



M2050 Vision and Council Plans Engagement Summary Report

Phase Two

Consultation period: 20 August to 21 September 2025

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Executive Summary

Following the 2024 Council elections, the City of Melbourne is developing a suite of strategic documents including a long-term M2050 Vision, the Council Plan 2025-29, and the Asset Plan and Finance Plan.

A broad and diverse engagement program was undertaken to understand community aspirations and priorities to inform the draft documents. Consultation on the draft plans was then undertaken through a second phase of engagement from 20 August 2025 to 21 September 2025.

During phase two, a range of engagement opportunities were offered, with over 1,000 people with a connection to Melbourne providing their feedback including 711 formal responses through a survey and written response option via the Participate Melbourne platform.

Our community and stakeholders can have multiple relationships with the City of Melbourne, which is why respondents were asked to nominate their primary and secondary connections. Of those who responded, 57% were residents, 47% were city workers, 36% owned a property, 22% were visitors, 12% were students, and 11% were business owners.

Feedback included a strong level of support for the draft plans and the reasons why. Open-text responses also provided a deeper understanding of what is important to the community and our stakeholders.

Key engagement themes

Across all engagement feedback received, the following key themes have emerged as most referenced:

- **Governance and Leadership:** This includes sub-themes of Council Plan action in relation to a protest framework, implementation of the Council Plan, leadership and decision making and being future focused, and financial sustainability.
- **Liveability:** This includes sub-themes of movement and active transport, open space, building design and heritage, people-centred and liveable places, housing and population growth.
- **Identity and belonging:** This includes sub-themes of the strengths of Melbourne's identity, experiences and spaces for connection, and creative and cultural investment to support identity, cohesion and connection.
- **Community wellbeing:** This includes sub-themes of healthy and safe communities, inclusion and equity, lived experience of specific cohorts, and cost of living.
- **Sustainability. Climate and Environment:** This includes sub-themes of climate action and living sustainability, nature and biodiversity, regeneration, and pest management.

Less referenced themes (less than 300 mentions):

- **Economy and Innovation:** This includes sub-themes of a fair economy, support to local business, creativity, innovation and education, and acknowledging the importance of tourism and visitors.
- **Amenity:** This includes sub-themes of cleanliness of public spaces, and suggestions for improving specific public amenities.

Feedback on strategic documents

Feedback received on the draft documents indicates overall support for the strategic directions, with nuance and feedback across specific topics. Engagement feedback includes:

M2050 Vision

- 46% strongly agreed or agreed that the vision statement reflects *what is important to you, our community and future generations for 2050*, 35% either disagreed or strongly disagreed, 18% felt neutral or unsure.

- Whether a respondent agreed or disagreed, this did not necessarily indicate sentiment to the whole Vision Statement. In most cases, feedback focused on gaps, clarity, specific suggestions and ideas or adding nuance.
- Open-text feedback also reiterated issues that are important to respondents such as greening the city, climate action, liveability, inclusion and scope of local government

Council Plan

- 58% strongly agreed or agreed that *the set of strategic priorities in the Council Plan will deliver on what is important to the respondent over the coming 4 years*. 20% disagreed or strongly disagreed, 19% were neutral and 3% were not sure.
- Open-text feedback shared a range of issues that are important to respondents as highlighted in the overarching themes above, and specific ideas to include or improve the Council Plan focus.

Asset Plan

- 62% strongly agreed or agreed with the proposed approach to meet current asset needs while preparing us for the future, with 29% of respondents neutral or not sure of the proposed approach. 9% of respondents either disagreed or strongly disagreed with the approach.
- Of those who were supportive, feedback highlighted maximising the use of current assets, and prioritising renewal over new. For those who were **neutral**, feedback included seeking more funding for public open space and city greening, and funding allocation for the Macaulay Terrace Open Space and Moonee Ponds Creek. For those who were **unsupportive**, feedback included allocating resources based on future needs, better management of existing service levels and standards, and seeking more open space.

Finance Plan

- 62% strongly agreed or agreed that the financial plan is taking the right approach. 26% were neutral or unsure, and 12% disagreed or strongly disagreed with the approach.
- Those who were **supportive**, agreed with the approach to reduce debt, to ensure a strong financial position for the future as well as a focused capital works program. Those who were **not supportive** referenced minimising the impact that debt reduction has on Council services and emphasised Council's role in focusing on maintaining current assets, instead of building new ones.

General feedback

- In addition to responding to specific questions regarding the strategic planning documents, respondents and participants at events were able to provide additional feedback. This ranged from opposition or support towards the protest deliverable in the Council Plan, opposition or support for expanding actions towards safety in the CBD, to specific or singular issues to do with a local area, or topic.

Next steps

Based on the outcomes of community and stakeholder engagement, a number of amendments to the M2050 Vision and strategic plans will be considered, prior to documents being presented for endorsement at the Council Meeting on 28 October 2025.

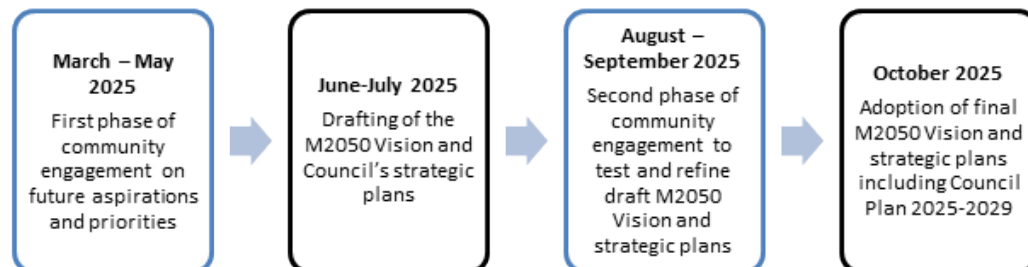
1. Project Overview

1.1. Project Background

The Melbourne 2050 Vision (M2050 Vision) will set an ambitious 25-year vision for the city's identity. The Council Plan sets Council's priorities for the next four-year term (2025-29) guiding the work that will help us achieve the long-term vision. This work encompasses the development of:

- The **M2050 Vision** which will establish an ambitious, 25-year vision for the city's identity. This vision aims to engage everyone connected to Melbourne and reinforce its role as a leader in municipal, state, and national growth.
- The **Council Plan and integrated Municipal Public Health and Wellbeing Plan** outlines Council's commitment to the community, what we will seek to achieve, how we propose to achieve this and how we will measure success over the coming 4 years. This plan also outlines Council's commitment to supporting the health and wellbeing of our community, through the integration of our Municipal Public Health and Wellbeing Plan.
- The **Asset Plan** outlines how we will manage our community assets – roads and footpaths, parks and recreation facilities, buildings, lighting and drainage – and continue to deliver services to meet community expectations.
- The **Financial Plan** outlines how we will manage our finances sustainably to deliver on the priorities in the Council Plan, and work towards our aspirations in the M2050 Vision.

A broad and diverse engagement approach was delivered, to generate meaningful insights from our community to inform these strategic documents. The engagement was delivered across two distinct phases:



1.2. About This Report

This report is a summary of the second phase engagement process delivered from 20 August to 21 September 2025, and the insights gained as part of the broader engagement program to inform the development of the M2050 Vision and Council's strategic plans.

It provides a transparent record of the engagement approach, who we heard from, and what we heard. Data was collected through Participate Melbourne and through in-person and online activities.

All data has been synthesised, themed and reported at a high-level to inform Councillors and senior management in finalising the M2050 Vision, Council Plan 2025-29, Financial Plan and Asset Plan.

1.3. Engagement Limitations

The following engagement limitations have been noted and considered throughout this report:

- Online survey responses were self-directed and provided feedback based on detailed documents as context.
- Responses included both structured and open-text feedback that required a level of manual analysis.
- Most questions seeking feedback were not mandatory, therefore there is some inconsistent data collection that has been considered during analysis.
- In-person contributions were recorded and synthesised, with best efforts made to interpret these insights objectively.
- Demographic information was not recorded for in-person activities or informal interactions.
- Feedback from diverse voices including communities who speak and/or read a language other than English was limited due to the engagement approach not enabling targeted opportunities.

2. Engagement Overview

2.1. Engagement Approach

The engagement approach for the second phase of consultation was designed to 'test and refine' the draft documents. This included opportunities to share information about the key documents and enable anyone interested in providing their feedback to do so between 20 August and 21 September 2025.

Over **1,060** people with a connection to Melbourne provided a response through various engagement activities including attending an online or in person event during the consultation period.

The table below is an overview of all activities. Further detail, including what we heard, is provided in the Engagement Insights section of this report.

