

## Management report to Council

Agenda item 6.1

### Adoption of the proposed Council Plan 2021–2025

Council

Presenter: Justin Hanney, Chief Executive Officer

29 June 2021

#### Purpose and background

1. The purpose of this report is to adopt the proposed Council Plan 2021–2025, incorporating the Community Vision and Municipal Public Health and Wellbeing Plan (the Council Plan), in accordance with the requirements of the *Local Government Act 2020*.

#### Key issues

2. Public feedback and speakers in support of their feedback on the proposed Council Plan were considered by the Special Future Melbourne Committee (Committee) meeting held at 2.45pm on Tuesday 29 June 2021. The recommendations of the Committee to the Council on any changes to the draft Plan following consideration of feedback will be tabled at the Council Meeting.
3. A copy of the draft Council Plan is included as Attachment 2. This will be updated to reflect Council's resolutions prior to publication.
4. 41 responses had been received on the draft Council Plan 2021-2025. A copy of the original feedback is included as Attachment 3.
5. In August 2016, Future Melbourne 2026 was adopted as the community's vision for the City of Melbourne. The Council Plan 2021-2025 incorporates the revised and renewed community aspirations for the City and supersedes Future Melbourne 2026.
6. Council will consider the feedback and recommendations of the Special Committee, to determine the final Council Plan 2021-2025 for adoption.

#### Recommendation from management

7. That Council:
  - 7.1. Having considered the public feedback (Attachment 3) and the recommendations of the Special Future Melbourne Committee, adopts the Council Plan 2021–2025, incorporating the Community Vision and Municipal Public Health and Wellbeing Plan (Council Plan), including recommendations made from the Committee.
  - 7.2. Advises each of the providers of feedback of the Council's decision in relation to these matters and the reasons for the decision.
  - 7.3. Authorises the General Manager Governance and Organisational Development to make any further minor editorial changes to the Council Plan prior to publication.
  - 7.4. Note that, in accordance with the Council's Public Transparency Policy, the final Council Plan will be made available on the Council website, at the Council Offices or on request to Council.

#### Attachments:

1. Supporting Attachment (Page 2 of 138)
2. Proposed Council Plan 2021–2025 (not including changes reflecting final Council resolutions) (Page 3 of 138)
3. Copy of full public feedback on the draft Council Plan (Page 51 of 138)
4. Summary of feedback and Special Future Melbourne Committee recommendations on the draft Council Plan following consideration of public feedback (to be tabled at the Council Meeting)
5. List of the Committee's recommended changes (to be tabled at the Council Meeting)

## Supporting Attachment

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### Legal

1. The process detailed in the report accords with the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

### Finance

2. There are no direct financial implications for the Council in the recommendations of this report. The costs associated with the community engagement process are captured within existing budgets.
3. Final adoption and delivery of the Council Plan on 29 June 2021 does require budget considerations which are the subject of the Budget 2021-2022, which is a separate report to this Council meeting.

### Conflict of interest

4. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a material or general conflict of interest in relation to the matter of the report.

### Health and Safety

5. In developing this proposal, no Occupational Health and Safety issues or opportunities have been identified.

### Stakeholder consultation

6. The draft Council Plan, incorporating the Community Vision and Municipal Public Health and Wellbeing Plan, was developed in accordance with the deliberative engagement practices required by the *Local Government Act 2020* and outlined in the Council's Community Engagement Policy.
7. In March 2021, the City of Melbourne spoke to more than 1,600 people who live, work, study, visit or own a business in the municipality to identify and prioritise their aspirations for Melbourne, as well as the health and wellbeing priorities for the municipality, through online and in person surveys, workshops and focus groups.
8. The program of activities ensured the Community Vision, Council Plan and Health and Wellbeing Plan would be informed by a diverse mix of voices, including children, parents, young people, people with lived experience of homelessness, culturally and linguistically diverse communities, people with a mental or physical disability, and people from different neighbourhoods across the municipality.
9. Engagement also took place with Aboriginal Melbourne Community members, and our Aboriginal Traditional Custodian representatives Bunurong Land Council Aboriginal Corporation, the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and the Boon Wurrung Foundation to seek their input.
10. From 25 May 2021 to 15 June 2021, the public was invited to provide feedback on the proposed Council Plan.

### Environmental sustainability

11. Environmental sustainability issues and opportunities have been considered in the development of the draft Council Plan 2021–2025. The Climate and Biodiversity Emergency is one of six proposed strategic objectives that will underpin Council's strategic direction over the next four years, and will commit the Council to urgent action to reduce greenhouse gas emissions and waste in order to strengthen public health, strengthen the economy and create a city that mitigates and adapts to climate change.

# CITY OF MELBOURNE CITY OF POSSIBILITY

DRAFT  
COUNCIL PLAN  
2021-2025



CITY OF MELBOURNE

# PURPOSE OF THIS DOCUMENT

This plan is the Council's key strategic document. It describes the Council's and community's vision for the future, how the Council will strive towards that vision during its four-year term, where it will focus its efforts, and how it will measure progress. It also outlines how the Council will protect, improve and promote public health and wellbeing within the municipality.

This plan is the result of deliberative engagement with a broad cross-section of the community, who are defined as people who live, work, study, visit or own a business in the municipality. These engagement processes have brought the voice of the community to Council and helped shape the long-term direction of the municipality and key components of this plan.

As such, this plan considers the needs of all people who access and experience all neighbourhoods and places within the City of Melbourne municipality.

## **Acknowledgement of Traditional Custodians**

The City of Melbourne respectfully acknowledges the Traditional Custodians of the land, the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation and pays respect to their Elders past, present and emerging. We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

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May 2021

## 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](https://melbourne.vic.gov.au/participate)

# INTRODUCTION



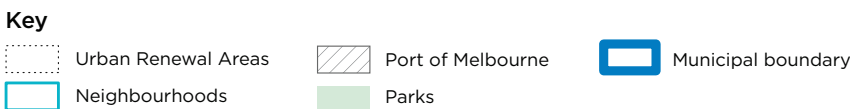
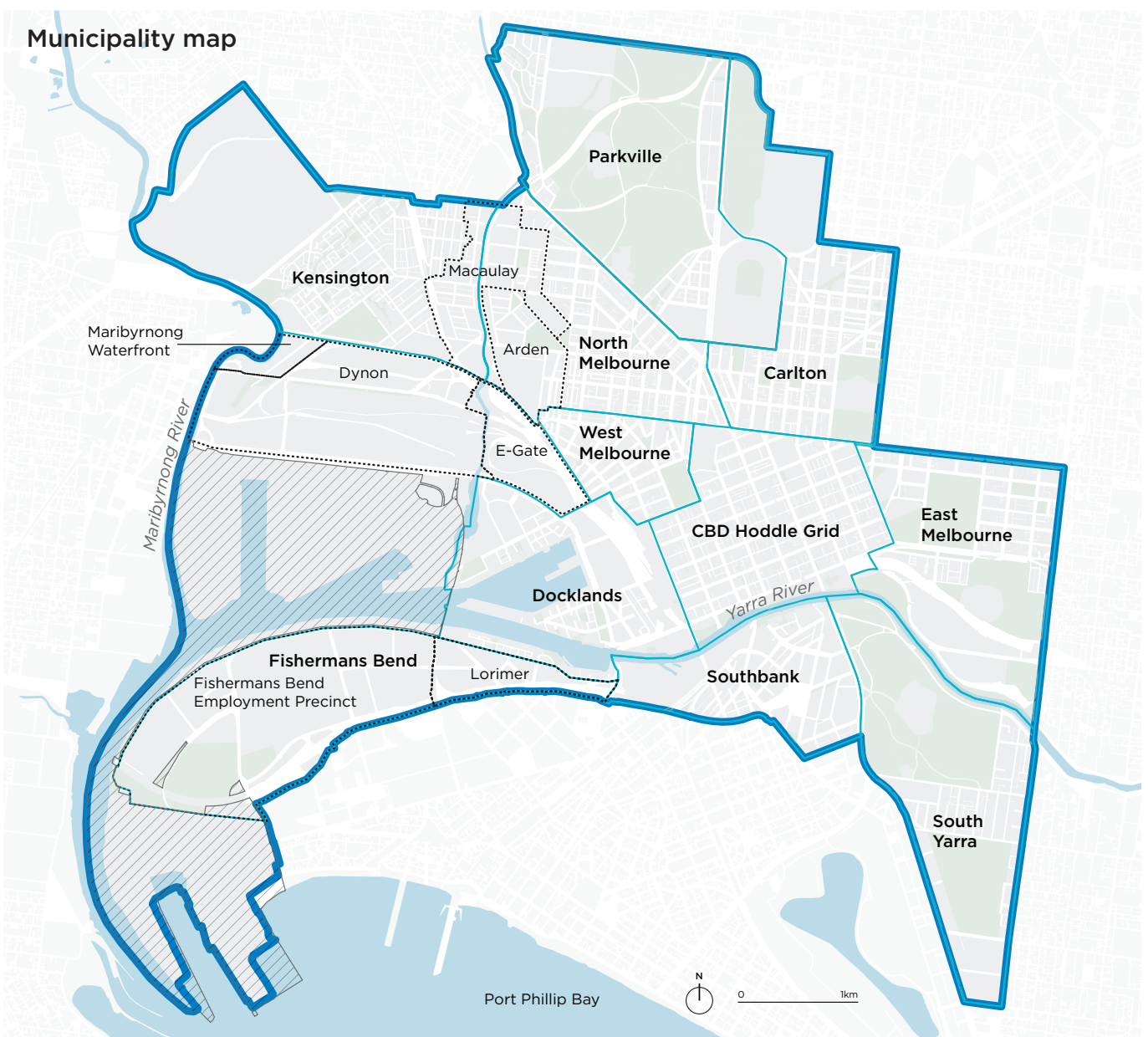
# COUNCIL AND WHAT WE DO

Local councils are responsible for the governance and delivery of services that support the community at the municipal level. This includes planning and building services, waste management, local laws and emergency management and recreation and community services.

In governance terms, local councils are elected by, and accountable to, the people who live and do business within the municipality. As such, the importance of being responsive to the voices in the community is critical to success.

## Municipal Snapshot

The City of 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, Carlton and South Yarra.



# QUICK FACTS ABOUT MELBOURNE

The diversity of the municipality is evident in our demographic and urban profile:

## Resident Population



**183,756**  
residents

**49%**  
males

**51%**  
females

**56%**  
born overseas

**48%**  
speak a language  
other than English

**910,800**  
people live, work, study or  
socialise in the municipality

**79,230**  
overseas students

**1,653**  
same-sex couple households

**468**  
Aboriginal people

**1.7%**  
live with a disability

**100**  
people sleeping rough\*

\* This is lower than historic numbers due to a proportion currently being provided temporary hotel emergency accommodation during the COVID-19 pandemic.

## Economic environment

Melbourne contributes  
**24%** to the Victorian economy

**16,700**  
businesses

**497,200**  
jobs

**3.7%**  
unemployment rate

**32%**  
of households experience rental  
and mortgage stress

**33%**  
experience food insecurity



## Built and Natural Environment



**92%**  
residents live within a  
300m walk to open space

**65%**  
grow and consume their  
own food at home

**23.5%**  
tree canopy cover in  
the public realm

**27**  
tonnes of greenhouse gas  
emissions per capita, an  
annual decrease of 0.8%

**0.35**  
tonnes of landfill waste  
per household

**120.5**  
kilotres from alternative  
water sources used to  
meet municipal needs

**71%**  
of trips to the city are  
made by public transport,  
cycling or walking



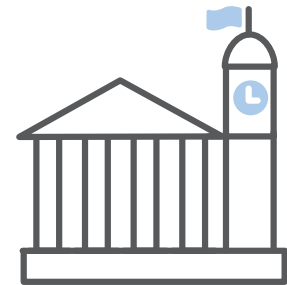


## Health and Wellbeing Status



- 18%** experience high or very high psychological distress in their day-to-day lives
- 22%** have been diagnosed with depression or anxiety
- 15%** have sought help from a mental health professional
- 93%** of adults do not eat enough fruit and vegetables
- 52.7%** of adults do not engage in sufficient physical activity
- 22%** sit for 8+ hours on an average weekday
- 9.4%** currently smoke
- 929** per 100,000 reported incidences of family violence

## Social and Cultural Environment



- 63.9%** feel a sense of belonging to their community
- 94.4%** believe the relationship with Aboriginal people is important
- 21.1%** participate in arts and cultural activities
- 82.5%** feel safe during the day
- 53.7%** feel safe at night

People’s health and wellbeing were significantly impacted by the COVID-19 pandemic and lockdown restrictions. More than half of those surveyed reported the aspects of their lives most impacted by the COVID-19 pandemic included participation in leisure and events, social connection, exercise, mental health and work. Of particular note:

### Impacts of COVID-19

- 37%** consumed more alcohol than usual
- 27%** reported eating less healthy food
- 10%** smoked more
- 62%** exercised less

### In contrast:

- 16%** ate more healthy food
- 4%** smoked less than usual
- 16%** exercised more
- 16%** drank less alcohol

People rated their wellbeing at **51.5 out of 100** in late 2020 (compared to historic scores of around 71).

(Disclaimer: Unless otherwise stated, the figures on pages 8 and 9 typically reflect pre-COVID-19 data. This does not take into consideration impacts stemming from the pandemic and therefore should not be taken as a current reflection of the city.)

# MELBOURNE CITY COUNCIL 2020–2024

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





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# COUNCIL PLAN



# CITY CONTEXT

Melbourne stands on the land of its Traditional Custodians, the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation. It has always been an important meeting place, for thousands of years before European settlement and into our shared future.

This multicultural, modern city boasts a diversified economy and a passion for sporting and cultural events. It is one of the most liveable cities in the world, renowned for its world-class culture, universities and connected neighbourhoods.

Until early 2020, Melbourne was the fastest-growing city in Australia, and among the fastest-growing cities in the developed world. The global COVID-19 pandemic has since transformed the local landscape and put pressure on our communities and businesses and presented several challenges that Melburnians have adapted to with characteristic resilience.

However, the events and uncertainties of the past year have shifted our perception of what it means to be a liveable city. The pandemic has highlighted deep vulnerabilities in our social, environmental and economic fabric, and a need to better protect the systems, people and environment that sustain the city. This means we need to work together to share our ideas about the future of Melbourne, and to develop a vision we all can aspire to.

We have engaged with and listened to businesses, communities and government bodies across the city to understand what matters most to them, and to understand how Melbourne can evolve over the medium to long-term to be a truly great place for all.

We need to create a city and community where everyone feels culturally connected, safe and included. We need to create a city that is equitable and prosperous - and that values the wellbeing of both our people and the planet. We need to create a city that helps our unique and diverse mix of people, cultures and communities to adapt, survive and thrive. We need to create a city of endless possibility.

We must also lead by example and meaningfully engage with Aboriginal communities to build respect for Aboriginal heritage, culture and knowledge. Aboriginal voices and aspirations must be embedded in our core business and decision-making at every level as we strive for reconciliation, recognition, respect and truth telling.

We are sharpening our focus and finding ways for the city to evolve so that everyone can thrive, and Melbourne remains a unique and sustainable city where anything is possible, both now and for years to come.

# HOW TO READ THIS DOCUMENT

This document contains three main components: the 10-year Community Vision, four-year Council Plan, and four-year Health and Wellbeing Plan. These pieces of work are presented here as a single integrated document because they are linked and have a cascading relationship.

<p><b>YEAR</b> <b>10</b></p>	<p>Describes the community's 10-year aspirational vision for the future of the municipality.</p>	<p><b>Community vision</b></p>
	<p>This constitutes the 'call to action' guiding all Council planning.</p>	<p><b>Vision statement</b></p>
		<p><b>Community aspirations</b></p>
<p><b>4</b> <b>YEAR</b></p>	<p>Council objectives represent the strategic direction for the next four years to achieve the Community Vision.</p>	<p><b>Council Plan</b></p>
	<p>Council priorities describe the outcomes that the plan seeks to achieve and how we will fulfil our strategic objectives.</p>	<p><b>Council objectives</b></p>
	<p>Major initiatives are critical pieces of work that will deliver on Council's objectives and priorities.</p>	<p><b>Priorities</b></p>
	<p>Indicators define how we will measure success</p>	<p><b>Major initiatives</b></p>
<p><b>4</b> <b>YEAR</b></p>	<p>The Health and Wellbeing Plan outlines how the Council will protect, improve and promote public health and wellbeing within the municipality.</p>	<p><b>Indicators</b></p>
	<p>The key focus areas in this plan have strong connections across Council Plan, refer to page 28.</p>	<p><b>Health and Wellbeing Plan</b></p>
		<p><b>Focus areas</b></p> <p>The ♥ symbol throughout this plan denotes which priorities and major initiatives outlined in this Plan align with, and contribute to, addressing our city's health and wellbeing focus areas.</p>



# COMMUNITY VISION

*The Community Vision for the City of Melbourne was developed through a deliberative engagement process with people who live, work, study, visit or own a business across the municipality. The vision reflects this diverse set of voices collectively.*

*A detailed account of our deliberative engagement process can be found at Appendix C.*

*The Community Vision comprises an overarching vision statement and a series of future community aspirations. Together, these will guide decision makers in shaping policy, plans and prioritising investments.*

## Vision statement

Melbourne was hit hard by COVID-19 and together we experienced one of the world's longest and most restrictive lockdowns. Our efforts enabled life to return to a new normal, but it has come at an incredible cost.

Now we have an opportunity to think about how we want to evolve as a city over the next 10 years and be bold in creating a better future for Melbourne. We need to build on today's strong foundations to be a city that thrives as a place that benefits all. We're creating a city of possibility, where the world meets and the extraordinary happens.

## City of Melbourne City of Possibility

Our city is where people of all cultures, backgrounds, genders, sexualities and abilities are welcomed, celebrated and protected. We are proud of the vibrancy this diversity brings to every aspect of city life. Our urban communities are energy efficient, sustainable, safe, affordable and inclusive, drawing people from around the world to visit, work and live.

Our distinct neighbourhoods are enjoyed day and night. Every street, laneway and public square is filled with movement, colour and excitement. The sights and sounds of sport, performance, art and public discourse flow through the streets and continually inspire us.

Our many urban parks provide us a place for reflection and respite. A forest extends through our city, linking our parks and helping to keep our city cool and clean. We can connect with nature anywhere and celebrate our leading action on climate change.

We are one of the most connected cities in the world, where collaboration is second nature and innovative start-up, business and education sectors thrive as a result.

When we meet, we look out at one of our favourite places in the municipality—the beautiful Birrarung—and acknowledge and celebrate our Traditional Custodians of the land, part of the longest surviving culture in the world. Melbourne is an Aboriginal city where we govern with our Traditional Custodians and all have a shared commitment towards treaty, justice and reconciliation with our First Peoples.

**The City of Melbourne  
is a city of possibility.**

Where the world meets and  
the extraordinary happens.





## Community aspirations

Our community aspirations summarise what the community wants for the municipality over the next 10 years. These aspirations have helped guide the development of this Council Plan.

The community's aspirations for the future...	In 10 years, this should look like...	Council's four-year objectives in response
There is diversity in Melbourne's workforce	The City of Melbourne champions diversity in the workforce, driving a stronger and more resilient economy, with opportunity for all.	Economy of the future
We support Melbourne's existing and new industries	The creative energy of the municipality is harnessed and enhanced to be a defining feature of Melbourne's unique character and contributes to its ongoing economic resilience and viability.	
Industries and communities are supported by a strong transport network	An efficient and affordable transport network is a basic element of an accessible city and a strong economy.	
We celebrate and protect Melbourne's unique places	Melbourne's unique streetscapes, open and green spaces, built environment and neighbourhood character are protected and enhanced as the city grows and evolves.	Melbourne's unique identity and place
Celebration of diversity is at the heart of a liveable city	There is an opportunity for events to celebrate Melbourne's diversity to improve connections between local communities and create a sense of belonging in the city.	
Aboriginal cultures are central to Melbourne's identity	Traditional knowledge is implemented practically and can be experienced by the whole community, so that Melbourne is seen, experienced and thought of as an Aboriginal city.	Aboriginal Melbourne
Buildings are built to the highest environmental standards	Planning provisions guide development in the city and ensure that our neighbourhoods and buildings are built to the highest quality and environmental standard.	Climate and biodiversity emergency
We have taken urgent action on climate change	The City of Melbourne commits to renewable energy and circular economies to ensure Melbourne remains liveable for future generations.	
We prioritise nature in our city	The city continues to strengthen its dense network of green streets and spaces so that plants and animals can thrive and communities can come together.	
Melbourne is affordable	Our city remains vibrant and diverse by being affordable for everyone.	Access and affordability
The design of our city is inclusive	The city is made up of safe and accessible places and services where everyone can come together.	
The community participates in city decisions	Members of the community feel empowered to contribute their ideas and knowledge to the decision-making process, finding solutions to complex problems that will work for everyone.	
The community is connected to each other	The city's places and spaces bring people together and create spaces where they feel supported and can foster a sense of belonging.	Safety and wellbeing
People feel safe in the city	All people who work in, live or visit the city can do so, and feel safe, at any time of the day or night.	
Health and wellbeing is prioritised	The City of Melbourne's policies, spaces and services support the community's physical health and mental wellbeing for the benefit of all.	

