

DRAFT ANNUAL PLAN

2024-25



CITY OF MELBOURNE

Acknowledgement of Traditional Owners

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi-wurrung and Bunurong / Boon Wurrung peoples of the Kulin and pays respect to their Elders past and present. We acknowledge and honour the unbroken spiritual, cultural and political connection they have maintained to this unique place for more than 2000 generations.

We accept the invitation in the Uluru Statement from the Heart and are committed to walking together to build a better future.

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June 2024

Disclaimer

This report is provided for information and it does not purport to be complete. While care has been taken to ensure the content in the report is accurate, we cannot guarantee it is without flaw of any kind. There may be errors and omissions or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information which is liable to change. The City of Melbourne accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from you relying on any information contained in this report.

To find out how you can participate in the decision-making process for City of Melbourne's current and future initiatives, visit melbourne.vic.gov.au/participate



INTRODUCTION

As we enter the final year of the Council Plan 2021–25, we are setting the city up for long-term success.

In this Annual Plan, we reflect on the achievements of the past year and set out the priorities and investments we will deliver for Melburnians over the coming year.

Our Annual Plan updates you on the progress of 52 major initiatives set out in our four-year Council Plan. These include priority projects and capital works projects. They are resourced through our annual budgeting process.

Our major initiatives are aligned to six strategic objectives:

- Economy of the future
- Melbourne’s unique identity and place
- Aboriginal Melbourne
- Climate and biodiversity emergency
- Access and affordability
- Safety and wellbeing.

After extensive consultation with residents, business owners, workers, students and visitors in 2021–22, we developed neighbourhood priorities to guide our annual planning, and our work with partner organisations and community groups.

In early 2024, we surveyed more than 4400 people across all neighbourhoods, checking in on the priorities and making sure we’re doing what counts as we head into the final year of our current four-year Council Plan.

This feedback tells us you want a continued focus on improving safety, wellbeing, access, affordability and sustainability.

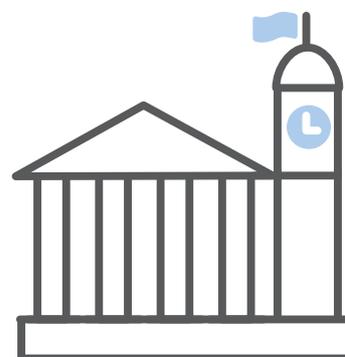
We use a ‘neighbourhood model’ to support each of our 11 neighbourhoods: Carlton, the CBD – Hoddle Grid, Docklands, East Melbourne, Fishermans Bend, Kensington, North Melbourne, Parkville, South Yarra, Southbank and West Melbourne.

The priorities for each neighbourhood evolve every year through ongoing community engagement. Find out more about our neighbourhood priorities and investments for this year in the neighbourhood statements section, in the appendix.

City of Melbourne and its communities still face global economic challenges. We listen carefully to the traders, residents, visitors and students who choose to live, work, play and study here. And we deliver on our commitments so that Melbourne continues to be a welcoming, inclusive, liveable and prosperous city for all.



QUICK FACTS ABOUT MELBOURNE



177,396

residents

55%

born overseas

46%

speak a language other than English

3114

same-sex couple households

769

Aboriginal and Torres Strait Islander people

2.3%

live with a disability

1166

people experiencing homelessness

130

people sleeping rough

22.84%

Melbourne's contribution to the Victorian economy

43,583

businesses registered in the municipality

609,670

jobs

24.78%

tree canopy cover in the public realm

63.1%

feel a sense of belonging to their community



93%

believe the relationship with Aboriginal people is important

24%

participate in arts and cultural activities in the City of Melbourne

25.7

tonnes of greenhouse gas emissions per capita produced

289

kilograms of landfill waste per household produced

136

kilolitres of water from alternative sources used for parks and gardens

64.5%

resident trips made by public transport, cycling or walking

234,609

International students studying in Victoria.

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- City of Melbourne (2023) Internal datasets
- City of Melbourne (2022) *Social indicator survey*
- Department of Education *PRISMS Dataset*
- Department of Transport and Planning (2020) *Victorian integrated survey of travel and activity*
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- .id (informed decisions) (2024) *profile.id.com.au/melbourne*



MELBOURNE CITY COUNCIL 2020–2024

The current Council was elected in October 2020 on a four-year term. The Council is made up of eleven elected councillors, including the Lord Mayor and Deputy Lord Mayor.



From left to right: Councillor Dr Olivia Ball, Councillor Kevin Louey, Councillor Roshena Campbell, Councillor Jamal Hakim, Deputy Lord Mayor Nicholas Reece, Councillor Davydd Griffiths, Lord Mayor Sally Capp, Councillor Rohan Leppert, Councillor Philip Le Liu, Councillor Elizabeth Mary Doidge and Councillor Jason Chang.



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NEIGHBOURHOOD MODEL

Melbourne is a dynamic municipality with a broad set of neighbourhoods, each with its own unique characteristics and needs – from densely populated urban environments, such as the central business district, to more residential areas, such as Kensington and East Melbourne.

Recognising the unique strengths, needs and outlooks of each part of the city, we use a neighbourhood model to capture and connect with the specific aspirations and priorities of our local communities. This strengthens how we understand and work with different communities. It involves listening, exploring and responding to priorities within each neighbourhood.

While we're all Melburnians at heart, the support and services naturally differ for communities in Carlton, the CBD, Docklands, East Melbourne, Fishermans Bend, Kensington, North Melbourne, Parkville, Southbank, South Yarra and West Melbourne.

We consider the demographics, opportunities and challenges in each neighbourhood.

Neighbourhood priorities

After consulting with residents, business owners, workers, students and visitors in 2021-22, we developed neighbourhood priorities to guide our annual planning, and our work with partner organisations and community groups.

In early 2024, we surveyed more than 4400 people across all neighbourhoods, checking in on the priorities to make sure we're continuing to do what counts as we head into the final year of our current four-year Council Plan. The information gathered will be a critical input as we begin to develop the next Council Plan.

This feedback tells us you want a continued focus on improving safety, wellbeing, access, affordability and sustainability. While each neighbourhood has specific priorities, the most common priorities across all neighbourhoods in the City of Melbourne are:

- affordable housing and homelessness support
- more plants, trees and open spaces
- better roads, paths, public transport and parking
- cleaner streets, waste and graffiti removal
- localised creative and cultural events to connect community.

There are also recurring themes across multiple neighbourhoods including:

- improved local safety and prepared for emergencies
- climate action and environmental sustainability
- support for the local economy, jobs and places.

Many of these priorities require a partnership approach with the community and other organisations to make progress.

In 2024-25, we will address these priorities:

Homes Melbourne: Deliver and open the Make Room project, providing transitional supported housing for up to 50 residents at a time. We will also continue to deliver the Affordable Housing Strategy and investigate opportunities for affordable housing on two Council-owned sites.

Urban Forest Strategy: Plant more trees and implement the urban forest precinct plans to increase the canopy cover to 40 per cent by 2040.

Open spaces: Deliver new and improved open space across the municipality including the pocket park in Bedford Street, North Melbourne, and across the CBD, Kensington, North Melbourne and Southbank.

Transport Strategy: Make progress on new bicycle infrastructure and neighbourhood pedestrian and road safety improvements. We will also continue to roll out the Parking and Kerbside Management Plan.

Waste, recycling and graffiti: Deliver the Graffiti Prevention and Management Plan. We will also keep streets cleaner through new cleaning management contracts.

Public Art and Connected Neighbourhoods programs: Support local creative and cultural events through innovative programming at Art Play, SIGNAL, North Melbourne Arts House and our libraries. Small neighbourhood grants will support local community-led events and activities.

Street safety initiatives: We will continue to work with Victoria Police and other agencies to make our streets safer.

Take climate action: Complete the Power Melbourne battery network installation, launch the Melbourne Climate Network, as well as support and expand the Circular Economy Precinct – which was successfully launched in Kensington earlier this year. We will also advocate for housing for heat and health, and support our Zero Carbon Buildings initiative.

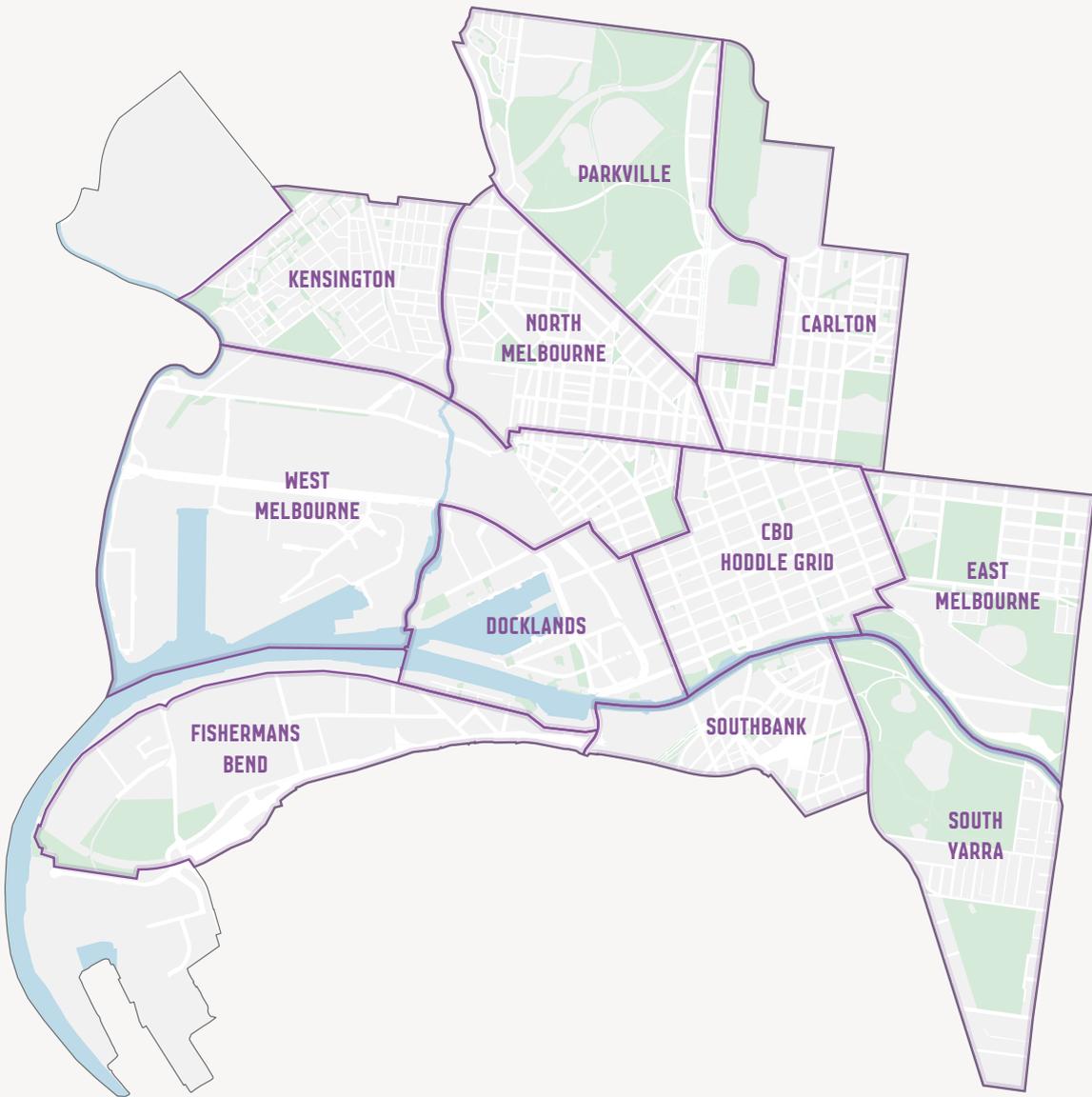
Support local economic development: We will support businesses through the Business Precinct Program and Small Business Grants Program. We will continue to strengthen the day and night-time economies by drawing on the advice of our newly appointed City Economy Advisory Committee, and develop sector roadmaps for retail, hospitality and entertainment, while improving how economic data and analysis is shared with businesses.

Find out what we are doing in each neighbourhood. Refer to the appendix for the full neighbourhood statements.

To check progress on the neighbourhood priorities and find out more about each neighbourhood, visit participate.melbourne.vic.gov.au/neighbourhoods

Neighbourhood map

For more information about each neighbourhood, refer to the Neighbourhood Statements in the appendix.



Key

 Neighbourhood boundary

 City of Melbourne municipality



Visit the Neighbourhood Portals to learn more about each neighbourhood and how we are progressing on their priorities.

OUR PROGRAM OF WORK FOR 2024-25



OVERVIEW

At the City of Melbourne, we plan for the future to ensure we achieve the community's aspirations. Our integrated planning and performance reporting framework has a cascading hierarchy. It begins with our Community Vision and continues through to our annual activities. The work we do in the short-term aligns with our long-term goals. We are transparent about our activities. We report on our outcomes.

Community Vision

The Community Vision represents the community's aspirations for Melbourne over a 10-year period. It guides all our actions, from our strategic decision-making to our collaboration with key partners, stakeholders and the community.

“The City of Melbourne is a city of possibility – where the world meets and the extraordinary happens.”

Council Plan 2021-25

The Council Plan is our four-year commitment to the community. Guided by the Community Vision, it outlines what the City of Melbourne will achieve and how we will monitor and measure our success.

The Municipal Health and Wellbeing Plan is integrated with the Council Plan and shapes how we work to protect and promote the health and wellbeing of individuals and the community we serve.

The Council Plan 2021-25 is made up of these components:

- Strategic objectives – six objectives that set the direction for the four-year term.
- Priorities – each objective has a set of priorities that guide our work.
- Indicators – how we measure progress towards our strategic objectives.
- Major initiatives – initiatives and projects that contribute to the achievement of our strategic objectives.

Annual Plan 2024-25 and Budget 2024-25

The Annual Plan (this document) is a companion document to the annual Budget. It details the key activities that we will undertake in year three of the Council Plan 2021-25 to achieve our strategic objectives.

Our annual Budget details how the City of Melbourne will resource and deliver its core services and activities over the 2024-25 financial year. It includes performance measures and a four-year financial forecast.

2024-25 DRAFT BUDGET

Fast facts



Total budget: **\$781 million**



Events and activations: **\$26.4 million**



Infrastructure: **\$224.7 million**



Surplus: **\$101,000**



Cleaning, safety and fairness: **\$64.1 million**



Open space and greening: **\$49.8 million**

COUNCIL'S STRATEGIC OBJECTIVES

In response to the Community Vision, the Council developed six strategic objectives for its four-year Council Plan 2021-25.

These set the direction for the Council's term.

Our vision for Melbourne as a 'city of possibility' anchors and connects these objectives to deliver real outcomes for the community.

The Council Plan 2021-25 outlines a series of major initiatives it is undertaking during its four-year term.

Each year, the Council considers how it will best deliver the major initiatives through key activities. This is shared with the community through the Annual Plan.

In the following pages we will share the work planned for 2024-25. This includes:

- the key activities and milestones* we will deliver
- the outcomes we seek to achieve
- how we measure success
- the Sustainable Development Goals this work supports.

*Where milestones refer to 'Council consideration' this may refer to formal consideration at the appropriate Council decision making forum (i.e. Council meeting or Future Melbourne Committee meeting), or by internal briefing.



SUSTAINABLE DEVELOPMENT GOALS

In 2022 the City of Melbourne conducted a Voluntary Local Review of our progress against the United Nations Sustainable Development Goals.

The goals are now integrated into our planning process, with each goal aligned to relevant major initiatives.



ECONOMY OF THE FUTURE

In the last year of the Council Plan 2021–25, we will focus on driving economic recovery and creating the conditions for a strong, adaptive, sustainable and thriving future city economy supported by a diverse mix of industries and jobs that provide dignity and opportunity.

Our priorities

- The city economy is stronger, resilient and fully recovered from the impacts of COVID-19.
- Existing businesses are supported, new businesses, talent and investment are attracted to the city and our growing residential community has access to employment in the municipality.
- Increased economic participation, with a city economy that is more inclusive and fair, enabling residents access to employment and key workers access to accommodation in the city. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.
- Doing business in the city is made more attractive by streamlining processes and alleviating costs.
- The central city is a magnet for events and has a strong reputation as a destination to visit, do business, study and live.
- A financially sustainable and highly effective City of Melbourne organisation.
- Melbourne is a digitally connected city that embraces new industries to create next-generation jobs and businesses.



Indicator	Target or desired trend
Capital city gross local product.	Increase
Number of businesses in the municipality.	Increase
Number of startups in the municipality.	Increase
Vacancy rate of retail premises.	Decrease
Proportion of residents employed in the municipality.	Increase
Gross local product per capita per person employed.	Increase
Number of jobs in the municipality.	Increase
Number of visitors to the municipality.	Increase
Planning applications decided within required timeframes.	100%

Major initiatives

Major initiative 1: Strengthen Melbourne's economic recovery	Council's role
Continue to strengthen Melbourne's economic recovery, including through precinct activation, interventions to reduce shopfront vacancies and initiatives to grow the night time economy.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • Shopfront vacancy rates reduced from 14 per cent in Quarter 1 to 11 per cent in Quarter 3. • The Small Business Grant Program and Precinct Christmas Grants provided financial assistance to local businesses. • Dusk till Dawn activations, Twilight Trade pilot, and various marketing campaigns like Christmas in the City and Only in the City attracted visitors and promoted unique city experiences. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Support the city's business precinct associations aspirations through the Business Precinct Program, including reviewing support to precinct associations from across the organisation. • Continue to deliver initiatives that enable shopfront occupancy, including investing in new and existing businesses through the Small Business Grants Program. • Strengthen the day and night-time economies, drawing on expertise of stakeholders including the City Economy Advisory Committee. • Develop roadmaps to guide City of Melbourne's support for the retail, hospitality and entertainment sectors. • Pursue improvements to the way economic data and analysis is shared with businesses. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Small Business Grants round opening. • Quarter 2: City Economy Advisory Committee – evaluation and review. • Quarter 3: Council consideration of precinct program review recommendations. • Quarter 3: Council consideration of report recommending Small Business Grants recipients. • Quarter 4: Council consideration of Melbourne's priority experience economy sectors – recommended framework. • Quarter 4: Council consideration of annual update on the Business Precinct Program 2021–25 and funding for Year 1. 	
Outcomes	
<ul style="list-style-type: none"> • Melbourne's retail and hospitality precincts are vibrant and active (vacancy rate reduced). • Progress towards 2031 goals in the Economic Development Strategy (see major initiative 3) relating to jobs and gross local product. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Decrease in vacancy rate of retail premises. • Increase in number of businesses in the municipality. • Increase in capital city gross local product. 	<ul style="list-style-type: none"> • Goal 8 – Decent work and economic growth • Goal 9 – Industry, innovation and infrastructure

Major initiative 2: Establish Invest Melbourne	Council's role
<p>Make it easier to establish and run a business in Melbourne and through Invest Melbourne facilitate headquarter attraction, business support and fast-tracked permits.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2023–24</p>	
<ul style="list-style-type: none"> • Invest Melbourne created or expedited 1045 jobs year-to-date through its 67 investment projects and partnerships. • The TradeStart partnership with Austrade was fruitful, to the benefit of health sector clients. • The Invest Melbourne Advisory Board discussed value propositions and appointed an Acting Chair. • The Business Concierge supported businesses, managing licensing and permits, and have handled over 9000 business enquiries. 	
<p><i>This major initiative was completed in FY2023–24. The City of Melbourne will continue to support business through the Invest Melbourne program.</i></p>	

Major initiative 3: Implement the Economic Development Strategy	Council's role
<p>Drive economic growth and resilience by implementing the Economic Development Strategy, focusing support on existing and emerging industry sectors. This will include close collaboration with industry and universities, development of globally competitive innovation districts (particularly in our renewal areas), strengthening of the creative sector, facilitation of digital and technology innovation, support for re-establishment of international education and efforts to unlock climate capital.</p>	<p>Deliver Partner</p>
<p>Key achievements in Q1–Q3 of 2023–24</p>	
<ul style="list-style-type: none"> • Social Enterprise Grants Program supported 10 recipients with up to \$20,000 each. • Melbourne recognised as the best student city in Australia and fourth globally in the QS Best Student City index. 	
<p>Activities for 2024–25 will include</p>	
<ul style="list-style-type: none"> • Develop a new Economic Development Strategy to reflect the current economic context. • Improve employability outcomes for international students through activities such as a paid internship program trial. • Investigate the potential to deliver a student welcome centre, following a review of feasibility study recommendations. • Ongoing marketing and promotion of Melbourne as a great place to do business. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of update on international student internship trial program. • Quarter 1: Council consideration of update on Economic Development Strategy, including progress towards achievements of targets. • Quarter 2: Experience Melbourne 2028: implementation plan. • Quarter 3: Council consideration of update on Melbourne as a great place to do business. • Quarter 4: Council consideration of recommendations for Social Enterprise Grant Program recipients. • Quarter 4: Council consideration of final version of next Economic Development Strategy. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Progress towards 2031 goals in the Economic Development Strategy – \$150 billion gross local product and 600,000 jobs. • Achievement of interim targets of \$120 billion gross local product, 525,000 jobs, \$229,000 in gross local product contribution per job by June 2024. • The city economy is stronger, resilient and recovering from the impacts of the pandemic. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Increase in number of jobs in the municipality. • Increase in capital city gross local product. • Increase in number of visitors to the municipality. • Increase the value of the creative sector and number of creative spaces. 	<ul style="list-style-type: none"> • Goal 8 – Decent work and economic growth • Goal 9 – Industry, innovation and infrastructure • Goal 11 – Sustainable cities and communities

Major initiative 4: Deliver high-quality public transport in urban renewal areas	Council's role
Work in partnership with the Victorian Government and other stakeholders to advocate for and deliver integrated high-quality public and active transport in urban renewal areas including Melbourne Metro 2, tram to Fishermans Bend and tram to connect the Arden precinct.	Partner
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • Work continued with the Victorian Government to deliver the Arden project and create people-focused streets. The first stage of precinct development focused on 14 hectares of state-owned land around the new Arden Station. • In Macaulay, progress was made on implementing the Macaulay Structure Plan 2021, including the new street network in the Boundary and Stubbs sub-precincts. • The shared path works as part of the Gateway to General Motors Holden project were finished in late 2023, with most of the Turner Street section complete and the Graham Street section under construction. Smart poles were installed, and the connection was expected to be completed by Q4. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Advocate to the Victorian and Australian governments for public transport investment in renewal areas, in line with City of Melbourne's advocacy priorities. • Advocate for City of Melbourne's public and active transport objectives through relevant strategic and statutory planning processes, in particular delivery of a tram connection to Fishermans Bend. 	
Governance and milestones	
<ul style="list-style-type: none"> • Council consideration of development proposals, ensuring provision is made for transport infrastructure requirements. 	
Outcomes	
<ul style="list-style-type: none"> • Victorian and Australian governments commit to public transport investment in our renewal areas, in line with City of Melbourne's advocacy priorities. • Victorian Government agency partners support City of Melbourne public transport objectives. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in proportion of trips made by public transport, bicycle or on foot. 	<ul style="list-style-type: none"> • Goal 3 – Good health and wellbeing • Goal 9 – Industry, innovation and infrastructure • Goal 11 – Sustainable cities and communities • Goal 13 – Climate action

