

CITY OF MELBOURNE DRAFT COUNCIL PLAN 2025-2029

The best and fairest city



CITY OF MELBOURNE



Acknowledgement of Traditional Owners

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

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

PURPOSE OF THIS DOCUMENT

The Council Plan is one of the City of Melbourne's key strategic documents. Developed alongside the M2050 Vision, these documents describe the community and Council's vision for the future of Melbourne and the steps we will take over the coming years to get there.

As part of this journey, the Council Plan outlines the 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 our commitment to supporting the health and wellbeing of our community, through the integration of our Municipal Public Health and Wellbeing Plan.

These documents have been developed in collaboration with Melbourne's diverse communities, including residents, businesses, workers, students and visitors. Across a range of engagement activities, these communities have shared their aspirations and ideas for the future, and what they want us to prioritise now to get there.

Please note: This document is a draft, and we are inviting community feedback.

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ABOUT THE CITY OF MELBOURNE

The City of Melbourne sits on the traditional lands of the Wurundjeri Woi-wurrung and Bunurong / Boon Wurrung peoples. For many thousands of years and to this day, the area has been an important meeting place and location for events of political, cultural, social and educational significance. Today, Melbourne is one of the great multicultural cities of the world and is still a significant meeting place.

A city brimming with life and activity

Melbourne is a city with a big heart and plenty of ambition. We love Melbourne for its laneways, its coffee, its sport and culture. For the hundreds of events and experiences dotted through our neighbourhoods and central city. Something to discover around every corner. This is a university town with a culture of lifelong learning. We are curious about our future, and each other.

We pride ourselves on being a welcoming city, where you can come as you are, and are free to be yourself. We make this work across all seasons, day and night, with a diverse calendar of events, food and dining from around the world, community spaces, parks, gardens and trails, live music, comedy and shows, arts and festivals of film and ideas, and a passion for sports of all kinds.

Being globally renowned for our quality of life makes Melbourne a magnet for investment and talented people. Our biggest exports are our world-class education opportunities and our big ideas, especially in sectors such as health and life sciences, technology and innovation, and professional services. Across the city, businesses and organisations turn ideas into actions that will influence the shape of our city in the years ahead. This creates a layered Melbourne experience. A vibrancy that keeps us going.

An evolving city, taking on new shapes and rhythms

Greater Melbourne has undergone a long and sustained period of population growth, and more lies ahead. Our central city is soon to welcome five new metro train stations, an expanded arts precinct and major alterations to the flows of traffic to and through the city centre. These projects will influence who and how people come into central Melbourne.

On any given day, we estimate there are close to 1 million people in central Melbourne: living, working and studying, running a business, visiting and exploring the many events and experiences happening in our city, day and night.

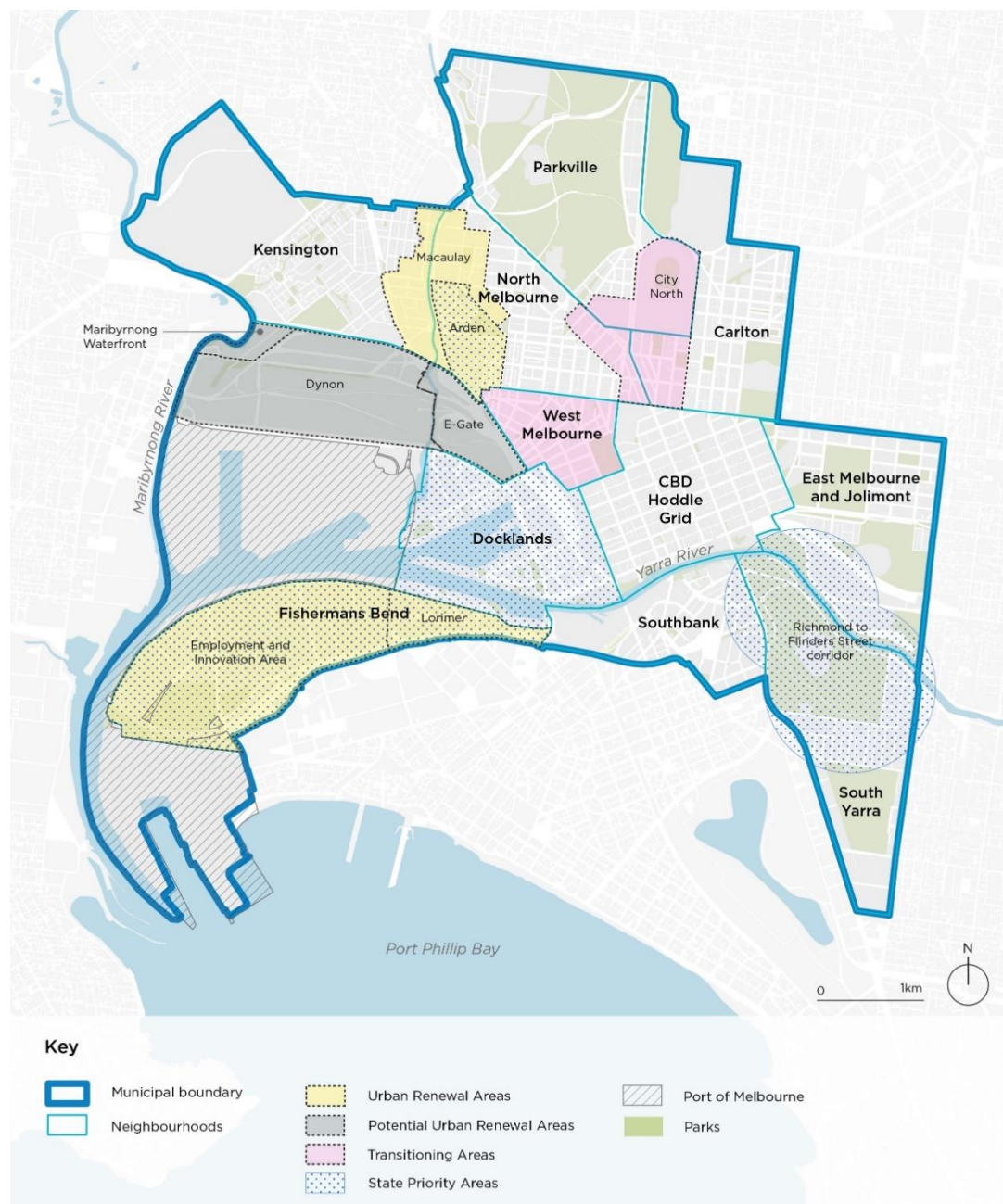
Business activity growth and weekend pedestrian counts have returned to strength after the pandemic. Now is the time to set a resilient growth strategy that attracts more people to live and work here, while also supporting the city's liveability into the future and making sure our local neighbourhoods continue to flourish.

A liveable global city, made up of urban villages

In recent decades Melbourne has developed a strong identity and reputation for high-quality urban design and innovation. Careful design has greatly improved the function, amenity and attractiveness of the city and its neighbourhoods. As the city continues to transform over the coming years, this commitment to good design will be critical to protecting our liveability and the wellbeing of our community.

