

Committee report to Council**Agenda item 5.1****Council****Adoption of the Annual Plan 2022-23****28 June 2022****Committee** Future Melbourne (Finance, Governance and Risk Portfolio)**Presenter** Cr Le Liu**Purpose**

1. The purpose of this report is to recommend that Council adopts the draft Annual Plan 2022–2023.

Consideration at Committee

2. Following consideration of submissions and matters arising for the draft Annual Plan 2022–2023 at the special meeting of the Future Melbourne Committee (Committee) on 23 June 2022 (Attachment 2), the Committee resolved the following:

2.1 *That the Future Melbourne Committee, after considering all written submissions in response to the draft Annual Plan 2022–2023 and hearing from anyone wishing to be heard in support of their feedback, recommends that the Council:*

2.1.1 *Adopts the Annual Plan 2022–2023 (Annual Plan) incorporating recommended changes outlined in Attachments 2 and 4 of the report from management, with the exception of Attachment 4 items 4 and 4b, where no change is to be made.*

2.1.2 *Advises each of the members of the public who provided feedback of the Council's decision in relation to these matters and the reasons for the decision.*

2.1.3 *Notes that there will be public quarterly reporting on the Annual Plan.*

3. The above changes from the Committee will be reflected in the Annual Plan prior to publication. A copy of the current draft Annual Plan is in Attachment 1.

Recommendation:

4. That Council:

4.1 Adopts the Annual Plan 2022–2023 (Annual Plan) incorporating recommended changes outlined in Attachments 2 and 4 of the report from management, with the exception of Attachment 4 items 4 and 4b, where no change is to be made.

4.2 Advises each of the members of the public who provided feedback of the Council's decision in relation to these matters and the reasons for the decision.

4.3 Notes that there will be public quarterly reporting on the Annual Plan.

Council Report Attachment:

1. Draft Annual Plan 2022–2023 (to be updated prior to publication) (Page 2 of 127)
2. Special Future Melbourne Committee, Agenda item 3.1, 23 June 2022 (Page 75 of 127)

DRAFT ANNUAL PLAN

2022-2023



CITY OF MELBOURNE

PURPOSE OF THIS DOCUMENT

This plan describes the key activities the Council will undertake in 2022-23 in order to make progress towards its commitments in the four-year Council Plan 2021-2025. It should be read in conjunction with the Council Plan 2021-2025 which was developed with the community through a process of deliberative engagement and outlines the Council's vision, strategic objectives, priorities, major initiatives and measures of success. This plan represents a companion document to the Budget 2022-2023 which outlines how the Council will resource its activities over the financial year.

Acknowledgement of Traditional Owners

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi Wurrung and Bunurong Boon Wurrung peoples of the Eastern Kulin and pays respect to their Elders past, present and emerging.

We acknowledge and honour the unbroken spiritual, cultural and political connection the Wurundjeri, Bunurong, Dja Dja Wurrung, Taungurung and Wadawurrung peoples of the Eastern Kulin have to this unique place for more than 2000 generations.

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 2022

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



FOREWORD

Melbourne is fortified by its experiences over the pandemic, and as a result we're achieving braver and bolder outcomes for our community, economy and environment.

As a council, we continue to improve and deliver exceptional services for our residents and ratepayers as we embark on this, our second year of our four-year Council Plan, supported by our Budget 2022-23.

Our focus remains on attracting talent, students, investors, business owners, visitors, and residents.

We are a city for people and possibilities.

We are on track to exceed pre-pandemic levels of workers, residents and students and to grow our gross local product and city economy to \$150 billion by 2031.

In this year's Annual Plan, I particularly note the following projects:

We will harness our community's passion to support rough sleepers by securing more funding for our \$20 million landmark Make Room initiative.

The first milestone in our \$300 million Greenline plan is complete, and we look ahead to the next phases, which will see a stunning four-kilometre promenade created along the northbank of our Yarra River – Birrarung.

Finally, Power Melbourne continues to garner interest from partners to create a network of mid-scale batteries across the city that will encourage greater uptake of renewables and see us become a city powered by 100 per cent renewable energy by 2030, and reach zero net emissions by 2040.

We're back on track for another big year of growth and extraordinary outcomes for Melbourne.

Melbourne's economic recovery grows ever stronger and this Annual Plan embeds our commitment to the community's aspirations and priorities.

While the effects of the pandemic linger in some sectors, we continue to support our community as we move into the second year of our four-year Council Plan. Our staff go above and beyond in delivering essential services and they are the welcoming face of many of our creative initiatives such as pop-up libraries in surprising locations, and events that support international students.

The business community has been well supported by our Business Concierge Service which will continue to deliver timely advice. The city continues to reactivate, with pedestrian numbers at 85 per cent of pre-COVID levels. To ensure Melbourne is in great shape, a thorough city cleaning and graffiti blitz has been underway.

I'm proud that our staff work to ensure Melbourne is an inclusive and accessible city. That's why we continue to upgrade sports facilities for women, and embed gender equity principles in our organisation.

Importantly, we collaborate and we listen. We recognise the unique needs of different neighbourhoods. We partner with industry and international contacts to spark innovation and deliver renewable energy initiatives. In consultation with Aboriginal communities, we'll establish a Stolen Generations memorial site, with planning beginning this year.

May I thank City of Melbourne councillors, staff and stakeholders, together with our partners in business and the community. I look forward to all that we can achieve together in the second year of our Council Plan.



Sally Capp
Lord Mayor
City of Melbourne

Justin Hanney
Chief Executive Officer

QUICK FACTS ABOUT MELBOURNE

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

Resident Population



169,860

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

87,300

overseas higher education students

1653

same-sex couple households

468

Aboriginal and/or Torres Strait Islander peoples

1.7%

live with a disability

295

people experiencing homelessness

119

people sleeping rough

Economic environment

Melbourne contributes

20.7% to the Victorian economy

15,000

businesses

458,400

jobs

5.5%

unemployment rate

32%

of households experience rental and mortgage stress

33.3%

experience food insecurity

19%

retail vacancy rate



Built and natural environment



61.9%

grow and consume their own food at home

23.3%

tree canopy cover in the public realm

22.5

tonnes of greenhouse gas emissions per capita, an annual decrease of 17%

0.3

tonnes of landfill waste per household

136

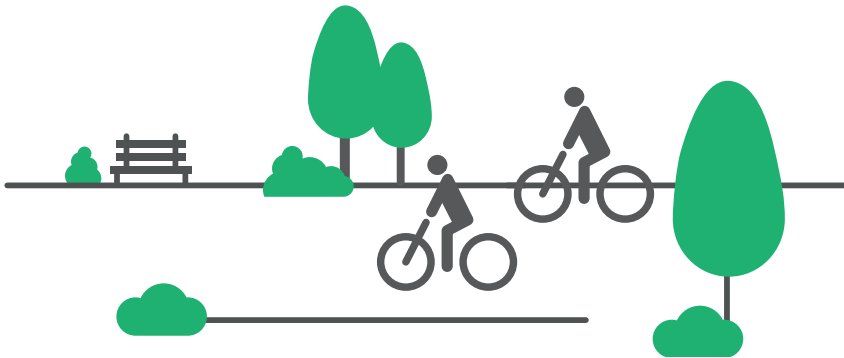
kilolitres from alternative water sources used to meet municipal needs

59.2%

resident trips made by public transport, cycling or walking



Health and wellbeing Status



22%

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

93.6%

of adults do not eat enough fruit and vegetables

54.7%

of adults do not engage in sufficient physical activity

22%

sit for 8+ hours on an average weekday

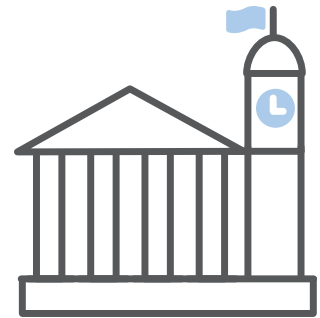
12.5%

currently smoke

929

per 100,000 reported incidences of family violence

Social and cultural Environment



63.2%

feel a sense of belonging to their community

95.7%

believe the relationship with Aboriginal people is important

20.3%

participate in arts and cultural activities

78.9%

feel safe during the day

47.2%

feel safe at night

References

- Australian Bureau of Statistics 2016
- City of Melbourne Annual Report 2017, 2021
- City of Melbourne Community Indicator Survey 2021
- City of Melbourne By Name List 2022
- Crime Statistics Agency 2020
- Victorian Integrated Survey of Travel and Activity 2018
- Victorian Population Health Survey 2017

NEIGHBOURHOOD PLANNING

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.

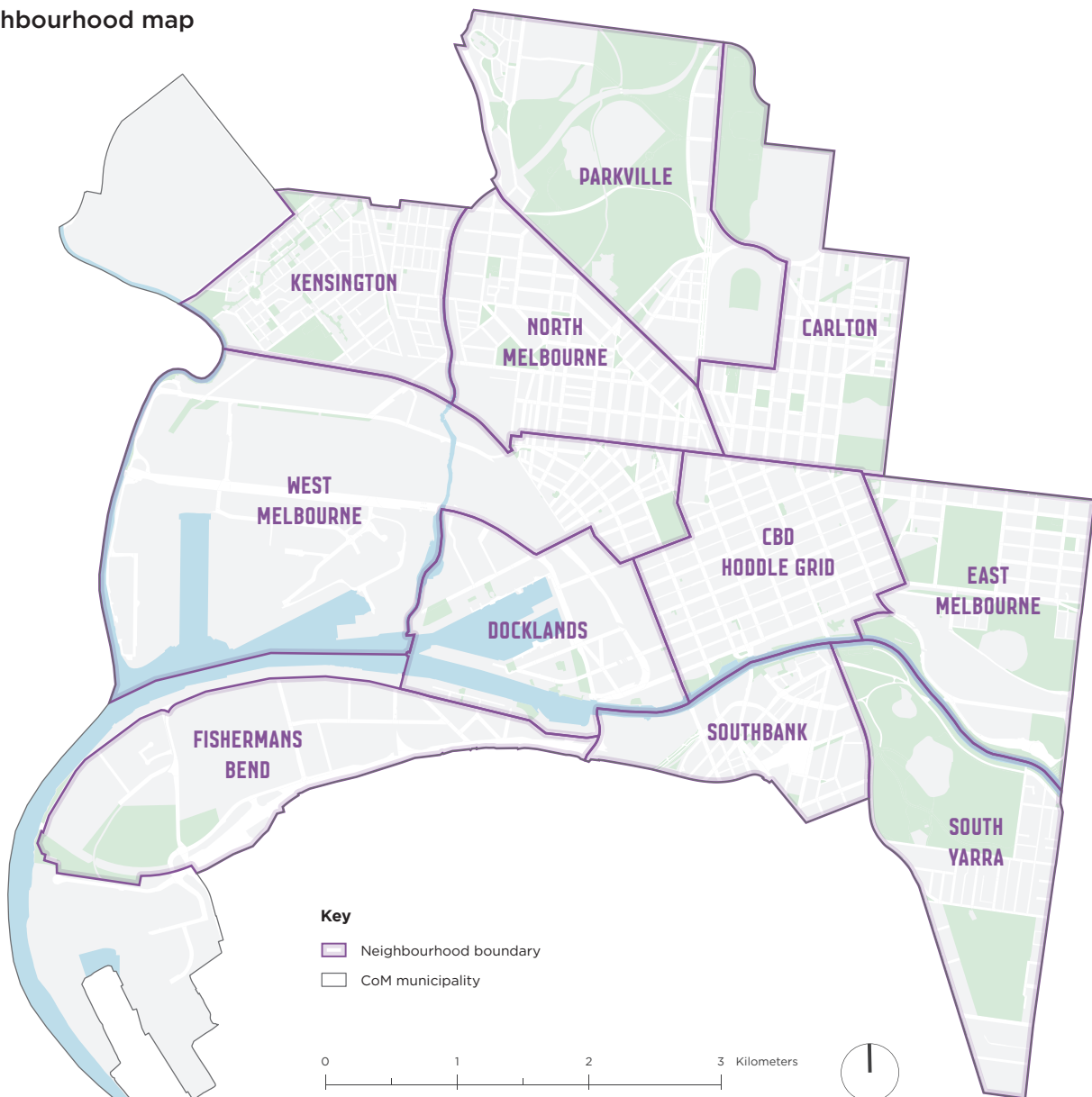
Recognising the unique strengths, needs and outlooks of each pocket of Melbourne, the City of Melbourne is taking a stronger neighbourhood focus – capturing and connecting with the specific aspirations and priorities of our local communities.

While we're all Melburnians at heart, the support and services naturally differ for Carlton, Kensington, North Melbourne, West Melbourne, East Melbourne, Parkville, Docklands, Southbank, South Yarra and the CBD – taking into account the different demographics, opportunities and challenges.

Beginning with Kensington and the CBD, we are progressively identifying a set of neighbourhood priorities for each area of the municipality, based on what we are hearing from local communities about their aspirations.

To find out more about the City of Melbourne's neighbourhood planning process, go to participate.melbourne.vic.gov.au

Neighbourhood map



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.





Lord Mayor
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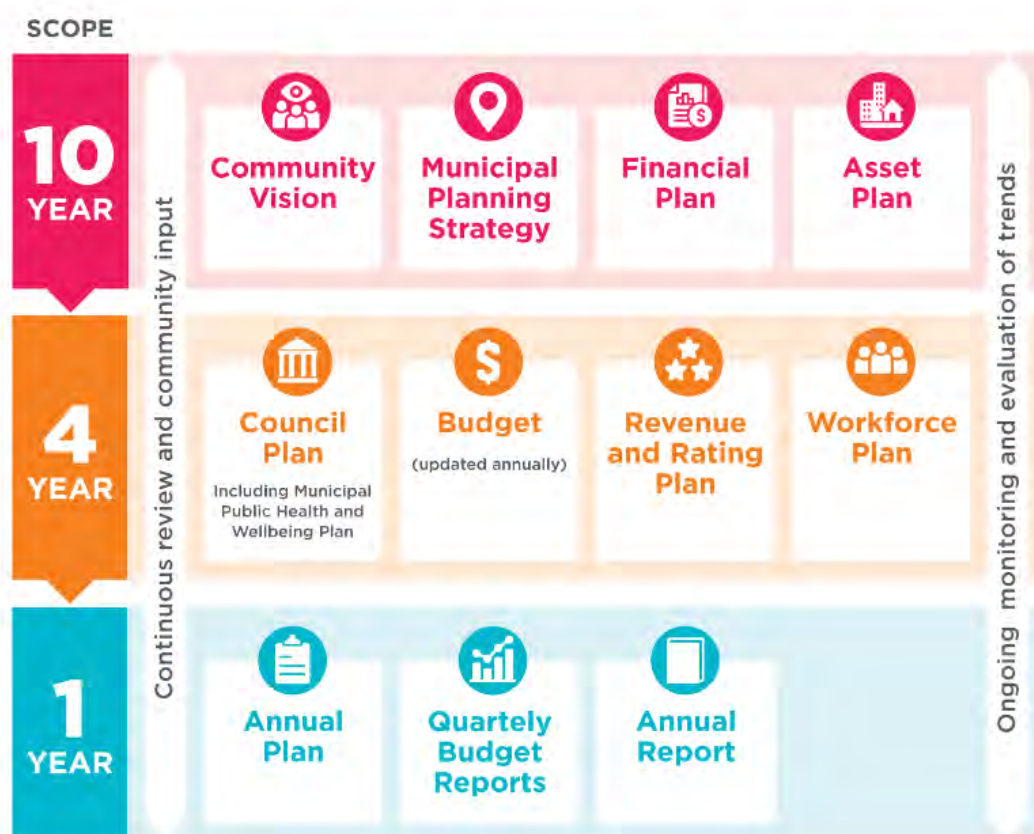
Postal address for all councillors

City of Melbourne
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Melbourne VIC 3001

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-term and medium-term plans, resourcing decisions, and the continual process of implementation, monitoring and review.

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



10-year perspective

The **Community Vision** represents the community's aspirations for Melbourne over a 10-year period. 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 over a 10-year period and how the Council proposes to manage its portfolio of assets.

Four-year perspective

The **Council Plan** is the Council's 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** is integrated into the Council Plan and shapes how we work to protect and promote the health and wellbeing of individuals and the community we serve. To find out more about the Council's health and wellbeing focus areas over four years and what we will do to achieve improved health and wellbeing outcomes, see our Health and Wellbeing Action Plan at

www.melbourne.vic.gov.au/community/health-support-services/health-services/pages/municipal-public-health-and-wellbeing-plan.aspx

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 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 **Annual Plan** (this document) provides a snapshot of what the Council will do over a 12-month period to make progress towards the major initiatives it has committed to delivering in the four-year Council Plan.

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.

COMMUNITY VISION

The City of Melbourne is a city of possibility.

Where the world meets and the extraordinary happens.

COUNCIL'S STRATEGIC OBJECTIVES

In response to the Community Vision, Council developed six strategic objectives for its four-year Council Plan 2021–25. These are outlined below and set the direction for the Council's term. Our vision for Melbourne as a 'city of possibility' anchors and connects these objectives to deliver real outcomes for the community. To read more about our Council Plan, see www.melbourne.vic.gov.au/councilplan



The work of the Council to achieve the Community Vision, strategic objectives and supporting priorities, is set out in a series of major initiatives it is undertaking during its four-year term. Each year, as part of its annual program of work, the Council considers how it will best deliver the major initiatives through a series of key activities, which is outlined in this Annual Plan.

The major initiatives are described in greater detail under each strategic objective chapter on pages 14 to 69, including:

- the key activities and milestones we will deliver in 2022–23
- the outcomes we seek to achieve as a result of delivering this work
- the indicators of success in our Council Plan this work will contribute towards
- the Sustainable Development Goals (see next section) this work will support.

SUSTAINABLE DEVELOPMENT GOALS

In 2015, the Australian Government, together with all United Nations member states, committed to an overarching framework for global development, titled Transforming Our World: The 2030 Agenda for Sustainable Development. It sets out 17 ambitious goals supported by 169 targets and 231 indicators designed to measure progress at a national level.

Action on the Sustainable Development Goals (SDGs) is primarily directed at a national level. However, at the City of Melbourne, we recognise all levels of government must play a role to create change.

Recognising the role a global city like Melbourne has in helping achieve the SDGs, we have reflected in this document how each of the major initiatives the Council is delivering on as part of the Council Plan 2021-2025 relate to particular SDG targets.

Separately, in a first for Australia, the City of Melbourne has conducted a Voluntary Local Review of Melbourne's progress against the SDGs. For more information about this, see www.melbourne.vic.gov.au/about-council/vision-goals/Pages/united-nations-sustainable-development-goals.aspx



OUR PROGRAM OF WORK FOR 2022-23



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. This priority aligns with, and contributes to, addressing our city's health and wellbeing focus areas.
- Doing business in the city is made more attractive by streamlining processes and alleviating costs.
- The central city is a magnet for events and has a strong reputation as a destination to visit, do business, study and live.
- A financially sustainable and highly effective City of Melbourne organisation.
- Melbourne is a digitally connected city that embraces new industries to create next-generation jobs and businesses.


Major initiatives

Major initiative 1	Council's role
<p>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.</p>	<p>Deliver</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> Continuing to develop the Business Concierge Service as a key point of contact for businesses, and source of support for small to medium sized businesses to establish and grow. With guidance from the Night-time Economy Advisory Committee, progressing approved initiatives that support and grow the night-time economy. Bringing the strategic plans for each business precinct to life, by creatively activating public space and vacant shops, and incubating creative, entrepreneurial and social enterprises. Advocating for and delivering future enhanced city consumer incentive programs. Investigating advocacy opportunities to establish a Melbourne free economic zone. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> Quarter 2: Council consideration of outcomes of Shopfront Activation Program. Quarter 3: Council consideration of a report on a Melbourne free economic zone. Quarter 4: Council consideration of a report on delivery of night time economy activation initiatives. Quarter 4: Council consideration of Business Precinct Program 2021–25 annual update and decision on funding for year three of the program. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> The City of Melbourne's retail and hospitality precincts are vibrant and active, with vacancy rate reduced to less than 10 per cent. The city continues to reactivate, with pedestrian numbers at 85 per cent of pre-COVID levels and office occupancy rates at 70 per cent of pre-COVID levels. City of Melbourne businesses are supported to establish and grow. Progress is made towards the 2031 goals in the Economic Development Strategy: <ul style="list-style-type: none"> – \$150 billion gross local product – 600,000 jobs. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> Decrease in vacancy rate of retail premises. Increase in number of businesses in the municipality. Increase in capital city gross local product. 	