# COUNCIL'S STRATEGIC OBJECTIVES

In response to the Community Vision, Council has developed the strategic objectives for the next four-year Council Plan. These are outlined below and set the direction for the next four years. Our vision for Melbourne as a 'city of possibility' anchors and connects these objectives to deliver real outcomes for the community.



# ECONOMY OF THE FUTURE

Over the next four years, 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. ❤️
- 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.

## How we'll measure progress

INDICATOR	TARGET OR DESIRED TREND
Capital city gross local product.	Increase
Number of businesses in the municipality.	Increase
Number of start-ups 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	COUNCIL'S ROLE
Continue to strengthen Melbourne's <b>economic recovery</b> , including through precinct and shopfront activation, delivery of an enhanced business concierge service and support for the night-time economy. ♥	Deliver
Ensure Melbourne is the <b>easiest place to start and grow a business</b> through the establishment of Invest Melbourne which will facilitate headquarter attraction, business support and fast-tracked permits.	Deliver
Drive economic growth and resilience by implementing the <b>Economic Development Strategy</b> , 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.	Deliver Partner
Work in partnership with the Victorian Government and other stakeholders to advocate for and deliver integrated <b>high-quality public and active transport in urban renewal areas</b> including Melbourne Metro 2, tram to Fisherman's Bend and tram to connect the Arden precinct. ♥	Partner
Establish a new tourism entity called Visit Melbourne and review and refresh the program of City of Melbourne-owned and sponsored events to <b>maximise opportunities to drive visitation and spend</b> . The program will be diverse, accessible and affordable and showcase Melbourne's unique culture and creative strengths.	Deliver Partner
Market and promote Melbourne as a great place to live for all, while ensuring key workers have access to affordable housing. ♥	Deliver
<b>Increase visitation to Docklands</b> by partnering with the Victorian Government and key stakeholders to enable reconstruction and redevelopment in Central Pier and surrounds.	Partner Advocate
Review Melbourne's <b>international relationships</b> to optimise future and existing partnerships to enable mutual growth and opportunity.	Deliver
Partner with industry to support the development of <b>globally competitive innovation ecosystems</b> , including through international engagement, emerging technology trials and digital infrastructure delivery.	Partner Deliver
Develop a <b>corporate strategy</b> for the City of Melbourne to drive exemplary customer service, digitise services and operations, improve productivity and identify new revenue opportunities.	Deliver
Embed the <b>Sustainable Development Goals</b> in the way City of Melbourne plans, prioritises its investments, reports and benchmarks against other cities.	Deliver

♥ Aligns with a health and wellbeing focus area, refer to page 28.

# MELBOURNE'S UNIQUE IDENTITY AND PLACE

Over the next four years 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. ♥
- 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.

## How we'll measure progress

INDICATOR	TARGET OR DESIRED TREND
Proportion of residents within 300m 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.	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	COUNCIL'S ROLE
Partner with the Victorian Government and other stakeholders to deliver specific components of <b>Greenline</b> along the north bank of the Yarra River (including the implementation of the Yarra River - Birrarung Strategy). ♥	Deliver Partner
Protect <b>Queen Victoria Market</b> 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. ♥	Deliver
Deliver Queen Victoria Market precinct improvements through quality public open space, new connections to the city, community services and facilities such as the <b>Munro Community Hub</b> . ♥	Deliver Partner
Deliver <b>public art projects</b> that reflect Melbourne's unique culture and heritage, attract visitors to the city and help stimulate our city's recovery. ♥	Deliver
Increase the amount of <b>public open space</b> in the municipality with a focus on areas of greatest need, such as Southbank and emerging urban renewal areas. ♥	Deliver
Play a lead role in facilitating the delivery of high-quality and climate adapted <b>urban renewal</b> 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.	Partner
Facilitate increased investment in unique Melbourne events to further activate and celebrate the city.	Partner
Celebrate, partner and advocate for investment in the city's three key waterways, the <b>Yarra River-Birrarung, the Maribyrnong and Moonee Ponds Creek</b> , to connect these key recreational and biodiversity assets of our city.	Partner Advocate
Adopt the <b>Municipal Planning Strategy</b> in 2022-23	Deliver
Complete <b>heritage reviews</b> and implement associated planning scheme amendments to protect and celebrate heritage in our municipality.	Deliver
Champion high quality development and public realm design through delivering the <b>Design Excellence Program</b> , including implementing the City of Melbourne Design Review Panel and a Design Excellence Committee for strategic planning work.	Deliver

♥ Aligns with a health and wellbeing focus area, refer to page 28.

# 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. Over the next four years, 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. ♥
- 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. ♥
- 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. ♥

## How we'll measure progress

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 Custodians in city governance.	Increase



## Major initiatives

MAJOR INITIATIVE	COUNCIL'S ROLE
Explore and deliver opportunities for <b>'truth-telling'</b> 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. ♥	Partner
Implement the <b>Declaration of Recognition and Commitment</b> in good faith which signals and elevates the City of Melbourne's shared commitment for reconciliation across the whole of the organisation.	Deliver
<b>Govern with Sovereign First Nations</b> to enable true self-determination, where deliberative engagement is proactive, responsive and consistent. ♥	Deliver
Commence planning for a co-designed <b>First Nations Cultural Precinct</b> 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
Support a partnership forum – an <b>annual gathering of the Eastern Kulin</b> (noting the history of Tanderrum).	Partner

♥ Aligns with a health and wellbeing focus area, refer to page 28.

# CLIMATE AND BIODIVERSITY EMERGENCY

Over the next four years, 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 leading city globally that sets the standard in climate action. ♥
- 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. ♥
- Resilient and safe communities that are adapting to the public health impacts of climate change. ♥
- Biodiversity, habitat, green spaces, water quality and tree canopy cover are increased in the city. ♥

## How we'll measure progress

INDICATOR	TARGET OR DESIRED TREND
Municipal greenhouse gas emissions.	33% reduction (from 2015 baseline by 2025)
Installed battery storage capacity in the municipality.	Increase
Household waste produced.	10% reduction (by 2025)
Municipal waste diverted from landfill.	50% increase (by 2025)
Alternative water use.	Increase
Stormwater quality.	Increase
Hospital admissions in relation to extreme weather events.	Decrease
Percentage of tree canopy cover in the public realm.	TBD (Modelling for this target is nearing completion and will appear in the final version of the Council Plan)
Number of trees planted in the municipality.	TBD (Modelling for this target is nearing completion and will appear in the final version of the Council Plan)
Area of native understorey habitat in the public realm.	Increase

## Major initiatives

MAJOR INITIATIVE	COUNCIL'S ROLE
To enhance Melbourne's position as a <b>global leader on climate action</b> , we will undertake bold advocacy on behalf of our community.	Advocate
Create an enabling environment for Melbourne businesses and universities to become the <b>employment centre of a resilient zero-carbon economy</b> .	Partner
Progress a planning scheme amendment to improve the <b>environmental performance of buildings</b> in order to reduce emissions to zero by 2040. ♥	Deliver
Deliver on our <b>Urban Forest Strategy</b> including tree canopy, private greening incentives and city greening. ♥	Deliver
Lead the reduction of food waste and diversion of waste from landfill, by continuing the <b>Food Organics, Green Organics</b> rollout through high-rise apartment innovation and by addressing food-waste reduction. ♥	Deliver
Support the development of a <b>circular economy</b> 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. ♥	Partner
Support the development of battery storage and renewable energy in the municipality and electric vehicle charging stations through the <b>Power Melbourne</b> initiative.	Partner
Implement the <b>Climate and Biodiversity Emergency action plan</b> . ♥	Deliver

♥ Aligns with a health and wellbeing focus area, refer to page 28.

# ACCESS AND AFFORDABILITY

Over the next four years, 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. ♥
- Increased food security for everyone, especially the most vulnerable. ♥
- Core services are accessible and affordable to everyone, with special attention to mental health, lifelong education and internet services. ♥
- City activities including events, the arts and culture are accessible and affordable for everyone. ♥
- People with disability feel welcome in the city and have equal access. ♥

## How we'll measure progress

INDICATOR	TARGET OR DESIRED TREND
Number of people sleeping rough who are seeking accommodation.	Zero
Number of people supported through a range of accommodation including long-term supportive housing and affordable housing.	500 (by 2025)
Number of new demonstration social and affordable housing units facilitated on City of Melbourne land.	100 (by 2025) <sup>1</sup>
Proportion of people reporting food insecurity.	25% reduction (by 2025)
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

<sup>1</sup> This does not include units already committed during the life of the previous Council Plan on the Munro and Boyd sites which are also expected to be completed during the life of the 2021-25 Council Plan.

## Major initiatives

MAJOR INITIATIVE	COUNCIL'S ROLE
Increase and upgrade accessible, <b>inclusive spaces for women</b> in City of Melbourne sports facilities. ♥	Deliver
Implement a <b>neighbourhood model</b> by working with communities to develop neighbourhood plans and neighbourhood service centres that respond to the local community's existing and projected needs. ♥	Deliver
Deliver a <b>revitalised library network</b> , including <b>pop-up libraries</b> , to increase access for our diverse community and to help revitalise the city. ♥	Deliver
Deliver the <b>Disability Access Plan 2020–2024</b> including ensuring our services and events are more accessible, increasing the number of accessible adult change facilities, and partnering with community and transport groups to make transport more accessible. ♥	Deliver Partner
Develop and deliver initiatives and programs that will provide <b>food relief</b> to vulnerable members of our community and improve local food production by supporting communities to grow their own food. ♥	Deliver Partner Advocate
As part of a new <b>corporate strategy</b> for the City of Melbourne, ensure our core services remain accessible and affordable. ♥	Deliver
In partnership with the Victorian Government commence construction on a replacement <b>North Melbourne Community Centre precinct</b> for the Melrose St community and growing Macaulay population.	Deliver Partner
Deliver programs that will <b>build digital literacy</b> skills and capabilities, <b>improve access</b> to free Wi-Fi from our community facilities and advocate for appropriate digital infrastructure, to improve digital inclusion for all, particularly for vulnerable groups. ♥	Deliver
Create a new entity ' <b>Homes Melbourne</b> ', 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. ♥	Partner

♥ Aligns with a health and wellbeing focus area, refer to page 28.

# SAFETY AND WELLBEING

Over the next four years, 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. ❤️
- Bonds and social connections between individuals and communities of different backgrounds are strengthened. ❤️
- Enforce zero tolerance of violence in our community including family violence, violence against women, racism and discrimination in all forms. ❤️
- People are supported and encouraged to make healthy and sustainable lifestyle decisions. ❤️
- An efficient and safe transport network where our streets are safer for all users. ❤️

## How we'll measure progress

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

<sup>1</sup> This does not include units already committed during the life of the previous Council Plan on the Munro and Boyd sites which are also expected to be completed during the life of the 2021-25 Council Plan.

## Major initiatives

MAJOR INITIATIVE	COUNCIL'S ROLE
Continue to implement the <b>Transport Strategy 2030</b> , 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 and bicycling encouragement programs. ♥	Advocate Partner Deliver
Deliver the North and West Melbourne and Docklands <b>Transport and Amenity Program</b> in partnership with the Victorian Government.	Deliver Partner
As part of the delivery of the City Road Master Plan, the City of Melbourne will design and deliver the upgrades to the <b>City Road</b> northern undercroft by end of 2023-2024 and advocate to the Victorian Government for the full delivery of upgrades to the City Road East and West.	Deliver Advocate
Adopt in 2021-22 and then implement an <b>Inclusive Melbourne Strategy</b> 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, gender and ability among the people who live, work, study in and visit the city. ♥	Deliver
We will be a leading organisation on <b>equality and inclusion</b> and deliver programs in communities that will reduce physical and psychological violence against women, children, young people, LGBTIQ+ people and culturally diverse communities. ♥	Deliver
We will continue to work with Victoria Police and other agencies to deliver a range of initiatives that <b>improve physical safety</b> on the streets of Melbourne and within our communities. ♥	Partner Deliver
Deliver and maintain a clean city through the <b>Rapid Response Clean Team</b> initiative. ♥	Deliver
Engage and prepare socially vulnerable residents and communities to <b>enhance their resilience</b> to hazards and disasters. ♥	Deliver

♥ Aligns with a health and wellbeing focus area, refer to page 28.

# HEALTH AND WELLBEING IN OUR CITY

In line with the *Public Health and Wellbeing Act 2008*, the City of Melbourne prepares a Municipal Public Health and Wellbeing Plan every four years and includes public health and wellbeing matters into the Council Plan. Throughout this plan, this is referred to as the Health and Wellbeing Plan.

For the fourth time, the City of Melbourne has chosen to integrate our Health and Wellbeing Plan into the Council Plan, highlighting our commitment that health and wellbeing is vital to a liveable city, and that planning for people is at the heart of what we do.

The ♥ symbol denotes which strategic priorities and major initiatives outlined in this plan align with and contribute to addressing our city’s health and wellbeing focus areas, outlined below.

## Our health and wellbeing focus areas 2021-25

The following outlines the health and wellbeing focus areas for Council over the next four years. For more information on how we arrived at these, see Appendix C on page 39.

 <p><b>1. Public health and safety</b></p>	 <p><b>2. Mental wellbeing and inclusion</b></p>	 <p><b>3. Healthy and sustainable lifestyles</b></p>
<p>All people feel safe and included when participating in community life, with a zero tolerance of violence in our community including family violence, violence against women, racism and discrimination in all forms.</p>	<p>Melbourne’s diverse community is celebrated, with our Aboriginal community and history central to our city. Bonds and social connections are strengthened, and all people have equal access to employment, arts, culture, nature and physical activity in the city and core services such as mental healthcare, lifelong learning and the internet.</p>	<p>People are supported and encouraged to make healthy and sustainable lifestyle decisions, including healthy eating, active living and reducing alcohol and other drug related harm.</p>
 <p><b>4. Housing and homelessness</b></p>	 <p><b>5. Food security</b></p>	 <p><b>6. Health impacts of climate change</b></p>
<p>Fair, appropriate and accessible range of affordable housing for people of all backgrounds is available, with special focus on people experiencing homelessness.</p>	<p>Access to nutritious, safe, fair and culturally appropriate food for everyone, especially the most vulnerable.</p>	<p>Resilient and safe communities that are adapting to the public health impacts of climate change.</p>
<p><b>Planning lenses guiding our work</b></p>		<p>Health and social inequalities through a people and place-based approach                      City recovery and resilience                      Working together for co-benefits</p>



## Public health and wellbeing planning context

Being healthy and well is more than being free from disease; it comprises all aspects of a person's life that enables them to lead a happy, fulfilled and meaningful life. City of Melbourne applies a holistic approach to health and wellbeing, in line with Aboriginal Peoples' perspective that health does not just mean the physical wellbeing of an individual, but refers to the social, emotional, and cultural wellbeing of the whole community. For Aboriginal people this is seen in terms of the whole-life-view. As such, health and wellbeing encompass all the following elements:

- physical health, being free from disease and illness
- mental health, quality of life and happiness
- connection to community, culture and country
- spiritual health
- safety, perception of feeling safe and free from harm or violence
- resilience, ability to cope with challenges.

The environmental or living conditions in which a person is born, grows, lives, works, plays and ages has a huge impact on their health and wellbeing outcomes. Liveable communities provide a basis for good health and wellbeing. A liveable place has been defined as a place that is safe, attractive, socially cohesive, inclusive and environmentally sustainable. Affordable and diverse housing should also be linked to employment, education, public open space, local shops, health and community services, as well as leisure and cultural opportunities. This should be made possible through convenient infrastructure for public transport, walking and cycling. Local government, as the closest tier of government to the community, has a key role to play in shaping social, economic and environmental conditions in which people live and can thrive.

### Lens: Health and social inequalities through a people and place-based approach

The City of Melbourne acknowledges that people's living conditions are not always equal, and this can lead to poorer health and wellbeing outcomes for some. We also know that the COVID-19 pandemic has widened existing health and social inequalities within the municipality.

The most marked health and wellbeing inequalities in the City of Melbourne are experienced by: Aboriginal peoples, people with disability, people experiencing or at risk of homelessness, people and local areas experiencing social and economic disadvantage, refugees, people seeking asylum and international students, people who are lesbian, gay, bisexual, trans and gender diverse, intersex, and queer and questioning (LGBTIQ+). We note that for many Melburnians, inequality may be compounded by other forms of disadvantage or discrimination that a person may experience due to other characteristics, such as their gender, race, Aboriginality, religion, ethnicity, disability, age, sexual orientation, and gender identity.

To improve health and wellbeing of the community, we need to address the drivers of disadvantage, so everyone has a fair opportunity to reach their full potential. We will use a people and place-based approach to planning by targeting our efforts and investment towards the population groups and neighbourhoods that are experiencing the greatest inequalities. We will do this through the development of an Inclusive Melbourne Strategy for our city that will increase access to opportunities for all people and outline how Council will respond to the diversity of religions, cultures, age, gender and ability of the people who live, work, study and visit the municipality. For more information on how we will work with a place-based approach, refer to page 31.

### Lens: City recovery and resilience

We need to consider the global context and broader societal trends that are shaping the conditions of daily life in our city. This Health and Wellbeing Plan has been written as our city comes to terms with the effects of the COVID-19, the most significant public health challenge Melbourne has faced in more than a century.

The impact of this major public health crisis on our community cannot be underestimated. The flow-on effects on the municipality's social, cultural and economic environment will be felt for many years to come, especially after such a long second lockdown. It has also widened inequalities, with those who were already vulnerable being hit the hardest. Council will

play an important role in supporting our community's recovery in the aftermath of the pandemic and help ensure that segments of the community are not left behind.

In addition to the COVID-19 pandemic, there are several other existing stresses facing our city such as climate change; social justice issues and the fast-tracked digitisation of our world which will influence our ability to recover. The future success of a global city like Melbourne will increasingly rely on understanding and managing these challenges and finding ways to thrive.

### Lens: Working together for health co-benefits

As the city deals with the impacts of COVID-19 and other stresses such as climate change, we need to look to adopt actions which provide co-benefits - multiple benefits from one action - to maximise resources and community impact. Good illustrations of co-benefits include actions that:

- provide or retain jobs
- are good for the environment (city cooling, clearer air, less waste) and
- provide health and social connection benefits.

For example, initiatives to improve active transport can help to reduce the number of trips by car and reduce emissions and can also produce health co-benefits through improvements to air quality and increasing opportunities for physical activity. Initiatives to improve access to public green spaces can help air quality and biodiversity and can also provide health co-benefits through providing places for mental refuge and social connection.

We can't do this work alone; a partnership approach is vital. As an organisation, we are committed to working in partnership with key players including community groups, local business, professional stakeholders and other levels of government as we recognise this as the most effective way to bring about change.

Our key partners include Victorian Department of Health and the Department of Families, Fairness and Housing and other government departments, CoHealth, Women's Health West, Inner North West Primary Care Partnership, Victoria Police, health and community service providers, local community organisations, charities and groups, businesses, education and early childhood settings, state-wide bodies and other councils.

## Implementation

There are 20 strategic priorities and 30 major initiatives aligned to the health and wellbeing focus areas and they will be implemented over four years (refer to Appendix F). Other health and wellbeing activity, not captured in Council Plan, may be referenced in other strategic documents. This activity, combined with any new health related actions that respond to the focus areas, will be captured in a separate document and made publicly available. As part of our implementation process, we will report back to the community annually on progress through council's Annual Report.

# NEXT STEPS

Realising the Community Vision will take a united approach across Melbourne, including investment and commitment from the public, private and not-for-profit sectors. Importantly, it will take an effort from every member of the community. It's an ambitious agenda to create a City of Possibility – but together we can make the possibilities a reality.

This section outlines how the Council will work with the community, other levels of government and our stakeholders over the next four years.

## Place-based approach

The conversations with Melbourne's community that shaped this Council Plan do not stop with its endorsement. Our collective community voice will guide how we deliver on this Council Plan and ensure we continually evolve the approach as circumstances change.

Over the next four years, we will further explore collaboration with the community using a place-based approach to ensure we tap into the rich knowledge and experiences across our diverse communities and neighbourhoods. Our community will be at the heart of everything we do.

The City of Melbourne's **Community Engagement Policy** outlines that commitment to meaningful and effective engagement in ways that are inclusive, transparent and respectful. Our commitment to place-based and community development includes:

- City of Melbourne understands the strengths, assets and connections to place that our community has, and we are committed to build on that capacity to lead and affect change.
- We will engage creatively in the places where our communities live, work, play and visit, and will work to strengthen the connections and understanding of local areas and issues.

- We will seek experts alongside local expertise and will foster reciprocal relationships and proactive partnerships with Traditional Custodians, community organisations, residents, workers, businesses, students and other precinct and neighbourhood-based individuals, leaders and groups.
- We will ensure the community is supported to identify place-based concerns and opportunities, and we will work together to address these concerns and realise aspirations.
- We will respect the many neighbourhoods and renewal precincts that have their own character, story and history. Each also has unique service and infrastructure needs that needs to be accommodated.

In this context, we will connect with and empower communities to have meaningful participation, to bring about community-led change and to develop a shared vision and understanding.

Over time, the City of Melbourne will develop a complete repository of insights and intelligence for each of our neighbourhoods to allow us to understand more fully the impacts of long-term planning and investment decisions from a detailed place perspective.

## How we'll collaborate and advocate

Collaboration is critical to future success and a connected experience across our community. We partner with state, federal and regional governments as well as stakeholders across the community, business and industry sectors so we can drive collective change.

