

City of Melbourne Council Plan

2025–29

The best and fairest city



CITY OF MELBOURNE

Purpose of this document

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

As part of this journey, the Council Plan outlines the Council's commitment to the community, what we will seek to achieve, how we propose to achieve this and how we will measure success over the coming four years. This plan also outlines our commitment to supporting the health and wellbeing of our community, through the integration of our Municipal Public Health and Wellbeing Plan (MPHWP).

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

Acknowledgement of Traditional Owners

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

We acknowledge and honour the unbroken spiritual, cultural and political connection they have maintained to this unique place for more than 2000 generations. We accept the invitation in the Uluru Statement from the Heart and are committed to walking together to build a better future.

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October 2025

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



Message from the Lord Mayor



Melbourne is a magnet. We are the fastest growing capital in Australia, ranked at the very top of respected global indexes that measure quality of life and economic power.

It is in this exciting context that my fellow councillors and I are proud to present this Council Plan 2025-29. It charts a course for our city over the next four years to ensure Melbourne remains the envy of the world – and marks the first stage of a much longer journey outlined in our M2050 Vision.

This Council Plan exists because of you. It is shaped by thousands of contributions and conversations with the diverse, innovative people of Melbourne. Being co-designed, it reflects Melburnians' aspirations and the excellent values we all share. Thank you to everyone who took part.

In this Council Plan, you will see exactly what the City of Melbourne aims to deliver and how we will track progress using clear indicators for trust and accountability.

Our previous Council Plan provided a roadmap for recovery from the incredibly challenging years of the COVID-19 pandemic. Thanks to that planning, we are now poised at a golden moment in Melbourne's history.

This plan is built upon the qualities that make Melbourne great: leadership, wellbeing, sustainability, creativity, economic strength and, above all, people.

Ultimately, that's who cities are for. Since ancient times, the best cities have been places for people to lead fulfilling lives of dignity and purpose.

With this important document, we set a clear direction for Melbourne. It empowers us to make smart decisions today. It enables us to invest in the kind of city we want for future generations, balanced with the needs of our community now.

I hope you are inspired by this path towards an even brighter future for all of us in Melbourne. It's a privilege to travel with you there.

A handwritten signature in black ink that reads "Nicholas Reece". The signature is written in a cursive, flowing style.

Lord Mayor
Nicholas Reece

Message from the Chief Executive Officer



Great cities don't just happen – they are built on big ideas, careful planning and bold thinking. They are also shaped by the diverse communities who live, work and visit them. Finalising this Council Plan brings together those ideas and perspectives into a clear blueprint for action.

This Council Plan comes during an exciting time for Melbourne, when our city's population is set to soar past 9 million by 2050. This important document reflects the voices of so many in our city, shaping the priorities and decisions that will guide Melbourne over the next four years and set ourselves up for the future.

More than 1800 residents, students, workers, businesses and visitors all shared their hopes and priorities, and their input has directly informed the decisions outlined in this document. A critical goal of the M2050 Vision is the idea of growing stronger together as a city, and this plan turns that vision into practical steps for the next four years.

I am always inspired by the optimism of young Melburnians. Their belief in a more inclusive, sustainable and connected city reminds us why transparency and accountability matter. We owe it to them to deliver on our promises and to keep raising the bar for what great city living looks like.

This Council Plan is our guide for delivery. It outlines how we will provide essential services, care for public spaces, keep the city moving and manage the infrastructure that supports daily life – from parks and roads to libraries and lighting.

Just as important, this plan works together with our other strategic documents. Integrating the Municipal Public Health and Wellbeing Plan ensures that community health, safety and wellbeing remain central to everything we do.

Our long-term community plan – the M2050 Vision – captures what Melburnians want the city to become over the next 25 years. Through our robust community engagement, many people contributed to the vision that the Council Plan builds on, translating those aspirations into clear priorities and practical action.

We are also committed to delivering this plan responsibly. Through our Financial and Asset Plans, we are managing more than \$4 billion in critical community assets and investing where it matters most. Every decision is made with our community in mind, to create lasting value for residents, businesses and visitors alike.

At its heart, this plan is about people – how we live, work, connect and grow together. I am proud of the work our staff and councillors have done to bring this plan to life, ensuring it works alongside our other key strategic documents to deliver coordinated outcomes for the city. I am equally proud of the community who continues to challenge, guide and inspire us.

This is the Melbourne I see every day: diverse, creative, welcoming and full of possibility. Together, we will continue building a city that reflects the values and priorities our community has told us matter most.

A handwritten signature in black ink, appearing to read 'Alison', written in a fluid, cursive style.

Chief Executive Officer
Alison Leighton



OP
roof

The Waters
Restaurant

S
M

CAMPARI

CAMPARI

About the City of Melbourne

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

A city brimming with life and activity

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

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

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

An evolving city, taking on new shapes and rhythms

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

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

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

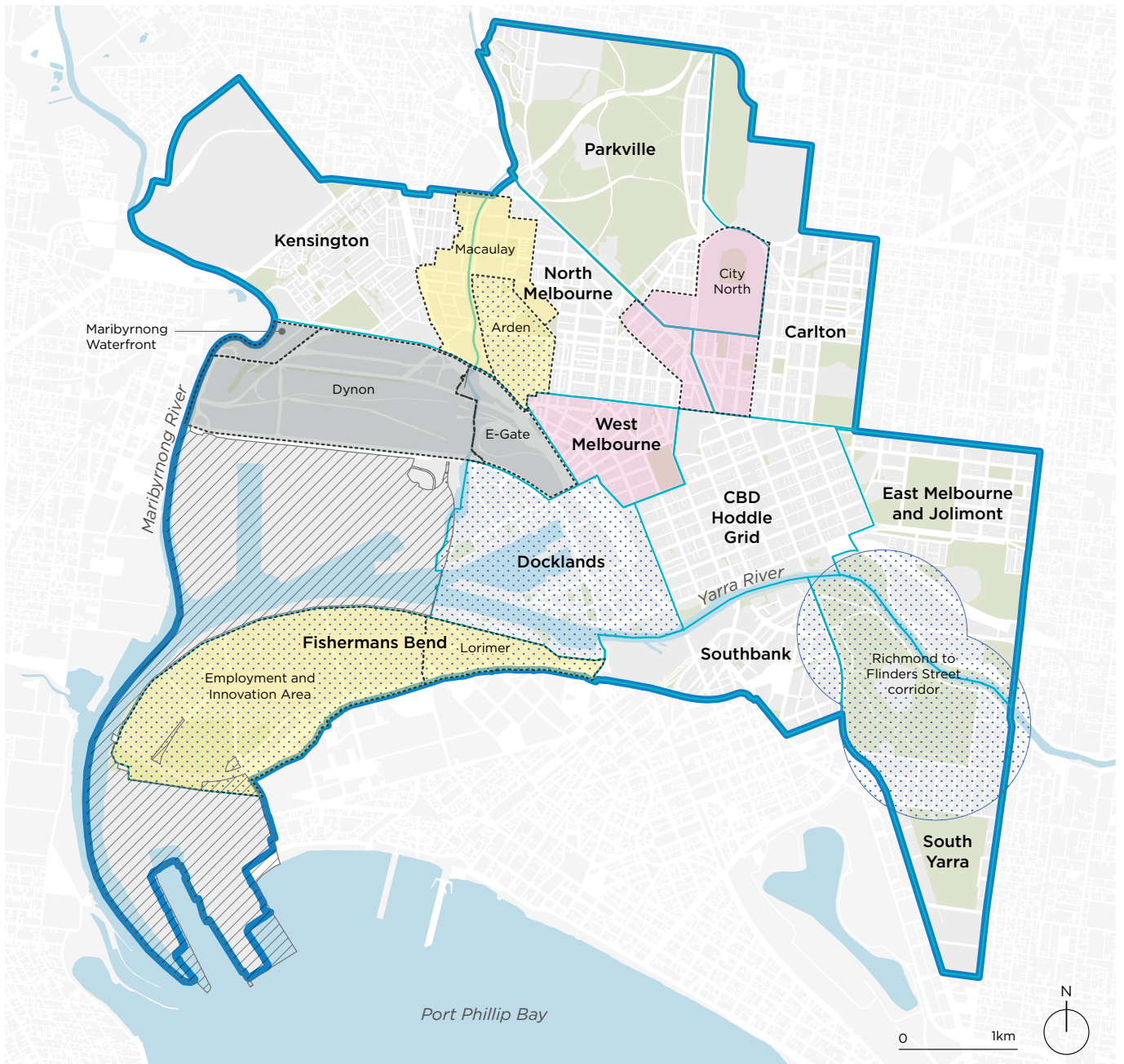
A liveable global city, made up of urban villages

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









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

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

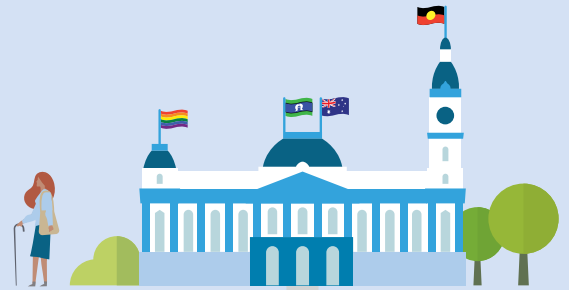
Municipality map



Key

- | | | | | | |
|---|--------------------|---|-------------------------------|--|-------------------|
|  | Municipal boundary |  | Urban renewal areas |  | Port of Melbourne |
|  | Neighbourhoods |  | Potential urban renewal areas |  | Parks |
| | |  | Transiting areas | | |
| | |  | State priority areas | | |