Major initiative 2	Council's role
<p>Ensure Melbourne is the easiest place to start and grow a business through the establishment of Invest Melbourne which will facilitate headquarter attraction, business support and fast-tracked permits.</p>	<p>Deliver</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Facilitating and attracting domestic, intra-metropolitan and foreign direct investment. • Strengthening the city economy so that the city is resilient on track to fully recover from the impacts of COVID-19. • Supporting existing and new businesses, attracting new talent and investment to Melbourne, and ensuring the growing residential community has access to employment in the municipality. • Streamlining processes and alleviating costs so that doing business in Melbourne is made more attractive. • Assisting and facilitating key projects within the municipality and stimulating economic development within major precincts, such as Fishermans Bend, Arden and Parkville. 	
<p>Governance and milestones:</p>	
<ul style="list-style-type: none"> • Quarter 1: Finalisation of a memorandum of understanding and referral arrangement with the Department of Jobs Precincts and Regions, Investment Division, and Department of Treasury and Finance, Invest Victoria. • Quarter 2: Council consideration of Invest Melbourne 2022 performance report and update on advisory board. • Quarter 2: Dashboard reporting in place. • Quarter 3: Council consideration of Invest Melbourne 2023 half-year performance. • Quarter 3: Opportunities for streamlined business processes identified. • Quarter 4: Brand, digital and communications plan delivered. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Growth in total businesses by 5 per cent, talent attraction to priority sectors (30 per cent of Economic Development Strategy 600,000 jobs target) and attracting investment through Invest Melbourne partnerships. • Active profiling of Melbourne as a preferred investment destination throughout Australia and South-East Asia. • Awareness through Invest Melbourne web presence of how easy it is to do business in Melbourne. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> • Increase in number of jobs in the municipality. • Increase in number of businesses in the municipality. • Increase In capital city gross local product. 	


Major initiative 3	Council's role
<p>Drive economic growth and resilience by implementing the Economic Development Strategy, focusing support on existing and emerging industry sectors. This will include close collaboration with industry and universities, development of globally competitive innovation districts (particularly in our renewal areas), strengthening of the creative sector, facilitation of digital and technology innovation, support for re-establishment of international education and efforts to unlock climate capital.</p>	<p>Deliver Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Continuing delivery of the Melbourne City Revitalisation Fund. • Advocating to the Victorian Government and Opposition in advance of the state election for priority projects (for example, redevelopment of Central Pier, public transport to Fishermans Bend) and other initiatives from the City of Melbourne's Economic Development Strategy. • Establishing Melbourne as the world's leading city for student experience by the end of 2023 through the delivery of an ongoing program of international student experiences. • Supporting establishment and growth of social enterprises through delivery of the Social Enterprise program. • Increasing the sustainability of the creative sector by exploring increased access to space in the city for creative industries. • Pursuing opportunities to generate employment in the creative sector. • Supporting the development of a globally competitive innovation district in City North through development of a Front Door Innovation Hub that connects students, researchers and the entrepreneurial community to innovation facilities, programs and spaces. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of an expanded program of international student experiences. • Quarter 1: Council consideration of strategic partnership with Victorian Government and stakeholders on Melbourne as the world's best city for student experience. • Quarter 2: Student Cities Ranking published. • Quarter 2: Presentation for councillors' consideration new activities and initiatives which will generate employment for the creative sector. • Quarter 2: Creative spaces brokering toolkit developed to test with private sector. • Quarter 2: Council consideration of Social Enterprise program recipients. • Quarter 4: Launch of a space to demonstrate proof of concept with private sector and creative industries. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Progress is made towards 2031 goals in the Economic Development Strategy for Melbourne: <ul style="list-style-type: none"> – \$150 billion gross local product – 600,000 jobs. • The city economy is stronger, resilient and recovering from the impacts of COVID-19, with pedestrian numbers returning towards baseline levels. • The central city's strong reputation as a destination to visit, do business, study and live is enhanced through the delivery of international student experiences. This aims to increase their visitation and improve their experience of the city. • The creative sector is more connected to opportunities for cultural production in Melbourne, with a 20 per cent increase in Creative Spaces website use. 	


- A number of innovation opportunities are explored in City North through partnerships with the Department of Jobs Precincts and Regions, and other key stakeholders.


Related Council Plan indicators of success	Related Sustainable Development Goal
<ul style="list-style-type: none"> • Increase in number of jobs in the municipality. • Increase in capital city gross local product. • Increase in number of visitors to the municipality. • Value of the creative sector to the local economy. • The number of creative spaces in the municipality. 	

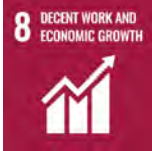
Major initiative 4	Council's role
<p>Work in partnership with the Victorian Government and other stakeholders to advocate for and deliver integrated high-quality public and active transport in urban renewal areas including Melbourne Metro 2, tram to Fishermans Bend and tram to connect the Arden precinct.</p>	<p>Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Advocating to the Victorian and Australian governments for investment in public transport in Melbourne's urban renewal areas. • Advocating for the City of Melbourne's public and active transport objectives, through relevant strategic and statutory planning processes. • Delivering a shared walking and cycling path on Turner Street in Fishermans Bend, in partnership with Development Victoria as part of the Gateway to GMH project (connecting the former General Motors Holden site with the city and innovation precincts). 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Deliver a targeted advocacy campaign. • Quarter 4: Resolution of Fishermans Bend tram alignment in the context of planning for the Lorimer Precinct. • Decisions on development proposals, ensuring provision is made for transport infrastructure requirements (timing dependent on Victorian Government processes). 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Victorian and Australian governments commit to public transport investment in Melbourne's renewal areas. Victorian Government agency partners support City of Melbourne public transport objectives. • New and improved active transport options and public realm improvements for Turner Street in Fishermans Bend. 	

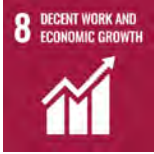
Related Council Plan indicators of success	Related Sustainable Development Goal
<ul style="list-style-type: none"> Increase in proportion of trips made by public transport, bicycle or on foot. 	

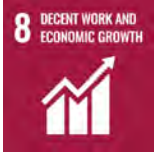
Major initiative 5	Council's role
<p>Establish Experience Melbourne and refresh the program of City of Melbourne-owned and sponsored events to maximise opportunities to drive visitation and spend. The program will be diverse, accessible and affordable, and showcase Melbourne's unique culture and creative strengths.</p>	<p>Deliver Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> Leveraging established partnerships with other government agencies, industry and peak bodies to maximise collaboration and advocacy on behalf of Melbourne as a world-class city destination. Curating Melbourne's events calendar to maximise visitation and spend, ensuring diversity of event types, spread across calendar year and city locations, and accessibility in terms of price point. Targeted marketing campaigns that reinstate Melbourne as the visitor destination of choice. New tourism initiatives and a transformed visitor services model, which will grow visitation, and increase visitor engagement and visitor spend. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> Quarter 1: New destination marketing campaign implemented. Quarter 2: Phase one of visitor services transformation. Quarter 4: Phase two of visitor services transformation. Quarter 4: Council consideration of campaign outcomes. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> New destination marketing campaign drives growth in visitation and spend, visitor preference for Melbourne. Transformation of visitor services to support increased visitor activity and spend, with visitor contacts increasing 10 per cent with 90 per cent visitor satisfaction Accommodation occupancy increased to 70 per cent (up from 46 per cent) Domestic visitor spend increased to \$3 billion (up from \$2 billion in 2021) Business leads from What's On increased by 5 per cent to 1 million. 	
Related Council Plan indicators of success	Related Sustainable Development Goal
<ul style="list-style-type: none"> Increase in number of visitors to the municipality. 	


Major initiative 6	Council's role
Market and promote Melbourne as a great place to live for all, while ensuring key workers have access to affordable housing.	Deliver
Activities for 2022–23 will include	
<ul style="list-style-type: none"> • Bringing people back to the city and driving demand for central city-living as the key to strengthening economic resilience in the face of COVID-19, and rebuilding Melbourne's reputation as liveable, economically prosperous and a desirable place to live, work and invest. • Extending the Live Melbourne marketing and communications campaign (launched in 2021) for a further year in partnership with key agencies to promote central city-living (subject to funding from the Melbourne City Revitalisation Fund authorised by the Victorian Government). • Enhancing and supporting the Live Melbourne campaign through a broader destination marketing campaign (see major initiative 5). • Encouraging the ongoing reduction in stamp duty applicable to CBD apartments by the Victorian government to encourage more people to reside in the city. 	
Governance and milestones 2022–23	
<ul style="list-style-type: none"> • Quarter 4: Council consideration of campaign outcomes. 	
Outcomes	
<ul style="list-style-type: none"> • A reduction of 20 per cent in CBD housing stock for sale. • Evolved Live Melbourne 'This is your Local' campaign implemented, generating significant additional views of property online, measured through real estate agency partners. • Improved sentiment towards the central city as a place to live, increased consideration of the central city as a place to live, and improved sentiment towards visiting Melbourne. • Visitation levels increased, taking into account COVID-19 constraints. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Increase in capital city gross local product. • Increase in number of jobs in the municipality. 	

Major initiative 7	Council's role
<p>Increase visitation to Docklands by partnering with the Victorian Government and key stakeholders to enable reconstruction and redevelopment in Central Pier and surrounds.</p>	<p>Partner Advocate</p>
<p>Activities for 2022–23 as part of this project will include</p>	
<ul style="list-style-type: none"> • Advocating to Victorian and Australian governments for the redevelopment of Central Pier. • Partnering with the Victorian Government and key stakeholders to enable demolition of Central Pier and reactivation of the pier and surrounds. • Pursuing the outcomes of the Docklands Summit, designed to highlight the urgent need for action and inspire enthusiasm for the regeneration of Docklands. • Supporting increased visitation to Docklands through related initiatives to strengthen economic recovery, tourism and events. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Opportunities identified to deliver short to medium-term public realm improvements, in partnership with Development Victoria, across the precinct (subject to feasibility and securing budget). • Quarter 3: Development Victoria secure permit for the demolition of Central Pier (subject to approvals from Heritage Victoria). • Quarter 3: Input provided on options and design concepts prepared by Development Victoria for the reconstruction of Central Pier. • Quarter 4: Input provided on Development Victoria's business case submission to the State budget for 2023, to support the redevelopment of Central Pier and surrounds. • Quarter 4: Development Victoria supported by City of Melbourne to undertake community and stakeholder engagement on the vision for Central Pier, to inform the business case submission. • Ongoing: A program of initiatives and events in partnership with Development Victoria that delivers short term activation and drives increased visitation. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Reactivation of Central Pier precinct. • Increased visitation to Docklands in response to events and activities. • Improved economic recovery. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Decrease in vacancy rate of retail premises. 	

Major initiative 8	Council's role
Review Melbourne's international relationships to optimise future and existing partnerships to enable mutual growth and opportunity.	Deliver
Activities for 2022–23 will include	
<ul style="list-style-type: none"> Delivering and implementing a refreshed International Engagement Strategy. The review will consider which cities to exchange and share knowledge with, and internationally focused actions as outlined in the Economic Development Strategy. Continuing to serve and support existing international partnerships, commitments and relationships throughout the review process. Leverage diaspora and alumni communities to strengthen international relationships and facilitate foreign investment. 	
Governance and milestones	
<ul style="list-style-type: none"> Quarter 2: Council consideration of a new international engagement strategy. 	
Outcomes	
<ul style="list-style-type: none"> Enhanced interactions and relationships with targeted international cities and jurisdictions International engagement that supports priorities in the Council Plan and key initiatives in the Economic Development Strategy. Engagement with agreed cities and jurisdictions delivers key economic, knowledge, cultural and development outcomes for Melbourne and its strategic partner cities. 	
Related Council Plan indicators of success	Related Sustainable Development Goal
<ul style="list-style-type: none"> Increase in number of businesses in the municipality. Increase in number of visitors to the municipality. 	

Major initiative 9	Council's role
<p>Partner with industry to support the development of globally competitive innovation ecosystems, including through international engagement, emerging technology trials and digital infrastructure delivery.</p>	<p>Deliver</p> <p>Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> Working with and supporting technology sectors that have the capacity to be globally competitive, including biotech, medtech, fintech and advanced manufacturing, including through a more focused Business Events Sponsorship Program. Providing coordinated support for Melbourne's innovation, entrepreneurship and startup ecosystem, by partnering with startup ecosystem agencies (including StartupVic and LaunchVic), universities and industry. The aim is to develop programs that will encourage business development and capacity building among more than 2100 startups in Melbourne, and supporting the entrepreneurial efforts of under-represented groups. Expanding Melbourne's global innovation brand and fostering greater knowledge exchange through strengthening connections with Melbourne-based startups with a value of more than \$1 billion. This also involves participating in global forums such as Global Entrepreneurship Congress 2023 in Melbourne, profiling Melbourne's innovation ecosystem through Melbourne Knowledge Week, and creating an innovation alliance network. Delivering the Open Innovation Agenda, including Emerging Technology Testbed pilots, the Open Innovation Competition and partnering with industry and government to support innovation events. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> Quarter 1: Council consideration of a revised approach to the Business Events Sponsorship Program. Quarter 2: Council consideration of a revised approach to the Global Entrepreneurship Congress. Quarter 2: Council consideration of funding from the Business Events Sponsorship Program. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> Melbourne's brand as an innovative global city is enhanced. Entrepreneurs, startups and innovation ecosystem players are supported and connected through programs and knowledge-exchange activities. Enhanced participation by under-represented groups in innovation programs. Emerging technology testbed pilots delivered successfully. Significant rollout of 5G infrastructure by telecommunication carriers in the municipality. Partnerships created through urban digital infrastructure initiatives. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> Increase in number of startups in the municipality. Increase in number of jobs in the municipality. Increase in capital city gross local product. 	

Major initiative 10	Council's role
<p>Develop a corporate strategy for the City of Melbourne to drive exemplary customer service, digitise services and operations, improve productivity and identify new revenue opportunities.</p>	<p>Deliver</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Measuring and reporting progress towards the City of Melbourne Corporate Strategy objectives against defined targets and measures to the management team and communicating progress to the organisation. • Investigating and delivering new streams of revenue. • Developing a refreshed corporate website. • Establishing an approach to measure customer experience through City of Melbourne channels, including an agreed governance and measurement framework and identifying opportunities for channel consolidation. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Consideration of Customer Channel Strategy and Roadmap. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Progress on key organisational performance metrics is tracked to enable continuous improvement. • The organisation makes informed decisions. • City of Melbourne's corporate website responds to customer and stakeholder needs. • Agreed governance for customer channels. • Strategic investment in channel development. • Maximised benefit from investment in existing technology. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> • Increase in capital city gross local product. • Number of businesses in the municipality. • Planning applications decided within required timeframes. 	

Major initiative 11	Council's role
<p>Embed the Sustainable Development Goals in the way City of Melbourne plans, prioritises its investments, reports and benchmarks against other cities.</p>	<p>Deliver</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Publishing and presenting Melbourne's first Voluntary Local Review of progress against the United Nations Sustainable Development Goals at the UN High Level Political Forum on Sustainable Development (a subsidiary body of both the UN General Assembly and the UN Economic and Social Council, responsible for the organisation's policy on sustainable development). • Convening the inaugural City-to-City Leadership Roundtable. • Delivering a pilot approach for city-to-city benchmarking, from which future progress can be assessed and comparisons made with other cities to enable increased learning and sharing between cities. • Identifying at least one shared city partnership and (if feasible) delivering an event for interested partners, stakeholders and investors. <p>Ensuring the results of the Voluntary Local Review inform the City of Melbourne's annual plan and Budget process, and approach to neighbourhood planning.</p>	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Publication of Melbourne's first Voluntary Local Review. • Quarter 1: Presentation of Melbourne's Voluntary Local Review at the UN High Level Political Forum on Sustainable Development. • Quarter 2: Project update to the Future Melbourne Committee. • Quarter 4: City-to-City Leadership Roundtable. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • City of Melbourne is recognised as a regional and international leader in sustainable development. • Sustainable Development Goals are fully integrated into annual plan and budgeting. • Sustainable Development Goals are integrated into online reporting platform. • Improvement in key sustainability indicator results. 	
<p>Related Council Plan indicators of success</p>	
<ul style="list-style-type: none"> • All Council Plan 2021–25 indicators and Sustainable Development Goal targets 	
<p>Related Sustainable Development Goals</p>	
	

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. This major initiative aligns with, and contributes to, addressing our city's health and wellbeing focus areas.
- Melbourne's creative, entertainment and education sectors are supported and nurtured.
- Drawing on the full potential of Melbourne's creative community is central to city planning, design and city operations.
- Melbourne is a university city and aspires to be the number one knowledge city in the world by 2030.


Major initiatives


Major initiative 12	Council's role
<p>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).</p>	<p>Deliver Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Endorsing a Partnerships and Funding Plan, and business case for the transformation of the north bank along the Yarra River – Birrarung based on the outcomes of ongoing advocacy to the Australian and Victorian governments. • Conducting an economic impact assessment, quantity surveying and cost planning, and developing a brand strategy for Greenline. • Collaborating and engaging with Traditional Owners on the Aboriginal heritage elements of the Yarra River – Birrarung towards the goal of Melbourne as an Aboriginal City. • Partnering with key stakeholders to realise opportunities through delivery of the Greenline Implementation Plan. • Completing the Greenline Master Plan, precinct plans and concept designs in preparation for commencing stage one of the Birrarung Marr Precinct. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of Partnerships and Funding Plan and business case. • Quarter 2: Council decision on the contract award for a design services consultancy. • Quarter 2: Council decision on early works packages (subject to funding and requirements). • Quarter 3: Endorsement of stage one of the Birrarung Marr Ecological Edge Design. • Quarter 3: Consideration and decision on the Greenline Master Plan and concept design. • Quarter 4: Council decision on the contract award for stage one design and construct phase. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Project funding and in principle partnership agreements in place. • Active participation by Traditional Custodians and other highly engaged stakeholders. • Strong community support for the Greenline vision and Master Plan. • Enhancement of Melbourne's urban realm and iconic tourism infrastructure. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Increase in number of jobs in the municipality. 	 <p>The image shows two Sustainable Development Goal icons. On the left is Goal 8, 'Decent Work and Economic Growth', represented by a red square with a white bar chart and an upward-pointing arrow. On the right is Goal 11, 'Sustainable Cities and Communities', represented by an orange square with white icons of buildings and houses.</p>


Major initiative 13	Council's role
<p>Protect Queen Victoria Market as a traditional open-air market, through heritage restoration and the provision of essential services and facilities that enhance the customer and trader experience, including projects such as the Shed Restoration, Food Hall, Trader Shed, Market Square, waste and logistics facility and future developments to the south of the market.</p>	<p>Deliver</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Completing the Food Hall. • Commencing construction of the Northern Shed and Trader Shed. • Completing the Shed Restoration. • Appointing of a preferred developer for the Southern Development site (south of the Queen Victoria Market car park, adjoining Franklin Street) and progressing development of the Queens Corner Building, subject to Southern Development site outcomes. • Progressing the Franklin Street roundabout removal, including engagement and release of tender. • Continuing the design and developing the future use and activities for the new Market Square public open space. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council decision on market infrastructure (Trader and Northern Sheds) contract for early works starting early 2023. • Quarter 2: Council consideration of Franklin Street roundabout concept design. • Quarter 4: Consideration of Market Square concept design and naming. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Food Hall delivered on time and on budget by the end of the second quarter enabling Queen Victoria Market to deliver its strategy to achieve increased revenue of approximately \$1.8 million and a customer base of 450,000 per year. • Shed restoration program completed on time and on budget in the fourth quarter delivering more than 15,000 square metres of net lettable area and enabling Queen Victoria Market to attract new traders. • Stage one of Market Square pop-up delivered with a minimum of 20 arts programs delivered by Testing Grounds, achieving a minimum 10 per cent increase on visitation levels. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Increase in the number of jobs in the municipality. • Increase in the proportion of residents within 300 metres of public open space. • 100 new 'demonstration' social and affordable housing units, facilitated on City of Melbourne land. 	


Major initiative 14	Council's role
<p>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.</p>	<p>Deliver Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Incorporating Traditional Owner engagement feedback into the detailed design. • Developing public art space and program. • Completing the not-for-profit organisation fit-out. • Completing the Library and Community Hub fit-out. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council decision on design and construct tender award. • Quarter 1: Council consideration of expression of interest for not-for-profit office accommodation. • Quarter 1: Council decision on appointment of contractor for design and construct phase. • Quarter 4: Construction completed. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Core family and library services are accessible to the broadest range of people in the municipality. • Increased number of active library users. • More people participate in lifelong learning in the municipality. • Increased satisfaction with library services. • Delivery of 300 square metres of Family Services. • Delivery of 3000 square metres of Library space and services. • Positive feedback from tenants and local residents. • Economic reactivation of Queen Victoria Market Precinct. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • 100 new 'demonstration' social and affordable housing units facilitated on City of Melbourne land. • The number of artists supported by City of Melbourne through city planning, design and city operations • Number of visitors to the municipality. • Value of the creative sector to the local economy. • Increased proportion of people surveyed who participate in lifelong learning in the municipality. 	