With all groups bringing a unique perspective, a common approach can be agreed, as is appropriate in a healthy democratic environment.

We value the cooperative working partnerships we have with the Victorian Government, industry and other community stakeholders. We are keen to continue these partnerships as we look ahead to the next four years. Some of the key areas of partnership in the Council Plan include:

- Partnering to bring visitors and tourism back to Melbourne and supporting business and jobs growth post-COVID-19.
- Delivering Greenline - working with the Victorian Government to transform the Yarra River-Birrarung, and its surrounds into a revitalised waterfront, unlocking its potential as a centrepiece attraction and economic driver in the city.
- Working closely with the Victorian Government and industry to deliver affordable housing in the municipality as part of Victoria's Big Housing Build.
- Coordinating on the delivery of our Transport Strategy 2030 as one of the critical levers for the city's economic recovery and future prosperity.
- Delivering high-quality spaces in emerging and future neighbourhoods to support residential and jobs growth in partnership with the Victorian Government.
- Supporting Victoria's move towards a circular economy as part of the important transition to a less carbon-intensive lifestyle by reducing the amount of waste produced.
- Partnering with our key health stakeholders and community support services to deliver our health and wellbeing focus areas.

## Tracking our progress

The Council Plan will be implemented, reported, evaluated and reviewed as part of a dynamic ongoing process.

The City of Melbourne will monitor progress against the indicators in this plan and report back to the community annually on progress through the Annual Report.

While reporting will track progress, these regular reviews will also ensure the plan continues to meet the needs of the community in an environment facing ongoing changes. Our community engagement will be ongoing and help shape any shifts required.

## The United Nations Sustainable Development Goals

The indicators of progress in this plan will help demonstrate progress against the Sustainable Development Goals (SDGs), a United Nations framework supported by the City of Melbourne.

In 2015, all 193 member states of the United Nations committed to a new, overarching framework for global development titled Transforming Our World: The 2030 Agenda for Sustainable Development. The 2030 Agenda sets out 17 ambitious SDGs for all countries to aim to achieve by the year 2030. These global goals contain 169 targets, which are aligned with 231 unique indicators designed to measure progress at a national level.

More than half of the world’s population now lives in cities, with urban dwellers accounting for a disproportionate share of economic production, consumption, and associated waste. As a result, implementation of the 2030 Agenda within urban areas is critical to its success.

The City of Melbourne has identified an initial set of indicators - starting with those that appear in this Council Plan - that will help us track Melbourne’s performance against the global SDGs over time. This will enable us to benchmark our performance against other cities and make informed decisions on where to prioritise our effort, share success and learn from others.

## The 17 Sustainable Development Goals



Source: The United Nations Sustainable Development Goals

# GLOSSARY

**City of Melbourne:** The City of Melbourne is the local government body responsible for the municipality of Melbourne.

**Circular economy:** A circular economy continually seeks to reduce the environmental impacts of production and consumption, while enabling economic growth through more productive use of natural resources. It allows us to avoid waste with good design and effective recovery of materials that can be reused.

**Community Vision:** A Community Vision is designed to articulate the long-term hopes that the community has for the municipality. The Community Vision is prescribed by the *Local Government Act 2020* Section 88.

The City of Melbourne's community vision comprises two parts – a vision statement and narrative, supported by a series of aspiration statements.

These constitute the 'call to action' guiding Council planning.

**Community aspirations:** Community aspirations are a series of statements that were developed through community engagement and reflect the community's hopes for the future of the municipality. The aspiration statements are the foundations on which the Vision statement and narrative are built.

**Council Plan:** The Council Plan is the Melbourne City Council's key strategic document, which defines the Council's four-year objectives, priorities, major initiatives and measures of success. Integrated in this plan is the 10-year Community Vision and four-year Health and Wellbeing Plan for the City of Melbourne.

The Council Plan is developed in accordance with the *Local Government Act 2020* section 90.

**Council objectives:** The Council objectives represent the strategic direction for the next four years as we work to achieve the Community Vision.

**Council priorities:** The Council priorities describe the outcomes that the plan seeks to achieve and how we will fulfil our strategic objectives.

**Council major initiatives:** Major initiatives are critical pieces of work that will deliver on Council's objectives and priorities.

**Council indicators:** The measures of success for monitoring and reporting Council's performance and the municipality's progress.

**Food insecurity:** Food security exists when everyone has the physical, social and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active, healthy lifestyle at all times.

**Health and wellbeing focus areas:** Where Council will focus efforts to address key health and wellbeing issues over the next four years as prescribed under section 26(2)(b) of the *Public Health and Wellbeing Act 2008*. These have been informed by health and wellbeing data and extensive community engagement.

**Integrated Planning and Reporting Framework:** Our planning framework describes how the City of Melbourne strives to realise the community's aspirations through a cascading hierarchy of long and medium-term plans, resourcing decisions, and continual process of implementation, monitoring and review.

**Melbourne:** Refers to the area within the municipality of Melbourne.

**Municipal Public Health and Wellbeing Plan (MPHWP):** The Municipal Public Health and Wellbeing Plan outlines how the Council will protect, improve and promote public health and wellbeing within the municipality. The City of Melbourne is required under the *Public Health and Wellbeing Act 2008* (Section 26 and 27) to prepare a Municipal Public Health and Wellbeing Plan (MPHWP) every four years, or to include public health and wellbeing matters into the Council Plan.

**Reconciliation Action Plan (RAP):** The Reconciliation Action Plan is a strategic document that drives an organisation's contribution to reconciliation both internally and in the communities in which it operates. Reconciliation means working to ensure Melbourne is an inclusive city for Aboriginal people, and working to close the gap of disadvantage experienced by Aboriginal people since European settlement.

**The city:** Refers to the municipality of Melbourne.

**The Council:** The elected officials of the Melbourne City Council, comprising a Lord Mayor, Deputy Lord Mayor and nine councillors elected in November 2020.

**The community:** Traditional owners of land, people who work, live, study, visit, are ratepayers or own a business in the municipality.

**Vision statement and narrative:** A single, memorable statement and narrative that describe the aspirational future for the city.

# APPENDIXES



# APPENDIX A: INTEGRATED PLANNING AND REPORTING FRAMEWORK

Our planning framework describes how the City of Melbourne strives to realise the community’s aspirations through a cascading hierarchy of long and medium-term plans, resourcing decisions, and continual process of implementation, monitoring and review.

The suite of documents illustrated in the framework below encapsulate the processes and decisions the Council undertakes in the interests of the municipality, with community input, in accordance with the *Local Government Act 2020* and other key legislation.

## SCOPE





## 10-year perspective

The Community Vision represents the community's aspirations for Melbourne for the next 10 years. It guides everything the Council does, including all strategic decision-making and collaboration with key partners, stakeholders and the community. The Community Vision is incorporated into the Council Plan.

The Municipal Planning Strategy guides long-term land use and development to achieve desired social, economic and environmental outcomes for the city. It supports the state-wide Melbourne Planning Scheme that governs the use, development and protection of municipal land.

The Financial Plan provides a 10-year view of the Council's resources and sources of funding and how those resources will be applied across services, operations, capital investments and assets.

The Asset Plan outlines the Council's high-level asset management priorities for the next 10 years and how the Council proposes to manage its portfolio of assets.

## Four-year perspective

The Council Plan is a four-year commitment to the community. Guided by the Community Vision, it outlines how the Council will strive towards the community's aspirations and how it will measure success.

The Health and Wellbeing Plan 2021-25 outlines the strategic health and wellbeing focus areas for the municipality over the next four years. This is the fourth time Council has chosen to integrate the health and wellbeing priorities into the Council Plan. For more on how the Health and Wellbeing Plan was developed see Appendix C.

The Budget details the City of Melbourne's annualised activities over the next four years and the resources required to deliver the Council Plan.

The Revenue and Rating and Plan describes how the Council will generate income to deliver on the Council Plan, programs and services and capital works commitments.

The Workforce Plan describes the anticipated staffing requirements for a period of at least four years and the organisational structure. The Chief Executive Officer is responsible for establishing and maintaining an organisation structure for the Council and is also responsible for all staffing matters.

## Annual perspective

The Council's progress on implementation of the Council Plan, Health and Wellbeing Plan and the Budget is presented in the Annual Report.

During each financial year, a Quarterly Budget Report is prepared for the Council on actual and budgeted results and variances.

# APPENDIX B: ABOUT THIS COUNCIL PLAN

This plan addresses the City of Melbourne's obligations under the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008* and incorporates the:

- Community Vision
- Council Plan
- Health and Wellbeing Plan

This plan describes the Council and community's vision for the future, how the Council will strive towards that vision during its four year term, where it will focus its efforts, and how it will measure progress.

## How to read this plan

The Community Vision comprises two parts:

- Vision statement and narrative, a memorable statement and narrative that describe the aspirational future the community desires for the city
- Community aspirations, which describe the community's needs behind the Vision statement and narrative constituting a 'call to action' guiding Council planning.

The Council Plan is comprised of six strategic objectives that guide the Council to achieve the community's aspirations outlined in the Community Vision. Together, the strategic objectives reflect the City of Melbourne's long-term strategic direction that considers people, culture, the economy and the environment holistically.

Each of the six Council strategic objective includes:

1. The Council's four-year priorities, describing the type of change the Council wants to achieve.
2. Major initiatives or key projects the Council will commit to deliver or progress during its term to achieve the desired change.
3. A set of indicators that represents the Council's definition of success and provides the basis for how it will track and report progress towards the strategic objective year on year.

The Health and Wellbeing Plan outlines how the Council will protect, improve and promote public health and wellbeing within the municipality:

- Throughout the plan, the heart icon is used to indicate which of the Council's priorities and major initiatives contribute to our health and wellbeing priorities.
- The 'Health and Wellbeing in our city' chapter of the Council Plan defines health and wellbeing and describes the municipality's top health and wellbeing issues through the Health and Wellbeing Focus Areas.
- Appendix F: Summary snapshot of the health and wellbeing content in this plan.

# APPENDIX C: HOW THIS PLAN WAS DEVELOPED

The Council Plan was informed by the integrated development of the Community Vision and the Health and Wellbeing Plan. This development consisted of a number of key phases that ensured that each of these documents were informed by a robust evidence base, deliberative community engagement and complied with key legislation.

## Phase one: Understanding Context (October 2019 to December 2020)

- Review of key legislation and policy, including:
  - *Public Health and Wellbeing Act 2008*
  - *Local Government Act 2020*
  - Victorian Public Health and Wellbeing Plan 2019-2023
  - Royal Commission of Family Violence
  - *Climate Change Act 2017*
  - Sustainable Development Goals
  - City Resilience Framework
  - Victorian Government's Environments for Health Framework
- Audit of existing City of Melbourne strategies and plans
  - See Appendix D for a complete list of the City of Melbourne's strategies and plans
- Identifying initial community aspirations through engagement on the COVID-19 Reactivation and Recovery Plan
- Development of the Health and Wellbeing Profile 2020 for the city in partnership with subject matter experts. This profile can be accessed via [www.melbourne.vic.gov.au/HWP2020](http://www.melbourne.vic.gov.au/HWP2020)
- Development of 13 Neighbourhood Profiles

## Phase two: Deliberative Community Engagement (December 2020 to April 2021)

The City of Melbourne hosted a range of different deliberative engagement activities to ensure that the Community Vision, Council Plan, and Health and Wellbeing Plan were informed by a real mix of voices in a supported environment.

- 1641 people participated in online and in person surveys, workshops and focus groups.
- Eight targeted workshops and focus groups held with communities that are under-represented, including children, young people, people with lived experience of homelessness, culturally and linguistically diverse communities, people with a disability and key representatives from The City of Melbourne's Traditional Custodians.
- Four public workshops in different neighbourhoods across the municipality.

## Phase three: Integrating community insights and developing Council priorities (April 2021)

The deliberative engagement process identified a series of community aspirations and priorities for the future of the city. Using a 'whole of Council' approach, the community's voice informed the Community Vision, Health and Wellbeing Plan 2021-25, as well as the strategic objectives and priorities of the draft Council Plan.

## Phase four: Draft Council Plan for community engagement (May 2021)

The draft Council Plan is released for further community engagement allowing an opportunity for community feedback in May 2021. This provides the community with the opportunity to reflect on how their insights informed the objectives and priorities of the draft Council Plan.

## Phase five: Finalisation of Council Plan for endorsement by Council (June 2021)

## Phase six: Development and delivery of the initiatives of the Council Plan

# APPENDIX D: COUNCIL'S STRATEGIES

## Strategies, frameworks and action plans

- A Great Place to Age Strategic Plan
- Affordable Housing Strategy 2030
- Arts Infrastructure Framework
- Climate Change Adaptation Strategy
- Climate Change Mitigation Strategy to 2050
- Community Infrastructure Development Framework
- COVID-19 Reactivation and Recovery Plan: City of the Future
- Creative Strategy
- Disability Access and Inclusion Plan
- Elizabeth Street Strategic Opportunities Plan
- Food City: City of Melbourne Food Policy
- Green our City Strategic Action Plan
- Heritage Strategy
- Municipal Integrated Water Management Plan
- Music Plan
- Nature in the City
- Open Space Strategy
- Reconciliation Action Plan
- Resilient Melbourne
- Skate Plan
- Start-up Action Plan
- Transport Strategy 2030
- Urban Forest Strategy
- Waste and Resource Recovery Plan

## Place-based structure plans and master plans

- Arden-Macaulay Structure Plan
- City North Structure Plan
- Docklands Community and Place Plan
- Docklands Public Realm Plan
- Docklands Waterways Strategic Plan
- Maribyrnong Waterfront - A Way Forward
- Melbourne Innovation Districts Opportunities Plan
- Moonee Ponds Creek Strategic Opportunities Plan
- Queen Victoria Market Precinct Renewal Master Plan
- Southbank Structure Plan
- West Melbourne Structure Plan
- Yarra River - Birrarung Strategy

## Public space master plans

- Carlton Gardens Master Plan
- Domain Parklands Master Plan
- Fawkner Park Master Plan
- Fitzroy Gardens Master Plan
- Flagstaff Gardens Master Plan
- Lincoln Square Concept Plan
- Princes Park Master Plan
- Royal Park Master Plan
- University Square Master Plan

## Urban forest precinct plans

- Carlton Urban Forest Precinct Plan
- Central City Urban Forest Precinct Plan
- Docklands Urban Forest Precinct Plan
- East Melbourne Urban Forest Precinct Plan
- Fishermans Bend Urban Forest Precinct Plan
- Kensington Urban Forest Precinct Plan
- North and West Melbourne Urban Forest Precinct Plan
- Parkville Urban Forest Precinct Plan
- South Yarra Urban Forest Precinct Plan
- Southbank Urban Forest Precinct Plan

## Major streetscape master plans

- City Road Master Plan
- Elizabeth Street Strategic Opportunities Plan
- Southbank Boulevard and Dodds Street Concept Plan

# APPENDIX E: COUNCIL'S SERVICES

## Service areas

Providing valued services to our customers and community is central to everything we do. Our 'service families' are groups of services that share a common purpose. We use this lens to consider what we offer to our customers,

the outcomes that are delivered, the benefits that can be achieved and how the needs of our community may change in the future. These families may be further refined as we continue to manage and improve our services.

SERVICE AREA	SERVICES
<b>Assistance and Care</b> Supporting vulnerable people to enable safe and independent living.	<ol style="list-style-type: none"> <li>1. Assisting independence</li> <li>2. Counselling and support</li> <li>3. Financial support to outsourced care providers</li> <li>4. Food security</li> <li>5. Targeted interventions for childhood development</li> </ol>
<b>Economic Development</b> Fostering the development of Melbourne's economy.	<ol style="list-style-type: none"> <li>1. Enable positive experiences within Melbourne</li> <li>2. Support communities and businesses to prosper</li> <li>3. Encourage investment in Melbourne</li> <li>4. Promote Melbourne as a destination</li> </ol>
<b>Safety Management</b> Ensuring people are protected and safe when accessing and using spaces.	<ol style="list-style-type: none"> <li>1. Safeguarding public health</li> <li>2. Reducing the risk of accident and injury</li> <li>3. Planning for and responding to emergency and disaster events</li> <li>4. Responding to and managing city issues</li> </ol>
<b>Welcome and Connection</b> Supporting people to experience and engage with Melbourne.	<ol style="list-style-type: none"> <li>1. Providing opportunities for social cohesion and connection with people</li> <li>2. Welcoming visitors and providing opportunities to connect with the city</li> <li>3. Providing opportunities to enhance our connection with country</li> </ol>
<b>Early Years Development</b> Supporting families with children to develop and thrive.	<ol style="list-style-type: none"> <li>1. Access to toys and equipment</li> <li>2. Early learning and care</li> <li>3. Parent education and family health</li> <li>4. Delivery of language and literacy programs</li> </ol>
<b>Waste and Resource Management</b> Repurposing, recycling or disposing of waste and reducing resource waste in the municipality	<ol style="list-style-type: none"> <li>1. The collection of public waste</li> <li>2. The collection of waste from ratepayers</li> <li>3. The sustainable management of resources</li> </ol>
<b>Creativity a Knowledge</b> Providing opportunities to create, learn, connect, experience and share.	<ol style="list-style-type: none"> <li>1. Providing and promoting access to creative opportunities, experiences, knowledge, information and education programs</li> <li>2. Activating and embedding a culture that values creativity, inquiry and critical thought</li> </ol>
<b>Movement and Traffic</b> Facilitating movement into, around and out of the municipality.	<ol style="list-style-type: none"> <li>1. Advising and responding to varied transport needs</li> <li>2. Enabling access through regulation and compliance</li> <li>3. Providing and maintaining movement infrastructure</li> </ol>
<b>Wellbeing and Leisure</b> Encouraging people to be healthy and active.	<ol style="list-style-type: none"> <li>1. Plan, fund and deliver wellbeing programs and events</li> <li>2. Producing and distributing healthy living information and advice</li> <li>3. Providing, maintaining and managing access to recreation facilities and open space infrastructure</li> </ol>

# APPENDIX F: HEALTH AND WELLBEING PLAN SUMMARY

This shows alignment of priorities and initiatives, represented by a ♥ to the relevant health and wellbeing focus area.