Major initiative 5: Establish Experience Melbourne	Council's role
<p>Establish Experience Melbourne and refresh the program of City of Melbourne-owned and sponsored events to maximise opportunities to drive visitation and spend. The program will be diverse, accessible and affordable, and showcase Melbourne's unique culture and creative strengths.</p>	<p>Deliver Partner</p>
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • Now or Never Festival was successfully delivered, with an estimated attendance of 150,000 people generating \$13.8 million in economic impact. • Docklands Firelight Festival in July attracted more than 97,000 people and had an economic impact of \$4.7 million. Almost all festival attendees (93 per cent) stated it was the main reason for their visit to Docklands. • Extended the retail range at Fitzroy Gardens Visitor Centre and Melbourne Visitor Hub at Town Hall to increase the number of locally made and Victorian products from 161 to 169. The range is performing strongly, with a 72 per cent combined increase in retail sales compared to the same time last year. • The Christmas Festival attracted 1.7 million visitors to Christmas Square at Fed Square – an increase of 21 per cent compared to December 2022. A Christmas retail range was curated for City of Melbourne's visitor centres, with 90 per cent of products made in Melbourne. This contributed to a 50 per cent increase in sales compared to December 2022. • The Destination Management Plan was drafted, with the full draft presented to Councillors for feedback in March, with an anticipated launch of the plan at the end of May 2024. 	
<p><i>This major initiative was completed in FY2023–24. The City of Melbourne will continue to deliver and sponsor events and maximise opportunities to drive visitation and spend. City of Melbourne will continuously improve the program to be diverse, accessible and affordable, and showcase Melbourne's unique culture and creative strengths.</i></p>	

Major initiative 6: Market and promote Melbourne as a great place to live	Council's role
<p>Market and promote Melbourne as a great place to live for all, while ensuring key workers have access to affordable housing.</p>	<p>Deliver</p>
<p><i>This major initiative was completed in 2021–22. The City of Melbourne will continue to market and promote the municipality as a great place to live and will continue to promote affordable housing in the municipality through major initiative 44 – Homes Melbourne.</i></p>	

Major initiative 7: Docklands Activation	Council's role
<p>Increase visitation to Docklands by partnering with the Victorian Government and key stakeholders to enable reconstruction and activation in Central Pier and surrounds.</p>	<p>Partner Advocate</p>
<p>Key achievements in Q1–Q3 of 2023–24</p>	
<ul style="list-style-type: none"> • A Public Realm Improvements Plan has been scoped ahead of delivery of the plan in 2024– 25. An initial audit of the public realm to identify and prioritise locations for intervention is currently underway. • A high-level feasibility assessment of the current building and operations at Hub@Docklands took place through the Docklands Summit Action Plan. Feasibility options were prepared to identify opportunities for improvements to community infrastructure. • Neighbourhood Partners worked with the Docklands Stakeholder Review Group to identify small-scale projects for contingency funding for Docklands. 	
<p>Activities for 2024–25 as part of this project will include</p>	
<ul style="list-style-type: none"> • Deliver and pursue the outcomes of the Docklands Summit. • Engage with the Victorian Government on the redevelopment of Central Pier, and work with private landowners around Victoria Harbour to facilitate temporary and permanent activations (including Harbour Esplanade). • Prepare a Docklands Public Realm Improvements Plan. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Matters related to Central Pier redevelopment and activation of surrounding land require funding and action from the Victorian Government. • Quarter 1: Council consideration of 12-month review of the Docklands Stakeholder Group. • Quarter 2: Council consideration of the draft scoping document for a strategic plan for Docklands. • Quarter 4: Council consideration of Docklands Public Realm Improvements Plan. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Improved community and stakeholder connections and collective action in Docklands. • Identified opportunities to improve public realm. • Increased visitation for events and activities. • Improved strategic decision-making for Docklands. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality 	<ul style="list-style-type: none"> • Goal 8 – Decent work and economic growth • Goal 11 – Sustainable cities and communities

Major initiative 8: Review and optimise Melbourne’s international relationships	Council’s role
Review Melbourne’s international relationships to optimise future and existing partnerships to enable mutual growth and opportunity.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The City of Melbourne hosted a delegation of 35 people from the City of Osaka to celebrate the 45th anniversary of the Melbourne-Osaka sister city relationship. • Promotion of City of Melbourne at events in China, such as the China International Import Expo and Victorian Education Mission to Shanghai. • City of Melbourne led two significant events at ASEAN-Australian Week (1 to 8 March): <ul style="list-style-type: none"> ○ a two-day Resilient Cities Program for 70 Australian Awards Scholars in partnership with DFAT. ○ Roll of Honour signing ceremony. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Deliver strategic market initiatives that involve Melbourne’s priority sectors, including engagement with partners to involve diaspora. • Deepen our relationship with Chinese partner cities (Nanjing, Suzhou and Chengdu) and Osaka (Japan). Increase engagement in Ho Chi Minh City (Vietnam), Bandung (Indonesia), South Korea and India. • Deliver strategic inbound and outbound visits to priority markets in Asia to promote the city and advance relationships, including programs aligned with Osaka Expo 2025 and celebration of our 45th Sister City anniversary with Tianjin. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of pre-travel report for an outbound strategic visit to Business Partner City Shanghai. • Quarter 2: Council consideration of post-travel report from outbound strategic visit to Business Partner City Shanghai. • Quarter 2: Council consideration of UrbanHICS (a European Union funded knowledge exchange program between cities) and activities aligned with the 20th sister city anniversary with Milan. • Quarter 3: Council consideration of update on Melbourne Office Tianjin. • Quarter 3: Council consideration of progress report on the International Engagement Framework. • Quarter 3: Council consideration of update on City of Melbourne’s participation in the Osaka Expo 2025. • Quarter 3: Council consideration of pre-travel report for an outbound strategic visit to priority markets in Asia. • Quarter 4: Council consideration of post-travel report from outbound strategic visit to priority markets in Asia. 	

Outcomes	
<ul style="list-style-type: none"> • Strong relationships in priority international markets to support major initiatives in the Council Plan, key actions in the Economic Development Strategy and the International Engagement Framework. • Well-connected to multicultural diaspora and overseas expatriate network for the benefit of the city. • Priority sectors are supported and better connected with target markets. Trade and investment outcomes are networks of contacts and insights gained to inform City of Melbourne’s policies and strategies. • Melbourne’s global brand enhanced in priority sectors. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in number of businesses in the municipality. • Increase in number of visitors to the municipality. 	<ul style="list-style-type: none"> • Goal 8 – Decent work and economic growth • Goal 9 – Industry, innovation and infrastructure • Goal 10 – Reduced inequalities

Major initiative 9: Support the development of globally competitive innovation ecosystems	Council's role
Partner with industry to support the development of globally competitive innovation ecosystems, including through international engagement, emerging technology trials and digital infrastructure delivery.	<p style="text-align: center;">Deliver</p> <p style="text-align: center;">Partner</p>
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • Global Entrepreneurship Conference held in September attracted 2500 attendees. • Nexus 2023 Pitch Competition awarded six winners, sharing a total prize of \$30,000. • Multi-function smart poles installed on Turner Street, Fishermans Bend as part of the Gateway to GMH program. Connection expected to be completed by Q4. • Planning for Open Innovation Competition, which launches early in Q4. • Endorsed challenge statement and theme for the Fishermans Bend Digital Innovation Challenge: the theme is 'A Regenerative City'. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Deliver support for five emerging and globally competitive innovation sectors (biotechnology, climate technology, digital games, sporting technology, and education technology), in line with medium-term strategic roadmaps. • Facilitate business connections and showcase industry capability through international engagement activities such as inbound delegations that enhance Melbourne's knowledge economy and global innovation reputation. • Deliver initiatives which support the entrepreneurial efforts of people from diverse and underrepresented backgrounds. • Partner with community and industry to solve problems through innovation challenges. • Pilot and trial emerging technologies to elevate the city's digital maturity and data-led decision making. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Business Event Sponsorship Program round opening. • Quarter 1: Outcome of Open Innovation Competition 2024. • Quarter 1: Outcome Digital Innovation Challenge 2024, and next steps. • Quarter 2: Council consideration of report recommending grant recipients for the Business Event Sponsorship Program. • Quarter 3: Upcoming Innovation Challenges. • Quarter 3: Launch of Digital Innovation Pilot (linked to 2024 Digital Innovation Challenge). • Quarter 4: Support for entrepreneurial efforts of people with diverse and under-represented backgrounds update. • Quarter 4: Council consideration of an update on the collaboration with identified emerging innovation sectors. 	

Outcomes

- Melbourne’s global innovation brand enhanced.
- Melbourne’s position is strengthened as a hub of expertise and innovation in climate technology, biotechnology, digital games, sporting technology and education technology.
- Entrepreneurs, startups and ecosystem players supported and better connected globally through programs and knowledge-exchange activities. This supports interim targets of \$120 billion gross local product and 525,000 jobs by June 2024, against targets outlined in the Economic Development Strategy.
- Enhanced participation in innovation programs by under-represented groups, to support a diverse city economy which is stronger and more resilient.
- City of Melbourne projects supported with digital urban infrastructure, including access to real-time data and insights that support better strategy, planning and operation.
- Globally recognised as a leading city implementing urban innovation and digital urban infrastructure.

Related Council Plan indicators of success

- Increase in number of businesses in the municipality.
- Increase in number of visitors to the municipality.

Related Sustainable Development Goals

- Goal 8 – Decent work and economic growth
- Goal 9 – Industry, innovation and infrastructure
- Goal 10 – Reduced inequalities

Major initiative 10: Set Corporate Strategy with defined targets and measures for productivity, efficiency and customer / employee experience	Council's role
Develop a corporate strategy for the City of Melbourne to drive exemplary customer service, digitise services and operations, improve productivity and identify new revenue opportunities.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The Channel Strategy project is focused on improving the City of Melbourne's online presence and customer experience. Completed first round of in-depth user testing. Website development started, with a planned launch date set for July 2024. • The Content Strategy and Content Management Guidelines are almost complete, and accessibility testing is in progress. • Draft customer experience standards and design principles developed, including a cost-to-serve model prototype. • Commenced customer research and planning for the first deep dive on a City of Melbourne service review. • Refreshed City of Melbourne Customer Service Charter, and release plan developed for a soft launch in early Q4. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Conduct a customer experience maturity assessment to develop a roadmap for improving customer experience. • Complete and launch new City of Melbourne website. • Identify and commence implementing new or enhanced streams of revenue to support funding valued community programs, services, infrastructure and amenity. • Conduct a review of Council's advisory committees. • Review the progress and basis of association of the M9 Council alliance to prepare it for its future state. • Update the forecast assumptions to inform long term financial planning 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of the findings and recommendations of the advisory committee review. • Quarter 3: Council consideration of recommendations of M9 Council alliance review. • Quarter 3: Council consideration of revised forecast assumptions • Quarter 4: Customer experience uplift – customer experience maturity assessment completed. • Quarter 4: New City of Melbourne website finalised. 	

Outcomes

- Corporate website delivers on customer and stakeholders' needs.
- Users can better access the new website which complies with Web Content Accessibility Guidelines 2.1 (AA standard for information for general audiences and AAA for pages likely to be of special interest to people with disabilities).
- Customers will be more satisfied with City of Melbourne's services.
- City of Melbourne will more effectively deliver customer experiences.
- A broader revenue base supports the levels of service offered to our community, strengthens financial sustainability, reduces financial risk as well as the pressure on raising rates, fees and charges.

Related Council Plan indicators of success

- Increase in capital city gross local product.
- Number of businesses in the municipality.
- Planning applications decided within required timeframes.

Related Sustainable Development Goals

- Goal 8 – Decent work and economic growth.
- Goal 16 – Peace justice and strong institutions.

Major initiative 11: Embed the United Nations Sustainable Development Goals in City of Melbourne plans and strategies	Council's role
Embed the Sustainable Development Goals in the way City of Melbourne plans, prioritises its investments, reports and benchmarks against other cities.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • Several initiatives have been created to align projects and policies with the Sustainable Development Goals. <ul style="list-style-type: none"> ○ Created interactive dashboard on PowerBI to track the Sustainable Development Goal indicators. ○ Integrated Sustainable Development Goal targets into the City of Melbourne's capital works project management framework. ○ Launched a 90-day innovation program to fast-track progress against the goals and generate innovative ideas. ○ Completed a three-week innovation challenge with RMIT students. • Explored new indicators to benchmark and track energy access and poverty, and integrated Sustainable Development Goals analysis into the Neighbourhood Pulse Check survey. • Refreshed the Sustainable Development Goals Participate Melbourne web page, offering user-friendly information, case studies and actionable ideas for all audiences. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Embed Sustainable Development Goals into new plans and policies, and increase the use, data literacy and progress analysis of Sustainable Development Goals through the corporate reporting system. • Build the data foundations for Sustainable Development Goal indicators, including data governance (processes, standards and maintenance) and regular progress measurements (data analysis, visualisations and insights). • Prioritise and refine a subset of Sustainable Development Goal targets (and indicators) that Council can influence the most, to enable better analysis, planning and performance reporting. • Increase Councillor knowledge of Sustainable Development Goals and our municipal performance. Trial a Sustainable Development Goal investment and budget tool for councillors and executives to assess investment allocation and priorities during draft Council Plan stages. • Embed Sustainable Development Goals into the new Council Plan 2025–29, demonstrating alignment with Councillor and neighbourhood priorities, and municipal health and wellbeing indicators. • Conduct Sustainable Development Goal staff capacity building and engagement activities to directly inform the development of next iteration of major initiatives for the Council Plan 2025–29, addressing areas in need of improvement and progress. • Build relationships with organisations within our municipality to support Sustainable Development Goal adoption. • Build networks and relations with other Local Government Areas and cities within Asia Pacific for mutual Sustainable Development Goal learning exchange. 	

Governance and milestones	
<ul style="list-style-type: none"> • Quarter 2: Induction sessions for Councillors on Sustainable Development Goals. • Quarter 2: Council consideration of Sustainable Development Goals progress update and recommendations (focusing on performance of subset of targets that Council can influence). • Quarter 3: Council consideration of Sustainable Development Goals budget allocation report. • Quarter 4: Draft Council Plan and Budget (and Sustainable Development Goal / Municipal Health and Wellbeing Plan, neighbourhood priorities) community and deliberative engagement. 	
Outcomes	
<ul style="list-style-type: none"> • Targets and data sets for each goal are refined to reflect City of Melbourne’s responsibility and ability to deliver on the goals. • Sustainable Development Goals are the overarching framework for Council Plan 2025-29, major initiatives, new plans, and strategies accelerating our progress towards the Sustainable Development Goals. • Councillors use the Sustainable Development Goal performance data and investment tool, and performance results to inform their priorities and Council Plan. • City of Melbourne staff, Councillors and community have a greater awareness of the Sustainable Development Goals, and regularly access data to increase collective action. • City of Melbourne is recognised as a regional and Asia Pacific leader in sustainable development. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • All Council Plan 2021–25 indicators. 	<ul style="list-style-type: none"> • Goals 1 to 17 – all Sustainable Development Goals

MELBOURNE'S UNIQUE IDENTITY AND PLACE

In the last year of the Council Plan 2021–25, we will celebrate and protect the places, people and cultures that make Melbourne a unique, vibrant and creative city with world-leading liveability.

Our priorities

- Our environment, parks and waterways are protected, restored and managed well.
- Our built, natural and cultural heritage is protected.
- New buildings, streets and spaces exhibit design excellence to create sustainable and enduring places and our renewal areas are emerging as high-quality inner-city precincts.
- Melbourne's diverse communities are celebrated. This major initiative aligns with, and contributes to, addressing our city's health and wellbeing focus areas.
- Melbourne's creative, entertainment and education sectors are supported and nurtured.
- Drawing on the full potential of Melbourne's creative community is central to city planning, design and city operations.
- Melbourne is a university city and aspires to be the number one knowledge city in the world by 2030.



Indicator	Target or desired trend
Proportion of dwellings within 300 m of public open space.	Increase
Proportion of people surveyed who visit a park in the municipality on a regular basis.	Increase
Area of new public open space in Southbank submitted for gazettal.	1.1ha (by 2025)
Neighbourhoods in the municipality with up-to-date local heritage studies and controls.	100%
Proportion of people who support the city being made up of different cultures.	100%
Value of the creative sector to the local economy.	Increase
The number of creative spaces in the municipality.	Increase
The number of artists supported by City of Melbourne through city planning, design and city operations.	Increase
The number of design reviews of major projects.	Increase

Major initiatives

Major initiative 12: The Greenline Project	Council's role
Partner with the Victorian Government and other stakeholders to deliver specific components of Greenline along the north bank of the Yarra River (including the implementation of the Yarra River – Birrarung Strategy).	Deliver Partner
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • Researched and documented the history and significance of the area, consulting with local indigenous communities, and assessing potential impacts on cultural values during the planning and design phase of the project. • Progressed overall delivery of the Greenline Project in line with the endorsed implementation plan, business case and Master Plan. • Constructed the Birrarung Trial Floating Wetlands to improve water quality and biodiversity, leading to swan nestings. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Complete Birrarung Marr Precinct Site 1 construction works. • Conclude the floating wetlands trial. Evaluate and transition to future state. • Support coordinated completion of Seafarers Rest Park construction by Riverlee. • Partner and collaborate with key stakeholders and authorities to deliver staged program implementation. • Ongoing advocacy to develop partnerships and establish funding pathways. • Engage with Traditional Owners towards the goal of an Aboriginal City and collaborate on the Greenline cultural heritage management plan, cultural values assessment, and ongoing engagement strategy to deliver the Greenline Project Master Plan and Yarra River Birrarung Strategy. • Progress planning pathway, including land assembly in partnership with relevant Victorian Government agencies, and lodge a planning scheme amendment for the project. • Progress Greenline Project Salt Water Wharf Precinct with private landowners, in alignment with the Greenline Project Master Plan. • Concept design, feasibility and engagement to be undertaken for the next two prioritised projects (with strong stakeholder support). 	
Governance and milestones	
<ul style="list-style-type: none"> • Progressive partnership and funding announcements as they are confirmed. • Quarter 1: Greenline Project Hub launched with an onsite focus for partnerships and major engagement programs (quarter 1 onwards). • Quarter 2: Project opening for Birrarung Marr Site 1. • Quarter 2: Planning pathway endorsement and approval by Council and submission to the Victorian Government. • Quarter 2: Deliver a feasibility study and proposed model for land assembly in partnership with the Victorian Government. 	

Outcomes	
<ul style="list-style-type: none"> • Established partnerships, agreements and funding commitments delivered in line with an endorsed Partnership and Funding Strategy. • The Project Implementation Strategy (internal document) facilitates delivery of future Greenline Project components, with Approval Pathways Plan to follow Council and ministerial endorsement. • Delivery of an effective strategic communications plan results in highly engaged stakeholders and advocates. • Strong project support from Traditional Owners. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Increase in number of jobs in the municipality. • Proportion of dwellings within 300 metres of public open space. 	<ul style="list-style-type: none"> • Goal 3 – Good health and wellbeing • Goal 8 – Decent work and economic growth • Goal 9 – Industry, innovation and infrastructure • Goal 11 – Sustainable cities and communities • Goal 14 – Life below water • Goal 15 – Life on land

Major initiative 13: Protect Queen Victoria Market	Council's role
<p>Protect Queen Victoria Market as a traditional open-air market, through heritage restoration and the provision of essential services and facilities that enhance the customer and trader experience, including projects such as the Shed Restoration, Food Hall, Trader Shed, Market Square, waste and logistics facility and future developments to the south of the market.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2023–24</p>	
<ul style="list-style-type: none"> • Completion of the Therry Street streetscape project. • Conclusion of Market Square community engagement process. • The Queens Food Hall opened in November with the restored and repaired heritage Victoria Street terraces to better connect with the new space. • The Market Buildings schematic designs progressed to the review workshop stage, and early works planning is progressing well. • Work started on the Heritage Sheds repair and restoration project. • The Trader Shed builder constructed temporary facilities in Sheds H&I ahead of the construction on the Trader Shed, which began in mid-November. 	
<p>Activities for 2024–25 will include</p>	
<ul style="list-style-type: none"> • Finalise Queens Corner Building business case and budget. • Initiate Queens Corner Building design process. • Complete Gurrowa Place site handover. • Relocate Franklin Street stores trader and market storage to temporary facilities. • Continue Trader Shed construction. • Commence Green Waste Hub construction. • Install in-ground rainwater and flood mitigation tanks in Queen Street north. • Engage community and Traditional Owners for Queen's Corner Building. • Engage community and Traditional Owners for Market Square concept design. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of Revised State Agreement. • Quarter 1: Council consideration of Market Square draft concept design approval for community and Traditional Owner engagement. • Quarter 1 and Quarter 2: Council consideration of Queen Victoria Market Precinct Renewal quarterly report. • Quarter 3: Council consideration of Queen's Corner Building Principal design consultant award. • Quarter 3: Council consideration of Market Square concept design approval. • Quarter 3 and Quarter 4: Council consideration of Queen Victoria Market Precinct Renewal quarterly report. 	

Outcomes	
<ul style="list-style-type: none"> • Delivery of objectives in the Queen Victoria Market Precinct Renewal Master Plan, including the 2018 People's Panel outputs supported by Council. • Increased market visitation. • Reduced maintenance of core market buildings and infrastructure. • Improved access and safety for traders and market customers. • Enhanced waste treatment and recycling facilities for the market through the new Green Waste Hub. • Strong public awareness and support for the renewal program. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Increase in the number of jobs in the municipality. • Increase in the proportion of residents within 300 metres of public open space. • 100 new 'demonstration' social and affordable housing units, facilitated on City of Melbourne land. 	<ul style="list-style-type: none"> • Goal 7 – Affordable and clean energy • Goal 8 – Decent work and economic growth • Goal 11 – Sustainable cities and communities • Goal 12 – Responsible consumption and production

Major initiative 14: Munro library community hub	Council's role
Deliver Queen Victoria Market precinct improvements through quality public open space, new connections to the city, community services and facilities such as the Munro Community Hub.	Deliver Partner
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The narm ngarrgu Library and Family Services opened in November 2023, with events held for stakeholders, media, and the community. 	
<p><i>This major initiative was completed in FY2023–24. On 25 November 2023, the City of Melbourne opened narm ngarrgu in the Queen Victoria Market precinct to offer library and family services.</i></p>	

Major initiative 15: Deliver the public art program	Council's role
Deliver public art projects that reflect Melbourne's unique culture and heritage, attract visitors to the city and help stimulate our city's recovery.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • In late August, the Stolen Generations Marker Project expression of interest for artists was launched. • Progressed the ACMI partnership commission on schedule, and completed the narm ngarrgu Library and Family Services installation of the artwork commissions and collection items for internal display. • The NGV 2023 Triennial Partnership successfully delivered Aunty Kim Wandin's sculpture luk bagurrk gunga, 2023 ('eel women catch') for the NGV Gala opening of the Triennial exhibition, where it will remain on-loan for the next three years. • PHOTO 2024 partnership commission delivered a significant art presence in the public realm including the Birrarung Lightboxes along Southbank Promenade, Hammer Hall and Fed Square. • The ACMI partnership commission progressed, with the development of a memorandum of understanding. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Deliver public art projects (temporary and permanent) as guided by the principles of the Public Art Framework 2021. • Design and deliver an integrated public art commission program in alignment with the Greenline Project timeline and funding opportunities. • Deliver a statue of Vida Goldstein in a suitable location, supported by a public fundraising campaign. • Progress Stolen Generations Marker commission. • Progress options for Australia Street Art Precinct concept and collection donation. • Progress Southbank Major Public Art Commission. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of ACMI Partnership Commission. • Quarter 1: Council consideration of Vida Goldstein statue progress report. • Quarter 2: Council consideration of Greenline Project temporary commissions. • Quarter 3: Council consideration of Warrior Woman Lane Commission. • Council consideration of Southbank monthly progress update. 	
Outcomes	
<ul style="list-style-type: none"> • Growth in the economic value of Melbourne's creative sector. • New partnerships forged that benefit City of Melbourne, artists and partner organisations. • Increased economic activity in locations surrounding public art installations. • Contribute to Reconciliation Action Plan (Innovate) deliverables, and Traditional Owner relationships. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in value of the creative sector to the local economy. • Increase in number of artists supported by City of Melbourne through city planning, design and city operation. • Increase in number of visitors to the municipality. 	<ul style="list-style-type: none"> • Goal 8 – Decent work and economic growth • Goal 11 – Sustainable cities and communities

Major initiative 16: Increase public open space	Council's role
<p>Increase the amount of public open space in the municipality with a focus on areas of greatest need, such as Southbank and emerging urban renewal areas.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2023–24</p>	
<ul style="list-style-type: none"> • Council endorsed the Greening Roden Street project in October. Detailed design is underway. • Construction of Bedford Street Pocket Park is underway, and community engagement feedback for the Miles and Dodds St Reserve expansion project is being reviewed. • Search for suitable properties for the new Southbank Open Space Reserve is ongoing. Early-stage investigations for open space improvement and expansion opportunities at Normanby Road are underway. • Engaged consultants to undertake surveys, studies and community engagement for the Chelmsford Street Open Space project. • The draft Open Space Strategy and Open Space Contributions Framework are under review. The Open Space Strategy review is being finalised in preparation for endorsement in April 2024. • Completed community engagement on the Royal Park Master Plan Discussion Paper. The draft Master Plan is in development. 	
<p>Activities for 2024–25 as part of this project to include</p>	
<ul style="list-style-type: none"> • Complete construction of the Bedford Street Pocket Park. • Seek opportunities to deliver new public open space for urban renewal areas. • Progress the Normanby Road Reserve expansion project in Southbank to final concept plan stage, including two rounds of community engagement. • Progress the Chelmsford Street open space project to detailed design and tender. • Progress the Miles and Dodds Street Reserve expansion to the detailed design stage. • Progress the Chapman Street Reserve pocket park project to construction tender award stage. • Complete construction of the Swanston Street Triangle pocket park in collaboration with Yarra Trams. • Complete community engagement on the draft and finalise the Royal Park Master Plan. • Complete community engagement and consider concept plan for the Errol Street north of Queensberry Street open space expansion. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of the concept plan for Chelmsford Street open space. • Quarter 1: Council consideration of the Royal Park Master Plan draft for community engagement. • Quarter 2: Bedford Street Pocket Park construction completed. • Quarter 3: Council consideration of the concept plan for the Chapman Street Reserve pocket park. • Quarter 3: Council consideration of the concept plan for the Errol Street north of Queensberry Street open space expansion. • Quarter 3: Council consideration of the concept plan for Miles and Dodds Street Reserve. • Quarter 4: Council consideration of the Royal Park Master Plan. • Quarter 4: Council consideration of the concept plan for Normanby Road Reserve expansion. • Quarter 4: Council consideration of the Chapman Street Reserve construction tender. 	