Major initiative 15		Council's role
Deliver public art projects that reflect Melbourne's unique culture and heritage, attract visitors to the city and help stimulate our city's recovery.		Deliver
Activities for 2022–23 will include		
<ul style="list-style-type: none"> Delivering public art projects (both temporary and permanent). Pursue funding opportunities to implement a second phase of the Flash Forward Creative Laneways project. 		
Governance and milestones		
<ul style="list-style-type: none"> Quarter 1: Hero Building (Russell Street) commission one. Quarter 2: Westwood Place Lighting commission. Quarter 2: Test Sites Program one. Quarter 2: AMCI Partnership commission. Quarter 3: Hero Building (Russell Street) commission two. Quarter 3: Test Sites Program two. 		
Outcomes		
<ul style="list-style-type: none"> Growth in the economic value of Melbourne's creative sector. New partnerships forged to benefit the City of Melbourne, artists and partner organisations. Increased economic activity in locations surrounding public art installations. 		
Related Council Plan indicators of success	Related Sustainable Development Goals	
<ul style="list-style-type: none"> Increase in value of the creative sector to the local economy. Increase in number of artists supported by City of Melbourne through city planning, design and city operations. Increase in number of visitors to the municipality. 		


Major initiative 16	Council's role
<p>Increase the amount of public open space in the municipality with a focus on areas of greatest need, such as Southbank and emerging urban renewal areas.</p>	<p>Deliver</p>
<p>Activities for 2022–23 as part of this project to include</p>	
<ul style="list-style-type: none"> • Acquiring and developing the concept design and community engagement for new open space in Southbank. • Delivering a pocket park at Bedford Street, North Melbourne, and progressing planning and endorsement of the Chelmsford Street public open space concept plan, including the first round of community engagement. • Planning for at least two additional pocket parks in areas of need. • Completing the review of key documents relating to the City of Melbourne Open Space Strategy and prioritising future open space. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: First round of community engagement for new Chelmsford Street open space. • Quarter 4: Chelmsford Street concept plan endorsement. • Southbank open space acquisition depending on market conditions. • Community engagement for Southbank open space, subject to timing of purchase (dependent on market conditions). 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Pocket parks, park expansions and new open space delivered in areas of need, consistent with the Open Space Strategy. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> • 1.1 hectare of new public open space in Southbank. • Increase in proportion of residents within 300 metres of public open space. 	


Major initiative 17	Council's role
<p>Play a lead role in facilitating the delivery of high-quality and climate adapted urban renewal in Arden and Macaulay, Fishermans Bend, and Docklands to deliver the emerging and future neighbourhoods of Melbourne in partnership with the Victorian Government and other partners. In Arden and Fishermans Bend, realise the place and investment conditions to support globally competitive innovation districts.</p>	<p>Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Working with the Victorian Government to implement the Arden Structure Plan and realise early infrastructure and development opportunities. • Implementing the Macaulay Structure Plan, including the planning scheme amendment. • Working with the Victorian Government to deliver precinct implementation plans for the Fishermans Bend National Employment and Innovation Cluster and Lorimer precincts. • Working with the Victorian Government to identify and progress strategic opportunities in Docklands (see major initiative 7). • Delivering infrastructure strategies and development contribution plans to support successful delivery of the precincts identified. • Continuing to advocate for increased public housing in Arden. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 3: Macaulay Planning Scheme Amendment submissions. • Quarter 4: Council consideration of Fishermans Bend Employment Precinct Implementation Plan. • Quarter 4: Endorsement of Draft Lorimer Precinct Implementation Plan for consultation. <p>Note: dates dependent on Victorian Government approval program.</p> <ul style="list-style-type: none"> • Macaulay Planning Scheme Amendment exhibited and referred to panel. • Arden Structure Plan planning controls gazetted. • Completed consultation on Racecourse Road Strategic Opportunities Plan (with stakeholders). 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Comprehensive urban renewal precinct vision and implementation progressed. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Increase in number of jobs in the municipality. • Increase in proportion of residents employed in the municipality. • Proportion of residents within 300 metres of public open space. 	

Major initiative 18		Council's role
Facilitate increased investment in unique Melbourne events to further activate and celebrate the city.		Partner
Activities for 2022–23 will include		
<ul style="list-style-type: none"> • Creating new event support schemes using Melbourne City Revitalisation Fund, and delivering new and expanded City of Melbourne-owned events • Collaborating with Visit Victoria and Creative Victoria to attract and secure events for Melbourne. • Providing improved support for event organisers through City of Melbourne's Events Concierge Service. • Delivering the Event Partnership Program for 2023, with the program for 2024 opening for applications in May 2023 (subject to the outcome of the review of City of Melbourne-owned and sponsored events undertaken as part of major initiative 5). 		
Governance and milestones		
<ul style="list-style-type: none"> • Quarter 1: Council consideration of Event Partnership Program 2023 (subject to the outcomes of the Event Review from early 2022, see major initiative 5). • Quarter 4: Event Partnership Program 2024 opens. 		
Outcomes		
<ul style="list-style-type: none"> • Melbourne is reaffirmed as Australia's premier visitor destination, as the 'events capital of Australia', and as a destination of choice for event organisers and film production companies. 		
Related Council Plan indicators of success	Related Sustainable Development Goals	
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. 		

Major initiative 19	Council's role
<p>Celebrate, partner and advocate for investment in the city's three key waterways, the Yarra River – Birrarung, the Maribyrnong and Moonee Ponds Creek, to connect these key recreational and biodiversity assets of our city.</p>	<p>Partner Advocate</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Advocating for implementation of the Moonee Ponds Creek Strategic Opportunities Plan, including exploration of creek improvements in the southern reaches and reinstatement of the Docklands section of the Moonee Ponds Creek Trail. • Advocating for the coordinated governance of Melbourne's key waterways by the Victorian Government, including resolving fragmented land ownership and responsibilities across government agencies and departments. • Advocating and supporting delivery of the Greenline project (particularly in Docklands), which will deliver significant aspects of the Yarra River – Birrarung Strategy, including the redevelopment of the north bank of the river. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Development Contribution Plan in place for Arden. • Quarter 4: Development Contribution Plan in place for Macaulay. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Income generated by Arden and Macaulay development contribution plans provide for meaningful improvements around Moonee Ponds Creek. • Partnership funding and delivery of projects within Melbourne's three key waterways. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Increase in proportion of residents within 300 metres of public open space. 	

Major initiative 20	Council's role
Adopt the Municipal Planning Strategy in 2022–23	Deliver
Activities for 2022–23 will include	
<ul style="list-style-type: none"> Producing a new Municipal Planning Strategy – a critical part of the Melbourne Planning Scheme which provides an overview of local planning issues and sets the vision and strategic direction for future land use and development in the municipality. Finalising the City Spatial Plan, a place-based vision for change and growth across the municipality which identifies how local places can adapt and respond to change over the next two decades, and is a strategic basis for the Municipal Planning Strategy. 	
Governance and milestones	
<ul style="list-style-type: none"> Quarter 2 and 3: Exhibition of draft City Spatial Plan and Municipal Planning Strategy. Quarter 2: Council consideration of submissions. Quarter 4: Endorsement of the City Spatial Plan. Quarter 4: Endorsement of the Municipal Planning Strategy. Completion of engagement including panel process. 	
Note: dates subject to Victorian Government approval processes.	
Outcomes	
<ul style="list-style-type: none"> A new and updated Municipal Planning Strategy is formally included in the Melbourne Planning Scheme in 2022–23. The Municipal Planning Strategy delivers better planning outcomes which reflect Council's current strategies. Interface and relationship with the neighbourhood plans mature over time. 	
Related Council Plan indicators of success	
<ul style="list-style-type: none"> All Council Plan 2021–25 indicators and Sustainable Development Goal targets 	
Related Sustainable Development Goals	
	

Major initiative 21	Council's role
<p>Complete heritage reviews and implement associated planning scheme amendments to protect and celebrate heritage in our municipality.</p>	<p>Deliver</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Commencing the East Melbourne / Jolimont heritage review. • Finalising the Parkville heritage review and beginning the planning scheme amendment. • Progressing the planning scheme amendments for Carlton (to adoption), South Yarra (to exhibition) and North Melbourne (to planning panel). • Continuing to support and contribute to the Melbourne Heritage Restoration Fund. • Completing the heritage data project and database with public interface. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Authorisation of South Yarra planning scheme amendment. • Quarter 1: Council consideration of Carlton planning scheme amendment submissions. • Quarter 2: Council consideration of North Melbourne planning scheme amendment submissions. • Quarter 3: Authorisation of Parkville heritage planning scheme amendment. • Quarter 3: Council consideration of South Yarra planning scheme amendment submissions. • Quarter 4: Council consideration of Carlton planning scheme amendment. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Neighbourhoods in the municipality have up-to-date local heritage studies and controls. • Up-to-date and contemporary regulations, and supporting studies, ensure the preservation of neighbourhood heritage character and facilitate appropriate, high-quality future development. • City of Melbourne leads by example through public investment in heritage building restorations. • The public has access to detailed heritage data. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> • All neighbourhoods in the municipality have up-to-date local heritage studies and controls. 	

Major initiative 22	Council's role
<p>Champion high quality development and public realm design through delivering the Design Excellence Program, including implementing the City of Melbourne Design Review Panel and a Design Excellence Committee for strategic planning work.</p>	<p>Deliver</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Coordinating the Melbourne Design Review Panel and Design Excellence Advisory Committee sub-programs (providing a platform for industry, academia and community to engage on municipal design topics and advise Council on the delivery of its Design Excellence Program). • Undertaking stakeholder consultation on draft design competition guidelines. • Transitioning the existing 12-month pilot Melbourne Design Review Panel into a permanent, highly valued and effective ongoing program. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of draft Design Competition Guidelines and Design Excellence Advisory Committee 12-month recommendations. • Quarter 3: Council consideration of Melbourne Design Review Panel 12-month pilot outcomes and recommendations. • Ongoing quarterly Design Excellence Advisory Committee meetings. • Ongoing bi-monthly Melbourne Design Review Panel meetings, covering planning applications and Council projects. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Positive customer experience and community sentiment survey results. • Increased number of design awards for buildings and public spaces in the municipality. • Design Excellence Advisory Committee recommendations shared with Councillors. • Melbourne Design Review Panel 12-month pilot recommendations endorsed. • Greater visibility and awareness of City of Melbourne design ambitions and expertise. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> • Increase in the number of design reviews of major projects. 	

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 four years of the Council Plan 2021–25, we will ensure that First Peoples’ culture, lore, knowledge, and heritage enrich the city’s growth and development.



Our priorities


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


Major initiatives

Major initiative 23	Council's role
<p>Explore and deliver opportunities for 'truth-telling' to facilitate learning, healing, and change within Melbourne and beyond. This will be an opportunity to impart knowledge of thousands of years of rich history, language and stories, as well as provide a form of restorative justice by acknowledging Aboriginal peoples' experiences of dispossession and inequity.</p>	<p>Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> Establishing a Stolen Generations memorial site to recognise the Aboriginal and Torres Strait Islander children forcibly removed from their families and communities between 1910 and the 1970s. Delivering activities and events for Sorry Day in May 2023. Launching the Seasons Project in May 2023 to inform and educate people about the seven Wurundjeri seasons to better understand the Country they live on. Delivering a series of activities and events for National Reconciliation Week in May and June 2023. Advocacy by the Lord Mayor, councillors and staff for truth telling at important functions and occasions. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> Quarter 3: Council consideration and decision on Stolen Generations Memorial Site. Quarter 4: National Reconciliation Week Oration and program delivered. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> Thousands of years of rich history, language and stories will be shared. A form of restorative justice will be provided by acknowledging Aboriginal peoples' experiences of dispossession and inequity. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> 100 per cent of people surveyed believe the relationship with Aboriginal people is important. 100 per cent of people surveyed demonstrate an understanding of Melbourne's Aboriginal heritage and culture. 	 <p>The image shows two Sustainable Development Goal icons. On the left is Goal 10, 'Reduced Inequalities', represented by a pink square with a white icon of three horizontal bars of increasing height and a double-headed arrow. On the right is Goal 11, 'Sustainable Cities and Communities', represented by an orange square with a white icon of buildings and a house.</p>

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

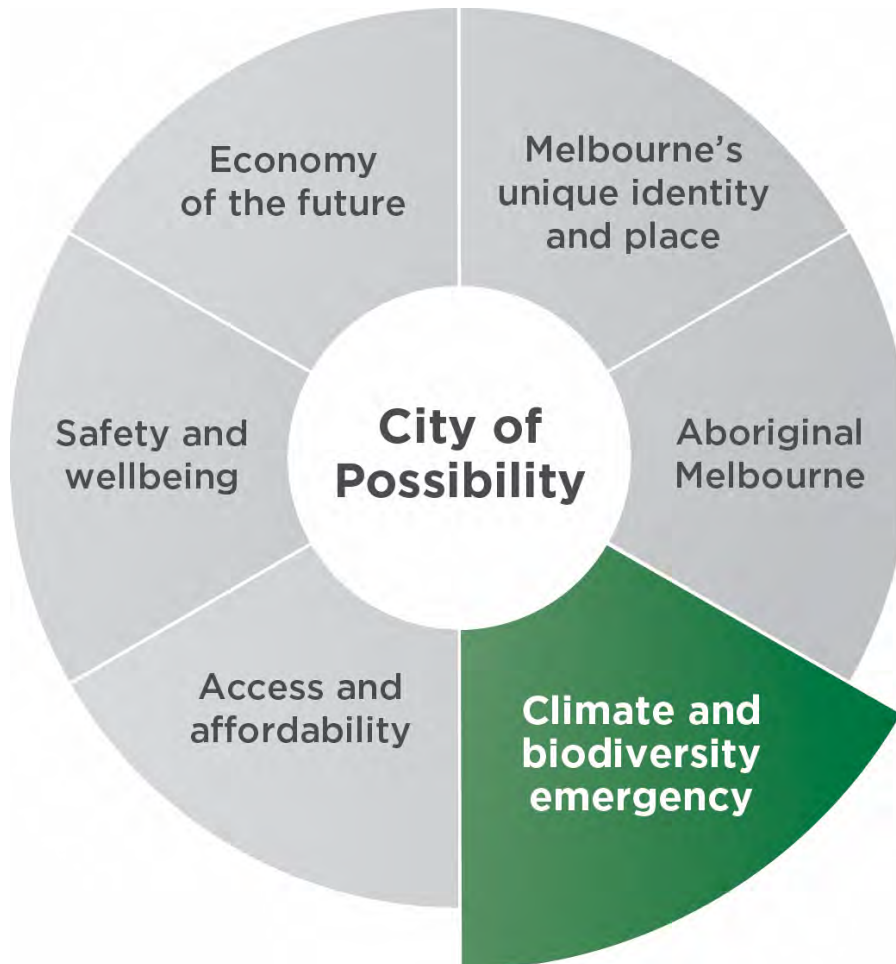
Major initiative 25	Council's role
Govern with Sovereign First Nations to enable true self-determination, where deliberative engagement is proactive, responsive and consistent.	Deliver
Activities for 2022–23 will include	
<ul style="list-style-type: none"> • Consulting with Aboriginal people to define what is meant by governing with Sovereign First Nations to inform the design of a governance framework. • Separately, developing an agreed protocol or memorandum of understanding between the City of Melbourne and Registered Aboriginal Parties to improve decision-making processes impacting on land and heritage, and Aboriginal participation in public parks and place management. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of issues around governing with Sovereign First Nations people and groups. 	
Outcomes	
<ul style="list-style-type: none"> • Traditional Owners have a genuine voice as members of the municipality. • A framework to enable and strengthen self-determination and build strong and respectful relationships with Traditional Owner groups. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in involvement of Traditional Owners in city governance. 	

Major initiative 26	Council's role
<p>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.</p>	<p>Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> Continuing delivery of the First Nations Cultural Precinct in partnership with Victorian and Australian governments. Continuing engagement with Traditional Owners, and Aboriginal community regarding the governance structure and First Nations Cultural Precinct. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> Quarter 1: Review of Victorian and Australian government Budget outcomes 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> An Aboriginal-owned, led and operated, and financially sustainable First Nations Cultural Precinct. An investment which delivers strong economic and social benefits for Melbourne. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> Increase in involvement of Traditional Owners in city governance. 100 per cent of people surveyed demonstrate an understanding of Melbourne's Aboriginal heritage and culture. 	

Major initiative 27	Council's role
Support a partnership forum – an annual gathering of the Eastern Kulin (noting the history of Tanderrum).	Partner
Activities for 2022–23 will include	
<ul style="list-style-type: none"> Engaging with representatives of the Aboriginal community in Melbourne and Victoria to support discussion of an annual gathering of the Eastern Kulin. 	
Governance and milestones	
<ul style="list-style-type: none"> Quarter 2: Development of a draft governance framework. 	
Outcomes	
<ul style="list-style-type: none"> A governance framework for building a stronger relationship with Traditional Owner groups based on mutual respect and shared understanding of Melbourne's history. Provision of local views to the National Voice where this informs national issues. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> 100 per cent of people surveyed demonstrate an understanding of Melbourne's Aboriginal heritage and culture. 	 <p>The image shows two Sustainable Development Goal icons side-by-side. The left icon is for Goal 10, 'Reduced Inequalities', featuring a pink square with a white scale of justice and the number 10. The right icon is for Goal 11, 'Sustainable Cities and Communities', featuring an orange square with a white city skyline and the number 11.</p>

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


Major initiatives


Major initiative 28	Council's role
<p>To enhance Melbourne's position as a global leader on climate action, we will undertake bold advocacy on behalf of our community.</p>	<p>Advocate</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> Engaging with the Victorian and Australian governments. Establishing a way to build organisational capacity to partner with the community on advocating for climate action. Lord Mayor, councillors and CEO, and executive engagement in key national and global events when appropriate. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> Quarter 2: COP27 (UN Climate Change Conference of Parties) national interim targets and action plans developed. Quarter 3: Victorian Government interim targets released. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> The Victorian and Australian governments commit to aligned 1.5°C emissions reduction and renewable energy targets. The Victorian Government progresses on zero net emissions, climate-adapted buildings and precincts by 2030. The Australian Government progresses with its rollout of the Australian Energy Market Operator, Integrated System Plan step change scenario and national emissions standards for vehicles. And commits to the 2030 realisation of zero net emissions and climate-adapted building regulation in the National Construction Code. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> 33 per cent reduction in municipal greenhouse gas emissions (from 2015 baseline). 	


Major initiative 29		Council's role
Create an enabling environment for Melbourne businesses and universities to become the employment centre of a resilient zero-carbon economy.		Partner
Activities for 2022–23 will include		
<ul style="list-style-type: none"> • Conducting a market opportunities assessment to examine the current state and future opportunities for growth of a zero-carbon economy in Melbourne that supports employment. • Conducting the inaugural Zero Carbon: Maximum Jobs Summit, bringing together business, community and academic leaders to develop an agreed way forward. • Establishing a Zero-Carbon Jobs Cluster that will prioritise the creation of local knowledge-economy jobs in the clean energy, climate adaptation and related fields, and support innovation through universities, small businesses and startups that deliver positive social and environmental benefits. 		
Governance and milestones		
<ul style="list-style-type: none"> • Quarter 3: Council consideration of recommendations including City of Melbourne value proposition for green jobs and zero-carbon jobs targets for 2024–25 and 2025–26 		
Outcomes		
<ul style="list-style-type: none"> • Melbourne is positioned as a global centre for the zero-carbon economy. 		
Related Council Plan indicators of success	Related Sustainable Development Goals	
<ul style="list-style-type: none"> • 33 per cent reduction in municipal greenhouse gas emissions (from 2015 baseline). • Increase in number of startups in the municipality. • Increase in number of jobs in the municipality. 	 <p>The image shows two Sustainable Development Goal icons side-by-side. On the left is Goal 8, 'Decent Work and Economic Growth', represented by a red square with a white bar chart icon. On the right is Goal 13, 'Climate Action', represented by a green square with a white globe icon.</p>	


Major initiative 30		Council's role
Progress a planning scheme amendment to improve the environmental performance of buildings, in order to reduce emissions to zero by 2040.		Deliver
Activities for 2022–23 will include		
<ul style="list-style-type: none"> • Negotiating with the Victorian Government to progress and implement the planning scheme amendment. • Depending on the outcome of this planning scheme amendment, pursuing alternative options to improve the environmental performance of new buildings (see major initiative 35). • Investigate options to promote or regulate disclosure of embodied carbon in new buildings. 		
Governance and milestones		
<ul style="list-style-type: none"> • Planning scheme amendment authorised by the Minister for Planning. 		
Outcomes		
<ul style="list-style-type: none"> • High level of community engagement in sustainable building design standards. • Melbourne remains on track to achieve the target of net-zero emissions by 2040, by increasing green cover, and reducing water use, electricity consumption and the amount of waste to landfill. 		
Related Council Plan indicators of success	Related Sustainable Development Goal	
<ul style="list-style-type: none"> • 33 per cent reduction in municipal greenhouse gas emissions (from 2015 baseline). 		