HEALTH AND WELLBEING FOCUS AREAS	LINK TO COUNCIL PLAN PRIORITY	LINK TO COUNCIL PLAN MAJOR INITIATIVES	COUNCIL'S ROLE
1. Public Health and Safety	All people feel safe and included when participating in Melbourne's economic, visitor and community life.	We will continue to work with Victoria Police and other agencies to deliver a range of initiatives that improve physical safety on the streets of Melbourne and within our communities.	Partner Deliver
		Deliver and maintain a clean city through the Rapid Response Clean Team initiative.	Deliver
		Engage and prepare socially vulnerable residents and communities to enhance their resilience to hazards and disasters.	Deliver
	Enforce zero tolerance of violence in our community including family violence, violence against women, racism and discrimination in all forms.	We will be a leading organisation on equality and inclusion and deliver programs in communities that will reduce physical and psychological violence against women, children, young people, LGBTQI+ people and culturally diverse communities.	Deliver
An efficient and safe transport network where our streets are safer for all users.	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 and bicycling encouragement programs.	Advocate Partner Deliver	
2. Mental Wellbeing and Inclusion	Bonds and social connections between individuals and communities of different backgrounds are strengthened.	Adopt in 2021-22 and then implement 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, gender and ability among the people who live, work, study in and visit the city.	Deliver
		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
	Increased economic participation, with a city economy that is more inclusive and fair, enabling resident's access to employment and key workers access to accommodation in the city.	Continue to strengthen Melbourne's economic recovery, including through precinct and shopfront activation, delivery of an enhanced business concierge service and support for the night-time economy.	Deliver
	Melbourne's diverse communities are celebrated.	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 and tram to Fisherman's Bend and tram to connect the Arden precinct.	Partner
	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.	Govern with Sovereign First Nations to enable true self-determination, where deliberative engagement is proactive, responsive and consistent.	Deliver
	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.	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.	Partner
	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.	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

<b>2. Mental Wellbeing and Inclusion</b>	Core services are accessible and affordable to everyone, with special attention to mental health, lifelong education and internet services.	As part of a new corporate strategy for the City of Melbourne, ensure our core services remain accessible and affordable.	Deliver
		Deliver a revitalised library network, including pop-up libraries, to increase access for our diverse community and to help revitalise the city.	Deliver
		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.	Deliver
		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
	City activities including events, the arts and culture are accessible and affordable for everyone.	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
People with disability feel welcome in the city and have equal access.	Deliver the Disability Access Plan 2020-2024 including ensuring our services and events are more accessible, increasing the number of accessible adult change facilities, and partnering with community and transport groups to make transport more accessible.	Deliver Partner	
<b>3. Healthy and Sustainable Lifestyles</b>	People are supported and encouraged to make healthy and sustainable lifestyle decisions.	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
		Increase and upgrade accessible, inclusive spaces for women in City of Melbourne sports facilities.	Deliver
		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.	Deliver
<b>4. Housing and Homelessness</b>	Fair, appropriate and accessible range of affordable housing for people of all backgrounds is available, with special focus on people experiencing homelessness.	Create a new entity '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.	Partner
		Market and promote Melbourne as a great place to live for all while ensuring key workers have access to affordable housing.	Deliver
<b>5. Food Security</b>	Increased food security for everyone, especially the most vulnerable.	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
		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.	Deliver
<b>6. Health Impacts of Climate Change</b>	City of Melbourne is a leading city globally that sets the standard in climate action.	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.	Partner
		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
	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.	Progress a planning scheme amendment to improve the environmental performance of buildings in order to reduce emissions to zero by 2040.	Deliver
	Resilient and safe communities that are adapting to the public health impacts of climate change.	Implement the Climate and Biodiversity Emergency action plan.	Deliver
	Our environment, parks and waterways are protected, restored and managed well.	Deliver on our Urban Forest Strategy including tree canopy, private greening incentives and city greening.	Deliver

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City of Melbourne, Community Indicator Survey 2020

City of Melbourne Daily Population 2016

City of Melbourne, Daily Population Estimates, 2019

Crime Statistics Agency 2020

National Skills Commission, Small Area Labour Markets (SALM), December Quarter 2020

Victorian Population Health Survey 2017

Victorian Integrated Survey of Travel and Activity 2016





## How to contact us

### Online:

[melbourne.vic.gov.au](http://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  
Business hours, Monday to Friday  
(Public holidays excluded)

### Fax:

03 9654 4854

### In writing:

City of Melbourne  
GPO Box 1603  
Melbourne VIC 3001  
Australia



### Interpreter services

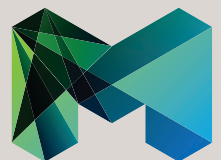
We cater for people of all backgrounds  
Please call 03 9280 0726

03 9280 0717 廣東話  
03 9280 0719 Bahasa Indonesia  
03 9280 0720 Italiano  
03 9280 0721 普通話  
03 9280 0722 Soomaali  
03 9280 0723 Español  
03 9280 0725 Việt Ngữ  
03 9280 0726 عربي  
03 9280 0726 한국어  
03 9280 0726 हिंदी  
03 9280 0726 All other languages

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If you are deaf, hearing impaired or speech-impaired,  
call us via the National Relay Service: Teletypewriter (TTY)  
users phone 1300 555 727 then ask for 03 9658 9658  
9am to 5pm, Monday to Friday (Public holidays excluded)

[melbourne.vic.gov.au](http://melbourne.vic.gov.au)



CITY OF MELBOURNE

## Council Plan feedback

Feedback number	Name of person providing feedback	Company (if relevant)	Feedback and/or request to speak	Page Number
1	David		Feedback only	2
2	Miriam		Feedback only	4
3	Chrisentiae		Feedback only	6
4	Daniel		Speak and feedback	8
5	Joshua		Speak and feedback	10
6	Josh		Feedback only	12
7	Thanuj		Speak and feedback	14
8	Rachel		Feedback only	16
9	Linda		Speak and feedback	17
10	John		Feedback only	19
11	Lisa		Feedback only	21
12	Liliana		Feedback only	22
13	Lee		Feedback only	23
14	Dean		Feedback only	25
15	Steven		Feedback only	27
16	Declan		Feedback only	29
17	Mark		Feedback only	31
18	Andrew		Feedback only	33
19	Richard		Speak and feedback	34
20	Ian		Feedback only	36
21	Elle		Feedback only	38
22	Michelle		Speak and feedback	40
23	Sylvia		Feedback only	42
24	Emily		Speak and feedback	43
25	David		Feedback only	45
26	Alex		Feedback only	47
27	(None provided)		Feedback only	49
28	Vanessa		Feedback only	50
29	Chris		Speak and feedback	52
30	Anthony		Feedback only	54
31	Judy		Speak and feedback	56
32	Lucy		Feedback only	58
33	Stella		Speak and feedback	59
34	Alexander		Feedback only	61
35	Rachel		Feedback only	63
36	David		Feedback only	65
37	Maria		Feedback only	67
38	David		Feedback only	68
39	Nicola		Speak and feedback	73
40	Nicholas	Bike Melbourne	Feedback only	75
41	Padmini	University of Melbourne	Feedback only	77

## Tell us what you think of our draft Council Plan 2021–25 Form Submission

There has been a submission of the form Tell us what you think of our draft Council Plan 2021–25 through your Participate Melbourne website.

**Privacy acknowledgement: I have read and acknowledge how Council will use and disclose my personal information.**

Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

0

**Tell us why?**

Stop building injecting room in the CBD!

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

David

**What is your connection to the city?**

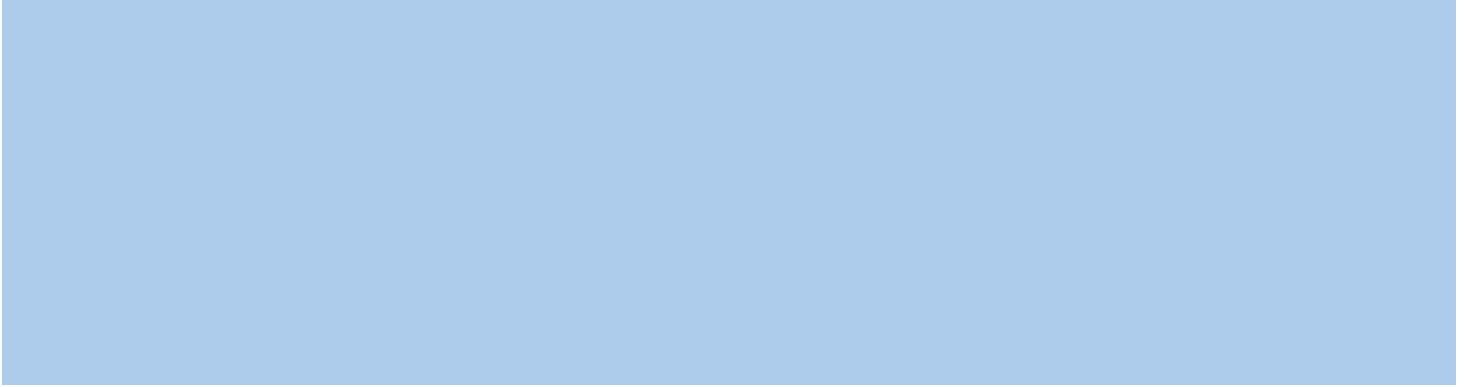
I live in the city

I own a business in the city

**Postcode**

3000

**Age Group**  
35-39



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2

**Tell us why?**

There are many issues you have not addressed, while spending money on unnecessary developments, specifically QVM. Heritage protection and homelessness are specially important for the future of the city. Also enduring the city is accessible to everyone, not just cyclists

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Miriam

**What is your connection to the city?**

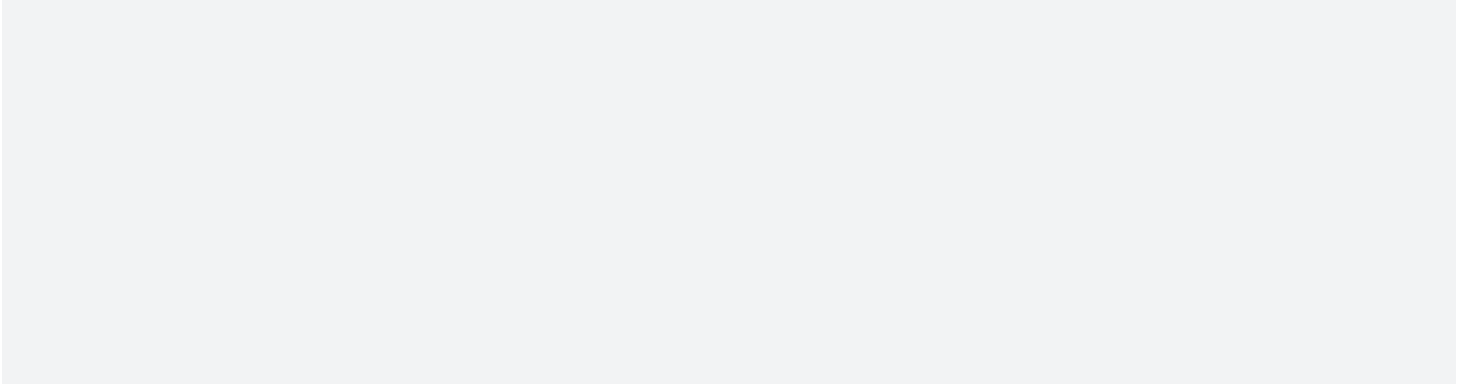
I am a visitor to the city

**Postcode**

3122

**Age Group**

70-74



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Yes

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10

**Tell us why?**

Health and well being are in decline, and not just because of the plague from Wuhan, but also the ever widening gap between living and just surviving.

There is so much that is wrong with society, and so many poor and bad decisions, that acknowledging health and well being, is a move in the right direction.

How well you actually proceed, is a different question altogether.

At least you know this needs to be resolved.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**How would you like to address the Future Melbourne Committee?**

Virtual link (Zoom)

**First Name**

Chrisentiae



**What is your connection to the city?**

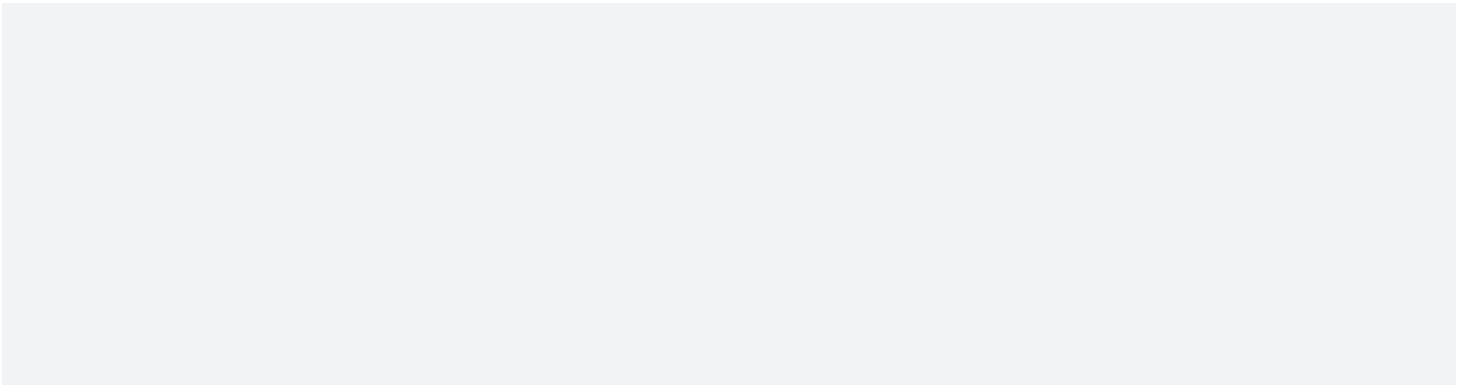
I am a visitor to the city

**Postcode**

3073

**Age Group**

55-59



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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

6

**Tell us why?**

The city should improve the safety and convenience of car drivers and pedestrians by repairing roads, reviewing traffic system and repairing pavements. Many construction sites and projects largely disrupts the lives and enjoyment of many residents and city workers. The Council needs to oversee and monitor these disruptions more closely. These projects also emit really toxic gases which harm the health of the city dwellers which is unacceptable and it is the duty of care of the Council to ensure the residents' health is not affected by this pollution. The Council also needs to consider and plan more thoroughly regarding strategies that reduces roadlanes because this will cause more traffic congestion across the CBD which will cause more GHG and toxic gases emission that affect the health of the people. Roads should only be reduced for the most necessary purposes. The Council should stop wasting money on temporary decoration projects such as short-living planting boxes. These projects consume fossil fuels which contribute to Scope 1, 2 and 3 GHGs emissions, please see the judgement in Rocky Hill decision.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

Virtual link (Zoom)

**First Name**

Daniel

**What is your connection to the city?**

I live in the city

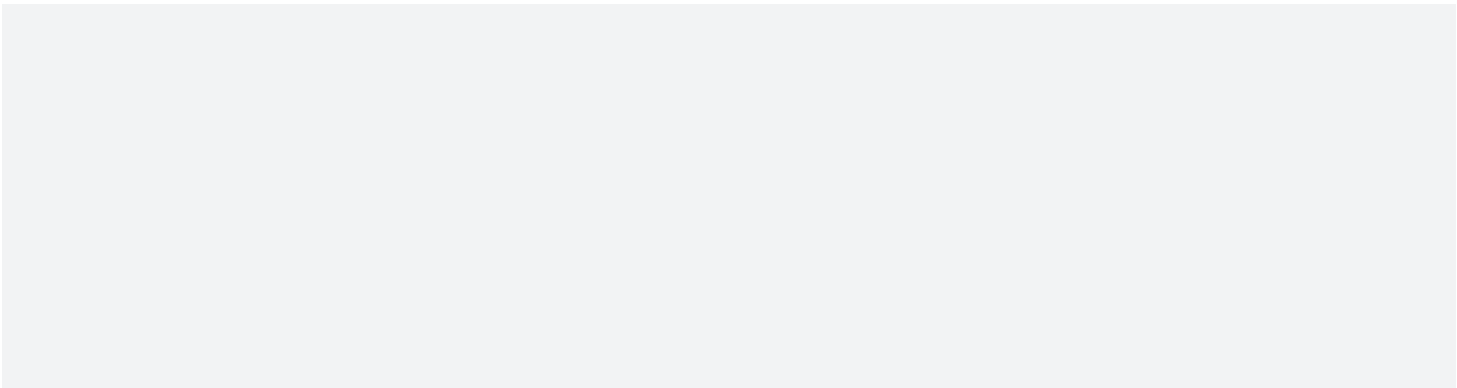
I work in the city

**Postcode**

3006

**Age Group**

25-29



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1

**Tell us why?**

There is no climate emergency and aboriginal attractions is not what will help our economy come out of the effects of lockdown

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

In person

**First Name**

Joshua

**What is your connection to the city?**

I live in the city

I work in the city

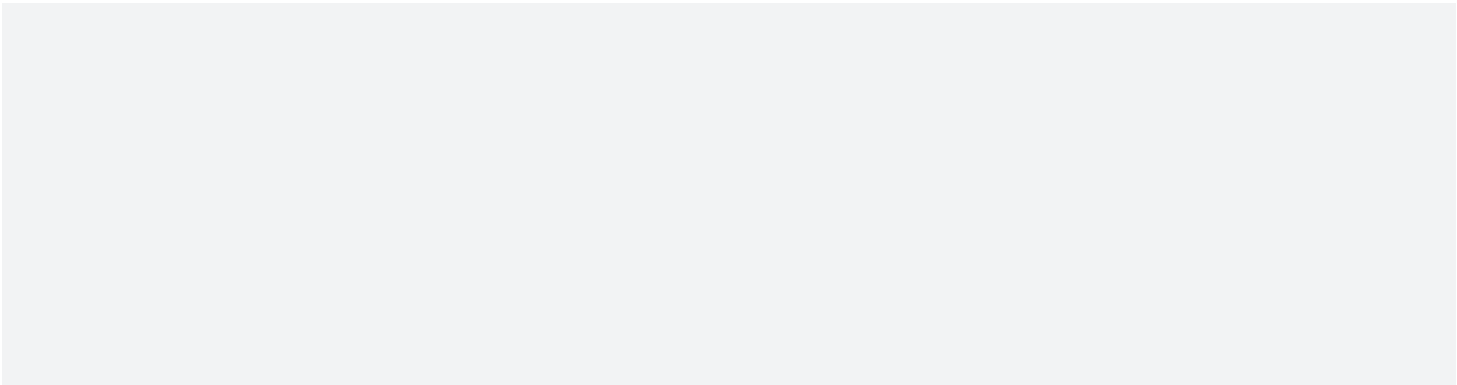
I study in the city

**Postcode**

3013

**Age Group**

20-24



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0

**Tell us why?**

Because last night a pack of extreme left COM councillors voted to place a junkie centre in Melbourne's CBD!!

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Josh

**What is your connection to the city?**

I live in the city

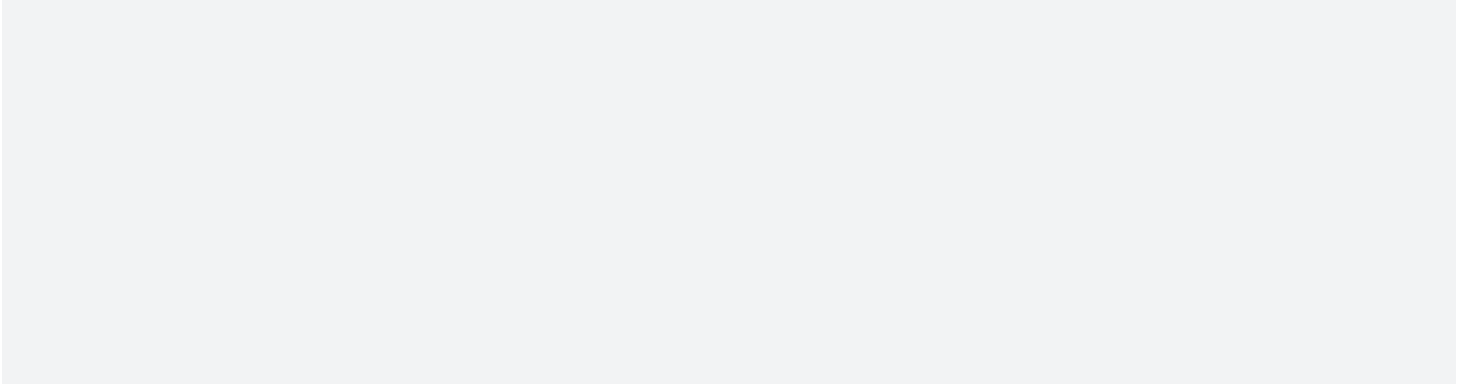
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I own a business in the city

**Postcode**

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**Age Group**  
35-39



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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

6

**Tell us why?**

How many recreational areas would be built and how many upgrades are planned, nothing is considered?

Next, is how do we tackle the issues of unhygienic waterways which can lead to foul smell and diseases. We see large amounts of trash being floating around waterways near Marvel stadium

Next is how do we reduce the noise and light pollution amongst the bars and pubs which operate till latenights in residential areas for well-being?

Next is what about plans for safety of walkers and runners on road where most places are littered with glass bottles. How are we tackling the problem of bottle collections? ( not related, but safety related)

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

In person

**First Name**



Thanuj Kumar

**What is your connection to the city?**

I live in the city

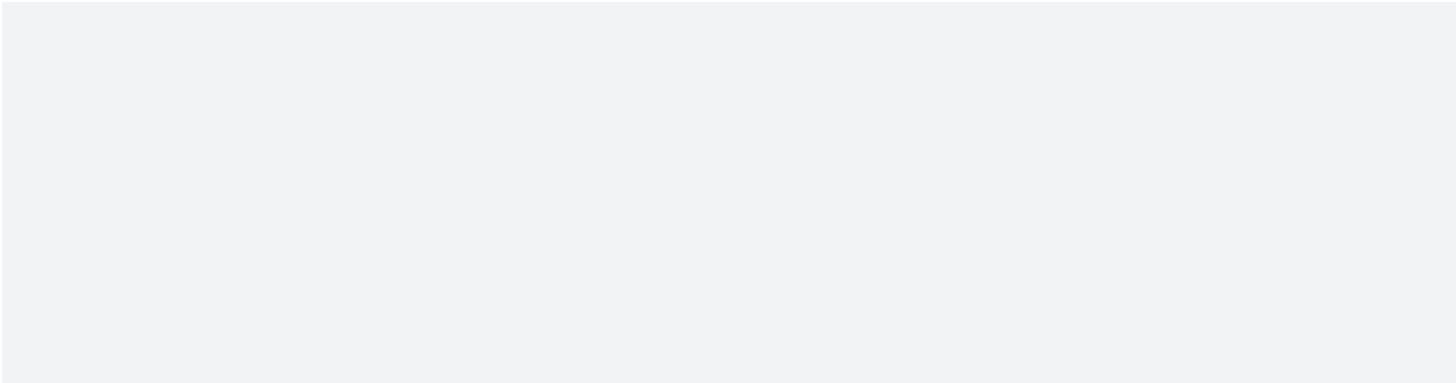
I work in the city

**Postcode**

3008

**Age Group**

40-44



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

There has been a submission of the form Tell us what you think of our draft Council Plan 2021–25 through your Participate Melbourne website.