Life in the City of Melbourne



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



Who we are

189,000+
residents in 2025

55%
born overseas
from more than
160 countries

0.5%
Aboriginal and
Torres Strait Islander
population

24%
students

50%*
female
(*Gender diverse people are not
represented due to data limitations)

50%*
male



How we live

91%
of dwellings are within
300 m of open space

68%
feel connected to their
neighbourhood

46%
speak a language other
than English at home

41%
are active, exercising
30 minutes, 4 days
per week



How Melbourne compares

with other local government
areas in Victoria

Median age:
30 years
Melbourne

38 years
Victoria

Households renting:

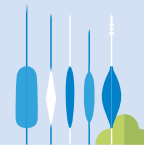
63%
Melbourne

28%
Victoria

Single-person households:

40%
Melbourne

25%
Victoria



Our economy and jobs

44,700
businesses

\$127b
gross local product,
representing 22% of
Victoria's economy

652,000
jobs

90%
of workers in the City of
Melbourne live outside
our boundaries

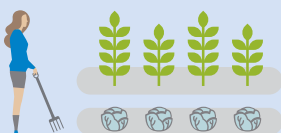
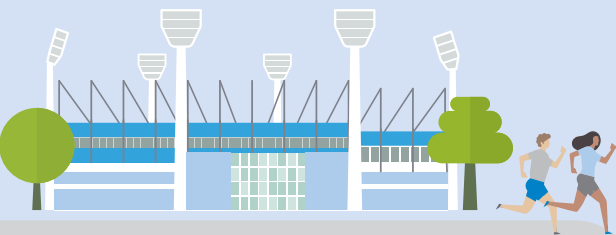


Our visitors and events

12.2m
domestic visitors

1.6m
international visitors

6.3m
attendees at major events



Preparing for the future



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

Residents

2025 → 2040
189,000 → **280,000**

Homes

2025 → 2040
103,000 → **135,000**

Jobs

2025 → 2040
652,000 → **824,000**



Climate

1.2°C
 average increase above baseline

11
 days per year over 35°C



Challenges facing our community

Health and wellbeing



24%
 with high or very high psychological distress

26%
 experiencing loneliness

46%
 of Aboriginal and Torres Strait Islander residents live with a long-term health condition

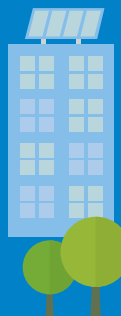
73
 people sleeping rough

Economic



30%
 of renters in rental stress

47%
 experiencing food insecurity



Safety

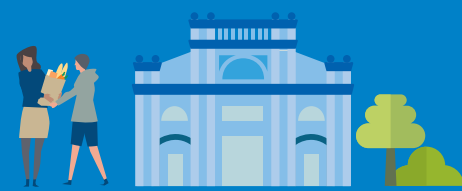


18,097
 criminal incidents per 100,000 population (compared to Victoria 6814)

2186
 family violence incidents in 2024-25

74% women
82% men
 feel safe during the day

35% women
51% men
 feel safe at night



Melbourne City Council 2024-28

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



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

Our councillors

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



Lord Mayor
Nicholas Reece

Portfolio head for Infrastructure
Portfolio deputy for Finance,
Governance and Risk, and Aboriginal
Melbourne

P : 9658 9704
E : nicholas.reece@melbourne.vic.gov.au



Councillor
Philip Le Liu

Portfolio head for Creative and Arts
Portfolio deputy for Planning

P : 9658 9630
E : philip.leliu@melbourne.vic.gov.au



Deputy Lord Mayor
Roshena Campbell

Portfolio head for Planning
Portfolio deputy for Tourism and Events

P : 9658 9043
E : roshena.campbell@melbourne.vic.gov.au



Councillor
Gladys Liu

Portfolio head for Community, Health
and City Services
Portfolio deputy for Safety and
Cleaning

P : 9658 9636
E : gladys.liu@melbourne.vic.gov.au



Councillor
Dr Olivia Ball

Portfolio head for Aboriginal Melbourne
Portfolio deputy for Environment

P : 9658 9086
E : olivia.ball@melbourne.vic.gov.au



Councillor
Kevin Louey

Portfolio head for City Economy
and Business

P : 9658 9170
E : kevin.louey@melbourne.vic.gov.au



Councillor
Rafael Camillo

Portfolio head for Safety and Cleaning
Portfolio deputy for Infrastructure

P : 9658 9010
E : rafael.camillo@melbourne.vic.gov.au



Councillor
Andrew Rowse

Portfolio head for Innovation and
Education
Portfolio deputy for City Economy
and Business

P : 9658 9051
E : andrew.rowse@melbourne.vic.gov.au



Councillor
Davydd Griffiths

Portfolio head for Environment
Portfolio deputy for Community and
City Services

P : 9658 9056
E : davydd.griffiths@melbourne.vic.gov.au



Councillor
Mark Scott

Portfolio head for Tourism and Events
Portfolio deputy for Creative and Arts

P : 9658 8580
E : mark.scott@melbourne.vic.gov.au



Councillor
Dr Owen Guest

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

P : 9658 9038
E : owen.guest@melbourne.vic.gov.au

Postal address for all councillors

City of Melbourne
GPO Box 1603
Melbourne VIC 3001

Planning at the City of Melbourne



Melbourne's Integrated Planning and Performance Framework

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

Our integrated planning and performance framework supports decision-making across the long-term (10+ years), medium-term (4+ years) and short-term (1 year).

This guides the Council in identifying community needs and aspirations over the long-term (Community Vision), medium-term (Council Plan) and short-term (annual Budget). It also provides an accountability measure through the Annual Report.

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

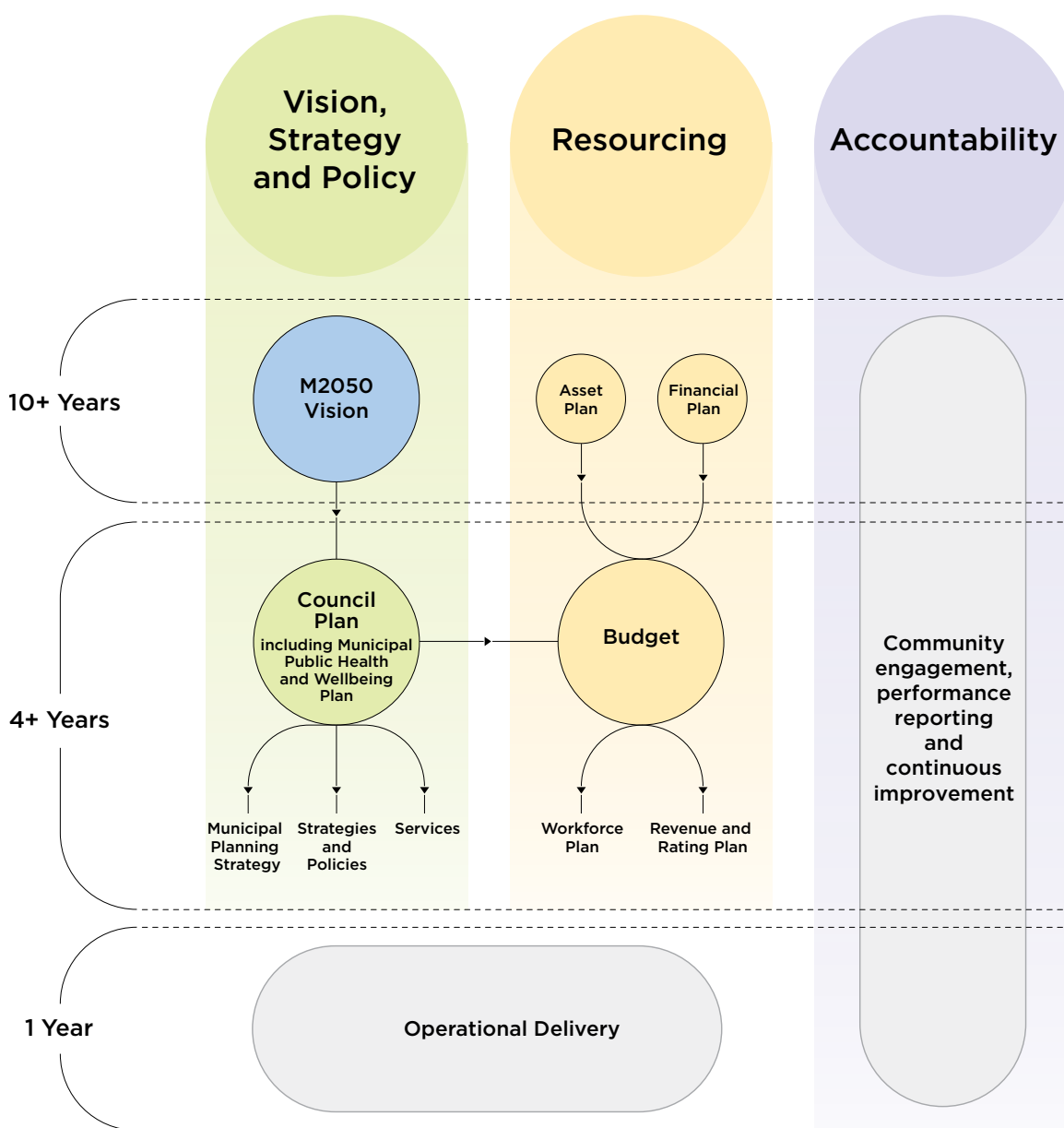


Figure 1: City of Melbourne Integrated Strategic Planning and Performance Framework
To learn more about our services, go to melbourne.vic.gov.au

How to read this plan

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

The Council Plan is informed by the broader strategic context in which the City of Melbourne operates, including regional, Victorian, and national priorities. It aligns with key legislative frameworks such as the *Local Government Act 2020*, the *City of Melbourne Act 2001*, and the *Charter of Human Rights and Responsibilities Act 2006*, among others.

