

DRAFT ANNUAL PLAN

2023-24



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 Eastern Kulin and pays respect to their Elders past, present and emerging.

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

We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

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June 2023

Disclaimer

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

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



INTRODUCTION

Melbourne is the fastest-growing capital city in the country. This means it's essential that the City of Melbourne has a robust plan for the future.

Our Annual Plan 2023–24 positions the City of Melbourne to deliver for our community today, while shaping our city for tomorrow. We'll continue to deliver the essential services our community relies on, while planning for growth and investing in our future with city-shaping plans and projects.

Our Annual Plan, along with our Budget, sets out the priorities and investments we will deliver for Melburnians during these challenging economic times.

We have bold ambitions for our city. Our Annual Plan updates our 52 major initiatives – set out in our four-year Council Plan 2021–25 – which set out our priority and capital works projects, in line with our six strategic objectives.

All major initiatives have been approved and resourced through our annual budgeting process.

Over the past two years, we have pioneered a neighbourhood model approach, which has helped us understand the different priorities of each of our 11 neighbourhoods –

Carlton, Parkville, East Melbourne, West Melbourne, North Melbourne, Kensington, Docklands, Fishermans Bend, South Yarra, Southbank and the CBD Hoddle Grid.

This year, our Annual Plan also includes neighbourhood statements, which outline the priorities and investment we will deliver for each of our city's 11 different neighbourhoods. These priorities will evolve each year, through an ongoing process of community engagement.

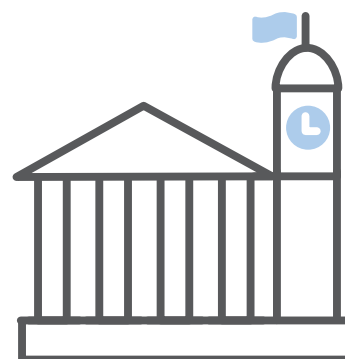
Melbourne has been resilient in the face of turbulent conditions, and we are acutely aware of cost-of-living pressures impacting all members of our community.

Although the City of Melbourne is not immune to global economic challenges, we are committed to continuing to listen to our traders, residents, workers, students and visitors, and to delivering on our commitments.

Whether you are a resident, student, commuter or visitor here in Melbourne, our ambition is to deliver the things that matter most – to ensure Melbourne remains a welcoming, inclusive, liveable and prosperous city for all.



QUICK FACTS ABOUT MELBOURNE



159,813

residents

55%

born overseas

46%

speak a language other than English

72,000

overseas higher education students

3114

same-sex couple households

769

Aboriginal and Torres Strait Islander people

2.3%

live with a disability

1166

people experiencing homelessness

130

people sleeping rough

19%

Melbourne's contribution to the Victorian economy

14,513

businesses

465,500

jobs

60%

grow and consume their own food at home

25.2%

tree canopy cover in the public realm

64.6%

feel a sense of belonging to their community



94.2%

believe the relationship with Aboriginal people is important

19.1%

participate in arts and cultural activities in the City of Melbourne

22.5

tonnes of greenhouse gas emissions per capita

270

kilograms of landfill waste per household

136

kilolitres of water from alternative sources used for parks and gardens

64.5%

resident trips made by public transport, cycling or walking

References

- Australian Bureau of Statistics (2021) *2021 Census*
- Australian Bureau of Statistics (2021) *Data by region*
- Australian Bureau of Statistics (2023) *Regional population*
- City of Melbourne (2021) *Census of land use and employment*
- City of Melbourne (2022) *Annual Report 2021-22*
- City of Melbourne (2022) Internal datasets
- City of Melbourne (2022) *Social indicator survey*
- Department of Education (2022) *International education data and research*
- Department of Transport and Planning (2020) *Victorian integrated survey of travel and activity*
- Ingenium Research (2023) *Homelessness 2016-2021*
- PwC (2022) *City of Melbourne Economic Estimates 2011-2020*



MELBOURNE CITY COUNCIL 2020–2024

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



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



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NEIGHBOURHOOD MODEL

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

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

While we're all Melburnians at heart, the support and services naturally differ for Carlton, Kensington, North Melbourne, West Melbourne, East Melbourne, Parkville, Docklands, Southbank, South Yarra and the CBD. That means considering the different demographics, opportunities and challenges in each neighbourhood.

In 2021–22, we asked more than 7000 community members what matters most to them, to identify priorities for 10 residential neighbourhoods within the City of Melbourne. We use these priorities to guide our annual planning, and our work with partner organisations and community groups.

Neighbourhood priorities

The neighbourhood model aims to strengthen how we understand and work with our different communities. It's an ongoing process of listening, exploring and realising priorities with each neighbourhood.

The resounding feedback across our community is to prioritise and improve safety, wellbeing, access and affordability. Other emerging priorities include more localised neighbourhood activities and opportunities for community members to make connections with each other.

Each of our 10 neighbourhoods has its own individual priorities, but there are common themes throughout:

- **Aboriginal Melbourne:** Greater recognition and opportunity to learn about Bunurong and Wurundjeri heritage, places and culture.
- **Affordable housing:** Affordable housing options that cater to diverse needs.
- **Apartment living:** Concerns about short-stay accommodation options in residential buildings, as well as greater recognition and support for apartment living and strata communities.
- **Better support for people experiencing homelessness:** Support for people experiencing homelessness and working towards reducing homelessness.
- **Community connection:** More grassroots / community-led activities and events that bring the community together.
- **Community spaces and inclusive activities:** More community access to local venues and spaces for community activities, including meeting places, spaces for vulnerable groups such as older people and young people to gather, a community hub and spaces for community events.
- **Diversification of shops:** Encourage diversification and increase retail, fresh produce and hospitality offerings that meet the needs of the residents.
- **Dog off-leash areas:** More dog off-leash areas and responsible pet ownership education.
- **Heritage protection:** Preserve old buildings and heritage.
- **Parks and greening:** Increase greening, as well as preserving and protecting parks and open spaces.
- **Public amenity:** More amenities including public toilets, seating, tables, drinking fountains, shelter and shading.
- **Public transport:** Improve public transport options.
- **Public housing:** More coordinated and improved support for public housing residents, particularly estates in Carlton, Kensington and North Melbourne.
- **Recreational spaces and programs:** Increase options and opportunities for recreation and connection through sport and wellbeing programs.
- **Safety in the streets:** Address drug and alcohol use, mental health, aggressive behaviour, increase police and security presence, and better lighting.
- **Safer roads and bike lanes:** Negotiate safe shared use of roads and paths and address issues relating to aggressive and anti-social road behaviour, traffic flow and parking spaces.
- **Small business support:** Provide tailored support for local businesses to help recover from COVID-19.
- **Traffic and parking:** Reduce traffic, aggressive and anti-social road behaviour and better parking management.
- **Waste, recycling and graffiti:** Improve waste management and circular economy projects.

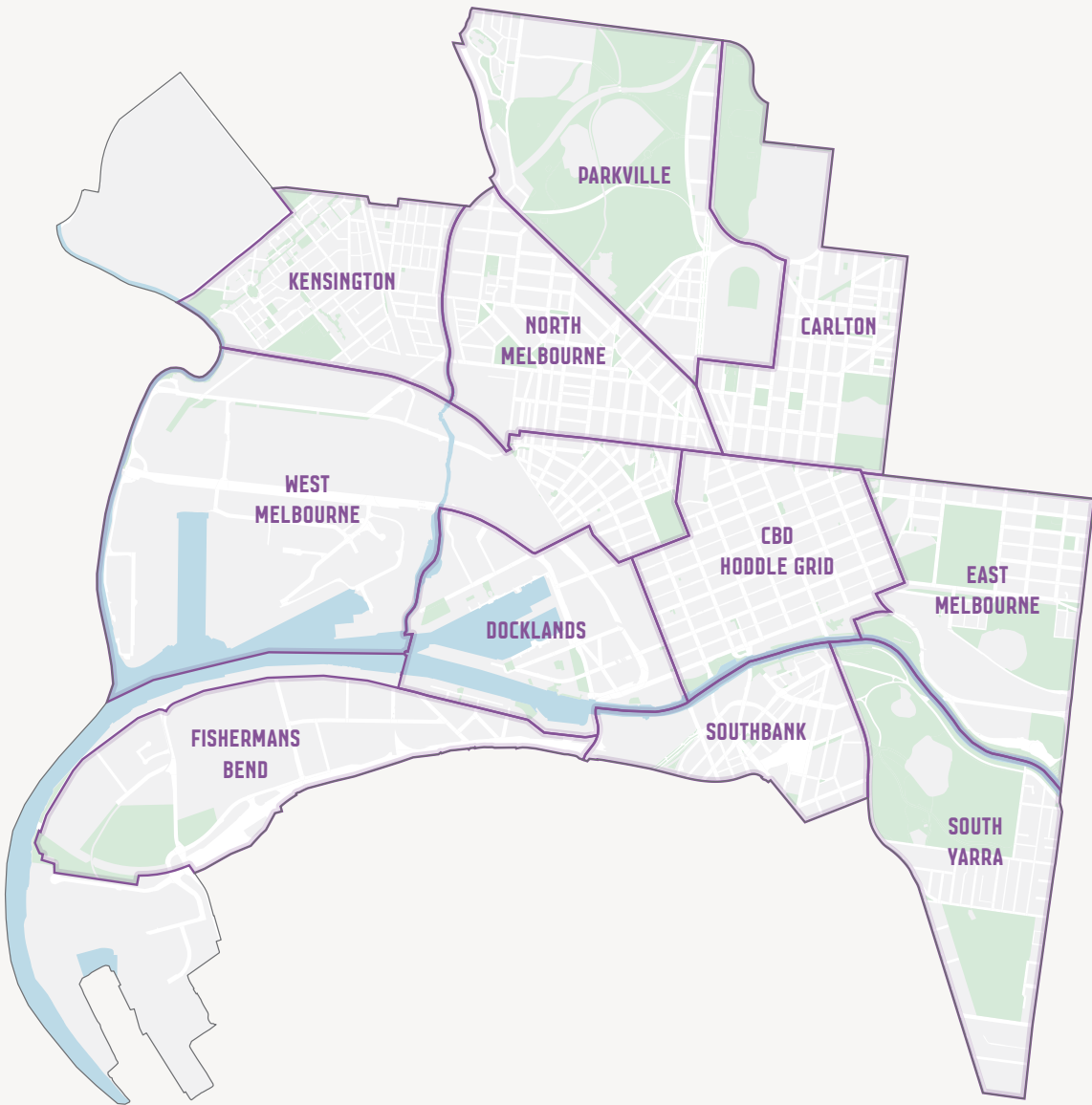
Many of these priorities require a partnership approach with the community and other organisations to make progress.

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


For the full neighbourhood statements, please refer to the appendix.

Neighbourhood map

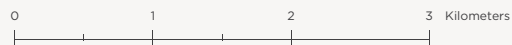
For more information about each neighbourhood, refer to the Neighbourhood Statements in the appendix.



Key

 Neighbourhood boundary

 City of Melbourne municipality



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

OUR PROGRAM OF WORK FOR 2023–24



GRILL'D PUB MENU
MEAT FREE MONDAY
THREE DAY TUESDAY
MEAT FREE PUBLY DAY
THIRTEEN HOUR DAY
\$4 DONATE, EVERYDAY

OVERVIEW

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

Community Vision

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

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

Council Plan 2021-25

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

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

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

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

Annual Plan 2023-24 and Budget 2023-24

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

Our annual Budget details how the City of Melbourne will resource and deliver its core services and activities over the 2023-24 financial year. It includes performance measures and a four-year financial forecast.

COUNCIL'S STRATEGIC OBJECTIVES

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

These set the direction for the Council's term.

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

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

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

In the following pages we will share the work planned for 2023-24. This includes:

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



SUSTAINABLE DEVELOPMENT GOALS

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

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



ECONOMY OF THE FUTURE

Over the next four years, we will focus on driving economic recovery and creating the conditions for a strong, adaptive, sustainable and thriving future city economy supported by a diverse mix of industries and jobs that provide dignity and opportunity.

Our priorities

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



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

Major initiatives

Major initiative 1	Council's role
<p>Continue to strengthen Melbourne's economic recovery, including through precinct activation, interventions to reduce shopfront vacancies and initiatives to grow the night time economy.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • The Shopfront Activation Program delivered 67 activations and 19 are still operating. • The City Activation grant program completed 29 activations, with one active and one launching in April. • Business Precinct Associations delivered themed street festivals, events, and workshops to bring their strategic plans to life. • The Dusk till Dawn activation grants program was announced to support activations between 6pm and 6am from March to December 2023. • Night-time spending accounted for a third of all spending in the City of Melbourne, and was 9 per cent higher compared to February 2019. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Support small to medium businesses via capacity-building initiatives such as Lord Mayor's Small Business Breakfast. • Support the city's business precincts to deliver on their five-year strategic plans. • Enable businesses to make better informed and data-driven decisions by equipping them with valuable economic insights. • Deliver initiatives and activations that enhance the city's unique retail value proposition. • Continue to capture shopfront vacancy data and deliver innovative solutions to address shopfront vacancies, including Small Business Grants. • Strengthen the night-time economy through promotion, advocacy and convening experts on topics such as live music and safety. • Deliver a marketing campaign to support the day-time economy including a focus on office workers. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of a report recommending Small Business Grant recipients. • Quarter 4: Council consideration of night-time economy update. • Quarter 4: Council consideration of a report on shopfront activation support and shopfront vacancies. • Quarter 4: Council consideration of Business Precinct Program 2021–25 annual update and funding for year four of the program. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Melbourne's retail and hospitality precincts are vibrant and active (vacancy rate reduced to less than 5 per cent). • The city continues to reactivate (pedestrian numbers at 85 per cent of pre-COVID levels; office occupancy rates at 70 per cent of pre-COVID levels). • Melbourne businesses are supported to establish and grow. • Progress towards 2031 goals in the Economic Development Strategy: <ul style="list-style-type: none"> ○ \$120 billion in gross local product for the city by 30 June 2024. ○ 525,000 jobs in the city by 30 June 2024. ○ \$229,000 in gross local product per job (on average) by 30 June 2024. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Decrease in vacancy rate of retail premises. • Increase in number of businesses in the municipality. • Increase in capital city gross local product. • Goal 8 – Decent Work and Economic Growth • Goal 9 – Industry, Innovation and Infrastructure 	

Major initiative 2	Council's role
<p>Make it easier to establish and run a business in Melbourne and through Invest Melbourne facilitate headquarter attraction, business support and fast-tracked permits.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> Invest Melbourne saw the investment projects pipeline grow to over 140 projects that could create over 8000 jobs and more than \$1 billion in capital works expenditure. Business Concierge has increased the ease of doing business in Melbourne by working directly with over 100 businesses and on average 1000 business contacts per month, also leading the delivery of 31 activations as part of the City Activation Grant Program. Established a highly experienced eight-member external advisory board and held two board meetings to establish the board's strategic objectives, intended actions and targeted investment lead activities, based on market analysis of capital raisings and detailed sector expertise. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> Supporting new and existing small to medium businesses and startups via the Business Concierge Service, including assistance with permit approvals, business establishment, site identification, marketing support and engagement with other levels of government. Attract and facilitate foreign direct investment, domestic investment and intra-metro investment at scale. Work with key government stakeholders to identify and support existing businesses in the technology and life sciences sectors to assess export maturity and enter relevant markets. Work with key internal stakeholders to identify, streamline and accelerate business permit processes so that doing business in the city is made more attractive and investment is realised faster. Delivery of Invest Melbourne web presence promoting 'ease-of-doing-business' in Melbourne. Assisting and facilitating marquee projects within City of Melbourne and stimulating economic development within the major urban renewal precincts (for example: Fishermans Bend, Arden, Parkville). 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> Quarter 1: Council consideration of the future direction of Business Concierge Service. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> Total businesses growth of 5 per cent year on year (Australian Bureau of Statistics measure), talent attracted to priority sectors above jobs target, and investment attracted through Invest Melbourne partnerships. Melbourne is established as a preferred domestic and international investment destination in Australia and South-East Asia. Improved business sentiment. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> Increase in number of jobs in the municipality. Increase in number of businesses in the municipality. Increase in capital city gross local product. Goal 8 – Decent work and economic growth 	

Major initiative 3	Council's role
<p>Drive economic growth and resilience by implementing the Economic Development Strategy, focusing support on existing and emerging industry sectors. This will include close collaboration with industry and universities, development of globally competitive innovation districts (particularly in our renewal areas), strengthening of the creative sector, facilitation of digital and technology innovation, support for re-establishment of international education and efforts to unlock climate capital.</p>	<p>Deliver Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • The most intensive Vacant Shopfront Program was delivered with 67 vacant shopfronts across the CBD, Docklands, Lygon Street, North Melbourne and Kensington filled with a range of independent retailers, entrepreneurs, social enterprises and creatives to provide an opportunity to test, start or grow their businesses. • The extended Christmas Festival and New Year's Eve Celebration saw thousands of visitors experience the city's rich diversity, festive atmosphere and unique cultural, retail and hospitality offering. Retail spend was at 10 per cent above the 2019 benchmark in real dollars and night time visitation and spend continued to exceed 2019 benchmarks. • Over 142,500 student visa holders studying at Victorian tertiary institutions, which is 94 per cent of the pre-COVID-19 benchmark. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Work towards attainment of interim targets adopted by the Future Melbourne Committee in November 2022, including continued focus on the return of office workers in the CBD. • Investigate the feasibility of a 'Student Welcome Centre' for International Students. • Market and promote Melbourne as a vibrant place to do business, through improved programs and online promotion. • Review and develop a plan for a new Melbourne Arts Infrastructure Framework. • Support the establishment and growth of social enterprises, such as through the Social Enterprise Grants Program. • Bring together stakeholders to develop a shared approach to recovery and growth of the international education sector. • Work with stakeholders to promote Melbourne as the unparalleled Australian destination of choice for education. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of the report recommending Business Event Sponsorship grant recipients. • Quarter 3: Council consideration of the report on interim Economic Development Strategy targets (including half-yearly report). • Quarter 3: Council consideration of making Melbourne the world's leading city for student experience: priorities for 2024–25. • Quarter 4: Council consideration of the report recommending social enterprise grant recipients. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Progress towards 2031 goals in the Economic Development Strategy: \$150 billion in gross local product; 600,000 jobs. • December 2023: Reduce shopfront vacancies to less than 5 per cent. • June 2024: Achievement of interim targets of \$120 billion in gross local product; 525,000 jobs; \$229,000 in gross local product per job by June 2024. • The city economy is stronger, resilient and recovering from the impacts of COVID-19. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in number of jobs in the municipality. • Increase in capital city gross local product. • Increase in number of visitors to the municipality. • Increase the value of the creative sector and number of creative spaces. • Goal 8 – Decent Work and Economic Growth • Goal 9 – Industry, Innovation and Infrastructure • Goal 11 – Sustainable Cities and Communities 	