The City of Melbourne is made up of 11 neighbourhoods, each with distinct characteristics, contributing to the diversity and richness of the municipality.

The central city is a hub of activity and vibrancy, home of Victoria's major economic, cultural and social assets. Our established neighbourhoods have unique heritage and character attracting visitors, businesses and residents. Other parts of the city are experiencing a change in land use and development, with transformational change planned for precincts including Arden and Fishermans Bend. These precincts will create new jobs and homes for Melburnians.



Life in the City of Melbourne



Melbourne is a young, diverse and international city with a rich cultural history. As the capital city local government, the City of Melbourne serves a community with many different relationships to the city – including residents, business owners, workers, students and visitors.



Who we are

189,000+

residents in 2025

55%

Born overseas from more than 160 countries

0.5%

Aboriginal and Torres Strait Islander population

24%

students



How we live

95%

live within a 5-minute walk of a green open space

68%

feel connected to their neighbourhood

46%

speak a language other than English at home

41%

are active, exercising 30 minutes, 4 days per week



How Melbourne compares

with other local government areas in Victoria

Median age:

30 years

Melbourne

38 years

Victoria

Households renting:

63%

Melbourne

28%

Victoria

Single-person households:

40%

Melbourne

25%

Victoria



Our economy and jobs

44,700

businesses

\$127b

gross local product, representing 22% of Victoria's economy

652,000

jobs

90%

of workers in the City of Melbourne live outside our boundaries



Our visitors and events

12.2m

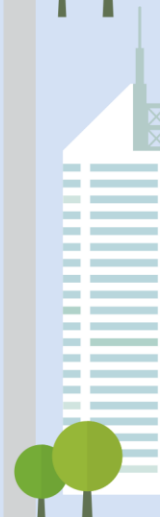
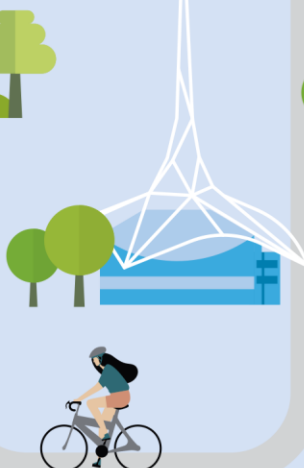
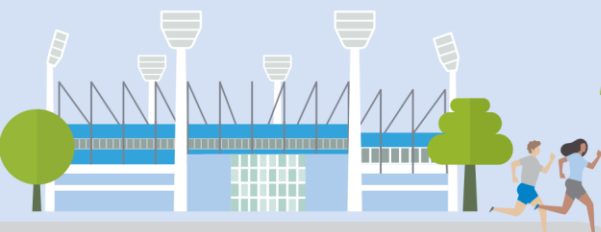
domestic visitors

1.6m

international visitors

6.3m

attendees at major events



Preparing for the future



Melbourne continues to be globally recognised as a highly liveable city. While our population growth has rebounded after the COVID-19 pandemic, we face uncertainty around technical transformation, climate change, infrastructure capacity, cost of living and inequity.

Residents

2025 → 2040
189,000 → 280,000

Homes

2025 → 2040
103,000 → 135,000

Jobs

2025 → 2040
652,000 → 824,000



Challenges facing our community

Health

24%

with high or very high psychological distress

26%

experiencing loneliness

46%

of Aboriginal and Torres Strait Islander residents live with a long-term health condition



Finances

188

people experiencing primary homelessness, including 78 people sleeping rough

30%

of renters in rental stress

47%

experiencing food insecurity



Climate

1.2°C

average increase above baseline

11

days per year over 35°C



Safety

34,620

criminal incidents in 2024-25

2,186

family violence incidents in 2023-24



MELBOURNE CITY COUNCIL 2024 – 28

The current Council was elected in October 2024 for a four-year term. The Council is made up of the Lord Mayor, Deputy Lord Mayor and nine councillors.



Councillor Andrew Rowse, Councillor Rafael Camillo, Councillor Dr Olivia Ball, Councillor Davydd Griffiths, Councillor Dr Owen Guest, Deputy Lord Mayor Roshena Campbell, Lord Mayor Nick Reece, Councillor Mark Scott, Councillor Gladys Liu, Councillor Kevin Louey and Councillor Philip Le Liu.

OUR COUNCILLORS

Councillors are each responsible for a portfolio area, to support decision-making and representation of the city on matters relating to their portfolio area.



Lord Mayor
Nicholas Reece

Portfolio head for Infrastructure
Portfolio deputy for Finance,
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Portfolio deputy for Environment

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Councillor
Dr Owen Guest

Portfolio head for Finance, Governance
and Risk
Portfolio deputy for Education and
Innovation

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Postal address for all councillors

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MELBOURNE'S INTEGRATED PLANNING AND PERFORMANCE FRAMEWORK

At the City of Melbourne, we follow an integrated approach to planning, monitoring, and performance reporting. Through this structured approach – engagement, planning, delivery and monitoring – we aim to achieve meaningful outcomes for our community.

Our integrated planning and performance framework supports decision-making across the long term (10+ years), medium term (4+ years) and short term (1 year). This guides the Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (annual Budget). It also provides an accountability measure through the Annual Report.

At the centre of this framework is the Melbourne 2050 Vision, developed in collaboration with our community to shape the future of our city for generations to come.