The Council Plan sets out activities Council will deliver over the course of the term. It establishes a set of strategic indicators to measure the effectiveness of our implementation and ensures we stay on track. Council will evolve the strategic indicators to ensure the way we measure and monitor our progress is up-to-date and reflects the most effective methodology.

Delivery of the Council Plan is supported by these plans:

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

United Nations Sustainable Development Goals

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

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

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

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





We developed this plan with the community

More than 2900 people contributed to shaping the M2050 Vision, Council Plan 2025–29, Asset Plan, and Financial Plan through a two-phase community engagement program. Community input has been vital in shaping plans that reflect local values and future aspirations.

Phase one: understanding aspirations and ideas for 2050 and how to get there

The initial phase identified key themes and a shared vision to inform draft plans. More than 1850 people contributed to shaping these foundations from 19 March to 31 May 2025.

849

people completed the Participate Melbourne survey*

700+

people attended the M2050 Summit including 80 people under 25

25

young people attended a youth roundtable

16

people represented First Nations organisations and communities at a roundtable

48

People's Panel members deliberated for over 35 hours

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

*Of those who completed the Participate Melbourne survey, 48.6 per cent were women, 44.3 per cent men, 1.4 per cent non-binary, two used another term and 3.6 per cent preferred not to say.

Phase two: testing draft documents

This phase focused on testing and refining the draft documents. More than 1060 people with a connection to Melbourne took part and shared their feedback on the draft plans from 20 August to 21 September 2025.

711

formal responses#* through the Participate Melbourne platform

190

interactions at Councillor listening posts

38

attendees at stakeholder briefing session and resident association meeting

24

attendees at the youth workshop

39

attendees at a community information drop-in session

30

attendees at online webinars

Engaged with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation Policy and Partnerships Committee

#Of those who provided a formal response, 57 per cent were residents, 47 per cent were workers, 36 per cent owned a property, 22 per cent were visitors, 12 per cent were students and 11 per cent were business owners.

^Of those who responded, 47.3 per cent were women, 37 per cent were men, 6 per cent non-binary, four used another term, and 9 per cent preferred not to say.

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

Across both phases of engagement, City of Melbourne's Business Concierge team connected with businesses across the municipality, while our Neighbourhood Partners engaged with their networks and communities to encourage diverse community involvement. There were more than 900 interactions across a wide range of community events, meetings and programs to raise awareness of the M2050 Vision project throughout 2025.

What we heard

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

Key themes we heard in phase one to inform the drafts

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

During this period, the Youth Services and Aboriginal Melbourne teams engaged their communities and networks. Engaging with our diverse young people, and with representatives of Melbourne's First Nations organisations and Traditional Owners, we received a clear message of hope, a desire for connection and knowledge sharing and a mandate for strong and shared leadership.

Key themes we heard through phase two to test and refine the drafts

Overall there was strong support for the Council Plan direction and strategic priorities. Through analysis of open-text responses the following themes have emerged:

- **Governance and leadership:** This includes sub-themes focusing on Council Plan action in relation to leadership and decision-making, being future focused, First Nations commitment, financial sustainability and protests.
- **Liveability:** This includes sub-themes of movement and active transport, open space, building design and heritage, people-centred and liveable places, housing and population growth.
- **Identity and belonging:** This includes sub-themes highlighting the strength of Melbourne's identity, experiences and spaces for connection, as well as our creative and cultural investment to support identity, cohesion and connection.
- **Community wellbeing:** This includes sub-themes of healthy and safe communities, inclusion and equity, lived experience of specific cohorts, and cost of living.
- **Sustainability, climate and environment:** This includes sub-themes of climate action and living sustainability, nature and biodiversity, regeneration, and pest management.
- **Economy and innovation:** This includes sub-themes of a fair economy, support to local business, creativity, innovation and education, and acknowledging the importance of tourism and visitors.
- **Amenity:** This includes sub-themes of cleanliness of public spaces, and suggestions for improving the public realm.

Melbourne's 2050 vision

Liveable
Melbourne,
growing
stronger
together

The community aspirations which underpin our vision are:

A city for people: Melbourne’s strength lies in the diversity, resilience, talents and grit of our people. Our city is made from diverse stories, our celebrated heritage, our intercultural connections, our creativity. Its character comes through commitments to design, music, arts, culture, sport and entertainment.

.....

Optimistic leadership: We govern with transparency and fairness, for a city that will move forward together, where people feel hope and pride in their place. We create opportunities for the next generations and foster leadership among all who live, work, study and visit our city.

.....

Green and alive: Our parks, gardens and greenery are connected across every neighbourhood, street and building. We create vibrant places and experiences, celebrating culture and design.

.....

Back ambition and champion innovation: Bold ideas flourish here, where entrepreneurship, creativity and design shape our city’s future. Melbourne is a city of opportunity and prosperity, where people can live their best lives.

.....

Building on our foundations: Our city is shaped by the custodianship of First Peoples, whose connection to Country spans more than 2000 generations. We celebrate the rich migrant stories of resilience, aspiration and contribution that have helped define Melbourne’s identity. Together, we build on these foundations – guided by our city’s motto*, Vires Acquirit Eundo (We gather strength as we go) – to create our shared future.

.....

Grounded in First Nations knowledge and culture: Our city honours and empowers First Peoples self-determination, guided by their knowledge, culture and enduring connection to Country, working together to care for and shape Melbourne for the next 2000 generations to come.

.....

Leading on climate action: Our systems are connected, our city is renewable, our communities are resilient and prepared. We restore, renew and replenish our natural environment and biodiversity.

.....

Delivering for everyone: We design our city for equity, dignity and connection, to improve housing, health and wellbeing – no matter your life stage, cultural background, gender, ability, or financial position.

.....

*The City of Melbourne’s motto is 182 years old, established in 1843.



Principles to guide council decision-making

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

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

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

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



Future-focused resource stewardship

We invest public resources where they deliver the greatest long-term benefit to Melbourne’s resilience and liveability, choosing strategic, evidence-based spending over immediacy.



Deepening connection to Country

narrm / Melbourne is committed to Treaty, with its community sharing a deep connection to Country in the same way First Peoples do.

A proud city that creates intergenerational and intercultural belonging through caring for Country and harnessing collective intelligence.



Creativity and innovation

Nurture a culture of bold imagination. Melbourne will be at the forefront of creativity, innovation and problem solving by empowering diverse communities, supporting risk taking, and making space for new ideas that benefit all.



Always consider health and wellbeing

Always consider public health in all dimensions - social, physical, environmental.

To build towards 2050, education and prevention initiatives are fundamental in contributing to public safety, health and wellbeing.



A people-centred city

Prioritise equity and inclusion for all residents, workers, students, and visitors by providing attractive green open spaces and community infrastructure.

Putting people at the centre of affordable and sustainable solutions to meet the needs of an evolving community.



Future-ready Melbourne

Future readiness is imperative. To achieve this, we prioritise responsiveness and adaptation. We consider implications, consequences and impact of our decisions across the board.

Planning for the long-term ensures Melbourne’s systems remain robust and flexible whatever the future holds.



Safe and accessible by design

Everyone should feel equally safe and capable of getting in, through and around at any time, 24/7, in any way, mode, or means.

Council should ensure that the city is accessible and safe to all people, especially the most vulnerable members of the community, while preserving its unique character and heart.

Decisions for the creation, adaptation and reinvigoration of urban and built environments should be made on a holistic basis.



Climate action as a collective responsibility

All policies, partnerships, and decisions should prioritise reducing emissions, eliminating waste, and regenerating ecosystems.

We embrace a shared commitment and accountability between industry, community and government.

Our wellbeing commitment

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

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

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

Our health and wellbeing focus has been informed by:

- **Health equity.** People experience health and wellbeing differently. Many factors, including income, gender, age and education, can influence health and wellbeing. People can also move in and out of poor health and wellbeing depending on what they might be experiencing at a stage in their life. When we think about how we will improve the community's health and wellbeing, we need to consider how we will meet the needs of all people in the community, while also supporting the people who are experiencing more significant challenges to their health and wellbeing.
- **Community experiences.** People want to live happy and healthy lives. We have heard this from our community – including through the People's Panel, M2050 Summit, Youth Roundtable and First Nations Roundtable. "Always consider health and wellbeing" is one of the principles developed by the People's Panel.
- **Data.** The actions we take to improve community health and wellbeing are informed by data and evidence. This helps to ensure our actions are effective and impactful, and that they make best use of resources. Data-informed decision-making helps us focus on initiatives most likely to make a positive difference and reach those in our community who are most at risk of poor health.
- **Our role.** We need to focus on areas where we can make a tangible difference within our scope as a capital city local council. Our role is also informed by legislation including the *Climate Change Act 2017* – where we must have regard to climate change, the *Gender Equality Act 2020* – to create equal opportunities for people of all genders in the community, the *Disability Discrimination Act 1992* – to eliminate discrimination and promote inclusion for people with disabilities and the *Victorian Public Health and Wellbeing Act 2008* – through which we must specify measures to prevent family violence and respond to the needs of victims.