Major initiative 4	Council's role
<p>Work in partnership with the Victorian Government and other stakeholders to advocate for and deliver integrated high-quality public and active transport in urban renewal areas including Melbourne Metro 2, tram to Fishermans Bend and tram to connect the Arden precinct.</p>	<p>Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Gateway to GMH project won commendation at 2022 Planning Institute of Australia's Victorian Planning Excellence Awards. • Collaboration with the Victorian Government on Melbourne Metro delivery, particularly public realm interface at new stations. • Provided advice on stage 1 street network designs for Fishermans Bend Innovation Precinct. • Planning delivery of sustainable and active transport in the Arden precinct. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Advocate to Victorian and Australian governments for public transport investment in our renewal areas (as per City of Melbourne advocacy priorities). • Advocate for City of Melbourne's public and active transport objectives via relevant strategic and statutory planning processes. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarters 1–4: Deliver a continual advocacy program. • Quarter 3: Resolution of Fishermans Bend tram alignment, identified through the draft Lorimer Precinct Implementation Planning process. • Council consideration of development proposals when required, ensuring provision is made for transport infrastructure requirements. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Victorian and Australian governments commit to public transport investment in our renewal areas (as per City of Melbourne advocacy priorities). • Victorian Government agency partners support City of Melbourne public transport objectives. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in proportion of trips made by public transport, bicycle or on foot. • Goal 3 – Good Health and Wellbeing • Goal 9 – Industry, Innovation and Infrastructure • Goal 11 – Sustainable Cities and Communities • Goal 13 – Climate Action 	

Major initiative 5	Council's role
<p>Establish Experience Melbourne and refresh the program of City of Melbourne-owned and sponsored events to maximise opportunities to drive visitation and spend. The program will be diverse, accessible and affordable, and showcase Melbourne's unique culture and creative strengths.</p>	<p>Deliver Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • 'Only in the City' destination marketing brand platform launched. • Christmas Festival and New Year's Eve events returned to full models, attracting an estimated 2 million visitors. • Melbourne Fashion Week successfully delivered with strong attendance and media engagement, with events spread across the city. • 2023 Moomba Festival successfully delivered with an estimated 1.4 million attendees, consistent with 2022 record crowds. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Development of a Destination Management Plan that sets a five-year vision for the visitor economy and defines Melbourne's competitive positioning. The plan will set out a roadmap to identify the demand, supply and capability needs for City of Melbourne's visitor economy. • Development and delivery of the new City of Melbourne premier event Now or Never, to drive visitation and spend. • Targeted marketing campaigns that reinstate Melbourne as the destination of choice. • New tourism initiatives and a transformed visitor services model that will grow visitation, facilitate visitor movements and increase spend in readiness for the 2026 Commonwealth Games. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Delivery of 'Now or Never' premier event. • Quarter 3: Council consideration of Destination Management Plan: final plan. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • New destination marketing campaign drives growth in visitation and spend, visitor preference for Melbourne. • Accommodation occupancy to increase to 75 per cent. • Domestic visitor spend to increase to \$3 billion (\$2 billion in 2021). • Business leads from What's On increase 2.5 per cent to 1.25 million. • Now or Never premier event to drive additional visitation and spend. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Economy of the future: number of visitors to the municipality. • Goal 8 – Decent Work and Economic Growth • Goal 10 – Reduced Inequalities • Goal 12 – Responsible Consumption and Production • Goal 13 – Climate Action 	

Major initiative 6	Council's role
Market and promote Melbourne as a great place to live for all, while ensuring key workers have access to affordable housing.	Deliver
<i>This major initiative was completed in FY2021–22. The City of Melbourne will continue to market and promote the municipality as a great place to live, and will continue to promote affordable housing in the municipality through Major initiative 44 – Homes Melbourne.</i>	

Major initiative 7	Council's role
Increase visitation to Docklands by partnering with the Victorian Government and key stakeholders to enable reconstruction and activation in Central Pier and surrounds.	Partner Advocate
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> • Docklands Summit held with 100 participants from businesses, developers, government, residents and small businesses, to discuss ideas and solutions for the immediate revitalisation of Docklands. • Projects to be integrated into Docklands Neighbourhood Portal for community engagement as funding and resources become available. 	
Activities for 2023–24 will include	
<ul style="list-style-type: none"> • Deliver and pursue the outcomes of the Docklands Summit. • Engage with the Victorian Government to facilitate demolition and regeneration of Central Pier, and temporary activation of surrounds (including Harbour Esplanade). • Support increased visitation to Docklands via initiatives to strengthen economic recovery, tourism and events (see related major initiatives 1, 12 and 18). 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 2: Greenline Salt Water Wharf Precinct memorandum of understanding with Development Victoria and the preferred developer. • Quarter 3: Council consideration of Docklands Summit actions update, including Public Realm Opportunities Plan. • Quarter 4: Council consideration of Public Realm Opportunities Plan. 	
Outcomes	
<ul style="list-style-type: none"> • Improved community and stakeholder connections and collective action in the Docklands neighbourhood. • Improved public realm and wayfinding. • Increased visitation to events and activities. • Improved customer experience through permitting process. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Goal 8 – Decent Work and Economic Growth • Goal 11 – Sustainable Cities and Communities 	

Major initiative 8	Council's role
Review Melbourne's international relationships to optimise future and existing partnerships to enable mutual growth and opportunity.	Deliver
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> • Work continued on the new International Engagement Framework, with an external panel of experts. • Multiple delegates were hosted on a range of topics from innovation precincts, food policy projects, and post-pandemic city revitalisation strategies. • Partnered with Melbourne Chinatown Association to mark the 50th anniversary of Australia-China diplomatic relations. 	
Activities for 2023–24 will include	
<ul style="list-style-type: none"> • Strengthening of relationships with Bandung and Ho Chi Minh City. • Continued investment in relationships with key partner cities in China and Japan. • Delivery of activities that build and strengthen relationships with Malaysia, South Korea and India. • Delivery of outbound missions to key Asian markets. • Hosting of the Business Partner Cities Roundtable meeting and a mayoral delegation from the City of Osaka. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of a pre-travel report for an outbound mission to key Asian markets. • Quarter 2: Council consideration of post-travel mission report. 	
Outcomes	
<ul style="list-style-type: none"> • International engagement that supports priorities in the Council Plan and key initiatives in the Economic Development Strategy. • Multicultural diaspora and overseas expatriate network for the benefit of the city. • Enhanced relationships with Bandung, Ho Chi Minh City and other targeted cities. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> • Increase in number of businesses in the municipality. • Increase in number of visitors to the municipality. • Goal 8 – Decent Work and Economic Growth 	

Major initiative 9	Council's role
<p>Partner with industry to support the development of globally competitive innovation ecosystems, including through international engagement, emerging technology trials and digital infrastructure delivery.</p>	<p>Deliver</p> <p>Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Council approved funding for 24 conferences, workshops, and business events through Business Event Sponsorship Program 2022–23. • Co-hosted Nexus pitch competition with City of Nanjing to support Melbourne tech businesses in China and Asia markets. • Micro-Labs pilot completed in February 2023 with 15,000 visitors and more than 200 community events. Spaces are available for community and business bookings until 30 June. • Fishermans Bend Innovation Challenge pilot (Remix Raingardens) opened for visitors to learn about water-sensitive urban design strategies to be implemented in Fishermans Bend. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Partner with community and industry to solve problems, by delivering the Open Innovation Competition and by piloting emerging technologies. • Deliver capability-building programs and innovation events that support the entrepreneurial efforts of people from diverse backgrounds. • Enhance Melbourne's global innovation reputation by: <ul style="list-style-type: none"> ○ curating value-add activities for international innovation conferences in Melbourne, including the Global Entrepreneurship Congress ○ delivering international entrepreneurship programs and facilitating targeted inbound delegations ○ developing case studies showcasing successful Melbourne startups. • Research and identify emerging industry sectors in which Melbourne is – or has the potential to be – world-leading, and City of Melbourne's role in supporting them. • Support development in the Parkville National Employment and Innovation Cluster, including City North. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of recommended actions to embed sector development in economic growth. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Melbourne's global innovation brand enhanced. • Entrepreneurs, startups and ecosystem players supported and better connected globally through programs and knowledge-exchange activities, to support the achievement of Economic Development Strategy interim targets – \$120 billion gross local product; 525,000 jobs. • Enhanced participation by under-represented groups in innovation programs to support a diverse city economy which is stronger and more resilient. • City of Melbourne projects supported with digital urban infrastructure, including access to real-time data and insights that support better strategy, planning and operation. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in number of startups in the municipality. • Increase in number of jobs in the municipality. • Increase in capital city gross local product. • Goal 8 – Decent Work and Economic Growth • Goal 9 – Industry, Innovation and Infrastructure • Goal 10 – Reduced Inequalities 	

Major initiative 10	Council's role
<p>Develop a corporate strategy for the City of Melbourne to drive exemplary customer service, digitise services and operations, improve productivity and identify new revenue opportunities.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Reimagining Customer Experience approach developed with internal advisory group and engagement activities planned. • Funding committed to building a new corporate website that will simplify the experience of customers, seamlessly connecting them to City of Melbourne's information and services. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Further investigate and deliver new or enhanced streams of revenue for Council that transform and better reflect the future of our city. • Commence build of a new City of Melbourne website. • Continue to build capability across the organisation to uplift customer experience. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 4: New City of Melbourne website – implementation. • Quarter 4: Customer experience maturity assessment completed. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • City of Melbourne has clarity and ownership of organisational strategic objectives and priorities. • Tracking of performance metrics enables continuous improvement. • The organisation makes informed decisions. • Corporate website delivers on customer and stakeholder needs. • New website complies with WCAG 2.1 for web accessibility: to AA standard for information for general audiences and AAA for pages likely to be of special interest to people with disability. • City of Melbourne has current and new budgeted revenue streams realized. • Customer experience uplift. • Customers will be more satisfied with City of Melbourne's services. • City of Melbourne will more effectively deliver customer experiences. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in capital city gross local product. • Number of businesses in the municipality. • Planning applications decided within required timeframes. • Goal 8 – Decent Work and Economic Growth • Goal 16 – Peace, Justice and Strong Institutions 	

Major initiative 11	Council's role
<p>Embed the Sustainable Development Goals in the way City of Melbourne plans, prioritises its investments, reports and benchmarks against other cities.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Sustainable Development Goals benchmarking pilot and Cities Benchmarking Report 2022 finalised. • Sustainable Development Goals being embedded in new and renewed policies and plans, including Greenline Sustainability Framework, Food Policy, International Engagement Framework, Homelessness Strategy, and our Annual Plan 2023–24. • Presented at a virtual side event for Pacific Urban Partnership (Bangkok) on how City of Melbourne localised the Sustainable Development Goals. Many Pacific neighbors including Fiji (Suva City Council) and Kiribati, UN-Habitat, UNESCAP, Commonwealth Local Government Forum were present. • Neighbourhood Priorities aligned to the Sustainable Development Goals, planning underway to showcase linkages on Neighbourhood Portals. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Embed the Sustainable Development Goals into our systems and processes. • Develop data visualisation for each Sustainable Development Goal, target and indicator data set, preparing for Voluntary Local Review 2.0 (VLR 2.0). • Embed our Sustainable Development Goals in new plans, strategies and frameworks that guide the direction of city. • Work with Councillors, City of Melbourne's leaders, stakeholders and community to use an evidence base to prioritise lagging Sustainable Development Goals targets, and inform the development of VLR 2.0. • Deliver staff capacity building program to raise awareness and ownership of the Sustainable Development Goals, targets and indicator data. • Increasing stakeholder and community engagement on Sustainable Development Goals to encourage collective action. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of update to Sustainable Development Goals global benchmarking and city relationships, including International Framework. • Quarter 2: Council consideration of Sustainable Development Goal targets prioritised for focused action and investment. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • The Sustainable Development Goals are fully integrated into governance systems and processes. • City of Melbourne has high levels of literacy around the Sustainable Development Goals, and takes ownership of targets and monitors progress in relation to our work. • Sustainable Development Goal targets are prioritised to assist with operational planning (2024–25) and the future Council Plan. • Facilitate community and stakeholder connection (and collective action) to Sustainable Development Goals and targets. • Accelerate our progress towards the Sustainable Development Goals. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • All Council Plan 2021–25 indicators and Sustainable Development Goal targets. • Goals 1 to 17 – all Sustainable Development Goal targets. 	

MELBOURNE'S UNIQUE IDENTITY AND PLACE

Over the next four years we will celebrate and protect the places, people and cultures that make Melbourne a unique, vibrant and creative city with world-leading liveability.

Our priorities

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



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

Major initiatives

Major initiative 12	Council's role
<p>Partner with the Victorian Government and other stakeholders to deliver specific components of Greenline along the north bank of the Yarra River (including the implementation of the Yarra River – Birrarung Strategy).</p>	<p>Deliver Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Cultural Heritage Management Plan and Cultural Values Assessment completed for The Greenline Project. • Greenline Project Master Plan preparation underway. • Construction of Birrarung Trial Floating Wetlands completed. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Completion of the Greenline Project Master Plan for endorsement by the Future Melbourne Committee, with Precinct Plans and Concept Designs to follow, and priority projects identified (process innovations, public art, activation, digital projects and enabling works). • Commence Birrarung Marr Precinct Site 1 construction works. • Advocacy to secure funding from the Victorian and Australian Governments, and other beneficiaries using the Greenline Project Master Plan and Business Case and document commitments in the Partnerships and Funding Plan. • Engagement with Traditional Owners towards the goal of an Aboriginal city and collaborate on The Greenline Project's Cultural Heritage Management Plan, Cultural Values Assessment, and ongoing engagement strategy. • Collaboration with authorities and key stakeholders to build relationships and deliver the Program Implementation Strategy and Approvals Pathways Plan. • Progress Greenline Salt Water Wharf Precinct. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of the Greenline Project Master Plan. • Quarter 1: Contract executed on Birrarung Marr Site 1 design and construction works program. • Quarter 1: Greenline Engagement Hub operational (conditional upon approvals), and launchpad for Greenline brand identity. • Quarter 2: Site 1 authority approvals including Cultural Heritage Management Plan. • Quarter 2: Council consideration of budget including advocacy and funding plan, based on the master plan (include new projects such as Sandridge Bridge, Queensbridge Square). 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Strong support for the Greenline Project Master Plan. • Project funding and in-principle partnership agreements in place. • Program Implementation Strategy and Approvals Pathway Plan. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in number of visitors, jobs in the municipality and the proportion of residents within 300m of public open space. • Goal 8 – Decent Work and Economic Growth • Goal 9 – Industry, Innovation and Infrastructure • Goal 11 – Sustainable Cities and Communities • Goal 14 – Life Below Water • Goal 15 – Life on Land 	

Major initiative 13	Council's role
<p>Protect Queen Victoria Market as a traditional open-air market, through heritage restoration and the provision of essential services and facilities that enhance the customer and trader experience, including projects such as the Shed Restoration, Food Hall, Trader Shed, Market Square, waste and logistics facility and future developments to the south of the market.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Shed C is complete with new services and waste infrastructure. • Sheds E and F have been restored. • In-ground works for Sheds H and I are nearly complete, followed by the restoration of the frame. • Progress is being made on the Food Hall fit-off, canopies, and Queen Street public realm. • Therry Street northern footpath extension is complete and stage three of the streetscape renewal is underway. • Design development for Market Square is progressing. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Completion of Food Hall. • Completion of the Heritage Shed Restoration. • Completion of the Therry Street streetscape renewal. • Commencement of construction of essential market infrastructure projects – Northern Shed, Trader Shed and Queen Street streetscape. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of Queens Corner Building Concept Plan. • Quarter 2: Council consideration of Market Square Concept Plan. • Quarter 4: Council consideration of Market Square final design. • Quarter 4: Council consideration of Queens Corner Building final design. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Delivery of the Queen Victoria Market Precinct Renewal Master Plan objectives. • Increased visitation. • Reduced maintenance. • Improved access and safety. • High quality built environment. • Enhanced waste treatment and recycling facilities for Queen Victoria Market's northern hub. • Strong public awareness and support for the renewal program. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Number of jobs in the municipality. • Proportion of residents within 300m of public open space. • 100 new demonstration social and affordable housing units facilitated on City of Melbourne land. • Goal 8 – Decent Work and Economic Growth • Goal 7 – Affordable and Clean Energy Goal • Goal 11 – Sustainable Cities and Communities • Goal 12 – Responsible Consumption and Production 	