Outcomes	
<ul style="list-style-type: none"> • Delivery of pocket parks, park expansions and new open space in areas of need, consistent with the updated Open Space Strategy. • Creation of additional open space in Southbank and urban renewal areas to address the open space needs of current and future populations. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • 1.1 hectare of new public open space in Southbank. • Increase in proportion of residents within 300 metres of public open space. 	<ul style="list-style-type: none"> • Goal 5 – Gender equality • Goal 11 – Sustainable cities and communities • Goal 14 – Life below water • Goal 15 – Life on land

Major initiative 17: Partner with Victorian Government to deliver urban renewable and innovation districts	Council's role
<p>Play a lead role in facilitating the delivery of high-quality and climate adapted urban renewal in Arden and Macaulay, Fishermans Bend and Docklands to deliver the emerging and future neighbourhoods of Melbourne in partnership with the Victorian Government and other partners. In Arden and Fishermans Bend, realise the place and investment conditions to support globally competitive innovation districts.</p>	<p>Partner</p>
<p>Key achievements in Q1–Q3 of 2023–24</p>	
<ul style="list-style-type: none"> • Worked with the Victorian Government to progress governance arrangements for Arden and deliver the precinct vision continues. • Amendment C417 (Macaulay) awaits authorisation from the Minister for Planning for exhibition. Consultant team appointed to support the implementation of new streets and laneways. • Work continued with the Victorian Government to identify priorities and commitments for precinct planning in the area. • The City of Melbourne has submitted a response to the Victorian Government on the draft Development Contributions Plan and draft planning scheme amendment GC224. 	
<p>Activities for 2024–25 will include</p>	
<ul style="list-style-type: none"> • Work with the Victorian Government to implement the Arden Structure Plan and realise early infrastructure and development opportunities that align with the vision for Arden. • Implement the Macaulay Structure Plan, including the planning scheme amendment. • Work with the Victorian Government to prepare precinct implementation plans and development contribution plans for the Fishermans Bend National Employment and Innovation Cluster, and Lorimer Precinct, as well as infrastructure governance and delivery agreements. • Work with Victorian Government to progress strategic opportunities in Docklands (see major initiative 7). • Progress the Melbourne Innovation District City North Planning Scheme Amendment. • Identify and progress delivery of early activation opportunities to support successful delivery of renewal areas and innovation precincts. • Work with Development Victoria to facilitate delivery of Stage 1 Fishermans Bend Innovation Precinct. • Work with the Victorian Government and key stakeholders to identify, scope and progress strategic opportunities in the Parkville National Employment and Innovation Cluster and Melbourne Innovation District City North. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Matters relating to Arden and Fishermans Bend, including the draft Fishermans Bend National Employment and Innovation Cluster Planning Implementation Plan and planning controls (including Development Contributions Plan) and draft Lorimer Planning Implementation Plan and final Development Contributions Plan, are subject to timing of release by the Victorian Government. • Quarter 2: Council consideration of the draft Fishermans Bend Place Naming Framework. • Quarter 3: Council consideration of submissions on Macaulay C417. • Quarter 4: Macaulay C417 Planning Panel. • Quarter 4: Melbourne Innovation District Planning Panel. 	

Outcomes	
<ul style="list-style-type: none"> • Progress and finalise comprehensive urban renewal and innovation precinct vision tools. • Identify infrastructure projects and their implementation and funding pathways. • Early activation and public realm improvement projects to encourage precinct renewal and investment. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in number of jobs in the municipality. • Increase in proportion of residents employed in the municipality. • Proportion of residents within 300 metres of public open space. 	<ul style="list-style-type: none"> • Goal 6 – Clean water and sanitation • Goal 8 – Decent work and economic growth • Goal 9 – Industry, innovation and infrastructure • Goal 11 – Sustainable cities and communities • Goal 13 – Climate action • Goal 15 – Life on land

Major initiative 18: Facilitate increased investment in unique Melbourne events	Council's role
Facilitate increased investment in unique Melbourne events to further activate and celebrate the city.	Partner
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • A variety of events, festivals and initiatives supported by the City of Melbourne's Event Partnership Program and City Revitalisation Event Support Program were held throughout the year. • The programs provided funding and in-kind support to a range of events, including the Melbourne International Flower & Garden Show, Melbourne Food and Wine Festival, Melbourne Boat Show, National Sustainable Living Festival, Victorian Festival of Diwali and the Australian Open. These events attracted large crowds and positive feedback, with some seeing an increase in attendance from the previous year. • The City of Melbourne also supported the Christmas Festival, Moomba Festival, and other community events, with a focus on accessibility and inclusivity. 	
<p><i>This major initiative was completed in FY2023–24. The City of Melbourne will continue to facilitate investment in Melbourne events to activate and celebrate the city. The delivery of the milestone 70th anniversary Moomba Festival was a highlight in the 2023–24 event season.</i></p>	

Major initiative 19: Advocate for investment in City of Melbourne waterways	Council's role
Celebrate, partner and advocate for investment in the city's three key waterways, the Yarra River – Birrarung, the Maribyrnong and Moonee Ponds Creek, to connect these key recreational and biodiversity assets of our city.	Partner Advocate
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The Chain of Ponds Group secured funding for a litter removal cleaner and education program on the lower reaches of the creek, which will run until Quarter 4. • Federal funding for Moonee Ponds Creek Stage 2 focuses on re-naturalising the creek corridor adjacent to Stage 1. Advocacy for the project continues. An interactive map is being prepared, with updates on key improvement projects. • The Federal Urban Rivers and Catchment Programs grant scheme criteria was reviewed. Letters were issued to relevant ministers, seeking updates and commitments to key projects. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Advocate to Victorian Planning Authority for the release of Moonee Ponds Creek Implementation Plan to identify clear delivery pathways for priority projects. • Advocate to Development Victoria for the reinstatement of the Moonee Ponds Creek Trail in Docklands. • Work with key stakeholders to identify opportunities for funding or grants from the Australian and Victorian governments. • Deliver the Moonee Ponds Creek Advocacy Plan. • Participate in water governance and management forums including the Yarra and Maribyrnong Integrated Water Management Forums, the Yarra Catchment Collaboration Committee, and the Chain of Ponds Catchment Collaboration. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of the Moonee Ponds Creek advocacy plan progress update. 	
Outcomes	
<ul style="list-style-type: none"> • Greater certainty from the Victorian Government on governance and funding arrangements for key projects within the Moonee Ponds Creek corridor. • Greater coordination of City of Melbourne input and advocacy to governance of waterways and their catchments, including prioritisation of projects to improve outcomes for waterways. • Opportunities to partner with neighbouring municipalities and key stakeholders to improve connectivity along waterways. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Increase in proportion of residents within 300 metres of public open space. 	<ul style="list-style-type: none"> • Goal 6 – Clean water and sanitation • Goal 11 – Sustainable cities and communities • Goal 15 – Life on land

Major initiative 20: Municipal Planning Strategy	Council's role
<p>Adopt Municipal Planning Strategy and associated City Spatial Plan. Advance municipal-wide policy for priority matters, including signage, urban design and infrastructure funding.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2023–24</p>	
<ul style="list-style-type: none"> • Amendment C432 was lodged in April 2023 seeking authorisation for public exhibition. This is likely to occur in 2024. • The Victorian Government provided feedback and suggested changes to be considered before the Amendment is authorised. • Technical work is underway on municipal community infrastructure planning and project scoping for urban design. • Development of an updated advertising signs policy and informal engagement was underway to inform the local signs policy review, with consultation closing in Q4. 	
<p>Activities for 2024–25 will include</p>	
<ul style="list-style-type: none"> • Progress the new Municipal Planning Strategy through the planning scheme amendment process. • Finalise the City Spatial Plan, which forms the strategic basis for the Municipal Planning Strategy. • Implement outcomes of signage policy review by progressing updates to the Melbourne Planning Scheme. • Progress investigations and commence implementation of recommendations to update urban design policies (and other provisions where recommended) for all areas of the municipality outside DDO1 (Urban Design in Central Melbourne). • Commence review of the planning scheme's local controls (zones and overlay schedules) to inform the next planning scheme review. • Progress municipality-wide infrastructure and development contributions. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of a two-year roadmap to prepare the way for policy, implementation and administration of municipal-wide developer contribution plans (DCP). • Quarter 2: Council consideration of the findings of the municipal-wide Community Infrastructure Needs Assessment. • Quarter 2: Planning panel for Melbourne Planning Scheme amendment C432. • Quarter 3: Council consideration of draft planning scheme amendment for signage. • Quarter 4: Council consideration of Melbourne Planning Scheme amendment C432. • Quarter 4: Council consideration of City Spatial Plan. • Quarter 4: Council consideration of draft Community Infrastructure Plan. • Quarter 4: Council consideration of draft Municipal Development Contributions Plan and associated planning scheme amendment. 	

Outcomes	
<ul style="list-style-type: none"> • A new and updated Municipal Planning Strategy to be included in the Melbourne Planning Scheme in 2024–25. This will deliver better planning outcomes and reflect City of Melbourne’s current strategies. • City Spatial Plan will provide overarching spatial strategic policy for the municipality. • A framework for new monetary contributions for infrastructure progressed at a municipal scale, across infrastructure types. 	
Related Council Plan indicators of success	Related Sustainable Development Goal
<ul style="list-style-type: none"> • All Council Plan 2021-25 indicators 	<ul style="list-style-type: none"> • Goals 1 to 17 – all Sustainable Development Goals

Major initiative 21: Protect and celebrate heritage in our municipality	Council's role
Complete heritage reviews and implement associated planning scheme amendments to protect and celebrate heritage in our municipality.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • Several heritage reviews and amendments were adopted by Council and submitted to the Minister. • Finalised the Parkville Heritage Review, Amendment C444 (permanent controls) and C443 (interim controls). The authorisation requests are being considered by the Minister. • Prepared the Heritage Strategy Discussion Paper to start a conversation about how we shape our new Heritage Strategy, which was released for community engagement in late February. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Develop draft Heritage Strategy. Complete public engagement and progress final strategy. • Celebrate and promote heritage within the municipality. • Engage with Traditional Owners and broader Aboriginal community to help shape new Heritage Strategy. • Progress Parkville Heritage Review through Amendment C443 (interim controls) and Amendment C444 (permanent controls), subject to Victorian Government approvals. • Continue to support and contribute to the Melbourne Heritage Restoration Fund (year 3 of 3) and draft proposed extension for next three years. • Commence the East Melbourne / Jolimont Heritage Review. • Progress the West Gate Service Stations Amendment C463, subject to Victorian Government approvals. • Finalise Heritage Database project incorporating public access. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of the Parkville Heritage Review C444 Panel Request.* • Quarter 1: Council consideration of the Draft Heritage Strategy. • Quarter 1: Commence East Melbourne Heritage Review. • Quarter 2: West Gate Service Station (Fishermans Bend) Amendment C463 Exhibition. • Quarter 2: Public engagement on Draft Heritage Strategy.* • Quarter 3: Parkville Heritage Review Amendment C444 Panel Hearing. • Quarter 4: Council consideration of the West Gate Service Station (Fishermans Bend) Amendment C463 Panel Request.* <p>* Timeframe dependent on Victorian Government approvals and panel recommendations.</p>	
Outcomes	
<ul style="list-style-type: none"> • Draft Heritage Strategy informed by community and key stakeholder engagement. • New Heritage Strategy drafted with input from Traditional Owners and broader Aboriginal community. • Up-to-date local heritage studies in more neighbourhoods within the municipality. • Up-to-date and contemporary heritage amendments to ensure the heritage character of neighbourhoods is preserved and facilitates appropriate, contextual, and high-quality future development. • City of Melbourne leads by example through public investment in heritage building restorations. • Public have access to detailed Heritage Data through new interface. • Heritage protection applied to Flemington Bridge Railway Station (part of the North Melbourne Heritage Review) subject to Victorian Government approvals. 	
Related Council Plan indicators of success	Related Sustainable Development Goal
<ul style="list-style-type: none"> • All neighbourhoods in the municipality have up-to-date local heritage studies and controls. 	<ul style="list-style-type: none"> • Goal 11 – Sustainable cities and communities

Major initiative 22: Design excellence program	Council's role
<p>Champion high quality development and public realm design through delivery of the Design Excellence Program, including implementing the Melbourne Design Review Panel, Design Excellence Advisory Committee and Design Competition Guidelines.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2023–24</p>	
<ul style="list-style-type: none"> • The Melbourne Design Review Panel held meetings to review planning applications and emerging precinct plans. • The Design Excellence Advisory Committee focused on sustainable building design and zero-carbon precincts. • The City of Melbourne received awards for several projects and continued planning for future events. 	
<p>Activities for 2024–25 will include</p>	
<ul style="list-style-type: none"> • Grow advocacy and events to support Melbourne's standing as a globally leading design city. • Advocate for competitions on private sites. • Conduct a design competition for a City of Melbourne project. • Explore planning pathways for mandatory competitions. • Lead awards submissions, sponsorships and participation. • Hold quarterly Design Excellence Advisory Committee meetings. • Hold six Melbourne Design Review Panel meetings (bimonthly). 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of the City of Melbourne design competition report. • Quarter 3: Council consideration of the Design Excellence program and annual report. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Increased number of design reviews of major projects. • Improved project outcomes. • Positive customer experience and community sentiment. • Increased number of design awards for buildings and public spaces in the municipality. • Increased development industry engagement and collaboration on design matters. • Enhanced global design reputation for City of Melbourne. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> • All neighbourhoods in the municipality have up-to-date local heritage studies and controls. 	<ul style="list-style-type: none"> • Goal 11 – Sustainable cities and communities

ABORIGINAL MELBOURNE

For the Wurundjeri, Bunurong, Taungurung, Dja Dja Wurrung and Wadawurrung peoples of the Eastern Kulin, the place now known as Melbourne has always been an important meeting place and location for events of political, cultural, social and educational significance. In the last year of the Council Plan 2021–25, we will ensure that First Peoples’ culture, lore, knowledge, and heritage enrich the city’s growth and development.

Our priorities

- Governing with First Peoples drives our city forward and allows community to make the changes needed for the City of Melbourne to be an Aboriginal city. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.
- We embrace and promote our First Peoples’ identity across all areas of the city, including city design, and give voice to the treaty process with First Peoples. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.
- The community is well educated about Melbourne’s First Peoples’ culture, lore, knowledge and heritage.
- The activation and protection of First Peoples’ culture and know-how is a key driver to economic growth and increases Melbourne’s international engagement and participation.
- First Peoples experts are consulted and lead sustainable land management practices and implement ‘Caring for Country’ principles in the management, planning and development of city land. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.



Indicator	Target or desired trend
Proportion of people surveyed who demonstrate an understanding of Melbourne’s Aboriginal heritage and culture.	100%
Proportion of people surveyed who believe the relationship with Aboriginal people is important.	100%
Delivery of the City of Melbourne’s Reconciliation Action Plan.	100%
Level of involvement of Traditional Owners in city governance.	Increase

Major initiatives

Major initiative 23: Truth-telling	Council's role
<p>Explore and deliver opportunities for 'truth-telling' to facilitate learning, healing, and change within Melbourne and beyond. This will be an opportunity to impart knowledge of thousands of years of rich history, language and stories, as well as provide a form of restorative justice by acknowledging Aboriginal peoples' experiences of dispossession and inequity.</p>	<p>Partner</p>
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The preferred location for the Stolen Generations Marker has been approved and three artists shortlisted. Artists will submit their concept designs by Quarter 4. • The Yoorrook Justice Commission Submission is in progress with a historian completing the research phase for a draft submission framework. • Truth-telling talks included the launch of Yalinguth by the Birrarung, and discussions with Blak and Bright for future events and talks. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Commission a Stolen Generations Marker and activate the site. • Deliver truth-telling activities. 	
Governance and milestones	
<ul style="list-style-type: none"> • Stolen Generations Marker <ul style="list-style-type: none"> ○ Quarter 1: Public announcement of selected artist ○ Quarter 2: Artist concept and design finalised ○ Quarter 3: Heritage approvals ○ Quarter 4: Commence fabrication ○ Quarter 4: Site activation activities January 2025. • Deliver truth-telling activities <ul style="list-style-type: none"> ○ Quarter 4: At least 3 truth-telling talks linked to the north bank of the Yarra River – Birrarung ○ Quarter 4: Additional content added to digital map and launch of version 2 ○ Quarter 4: Additional education resources developed for the added content in digital map. 	

Outcomes	
<ul style="list-style-type: none"> • Aboriginal people can see their living culture in the city and feel welcomed and recognised. • Aboriginal people engage, connect and grow through connection to culture across the city. • The broader community is more interested in and engaged with Aboriginal history, culture and values. • The broader community has a greater knowledge, understanding and acceptance of historical wrongs, and ongoing impacts of colonisation. • Aboriginal cultures are seen as central to Melbourne's identity, where traditional knowledge is implemented and can be experienced by the whole community, so that Melbourne is seen, experienced and thought of as an Aboriginal city. 	
Related Council Plan indicators	Related Sustainable Development Goals
<ul style="list-style-type: none"> • 100 per cent of people surveyed believe the relationship with Aboriginal people is important. • 100 per cent of people surveyed demonstrate an understanding of Melbourne's Aboriginal heritage and culture. 	<ul style="list-style-type: none"> • Goal 10 – Reduced inequalities • Goal 11 – Sustainable cities and communities

Major initiative 24: Declaration of recognition and commitment	Council's role
Implement the Declaration of Recognition and Commitment in good faith which signals and elevates the City of Melbourne's shared commitment for reconciliation across the whole of the organisation.	Deliver
<i>This initiative has been completed.</i>	

Major initiative 25: Govern with Sovereign First Nations		Council's role
Govern with Sovereign First Nations to enable true self-determination, where deliberative engagement is proactive, responsive and consistent.		Deliver
Key achievements in Q1–Q3 of 2023–24		
<ul style="list-style-type: none"> • The City of Melbourne strengthened its relationship with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Bunurong Land Council Aboriginal Corporation through various projects. • The First Nations Advisory Committee and Governance Framework were being developed. • The Aboriginal Community engagement protocols were being revised, and partnerships with Traditional Owners explored. • The First Nations Committee sought committee members through an EOI process. 		
Activities for 2024–25 will include		
<ul style="list-style-type: none"> • Hold regular meetings for City of Melbourne's First Nation Committee. • Finalise partnership with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation. • Develop partnership with Bunurong Land Council. • Finalise First Nations Governance Framework. 		
Governance and milestones		
<ul style="list-style-type: none"> • Quarter 1: First Nations Governance Framework. • Quarter 4: Partnership with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation. • Quarter 4: Draft partnership with Bunurong Land Council. • Quarter 4: Three meetings of the First Nations Committee. 		
Outcomes		
<ul style="list-style-type: none"> • Formal Traditional Owner and Aboriginal community representation at all levels of decision-making with the Council and across all Council endorsed committees. • Improved coordination of engagement with Traditional Owners. • There is a mutually beneficial relationship between Aboriginal stakeholders and the Council, with Aboriginal voices guiding and providing input into issues of concern. • Aboriginal people have control over the decisions that affect them. • Aboriginal people fully participate in the social and economic advantages that the City of Melbourne has to offer. 		
Related Council Plan indicators of success	Related Sustainable Development Goals	
<ul style="list-style-type: none"> • Increase in involvement of Traditional Owners in city governance. 	<ul style="list-style-type: none"> • Goal 10 – Reduced inequalities • Goal 11 – Sustainable cities and communities • Goal 16 – Peace, justice and strong institutions 	

Major initiative 26: First Nations cultural precinct	Council's role
Commence planning for a co-designed First Nations Cultural Precinct with First Peoples – a place to retain, maintain and recreate in a culturally specific geography, where First Peoples can practice continuity of customs and traditions, through uninterrupted connection to lands and waters.	Partner
<p><i>This major initiative was discontinued in FY2022–23.</i></p> <p><i>The City of Melbourne prepared a pre-feasibility study on the project and advocated for funding from both state and federal governments. Funding was not secured to deliver the precinct.</i></p>	

Major initiative 27: Annual gathering of the Eastern Kulin	Council's role
Support a partnership forum – an annual gathering of the Eastern Kulin (noting the history of Tanderrum).	Partner
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • Two Aboriginal corporations, Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Bunurong Land Council Aboriginal Corporation, are recruiting for Chief Executive Officers and other senior roles. • Bunurong Land Council Aboriginal Corporation is currently in special administration, which has delayed progress on this initiative. • Due to capacity issues within Traditional Owners and the need to progress another initiative prior to this one, this initiative will be closed. 	
<p><i>This major initiative was discontinued in FY2023–24. The City of Melbourne will continue to build and enhance relationships with Traditional Owners and prioritise major initiative 25 - Governing with Sovereign First Peoples to enable true self-determination.</i></p>	

CLIMATE AND BIODIVERSITY EMERGENCY

In the last year of the Council Plan 2021–25, we will prioritise our environment and take urgent action to reduce emissions and waste in order to protect public health, strengthen the economy and create a city that mitigates and adapts to climate change. The City of Melbourne declared a climate and biodiversity emergency in 2019.

Our priorities

- City of Melbourne is a global leading city that sets the standard in climate action. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas. Lead the transition towards zero net emissions for the city.
- Eliminate waste through circular economies.
- Spaces and buildings showcase world-leading sustainable design principles to enhance liveability and lead innovative responses to climate change, including protecting communities from the impact of extreme weather events. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.
- Resilient and safe communities that are adapting to the public health impacts of climate change. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.
- Biodiversity, habitat, green spaces, water quality and tree canopy cover are increased in the city. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.