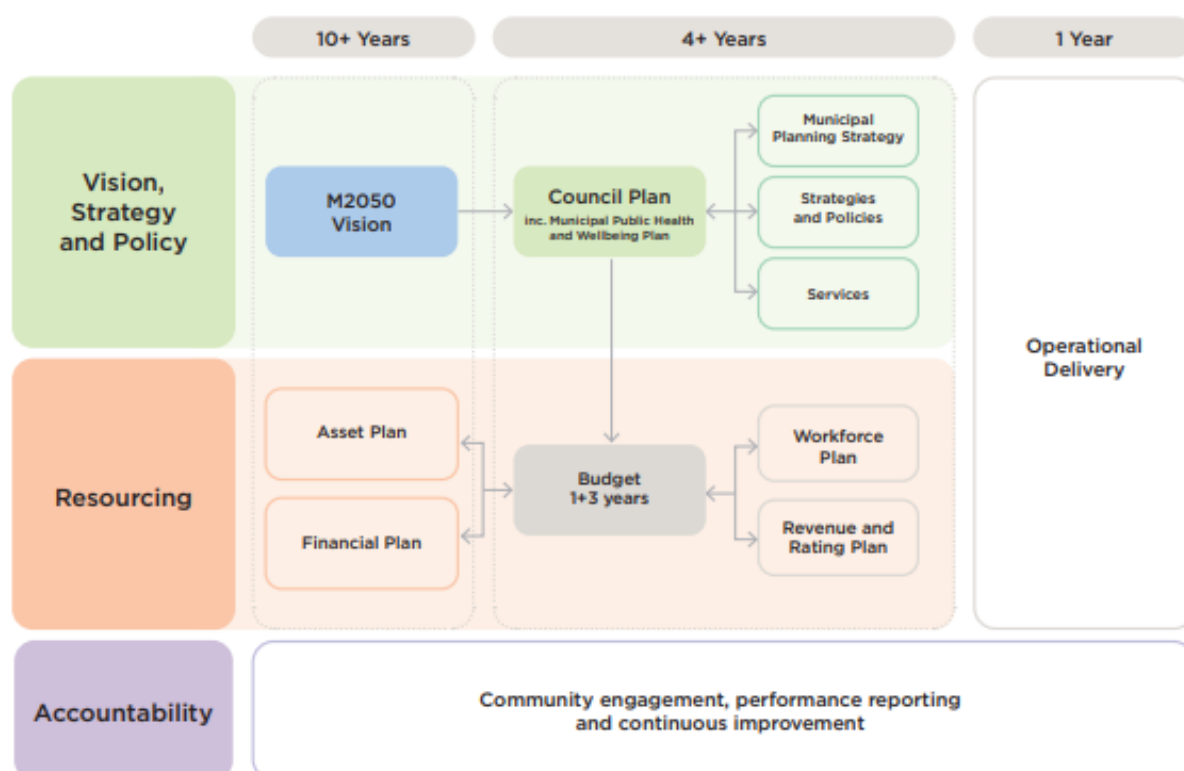


Figure 1: City of Melbourne Integrated Strategic Planning and Performance Framework

HOW TO READ THE COUNCIL PLAN

The Council Plan outlines how we will achieve progress against the long-term community vision. It is built around six strategic priorities and 23 outcomes that guide our decisions and shape the delivery of services, infrastructure and amenity over the four-year council term. The Council Plan integrates the Municipal Public Health and Wellbeing Plan, which sets out how we will support the health and wellbeing of the community over this period.

The Council Plan takes into consideration the regional, Victorian and Australian strategic context the City of Melbourne operates within. It includes activities Council will deliver over the course of the term. The Council Plan establishes a set of strategic indicators to measure the effectiveness of our implementation

and ensure we stay on track. Council will evolve the strategic indicators to ensure the way we measure and monitor our progress is up-to-date and reflects the most effective methodology.

Delivery of the Council Plan is supported by these plans:

- the Asset Plan, which ensures we manage our assets effectively through their life cycle from creation to disposal including operation and maintenance
- the Financial Plan, which helps us manage our finances sustainably in the long term
- the annual Budget, which clearly outlines how we resource short-term and medium-term delivery priorities and maintain a strong current financial and cash position
- the Workforce Plan, which ensures we have the right people to deliver services, infrastructure and amenity when we need them
- the Revenue and Rating Plan, which outlines how we source revenue and equitably allocate rates, fees and charges and other revenue levers across our municipal stakeholders.

United Nations Sustainable Development Goals

Council is committed to the United Nations Sustainable Development Goals as a guiding global framework to ensure our initiatives achieve holistic sustainable development. Seventeen goals were outlined and adopted by all United Nations member states in 2015, in a plan known as the 2030 Agenda. The goals aim to create a more inclusive, sustainable and equitable world.

As urbanisation accelerates, cities must address social needs – such as education, health and employment – while tackling climate and environmental challenges.

Recognising that global change requires local action, Melbourne became the first Australian city to commit to the Goals and publish a Voluntary Local Review in 2022. The review identified 88 local targets and more than 300 indicators to measure sustainable development across the municipality.

Our commitment to the Sustainable Development Goals has shaped the strategic priorities in this Council Plan. Over the four-year life of the Council Plan, the indicators will guide and measure our progress. Collaboration is key to ensuring no-one is left behind.



WE DEVELOPED THIS PLAN WITH THE COMMUNITY

Over 10 weeks from March to May 2025, we invited everyone with an interest in the future of our city to consider the following questions and share their aspirations and ideas.

What do you want Melbourne to be known as in 2050?

What would this look like in your everyday life?

What actions should the City of Melbourne take to achieve this vision?

This was the first phase of engagement with our community and stakeholders as we developed the Melbourne 2050 Vision and Council Plan 2025–29, the Municipal Public Health and Wellbeing Plan, Asset Plan 2025–35 and Financial Plan 2025–35.

More than 1850 people from across the community contributed during this period, helping to build a shared vision and identity that connects everyone who has a stake in the city to its future. We heard from:

				
849 respondents to the Participate Melbourne Survey	700+ attendees at the M2050 Summit including 80 people under 25	25 young people attended a youth roundtable	16 people representing First Nations organisations and communities attended a roundtable	48 People's Panel members deliberated over 35 hours

Following the summit and roundtables, we asked the deliberative People's Panel to delve deeper into the opportunities and challenges our city is facing, and consider trade-offs in decision-making. The panel also provided a set of principles to guide Council's strategic planning and help us realise the M2050 Vision.

City of Melbourne's Business Concierge team connected with businesses across the municipality, while our Neighbourhood Partners engaged with their networks and communities to encourage community engagement. Through more than 200 interactions at approximately 20 community events, we reached our multicultural communities where they already connect, including Cultural Diversity Week at Queen Victoria Market, Carlton Harmony Day Festival and a Kensington Community Network meeting.

What we heard

Across all engagement activities we consistently heard rich insights which revealed a strong alignment to key themes. We have developed this Council Plan to reflect and respond to these community aspirations and priorities.

Common themes across all engagement activities:

- Accessible: with affordable housing, services, food systems, transport and education.
- A city that considers 'people-first' design, including great transport and walkability.
- Connected and intercultural.
- Country-centred: connected to First Nations culture, knowledge and systems.
- Exciting and engaging: with arts, entertainment and creativity.
- Full of opportunity and choice: fostering business, nurturing new ideas, unlocking creativity, and collaboration.
- Future-focused: with an emphasis on regeneration principles.
- Green: connections between parks and open spaces, and greenery across buildings and streets, with trees and green walls.
- Health and wellbeing focused.
- Safe and welcoming: with fair leadership, governance and democracy.

During this period of engagement, the Youth Services and Aboriginal Melbourne teams worked with peer facilitators to engage their communities and networks.

Engaging with our diverse young people, and with representatives of Melbourne's First Nations organisations and Traditional Owners, we have received a clear message of hope, a desire for connection and knowledge sharing and a mandate for strong and shared leadership.

Five common themes emerged through the youth stream, to guide our work with young people:

- Affordability and access: supporting young people to meet their basic and aspirational needs
- Educational and economic opportunities: supporting education and employment pathways.
- Safety and wellbeing: supporting experiences of safety, mental and physical wellbeing.
- Social inclusion and connection: being welcoming, inclusive, connected to Country, culture and community.
- Youth voice and empowerment: feeling valued and included in decision-making.

Overarching themes that emerged from the First Nations Roundtable included:

- Democracy and leadership: co-designed governance, Treaty, the First People's Assembly, land-back strategies and Aboriginal-led city leadership.
- Economy and innovation: repatriations-linked benefit sharing, Indigenous innovation centres, and creative industries rooted in culture.
- Knowledge and creativity: education strategies, cultural storytelling, public art and visible First Nations presence across all city systems.
- Liveability and wellbeing: culturally safe housing, thriving intergenerational community hubs, and care-centred health and social systems.
- Movement and infrastructure: renaming colonial infrastructure, relational placemaking guided by Songlines, and planning connected to Country.