Major initiative 14	Council's role
<p>Deliver Queen Victoria Market precinct improvements through quality public open space, new connections to the city, community services and facilities such as the Munro Community Hub.</p>	<p>Deliver Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Construction of the Munro Library and Community Hub is underway. • Landscape designs have been completed with artwork elements included for the Munro Library and Community Hub. • The Munro Library and Community Hub project received a \$1 million grant from the Victorian Government's Living Libraries Fund. • Traditional Owners were consulted for artwork, building naming, and signage for the Munro Library and Community Hub. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Traditional Owner engagement feedback incorporated into the detailed design. • Public art developed with Wurundjeri Council and Aboriginal curator / artist. • Complete the Level 4 fit-out for not-for-profit organisation. • Complete the Levels 1 to 3 fit-out for Library and Community Hub. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 3: Munro Library and Community Hub opens. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Core family and library services are accessible to the broadest range of people in the municipality. • Number of active library users increases. • More people participate in learning in the municipality. • Satisfaction with library services increases. • Positive feedback from tenants and local residents. • Economic reactivation of Queen Victoria Market through precinct renewal. • Contribution to Queen Victoria Market Cultural Precinct. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Increase in number of opportunities for artists supported through city planning, design and city operations. • Value of the creative sector to the local economy. • Increase in proportion of people surveyed who participate in lifelong learning in the municipality. • Goal 1 – No Poverty • Goal 4 – Quality Education • Goal 8 – Decent Work and Economic Growth • Goal 11 – Sustainable Cities and Communities 	

Major initiative 15	Council's role
Deliver public art projects that reflect Melbourne's unique culture and heritage, attract visitors to the city and help stimulate our city's recovery.	Deliver
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> • A new billboard commission by artist Scotty So installed in December 2022 for the Hero Apartment Building and will be up for at least six months. • Eight artists participated in a two-week workshop at Signal focused on The Greenline Project and developing concepts for temporary artworks. • Design and fabrication for the Munro Library artwork commissions and collection research continued, with some final artwork designs submitted for building material procurement. • Community consultation for the site of the Stolen Generations Marker is now completed. 	
Activities for 2023–24 will include	
<ul style="list-style-type: none"> • Deliver public art projects (both temporary and permanent), guided by the principles of the Public Art Framework 2021. • Following on from the success of the Flash Forward Creative Laneways program, pursue opportunities for a City North Cultural Precinct. • Design and deliver an integrated public art commission program in alignment with The Greenline Project timeline and funding opportunities. • Support delivery of three statues of prominent Melbourne women on suitable land in the municipality. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of Stolen Generations Marker site recommendations. • Quarter 2: Opening of Munro Library and associated commission. • Quarter 3: Council consideration of Creative Hoardings program review. • Quarter 3: Launch of PHOTO 2024. • Quarter 4: Launch of ACMI Partnership Commission. 	
Outcomes	
<ul style="list-style-type: none"> • Growth in the economic value of Melbourne's creative sector. • New partnerships forged that benefit City of Melbourne, artists and partner organisations. • Increased economic activity in locations surrounding public art installations. • Contribute to innovative Reconciliation Action Plan deliverables and Traditional Owner relationships. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> • Increase in value of the creative sector to the local economy. • Increase in number of artists supported by City of Melbourne through city planning, design and city operations. • Increase in number of visitors to the municipality. • Goal 8 – Decent Work and Economic Growth • Goal 11 – Sustainable Cities and Communities 	

Major initiative 16	Council's role
<p>Increase the amount of public open space in the municipality with a focus on areas of greatest need, such as Southbank and emerging urban renewal areas.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • New street trees and permeable ground delivered on Provost and Little Provost streets in North Melbourne in October as part of the Climate Adaptation Urban Landscapes new works project. • Design work underway for Roden Street in West Melbourne, MacKenzie Street in the CBD, Miles and Dodds streets in Southbank, and Curzon Reserve in North Melbourne. • Design documentation complete for the Bedford Street Pocket Park in North Melbourne, and two other pocket parks projects are in the scoping stage. • Early-stage design investigations are underway for 70-90 Chelmsford Street in Kensington as part of the Urban Renewal Open Spaces project. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Continue to seek opportunities to deliver new public open space for Southbank. • Delivery of the Bedford Street Pocket Park in North Melbourne. • Planning for the draft concept plan for open space in Chelmsford Street, Kensington, including the first round of community engagement. • Planning for two additional pocket parks in areas of need (Chapman Street Pocket Park in North Melbourne and Miles and Dodds Street Reserve in Southbank). • Completion of the City of Melbourne Open Space Strategy and Open Space Contributions Framework review. • Progression of the North Melbourne Town Hall open space proposal to community engagement (subject to feasibility and any Department of Transport and Planning approvals). • Complete the Royal Park Master Plan. • Release a statement of costings and challenges for the CityLink decking for open space project. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of Open Space Strategy and Open Space Contributions Framework review report. • Quarter 2: Council consideration of analysis of Southbank open space acquisition. • Quarter 2: Chapman Street Pocket Park community engagement completed (stage 1). • Quarter 2: Miles and Dodds Street Reserve community engagement completed (stage 1). • Quarter 2: Chelmsford Street Open Space community engagement completed (stage 1). • Quarter 3: Council consideration of Queensberry Street final concept plan or outcome. • Quarter 4: Council consideration of endorsement of Chelmsford Street Open Space final concept plan. • Quarter 4: Royal Park Master Plan completed for adoption Q1 2024–25. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Delivery of pocket parks, park expansions and new open space in areas of need, consistent with the revised Open Space Strategy. • Create additional open space in Southbank and urban renewal areas to address the open space needs of current and future populations. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • 1.1ha of new public open space in Southbank. • Increase in proportion of residents within 300m of public open space. • Goal 5 – Gender Equality • Goal 11 – Sustainable Cities and Communities • Goal 15 – Life on Land 	

Major initiative 17	Council's role
<p>Play a lead role in facilitating the delivery of high-quality and climate adapted urban renewal in Arden and Macaulay, Fishermans Bend and Docklands, to deliver the emerging and future neighbourhoods of Melbourne in partnership with the Victorian Government and other partners. In Arden and Fishermans Bend, realise the place and investment conditions to support globally competitive innovation districts.</p>	<p>Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Fishermans Bend: Supported compulsory land acquisition for a water recycling plant. • Macaulay: Awaiting approval for implementation plan. Interim controls extended. • Arden: Working with Department of Transport and Planning on precinct governance and delivery. • Lorimer: Refining urban structure for future implementation plan. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Work with the Victorian Government to implement the Arden Structure Plan and realise early infrastructure and development opportunities that align with the vision for Arden. • Implement the Macaulay Structure Plan, including the planning scheme amendment, and Action 36 being to Develop a prioritisation and delivery plan for two new pedestrian and bicycle crossings of the Moonee Ponds Creek. • Work with Victorian Government to prepare Precinct Implementation Plans for the Fishermans Bend National Employment and Innovation Cluster, and Lorimer Precinct. • Work with the Victorian Government to identify and progress strategic opportunities in Docklands (see major initiative 7). • Progress delivery of infrastructure strategies, developer contribution plans and early activation opportunities to support successful delivery of the precincts identified. • Progress the planning scheme amendment for Melbourne Innovation District City North. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of submissions on Macaulay Urban Renewal Precinct Amendment C417. • Quarter 3: Macaulay C417 Planning Panel. • Quarter 4: Council consideration of adoption of Macaulay Amendment C417 (timeframe dependent on Victorian Government approvals). 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Comprehensive urban renewal precinct vision and implementation tools progressed and finalised. • Early activation and public realm improvement projects to encourage precinct renewal and investment. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in number of jobs in the municipality. • Increase in proportion of residents employed in the municipality. • Proportion of residents within 300m of public open space. • Goal 6 – Clean Water and Sanitation • Goal 8 – Decent Work and Economic Growth • Goal 9 – Industry, Innovation and Infrastructure • Goal 11 – Sustainable Cities and Communities • Goal 13 – Climate Action • Goal 15 – Life on Land 	

Major initiative 18	Council's role
Facilitate increased investment in unique Melbourne events to further activate and celebrate the city.	Partner
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> • City of Melbourne allocated more than \$1.4 million and \$430,000 in in-kind support to assist 48 events. • High-profile events supported included the Antipodes Greek Street Festival, the Melbourne Boat Show, Night Noodle Markets, Midsumma Festival, District Live: Open Air Series, Vida Melbourne Latin Festival, Melbourne City Slam, NGV Kids Summer Festival, Chinese Lunar New Year, National Sustainable Living Festival, Melbourne Fashion Festival, Melbourne Vixens Fan Day, Holi Festival, Turkish Pazar Festival, Transurban Run for the Kids, Melbourne Food & Wine Festival and Melbourne International Flower & Garden Show. • All events were well attended and exceeded projections. 	
Activities for 2023–24 will include	
<ul style="list-style-type: none"> • Delivery of the milestone 70th Moomba Festival in March 2024, celebrating the rich history and significant impact of this hallmark event. • Raise profile and enhance the Melbourne Awards program. • Expand Firelight Festival in Docklands to manage increased demand. • Implement additional safety measures required for New Year's Eve. • Ongoing collaboration with recipients of City Revitalisation Event Sponsorship Program and Event Partnership Program to maximise opportunities to drive visitation and spend. • Seek new partnership opportunities to further develop the suite of premier events. • Work in partnership with Visit Victoria and Melbourne Convention Bureau to secure major events and business events for Melbourne. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Delivery of Firelight Festival. • Quarter 1: Council consideration of report recommending Event Partnership Program 2024 funding recipients. • Quarter 2: Delivery of Melbourne Fashion Week. • Quarter 2: Delivery of Melbourne Awards. • Quarter 2: Delivery of Christmas Festival. • Quarter 2: Delivery of New Year's Eve Festival. • Quarter 3: Delivery of 70th Moomba Festival. 	
Outcomes	
<ul style="list-style-type: none"> • Melbourne is reaffirmed as Australia's premier visitor destination, as the 'events capital' of Australia, and as a destination of choice: <ul style="list-style-type: none"> ○ Ongoing support for events through the Event Partnership Program. ○ Events secured with Visit Victoria and Creative Victoria. ○ Safe and effective delivery of a suite of premier events including Firelight, Melbourne Fashion Week, Melbourne Awards, Christmas Festival, New Year's Eve and Moomba to drive visitation and spend. ○ A strong program of major public events and major business events in Melbourne. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Goal 8 – Decent Work and Economic Growth • Goal 10 – Reduced Inequalities • Goal 12 – Responsible Consumption and Production • Goal 13 – Climate Action 	

Major initiative 19	Council's role
<p>Celebrate, partner and advocate for investment in the city's three key waterways, the Yarra River – Birrarung, the Maribyrnong and Moonee Ponds Creek, to connect these key recreational and biodiversity assets of our city.</p>	<p>Partner Advocate</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • A working group has been formed by the Chain of Ponds Collaboration Group to identify short-medium term projects from the Moonee Ponds Creek Strategic Opportunities Plan for collaboration which do not currently have delivery pathways. • Development Victoria responded to a City of Melbourne letter regarding the Moonee Ponds Creek trail reinstatement, stating that reinstatement option and cost investigations are underway in partnership with the City of Melbourne, and that delivery and funding options will be investigated and resolved once a preferred route is identified. • Background work is being led by Council to inform the indicative designs and costs process for the Moonee Ponds Creek trail reinstatement. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Advocate for the implementation of, and Australian Government funding for the Moonee Ponds Creek Strategic Opportunities Plan, including exploration of creek improvements in the southern reaches and reinstatement of the Moonee Ponds Creek Trail in Docklands. • Advocate for coordinated governance of our key waterways by the Victorian Government, including resolving fragmented land ownership and responsibilities across government agencies and departments. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of advocacy for Moonee Ponds Creek federal funding 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Meaningful improvements around Moonee Ponds Creek environs through projects generated by Arden and Macaulay, including respective Development Contribution Plans. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in number of visitors to the municipality. • Increase in proportion of residents within 300m of public open space. • Goal 6 – Clean Water and Sanitation • Goal 11 – Sustainable Cities and Communities • Goal 15 – Life on Land 	

Major initiative 20	Council's role
Adopt Municipal Planning Strategy and associated City Spatial Plan. Advance municipal-wide policy for priority matters, including signage, urban design and infrastructure funding.	Deliver
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> • The Municipal Planning Strategy was endorsed on 19 July 2022. • The Planning Policy Framework Translation that underpins the Municipal Planning Strategy was gazetted in September 2022 and is now operational in the Melbourne Planning Scheme. • Pre-lodgement consultation with Traditional Owners, as well as mapping and data updates, have been completed. 	
Activities for 2023–24 will include	
<ul style="list-style-type: none"> • Progress the new Municipal Planning Strategy through the planning scheme amendment process. • Finalise the City Spatial Plan, which is the strategic basis for the Municipal Planning Strategy. • Inform investigation and delivery of new or enhanced funding mechanisms that better reflect the future of our city, and support city growth. • Complete a review of the signage policy and controls in the Melbourne Planning Scheme. • Inform investigation of updated urban design policies (and controls where appropriate) for all areas of the municipality outside DDO1 (Urban Design in Central Melbourne). 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of submissions and request appointment of a planning panel for Municipal Planning Strategy Amendment C432. • Quarter 2: Council consideration of draft Special Charge Policy. • Quarter 3: Council consideration of adoption of Municipal Planning Strategy Amendment C432. • Quarter 3: Council consideration to endorse City Spatial Plan. • Quarter 4: Council consideration of draft planning scheme amendment for signage. • Quarter 4: Council consideration of draft municipal Development Contributions Plan. 	
Outcomes	
<ul style="list-style-type: none"> • A new and updated Municipal Planning Strategy formally included in the Melbourne Planning Scheme in 2023–24. • The Municipal Planning Strategy will deliver better planning outcomes which reflect Council's current strategies. • City Spatial Plan will provide overarching spatial strategic policy for the municipality. • Framework for new municipal-wide scheme for monetary contributions for infrastructure progressed. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> • All Council Plan 2021–25 indicators. • Goals 1 to 17 – all targets 	

Major initiative 21	Council's role
Complete heritage reviews and implement associated planning scheme amendments to protect and celebrate heritage in our municipality.	Deliver
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> • South Yarra Heritage Review finished. • Parkville Heritage Review ongoing. • East Melbourne / Jolimont Heritage Review was commissioned. • C387 Hoddle Grid Heritage Review won best Strategic Planning Project at the Planning Institute of Australia's Victorian Planning Excellence Awards. 	
Activities for 2023–24 will include	
<ul style="list-style-type: none"> • Complete background work and draft new Heritage Strategy for public feedback. • Finalise Parkville Heritage Review and begin planning scheme amendments C443 (interim controls) and C444 (permanent controls). • Progress planning scheme amendments for South Yarra and North Melbourne to adoption. • Celebrate and promote heritage within the municipality. • Continue to support and contribute to the Melbourne Heritage Restoration Fund (year two of three). • Finalise heritage database project incorporating public access. • Commission the East Melbourne / Jolimont Heritage Review. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of Parkville Heritage Amendment C444. • Quarter 1: Council consideration of Fishermans Bend Heritage draft planning scheme amendment. • Quarter 2: Parkville Heritage Amendment C444 exhibition. • Quarter 2: Council consideration of North Melbourne Heritage Amendment C403 adoption. • Quarter 2: Release engagement material on draft Heritage Strategy. • Quarter 3: Commission of the East Melbourne / Jolimont Heritage Review. • Quarter 3: Council consideration of submission responses to the Parkville Heritage Amendment C444. • Quarter 4: Council consideration of the South Yarra Heritage Amendment C426 adoption. • Quarter 4: Council consideration of draft Heritage Strategy. • Quarter 4: Council consideration of Fishermans Bend Heritage draft planning scheme amendment. 	
Outcomes	
<ul style="list-style-type: none"> • Neighbourhoods in the municipality have up-to-date local heritage studies and controls. • Up-to-date and contemporary regulations and supporting studies to ensure the heritage character of neighbourhoods is preserved, and facilitates appropriate, contextual and high-quality future development. • City of Melbourne leads by example through public investment in heritage building restorations. • Public access to detailed heritage data. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> • All neighbourhoods in the municipality have up-to-date local heritage studies and controls. • All neighbourhoods in the municipality have up-to-date local heritage studies and controls. • Goal 11 – Sustainable Cities and Communities 	

Major initiative 22	Council's role
<p>Champion high-quality development and public realm design through delivery of the Design Excellence Program, including implementing the Melbourne Design Review Panel, Design Excellence Advisory Committee and Design Competition Guidelines.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • The Excellent City Series held four events at MPavilion. • Three Open House Melbourne self-guided tours are delivered. • Planning is complete for three Melbourne Design Week events: City of Play, Intersectional Gender Equity in Practice, and Design Review in a Design City. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Hold quarterly Design Excellence Advisory Committee meetings. • Hold meetings every two months for the Melbourne Design Review Panel ongoing program. • Finalise the Draft Design Competition Guidelines and explore support for pilot and pathways for mandatory competitions. • Advocacy to grow Melbourne's reputation as a globally leading design city. • Awards submissions, sponsorships and participation. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of draft Design Competition Guidelines community feedback summary, final guidelines and pilot. • Quarter 1: Council consideration to note panel appointments for the Melbourne Design Review Panel. • Quarter 1: Design competitions launch for pilot projects. • Quarter 2: Design competitions pilot commence. • Quarter 3: Council consideration of Design Excellence Advisory Committee year two update. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Increased number of design reviews of major projects. • Positive customer experience and community sentiment survey results. • Increased number of design awards for buildings and public spaces in the City of Melbourne. • Increased development industry engagement and collaboration on design matters. • Enhanced design profile for the City of Melbourne. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in the number of design reviews of major projects. • Goal 11 – Sustainable Cities and Communities 	