Table 1: Engagement Activity and Participation Overview

Activity	Participation
Participate Melbourne 20 August – 21 September Open written responses Structured Survey Uploaded documents	711 responses received in total including: 357 via open-text written response, of which 57 were detailed uploaded documents 354 via the structured survey Participate Melbourne received 8,305 unique visitors, and 18,894 visits <i>Note: 64 organisations provided a response through the available options.</i>
Stakeholder Briefing Session	32 individuals expressed interest in attending. 25 individuals attended. 130 invitations were sent to 50 organisations, including City of Melbourne coordinated committees - A total of 24 organisations registered attendees to attend the briefing session.
Youth Workshop	34 expressed interest in attending. 24 individuals attended. Aged between 18-24
Traditional Owner consultation meeting	Several Traditional Owner groups relating to local government legislative, policy and planning matters attended.
Presidents of Residents Associations quarterly meeting	A presentation was given, and attendees were encouraged to share the opportunity with their networks.
Feedback via informal channels: Some Councillors received direct correspondence via email from the community during the consultation period	20 emails
Listening Posts: North Melbourne, 12 September 2025 Docklands, 20 September 2025 Carlton, 20 September 2025	Approximately 190 intercept conversations across all listening posts, with 100s of postcards distributed. 60 people at North Melbourne 52 people at Docklands

(Note a fourth listening post was cancelled due to planned disruptions in the city)	• 80 people at Carlton
Activities promoted to raise awareness and inform community: 2 x online webinars 1 x drop-in session	50 registered for online webinars. 30 people attended. 80 registered for the drop-in sessions. 39 attended the first session. A second session was cancelled due to planned disruptions in the city and people redirected to the September webinar.

2.2. Communications Approach

A **comprehensive communications strategy** was developed and rolled out to reach a diverse audience – residents, ratepayers, businesses, workers, students and visitors – taking them to the Participate Melbourne project page. The following is an overview of the approach and reach.

- Promotion of engagement **across all corporate channels** – including social media, Melbourne News, various City of Melbourne e-newsletters, corporate advertising, website, videos, messages on hold, neighbourhood portals and internal channels.
- We **amplified this promotion through paid social media** (both English and translated), and printed collateral for Council officers to use when encouraging the community and stakeholders to participate.
- We revisited our phase one communications plan to **re-engage those who participated in this phase**.
- We **developed assets for Councillors** to promote engagement on their social media accounts and to their networks.
- Business Concierge and Neighbourhood Partners took posters and postcards to visits, events and meetings during the consultation period and directly emailed their contacts to encourage participation.

Campaign Reach

- 12 x social media posts (organic / unpaid): **367,707 impressions** and **42,173 engagements** (11% engagement rate). 11.4% of Participate Melbourne visitors came from social media.
- Paid social media (English and 5 languages): **347,122 impressions** with **3,802** click throughs.
- 1 x Melbourne News article, 2 x Melbourne News EDMs (15,400+ emails sent), 2 Business in Melbourne EDMs (19,000+ emails sent).
- Dedicated EDMs to Participate Melbourne (11,200+ emails sent) and M2050 Summit distribution list (1,150+ emails sent), email and invitation to top 50 stakeholders (130+ emails).
- Further promotion via our website, WeChat, Neighbourhood Portals, and City of Melbourne libraries and recreation centres, and corporate ads in Hyperlocal News.
- 3,500 posters and postcards distributed.
- Translated languages included Simplified Chinese, Traditional Chinese, Korean, Spanish and Thai – the cultural groups in Melbourne who are most likely to speak English not well or not at all. Overall impressions 187,834, with 2,037 click throughs – 1.1% click through rate is an increase on similar paid social media and consistent with approach for phase one, which had a 1% click through.
- Of the 711 responses received through Participate Melbourne, 25% reported hearing about the project through community social media, just over 20% heard through word of mouth, and just under 15% received a direct email from City of Melbourne.

3. Who We Heard From

Through a range of engagement activities, we heard from people with different connections to the city including residents, business owners, workers, students, visitors and young people. We also engaged with, and received feedback from, a range of stakeholder groups representing a broad range of sectors including business, health, arts and culture, architecture and design, First Nations and Traditional Owners, resident associations and City of Melbourne's co-ordinated committees.

Most of the feedback was collected through Participate Melbourne including demographic information. This is presented below to demonstrate who we heard from, and the diversity of views represented in this report, noting in-person activities did not capture the demographic information of respondents.

3.1. Key Demographics

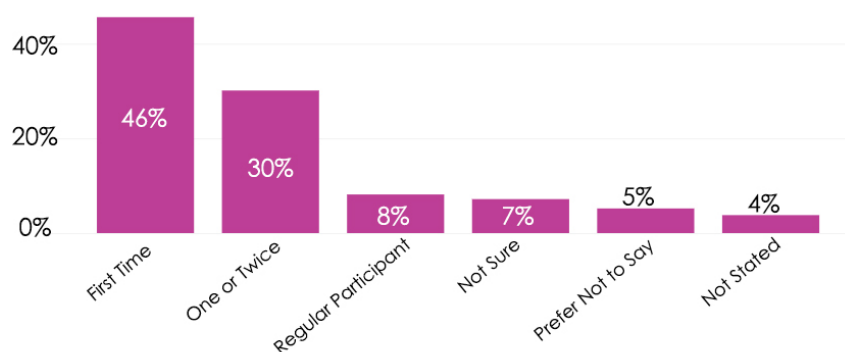
Connection to Melbourne

- 57% of people identified as residents in the City of Melbourne
- 11% of people identified as business owners in the City of Melbourne
- 22% of people identified as visitors in the City of Melbourne
- 47% of people identified as workers in the City of Melbourne
- 12% of people identified as students in the City of Melbourne
- 36% of people identified as property owners in the City of Melbourne

Participation in City of Melbourne engagements:

Phase two reached new voices, with almost half (46%) stating they had not participated in a formal consultation with City of Melbourne before:

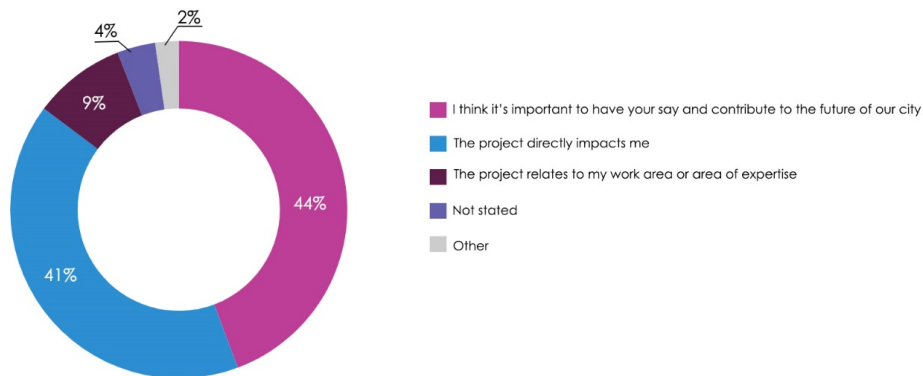
Figure 1: Percentage of Participation in the Survey



Motivation

The biggest motivator to participating in this project was the importance of contributing to the future of our city with 44% of respondents. The next biggest motivator (41%) was the project having a direct impact on the respondent.

Figure 2: Primary Motivation for Participating in Consultation (%)



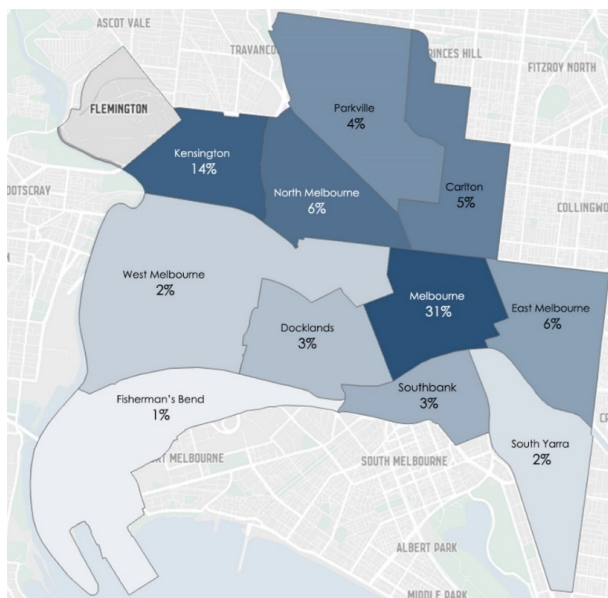
Neighbourhood

The largest proportion of respondents reported their primary connection to the CBD (31%). Of this group, approximately one third were primarily residents and one third primarily workers. 10% were business owners.

There were a significant number of respondents connected to Kensington (13%) compared to other neighbourhoods. Of this number, the majority (96%) were residents.

Reflecting on how important the City of Melbourne is to greater Melbourne, 14% of respondents reported being from outside the municipality, with their main connection being a visitor (32%) or worker (21%).