M2050 VISION AND
COUNCIL PLAN



M2050 VISION

The draft Melbourne 2050 Vision (the M2050 Vision) has been developed with input from hundreds of Melburnians: people who live, work, study, visit or own a business across the municipality.

We are currently seeking feedback on the draft M2050 Vision and supporting principles alongside the draft Council Plan, Financial Plan and Asset Plan. When finalised, the vision will be included here.

Please refer to the draft M2050 Vision document for more information.

PRINCIPLES TO GUIDE COUNCIL DECISION-MAKING

Members of the Melbourne 2050 People's Panel (the Panel) were randomly selected to represent Melbourne's diverse community – residents, business owners, workers, students and property owners. This group of 48 everyday citizens were brought together to deliberate on the opportunities and challenges we face as global capital city, and respond to the key question:

Our city is evolving, and this presents opportunities and challenges for all.

What do you want Melbourne to be in 2050, and what is important for us to do now to get there?

The Panel was asked to develop a set of decision-making principles to guide the strategic direction of Council over the next 4 to 10 years. The Panel adopted 8 principles, which capture what they want Council to keep in mind while making decisions.

 Future-focused resource stewardship	We invest public resources where they deliver the greatest long-term benefit to Melbourne's resilience and liveability, choosing strategic, evidence-based spending over immediacy.	 Deepening connection to Country	narrm / Melbourne is committed to Treaty, with its community sharing a deep connection to Country in the same way First Peoples do. A proud city that creates intergenerational and intercultural belonging through caring for Country and harnessing collective intelligence.
 Creativity and innovation	Nurture a culture of bold imagination. Melbourne will be at the forefront of creativity, innovation and problem-solving by empowering diverse communities, supporting risk taking, and making space for new ideas that benefit all.	 Always consider health and wellbeing	Always consider public health in all dimensions – social, physical, environmental. To build towards 2050, education and prevention initiatives are fundamental in contributing to public safety, health and wellbeing.
 A people-centred city	Prioritise equity and inclusion for all residents, workers, students and visitors, by providing attractive green open spaces and community infrastructure. Putting people at the centre of affordable and sustainable solutions to meet the needs of an evolving community.	 Future-ready Melbourne	Future readiness is imperative. To achieve this, we prioritise responsiveness and adaptation. We consider implications, consequences and impact of our decisions across the board. Planning for the long term ensures Melbourne's systems remain robust and flexible, whatever the future holds.
 Safe and accessible by design	Everyone should feel equally safe and capable of getting in, through and around at any time, 24/7, in any way, by any mode or means. Council should ensure that the city is accessible and safe for all people, especially the most vulnerable members of the community, while preserving the city's unique character and heart. Decisions for the creation, adaptation and reinvigoration of urban and built environments should be made on a holistic basis with respect to design, activities and operations.	 Climate action as a collective responsibility	All policies, partnerships, and decisions should prioritise reducing emissions, eliminating waste, and regenerating ecosystems. We embrace a shared commitment and accountability between industry, community and government.

OUR WELLBEING COMMITMENT

All people in the City of Melbourne have a basic right to good health and wellbeing. We are committed to promoting, protecting, caring and strengthening people's health and wellbeing to ensure everyone in the community can thrive through all stages of life.

Wellbeing is foundational to the work of the City of Melbourne. Council influences the social, built, natural and economic environments which affect a person's overall wellbeing. We make it easier for people to connect with their neighbours, move through the city and enjoy the many green and blue spaces across the municipality. We also strive to increase participation in the economy, and so much more.

Local councils play a significant role in improving the health and wellbeing of the community. This role is recognised through the *Victorian Public Health and Wellbeing Act 2008* (the Act). Under the Act, every four years all councils are required to prepare a Municipal Public Health and Wellbeing Plan. This plan sets out how we will support the health and wellbeing of the community over the four years of each elected council term. The health and wellbeing plan is integrated into the Council Plan as the overarching strategic framework at the City of Melbourne.

Our health and wellbeing focus has been informed by:

- **Health equity.** People experience health and wellbeing differently. Many factors, including income, gender and education, can influence health and wellbeing. People can also move in and out of poor health and wellbeing depending on what they might be experiencing at a stage in their life. When we think about how we will improve the community's health and wellbeing, we need to consider how we will meet the needs of all people in the community, while also supporting the people who are experiencing more significant challenges to their health and wellbeing.
- **Community experiences.** People want to live happy and healthy lives. We have heard this from our community – including through the People's Panel, M2050 Summit, Youth Roundtable and First Nations Roundtable. “**Always consider health and wellbeing**” is one of the principles developed by the People's Panel.
- **Data.** The actions we take to improve community health and wellbeing are informed by data and evidence. This helps to ensure our actions are effective and impactful, and that they make best use of resources. Data-informed decision-making helps us focus on initiatives most likely to make a positive difference and reach those in our community who are most at risk of poor health.
- **Our role.** We need to focus on areas where we can make a tangible difference within our scope as a capital city local council. Our role is also informed by legislation including the *Climate Change Act 2017* – where we must have regard to **climate change**, the *Gender Equality Act 2020* – to create equal opportunities for people of **all genders** in the community, and the *Victorian Public Health and Wellbeing Act 2008* – through which we must specify measures to prevent **family violence** and respond to the needs of victims.
- **Our partnerships.** A-whole-of community approach is required to promote, protect and strengthen people's wellbeing. A team effort is required of Council, community and other levels of government to achieve these wellbeing outcomes. Over the life of this Council Plan, we will work in partnership to meet the needs of community.

HEALTH AND WELLBEING PRIORITY AREAS

The health and wellbeing priority areas in the Municipal Public Health and Wellbeing Plan 2025–29 are integrated into the outcomes, indicators and key activities of this Council Plan. The priority areas are:

- **Family violence** with a focus on increasing awareness of and access to family violence support and prevention initiatives.
- **Safety** with a focus on increasing the number of people who feel safe in our city and community settings.
- **Food security** with a focus on increasing community awareness of and access to nutritious and affordable food.
- **Homelessness** with a focus on increasing access to support services for people at risk of or experiencing homelessness.
- **Mental health and wellbeing** with a focus on increasing community access to programs, services and initiatives that support mental health and wellbeing.
- **Social connection** with a focus on increasing a sense of belonging in the community.
- **Active living** with a focus on encouraging people to be more active in their everyday life.
- **Community resilience** with a focus on increasing community support for each other in times of an emergency.
- **Built and natural form resilience** to extreme weather with a focus on increasing shading, cooling and flood infrastructure and interventions.
- **Affordable housing** with a focus on increasing the supply of social and affordable housing that meets the needs of our community.

COUNCIL'S STRATEGIC PRIORITIES

Our draft M2050 Vision and its principles, alongside our health and wellbeing commitment have shaped the strategic priorities outlined within this document.