ABORIGINAL MELBOURNE

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

Our priorities

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



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

Major initiatives

Major initiative 23	Council's role
<p>Explore and deliver opportunities for 'truth-telling' to facilitate learning, healing, and change within Melbourne and beyond. This will be an opportunity to impart knowledge of thousands of years of rich history, language and stories, as well as provide a form of restorative justice by acknowledging Aboriginal peoples' experiences of dispossession and inequity.</p>	<p>Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Consultations on the location and form of the Stolen Generation Marker completed with members of the Stolen Generation and wider Aboriginal community. • Collaborating with Melbourne Museum to update and republish the book <i>Power and the Passion: Our Ancestors Return Home</i>. • Ongoing work on the next phase of the Aboriginal Mapping Project map, which includes education material. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Following community consultation and site determination, commission a Stolen Generations Marker. • Further develop Mapping Aboriginal Melbourne including development of education resources. • Community engagement and education. • Acknowledgement of Sorry Day. • Reconciliation Week activities including National Reconciliation Week Oration. • Learning from international partnerships. • Preparation of submission to Yoorrook Justice Commission. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of the Stolen Generation Marker site recommendations. • Quarter 2: Scope converting the digital map to a mobile phone application. • Quarter 4: Sorry Day and National Reconciliation Week activities. • Quarter 4: At least three truth-telling public talks about the Aboriginal heritage of the north bank of the Yarra. • Quarter 4: Council consideration of final submission for Yoorrook Justice Commission. • Quarter 4: Additional content added to digital map. • Quarter 4: Development of education resources. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Progression of the Innovate Reconciliation Action Plan deliverables. • Opportunities created to further knowledge and understanding within the municipal community, as a foundation to reconciliation and restorative justice. • Empowerment of Aboriginal peoples' to tell their truth through Council platforms and initiatives. • Strengthened relationships with Traditional Owners and the broader Aboriginal community. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • 100 per cent of people surveyed believe the relationship with Aboriginal people is important. • 100 per cent of people surveyed demonstrate an understanding of Melbourne's Aboriginal heritage and culture. • Goal 10 – Reduced Inequalities • Goal 11 – Sustainable Cities and Communities 	

Major initiative 24	Council's role
Implement the Declaration of Recognition and Commitment in good faith which signals and elevates the City of Melbourne's shared commitment for reconciliation across the whole of the organisation.	Deliver
<i>This major initiative was completed in FY2021–22.</i>	

Major initiative 25	Council's role
Govern with Sovereign First Nations to enable true self-determination, where deliberative engagement is proactive, responsive and consistent.	Deliver
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> Aboriginal Melbourne met with the Wurundjeri Council to discuss the relationship with City of Melbourne to date, and outline goals and objectives moving forward. Aboriginal Melbourne has commenced scoping a framework on First Nations governance. Aboriginal Melbourne staff attended the First Peoples for All Peoples conference in Brisbane to observe case studies for best practice. 	
Activities for 2023–24 will include	
<p>The City of Melbourne will commence preparatory work to achieve Governing with Sovereign First Nations. Focus during 2023-24 will include strengthening the working relationship with the Registered Aboriginal Parties as well as the establishment of a First Nations Advisory Committee of Council.</p> <ul style="list-style-type: none"> Development of a memorandum of understanding / partnership with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation. Development of a memorandum of understanding / partnership with Bunurong Land Council. Development of a First Nations Governance Framework to enhance the effective coordination of Traditional Owner matters across the City of Melbourne. The establishment of a First Nations Advisory Committee of Council with broad First Nations representatives from across the City of Melbourne. 	
Governance and milestones	
<ul style="list-style-type: none"> Quarter 2: Council consideration of partnership with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation. Quarter 2: Council consideration of completed First Nations Governance Framework. Quarter 3: Council consideration of establishment of a First Nations Advisory Committee. Quarter 4: Council consideration of partnership with Bunurong Land Council. 	
Outcomes	
<ul style="list-style-type: none"> Agreed governance framework to underpin the First Nations Advisory Committee. Ensured governance of First Nations representation across all Council matters. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> Increase in involvement of Traditional Owners in city governance. Goal 10 – Reduced Inequalities Goal 11 – Sustainable Cities and Communities Goal 16 – Peace, Justice and Strong Institutions 	

Major initiative 26	Council's role
<p>Commence planning for a co-designed First Nations Cultural Precinct with First Peoples – a place to retain, maintain and recreate in a culturally specific geography, where First Peoples can practice continuity of customs and traditions, through uninterrupted connection to lands and waters.</p>	<p>Partner</p>
<p><i>This major initiative will be closed as it is unlikely that funding will be secured to deliver the Precinct.</i></p> <p><i>The City of Melbourne prepared a pre-feasibility study on the project and advocated for funding from both state and federal governments, however have not been able to secure funding.</i></p>	

Major initiative 27	Council's role
<p>Support a partnership forum – an annual gathering of the Eastern Kulin (noting the history of Tanderrum).</p>	<p>Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • A framework for First Nations governance is being scoped in line with major initiative 25. This framework, once completed and endorsed, will support the movement of this initiative. • Discussions have commenced with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to form a partnership as part of this major initiative. • Bunurong Land Council has recently appointed a new CEO and we are seeking to progress. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Engaging with Traditional Owners to determine best-practice governance and delivery models. • Engaging with Traditional Owner groups to facilitate an annual gathering of the Eastern Kulin. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1 and 2: Governance and delivery models examined with Traditional Owners. • Quarter 3 and 4: Traditional Owners to design the delivery of an annual gathering. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Governance structure supporting the initiative. • Effective delivery model for the initiative. • Revived annual gathering of the Eastern Kulin. • Strengthened relationships with Traditional Owners within the municipality as well as outside. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • 100 per cent of people surveyed demonstrate an understanding of Melbourne's Aboriginal heritage and culture. • Goal 10 – Reduced Inequalities • Goal 11 – Sustainable Cities and Communities 	

CLIMATE AND BIODIVERSITY EMERGENCY

Over the next four years, we will prioritise our environment and take urgent action to reduce emissions and waste in order to protect public health, strengthen the economy and create a city that mitigates and adapts to climate change. The City of Melbourne declared a climate and biodiversity emergency in 2019.

Our priorities

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



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

Major initiatives

Major initiative 28	Council's role
<p>To enhance Melbourne's position as a global leader on climate action, we will undertake bold advocacy on behalf of our community.</p>	<p>Advocate</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Joint campaign with councils and industry, and contribution to the global heat campaign with the Greater Melbourne Heat Alliance. • Conversations were held with federal ministers and senior officials as part of Council of Capital City Lord Mayors delegation when the Lord Mayor represented the City of Melbourne as Chair, and engaged in various events and meetings related to sustainability and energy policy reform. • The Sustainable City communications campaign was launched in September, followed by joining City Champions for Heat Action. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Engagement with Victorian and Australian governments, focused on social housing for heat and health, building for extremes and healthy zero-carbon buildings. • Co-design and delivery of community led summer social housing for heat and health campaign. • Development of a Build for Extremes bid document, and design and delivery of capacity building events. • Build partnerships with commercial building sector and deliver communications with industry. • Lord Mayor, Councillor and CEO / executive engagement in key national and global events when appropriate. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council represented at the United Nations Climate Change Conference (COP28). • Quarter 3: Council consideration of outcomes at the United Nations Climate Change Conference (COP28). • Quarter 3: Lead Council of Capital City Lord Mayors advocacy for climate action. • Quarter 4: Council consideration of updated climate advocacy priorities. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Victorian Government makes progress on retrofitting social housing for heat and health. • Victorian and Australian governments progress on support for local infrastructure required for resilience to extreme weather and community led resilience initiatives. Awareness on the importance of building for extreme weather increases. • Victorian Government progresses on regulation to realise zero-emissions, climate-adapted new buildings and precincts by 2030, and regulation and incentives for existing mid-tier commercial buildings to achieve zero carbon by 2040. • Australian Government commit to 2030 realisation of zero-emissions, climate-adapted building regulation in National Construction Code. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • 33 per cent reduction in municipal greenhouse gas emissions (from 2015 baseline). • Increase alternative water use and stormwater quality • Goal 11 – Sustainable Cities and Communities • Goal 13 – Climate Action • Goal 15 – Life on Land 	

Major initiative 29	Council's role
<p>Create an enabling environment for Melbourne businesses and universities to become the employment centre of a resilient zero-carbon economy.</p>	<p>Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • City of Melbourne supported a Zero-Carbon Jobs Cluster and held a summit with over 120 attendees, where a keynote speaker highlighted the potential for at least 100,000 new jobs in Victoria. • City of Melbourne sponsored the Climate Investor Forum, showcasing world-class investment-ready companies covering energy, carbon, climate tech, circular economy, mobility, agriculture, the blue economy and infrastructure sectors. • The inaugural meeting for the Zero-Carbon Jobs Cluster was held with a group of 40 thought and sector leaders discussing how to facilitate and support the zero-carbon ecosystem. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Support the establishment of the Zero-Carbon Jobs Cluster. • Build a zero-carbon network through brand recognition, promotions and a commitment to ongoing events. • Identify and leverage opportunities to further position Melbourne as a global leader for zero-carbon initiatives. • Develop a Zero-Carbon Investment Plan that identifies Melbourne's unique value proposition. • Undertake research to identify employment opportunities within the local zero-carbon landscape. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 4: Council consideration of report on the Zero-Carbon Jobs Cluster, which covers the Zero-Carbon Action Plan and advancements made towards employment targets. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Cluster outcomes to be measured against number of participants and level of activity (metrics to be determined through the work plan). • Position Melbourne as a global centre for a 'zero-carbon economy' (measured by participation and contribution to industry forums). 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • 33 per cent reduction in municipal greenhouse gas emissions (from 2015 baseline). • Increase in number of start-ups in the municipality. • Increase in number of jobs in the municipality. • Goal 8 – Decent Work and Economic Growth • Goal 9 – Industry, Innovation and Infrastructure • Goal 13 – Climate Action 	

Major initiative 30	Council's role
Progress a planning scheme amendment to improve the environmental performance of buildings, in order to reduce emissions to zero by 2040.	Deliver
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> The Future Melbourne Committee received a report on the 'Zero Carbon Buildings for Melbourne Discussion Paper' on 4 October 2022, and the Victorian Government granted authorisation to prepare and exhibit the amendment on 25 October 2022. Avenues are being explored to demonstrate alignment of sustainable building design standards with Victorian Health Policy, and officers meet regularly with the Council Alliance for a Sustainable Built Environment to advocate for environmentally sustainable development and greening objectives. 	
Activities for 2023-24 will include	
<ul style="list-style-type: none"> Progress Sustainable Building Design planning scheme amendment C376 through exhibition, panel hearing, adoption and approval by Minister for Planning. Investigate options to promote and realise measurement and disclosure of embodied carbon in the development and performance of buildings. Progress adoption and implementation of Zero-Carbon Buildings Plan with a focus on existing commercial office buildings. Complete analysis and stakeholder engagement to progress differential rate charge for commercial buildings. 	
Governance and milestones	
<ul style="list-style-type: none"> Quarter 1: Council to consider submissions to Sustainable Building Design planning scheme amendment and endorsement of Zero-Carbon Buildings Plan. Quarter 2: Sustainable Building Design amendment planning panel. Quarter 3: Council consideration of the draft differential rate charge for commercial buildings for sector consultation. Quarter 4: Council consideration of Sustainable Building Design amendment adoption. 	
Outcomes	
<ul style="list-style-type: none"> High level of engagement by community in the environmental performance of buildings. Improved environmental performance of existing and new buildings, demonstrated by improved National Australian Built Environment Rating System (NABERS), Green Star and National House Energy Rating Scheme (NatHERS) ratings. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> 33% reduction in municipal greenhouse gas emissions (from 2015 baseline). Goal 1 – No Poverty target 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 	

Major initiative 31	Council's role
Deliver on our Urban Forest Strategy including tree canopy, private greening incentives and city greening.	Deliver
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> • The Citizen Forester program was restarted after COVID-19 lockdowns. Four successful events were held to map hollows. • A tree planting project on Kensington Stock Route was finished, with 97 new edible trees and 13 liquidambar planted. • Consultation with Wurundjeri and Bunurong Traditional Owners has started for renewing the Urban Forest Precinct Plans. 	
Activities for 2023–24 will include	
<ul style="list-style-type: none"> • Continuing the Tree Planting Program. • Implementing the Urban Forest precinct plans to achieve a healthy, resilient and diverse urban forest for the municipality. • Continuing the renewal of the Urban Forest Precinct Plans. • Delivering round five grants through the Urban Forest Fund. • Delivering round four projects funded through the Urban Forest Fund. • Delivering the Canopy Uplift Program. • Continuing the Citizen Forester Program to encourage citizens to help create a greener Melbourne. • Implementing the Tree Policy to protect trees. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 4: Council consideration of draft precinct plans for engagement. • Quarter 4: Council consideration of round five Urban Forestry Fund grants. 	
Outcomes	
<ul style="list-style-type: none"> • Tree Planting Program will increase canopy cover to 40 per cent by 2040. • Community participate in workshops and engagement events. • Tree removal revenue minimised. • Metrics include increasing public realm canopy cover, increasing tree species diversity, and improving vegetation health, soil quality and urban ecology. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> • 27 per cent tree canopy cover in the public realm. • 2400 trees planted, plus the number removed in the previous year, or 3000 trees planted in the municipality (whichever is greater). • Goal 15 – Life on Land 	

Major initiative 32	Council's role
<p>Lead the reduction of food waste and diversion of waste from landfill, by continuing the food organics, green organics rollout through high-rise apartment innovation and by addressing food-waste reduction.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • The Food and Garden Organics Service (FOGO) high-rise pilot project has successfully installed all six dehydrator units in high-rise buildings. The collected material has very low contamination levels (less than 1 per cent), which is much lower than the Victorian average of 10 per cent. • 100 per cent of low-rise properties are receiving a FOGO kerbside service. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Delivery of year two of FOGO dehydrator program in residential high-rises. • Delivery of year one FOGO recycling program for mixed-use commercial / residential high-rises. • Review and evaluation of pilot programs to inform large-scale introduction across the municipality. • Waste reduction and recycling education campaign for all households. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: FOGO additional pilot design completed for mixed-use commercial / residential high-rises. • Quarter 1: Food waste and reduction campaign launch. • Quarter 2: Commencement of new FOGO recycling program for mixed-use commercial / residential high-rises. • Quarter 3: Mid-point presentation to Council of options to scale to high-rises across the municipality. • Quarter 4: Review of education campaign outcomes for food reduction. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Additional four to six high-rise (mixed use commercial and residential) buildings with access to FOGO service. • Outcomes of pilot work to inform decision for future of FOGO servicing within high-rise buildings. • City of Melbourne residents achieve better source separation in high-rise buildings and less contamination. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • 50 per cent increase in municipal waste diverted from landfill. • Goal 12 – Responsible Consumption and Production 	

Major initiative 33	Council's role
<p>Support the development of a circular economy through bold leadership and community neighbourhood projects, including the container deposit scheme, alternative waste technologies, circular economy guidelines and partnered or aggregated demand to stimulate end markets.</p>	<p>Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Circular Economy precinct design work to be completed by May 2023, with project launch expected in late August 2023. • Completed the Go Full Circle Circular Economy coaching program for 10 small to medium retail and hospitality businesses in 2022. The 2023 program is ongoing. • The review of City of Melbourne Waste Strategy 2030 progressed, and the new action plan draft is underway. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Design potential suitable glass collection and processing service options that maximise circular economy outcomes, inclusive of the container deposit scheme and collaborative procurement options. • Deliver the circular economy business precinct pilot program, showcasing circular economy practices and assisting businesses to minimise waste. • Design, implementation and delivery of Circular Economy Guidelines focusing on education and embedding circular outcomes within the community and CBD businesses. • Year three of Circular Economy Grant Program to support circular economy models for social enterprises and businesses with the City of Melbourne. • Collaborative partnerships (M9 Joint Venture) – develop partnership options and opportunities with neighbouring councils, aimed at driving innovation within the recycling market, and circular economy outcomes (M9 is an alliance of nine inner Melbourne councils). • Review performance and equitability of incentives aimed at minimising waste and maximise recycling outcomes, inclusive of the waste charge. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Circular Economy Business Precinct launched. • Quarter 1: Glass collection service design commenced. • Quarter 3: Council consideration of draft revised waste charge scheme for endorsement and for public consultation. • Quarter 3: Circular Economy Grant Program released. • Quarter 4: Circular Economy Grant Outcomes reported. • Quarter 4: Council consideration of conclusion of Glass Collection Service Design. • Quarter 4: Inclusion of revised waste charge scheme in draft Budget for 2024–25. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Raised awareness of waste generation and methods of reduction across City of Melbourne commercial businesses. • Visitors are attracted to the precinct due to alignment with personal sustainability values (green dollar spending). • Circular Economy principles instilled in current City of Melbourne processes, with raised employee awareness. • Future glass service options are fully explored to inform new service options and risk. • Improved awareness of opportunities for environmental and service efficiencies for the M9 councils. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • 50 per cent increase in municipal waste diverted from landfill. • Goal 11 – Sustainable Cities and Communities • Goal 12 – Responsible Consumption and Production 	

Major initiative 34	Council's role
<p>Support the development of battery storage and renewable energy in the municipality through the Power Melbourne initiative.</p>	<p>Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • In December 15, 2022, the Power Melbourne tender was released to seek a commercial partner for the battery network at Boyd, CH2, and Library at the Dock. • City of Melbourne was awarded a \$750,000 grant from the Victorian Government to support the delivery of the first battery at Library at the Dock. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Execute contract with preferred commercial partner to deliver Power Melbourne (subject to Council approval). • Complete detailed designs for roll-out of battery network across shortlisted City of Melbourne sites. • Install battery assets at Library at the Dock and Boyd Community Hub. • Coordinate with university partners (for example, technical assessments of university sites to integrate into battery network). • Place-based community engagement activities across City of Melbourne and in collaboration with Yarra and Port Phillip council partners to support battery deployment and project scale-up. • Delivery of commitments to funding bodies (Victorian and Australian governments). • Pursue external funding to support project scale (e.g. application to Australian Renewable Energy Agency). 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of commercial delivery partner contract approval. • Quarter 1: Announcement of Power Melbourne commercial partner and next steps. • Quarter 1: Complete phase two of place-based community engagement. • Quarter 2: Feature in sustainability Spotlight campaign. • Quarter 4: First battery commissioned and operational at Library at the Dock and associated public media and communications. • Quarter 4: Battery at Boyd Community Hub commissioned and operational. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Increased battery storage capacity in the city (Council Plan indicator). • Installation of 700 kW of battery storage capacity in the city. • Increased social licence for community batteries, endorsement by engaged and motivated community of viable future battery sites. • External funding secured via the Victorian Government and / or Australian Government. • April to June 2024: One battery accessible to the public. • April to June 2024: Two batteries operational. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in installed battery storage capacity in the municipality. • Goal 7 – Affordable and Clean Energy • Goal 8 – Decent Work and Economic Growth • Goal 10 – Reduced Inequalities • Goal 12 – Responsible Consumption and Production • Goal 13 – Climate Action 	