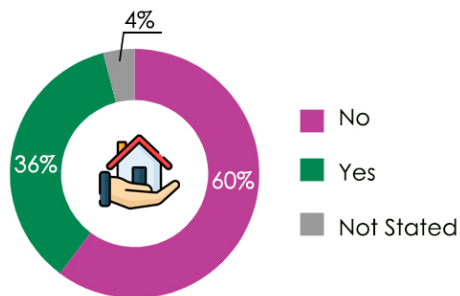
Figure 3: Distribution of survey responses by neighbourhood (%)



Property Ownership

36% of total respondents own a property in the City of Melbourne and the majority of those were residents (83%). Of this group, 30% were from Kensington, 23% CBD, and 9% North Melbourne, with lower proportions from across Carlton, East Melbourne and West Melbourne.

Figure 4: Property Ownership Status of Survey Respondents (%)



3.2. Respondent Diversity

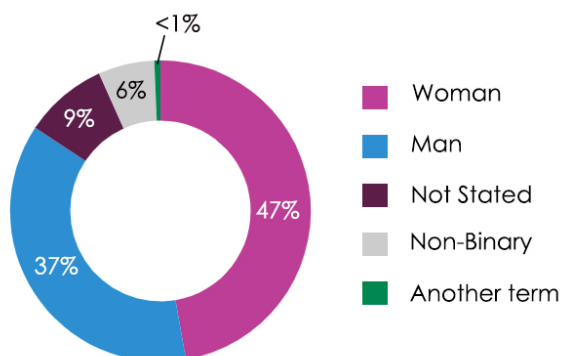
Gender

When asked their gender, 612 respondents provided a response, slightly lower than other demographic questions in this report.

A slightly higher proportion of respondents were female 47%. Male respondents (37%) represent a slightly lower proportion when compared with the Melbourne average.

Respondents with a business ownership connection to Melbourne, were slightly more likely to be male than female.

Figure 5: Survey Participation by Gender (%)



Age

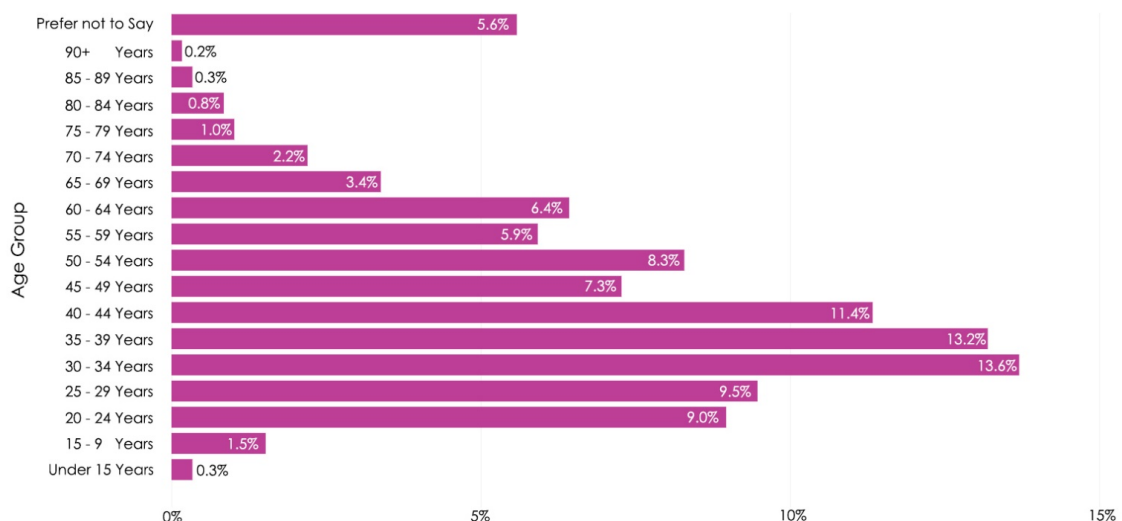
When asked their age, 590 respondents provided a response. This was lower than other demographic questions in this survey.

The City of Melbourne has a resident median age of 30 and proportionally a very young population compared to most Victorian councils. Some 20% of respondents were under 30, compared to 48% across the City of Melbourne ([profile.id](#), ABS Census of Population and Housing, 2021).

People under 30 are typically hard to reach via digital survey channels. For this engagement, people could engage online via a detailed survey and short free-text opportunity. Respondents under 30 were significantly more likely to use the submission form rather than complete the survey. As such, while the '30 and over' sample size for the survey is 255, the 'under 30' sample size is only 40.

Given this under-representation in survey responses, it is important to note additional effort was made to deliver a Youth Workshop to hear from young Melburnians. The workshop was attended by 24 young people aged 18-24 and invitations were sent to the 100+ people who had attended the Youth Roundtable and M2050 Summit earlier in the year.

Figure 6: Age Distribution of Survey Respondents (%)



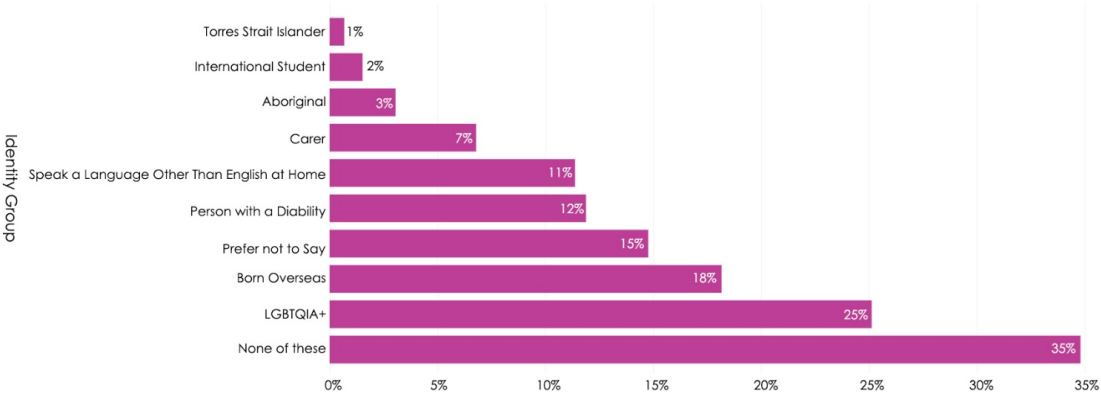
Identity

There was strong representation from the LGBTIQ community, with 25% of respondents.

Some 18% of respondents were people born overseas, lower than the City of Melbourne benchmark of 55% of the resident population ([profile.id](#), ABS Census of Population and Housing, 2021).

Some 11% of respondents reported to speak a language other than English at home, which is low compared to 46% across the municipality in 2021 ([profile.id](#), ABS Census of Population and Housing, 2021).

Figure 7: Identity Groups Among Survey Respondents (%)



4. What we heard – Engagement Insights

Feedback was supported through an online survey on Participate Melbourne that aligned to a set of questions for each of the strategic documents and ability to provide open-text responses. Feedback was also invited through a 'one question' open-text written response and ability to upload a document (submission).

For both options, non-mandatory demographic questions were asked, allowing for deeper insight into issues and themes from specific groups.

Most responses through Participate Melbourne were self-identified as being from an individual while approximately 10% were representing the views of an organisation or formal group. Additional in-person activities including a Youth Workshop and stakeholder briefing sessions were designed to elevate the voices of under-represented groups.

Overall, most of the feedback was in response to the M2050 Vision, and the strategic directions of the Council Plan – the two documents that determine *how we plan to shape the future*. Approximately one third of respondents provided feedback on the Asset and Finance Plans – the two documents that determine *how we manage our resources*.

This section describes the key themes that emerged from the feedback with Table 2 providing an overview and additional commentary. In the following sections, the report details what was heard in relation to each strategic document.

4.1. Key Themes Overview

Table 2: Overview of key themes across all engagement feedback

The following themes and commentary have come through analysis of all responses to questions with open text, some directly asking for feedback on the strategic documents, and others more open including written submissions, noting that one respondent may provide more than one issue or theme in their submission.

Theme	Commentary
Governance and Leadership This theme includes reference to implementation of the Council Plan, leadership and decision making, being future focused, financial sustainability, First Nations commitment and protests.	- A number of responses through Council Plan feedback referred to an opportunity to leverage partnerships to deliver key activities, and a call out for more detail on implementation and reporting. - A significant number of open-text responses related to the draft Council Plan deliverable on protests indicating either support or opposition for the protest framework. - Note: financial sustainability was a key theme of the Finance Plan feedback as it related directly to the question asked. Feedback included a focus on residents and ratepayers and different views being expressed for a focus on core service delivery and funding what is important to the community
Liveability This theme includes reference to movement and active transport, open space, building design and heritage, people-centred and liveable places, housing and population growth.	There were a significant number of references to green open space through Council Plan and the M2050 Vision feedback and open-text responses. There was a strong representation from Kensington, with feedback related to improving Moonee Ponds Creek amenities, delivering the Macaulay Terrace Open Space, improving active and public transport connections in Kensington and mitigating the risks of flooding in Kensington.

