- Natural Ventilation,
- Building Envelope Performance,
- Electric Vehicle Readiness, and
- Zero Carbon Development.

The IMAP Project Team members continue to liaise with CASBE and DELWP on new ESD policy development at a local and state level, including work on a Zero Carbon Development planning scheme amendment.

The series will be completed in 2020. Copies of the Sustainable Design Fact Sheets are available on the IMAP and Council websites. Council enquiries are welcome.

External Users: The fact sheets have been licensed by the IMAP Councils for use by 20 other municipalities, including CASBE (Council Alliance for a Sustainable Built Environment - MAV) and the Bendigo Kangan Institute.

Section 5.1 Governance - How we will achieve our Goals and Mission

IMAP Governance Review

During 2020 the IMAP Councils engaged a consultant to review the current IMAP structure and purpose. The consultant report was considered by the Committee at its meeting in June 2020. It outlined the consultation undertaken, and brought together an assessment of the current status of IMAP and the establishment of new principles moving forward.

The report set out a new advocacy focus for the Inner Melbourne Councils and considered the advantages of a wider membership base.

The IMAP Implementation Committee agreed to a stepped plan over the next 6-12 months to develop and implement a new structure and focus.



Governance

Membership of the IMAP Implementation Committee

The Cities of Melbourne, Yarra, Stonnington, Port Phillip and the Maribyrnong City Council have each established identically constituted section 86 Special Committees, in accordance with the Local Government Act 1989. These Committees meet as one, and provide a coordinated decision-making process to facilitate the implementation of the *Inner Melbourne Action Plan (IMAP) 2016–2026*, as adopted by member Councils in June 2016.

The IMAP Implementation Committee consists of ten voting members, being one councillor and the Chief Executive Officer (or specified Executive Director) delegated from each of the municipalities.

Committee Members: 1 July 2019 – 30 June 2020

City of Melbourne

Cr Nicholas Reece, Chair, Future Melbourne (Planning) Committee, 1 July 2019 – 30 June 2020

Ms Claire Ferres-Miles, Director, City Strategy and Place, 1 July 2019 – August 2019

Ms Emma Appleton, Acting General Manager, Strategy Planning & Climate Change, September 2019 – April 2020

Ms Alison Leighton, General Manager, Strategy Planning & Climate Change, May 2020 – June 2020

City of Port Phillip

Cr Dick Gross, Mayor, 1 July 2019 – November 2019

Cr Bernadene Voss, Mayor, November 2019 – 30 June 2020

Mr Peter Smith, Chief Executive Officer, 1 July 2019 – 30 June 2020

City of Stonnington

Cr Steven Stefanopoulos, Mayor, 1 July 2019 – 30 June 2020

Ms Jacqui Weatherill, Chief Executive Officer, 1 July 2019 – 30 June 2020

City of Yarra

Cr Danae Bosler, Mayor, 1 July 2019 – November 2018

Cr Misha Coleman, Mayor, November 2019 – 30 June 2020

Ms Vijaya Vaidyanath, Chief Executive Officer, 1 July 2019 – 30 June 2020

Maribyrnong City Council

Cr Martin Zakharov, Mayor, 1 July 2019 – November 2019

Cr Sarah Carter, Mayor, November 2019 – 30 June 2020

Mr Stephen Wall, Chief Executive Officer, 1 July 2019 – 30 June 2020

Associate Committee Members

The 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 Environment, Land, Water and Planning – 2 representatives
- Department of Jobs, Precincts and Regions – 1 representative
- Department of Transport – 1 representative
- Victorian Planning Authority – 1 representative

IMAP Executive Officer

The IMAP Executive Officer is the only employee appointed by the IMAP Councils to support the governance and administration of the s86 Inner Melbourne Action Plan Special Committees, including day to day management, project management of teams to ensure implementation of decisions, and provision of advice and reports to the Committee.