Major initiative 35	Council's role
Implement the Climate and Biodiversity Emergency Action Plan.	Deliver
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> Melbourne Fashion Week 2022 certified as carbon-neutral for the fourth year. Embodied carbon impact assessment of four open space development projects at Queen Victoria Market underway to find low-carbon alternatives. Review underway of City of Melbourne's sporting ground lighting for LED upgrades. \$38,000 funding agreement finalised for electric vehicle fleet charging infrastructure, with electrification work completed at various locations including Jean McKendry Neighbourhood House and Carlton Gardens Lodge. Gas Free Roadmap implementation progressing, with electrification of park lodges, and design of electrification work at Fawkner Park Children Centre and Senior Citizen Centre underway. 	
Activities for 2023–24 will include	
<ul style="list-style-type: none"> Continue to implement the gas-free operations roadmap to electrify City of Melbourne assets including North Melbourne Baths, Carlton Baths and Boyd Community Hub. Continue to update Council policies and processes to ensure climate change and biodiversity opportunities and risks are considered throughout the asset lifecycle for all Council-owned assets. Accelerate the adoption of zero-emissions vehicles through City of Melbourne's fleet, waste management and street cleaning contractors. Measure the embodied carbon of City of Melbourne's capital works program, introduce low-carbon materials in key capital projects and work towards ongoing monitoring and reporting of embodied carbon. Co-Chief Heat Officers build community understanding and awareness about heat health risks, and actions to respond. 	
Governance and milestones	
<ul style="list-style-type: none"> Quarter 4: Council consideration of annual progress report. Quarter 4: Provide annual update on the Climate and Biodiversity Emergency Action Plan. 	
Outcomes	
<ul style="list-style-type: none"> City of Melbourne emissions are reduced from transitioning three City of Melbourne assets off gas. Assets are designed and maintained to withstand the impacts of climate change. An increase in electric vehicles in City of Melbourne's fleet in line with 2025 all-electric target. An increase in use of electric vehicles by relevant contractors. One to two Council capital projects using low-carbon materials, and outcomes shared publically. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> 33 per cent reduction in municipal greenhouse gas emissions (from 2015 baseline). Decrease in on-road transport emissions. Goal 8 – Decent Work and Economic Growth Goal 9 – Industry, Innovation and Infrastructure Goal 12 – Responsible Consumption and Production Goal 13 – Climate Action 	

ACCESS AND AFFORDABILITY

Over the next four years, we will reduce economic and social inequality by ensuring universal access to housing, core services and information.

Our priorities

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



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

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

Major initiatives

Major initiative 36	Council's role
<p>Increase and upgrade accessible, inclusive spaces for women and girls in City of Melbourne sports facilities.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Brens Pavilion stage one works are 85 per cent complete and should be finished by May 2023, with stage two works scheduled for completion by June. • Soil remediation works at Kensington Community Aquatic Recreation Centre are underway, with around 80 per cent done so far. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Progress construction of the new Ryder Pavilion (due for completion Sept 2024). • Progress construction of Kensington Community Aquatic and Recreation Centre (due for completion Nov 2024). • Complete Fair Access Policy roadmap to achieve equal use of City of Melbourne's recreation facilities by women and girls. • Develop a Recreation Provision Prioritisation Framework with a specific focus on gender equity. • Continue planning of the redevelopment of Riverslide Skate Park. • Continue development of design for reinstatement of Edmund Herring Oval in Domain Parklands, post Metro Tunnel works. Design works include pavilion upgrade and sports ground lighting. • Commence community consultation for the redevelopment of the recreation facilities at the North Melbourne Community Centre in Buncle Street. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Construction contract awarded for Ryder Pavilion. • Quarter 2: Council consideration of public consultation on the framework for recreation provision. • Quarter 3: Council consideration of the framework for recreation provision. • Quarter 4: Council consideration of Fair Access Policy roadmap for gender equal access for women and girls at City of Melbourne recreation facilities. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Increased access and participation rates of women and girls at City of Melbourne recreation facilities and sports grounds. • Increase in the number of people meeting the recommended physical activity levels. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in proportion of adults who get adequate physical exercise. • Melburnians' self-reported sense of belonging to community is at least 70 on a scale of 100. • Goal 5 – Gender Equality • Goal 7 – Affordable and Clean Energy • Goal 10 – Reduced Inequalities • Goal 11 – Sustainable Cities and Communities 	

Major initiative 37	Council's role
<p>Implement a neighbourhood model by working with communities to develop neighbourhood plans and neighbourhood service centres that respond to the local community's existing and projected needs.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • The City of Melbourne website now features all 10 neighbourhood portals, which went live after consulting with more than 7000 people. • The portals have garnered over 30,000 unique visits since their launch in October 2022. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Progress the neighbourhood priorities already identified, by partnering with community and other organisations to take action and regularly report (via the neighbourhood portals). • Increase community reach and understanding of the neighbourhood model through the delivery of a messaging and activation strategy. • Increase diverse participation and representation of community, engaging with City of Melbourne through neighbourhood portals, grants and Future Melbourne Committee meetings. • Expand the capability and use of the Knowledge Bank, a central system to capture insights and trends from our everyday interactions with community, to guide work and decisions at City of Melbourne. • Establish a neighbourhood stakeholder management system on Salesforce to capture key relationships. • Deliver Connected Neighbourhood Grants to support community-led action on neighbourhood priorities. • Partner to evaluate the neighbourhood model and undertake a community survey to measure changes in community perceptions. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of internal rollout of the Knowledge Bank. • Quarter 3: Council consideration of the neighbourhood model. • Quarter 4: Council consideration of research partnership. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Increase in the percentage of community members that agree that 'City of Melbourne understands the needs of communities'. • Increase in the number of community-led initiatives. • Increase in the percentage of community members that agree that 'I feel empowered to participate in community life'. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Melburnians' self-reported sense of belonging to community is at least 70 on a scale of 100. • Goal 10 – Reduced Inequalities • Goal 11 – Sustainable Cities and Communities • Goal 16 – Peace, Justice and strong Institutions 	

Major initiative 38	Council's role
<p>Deliver a revitalised library network, including pop-up libraries, to increase access for our diverse community and to help revitalise the city.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Delivered six pop-up libraries across the municipality and one mobile library, the Mel-van, with over 85,000 visitors and 20,000 loans since its inception, receiving outstanding positive feedback from the community. • The pop-up program has so far delivered more than 93 programs to more than 1100 attendees. • An operational model is being developed to pilot at the new library at Munro as a proof of concept, potentially to expand across the libraries network in the future. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Open Munro Library • Deliver Elizabeth Street Pop-up Library until November 2023, and upon conclusion, prepare an acquittal report. • Implement actions from the Future Libraries Framework 2021–25, including better ways to represent and celebrate Aboriginal culture, connecting new audiences to our libraries, targeted support for vulnerable people, developing new and imaginative ways to deliver accessible 24/7 library services. • Integrate the Toy Library into library operations. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Munro Library opens. • Quarter 2: Deliver Elizabeth Street Pop-up Library until November 2023. • Quarter 4: Council consideration of operational model for library network. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Precincts are activated where libraries are located. • The number of active library users maintained or increased. • Satisfaction with library services maintained or increased. • More people participate in lifelong learning in the municipality. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in proportion of people surveyed who participate in lifelong learning in the municipality. • Increase in number of visitors to the municipality. • Goal 4 – Quality Education • Goal 8 – Decent Work and Economic Growth • Goal 10 – Reduced Inequalities 	

Major initiative 39	Council's role
<p>Deliver the Disability Access and Inclusion Plan 2020–24 to reduce and eliminate barriers in our built, social and informational environment to the equitable and full participation of people with disability in our city.</p>	<p>Deliver Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • The Disability Sports and Recreation Festival was hosted at Southgate, attracting more than 5000 visitors. • City of Melbourne secured \$180,000 funding for a Changing Places Toilet Facility at Munro Library and Community Hub, from the Department of Families, Fairness and Housing. • The Disability Advisory Committee provided insights and advice to major initiatives 18 (unique events) and 12 (The Greenline Project), and provided input into the draft Parking and Kerbside Management Plan. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Implement year four actions of the Disability Access and Inclusion Plan. • Co-design, engage and collaborate with people with disability through the Disability Advisory Committee, advocacy groups and residents to enhance access and inclusion in City of Melbourne initiatives, developments and programs. • Expert advice and input on accessibility and inclusion is provided to other City of Melbourne work areas, strategies and plans. • Review of inclusion-related strategies and plans will include an evaluation of the effectiveness of the Disability Access and Inclusion Plan. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of the year three progress of the Disability Access and Inclusion Plan. • Quarter 1: Council consideration of the next iteration of inclusion-related plans. • Quarter 2: Council consideration of the progress of inclusion-related strategies and plans. • Quarter 4: Council consideration of the Disability Access and Inclusion Plan achievements over the four-year life of the plan. • Quarter 4: Council consideration of next iteration of inclusion-related plans. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Increased awareness and embedding of accessibility and inclusion into all aspects of planning and delivery at City of Melbourne. • A more streamlined approach to inclusion at City of Melbourne. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in number of City of Melbourne programs that are inclusive and respond to the needs of people with disability. • Melburnians' self-reported sense of belonging to community is at least 70 on a scale of 100. • Goal 9 – Industry, Innovation and Infrastructure • Goal 10 – Reduced Inequalities • Goal 11 – Sustainable Cities and Communities 	

Major initiative 40	Council's role
<p>Develop and deliver initiatives and programs that will provide food relief to vulnerable members of our community and improve local food production by supporting communities to grow their own food.</p>	<p>Deliver Partner Advocate</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • The Grow It Local Program launched its Autumn Seed Service in February 2023, promoted in the community through the neighbourhood portals and social media channels. • An initial community consultation on our refreshed draft Food Policy, titled Food City, concluded in March 2023, with more than 100 community members engaged. • Melbourne's Community Food Guide and Interactive Map were released on City of Melbourne's website, and distributed to food relief providers and community facilities in August 2022. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Develop and implement food safety training for food relief providers and their volunteers to improve the knowledge of safe food handling measures and compliance. • Work with key stakeholders including Grow it Local to increase food literacy in the community about food growing, grocery shopping on a budget, meal preparation using food that has been grown, reducing food waste. • Partner with the waste and recycling branch to develop new guidelines on reclaiming surplus food for consumption and composting food waste. • Refreshed draft Food Policy, presented to Future Melbourne Committee. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of refreshed draft Food Policy. • Quarter 1: Council consideration of community consultation on the refreshed draft Food Policy. • Quarter 1: Council consideration of the final draft Food Policy. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Improved knowledge of food safety and food handling by food relief providers and their volunteers. • Increased number of people engaged in food growing and food sharing (City of Melbourne Social Indicators Survey, Grow It Local data). • Increased access to safe and nutritious food by vulnerable communities, community feel connected, increased sharing of food. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • 25 per cent reduction in proportion of people reporting food insecurity. • Goal 2 – Zero Hunger 	

Major initiative 41	Council's role
As part of a new corporate strategy for the City of Melbourne, ensure our core services remain accessible and affordable.	Deliver
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> Engaged with sector on emerging practice in service planning. Preliminary discussions with leadership and key work areas to refine direction of initiative. Funding secured to implement planned activities for 2023–24. 	
Activities for 2023–24 will include	
<ul style="list-style-type: none"> Review service planning initiatives at Victorian councils, or other relevant Australian examples, to identify what is working or has worked well and how these learnings can be applied at City of Melbourne. Review likely service information required against the information available to City of Melbourne, and identify key pieces of work required to address key gaps, how this may be accomplished, and relevant partners. Develop a City of Melbourne service planning framework including a plan for implementation, establish an internal steering committee and commence reporting to the executive leadership team on progress. Commence service planning research using available information. 	
Governance and milestones	
<ul style="list-style-type: none"> Quarter 1: Review service planning approaches at other local councils. Quarter 3: Development of a service planning framework. Quarter 4: Commencement of service planning. 	
Outcomes	
<ul style="list-style-type: none"> Learnings applied from review of service planning in other organisations. Commencement of service planning. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> 100 per cent planning applications decided within required timeframes. Increase in number of City of Melbourne programs that are inclusive and respond to the needs of people with disability. Goal 10 – Reduced Inequalities Goal 11 – Sustainable Cities and Communities Goal 16 – Peace, Justice and Strong Institutions 	

Major initiative 42	Council's role
<p>In partnership with the Victorian Government commence construction on a replacement North Melbourne Community Centre precinct for the Melrose Street community and growing Macaulay population.</p>	<p>Deliver Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> Progress on the project has been delayed due to external factors. These include a review of the Big Housing Build program by Homes Victoria, following the state election and ministerial changes. We are progressing assessments of the potential for the Melrose Street site and Buncle Reserve site to meet the needs of a redeveloped North Melbourne Community Centre, increased recreation services and open space. 	
<p>Activities for 2023–24 will include</p>	
<p>Guided by the outcome of the decision to partner with Homes Victoria or develop the centre on City of Melbourne owned land, our activities will include:</p> <ul style="list-style-type: none"> Conduct first round community engagement to gather input on desired service mix and design, including consideration of North Melbourne's future recreation needs. Complete initial schematic design for the North Melbourne Community Centre. Conduct second round of community engagement on initial schematic design to inform detailed design. Presentation of a detailed design to councillors for input and endorsement. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> Quarter 1: First round of community consultation begins. Quarter 2: Council consideration of insights from first round community engagement. Quarter 3: Council consideration of schematic design, incorporating community consultation. Quarter 4: Second round of community consultation begins. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> Strengthen community buy-in and support for the project. Design informed by community engagement outcomes. Project ready for construction. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> 500 people supported through a range of accommodation including long-term supportive housing and affordable housing. 100 new demonstration social and affordable housing units facilitated on City of Melbourne land. Goal 3 – Good Health and Wellbeing Goal 7 – Affordable and Clean Energy Goal 10 – Reduced Inequalities Goal 11 – Sustainable Cities and Communities 	

Major initiative 43	Council's role
<p>Deliver programs that will build digital literacy skills and capabilities, improve access to free wi-fi from our community facilities and advocate for appropriate digital infrastructure, to improve digital inclusion for all, particularly for vulnerable groups.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • A total of 29 Mel-van mobile library sessions were run, with a total of 1472 participants. • Nearly 200 individuals participated in one-on-one book-a-librarian sessions focusing on digital skill-building. • Digital literacy sessions included: <ul style="list-style-type: none"> ○ 3 technology-focused sessions on coding resources for 33 participants. ○ 35 Makerspace inductions to technology for 98 attendees. ○ 21 public-access makerspace sessions for 278 participants. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Activities that address decreased community health and wellbeing outcomes, where key causes include a lack of internet access and low digital literacy. • Deliver accessible digital literacy library programming. • Implement recommendations on improving free wi-fi access in City of Melbourne facilities, and for vulnerable groups in the municipality. • Advocate to improve access to free wi-fi and for appropriate digital infrastructure across the municipality. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 2: Council consideration of options to deliver accessible free wi-fi at City of Melbourne's facilities. • Quarter 3: Council consideration of digital literacy programming uplift report. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Digital literacy skills and capabilities are uplifted across the municipality. • Access to free wi-fi is improved in City of Melbourne's community facilities, as reported by users. • Council effectively advocates for improved digital infrastructure across the municipality, in particular for vulnerable groups. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in proportion of people surveyed who participate in lifelong learning in the municipality. • Increase in number of visitors to the municipality. • Goal 1 – No Poverty • Goal 4 – Quality Education 	

Major initiative 44	Council's role
<p>Create an entity called Homes Melbourne to coordinate and facilitate more affordable housing for key workers and people on low-incomes and progress a demonstration project on Council owned land, support the Make Room accommodation project and new homeless support hubs for vulnerable citizens to access essential support services including food, showers, lockers, information and housing and homelessness advice.</p>	<p>Partner</p>
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> • A policy position on key worker housing, build-to-rent, and Homes for Homes is nearing completion and on track for consideration in July 2023. • The Homelessness Strategy 2023–30 is nearing completion and on track for consideration in Q1 2023–24. • Detailed delivery schedule for the Homelessness Support Hub Pilot is underway. City East Hub at Salvation Army 614 launched, and the City South Hub partnership with the Living Room in Hosier Lane went live with storage and locker services now operational. 	
Activities for 2023–24 will include	
<ul style="list-style-type: none"> • Investigate leasing Council Land for Affordable Housing Pilot. • Continue to investigate the delivery of affordable housing on Council land. • Develop an Advocacy and Partnerships Framework. • Lead Affordable Housing and Homelessness advocacy. • Deliver a new Homelessness Strategy 2023-2030. • Champion the Melbourne Zero Functionality campaign. • Implement recommendations from the Melbourne Service Coordination evaluation. • Pursue remaining funding required for Make Room. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of the Build-to-Rent and key worker housing research positions. • Quarter 1: Council consideration of draft Homelessness Strategy. • Quarter 2: Council consideration of the lease for Affordable Housing Pilot project. • Quarter 2: Council consideration of the report on Final Homelessness Strategy. • Quarter 4: Council consideration of Philanthropy and Partnerships Engagement Framework. • Quarter 4: Council consideration of Options Funding and collecting contributions for Affordable Housing. 	
Outcomes	
<ul style="list-style-type: none"> • Increased access to health and housing services for people sleeping rough. • Increased funding and supply of affordable housing projects. • Make Room funding secured and refurbishment complete. • Lease pursued for more than 30 affordable housing units on Council land. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> • Number of people recorded as experiencing homelessness and sleeping rough. Target: zero. • Number of people experiencing chronic homelessness and sleeping rough, who have been supported to access transitional, social or private rental housing. Target: 200 by 2025 • The number of affordable housing units approved through a planning permit. Target: 200 by 2025. • Number of new demonstration social and affordable housing units facilitated on City of Melbourne land. • Goal 1 – No Poverty • Goal 2 – Zero Hunger • Goal 3 – Good Health and Wellbeing • Goal 7 – Affordable and Clean Energy • Goal 10 – Reduced Inequalities • Goal 11 – Sustainable Cities and Communities • Goal 12 – Responsible Consumption and Production 	

SAFETY AND WELLBEING

Over the next four years, we will plan and design for the safety and wellbeing of those who live, visit, work and do business in Melbourne, regardless of their background.