Major initiative 31		Council's role
Deliver on our Urban Forest Strategy including tree canopy, private greening incentives and city greening.		Deliver
Activities for 2022–23 will include		
<ul style="list-style-type: none"> Continuing the Tree Planting Program Implementing the Urban Forest precinct plans to achieve a healthy, resilient and diverse urban forest for the municipality. Delivering round four grants through the Urban Forest Fund to support local greening projects. Delivering the Canopy Uplift Program. Continuing to deliver the Citizen Forester Program to encourage citizens to help create a greener Melbourne. Implementing the Tree Policy to protect trees. Beginning to renew the Urban Forest Precinct Plans for the next decade. 		
Governance and milestones		
<ul style="list-style-type: none"> Quarter 1, 4: Tree canopy data collected Quarter 2: Council consideration of progress on Urban Forest Strategy. 		
Outcomes		
<ul style="list-style-type: none"> Tree Planting Program is on track to increase canopy cover to 40 per cent by 2040. Community participation in workshops and engagement events. Increased tree species diversity and improved vegetation health, soil quality and urban ecology. 		
Related Council Plan indicators of success	Related Sustainable Development Goal	
<ul style="list-style-type: none"> 27 per cent tree canopy cover in the public realm. 2400 trees planted, plus the number removed in the previous year, or 3000 trees planted in the municipality (whichever is greater). 		

Major initiative 32		Council's role
Lead the reduction of food waste and diversion of waste from landfill, by continuing the food organics, green organics rollout through high-rise apartment innovation and by addressing food-waste reduction.		Deliver
Activities for 2022–23 will include		
<ul style="list-style-type: none"> • Reviewing the outcomes of the food and green organics recycling program in low-rise buildings. • Reviewing the outcomes of the first food and green organics recycling pilot in high-rise buildings. • Reviewing options for additional organics recycling services. 		
Governance and milestones		
<ul style="list-style-type: none"> • Quarter 3: Council consideration of future pilot options for high-rise buildings. 		
Outcomes		
<ul style="list-style-type: none"> • 50 per cent of food waste from participating households diverted from landfill. • Five storey high-rise residential buildings have access to the organics recycling service. • Maintain 50 per cent rate for diversion of food waste from landfill, based on participating households. 		
Related Council Plan indicators of success	Related Sustainable Development Goal	
<ul style="list-style-type: none"> • 50 per cent increase in municipal waste diverted from landfill. 		

Major initiative 33	Council's role
<p>Support the development of a circular economy through bold leadership and community neighbourhood projects, including the container deposit scheme, alternative waste technologies, circular economy guidelines and partnered or aggregated demand to stimulate end markets.</p>	<p>Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Reviewing suitable glass collection service options that maximise circular economy outcomes and meet the Recycling Victoria policy requirements, taking into consideration the findings of the container deposit scheme review and collaborative options with the 'M9' (inner Melbourne) local councils. • Implementing and delivering the Circular Economy Guidelines, focusing on education and embedding circular outcomes within the community and CBD businesses. • Running the pilot Circular Economy Business Precinct Program, showcasing circular economy practices and assisting businesses to minimise waste. • Reviewing opportunities available to the City of Melbourne for advanced waste technologies that can process our residual waste, and maximise landfill diversion. • Developing collaborative partnerships and opportunities with neighbouring councils (though the M9 inner Melbourne local council network), aimed at driving innovation within the recycling market and circular economy outcomes. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of Circular Economy Guidelines. • Quarter 2: Launch of Circular Economy Business Precinct Program. • Completed review of the municipal waste charge to maintain equity and facilitate waste reduction aligned with the Waste and Resource Recovery Strategy 2030. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • New Circular Economy Guidelines support better use and investment in new recycled materials for construction, and better decommissioning of buildings towards the end of operation. • Increased awareness and application of circular economy practices and principles by the community and City of Melbourne. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> • 50 per cent increase in municipal waste diverted from landfill. 	

Major initiative 34		Council's role
Support the development of battery storage and renewable energy in the municipality through the Power Melbourne initiative.		Partner
Activities for 2022–23 will include		
<ul style="list-style-type: none"> • Developing a business case to establish a network of batteries in the municipality and partnership with an electricity retailer. • Running a tender process to engage a battery and retail partner (subject to Council approval of the business case). • Developing a memorandum of understanding with other councils to partner on retail renewable electricity offerings for residents and small business. • Piloting battery installation on a City of Melbourne asset and completing the design for rollout across several sites. • Developing a plan and agreement to integrate assets from RMIT and University of Melbourne into the battery network. • Delivering community engagement activities to support battery deployment (pending Victorian Government grant funding). • Pursuing external funding to support capital works. 		
Governance and milestones		
<ul style="list-style-type: none"> • Quarter 1: Commencement of community engagement activities. • Quarter 3: Council appointment of commercial delivery partner. 		
Outcomes		
<ul style="list-style-type: none"> • Increased battery storage capacity in the municipality. • Installation of at least 100 kilowatts of battery storage capacity in the municipality with the ability to scale up to 5 megawatts in 2023 to 2025. • Community support for participation in Power Melbourne and viable battery locations. 		
Related Council Plan indicators of success	Related Sustainable Development Goal	
<ul style="list-style-type: none"> • Increase in installed battery storage capacity in the municipality. 		

Major initiative 35	Council's role
Implement the Climate and Biodiversity Emergency action plan.	Deliver
Activities for 2022–23 will include	
<ul style="list-style-type: none"> • Delivering priority actions from the Climate and Biodiversity Emergency Response. • Continuing to implement the gas-free operations roadmap to reduce City of Melbourne's fossil fuel use. • Updating City of Melbourne policies and processes to ensure climate change and biodiversity opportunities and risks are considered throughout the lifecycle for all City of Melbourne owned assets. • Accelerating the adoption of zero net emissions vehicles in the City of Melbourne's vehicle fleet, influencing key suppliers through contracts and assessing opportunities for electric vehicle charging within the municipality. • Progressing existing initiatives including expanding urban tree canopy cover, rapid city greening, direct seeding and integrating the Green Factor infrastructure assessment tool into planning requirements to improve environmental performance and incorporate green infrastructure in new buildings. • Supporting the development of a circular economy (see major initiative 33). • Developing additional options (to a rates mechanism) to incentivise good environmental performance in existing buildings. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of progress on Climate and Biodiversity Emergency action plan. 	
Outcomes	
<ul style="list-style-type: none"> • Major City of Melbourne events achieve carbon neutrality, and this achievement is communicated to the community and other event organisers. • City of Melbourne is on track to achieve gas-free operations. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • 33 per cent reduction in municipal greenhouse gas emissions (from 2015 baseline). • Decrease in on-road transport emissions. 	 <p>The image shows two Sustainable Development Goal icons side-by-side. The left icon is for Goal 13, 'Climate Action', featuring a globe with a leaf and the number 13. The right icon is for Goal 15, 'Life on Land', featuring a tree, a bird, and the number 15.</p>

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


Major initiatives


Major initiative 36	Council's role
Increase and upgrade accessible, inclusive spaces for women in City of Melbourne sports facilities.	Deliver
Activities for 2022–23 will include	
<ul style="list-style-type: none"> • Completing construction of the new Brens Pavilion to improve accessibility for women and girls. • Commencing construction of Ryder Pavilion to improve accessibility for women and girls. • Commencing construction of Kensington Community Aquatic and Recreation Centre. • Completing the detailed design for the redevelopment of Riverside Skate Park • Completing the detailed design for reinstating Edmund Herring Oval in Domain Parklands following Metro Tunnel works. Anticipated in 2024, including for the pavilion upgrade, sports ground lighting and playing surface (subject to budget). • Determining the next priority for sporting infrastructure redevelopment to progressively upgrade sporting facilities to ensure they are accessible, inclusive, safe and fit for purpose for all sporting participants, with a specific focus on gender equity. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 2: Council decision on construction contract for Ryder Pavilion (subject to budget). • Quarter 4: Council consideration of Edmund Herring Ground precinct design (subject to budget). 	
Outcomes	
<ul style="list-style-type: none"> • The City of Melbourne's recreation infrastructure upgrades meet all gender access requirements. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Increase in proportion of adults who get adequate physical exercise. • Melburnians' self-reported sense of belonging to community is at least 70 on a scale of 100. 	


Major initiative 37	Council's role
<p>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.</p>	<p>Deliver</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> Working with communities to build a vision for their local area, and developing 11 neighbourhood plans. Expanding the neighbourhood knowledge bank to allow general City of Melbourne staff to collect knowledge and insights about our local neighbourhoods, and making the information available to the community. Establishing a neighbourhood stakeholder management system administering a City of Melbourne grant program to focus on neighbourhood priorities, enhancing the volunteering program to meet neighbourhood needs, undertaking planning to deliver social and inclusive employment outcomes through City of Melbourne's procurement practices. Undertaking an inclusive spaces pilot at the North Melbourne Community Centre as part of the Active Melbourne Recreation Facilities model. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> Quarter 2: Council consideration of final neighbourhood plans. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> Increased number of community led initiatives in neighbourhoods Increased positive connections between CoM and community. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> Melburnians' self-reported sense of belonging to community is at least 70 on a scale of 100. 	


Major initiative 38	Council's role
<p>Deliver a revitalised library network, including pop-up libraries, to increase access for our diverse community and to help revitalise the city.</p>	<p>Deliver</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Delivering pop-up libraries in up to five fixed locations. • Implementing actions from the Future Libraries Framework 2021–25, including better ways to represent and celebrate Aboriginal culture, connecting new audiences with our libraries, targeted support for vulnerable people, developing new and imaginative ways to deliver accessible 24-hour library services. • Developing an operational model for library services in the new Munro Library including engagement outcomes. • Developing a plan for the future City Library in Flinders Lane. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 4: Council consideration of recommendations for future City Library in Flinders Lane. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Precincts are activated where libraries are located. • The number of active library users increases. • Satisfaction with library services increases. • More people participate in lifelong learning in the municipality. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Increase in proportion of people surveyed who participate in lifelong learning in the municipality. • Increase in number of visitors to the municipality. 	


Major initiative 39	Council's role
<p>Deliver the Disability Access and Inclusion Plan 2020–24 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.</p>	<p>Deliver Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Implementing the third year of the Disability Access and Inclusion Plan including. Actively engaging people with a disability in city-shaping initiatives including Greenline, Transport Strategy, Visit Melbourne and other major initiatives. Increasing the number of changing places facilities, completing building access audits in our building design and delivery. It also includes hosting an event to acknowledge 30 years of the <i>Disability Discrimination Act</i>, development of disability access keys for events – to provide support for people with cognitive and psychosocial disabilities, and the rolling out of disability awareness training. • Delivering a companion pilot project by Travellers Aid at events including Moomba and the Melbourne Flower and Garden Show to support people with a disability to navigate these events. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 3: Council consideration of progress on delivery of Disability Access and Inclusion Plan. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • City of Melbourne projects, programs and services are more focused on inclusion. • There is increased City of Melbourne engagement with the Disability Advisory Committee and people experiencing disabilities. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Increase in number of City of Melbourne programs that are inclusive and respond to the needs of people with disability. • Melburnians' self-reported sense of belonging to community is at least 70 on a scale of 100. 	

Major initiative 40	Council's role
<p>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.</p>	<p>Deliver Partner Advocate</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> Working with food relief providers to improve coordination of local food relief across the municipality, including food donation processes. Implementing community food literacy initiatives (for example, food growing and meal preparation on a low budget). Identifying and understanding innovative approaches to food growing in urban settings. Reviewing and refreshing the City of Melbourne's Food Policy. Distributing and promoting the updated Community Food Guide to food relief providers and community support services within Melbourne's neighbourhoods. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> Quarter 1: Promotion of the Community Food Guide, and its distribution to food relief providers. Quarter 4: Council Consideration of updated City of Melbourne Food Policy. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> Improved relationships with local food relief providers. Increased community knowledge on food growing and meal preparation on low budget. Improved knowledge and understanding of urban food growing opportunities. Reduction in community accessing food relief. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> 25 per cent reduction in proportion of people reporting food insecurity. 	

Major initiative 41	Council's role
As part of a new corporate strategy for the City of Melbourne, ensure our core services remain accessible and affordable.	Deliver
Activities for 2022–23 will include	
<ul style="list-style-type: none"> • Building a long-term strategy for how the City of Melbourne plans, monitors and reports on service performance. • Undertaking a review of how the local government sector manages service planning, including a review of requirements under the <i>Local Government Act 2020</i>. • Collating information about current service performance. • Identifying opportunities to better integrate service planning with other organisational processes including asset management, operational planning and neighbourhood planning at City of Melbourne. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of service planning background report, including an analysis of local government sector work, current service performance and future options. 	
Outcomes	
<ul style="list-style-type: none"> • City of Melbourne stakeholders actively participate in project – to create a culture of collaboration. • Increased corporate knowledge and understanding of service planning. • City of Melbourne improves insight and delivers community outcomes through integration of systems and data. • Current services are affordable and accessible. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • 100 per cent of planning applications decided within required timeframes. • Increase in number of artists supported by City of Melbourne through city planning, design and city operations. 	

Major initiative 42	Council's role
<p>In partnership with the Victorian Government commence construction on a replacement North Melbourne Community Centre precinct for the Melrose St community and growing Macaulay population.</p>	<p>Deliver Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Achieving agreement on a preferred site and funding model for the community centre. • Carrying out phase two community engagement, specifically on the community centre design. • Finalising the use of the facility area and building design to enable the tender process for build to begin. • Confirming the location for development, and validating and refining recreation and open space requirements with the community. • Continuing to progress partnerships that support the delivery of this project. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of a preferred site and funding model. • Quarter 1: Council consideration of the proposed use of facility space and parameters for phase two of community engagement. • Quarter 4: Council consideration of designs to commence tender process. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Community buy-in and support for the project. • Project is ready to commence build in 2023–24. • A new and appropriate community facility for North Melbourne. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • 500 people supported through a range of accommodation including long-term supportive housing and affordable housing. 	

Major initiative 43	Council's role
<p>Deliver programs that will build digital literacy skills and capabilities, improve access to free wi-fi from our community facilities and advocate for appropriate digital infrastructure, to improve digital inclusion for all, particularly for vulnerable groups.</p>	<p>Deliver</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Delivering accessible digital literacy programs through our libraries. • Piloting a mobile library service. • Identifying opportunities to improve internet access in City of Melbourne's facilities, and for vulnerable groups in the municipality. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 4: Council consideration of recommendations on improving internet access in City of Melbourne's community facilities and for vulnerable groups. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Digital literacy skills and capabilities are uplifted across the municipality. • Access to free wi-fi is improved in City of Melbourne's community facilities. • Council effectively advocates for improved digital infrastructure across the municipality, in particular for vulnerable groups. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Increase in proportion of people surveyed who participate in lifelong learning in the municipality. • Increase in number of visitors to the municipality. 	

Major initiative 44	Council's role
<p>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.</p>	<p>Partner</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Identifying options for an affordable housing pilot project on Council-owned land or other suitable location. • Delivering and evaluating the Homelessness Service Coordination Program, which brings together representatives from agencies that work with people sleeping rough in the central city. • Investigating and delivering pilot homelessness support hubs. • Developing an engagement framework for coordinating with partners and funders on efforts to tackle homelessness. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of options for collection of affordable housing cash contributions, as well as the role and purpose of the Interim Housing Advisory Board, and progress on affordable housing supply. • Quarter 4: Council consideration of an engagement framework for partners and funders. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Increased number of people experiencing homelessness supported to access housing and support. • Construction has commenced on Make Room. • All funding is secured for Make Room, subject to factors outside City of Melbourne's control. • Preferred method of collecting cash contributions for affordable housing determined. • Supply of affordable housing has been increased across all property sectors: public, private and not-for-profit. • Strong engagement with Homes Victoria and key partners on all projects. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goal</p>
<ul style="list-style-type: none"> • 500 people supported through a range of accommodation including long-term supportive housing and affordable housing. • 100 new 'demonstration' social and affordable housing units facilitated on City of Melbourne land. 	

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


Major initiatives


Major initiative 45	Council's role
<p>Continue to implement the Transport Strategy 2030, including delivery of a protected bike lane network, station precincts as key gateways, little streets as streets for people, safer speed limits, micro mobility trials, more efficient traffic signal timing, developing an approach to support electric vehicles, and bicycling encouragement programs.</p>	<p>Deliver Partner Advocate</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Developing a policy on low-emission vehicles. • Delivering a bicycle encouragement program including workshops, training, communications, community development and events. • Continuing micro-mobility trials (for example, e-scooters), including evaluation. • Delivering new bike infrastructure including bike lanes on Arden Street, Albert Street, Queensberry Street, Macaulay Road and St Kilda Road. • Improving East Melbourne pedestrian access. • Implementing the recommendations of the independent transport review (commissioned by the City of Melbourne to assess transport activity in the city, and to identify actions to support post-pandemic recovery) including ongoing monitoring of traffic hotspots. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of the draft low emissions vehicle policy. • Quarter 2: Bicycle encouragement program launch. • Quarter 3: Council consideration of micro-mobility trial evaluation and next steps. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Lower transport emissions. • Clear decision-making framework regarding electric vehicle infrastructure. • Traffic movements across the city are well-balanced and planned to ensure commercial and passenger motor vehicles, bicycles, scooters and pedestrian movements are safe, effective and efficient. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Increase in proportion of trips made by public transport, bicycle or on foot. • Decrease in number of transport related injuries and fatalities. • Increase in capital gross local product. • Decrease in on-road transport emissions. 	


Major initiative 46	Council's role
Deliver the North and West Melbourne and Docklands Transport and Amenity Program in partnership with the Victorian Government.	Deliver Partner
Activities for 2022–23 will include	
<ul style="list-style-type: none"> • Commencing delivery of a range of streetscape and public realm projects to address impacts and opportunities arising from the Victorian West Gate Tunnel Project. • Spencer Street Masterplan: Spencer Street (North) between La Trobe St and Dynon Road including a range of projects for delivery in 2023–24 and 2025–26. • Hawke Street Linear Park: Design of a linear park, with associated traffic calming measures and new protected cycle lanes on Hawke Street in West Melbourne. • Franklin Street streetscape improvements. Design of a new linear open space connecting Metro Tunnel's new State Library Station with Market Square, Queen Victoria Market. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 3: Council consideration of Spencer Street Masterplan community engagement report • Quarter 4: Council consideration of Franklin Street streetscape improvement community engagement report. • Quarter 4: Council decision on Hawke Street Linear Park tender award. 	
Outcomes	
<ul style="list-style-type: none"> • All projects are on track for completion in future years to achieve improvements in streetscapes and the public realm. 	
Related Council Plan indicators of success	Related Sustainable Development Goals
<ul style="list-style-type: none"> • Decrease in number of transport related injuries and fatalities. • 27 per cent tree canopy cover in the public realm. 	 <p>The image shows two green icons for Sustainable Development Goals. The first icon is for Goal 3, 'Good Health and Well-being', featuring a white heart and a pulse line. The second icon is for Goal 15, 'Life on Land', featuring a white tree and a bird.</p>


Major initiative 47		Council's role
<p>As part of the delivery of the City Road Master Plan, the City of Melbourne will design and deliver the upgrades to the City Road northern undercroft by end of 2023–24 and advocate to the Victorian Government for the full delivery of upgrades to the City Road East and West.</p>		<p>Deliver</p> <p>Advocate</p>
<p>Activities for 2022–23 will include</p>		
<ul style="list-style-type: none"> • Completing the design, planning approval and tender award for the upgrades to the City Road northern undercroft and City Road Park. • Commencing construction on the above. • Continuing to advocate to the Victorian Government for upgrades to City Road East and West by undertaking further traffic studies. 		
<p>Governance and milestones</p>		
<ul style="list-style-type: none"> • Quarter 3: Council consideration and decision on award of tender for the northern undercroft. • Submission of materials to the Victorian Government for funding. 		
<p>Outcomes</p>		
<ul style="list-style-type: none"> • Increased access to public open space, urban forest and recreation in Southbank. • Improved safety and amenity for all users around City Road East and West. 		
<p>Related Council Plan indicators of success</p>		<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Increase in proportion of residents within 300 metres of public open space. • Decreased number of transport related injuries and fatalities. 		

Major initiative 48	Council's role
<p>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, sexual orientation and ability among the people who live, work, study in and visit the city.</p>	<p>Deliver</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Delivering immediate priorities from the Inclusive Melbourne Strategy. • Creating foundations and compiling data that will help with monitoring progress towards strategic goals. • Increasing access and inclusion in recreation and community services. • Ensuring our information meets web content accessibility guidelines. • Applying inclusive recovery principles in our decision-making, so vulnerable members of the community are not left behind as we continue to adapt to COVID-19. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of the progress of delivery on the Inclusive Melbourne Strategy. • Quarter 4: Effectiveness of the Community and Street Gardens policies reviewed, including consideration of whether these should be amended or replaced. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • City of Melbourne projects, programs and services are more focused on inclusion. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • Melburnians' self-reported sense of belonging to community is at least 70 on a scale of 100. • Increased proportion of people support the city being made up of different cultures. 	