Indicator	Target or desired trend
Municipal greenhouse gas emissions.	33% reduction (from 2015 baseline by 2025)
On-road transport emissions.	Decrease
Installed battery storage capacity in the municipality.	Increase
Household waste produced.	10% reduction (by 2025)
Municipal waste diverted from landfill.	50% diversion (by 2025)
Percentage of alternative water used for Council's operations.	Increase
Percentage of total nitrogen removed from stormwater entering waterways.	Increase
Hospital admissions in relation to extreme weather events.	Decrease
Percentage of tree canopy cover in the public realm.	27% (by 2025)
Number of trees planted in the municipality.	2400 annually, plus number of trees removed in previous year, or 3000, whichever is more.
Area of native understorey habitat in the public realm.	Increase

Major initiatives

Major initiative 28: Global leader on climate action	Council's role
To enhance Melbourne's position as a global leader on climate action, we will undertake bold advocacy on behalf of our community.	Advocate
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The City of Melbourne has actively engaged in advocacy with the Victorian and Australian governments on zero carbon buildings, and participated in knowledge exchange programs with various networks, including the World Economic Forum and C40. The Lord Mayor and senior delegates have spoken at multiple events on climate and heat and received invitations to global climate conferences and city taskforces. • Development of a summer heat campaign continues, working on advocacy for extreme weather preparation, and engaging with community organisations such as Sweltering Cities on heatwave safety. • Submissions to the National Housing and Homelessness Strategy and the Australian Government Budget, with a focus on zero emissions buildings. • The City of Melbourne hosted ASEAN week events such as the Climate Track Day and City Resilience event. These events helped develop relationships with the Australian Government and demonstrated City of Melbourne's leadership in the area. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Engagement with the Victorian and Australian governments, focused on housing for heat and health, building for extremes, and healthy zero-carbon buildings. • Delivery of community led, City of Melbourne supported advocacy on housing for heat and health. • Build partnerships with financial, private sector (including Melbourne Climate Network) and governments to support Build for Extremes advocacy and bids. • Delivery of industry-led, council supported advocacy on healthy zero-carbon buildings. • Delivery of C40 Youth Engagement program to support capacity building and connect with local youth groups on climate. • Co-Chief Heat Officers communications and strategic partnerships to advocate on heat health risks. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 4: Council consideration of updated climate and biodiversity action report. 	
Outcomes	
<ul style="list-style-type: none"> • Victorian Government makes progress on retrofitting and providing climate-ready social housing for heat and health. • Victorian and Australian governments make progress on support for local infrastructure that is required for resilience to extreme weather and community-led resilience initiatives. Awareness increases on the importance of building for extreme weather. • Victorian Government makes progress on: regulation to realise zero-emissions, climate-adapted new buildings and precincts by 2030, and regulation and incentives for existing mid-tier commercial buildings to achieve zero carbon by 2040. • Australian Government commits to 2030 realisation of zero-emissions, climate-adapted building regulation in National Construction Code. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • 33 per cent reduction in municipal greenhouse gas emissions (from 2015 baseline). 	<ul style="list-style-type: none"> • Goal 11 – Sustainable cities and communities • Goal 13 – Climate action • Goal 15 – Life on land

Major initiative 29: Employment centre of a resilient zero-carbon economy	Council's role
Create an enabling environment for Melbourne businesses and universities to become the employment centre of a resilient zero-carbon economy.	Partner
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The Lord Mayor launched the Melbourne Climate Network in August. The network's main objective is to develop a vision, purpose statement and value proposition to guide its future activities. To achieve this, the network formed two sub-committees. One will drive collaboration between CEOs and Sustainability Leads across major sporting codes and venues, to engage with local climate tech solutions. • A Careers for Net Zero campaign was launched to boost jobs in the clean energy sector. • In November, the Melbourne Climate Network held the first of two roundtables in partnership with Climate Zeitgeist to explore opportunities to accelerate investment in climate solutions. • The City of Melbourne is the host sponsor for the Climate Investor Forum, and the Melbourne Climate Network remains committed and engaged with strong thought leadership emerging as a key strength. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Launch the Melbourne Climate Network branding and website. • Continue to unlock commercial opportunities through events, sponsorships and research with academic and industry partners – both international and domestic. • Leverage and participate in international forums and opportunities that showcase Melbourne as a global leader in climate-technology, and attract investment. • Formalise a long-term sector roadmap focused on creating zero-carbon jobs for the city, including options for the viability of the Melbourne Climate Network. • Create a case for a zero-carbon collaboration centre to address growth and sector needs. • Work with employers, universities and training providers to complement existing pathways to employment that resolve skills gaps across the sector. • Investigate the potential to support an annual Melbourne Climate Week, focused on growing the green economy. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of Melbourne Climate Network update. • Quarter 3: Council consideration of long-term sector roadmap and feasibility of hosting Melbourne Climate Week. • Quarter 4: Council consideration of recommendations for the establishment of a Zero-Carbon Collaboration Centre. • Quarter 4: Council consideration of Melbourne Climate Network update. 	
Outcomes	
<ul style="list-style-type: none"> • Cluster outcomes to be measured against number of participants and level of activity. • Position Melbourne as a global centre for a 'zero-carbon economy' (measured by participation and contribution to industry forums). 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • 33 per cent reduction in municipal greenhouse gas emissions (from 2015 baseline). • Percentage of alternative water used for Council's operation • Percentage of total nitrogen removed from stormwater entering waterways 	<ul style="list-style-type: none"> • Goal 11 – Sustainable cities and communities • Goal 13 – Climate action • Goal 15 – Life on land

Major initiative 30: Environmental performance of buildings	Council's role
Progress a planning scheme amendment to improve the environmental performance of buildings in order to reduce emissions to zero by 2040.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> The planning scheme amendment for sustainable building design is currently underway, with a focus on reviewing submissions and assessing economic feasibility. 73 submissions were received, and the responses will be presented to the Future Melbourne Committee in Q4. The Zero Carbon Precincts initiative is in progress and involves ongoing collaboration with the Urban Land Institute Technical Assistance Panel. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> Complete the planning panel for Amendment C376 and submit the amendment to the Minister for Planning. Progress development of an online information portal for building retrofits. Continue delivery of Retrofit Melbourne thought leadership series. Advocate for legislative changes to the Commercial Building Disclosure program. Develop a model and business case for a pilot zero carbon precinct. Support a pilot of zero carbon lease clauses. Assess two potential regulatory options to accelerate building retrofits in the municipality. Deliver the CitySwitch program for office-based tenants. Investigate options to promote and update measurement and disclosure of embodied carbon in the development and performance of buildings. Progress with implementing the Retrofit Melbourne Plan with a focus on existing commercial office buildings. Conduct joint research and pilot on barriers for strata apartments to upgrade to healthy zero-carbon buildings. 	
Governance and milestones	
<ul style="list-style-type: none"> Quarter 1: Amendment C376 planning panel. Quarter 1: Council consideration of Retrofit Melbourne Plan Implementation Update. Quarter 3: Council consideration of Amendment C376. Quarter 3: Council consideration of Zero Carbon Precinct Pilot Model and business case. 	
Outcomes	
<ul style="list-style-type: none"> New developments will minimise their environmental footprint as they will be required to comply with the new provisions in the Planning Scheme. High level of engagement by community in the environmental performance of buildings. Improved environmental performance of existing and new buildings, demonstrated by improved National Australian Built Environment Rating System, Green Star and National House Energy Rating Scheme ratings. 	
Related Council Plan indicators of success	Related Sustainable Development Goal
<ul style="list-style-type: none"> 33 per cent reduction in municipal greenhouse gas emissions (from 2015 baseline). 	<ul style="list-style-type: none"> Goal 13 – Climate action

Major initiative 31: Deliver the Urban Forest Strategy	Council's role
Deliver on our Urban Forest Strategy including tree canopy, private greening incentives and city greening.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The Urban Forest Strategy is progressing well with more than 400 trees planted in September, and some key urban forest precinct plan streets, such as Hardware Lane, have been completed. • The Urban Forest Fund grant program closed in January 2024 with successful recipients announced mid-2024. • The Citizen Foresters have been active in Fitzroy Gardens, and regular annual monitoring for Dutch Elm Disease has started. • Urban forest precinct plans for East Melbourne, South Yarra, Central City, and Carlton are drafted with community consultation scheduled in Q4. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Continue the Tree Planting Program. • Implement the urban forest precinct plans to achieve a healthy, resilient and diverse urban forest for the municipality. • Continue the renewal of the urban forest precinct plans. • Complete modelling to calibrate future tree planting numbers to achieve 40 per cent canopy cover. • Deliver round six grants through the Urban Forest Fund and finalise funded projects. • Deliver the Canopy Uplift Program. • Continue the Citizen Forester Program. • Implement the Tree Policy to protect trees. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of final Precinct Plans for Central City, South Yarra, East Melbourne and Carlton. • Quarter 4: Council consideration of draft Precinct Plans presented prior to community engagement (North and West Melbourne, Kensington, Docklands). • Quarter 4: Council consideration of round 6 Urban Forest Fund grants. • Quarter 4: Tree canopy data collected. • Precinct Plan workshops completed for Southbank, Parkville, and Fishermans Bend. • Citizen Forester Program active with four events completed. 	
Outcomes	
<ul style="list-style-type: none"> • Tree Planting Program will increase canopy cover to 40 per cent by 2040. • Diverse communities participate in engagement for North and West Melbourne, Kensington and Docklands. • Tree removal revenue minimised. 	
Related Council Plan indicators of success	Related Sustainable Development Goal
<ul style="list-style-type: none"> • 27 per cent tree canopy cover in the public realm. • 2400 trees planted, plus the number removed in the previous year, or 3000 trees planted in the municipality (whichever is greater). 	<ul style="list-style-type: none"> • Goal 15 – Life on land

Major initiative 32: Food Organics and Garden Organics		Council's role
Lead the reduction of food waste and diversion of waste from landfill, by continuing the food organics, green organics rollout through high-rise apartment innovation and by addressing food-waste reduction.		Deliver
Key achievements in Q1–Q3 of 2023–24		
<ul style="list-style-type: none"> • The Food Organics and Garden Organics dehydrator pilot program in high rise buildings has been successful in diverting food waste from landfills and saving carbon emissions. The Spring Street site has extended its pilot for another six months. • EcoGuardians has secured a contract to supply dehydrators to four more sites. Officers are finalising the next four sites by December. • The evaluation of the pilot is in progress and recommendations for future implementation are expected in Quarter 4. In the meantime, the six participating buildings in the Food Organics High Rise Pilot have successfully diverted 22.6 tonnes of food and organic waste from landfills and saved 45.9 tonnes of CO² emissions. • The pilot program for mixed-use buildings is also progressing, with two buildings preparing for installation of the dehydrator and two others in the on-boarding phase. 		
Activities for 2024–25 will include		
<ul style="list-style-type: none"> • Complete and evaluate year 1 of the Food Organics and Garden Organics pilot in mixed-use commercial residential high-rise buildings. • Identify eligible high-rise buildings for a dehydrator or other technology-based Food Organics and Garden Organics service, based on recommendations from the first high-rise residential pilot. • Research appropriate Food Organics and Garden Organics service options for high rise buildings not eligible for a dehydrator or standard bin based kerbside service. • Deliver a waste reduction and education campaign for all households focused on new Victorian recycling service standards to increase diversion from landfill and reduce contamination. 		
Governance and milestones		
<ul style="list-style-type: none"> • Quarter 1: Waste education campaign launch. • Quarter 3: Evaluation of high-rise Food Organics Garden Organics service for additional buildings including engagement with key stakeholders. • Quarter 4: Report released on progress of high-rise Food Organics and Garden Organics service including recommendations for a staged roll out to eligible high-rise buildings. 		
Outcomes		
<ul style="list-style-type: none"> • An appropriate Food Organics and Garden Organics service. • Up to 5 per cent reduction in contamination in residential Food Organics, Garden Organics collection through education and engagement. • Increased participation in Food Organics and Garden Organics within high rise buildings. 		
Related Council Plan indicators of success	Related Sustainable Development Goal	
<ul style="list-style-type: none"> • 50 per cent increase in municipal waste diverted from landfill. 	<ul style="list-style-type: none"> • Goal 12 – Responsible consumption and production 	

Major initiative 33: Circular economy	Council's role
<p>Support the development of a circular economy through bold leadership and community neighbourhood projects, including the container deposit scheme, alternative waste technologies, circular economy guidelines and partnered or aggregated demand to stimulate end markets.</p>	<p>Partner</p>
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • Progress continues on scoping a Circular Economy Precinct, with stakeholder engagement planned, and the City of Melbourne awaiting a grant outcome from Sustainability Victoria. • The Go Full Circle program, which upskills local businesses in circular economy practices, has concluded with the final phase of evaluation and creation of case studies due in November. • Business engagement is ongoing in the Kensington Circular Economy Precinct, with 12 businesses engaged and receiving their circular solutions, including installation of a milk-in-keg system. • The Social Enterprise Grants Program closed on 4 March, with 14 applicants in circular economy 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Complete the design and deliver stage 1 roll out of a glass collection service, including alternatives to a bin-based service where appropriate. • Continue to support the Kensington Circular Economy Precinct and expand to North Melbourne businesses and community groups. • Support local businesses to embed circular economy practices and reduce waste through year three of the Go Full Circle program in collaboration with other councils. • Develop partnership options and opportunities with neighbouring councils in M9 including collaborative procurement and advocacy. • Incentivise circular economies and support local businesses by providing funding through year four of the Social Enterprise Grant Program. • Continue to strengthen data integrity and the processes to inform a review in 2025–26 of waste service charges that will consider equity and behavioural change across all waste collection services. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Design for expansion of Circular Economy Precinct program commences. • Quarter 1: Expression of interest for Circular Economy Precinct in North Melbourne. • Quarter 1: Design for roll out of stage 1 glass collection service completed. • Quarter 2: Go Full Circle 2024 completed. • Quarter 3: Social Enterprise Grant Program opens for submissions. • Quarter 3: Stage 1 roll out of glass collection service commences. 	

Outcomes	
<ul style="list-style-type: none"> • Glass service implemented successfully in identified households with low levels of contamination. • Raised awareness of waste reduction and circular economy practices in City of Melbourne hospitality businesses participating in the Go Full Circle Program. • Up to 10 additional businesses engaged in the Circular Economy Precinct. • Increase in visitors attracted to the Circular Economy Precincts due to alignment with personal sustainability values (green dollar spending). • Increased diversion from landfill and the creation of an efficient and sustainable circular economy for kerbside waste material across M9 Councils. • Enhanced data is used to influence and support behavioural change and deliver equitable circular economy outcomes for the residential and commercial waste streams. 	
Related Council Plan indicators of success	Related Sustainable Development Goal
<ul style="list-style-type: none"> • 50 per cent increase in municipal waste diverted from landfill. 	<ul style="list-style-type: none"> • Goal 12 – Responsible consumption and production

Major initiative 34: Power Melbourne		Council's role
Support the development of battery storage and renewable energy in the municipality through the Power Melbourne initiative.		Partner
Key achievements in Q1–Q3 of 2023–24		
<ul style="list-style-type: none"> • The Power Melbourne project aims to deliver three community batteries by mid-2024. • The tender process to choose a commercial delivery partner is complete, and a contract appointing Origin Energy to supply, install and operate the batteries was executed in December 2023. • Significant grant funding has been secured, and community consultation has revealed strong support for renewable energy. • Detailed designs and programming of battery installations, site preparation works, and necessary electrical works are underway. 		
Activities for 2024–25 will include		
<ul style="list-style-type: none"> • Complete battery network installation, monitor and improve performance (Council House 1, Library at The Dock, Boyd Community Hub). • Undertake ongoing knowledge sharing activities to drive research, education, and industry activation. • Host battery launch events and ongoing activations with partners and community. • Investigate options for a community benefit fund and programs to distribute excess revenue from battery network to community, grant management and reporting. • Commence evaluation of demonstration stage and assess potential to progress to the commercial stage, including the possibility of a renewable energy retail product. • Develop an energy innovation roadmap to identify options that drive progress towards City of Melbourne's 2030 goals for renewable energy, energy efficiency and emission reduction. 		
Governance and milestones		
<ul style="list-style-type: none"> • Quarter 1: Launch events of the first three community batteries, media and communications. • Quarter 2: Council consideration of options for the establishment of a community benefit fund. • Quarter 4: Council consideration of implementation phase progress report. 		
Outcomes		
<ul style="list-style-type: none"> • Increased battery storage capacity in the municipality. • Increased social licence for community batteries. • Improved energy access and affordability for residents and small businesses. • Data and insights on battery operations supporting research, education, and industry activation. 		
Related Council Plan indicators of success	Related Sustainable Development Goals	
<ul style="list-style-type: none"> • Increase in installed battery storage capacity in the municipality. 	<ul style="list-style-type: none"> • Goal 7 – Affordable and clean energy • Goal 8 – Decent work and economic growth • Goal 12 – Responsible consumption and production • Goal 13 – Climate action 	

Major initiative 35: Implement the Climate and Biodiversity Emergency action plan	Council's role
Implement the Climate and Biodiversity Emergency Action Plan.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The North Melbourne Town Hall is now 100 per cent gas-free, with the North Melbourne Recreation Centre and Carlton Baths on track to be electrified in 2024. • The Designing for Climate Change policy was being developed with a team of stakeholders who worked to upskill and refine the material. • The embodied carbon reduction targets were set and a funding application was submitted to the Federal Government's Community Energy Upgrade Fund for the electrification of several council assets. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Continue to implement the gas-free operations roadmap to electrify City of Melbourne assets including Carlton Baths and North Melbourne Recreation Centre. • Continue to update processes to ensure climate change and biodiversity opportunities and risks are considered throughout the asset lifecycle for all council-owned assets. • Develop a policy to raise the minimum sustainability and climate resilience standards of council assets to avoid improper development in the face of more frequent extreme weather events. • Accelerate the adoption of zero-emissions vehicles through City of Melbourne's fleet, and street cleaning contractors. • Develop tools to measure the embodied carbon of City of Melbourne's capital works program, introduce low-carbon materials in key capital projects and work towards ongoing monitoring and reporting of embodied carbon. • Investigate potential for collaborative procurement of carbon offsets, to secure long-term supply of local, high-integrity units, with social and environmental co-benefits. • Undertake a review of environmental, social and governance outcomes delivered by the environmental, social and governance procurement strategy. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 4: Provide annual update on the Climate and Biodiversity Emergency Action Plan, including environmental, social and governance procurement strategy achievements. 	
Outcomes	
<ul style="list-style-type: none"> • City of Melbourne emissions are reduced as a result of transitioning two major City of Melbourne assets from gas to electricity. • Assets are designed considering climate change risks and maintained to withstand the impacts of climate change. • An increase in electric vehicles in City of Melbourne's fleet in line with the 2025 all-electric target. • An increase in the use of electric vehicles by relevant contractors. • An increase in council capital projects using low-carbon materials. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • 33 per cent reduction in municipal greenhouse gas emissions (from 2015 baseline). • Decrease in on-road transport emissions. 	<ul style="list-style-type: none"> • Goal 9 – Industry, innovation and infrastructure • Goal 12 – Responsible consumption and production • Goal 13 – Climate action

ACCESS AND AFFORDABILITY

In the last year of the Council Plan 2021–25, we will reduce economic and social inequality by ensuring universal access to housing, core services and information.

Our priorities

- Fair, appropriate and accessible range of affordable housing for people of all backgrounds is available, with special focus on people experiencing homelessness. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.
- Increased food security for everyone, especially the most vulnerable. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.
- Core services are accessible and affordable to everyone, with special attention to mental health, lifelong education and internet services. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.
- City activities including events, the arts and culture are accessible and affordable for everyone. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.
- People with disability feel welcome in the city and have equal access. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.



Indicator	Target or desired trend
Proportion of people surveyed who participate in lifelong learning in the municipality.	Increase
Proportion of people surveyed who participate in arts and cultural activities in the municipality.	Increase
Number of City of Melbourne programs that are inclusive and respond to the needs of people with disability.	Increase
Proportion of people reporting food insecurity.	25% reduction (by 2025)
Number of people recorded as experiencing chronic homelessness and sleeping rough.	Zero
The number of affordable housing units approved through a planning permit.	200 (by 2025)
Number of people experiencing chronic homelessness and sleeping rough, who have been supported to access transitional, social or private rental housing.	200 (by 2025)
Number of new demonstration social and affordable housing units progressed and delivered on City of Melbourne land. *	100 (by 2025)

*Excludes units already committed during the life of the previous Council Plan on the Munro and Boyd sites

Major initiative 36: Inclusive sports facilities for women	Council's role
Increase and upgrade accessible, inclusive spaces for women and girls in City of Melbourne sports facilities.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The community opening event for Brens Pavilion took place in October after construction completion. • Tenders for Ryder Pavilion closed on 31 October, and the contract was awarded in December. Contractors are set to begin work in March after temporary facilities were installed. • Construction is progressing at the Kensington Community Aquatic and Recreation Centre. • The first stage of community engagement for the Fair Access Policy has been completed. Draft policy and action plans are being developed and revised based on community feedback, which will be presented to the Council for consideration in June 2024. • An analysis of future recreation provision and demand has been conducted, and a draft Recreation Facilities Provision Framework has been presented to Councillors for alignment with other strategic plans. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Complete construction of the new Ryder Pavilion with gender equal change facilities (opens March 2025). • Complete construction of Kensington Community Aquatic and Recreation Centre with a focus on improving access and equity (opens mid-2025). • Commence implementation of the Fair Access Policy roadmap and Action Plan to improve equity of use of City of Melbourne's recreation facilities by women and girls. • Commence implementation of the Recreation Facility Provision Framework which prioritises access and inclusion to inform future capital works planning. • Explore funding opportunities to support access and inclusion for women and girls at recreation facilities. • Reinstatement of Edmund Herring Oval in Domain Parklands after Metro Tunnel works are complete, with a focus on use by women and girls. • Continue to expand the range of inclusive programs and services to support people experiencing barriers to participation across recreation facilities. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 3: Official community opening event for Ryder Pavilion. • Quarter 4: Official community opening event for Kensington Community Aquatic and Recreation Centre • Quarter 4: Presentation of draft first year report card on implementation of Fair Access Action Plan 	
Outcomes	
<ul style="list-style-type: none"> • Increased access and participation rates of women and girls at City of Melbourne recreation facilities and sports grounds. • Increase in the number of people meeting the recommended physical activity levels. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in proportion of adults who get adequate physical exercise. • Melburnians' self-reported sense of belonging to community is at least 70 on a scale of 100. 	<ul style="list-style-type: none"> • Goal 5 – Gender equality • Goal 7 – Affordable and clean energy • Goal 10 – Reduced inequalities • Goal 11 – Sustainable cities and communities

Major initiative 37: Implementation of Neighbourhood Model	Council's role
Implement a neighbourhood model by working with communities to develop neighbourhood plans and neighbourhood service centres that respond to the local community's existing and projected needs.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The March Neighbourhood Survey received more than 4000 responses, the largest on the Participate Melbourne platform. • The Kensington Neighbourhood Partner collaborated with the Kensington Reconciliation Group and Wurundjeri Woi-wurrung Traditional Owners to enhance cultural safety at Kensington Town Hall. • Two Docklands Stakeholder Group meetings highlighted Safer Neighbourhoods, Docklands as a Distinct Water Precinct, and Community Connection as key priorities with sub-groups choosing three projects for 2024: Docklands Farmers Market, youth activations, and an Arts and Crafts Docklands program. • Neighbourhood Partners engaged stakeholders in North Melbourne, Carlton and Kensington after the Victorian Government's Housing Statement. • The Neighbourhood Survey and Shape Share Imagine campaign was launched to gather feedback for Council's future planning. 23 pop-up events yielded 1500 responses. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Develop a business engagement action plan. • Pilot a neighbourhood volunteer program to develop community capacity to lead initiatives (linked to neighbourhood priorities) and increase participation in civic activities, particularly from multicultural communities and people under 30. • Analyse and provide up-to-date community and neighbourhood data and insights (from businesses, residents, visitors, students) to input into the development of the next Council Plan and induction of the new Councillor group. • Establish a minimum of three further partnerships with local agencies, businesses and community groups to deliver on neighbourhood priorities, particularly in the areas of apartment living, community connection, community spaces, public amenities, public housing and safety. • Ensure community insights are reflected in project development and delivery through increased uptake in use of Knowledge Bank insights and develop an improved organisation-wide data collection tool. • Improve ongoing communications approach and reach linked to the new corporate communications strategy including neighbourhood portals, social media and local media. • Further engage through community networks to raise awareness of and participation in local elections. 	
Governance and milestones	
<ul style="list-style-type: none"> • Progress on the neighbourhood priorities will be reported regularly via the Neighbourhood Portals. • Quarter 1: Council consideration of neighbourhood volunteer program pilot update. • Quarter 2: Council consideration of the completion of major initiative 37 including the adoption of the neighbourhood model and Knowledge Bank. • Quarter 3 Update to Council on neighbourhood model. 	