Our priorities

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



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

Major initiatives

Major initiative 45	Council's role
<p>Continue to implement the Transport Strategy 2030, including delivery of a protected bike lane network, station precincts as key gateways, little streets as streets for people, safer speed limits, micro mobility trials, more efficient traffic signal timing, developing an approach to support electric vehicles, and bicycling encouragement programs.</p>	<p>Deliver Partner Advocate</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Work progressed on various bike lane projects, including St Kilda Road and Princes Bridge. We added new pedestrian crossings at the intersection of Hotham and Simpson streets in East Melbourne, on Dodds Street in Southbank, on Caravel Lane in Docklands, and at the intersection of Galada Ave and Oak Street in Parkville. • We provided the Department of Transport and Planning with community feedback data to inform its evaluation of and decision-making on the e-scooter trial. • Campaigns launched to encourage more people to ride bicycles and normalise cycling as a mode of transport. This included videos and radio ads, and led in part to an 48 per cent increase in the number of riders in 2022 compared to 2021. The number of women riding on protected routes increased to 36 per cent. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Establish a Council position on the future of commercial e-scooter operations in the municipality in response to Victorian Government decisions. • Deliver new bike infrastructure including bike lanes on Flinders Street and Bourke Street. • Deliver bicycle encouragement program including workshops, training, communications, community development and events. • Plan and deliver neighbourhood pedestrian and road safety improvements. • Continue to implement recommendations of an independent transport review, including ongoing monitoring of traffic hotspots. • Progress planning and design of plans for Spencer Street, future streets, little streets and station opportunities. • Develop a plan on low-emission vehicles. • Work with City of Moonee Valley and Department of Transport and Planning to augment amenity and transport outcomes in Racecourse Road through the department's tram stop upgrade project. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of adoption of the Parking and Kerbside Management Plan. • Quarter 1: Update of cross agency scope and timeframes for Racecourse Road. • Quarter 1: Begin analysis for pedestrian and road safety improvements in Carlton and West Melbourne. • Quarter 2: Council consideration of the Future Streets Framework. • Quarter 2: Council consideration of final low-emissions vehicle plan. • Quarter 2: Council consideration of commercial e-scooter operations. • Quarter 2: Launch travel behaviour change program. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Economic growth and increased city activity. • Lower transport emissions and more sustainable travel. • Traffic movements across the city are well-balanced and planned to ensure commercial and passenger motor vehicles, bicycles, e-scooters and pedestrian movements are safe, effective and efficient. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in proportion of trips made by public transport, bicycle or on foot. • Decrease in number of transport-related injuries and fatalities. • Increase in capital gross local product. • Decrease in on-road transport emissions. • Goal 3 – Good Health and Wellbeing • Goal 8 – Decent Work and Economic Growth • Goal 9 – Industry, Innovation and Infrastructure • Goal 11 – Sustainable Cities and Communities 	

Major initiative 46	Council's role
<p>Deliver the North and West Melbourne and Docklands Transport and Amenity Program in partnership with the Victorian Government.</p>	<p>Deliver Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • The streetscape upgrade for Franklin Street is now progressing, with input for community consultation expected in June. • Design development for the Hawke Street Linear Park is at 50 per cent. • Completed the draft Spencer Street (North) Master Plan. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Spencer Street Master Plan: Ongoing delivery of a range of projects at Spencer Street (North) between La Trobe Street and Dynon Road for completion. • Hawke Street Linear Park: Design and delivery commencement of a linear park, with associated traffic calming measures and new protected cycle lanes on Hawke Street in West Melbourne. • Franklin Street Streetscape Improvements. Design of a new linear open space connecting State Library Metro Station with Market Square at the Queen Victoria Market. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of engagement report for Franklin Street streetscape improvements. • Quarter 2: Council consideration of engagement report for the Spencer Street Master Plan. • Quarter 2: Tender award for Hawke Street Linear Park. • Quarter 4: Tender award for Franklin Street streetscape improvements. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • All projects are delivered to program in order to remain on track for completion in future years. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Decrease in number of transport-related injuries and fatalities. • 27 per cent tree canopy cover in the public realm. • Goal 3 – Good Health and Wellbeing • Goal 15 – Life on Land 	

Major initiative 47	Council's role
<p>As part of the delivery of the City Road Master Plan, the City of Melbourne will design and deliver the upgrades to the City Road northern undercroft by end of 2023–24, and advocate to the Victorian Government for the full delivery of upgrades to the City Road East and West.</p>	<p>Deliver Advocate</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • A new off-leash dog park and skate space have been completed in the southern undercroft of City Road in Southbank, adding valuable open space for local residents in apartments. • Completed changes to the northern undercroft in Southbank at the intersections at Clarendon Street and Crown, and Spencer and Flinders streets. • Completed documentation for new pedestrian traffic signals at Kings Way Lower, now ready to be submitted to Department of Transport and Planning. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Progress on the northern undercroft and City Road Park, including: <ul style="list-style-type: none"> ○ Community consultation. ○ Completion of design. ○ All authority approvals and planning approval. ○ Award of tender for construction. ○ Commencement of construction. • Development of a City Road delivery plan to be used to progress advocacy to the Victorian Government. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of the community engagement on undercroft works. • Quarter 2: City Road delivery plan • Quarter 3: Northern undercroft tender award. • Quarter 4: Council consideration of City Road Master Plan review. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Northern undercroft: Increase access to public open space, urban forest and recreation in Southbank. • City Road East and West: Improve safety and amenity for all users. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Increase in proportion of residents within 300m of public open space. • Decreased number of transport related injuries and fatalities. • Goal 3 – Good Health and Wellbeing • Goal 9 – Industry, Innovation and Infrastructure • Goal 11 – Sustainable Cities and Communities 	

Major initiative 48	Council's role
<p>Adopt (2021–22) and then implement (2022–25) an Inclusive Melbourne Strategy that will increase access to opportunities for all people and outline how the City of Melbourne will respond to the diversity of religions, cultures, age groups, genders, sexual orientation and abilities among the people who live, work, study in, and visit the city.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Created a survey to gain insights into customer demographics at our recreation facilities, and identify under-represented groups for targeted engagement efforts. • Revised the Sustainable Procurement Framework. • Reviewed internal supplier contracts to maximise social procurement outcomes under the revised framework. • Began planning for the next two-year service agreement for the Multicultural Hub, incorporating the key priorities identified in analysis of cultural diversity needs and gaps. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Building a diverse and inclusive workforce that is representative of the communities we serve, through a focus on recruitment and creating a safe and welcoming culture. • Increasing inclusivity of City of Melbourne services, programs and places, through accessible information, events, facilities and the built environment. • Ensure an inclusive recovery from COVID-19, by identifying and removing barriers for entrepreneurs from diverse backgrounds, improving social outcomes through targeted procurement focussing on high-volume, low-spend supplier categories to increase social procurement outcomes, and implementing a framework that maximises and measures social, environmental and economic outcomes. • Engage the community through inclusive, accessible and timely community engagement programs. • Review of inclusion-related strategies and plans will include an evaluation of the effectiveness of the Inclusive Melbourne Strategy. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of the next iteration of inclusion-related plans. • Quarter 3: Council consideration of the Inclusive Melbourne Strategy achievements over the first two-year implementation plan. • Quarter 4: Council consideration of endorsement of next iteration of inclusion-related plans. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Increase in inclusion outcomes as reported through the Inclusive Melbourne Strategy monitoring and evaluation framework. • A more streamlined approach to inclusion at the City of Melbourne. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • Melburnians' self-reported sense of belonging to community is at least 70 on a scale of 100. • Proportion of people who support the city being made up of different cultures. • Goal 3 – Good Health and Wellbeing • Goal 8 – Decent Work and Economic Growth • Goal 9 – Industry, Innovation and Infrastructure • Goal 10 – Reduced Inequalities • Goal 11 – Sustainable Cities and Communities 	

Major initiative 49	Council's role
<p>We will be a leading organisation on equality and inclusion, and deliver programs in communities that will reduce physical and psychological harm to all people. We will adopt and deliver the Prevention of Violence Against Women Action Plan (endorsed as the Women's Safety and Empowerment Action Plan) 2021–24, and meet our obligations under the <i>Gender Equality Act 2020</i>.</p>	<p>Deliver</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Workshops were held in July and August for the implementation of actions for year two of the Women's Safety and Empowerment Action Plan. • 69 community members were brought together to discuss outdated gender stereotypes. • Planned and delivered activities for 16 Days of Activism (in November and December), including a workshop on reframing masculinity, a photo exhibition and community workshop titled 'Unpacking the Man Box', in partnership with Jesuit Social Services and the Preventing Violence Together network. • The Gender Equality Action Plan was approved by the Commission for Gender Equality and launched in September. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • Comply with obligations under the <i>Gender Equality Act 2020</i> including implementation of year two actions of Gender Equality Action Plan. • Support the delivery of Gender Impact Assessments on new or revised policies, programs, services and infrastructure developments. • Implement year three actions of the Women's Safety and Empowerment Action Plan 2021–24. • Share expert advice on gender equality, women's safety and inclusion to support broader City of Melbourne teams, strategies and plans. • Review inclusion-related strategies and plans, including an evaluation of the effectiveness of the Women's Safety and Empowerment Action Plan. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of the next iteration of inclusion-related plans. • Quarter 4: Council consideration of the Women's Safety and Empowerment Action Plan achievements over the three-year life of the plan. • Quarter 4: Council consideration of endorsement of next iteration of inclusion-related plans. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Increased awareness of, and commitment to, embedding equality and inclusion into everyday work at City of Melbourne. • A more streamlined approach to inclusion at City of Melbourne. • Women and gender diverse people feel safe accessing the city during the day and night. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • 90 per cent and 65 per cent of people report feeling safe in the city during the day, and at night, respectively. • Decrease in rate of recorded family violence incidents. • Goal 5 – Gender Equality • Goal 16 – Peace, Justice and Strong Institutions 	

Major initiative 50	Council's role
<p>We will continue to work with Victoria Police and other agencies to deliver a range of initiatives that improve safety on the streets of Melbourne.</p>	<p>Deliver Partner</p>
<p>Key achievements in Q1–Q3 of 2022–23</p>	
<ul style="list-style-type: none"> • Operation Protocol (Salvation Army, Victoria Police and local laws) continue to proactively patrol at 7am each Monday, Wednesday and Friday, with reactive patrols on Tuesday and Thursday. Expansions and adjustments have been made based on safety-related escalations, and the operation has had positive impacts and outcomes. • Arrangements made with Victoria Police to attend Councillor Forum quarterly to debrief on crime statistics shortly after release. • Work has continued with the Waste and Recycling team to maintain city cleanliness and address the link residents make between cleanliness and feeling safe. • On Friday and Saturday nights, Salvation Army Street Teams assist on average 15 people in removing them from vulnerable positions, reconnecting with friends or family, or being safely transported home. 	
<p>Activities for 2023–24 will include</p>	
<ul style="list-style-type: none"> • In partnership with the Victorian Government, expand, enhance and upgrade the Safe City Camera program. This includes expanding the camera network to Lygon Street in Carlton, and investigating the use of the network to identify amenity issues that contribute to perceived community safety concerns, such as cleanliness, graffiti and dumped rubbish. • Expansion and consistent delivery of Local Area Safety Committees, led by Victoria Police and supported by City of Melbourne, with business, resident and community groups. • Report on safety and cleanliness via an agreed City of Melbourne safety dashboard (including data from the Knowledge Bank) that measures factors that contribute to perceptions of safety. • Regular communication to communities on progress of safety initiatives via the neighbourhood portals. • Active coordination with aligned work (pedestrian safety reviews, lighting upgrade program and Homelessness Strategy, supporting rough sleepers) and coordination through a monthly steering group. • Discuss and benchmark safety with other states through the Capital City Council Safety Committee. 	
<p>Governance and milestones</p>	
<ul style="list-style-type: none"> • Quarter 1: Briefing to Councilors on crime statistics by Victoria Police Crime Command. • Quarter 2: Council consideration of progress of safety dashboard and its impact. • Quarter 3: Briefing to Councilors on crime statistics by Victoria Police Crime Command. 	
<p>Outcomes</p>	
<ul style="list-style-type: none"> • Community feedback suggests people feel safer. • Improved understanding of crime statistics and how we communicate this to community. • Proactive and reactive support to community. 	
<p>Related Council Plan indicators of success and Sustainable Development Goals</p>	
<ul style="list-style-type: none"> • 90 per cent and 65 per cent of people report feeling safe in the city during the day, and at night, respectively. • Goal 16 – Peace, Justice and Strong Institutions 	

Major initiative 51	Council's role
Deliver and maintain a clean city through the Rapid Response Clean Team initiative.	Deliver
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> • Three-month enhanced Rapid Response Clean Team trial commenced in March 2023. • In response to floods in October 2022, the Rapid Response Clean Team quickly removed 92 tonnes of debris within the first 72 hours of the floods subsiding, through the use of high pressure cleaning. • Council officers applied learnings from Moomba Festival and developed a new approach to maintain amenity associated with major events. • Rapid Response Clean Team removed approximately 10,000sqm of graffiti per month. 	
Activities for 2023–24 will include	
<ul style="list-style-type: none"> • Delivery of expanded year three deployment of the Rapid Response Clean Team and associated services, based on learnings from Rapid Response Clean Team trial from March to May 2023. • Delivery of year two of the Graffiti Prevention and Management Program including: <ul style="list-style-type: none"> ○ Youth engagement program. ○ Anti-graffiti coatings applied to all appropriate surfaces after graffiti removal. 	
Governance and milestones	
<ul style="list-style-type: none"> • Quarter 1: Council consideration of the Graffiti Prevention and Management Plan – year one review. • Quarter 3: Council consideration of the Graffiti Prevention and Management Plan – year two review. • Quarter 3: Update on the Rapid Response Clean Team service. 	
Outcomes	
<ul style="list-style-type: none"> • 50 per cent reduction in graffiti removal requests at hotspots as identified in the Graffiti Prevention and Management Plan. • Educational programs to support graffiti prevention delivered to Victorian Government-run primary and secondary schools within the City of Melbourne. • Minimum 5 per cent improvement in community perception of city cleanliness. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> • 90 per cent and 65 per cent of people report feeling safe in the city during the day, and at night, respectively. • Goal 7 – Affordable and Clean Energy • Goal 14 – Life Below Water • Goal 16 – Peace, Justice and Strong Institutions 	

Major initiative 52	Council's role
Engage and prepare residents and communities to enhance their resilience to hazards, disasters and the health impacts of climate change.	Deliver
Key achievements in Q1–Q3 of 2022–23	
<ul style="list-style-type: none"> Community Resilience Assessment workshops delivered in Kensington and scheduled for Carlton. The pilot Southbank Community Resilience Assessment summary report – including community ideas for actions for building resilience, provided to workshop participants and included on the Southbank Neighbourhood Portal. 	
Activities for 2023–24 will include	
<ul style="list-style-type: none"> Incorporate neighbourhood resilience profiles and actions into Neighbourhood Plans and portals, considering community vulnerability (informed by Community Resilience Assessments for selected neighbourhoods). Develop and pilot community disaster resilience awareness program to better prepare for climate hazards and risks. Develop and deliver The Heat Lab, a new model to incubate, iterate and evolve resilience concepts in response to extreme heat risk and vulnerability in the City of Melbourne. Apply lessons from heat risk to flood risk. Explore technology to assess climate risk and heat risk to people, places and assets across City of Melbourne. Deliver city resilience capacity building program to City of Melbourne staff. 	
Governance and milestones	
<ul style="list-style-type: none"> Quarter 2: Heat Kit and seminar design and delivery. Quarter 2: Resilience profiles or plans and actions co-designed with City of Melbourne neighbourhoods, considering community vulnerability, hazards and capacities to prepare for disasters. Quarter 3: Council consideration of major initiative output and outcome updates. Quarter 3: Early warning systems, technology and action against disasters are in place for all City of Melbourne neighbourhoods. Quarter 4: Deliver and evaluate The Heat Lab model. Quarter 4: Build organisational capacity in city resilience and disaster preparedness. Quarter 4: Increase capacity in communities and community leaders to respond and support their communities during times of disaster. 	
Outcomes	
<ul style="list-style-type: none"> Increased capacity and awareness in disaster resilience for relevant City of Melbourne staff, community leaders and businesses. Improved heat safety and awareness across the city. 	
Related Council Plan indicators of success and Sustainable Development Goals	
<ul style="list-style-type: none"> Decrease in hospital admissions in relation to extreme weather events. Goal 1 – No Poverty Goal 11 – Sustainable Cities and Communities Goal 13 – Climate Action Goal 16 – Peace, Justice and Strong Institutions 	

APPENDIX: NEIGHBOURHOOD STATEMENTS



YOUR NEIGHBOURHOOD STATEMENT

CARLTON



Residential population¹
18,031



Number of businesses²
1026



Local jobs³
15,166



Residents born overseas⁴
55%

Our services in Carlton

Childcare and family services

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

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

Libraries and community spaces

At Kathleen Syme Library and Community Centre we provide books and other materials for loan. In 2023–24 we will buy around 4000 new books. We welcome approximately 190,000 visitors per year. We run programs for children, teenagers and adults. We provide online access to books, film, music and learning resources. The maker space offers equipment such as 3D printers, sewing machines, tools and creative programming. There are 10 bookable community spaces, a recording studio with equipment and computer access, and wi-fi access 24 hours a day.