IMAP Reporting

IMAP Executive Forum Meetings

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

1 November 2019

Key items on the agenda were:

- Business Arising – review of outstanding items
- Active Sport and Recreation Facilities Project – review of recommendations
- Wayfinding and Signage Project – update on meeting with the Secretary DoT, progress on Guidelines & mapping project brief
- IMAP Governance Review terms of reference
- Three Year Implementation Program review – new budget items for committee approval
- JUMP electric bikes launch

Minutes were tabled and ratified at the 29 November 2019 IMAP Implementation Committee meeting

- During the COVID-19 pandemic, the IMAP CEO's group have met informally on a regular basis to coordinate their responses, share data and prepare joint stimulus project bids.

IMAP Implementation Committee Meetings

30 August 2019 (Host: City of Yarra)

Key items on the agenda were:

- Submission to the Local Government Bill 2019
- Correspondence to Ministers Allen and Horne, the Secretary DoT and the CEO MTIA re consistent signage
- IMAP Annual Report and Summary 2018 -19
- Inner Melbourne Action Plan 2016/2026 - editorial amendments approved for website publication
- DELWP Presentation - Metro Open Space Strategy 2019
- Joint StreetCount 2020 Project - DHHS funds confirmed; review of methodology
- Wayfinding and Signage Project - progress on designs, website brief in development
- IMAP Governance Review - development of project brief

Minutes were tabled and ratified at the 29 November 2019 IMAP Implementation Committee meeting

29 November 2019 (Host: City of Melbourne)

Key items on the agenda were:

- Regional Active Sport and Recreation Facilities Planning Project - draft recommendations
- Wayfinding and Signage Project - update timeline, update on meeting with Secretary DoT, budget update
- Affordable Housing - Overview of Project linkages to homelessness
- Affordable Housing - Presentation: Enabling Community Land Trusts in Australia - Dr Louise Crabtree UWS
- Affordable Housing - Presentation: PwC Analysis of the PRADS model - Ross Hamilton PwC
- Joint StreetCount 2020 Project - Review of methodology
- Confirmation of new budget requests: IMAP Governance Review; Commercial Vacancies Research Project brief; Visit Victoria Partnership on Official Visitor Map (OVM) Agreement and licence, Sustainable Design Factsheets Project graphic design budget
- IMAP Three year Implementation Plan - deferred awaiting IMAP Governance Review

Minutes were tabled and ratified at the 6 March 2020 IMAP Implementation Committee meeting

6 March 2020 (Host: City of Stonnington)

Key items on the agenda were:

- Workshop on IMAP Governance Review preceded meeting.
- Presentation: Melbourne Water - Dr Nerina DiLorenzo - Flood Strategy refresh
- *Active Sport and Recreation Facilities Strategy Final Report* - Presentation: SGS Economics and Planning - endorsed report; consider recommendations alongside other priorities
- Wayfinding and Signage Project - completed manual acknowledged
- Joint StreetCount 2020 Project - noted additional 2 councils and funding, project coordinator confirmed

Minutes were tabled and ratified at the 12 June 2020 IMAP Implementation Committee meeting

12 June 2020 (Host: Remote meeting hosted by Maribyrnong City Council)

Key items on the agenda were:

- Business Arising - CoM progress on Planning Scheme amendment re greening assessment for private developments
- Governance - Delegations under Local Government Act 2020, amended Agreement with Visit Victoria re map publication
- Wayfinding and Signage Project - *Wayfound Victoria: Wayfinding Guidelines V2.0* completed, reaffirmed support for website
- Joint StreetCount 2020 Project - update and street count deferral
- Bicycle Infrastructure Network Modelling Project: Final Report - supported additional analysis of stimulus projects
- IMAP Social and Economic Dashboard Project - Project brief and budget approval
- VicRoads minor maintenance agreements
- DELWP update on funding initiatives
- IMAP Governance Review - report and implementation

Minutes were tabled and ratified at the 28 August 2020 IMAP Implementation Committee meeting

IMAP Steering Group Meetings

There were no IMAP Steering Group Meetings held during 2019-20.

Financial Performance

Overview

The IMAP Councils limited their contributions during 2019-20 to reduce the surplus from previous levels. This strategy has been successful with overall expenditure exceeding income because of a significant number of key projects completed during the year.

The surplus will be carried forward and used to fund ongoing commitments and advocacy opportunities across the five partner Councils.

Budget and Governance Review

The IMAP Implementation Committee considered the IMAP Governance Review final report at their meeting on 12 June 2020. They agreed to a series of steps to implement changes to the name, function, membership and structure of the partnership over the next 6-12 months.