There are 6 strategic priorities in this Council Plan:

- Governing for our future
- Healthy, safe, clean and connected communities
- Living sustainably
- Vibrant and creative Melbourne
- Leveraging our economic strengths
- Building a city for people

GOVERNING FOR OUR FUTURE

Strategic focus				
Description	<i>To be developed following community consultation and finalisation of the vision.</i>			
Outcomes	City of Melbourne is considered a good financial manager, sustainably balancing current and future needs	City of Melbourne leads, partners and advocates on issues important to our community	City of Melbourne partners with First Nations people to further self-determination, advance truth-telling and connect and care for Country	We empower Melbourne's diverse communities, including our young people, to participate in city democracy
Indicators	Loans and borrowings compared to rates under 70% Underlying surplus (or deficit)	Number of advocacy campaigns delivered under City of Melbourne's Advocacy Plan Achieving climate leadership compliance rating for C40 leadership standards	Level of involvement of registered Traditional Owners in city governance Number of formal partnerships with Aboriginal Community Controlled organisations and Traditional Owners	Average Customer Experience Satisfaction Score % of people satisfied with their experience of participating in community consultation
UN Sustainable Development Goals	Goal 10 – Reduced inequalities Goal 11 – Sustainable cities and communities Goal 16 – Peace, justice and strong institutions Goal 17 – Partnerships for the goals			
UN Sustainable Development Goals – relevant targets	10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating policies and practices and promoting appropriate legislation, policies and action in this regard 11.4 Strengthen efforts to protect and safeguard our Aboriginal cultures and natural heritage 16.6 Ensure effective, accountable and transparent organisational structures, functions and processes for the City of Melbourne. 16.7 Ensure responsive, inclusive, participatory and representative decision-making at the City of Melbourne			

How we will deliver	
Services and amenity	• Communications and engagement: communicate with our community and stakeholders • Governance • Planning and operations • Financial management • Technology and innovation

How we will deliver

Key activities

- Maintain community trust through service excellence, integrity and transparency in our operations
- Develop a leading local government First Nations Strategy
- Strengthen City of Melbourne's financial position through a sustainable revenue base, philanthropic opportunities and reducing costs with efficient, value-driven services
- Provide responsive and excellent customer service, and facilitate business and community engagement that reaches Melbourne's diverse and under-represented communities

HEALTHY, SAFE, CLEAN AND CONNECTED COMMUNITIES

Strategic focus				
Description	<i>To be developed following community consultation and finalisation of the vision.</i>			
Outcomes	Our neighbourhoods and communities enable physical and mental wellbeing	People can access necessary services in times of need	Melbourne is safe, clean and accessible to all	Our diverse communities can actively participate, connect and experience a sense of belonging in Melbourne
Indicators	% of people in the community who meet recommended levels of physical activity % of people in the community who know where to access programs, services or initiatives to support their mental health and wellbeing	% of people in community who have awareness and access to nutritious and affordable food Number of people on the Melbourne By Name List Number of people who have accessed and / or know where to access Family Violence advice or support	% of people in the community who feel safe during the day and at night Reported crime rates % of people who feel the city is clean	% of people who feel they are part of the community % of people in the community who think cultural diversity is important
UN Sustainable Development Goals	Goal 1 – No poverty Goal 2 – Zero hunger Goal 3 – Good health and wellbeing Goal 5 – Gender equality Goal 10 – Reduced inequalities Goal 11 – Sustainable cities and communities Goal 16 – Peace, justice and strong institutions			

Strategic focus

UN Sustainable Development Goals – relevant targets	1.4 By 2030, ensure that all men and women, in particular people experiencing socioeconomic disadvantage and vulnerability, have equal rights to economic resources and housing, including access to basic and financial services 2.1 By 2030, end food stress and ensure access by all people, in particular people experiencing socio-economic disadvantage and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round 3.4 By 2030, reduce premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing 3.5 Reduce substance abuse, including narcotic drug abuse and harmful use of alcohol, through prevention measures and enabling access to treatment 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status 11.7 By 2030, provide access to safe, inclusive and accessible, green and public spaces for all, including women and children, older persons and persons with disabilities 16.1 Significantly reduce all forms of violent crime
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How we will deliver

Services and amenity	• Community wellbeing – Support community health and wellbeing • Community enablement – Support equity, access and inclusion for a thriving community including Aboriginal self-determination and Aboriginal reconciliation • Public safety – Ensure city safety • Infrastructure and facilities – Maintain and enhance liveability and accessibility
Key activities	• Enhance accessible programs, services, events, and initiatives that promote mental and physical wellbeing across the community • Strengthen community safety by expanding visible safety presence, investing in safety infrastructure and cleaning • Improve safety in the public realm by advocating for strengthened crime prevention measures, increased police resourcing, and expanded access to mental healthcare, alcohol and drug rehabilitation and support services • Lead action on homelessness, reducing rough sleeping and increase affordable housing • Strengthen community resilience through initiatives and advocacy to address food insecurity, family violence and address loneliness • Support intercultural, inclusive and connected communities that celebrate each other's cultures and identities

LIVING SUSTAINABLY

Strategic focus				
Description	<i>To be developed following community consultation and finalisation of the vision.</i>			
Outcomes	Communities across the municipality have local access to clean, high-quality parks, waterways and open space	Our residents and businesses are supported to transition to a resilient, net zero city and circular economy	Country-First approaches result in the restoration of local ecology, regenerative landscapes and native vegetation	Community is prepared for extreme weather events through knowledge, strong local connections and a resilient built form and environment
Indicators	% of dwellings within 300 m or less distance of any local park (> 0.4 to. <= 1 ha) % of community who have utilised the city's waterways in the last 12 months	% of kerbside collection waste diverted from landfill Municipal CO2 emissions (tonnes CO2 equivalent a year)	Number of projects that actively involve Country-First practices	% of tree canopy cover in the public realm % of community members who can confidently count on their neighbours in times of an emergency
UN Sustainable Development Goals	Goal 6 – Clean water and sanitation Goal 7 – Affordable and clean energy Goal 11 – Sustainable cities and communities Goal 12 – Responsible consumption and production Goal 13 – Climate action Goal 14 – Life below water Goal 15 – Life on land			
UN Sustainable Development Goals – relevant targets	6.6 Protect and enhance water-related ecosystems, such as forests, wetlands, rivers and lakes 7.3 By 2030, substantially improve the energy efficiency of infrastructure and buildings across the municipality 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters 13.2 Integrate climate change measures into policies, strategies and planning, including reaching zero greenhouse gas emissions for the municipality by 2050 14.1a By 2030, improve water quality by reducing all types of water pollution, controlling industrial water waste and reducing ambient water nitrogen levels, and increase the use of water from alternate water sources 15.2 By 2030, promote the implementation of sustainable management of all types of forests by increasing urban greening and forestation as well as ensuring the use, where possible, of sustainable forest products in the municipality's supply chain			

How we will deliver

Services and amenity	• Waste management and cleanliness – Manage residential and commercial waste • Environment, waterways and open spaces – Provide and maintain open spaces and waterways • Infrastructure and facilities – Maintain and enhance liveability and accessibility
Key activities	• Green our city through the accelerated delivery of parks, gardens and open spaces and by protecting our natural environment, habitat and threatened and endangered native species • Deliver clean and revitalised waterways and green corridors • Support community and business-led action to enhance city greening in streets and on private land • Drive a city-wide shift towards efficient, circular economy, renewable energy and climate resilience • Plan for extreme weather events by embedding climate impacts in decisions about the built form, and engage the community so that everyone is prepared