	• Liveability, green and open space were highly referenced in M2050 Vision feedback related to the principle 'green and alive with experiences' which was regarded highly important. • Feedback from the Youth Workshop aligned with this theme, with support for strategic priorities relating to Living Sustainably and Building A City For People. • A number of open-text responses and stakeholder submissions related to improving active and public transport. This includes calls for improvements for pedestrians, cyclists and reducing cars in the city. This commentary also called for clearer targets or measurables on active transport deliverables. • Liveability also came through open-text responses to the Asset Plan with consideration of more funding for specific amenity improvements
Identity, belonging and creativity This theme includes reference to experiences and spaces for connection, social cohesion, creative and cultural investment, Melbourne's identity, and sense of belonging.	• Feedback in response to the M2050 Vision raised the importance of a welcoming city that supports connection, cohesion and diverse cultures, and to see conditions improve for everyone in the future. • Feedback through the Youth Workshop aligned with the importance of a sense of belonging and the opportunity for connection, for diverse cultures. • A small number of responses referenced commitment to First Nations, and linked this to culture, treaty and self-determination commitments. • Submissions from organisations included reference to Melbourne's identity as a cultural capital for arts and culture interests.
Community wellbeing This theme includes reference to experiences of safety and healthy and safe communities, people experiencing vulnerability, inclusion and equity, with specific reference to young people, children, international students and cost of living.	• A number of responses related to experiences of safety. The experiences of safety intersected with feedback about impacts of protests, crime, graffiti, and support for Council improving basic services to improve safety and increasing street lighting to improve safety. • Further to this, many responses proposed enforcement and surveillance measures by Council. Commentary included policing as a state responsibility and that community health solutions should be prioritised. • Traditional Owner meeting feedback aligns to the negative experience of safety • Inclusion, diversity and multicultural were highly referenced in the Vision feedback. • There were also a number of references to housing, homelessness and preventative interventions. This feedback intersected with negative feedback about safety officers and surveillance in the city. Feedback included advocacy for affordable housing, support for people experiencing

	homelessness, and health and wellbeing interventions like drug and alcohol programs for people in the city. • Feedback through the Youth Workshop aligned with the importance of safety and cost of living to health and wellbeing.
Sustainability, Climate and Environment This theme includes reference to climate action and living sustainably, nature and biodiversity, regeneration and pest management.	• Climate action, regeneration, environment and sustainability were highly referenced in the M2050 Vision feedback in response to the principles that underpin the Vision Statement. • Further references were made to preparing for climate change, protecting the environment and increasing greening through Council Plan feedback. • Feedback through the Youth Workshop aligned with the importance of climate action for future generations.
Economy and Innovation This includes reference to economic system, fair economy, local business, creativity, innovation and education, and tourism and visitors	• Through Council Plan feedback a number of responses called for a greater focus on local and small business, and on a fair economy which prioritises people. • Several organisations who raised feedback related to this theme included commentary on support for Council improving service delivery. • Feedback through the Youth Workshop aligned with the importance of education opportunities and attraction of visitors to the city.
Amenity This includes reference to clean, and specific public amenities	• Many open text responses included reference to cleanliness in the city and the link to improving safety and access to the city. • Several organisations raised this including with commentary on graffiti, crime and support for Council improving basic services. • Note: public amenity was a key theme for Asset Plan feedback as it relates directly to the questions asked.

5. M2050 Vision Feedback

366 people provided a response to the Participate Melbourne survey questions specific to the M2050 Vision. These were:

1. “Do you agree that the draft M2050 Vision statement reflects what is important to you, our community and future generations for 2050,” and
2. “Reflecting on your thoughts about the Vision Statement, how important are each of these principles to you?”

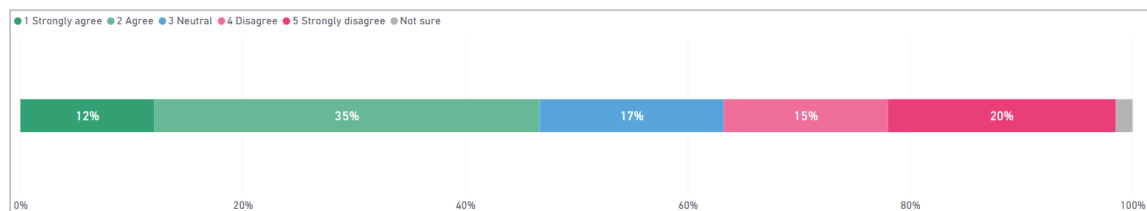
5.1. Feedback on the Vision Statement

In response to the first question (see Figure 8):

- 46% of people either agreed or strongly agreed that the overarching Vision Statement reflects what is important to you, our community and future generations for 2050
- 35% of people either disagreed or strongly disagreed
- 18% felt neutral or unsure
- 1% did not respond

‘Disagreeing’ or ‘strongly disagreeing’ did not necessarily indicate that community and stakeholders disagreed with the whole M2050 Vision Statement. In most cases, feedback focused on gaps, clarity, specific ideas or adding nuance. Many submissions encouraged the Vision to be more ambitious, to be strongly connected to the Council Plan and implementation, and to be ‘uniquely Melbourne.’

Figure 8: “Do you agree this draft M2050 Vision Statement reflects what is important to you, our community and future generations for 2050?”



Looking across all open-text engagement feedback related to the Vision, the following themes highlight gaps in specific wording or concepts that respondents believe could be strengthened:

- **Greening the city**, and the importance of parks and open space was frequently raised. The “green and alive with experiences” principle was ranked the most important (85% ranked important or very important) in the survey. People referenced the importance of greening and open spaces primarily for their experience of the city, the beauty and enjoyment of Melbourne. They also raised the important role these places (and rivers, blue spaces) play for cooling the city and mitigating the impacts of climate change.
- Specific references to leading **climate action**, acknowledging and addressing the climate crisis were requested through feedback on the Vision. Commentary also asked for stronger reference to environmental and biodiversity protection, community preparedness in the face of climate change, and having a more sustainable city (most commonly environmentally, but also economically and in terms of population growth). Many people highlighted concepts of importance related to acknowledging the city as a system, where planetary health is fundamental to all other things.
- Different dimensions of **liveability** and living well were raised often alongside how to manage a growing population. This was discussed in the context of a city that works for everyone (is financially and physically

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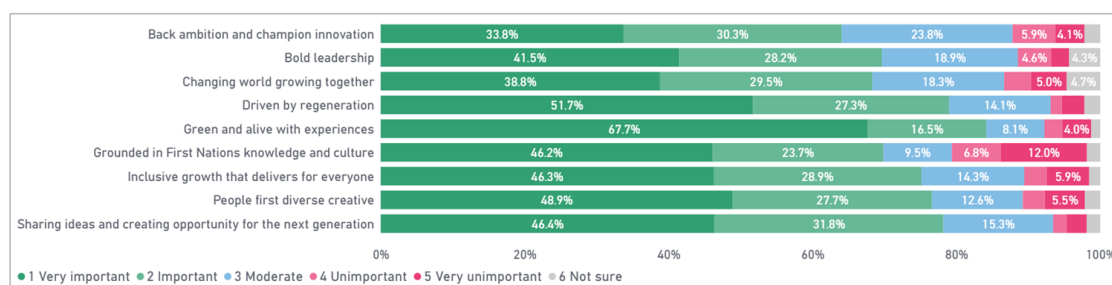
accessible), is well-designed (known for design excellence), welcoming, and with good open space and community services, has plenty of 'third spaces', is charming, recognises and celebrates its heritage, history, and stories. The importance of easy movement was frequently raised; less frequently about public transport, but often around improving the experience of walking in central Melbourne, protected bike lanes, and positive health and safety outcomes. There were comments that managing the impacts of growth on liveability (felt in some communities already) was fundamental to a great city in the future.

- Some responses grappled with the tension between striving for an ambitious future and addressing some 'wicked' challenges facing the city, including the **pressures on liveability from growth**. There were tensions shared through several submissions where respondents felt there is so much opportunity before us for an equitable city, but where they also felt fundamental issues need to be addressed.
- **Having an inclusive, equitable/fair and welcoming city** that supports cohesion, celebrates multiculturalism, health and wellbeing, equity and belonging were frequently raised. This included that all people should feel welcome and safe in the city, that the city should be a place of care and belonging, that the city should celebrate being multicultural, and that the city should be accessible for people of all ages, abilities and income levels. Commentary included that people were disheartened to see vulnerable and marginalised people not being supported in the city, and a feeling that the cost of living is making the city less accessible. Some responses implied that something has changed; that the city is less welcoming and more expensive than in the past. As the city grows, many respondents wanted to see the financial and physical conditions improve for everyone, to have a caring, respectful and tolerant city.
- A smaller number of responses focused on the **scope of local government** in the context of setting a vision, with commentary that the problems of today should be fixed first before thinking of the future, or that the ambition of the Vision couldn't be funded by the proposed Finance and Asset Plans. The principle "bold leadership" received 69.7% support, with references to this as key to Melbourne's future and maintaining its global standing. However, people also sought clarity on the term, with feedback on understanding the definition being crucial to whether they agreed with it or not.