No funding has yet been approved for 2020-21 as the surplus continues to be reduced in anticipation of these changes.

Delays were placed on expenditure because of the pandemic, leading to some projects not being completed during 2019-20. Priority projects were reapproved at the June 2020 Committee meeting for use of existing funds. These will proceed with funds carried forward in the IMAP Reserve and are expected to be completed in 2020-21.

Operating position at 30 June 2020

Total income for the 2019-20 financial year derived from partner councils and other contributors was **\$283,971**. This includes the IMAP partner Councils annual contribution to staff costs and overheads of **\$203,521**.

Contributions totalling **\$80,000** were received from project partners DHHS, Darebin and Moreland Councils towards the 2020 Joint StreetCount project, which was originally scheduled for June 2020. Because of the pandemic, the StreetCount has been deferred to a later date in 2020-21. These funds will be held in the IMAP Reserve Fund and carried forward for this project.

Total expenditure for the 2019-20 financial year on IMAP projects, website hosting, administration, staff costs and sundry items was **\$547,467**. This resulted in a deficit of **\$263,496**.

Retained earnings carried forward from the previous financial year, as at 1 July 2019 was **\$688,421**. Therefore, the Accumulated Surplus for the year ending 30 June 2020 was **\$424,925**. These surplus funds will be carried forward to 2020-21.

The surplus has been allocated and will be applied to the following commitments in 2020-21:

- Joint StreetCount 2020 project: The StreetCount was deferred to later in 2020-21 as a result of the pandemic – estimated cost \$130,000 (\$80,000 from external partners and \$50,000 from IMAP councils)
- The IMAP Council's 2-year contribution to Visit Victoria/Melbourne Convention Bureau for publication of the Official Visitor Guide: At a cost of \$45,000 per year for two years, the year 1 payment was deferred because of the pandemic delaying this publication – total cost commitment \$90,000 over 2 years.
- Wayfinding and Signage project's Wayfound website development and launch: Implementation was delayed while expenditure was reassessed with the pandemic – estimated at \$30,000. This project has been reaffirmed by the Committee for development in 2020-21 and is expected to be completed by October 2020.
- ESD Factsheets: Final payment to consultants for the drafting and oversight of the fact sheets is being held over until the graphic design stage is completed, budgeted in 2020-21. This project is expected to be completed by October 2020. Estimate to complete project \$28,800.
- Approved projects awaiting final bids from external providers. Funds are held in reserve for the following:
 - Social and Economic Indicators Dashboard/ Commercial vacancies project (estimated at \$80,000)
 - Cycling Network advocacy – promotional material (\$6,000)
- Provision for ongoing staff costs.

The following financial statement should be read in conjunction with the Notes.

IMAP Financial Statement

For the year ended 30 June 2020

	Actual to 30 June 2020 (\$)	Notes
INCOME		
Annual IMAP Council Partner contributions		
Staff cost contributions – partner councils	203,521	
Other Contributions		
StreetCount 2020 prepaid grant – DHHS	60,000	
StreetCount 2020 prepaid contributions – Darebin/Moreland councils	20,000	
Visitor map - Licence fees	450	1
Total income	283,971	
EXPENSES		
Operational expenditure (staff costs/overheads)	203,521	2
Materials and services	331,640	
Wayfinding and Signage	132,966	3
Cycling Infrastructure Modelling	99,904	
Urban Forest Plan	25,000	
ESD factsheets development	23,877	4
IMAP Governance Review	49,893	
IMAP Annual Report 2018-19, map updates	5,845	
Websites – domain renewal, hosting, licence fees	4,994	
Sundry expenses	1,467	
Total expenses	547,467	
Surplus/(Deficit) for the year	(263,496)	
Retained earnings carried forward from 2018-19	688,421	
Accumulated surplus for the year	424,925	
Less prepaid grants and non-IMAP contributions	(80,000)	5
IMAP Reserve Fund	344,925	6

Notes

1. IMAP Visitor map: the IMAP Councils annually licence their Inner Melbourne Regional Visitor map to the Melbourne Convention Bureau for use in publications by Visit Victoria.