Major initiative 49	Council's role
<p>We will be a leading organisation on equality and inclusion, and deliver programs in communities that will reduce physical and psychological harm to all people. We will adopt and deliver the Prevention of Violence Against Women Action Plan (endorsed as the Women's Safety and Empowerment Action Plan) 2021–24, and meet our obligations under the <i>Gender Equality Act 2020</i>.</p>	<p>Deliver</p>
<p>Activities for 2022–23 will include</p>	
<ul style="list-style-type: none"> • Delivering our obligations under the <i>Gender Equality Act 2020</i> and implementing first year actions of our Gender Equality Action Plan. • Conducting gender impact assessments on all new policies, programs and services. • Developing and implementing year two actions of the Women's Safety and Empowerment Action Plan. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 3: Council consideration of the third-year actions in the Women's Safety and Empowerment Action Plan • Quarter 4: Council consideration of the report of progress on City of Melbourne obligations under the <i>Gender Equality Act 2020</i>. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Increased awareness of, and commitment to, embedding equality and inclusion into everyday work at City of Melbourne. • Womens' Safety and Empowerment Plan Action Plan is incorporated within a coordinated and streamlined approach to inclusion at City of Melbourne. 	
<p>Related Council Plan indicators of success</p>	<p>Related Sustainable Development Goals</p>
<ul style="list-style-type: none"> • 90 per cent and 65 per cent of people report feeling safe in the city during the day, and at night, respectively. • Decrease in rate of recorded family violence incidents. 	 <p>The image shows two Sustainable Development Goal icons side-by-side. On the left is Goal 5, 'Gender Equality', represented by a red square with the number 5, the text 'GENDER EQUALITY', and a white female symbol with an equals sign. On the right is Goal 16, 'Peace, Justice and Strong Institutions', represented by a blue square with the number 16, the text 'PEACE, JUSTICE AND STRONG INSTITUTIONS', and a white dove with an olive branch and a scale of justice.</p>

Major initiative 50		Council's role
We will continue to work with Victoria Police and other agencies to deliver a range of initiatives that improve safety on the streets of Melbourne and within our communities.		Deliver Partner
Activities for 2022–23 will include		
<ul style="list-style-type: none"> Establishing a baseline understanding of the community's perceptions of safety, and improving the City of Melbourne's ability to track and measure these perceptions into the future. Developing a coordinated response program with Victoria Police to address safety issues. Engaging with communities in the development of neighbourhood plans to provide input to other initiatives that address safety concerns in communities. 		
Governance and milestones		
<ul style="list-style-type: none"> Implementation of initiatives throughout the year with quarterly reports to councillors and community. Partnership with Victoria Police on safety issues and implementation of initiatives. 		
Outcomes		
<ul style="list-style-type: none"> Perception of safety on streets has improved as a result of street cleaning and other amenity improvement initiatives. 		
Related Council Plan indicators of success	Related Sustainable Development Goal	
<ul style="list-style-type: none"> 90 per cent and 65 per cent of people report feeling safe in the city during the day, and at night, respectively. 		

Major initiative 51		Council's role
Deliver and maintain a clean city through the Rapid Response Clean Team initiative.		Deliver
Activities for 2022–23 will include		
<ul style="list-style-type: none"> Developing a Graffiti Prevention Program Removing graffiti from heights and enhancing the footpath washing program. Maintaining city cleanliness through the Rapid Response Clean Team and delivering an associated public communication campaign during the city recovery and reactivation period. 		
Governance and milestones		
<ul style="list-style-type: none"> Quarter 3: Review of Rapid Response Clean Team service and planning for year three. Quarter 3: Council consideration of new Graffiti Prevention Program. 		
Outcomes		
<ul style="list-style-type: none"> 95 per cent reduction of visible graffiti tagging removed across municipality. Minimum 5 per cent improvement in community perception of city cleanliness. 90 per cent of street cleaning requests resolved within four operational hours. 		
Related Council Plan indicators of success	Related Sustainable Development Goal	
<ul style="list-style-type: none"> 90 per cent and 65 per cent of people report feeling safe in the city during the day, and at night, respectively. 		

Major initiative 52		Council's role
Engage and prepare residents and communities to enhance their resilience to hazards, disasters and the health impacts of climate change.		Deliver
Activities for 2022–23 will include		
<ul style="list-style-type: none"> Identifying and promoting disaster resilience volunteer opportunities for City of Melbourne staff Incorporating resilience profiles and proposed actions into neighbourhood plans, informed by an assessment of community vulnerability. Developing and piloting capacity building and engagement to better prepare communities for climate hazards and risks. Developing relationships with resilience organisations and networks. 		
Governance and milestones		
<ul style="list-style-type: none"> Quarter 2: Resilience profiles and actions incorporated into online neighbourhood plans, considering community vulnerability (informed by Hazard Vulnerability Assessment for selected neighbourhoods) Quarter 3: Council consideration of community behavioural change and capacity building program. 		
Outcomes		
<ul style="list-style-type: none"> Increased capacity in disaster preparedness for relevant City of Melbourne staff, community leaders and businesses, as well as increased awareness of disasters (before, during and after). 		
Related Council Plan indicators of success	Related Sustainable Development Goals	
<ul style="list-style-type: none"> Decrease in hospital admissions in relation to extreme weather events. 		

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CITY OF MELBOURNE

Report to the Special Future Melbourne Committee

Consideration of public feedback and matters arising on the draft Annual Plan 2022–2023

Agenda item 3.1

Presenter: Justin Hanney, Chief Executive Officer

23 June 2022

Purpose and background

1. The purpose of this report is to present the public feedback received in response to the draft Annual Plan 2022–2023.
2. The draft Annual Plan was approved by the Future Melbourne Committee on 17 May 2022, together with the draft Budget 2022–23, for public display and comment, consistent with the Council’s Community Engagement Policy.
3. The public feedback period ran from 17 May to midnight on Tuesday 14 June. The public had the opportunity to submit feedback through a survey on Participate Melbourne and via email.

Key issues

4. At the conclusion of the public feedback period, 15 submissions had been received with one request to address the Special Future Melbourne Committee.
5. The feedback covers a range of themes, from transport, city amenity and liveability, to major projects and engaging the community. Nine of the 15 items of feedback included suggestions for the Annual Plan, six contained general commentary or were supportive of the proposals.
6. A summarised version of the feedback and management recommendations in response are provided in Attachment 2. A copy of the original feedback is included in Attachment 3.
7. Additionally, a number of adjustments are recommended to the proposed Annual Plan since it was approved for public display by the Future Melbourne Committee on 17 May 2022. These are outlined in Attachment 4.

Recommendation from management

8. That the Future Melbourne Committee, after considering all written submissions in response to the draft Annual Plan 2022–2023 and hearing from anyone wishing to be heard in support of their feedback, recommends that the Council:
 - 8.1. Adopts the Annual Plan 2022–2023 (Annual Plan) incorporating recommended changes outlined in Attachments 2 and 4 of the report from management.
 - 8.2. Advises each of the members of the public who provided feedback of the Council’s decision in relation to these matters and the reasons for the decision.
 - 8.3. Notes that there will be public quarterly reporting on the Annual Plan.

Attachments:

1. Supporting Attachment (Page 2 of 53)
2. Summary of feedback and management recommendations on the draft Annual Plan 2022–2023 (Page 3 of 53)
3. Copy of full public feedback on the draft Annual Plan 2022–2023 (Page 12 of 53)
4. Management recommended adjustments to the draft Annual Plan 2022-2023 (Page 52 of 53)

Supporting Attachment

Legal

1. The process detailed in the report accords with the requirements of the *Local Government Act (the 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 Annual Plan 2022–23 on 28 June 2022 does require budget considerations which are the subject of the Budget 2022–23, which is a separate report to this Special Future Melbourne Committee 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. From 17 May 2022 to 14 June 2022, the public was invited to provide feedback on the draft Budget 2022–23.

Relation to Council policy

7. The proposed Annual Plan describes the key activities the Council will undertake in 2022–23 to make progress towards its commitments in the four-year Council Plan 2021–2025.

Environmental sustainability

8. Environmental sustainability issues and opportunities have been considered in the development of the Annual Plan 2022–2023. 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.

Summary of feedback and management recommendations on the draft Annual Plan 2022–2023

No.	Name	Connection to the city	Feedback or request to speak	Summarised version of feedback	Response to feedback and management recommendations
1	Simon Baldwin	Worker	Speak in person	More funding for active transport, including quicker responses to opportunities to improving cycling infrastructure.	<p>Draft comment: Thank you for your feedback.</p> <p>Bike lanes save lives and improve safety for all road users, and this is particularly important as riding and scooting in the city continues to rise, beyond pre-pandemic levels.</p> <p>Major cities around the globe are rolling out safer bike infrastructure and we are on track to complete a protected bike lane program by 2030.</p> <p>This year, popular corridors into the city will be prioritised for bike lanes. While Melburnians find their new rhythm, and because the bike lane rollout in the CBD is ahead of schedule, new lane works within the Hoddle Grid will be temporarily paused – just for next financial year. Council has allocated \$4 million for protected bike lanes in the 2022–23 budget (plus any carry forward funds) and \$4 million in 2023–24.</p> <p>While the City of Melbourne progresses with its bike lane rollout, adjustments based on community feedback will continue to be made – more than 100 improvements to bike lanes the network have already been completed.</p> <p>Council is also completing a wide range of projects to create more pedestrian-friendly spaces. This includes further work on pedestrianising Little Streets, delivering streetscape improvements, undertaking local area pedestrian safety initiatives, and delivering new pedestrian crossings. We will also invest \$13.7 million to repair and maintain footpaths, roads, signage, lighting and street furniture.</p> <p>We will continue to work on our transport network to ensure there are safe options for everyone coming into and moving around the city.</p> <p>Our Transport Strategy 2030 is expected to deliver \$870 million in economic benefit, and is designed to create safe space for everyone – whether you're travelling by car, bike, public transport or foot.</p> <p>Draft recommendation subject to Councillor consideration of verbal presentation from speaker: The issues raised in the</p>

Summary of feedback and management recommendations on the draft Annual Plan 2022–2023

No.	Name	Connection to the city	Feedback or request to speak	Summarised version of feedback	Response to feedback and management recommendations
					feedback have already been addressed and included in the draft Annual Plan – no change recommended.
2	None	Resident	Feedback only	I have submitted my views in my reply to the budget which is linked to the plan [See feedback to draft Budget, item 19, relating to reduced accessibility to the CBD / CBD as a thoroughfare.]	<p>Comment: [Addressed in Budget feedback, item 19.]</p> <p>Recommendation: The issues raised in the feedback have already been addressed and included in draft Annual Plan. No change recommended.</p>
3	None	Worker	Feedback only	Create community ownership by engaging community directly in key initiatives.	<p>Comment: Thank you for your feedback.</p> <p>Recognising the important contribution and unique perspectives our community members bring to our city, neighbourhood planning is occurring across the City of Melbourne.</p> <p>This process is revealing opportunities for Council to explore new projects, adjust upcoming work to respond to community needs, and better communicate our progress on existing work.</p> <p>Neighbourhood partners will continue to engage with the community year-round, recording feedback into a central knowledge bank that will inform council projects with rich insights into the future.</p> <p>For the first time ever, new online portals will enable everyone to keep in touch with local news and information, and share feedback with Council more easily than ever before. The CBD and Kensington portals are already live, and more will be coming online soon. To find out more, visit participate.melbourne.vic.gov.au/participate-neighbourhoods</p> <p>Recommendation: The issues raised in the feedback have already been addressed and included through neighbourhood planning - no change recommended to Annual Plan.</p>
4	None	Resident	Feedback only	A people-led focus, making the city better for people, will help businesses thrive.	<p>Comment: Thank you for your feedback.</p> <p>Making the city better for people, including residents and visitors, is an important theme behind many of the major initiatives we will continue to deliver in 2022-23.</p>

Summary of feedback and management recommendations on the draft Annual Plan 2022–2023

No.	Name	Connection to the city	Feedback or request to speak	Summarised version of feedback	Response to feedback and management recommendations
					<p>For example, major initiative 5 (Experience Melbourne) aims to position Melbourne as the global destination of choice, and major initiative 6 aims to promote Melbourne as a great place to live, ensuring key workers have access to affordable housing.</p> <p>Creating a city with world-leading liveability underpins the major initiatives under our strategic objective 'Melbourne's unique identity and place' and a people-led focus is also what underpins our work under the strategic objectives 'Access and affordability' and 'Safety and wellbeing.'</p> <p>Recommendation: The issues raised in the feedback have already been addressed and included in the draft Annual Plan - no change recommended.</p>
5	None	Student, Worker, Visitor	Feedback only	<p>The importance of bike lanes should also be mentioned under the objectives 'Climate and biodiversity emergency' and 'Access and affordability.'</p> <p>Faster progress needed on active transport. Bike lanes need to be interconnected and fully separated from cars. Efforts to separate bike lanes on Exhibition Street are welcome, but the stretch of bike lane is perpetually occupied by cars and trucks.</p>	<p>Comment: Thank you for your feedback.</p> <p>The strategic objectives in the City of Melbourne Annual Plan are interconnected and we encourage them to be viewed together. We agree active transport has multiple benefits.</p> <p>Active transport, which sits under 'Safety and wellbeing' (under the major initiative 'Deliver the Transport Strategy') also supports the strategic objectives on 'Climate and biodiversity emergency' and 'Access and affordability.'</p> <p>We agree that a fully interconnected network truly separated from cars is important to encourage cycling take up and keep cyclists safe. We acknowledge that there are some bike infrastructure gaps in Exhibition Street and other locations and we are working to fill these gaps and or find a safe alternative. Maintaining access, parking, loading and safety needs for all road users is a challenge in a busy CBD with competing demands.</p> <p>Council's transport planning and budget decisions are based on delivering the Transport Strategy 2030. Council has allocated \$4 million for protected bike lanes in the 2022-23 Budget (plus any carry forward funds) and \$4 million in 2023-24.</p>

Summary of feedback and management recommendations on the draft Annual Plan 2022–2023

No.	Name	Connection to the city	Feedback or request to speak	Summarised version of feedback	Response to feedback and management recommendations
					<p>At its 7 June 2022 meeting, Council again committed to the delivery of 50 km of protected bike lanes on local routes by 2030 as outlined in the strategy.</p> <p>Recommendation: Add a statement that emphasises the interconnected nature of the strategic objectives in Strategic Objectives section. Otherwise, no change to the draft Annual Plan is recommended.</p>
6	None	Resident	Feedback only	<p>CBD should be smoke-free.</p> <p>Reduce intrusive advertising.</p>	<p>Comment: Thank you for your feedback.</p> <p>In July 2021 the Future Melbourne Committee endorsed the Smoke-free Melbourne Policy which provides the City of Melbourne with a comprehensive framework to protect the community from the harms of smoking.</p> <p>This policy will guide the creation of more smoke-free areas, ways to reduce and de-normalise smoking as well as supporting people to quit.</p> <p>Feedback from the community has identified that future smoke-free areas in the central city should focus on locations where there is high pedestrian activity such as main entry points to transport hubs, shopping trips, footpaths on main streets and events in the city.</p> <p>Advertising signage is managed under the Melbourne Planning Scheme and in a number of instances a planning permit will be required.</p> <p>Decision making requires consideration of a number of factors which include things like amenity impacts, visual appearance and clutter, as well as responding to the character of an area.</p> <p>Signage is mostly focussed on private buildings, however in some cases can appear within the public realm (footpaths, tram stops or similar).</p> <p>Some signage is also exempt and/or can be erected without permission.</p>

Summary of feedback and management recommendations on the draft Annual Plan 2022–2023

No.	Name	Connection to the city	Feedback or request to speak	Summarised version of feedback	Response to feedback and management recommendations
					Recommendation: No change to the draft Annual Plan recommended.
7	None	Resident	Feedback only	Stop building bike lanes on all roads, reinstate on-street parking. Why spend money on floating gardens on the Yarra? Council wants big business to return but kicked out Apple.	<p>Comment: Thank you for your feedback.</p> <p>The City of Melbourne's Transport Strategy 2030 aims to encourage more active modes of transport such as cycling and walking.</p> <p>By making more space for cyclists and pedestrians, we are also helping the city transition towards our zero net emissions target by 2040, in response to the climate and biodiversity emergency which Council declared in 2019.</p> <p>Council is committed to Melbourne's economic revitalisation and future prosperity, including by ensuring Melbourne is the easiest place to start and grow a business through the work of Invest Melbourne, which will facilitate headquarter attraction, business support and fast-tracked permits.</p> <p>As a major city shaping project, Greenline will play a significant role in contributing to the city's post-COVID recovery. The project is forecast to deliver direct benefits valued at up to \$1.2 billion over the next 20 years.</p> <p>In terms of economic benefits, Greenline is positioned to attract additional investment within the corridor and increase commercial and visitor activation, improve amenity and create new connections.</p> <p>Recommendation: No change to the draft Annual Plan recommended.</p>
8	None	Resident	Feedback only	Less information preferred, in point form [format].	<p>Comment: Thank you for your feedback.</p> <p>Participate Melbourne contains a highlights page that outlines key attributes of the proposed Annual Plan 2022-23. Each strategic objective chapter of the Annual Plan also includes a list of high-level priorities the Council is focused on.</p> <p>We encourage you to refer to these sections to obtain a summary view of what the City of Melbourne is aiming to achieve.</p>

Summary of feedback and management recommendations on the draft Annual Plan 2022–2023

No.	Name	Connection to the city	Feedback or request to speak	Summarised version of feedback	Response to feedback and management recommendations
					Recommendation: No change to the draft Annual Plan recommended.
9	None	I am a regular customer (every week) of QVM	Feedback only	Proposed QVM spend is unnecessary and will undermine the traditional market.	<p>Comment: The City of Melbourne is committed to the long term future of the much loved and National Heritage Listed Queen Victoria Market. The city's \$50 million investment in the market renewal this financial year continues to deliver a number of key projects already underway.</p> <p>These projects, including restoration of the heritage sheds, a new food hall and progression of improved facilities and infrastructure for traders and visitors, are among a number of critical projects that will secure the market's future as a traditional fresh food open air market and continued integral part of Melbourne's culture.</p> <p>Community engagement has occurred throughout all aspects of project progression and will continue alongside delivery of the renewal program. From large scale community engagement on the 2015 Master Plan with input from 7500 people as well as the 2018 People's Panel deliberative engagement process through to workshops, pop ups and the Council decision making process.</p> <p>In December 2021, Councillors endorsed an updated Business Case which reaffirmed that renewal of the market remains essential to address the challenges, and realise the benefits to the market, local community and broader city community.</p> <p>At the end of the market renewal program, the sheds and historic buildings at the market will be restored to their former glory with modern facilities to make it safer, greener and more sustainable, for traders, customers and visitors.</p> <p>The market will sit at the heart of vibrant new neighbourhood, surrounded by new residents and office workers as part of this growing part of the city, bringing new customers to a flourishing market.</p> <p>Your voice is important and we welcome your feedback on all aspects of the renewal. We would also encourage you to sign up for our</p>

Summary of feedback and management recommendations on the draft Annual Plan 2022–2023

No.	Name	Connection to the city	Feedback or request to speak	Summarised version of feedback	Response to feedback and management recommendations
					<p>project updates through Participate Melbourne if you would like to keep up to date with the market renewal project.</p> <p>Recommendation: No change to the draft Annual Plan recommended.</p>
10	None	Resident	Feedback only	<p>The CBD is not viable due to the proliferation of bike lanes. Businesses cannot receive deliveries, e.g. in Exhibition Street. Non-cyclists will not come to the city.</p>	<p>Comment: Thank you for your feedback.</p> <p>The City of Melbourne’s Transport Strategy 2030 outlines the future transport network for the central city. This includes the roles of all modes in bringing people and goods into and around the city including motor vehicles, public transport, bicycles and e-scooters.</p> <p>Council has been careful not to reduce the number of available loading zones during the construction of bike lanes and continues to work with stakeholders to ensure there are adequate loading facilities available.</p> <p>There are nearly 700 loading zones in the city. There are 50 lanes for motor vehicles to enter the Hoddle Grid and there are more than 200,000 public and private car parking spaces in the city.</p> <p>Recommendation: No change to the draft Annual Plan recommended.</p>
11		No response	Feedback only	<p>More bins and people to keep the city clean.</p>	<p>Comment: Thank you for your feedback.</p> <p>City of Melbourne is ramping up its campaign to eradicate illegal graffiti, make the city attractive and clean, and improve safety with a record \$33.6 million investment in the draft Budget 2022–23.</p> <p>More than 96,000m² of graffiti has been removed in the past year – a 57 per cent increase on the previous 12 months. In March alone, more than 10,000m² of graffiti was scrubbed from the central city as part of the Clean Melbourne Graffiti Blitz. Since the start of the blitz, using information and footage supplied by the City of Melbourne, Victoria Police has arrested 20 people in relation to illegal tagging.</p> <p>Building on this momentum, the Rapid Response Clean Team will be expanded with a further \$1.4 million. We’re also doubling our investment in high pressure cleaning.</p>

Summary of feedback and management recommendations on the draft Annual Plan 2022–2023