**Privacy acknowledgement: I have read and acknowledge how Council will use and disclose my personal information.**

Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

4

**Tell us why?**

Does not address problems with high rise, density and poor planning. The abundance of low quality apartments and building standards

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Rachel

**What is your connection to the city?**

I live in the city

**Postcode**

3051

**Age Group**

30-34

## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

10

**Tell us why?**

The wellbeing of residents and visitors is imperative to a community

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

Virtual link (Zoom)

**First Name**

Linda

**What is your connection to the city?**

I live in the city

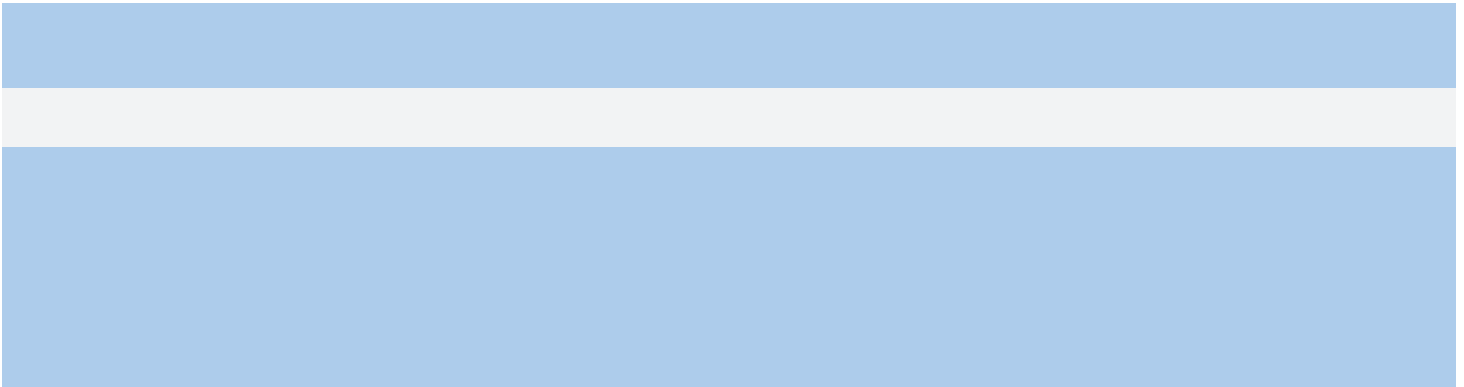
I work in the city

**Postcode**

3008

**Age Group**

65-69



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

10

**Tell us why?**

Your focus on community consultation and keeping people informed, broken into the subsections around the economy, affordability for all, tech, heritage, pride, valuing the river, climate, walking, cycling and public transport will help build Melbourne into a proud and liveable city.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

John

**What is your connection to the city?**

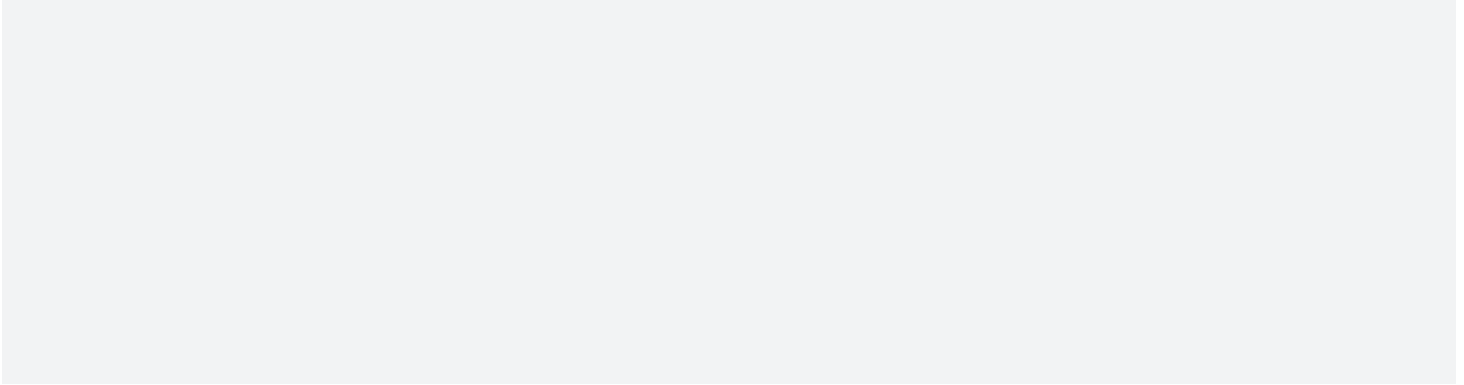
I am a visitor to the city

**Postcode**

3850

**Age Group**

60-64



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

4

**Tell us why?**

Disproportionately balanced in favour of traders above residents

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Lisa

**What is your connection to the city?**

I live in the city

I work in the city

**Postcode**

3006

**Age Group**

55-59

## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

10

**Tell us why?**

all the key points that I connect with have been covered

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Liliana Lees

**What is your connection to the city?**

I am a visitor to the city

**Postcode**

3777

**Age Group**

60-64



## **Tell us what you think of our draft Council Plan 2021–25 Form Submission**

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

1

**Tell us why?**

The council plans to force drug injection centres into the heart of the city. It will kill the retail shops & severely hamper foot traffic through those parts of the city where the injection centres will be. There needs to be a balance of keeping the addicts safe & maintaining the livelihood of the retail business & safety of other non addicts in the city. Best move the centres well away from the cbd.

The council can also help bring people into the city by putting pressure on the SRO to reduce the congestion levy, which has been increasing steadily since it's introduction.

Have more video cameras installed & PSOs patrolling the city so that people feel safe.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Lee

**What is your connection to the city?**

I work in the city

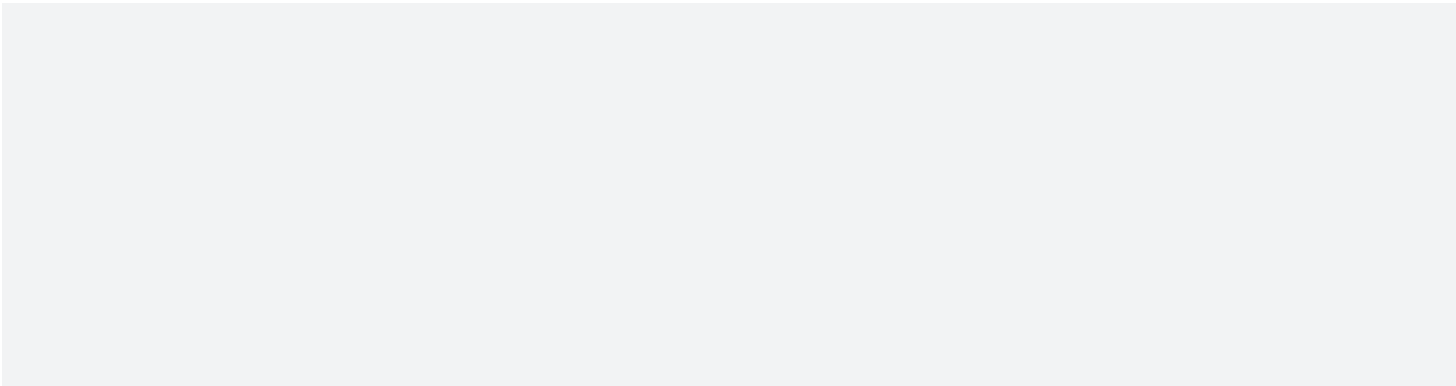
**Postcode**

3108

**Age Group**

50-54

**What is your email?**



## **Tell us what you think of our draft Council Plan 2021–25 Form Submission**

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

9

**Tell us why?**

The plan is holistic and covers a range of matters that are relevant and meaningful to the long-term prosperity and liveability of Melbourne. The City of Melbourne has long been progressive in supporting small businesses, residents and visitors alike and this draft plan advances planning priorities that uphold and advocate the needs of these groups.

Where the plan could be improved is specifying metrics that will be used to measure progress or implementation of the stated ambitions. For example, when it comes to constructing buildings to the highest standard of sustainability, what will be the minimum certification (BREEAM, LEED, NABERS)? How with CoM qualify the upgrade of existing infrastructure to meet new environmental standards?

Information on the metrics used to implement and monitor the Council's progress would be beneficial and would further strengthen the plan.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

In person

**First Name**

Dean

**What is your phone number?**

Cassano

**What is your connection to the city?**

I live in the city

I study in the city

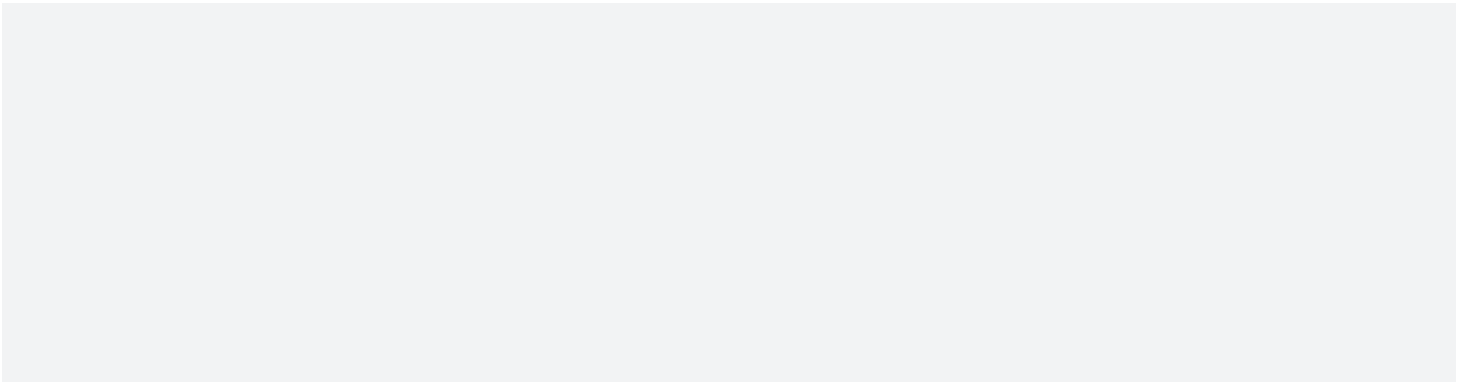
I work in the city

**Postcode**

3000

**Age Group**

25-29



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

9

**Tell us why?**

as one responded said "If you don't have health, what's the point?" This goes for the individual, families, communities, businesses, cities and economies. Government is in the position and has the responsibility to do what individuals and business cannot.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Steven

**What is your connection to the city?**

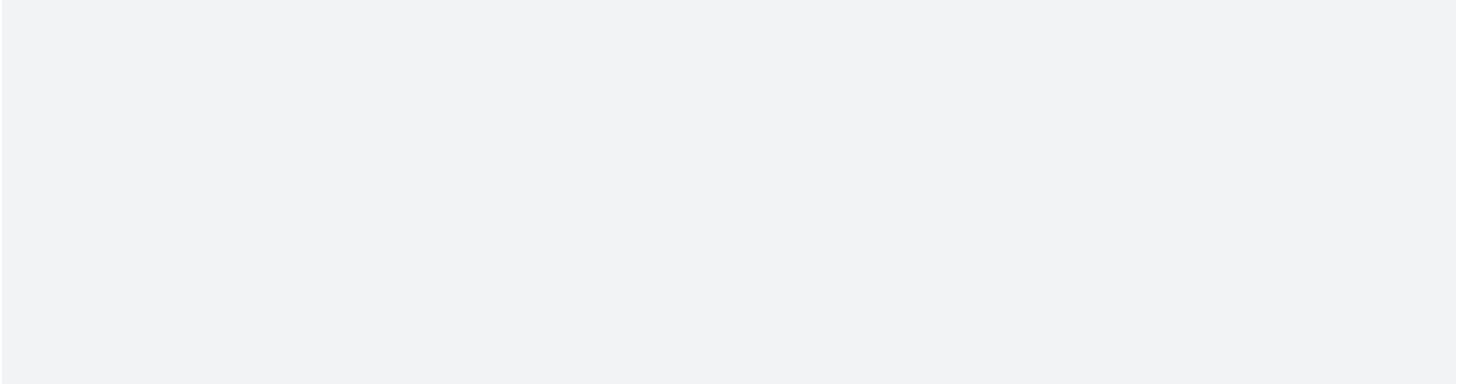
I own a business in the city

I am a visitor to the city

**Postcode**

3051

**Age Group**  
55-59



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

9

**Tell us why?**

Overall I feel that it reflects what is needed in Melbourne, however I feel that in some issues it is somewhat lacking. An example of this is food insecurity. Why is the council fine with just a 25% reduction by 2025? If a target of 0 people sleeping rough/seeking accommodation is feasible why isn't it the same for food insecurity?

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Declan

**What is your connection to the city?**

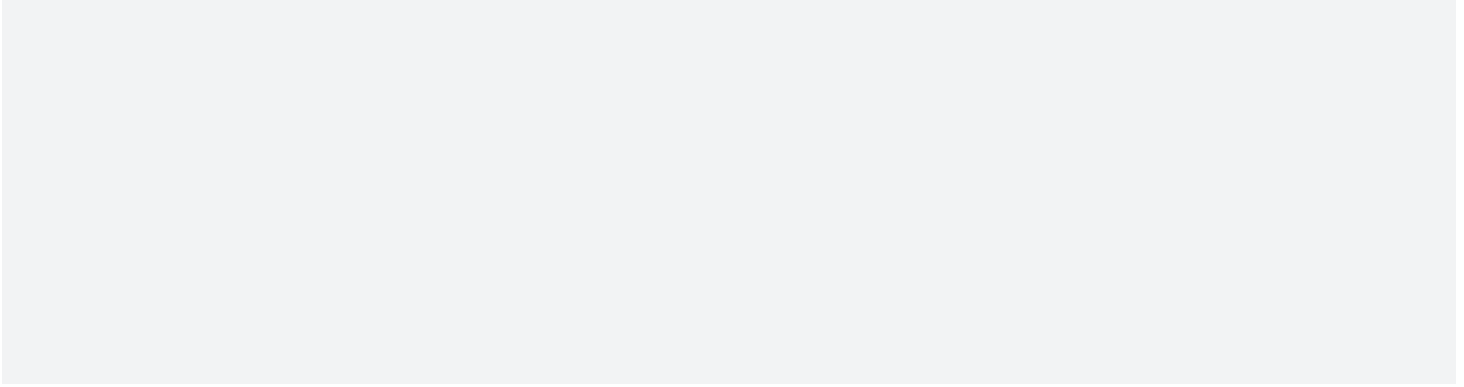
I am a visitor to the city

**Postcode**

3058

**Age Group**

15-19





## **Tell us what you think of our draft Council Plan 2021–25 Form Submission**

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

6

**Tell us why?**

There is a lot of statements that have been made year on year with no real demonstrable outcomes

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

In person

**First Name**

Mark

**What is your connection to the city?**

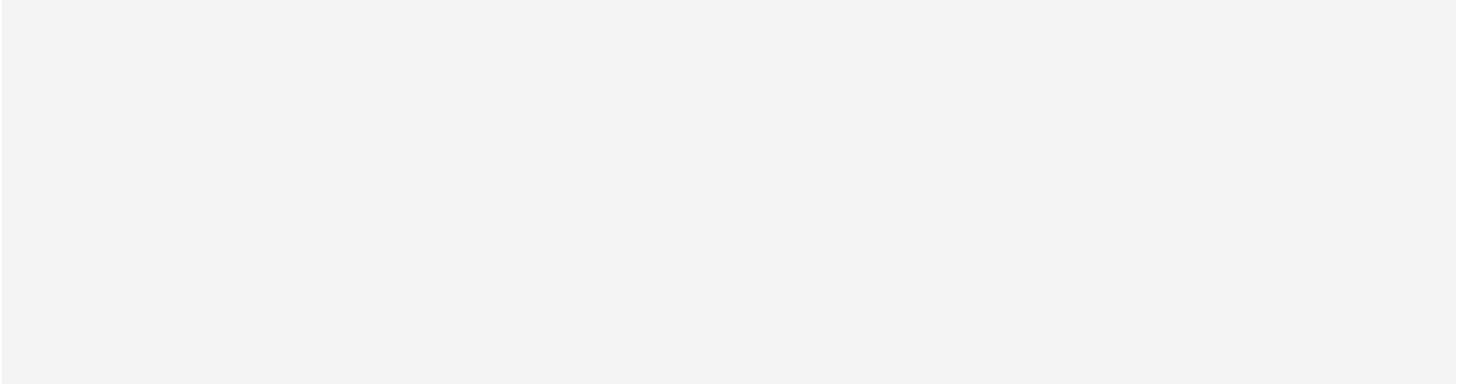
I work in the city

**Postcode**

3770

**Age Group**

60-64



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

6

**Tell us why?**

not enough of environmental protection

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

andrew

**What is your connection to the city?**

I live in the city

**Postcode**

3003

**Age Group**

35-39

## **Tell us what you think of our draft Council Plan 2021–25 Form Submission**

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

3

**Tell us why?**

There seem to be a lot of words in the reports etc but for me I need a more easy to understand less wordy explanations and directions for the future.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

In person

**First Name**

Richard

**What is your connection to the city?**

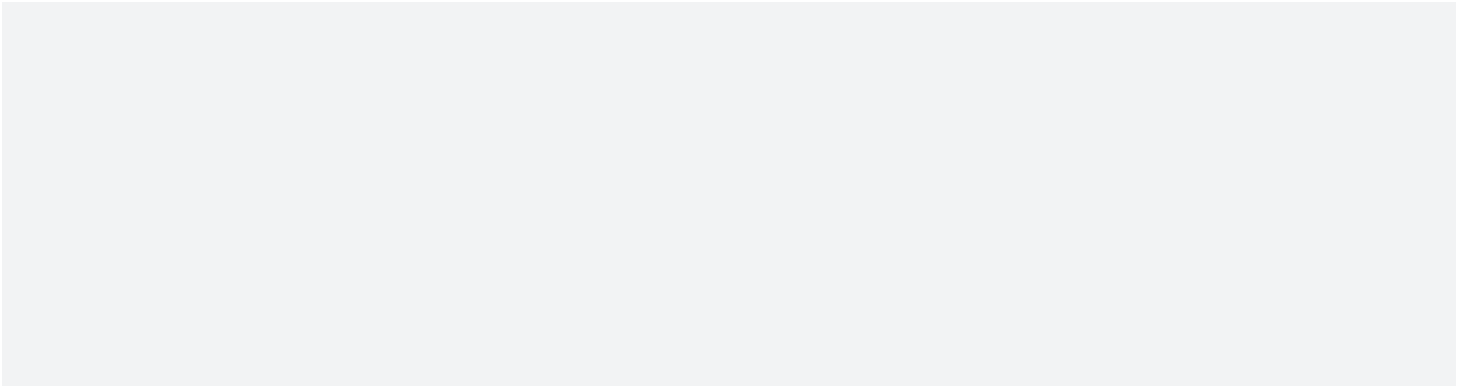
I live in the city

**Postcode**

3006

**Age Group**

65-69



## **Tell us what you think of our draft Council Plan 2021–25 Form Submission**

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

5

**Tell us why?**

The strategic objectives put safety and wellbeing last on the list, but our experience is that this has resulted in a poor outcome for our neighbourhood. I think it should be first on the list. Certainly when heritage is treated as more important than safety it has a negative impact on elderly and frail people.