VIBRANT AND CREATIVE MELBOURNE

Strategic focus			
Description	To be developed following community consultation and finalisation of the vision.		
Outcomes	Uniquely Melbourne experiences are accessible to everyone through city and local events and creative offerings	The places and partners that contribute to Melbourne's creative identity, collaborate to ensure Melbourne remains a world-class creative capital	Local creative talent is supported and retained within the City of Melbourne
Indicators	% of the community participating in arts and cultural activities	Number of formal creative sector collaborations and partnerships contributing to creative initiatives, programs or infrastructure	% of municipal jobs in the creative sector Number of creative workers provided with space via Council or Council supported programs
UN Sustainable Development Goals	Goal 8 – Decent work and economic growth Goal 11 – Sustainable cities and communities Goal 17 – Partnerships for the Goals		
UN Sustainable Development Goals – relevant targets	8.3 Promote policies and programs that support decent job creation, entrepreneurship, creativity and innovation, and support small- and medium-sized enterprises 8.9 By 2030, achieve sustainable tourism that creates local jobs and promotes local culture and products 11.3b By 2030, ensure human settlement planning and management is inclusive, integrated and participatory		

How we will deliver	
Services and amenity	Arts and culture – Support equity, access and wellbeing
Key activities	- Strengthen Melbourne’s brand and civic pride - Melbourne's creative programs and events support city activation, ensuring seasonal opportunities (i.e. winter) are maximised - Activate the city in ways that reflect and amplify Melbourne's distinct character - Position Melbourne as a world-class creative capital that’s growing a global audience for our creatives - We grow Melbourne’s identity as the events capital of Australia, evolving our annual events program to ensure broad appeal and working in partnership to ensure Melbourne remains home to globally renowned events

LEVERAGING OUR ECONOMIC STRENGTHS

Strategic focus				
Description	<i>To be developed following community consultation and finalisation of the vision.</i>			
Outcomes	Melbourne leverages our economic strengths and capabilities to drive innovation, education and investment	Melbourne's economy enables everyone to participate and benefit from our shared prosperity	Support the transformation of Melbourne's underutilised spaces	Melbourne's experiences and precincts underpin a robust visitor economy, connecting locals and visitors to Melbourne's identity, driving visitation and spend
Indicators	Global ranking of Melbourne's startup ecosystem Number of new headquarters in Melbourne (min 20 employees)	Unemployment rate % of community unable to raise \$2,000 when needed	Total floorspace (sqm) approved for conversion from commercial to another use per year) % of office floorspace that is vacant (sqm)	Total spend within the municipality by domestic and international visitors per year Total number of domestic and international visitors to the municipality per year % of shopfront vacancy
UN Sustainable Development Goals	Goal 4 – Quality education Goal 8 – Decent work and economic growth Goal 9 – Industry, innovation and infrastructure Goal 10 – Reduced inequalities Goal 11 – Sustainable cities and communities			
UN Sustainable Development Goals – relevant targets	4.4 By 2030, increase the number of children and adults, including culturally and linguistically diverse (CALD) adults, who have relevant skills for social, educational and economic engagement by providing access to necessary resources, programs and technology 8.2 Achieve higher levels of economic productivity and growth through a particular focus on innovation in creative, knowledge, and visitor economies that support a low-carbon economy 8.3 Promote policies and programs that support decent job creation, entrepreneurship, creativity and innovation, and support small- and medium-sized enterprises 8.9 By 2030, achieve sustainable tourism that creates local jobs and promotes local culture and products 9.4 Continually upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes 9.5 Enhance scientific research, upgrade the technological capabilities of sectors and residents across the municipality and encourage innovation and private research and development spending 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status 11.5 By 2030, significantly reduce the number of people affected, and substantially decrease the direct social and economic losses caused, by shocks and stresses, with a focus on people in vulnerable situations			

How we will deliver

Services and amenity	• Tourism and events – Maintain Melbourne's reputation as both a world-class tourist destination and a leading destination for major events • Business and investment – Lead Melbourne's economy by supporting businesses and priority industry sectors
Key activities	• Enhance Melbourne's role as a global powerhouse of innovation, attracting the brightest minds, ambitious innovators and best enterprises • Engage domestically and internationally to grow the economy, drive innovation, support sustainability and strengthen communities • Lead, deliver and advocate for innovative technology in our city • Streamline regulations to enhance productivity and better realise business potential • Implement the Retrofit Melbourne Plan and encourage adaptive re-use of underutilised buildings • Explore mechanisms to deliver new Business Improvement Districts and strengthen high-street and place-based activation through partnerships and broad local area engagement • Support the establishment of new and innovative social enterprises

BUILDING A CITY FOR PEOPLE

Strategic focus				
Description	<i>To be developed following community consultation and finalisation of the vision.</i>			
Outcomes	Locals and visitors alike can move around Melbourne easily and efficiently, with a well-designed, accessible and connected transport network	Melbourne's streets, squares and community spaces welcome people of all ages, identities and abilities, to meet and connect	As our population grows, Melbourne offers a wide range of homes to choose from, to suit all household types and budgets	High-quality design in our buildings and public places supports people-centred, creative and sustainable urban environments
Indicators	% of trips in the municipality made by public transport / walking / cycling % of parking occupancy within target range % completion of capital works road infrastructure investment	Average daily count of central city pedestrian activity levels	Number of social and affordable housing dwellings secured through planning mechanisms and/or on Council land % of annual dwelling approvals that are 3 bedroom or more	% of planning applications that achieve compliance with Melbourne Sustainable Building Design Amendment c376 per year
UN Sustainable Development Goals	Goal 3 – Good health and wellbeing Goal 9 – Industry, innovation and infrastructure Goal 11 – Sustainable cities and communities			
UN Sustainable Development Goals – relevant targets	3.6 By 2030, reduce the number of deaths and injuries from traffic and transport accidents within the City of Melbourne, including those involving people walking and riding bikes 9.1 Develop quality, reliable, sustainable and resilient transport infrastructure to support economic development and human wellbeing, with a focus on affordable and equitable access for all 11.1 By 2030, significantly improve access for all to adequate, safe and affordable housing and basic services 11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport modes for all, improving safety and capacity, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons			

How we will deliver	
Services and amenity	• Parking and transport – Provide movement and access for pedestrians, riders and drivers • Planning, building and development – Plan and manage urban development and city shaping • Infrastructure and facilities – Maintain and enhance liveability and accessibility

How we will deliver

Key activities

- Expand and improve road and active transport infrastructure
- Plan for future growth and the delivery of urban renewal precincts, with high-quality, sustainable design outcomes, and expand community infrastructure to meet new and evolving community needs
- Optimise Melbourne's planning framework to enhance liveability and economic development
- Enhance the pedestrian experience and improve road and street safety
- Enhance movement and transport network in Melbourne, including through advanced modelling and targeted upgrades
- Design a city shaped by culture, stories and heritage

HOW WE WILL DEMONSTRATE OUR PROGRESS

Each year, Council reports publicly on progress through the Annual Report. This report provides a comprehensive overview of achievements and outcomes, including performance against the Council Plan's key activities and strategic indicators.