No.	Name	Connection to the city	Feedback or request to speak	Summarised version of feedback	Response to feedback and management recommendations
					<p>The Clean Team is an experienced crew with a fleet of six new vehicles, including electric graffiti management and an electric street sweeper unit.</p> <p>Residents and visitors are urged to contact the City of Melbourne when they see a job that needs attending, and our Clean Team will respond promptly, by simply logging a request via QR codes on the public litter bins throughout the municipality or directly via the City of Melbourne website.</p> <p>Delivering and maintaining a clean city through the Clean Team is a major initiative of the proposed Annual Plan that will continue to be a focus next financial year and beyond.</p> <p>Recommendation: The issues raised in the feedback have already been addressed and included in the draft Annual Plan - no change recommended.</p>
12	None	Resident	Feedback only	Communicate more through other social media such as Kensington Good Karma Network which has a 10,500 membership.	<p>Comment: Thank you for your feedback.</p> <p>We are always looking for new ways to share important Council information and to gain feedback from the community. We appreciate your suggestion about the Kensington Good Karma network.</p> <p>Recognising the important contribution and unique perspectives our community members bring to our city, neighbourhood planning is occurring across the City of Melbourne. Our new neighbourhood partners will continue to engage with the community year-round, recording feedback into a central knowledge bank that will inform council projects with rich insights into the future.</p> <p>For the first time ever, new online portals will also enable everyone to keep in touch with local news and information, and share feedback with Council more easily than ever before. The CBD and Kensington portals are already live, and more will be coming online soon. To find out more, visit participate.melbourne.vic.gov.au/participate- neighbourhoods.</p> <p>Recommendation: No change to the draft Annual Plan recommended.</p>

Summary of feedback and management recommendations on the draft Annual Plan 2022–2023

No.	Name	Connection to the city	Feedback or request to speak	Summarised version of feedback	Response to feedback and management recommendations
13	Yarra River Business Association	Business association	Feedback only	The Yarra River Business Association applaud Council's investment of \$140 million for Greenline over four years, a huge legacy project that completes the integration of the CBD with Melbourne's great waterway. It is hoped together with the State and Federal governments we can work cohesively to achieve this.	<p>Comment: Thank you for your feedback.</p> <p>The City of Melbourne values our relationship with The Yarra River Business Association and welcomes its encouragement on Greenline.</p> <p>As a major city shaping project, Greenline will play a significant role in contributing to the city's post-COVID recovery. The project is forecast to deliver direct benefits valued at up to \$1.2 billion over the next 20 years.</p> <p>In terms of economic benefits, Greenline is positioned to attract additional investment within the corridor and increase commercial and visitor activation, improve amenity and create new connections.</p> <p>Recommendation: No change to the draft Annual Plan recommended.</p>
14	Property Council (Andrew Lowcock)	Business association	Feedback only	[See feedback on draft Budget item #49 from Property Council, covering issues relating to both the Annual Plan and Budget and which are supportive of the proposals in the Annual Plan.]	<p>Comment: [Addressed in Budget feedback, #47.]</p> <p>Recommendation: The issues raised in the feedback have been already been addressed and is included in the draft Annual Plan. No change recommended.</p>
15	Committee for Melbourne (Leanne Edwards)	Business association	Feedback only	[See feedback on draft Budget item #52 from Committee for Melbourne, covering issues relating to both the Annual Plan and Budget and which are supportive of the proposals in the Annual Plan.]	<p>Comment: [Addressed in Budget feedback, #52.]</p> <p>Recommendation: The issues raised in the feedback have been already been addressed and is included in the draft Annual Plan. No change recommended.</p>

Annual Plan feedback

Feedback number	Name of person providing feedback	Company (if relevant)	Feedback and/or request to speak	Page Number
1	Simon Baldwin		Speak and feedback	2
2	(None Provided)		Feedback only	3
3	Jason		Feedback only	4
4	(None Provided)		Feedback only	5
5	Linus		Feedback only	6
6	(None Provided)		Feedback only	8
7	Richard		Feedback only	9
8	(None Provided)		Feedback only	10
9	Miniam		Feedback only	11
10	Lyndon		Feedback only	12
11	(None Provided)		Feedback only	13
12	Maggie		Feedback only	14
13	Jeremy		Feedback only	15
14	Andrew Lowcock	Property Council of Australia	Feedback only	16
15	Leanne Edwards	Committee for Melbourne	Feedback only	36

Tell us what you think of our draft Annual Plan 2022–23 Form Submission

There has been a submission of the form Tell us what you think of our draft Annual Plan 2022–23 through your Participate Melbourne website.

How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council’s vision and strategic objectives?

More funding for active transport, including quicker responses to opportunities to improving cycling infrastructure.

Which of the following best describes your connection to this City of Melbourne project?

I am a worker

Based on your connection to this project, where do you live/work/own a business/study/visit?

Southbank (3006)

What is your age?

30-34 years

How do you describe your gender?

Male

Do you identify with any of the following?

None of these

Have you participated in a consultation with City of Melbourne before?

Yes, I have participated in a City of Melbourne consultation once or twice before today

Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled in June 2022?

Yes

Please indicate if you would like to address the Future Melbourne Committee in person or via a virtual link (Zoom).

In person

Phone number

0488337168

Email address

Simon.h.baldwin@gmail.com

I have read and acknowledged how Council will use and disclose my personal information.

Yes

Tell us what you think of our draft Annual Plan 2022–23 Form Submission

There has been a submission of the form Tell us what you think of our draft Annual Plan 2022–23 through your Participate Melbourne website.

How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council’s vision and strategic objectives?

I have submitted my views in my reply to the budget which is linked to the plan

Which of the following best describes your connection to this City of Melbourne project?

I am a resident

Based on your connection to this project, where do you live/work/own a business/study/visit?

Carlton (3053)

What is your age?

75+ years

How do you describe your gender?

Male

Do you identify with any of the following?

Person with a disability

Born overseas

Have you participated in a consultation with City of Melbourne before?

Yes, I have participated in a City of Melbourne consultation once or twice before today

Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled in June 2022?

Yes

Please indicate if you would like to address the Future Melbourne Committee in person or via a virtual link (Zoom).

Virtual link (Zoom)

Phone number

0407787497

Email address

manohev@gmail.com

I have read and acknowledged how Council will use and disclose my personal information.

Yes

Tell us what you think of our draft Annual Plan 2022–23 Form Submission

There has been a submission of the form Tell us what you think of our draft Annual Plan 2022–23 through your Participate Melbourne website.

How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council’s vision and strategic objectives?

Engaging direct community involvement in key initiatives will create community ownership and lead to novel approaches, responses, and delivery of those initiatives that are relevant to neighbourhoods

Which of the following best describes your connection to this City of Melbourne project?

I am a worker

Based on your connection to this project, where do you live/work/own a business/study/visit?

Docklands (3008)

What is your age?

50-54 years

How do you describe your gender?

Male

Do you identify with any of the following?

None of these

Have you participated in a consultation with City of Melbourne before?

Yes, I have participated in a City of Melbourne consultation once or twice before today

Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled in June 2022?

No

Email address

jason.butcher62@gmail.com

I have read and acknowledged how Council will use and disclose my personal information.

Yes

To view all of this form's submissions, visit

https://participate.melbourne.vic.gov.au/index.php/dashboard/reports/forms_new/data/826

Tell us what you think of our draft Annual Plan 2022–23 Form Submission

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How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council’s vision and strategic objectives?

I think a people-led focus (residents/visitors) is most important. As they are they ones frequenting business. So making the city better for people will, even if businesses and lobby groups can't see it at first, help businesses thrive too.

Which of the following best describes your connection to this City of Melbourne project?

I am a resident

Based on your connection to this project, where do you live/work/own a business/study/visit?

West Melbourne (3003)

What is your age?

30-34 years

How do you describe your gender?

Male

Do you identify with any of the following?

LGBTIQ+

Have you participated in a consultation with City of Melbourne before?

Yes, I have participated in a City of Melbourne consultation once or twice before today

Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled in June 2022?

No

Email address

nmrenwick@gmail.com

I have read and acknowledged how Council will use and disclose my personal information.

Yes

To view all of this form's submissions, visit

https://participate.melbourne.vic.gov.au/index.php/dashboard/reports/forms_new/data/826

Tell us what you think of our draft Annual Plan 2022–23 Form Submission

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How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council’s vision and strategic objectives?

I was glad that a protected bike lane network mentioned under the Transport Strategy 2030 in Safety and wellbeing. However, this initiative's importance has been understated in the major initiatives section. No mention was made under the "Climate and biodiversity emergency" section, or "Access and affordability section" where active transport and protected bike lanes have enormous importance.

Active transport, and more specifically bikes have tremendous potential to remove cars from the city, but is currently only accessible to a small group of very confident cyclists. This is because proper protected bike lanes are fragmented or pervious to cars. A greater emphasis on active transport and the importance of safety should be made in all three of the mentioned major initiatives sections. Also, faster, progress needs to be made.

Safety: Bike lanes are ineffective unless they are part of an interconnected network truly separated from cars. I welcome the intent to create separated bike lanes on Exhibition, but lament the quality of what has been delivered. Unfortunately, even this small stretch of “separated” bike lane is perpetually occupied by cars and trucks. Over the past week I have needed to veer out of this “separated” bike lane because glaziers, taxis and uber drop offs have all been parked in what is clearly marked as a bike lane. This is not good enough, and less confident cyclists, who are often elderly, or women will not be encouraged to use lanes whilst they are in this state.

The transformation seen in Paris, France over the past 7 years under the “plan velo” initiative is a case study of the opportunity that is within reach for the City of Melbourne if active transport is made a top priority and acted on. I look forward to seeing a truly bold plan for protected and interconnected bike lanes to make active transport an inclusive and accessible mode of transport.

Which of the following best describes your connection to this City of Melbourne project?

I am a student, worker and visitor, many times a week

Based on your connection to this project, where do you live/work/own a business/study/visit?

Carlton and the Hoddle Grid

What is your age?

20-24 years

How do you describe your gender?

Prefer not to say

Do you identify with any of the following?

LGBTIQ+

Person with a disability

Have you participated in a consultation with City of Melbourne before?

No, this is my first City of Melbourne consultation

Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled in June 2022?

No

Email address

linus.opat@gmail.com

I have read and acknowledged how Council will use and disclose my personal information.

Yes

To view all of this form's submissions, visit

https://participate.melbourne.vic.gov.au/index.php/dashboard/reports/forms_new/data/826

Tell us what you think of our draft Annual Plan 2022–23 Form Submission

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How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council’s vision and strategic objectives?

Make the CBD smoke free - walking in the city now is like dodging cancer from one step to another. I cant walk from one street to the next trying to avoid second-hand smoke

Reduce intrusive advertising - I have a disability the increase in visual and auditory advertising is disturbing and makes me actively want to avoid the city. Massive screens with light flickering to loud sounds. Also advertising is taking up so much footpath This includes the intrusive noise made by alarms on electronic delivery bikes

Which of the following best describes your connection to this City of Melbourne project?

I am a resident

Based on your connection to this project, where do you live/work/own a business/study/visit?

CBD (3000)

What is your age?

Prefer not to say

How do you describe your gender?

Female

Do you identify with any of the following?

Person with a disability

Have you participated in a consultation with City of Melbourne before?

No, this is my first City of Melbourne consultation

Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled in June 2022?

No

Email address

nassep@gmail.com

I have read and acknowledged how Council will use and disclose my personal information.

Yes

Tell us what you think of our draft Annual Plan 2022–23 Form Submission

There has been a submission of the form Tell us what you think of our draft Annual Plan 2022–23 through your Participate Melbourne website.

How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council’s vision and strategic objectives?

Stop building pop up bike lanes on all roads. Replace on street parking that has been removed as a result. Why build floating gardens on yarra what a waste of money. Council wants big business to return to CBD but you kicked out Apple. Stop ruining the city with bike lanes on every road. We are not a European city Melbourne is a drive through city. Tired of Council wasting money on Pet projects.

Which of the following best describes your connection to this City of Melbourne project?

I am a resident

Based on your connection to this project, where do you live/work/own a business/study/visit?

CBD (3000)

What is your age?

55-59 years

How do you describe your gender?

abcdefghijklmnopqrstuvwxy&z

Do you identify with any of the following?

Person with a disability

LGBTIQ+

None of these

Have you participated in a consultation with City of Melbourne before?

No, this is my first City of Melbourne consultation

Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled in June 2022?

No

Email address

richard@coathup.com

I have read and acknowledged how Council will use and disclose my personal information.

Yes

Tell us what you think of our draft Annual Plan 2022–23 Form Submission

There has been a submission of the form Tell us what you think of our draft Annual Plan 2022–23 through your Participate Melbourne website.

How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council’s vision and strategic objectives?

less info with a point form projection

Which of the following best describes your connection to this City of Melbourne project?

I am a resident

Based on your connection to this project, where do you live/work/own a business/study/visit?

Southbank (3006)

What is your age?

65-69 years

How do you describe your gender?

Male

Do you identify with any of the following?

Born overseas

Have you participated in a consultation with City of Melbourne before?

Yes, I have participated in a City of Melbourne consultation once or twice before today

Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled in June 2022?

No

Email address

huntdeb@gmail.com

I have read and acknowledged how Council will use and disclose my personal information.

Yes

Tell us what you think of our draft Annual Plan 2022–23 Form Submission

There has been a submission of the form Tell us what you think of our draft Annual Plan 2022–23 through your Participate Melbourne website.

How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council’s vision and strategic objectives?

you can start listening to the community.

In particular, to recognise that the QVMN is going from bad to worse under your 'renewal'. You are spending 50 million on unnecessary infrastructure that continues to undermine the traditional market and turn it into yet another predictable outdoor drinking venue and expensive events space. In the end you'll kill the golden goose because it won't be lettable without the attraction and colour of the traditional market activities, which are decreasing weekly

Which of the following best describes your connection to this City of Melbourne project?

I am a regular customer (every week) of QVM

Based on your connection to this project, where do you live/work/own a business/study/visit?

CBD (3000)

What is your age?

70-74 years

How do you describe your gender?

Female

Have you participated in a consultation with City of Melbourne before?

Yes, and I participate in City of Melbourne regularly

Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled in June 2022?

No

Email address

miriam.faine@bigpond.com

I have read and acknowledged how Council will use and disclose my personal information.

Yes

Tell us what you think of our draft Annual Plan 2022–23 Form Submission

There has been a submission of the form Tell us what you think of our draft Annual Plan 2022–23 through your Participate Melbourne website.

How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council’s vision and strategic objectives?

Your existing and future plans will continue to destroy the viability of the CBD. The imbalance of the proliferation of bike lanes will render the CBD a slum. It’s impossible for businesses to receive deliveries eg Exhibition Street and many short term visitors who do not bicycle will not come into the city centre. Even Amsterdam caters for commercial deliveries and private cars!

Which of the following best describes your connection to this City of Melbourne project?

I am a resident

Based on your connection to this project, where do you live/work/own a business/study/visit?

CBD (3000)

What is your age?

65-69 years

How do you describe your gender?

Male

Do you identify with any of the following?

None of these

Have you participated in a consultation with City of Melbourne before?

Yes, I have participated in a City of Melbourne consultation once or twice before today

Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled in June 2022?

No

Email address

Lynden.kenyon@gmail.com

I have read and acknowledged how Council will use and disclose my personal information.

Yes

Tell us what you think of our draft Budget 2022–23 Form Submission

There has been a submission of the form Tell us what you think of our draft Annual Plan 2022–23 through your Participate Melbourne website.

How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council's vision and strategic objectives?

More bins and people to clean up rubbish - the city is so dirty. Feral.

I have read and acknowledged how Council will use and disclose my personal information.
Yes

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https://participate.melbourne.vic.gov.au/index.php/dashboard/reports/forms_new/data/826

Tell us what you think of our draft Annual Plan 2022–23 Form Submission

There has been a submission of the form Tell us what you think of our draft Annual Plan 2022–23 through your Participate Melbourne website.

How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council’s vision and strategic objectives?

Communicate more through other social media such as Kensington Good Karma Network. This has a 10.5k membership and so good exposure for City of Melbourne initiatives.

Which of the following best describes your connection to this City of Melbourne project?

I am a resident

Based on your connection to this project, where do you live/work/own a business/study/visit?

Kensington (3031)

What is your age?

60-64 years

How do you describe your gender?

Female

Do you identify with any of the following?

Born overseas

Have you participated in a consultation with City of Melbourne before?

Yes, and I participate in City of Melbourne regularly

Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled in June 2022?

No

Email address

maggie.reeves@gmail.com

I have read and acknowledged how Council will use and disclose my personal information.

Yes

Tell us what you think of our draft Annual Plan 2022–23 Form Submission

There has been a submission of the form Tell us what you think of our draft Annual Plan 2022–23 through your Participate Melbourne website.

How can we better deliver the Major Initiatives in the Council Plan 2021–2025 to achieve the Council’s vision and strategic objectives?

We the Yarra River Business Association applaud Council's investment of \$140 million for Greenline over four years. This will be a huge legacy project for Melbourne and once that completes the integration of the CBD with Melbourne's great waterway. It is sincerely hoped that State and federal governments share the vision, and that we can all work cohesively to overcome the inevitable hurdles, to create a better city environment with world-class amenity.

Which of the following best describes your connection to this City of Melbourne project?

Business association

Based on your connection to this project, where do you live/work/own a business/study/visit?

Southbank (3006)

What is your age?

65-69 years

How do you describe your gender?

Male

Do you identify with any of the following?

Born overseas

Have you participated in a consultation with City of Melbourne before?

Yes, and I participate in City of Melbourne regularly

Would you like to address the Future Melbourne Committee in support of your feedback at the special meeting scheduled in June 2022?

No

Email address

jeremyv@ozemail.com.au

I have read and acknowledged how Council will use and disclose my personal information.

Yes

14 June 2022

The Right Honourable Sally Capp
Lord Mayor of Melbourne

Mr Justin Hanney
Chief Executive Officer
City of Melbourne

By email: CorporatePlanning.Performance@melbourne.vic.gov.au

Dear Lord Mayor and Mr Hanney,

Property Council response to City of Melbourne 2022-23 Draft Budget and Annual Plan

The Property Council of Australia (Victorian Division) welcomes the opportunity to provide feedback on the City of Melbourne's 2022-23 Draft Budget and Annual Plan during this consultation phase.

As a partner in our shared goal for ongoing Melbourne CBD and central city renewal, we commend the City of Melbourne on its ongoing efforts to promote economic development, lead business and headquarters attraction, support the return of international students and encourage visitation by workers and visitors.

About the Property Council

The Property Council is the leading advocate for Australia's property industry. An industry that accounts for 13 per cent (\$202.9 billion) of Australia's GDP, and the largest Australian employer, contributing to over 1.4 million employees.

In Victoria, property contributes \$58.8 billion to Gross State Product, making up to 13.8 per cent of the Victorian economy. It employs one in four working Victorians, employing more than 390,000 people directly and supporting more than 471,000 workers in related fields. It pays 59 per cent, or \$17.9 billion, in tax revenue, and pays more than \$21 billion in total wages and salaries per year, being approximately 27.9 per cent of wages and salaries paid to Victorian workers.¹

The Property Council's more than 500 Victorian member organisations drive the economy. They develop, invest in, design, build and manage the places that matter most to Australians – our homes, shopping centres, office buildings, industrial areas, retirement villages, education,

¹ AEC Group, 'Economic Significance of the Property Industry in the Victorian Economy' (2020).

research and health precincts, tourism, and hospitality venues and more. Our members contribute to the very fabrics of society through investing, designing, building, and managing places that we rely on most.

‘Reviving Melbourne’

The Property Council released ‘Reviving Melbourne’ in November 2021 outlining the property industry’s plan to boost jobs, economic growth and deliver sustained CBD revitalisation through nine strategies designed to bring the city back to life. The Property Council’s ‘Reviving Melbourne’ plan is attached to this submission.

Key strategies which are currently being delivered include:

- The ongoing return to the office, with the Property Council measuring office occupancy at 48 per cent of pre-pandemic levels in the most recent May survey – the highest monthly tally since the survey began in mid-2020;
- The ‘FOMO Melbourne’ campaign, bringing together the significant series of major events and activations contributing to significant CBD foot traffic;
- The higher education return, with 135,000 international students in Victoria in the first quarter of 2022² being a meaningful increase in international student numbers; and
- Streamlined planning permit applications through the City’s revised Code of Practice for Building, Construction and Works which commenced earlier this year.

However, much of the above remains work in progress. For instance, while office occupancy has rebounded to 48 per cent, it remains the lowest of all major Australian capital cities. A sustained effort, innovative ideas, and active and positive messaging from Government is required to ensure the momentum of office workers returning continues to trend positively.

Additional priorities that need to be addressed include the need to boost population growth in the city through boosted skilled migration, and the treatment of the CBD as a ‘priority precinct’ with revised planning rules and governance to stimulate growth and investment. Recognising that the City of Melbourne is not always the lead agency that can drive policy change, the Property Council both encourages and offers to partner with the City of Melbourne to advocate to drive positive change in these areas.

We are pleased to support the City’s increased investment in the 2022-23 Draft Budget and Annual Plan, which strikes a positive balance of continued short-term spending with long-term infrastructure investment and responds to the solutions put forward by the property industry.