Also: The City of Melbourne is very culturally diverse, and making special mention of Aboriginal people for political reasons may be important, but it would be better to treat all cultures with equality.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Ian

**What is your connection to the city?**

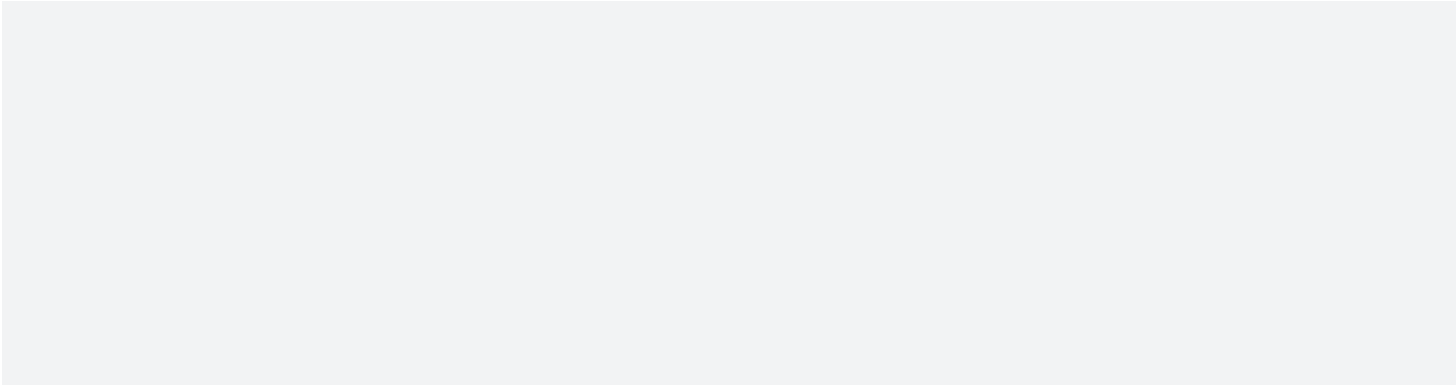
I live in the city

**Postcode**

3052

**Age Group**

80-84



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

8

**Tell us why?**

The inclusion of Aboriginal Melbourne, Climate & biodiversity emergency and Access and Affordability as stand along strands represents the community concerns of clients we engage with at Open Door hub on the Carlton public housing estate

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Elle

**What is your connection to the city?**

I work in the city

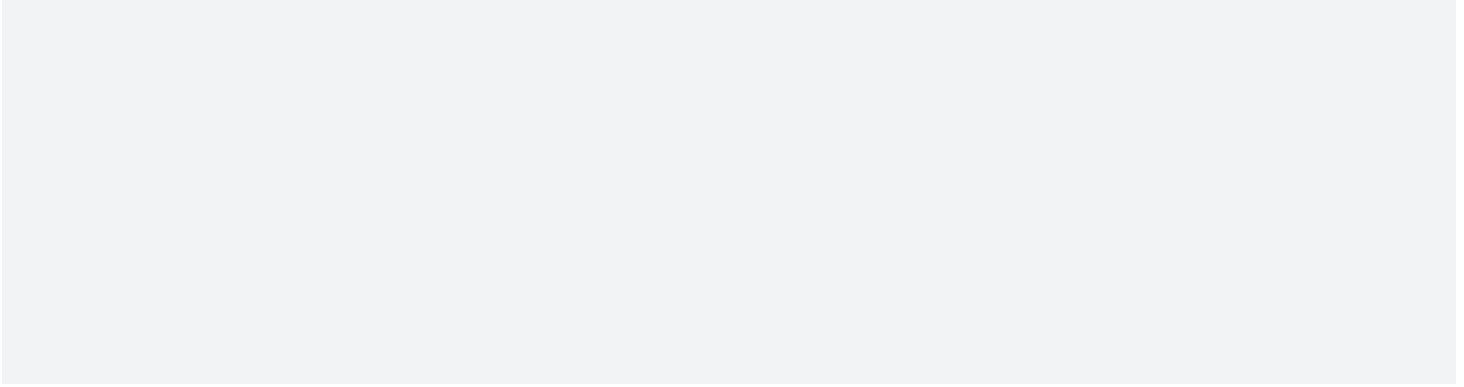
I study in the city

**Postcode**

3039



**Age Group**  
45-49



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

5

**Tell us why?**

I do not see an overt focus on making the CBD more liveable for the thousands of residents and ratepayers. We are inundated with construction work and workers in the relentless pursuit of sky high buildings. The short to mid-term effect on residents is unsustainable and unliveable noise, disruption and disrespect. The long term impact is a ghetto of soulless high rise buildings with little additional green space to offset.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

Virtual link (Zoom)

**First Name**

Michelle

**What is your connection to the city?**

I live in the city

I work in the city

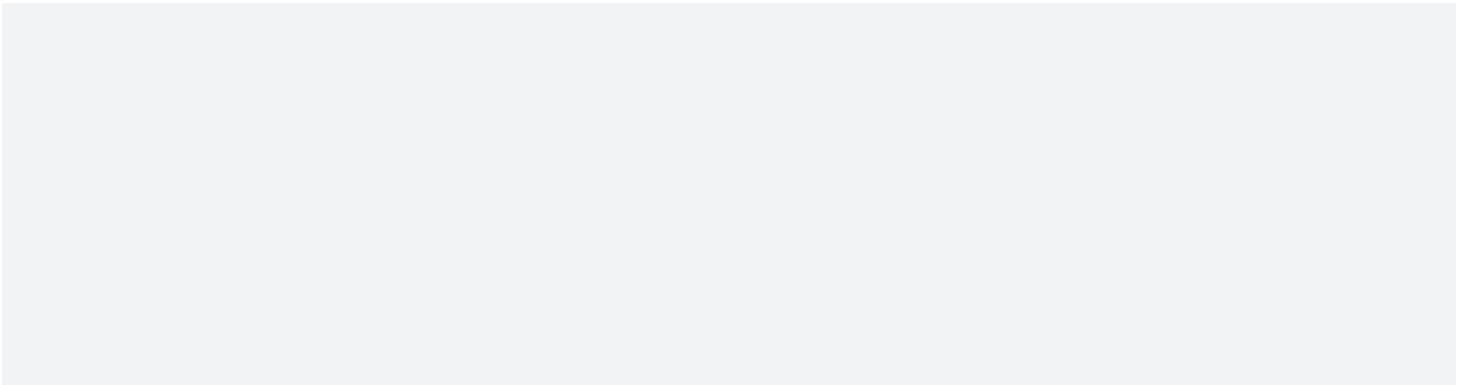
I own a business in the city

**Postcode**

3000

**Age Group**

55-59



## **Tell us what you think of our draft Council Plan 2021–25 Form Submission**

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

7

**Tell us why?**

Sounds good in general terms, but not enough detail to really judge it.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Sylvia

**What is your connection to the city?**

I live in the city

**Postcode**

3002

**Age Group**

75-79

## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

8

**Tell us why?**

I don't believe there is a significant enough focus on the mental health of Melburnians. There seems to be a focus on feeling safe and around discrimination, but not enough around mental wellbeing. This feels like it is glossed over in both the Council Plan and the Health and Wellbeing Consultation Summary and does not focus enough on diverse populations, especially youth, CALD, First Nations, and LGBTQIA+ people.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

Virtual link (Zoom)

**First Name**

Emily

**What is your connection to the city?**

I live in the city

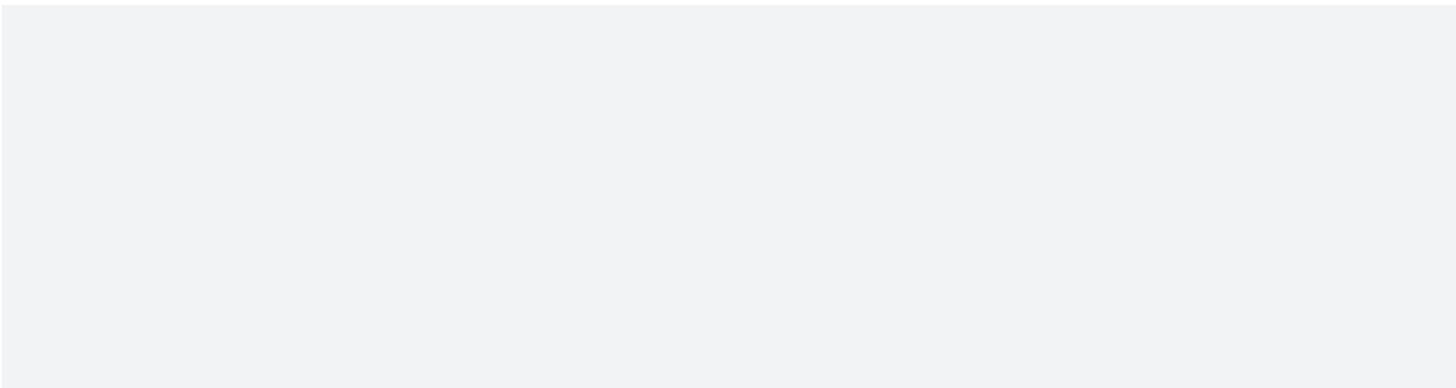
I work in the city  
I study in the city

**Postcode**

3052

**Age Group**

20-24



## **Tell us what you think of our draft Council Plan 2021–25 Form Submission**

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

1

**Tell us why?**

the council has not listened to the community at all ., Traffic changes /bike lanes/parking issues in Peel street and Queensberry street have caused chaos in the area and have had terrible impacts on local business with no parking for customers . It is an unmitigated disaster of epic proportions and an appalling slap in the face to ratepayers and businesses. Bike lanes are catering for a very small percentage of the people and businesses that use and rely on this area. Absolute shame on the council for ignoring the impact this is having on the local community.What ever the councils views and agenda are , it is very misguided and demonstrates an appalling ignorance, without any care for the REAL impact it has had on the ground here. I have been a land owner and rate payer in this immediate area for forty years and I have never seen such a disaster as the area is in now , absolutely caused by the council and it's agenda. Shame on the lot of you I say again. What a major screw up !! What has happened to the rights of the local ratepayers ? We are being totally ignored.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

In person

**First Name**

David

**What is your connection to the city?**

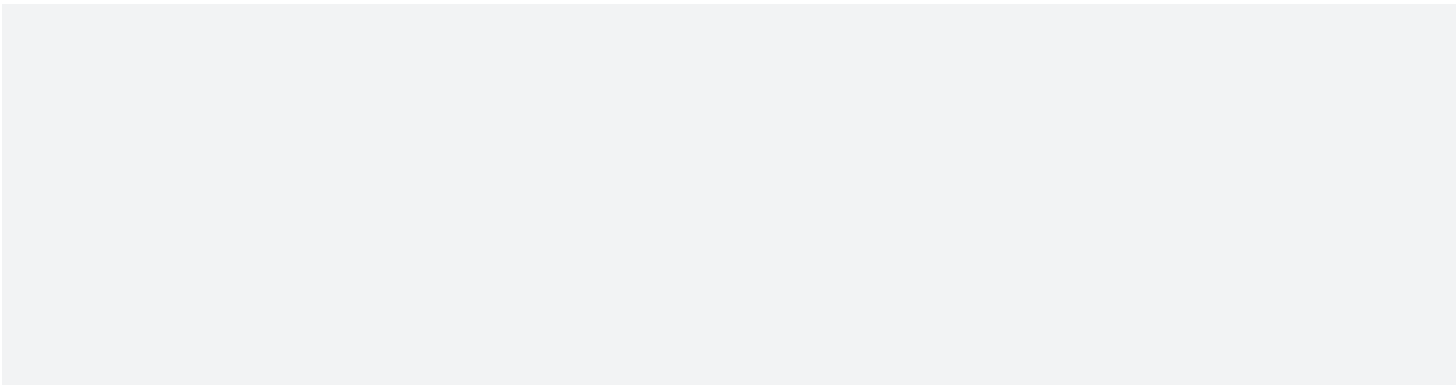
I own a business in the city

**Postcode**

3051

**Age Group**

65-69





## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

9

**Tell us why?**

Am strongly in support. However there seems to be a lack of recognition of the need to grow the cultural and intellectual life of the city- these are the things that set a city apart, and help make it special.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Alex

**What is your connection to the city?**

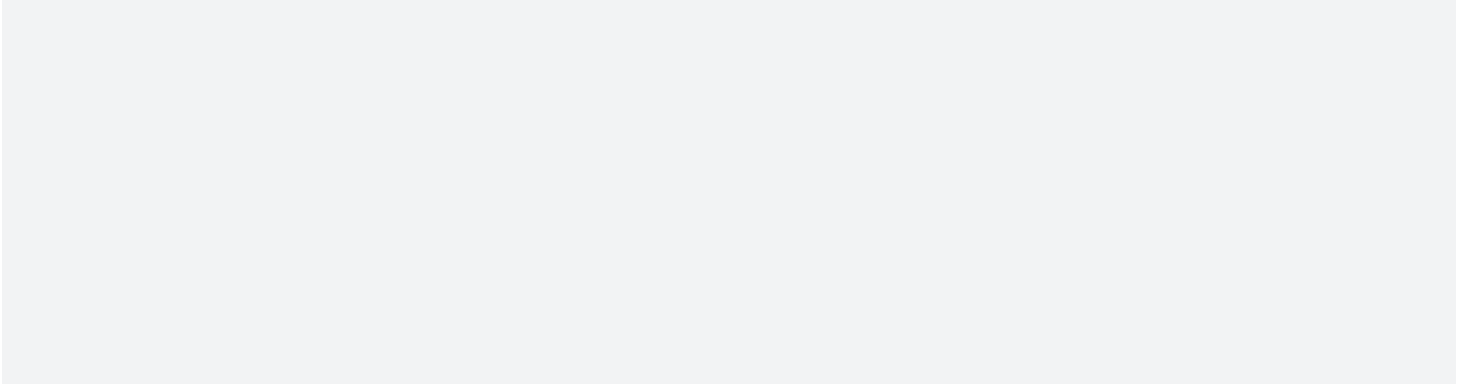
I live in the city

**Postcode**

3141

**Age Group**

55-59



## **Tell us what you think of our draft Council Plan 2021–25 Form Submission**

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**Privacy acknowledgement: I have read and acknowledge how Council will use and disclose my personal information.**

Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

10

**Tell us why?**

The plan is quite clear on how it reflects on improving health and wellbeing within the municipality.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**What is your connection to the city?**

I work in the city

**Postcode**

3039

**Age Group**

50-54

## **Tell us what you think of our draft Council Plan 2021–25 Form Submission**

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**Privacy acknowledgement: I have read and acknowledge how Council will use and disclose my personal information.**

Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

9

**Tell us why?**

Ensure our family is free from violence and abuse

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

In person

**First Name**

Vanessa

**What is your connection to the city?**

I live in the city

I work in the city

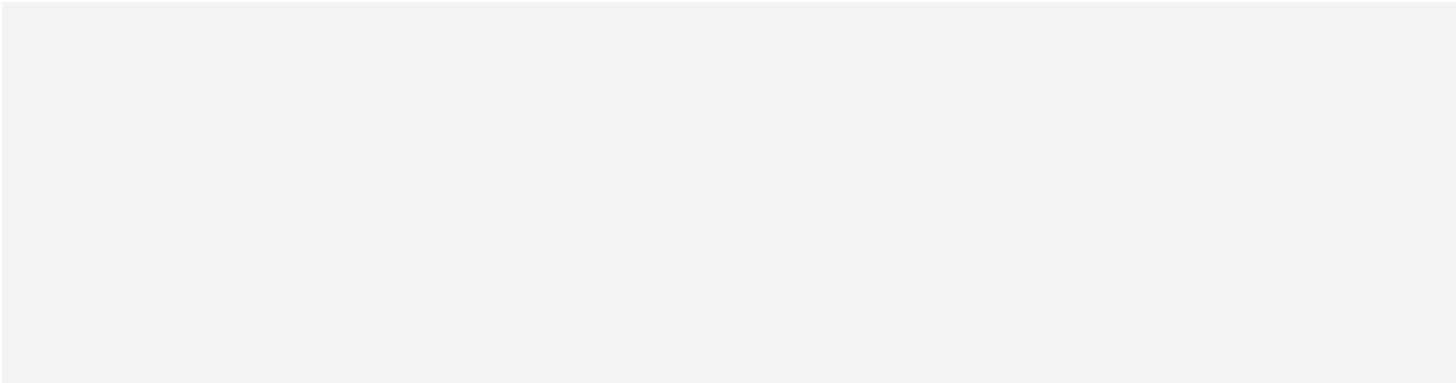
I own a business in the city

**Postcode**

3000

**Age Group**

50-54



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

7

### Tell us why?

It is great to see allocation being made to supply additional parkland in Southbank - it is much needed. I do feel though that it's worth noting the importance of it being "high quality" public open space. By that I mean of substantial size for the park to feel like a small slice of nature, and away from or protected from busy roads, so we can escape the hectic lifestyle once in a while. I hope the 1.1 hectares mentioned is going to be in one single open space, as that would be perfect. Please consult with the public at early stages on this with regards to location and size.

With the city road masterplan, it is disappointing not to see the undercroft being prioritised - this kind of space, for recreational activity, is sorely needed, much more so than Southbank promenade or Dodds street park. If this could be expediated in place of less needed projects, that would be great.

It is also very disappointing that the council has no plan to enact the full City road masterplan and only intends to ask the state government to fund it. Lets hope they say yes. If not, I feel like the council will be letting down Southbank residents. I imagine about 90% of Southbank residents live on, or a block away from, City road, so this project will be improve the lives of so many people. Not just for safety(noting the recent accident), but for the street itself from an economic point of view, and just generally to make it a street worthy of walking down(it's not pleasant right now) - it is the spine of Southbank after all and is a both a lost opportunity and a bit of an eyesore for our community - it should be an area to be proud of. Again, this should be given priority over the promenade and Dodds street. Unless you have solid indications from the

state government about funding, I suggest you should reconsider the budget to allow this project to go ahead. It's been a long wait already.

Other than the Southbank park and City road, the only other issue I have with the plan is that it is not ambitious enough when it comes to sustainability and climate change. We can't drag our feet and take tiny steps year after year. The plan should reflect a ramping up of efforts and I don't feel it does that.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

In person

**First Name**

Chris

**What is your connection to the city?**

I live in the city

**Postcode**

3006

**Age Group**

35-39

## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

8

**Tell us why?**

Redeveloping our underdeveloped inner-city spaces totally needs to happen!

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Anthony

**What is your connection to the city?**

I live in the city

I work in the city

I own a business in the city

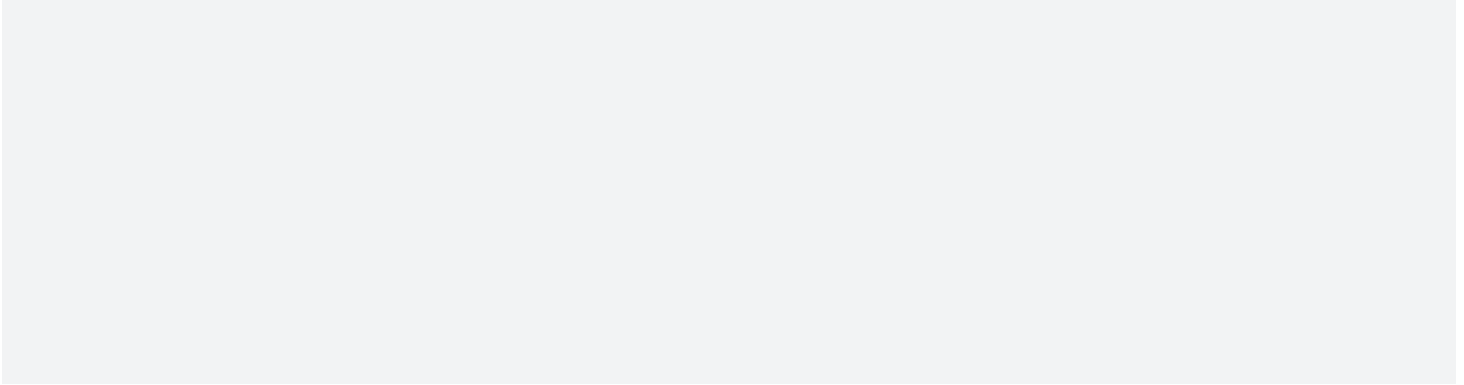
**Postcode**

3051

**Age Group**



35-39



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

There has been a submission of the form Tell us what you think of our draft Council Plan 2021–25 through your Participate Melbourne website.

**Privacy acknowledgement: I have read and acknowledge how Council will use and disclose my personal information.**

Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

1

**Tell us why?**

Please, make getting around for people with disabilities and pushchairs/prams easier. Right now it is a nightmare.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

In person

**First Name**

Judy

**What is your connection to the city?**

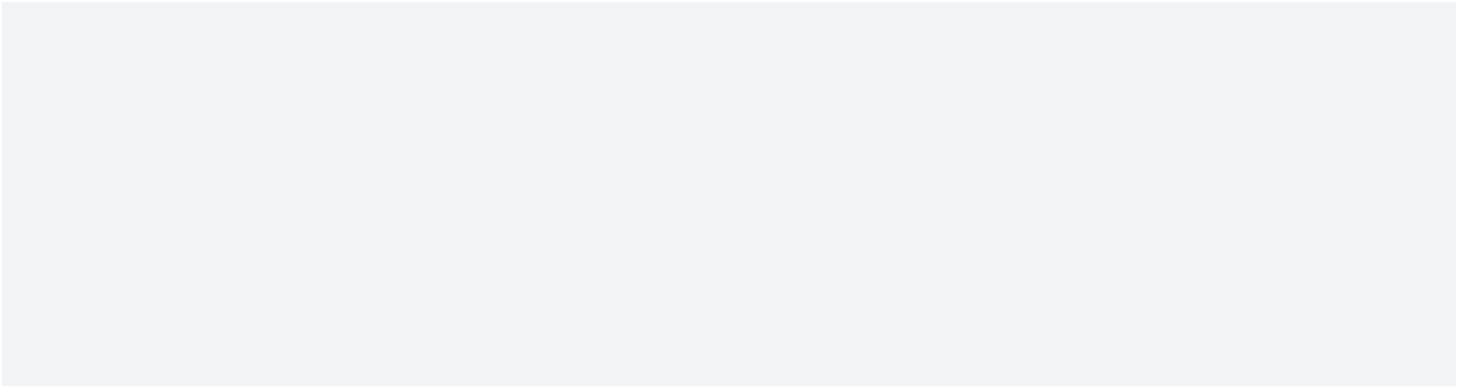
I live in the city

**Postcode**

3121

**Age Group**

70-74



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

6

**Tell us why?**

...