- **Our partnerships.** A whole-of-community approach is required to promote, protect and strengthen people's wellbeing. A team effort is required of Council, community and other levels of government to achieve these wellbeing outcomes. Over the life of this Council Plan, we will work in partnership to meet the needs of our community.

Health and wellbeing focus areas

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

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

Further detail can be found in Appendix B: Municipal Public Health and Wellbeing Plan initiatives.





Council's strategic priorities

The M2050 Vision sets out an ambitious 25-year vision for the city's identity. This Council Plan sets the direction for the next four years as we take our first steps towards that vision. We have developed six strategic priorities that set out what we seek to achieve, what we will do and how we will measure and communicate progress to the community over the next four years.

Governing for our future is an overarching strategic priority that will inform how we will deliver across the remaining five strategic priorities in this Council Plan. It is a lens that will be applied across our implementation.



**Governing
for our
future**



**Healthy, safe,
clean and
connected
communities**



**Building
a city for
people**



**Vibrant
and creative
Melbourne**



**Leveraging
our economic
strengths**



**Living
sustainably**

Governing for our future



We're working towards a Melbourne where everything we do builds trust, optimism and hope – where we're ready for the future and curious about global trends which could become opportunities for our city. Our community told us that transparent and accountable leadership is important, and that we need to make decisions which best prepare Melbourne for the future. They want the City of Melbourne to lead the way on important issues like First Nations self-determination, housing and climate change.

Governing for our future is the overarching strategic priority underpinning how we'll deliver all priorities in this Council Plan. We will focus on making sure everyone in our community feels empowered to participate and share their voice, that our financial decisions sustainably balance current and future needs, and that we maintain and deepen our relationships with First Nations people. We will continue to lead, advocate and partner on issues important to our community – and the future of our city.

Strategic focus				
Outcomes	City of Melbourne is considered a good financial manager, sustainably balancing current and future needs	City of Melbourne leads, partners and advocates on issues important to our community at both the municipal and neighbourhood level	City of Melbourne partners with First Nations people to further self-determination, advance truth-telling and connect and care for Country	We empower Melbourne's diverse communities, including our young people, to participate in city democracy
Indicators	Loans and borrowings compared to rates under 70% Underlying surplus (or deficit)	Number of advocacy campaigns delivered under City of Melbourne's Advocacy Plan Achieve C40 Cities global benchmark for climate ambition and action (C40 Leadership Standards)	Level of involvement of registered Aboriginal Parties in city governance Number of formal partnerships with Aboriginal Community Controlled Organisations and Traditional Owners	Average customer experience satisfaction score % of people satisfied with their experience of participating in community consultation
UN Sustainable Development Goals	Goal 5 – Gender equality Goal 10 – Reduced inequalities Goal 11 – Sustainable cities and communities Goal 13 – Climate action Goal 16 – Peace, justice and strong institutions Goal 17 – Partnerships for the goals			
UN Sustainable Development Goals – relevant targets	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating policies and practices and promoting appropriate legislation, policies and action in this regard. 11.4 Strengthen efforts to protect and safeguard our Aboriginal cultures and natural heritage. 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. 16.6 Ensure effective, accountable and transparent organisational structures, functions and processes for the City of Melbourne. 16.7 Ensure responsive, inclusive, participatory and representative decision-making at the City of Melbourne.			

How we will deliver

Services and amenity

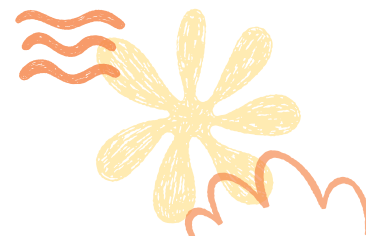
- Communications and engagement: communicate with our community and stakeholders
- Governance
- Planning and operations
- Financial management
- Technology and innovation

Key activities

- Maintain community trust through service excellence, integrity and transparency in our operations.
- Strengthen City of Melbourne's financial position through a sustainable revenue base, philanthropic opportunities and reducing costs with efficient, value-driven services, in line with the Financial Plan.
- Develop a leading local government First Nations Strategy.
- Invest in community relationship-building at both a neighbourhood and municipal level, facilitate business and community engagement that reaches underrepresented communities and deliver proactive and exemplary customer experience.
- Work in partnership with the state government, institutions and businesses on key transformative projects and significant policy developments, such as Plan for Victoria, urban renewal and innovation precinct delivery, MAPCo Arts Precinct and Melbourne Metro.
- Position Melbourne as a climate leader, strengthen international networks and enhance the city's involvement in hosting significant climate events.



Healthy, safe, clean and connected communities



Melbourne will be a place where our neighbourhoods support community connection, wellbeing and belonging. Our community told us that supporting health and wellbeing should be prioritised in all its dimensions – social, physical and environmental. For our community, this means healthy air, cleaner streets and public spaces, access to water and food, promoting mental and physical wellbeing, and safety for all.

Through this strategic priority, we will focus on supporting our community to live active and socially connected lives. We will ensure people can access services to support them during times of need. We will continue to do our part to make sure people who live, work or visit our city feel safe, and that our diverse communities experience a strong sense of belonging here in Melbourne.

Strategic focus				
Outcomes	Our neighbourhoods and communities enable physical and mental wellbeing	People can access necessary services in times of need	Melbourne is safe, clean and accessible to all	Our diverse communities can actively participate, connect and experience a sense of belonging in Melbourne
Indicators	<p>% of people in the community who meet recommended levels of physical activity</p> <p>% of people in the community who know where to access programs, services or initiatives to support their mental health and wellbeing</p>	<p>% of people in community who have awareness and access to nutritious and affordable food</p> <p>Number of people who are sleeping rough</p> <p>% of people in the community who know where to access family violence advice or support</p>	<p>% of people in the community who feel safe during the day and at night</p> <p>Number of reported criminal incidents in the municipality per year</p> <p>% of the community who feel the municipality is clean</p> <p>Number of new or upgraded public lighting installed by City of Melbourne</p> <p>Number of complaints received about the cleanliness of public toilets</p> <p>Number of square metres of graffiti removed</p>	<p>% of people who feel they are part of the community</p> <p>% of people in the community who think cultural diversity is important</p> <p>% of people from culturally diverse communities that feel they have space to connect with their cultural identity</p>
UN Sustainable Development Goals	<p>Goal 1 - No poverty</p> <p>Goal 2 - Zero hunger</p> <p>Goal 3 - Good health and wellbeing</p> <p>Goal 5 - Gender equality</p>		<p>Goal 10 - Reduced inequalities</p> <p>Goal 11 - Sustainable cities and communities</p> <p>Goal 16 - Peace, justice and strong institutions</p>	
UN Sustainable Development Goals - relevant targets	<p>1.4 By 2030, ensure that all men, women and non-binary people, in particular people experiencing socioeconomic disadvantage and vulnerability, have equal rights to economic resources and housing, including access to basic and financial services.</p> <p>2.1 By 2030, end food stress and ensure access by all people, in particular people experiencing socioeconomic disadvantage and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.</p> <p>3.4 By 2030, reduce premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing.</p> <p>3.5 Reduce substance abuse, including narcotic drug abuse and harmful use of alcohol, through prevention measures and enabling access to treatment.</p> <p>5.2 Significantly reduce all forms of violence against women and girls in the public and private spheres.</p>			

Strategic focus

UN Sustainable Development Goals – relevant targets

- 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
- 11.1 By 2030, significantly improve access for all to adequate, safe and affordable housing and basic services.
- 11.7 By 2030, provide access to safe, inclusive and accessible, green and public spaces for all, including women and children, older persons and persons with disabilities.
- 16.1 Significantly reduce all forms of violent crime.

How we will deliver

Services and amenity

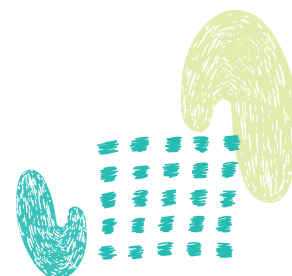
- Community wellbeing – Support community health and wellbeing
- Community enablement – Support equity, access and inclusion for a thriving community including Aboriginal self-determination and Aboriginal reconciliation
- Public safety – Ensure city safety
- Infrastructure and facilities – Maintain and enhance liveability and accessibility

Key activities

- Enhance accessible programs, services, events, and initiatives that promote mental and physical wellbeing across the community.
- Improve safety in the public realm by expanding visible safety presence, advocating for increased police resourcing, advocating for monitoring and continuing to progress bail and sentencing reform and investing in safety infrastructure and city cleaning.
- Enhance support for people with complex public behaviours, including through partnering and advocating for expanded access to mental healthcare, alcohol and drug rehabilitation and other support services.
- Lead action on homelessness, reducing rough sleeping and increasing affordable housing.
- Strengthen community resilience through initiatives and advocacy to address food insecurity, family violence and address loneliness.
- Celebrate our multiculturalism and support intercultural, inclusive and connected communities that engage with each other's cultures and identities.