Outcomes

- Increase in the number of community-led initiatives and partnerships to deliver on neighbourhood priorities.
- Increase in the number of people from diverse backgrounds participating in local elections and community engagement.
- Increase in the percentage of community members who agree that 'City of Melbourne understands the needs of communities'.
- Increase in the percentage of community members who agree that 'I am informed about what is happening in my neighbourhood'.
- Increase in the number of Knowledge Bank data collectors and users across the City of Melbourne.

Related Council Plan Indicators of Success

- Melburnians' self-reported sense of belonging to community is at least 70 on a scale of 100.

Related Sustainable Development Goals

- Goal 10 – Reduced inequalities
- Goal 11 – Sustainable cities and communities
- Goal 16 – Peace, justice and strong institutions

Major initiative 38: Libraries	Council's role
Deliver a revitalised library network, including pop-up libraries, to increase access for our diverse community and to help revitalise the city.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • City of Melbourne's latest flagship library narm ngarrgu opened to the public in November 2023. • The Elizabeth Street Pop-Up Library attracted many visitors with the library closing in November 2023, allowing time for the transfer of equipment to the new library at narm ngarrgu . • The Toy Library integration is complete and the service is well-attended with new users from the library network. • Since July 2023, Mel-van mobile service has served over 1000 attendees. • City Library closed on 28 March to commence renovation work and will re-open in June. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Implement actions from the Future Libraries Framework 2021–25 including working with Aboriginal communities to contribute content to the library's collections and programs. • Develop the next phase of the library social work program to build on the successes and lessons from of the current program. • Complete detailed design for Boyd Library and Community Hub redevelopment (subject to budget). • Plan for future library services in CBD South following the expiration of the City Library lease. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 3: Council consideration of Boyd fit-out plans 	
Outcomes	
<ul style="list-style-type: none"> • Core library services are accessible to the broadest range of people in the municipality as measured by: <ul style="list-style-type: none"> ○ increase or maintenance in the number of active library users ○ increase or maintenance in satisfaction with library services ○ targeted support for vulnerable people through industry partnerships ○ advocacy by the City of Melbourne in partnership with Public Libraries Victoria for good outcomes for vulnerable communities ○ promotion and prioritisation of lifelong learning in the community. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in proportion of people surveyed who participate in lifelong learning in the municipality. • Increase in number of visitors to the municipality. 	<ul style="list-style-type: none"> • Goal 4 – Quality education • Goal 8 – Decent work and economic growth • Goal 10 – Reduced inequalities

Major initiative 39: Disability Access and Inclusion Plan 2020–24	Council's role
Deliver the Disability Access and Inclusion Plan 2020–2024 to reduce and eliminate barriers in our built, social and informational environment to the equitable and full participation of people with disability in our city.	Deliver Partner
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • A new program to support local businesses to improve access and inclusion was launched at the 'Breaking Barriers' seminar in October. The seminar was attended by more than 150 business and tourism operators, who were provided with information, suggestions and case studies to improve access and inclusion, which included training and support for 14 businesses. • Disability Advisory Committee members provided feedback and lived experience advice on the Future Streets Strategy, the Queen Victoria Market renewal and the University Square Stage 2 Concept Plan. The DAC also participated in focus groups to provide feedback on draft actions for the Inclusive Melbourne Action Plan 2024–26. • In partnership with Scope, work continued to update and customise the communication boards used at libraries, events, visitor centres and customer relations. 	
<p><i>This major initiative was completed in 2023–24. The City of Melbourne has completed the implementation of the Disability Access and Inclusion Plan 2020–24 and will continue to drive for access and inclusion through the Inclusive Melbourne Strategy 2022–32.</i></p>	

Major initiative 40: Food relief plan	Council's role
Develop and deliver initiatives and programs that will provide food relief to vulnerable members of our community and improve local food production by supporting communities to grow their own food.	Deliver Partner Advocate
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • Just Food Collective, funded by the City of Melbourne, initiated a breakfast club for students facing food insecurity, assisting over 1000 students with breakfast meals and fresh fruit. • East Melbourne Library and the Residents Group collaborated to expand community garden infrastructure, receiving twelve food cubes from Biofilta. • The City of Melbourne partnered with The Diggers Club to provide free seeds for food growing at East Melbourne and Kathleen Syme libraries with nearly 500 packets of fruit and vegetable seeds being accessed in December 2023. • Consultation on the City of Melbourne's draft Food Policy ran during February and March, with more than 400 surveys submitted 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Partner with Queen Victoria Market traders and other providers to pilot a program to redirect surplus edible food waste to food relief organisations. • Engage with farmers markets to investigate a sustainable model that supports the ongoing access to affordable fresh produce. • Partner with City of Melbourne libraries to develop a seed library service which will support the community to grow their own food. • Evaluate and develop a report on the final outcomes of City of Melbourne's partnership with Grow it Local. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 4: Council consideration of results of the pilot edible food waste program at Queen Victoria Market. • Quarter 4: Council consideration of the results of the City of Melbourne's partnership with Grow it Local. 	
Outcomes	
<ul style="list-style-type: none"> • Decreased edible food waste from Queen Victoria Market. • Improved coordination of edible food waste from Queen Victoria Market to food relief providers • Increased number of people engaged in food growing and food sharing (CoMSiS, Seed library and Grow It Local data). • Increased access to safe and nutritious food by vulnerable communities. • Increased community connection and sharing of food. 	
Related Council Plan indicators of success	Related Sustainable Development Goal
<ul style="list-style-type: none"> • 25 per cent reduction in proportion of people reporting food insecurity. 	<ul style="list-style-type: none"> • Goal 2 – Zero hunger

Major initiative 41: Refine the approach to service planning to ensure City of Melbourne’s core services remain accessible and affordable		Council’s role
As part of a new corporate strategy for the City of Melbourne, ensure our core services remain accessible and affordable.		Deliver
Key achievements in Q1–Q3 of 2023–24		
<ul style="list-style-type: none"> • Service planning research has been completed, and a working group commenced in February to identify City of Melbourne services and develop a draft service profile for testing in a pilot. • The project focused on developing the Service Planning policy framework, including the Service Profile, Service Catalogues, and a Service Planning Guide for service owners. 		
Activities for 2024–25 will include		
<ul style="list-style-type: none"> • Complete and implement the City of Melbourne Service Planning Framework. • Confirm the list of City of Melbourne services with Council. • Complete a service profile for each service, including a forward plan. • Coordinate and plan for pilot service improvement plans and/or service reviews. • Review and approve any implementation plans arising from service improvement plans and service reviews. 		
Governance and milestones		
<ul style="list-style-type: none"> • Quarter 2: Council consideration of Service Planning Framework update. 		
Outcomes		
<ul style="list-style-type: none"> • An agreed list of services described to a high level of detail. • Stronger relationships between service delivery and other key City of Melbourne functions such as asset investment, workforce planning, risk management, budgeting, planning, performance reporting and community engagement. • A better understanding by service owners of their services and how they support the achievement of council objectives. • Additional information for service owners to help develop service plans aimed at keeping their services efficient and effective. • A governance model for managing service reviews. 		
Related Council Plan indicators of success	Related Sustainable Development Goals	
<ul style="list-style-type: none"> • 100 per cent of planning applications decided within required timeframes. • Increase in number of artists supported by City of Melbourne through city planning, design and city operations. 	<ul style="list-style-type: none"> • Goal 10 – Reduced inequalities • Goal 11 – Sustainable cities and communities • Goal 16 – Peace, justice and strong institutions 	

Major initiative 42: North Melbourne Community Centre redevelopment	Council's role
In partnership with the Victorian Government commence construction on a replacement North Melbourne Community Centre precinct for the Melrose Street community and growing Macaulay population.	Deliver Partner
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The first round of community engagement has been completed, and work is underway to develop a more detailed spatial plan and mix of services. • The Melrose site is being considered for the development of affordable housing, and analysis is being conducted to determine the best use of spaces on the site. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Complete essential land surveys including geotechnical, cultural heritage, archaeological and environmental surveys. • Undertake preliminary design phases of the community centre, including site investigations, urban design studies and concept design. • Finalise concept design and test with community. • Complete a functional brief and establish an operational model for the community centre. • Further test the site for feasibility and suitability of other uses including recreation and affordable housing. • Continue to plan for meeting future community need for recreation and open space, including planning for improvements of Buncle Street Reserve. • Explore and deliver interim upgrades to the existing facility and trial pop-up activations at the Buncle Street Reserve. • Continue to work with Homes Victoria to align new community centre functions with the redevelopment of neighbouring housing towers. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Present draft concept design and seek approval to commence community engagement. • Quarter 2: Presentation of insights from community on the concept design. • Quarter 3: Council consideration of concept design and cost plan to progress to final detailed design. • Quarter 3: Presentation of a discussion paper on the future of Buncle Street Reserve and local infrastructure needs. 	
Outcomes	
<ul style="list-style-type: none"> • Strengthen community involvement and support for the project including young people. • Create a strategic and future-proofed design that incorporates community engagement outcomes. • Clearly established vision for community centre that is reflected in endorsed concept design. • Strengthen understanding of complexities of the site for construction timelines through final studies. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • 500 people supported through a range of accommodation including long-term supportive housing and affordable housing. 	<ul style="list-style-type: none"> • Goal 3 – Good health and wellbeing • Goal 7 – Affordable and clean energy • Goal 10 – Reduced inequalities • Goal 11 – Sustainable cities and communities

Major initiative 43: Digital literacy programs and digital inclusion		Council's role
<p>Deliver programs that will build digital literacy skills and capabilities, improve access to free wi-fi from our community facilities and advocate for appropriate digital infrastructure, to improve digital inclusion for all, particularly for vulnerable groups.</p>		Deliver
Key achievements in Q1–Q3 of 2023–24		
<ul style="list-style-type: none"> • Digital inclusion activities continue to be popular with our community: <ul style="list-style-type: none"> ○ 26 Mel-van mobile library sessions were run, reaching over 1300 people ○ Library Makerspaces conducted over 1300 new safety inductions with over 4300 people accessing the service ○ nearly 60 people have accessed one-on-one book-a-librarian sessions ○ digital literacy workshops/sessions have reached 700 people over 100 sessions ○ more than 30 community events and technology sessions were held, reaching over 500 people. • Input provided to Victorian Government on expanding accessible internet connectivity in the municipality and identifying suitable locations for free internet service provision. • Integrated digital literacy and access into the Homeless Action Plan and Inclusive Melbourne Action Plan. 		
Activities for 2024–25 will include		
<ul style="list-style-type: none"> • Deliver accessible digital literacy library programming. • Explore opportunities for funding and delivery partnerships for programming. • Implement first year Digital Inclusion Plan actions. 		
Governance and milestones		
<ul style="list-style-type: none"> • Quarter 1: Council consideration of the Digital Inclusion Plan • Quarter 2: Council's consideration of digital literacy programs progress report. 		
Outcomes		
<ul style="list-style-type: none"> • Uplift of digital literacy skills and capabilities across the municipality. • Creation of a City of Melbourne advocacy network to improve digital infrastructure across the municipality for vulnerable groups. • Provide access to high quality wi-fi in libraries to access essential digital services. 		
Related Council Plan indicators of success	Related Sustainable Development Goals	
<ul style="list-style-type: none"> • Increase in proportion of people surveyed who participate in lifelong learning in the municipality. 	<ul style="list-style-type: none"> • Goal 1 – No poverty • Goal 4 – Quality education 	

Major initiative 44: Homes Melbourne	Council's role
<p>Create a new entity called Homes Melbourne, to coordinate and facilitate more affordable housing for key workers and people on low-incomes and progress a demonstration project on Council owned land, support the Make Room accommodation project and new homeless support hubs for vulnerable citizens to access essential support services including food, showers, lockers, information and housing and homelessness advice.</p>	<p>Partner</p>
<p>Key achievements in Q1–Q3 of 2023–24</p>	
<ul style="list-style-type: none"> • Community engagement for the draft Homelessness Strategy began after Council endorsement in February and ran through to Quarter 4. • The Make Room construction program is on track for completion by August 2024, and a donor tour was held showcasing the progress made. • The Affordable Housing People's Panel has concluded, with recommendations being presented at the special Future Melbourne Committee in March. • The Key Worker Housing definition is on track for Future Melbourne Committee endorsement in early 2024, and implementation of the Melbourne Service Coordination Project adapted zero model remains on track. 	
<p>Activities for 2024–25 will include</p>	
<ul style="list-style-type: none"> • Deliver and open the Make Room Project. • Continue to deliver the Affordable Housing Strategy. • Formalise agreements to deliver affordable housing on two City of Melbourne-owned sites. • Finalise and commence implementation of Homelessness Strategy 2024–30. • Commence the delivery of recommendations from the People's Panel on Affordable Housing. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of Homelessness Strategy. • Quarter 1: Council consideration of People's Panel outputs. • Quarter 1: Commence Housing and Homelessness Community Education Plan. • Quarter 1: Council consideration of the request for proposal process for lease of land for two Council owned sites. • Quarter 1: Completion of the Make Room project. • Quarter 3: Council consideration of the Homelessness Strategy Action Plan. • Quarter 3: Council consideration of results of the request for proposal process for two City of Melbourne-owned sites. 	

Outcomes	
<ul style="list-style-type: none"> • Use of Council land for affordable housing on a minimum of two sites. • Updated affordable housing needs analysis. • Streamlined and improved internal process and practices to support the increased supply of affordable housing. • Increased funding for affordable housing projects. • Stronger partnerships with Victorian and Australian governments, not-for-profit, development and housing sectors. • Increased level of community knowledge about affordable housing. • Availability of up-to-date data to measure the related Council Plan indicators. • Coordinated homelessness service system. • Clearly defined action plan to deliver the key homelessness priorities. • Homelessness support and controlled housing program available in the municipality led by Aboriginal community-controlled organisations. • Make Room is delivered, operating and fully tenanted. • Increased access to health services and appropriate housing for people sleeping rough. • Increased public awareness understanding, and empathy for people experiencing or at risk of homelessness. • Integrated approach to homelessness and housing responses. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • 500 people supported through a range of accommodation including long-term supportive housing and affordable housing. • 100 new 'demonstration' social and affordable housing units facilitated on City of Melbourne land. 	<ul style="list-style-type: none"> • Goal 1 – No poverty • Goal 2 – Zero hunger • Goal 3 – Good health and wellbeing • Goal 7 – Affordable and clean energy • Goal 10 – Reduced inequality • Goal 11 – Sustainable cities and communities • Goal 12 – Responsible consumption and production

SAFETY AND WELLBEING

In the last year of the Council Plan 2021–25, we will plan and design for the safety and wellbeing of those who live, visit, work and do business in Melbourne, regardless of their background.

Our priorities

- All people feel safe and included when participating in Melbourne’s economic, visitor and community life. This priority aligns with, and contributes to, addressing our city’s health and wellbeing focus areas.
- Bonds and social connections between individuals and communities of different backgrounds are strengthened. This priority aligns with, and contributes to, addressing our city’s health and wellbeing focus areas.
- Enforce zero tolerance of violence in our community including family violence, violence against women, racism and discrimination in all forms. This priority aligns with, and contributes to, addressing our city’s health and wellbeing focus areas.
- People are supported and encouraged to make healthy and sustainable lifestyle decisions. This priority aligns with, and contributes to, addressing our city’s health and wellbeing focus areas.
- An efficient and safe transport network where our streets are safer for all users. This priority aligns with, and contributes to, addressing our city’s health and wellbeing focus areas.



Indicator	Target or desired trend
Proportion of people who report feeling safe in the city.	90% by day, 65% by night
Melburnians' self-reported sense of belonging to community.	At least 70 on a scale of 100
Rate of recorded family violence incidents.	Decrease
Complaints of discrimination based on sexual orientation, sexuality, disability, sex, gender, race, religious or political beliefs or other grounds for unlawful discrimination.	Decrease
Proportion of adults who get adequate physical exercise.	Increase
Rate of ambulance attendance for alcohol and drug misuse in the municipality.	Decrease
Number of transport related injuries and fatalities.	Decrease
Proportion of trips made by public transport, bicycle or on foot.	Increase

Major initiatives

Major initiative 45: Continue to implement the Transport Strategy 2030	Council's role
<p>Continue to implement the Transport Strategy 2030, including delivery of a protected bike lane network, station precincts as key gateways, little streets as streets for people, safer speed limits, micro mobility trials, more efficient traffic signal timing, developing an approach to support electric vehicles, and bicycling encouragement programs.</p>	<p>Deliver Partner Advocate</p>
<p>Key achievements in Q1–Q3 of 2023–24</p>	
<ul style="list-style-type: none"> • The 10-week engagement on the draft Future Streets Framework received more than 11,000 page views on the Participate Melbourne website and 1500 report downloads. • Lime and Neuron ran an e-scooter safety event to promote safety and road rules. • The Victorian Government has approved the 20km/hr speed limits in little streets. • Changes to parking provisions in the CBD continue to be delivered under the Parking and Kerbside Management Plan. • Construction has begun on bike lanes on Grattan Street, and works on Little Lonsdale Street have been completed. • Planning has begun for Biketober 2024 in cooperation with RACV and the program provider Love to Ride. 	
<p>Activities for 2024–25 will include</p>	
<ul style="list-style-type: none"> • Progress the delivery of the new bicycle infrastructure program. • Plan and deliver neighbourhood pedestrian and road safety improvements. • Progress the planning, design and delivery of streetscape projects, aligned with relevant strategies and policies including Grattan Street, Little Streets and Racecourse Road. • Finalise a low-emissions vehicles plan. • Continue to deliver the Parking and Kerbside Management Plan. • Deliver bicycle encouragement program including Biketober, e-bike incentives, workshops, training, communications and community development and events. • Collaborate to ensure outcomes of Victorian Government projects align with City of Melbourne strategy. • Resolve approach to the shared micromobility schemes. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Launch Biketober 2024. • Quarter 1: Begin analysis for Parkville neighbourhood pedestrian and road safety improvement works. • Quarter 1-3: Launch Social Norming Campaign V3. • Quarter 2: Council consideration of the final Low Emissions Vehicles Plan. • Quarter 3: Complete construction of separated bike lanes on Macaulay Road. • Quarter 3: Launch 2025 E-Bike Incentive Scheme. 	

Outcomes	
<ul style="list-style-type: none"> • Increased economic growth and city activity. • Lower transport emissions. • More sustainable travel. • Less road trauma. • Well-managed movement system taking all modes into account. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in proportion of trips made by public transport, bicycle or on foot. • Decrease in number of transport related injuries and fatalities. • Increase in capital gross local product. • Decrease in on-road transport emissions. 	<ul style="list-style-type: none"> • Goal 3 – Good health and wellbeing • Goal 8 – Decent work and economic growth • Goal 9 – Industry, innovation and infrastructure • Goal 11 – Sustainable cities and communities

Major initiative 46: North and West Melbourne and Docklands Transport and Amenity Program (TAP)		Council's role
Deliver the North and West Melbourne and Docklands Transport and Amenity Program in partnership with the Victorian Government.		Deliver Partner
Key achievements in Q1–Q3 of 2023–24		
<ul style="list-style-type: none"> • The draft Spencer Street (North) Master Plan progressed through to engagement. • The Hawke Street Linear Park design development progressed. We are currently exploring alternative design options to inform the business case. • Community consultation for the Franklin Street Streetscape Upgrade was completed. We are now updating the concept design in response to community feedback. • The initial report for the Dynon Road Shared User Path upgrade was completed. 		
Activities for 2024–25 will include		
<ul style="list-style-type: none"> • A range of streetscape and public realm projects will be delivered over a five-year period to address impacts and opportunities arising from the West Gate Tunnel Project. Three priority projects are: <ul style="list-style-type: none"> ○ 46.1 Spencer Street Masterplan: Spencer Street (North) between La Trobe Street and Dynon Road including a range of projects for delivery after completion of West Gate Tunnel. ○ 46.2 Hawke Street Linear Park: Design of a linear park, with associated traffic calming measures and new protected cycle lanes on Hawke Street in West Melbourne. ○ 46.3 Franklin Street Streetscape Improvements. Design of a new linear open space connecting State Library Metro station with Market Square in the Queen Victoria Market precinct. 		
Governance and milestones		
<ul style="list-style-type: none"> • Quarter 1: Franklin Street Final concept design endorsement* • Quarter 1: Hawke Street engagement on final concept plan* • Quarter 2: Spencer Street Master Plan final document endorsement * <p>*Subject to Victorian Government funding confirmation</p>		
Outcomes		
<ul style="list-style-type: none"> • All projects are delivered to program in order to remain on track for completion in future years. 		
Related Council Plan indicators of success	Related Sustainable Development Goals	
<ul style="list-style-type: none"> • Decrease in number of transport related injuries and fatalities. • 27 per cent tree canopy cover in the public realm. 	<ul style="list-style-type: none"> • Goal 3 – Good health and wellbeing • Goal 15 – Life on land 	

Major initiative 47: City Road Master Plan	Council's role
As part of the delivery of the City Road Master Plan, the City of Melbourne will design and deliver the upgrades to the City Road northern undercroft by end of 2023-24 and advocate to the Victorian Government for the full delivery of upgrades to the City Road East and West.	Deliver Advocate
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • The pedestrian crossing project has been delayed until early 2025 due to various constraints including limited access to the works site and the inability to accommodate a bike path around Boyd Park. • The Community Engagement Plan and Participate Melbourne content are finalised for northern undercroft to receive feedback on the drafted concept design. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Progress on the northern undercroft and City Road improvements, including: <ul style="list-style-type: none"> ○ Completion of concept design after completion of community engagement. ○ All authority approvals and planning approval. ○ Publish and formally submit a Victorian Budget 2025–26 bid for completion of City Road East and West upgrades, and brief and advocate to relevant Ministers and the local MLA through the Budget period. • Advocacy to the Victorian Government to remove placarded loads from City Road. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of community engagement on undercroft report. • Quarter 1: Council consideration of Victorian Government funding bid. 	
Outcomes	
<ul style="list-style-type: none"> • Increase access to public open space, urban forest, and recreation in Southbank. • Improve safety and amenity for all users of City Road East and West 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in proportion of residents within 300 metres of public open space. • Decreased number of transport related injuries and fatalities. 	<ul style="list-style-type: none"> • Goal 3 – Good health and wellbeing • Goal 9 – Industry, innovation and infrastructure • Goal 11 – Sustainable cities and communities

Major initiative 48: Inclusive Melbourne Strategy	Council's role
<p>Adopt (2021–22) and then implement (2022–25) an Inclusive Melbourne Strategy that will increase access to opportunities for all people and outline how the City of Melbourne will respond to the diversity of religions, cultures, age groups, genders, sexual orientation and abilities among the people who live, work, study in, and visit the city.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2023–24</p>	
<ul style="list-style-type: none"> • Established partnerships with organisations that were awarded Social Investment Partnership grants such as: <ul style="list-style-type: none"> ○ TO-LEAP: Empowers North Melbourne social housing residents to initiate micro-businesses or social enterprises and ○ Host International: Supports career pathways for 60 refugees and asylum seekers. • Supported the Afropreneurs Summit and Refugee Community Organisations of Australia conference to empower African-Australian entrepreneurs and highlight refugee voices. • Launched the People's Panel on Affordable Housing, involving 40 residents to address affordable housing in Melbourne. • Engaged migrant women to shape the Fair Access Policy, aiming to enhance inclusivity in sporting facilities within out municipality. • Submitted recommendations to the Australian Government Multicultural Framework Review, informed by local consultations. 	
<p>Activities for 2024–25 will include</p>	
<ul style="list-style-type: none"> • Deliver actions within the two-year Inclusive Melbourne Action Plan developed under the framework of the Inclusive Melbourne Strategy. Activities will include projects and initiatives to support people with disability, women and gender equality, multicultural communities and LGBTIQ+ communities. • In addition to the Action Plan, the following activities will be undertaken: <ul style="list-style-type: none"> ○ Conduct Gender Impact Assessments on new or reviewed policies, programs, and services. ○ Recognise days of significance such as IDAHOBIT, Cultural Diversity Week, International Day of People with Disability, International Women's Day, 16 Days of Activism Against Gender Based Violence. ○ Deliver \$2.1 million in community grants to build community capacity and support projects that improve inclusion, connection and participation and address inequity. ○ Increase inclusive engagement opportunities for lived experience input into City of Melbourne through new and existing mechanisms and increase the participation of people who have not engaged with City of Melbourne before. ○ Provide expert advice on access, equity, and inclusion across the organisation to support City of Melbourne teams, strategies, and projects. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of Inclusive Melbourne Strategy Implementation Plan 2022–24 report. • Quarter 2: Council consideration of Inclusive Melbourne Action Plan 2024–26 report. • Quarter 3: Council consideration of Inclusive Melbourne Action Plan update. 	