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Lucy

**What is your connection to the city?**

I live in the city

I work in the city

**Postcode**

3031

**Age Group**

25-29

## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

6

**Tell us why?**

Although the plan looks good there's not enough regarding the homeless situation. We need to do more regarding getting people off the streets, drug use and violence in the cbd is out of control. This situation isn't helping in getting people flowing back into the city, I am a business owner in the cbd and I'm very concerned regarding the increase amount of people sleeping rough, drug use, theft and general safety for my self and also my team. The urine sneaks and general waste coming from the homeless is quite bad.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

In person

**First Name**

Stella

**What is your connection to the city?**

I own a business in the city

I live in the city

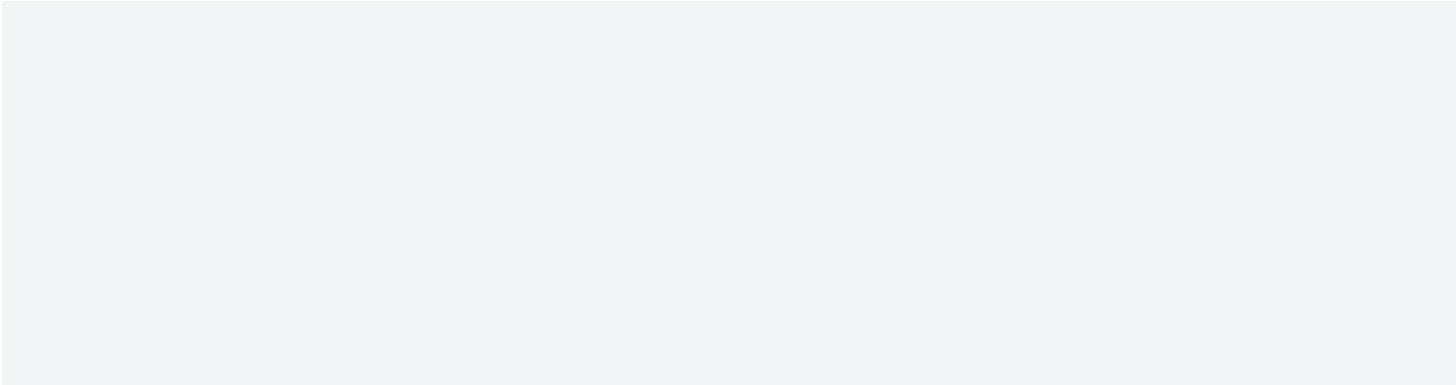
I work in the city

**Postcode**

3000

**Age Group**

55-59



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

1

**Tell us why?**

It needs to focus on keeping the city clean and better than it is now

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Alexander

**What is your connection to the city?**

I work in the city

I am a visitor to the city

**Postcode**

3029

**Age Group**

20-24





## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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**Privacy acknowledgement: I have read and acknowledge how Council will use and disclose my personal information.**

Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

4

**Tell us why?**

Lack of detail on the Power Melbourne plan - I want to see a bold CoM plan to establish and support both public and private Electric Vehicle charging infrastructure. Particularly publicly accessible charging stations sue to the challenged of apartment owners charging on premises.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Rachel

**What is your connection to the city?**

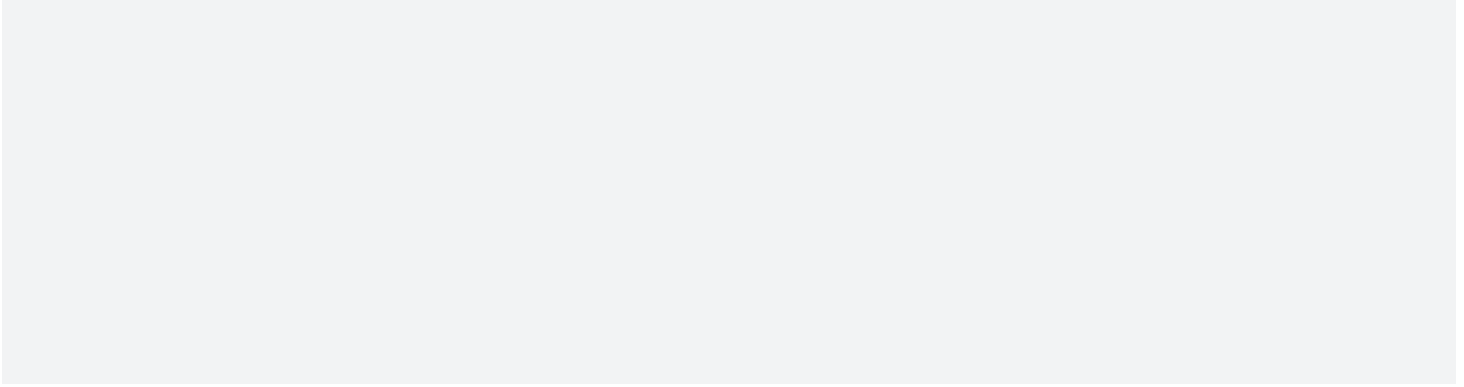
I live in the city

I work in the city

**Postcode**

3006

**Age Group**  
30-34



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

0

**Tell us why?**

What's the point? Amendment C309 West Melbourne Structure Plan was referred to Richard Wynne way back on 29th April 2020 after the community consulted with the Melbourne City Council. How about Council follows up on the previous plans and paperwork?

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

David

**What is your phone number?**

no

**What is your connection to the city?**

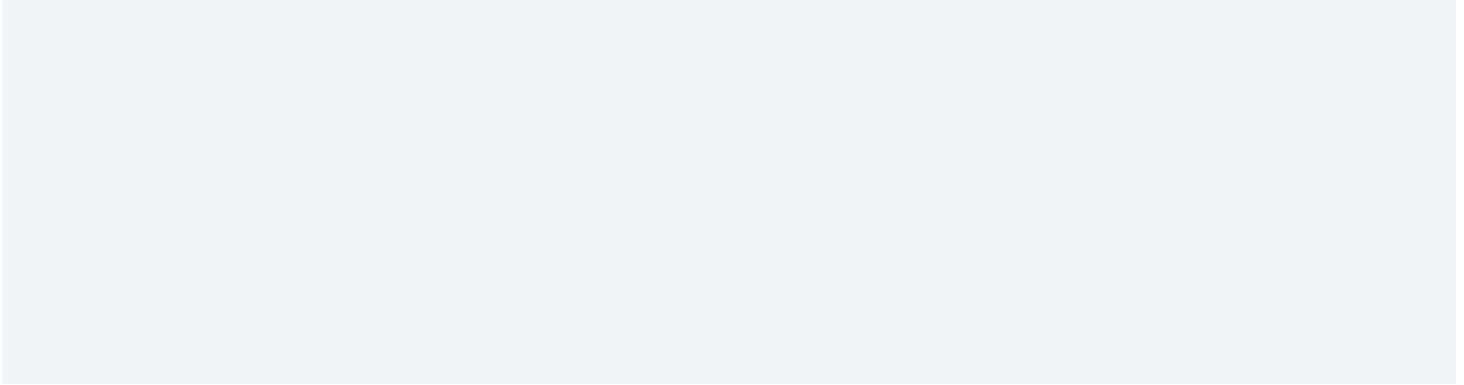
I live in the city

I work in the city

**Postcode**

3003

**Age Group**  
45-49



## Tell us what you think of our draft Council Plan 2021–25 Form Submission

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

8

**Tell us why?**

The plan strikes a balance between ensuring economic survival and remaining inclusive as a city, no matter what the financial contribution is.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

No

**First Name**

Maria

**What is your connection to the city?**

I work in the city

**Postcode**

3166

**Age Group**

50-54

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As a Resident in Southbank and a Ratepayer I am providing you with a submission on the Draft Budget for 2021-22 and the Draft Council Plan 2021-2025 as part of the MCC's Community feedback on both documents.

I can be contacted by phone or via email at

Kind Regards

David

**David R Hamilton**  
**Principal Consultant**

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As a ratepayer I wish to raise several issues in the way the 2021-22 Budget for the City of Melbourne has been drafted. I wish to address

- *Important contextual issues were not considered in framing the Budget.*
- *The fact that the Budget is a series of unconnected lists with no costings and no priority for implementation rendering the Strategic Objectives and Major Initiatives meaningless.*
- *I wish to raise some specific issues relating to the Southbank Neighbourhood.*

### **Contextual issues lacking in the construction of the Draft Budget.**

The Budget lacks any Political, Economic, or Social Policy Context in how it is framed and presented, and this detracts from its usefulness as a statement of the City of Melbourne in tackling the issues it faces.

**Political Context:** In the Council elections held in October 2020 voters selected a team that put forward a set of policies and a vision for the City of Melbourne. Regrettably none of their vision or policies have been translated into action by Council staff in the 2021-22 Budget and the 2021-2025 planning documents. If Council staff believe they have then it is well hidden.

Ignoring this political context may be appropriate in a Government Business Enterprise where the Board is appointed by Government, and the political dimension is provided by the State Government; but in the City of Melbourne the policies and vision of councillors for the City needs to be reflected in the budget and planning documents for the City or the democratic process of electing Councillors is undermined by managerialism. They are the ones being held accountable for the performance of the Council's administration not the officers of Council. They are the ones who must face an electorate in 2 years, so their vision is the one that needs to be reflected in the Budget and Planning Documents.

*Accordingly, the final budget needs more visible alignment with the policies enunciated by our elected representatives.*

**Economic Context:** Whilst there is reference to the "Melbourne City Revitalisation Fund" there is no analysis of the significant economic changes that appear to have occurred in terms of work patterns, and retail patterns; and international border closures and their impact on the economy of the city both in the short and medium term.

Globally it is acknowledged that the pandemic has brought forward the ability of technology to restructure the work locational patterns. This will impact across the CBD and the 2020/21 budget needs to consider how these impacts could play out. It needs to plan for how these will change the economy inside the CBD in terms of office use, and thus ultimately the valuation/rating base, and in those sectors that service those workers.

Separately the changing patterns in retail including the move towards different online to offline shopping (O2O) experiences will impact on both department stores and strip shopping in the CBD. O2O can dramatically shift traditional revenue models for retail landlords and this in turn will impact of valuation/rating base in the CBD.

The impacts of continued border closures and the loss of tourism and international students have been significant and may be lasting. None of this is addressed in the budget as presented.

*The Budget deserves a stronger economic analysis of the CBD in particular analysing the impact of the changes emerging from the past 18 months going forward. History has shown that hoping for a return to a "golden age", that a "revitalisation fund" implies, has always been a poor substitute for adaption, change, and growth. Given the size and importance of the regional economy of the City of Melbourne to the State and beyond more attention needs to be paid to the economic changes it faces. Unless these influences are addressed, we run the danger of a hollowed-out core of a CBD developing over time.*

**Social Context Policy for Residents:** The vision for the city presented by the Councillors elected in the 2020 elections was founded on building better neighbourhoods, devolving services appropriate to those neighbourhoods, and creating better frameworks of consultation and involvement for residents at the neighbourhood level.

This vision sought to balance the needs of residents with the Statewide role of the city and its key sporting, cultural, commercial, retail, and hospitality precincts.

The draft Budget pays scant attention to the vision enunciated by councillors other than to continue with libraries, and maternal and child health services and some physical recreation assets and open space. There is nothing on the potential to establish key service hubs with planning, environmental, and bylaws enforcement staff located in neighbourhoods able to respond and become part of the various neighbourhoods.

Separately there is no coherent framework espoused to engage with neighbourhoods in a process bespoke to the needs to the various areas that constitute the MCC. We know that in the structures to engage with residents in the villages of Kensington and North Melbourne; or the gentrified neighbourhoods of Carlton, Parkville, or East Melbourne; or the town planned brownfield of Docklands; or the wild west of development that is Southbank all demand a different model of engagement. Using a model that works in neighbourhoods dominated by single unit dwellings is unlikely to work in those areas with high rise multi-unit developments. But all neighbourhoods need to be engaged as the current team of councillors recognised in 2020.

*Accordingly, resources need to be devoted to addressing how Council engages with its neighbourhoods and make it a **Major Initiative** of Council. Unfortunately, Council staff and the budget do not appear to have moved to align their perspective with the vision of the team of councillors elected in 2020.*

## **THE BUDGET AND PLANNING FRAMEWORK IS A SERIES OF UNCONNECTED LISTS WITH NO COSTINGS AND NO PRIORITY FOR IMPLEMENTATION**

The budget and planning document is merely a series of unconnected lists. These lists attempt to give the impression that the budget is program budgeting model and output based but nothing could be further from the truth. These lists include:

1. *A list of **6 Strategic Objectives** (Pages 16 to 21) to be achieved over the next 4 years – All of these are high level and cannot be faulted. More importantly there is nothing tied back to the budget to demonstrate how the resources of council will be directed to achieving these Strategic Objectives. If they are the Strategic Objectives of Council, they need to be resourced over the entire 4-year period and those resources documents here.*
2. *A list of **52 Major Initiatives** (Pages 16 to 21) to be delivered in the next 4 years as the way of achieving the 6 strategic objectives. This list is a miss mash of capital works and statements of hope or intent. Whether any organisation with the management resources of the City of Melbourne could ever effectively 52 major initiatives in a 4-year period is questionable. Again, there is no quantification of the resources to be directed to any of these initiatives or the time frame within any of them will start or be completed.*
3. *A List of **9 Service Areas of the Council and the 31 Services** (Pages 22 and 23) that have been banded to be part of each of tense service areas. Again, these is no budget figure for 2020-21 budget identified for any of these service areas. This makes the listing meaningless to a resident or a Councillor being asked to approve the budget.*
4. *A list of **9 Service Performance Outcome indicators** on Pages 24 and 25. Unfortunately, none of these are directly tied back to the previous list of 9 Service Areas and none of them indicate that they include a to cost to serve as a performance measure. (e.g., Since when is “Satisfaction with sealed roads” a measure of road construction performance)*



5. *A List of 58 diverse Strategies and Plans on pages 26 and 27 of the Budget that have been developed over the years. The subjects are wide ranging in subject matter from the "Skate Plan" to "A Great Place to Age Strategic Plan" and include "11 Urban Forest Strategies and Plans", a series of 12 place-based plans to nominate a few of the 58 listed.*

These 58 plans have evolved over many years, some appear to cover essentially the same issue. Time may well have passed them by so their inclusion in the budget needs to include only those which will be considered in the next 4 years. Clearly there is a need for consolidation, assessment of currency, and integration of any key current issues identified in a plan should become part of Strategic Objectives and in turn specific action items translated these into the Major Initiatives. If a Plan does not align with the Strategic Objectives and it needs to be abandoned formally by Council. Without a clean out, these legacy plans just become a millstone in the future planning within the City.

**In summary:**

1. *Whilst the lists on pages 16 to 27 look impressive there is no integration into the budget and no expenditure in 2021-22 much less in the subsequent years. So, the elected Councillors and residents have no idea what resources are being directed to achieving any of these Strategic Objectives, Major Initiatives, or Services.*
2. *Every "Major Initiative" has been accorded the same priority for implementation. With no rank order within Strategies the implementation of the initiatives is left to some unknown force.*
3. *Similarly, none of the Capital Works programs detail expenditure to date and cost to complete a fundamental of any capital project budgeting process.*
4. *This entire process of Strategic Choice and Major Initiatives cannot be evaluated and is not tied back to any of the detail in the budget or the direction of the Council for the next year and the ensuing 3 years.*
5. *This is a most unsatisfactory approach to planning and fiscal control and really this area of the Budget needs significant work to even be considered a public sector budget.*

**SOUTHBANK Neighbourhood specific Issues.**

*Southbank Blvd and Dodds Street Project:*

1. *As flagged last year the Southbank Boulevard and Dodds Street Project was significantly over budget and over time. It was estimated 12 months ago that \$44m would have been expended by the end of 2020-21.*
2. *After a further 12 months the project is still unfinished, and the budget is allocating a further \$8.5m to the Southbank/Dodds Street redevelopment. This brings the total cost of this to \$52.5m.*
3. *The Budget Documents for 2021-22 still do NOT detail the total expenditure to date nor the Cost to Complete this project.*
4. *Further there is no commit to completing this project anytime in 2021-22, but we live in hope.*
5. *With hindsight one can only imagine the open space that could have been acquired with \$52.5m over the past 4 years which would have delivered the wants and needs of residents for parks and playgrounds in the area.*

*Strategic Work and Consultation in Southbank:*

1. At Page 160 in the Budget the Neighbourhood snapshot sets out what Council believes that it will deliver for the area in 2021-22. It will progress delivery on the Southbank Structure Plan, 10 years old and ignored by developers and planners more in the breach than the observance. There will be unstated progress on the Southbank Urban Forest Plan unless this the palm trees outside the ABC, along with the City Road Master Plan.
2. Unfortunately, it does not address how the Council will better engage with the neighbourhood on any of these issues, given the multiunit high rise apartment complexes that dominate the area, much less how to localise services related to planning, environmental health, bylaws enforcement, so Council can deal with the issues that residents find annoying e.g., to garbage trucks, building works, personal safety etc.
3. All of this goes to the absence of a social policy context in the entire budget detailed at the beginning of this submission.

**I can be contacted on                      or at                      to discuss any matter in the submission.**

**David Hamilton  
14 June 2021**

## **Tell us what you think of our draft Council Plan 2021–25 Form Submission**

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Yes

**The Council Plan 2021–25, including our Community Vision and our Health and Wellbeing Plan, reflects what is important for the future of the city.**

4

### **Tell us why?**

Lack of vision as to how First Peoples' and Women's knowledge will be used to enrich the city's growth and development for a truly inclusive society. The plan for a city with Aboriginal focus is amateurish and embarrassing. This plan needs in-depth research to be meaningful and should be quadrupled in terms of how this will be achieved.

Municipal Public Health and Wellbeing Plan- Residents' amenity needs to be taken much more seriously and should be given greater focus in the wellbeing plan. Access to natural ventilation, solar access, private open space without overlooking, distant views, sufficient distance between buildings, urban agriculture and rooftop gardens should be basic requirements in developments. Legislation should disallow negative and excessive shading, as well as unreasonable noise. Yes, we need to reactivate the city and encourage development, but the decisions today will create an unliveable city if we are not careful. In-depth consultation with those affected by developments should be mandated, to avoid an inhumane living environment and mental health issues.

Rather than zero waste, aim for net positive waste, like Living Future's 'Living Building Challenge' (LBC). Fast-track the Container Deposit Scheme (CDS) and address wasteful packaging.

Environmental objectives need to go much further to address the climate and biodiversity emergency we find ourselves in, i.e. all buildings (new and refurbishments) to be zero carbon, embodied carbon to be measured, healthy materials to be incentivised, 'Red List' chemicals to be banned, legislate solar/ green roofs & rain water harvesting on all rooftops. An emission

reduction plan that targets just 4.5% reduction per year is woefully inadequate.

In Melbourne we need a vehicle congestion tax to fund free public transport in greater Melbourne, and all-electric buses. Intelligent traffic systems with smart sensors to encourage traffic flow, reduce pollution and shorter red periods to discourage jumping lights. Automatic pedestrian crossing lights everywhere.

The Open Space Strategy should be implemented in 10 years rather than 15 years – this should be a major funding priority. Clarify how the Indigenous Ecosystem Corridors and Nodes (IEC+N) biodiversity strategy is being integrated into the Open Space and Nature in the City strategies, to reconnect and regenerate habitats that have been destroyed.

**Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled 3pm 29 June 2021?**

Yes

**How would you like to address the Future Melbourne Committee?**

Virtual link (Zoom)

**First Name**

Nicola

**What is your connection to the city?**

I live in the city

I work in the city

**Postcode**

3000

**Age Group**

50-54

Apologies for being a bit late!

**On behalf of Bike Melbourne.**

### **Council Plan**

Cycling is mentioned under Safety and Wellbeing:

*Proportion of trips made by public transport, bicycle or on foot. Increase*

*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 and bicycling encouragement programs*

Noted that increasing the proportion of trips by bicycle will also have a positive effect on other Strategic Objectives including:

Climate and biodiversity emergency

Access and affordability

An indicator needs to be added to the Climate and Biodiversity Emergency Objective as follows: Reduction in transport related greenhouse emissions on Council controlled Roads.

Initiatives are needed to ensure that transport related emissions decrease. Examples of initiatives:

Discourage motor vehicle use by reducing road capacity, specifically by preventing use of local roads by through traffic (rat running) and by converting traffic lanes on arterial roads to protected bicycle lanes, wider footpaths and parkland.

(above actions are already included in the Transport Strategy 2030).

Delivery of the Transport Strategy is progressing well and we are pleased to see it is supported by the Draft Council Plan.

### **Budget**

Funding for Cycling Infrastructure is generally at a good level. We expect this to support the Council Plan by increasing the number and proportion of cycling trips, supporting Health, Safety and Climate Emergency Objectives of the Plan.

The protected lanes being rolled at this year are of generally excellent standard and we are pleased to note that low-cost and flexible construction methods have been adopted. In particular the work of Council's Engineering Department is commended. Unprecedented levels of cooperation from the State Department of Transport have been crucial and this momentum needs to be maintained, especially in relation to roads controlled by the State. St Kilda Road lanes are a welcome example of State funded protected lanes on

State controlled roads, built by City of Melbourne. This example needs to be extended to other State arterials including Royal Parade, Flemington Rd, Victoria Street/Pde, Wellington Pde, Clarendon/Spencer/Dynon St/Rd, City Road and Lorimer Street.

On City controlled roads, funding for cycle infrastructure will enable the expansion of the network, and will also result in better connections. Gaps in the network are being filled in, which removes disincentives to ride and enhances the effectiveness of every part of the network. There is still much to be done, with many, indeed most of the arterial roads in the City are still left with only door-zone unprotected bike lanes.

Regarding budget allocations, our only query is 2022-23 where Cycle Infrastructure drops from \$8m to \$2.6m. The faster the City provides protected lanes on arterials, the sooner benefits will be reaped and it seems inconsistent to drop expenditure when so much remains to be achieved. Over the four years of the budget the funding amounts are \$8m, 2.6m, 4m and 4m. We suggest a funding profile of \$8m, 5m, 4m, 4m.

Currently there is a disconnect between the Budget, the Plan and the Transport Strategy. Implementing the Transport Strategy requires funding, provided in the Budget. However there is no way of knowing whether the funding is adequate and what projects can be delivered each year at the levels of funding proposed. We appreciate that the people who can estimate costs for projects are the same staff who are currently delivering protected bike lanes at an unprecedented rate, nevertheless without relating the budget to even rough estimates of project costs we are left guessing as to whether adequate outcomes will be delivered. We need a list of projects and costs and estimated delivery years.

Regards,

---

Nik Dow

<https://www.gotomeet.me/CBDWeb>

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**Subject:** City of Melbourne Council Plan 2021-2025 - Feedback from University of Melbourne

Dear colleague, \_\_\_\_\_

Please find attached the University of Melbourne's response to the City of Melbourne Council Plan 2021-2025.

We appreciate the opportunity to participate and contribute to this process.

We look forward to our partnership and contributing to achieving the plan.