Building a city for people



We'll make Melbourne a people-first city by delivering well-designed and connected places. Our community told us that they want a city with excellent transport and walkability – which is safe and accessible by design. As we plan for population growth, our community highlighted the importance of green and blue spaces – including parks, open spaces and waterways – alongside high-quality urban design and diverse, appropriate housing options.

Through this strategic priority, we will focus on designing, planning and building a city which enables our community to live well. We will ensure our streets, squares and community spaces are accessible places where our community can come together. We will create a liveable, affordable and inviting city that is easy to move around and is supported by people-centred, creative and sustainable urban environments.

Strategic focus				
Outcomes	Locals and visitors alike can move around Melbourne easily and efficiently, with a well-designed, accessible and connected transport network	Melbourne's streets, squares and community spaces welcome people of all ages, identities and abilities, to meet and connect	As our population grows, Melbourne offers a wide range of homes to choose from, to suit all household types and budgets	High-quality design in our buildings and public places supports people-centred, creative and sustainable urban environments
Indicators	<ul style="list-style-type: none"> % of trips in the municipality made by public transport / walking / cycling % of on-street parking availability within target range % completion of capital works road infrastructure investment 	Central city day and night pedestrian activity levels	<ul style="list-style-type: none"> Number of new affordable dwellings as a proportion of total new dwellings, including on Council land % of annual dwelling approvals that are 3 bedroom or more 	% of planning applications that achieve compliance with Melbourne Sustainable Building Design Amendment c376 per year
UN Sustainable Development Goals	<ul style="list-style-type: none"> Goal 1 - No poverty Goal 3 - Good health and wellbeing Goal 9 - Industry, innovation and infrastructure Goal 11 - Sustainable cities and communities 			
UN Sustainable Development Goals - relevant targets	<ul style="list-style-type: none"> 1.4 By 2030, ensure that all men, women and non-binary people, in particular people experiencing socioeconomic disadvantage and vulnerability, have equal rights to economic resources and housing, including access to basic and financial services. 3.6 By 2030, reduce the number of deaths and injuries from traffic and transport accidents within the City of Melbourne, including those involving people walking and riding bikes. 9.1 Develop quality, reliable, sustainable and resilient transport infrastructure to support economic development and human wellbeing, with a focus on affordable and equitable access for all. 11.1 By 2030, significantly improve access for all to adequate, safe and affordable housing and basic services. 11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport modes for all, improving safety and capacity, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons. 11.3a By 2030, ensure sustainable urbanisation and a quality built urban environment. 11.3b By 2030, ensure human settlement planning and management is inclusive, integrated and participatory. 			

How we will deliver

Services and amenity

- Parking and transport – Provide movement and access for pedestrians, riders and drivers
- Planning, building and development – Plan and manage urban development and city shaping
- Infrastructure and facilities – Maintain and enhance liveability and accessibility

Key activities

- Expand and improve road and active transport infrastructure.
- Plan for current and future growth and the delivery of urban renewal precincts with high-quality design outcomes, adequate community infrastructure and delivery of open space.
- Strengthen Melbourne’s planning scheme to ensure decisions on planning protect and enhance liveability.
- Enhance the pedestrian experience and improve road and street safety.
- Enhance movement and transport network in Melbourne, including through advanced modelling and prioritising people movement.
- Design a city shaped by culture, stories and heritage.



Vibrant and creative Melbourne



Melbourne will be alive with experiences, where creativity and curiosity support connection, innovation and vibrancy. Our community has told us that they want to leverage our culture of bold imagination and see creativity that connects people across generations and cultures, where life-long learning is encouraged, and art can be made in Melbourne.

Through this strategic priority, we will work with partners in the creative sector to ensure that arts, culture and experiences that capture the character and identity of Melbourne continue to be nurtured here. We will ensure that Melbourne remains a world-class creative capital - where events and experiences happening in local neighbourhoods and the central city are accessible to all.

Strategic focus			
Outcomes	Uniquely Melbourne experiences are accessible to everyone through city and local events and creative offerings	The places and partners that contribute to Melbourne's creative identity, collaborate to ensure Melbourne remains a world-class creative capital	Local creative talent is supported and retained within the City of Melbourne
Indicators	% of people in the community participating in arts and cultural activities	Number of strategic partnerships City of Melbourne has that contribute positively to Melbourne's creative ecosystem per year	% of jobs in the municipality that are in the creative sector
UN Sustainable Development Goals	Goal 8 - Decent work and economic growth Goal 11 - Sustainable cities and communities Goal 17 - Partnerships for the Goals		
UN Sustainable Development Goals - relevant targets	8.2 Achieve higher levels of economic productivity and growth through a particular focus on innovation in creative, knowledge, and visitor economies that support a low-carbon economy. 8.3 Promote policies and programs that support decent job creation, entrepreneurship, creativity and innovation, and support small- and medium-sized enterprises. 8.9 By 2030, achieve sustainable tourism that creates local jobs and promotes local culture and products. 11.3b By 2030, ensure human settlement planning and management is inclusive, integrated and participatory.		

How we will deliver

Services and amenity

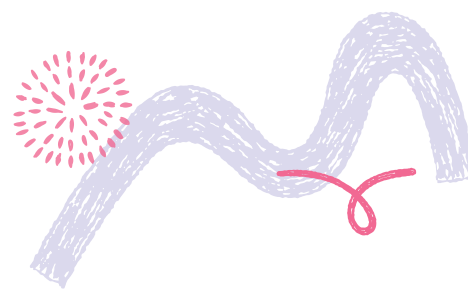
- Arts and culture – Support equity, access and wellbeing

Key activities

- Strengthen Melbourne's brand and civic pride.
- Melbourne's creative programs and events support city activation, ensuring seasonal opportunities (i.e. winter) are maximised.
- Activate the city in ways that reflect and amplify Melbourne's distinct character.
- Build relationships, connections and serve as a conduit for Melbourne's creative sector, to grow local and global audiences for our creatives and musicians.
- We grow Melbourne's identity as the events capital of Australia, evolving our annual events program to ensure broad appeal and working in partnership to ensure Melbourne remains home to globally renowned events.



Leveraging our economic strengths



We back ambition and champion innovation in Melbourne, with growth that delivers for everyone. For Melbourne to thrive, our community told us they want to see new ideas, emerging industries and more global talent. Our community wants us to leverage our creativity, experiences and culture of experimentation to build the economy, and support local jobs and places.

Through this strategic priority, we will focus on how we leverage our strengths of a thriving knowledge economy, a diverse, young, talented population, a central location, and capabilities to make Melbourne an attractive place for talent, education and investment. We will work to reduce inequalities in our community, so every person who calls Melbourne home can thrive and prosper.

Strategic focus				
Outcomes	Melbourne leverages our economic strengths and capabilities to drive innovation, education and investment	Melbourne's economy enables everyone to participate and benefit from our shared prosperity	Melbourne's underutilised spaces are transformed to create a city alive with energy	Melbourne's experiences and precincts underpin a robust visitor economy, connecting locals and visitors to Melbourne's identity, driving visitation and spend
Indicators	Global ranking of Melbourne's startup ecosystem Number of new headquarters in Melbourne (minimum of 20 employees)	Unemployment rate % of people in the community able to raise \$4000 when needed	Total floorspace (sqm) approved for conversion from commercial to another use per year % of office floorspace that is vacant (sqm) % of ground floor shopfronts that are vacant across the municipality	Total spend within the municipality by domestic and international visitors per year Total number of domestic and international visitors to the municipality per year
UN Sustainable Development Goals	Goal 1 - No poverty Goal 4 - Quality education Goal 8 - Decent work and economic growth		Goal 9 - Industry, innovation and infrastructure Goal 10 - Reduced inequalities Goal 11 - Sustainable cities and communities	
UN Sustainable Development Goals - relevant targets	1.4 By 2030, ensure that all men, women and non-binary people, in particular people experiencing socioeconomic disadvantage and vulnerability, have equal rights to economic resources and housing, including access to basic and financial services. 4.4 By 2030, increase the number of children and adults, including culturally and linguistically diverse (CALD) adults, who have relevant skills for social, educational and economic engagement by providing access to necessary resources, programs and technology. 8.2 Achieve higher levels of economic productivity and growth through a particular focus on innovation in creative, knowledge, and visitor economies that support a low-carbon economy. 8.3 Promote policies and programs that support decent job creation, entrepreneurship, creativity and innovation, and support small and medium-sized enterprises. 8.5 By 2030, reduce unemployment and underemployment by supporting decent work for all, including for young people, persons with disabilities and people experiencing socioeconomic disadvantage and achieve equal pay for work of equal value. 8.6 By 2030, reduce the proportion of youth not in employment, education or training. 8.9 By 2030, achieve sustainable tourism that creates local jobs and promotes local culture and products. 9.4 Continually upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes.			

Strategic focus

UN Sustainable Development Goals – relevant targets

- 9.5 Enhance scientific research, upgrade the technological capabilities of sectors and residents across the municipality and encourage innovation and private research and development spending.
- 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
- 10.4 Adopt policies, especially fiscal and social protection policies, and progressively achieve greater equity.
- 11.5 By 2030, significantly reduce the number of people affected, and substantially decrease the direct social and economic losses caused, by shocks and stresses, with a focus on people in vulnerable situations.