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

Parks and open spaces

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

Sporting and recreation venues

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

At Princes Park, we provide sports fields which cater to 12 community sports organisations and the Princes Park Bowls Club. The Princes Park tennis facility includes four courts for members, public court hire, competitions, coaching and programs.

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

Our investments in Carlton

Capital works

New capital investments in Carlton for this year include:

- \$150,000 for Carlton Gardens Master Plan Implementation
- \$6 million for University Square Stage 2 redevelopment
- \$2.29 million Princes Park stormwater harvesting project
- \$520,000 for Safe City Cameras program expansion into Argyle Square
- \$250,000 to initiate project planning for Lygon Street renewal.

We will invest in asset renewal in Carlton:

- \$840,000 for parks and city greening
- \$1.57 million for infrastructure
- \$720,000 for buildings and properties
- \$381,000 for plant, equipment, fixtures and furniture
- \$35,000 for others assets.



We will invest \$1.14 million in maintenance works in Carlton. Through the Business Precinct Program, we will invest up to \$120,000 in annual funding to Carlton Inc. for business support and activation initiatives.

Key activities

This year we will:

- provide accessible creative opportunities to everyone through expanded arts and library programming
- draft the Urban Forest Precinct Plan for Carlton
- progress designs for Grattan Street innovation spine and public realm improvements
- conduct a pedestrian improvement study for Carlton
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan
- deliver and manage the Business Precinct Program
- deliver local events through the Event Partnerships Program, including Open House Melbourne and Melbourne Italian Festa
- deliver a program of Christmas decorations and activations in the area
- convert Carlton Baths to gas-free operations
- divest the property at 47-49 Canning Street, with the proceeds contributing to city-shaping infrastructure projects
- facilitate integrated water management solutions to support increased greening, reduced flooding and reduced pollution to the bay, Yarra River – Birrarung and Moonee Ponds Creek
- partner with Victoria Police, traders and residents through an environmental design approach, to prevent crime, including expanding the Safe City Cameras program.*

Our strategic work in Carlton

We will progress delivery of:

- neighbourhood planning framework
- Future Libraries Framework
- Public Art program
- Creative Strategy
- the new Carlton Urban Forest Precinct Plan
- Disaster preparedness and resilience planning
- Heat Safe City
- Melbourne Innovation Districts City North Opportunities Plan
- Carlton Gardens Master Plan implementation
- Lincoln Square Concept Plan implementation
- Princes Park Master Plan implementation
- University Square Master Plan
- new draft Heritage Strategy
- City North Structure Plan.

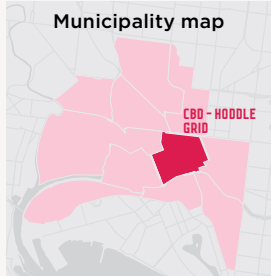
To stay up to date on how our investment and works are responding to community priorities, visit the **Carlton Neighbourhood Portal**



*City of Melbourne recognises the safety concerns expressed by Carlton residents and local traders. We are partnering with Victoria Police and community to prevent crime and expand the Safe City Cameras program.

YOUR NEIGHBOURHOOD STATEMENT

CBD - HODDLE GRID



Residential population¹
46,747



Number of businesses²
8075



Local jobs³
221,155



Residents born overseas⁴
69%

Our services in the CBD - Hoddle Grid

Libraries and community spaces

At City Library, we provide books and other materials for loan. In 2023-24 we will buy around 8000 new books. We welcome approximately 306,000 visitors each year. We provide free wi-fi and study space as well as online access to books, film, music and learning resources. We run programs for children, teenagers and adults, and have a social worker based at the library.

The City of Melbourne is developing a new community library at the Munro site, in the heart of the Queen Victoria Market precinct. The facility will contain a library and creative makerspace. Family Services and a dedicated children's library will be on Level 3, along with a community rooftop terrace. The library will contain around 30,000 new books. The new library is due to open in November 2023.

Parks and open spaces

We manage and maintain around eight public open spaces and two playgrounds in the CBD - Hoddle Grid. These include Birrarung Marr, Batman Park and Enterprise Park.

Culture and tourism

We support the creative sector through venues we manage and operate. In 2023-24 we will support three exhibitions at City Gallery. City of Melbourne's extensive Art and Heritage Collection has relocated to Level 4 at Melbourne Town Hall. The public can view the collection by booking into a tour. The collection is also open to researchers and school groups by appointment.

Two venues, ArtPlay and SIGNAL, provide creative opportunities for families, children and young people throughout the year.

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

We run Visitor Information Centres in Bourke Street, Melbourne Town Hall and a roving service at Queen Victoria Market.

Sporting and recreation venues

Melbourne City Baths has approximately 1300 members, 1000 enrolments and 200,000 visits a year. The venue offers a gym, group fitness, swimming pool, swimming lessons, squash, facility hire and Mikvah Bathhouse.

Customer Service Centre

Our Customer Service Centre at Melbourne Town Hall provides face-to-face service for customer enquiries and assistance relating to City of Melbourne services. Customers receive friendly, efficient help with information on all council services including residential parking permits, pet registrations, processing rates and other payments. Free rapid antigen tests are also available for customers to take away for personal use.

Our investments in the CBD - Hoddle Grid

Capital works

New capital investments in Hoddle Grid for this year include:

- \$60 million for Queen Victoria Precinct Renewal
- \$5 million for major streetscape improvements
- \$1.27 million for Waste and Resource Recovery Hub Expansion Program
- \$1.5 million for improving pedestrian safety
- \$250,000 for Riverside Skate Park redevelopment
- \$3 million for Munro Library and Community Hub
- \$17 million for The Greenline Project across three neighbourhoods (CBD - Hoddle Grid, Docklands and East Melbourne).

We will also invest in asset renewal in the CBD - Hoddle Grid:

- \$2.04 million for parks and city greening
- \$3.79 million for infrastructure
- \$1.75 million for buildings and properties
- \$918,000 for plant, equipment, fixtures and furniture
- \$84,000 for other assets.

We will invest in maintenance works in the CBD - Hoddle Grid:

- \$50,000 for smoke-free areas
- \$12 million for Make Room refurbishment
- \$350,000 for the Melbourne Contemporary Pavilion
- \$20,000 for ArtPlay theatre equipment and furniture maintenance
- \$2.75 million for other maintenance works.

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

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

Key activities

This year we will:

- provide accessible and affordable creative opportunities to everyone through expanded arts and library programming
- increase the amount of affordable creative workspace by 1000 sqm
- deliver public art projects (both temporary and permanent)
- develop a plan for the future City Library
- open the Munro Library and Community Hub
- draft the Urban Forest Precinct Plan for the Central Business District
- facilitate integrated water management solutions to support increased greening, reduced flooding and reduced pollution to the bay and Yarra River - Birrarung
- support social enterprises and business events
- deliver and manage the Business Precinct Program
- deliver the Event Partnerships Program supporting flagship events such as the Victorian Festival of Diwali, the Night Noodle markets, Polish Festival and many more
- deliver the City Revitalisation Event Support Program supporting Euphoria and Rinky Dink at Rising, FIFA Women's World Cup Fan Festival, Electric Kingdom, Swings at Fringe Festival, and Kin Festival
- deliver marketing support for retail and hospitality
- implement targeted marketing campaigns that reinstate Melbourne as the destination of choice
- create new tourism initiatives and a transformed visitor services model that will grow visitation, facilitate visitor dispersal and increase spend
- continue to deliver City of Melbourne owned events such as Moomba, Melbourne Fashion Week, Christmas Festival and New Year's Eve festivals, and the new Now or Never festival

- progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan
- finalise the Greenline Project Master Plan with partners and stakeholders, secure approvals for delivery of improved connections, open spaces and a vibrant public realm along the north bank of the Yarra River - Birrarung
- divest the property at 104 A'Beckett Street with the proceeds contributing to city-shaping infrastructure projects
- undertake a two-stage market process seeking proposals for an accessible, flexible and activated venue and catering offering at Melbourne Town Hall
- progress Queen Victoria Market renewal works, including partnering with a development partner to deliver new open space at Market Square, the Queens Corner Building (including market storage, visitors centre and visitor amenities), and refurbish the Franklin Street stores
- identify priority streetscape renewal projects and commence feasibility studies as part of Future Streets Framework implementation (subject to endorsement and funding)
- install separated bike lanes in Flinders Street and Bourke Street (subject to Victorian Government approval).

Our strategic work in the CBD - Hoddle Grid

We will progress delivery of:

- neighbourhood planning framework
- Future Streets Framework
- preparation of site for Power Melbourne neighbourhood battery at Council House 2
- the Public Art Framework
- Creative Infrastructure Framework
- Creative Strategy
- Future Libraries Framework
- Disaster preparedness and resilience planning
- the new CBD Urban Forest Precinct Plan
- Heat Safe City
- the new draft Heritage Strategy.

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

YOUR NEIGHBOURHOOD STATEMENT

DOCKLANDS



Residential population¹
16,422



Number of businesses²
1009



Local jobs³
72,356



Residents born overseas⁴
62%

Our services in Docklands

Childcare and family services

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

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

Libraries and community spaces

At Library at The Dock, we provide books and other materials for loan. In 2023-24 we will buy around 5000 new books. We welcome approximately 118,000 visitors a year. We provide free wi-fi and study space as well as online access to books, film, music and learning resources.

We run programs for children, teenagers and adults.

At the library, we provide a maker space that offers equipment such as 3D printers, sewing machines, media labs, computers and creative programming. The library also offers seven bookable community spaces, a 120-seat performance space, recording studio and equipment.

The Community Hub at The Dock provides bookable community spaces and the Boating Hub. We also manage Yarra's Edge Community Space.

Parks and open spaces

We manage and maintain around 16 public open spaces and 6 playgrounds in Docklands. These include Point Park on Yarra's Edge and Ron Barassi Senior Park at New Quay.

Sporting and recreation venues

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

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

The Hub @ Docklands is a multipurpose recreation centre with rooms available for booking. It is adjacent to the Docklands Sports Courts, and features synthetic multi-use sports courts which can be booked for casual use. Managed by the YMCA on our behalf.

Our investments in Docklands

Capital works

New capital investments in Docklands for this year include:

- \$822,000 for Seafarers Rest Park
- \$200,000 to relocate bibliographic service and function to Library at The Dock
- \$500,000 for Bolte West Waterways Operations Precinct and Shed 21

We will invest in asset renewal in Docklands:

- \$675,000 for parks and city greening
- \$1.26 million for infrastructure
- \$577,000 for buildings and properties
- \$304,000 for plant, equipment, fixtures and furniture
- \$150,000 for the Waterways Renewal Program
- \$29,000 for other assets.

We will invest in maintenance works in Docklands:

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

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



Key activities

This year we will:

- provide accessible and affordable creative opportunities to everyone through expanded arts and library programming
- consult the community about renewal of the Docklands Urban Forest Precinct Plan
- advocate for the implementation of the Moonee Ponds Creek Strategic Opportunities Plan, including exploration of creek improvements in the southern reaches, and reinstatement of the Docklands section of the Moonee Ponds Creek Trail
- progress actions identified in the Docklands Summit Action Plan
- deliver and manage the Business Precinct Program
- deliver the Event Partnerships Program, supporting Run Melbourne, Indian Film Festival of Melbourne, and Melbourne Whisky Week
- deliver the City Revitalisation Event Support Program, supporting Imaginator, Sky Symphony of the Harbour, Now or Never and the Melbourne Boat Show
- deliver City of Melbourne owned events, including Firelight Festival and programming components of New Year's Eve and Christmas festivals (including decorations)
- facilitate integrated water management solutions to support increased greening, reduced flooding and reduced pollution to the bay, the Yarra River - Birrarung and Moonee Ponds Creek
- work with other agencies and authorities to address noise issues and ensure Docklands remains a vibrant hub of activity where residents, businesses and visitors can coexist harmoniously.*



Our strategic work in Docklands

We will progress delivery of:

- neighbourhood planning framework
- preparation of site for Power Melbourne neighbourhood battery at Library at the Dock
- The Future Libraries Framework
- Creative Strategy
- Public Art Framework
- Docklands Urban Forest Precinct Plan
- Heat Safe City
- Moonee Ponds Creek Strategic Opportunities Plan
- new draft Heritage Strategy
- the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan
- finalising the Greenline Project Master Plan with partners and stakeholders, secure approvals for delivery of improved connections, open spaces and a vibrant public realm along the north bank of the Yarra River - Birrarung.

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

YOUR NEIGHBOURHOOD STATEMENT

EAST MELBOURNE



Residential population¹

4875



Number of businesses²

566



Local jobs³

26,607



Residents born overseas⁴

27%

Our services in East Melbourne

Childcare

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

Libraries, cultural and community spaces

At East Melbourne Library, we provide books and other materials for loan. In 2023–24 we will buy around 3400 new books. We welcome approximately 48,000 visitors per year. We provide free wi-fi and study space as well as online access to books, film, music and learning resources.

We run programs for children and adults. We have bookable spaces at the library for community use, a local history room and service, computer access and 24-hour wi-fi, and programs for children, teenagers and adults.

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

Parks and open spaces

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

Sporting and recreation venues

Powlett Reserve Tennis Centre is a five-court facility catering for a range of community tennis programs, coaching and public court access.

Our investments in East Melbourne

Capital works

We will invest in asset renewal in East Melbourne:

- \$214,000 for parks and city greening
- \$398,000 for infrastructure
- \$183,000 for buildings and properties
- \$96,000 for plant, equipment, fixtures and furniture
- \$8800 for other assets.

We will invest in maintenance works in East Melbourne:

- \$289,000 for other maintenance works.

We will invest more than \$140,000 on building maintenance works across East Melbourne, including at our community facilities.





Key activities

This year we will:

- provide accessible and affordable creative opportunities to everyone through expanded arts and library programming
- drafting renewal of the Urban Forest Precinct Plan for East Melbourne
- implement city-wide marketing campaigns that reinstate Melbourne as the destination of choice
- deliver visitor services in Fitzroy Gardens
- commence the East Melbourne / Jolimont heritage review
- design and construct the Greenline Project's first stage, the Birrarung Marr Precinct Site 1 project which includes improvements to the river's edge, with new planting, promenades and upgraded pathways
- finalise the lease of The Pavilion in Fitzroy Gardens
- facilitate integrated water management solutions to support increased greening, reduced flooding and reduced pollution to the bay and Yarra River - Birrarung
- install pedestrian safety infrastructure as recommended through the pedestrian improvement study conducted in 2022.

Our strategic work in East Melbourne

We will progress delivery of:

- neighbourhood planning framework
- Future Libraries Framework
- the new East Melbourne Urban Forest Precinct Plan
- Heat Safe City
- new draft Heritage Strategy
- the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan
- finalising the Greenline Project Master Plan with partners and stakeholders, and secure approvals for delivery of improved connections, open spaces and a vibrant public realm along the north bank of the Yarra River - Birrarung.

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

YOUR NEIGHBOURHOOD STATEMENT

FISHERMANS BEND



Our investments in Fishermans Bend

Capital works

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

Key activities

This year we will:

- complete the Gateway to GMH project including the installation of smart poles and sensors to help us better understand how the redeveloped space is performing including measuring shared path usage and environmental conditions
- facilitate early activation and creative placemaking activities in collaboration with the Victorian Government and other stakeholders
- progress planning and delivery of Fishermans Bend, including development of structure plans for Fishermans Bend National Employment and Innovation Cluster and Lorimer Precinct
- work with Development Victoria and other stakeholders for master planning and implementation of a new Fishermans Bend Innovation Precinct at the former GMH site
- work with the Victorian Government and City of Port Phillip on developing proposals for new governance and funding arrangements across Fishermans Bend, including development contributions plans

- continue advocacy to the Victorian Government for commitment to public transport investment in Fishermans Bend, including the tram and new train stations
- implement city-wide marketing campaigns that reinstate Melbourne as the destination of choice
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan
- develop a concept plan and feasibility of establishing a waterways operations depot at Bolte West Precinct
- facilitate integrated water management solutions to support increased greening, reduced flooding and reduced pollution to the bay and Yarra River – Birrarung
- pursue heritage protection for West Gate Service Station’s shade sails structures.

Our strategic work in Fishermans Bend

We will progress delivery of:

- developing the new draft Heritage Strategy
- Melbourne Arts Infrastructure Framework.

YOUR NEIGHBOURHOOD STATEMENT

KENSINGTON



Residential population¹
10,978



Number of businesses²
367



Local jobs³
3787



Residents born overseas⁴
31%

Our services in Kensington

Childcare and family services

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

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

Community spaces

The Kensington Neighbourhood Centre is available for community hire with priority given to groups and not-for-profit organisations offering services and activities for older people.

Kensington Town Hall has many bookable spaces available for community use.

The Drum, funded by City of Melbourne, delivers youth services in Kensington. The Drum provides education and employment pathways, and helps young people strengthen their social connections and functional skills. People aged 12 to 25 years can access services, support and programs. A dedicated youth space programmed by The Drum is located at Derby Street Community Space.

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

Parks and open spaces

We manage and maintain more than 29 public open spaces and 12 playgrounds across Kensington, including JJ Holland Park, Bellair St Reserve (Skinny Park) and the Womens Peace Garden.

Sporting and recreation venues

The Kensington Community Aquatic and Recreation Centre is closed for redevelopment. Construction is underway to provide a 25-metre, 8-lane pool, learn-to-swim pool and water play area, a three-court stadium, three multipurpose program rooms, change rooms and a cafe.

JJ Holland Park includes 3 sports fields, one of which is synthetic. The sports fields are regularly used by 10 community sporting clubs and local schools for training and competition. The park also includes a skate park and BMX track, and playground.

We also manage the Kensington Banks Tennis Courts located in Riverside Park.