Best regards

Padmini

**Padmini Sebastian | Director, Civic and Community Engagement**

Chancellery (Community Partnerships)

Level 4, Walter Boas Building, The University of Melbourne

*I acknowledge the traditional owners of the land on which I work, and pay my respects to the Elders, past and present.*



**CRICOS: 00116K**

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## Response to the City of Melbourne Council Plan 2021-25 June 2021

## Introduction

The University of Melbourne values the opportunity to respond to the City of Melbourne's draft *Council Plan 2021–25*. The impact of the global pandemic on the City means it is a crucial time to bring the community together to build a shared vision for Melbourne. The City has done so through its extensive consultation and we note how the plan is the reflection of community aspirations for Melbourne. The resulting goal of a more inclusive, greener, resilient and prosperous city is one that all Melburnians can both support and contribute to.

As a member of the City, the University is very supportive of what the City is trying to achieve over the coming years. The Council's vision, priorities and initiatives in the *Council Plan 2021-25* are ambitious and multi-dimensional. The plan offers powerful pointers for the University on how we can best contribute to Melbourne's rebound from the pandemic and where we partner with the City over the coming years.

While the Plan sets a challenging agenda, Melbourne is home to the people, partners, precincts and possibilities that can ultimately realise the City's vision. There are two important enablers for Melbourne to rebound and for the community's aspirations to come to life. The first is careful prioritisation and the second is through partnering with others to leverage assets, networks and strengths. For this reason, it was pleasing to see the City's emphasis on partnering throughout the draft *Council Plan 2021-25* and draft *Economic Development Strategy 2031*.

### City of possibilities: objectives, priorities and major initiatives

The overarching notion of being a City of possibilities neatly evokes the incredible opportunities that Melbourne provides for people in education, work, the arts, industry and broader life. The University supports the impressive aspiration for Melbourne to be 'the number one knowledge city in the world by 2030', as elevating the City's education, research and knowledge work will mean more opportunities for people in the City to improve their own lives and the lives of others in the community.

Melbourne's future prosperity is dependent on how Melbourne's people and industries rebound from the pandemic and move towards a more resilient and diverse economy. The City's plans for delivering an economy of the future have an important part to play in Melbourne's reset and rebound, especially the implementation of the *Economic Development Strategy 2031*, support for international education, precinct development initiatives and the focus on developing new industries, innovations and technologies.

The Council Plan charts out a number of important dimensions of further enhancing the liveability of our great city, including:

- Melbourne's unique identity and places have long attracted people to the city, and its many cultural assets, events and people can continue to do so. While the global pandemic has had a damaging effect on the CBD, the current moment means we can consider how the area can also be a Central Experience District. The City can partner with the cultural, educational and entertainment sectors to examine how social, intellectual and cultural experiences can attract people to visit the City while also enhancing liveability for residents. The University of Melbourne is embarking on an ambitious program to open, leverage and expand access to its cultural collections, which span the visual and performing arts and museum collections. We look forward to partnering with the City in this endeavour (see below).

- The City's crucial focus on recognising, involving, elevating Indigenous knowledges and history will be an important aspect of Melbourne's identity and sense of place. Just as importantly, Indigenous knowledges and their utilisation can also help underpin the City's drive to become the world's top knowledge city.
- We applaud the City's ambitions to lead on climate action, and to partner with universities and industries in doing so. The University recently established Melbourne Climate Futures, a centre to bring researchers together to contribute to greater action on climate change (see below). We suggest that in partnering, we can aspire to become the employment centre of a resilient carbon-negative economy. We believe the City's efforts to deliver a greener and more sustainable Melbourne will also play an important role in improving health and wellbeing of those living, working and visiting the city.
- The City's push to be more inclusive through providing greater access, affordability, safety and wellbeing is a critical dimension to ensure that Melbourne provides possibilities for all peoples. We see potential, through our joint Chair in Resilience and Innovation, and in the engagement of academic expertise through for example our interdisciplinary research centres the Melbourne Disability Institute and the Melbourne Social Equity Institute, to contribute to this work.
- Students comprised a significant proportion of the City's resident population prior to the pandemic and are a key part of Melbourne's economic recovery. The University is particularly keen to work with the City on initiatives to accelerate the return of international students to our community. After a year that saw significant hardship for many international students, we welcome any efforts to support their wellbeing and assist them to feel safer, valued and included in the City.

### **Advancing and delivering the *Council Plan 2021-2025***

A major challenge for the implementation of the *Council Plan 2021-25* is that the City and its constituents will need to deal with the immediate impacts of the pandemic and closed borders, which will continue to affect the wellbeing and opportunities for certain groups and will also hobble particular sectors, such as education and tourism, over the next few years. At the same time, there must be action on initiatives that will benefit Melbourne over the longer-term related to developing a more diverse and innovative economy, Indigenous recognition, climate action and improving diversity and inclusion.

The prioritisation and implementation of the Council Plan will therefore be an essential consideration for the City. The University suggests consideration of the following priorities for the *Council Plan 2021-25*, which offer ways the University and other inner-city stakeholders can partner with the City to support its objectives.

**Leveraging the Melbourne Biomedical Precinct.** Melbourne is home to one of the world's top biomedical precincts, which possesses a wealth of assets that the City could utilise in developing our economy of the future and to enhance the public health and wellbeing of Melburnians. The development of the Australian Institute for Infectious Diseases and relocation of CSL's global headquarters further strengthens the capacity of the precinct. Collaboration between the City, the Biomedical Precinct partners and other governments will help drive significant employment, economic and social benefits from the precinct.

**Precinct development.** Connection to and placemaking in Melbourne's innovation precincts is vital to realise their potential. For this reason, the City's current and future advocacy for Melbourne Metro 2, a tram route and a pedestrian bridge to Fishermans Bend are especially important. The City and the University can also partner around possibilities for open space, place-making, entrances and road

planning around the Fishermans Bend campus. The imminent opening of Parkville station also offers immense possibilities to renew and activate the City North precinct, with significant opportunities for the City and University to collaborate around leveraging campuses and precincts to strengthen Melbourne's night time economy, to create open public space and to deliver other public realm enhancements around Grattan St, Pelham St, Haymarket Roundabout, University Square, Royal Parade and the entrance to the new Australian Institute for Infectious Diseases. The University remains a committed partner of the Melbourne Innovation Districts (MID) partnership and suggests the Council Plan could offer a focus for further development of MID's agenda.

**Job creation and knowledge translation.** Melbourne is one of the world's research powerhouses. Very few other cities possess a similar concentration of world-class research institutions. The challenge for the City and those institutions is to translate that research into local impact and job growth. The City can work with its inner-city partners on connecting and amplifying Melbourne's diverse range of innovation companies, research, intermediaries and precincts to facilitate job growth and innovation in specific industries. The Melbourne Connect innovation precinct and the Australian Institute for Infectious Diseases offer models for bringing together researchers, industry, government, accelerators and start-ups to do so. There is also potential to develop a job-ready graduates program of placement with the City, not least through industry-based PhDs.

**Research-informed implementation.** The City can tap the expertise of its research institutions to inform implementation of the *Council Plan 2021-25*. The University is home to research centres and experts related to all the plan's six objectives. In particular, the soon-to-be launched Melbourne Centre for Cities will provide a gateway for the City to connect and partner with urban-focused researchers throughout the University. The new Melbourne Climate Futures initiative will also be a front door for external stakeholders to connect with the University's expertise around climate action. The City and University co-fund the new Chair, Resilience and Innovation to further research and research training in the field of 'City Resilience and Innovation'. The Digital Inclusion Research Project that emerged from the City and University partnering in the Carlton Collaboration could be also model for research-informed implementation.

**International education, students and networks.** Melbourne's international students play an integral role in the city's cultural and linguistic milieu. Efforts to boost the wellbeing of current international students, as well as advocacy for the reopening of opportunities for students to study in Melbourne would provide immediate relief for the education sector and local businesses in the City. The City can also look to leverage alumni of institutions as ambassadors for the city to attract visitors and businesses to Melbourne. Finally, the City and its educational institutions can leverage each other's extensive global networks to create joint city and university partnerships with other major knowledge cities, or even set up a network of global knowledge cities involving for instance, London, Singapore, Milan and other key Melbourne peers.

**Activating Melbourne's cultural assets.** Melbourne's cultural assets and events play a significant role in Melbourne's liveability and community connection. Promotion through Visit Melbourne and activating these cultural strengths can reenergise the city and draw more people in to experience the delights of Melbourne. The City and the University can collaborate on how to connect up and leverage the University's Cultural Commons (including 40 collections and more than 15 galleries, museums and theatres) to enrich the cultural life of Melburnians and attract more people into the City.

### **Place-based approach and collaboration opportunities**

The University agrees that realising the Community Vision will take a united place-based approach and that collaboration is critical to future success. The University offers strong support to the City's commitment to meaningful engagement in ways that are inclusive, transparent and respectful – all goals for our own engagement with the community. We would value the opportunity to discuss ways in which we could creatively engage with each other, the broader community and other partners. The Appendix highlights current ways in which the City and the University work together as well as some potential collaboration opportunities.

**For further information**, please contact Dr. Julie Wells, Vice-President, Strategy and Culture at

Appendix - Overview of City of Melbourne and University of Melbourne current and potential collaborations

Council Plan Objectives	Current Collaborations	Potential Collaboration Ideas
<p><b>Economy of the future</b></p>	<p><u>Melbourne Innovation Districts (MID)</u> – a partnership with the City and RMIT to drive innovation, amenity and investment in the knowledge economy, with a particular focus on City North. MID has connected in with other innovation districts across the world through being a member of the Global Institute for Innovation Districts and the Regional Entrepreneurship Acceleration Program at the Massachusetts Institute for Technology.</p> <p><u>Fishermans Bend</u> – A key economic precinct in the city, that will be home to a new engineering and design campus that will be developed bring research to life at an industrial scale. This campus will be a new place for large experimental research, hands-on learning and industry co-location. The City and the University have been collaborating on the planning of the campus, as well as advocacy to improve transport connection to the area.</p> <p><u>AIMES Testbed</u> – a world-first living laboratory based on the streets of Melbourne, established to test highly integrated transport technology with a goal to deliver safer, cleaner and more sustainable urban transport outcomes.</p> <p><u>Supporting international students</u> – the University is one of the educational institutions partnering with the City to support international students experience and well-being. We greatly appreciated the City being the first government at any level to pledge financial and wellbeing support for international students, and the City’s continued advocacy for further support and the expedited return of international students to Melbourne.</p> <p><u>City of Melbourne COVID-19 recovery advisory committees</u> – a number of the University’s leaders, including Vice-Chancellor Duncan Maskell, Prof Michael Wesley, Prof Jane Gunn and Prof Michele Acuto have sat on advisory boards committees that have looked at how the City can rebound from the impacts of the global coronavirus pandemic.</p>	<ul style="list-style-type: none"> <li>• Partner to attract future economy companies, industries and great minds to Melbourne.</li> <li>• Continue collaborating on ways to improve access to Fishermans Bend, including developing a bridge to the precinct, advocating for public and active transport to the precinct, coordinating traffic flows and road development and wayfinding to and in the precinct.</li> <li>• Explore ways for the City to leverage the capability, strengths and lessons from the Melbourne Entrepreneurial Centre programming to support the growth of technology sectors that have the potential to be globally competitive, to grow impact investing in Melbourne’s precincts and support the development of globally competitive innovation ecosystems.</li> <li>• Jointly convene an annual forum on Melbourne’s Future Economy that includes an exercise leveraging University of Melbourne and its partners’ expertise to understand key economic development drivers for the city.</li> <li>• Test/pilot applications of SDGs target achievement accelerators, as well as by working with other Australian and regional partner cities for the City to expand and export their approach.</li> <li>• Develop breakthrough Fund and Australian Research Centre project proposals to continue work on the night-time economy or related to emerging technology trials and digital infrastructure delivery.</li> <li>• Discuss joint monitoring of aligned metrics, scorecards or indexes, for example related to the SDGs, climate change or digital connectivity.</li> <li>• Convene a forum of universities to enable collaboration and leverage their strengths for the benefit of the city. This could include leveraging the city’s international student alumni as city ambassadors.</li> <li>• Identify ways the two institutions can leverage their global partnerships and networks, for example by joint partnerships with other cities and their universities to unlock international funding sources</li> </ul>
<p><b>Melbourne’s Unique Identity and Place</b></p>	<p><u>Deploying Sustainable Development Goals</u> – the University’s Connected Cities Lab (CCL) has been working with the City on how to implement the United Nations Sustainable Development Goals (SDGs). The CCL has been collaborating with a number of branches across Council to support the city’s planning, use data and evidence as the foundation for priority and planning, and strengthen Melbourne’s global profile.</p> <p><u>Melbourne Knowledge Week</u> - In 2021, Melbourne Connect was one of four event hubs during Melbourne Knowledge Week, hosting fourteen events.</p> <p><u>Planning and infrastructure projects</u> - the City and the University have been working on projects including the University Square redevelopment and the City North Opportunities Plan.</p>	<ul style="list-style-type: none"> <li>• Collaborate on a place-based approach to find out how University campuses in the City could give more to the surrounding communities of Carlton, Parkville and Southbank.</li> <li>• Connect researchers with the City to lend their expertise to the development of emerging urban renewal precincts at Fishermans Bend and Arden Macaulay.</li> <li>• Collaborate to leverage the University’s communications channels to promote Melbourne as a city and destination (an <a href="#">example</a> is Johns Hopkins University and City of Baltimore).</li> <li>• Examine ways that the University’s Cultural Commons, such as Science Gallery and Southbank Precinct, can support the Visit Melbourne program.</li> <li>• Consider ways through design, activation and wayfinding in and around University campuses to create more public open space, attract more visitors to the City and encourage residents to utilise campuses.</li> <li>• A joint project to leverage campus and biomedical precinct and develop strategies to address key opportunities (such as Haymarket, Melbourne Metro, Grattan St, Royal Pde, Swanston St).</li> <li>• Identify joint activation opportunities (e.g. M-Pavillon / University Square).</li> <li>• Examine how to create distinctive and welcoming entrances into the University around transport nodes following the completion of Parkville and Fishermans Bend.</li> <li>• Convening discussions, forums or a working group on how the City can become the number one knowledge city in the world by 2030.</li> <li>• Identify how campuses can assist in building the night economy by creating demand, facilitating after-hours access to campus and encouraging flexible use of facilities.</li> </ul>

		<ul style="list-style-type: none"> <li>Collect more data on the City's student population including where students that study in the city live, how they travel to their institutions and how they contribute to Melbourne.</li> </ul>
<b>Aboriginal Melbourne</b>		<ul style="list-style-type: none"> <li>Joint engagement with Indigenous peoples and Traditional Owner Corporations.</li> <li>Collaboration on truth telling and shared history of Narm, the City and the University.</li> <li>Explore possibilities and intersections around the First Nations Cultural Precinct development and our own campus planning strategy and development processes.</li> </ul>
<b>Climate and Biodiversity Emergency</b>	<p><u>City of Melbourne Chair in Urban Resilience and Innovation</u> – the City and the University collaborate to fund the Chair, with Professor Sarah Bell appointed to the role in 2021. The aim of the collaboration is to jointly foster research and training in the field of city resilience and innovation. Professor Bell's role will connect the urban resilience and innovation activities of both the City and the University, providing scholarship and thought leadership that strengthens policy responses and community engagement for a thriving knowledge city.</p> <p><u>Green Roof @ 1 Treasury Place</u> – the City, the University and the Department of Environment of Land Water and Planning to retrofit 1 Treasury Place with a green roof. The project seeks to overcome the organisational, community and horticultural barriers to greater green roof construction in Australia.</p>	<ul style="list-style-type: none"> <li>Share learnings on embedding sustainable development goals, striving to be climate positive and exercising sector leadership on climate change action.</li> <li>Through Melbourne Climate Futures, connect with researchers that can support the City's initiatives around climate and biodiversity and development of urban renewal precincts.</li> <li>Undertake research on actions that cities and universities are taking to accelerate adaptation to climate change to create a shared database of ideas.</li> <li>Mapping research priorities to inform decision making for urban forest and biodiversity program initiatives.</li> <li>Examine ways to enhance urban greening around and within the University campuses to improve public health and wellbeing.</li> <li>Explore ways to partner on the Indigenous Youth Perspectives on Climate Futures project.</li> </ul>
<b>Access and Affordability</b>	<p><u>Carlton Collaboration</u> – The "Carlton Collaboration" is a MOU between the Carlton Community Network (CCN), the City and the University. CCN is a collection of over 50 agencies and community groups that collaborate to elevate and coordinate the needs of those who live, work, and play in Carlton. In 2020, the collaboration created a Digital Engagement Steering group that has focused on enhancing digital inclusion and access in Carlton. As part of this work, the University donated computers to families in the Carlton housing estate throughout 2020 to assist them with virtual learning during the COVID-19 lockdown. An outcome of the Carlton Collaboration is a Digital Inclusion Research project with Carlton Housing Estate funded through Melbourne Social Equity Institute, which is currently underway, with findings to be published later in 2021.</p>	<ul style="list-style-type: none"> <li>Utilise research and humanising design and planning practices to make the hospital precinct and University more welcoming to the general public, especially those from traditionally marginalised backgrounds. There is a specific opportunity around the entrance to the Australian Institute for Infectious Diseases.</li> <li>Discussions on Carlton, Parkville and Southbank neighbourhood planning to enhance access and affordability.</li> </ul>
<b>Safety and Wellbeing</b>	<p><u>Improving airflow safety</u> – Researchers from across the University are working the City on a project titled 'Ventilation Studies to Characterise and Mitigate Airborne SARS-CoV-2 Transmission Risk', which will profile the airflow within typical indoor spaces that people encounter while in the city and while travelling to/from the city and create guidelines on how to use or even modify those spaces to reduce risk.</p>	<ul style="list-style-type: none"> <li>Examine ways to improve pedestrian and commuter safety along Grattan St and Royal Parade in preparation for the Parkville station opening.</li> <li>A project to address vaccine hesitancy in residents in the City of Melbourne.</li> <li>Jointly explore ways in which the Melbourne Accelerator Program and Translating Research at Melbourne initiatives could develop a larger and more robust pipeline of new ventures that contribute to Municipal public health and wellbeing.</li> <li>Work with other education institutions and community organisations to identify initiatives to develop education pathways and support the health and wellbeing of students living in the City.</li> </ul>

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**Subject:** Request for Royal Park Station train and tram safety upgrades



**Protectors of Public Lands Victoria Inc.**



*Our guiding principle is never to forget that significant public lands do not belong to the Government of the day, they belong to the people. Governments must keep these lands in public ownership and control for present and future generations, properly conserved and managed.*

*Let us also acknowledging the Traditional Owners of these lands and pay our respects to their Elders, past, present, and emerging.*

**To Lord Mayor, Councillors, Chief Executive Officer, Melbourne City Council**

**Re: Melbourne City Council Draft Council Plan 2021-2025 and Budget  
2021- 2022 - Urgent Upgrade of Royal Park Station Required**

The Protectors of Public Lands Victoria Inc write to endorse the submission of the Royal Park Stakeholders Network seeking implementation of the Council Concept Plan to address safety concerns as a consequence of the lack of appropriate crosswalks and signalling on the Poplar Road 'S bend' adjacent to the Royal Park Train Station and tram stop no. 27. A copy of the Stakeholders Network's submission is attached.

We were elated last August when the A/Director of Infrastructure and Assets wrote to advise that these works would be recommended in the capital works program for 2021-22 (see attached letter). We were later greatly disappointed when it did not appear as part of the draft 2021-2022 budget.

This becomes especially critical this year as elongated 'E-Class' trams will begin operating on the Route 58 in October/November and preliminary works will be undertaken to upgrade tram stop infrastructure. These include fencing at the Royal Park Station site that will make a bad situation worse for vehicle, bicycle, pedestrians including visitors to the Royal Melbourne Zoo, sportspersons to the \$64.6 million expanded State Netball and Hockey Centre and the many other reasons for enjoying the largest park under Council's care.

Our members, as have those of other frequent visitors to Royal Park, have seen numerous incidents of vehicles on Poplar Road accelerating to speed through the train and tram crossings - posing a danger to cyclists and pedestrians attempting to navigate unmarked crossing points to the Zoo's northern entrance, to access shared paths, the SNHC, and general park visitors.

Indeed, when vehicles back up on Poplar Road when the train barriers are lowered it is common to see pedestrians, cyclists, and parents with children and pushing prams attempt to slip through the paused traffic.

We have been told that there are not enough traffic accidents on Poplar Road to warrant a works priority rating. We would argue that the commendable emphasis to use public transport to access Royal Park by the major venues will raise the risk. It should not take an incident of death(s) or serious injuries of visitors to change these concept works into action.

It has also been stated that these works should await completion of the revised Royal Park Masterplan 2030 currently underway. This is also a furphy. These important signalling and safe crossing works are already scoped and not dependent on the revised Masterplan.

For these and the many other reasons advanced by the Royal Park Stakeholders Network, other concerned individuals and park venue managers we petition Melbourne City Council to endorse and reinstate funds for this important safety project.

The Protectors of Public Lands Victoria would be grateful to have an opportunity to discuss the need for these safety measures at the appropriate time for public appearances.

Yours sincerely,

Michael Petit, Secretary, Protectors of Public Lands Victoria Inc