How we will deliver

Services and amenity

- Tourism and events – Maintain Melbourne’s reputation as both a world-class tourist destination and a leading destination for major events
- Business and investment – Lead Melbourne’s economy by supporting businesses and priority industry sectors

Key activities

- Enhance Melbourne’s role as a global powerhouse of innovation, attracting the brightest minds, ambitious innovators and best enterprises.
- Engage domestically and internationally to grow the economy, drive innovation, support sustainability and strengthen communities.
- Lead, deliver and advocate for innovative technology in our city.
- Streamline regulations to enhance productivity and better realise business potential.
- Implement the Retrofit Melbourne Plan and catalyse adaptive re-use of underutilised buildings through pilot projects, advocacy, partnerships and policy innovation.
- Explore mechanisms to deliver new Business Improvement Districts and strengthen high-street and place-based activation through partnerships and broad local area engagement.
- Support the establishment of new and innovative social enterprises, including through connecting diverse communities to funding in the entrepreneurial ecosystem.



Living sustainably



Melbourne will be a green city where we prioritise the regeneration of our natural environment and protect our biodiversity. Our community values sustainability and climate action – and they want to share in the responsibility of caring for Country. They want to see thriving native ecologies, clean and healthy waterways, and decision-making which positively impacts our planet.

Through this strategic priority, we will ensure that everyone in our community has access to parks, open spaces and healthy waterways close to home. We will help our community prepare for extreme weather events, including floods and heatwaves. We will partner with our community as we continue our journey to zero emissions, and support community ambition to regenerate our landscapes through Country-first practices.

Strategic focus				
Outcomes	Communities across the municipality have local access to clean, high-quality parks, waterways and open space	Our residents and businesses are supported to transition to a resilient, zero emissions city and circular economy	Country-first approaches result in the restoration of local ecology, regenerative landscapes and native vegetation	Community is prepared for extreme weather events through knowledge, strong local connections and a resilient built form and environment
Indicators	Total hectares of new open space created Number of permits granted for community-led greening, for residents and businesses	% of household collection waste diverted from landfill Municipal CO2 emissions (tonnes CO2 equivalent p / year) Number of households and businesses supported through City of Melbourne sustainability and circular economy initiatives	Number of projects that actively involve Country-first practices Number of indigenous plant species planted in garden beds across the municipality	% of tree canopy cover in the public realm % of people in the community who can confidently count on their neighbours in times of an emergency
UN Sustainable Development Goals	Goal 6 – Clean water and sanitation Goal 7 – Affordable and clean energy Goal 11 – Sustainable cities and communities Goal 12 – Responsible consumption and production		Goal 13 – Climate action Goal 14 – Life below water Goal 15 – Life on land	
UN Sustainable Development Goals – relevant targets	6.3 By 2030, improve water quality by reducing all types of water pollution, controlling industrial water waste and reducing ambient water nitrogen levels, and increase the use of water from alternate water sources. 7.3 By 2030, substantially improve the energy efficiency of infrastructure and buildings across the municipality. 11.4 Strengthen efforts to protect and safeguard our Aboriginal cultures and natural heritage. 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management. 11.7 By 2030, provide access to safe, inclusive and accessible, green and public spaces for all, including women and children, older persons and persons with disabilities. 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters. 13.2 Integrate climate change measures into policies, strategies and planning, including reaching zero greenhouse gas emissions for the municipality by 2050. 15.2 By 2030, promote the implementation of sustainable management of all types of forests by increasing urban greening and forestation as well as ensuring the use, where possible, of sustainable forest products in the municipality’s supply chain.			

How we will deliver

Services and amenity

- Waste management and cleanliness – Manage residential and commercial waste
- Environment, waterways and open spaces – Provide and maintain open spaces and waterways
- Infrastructure and facilities – Maintain and enhance liveability and accessibility

Key activities

- Green our city through the accelerated delivery of parks, gardens and open spaces. Protect and enhance our natural environment and habitat, supporting the recovery of threatened and locally extinct native species.
- Deliver clean and revitalised waterways and green corridors, with a focus on enhancing ecological connectivity.
- Support community and business-led action to enhance city greening in streets and on private land.
- Drive a city-wide shift towards efficient, circular economy, renewable energy and climate resilience.
- Plan for extreme weather events by embedding climate impacts in decisions about the built form, and engage the community so that everyone is prepared.



Next steps

How we will demonstrate our progress

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

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

Our approach ensures performance is both measurable and grounded in data. Each outcome is supported by strategic indicators where we have included:

- baseline data, where available
- targets, expressed as 'maintain', 'decrease' and 'increase'
- level of control, indicating the extent of influence that City of Melbourne has over each indicator.

Three levels of control are defined:

- High – City of Melbourne's actions are the primary drivers of the indicator's result
- Medium – City of Melbourne has partial influence on the result, with external factors also contributing
- Low – City of Melbourne has limited influence on the result, and external factors play a larger role.

In some cases, baseline data is not yet available but is expected to be incorporated in future years of annual reporting. Where possible, data will be tracked and reported by gender.

Governing for our future				
Outcome	Indicator	Baseline (FY25)	Target	Level of control
City of Melbourne is considered a good financial manager, sustainably balancing current and future needs	Loans and borrowings compared to rates under 70%	28.20%	Decrease	High
	Underlying surplus (or deficit)	\$0.6 million	Increase	High
City of Melbourne leads, partners and advocates on issues important to our community at both the municipal and neighbourhood level	Number of advocacy campaigns delivered under City of Melbourne's Advocacy Plan	Not available	Increase	High
	Achieve C40 Cities global benchmark for climate ambition and action (C40 Leadership Standards)	Achieved	Maintain	High
City of Melbourne partners with First Nations people to further self-determination, advance truth-telling and connect and care for Country	Level of involvement of registered Aboriginal Parties in city governance	188 engagements	Increase	High
	Number of formal partnerships with Aboriginal Community Controlled Organisations and Traditional Owners (Wurundjeri and Bunurong)	0	Increase	High
We empower Melbourne's diverse communities, including our young people, to participate in city democracy	Average customer experience satisfaction score (CSAT)	64%	Increase	High
	% of people satisfied with their experience of participating in community consultation	No baseline	Increase	Medium

Healthy, safe, clean and connected communities

Outcome	Indicator	Baseline (FY25)	Target	Level of control
Our neighbourhoods and communities enable physical and mental wellbeing	% of people in the community who are meeting recommended levels of physical activity (MPHWP)	41%	Increase	Medium
	% of people in the community who know where to access programs, services or initiatives to support their mental health and wellbeing (MPHWP)	Not available	Increase	Medium
People can access necessary services in times of need	% of people in the community who have awareness and access to nutritious and affordable food (MPHWP)	Not available	Increase	Medium
	Number of people who are sleeping rough (MPHWP)	73	Decrease	Low
	% of people in the community who know where to access family violence advice or support (MPHWP)	Not available	Increase	Low
Melbourne is safe, clean and accessible to all	% of people in the community who feel safe during the day and at night (MPHWP)	Day female 74% Day male 82% Night female 35% Night male 51%	Increase	Low
	Number of reported criminal incidents in the municipality per year	35,214 incidents	Decrease	Low
	% of people in the community who feel the municipality is clean	Not available	Increase	Medium
	Number of new or upgraded public lighting installed by City of Melbourne	152 lights	Increase	High
	Number of complaints received about the cleanliness of public toilets	300 complaints	Decrease	Medium
	Number of square metres of graffiti removed	120,000 sqm (2023-24 financial year)	Increase	Medium
	% of people who feel that they are part of the community (MPHWP)	60.7%	Increase	Low
Our diverse communities can actively participate, connect and experience a sense of belonging in Melbourne	% of people in the the community who think cultural diversity is important	85.0%	Increase	Low
	% of people from culturally diverse communities that feel they have space to connect with their cultural identity	Not available	Increase	Medium

Building a city for people

Outcome	Indicator	Baseline (FY25)	Target	Level of control
Locals and visitors alike can move around Melbourne easily and efficiently, with a well-designed, accessible and connected transport network	% of trips in the municipality made by public transport / walking / cycling	58% (2023-24)	Increase	Low
	% of on-street parking availability within target range	Not available	Maintain	Medium
	% completion of capital works road infrastructure investment	100% (36,400 m2)	Maintain	High
Melbourne's streets, squares and community spaces welcome people of all ages, identities and abilities, to meet and connect	Central city day and night pedestrian activity levels	Not available	Increase	Low
As our population grows, Melbourne offers a wide range of homes to choose from, to suit all household types and budgets	Number of new affordable dwellings as a proportion of total new dwellings, including on Council land (MPHWP)	4.2%	Increase	Medium
	% of annual dwelling approvals that are 3 bedroom or more	12%	Increase	Low
High-quality design in our buildings and public places supports people-centred, creative and sustainable urban environments	% of planning applications that achieve compliance with Melbourne Sustainable Building Design Amendment c376 per year	Not available	Increase	Medium

Vibrant and creative Melbourne

Outcome	Indicator	Baseline (FY25)	Target	Level of control
Uniquely Melbourne experiences are accessible to everyone through city and local events and creative offerings	% of people in the community participating in arts and cultural activities	22.3%	Increase	Medium
The places and partners that contribute to Melbourne's creative identity, collaborate to ensure Melbourne remains a world-class creative capital	Number of strategic partnerships City of Melbourne has that contribute positively to Melbourne's creative ecosystem per year	105	Increase	High
Local creative talent is supported and retained within the City of Melbourne	% of jobs in the municipality that are in the creative sector	7.1% (2023)	Maintain	Low