Newmarket Reserve provides community soccer clubs use pitch in winter season, community sport and training use in summer. The Kensington Flemington Bowls Club is also located here.

Our investments in Kensington

Capital works

New capital investments in Kensington include \$28 million for Kensington Community Recreation Precinct Redevelopment.

We will invest in asset renewal in Kensington:

- \$460,000 for parks and city greening
- \$856,000 for infrastructure
- \$394,000 for buildings and properties
- \$207,000 for plant, equipment, fixtures and furniture
- \$19,000 for other assets.

We will invest more than \$622,000 in maintenance works in Kensington.

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

¹ Australian Bureau of Statistics (2022 for year ending 30 June) Estimated Resident Population.

² City of Melbourne (2021) Census of land use and employment.

³ City of Melbourne (2021) Census of land use and employment. ⁴ Australian Bureau of Statistics (2021) Census.



Key activities

This year we will:

- deliver and manage the Business Precinct Program
- progress construction of Kensington Community Aquatic and Recreation Centre
- consult on the Chelmsford Street new open space
- implement city-wide marketing campaigns that reinstate Melbourne as the destination of choice
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan
- renew the Kensington Urban Forest Precinct Plan
- progress implementation of the Macaulay Structure Plan 2021, including planning scheme amendment C417 and the development of a prioritisation and delivery plan for two new pedestrian and bicycle crossings of the Moonee Ponds Creek
- facilitate integrated water management solutions to support increased greening, reduced flooding and reduced pollution to the bay and Maribyrnong River
- work with City of Moonee Valley and Department of Transport and Planning to improve amenity and transport in Racecourse Road.

Our strategic work in Kensington

We will progress delivery of:

- neighbourhood planning framework
- Heat Safe City
- Kensington Urban Forest Precinct Plan
- new draft Heritage Strategy
- Macaulay Structure Plan 2021
- Maribyrnong Waterfront: A Way Forward
- Moonee Ponds Creek Strategic Opportunities Plan.

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



YOUR NEIGHBOURHOOD STATEMENT

NORTH MELBOURNE



Residential population¹
16,580



Number of businesses²
884



Local jobs³
9452



Residents born overseas⁴
42%

Our services in North Melbourne

Childcare and family services

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

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

The Drum delivers youth services in North Melbourne. The Drum provides education, employment pathways and helps young people strengthen their social connections and functional skills. People aged 12 to 25 years can access services, support and programs. North Melbourne Community Centre offers a dedicated youth space programmed by The Drum.

Libraries and community spaces

At North Melbourne Library, we provide books and other materials for loan. In 2023-24 we will buy around 4200 new books. We welcome approximately 117,000 visitors per year. We provide free wi-fi and study space as well as online access to books, film, music and learning resources. We deliver programs for children, teenagers and adults.

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

The Jean McKendry Neighbourhood Centre is available for community hire with priority given to groups and not-for-profit organisations offering services and activities for older people.

Parks and open spaces

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

Sporting and recreation venues

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

The North Melbourne Community Centre provides a stadium, gym, group fitness and facility hire. Around 14,000 people visit the centre each year. Found within the Buncle Street Reserve, there are also outdoor multi-sports courts in addition to open parkland. The centre is also home to Drummond Street Youth Services. Here, young people can access universal activities such as entertainment and recreation, as well as specialist counselling and intensive individual case management.

Cultural venues

Arts House is Melbourne's home of contemporary performance – a producing and presentation hub at North Melbourne Town Hall that generates new work and amplifies independent and diverse artists and voices. We provide a contemporary interdisciplinary art space and artist-in-residence studios.

Arts House is used for investigating, developing and presenting creative works. Around 25 new works are expected to be presented to audiences this year across two seasons, including major partnership with festivals such as FRAME: a biennial of dance, YIRRAMBOI, RISING, Now or Never, and Melbourne Fringe.

At Meat Market we provide space for hire for performing, visual and installation art experiences, as well as cultural events and 27 affordable creative studio spaces for independent workers, small and medium arts organisations.

¹ Australian Bureau of Statistics (2022 for year ending 30 June) Estimated Resident Population.

² City of Melbourne (2021) Census of land use and employment.

³ City of Melbourne (2021) Census of land use and employment. ⁴ Australian Bureau of Statistics (2021) Census.

Our investments in North Melbourne

Capital works

New capital investments in North Melbourne for this year include \$3 million for the North Melbourne Community Centre Redevelopment.

We will invest in asset renewal in North Melbourne:

- \$736,000 for parks and city greening
- \$1.37 million for infrastructure
- \$629,000 for buildings and properties
- \$331,000 for plant, equipment, fixtures and furniture
- \$30,000 for other assets.

We will invest in maintenance works in North Melbourne:

- \$23,000 for Meat Market maintenance of technical equipment
- \$40,000 for Arts House annual maintenance of theatrical equipment
- \$992,000 for all other maintenance works.

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

Key activities

This year we will:

- provide accessible creative opportunities to everyone through expanded arts and library programming
- aim to increase the amount of affordable creative work space in proximity to the developing arts precinct (Arts House, Meat Market and QVM)
- deepen audience engagement with creative programming at Arts House, attracting young people, culturally and linguistically diverse audiences, people with disability, and First Nations people through presentations (FRAME, Okkoota, YIRRAMBOI, Melbourne Fringe, The Nap Ministry, Warehouse Residency)
- deliver and manage the Business Precinct Program
- deliver a pocket park at Bedford Street and Capel Street
- implement city-wide marketing campaigns that reinstate Melbourne as the destination of choice
- finalise the planning scheme amendment for North Melbourne to protect and celebrate heritage places and neighbourhood character
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan
- renew the Urban Forest Precinct Plan for North and West Melbourne
- progress the redevelopment of North Melbourne Community Centre, conducting community engagement and commencing building design, informed by community feedback

- divest the under-used property at 505-515 Abbotsford Street, with the proceeds contributing to city-shaping infrastructure projects
- progress implementation of the Macaulay Structure Plan 2021, including planning scheme amendment C417
- facilitate integrated water management solutions to support increased greening, reduced flooding and reduced pollution to the bay and Moonee Ponds Creek
- investigate options for new or increased open space in the Queensberry and Errol St precinct and seek community feedback on potential options.

Our strategic work in North Melbourne

We will progress delivery of:

- neighbourhood planning framework
- Future Libraries Framework
- Creative Strategy
- Public Art Framework
- disaster preparedness and resilience planning
- Heat Safe City
- Creative Infrastructure Framework
- North and West Melbourne Urban Forest Precinct Plan
- new draft Heritage Strategy
- Macaulay Structure Plan 2021
- Arden Structure Plan – July 2022 (with the Victorian Government)
- Moonee Ponds Creek Strategic Opportunities Plan
- City North Structure Plan.

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



YOUR NEIGHBOURHOOD STATEMENT

PARKVILLE



Residential population¹
7442



Number of businesses²
373



Local jobs³
30,269



Residents born overseas⁴
37%

Our services in Parkville

Parks and open spaces

The City of Melbourne manages and maintains more than 13 public open spaces across Parkville including the largest open space in the municipality, Royal Park.

There are 4 playgrounds in Parkville. The largest is Nature Play in Royal Park.

Sporting and recreation venues

At Royal Park, we provide many sports fields, catering to 26 community sports organisations as well as school use. A nine-hole golf course is located within Royal Park and is home to four local clubs and available for public use.

Two tennis facilities are located in Royal Park, one leased to North Park Tennis Club, the other to Royal Park Tennis Club.

The Parkville Tennis Club is found on The Avenue. Melbourne Zoo and Melbourne Sports Centres are also located within Royal Park.

Our investments in Parkville

Capital works

New capital investments in Parkville this year includes:

- \$2.75 million for community sports pavilion upgrades (Ryder Pavilion)
- \$500,000 for City North Urban Realm Improvements.

We will also invest in asset renewal in Parkville:

- \$1.5 million for Poplar Road safety upgrades
- \$336,000 for parks and city greening
- \$625,000 for infrastructure
- \$288,000 for buildings and property
- \$151,000 for plant, equipment, fixtures and furniture
- \$14,000 for other assets.

We will invest \$453,000 in maintenance works in Parkville.

Key activities

This year we will:

- advocate for improvements to Royal Park and Parkville to be delivered as part of the Brunswick Level Crossing Removal project
- work the Victorian Government to progress the Royal Parade bike lanes
- implement city-wide marketing campaigns that reinstate Melbourne as the destination of choice
- progress the planning scheme amendment to implement the Parkville Heritage Review
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan
- facilitate integrated water management solutions to support increased greening, reduced flooding and reduced pollution to the bay, Yarra River – Birrarung and Moonee Ponds Creek
- review and revise the Royal Park Master Plan.

Our strategic work in Parkville

We will progress delivery of:

- neighbourhood planning framework
- Parkville Urban Forest Precinct Plan
- new draft Heritage Strategy
- Melbourne Innovation Districts City North Opportunities Plan
- City North Structure Plan.

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

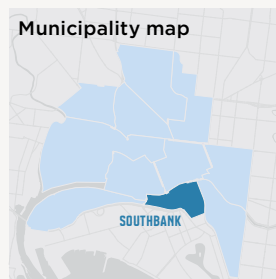
¹ Australian Bureau of Statistics (2022 for year ending 30 June) Estimated Resident Population.

² City of Melbourne (2021) Census of land use and employment.

³ City of Melbourne (2021) Census of land use and employment. ⁴ Australian Bureau of Statistics (2021) Census.

YOUR NEIGHBOURHOOD STATEMENT

SOUTHBANK



Residential population¹
24,107



Number of businesses²
865



Local jobs³
44,209



Residents born overseas⁴
61%

Our services in Southbank

Family services, libraries and community spaces

The City of Melbourne delivers family services, the Southbank Library and community centre at Boyd Hub. The integrated Family Services team is also based at Boyd Hub and includes maternal child health, immunisation, family support, counselling and parenting services.

At Southbank Library, we provide books and other materials for loan. In 2023-24 we will buy around 2500 new books. We welcome approximately 63,000 visitors per year. We provide free wi-fi and study space as well as online access to books, film, music and learning resources.

Parks and open spaces

In Southbank we manage and maintain around 13 public open spaces. There are 3 playgrounds in Southbank, including the newly completed 'rocks on wheels' play space.

Cultural venues

We manage three venues in Southbank. Assembly Point will host around 11 exhibitions in 2023-24. The Guild provides office space for 5 creative businesses. Boyd Studios contains 6 artist studios and 2 artist-in-residence studios.

Our investments in Southbank

Capital works

New capital investments in Southbank for this year include:

- \$300,000 for buying Moomba Festival Parade assets
- \$270,000 for Boyd Community Hub – community engagement, design and consultancy
- \$250,000 for Southbank Boulevard Stage 6 initiation
- \$250,000 for Southbank Promenade Stage 2 planning
- \$250,000 for Queensbridge Square initiation and planning
- \$1.5 million for a new forecourt at ACCA.

We will invest in asset renewal in Southbank:

- \$100,000 for renewal of existing Moomba Festival Parade assets
- \$1.38 million for Princes Bridge bluestone repair works
- \$1.01 million for parks and city greening
- \$1.87 million for infrastructure
- \$860,000 for buildings and properties
- \$452,000 for plant, equipment, fixtures and furniture
- \$42,000 for other assets.

We will also invest in maintenance works in Southbank:

- \$200,000 for Moomba Festival parade float maintenance
- \$1.36 million for all other maintenance works.

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



Key activities

This year we will:

- provide accessible and affordable creative opportunities to everyone through expanded arts and library programming
- continue to scan the market for new open space acquisition opportunities
- consult on the Miles and Dodds Street pocket park proposal
- deliver and manage the Business Precinct Program
- implement city-wide marketing campaigns that reinstate Melbourne as the destination of choice
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan
- progress delivery of new community space as part of the Boyd redevelopment project
- facilitate integrated water management solutions to support increased greening, reduced flooding and reduced pollution to the bay and Yarra River - Birrarung
- progress acquisition, concept design and community engagement for new open space in Southbank
- develop a City Road delivery plan with which to advocate to the Victorian Government
- prepare a statement of costings and challenges associated with the concept of decking over CityLink (Burnley Tunnel) to provide new open space.

Our strategic work in Southbank

We will progress delivery of:

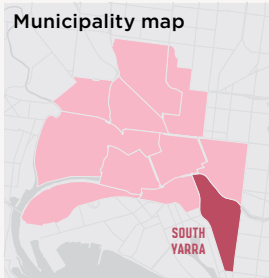
- neighbourhood planning framework
- preparation of site for Power Melbourne neighbourhood battery at Boyd Community Hub
- Future Libraries Framework
- Creative Strategy
- Public Art Framework
- Heat Safe City
- new draft Heritage Strategy
- Southbank Structure Plan
- City Road Master Plan.

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



YOUR NEIGHBOURHOOD STATEMENT

SOUTH YARRA



Residential population¹

6550



Number of businesses²

307



Local jobs³

16,558



Residents born overseas⁴

33%

Our services in South Yarra

Childcare and family services

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

Community spaces

South Yarra Senior Citizens' Centre hosts health and wellbeing and recreational activities for older people and their carers. It is available for community hire with priority given to groups and not-for-profit organisations offering services and activities for older people.

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

Parks and open spaces

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

Sporting and recreation venues

We manage Riverside Skate Park in the Alexandra Gardens. This is a staffed outdoor skate park delivering supervision, lessons, and events. The facility enjoys around 110,000 visits annually.

We also manage Fawkner Park, containing around 12 sporting field spaces that accommodates 13 community sporting clubs and 7 schools across a range of activities. Fawkner Park Tennis Centre has a 6-court facility suitable for community tennis programs, coaching and public court access.

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

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

Our investments in South Yarra

Capital works

New capital investments in South Yarra for this year include \$100,000 for Alexandra Gardens and Boathouse Drive.

We will also invest in asset renewal in South Yarra:

- \$281,000 for parks and city greening
- \$552,000 for infrastructure
- \$240,000 for buildings and properties
- \$126,000 for plant, equipment, fixtures and furniture
- \$11,600 for other assets.

We will invest \$379,000 in maintenance works for South Yarra.

Key activities

This year we will:

- implement city-wide marketing campaigns that reinstate Melbourne as the destination of choice
- finalise the planning scheme amendment to implement the South Yarra Heritage Review to protect and celebrate heritage places and neighbourhood character
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan
- facilitate integrated water management solutions to support increased greening, reduced flooding and reduced pollution to the bay and Yarra River - Birrarung.



Our strategic work in South Yarra

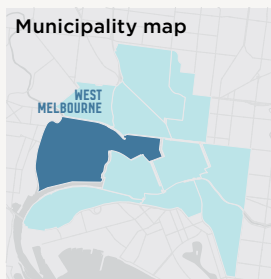
We will progress delivery of:

- neighbourhood planning framework
- Future Libraries Framework
- disaster preparedness and resilience planning
- Heat Safe City
- the new South Yarra Urban Forest Precinct Plan
- new draft Heritage Strategy.

To stay up to date with what's happening in your neighbourhood throughout the year, visit the **South Yarra Neighbourhood Portal**



YOUR NEIGHBOURHOOD STATEMENT WEST MELBOURNE



Residential population¹
7986



Number of businesses²
513



Local jobs³
9008



Residents born overseas⁴
54%

Our services in West Melbourne

Parks and open spaces

We manage more than 14 public open spaces in West Melbourne, including the historically significant Flagstaff Gardens. There are 3 playgrounds in West Melbourne.

Cultural spaces

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

Sporting and recreation venues

In West Melbourne we manage the Flagstaff Multipurpose Courts and the City of Melbourne Bowls Club.

Our investments in West Melbourne

Capital works

Capital investments in West Melbourne for this year include:

- \$6 million for the North and West Melbourne and Docklands Transport and Amenity Program (TAP)
- \$700,000 for the Angliss Stock Bridge.

We will also invest in asset renewal in West Melbourne:

- \$300,000 for parks and city greening
- \$560,000 for infrastructure
- \$260,000 for buildings and properties
- \$130,000 for plant, equipment, fixtures and furniture
- \$12,000 for other assets.

We will invest \$400,000 in maintenance works in West Melbourne.

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

Key activities

This year we will:

- investigate opportunities for neighbourhood pedestrian improvements
- deliver and manage the Business Precinct Program
- implement city-wide marketing campaigns that reinstate Melbourne as the destination of choice
- progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan
- renew the Urban Forest Precinct Plan for North and West Melbourne
- progress the Hawke Street and Roden Street greening projects
- progress a Spencer Street Master Plan and deliver a range of projects between La Trobe Street and Dynon Road
- facilitate integrated water management solutions to support increased greening, reduced flooding and reduced pollution to the bay, Maribyrnong River and Moonee Ponds Creek.





Our strategic work in West Melbourne

We will progress delivery of:

- neighbourhood planning framework
- disaster preparedness and resilience planning
- Heat Safe City
- North and West Melbourne Urban Forest Precinct Plan
- new draft Heritage Strategy
- West Melbourne Structure Plan
- Maribyrnong Waterfront: A Way Forward
- Moonee Ponds Creek Strategic Opportunities Plan.

To stay up to date with what's happening in your neighbourhood throughout the year, visit the **West Melbourne Neighbourhood Portal**

How to contact us

Online:

melbourne.vic.gov.au

In person:

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

Telephone:

03 9658 9658
Business hours, Monday to Friday
(Public holidays excluded)

Fax:

03 9654 4854

In writing:

City of Melbourne
GPO Box 1603
Melbourne VIC 3001
Australia



Interpreter services

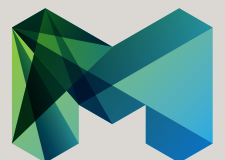
We cater for people of all backgrounds
Please call 03 9280 0726

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03 9280 0723 Español
03 9280 0725 Việt Ngữ
03 9280 0726 عربي
03 9280 0726 한국어
03 9280 0726 हिंदी
03 9280 0726 All other languages

National Relay Service:

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

melbourne.vic.gov.au



CITY OF MELBOURNE