Outcomes	
<ul style="list-style-type: none"> Streamlined approach to inclusion at City of Melbourne. Increased awareness of and commitment to embedding equity and inclusion into everyday work at City of Melbourne as well as major initiatives, projects, and programs. Increased capacity of community groups and not-for-profits. Improved engagement with diverse community members. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> Melburnians' self-reported sense of belonging to community is at least 70 on a scale of 100. Increased proportion of people support the city being made up of different cultures. 	<ul style="list-style-type: none"> Goal 3 – Good health and wellbeing Goal 8 – Decent work and economic growth Goal 9 – Industry, innovation and infrastructure Goal 10 – Reduced inequalities Goal 11 – Sustainable cities and communities

Major initiative 49: Equality and inclusion programs for the community	Council's role
<p>We will be a leading organisation on equality and inclusion, and deliver programs in communities that will reduce physical and psychological harm to all people. We will adopt and deliver the Prevention of Violence Against Women Action Plan (endorsed as the Women's Safety and Empowerment Action Plan) 2021–24, and meet our obligations under the <i>Gender Equality Act 2020</i>.</p>	<p>Deliver</p>
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> A progress report for Project Night Justice was submitted to the Victorian Government, and a formal evaluation was carried out with its findings and recommendations presented at a stakeholder event later in the year. The Gender Equality Action Plan saw the establishment of new processes to collect diversity data of staff, and a midpoint review measured the progress on gender equality in the workplace. A social media campaign was developed to address affirmative consent in late night venues. This was co-designed with young adults aged 18–25 years, including those with lived experience of harassment, from culturally diverse backgrounds, trans and gender diverse people and those who work in late night venues. A panel discussion, 'Hot and Bothered by Menopause,' was held in celebration of International Women's Day, which was well received with over 180 attendees. The City of Melbourne hosted a workshop for the Western Region's Preventing Violence Together Partnership, where more than 20 organisations came together to share priority issues and actions they are working on to prevent family and gender-based violence, and to identify opportunities for collaborative action over the next two years. 	
Activities for 2024–25 will include	
<p><i>This major initiative was completed in 2023–24. The City of Melbourne has completed the implementation of the Women's Safety and Empowerment Action Plan 2021–24 and is meeting the Gender Equality Act obligations. Work will continue to progress equality and inclusion through the Inclusive Melbourne Strategy 2022–32.</i></p>	

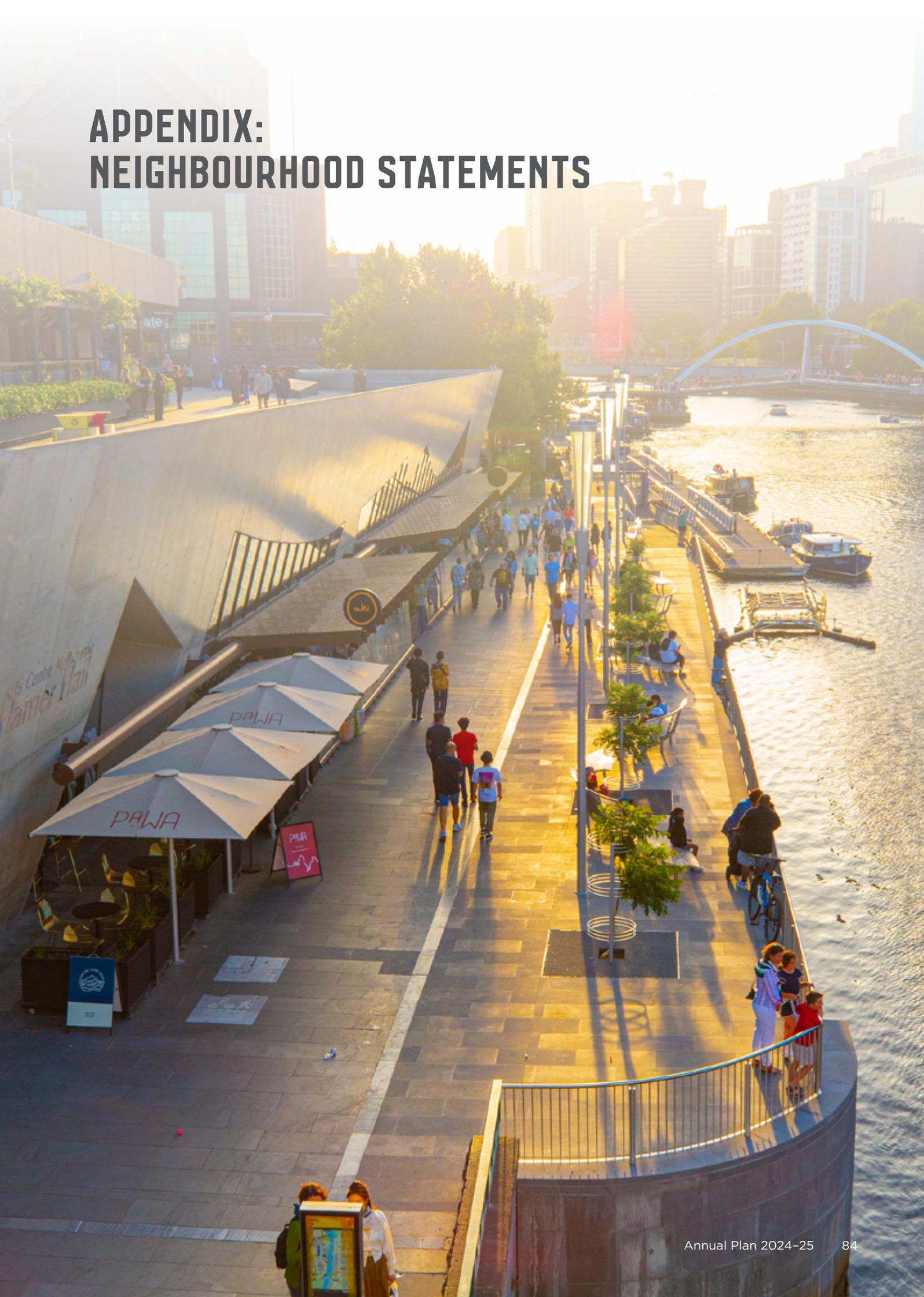
Major initiative 50: Street safety initiatives		Council's role
We will continue to work with Victoria Police and other agencies to deliver a range of initiatives that improve safety on the streets of Melbourne.		Deliver Partner
Key achievements in Q1–Q3 of 2023–24		
<ul style="list-style-type: none"> Continued engagement with Victoria Police, resident groups, and business associations to discuss and raise awareness about safety in the municipality. Operation Protocol continued to operate every Monday, Wednesday and Friday to provide joint outreach and support to people sleeping rough. Participated in the Council of Capital City Lord Mayors network to discuss safety initiatives across Australian capital cities including the safe city camera program expansion into Carlton. 		
Activities for 2024–25 will include		
<ul style="list-style-type: none"> Conduct targeted Crime Prevention Through Environment Design reviews or audits in areas where there has been recurring challenges or crime. In partnership with key stakeholders, deliver actions as part of the Homelessness Strategy, which includes supporting businesses and the broader community to access the support they need to help maintain a safe and welcoming public realm for all. In partnership with Victoria Police initiate targeted action and preventative measures directed at crimes including theft, begging, graffiti and tagging, which includes communication, education, and enforcement programs. Embed and maintain City of Melbourne safety steering committee and amenity working group, ensuring the use of the recently implemented Safety Data Dashboard to proactively identify and resolve trends relating to safety, perception of safety and amenity. Align communications on safety with new corporate communications approach to improve awareness on issues and actions relating to safety and amenity in the city (such as the sharing of safety data and trends, education campaign on prevalence of theft related crimes and community action to reduce the likelihood). Continue to participate in Council of Capital City Lord Mayors safety committee and working group, ensuring we are learning from and sharing with other capital cities. 		
Governance and milestones		
<ul style="list-style-type: none"> Quarter 3: Council consideration of safety in the city report. 		
Outcomes		
<ul style="list-style-type: none"> Improvement in Community Sentiment data. Improved feedback from community including confidence action items are being addressed. Improved understanding of data and what trends mean. 		
Related Council Plan indicators of success	Related Sustainable Development Goal	
<ul style="list-style-type: none"> 90 per cent and 65 per cent of people report feeling safe in the city during the day, and at night, respectively. 	<ul style="list-style-type: none"> Goal 1 – No poverty Goal 5 – Gender equality Goal 11 – Sustainable cities and communities Goal 13 – Climate action Goal 16 – Peace, justice and strong institutions 	

Major initiative 51: Rapid Response Clean Team	Council's role
Deliver and maintain a clean city through the Rapid Response Clean Team initiative.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • Since June 2023, the team has removed more than 67,000 m² of graffiti and more than 3000 tonnes of rubbish. • Anti-graffiti coatings applied to various locations including Southbank and Northbank Promenade, Rose Lane, and the former Cancer Council building. • Murals installed at graffiti hotspots, like Equitable Place and the corner of Victoria and Rathdowne streets, with a focus on anti-graffiti protection. • Programs targeting graffiti prevention in schools initiated at University High, Carlton Gardens Primary, Docklands Primary, and North Melbourne Primary. • Continued maintenance of key cultural areas and high-profile streets to enhance the customer experience during events such as Spring Carnival, the International Boat Show, Lunar New Year, Antipodes Festival, Moomba, AFL season, the Grand Prix weekend and Taylor Swift concerts. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Delivery of year three of the Graffiti Prevention and Management Plan including: <ul style="list-style-type: none"> ○ the continuation of the youth engagement program to the remaining schools ○ installation of murals in known graffiti hotspots ○ engaging with external stakeholders to develop partnerships that lead to quicker graffiti removal and prevention including at heights. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 2: Year 3 review of the Graffiti Prevention and Management Plan. • Quarter 2: Commencement of youth engagement program to the remaining schools. • Quarter 3: Draft strategy completed for the public awareness campaign. • Quarter 4: Evaluation report completed for the youth engagement program. 	
Outcomes	
<ul style="list-style-type: none"> • 20 per cent reduction in graffiti removal requests and recurrences at hotspots as identified in the graffiti prevention and management plan in year 2024–25. • Installation of 10 graffiti prevention methods (murals / green walling) in identified suitable hot spot areas. • Completed public awareness strategy. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • 90 per cent and 65 per cent of people report feeling safe in the city during the day, and at night, respectively. 	<ul style="list-style-type: none"> • Goal 7 – Affordable and clean energy • Goal 14 – Life below water • Goal 16 – Peace, justice and strong institutions

Major initiative 52: Community resilience	Council's role
Engage and prepare residents and communities to enhance their resilience to hazards, disasters and the health impacts of climate change.	Deliver
Key achievements in Q1–Q3 of 2023–24	
<ul style="list-style-type: none"> • Community resilience workshops were conducted with North and West Melbourne residents and Docklands residents to understand vulnerabilities and strengths. Community Resilience Assessments were completed for five neighbourhoods. • Partnerships established with three libraries and eight community organisations to extend 'cool places' during heatwaves. • Heat Smart Sessions and Cool Kits distributed to vulnerable community members. More than 800 kits distributed by the end of February. • Ten 'Cool Places' activated during extreme heat, including libraries and non-government organisations. 	
Activities for 2024–25 will include	
<ul style="list-style-type: none"> • Deliver disaster resilience awareness activities to better prepare our communities for climate risks and hazards. • Pilot Resilience Champions Network and Community Resilience Leadership Model. • Identify lessons from the approach we have taken to reducing heat risk and develop recommendations to apply to other hazards. • Explore collaboration with other Councils to continue embedding climate risk technology and capability across the City of Melbourne. • Develop an inclusive communications strategy and associated collateral that educates the community about extreme weather, highlights the Council's pivotal role in managing climate change impacts, and showcases ongoing initiatives aimed at reducing impacts and preparing the entire community. • Co-Chief Heat Officers build community understanding and awareness about heat health risks, and actions to respond. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Resilience Champions Network pilot established. • Quarter 2: Hazard risk reduction recommendations complete. • Quarter 2: Cool public and community places launched for summer heat safety. • Quarter 4: Collaborative climate risk technology solution delivered. • Quarter 4: Community Resilience Leadership pilot complete and evaluated. • Quarter 4: Resilience awareness activities delivered. • Quarter 4: Extreme weather forward communications strategy delivered and associated collateral designed. 	

Outcomes	
<ul style="list-style-type: none"> • Increased capacity and awareness of disaster resilience for relevant City of Melbourne staff, community leaders and businesses. • Co-Chief Heat Officers facilitate increased community awareness and understanding of heat risk, with improved delivery of heat risk reduction initiatives under their leadership. • Reduced exposure to heat hazards for most vulnerable members of the community. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Decrease in hospital admissions in relation to extreme weather events. 	<ul style="list-style-type: none"> • Goal 1 – No poverty • Goal 4 – Quality education • Goal 9 – Industry, innovation and infrastructure • Goal 10 – Reduced inequalities • Goal 11 – Sustainable cities and communities • Goal 13 – Climate action

APPENDIX: NEIGHBOURHOOD STATEMENTS



YOUR NEIGHBOURHOOD STATEMENT

CARLTON



Our services in Carlton

Childcare and family services

The City of Melbourne delivers family services at Carlton Baths and Carlton Learning Precinct. At the Carlton Learning Precinct, Gowrie Victoria leases and operates a 98-place education and childcare centre with integrated and sessional 3- and 4-year-old kindergarten.

The integrated Family Services team includes maternal and child health, immunisation, family support and counselling and parenting services offered to the community from Carlton Baths and Carlton Learning Precinct.

Libraries and community spaces

At Kathleen Syme Library and Community Centre we provide books and other materials for loan. In 2024-25 we will provide a library collection of around 34,000 items. We welcome approximately 200,000 visitors per year. We run programs for children, teenagers and adults. We provide study space, access to computers and wi-fi, and online access to books, film, music and learning resources. Makerspace offers creative technology such as 3D printers, laser cutting, sewing machines and workshops. There are 10 bookable community spaces, including a commercial kitchen used to deliver community lunches and healthy cooking programs, and a recording studio with equipment.

Our mobile library van, the Mel-van, provides free wi-fi access and digital skills to local neighbourhoods and community centres. An outreach team takes the Mel-van to the Carlton Public Housing Estate, providing social morning teas with digital literacy support, literacy games, wi-fi access and other activities.

A toy library runs from The Chapel in Cardigan Street, managed by City of Melbourne.

The youth support program run by Drummond Street Services - The Drum reaches out to young people in Carlton. The Drum provides education and employment pathways, and helps young people strengthen their social connections and skills. People aged 12 to 25 years can access services, support and programs. Kathleen Syme Library and Community Centre also offers a dedicated youth space.

Parks and open spaces

We manage and maintain around 17 public open spaces and 7 playgrounds across Carlton. Of particular significance are Princes Park and the world-heritage listed Carlton Gardens.

The 5 historic squares of Carlton - Argyle Square, Macarthur Square, Murchison Square, Lincoln Square and University Square - are unique features of the Carlton neighbourhood.

Sporting and recreation venues

At Carlton Baths, we provide a gym, group fitness programs, seasonal pool, swimming lessons, stadium sports, meeting rooms and children's sports programs. YMCA Victoria operates this facility in partnership with City of Melbourne. Drummond Street Youth Services also conducts the Young Men's Program at Carlton Baths.

At Princes Park, we provide sports fields which cater to 12 community sports organisations and the Princes Park Bowls Club, as well as outdoor fitness equipment and Princes Park perimeter track. The Princes Park tennis facility includes 4 courts for members, public court hire, competitions, coaching and programs. There is also outdoor equipment at Prince Park with a perimeter track for walking and running.

The Carlton Recreation Ground is leased to Carlton Football Club as its administration base, training centre and venue for competition.

The Carlton Gardens Tennis Club is also located in Carlton Gardens.

Our investments in Carlton

Capital works

New capital investments in Carlton for this year include:

- \$550,000 for University Square redevelopment
- \$150,000 for Carlton Gardens Master Plan works implementation.

We will invest in asset renewal in Carlton:

- \$250,000 for Carlton Gardens fig tree and meeting place landscape works
- \$846,000 for parks and city greening
- \$1.7 million for infrastructure
- \$650,000 for buildings and properties
- \$292,000 for plant, equipment, fixtures and furniture
- \$14,000 for other assets.

We will invest \$963,000 in maintenance works in Carlton.

Through the Connected Neighbourhoods Small Grants, we will invest up to \$100,000 across our neighbourhoods in 2024–25 to support community-led activities and initiatives to address neighbourhood priorities.

We will invest \$104,000 in annual funding to the Carlton Neighbourhood Learning Centre, to support programs and initiatives that benefit the local community.

Through the Business Precinct Program, we will invest up to \$120,000 in annual funding for the trader association Carlton Inc. to provide business support and activation initiatives.

Through the Business Event Sponsorship Program 2025, we will invest \$100,000 across our neighbourhoods for businesses and individuals hosting business events such as conferences, showcases, workshops, seminars, exhibitions and networking functions in the municipality.

Through the Small Business Grants Program, we will invest \$500,000 across our neighbourhoods in 2024–25 to support new businesses to get started within the City of Melbourne, and for existing businesses to expand and grow.

Through the Social Enterprise Grants Program, we will invest \$200,000 across our neighbourhoods in 2024–25.

Key activities

This year we will:

- review the effectiveness of the newly installed Safe City Cameras. We will also improve the perception of safety by partnering with Victoria Police to deliver programs and activities to prevent or deter crime
- conduct targeted Crime Prevention Through Environment Design reviews or audits in areas with recurring challenges
- consult the community regarding parking changes and implement additional upgrades in line with the Parking and Kerbside Management Plan
- provide diverse and inclusive community recreation programs at Carlton Baths, including the annual Pride Party and women's only programs
- provide food safety education, and public health and wellbeing assessments, to support safe community events
- deliver and manage the Business Precinct Program
- sponsor local events through the Event Partnership Program
- deliver a program of Christmas decorations and activations in the area as part of the City of Melbourne's Christmas Festival

- progress the Melbourne Innovation District City North Planning Scheme Amendment
- progress delivery of new or enhanced funding mechanisms that support city growth and future needs of our municipality, including community infrastructure
- implement outcomes of signage policy review
- review and update urban design policies as needed
- work with the Victorian Government and key stakeholders to identify, scope and progress strategic opportunities in Parkville National Employment and Innovation Cluster and Melbourne Innovation District City North
- progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and finalise the City Spatial Plan
- progress delivery of new or enhanced funding mechanisms that support city growth and future needs of our municipality, including community infrastructure.

Our strategic work in Carlton

We will progress delivery of:

- Neighbourhood Planning Framework
- Future Libraries Framework
- Public Art program
- Creative Strategy
- new Carlton Urban Forest Precinct Plan
- disaster preparedness and resilience planning
- Heat Safe City
- Melbourne Innovation Districts City North Opportunities Plan
- University Square Master Plan implementation
- City North Structure Plan
- Parking and Kerbside Management Plan.



To stay up to date on how our investment and works are responding to community priorities, visit the [Carlton Neighbourhood Portal](#)

YOUR NEIGHBOURHOOD STATEMENT

CBD - HODDLE GRID



Residential population¹
54,001



Number of businesses²
7644



Local jobs²
228,992



Residents born overseas³
69%

Our services in the CBD - Hoddle Grid

Libraries and community spaces

City Library will reopen in mid-2024 after refurbishment, with additional meeting rooms and a study space. We will continue to provide books and other materials for loans. In 2024-25 we will provide a library collection of around 30,000 items. We welcome approximately 319,000 visitors per year. We run programs for children, teenagers and adults. We provide study space, access to computers and wi-fi, and online access to books, film, music and learning resources. We also have a social worker based at the library.

At narrm ngarrgu Library and Family Services we provide books and other materials for loan. In 2024-25 we will provide a library collection of around 40,000 items. We run programs for children, teenagers and adults. We provide study space, access to computers and wi-fi, and online access to books, film, music and learning resources. Makerspace offers creative technology such as 3D printers, sewing machines, embroidery and laser cutting. We offer creative programming, technology and tools to borrow for DIY projects. The library offers bookable community spaces, including two podcast recording studios with equipment.

Our mobile library van, the Mel-van, provides free wi-fi access and digital skills to local neighbourhoods and community centres. An outreach team takes the Mel-van to The Couch International Student Centre, providing social morning teas with digital literacy support, literacy games, wi-fi access and other activities.

Family services

The integrated Family Services team includes maternal and child health, immunisation, family support and counselling and parenting services, offered to the community from narrm ngarrgu.

Parks and open spaces

We manage and maintain around seven public open spaces in the CBD - Hoddle Grid. These include Enterprise Park and Eight Hour Reserve.

Culture and tourism

We support the creative sector through venues we manage and operate. In 2024-25 we will support three exhibitions at City Gallery. The City of Melbourne's extensive Art and Heritage Collection is found on Level 4 at Melbourne Town Hall. People can view the collection by booking a tour. The collection is open to researchers and school groups by appointment.

Two venues, ArtPlay and SIGNAL, provide creative opportunities for families, children and young people throughout the year. In 2024, ArtPlay celebrates 20 years of operations with a year-round program of birthday activities and the remount of some of ArtPlay's favourite creative works.

We will support the return of creative industries to the city through the newly opened Collins Street Studios adding 18 studios across 1100 m² of dedicated creative office space to the Hoddle Grid.

We will deliver six Grand Organ concerts at the Melbourne Town Hall this year, and three Federation Bells performances a day.

We run visitor information services in Bourke Street, Melbourne Town Hall and a roving mobile service for visitors in the CBD and at Queen Victoria Market.

Sporting and recreation venues

Melbourne City Baths has approximately 1400 members, 1100 swimming lessons enrolments and 250,000 visits a year. The venue offers a gym, group fitness, reformer pilates, swimming pool, swimming lessons, squash, facility hire and Mikvah Bathhouse.

Customer Service Centre

Our Customer Service Centre at Melbourne Town Hall provides face-to-face service. Customers receive friendly, efficient help with information on council services including residential parking permits, pet registrations, processing rates and other payments.