5.2. Feedback on the principles that underpin the Vision

In response to the question seeking feedback on the importance of each principle that underpins the Vision, Figure 9 demonstrates an overall high level of support across all principles.

Figure 9: Results from question, "Reflecting on your thoughts about the Vision Statement, how important are each of these principles to you?"



Respondents were asked to rate each based on a scale of "very important" to "very unimportant" with options including "neutral" and "unsure."

The table below shows the overall level of support for each (combined score for "very important" and "important") and examples of the open-text feedback both in support of and against the principles. Under 'emerging feedback', the commentary is reflecting what was often mentioned.

Table 3: Community feedback on each Vision principle

Principle	Level of support*	Emerging feedback
Back ambition and champion innovation	64.1%	• Essential that we foster idea generation and enable collaboration across the city. • Some would like to see stronger partnerships with entrepreneurs, start-ups and investors to support achieving the Vision. • Suggestion that the principle about sharing ideas and creating opportunity is part of how we back ambition and champion innovation. • Low priority to those who want to see climate action and social justice issues addressed fundamentally. • Outside Council's remit (i.e. leading the economy is not a local government responsibility). • Wording sounds focused on businesses/the economy. • Some would support 'innovation' more if it were explicitly focused on green tech or addressing climate action.
Bold leadership	69.7%	• Many saw bold leadership as key to Melbourne's future and global standing. • Among those supporting this principle, many people discussed the definition of "bold" in relation to the principle's definition. • Some want leadership focused on regeneration, climate action, and inclusion, while others called for prioritising ratepayers and stronger economic outcomes. • Some are wary of using the word "bold", preferring empathy and transparency. • Many commented that leadership should be transparent, inclusive, community-led, and responsive to diverse needs.
Changing world, growing together	68.3%	• Some felt this principle overlaps with others, or that the fact the world is changing doesn't communicate the direction we would want the Vision to take us. • Many comments related to clarity, that the wording is too vague. • Some raised how the principles intersect and are balanced.
Driven by regeneration	79.0%	• This was the second most important principle to respondents. • Many comments spoke to driving change and strong leadership on climate action. • When speaking about why this principle was important, respondents raised taking climate action, protecting biodiversity, flora and fauna, and the environment, as crucial to Melbourne's future. Restoring natural environments was often raised. • Planetary health came up often, where climate action was seen as fundamental to Melbourne's future state. • There were few survey responses that did not place any importance (rated low or very low importance) on regeneration. Among the small number of responses that placed low/very low importance on this principle, respondents said climate action was outside local government's remit.
Green and alive with experiences	84.2%	• This principle was voted the most important among survey respondents. • Responses focused on how fundamental addressing environmental challenges, circularity and greenness are for liveability. Responses in support also focused on the need for parks and open space to keep pace with growth, and the impact having lots of green space through the city has on people's health and wellbeing, feelings of being in a beautiful city, and that having green spaces is one of Melbourne's defining features as a city.

Principle	Level of support*	Emerging feedback
		- Some responses highlighted the need for leadership in the face of climate change and liveability. - A small number of respondents didn't find this principle to be important, seeing greening to be outside local government's jurisdiction, that green spaces are 'nice to have', but not at the expense of financial sustainability or addressing crime.
Grounded in First Nations knowledge and culture	69.9%	- Including a principle on First Nations knowledge and culture was seen to be a key principle among many respondents, linked to leadership, inclusion, truth-telling and respect for Country. - Comments spoke to improving cultural visibility through the city: improving First Nations recognition and representation across the city. - Many people connected ideas about the importance of place, community cohesion and climate action/regeneration with having a strong connection to and understanding of First Nations knowledge and culture. - Some questioned the relevance of this principle, viewing it as outside Council's remit.
Inclusive growth that delivers for everyone	75.2%	- Some responses highlighted this principle as important to ensure the city works for everyone and offers services to support vulnerable and marginalised communities. - Some who felt this principle was less important flagged they didn't understand what the term 'inclusive growth' meant, or felt that the city was already big enough and shouldn't grow any more. In some cases, people supported inclusion but rejected the idea that the city will continue to grow. Others felt that including growth in the principles did not fit with sustainability.
People-first, diverse, creative	76.6%	- Respondents who ranked this as important focused on questions of fairness and equity across the city, that everyone has a sense of belonging, is not financially or physically excluded because of the cost of living or design. Many said that looking after people and place (including the environment) as the two most fundamental principles that must feature in the Vision. - There were requests to more explicitly define inclusion, the idea of the city working or being accessible for people of all life stages, abilities, cultural backgrounds, genders, income levels, and to be neurodiversity friendly. The commentary also focused on safety and belonging in the city and looking after the city's most disadvantaged and vulnerable communities. - A small number of responses who placed lower importance on this principle were concerned it undermined notions of holistically looking after environment and place. People also raised that this principle should focus on the cost of living and housing.
Sharing ideas and creating opportunities for the next generations	78.2%	While this principle had high support, it did not generate significant commentary. Some said there is overlap with "growing together".

5.3. Specific issues raised in feedback related to the Vision

Several responses to the survey were also focused on specific issues not directly related to the Vision statement or principles presented for consultation. These are listed below:

- There were responses specifically focused on the **proposed protest framework** in the Council Plan

- Some responses were related to the Council Plan or **implementation** of the Vision. For example, the importance of implementing the Vision through mechanisms like the Council Plan, having measurable targets and actions that are clearly linked to the Vision. Some respondents raised concerns that the financial management approach would prevent the Vision from being realised, while others wanted Council to focus on issues facing Melbourne today, be fiscally conservative, and not stretch into the future.
- Some responses were about the need to implement the **Macaulay Structure Plan**, Moonee Ponds Creek Plan and provide more community services and open space in Macaulay/Kensington for the growing population. Those responses focused on Macaulay, as an area that has undergone significant change in recent years and sentiment that open space delivery hasn't kept pace.

6. Council Plan 2025-29 Feedback

Overall, a large proportion of feedback across the Participate Melbourne survey, open text responses and submissions were related directly to aspects of the Council Plan.

Through the Participate Melbourne survey, there were 336 responses specific to the questions related to the Council Plan. The questions were:

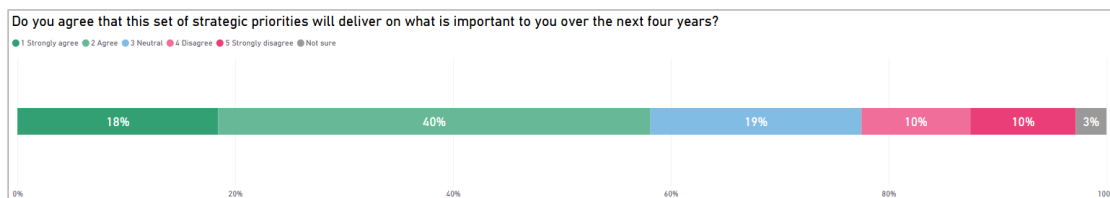
1. “Do you agree that the set of strategic priorities will deliver on what is important to you over the next 4 years” – and an open-text opportunity to share feedback if there was anything missing from their perspective.
2. Understanding how important each of the individual strategic priorities are to the respondent, and why they felt that way.

6.1. Feedback on the set of Council Plan strategic priorities and gaps

In response to first question (see Figure 10):

- 58% of respondents either agreed or strongly agreed
- 20% disagreed or strongly disagreed
- 19% were neutral
- 3% were not sure

Figure 10: Do you agree that this set of strategic priorities will deliver on what is important to you over the next four years?



Is there something missing that is not reflected in any of the strategic priorities?

The next question was designed to help us understand why respondents voted the way they did to the above question, and what else they would like to see represented in the Council Plan.

Table 4 is a summary of the key themes that have emerged in response to this open-text question, noting that some responses discussed more than one theme.

Table 4: Summary of Key Themes emerging from Council Plan feedback

Governance and leadership	
Sub-theme	Emerging feedback
Implementation and measurement	Feedback was broadly supportive of the focus of the Council Plan, but comments included wanting to understand Council's ability to deliver and wanting more detail including on measurement and transparent reporting.