Our integrated annual planning and budgeting process helps us stay focused on the things that matter most. Every year as part of this process, we reflect on progress made, assess the external environment and emerging community trends and needs, and recalibrate our delivery programming to ensure we best meet the needs and expectations of our community. We continue to engage with the community to ensure we respond to changing needs and expectations.

OUR APPROACH TO PARTNERING

This Council Plan sets ambitious aspirations for our city, which cannot be achieved without partnerships and support from our valued stakeholders.

Creating our [insert vision after consultation] city requires us to work in collaboration with all levels of government, the private sector, and our diverse community of residents, workers, students and visitors.

The City of Melbourne Advocacy and Partnerships Plan 2025–29 sets our organisation's strategic advocacy and partnership priorities, which are designed to support the delivery of this Council Plan. These priorities highlight the key policy and delivery areas where we will need to partner and advocate to achieve our bold goals for our city and to deliver the best outcomes for our community.

APPENDIX A

Implementation program 2025–29

GOVERNING FOR OUR FUTURE		
Council Plan key activities	Included in the Budget 2025–26 (as key activities)	Proposed deliverables 2026–29 (additional deliverables subject to annual budget process)
Maintaining community trust through service delivery excellence, integrity and transparency in our operations		- Review deliverables in Budget 2025–26 to determine continuing delivery from 2026 to 2029 - Monitor operational expenses ensuring they remain within appetite and deliver a surplus budget - Continue the Customer Experience uplift program driving service improvement that make it easy for the community and businesses to engage with Council - Review, improve and expand service delivery models driving an uplift in efficiency and customer satisfaction - Deliver on the First Nations Strategy and our Reconciliation Action Plan commitments - Annual delivery of Council's Partnership and Advocacy Plan - Explore sustainable revenue opportunities - Implement a Whistleblower Protection Framework - Enhance community engagement channels to ensure all community members can use their preferred methods to influence Council decisions - Introduce and develop climate budgeting - Explore a participatory budget setting process - Develop an Aboriginal City framework to ensure that the City of Melbourne reflects, respects and governs in partnership with our Traditional Owners and Aboriginal communities
Develop a leading local government First Nations Strategy	Continuing to progress partnerships with Traditional Owners and First Nations communities	
Strengthen City of Melbourne's financial position through a sustainable revenue-base, philanthropic opportunities and reducing costs with efficient, value-driven services	- Continue to explore revenue generating activities to support service delivery, infrastructure and amenity - Identify opportunities for efficiency in the delivery of Council services to meet evolving community needs - Review Council policy to strengthen financial sustainability	
Provide responsive and excellent customer service and facilitate business and community engagement that reaches Melbourne's diverse and underrepresented communities	Continue to enhance customer service through the User Experience (UX) uplift program	

HEALTHY, SAFE, CLEAN AND CONNECTED COMMUNITIES

Council Plan key activities	Included in the Budget 2025–26 (as key activities)	Proposed deliverables 2026–29 (additional deliverables subject to annual budget process)
Enhance accessible programs, services, events, and initiatives that promote mental and physical wellbeing across the community	• Increase access to outdoor fitness spaces for small group users • Enable community-based free fitness classes • Provide 600 free swimming lessons, and \$2 pool entry at selected pools on weekdays • Free pet registration for cats and dogs in 2025–26	• Review deliverables in Budget 2025–26 to determine continuing delivery from 2026 to 2029 • Expand Library services including introduction of the new Southbank Library and exploration of increasing library opening hours • Leverage the community infrastructure plan to: ◦ create more room hire for community groups and creative groups ◦ explore lighting on sports ovals • Advocate to other levels of government and key agencies for: ◦ drug rehabilitation services ◦ more on-the-street mental health services ◦ more police presence to enforce state laws • Eliminate rough sleeping including through partnerships and exploration of a 'no second night' policy • Increase access to affordable housing • Complement state and federal programs to end domestic / family violence • Continue to support diversity and inclusion through programs focused on: ◦ people living with disability ◦ our LGBTIQ+ communities ◦ multicultural communities ◦ women • Create opportunities for multicultural and intercultural celebration, dialogue and programming • Deliver programs and initiatives that support social connection and address loneliness, including connecting people in apartment living • Advocate to the State and Federal Governments for a coordinated review across all levels of government to establish a framework that safeguards the
Strengthen community safety by expanding visible safety presence and investing in safety infrastructure and cleaning	• Expand the visible safety presence in the city through community safety officers • Upgrade and expand the Safe City camera system with 100 new cameras including an additional 40 cameras to our network and 60 from partner networks • Investment in lighting up the city and laneways to improve safety and activate spaces	
Improve safety in the public realm by advocating for strengthened crime prevention measures, increased police resourcing, and expanded access to mental healthcare, alcohol and drug rehabilitation and support services		
Lead action on homelessness, reducing rough sleeping and increase affordable housing		
Strengthen community resilience through initiatives and advocacy to address food insecurity, family violence and address loneliness	• Investment in programs to address food insecurity	
Support intercultural, inclusive, connected communities that celebrate each other's cultures and identities	• Progress the development of the new North Melbourne Community Hub	

		right to protest while reducing disruption to the functioning of the city and maintaining a safe environment for the community
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LIVING SUSTAINABLY

Council Plan key activities	Included in the Budget 2025–26 (as key activities)	Proposed deliverables 2026–29 (additional deliverables subject to annual budget process)
Green our city through the accelerated delivery of parks, gardens and open spaces and by protecting our natural environment, habitat and threatened and endangered native species	Fast track the delivery of parks and gardens	- Review deliverables in Budget 2025–26 to determine continuing delivery from 2026 to 2029 - Continue acceleration of new parks, gardens and open spaces and delivery of the Urban Forest Precinct Plans and review internal and external funding levers to enable open space delivery - Enhance water quality and revitalise green corridors along the Yarra River (Birrarung), Moonee Ponds Creek and Maribyrnong River - Significantly expand city and neighbourhood greening with more planter boxes, green walls and roofs, rooftop gardens and community food gardens through partnerships with residents, businesses and property owners - Support industry implementation of the Green Factor tool to enable greening of new buildings - Deliver a Circular Economy Framework and a new Integrated Climate Change Strategy - Facilitate a bulk purchasing program of renewables for residents and businesses - Develop a Caring for Country Framework to embed Aboriginal and Torres Strait Islander knowledge, values, and custodianship into land management, urban design and planning - Determine the best, most climate resilient footpath materials for Melbourne
Deliver clean and revitalised waterways and green corridors		
Support community and business led action to enhance city greening in streets and on private land	Develop new Greening Guidelines for nature strips, laneways and shared spaces	
Drive a city-wide shift towards efficient circular economy, renewable energy and climate resilience	- Pilot a new program offering a suite of services to support apartment residents and businesses with energy costs, efficiency, renewables, electrification, resilience and net zero goals, in close collaboration with owners corporation committees - Waste management in existing high rises (FOGO)	
Plan for extreme weather events by embedding climate impacts in decisions about the built form, and engage the community so that they are prepared		