2. The Executive Officer position and office is hosted by the City of Stonnington with the IMAP Councils each contributing 20% of annual costs and overheads.

3. Wayfinding and Signage project: The Project Team has completed the signage guide and will carry forward remaining funds to complete the promotional website in early 2020-21.

4. ESD fact sheets: The Project Team will complete the final five fact sheets in this series in early 2020-21 following the final graphic design stage.

5. Within the **Accumulated Surplus** are funds from partner agencies and other Councils, which are held in the Reserve Fund. These have been contributed specifically for use on the joint 2020 StreetCount. The Street Count has been deferred until later in 2020-21 as a result of the pandemic and these funds will be carried forward as part of the surplus.

6. The Committee is currently endeavouring to complete current projects and reduce the existing Reserve Fund. No additional funding has been approved for 2020-21 while the Committee is reassessing the name, purpose, structure and governance of the Inner Melbourne Action Plan in line with the recommendations of the Governance Review undertaken during 2019-20.

Statement of Attendance

From 1 July 2019 to 30 June 2020

Committee Member	Position	IMAP Implementation Committee Membership dates to 30 June 2020	Meeting Attendance		
			Attended	Apology	Total Meetings
Cr Nicholas Reece	Chair, Future Melbourne (Planning) Committee, City of Melbourne	Jul 2019 – Jun 2020	2	2	4
Ms Claire Ferres-Miles	Director City Strategy and Place, City of Melbourne	30 August 2019	1	0	1
Ms Emma Appleton	Acting General Manager Strategy, Planning & Climate Change, City of Melbourne	Nov 2019 – Apr 2020	0	2	2
Ms Alison Leighton	General Manager Strategy, Planning & Climate Change, City of Melbourne	Apr 2020 – Jun 2020	0	1	1
Cr Dick Gross	Mayor, City of Port Phillip	Jul 2019 – Nov 2019	1	0	1
Cr Bernadene Voss	Mayor, City of Port Phillip	Nov 2019 – Jun 2020	3	0	3
Mr Peter Smith	Chief Executive Officer, City of Port Phillip	Jul 2019 – Jun 2020	4	0	4
Cr Steven Stefanopoulos	Mayor, City of Stonnington	Jul 2019 – Jun 2020	4	0	4
Ms Jacqui Weatherill	Chief Executive Officer, City of Stonnington	Jul 2019 – Jun 2020	4	0	4
Cr Danae Bosler	Mayor, City of Yarra	Jul 2019 – Nov 2019	1	0	1
Cr Misha Coleman	Mayor, City of Yarra	Nov 2019– Jun 2020	2	1	3
Ms Vijaya Vaidyanath	Chief Executive Officer, City of Yarra	Jul 2019 – Jun 2020	4	0	4
Cr Martin Zakharov	Mayor, Maribyrnong City Council	Jul 2019 – Nov 2019	1	0	1
Cr Sarah Carter	Mayor, Maribyrnong City Council	Nov 2019 – Jun 2020	2	1	3
Mr Stephen Wall	Chief Executive Officer, Maribyrnong City Council	Jul 2019 – Jun 2020	3	1	4

Associate Partner Representatives

Associate Member	Government Department	Meeting Attendance		
		Attended	Apology	Total Meetings
Mr Michael Anderson	Department of Jobs, Precincts and Regions	3	0	3
Mr Dan Nicholls	Department of Jobs, Precincts and Regions	1	0	1
Dr Evelyn Legare	Department of Transport	2	0	2
Mr Dimitri Lolas	Department of Transport	1	1	2
Mr Adrian Salmon	Department of Environment, Land, Water and Planning	2	2	4
Mr Rod Anderson	Department of Environment, Land, Water and Planning	1	1	2
Mr Stephen Chapple	Department of Environment, Land, Water and Planning	2	0	2
Mr Peter Sagar	Victorian Planning Authority	0	1	1
Ms Martina Johnson	Victorian Planning Authority	1	0	1
Mr Damian Kennedy	Victorian Planning Authority	1	0	1
Mr Justin Malkiewicz	Victorian Planning Authority	1	0	1

Progress implementing IMAP 2016–2026

As at June 2020: 12 of 27 strategies (44%) have been addressed or partly addressed since June 2016