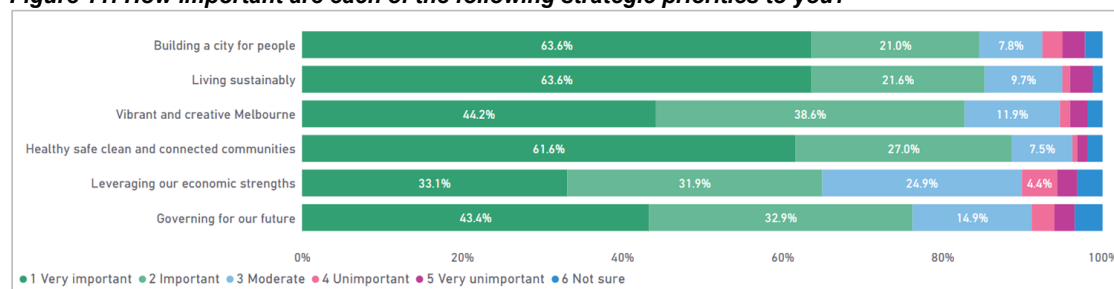
	Responses provided suggestions on how to deliver the plan, including working in partnership with other organisations / institutions.
Protest	There was a level of opposition to the protest framework through feedback including comments supporting the right to protest as a form of civic engagement and community connection and concerns about restrictions and over-policing. There was a smaller level of support for the protest framework with comments relating to concerns about safety and disruption, and division in the community.
Financial sustainability	Responses related to this discussed the need to focus on ratepayers, build financial resilience and pay down debt.
First Nations	A small number of responses referred to both support for the commitment to First Nations and wanting transformative actions, while others were concerned about Council prioritising First Nations.
Liveability	
Sub-theme	Emerging feedback
Transport and movement	Feedback related to increasing walkability, cycling and public transport connectivity and accessibility. Road safety concerns and a desire to repurpose road for open space was also highlighted through feedback.
Housing, building design and heritage	A number of responses referred to the housing crisis and called for more investment in housing, particularly affordable housing. High-quality building design, with new development being respectful of heritage was referenced under this theme.
Open space and greening	Improving access to open space and greening, including through acquiring open space alongside new developments was seen through responses to the survey. A number of responses called for action on open space in Kensington, including through delivering on revitalisation of Moonee Ponds Creek, Macaulay Terraces and Chelmsford Street Park.
Liveability of our city and neighbourhoods	A small number of responses referenced a desire to see population growth managed well and protect the liveability of our communities.
Community wellbeing	
Sub-theme	Emerging Feedback
Inclusion and equity	Feedback included the importance of addressing equity and opportunity, so people can live a dignified life in Melbourne. Several comments included referenced to equity, that everyone should be treated the same. There were a number of responses calling for the need to more explicitly consider and engage with the lived experiences of particular minority cohorts – gender, ability, young people and children, older people, housing conditions.

Safety and perceptions of safety	There was some feedback on experiences that are making community not feel safe, including open drug use, litter, crime and protest.
	In addition, there was feedback on approaches to increasing experiences of safety needing to be more than a policing and surveillance approach
People experiencing vulnerability	There were a number of responses calling for more of a focus on providing support to vulnerable communities, including through trauma-informed approaches and more services and housing.
Less prominent themes	
Sub-theme	Emerging feedback
Sustainability, climate and environment	A number of responses relating to this theme highlighted a desire to see more on climate action and addressing climate risks, the importance of nature and habitat preservation and protecting native species.
Economy and innovation	Feedback related to a focus on a fair economy which prioritises people, talent and migration, the importance of local business and an innovation ecosystem.
Identity and belonging	Some feedback also related to creative and cultural investment, and space for community to come together.

6.2. Feedback on each Council Plan strategic priority

In response to this question, Figure 11 below indicates overall strong support for each of the strategic priorities in the Council Plan, with open-text feedback providing further understanding.

Figure 11: How important are each of the following strategic priorities to you?



If ordered by level of importance* to the community, the Strategic Priorities would be:

- Healthy, safe, clean and connected communities (88.6%)
- Living sustainably (85.2%)
- Building a city for people (84.6%)
- Vibrant and creative Melbourne (82.8%)
- Governing for our future (76.3%)
- Leveraging our economic strengths (65%)

Respondents were then asked to comment on why they rated strategic priorities the way they did. This was an open field for those priorities most supported and least supported. Table 5 and Table 6 below is a summary of the key themes that came up in explaining most and least supported Strategic Priorities. Noting that some respondents may have referenced more than one theme through their feedback.

***Importance determined by combined “very important” and “important” responses to the question, how important are each of the following strategic priorities to you? Refer to Figure 11.*

Table 5 - For the strategic priorities most important to you, please tell us why

Liveability	
Sub-theme	Key perspectives
Liveability of our city and neighbourhoods	Wanting a focus on people-centred design and on how the city functions
	Maintaining liveability through infrastructure, services and planning as our population grows and changes
Open space and greening	Improving access to open space and greening
	Desire to see action on open space in Kensington, including through delivering on revitalisation of Moonee Ponds Creek, Macaulay Terraces
Transport and movement	Increase walkability, cycling and public transport connectivity and accessibility
Building design and heritage	High-quality building design, with new development being respectful of heritage
Community wellbeing	
Sub-theme	Key perspectives
Healthy and safe community	Caring for people and community as important and foundational
	Improving health and wellbeing outcomes, including through improving safety and connection
Safety and perceptions of safety	Importance of safety and cleanliness for experience of community wellbeing
	Approaches to increasing experiences of safety, including through activation and activity
Inclusion and equity	Importance of Melbourne being a place for everyone, through celebrating diversity and multiculturalism, rejecting hate, and considering intersectional experiences within the city
People experiencing vulnerability	More of a focus on providing appropriate support to vulnerable communities, especially people experiencing homelessness
Governance and leadership	
Sub-theme	Key perspectives
Leadership and democracy	Leadership that is transparent and accountable, enables civic engagement including by those whose voices aren't always heard and has effective governance in place
	Support for future-focused decision-making, considering how we future-proof the city and build capacity to deal with future challenges
	Desire for a focus on First Nations to be represented
Protest	Opposing the protest framework deliverable, supporting the right to protest as a form of civic engagement and community connection and concerns about restrictions and over-policing
	Supporting the protest framework deliverable discussing concerns about safety and disruption, and division in the community
Implementation and measurement	Broadly supportive of the focus of the Council Plan but wanting more detail, measurement and transparent reporting.

Financial sustainability	Some views that Council should only focus on core service delivery, while others expressed a desire to see a balance between delivering on the fundamentals while also delivering on what is important to the community
Climate and environment	
Sub-theme	Key perspectives
Climate action and sustainability	Strong support for a focus on living sustainably, including through measures such as renewable energy, greening and more sustainable transport Desire to see more on climate leadership and action, addressing the climate emergency and mitigating impacts of extreme weather
Nature and biodiversity	Importance of connected green spaces and a consideration of the impact of development on habitats and biodiversity
Less prominent themes	
Sub-theme	Key perspectives
Identity and belonging	Culture, arts and creativity as one of Melbourne's strengths, bringing a richness of experiences and sense of belonging for the community
Economy and innovation	A focus on Melbourne's strengths should include leveraging our liveability, attracting skilled people and supporting new ideas to emerge
Amenity	Support for clean city, linked to concepts of safety, greening and liveability

Table 6 - For the strategic priorities least important to you, please tell us why

Economy and innovation	
Sub-theme	Key perspectives
Fair economy	The economy should serve the people and support fair and equitable outcomes
Economic system	Questions about whether the economy is the role of local government
Governance and leadership	
Sub-theme	Key perspectives
Leadership and democracy	A focus on governance should be in the service of delivering on the other strategic priorities in the Council Plan. Do not want to be over-bureaucratic
Financial sustainability	Financial sustainability should be viewed as a given, and should be achieved through prioritising getting the basics right
Protest	Opposing the protest framework deliverable, supporting the right to protest as a form of civic engagement and community connection and concerns about restrictions and over-policing
Less prominent themes	
Sub-theme	Key perspectives
Identity and belonging	Priorities for creativity and culture are not considered as fundamental compared to the other priorities
Liveability	The priorities in 'building a city for people' will be achieved if we get the other priorities right
Community wellbeing	Safety should be thought about expansively, particularly through considering the impact of safety measures on people experiencing vulnerability

Climate and environment	Comments included that we are already doing enough around climate and sustainability and therefore should not be a priority focus
Amenity	One comment included that the priority may not be the right place for “clean”

7. Asset Plan 2025-2035 Feedback

The Asset Plan received 113 survey responses, and of those 54 respondents provided open text responses on their level of support on the proposed asset management approach and their assessment on the level of importance of the proposed asset management principles.

Additionally, in response to the 'one question' alternative, 57 submissions were received, 10 of which referenced the Asset Plan amongst others.