Find information and request key services 24/7 at melbourne.vic.gov.au

¹ .id (informed decisions) (2024) profile.id.com.au/melbourne

² City of Melbourne (2022) Census of land use and employment (CLUE).

CLUE's business and employment data varies from the Australian Bureau of Statistics (ABS).

CLUE is a count of businesses physically located in the municipality. ABS figures are based on active trading businesses registered in the municipality.

³ Australian Bureau of Statistics (2021) 2021 Census



Our investments in the CBD - Hoddle Grid

Capital works

New capital investments in the CBD for this year include:

- \$51.9 million for Queen Victoria Market precinct renewal program
- \$24.5 million for the Greenline Project
- \$5 million for major streetscape improvements
- \$4 million for cycle infrastructure
- \$2.7 million for climate adaptation urban landscapes works
- \$1.5 million for improving pedestrian safety
- \$1.4 million for implementation of parking and kerbside management plan
- \$1.3 million for Waste and Resource Recovery Hub Expansion Program
- \$1.2 million for road safety initiatives
- \$1 million for Queen's Corner Building
- \$696,000 for Power Melbourne program
- \$550,000 for Normanby Road Reserve expansion
- \$350,000 for Melbourne City Baths redevelopment
- \$340,000 for new drainage infrastructure
- \$250,000 for Elizabeth Street.

We will invest in asset renewal in the CBD:

- \$2.04 million for parks and city greening
- \$4.1 million for infrastructure
- \$7.2 million for buildings and properties
- \$1.3 million for equipment, fixtures and technology
- \$34,000 for other assets.

We will invest in maintenance works in Melbourne CBD:

- \$2 million for Queen Victoria Market precinct renewal program maintenance
- \$2 million for Make Room refurbishment
- \$200,000 for street trading infrastructure maintenance
- \$20,000 for ArtPlay theatre equipment and furniture maintenance
- \$20,000 for Signal theatre equipment and furniture maintenance
- \$2.32 million for other maintenance works.

Through the Connected Neighbourhoods Small Grants, we will invest up to \$100,000 across neighbourhood areas in 2024–25 to support community-led activities and initiatives to address neighbourhood priorities.

Through the Business Event Sponsorship Program 2024, we are investing \$65,000 in the CBD neighbourhood for businesses and individuals hosting business events February to October 2024. Through the Business Event Sponsorship Program 2025, we will invest \$100,000 across our neighbourhoods for businesses and individuals hosting business events such as conferences, showcases, workshops, seminars, exhibitions and networking functions in the municipality.

Through the Business Precinct Program, we will invest up to \$120,000 in annual funding to the following organisations in the CBD for business support and activation initiatives:

- City Precinct Inc.
- Collins Street Precinct Group
- Greek Precinct Association
- Melbourne City North Business Precinct Association
- Melbourne Chinatown Association Inc.

Through the Small Business Grants Program, we will invest \$500,000 across our neighbourhoods in 2024–25 to support new businesses to get started within the City of Melbourne, and for existing businesses to expand and grow.

Through the Social Enterprise Grants Program, we will invest \$200,000 across our neighbourhoods in 2024–25.

Key activities

This year we will:

- sponsor local events through the Event Partnership Program
- deliver marketing support for retail and hospitality sectors
- enhance the visitor services model to grow visitation, facilitate visitor dispersal and increase spend
- continue to deliver City of Melbourne owned events such as Moomba, Melbourne Fashion Week, Christmas Festival, New Year's Eve and Now or Never Festival
- progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change.
- complete construction of the Greenline Project Birrarung Marr Precinct Site 1 and establish the onsite Greenline Project Hub, working with partners and stakeholders to progress planning, design and approvals for precincts and prioritised projects. We will also implement the Greenline Partnership and Funding Strategy
- progress Queen Victoria Market renewal works, including partnering with a development partner to deliver new open space at Market Square, the Queen's Corner Building (including market storage, visitors centre and visitor amenities), and refurbish the Franklin Street stores
- upgrade southbound bike lanes on Exhibition Street, and William Street between Dudley and Latrobe streets
- consult the community regarding parking changes and implement additional upgrades in line with the Parking and Kerbside Management Plan
- progress the design and installation of a Stolen Generations Marker
- deliver National Reconciliation Week activities including National Reconciliation Week oration
- deliver NAIDOC Week activities including NAIDOC in the City concert
- deliver an Aboriginal business expo
- deliver actions in the Homelessness Strategy in partnership with key stakeholders. This includes supporting businesses and the broader community to access the support they need, to help maintain a safe and welcoming public realm for all
- initiate assertive action and preventative measures directed at graffiti and tagging, in partnership with Victoria Police. This includes communication, education and enforcement programs to reduce the prevalence of graffiti and tagging
- complete construction of the Swanston Street 'triangle' pocket park in collaboration with Yarra Trams, and progress design of the MacKenzie Street pocket park
- provide food safety education, and public health and wellbeing assessments, to support safe community events
- deliver arts grants outcomes
- build a list of public and private arts spaces for hire
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and finalise the City Spatial Plan
- progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure.

Stay up to date on how our investment and works respond to community priorities. Visit the **CBD Neighbourhood Portal**



YOUR NEIGHBOURHOOD STATEMENT

DOCKLANDS



Residential population¹
17,723



Number of businesses²
1026



Local jobs²
74,161



Residents born overseas³
62%

Our services in Docklands

Childcare and family services

Gowrie @ The Harbour is a City of Melbourne facility leased to Gowrie Victoria. This centre provides a 150-place education and childcare centre with integrated kindergarten.

The integrated Family Services team includes maternal and child health, immunisation, family support and counselling and parenting services, offered to the community at Community Hub at The Dock.

Libraries and community spaces

At Library at The Dock, we provide books and other materials for loan. In 2024-25 we will offer a library collection of around 50,000 items including a toy library. We welcome approximately 127,000 visitors per year. We run programs for children, teenagers and adults. We provide study space, access to computers and wi-fi, and online access to books, film, music and learning resources.

Makerspace offers creative technology such as 3D printers, laser cutting, sewing machines, embroidery, computers and workshops. We provide technology you can borrow and take home. The library offers 5 bookable community spaces, a 120-seat performance space, recording studio and equipment.

The Community Hub at The Dock provides a large bookable community space, the Boating Hub and integrated Family Services team.

Parks and open spaces

We manage and maintain around 16 public open spaces and 6 playgrounds in Docklands. These include Point Park, Buluk Park and Ron Barassi Senior Park.

Sporting and recreation venues

We manage the Melbourne City Marina, Melbourne's largest visitor berthing facility. We manage the Yarra's Edge Marina and look after day-to-day operations of the waterways, allocation and licensing of berths, and marina leases.

We manage the community boating hub and provide licenses for boating organisations to use the hub as a base for dragon boating, sailing and outrigger canoes.

The Hub @ Docklands is a multipurpose community and sports hub with bookable rooms. It includes the Docklands Sports Courts and features synthetic multi-use sports courts which can be booked for casual use. YMCA Victoria operates this facility in partnership with City of Melbourne.

Our investments in Docklands

Capital works

We will invest in asset renewal in Docklands:

- \$784,000 for Yanonung Quay Wharf
- \$675,000 for parks and city greening
- \$1.4 million for road infrastructure
- \$518,000 for buildings and properties
- \$233,000 for plant, equipment, fixtures and furniture
- \$150,000 for the Waterways renewal program
- \$11,000 for other assets.

We will invest in maintenance works in Docklands:

- \$180,000 for wharf and marina maintenance and renewal
- \$910,000 for all other maintenance works.

Through the Connected Neighbourhoods Small Grants, we will invest up to \$100,000 across neighbourhoods in 2024-25 to support community-led activities and initiatives to address neighbourhood priorities.

Through the Business Event Sponsorship Program 2024, we are investing \$12,350 in Docklands for businesses and individuals hosting business events from February to October 2024.

Through the Business Event Sponsorship Program 2025, we will invest \$100,000 across our neighbourhoods for businesses and individuals hosting business events such as conferences, showcases, workshops, seminars, exhibitions and networking functions in municipality.

Through the Business Precinct Program, we will invest up to \$120,000 in annual funding to Docklands Chamber of Commerce for business support and activation initiatives.

¹ .id (informed decisions) (2024) profile.id.com.au/melbourne

² City of Melbourne (2022) Census of land use and employment (CLUE). CLUE's business and employment data varies from the Australian Bureau of Statistics (ABS). CLUE is a count of businesses physically located in the municipality. ABS figures are based on active trading businesses registered in the municipality.

³ Australian Bureau of Statistics (2021) 2021 Census



Through the Small Business Grants Program, we will invest \$500,000 across our neighbourhoods in 2024-25 to support new businesses to get started within the City of Melbourne, and for existing businesses to expand and grow.

Through the Social Enterprise Grants Program, we will invest \$200,000 across our neighbourhoods in 2024-25.

Key activities

This year we will:

- consult the community about renewal of the Docklands Urban Forest Precinct Plan
- progress actions identified in the Docklands Summit Action Plan
- advocate for the implementation of the Moonee Ponds Creek Strategic Opportunities Plan, including exploration of creek improvements in the southern reaches, and reinstatement of the Docklands section of the Moonee Ponds Creek Trail
- develop a concept plan and feasibility of establishing a waterways operations depot at Bolte West Precinct
- provide food safety education, and public health and wellbeing assessments, to support safe community events.
- encourage relevant arts grants recipients to locate their arts outcomes at Library at the Dock
- deliver and manage the Business Precinct Program
- aim to sponsor local events through the Event Partnership Program
- deliver City of Melbourne owned events, including Firelight Festival and programming components of New Year's Eve and Christmas festivals (including decorations)
- progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and finalise the City Spatial Plan
- progress delivery of new or enhanced funding mechanisms that support city growth and future needs of our municipality, including community infrastructure
- implement outcomes of signage policy review
- review and update urban design policies as needed.

Our strategic work in Docklands

We will progress delivery of:

- Neighbourhood Planning Framework
- Power Melbourne neighbourhood battery at Library at the Dock, and associated activations and education
- Future Libraries Framework
- Creative Strategy
- Public Art Framework
- Docklands Urban Forest Precinct Plan
- Disaster preparedness and resilience planning
- Heat Safe City
- Moonee Ponds Creek Strategic Opportunities Plan
- the Greenline Project, working with partners and stakeholders to progress planning, design and approvals for precinct plans and prioritised projects and implement the Greenline Partnership and Funding Strategy
- Parking and Kerbside Management Plan.

Stay up to date on how our investment and works respond to community priorities. Visit the **Docklands Neighbourhood Portal**



YOUR NEIGHBOURHOOD STATEMENT

EAST MELBOURNE



Residential population¹
5101



Number of businesses²
489



Local jobs²
20,874



Residents born overseas³
27%

Our services in East Melbourne

Childcare

Powlett Reserve Children's Centre is a City of Melbourne facility leased to a Committee of Management. This centre provides a 51-place education and childcare centre with integrated kindergarten.

Libraries, cultural and community spaces

At East Melbourne Library we provide books and other materials for loan. In 2024-25 we will provide a library collection of around 25,000 items. We welcome approximately 50,000 visitors per year. We run programs for children and adults. We provide study space, access to computers and wi-fi, and online access to books, film, music and learning resources. We have a bookable space for community use after hours, and a local history room and service.

We also manage Cooks' Cottage, the Visitor Information Centre and the lease on The Pavilion and KereKere cafe in Fitzroy Gardens.

Powlett Reserve community room is currently licensed to East Melbourne Neighbour Network to run health, wellbeing and social activities.

Parks and open spaces

We manage and maintain more than 16 public open spaces and 3 playgrounds across East Melbourne. Of note are the iconic Treasury Gardens, Fitzroy Gardens, Birrarung Marr and the much-loved Powlett Reserve.

Sporting and recreation venues

Powlett Reserve Tennis Centre is a five-court facility catering for a range of community tennis programs, coaching and public court access. Powlett Reserve also has outdoor fitness equipment and basketball and netball rings.

Our investments in East Melbourne

Capital works

We will invest in asset renewal in East Melbourne:

- \$214,000 for parks and city greening
- \$436,000 for infrastructure
- \$165,000 for buildings and properties
- \$74,000 for plant, equipment, fixtures and furniture
- \$4000 for other assets.

We will invest in maintenance works in East Melbourne:

- \$244,000 for other maintenance works.

Through the Connected Neighbourhoods Small Grants, we will invest up to \$100,000 across neighbourhood areas in 2024-25 to support community-led activities and initiatives to address neighbourhood priorities.

Through the Business Event Sponsorship Program 2025, we will invest \$100,000 across our neighbourhoods for businesses and individuals hosting business events such as conferences, showcases, workshops, seminars, exhibitions and networking functions in the municipality.

Through the Small Business Grants Program, we will invest \$500,000 across our neighbourhoods in 2024-25 to support new businesses to get started within the City of Melbourne, and for existing businesses to expand and grow.

Through the Social Enterprise Grants Program, we will invest \$200,000 across our neighbourhoods in 2024-25.



¹ .id (Informed Decisions) (2024) profile.id.com.au/melbourne

² City of Melbourne (2022) Census of land use and employment (CLUE). CLUE's business and employment data varies from the Australian Bureau of Statistics (ABS). CLUE is a count of businesses physically located in the municipality. ABS figures are based on active trading businesses registered in the municipality.

³ Australian Bureau of Statistics (2021) 2021 Census



Key activities

This year we will:

- renew the Urban Forest Precinct Plan for East Melbourne
- deliver visitor services in Fitzroy Gardens
- progress the East Melbourne / Jolimont Heritage Review
- complete construction of the Greenline Project Birrarung Marr Precinct Site 1 with new planting, promenades and upgraded pathways, and establish the on-site Greenline Project Hub
- progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change
- progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure
- implement outcomes of signage policy review
- review and update urban design policies as needed
- provide food safety education, and public health and wellbeing assessments, to support safe community events
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and finalise the City Spatial Plan
- progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure.

Our strategic work in East Melbourne

We will progress delivery of:

- Neighbourhood Planning Framework
- Future Libraries Framework
- new East Melbourne Urban Forest Precinct Plan
- disaster preparedness and resilience planning
- Heat Safe City
- the Greenline Project, working with partners and stakeholders to progress planning, design and approvals for precinct plans and prioritised projects and implement the Greenline Partnership and Funding Strategy
- Parking and Kerbside Management Plan.

Stay up to date on how our investment and works respond to community priorities. Visit the **East Melbourne Neighbourhood Portal**

YOUR NEIGHBOURHOOD STATEMENT

FISHERMANS BEND



Our investments in Fishermans Bend

Capital works

We will invest around \$150,000 in maintenance works at municipal facilities in Fishermans Bend.

Key activities

This year we will:

- work with Victorian Government to progress planning in Fishermans Bend
- progress the Fishermans Bend Place Naming Framework
- work with Development Victoria and other stakeholders for master planning and implementation of a new Fishermans Bend Innovation Precinct at the former GMH site
- work with the Victorian Government and City of Port Phillip on developing proposals for new governance and funding arrangements across Fishermans Bend, including development contributions plans
- continue advocacy to the Victorian Government for commitment to public transport investment in Fishermans Bend, including the tram and new train stations
- progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change

- pursue heritage protection for West Gate Service Station's shade sails structures
- progress delivery of new or enhanced funding mechanisms to support city growth and the future needs of our municipality, including community infrastructure
- implement outcomes of signage policy review
- seek opportunities to deliver new public open space for urban renewal areas
- review and update urban design policies as needed
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and finalise the City Spatial Plan
- progress delivery of new or enhanced funding mechanisms that support city growth and future needs of our municipality, including community infrastructure.

Our strategic work in Fishermans Bend

We will progress delivery of:

- Melbourne Arts Infrastructure Framework.
- Parking and Kerbside Management Plan
- a master plan for Westgate Park.

¹ .id (informed decisions) (2024) profile.id.com.au/melbourne

² City of Melbourne (2022) Census of land use and employment (CLUE). CLUE's business and employment data varies from the Australian Bureau of Statistics (ABS). CLUE is a count of businesses physically located in the municipality. ABS figures are based on active trading businesses registered in the municipality.

³ Australian Bureau of Statistics (2021) 2021 Census

YOUR NEIGHBOURHOOD STATEMENT

KENSINGTON



Residential population¹

11,404



Number of businesses²

367



Local jobs²

3787



Residents born overseas³

31%

Our services in Kensington

Childcare and family services

The Kensington Community Children's Co-Operative is a City of Melbourne facility leased by a Committee of Management. It offers a 140-place education and childcare centre with integrated and sessional kindergarten.

The integrated Family Services team includes maternal and child health, immunisation, family support and counselling, and parenting services delivered to the community in Kensington.

Community spaces

The Kensington Neighbourhood Centre hosts health and wellbeing activities for older people and carers with a focus on social connections and health promotion. It is available for community hire with priority given to groups and not-for-profit organisations offering services and activities for older people.

Kensington Town Hall is a civic and community building available for community and creative hire, and a great spot for large civic events, community social events, weddings and celebrations, exhibitions, markets, conferences and presentations, as well as workshops and classes.

From July 2024, the Kensington Town Hall will be managed by the City of Melbourne's Creative Spaces team, with an increased focus on creative and cultural activities.

The Drum, funded by City of Melbourne, delivers youth services in Kensington. The Drum provides education and employment pathways, and helps young people strengthen their social connections and functional skills. People aged 12 to 25 years can access services, support and programs. A weekly program runs at 94 Ormond Street, Kensington.

The Kensington Adventure Playground (The Venny) is funded with a particular focus on 6 to 12-year-olds, and run by a Committee of Management on behalf of the City of Melbourne.

Parks and open spaces

We manage and maintain more than 19 public open spaces and 12 playgrounds across Kensington, including JJ Holland Park, Bellair St Reserve (Skinny Park) and the Women's Peace Garden.

Sporting and recreation venues

The Kensington Community Aquatic and Recreation Centre is closed for redevelopment, due to re-open mid-2025. Construction is underway to provide a 25-metre eight-lane pool, learn-to-swim pool and water play area, a three-court stadium, a new gym and multipurpose program rooms, change rooms and a cafe.

JJ Holland Park includes three sports fields, one of which is synthetic. The sports fields are regularly used by 10 community sporting clubs and local schools for training and competition. The park also includes a skate park and BMX track, and playground.

We also manage the Kensington Banks Tennis Courts in Riverside Park and Kensington Community Garden in Westbourne Road.

Newmarket Reserve provides community soccer clubs use of the pitch during the winter season. The reserve is used for community sport and training in summer. The Kensington Flemington Bowls Club is also located here.



¹ .id (informed decisions) (2024) profile.id.com.au/melbourne

² City of Melbourne (2022) Census of land use and employment (CLUE). CLUE's business and employment data varies from the Australian Bureau of Statistics (ABS). CLUE is a count of businesses physically located in the municipality. ABS figures are based on active trading businesses registered in the municipality.

³ Australian Bureau of Statistics (2021) 2021 Census

Our investments in Kensington

Capital works

New capital investments in Kensington include:

- \$23.2 million for Kensington Community Aquatic and Recreation Centre precinct redevelopment to complete the construction. Construction is underway to provide a 25-metre eight-lane pool, learn-to-swim pool and water play area, a three-court stadium, a new gym and multipurpose program rooms, change rooms and a cafe.

We will invest in asset renewal in Kensington:

- \$460,000 for parks and city greening
- \$38,000 for infrastructure
- \$354,000 for buildings and properties
- \$159,000 for plant, equipment, fixtures and furniture
- \$8000 for other assets.

We will invest more than \$524,000 in maintenance works in Kensington.

Through the Connected Neighbourhoods Small Grants, we will invest up to \$100,000 across neighbourhood areas in 2024–25 to support community-led activities and initiatives to address neighbourhood priorities.

We will invest \$104,000 in annual funding for Kensington Neighbourhood House to support programs and initiatives that benefit the local community.

Through the Business Precinct Program, we will invest up to \$120,000 in annual funding to Kensington Business Association for business support and activation initiatives.

Through the Business Event Sponsorship Program 2025, we will invest \$100,000 across our neighbourhoods, for businesses and individuals hosting business events such as conferences, showcases, workshops, seminars, exhibitions and networking functions in the municipality.

Through the Small Business Grants Program, we will invest \$500,000 across neighbourhood areas in 2024–25 to support new businesses to get started within the City of Melbourne, and for existing businesses to expand and grow.

Through the Social Enterprise Grants Program, we will invest \$200,000 across neighbourhood areas in 2024–25.

Key activities

This year we will:

- install pedestrian safety infrastructure as recommended through the pedestrian improvement study
- renew the Kensington Urban Forest Precinct Plan
- progress construction of Kensington Community Aquatic and Recreation Centre
- complete the concept design for Chelmsford Street new open space
- continue to seek opportunities to deliver new public open space for urban renewal areas, including Macaulay
- deliver the Circular Economy Business Precinct Pilot Program, which will showcase circular economy practices and assist businesses to minimise waste.

- progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change
- work with City of Moonee Valley and Department of Transport and Planning to advocate for improvements in Racecourse Road
- continue to advocate for the implementation of the Moonee Ponds Creek Strategic Opportunities Plan,
- deliver and manage the Business Precinct Program
- progress implementation of the Macaulay Structure Plan 2021, including Planning Scheme Amendment C417
- progress delivery of new or enhanced funding mechanisms that support city growth, and the future needs of our municipality, including community infrastructure
- implement outcomes of signage policy review
- review and update urban design policies as needed
- deliver changes to kerbside parking based on community consultation in line with the Parking and Kerbside Management Plan
- deliver a program of Christmas decorations and activations in the area as part of the City of Melbourne's Christmas Festival
- provide food safety education and public health and wellbeing assessments, to support safe community events
- encourage relevant arts grants recipients to use Kensington Town Hall.
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and finalise the City Spatial Plan
- progress delivery of new or enhanced funding mechanisms that support city growth and future needs of our municipality, including community infrastructure.

Our strategic work in Kensington

We will progress delivery of:

- Neighbourhood Planning Framework
- Heat Safe City
- disaster preparedness and resilience planning
- Kensington Urban Forest Precinct Plan
- Macaulay Structure Plan 2021
- Maribyrnong Waterfront: A Way Forward
- Moonee Ponds Creek Strategic Opportunities Plan
- Parking and Kerbside Management Plan.

Stay up to date on how our investment and works respond to community priorities. Visit the [Kensington Neighbourhood Portal](#)

YOUR NEIGHBOURHOOD STATEMENT

NORTH MELBOURNE



Residential
population¹
18,017



Number of
businesses²
822



Local
jobs²
8923



Residents
born overseas³
42%

Our services in North Melbourne

Childcare and family services

The City of Melbourne delivers education, care and integrated kindergarten at two facilities in North Melbourne. Lady Huntingfield Early Learning and Family Services Centre provides a 106-place education and childcare centre with integrated kindergarten as well as family services: maternal child health, immunisation, family support and counselling, parenting services, playgroups, and parent education.

North Melbourne Children's Centre is a 48-place education and childcare centre with integrated kindergarten.

North Melbourne Community Centre

Family services include maternal and child health, immunisation, family support and counselling, and parenting services.

The Huddle delivers community outreach support programs three days a week at North Melbourne Community Centre including community support programs, employment support programs and study squads.

Drummond Street Youth Services

The Drum delivers youth services in North Melbourne, with funding from the City of Melbourne. The Drum provides programs and support to help young people strengthen their social connections and functional skills. People aged 12 to 25 years can access the services offered. North Melbourne Community Centre offers a dedicated youth space programmed by The Drum.

Libraries and community spaces

At North Melbourne Library we provide books and other materials for loan. In 2024-25 we will offer a library collection of around 28,000 items. We welcome approximately 123,000 visitors per year. We run programs for children, teenagers and adults. We provide study space, access to computers and wi-fi, and online access to books, film, music and learning resources. We have a bookable space for community use.