	IMAP 2016–2026 Strategies (27)	Proposed Projects	Status
Economy	Foster growth in knowledge economy and creative industry sectors	G1.P1 Implementation of Census of Landuse and Employment (CLUE) <ul style="list-style-type: none"> Information Requirements Investigation Project CLUE Technology Upgrade Project 	Completed Completed
	Promote investment in specialist economic clusters	G1.P2 Smart City Solutions <ul style="list-style-type: none"> Think Tank: Future Disruption Technologies 	Completed
	Market Inner Melbourne as a world-class tourist destination	G1.P4 Wayfinding Victoria guidelines	Completed
		G1.P4 Wayfinding website development	Current
		G1.P5 IMAP Visitor Map	Current
		G1.P5 IMAP Tourism projects – Culture Guides (3)	Completed
	Ensure Inner Melbourne's entertainment precincts are regarded as safe, accessible and vibrant places	G1.P3 Managing Licenced Premises & Entertainment Precincts <ul style="list-style-type: none"> Protecting People in Crowded Places 	Completed
	Social & Economic Indicators Dashboard/Commercial vacancies investigation	Current	
Transport	Develop an integrated and connected regional transport network		
	Advocate to improve public transport across Inner Melbourne		
	Make Inner Melbourne a 'cycling friendly' region	G2.P1 Inner Melbourne Cycling Network model	Completed
	Make Inner Melbourne a great place for walking	G1.P4 Wayfinding and Signage also applies to this Goal	Current
	Reduce the impact of through traffic across Melbourne		
	Advocate for re-prioritised road space which allocates/prioritises walking, bike-riding and public transport on selected roads		
	Delineate a priority freight network to meet the needs of the increased freight task		
Communities	Create a substantial increase in the supply of affordable housing	G3.P2 Community Land Trust	Completed
		G3.P2 Investigate a private market affordable housing delivery model	Completed
	Advocate to achieve improved design quality, internal amenity standards, environmental sustainability and diversity of apartments and all new/refurbished homes		
	Plan/deliver regional and local community infrastructure and services for growing resident and worker populations		
	Deliver regional sporting and recreational facilities offering diverse opportunities	G3.P1 Sport and Recreation Facility Planning	Completed
	Partner to increase integrated community and education settings in the IMAP region		
Improve the health, wellbeing and safety of the Inner Melbourne community		G3.P4 Consistent Approach in the Response to Homelessness <ul style="list-style-type: none"> IMAP 2018 StreetCount 	Completed
		IMAP 2020 StreetCount	Current
Neighbourhoods & Places	Plan/deliver an integrated open space network for Melbourne		
	Integrate water sensitive landscapes, tree canopies, biodiversity and habitat into design of parks and public spaces	G4.P1 Urban Forest and Biodiversity Strategy and Approach	Current
	Establish design standards to ensure new urban development protects and enhances amenity		
	Ensure urban renewal contributes to distinctive high quality local neighbourhoods and positive development outcomes	G4.P4 Employment – Urban Manufacturing: The Dilemma of Urban Employment Land	Completed
	Work to improve the design and management of significant public spaces and waterfront destinations		
Sustainability	Achieve: reduction in potable water consumption per capita; increase alternative (non-potable) water sources; reduce amount of total nitrogen contributed to water ways		
	Develop regional approaches to flood mitigation		
	Reduce total greenhouse gas emissions associated with Council's operations		
	Increase uptake of environmental sustainable design (ESD) outcomes	G5.P5 Implement ESD and Green Demonstration Projects <ul style="list-style-type: none"> Sustainable Design Factsheets Project 	Current
		<ul style="list-style-type: none"> ARC Linkage Grant 'Mimicking natural ecosystems to improve green roof performance' 	Completed
Improve community and Council resilience to impacts of climate change			

Index of IMAP Reports from 2006

All IMAP Projects (by completion date)