Feedback related to two main questions:

1. The extent of agreement towards the approach to meet current asset needs while preparing us for the future and open-text feedback to why they felt that way
2. Considering how we manage community assets and deliver key services, how important each of the Asset Management principles are to the respondent and open text feedback to why they felt that way

7.1. Feedback on the Asset Plan approach

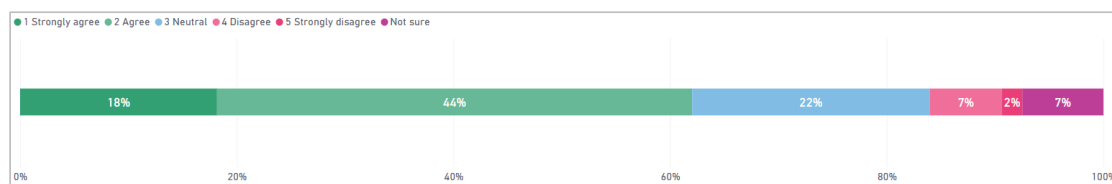
The Asset Plan outlines how we will strategically plan and manage the critical infrastructure that is needed now and into the future, while ensuring money is spent wisely by balancing new with looking after our ageing assets. To achieve this, the Asset Plan proposes that we:

- Take a life-cycle approach to asset management by planning for the entire life of an asset and optimising this lifespan with community needs and financial sustainability in mind.
- Prioritise renewing our ageing assets to maintain appropriate service levels that meet community needs.
- Manage the impacts of population growth by maximising the use of existing assets, while preparing for the demands of the future.
- Build resilience in our assets by considering and preparing for climate change and extreme weather events

Respondents were asked to provide their level of support on the proposed approach by responding to a range of whether they agreed, disagreed, felt neutral or were unsure.

Overall, 62% of respondents either agreed or strongly agreed with the proposed approach, with 29% of respondents neutral or not sure of the proposed approach. 9% of respondents either disagreed or strongly disagreed with the approach. The results are presented in Figure 12 below.

Figure 12: level of support for Asset Plan approach (113 sample size)



For those **supportive** of the Asset Plan, they focused on the approach to maintaining current assets, the lifecycle approach, maximising the use of current assets, environment/climate resilience, and prioritising renewal over new.

For those who were **neutral**, they focused on a request to consider more funding for public open space and city greening. Funding allocation for the Macaulay Terrace Open Space and Moonee Ponds Creek (specific to Council Plan action).

For those who were **unsupportive**, they focused on a reduction and stabilisation of population growth, against maximising use of current assets, allocating resources based on future needs, better management of existing service levels and standards, and seeking more open space.

7.2. Feedback on the Asset Management principles

Respondents were also asked to rate the level of importance on the proposed asset management principles, taking into consideration how we manage assets and deliver key services.

Overall, the respondents validated the proposed asset management principles, see Table 7 below.

Table 7: level of importance for each Asset Management Principles to the respondent

<i>Best practice and continuous improvement culture</i>					
Very Important	Important	Moderate	Unimportant	Very Unimportant	Not Sure
43%	34%	12%	7%	1%	3%
<i>Connection to country and culturally aware</i>					
Very Important	Important	Moderate	Unimportant	Very Unimportant	Not Sure
32%	14%	21%	6%	25%	2%
<i>Sustainability and climate resilience</i>					
Very Important	Important	Moderate	Unimportant	Very Unimportant	Not Sure
57%	18%	11%	4%	7%	3%
<i>Future focused integrated planning and long-term financial sustainability</i>					
Very Important	Important	Moderate	Unimportant	Very Unimportant	Not Sure
52%	30%	11%	N/A	3%	4%
<i>Inclusive, accessible and safe</i>					
Very Important	Important	Moderate	Unimportant	Very Unimportant	Not Sure
45%	27%	13%	5%	8%	2%
<i>People centred community, community involved, and service focused</i>					
Very Important	Important	Moderate	Unimportant	Very Unimportant	Not Sure
42%	33%	11%	5%	6%	3%
<i>Evidenced based decision making and reporting</i>					
Very Important	Important	Moderate	Unimportant	Very Unimportant	Not Sure
55%	30%	8%	3%	1%	3%
<i>Risk and regulatory compliance</i>					
Very Important	Important	Moderate	Unimportant	Very Unimportant	Not Sure
41%	37%	15%	3%	1%	3%

For those asset principles rated **most important**, respondents mentioned: evidence-based decision making, climate action/sustainability, importance of being future focused with a strong financial policy, community assets always being inclusive, people focused and well maintained. Respondents also considered all the principles to be important.

For those asset principles rated **least important**, respondents mentioned that the principles rated lowest still add value and are important, that they are not in favor of population growth, and that evidenced based decision-making needing to consider human behaviour.

Commentary related to the Asset Plan within free text document submission themes

These submissions mostly represented groups or community associations. More specifically, of the 57 submissions received, 10 referred to the Asset Plan, with the primary themes captured below.

- More investment in drainage, specific to Kensington.
- More funding for open space.
- Civic assets to consider Aboriginal storytelling.
- Transport improvements.
- Consideration of a program for precinct and cultural infrastructure activations.

8. Financial Plan 2025-2035 Feedback

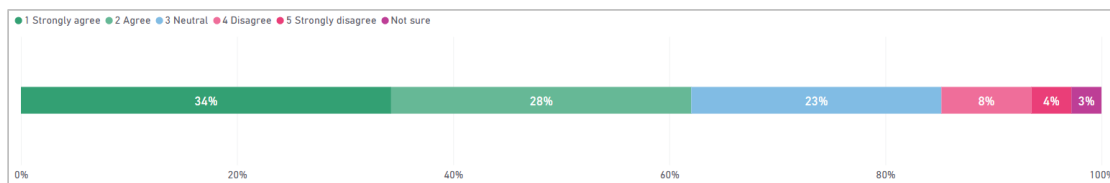
The Financial Plan seeks to prepare us for the future, rebalancing our spending to make sure we are investing in what is important to our community now, while making sure we are in a financially strong position for the future. To achieve this, the Financial Plan proposes that we:

- Pay down Council's debt through a structured debt repayment program
- Rebalance and have a more focused capital works program

The Finance Plan received 113 responses through Participate Melbourne, and of these, 53 respondents provided open text responses on their level of support on the proposed approach described above.

Additionally, in response to the 'one question' open-text option, 57 submissions were received 5 of which provided feedback relevant to the Finance Plan, among other topics.

Figure 13 – level of support towards the approach for the Financial Plan



Of those who were **supportive**, almost two-thirds (62%) of respondents strongly agree or agree that the Financial Plan is taking the right approach. Some 12% disagreed with the approach.

Residents and property owners (or ratepayers) showed stronger support with 66% strongly agreeing or agreeing to the approach.

Table 8 – Resident and Property Owner response

Respondents who are Residents (Sample size of 73)					
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Sure
36%	30%	28%	4%	2%	0%
Respondents who are Ratepayers (Sample size of 61)					
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Sure
37%	29%	29%	3%	2%	0%

Of those who were **supportive**, they agreed with the approach to reduce debt to ensure a strong financial position for the future as well as a focused capital works program.

Those that were **not supportive** referenced minimising the impact that debt reduction has on Council services and emphasised Council's role in focusing on maintaining current assets instead of building new ones.

In addition, there were a small number of open-text submissions that referenced financial sustainability. Themes included:

- Reducing the reliance and financial burden on ratepayers, to seek other funding tools and mechanisms, to invest in long-term value and to focus on growth.
- Financial sustainability including the need to have a strong financial position, prudent spending, and sustainable debt level.
- Support for small businesses including to balance raising revenue and support of small businesses, to allow businesses to thrive which in turn, helps with the CBD economy.

9. Engagement Insights by demographics

Supporting the Gender Equality Act, best practice guidelines ask Councils to consider the views of different community members, for example, by gender or age. The following section provides a view of feedback for each of the four strategic documents, by gender and for those under 30. It also explores differences across those who own properties within the City of Melbourne, people living with a disability and carers, and across the diverse neighbourhoods.

M2050 Vision

- Men were marginally more likely to be supportive (48%) of the M2050 Vision Statement than women (46%) or non-binary people.
- Men were more likely to support the “Bold leadership” Vision principle than women (77% men rate as important, 70% women rate as important).
- The top Vision principle was “Green and alive with experience” for both people under and over 30, however, women were more likely to support this principle than men (89% women rate as important, 79% men rate as important).
- People who said that they own a property in the City of Melbourne were marginally more likely to agree with the direction of the M2050 Vision Statement, than people who said that they did not own a property.
- “Sharing ideas and creating opportunities for the next generation” was the biggest gap, with 82% of non property owners rating this as important, compared to 71% of property owners.
- People with a disability and carers disagreed marginally more with the Vision Statement than other respondents (40% disagree compared with 36% disagree for other respondents).
- The top supported principle for people with disability and carers was “Inclusive growth that delivers for everyone”. This differs from other respondents who most highly rated “Green and alive with experiences.”