Leveraging our economic strengths

Outcome	Indicator	Baseline (FY25)	Target	Level of control
Melbourne leverages our economic strengths and capabilities to drive innovation, education and investment	Global ranking of Melbourne's startup ecosystem	32	Increase	Low
	Number of new headquarters in Melbourne (minimum of 20 employees)	Not available	Increase	Low
Melbourne's economy enables everyone to participate and benefit from our shared prosperity	Unemployment rate	4.4% (December 2024)	Decrease	Low
	% of people in the community able to raise \$4000 when needed	Not available	Increase	Low
Melbourne's underutilised spaces are transformed to create a city alive with energy	Total floorspace (sqm) approved for conversion from commercial to another use per year	7,275 sqm	Increase	Low
	% of office floorspace that is vacant (sqm)	17.9%	Decrease	Low
	% of ground floor shopfronts that are vacant across the municipality	9.1%	Decrease	Medium
Melbourne's experiences and precincts underpin a robust visitor economy, connecting locals and visitors to Melbourne's identity, driving visitation and spend	Total spend within the municipality by domestic and international visitors per year	\$12.8 billion	Increase	Low
	Total number of domestic and international visitors to the municipality per year	14,341,000 visitors	Increase	Low

Living sustainably

Outcome	Indicator	Baseline (FY25)	Target	Level of control
Communities across the municipality have local access to clean, high-quality parks, waterways and open space	Total hectares of new open space created	Not available	Increase	Medium
	Number of permits granted for community-led greening, for residents and businesses	Not available	Increase	Medium
Our residents and businesses are supported in the transition to a resilient, zero emissions city and circular economy	% of household collection waste diverted from landfill	27.9%	Increase	Medium
	Municipal CO2 emissions (tonnes CO2 equivalent p / year)	3,982,777 tCO2e	Decrease	Low
	Number of households and businesses supported through City of Melbourne sustainability and circular economy initiatives	3228	Increase	High
Country-first approaches result in the restoration of local ecology, regenerative landscapes and native vegetation	Number of projects that actively involve Country-first practices	Not available	Increase	High
	Number of indigenous plant species planted in garden beds across the municipality	133 species	Increase	High
Community is prepared for extreme weather events through knowledge, strong local connections and a resilient built form and environment	% of tree canopy cover in the public realm (MPHWP)	28.3%	Increase	High
	% of people in the community who can confidently count on their neighbours in times of an emergency (MPHWP)	Not available	Increase	Low

Our approach to partnering

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

We must work in collaboration with all levels of government, the private sector, and our diverse community of residents, workers, students and visitors.

The City of Melbourne Advocacy and Partnerships Plan 2025–29 sets our organisation’s strategic advocacy and partnership priorities, which are designed to support the delivery of this Council Plan. These priorities highlight the key policy and delivery areas where we will need to partner and advocate to achieve the aspirations set out in this Council Plan.

Appendices



Glossary

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

Community Vision: A Community Vision is prescribed by the *Local Government Act 2020*, section 88. The City of Melbourne's M2050 Vision, developed in collaboration with our community, represents the Community Vision. It is a shared, long-term aspiration that outlines our community's desired future for Melbourne. It will guide Council in strategic decision-making, inspire action and unite people around common goals.

Council Plan: The Council Plan is the Melbourne City Council's key strategic document, outlining how we will achieve progress against the long-term M2050 Vision. The Council Plan is our four-year commitment to the community. It outlines what the City of Melbourne will set out to achieve and how we will track and measure our success. The Council Plan is developed in accordance with the *Local Government Act 2020*, section 90.

Council Plan key activities: The activities that will be undertaken to deliver on the outcomes and strategic priorities.

Council strategic priorities: The strategic priorities are the high-level aspirations that we are seeking to achieve over the next four years.

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

Implementation program: Reflects the Council Plan key activities that will be undertaken over the four-year term, aligned with activities that have been funded through Budget 2025-26 and proposed deliverables that will be considered in future budget years to deliver on the key activities.

Indicators: The measures of success for monitoring and reporting Council's performance and the municipality's progress against outcomes.

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

Melbourne: Refers to the municipality of Melbourne.

M2050 Vision: See definition for Community Vision.

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

Outcomes: Each strategic priority contains three to four outcomes which describe what we are seeking to achieve to contribute to the strategic priority. These outcomes will guide Council decisions and shape the delivery of services, infrastructure and amenity over the four-year council term.

Proposed deliverables: Specific actions set out in the implementation program that will be considered in future budget years to deliver on the Council Plan key activities.

Services and amenity: The key service areas and amenity that the City of Melbourne delivers for the community that will support progress towards the outcomes and strategic priorities in the Council Plan.

The central city: Refers to the Melbourne Central Business District.

The city: Refers to the municipality of Melbourne.

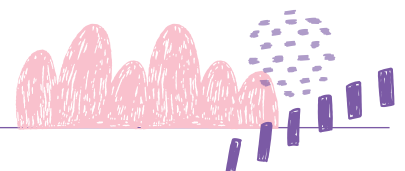
The Council: The elected officials of the Melbourne City Council, comprising a Lord Mayor, Deputy Lord Mayor and nine councillors elected in October 2024.

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

United Nations Sustainable Development Goals: A guiding global framework to ensure initiatives achieve holistic sustainable development. Council's commitment to the Sustainable Development Goals (SDGs) has shaped the strategic priorities in this Council Plan, with relevant goals and targets selected to measure our progress.

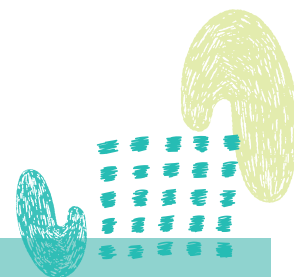
Appendix A: Implementation program 2025–29

Governing for our future		
Council Plan key activities	Activities funded in the Budget 2025–26 (as key activities)	Proposed deliverables 2026–29 (to be considered in future annual budgets)
Maintain community trust through service excellence, integrity and transparency in our operations		<ul style="list-style-type: none"> Review activities in Budget 2025–26 to determine continuing delivery from 2026 to 2029 Monitor operational expenses ensuring they remain within appetite and deliver a surplus budget
Develop a leading local government First Nations Strategy	<ul style="list-style-type: none"> Continuing to progress partnerships with Traditional Owners and First Nations 	<ul style="list-style-type: none"> Continue the Customer Experience uplift program driving service improvement that make it easy for the community and businesses to engage with Council
Strengthen City of Melbourne's financial position through a sustainable revenue-base, philanthropic opportunities and reducing costs with efficient, value-driven services, in line with the Financial Plan	<ul style="list-style-type: none"> Continue to explore revenue generating activities to support service delivery, infrastructure and amenity Identify opportunities for efficiency in the delivery of Council services to meet evolving community needs Review Council policy to strengthen financial sustainability 	<ul style="list-style-type: none"> Review, improve and expand service delivery models driving an uplift in efficiency and customer satisfaction Deliver on the First Nations Strategy and our Reconciliation Action Plan commitments Annual delivery of Council's Partnership and Advocacy Plan Explore sustainable revenue opportunities
Invest in community relationship-building at both a neighbourhood and municipal level, facilitate business and community engagement that reaches underrepresented communities and deliver proactive and exemplary customer experience	<ul style="list-style-type: none"> Continue to enhance customer service through the User Experience (UX) uplift program 	<ul style="list-style-type: none"> Implement a Whistleblower Protection Framework Enhance community engagement channels to ensure all community members can use their preferred methods to influence Council decisions Introduce and develop climate budgeting Explore a participatory budget setting process Develop an Aboriginal City framework to ensure that the City of Melbourne reflects, respects and governs in partnership with our Traditional Owners and Aboriginal communities
Work in partnership with the state government, institutions and businesses on key transformative projects and significant policy developments, such as Plan for Victoria, urban renewal and innovation precinct delivery, MAPCo Arts Precinct and Melbourne Metro		<ul style="list-style-type: none"> Work with state government to review the <i>City of Melbourne Act 2001</i>
Position Melbourne as a climate leader, strengthen international networks and enhance the city's involvement in hosting significant climate events		