Economy

- Regional Economic Development Statement 2007/08
- Tourism research paper 2008/09
- Inner Melbourne Map:
 - Design/development 2008/09
 - Distribution by IMAP: from 2008/09 to 2013/14
 - Licence development 2010/11
 - Redesign to include Maribyrnong 2013/14
 - Distribution Agreement with DML 2013/14
 - Distribution by DML through OVM: 2014/15 to 2018/19
 - [Distribution Agreement with Visit Victoria \(MCB\) 2019/20/Current](#)
- Five (5) Self-guided Visitor Itineraries 2008/09
- Famil Program:
 - Geelong iSite Volunteers 2011/12
 - Ballarat iSite Volunteers 2012/13
- Skybus Visitor Information Video 2012/13
- Work Integrated Learning Project & Student Placement Showcases (2 @ MKW) 2012/13, 2013/14
- AIDS Conference: Events/Attractions promotion 2014/15
- Three (3) Cultural Guide publications with CTV: 2015/16, 2016/17, 2018/19
- Protecting people in Crowded Places 2017/18
- CLUE Project:
 - Information requirements investigation 2017/18
 - CLUE Technology Upgrade project 2018/19
- [Social and Economic Indicators Dashboard/Commercial Vacancies project - Current](#)

Transport

- IMAP Bicycle Legibility Map 2007/08
- IMAP Bicycle Network projects – route improvements: 2008/09 to 2014/15
- Regional Parking Management Policies 2009
- Car Sharing research paper 2010
- Wayfinding Signage Project and installation (LAAP Program) 2009/10
- Greenlight pedestrian safety project 2010/11
- Reducing Through Traffic model 2013/14
- Wayfinding and Signage Master Style Guide:
 - Signage prototype testing 2015/16
 - Wayfinding Guidelines V1.0 completed 2016/17; adopted, design testing 2017/18
 - Wayfound Victoria V2.0 completed 2019/20
 - [Wayfound website - Current](#)
- Bicycle Infrastructure network model 2019/20

Neighbourhoods and Places

- Liveable Walkable Melbourne heritage statement 2006/07
- Cumulative Impact Assessment methodology for Licensed Premises 2011/12
- Urban Manufacturing Research Project 2017/18
- [IMAP Urban Forest Plan – Policy contributions – Current](#)

Communities

- Affordable Housing:
 - Development models study 2010/11
 - Affordable Housing Planning overlay initiative 2011/12
 - Affordable Housing Needs Website 2011/12
 - Affordable Housing Symposium 2015/16
- Integrating Public Housing Estates Master Plan & Collaborative Framework 2012/13
- Community Land Trust Manual:
 - Phase 1 publication 2012/13
 - Phase 2 publication 2019/20
- 2018 Joint StreetCount 2017/18
- [2020 Joint StreetCount - Current](#)
- PwC Analysis of the PRADS model 2019/20
- Regional Active Sport and Recreation Facilities Planning Project 2019/20

Sustainability

- Regional Sustainability Targets 2009/10
- WSUD Joint Planning Scheme Amendment 2010/11
- 'Transitioning to a Water Sensitive City' publication 2011/12
- ESD factsheets series:
 - 10 Factsheets published 2011/12
 - 5 additional Factsheets published 2014/15
 - [5 additional Factsheets - Current](#)
- Growing Green Guide for Roofs, Walls and Facades:
 - manual, case studies, website 2013/14
 - Premiers Sustainability Award 2015/16
- Distributed Energy mapping project with CSIRO 2014/15
- ARC Linkage grant partner – Improving green roof performance – University of Melbourne 2017/18

IMAP

- IMAP Governance Review 2007/08
- Updated Terms of Reference, Delegations, Operational Protocol 2012/13, 2018/19
- IMAP Review:
 - 5 Councils adopted new plan 2016/17
 - Adopted new 4 year Implementation Program 2016/17
 - Established IMAP Steering Groups 2016/17
- Budget review 2018/19
- IMAP Governance Review:
 - Consultant review 2019/20
 - [IMX Implementation - Current](#)
- Local Government Act 2020
 - Submission on Local Government Bill 2019: 2019/20
 - [Updated Terms of Reference, Delegations, Operational Protocol under LGA 2020 - Current](#)

Contact us

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

E emcelroy@stonnington.vic.gov.au

www.imap.vic.gov.au

Photos supplied courtesy of the IMAP Councils
Design by Johanna Villani Design

Making Melbourne more liveable
INNER MELBOURNE ACTION PLAN