VIBRANT AND CREATIVE MELBOURNE

Council Plan key activities	Included in the Budget 2025–26 (as key activities)	Proposed deliverables 2026–29 (additional deliverables subject to annual budget process)
Strengthen Melbourne's brand and civic pride	Implement mechanisms for Council to address vacant and dilapidated buildings which can include differential rates, strengthened local laws and targeted advocacy	- Review deliverables in Budget 2025–26 to determine continuing delivery from 2026 to 2029 - Establish a program of initiatives to strengthen civic pride in Melbourne
Melbourne's creative programs and events support city activation, ensuring seasonal opportunities (i.e. winter) are maximised	- Review Melbourne's events program to optimise winter activities and enhance community experiences - Support the International Comedy Festival's 40th anniversary	- Evolve the brand of Melbourne to enhance a sense of place and connection locally and globally - Explore new opportunities to elevate city dressing including the expanded use of banner poles and signage, and decluttering redundant street infrastructure and signage
Activate the city in ways that reflect and amplify Melbourne's distinct character	- Establish a precinct activation fund to explore a seafood precinct and Little India precinct, and encourage community markets and festival decorations - Upgrade and replace banner poles to improve safety and functionality	Increase opportunities for more cultural festivals and local markets programming throughout the year by empowering multicultural communities to deliver events
Position Melbourne as a world-class creative capital that's growing a global audience for our creatives		Enhance lighting infrastructure in laneways and on buildings in partnership with property owners and stakeholders
We grow Melbourne's identity as the events capital of Australia, evolving our annual events program to ensure broad appeal and working in partnership to ensure Melbourne remains home to globally renowned events.		Support the creative sector through exploring additional creative spaces and advocating for enhanced grant funding for the arts

LEVERAGING OUR ECONOMIC STRENGTHS

Council Plan key activities	Included in the Budget 2025–26 (as key activities)	Proposed deliverables 2026–29 (additional deliverables subject to annual budget process)
Enhance Melbourne's role as a global powerhouse of innovation attracting the brightest minds, ambitious innovators and best enterprises		- Review deliverables in Budget 2025–26 to determine continuing delivery from 2026 to 2029 - Explore opportunities to increase investment in start-ups including through: - leveraging existing Council subsidiaries - incubator partnerships
Engage domestically and internationally to grow the economy, drive innovation, support	Continue to engage with sister cities and explore opportunities for new partnerships	

sustainability and strengthen communities		○ mentoring programs • Reinvigorate the 'made in Melbourne' brand to celebrate local innovations • Build global city partnerships beyond sister cities to strengthen local business, cultural exchange, and international connections, including inbound delegations • Invest in and grow Melbourne's visitor economy in line with Experience Melbourne 2028, promoting Melbourne as a premium destination of choice for interstate and international visitors • Build relationships with diaspora communities and enhance support for international students to strengthen cultural, business, and international connections • Explore the use of advanced technology to enhance city services such as waste management and city cleaning • Continue to review and streamline processes to reduce startup times and remove unnecessary barriers for new businesses • Build on work commenced in year 1 to progress new cultural precincts in Melbourne • Partner with business precincts to deliver enhanced activation and streetscape improvements, including through a high-street strategy to promote economic activity • Continue to evolve the Business Precinct Program
Lead, deliver and advocate for innovative technology in our city		
Streamline regulations to enhance productivity and better realise business potential		
Implement the Retrofit Melbourne Plan and encourage adaptive re-use of underutilised buildings	• Deliver the Retrofit Melbourne Plan including exploring repurposing of vacant office buildings (realigned)	
Explore mechanisms to deliver new Business Improvement Districts and strengthen high-street and place-based activation through partnerships and broad local area engagement	• Establish a precinct activation fund to explore a seafood precinct and Little India precinct, and encourage community markets and festival decorations	
Support the establishment of new and innovative social enterprises		

BUILDING A CITY FOR PEOPLE

Council Plan key activities	Included in the Budget 2025–26 (as key activities)	Proposed deliverables 2026–29 (additional deliverables subject to annual budget process)
Expand and improve road and active transport infrastructure	• Continue the rollout of the cycle infrastructure program including retrofitting existing routes with more durable materials	• Review deliverables in Budget 2025–26 to determine continuing delivery from 2026 to 2029

	• Review of Exhibition St and Queensbridge St to deliver safety and congestion improvements	• Monitor the evolving legislative framework and use of shared e-bikes and e-scooters and respond as required
Plan for future growth and the delivery of urban renewal precincts, with high-quality, sustainable design outcomes and expanding community infrastructure to meet new and evolving community needs	• Advocate for control of land to provide increased open space and amenity for new housing and growing population (including land abutting Moonee Ponds Creek) • Resolve questions of control and management of land abutting Moonee Ponds Creek and complete planning scheme amendment C417 Macaulay	• Investigate a registration scheme for commercial delivery bikes operating within the municipality • Implement and refine the cycling infrastructure network focusing on safety and functionality of the road network • Monitor and respond to priority planning matters including: ◦ state planning reforms ◦ city growth and housing targets ◦ community infrastructure and development contributions ◦ renewal precincts (Arden, Macaulay, Fishermans Bend) ◦ inclusionary zoning to deliver affordable housing ◦ advocacy for uplift mechanisms to enhance creative, art and design outcomes
Optimise Melbourne's planning framework to enhance liveability and economic development		
Enhance pedestrian experience and improve road and street safety	• Upgrade and replace banner poles to improve safety and functionality	
Enhance movement and transport network in Melbourne, including through advanced modelling and targeted upgrades	• Continue the work commenced by a specialist consultant to develop a new central city transport model • Continue to deliver the City Road Master Plan, including by advocating to the Victorian Government to make City Road safe • Review Exhibition Street and Queensbridge Street to deliver safety and congestion improvements • Continue to deliver the Transport and Amenity Program and prepare for and respond to traffic changes in West and North Melbourne when the West Gate Tunnel opens, noting that these projects require approval from the Department of Transport and Planning	• Partner with industry to support and facilitate adaptive re-use / conversion of vacant commercial office buildings • Continue to deliver the Melbourne Design Excellence Program to build on Melbourne's global reputation as a city known for outstanding design • Advocate for enhanced tax settings within Melbourne to promote investment, encourage development and increase housing supply including the introduction of a special economic zone
Design a city shaped by culture, stories and heritage	• Investigate a contemporary approach to the management of monuments and memorials in the city	• Refresh the Transport Strategy and develop a Central City Transport Model to optimise access, pedestrianisation, safety and movement for all transport modes and road users • Create a design-led City Streetscape Framework that shapes investment in Melbourne's public realm, transforming streets and laneways into vibrant, inclusive and visually compelling urban environments

		• Advocate for enhanced transport infrastructure and services in Melbourne including: ○ airport rail link ○ expanding the free tram zone ○ public transport to Fishermans Bend ○ all-electric buses and trains ○ community safety on the public transport system
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APPENDIX B

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