Our mobile library van Mel-van provides free wi-fi access and digital skills to local neighbourhoods and community centres. In partnership with the North Melbourne Language and Learning Centre, an outreach team takes the Mel-van to the North Melbourne public housing towers, providing social morning teas with digital literacy support, literacy games, wi-fi access and other activities.

A toy library is open at Hotham Hub on Melrose Street, managed by City of Melbourne.

The Jean McKendry Neighbourhood Centre hosts a diverse range of health and wellbeing activities for older people and carers, with a focus on social connection and health promotion. It is available for community hire with priority given to groups and not-for-profit organisations offering services and activities for older people.

Parks and open spaces

We manage and maintain more than 12 public open spaces across North Melbourne, and 4 playgrounds. Gardiner Reserve is a much-loved neighbourhood park.

Sporting and recreation venues

North Melbourne Recreation Centre offers a gym, group fitness, seasonal pool, swimming lessons and sports stadium across two sites. Part of the North Melbourne Recreation Reserve is leased and licensed to the North Melbourne Football Club and Fencing Victoria. Multipurpose community sports courts are also located at the site.

The North Melbourne Community Centre provides a stadium, gym, group fitness, a range of community programs and community rooms for hire. Located in the Buncl Street Reserve, there are also outdoor multi-sports courts, open parkland, and a community garden operated by Cultivating Communities. The centre is also home to Drummond Street Youth Services. Here, young people can access sport and recreation activities.

¹ .id (informed decisions) (2024) profile.id.com.au/melbourne

² City of Melbourne (2022) Census of land use and employment (CLUE). CLUE's business and employment data varies from the Australian Bureau of Statistics (ABS). CLUE is a count of businesses physically located in the municipality. ABS figures are based on active trading businesses registered in the municipality.

³ Australian Bureau of Statistics (2021) 2021 Census

Our investments in North Melbourne

Capital works

New capital investments in North Melbourne for this year include:

- \$3.8 million for Bedford Street Pocket Park
- \$1.7 million for redevelopment of the North Melbourne Community Centre
- \$450,000 for Chapman Street pocket park

We will invest in asset renewal in North Melbourne:

- \$735,000 for parks and city greening
- \$1.5 million for infrastructure
- \$565,000 for buildings and properties
- \$254,000 for plant, equipment, fixtures and furniture
- \$12,000 for other assets.

We will invest in maintenance works in North Melbourne:

- \$117,000 for Meat Market maintenance of technical equipment
- \$40,000 for Arts House annual maintenance of theatrical equipment
- \$679,000 for all other maintenance works.

Through the Connected Neighbourhoods Small Grants, we will invest up to \$100,000 across neighbourhood areas in 2024-25 to support community-led activities and initiatives to address neighbourhood priorities.

We will invest \$208,000 in annual funding to neighbourhood houses North and West Melbourne Neighbourhood Centre – formerly The Centre, and North Melbourne Language and Learning, to support community development programs and initiatives that benefit the local community.

Through the Business Precinct Program, we will invest up to \$120,000 in annual funding to North & West Melbourne Precinct Association for business support and activation initiatives.

Through the Business Event Sponsorship Program 2025, we will invest \$100,000 across our neighbourhoods for businesses and individuals hosting business events such as conferences, showcases, workshops, seminars, exhibitions and networking functions in the municipality.

Through the Small Business Grants Program, we will invest \$500,000 across our neighbourhoods in 2024-25 to support new businesses to get started in the City of Melbourne, and for existing businesses to expand and grow.

Through the Social Enterprise Grants Program, we will invest \$200,000 across our neighbourhoods in 2024-25.

Key activities

This year we will:

- refresh the Urban Forest Precinct Plan for North and West Melbourne in consultation with our community
- run more community consultation around concept designs for a new community centre development in Melrose Street, North Melbourne
- develop a concept plan and complete community engagement for open space expansion in the North Melbourne civic precinct
- aim to increase the amount of affordable creative workspace in proximity to the developing arts precinct (Arts House, Meat Market and Queen Victoria Market)
- deepen audience engagement with creative programming at Arts House, attracting young people, culturally and linguistically diverse audiences, people with disability, and First Nations people through presentations (FRAME, Okkoota, YIRRAMBOI, Melbourne Fringe, The Nap Ministry, Warehouse Residency)
- deliver and manage the Business Precinct Program
- complete construction of the Bedford Street Pocket Park
- progress the Chapman Street Reserve pocket park project to construction tender award stage
- progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change
- progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure
- implement outcomes of signage policy review
- review and update urban design policies as needed
- install pedestrian safety infrastructure as recommended through the pedestrian improvement study
- deliver a program of Christmas decorations and activations in the area as part of the City of Melbourne's Christmas Festival
- seek opportunities to deliver new public open space for urban renewal areas, including the Arden and Macaulay precincts
- provide food safety education and public health and wellbeing assessments to support safe community events.
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and finalise the City Spatial Plan
- progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure.





Our strategic work in North Melbourne

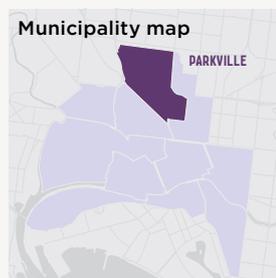
We will progress delivery of:

- Neighbourhood Planning Framework
- Future Libraries Framework
- Creative Strategy
- Public Art Framework
- disaster preparedness and resilience planning
- Heat Safe City
- Creative Infrastructure Framework
- Creative Programming Framework
- North and West Melbourne Urban Forest Precinct Plan
- Macaulay Structure Plan 2021
- Arden Structure Plan – July 2022 (with the Government)
- Moonee Ponds Creek Strategic Opportunities Plan
- Parking and Kerbside Management Plan.
- City North Structure Plan.

To stay up to date on how our investment and works are responding to community priorities, visit the **North Melbourne Neighbourhood Portal**

YOUR NEIGHBOURHOOD STATEMENT

PARKVILLE



Residential population¹
8003



Number of businesses²
337



Local jobs²
34,582



Residents born overseas⁴
37%

Our services in Parkville

Parks and open spaces

The City of Melbourne manages and maintains more than 13 public open spaces across Parkville including the largest open space in the municipality, Royal Park. There are 4 playgrounds in Parkville. The largest is Nature Play in Royal Park.

Sporting and recreation venues

At Royal Park, we provide a number of sports fields, catering to 26 community sports organisations as well as school use. A 9-hole public golf course is located within Royal Park and is also home to four local clubs. Two tennis facilities are found in Royal Park: one leased to North Park Tennis Club, the other to Royal Park Tennis Club.

The Parkville Tennis Club on The Avenue is adjacent to Royal Park.

Melbourne Zoo and Melbourne Sports Centres are also located within Royal Park.

Our investments in Parkville

Capital works

New capital investments in Parkville this year includes:

- \$4.2 million for community sports pavilion upgrades (Ryder Pavilion)
- \$250,000 for City North Urban Realm Improvements
- \$500,000 for Moonee Ponds Creek stormwater harvesting for Princes Park.

We will invest in asset renewal in Parkville:

- \$336,000 for parks and city greening
- \$684,000 for infrastructure
- \$258,000 for buildings and property
- \$116,000 for plant, equipment, fixtures and furniture
- \$5000 for other assets.

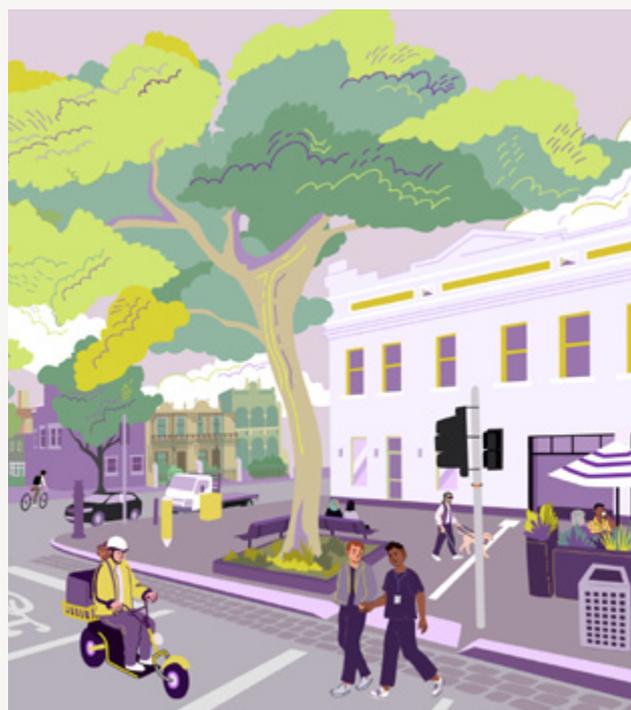
We will invest \$382,000 in maintenance works in Parkville.

Through the Connected Neighbourhoods Small Grants, we will invest up to \$100,000 across neighbourhood areas in 2024-25 to support community-led activities and initiatives to address neighbourhood priorities.

Through the Business Event Sponsorship Program 2024, we will invest \$5000 in Parkville for businesses and individuals hosting business events. Through the Business Event Sponsorship Program 2025, we will invest \$100,000 across our neighbourhoods for businesses and individuals hosting business events such as conferences, showcases, workshops, seminars, exhibitions and networking functions in the municipality.

Through the Small Business Grants Program, we will invest \$500,000 across our neighbourhoods in 2024-25 to support new businesses to get started in the municipality, and for existing businesses to expand and grow.

Through the Social Enterprise Grants Program, we will invest \$200,000 across our neighbourhoods in 2024-25.



¹ *id (informed decisions) (2024) profile.id.com.au/melbourne*

² *City of Melbourne (2022) Census of land use and employment (CLUE). CLUE's business and employment data varies from the Australian Bureau of Statistics (ABS). CLUE is a count of businesses physically located in the municipality. ABS figures are based on active trading businesses registered in the municipality.*

³ *Australian Bureau of Statistics (2021) 2021 Census*



Key activities

This year we will:

- deliver a new master plan for Royal Park
- consult the community to inform implementation of the Parking and Kerbside Management Plan
- install 40km/h speed limits in Parkville and Princes Hill
- conduct pedestrian road safety studies in Parkville and Parkville Gardens
- construct the new Ryder Pavilion in line with the Fair Access Policy
- advocate for improvements to Royal Park and Parkville to be delivered as part of the Brunswick Level Crossing Removal project
- work with the Victorian Government to progress the Royal Parade bike lanes
- progress the planning scheme amendment to implement the Parkville Heritage Review
- progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change.
- progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure
- implement outcomes of signage policy review
- review and update urban design policies as needed
- work with the Victorian Government and key stakeholders to identify, scope and progress strategic opportunities in Parkville National Employment and Innovation Cluster, and Melbourne Innovation Districts – City North
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and finalise the City Spatial Plan.

Our strategic work in Parkville

We will progress delivery of:

- Neighbourhood Planning Framework
- Parkville Urban Forest Precinct Plan
- Melbourne Innovation Districts – City North Opportunities Plan
- City North Structure Plan
- Parking and Kerbside Management Plan
- a master plan for Royal Park.

Stay up to date on how our investment and works respond to community priorities. Visit the **Parkville Neighbourhood Portal**

YOUR NEIGHBOURHOOD STATEMENT

SOUTHBANK



Residential population¹
26,166



Number of businesses²
865



Local jobs²
45,166



Residents born overseas³
61%

Our services in Southbank

Family services, library, community spaces

The integrated Family Services team based at Boyd Hub offers maternal and child health, immunisation, family support and counselling, and parenting services.

A new 940m² community space – which will be owned and managed by the City of Melbourne – will be delivered at Boyd in Southbank.

At Southbank Library we provide books and other materials for loan. In 2024–25, we will offer a library collection of around 19,000 items. We welcome approximately 65,000 visitors a year, providing study space, access to computers and wi-fi, and online access to books, film, music and learning resources.

Parks and open spaces

In Southbank we manage and maintain around 13 public open spaces. There are 3 playgrounds in Southbank, including the Rocks on Wheels play space on Southbank Boulevard.

Cultural venues

We manage three venues in Southbank. Assembly Point will host several exhibitions. The Guild provides office space for five creative businesses. Boyd Studios contains six artist studios and two artist-in-residence studios.

Our investments in Southbank

Capital works

New capital investments in Southbank for this year include:

- \$3.5 million for City Road Master Plan
- \$500,000 for Queens Bridge Square
- \$350,000 for Miles and Dodds Street Reserve
- \$250,000 for Southbank Boulevard
- \$250,000 for Southbank Promenade
- \$119,500 for Boyd fit-out and refurbishment.

We will invest in asset renewal in Southbank:

- \$5.1 million for Princes Bridge bluestone repair works
- \$1 million for parks and city greening
- \$2 million for road infrastructure
- \$772,000 for buildings and properties
- \$347,000 for plant, equipment, fixtures and furniture
- \$16,000 for other assets.

We will invest in maintenance works in Southbank:

- \$1.14 million for all other maintenance works.

Through the Connected Neighbourhoods Small Grants, we will invest up to \$100,000 across neighbourhood areas in 2024–25 to support community-led activities and initiatives to address neighbourhood priorities.



¹ .id (informed decisions) (2024) profile.id.com.au/melbourne

² City of Melbourne (2022) Census of land use and employment (CLUE). CLUE's business and employment data varies from the Australian Bureau of Statistics (ABS). CLUE is a count of businesses physically located in the municipality. ABS figures are based on active trading businesses registered in the municipality.

³ Australian Bureau of Statistics (2021) 2021 Census

Through the Business Event Sponsorship Program 2024, we are investing \$17,300 in Southbank for businesses and individuals hosting business events. Through the Business Event Sponsorship Program 2025, we will invest \$100,000 across our neighbourhoods for businesses and individuals hosting business events such as conferences, showcases, workshops, seminars, exhibitions and networking functions in the municipality.

Through the Business Precinct Program, we will invest up to \$120,000 in annual funding to the Yarra River Business Association Inc. for business support and activation initiatives.

Through the Small Business Grants Program, we will invest \$500,000 across our neighbourhoods in 2024–25 to support new businesses to get started within the City of Melbourne, and for existing businesses to expand and grow.

Through the Social Enterprise Grants Program, we will invest \$200,000 across our neighbourhoods for 2024–25.

Key activities

This year we will:

- continue to seek opportunities to deliver new open space for Southbank
- progress delivery of new community space as part of the Boyd redevelopment project
- move to the design stage for the Miles and Dodds Street Reserve expansion, including further community engagement
- prepare the final concept plan for the Normanby Road Reserve expansion project
- deliver and manage the Business Precinct Program
- consult the community regarding parking changes, and implement additional upgrades in line with the Parking and Kerbside Management Plan
- progress the planning scheme amendment to implement the new Municipal Planning Strategy, and finalise the City Spatial Plan
- progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change
- progress delivery of new or enhanced funding mechanisms to support city growth, and the future needs of our municipality, including community infrastructure
- implement outcomes of signage policy review
- deliver a program of Christmas decorations and activations in the area as part of the City of Melbourne's Christmas Festival
- provide food safety education, and public health and wellbeing assessments, to support safe community events.



Our strategic work in Southbank

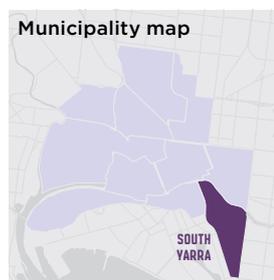
We will progress delivery of:

- Neighbourhood Planning Framework
- Future Libraries Framework
- Creative Strategy
- Public Art Framework
- disaster preparedness and resilience planning
- Heat Safe City
- Southbank Structure Plan
- City Road Master Plan
- Parking and Kerbside Management Plan
- Power Melbourne neighbourhood battery at Boyd Community Hub, and run associated activations and education.

Stay up to date on how our investment and works respond to community priorities. Visit the **Southbank Neighbourhood Portal**

YOUR NEIGHBOURHOOD STATEMENT

SOUTH YARRA



Residential population¹
6789



Number of businesses²
344



Local jobs²
23,215



Residents born overseas⁴
33%

Our services in South Yarra

Childcare and family services

The Fawkner Park Children's Centre and Kindergarten is a City of Melbourne facility leased to a Committee of Management. It offers a 74-place education and childcare centre with integrated kindergarten.

Community spaces

South Yarra Senior Citizens' Centre hosts health and wellbeing activities for older people and carers with a focus on social connection and health promotion. It is available for community hire during business hours with priority given to groups and not-for-profit organisations offering services and activities for older people.

Our mobile library van, the Mel-van, provides wi-fi access and digital skills to local neighbourhoods and community centres. An outreach team takes the Mel-van to the South Yarra Senior Citizens Centre as part of the 'Books and biscuits' program.

Parks and open spaces

We manage and maintain 12 public open spaces in South Yarra. Of particular significance are Fawkner Park and the Domain Parklands. At the river end of the Domain Parklands, Alexandra Gardens is a popular venue for large events, and is also the home of Riverside Skate Park.

Sporting and recreation venues

We manage Riverside Skate Park in Alexandra Gardens. This is a staffed outdoor skate park for skateboarding, BMX, scooter, inline and rollerskating. It offers lessons, a cafe and skate shop, school holiday activities, events and birthday parties. The facility welcomes around 110,000 visits annually.

We manage Fawkner Park, which boasts 12 sporting field spaces and hosts 13 community sporting clubs and 7 schools across a range of activities. Fawkner Park Tennis Centre - currently leased to VicTennis, is a 6-court facility offering community tennis programs, coaching and public court access.

Edmund Herring Oval is currently not in use, due to the Metro Tunnel Project

The boat sheds on the banks of the river are home to many clubs, including Banks Rowing Club, Melbourne Grammar School boat sheds, Melbourne Rowing Club, Richmond Rowing Club, Yarra Yarra Rowing Club, Melbourne University Boat Club and Mercantile Rowing Club.

Our investments in South Yarra

Capital works

New capital investments in South Yarra for this year include

- \$400,000 for Shrine drainage upgrade
- \$270,000 for the Domain Parklands Master Plan implementation projects at Alexandra Gardens and Edmund Herring Oval.

We will invest in asset renewal in South Yarra:

- \$280,000 for parks and city greening
- \$572,000 for infrastructure
- \$216,000 for buildings and properties
- \$97,000 for plant, equipment, fixtures and furniture
- \$5000 for other assets.



¹ .id (Informed decisions) (2024) profile.id.com.au/melbourne

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³ Australian Bureau of Statistics (2021) 2021 Census



We will invest \$2.4 million in Shrine Reserve hostile vehicle maintenance and \$319,000 in all other maintenance works for South Yarra.

Through the Connected Neighbourhoods Small Grants, we will invest up to \$100,000 across our neighbourhoods in 2024-25 to support community-led activities and initiatives to address neighbourhood priorities.

Through the Business Event Sponsorship Program 2025, we will invest \$100,000 across our neighbourhoods for businesses and individuals hosting business events such as conferences, showcases, workshops, seminars, exhibitions and networking functions in the municipality.

Through the Small Business Grants Program, we will invest \$500,000 across our neighbourhoods in 2024-25 to support new businesses to get started within the City of Melbourne, and for existing businesses to expand and grow.

Through the Social Enterprise Grants Program, we will invest \$200,000 across our neighbourhoods in 2024-25.

Key activities

This year we will:

- upgrade the signalised intersection at Domain Road and Park Street
- install 40 km/h area wide speed limit
- progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change
- progress delivery of new or enhanced funding mechanisms that support city growth, and the future needs of our municipality, including community infrastructure
- implement outcomes of signage policy review
- review and update urban design policies as needed
- consult the community to inform implementation of the Parking and Kerbside Management Plan.

Our strategic work in South Yarra

We will progress delivery of:

- Neighbourhood Planning Framework
- Future Libraries Framework
- disaster preparedness and resilience planning
- Heat Safe City
- the new South Yarra Urban Forest Precinct Plan
- Parking and Kerbside Management Plan.

Stay up to date on how our investment and works respond to community priorities. Visit the [South Yarra Neighbourhood Portal](#)

YOUR NEIGHBOURHOOD STATEMENT WEST MELBOURNE



Residential
population¹
8724



Number of
businesses²
478



Local
jobs²
9168



Residents
born overseas³
54%

Our services in West Melbourne

Parks and open spaces

We manage more than 14 public open spaces in West Melbourne, including the historically significant Flagstaff Gardens. There are three playgrounds in West Melbourne.

Cultural spaces

We manage River Studios, which accommodates 60 affordable artist studios and Unit 4 River Studios, which provides one factory makerspace.

Sporting and recreation venues

In West Melbourne we manage the Flagstaff multipurpose courts which are available for community hire, and manage the lease for City of Melbourne Bowls Club.

Our investments in West Melbourne

Capital works

New capital investments in West Melbourne for this year include \$6 million for the North and West Melbourne and Docklands Transport and Amenity Program (TAP).

We will invest in asset renewal in West Melbourne:

- \$303,000 for parks and city greening
- \$617,000 for infrastructure
- \$233,000 for buildings and properties
- \$105,000 for plant, equipment, fixtures and furniture
- \$5000 for other assets.

We will invest \$345,000 in maintenance works in West Melbourne.

Through the Connected Neighbourhoods Small Grants, we will invest up to \$100,000 across our neighbourhoods in 2024–25 to support community-led activities, and initiatives to address neighbourhood priorities.

Through the Business Precinct Program, we will invest up to \$120,000 in annual funding to North & West Melbourne Precinct Association for business support and activation initiatives.

Through the Business Event Sponsorship Program 2025, we will invest \$100,000 across our neighbourhoods for businesses and individuals hosting business events such as conferences, showcases, workshops, seminars, exhibitions and networking functions in the municipality.

Through the Small Business Grants Program, we will invest \$500,000 across our neighbourhoods in 2024–25 to support new businesses to get started in the City of Melbourne, and for existing businesses to expand and grow.

Through the Social Enterprise Grants Program, we will invest \$200,000 across our neighbourhoods in 2024–25.



¹ .id (Informed Decisions) (2024) profile.id.com.au/melbourne

² City of Melbourne (2022) Census of land use and employment (CLUE). CLUE's business and employment data varies from the Australian Bureau of Statistics (ABS). CLUE is a count of businesses physically located in the municipality. ABS figures are based on active trading businesses registered in the municipality.

³ Australian Bureau of Statistics (2021) 2021 Census



Key activities

This year we will:

- refresh the Urban Forest Precinct Plan for North and West Melbourne in consultation with our community
- progress the Hawke Street and Roden Street greening projects
- progress a Spencer Street Master Plan and deliver a range of projects between La Trobe Street and Dynon Road
- deliver changes to kerbside parking based on community consultation in line with the Parking and Kerbside Management Plan
- investigate opportunities for neighbourhood pedestrian improvements
- deliver and manage the Business Precinct Program
- progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change
- progress delivery of new and/or enhanced funding mechanisms that support city growth and future needs of our municipality, including community infrastructure
- implement outcomes of signage policy review
- review and update urban design policies as needed.

Our strategic work in West Melbourne

We will progress delivery of:

- Neighbourhood Planning Framework
- disaster preparedness and resilience planning
- Heat Safe City
- North and West Melbourne Urban Forest Precinct Plan
- West Melbourne Structure Plan
- Maribyrnong Waterfront: A Way Forward
- Moonee Ponds Creek Strategic Opportunities Plan
- Parking and Kerbside Management Plan.

Stay up to date on how our investment and works respond to community priorities. Visit the **West Melbourne Neighbourhood Portal**

How to contact us

Online:

melbourne.vic.gov.au

In person:

Melbourne Town Hall - Administration Building
120 Swanston Street, Melbourne
Business hours, Monday to Friday
(Public holidays excluded)

Telephone:

03 9658 9658
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Fax:

03 9654 4854

In writing:

City of Melbourne
GPO Box 1603
Melbourne VIC 3001
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03 9280 0725 Việt Ngữ
03 9280 0726 عربي
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CITY OF MELBOURNE