Council Plan

- Men and women had similar rates of agreement that the strategic priorities would deliver on what is important over the next four years. Non-binary people were less likely to agree.
- “Healthy, safe, clean and connected communities” was the highest rated strategic priority for both men and women while “Building a city for people” was the highest rated strategic priority for non-binary people.
- Women were more likely to support the “Living sustainably,” strategic priority compared to men (89% women rated as important, 81% of men rated as important).
- People over and under 30 had similar rates of agreement on the Council Plan.
- Property owners were more likely to agree that the overall Council Plan strategic priorities would deliver what is important for the next four years (65% agree, compared to 55% of non-owners). The strategic priorities had similar levels of support regardless of property ownership.
- People with disability and carers disagreed marginally more with the strategic priorities in the Council Plan compared to other respondents (24% of people with disability and carers disagree, compared to 20% disagree for other respondents). Some respondents call for greater inclusivity and services for homeless people, some call for increased safety, and some are broadly critical of Council's ability to deliver on the plan's objectives.
- People with disability and carers have similar rates of importance for each strategic priority as other respondents. The most highly rated principle is “Healthy, safe, clean and connected communities” the

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principle with the least importance is “Leveraging our economic strengths”, though 63% of people with disability and carers rated it as important.

Financial Plan and Asset Plan

- Men were more favourable of the approach to the Financial Plan with 70% agreement and 15% neutral, compared to women who were 58% in agreement and 27% neutral.
- Evidence-based decision making and reporting was the most strongly supported principle for women.
- Future focused integrated planning and long-term financial sustainability was the most strongly supported principle for men.
- Property owners were less likely to disagree with the approach to the Financial Plan than people who do not own a property (5% property owners disagree, 22% of people who are not property owners disagree).
- Property owners were more satisfied with the approach to the Asset Plan than people who do not own a property (71% of property owners agree with the approach, 48% of people who do not own a property agree with the approach).
- Sample sizes were low for people with disabilities and carers on the Finance Plan and the Asset Plan, however, the rate of agreement was similar to other respondents.

Neighbourhood based voices

- Respondents from **Kensington** have advocated for improving Moonee Ponds Creek amenities, delivering the Macaulay Terrace Open Space, improving active and public transport connections in Kensington, and mitigating the risks of flooding in Kensington.
- Respondents from **Docklands** have advocated for investment in activating Docklands, funding the community centre, increasing active transport, affordable housing targets and climate resilience.
- **West Melbourne** respondents have advocated for open space and greening laneways and streets.
- **A CBD-based precinct association** proposed that the precinct be a pilot activity in the Council Plan actions, and to add precinct level indicators to Business Concierge dashboards. Including precinct activation as part of the Asset Plan and clarifying funding pathways through the Financial Plan, were also highlighted.
- **An organisation representing interests in North and West Melbourne** called for an increased role of Business Concierge, greater placemaking, free tram zone, targeted neighbourhood budgets and support for a balance between the right to protest with minimising disruptions in the city.
- **A submission relating to the Queen Victorian Market** precinct recommended more principles focused on the everyday economy, enhancing city access and precinct stewardship. The importance of regenerative food systems, pathways to employment into small businesses, and maintaining a safe environment during major events and protests, were also highlighted.

10. Elevating Diverse Voices

Acknowledging areas of our community and key stakeholders that may not provide a response through an online survey or written submission, several activities were delivered during the consultation period to elevate voices including youth, stakeholders and Traditional Owners. This section provides a summary of these activities.

10.1. Youth Workshop

Approach and delivery

A workshop was held on Friday 12 September 2025, to re-engage with Youth Roundtable and M2050 Summit participants from earlier in the year and seek feedback on the draft M2050 Vision and Council Plan.

The 24 participants who took part in the Youth Workshop ranged from ages 18 to 24 and had a connection to Melbourne as residents, students, workers and visitors. Many participants had attended the Roundtable and the Summit, and two had been members of the People's Panel.

Outcomes

The group worked together to 'assess' the draft 2050 Vision Statement and principles, and the draft Council Plan strategic priorities against the youth principles developed at the Roundtable in May. They also provided individual final messages for Council to consider highlighting what is important to young people in Melbourne.

Table 9 - Overview of Youth Workshop outcomes

Strategic Document	What was liked	Areas for improvement
Vision	• Sense of belonging, innovation and collaboration • Grounding in First Nations Knowledge and culture • Mentions of community-based initiatives • It gives us a sense of community	• Melbourne has variety of people, and it impacts our diversity. Mention global impact and unique role as capital city • It's broad and still needs improvement • Further mention of community in a local perspective and inclusion • Disability access should be more supported • Climate emergency and other challenges of the future (and) further emphasis on planet needs as areas of focus • Using more renewable resources to reduce global warming (and) plan for challenges of the future • That transparency isn't adequately mentioned or accounted for
Council Plan Strategic Priorities	• The Living Sustainably and Vibrant and Creative Melbourne priorities were most closely aligned with the youth principles • Sustainable outcomes indicators were seen as comprehensive • Like the sense of belonging and references to local connections • Liked reference to accessible transport and housing • Safe and sustainable environment	• Want to see more emphasis on collaboration and opportunities for community-led initiatives • More First Nations involvement, more acknowledgement of international students and visitors • More detail and information on what outcomes look like (i.e. access and inclusion) • Consideration between climate and health • Something with art and nature • Eco-friendly tourism, and opportunities for business in intercultural spaces • Range of homes too broad/unrealistic as a measure – first priority should be making existing housing more accessible • Better reference to our relationship with other countries and role of international economy

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Final Message	• Over half the attendees referred to themes of social cohesion, inclusion and connection • Several highlighted the positive aspect of participating in youth-based activities and suggested more opportunities for youth voices • Safety and wellbeing were reiterated in messages to Council • Accessibility and affordability were also strong themes shared as important for young Melburnians • More green and sustainability were also themes referenced in many comments
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10.2. Stakeholders

Approach and delivery

In addition to community engagement activities, the project team designed and delivered a targeted stakeholder approach during the consultation period. The approach included stakeholder communication, invitations to attend in person and online briefing sessions and 1-1 meetings as requested.

Stakeholders included a total of 130 individuals across 50 organisations, including our City of Melbourne coordinated committees.

Feedback has been sought from these organisations primarily through the written submission component of the engagement portal on Participate Melbourne. In person and online briefing sessions provided a detailed overview of the four key documents and an ability for stakeholders to ask detailed questions to inform their written submissions.

Outcome

32 registered for the in-person session, with 25 attending on the day, and 10 registrations for the online session. At the conclusion of the consultation period, a total of 64 responses were received from stakeholder organisations to the online survey, and through written responses or the submission of a document.

Across the stakeholder sectors represented by these responses, we can see high engagement across the social sector including from legal, health, residential and other community groups. Table 10 below captures the breakdown of the 64 responses by our defined stakeholder sectors.

Table 10 – Stakeholder responses by sector

Stakeholder Sector	Percentage of stakeholder organisational responses
Social	34%
Economic	22%
Environmental	16%
Leadership and Governance	6%

Stakeholder organisations that provided submissions each highlighted how their organisation can see their priorities reflected in our draft documents or where they have identified potential gaps. These have been included in the analysis, in the Engagement insights section of this report.

10.3. Traditional Owner feedback

Feedback received from Traditional Owners emphasised the importance of a strong partnership with the City of Melbourne and working towards the 25-year Vision. They expressed strong concern about the safety of the Aboriginal community, and especially the September attack on First Nations People and the broader protests and activities within the city. They emphasised the importance of Caring for Country through a country centred approach and the need for action on climate change. They saw the opportunity for Traditional Owner culture to support the focus on vibrant and creative, and uniquely Melbourne experiences, if further embedded into the public realm. Elders were supportive of key actions included in the Council Plan including the 'Governing for our Future' outcome which focused on partnering with First Nations, furthering self-determination, advancing truth telling and caring for Country.

10.4. Listening Posts

Three Listening Post sessions were conducted during the consultation period to reach people who may not have heard about the project. Councillors and City of Melbourne senior leaders were supported by the Neighbourhood Partner team to deliver these place-based sessions.

Over 190 street intercept conversations were held including 60 in North Melbourne, 52 in Docklands and 80 in Carlton. These conversations provided Councillors an opportunity to hear directly from community to provide extra context around the feedback gathered through other engagement activities. Topics that came up regularly during the conversations included support for neighbourhood development, improving city safety, increased preventative wellbeing interventions, and support towards action on a protest framework.

10.5. Councillor Emails

Councillors also received correspondence via email from the community. Of the 20 emails received throughout the consultation period, the majority (18) of them wrote in support of the Council Plan action to advocate for the development of a framework that safeguards the right to protest while reducing disruption to the functioning of the city and maintaining a safe environment for the community. One email was unsupportive of this action. One further email raised concerns regarding the use of CCTV footage.

11. Next Steps

The outcomes from this second phase of engagement were a key consideration in finalising the M2050 Vision, Council Plan 2025-29, Financial Plan and Asset Plan.

The final documents will be presented to Council on the 28 October 2025 and when finalised, shared with our community through Participate Melbourne and other corporate communication channels.

To view details of all engagement undertaken for this project, including phase one, go to:
<https://participate.melbourne.vic.gov.au/m2050-vision>.