² Department of Education, Skills, and Employment, <https://www.dese.gov.au/international-data/data-visualisation-international-student-numbers>, accessed 2 June 2022

Detailed Response

The Property Council's 'Reviving Melbourne' plan is attached to this response, and we provide the following detailed response on key areas of relevance to the property industry:

- Rates Increase:** the Draft Budget outlines a proposed 1.75 per cent rates increase, in line with the State Government's rate capping policy, to help fund some of the increased investments made, after two years of rates being frozen at their 2019-20 levels. While any cost increase for property owners does increase pressures, we also recognise the City of Melbourne's need to increase investment at this critical point of CBD renewal. Given we believe most of the measures will translate to greater economic benefit, we have no objection to the rate increase.
- Infrastructure Investment:** we welcome the investment in this Draft Budget into progressing planning for the Greenline project and the ongoing Queen Victoria Market renewal. We note the recent funding commitment by the new Federal Government during the election campaign to progressing with works on Greenline and support advocacy for a State Government funding commitment, pending progression of the business case and initial analysis during the coming year.
- Shopfront Activation Program:** the restoration and engagement of vacant shopfronts is an ongoing priority to both promote commerce and support vibrancy and street activation. There are ongoing economic conditions that will continue to challenge small to medium businesses, and the Property Council supports ongoing investment in this initiative, including the continued utilisation of vacant shopfronts by creative industries and pop-ups.
- Invest Melbourne:** we strongly welcome the establishment and expansion of Invest Melbourne to promote the Melbourne central city to new business and provide vital support to existing businesses. While Melbourne's recovery has been steady, it is crucial that Melbourne is as active as possible in interstate and overseas markets to promote the city as being 'open for business'.

The Property Council welcomes the regular opportunity we have to engage with Invest Melbourne and are committed to promoting Invest Melbourne's activities to build deep and constructive partnerships between the City and the property industry.

- International Student Return:** increasing the return of international students to Melbourne and the city's university campuses as well as our world-class student accommodation offerings, is a vital plank of continued renewal.

As of 9 May 2022, there has been a 23 per cent increase in the number of student visa holders studying in Victoria from December 2021, but overall numbers are still slightly behind 2021 levels, largely attributed to a significant drop in Chinese students making Australia their home for further education.

We believe there is a more prominent role for the City of Melbourne to play in connecting returning students to suitable employment opportunities, especially given the current

jobs crunch many employers are experiencing, which will help to increase Melbourne's attractiveness as a study destination.

Continued engagement with the initiatives being pursued by Study Melbourne and Invest Victoria is recommended and increased engagement with the Property Council through our Victorian Education Committee and newly established national Student Accommodation Council can also be facilitated.

- **CBD Population Growth and Affordable Housing:** we support the City of Melbourne's objective to attract more people to live in the central city, especially given vacancy rates in existing housing within the municipality remains at 1.9 per cent³, as well as the aspiration for more key workers to be able to access housing.

The establishment of Homes Melbourne is warmly welcomed to support the creation of key worker housing and we encourage the City of Melbourne to consider how to unlock its own landholdings in creating some of this affordable housing supply.

- **Progress to Net Zero Buildings and New Energy Infrastructure:** we note the City of Melbourne's plan to progress a planning scheme amendment to improve the environmental performance of buildings, which look forward to engaging with in more detail.

We recommend the City of Melbourne expands the funding available through the Sustainable Melbourne Fund, and advocate for increased State Government involvement to support a significant increase in environmental upgrade agreements that support retrofitting of lower performing buildings.

We also welcome the establishment of Power Melbourne and note the property industry's desire to support the rollout of the battery network including the provision of suitable locations.

Contact

We are thankful for the opportunity to respond to the Draft Budget and Annual Plan. If you require any further information, please contact Andrew Lowcock, Deputy Executive Director, on 0447 666 902, or alowcock@propertycouncil.com.au.

Kind regards,



Danni Hunter
Victorian Executive Director
Property Council of Australia

³ SQM Research Melbourne Residential Vacancy Rates, accessed 8 June 2022



Reviving Melbourne

A plan to boost jobs, economic growth
and revitalise the CBD

*“Melbourne's CBD is the
epicentre of Victoria's
economy”*





Introduction

The Property Council of Australia is the leading advocate for Australia's property industry and Victoria's biggest industry and employer, contributing \$58.8 billion to Gross State Product (13.8 per cent), employing more than 390,000 people and accounting for 59 per cent or \$17.9 billion of Victoria's tax revenue.

On behalf of the property industry, we welcome the Victorian Government's accelerated delivery of the Roadmap that saw Melbourne's final lockdown end on 11.59pm on Thursday 21 October, as we reached the next vaccination milestone of 70 per cent double dose coverage with further restrictions eased at 80 per cent on Friday October 29.

With the end of lockdown, and as Victorians get back to doing the things they love, it is the right time to focus on the implementation of plans and strategies that will bring our central city and Melbourne's CBD, our most crucial economic and creative hub, back to life again.

The Property Council acknowledges the Government's ongoing commitment to financially support businesses who have been affected by lockdowns as result of COVID-19 since March 2020. The Property Council specifically acknowledges the significant funding commitment of \$200 million through both the Melbourne City Revitalisation Fund and the Melbourne City Recovery Fund. As Victoria reopens, it continues to be vitally important that business can partner with the Government and City of Melbourne on a range of initiatives to revitalise the CBD.

Melbourne's CBD is the epicentre of Victoria's economy, accounting for some 500,000 jobs and producing about 7 per cent of Australia's GDP and 25 per cent of Victoria's GSP at peak. Deloitte Access Economics' analysis for the City of Melbourne in its Medium-Term Economic Outlook released in July – prior to the three most recent lockdowns – found that the city's Gross Regional Product declined by 53 per cent in 2020, with a full recovery not expected until 2024. This is almost directly tied to the number of workers in the city, which also declined by 53 per cent.¹

The CBD been disproportionately hurt by lockdowns and the loss of city workers, domestic and international tourists, and students. Melbourne's iconic retail and hospitality sectors have been forced to temporarily close their doors and many small businesses have permanently closed. It is estimated that Melbourne's economy activity will not reach pre-pandemic levels until 2025.²

To support the State Government's incredibly important work to revive Melbourne and bring our CBD back to life, the Property Council of Australia has identified nine key areas that will supercharge the city and fast track Victoria's economic recovery.



Danni Hunter

Executive Director, Victoria
Property Council of Australia



Sam Tarascio

Division President, Victoria
Property Council of Australia
Managing Director
Salta Properties



1. Deloitte Access Economics, *City of Melbourne Medium Term Economic Outlook: July 2021*, (2021).

2. *Ibid.*



CBD Revitalisation Initiatives

Since the pandemic started, the State Government and the City of Melbourne have announced a number of initiatives to help revitalise the CBD. These include:

- The Melbourne City Revitalisation Fund and the Melbourne City Recovery Fund - \$200 million
- City of Melbourne Economic Recovery Strategy
- FOMO Melbourne
- Melbourne Money
- Live in Melbourne campaign



1. COVID-proof the CBD

As Victoria continues to deal with ongoing COVID cases, it is essential that vaccination hubs and rapid antigen testing sites be established across Melbourne's CBD as people return to the city. Vaccination infrastructure will be critical to achieving desired inoculation rates, especially as we move into the phase of booster requirements to ensure ongoing full vaccination.

Medical logistics experts have noted that sites capable of facilitating the large-scale administration of vaccines must be maximally utilised. Office buildings – many of which are occupied by large businesses with established relationships – are highly suitable locations.³

The Property Council applauds the State Government's recent pre-emptive acquisition of 2.2 million rapid antigen tests. We note that the Therapeutic Goods Administration has now approved these testing kits for general use.⁴

The Property Council strongly encourages the State Government to add CBD office buildings to the list of hospitals, schools, and childcare centres at which these tests will be made available and we would be keen to facilitate discussions between Government and Property Council members.

3. Tom McIlroy, CBD, Supermarkets to be Enlisted for Vaccination Push, Australian Financial Review, published July 7 2021 via: <https://www.afr.com/politics/federal/cbd-offices-and-supermarkets-to-be-enlisted-for-covid-jabs-20210707-p587ih>

4. Therapeutic Goods Administration, COVID-19 Test Kits Included in the ARTG for Legal Supply in Australia, published October 19 2021 via: <https://www.tga.gov.au/covid-19-test-kits-included-artg-legal-supply-australia>





2. Return to the Office

According to the Property Council's most recent office occupancy survey in October 2021, Melbourne's CBD office buildings are at just four per cent of their pre-pandemic levels, the lowest since the survey started in July 2020. Melbourne's post-COVID office occupancy peaked at just 45 per cent in April and May this year, demonstrating the long road back to the office after numerous extended lockdowns.

The Economist estimates that a single city-based office job supports up to five jobs in ancillary service sectors such as retail, hospitality, and personal care.⁵ A slow return to office will severely constrict the city's recovery – and that of Victoria.

The Property Council supports the greater adoption of flexible working arrangements and acknowledges that the hybrid working model is here to stay. We also note the wide-ranging benefits of working in the office including increased collaboration and fostering and sharing knowledge and ideas.

The Property Council welcomes the Government's announcement to allow workers to return to office at 80 per cent double dose vaccination and the lifting of the requirement to wear masks indoors with the exception of high-risk settings at 90 per cent.

We strongly advocate a proactive return to office of employees across the private and public sector. We see an important leadership role for the Victorian Government to play and advocate a minimum three-day a week return to office for Victorian public sector workers once we reach 90 per cent double dose vaccination.

Our members are deeply invested in making office workplaces COVID-safe and are ready for workers to return. Commercial property owners and investors have been the economy's heaviest lifters during the pandemic, with national support to tenants rising to a potential \$14.9 billion to March this year through rent relief schemes, and they are deeply committed to the revitalisation of Melbourne's CBD.

5. The Economist, "The New Economics of Global Cities", published September 11 2021
via: <https://www.economist.com/finance-and-economics/the-new-economics-of-global-cities/21804271>



3. “Back to Melbourne” Campaign

Revitalising Melbourne’s iconic precincts will require more than the gradual easing of restrictions and density quotients. It will require decisive action to get people out of their homes and back into our CBD’s once-thriving cultural, dining, and entertainment hubs.

This strategy should include both incentives and proactive marketing campaigns, as described below:

Campaigns

- 3.1 Launch a reinvigorated attraction campaign similar to the Property Council and City of Melbourne’s ‘FOMO Fridays’ campaign, to encourage office workers to return to the city and re-engage with CBD-based businesses covering hospitality, retail and services. This would involve coordinating activations and activities by all major office owners and CBD tenants who would stage subsidised and free events and social activities targeted at attracting workers back into CBD offices;
- 3.2 Develop a multi-platformed marketing and communication campaigns celebrating and promoting Melbourne as the Events Capital, including the City of Melbourne’s Christmas campaign, the Boxing Day sales, the Boxing Day Ashes Test, New Year’s Eve, the Australian Open, Melbourne Comedy Festival and Australian Grand Prix.
- 3.3 Amplify the “What’s on in Melbourne” platform, providing organisers and patrons with enhanced scope for event marketing and engagement, including return to office activations and events.





Initiatives

- 3.4 Establish an additional separate \$50 million CBD Revitalisation Program similar to that recently announced in NSW with funding open to councils, industry associations and cultural institutions to help encourage people back to the CBD. Funding would support a range of hospitality, retail, cultural, workplace and other activities to be activated in early 2022;
- 3.5 Provide free public transport for a period of three months after Victoria reaches its targeted 90 per cent double-dose vaccination rate. This should be accompanied by a state-wide campaign highlighting COVID-Safety on public transport to further assist in rebuilding confidence in the state's public transport system and encourage people back into the CBD. Following this three-month period, off-peak fares should be reintroduced for travel across Melbourne and free public transport included in the pre-purchase of tickets for major events for example, the Australian Open.
- 3.6 Support and promote the City of Melbourne's initiative to engage with car park operators to provide discounted parking offers at times and locations which optimise the accessibility of city precincts during periods of peak demand and introduce a 12 month freeze on the car park levy for those operators who reduce their pricing;
- 3.7 Expand the City of Melbourne's "Melbourne Money" voucher scheme with additional funding, to reactivate engagement with Melbourne's world-class dining and entertainment precincts. The first scheme demonstrated considerable return on investment and strong take up by visitors and patrons;
- 3.8 Support engaging and activity-based events to incentivise engagement with the city's open spaces, such as Yoga in the Park, the return of the Night Noodle Markets or similar initiatives; and
- 3.9 Deliver a dedicated grant funding program for building owners to activate office buildings and corporate precincts with funding to go toward free breakfasts and other initiatives to reconnect office workers with their city spaces, and increase business activity for Melbourne's hospitality venues.



4. Boost Population Growth

According to the ABS, Victoria is now home to 43,000 fewer people than at the start of the pandemic, making it the only state in the nation to record a drop in population. Prior to COVID, interstate and international travellers contributed more than \$2.5 billion to the Victorian economy through their attendance at major events.⁶

International visitors and migrants contribute the skills and expertise that we need today to build the homes, precincts, and workplaces of tomorrow. Before the pandemic, more than a quarter of all skilled migrants coming to Australia chose to settle in Victoria.

The Property Council strongly recommends that the State Government take actions to secure and boost Victoria's once-stable population growth and visitation rates by:

- 4.1 Launching targeted campaigns to attract domestic and interstate visitors to Melbourne-based events;
- 4.2 Remaining firm in the Government's commitment to waiving quarantine-on-arrival requirements for foreign visitors who can produce proof of vaccination with an Australian-approved or recognised vaccination (as announced on Friday 22 October and publicly welcomed by the Property Council of Australia); and
- 4.3 Actively increasing Victoria's Skilled Migration Program targeted at sectors with the potential to help revitalise economic activity within the Melbourne CBD.

⁶ Ernst & Young, *The Eventful Year: 2018, (2019)*.





5. Higher Education Return

The City of Melbourne has 64,000 fewer international students in Victoria than a year ago.⁷ Research conducted by the Property Council shows that a further year of border closures will see the number of international students in Australia remain 50 per cent below pre-COVID levels until at least 2024.⁸

Almost a third of Australia's international students live, work and study in Melbourne and contribute around \$11.25 billion to Victoria's broader economy.⁹ Victorian rental vacancies created by absent international students are most concentrated in the Melbourne CBD; up 338 per cent on pre-COVID levels. International education itself was Victoria's largest pre-pandemic export, generating \$13.7 billion in export revenue for the state in 2019;¹⁰ the same year the University of Melbourne was awarded Victorian Exporter of the Year at the 2019 Governor of Victoria Export Awards.

A significant proportion of the CBD workforce was comprised of international students pre-pandemic, with employers noting difficulties in filling key roles in the retail and hospitality sectors with the near evaporation of international education as a result of closed borders.

The benefits of our international student community extend beyond economic considerations. The presence of a diverse community of international students from all corners of the world helped to power the cultural development of the CBD and suburbs surrounding higher education institutions such as in Parkville and Carlton. The charm and vibrancy of Melbourne is enhanced by this community, helping the city maintain its position as Australia's cultural capital.

The Property Council applauds the State Government's recent announcement of the International Students Arrival Plan as a positive step toward Victoria's re-engagement with an economically critical cohort.

The Property Council strongly encourages the State Government to expand the nominated quota of 120 international student arrivals per week, uncapping international student arrivals once 90 per cent of Victoria's population is double-vaccinated so we can welcome international and domestic students back to campus in 2022. The recent announcement by New South Wales that fully vaccinated international arrivals will not have to quarantine sends a clear message to international students around the world that NSW will be open for the start of the 2022 academic year.

With seven Melbourne-based universities, and with 51 campuses across the whole state, the Victorian education sector needs to be able to present itself as similarly placed to open by early next year to international students. Victoria needs to do what is required quickly and proactively to reclaim our title as the Education State.



7. City of Melbourne

8. AEC, *Economic Impact of Delaying the Opening of Australia's Border*, (2021).

9. Mitchell Institute, *Coronavirus and International Students*, (2020).

10. Department of Jobs, Precincts, and Regions, *International Education*, published 9 June 2020 via: *International education | Priority industries and sectors | Jobs, Precincts and Regions* (djr.vic.gov.au)

6. Increase Development Activity in the CBD and Promote Melbourne to Residents

Greater Melbourne and Regional Victoria's housing prices have continued to increase throughout the pandemic and the state is facing acute pressures on housing supply. The CBD has a role to play in providing affordable and diverse housing options in areas that are very well serviced by infrastructure and services, in one of the world's most liveable cities.

The combination of Government income supplements, low interest rates, and an increase in the proportion of income saved (due to successive lockdowns), has led to demand for housing outstripping supply, resulting in property price growth between December 2019 and December 2023 that exceeds pre-COVID projections by 25 per cent.¹¹

Despite a strong increase in demand, 25,000 fewer dwellings are expected to come to market between now and December 2023 compared with pre-Covid projections.¹² The housing supply crisis is state-wide and presents significant short-term opportunities and long-term challenges for CBD housing.

Melbourne's CBD apartment market is facing exacerbated medium-term pressures both in terms of demand side fundamentals and a limited supply pipeline.

The Property Council welcomed the Government's decision to remove stamp duty charges on off-the-plan purchases of up to \$1 million within the City of Melbourne Local Government Area. This is an effective measure apropos addressing short term oversupply of apartment stock, making way for new projects to commence. Public awareness and understanding of this important initiative will be substantially enhanced by the Melbourne City Council's 'Live in Melbourne' campaign.

To ensure strong and sustained take-up of these incentives, the Property Council strongly encourages the State Government to further engage in collaborative promotional activity with the City of Melbourne, and to expand or create additional platforms through which prospective apartment purchasers and developer-vendors can be connected to one another, including but not limited to a dedicated page or forum within the 'Live in Melbourne' website.

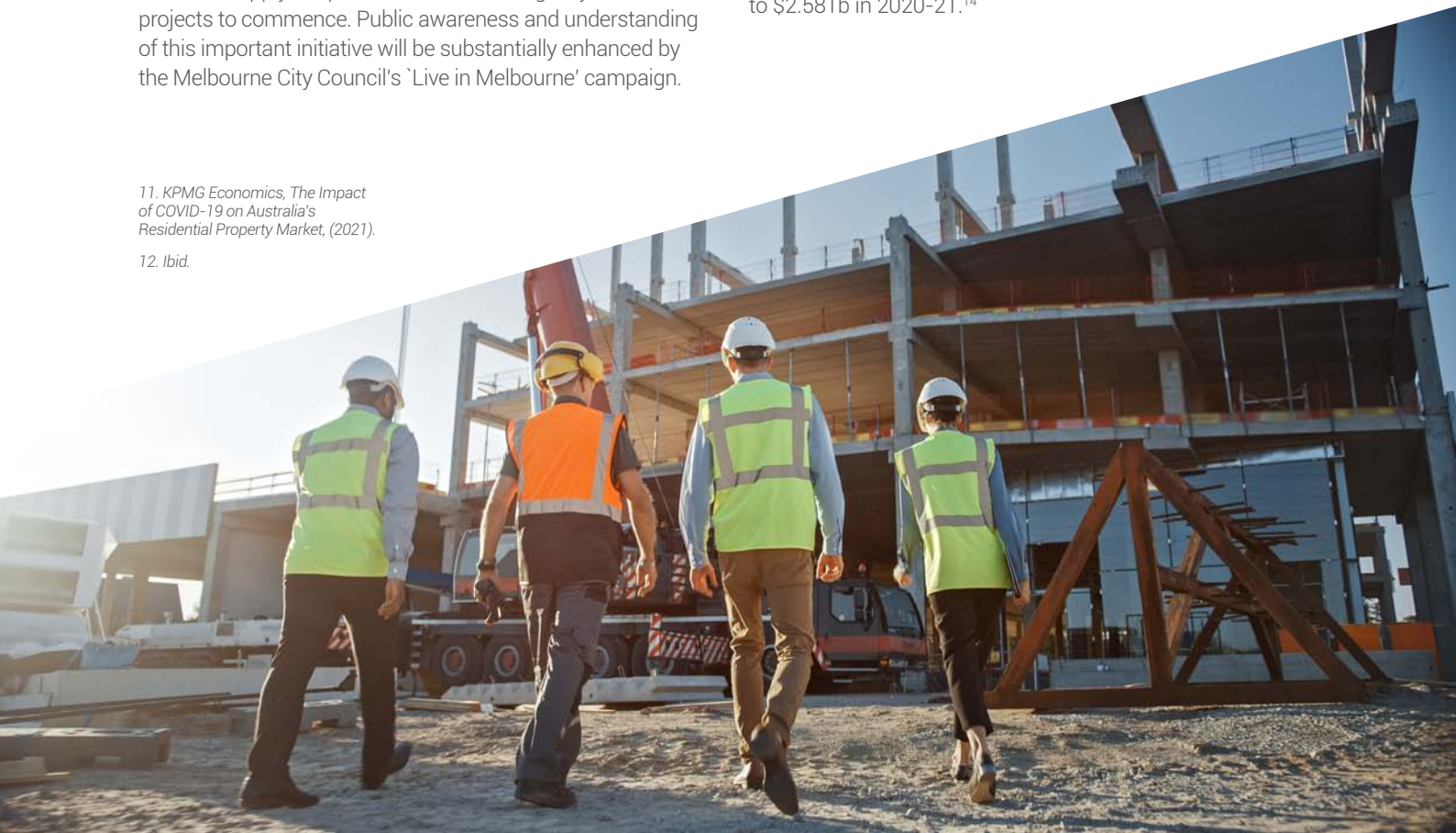
While short-term incentives will assist in stimulating demand for existing apartment stock, the medium-term supply shortage will be exacerbated by Victoria's status as the Australian state with the largest number of property taxes.¹³ This will also be further compounded by the impending introduction of the Windfall Gains Tax on rezoned parcels of land.

The Property Council strongly encourages the State Government to reduce the rate and total number of taxes levied against property in Melbourne and scrap its proposed Windfall Gains Tax as a stimulus measure.

Looking to the medium-term, the building approval pipeline in the City of Melbourne remains subdued, with a 54 per cent decline in the month between July and August 2021. This follows a 59% decline in the total value of building approvals in the City of Melbourne from \$6.359b in 2019-20 to \$2.581b in 2020-21.¹⁴

11. KPMG Economics, *The Impact of COVID-19 on Australia's Residential Property Market*, (2021).

12. *Ibid.*





Research conducted by the Property Council further indicates that without changes in Government policy, the apartment building industry will shed 30,000 direct jobs and produce \$5.9 billion less in dwelling assets over the next four years.¹⁴ This has a disproportionate impact on Melbourne's CBD and surrounding areas – where the stability of the property market heavily depends on the apartment construction sector.

On a more positive note, there is significant development activity underway or soon to be underway in the emerging Build-to-Rent (BTR) residential sector. According to EY, Victoria currently accounts for more than 60 per cent of the total number of current and planned BTR projects in the country.¹⁵ With the State Government providing the full details of its tax concessions for the sector (currently in Parliament at the time of finalising this submission), further BTR development is now primed to be unlocked – the central city is perfectly placed to be the base for this further investment and boost to quality housing supply, with long-term renters poised to live, work and play in the city for years to come.

To help kickstart the revitalisation of the property sector, increase development activity in the CBD and increase the supply of affordable and accessible housing options, the Property Council specifically recommends that the State Government:

- 6.1 Reduce the overall tax burden on new housing;
- 6.2 Extend existing approved planning permits to account for lost months during the pandemic to 30 June 2023;
- 6.3 Fast-track planning approvals for significant projects in the City of Melbourne;
- 6.4 Implement density bonus schemes and relief from restrictive size standards – especially in the apartment construction sector;
- 6.5 Extend off-the-plan apartment stamp duty concessions as a key measure in the 2022 State Budget;
- 6.6 Fast track the approval of investment in Build to Rent projects in Melbourne's CBD.

13. Grant Thornton Australia, *Australia now has generally the highest State property taxes in Australia*, published 21 May 2021 via: <https://www.grantthornton.com.au/client-alerts/2021/victoria-now-has-generally-the-highest-state-property-taxes-in-australia/>

14. Australian Bureau of Statistics, *Building Approvals Australia*, via: <https://www.abs.gov.au/statistics/industry/building-and-construction/building-approvals-australia>

15. Ernst & Young, *Institutional Build to Rent: Unpacking the Business Model and Unravelling the Opportunities*, (2021).

7. Create High Quality Jobs and Investment

There are 75,000 fewer jobs based in Melbourne than there were prior to the onset of COVID.¹⁶ Without concerted action, employment within Melbourne-based organisations will remain below 2019 levels for until 2025.¹⁷ Immediate actions to stimulate demand for and interest in CBD-based office working spaces can be undertaken.

The Property Council proposes that the State Government, in the short term:

- 7.1 Delivers an overarching CBD Tenant Attraction Strategy wherethrough firms with no existing physical presence within the State of Victoria are incentivised to establish CBD-based operations through measures including but not limited to Land Tax and Pay Roll Tax relief. The granting of these incentives should be subject to a given firm meeting investment value thresholds – which should be jointly determined by the state Government, the City of Melbourne, and core industry stakeholders. incentivise and reward the relocation of corporate headquarters to Melbourne's premium office locations¹⁸; and

- 7.2 Provide interest-free loans to small businesses which establish themselves in the CBD.

Strong consideration must also be given to incentivising the established corporate leaders and emerging start-ups in Australia's burgeoning A.I. and fintech sectors to relocate to Melbourne's CBD, allowing our city to realise its potential as the 'Silicon Valley' of the Asia-Pacific.

17. Deloitte Access Economics, City of Melbourne Medium Term Economic Outlook: July 2021, (2021).

18. Property Council of Australia (Victoria Division), The Property Council of Australia (Victoria Division) 2021-2022 Victorian Pre-budget Submission, (2021).



8. Precincts and Planning

The development of precincts in and around the CBD is a unique competitive advantage for Victoria and have enormous potential to deliver social and economic dividends to Melburnians present and future.

The Property Council welcomes the State Government's development of the Fisherman's Bend Framework and the Arden Structure Plan. As well as encouraging the expedited development of these precincts, the Property Council encourages the Government to:

- 8.1 Expand and fast-track planning permit approvals for key urban renewal precincts in and around the City of Melbourne;
- 8.2 Deliver a scheme of planning incentives for Build-to-Rent projects – in addition to favourable tax settings welcomed by the Property Council;
- 8.3 Rapidly bring surplus land opportunities to market and identify a pipeline of government land that could be activated for development;
- 8.4 Classify the CBD as a Priority Precinct; and
- 8.5 Create a centralised Precincts Authority to oversee precinct planning and development.



9. Industry Partnership

Deliberate and urgent action to revitalise Melbourne's CBD is critical to the long-term success of the Victorian economy and property sector. We see a vital need to bring State Government, the City of Melbourne and the property industry together to work in partnership on reinvigorating the CBD and accelerating the return of workers, students, residents and visitors to our great city.

We propose that a **CBD Recovery and Revitalisation Industry Partnership Group** be established in collaboration with the City of Melbourne and the Property Council and other peak bodies. Members would be appointed to advise Government on the practical steps to revitalise the CBD. This working group should be supported by proactive government policy that provides further stimulus, removes red tape and is geared at increasing Melbourne's attractiveness to new jobs and future investment.





PROPERTY
COUNCIL
of Australia

From: Corporate Planning and Performance
Subject: FW: Committee for Melbourne Submission
Attachments: Submission to City of Melb Draft Budget and Annual Plan 140622.pdf

From: Leanne Edwards <ledwards@melbourne.org.au>
Sent: Tuesday, 14 June 2022 6:11 PM
To: Justin Hanney <Justin.Hanney@melbourne.vic.gov.au>
Cc: Sid Wynen <Sid.Wynen@melbourne.vic.gov.au>; Mark Melvin <mmelvin@melbourne.org.au>
Subject: Committee for Melbourne Submission

Dear Justin

Committee for Melbourne welcomes the opportunity to contribute a submission to the City of Melbourne's consultation on its Draft Budget 2022-23 and Annual Plan 2022-23 (attached).

The Committee is very supportive of many of the programs of work of the City of Melbourne in its Draft Budget 2022-23 and Annual Plan 2022-23 (some examples of which are outlined in our submission).

The Committee looks forward to working with the City of Melbourne to further the development of those initiatives as well as other ongoing opportunities to work together to shape Melbourne's future.

Please let us know if you have any comments or questions.

Kind regards

Leanne

Supporting documents to the submission can be found at:

- *Benchmarking Melbourne* report 2022 https://melbourne.org.au/wp-content/uploads/2022/02/Benchmarking-MelbReport_Final.pdf
- *Delivering Affordable Housing* report, April 2021 <https://melbourne.org.au/wp-content/uploads/2021/04/Delivering-Affordable-Housing-Apr-2021-Final.pdf>

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14 June 2022

Justin Hanney
 Chief Executive Officer
 City of Melbourne
 90-120 Swanston Street
 Melbourne 3000

By email: Justin.Hanney@melbourne.vic.gov.au
 CC: Sid.Wynen@melbourne.vic.gov.au

Dear Justin

Consultation on the City of Melbourne's Draft Budget 2022-23 and Annual Plan 2022-23

Committee for Melbourne (the Committee) welcomes the opportunity to contribute a submission to the City of Melbourne's consultation on its Draft Budget 2022-23 and Annual Plan 2022-23.

The Committee has an agenda that aligns strongly with the direction of the City of Melbourne's plans.

Whilst the Committee is not in a position to provide a detailed comment on the spending allocation in the draft budget, the Committee would like to endorse some of the particular programs of work in the city of Melbourne's Draft Budget 2022-23 and Annual Plan 2022-23 and provide support and ongoing advocacy for those initiatives where possible (some examples of projects that the Committee supports are highlighted below).

About the Committee

The Committee is an apolitical, not-for-profit, member-based organisation that brings together over 140 organisations from Greater Melbourne's business, academic and civic sectors whose common purpose is to shape a better future for Melbourne.

As an independent organisation, the Committee represents no single interest group or political position but seeks to challenge conventional thinking and to develop innovative ideas to continue to enhance Melbourne's position as an economically prosperous and highly liveable global city.

The primary purpose of the Committee is to Shape Melbourne's Future. This can be through collaboration, networking of leading Melburnians and through some city-shaping projects. Since its foundations, the Committee with its members, has been a major driving force behind significant specific projects such as:

- the Docklands redevelopment,
- privatisation of Melbourne Airport,
- progressing medical technology through the BioMelbourne Network, and
- the best practice principles for an independent infrastructure prioritisation entity, which were adopted by Infrastructure Victoria.

The Committee is therefore well placed to bring its advocacy and networking skills, to support some of the City of Melbourne's projects such as Greenline and Invest Melbourne (see below).

The Committee's agenda

The COVID-19 pandemic has created an extremely challenging environment for Greater Melbourne across all sectors including the visitor economy, health, skills and investment attraction. With continuing lockdowns to deal with the health pandemic, pressure has been imposed across our economy and upon Greater Melbourne's reputation.

That is why, on 15 February 2022, the Committee launched the *Benchmarking Melbourne* report, which examines Melbourne's performance against 19 global peer cities, providing a framework to discuss our city's strengths, as well as opportunities for improvement.

The *Benchmarking Melbourne* report (the report) was independently produced report by the Business of Cities, and commissioned by JLL and the Committee.

Melbourne performs strongly for its image, influence, and world class cultural and sporting events. Melbourne also excels in education, attracting talent and skills, access to healthcare and being a safe and friendly place to visit, do business, study, and raise a family.

The report also unpacks areas that can be improved, providing an additional set of lenses we can view Melbourne and gain a clearer picture of what is needed for our city as we emerge and plan beyond the pandemic.

The report measures the city's performance against three key pillars that make a great city:

1. Future Economy;
2. Infrastructure & Sustainability; and
3. Liveability & Urban Optimisation.

The Committee comments on the City of Melbourne's Draft Budget 2022-23 and Annual Plan 2022-23, in the context of the findings from the *Benchmarking Melbourne* Report.

1. Future Economy

The *Benchmarking Melbourne* report ranks Melbourne 14th out of 20 global peer cities for leading edge innovation, reflecting that there are opportunities for Melbourne to learn from its peers about commercialisation and investment in innovation. The report highlights that Melbourne's strengths include its fast-growing ecosystem, its start-ups' potential to scale up (as illustrated by our biotech ecosystem), and the quality and reputation of its knowledge and research assets.

Opportunities for Melbourne to improve include:

- attracting venture capital to spur scaling of start-ups and to grow the technology and innovation sectors including biotech industry;
- growing more globally recognised specialisms and gaining visibility for its strengths;
- the productivity of its knowledge assets and translation of ideas into patents and products, and;
- digital and tech uptake of businesses.

That is why the Committee is supportive of City of Melbourne's initiatives to attract investment and commercialisation opportunities for Melbourne, such as the **establishment of Invest Melbourne**. The Committee is encouraged that there is an MOU and referral arrangement with DJPR (Investment Division) and Invest Victoria – as collaboration is an important component of the ability to ensure commercialisation and innovation is successful.

The Committee also supports the **development of globally competitive innovation ecosystems** (Draft Annual Plan 2022-23, Major initiative 9, p 23) which includes co-ordinated support with start-up ecosystem agencies (including StartupVic and LaunchVic). It is important that efforts in technology, innovation and commercialisation are aligned and co-ordinated and the Committee would be pleased to continue working on how to further enhance and align those activities across Greater Melbourne.

The Committee is further supportive of the initiatives under the City of Melbourne's **Economic Development Strategy**, which includes areas such as international students and public transport to Fisherman's Bend. The development of skills in various sectors such as science and technology, health, logistics and manufacturing will be important to build on the existing strengths in education and research that Melbourne has to offer.

2. Infrastructure & Sustainability

Infrastructure

The *Benchmarking Melbourne* report ranks Melbourne 12th out of 20 peer cities for whole city connectivity. This means that we need to ensure there is an integrated plan for city connectivity – across a variety of modes of transport – and also ensuring that the city gets the most out of transport plans by considering economic and land-use planning. Additional opportunities exist to improve the quality of Melbourne’s logistics infrastructure to maintain our global gateway capability. Opportunities also includes aligning end-to-end transport solutions with infrastructure investments to ensure greater connectivity across the whole of Greater Melbourne.

That is why the Committee is supportive of the City of Melbourne’s advocacy in its draft Annual Plan 2022-23, for high-quality public and active transport in urban renewal areas including **Melbourne Metro 2, tram to Fisherman’s Bend and tram to connect the Arden Precinct**, and other development initiatives such as a focus on **Docklands (particularly Central Pier)**.

The Committee looks forward to working with the City of Melbourne on city-shaping infrastructure initiatives that will benefit the economy and community of Greater Melbourne into the future.

Climate Action

The Committee has a strong agenda on sustainability initiatives. The Committee is therefore very supportive of the City of Melbourne’s efforts on climate action across a range of fronts highlighted in the Draft Budget 2022-23 and Annual Report 2022-23. The Committee looks forward to supporting and working with the city to ensure that climate action can be achieved.

3. Liveability & Urban Optimisation

Experience economy

The *Benchmarking Melbourne* report rates Melbourne 3rd out of 20 peer cities for its experience economy offerings – which reflects Melbourne’s incredibly strong fundamentals in sporting, arts & culture, events and experiences across Melbourne. These fundamentals need to be continually supported, and that is why the Committee supports the City of Melbourne’s investment in experiences that will continue to attract and retain people to live and work in Melbourne – such as the **investment of \$25 million in events, festivals and activations**.

The *Benchmarking Melbourne* report however, does highlight that people across Greater Melbourne may be experiencing a ‘Tale of Two Cities’. There is some concern about whether all Melburnians are participating in the wonderful offerings that Melbourne provides and whether there is an integrated plan for supporting the experience economy across Greater Melbourne.

Therefore, the Committee supports efforts by the City of Melbourne to democratise the participation of people in the offerings of the CBD, and the **investment in the Greenline of \$140 million over four years** (Draft Annual Budget 2022-23) **as well as delivery of public arts projects and green spaces** (Draft Annual Plan 2022-23, Major Initiative 15, p 30 and Major initiative 16, p 31), are examples of important projects delivering services and experiences for the broader community.

Social and affordable housing

The *Benchmarking Melbourne* report highlights that Melbourne is the world’s 6th most unaffordable English-speaking metropolis for buying a home. The Committee has developed recommendations towards a social and affordable housing strategy (including in relation to key worker housing) in April 2021. The Committee also made a submission to the City of Melbourne’s affordable housing strategy in 2020.

The Committee is therefore very **supportive of the City of Melbourne’s efforts on affordable housing including the establishment of ‘Homes Melbourne’**. The Committee looks forward to working further with the City of Melbourne on social and affordable housing strategies.

Brand Melbourne

Melbourne is well known on the World stage and domestically and should continue to support its marketing and image. Melbourne's has a good reputation as a place to study and become employable, perceived friendliness and openness as a place to work or start up a business.

The Committee supports the initiatives in the draft Annual Plan 2022-23, such as the **marketing and promotion of the city as a great place to live** (Major initiative 6, p 20). The Committee would like to work with the City of Melbourne on branding opportunities including on areas like investment opportunities, business opportunities and liveability opportunities.

Melbourne is, and will continue to be, the most attractive city in Australia to live, work, visit and do business.

The Committee is very supportive of many of the programs of work of the City of Melbourne in its Draft Budget 2022-23 and Annual Plan 2022-23 (some examples of which are outlined above).

The Committee looks forward to working with the City of Melbourne to further the development of those initiatives as well as other ongoing opportunities to work together to shape Melbourne's future.

Please contact me on ledwards@melbourne.org.au or 0412 280 203 if you have any questions or require further information.

Yours sincerely



Leanne Edwards
Director, Policy & Research

Attached:

- *Benchmarking Melbourne* report 2022
- *Delivering Affordable Housing* report, April 2021

Management recommended adjustments to the draft Annual Plan 2022-2023

Item	Reference	Existing text	Proposed change	Reason
1	Page 29 Major initiative 14 Munro Community Hub – Activities for 2022-23 – dot points 3 and 4	<ul style="list-style-type: none"> Completing the not-for-profit organisation fit-out. Completing the Library and Community Hub fit-out. 	Replace with <ul style="list-style-type: none"> Progressing the not-for-profit organisation fit-out. Progressing the Library and Community Hub fit-out. 	Change in project timelines; Community Hub will not be completed during 2022-23 financial year.
1a	Page 29 Major initiative 14 Munro Community Hub – Governance and milestones	<ul style="list-style-type: none"> Quarter 1: Council decision on design and construct tender award. Quarter 1: Council consideration of expression of interest for not-for-profit office accommodation. Quarter 1: Council decision on appointment of contractor for design and construct phase. Quarter 4: Construction completed. 	Replace with <ul style="list-style-type: none"> Quarter 1: Not-for-profit office accommodation awarded. Quarter 2: Appointment of design and construct tender. Quarter 2: Construction commenced. Quarter 3: Operational model for library services developed. 	
2	Page 46 Major initiative 30 Environmental performance of buildings - Activities for 2022-23 - dot point 3	<ul style="list-style-type: none"> Investigate options to promote or regulate disclosure of embodied carbon in new buildings. 	Replace with <ul style="list-style-type: none"> Investigate options to promote and realise measurement and disclosure of embodied carbon in the development and performance of buildings. 	For clarification.
3	Major initiative 21 – Protect and celebrate heritage in our municipality – Governance and milestones – dot point 1	<ul style="list-style-type: none"> Quarter 1: Authorisation of South Yarra planning scheme amendment. 	Replace with <ul style="list-style-type: none"> Quarter 2: Authorisation of South Yarra heritage planning scheme amendment. 	Change in project timelines; minor additional wording clarification.
4	Major initiative 25 — Govern with Sovereign First Nations - title	Govern with Sovereign First Nations to enable true self-determination, where deliberative engagement is proactive, responsive and consistent.	Replace with: Govern with First Nations to enable true self-determination, where deliberative engagement is proactive, responsive and consistent.	The City of Melbourne acknowledges and the supports the right of the Victorian Aboriginal Community to self-determine its future. This initiative seeks to implement the United Nations Declaration on the Rights of Indigenous peoples. Specifically
4a	Major initiative 25 — Govern with Sovereign First	<ul style="list-style-type: none"> Consulting with Aboriginal people to define what is meant by governing with Sovereign First 	Replace with <ul style="list-style-type: none"> Formalising the relationship with traditional owner groups 	

Management recommended adjustments to the draft Annual Plan 2022-2023

	Nations – Activities for 2022-23	<ul style="list-style-type: none"> • Nations to inform the design of a governance framework. • Separately, developing an agreed protocol or memorandum of understanding between the City of Melbourne and Registered Aboriginal Parties to improve decision-making processes impacting on • land and heritage, and Aboriginal participation in public parks and place management. 	<ul style="list-style-type: none"> • Increasing Aboriginal engagement and involvement in governance mechanisms across the City of Melbourne • Establishing mechanisms to engage and involve the Aboriginal community. 	participation in decisions about their future and how First Nations Peoples want to develop whilst having equal access to the services the broader community has access to.
4b	Major initiative 25 — Govern with Sovereign First Nations – governance and milestones	<ul style="list-style-type: none"> • Quarter 2: Council consideration of issues around governing with Sovereign First Nations people and groups. 	Replace with <ul style="list-style-type: none"> • Quarter 2: Council consideration of issues around governing with First Nations people and groups. 	
4c	Major initiative 25 — Govern with Sovereign First Nations – outcomes	<ul style="list-style-type: none"> • Traditional Owners have a genuine voice as members of the municipality. • A framework to enable and strengthen self-determination and build strong and respectful relationships with Traditional Owner groups. 	Replace with <ul style="list-style-type: none"> • Traditional Owners have a genuine voice as members of the municipality. • A framework to enable and strengthen self-determination and build strong and respectful relationships with First Nations peoples. • Establishment of a formalised structure to engage with Traditional Owners and establishment of a formalised structure for engagement with First Nations peoples. 	