Healthy, safe, clean and connected communities

Council Plan key activities	Activities funded in the Budget 2025-26 (as key activities)	Proposed deliverables 2026-29 (to be considered in future annual budgets)
Enhance accessible programs, services, events, and initiatives that promote mental and physical wellbeing across the community	<ul style="list-style-type: none"> • Increase access to outdoor fitness spaces for small group users • Enable community-based free fitness classes • Provide 600 free swimming lessons, and \$2 pool entry at selected pools on weekdays • Free pet registration for cats and dogs in 2025-26 	<ul style="list-style-type: none"> • Review activities in Budget 2025-26 to determine continuing delivery from 2026 to 2029 • Expand library services including introduction of the new Southbank Library and exploration of increasing library opening hours • Leverage the community infrastructure plan to: <ul style="list-style-type: none"> • create more room hire for community groups and creative groups • explore lighting on sports ovals
Improve safety in the public realm by expanding visible safety presence, advocating for increased police resourcing, advocating for monitoring and continuing to progress bail and sentencing reform and investing in safety infrastructure and city cleaning	<ul style="list-style-type: none"> • Expand the visible safety presence in the city • Upgrade and expand the Safe City camera system with 100 new cameras including an additional 40 cameras to our network and 60 from partner networks • Investment in lighting up the city and laneways to improve safety and activate spaces 	<ul style="list-style-type: none"> • Advocate to other levels of government and key agencies for: <ul style="list-style-type: none"> • drug rehabilitation services • more on-the-street mental health services • more police presence to enforce state laws • Enhance service provision for people at risk or experiencing homelessness, strengthen partnerships and service coordination, including drawing from international policy interventions such as 'no second night'
Enhance support for people with complex public behaviours, including through partnering and advocating for expanded access to mental healthcare, alcohol and drug rehabilitation and other support services		<ul style="list-style-type: none"> • Increase access to affordable housing • Complement state and federal programs to end domestic / family violence • Continue to support diversity and inclusion through programs focused on: <ul style="list-style-type: none"> • people living with disability • our LGBTIQ+ communities • multicultural communities • women
Lead action on homelessness, reducing rough sleeping and increase affordable housing		<ul style="list-style-type: none"> • Create opportunities for multicultural and intercultural celebration, dialogue and programming • Deliver programs and initiatives that support social connection and address loneliness, including connecting people in apartment living
Strengthen community resilience through initiatives and advocacy to address food insecurity, family violence and address loneliness	<ul style="list-style-type: none"> • Investment in programs to address food insecurity 	<ul style="list-style-type: none"> • Advocate to the State and Federal Governments for a coordinated review across all levels of government to establish a framework that safeguards the right to protest while reducing disruption to the functioning of the city and maintaining a safe environment for the community
Celebrate our multiculturalism and support intercultural, inclusive and connected communities that engage with each other's cultures and identities	<ul style="list-style-type: none"> • Progress the development of the new North Melbourne Community Hub 	

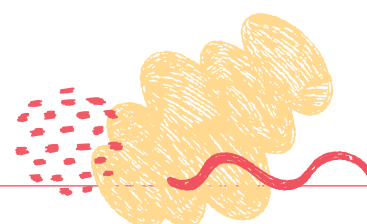


Building a city for people

Council Plan key activities	Activities funded in the Budget 2025-26 (as key activities)	Proposed deliverables 2026-29 (to be considered in future annual budgets)
Expand and improve road and active transport infrastructure	<ul style="list-style-type: none"> Continue the rollout of the cycle infrastructure program including retrofitting existing routes with more durable materials Review of Exhibition Street and Queensbridge Street to deliver safety and congestion improvements 	<ul style="list-style-type: none"> Review activities in Budget 2025-26 to determine continuing delivery from 2026 to 2029 Monitor the evolving legislative framework and use of shared e-bikes and e-scooters and respond as required Investigate a registration scheme for commercial delivery bikes operating within the municipality
Plan for current and future growth and the delivery of urban renewal precincts with high-quality design outcomes, adequate community infrastructure and delivery of open space	<ul style="list-style-type: none"> Resolve questions of control and management of land abutting Moonee Ponds Creek and complete planning scheme amendment C417 Macaulay 	<ul style="list-style-type: none"> Implement and refine the cycling infrastructure network focusing on safety and functionality of the road network, delivering 5 km of new or upgraded protected bike lanes per year Monitor and respond to priority planning matters including: <ul style="list-style-type: none"> state planning reforms city growth and housing targets
Strengthen Melbourne's planning scheme to ensure decisions on planning protect and enhance liveability		<ul style="list-style-type: none"> community infrastructure and development contributions renewal precincts (Arden, Macaulay, Fishermans Bend) inclusionary zoning to deliver affordable housing
Enhance pedestrian experience and improve road and street safety	<ul style="list-style-type: none"> Upgrade and replace banner poles to improve safety and functionality 	<ul style="list-style-type: none"> advocacy for uplift mechanisms to enhance creative, art and design outcomes Partner with industry and government to unlock and demonstrate adaptive re-use opportunities within Melbourne's vacant and underutilised commercial building offices
Enhance movement and transport network in Melbourne, including through advanced modelling and prioritising people movement	<ul style="list-style-type: none"> Continue the work commenced by a specialist consultant to develop a new central city transport model Continue to deliver the City Road Master Plan, including by advocating to the Victorian Government to make City Road safe Continue to deliver the Transport and Amenity Program and prepare for and respond to traffic changes in West and North Melbourne when the West Gate Tunnel opens, noting that these projects require approval from the Department of Transport and Planning 	<ul style="list-style-type: none"> Continue to deliver the Melbourne Design Excellence Program to build on Melbourne's global reputation as a city known for outstanding design Advocate for enhanced tax settings within Melbourne to promote investment, encourage development and increase housing supply including the introduction of a special economic zone Refresh the Transport Strategy and develop a Central City Transport Model to optimise access, pedestrianisation, safety and movement for all transport modes and road users Create a design-led City Streetscape Framework that shapes investment in Melbourne's public realm, transforming streets and laneways into vibrant, inclusive and visually compelling urban environments
Design a city shaped by culture, stories and heritage	<ul style="list-style-type: none"> Investigate a contemporary approach to the management of monuments and memorials 	<ul style="list-style-type: none"> Advocate for enhanced transport infrastructure and services in Melbourne including: <ul style="list-style-type: none"> airport rail link expanding the free tram zone public transport to Fishermans Bend all-electric buses and trains community safety on the public transport system

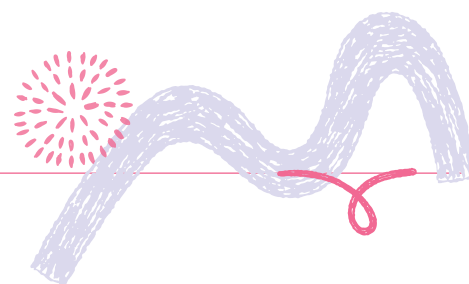
Vibrant and creative Melbourne

Council Plan key activities	Activities funded in the Budget 2025-26 (as key activities)	Proposed deliverables 2026-29 (to be considered in future annual budgets)
Strengthen Melbourne's brand and civic pride	<ul style="list-style-type: none"> Implement mechanisms for Council to address vacant and dilapidated buildings which can include differential rates, strengthened local laws and targeted advocacy 	<ul style="list-style-type: none"> Review activities in Budget 2025-26 to determine continuing delivery from 2026 to 2029 Establish a program of initiatives to strengthen civic pride in Melbourne
Melbourne's creative programs and events support city activation, ensuring seasonal opportunities (i.e. winter) are maximised	<ul style="list-style-type: none"> Review Melbourne's events program to optimise winter activations and enhance community experiences Support the International Comedy Festival's 40th anniversary 	<ul style="list-style-type: none"> Evolve the brand of Melbourne to enhance a sense of place and connection locally and globally Explore new opportunities to elevate city dressing including the expanded use of banner poles and signage, and decluttering redundant street infrastructure and signage
Activate the city in ways that reflect and amplify Melbourne's distinct character		<ul style="list-style-type: none"> Increase opportunities for more cultural festivals and local markets programming throughout the year by empowering multicultural communities to deliver events
Build relationships, connections and serve as a conduit for Melbourne's creative sector, to grow local and global audiences for our creatives and musicians		<ul style="list-style-type: none"> Enhance lighting infrastructure in laneways and on buildings in partnership with property owners and stakeholders Support the creative sector through exploring additional creative spaces and advocating for enhanced grant funding for the arts
We grow Melbourne's identity as the events capital of Australia, evolving our annual events program to ensure broad appeal and working in partnership to ensure Melbourne remains home to globally renowned events		



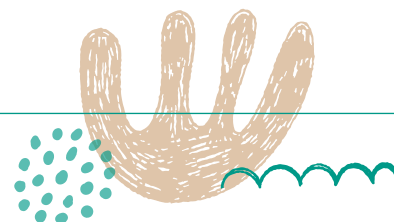
Leveraging our economic strengths

Council Plan key activities	Activities funded in the Budget 2025-26 (as key activities)	Proposed deliverables 2026-29 (to be considered in future annual budgets)
Enhance Melbourne's role as a global powerhouse of innovation attracting the brightest minds, ambitious innovators and best enterprises		<ul style="list-style-type: none"> Review activities in Budget 2025-26 to determine continuing delivery from 2026 to 2029 Explore opportunities to increase investment in start-ups including through: <ul style="list-style-type: none"> leveraging existing Council subsidiaries incubator partnerships mentoring programs
Engage domestically and internationally to grow the economy, drive innovation, support sustainability and strengthen communities	<ul style="list-style-type: none"> Continue to engage with sister cities and explore opportunities for new partnerships 	<ul style="list-style-type: none"> Reinvigorate the 'made in Melbourne' brand to celebrate local innovations Build global city partnerships beyond sister cities to strengthen local business, cultural exchange, and international connections, including inbound delegations
Lead, deliver and advocate for innovative technology in our city		<ul style="list-style-type: none"> Invest in and grow Melbourne's visitor economy in line with Experience Melbourne 2028, promoting Melbourne as a premium destination of choice for interstate and international visitors
Streamline regulations to enhance productivity and better realise business potential		<ul style="list-style-type: none"> Build relationships with diaspora communities and enhance support for international students to strengthen cultural, business, and international connections
Implement the Retrofit Melbourne Plan and catalyse adaptive re-use of underutilised buildings through pilot projects, advocacy, partnerships and policy innovation	<ul style="list-style-type: none"> Deliver the Retrofit Melbourne Plan including exploring repurposing of vacant office buildings 	<ul style="list-style-type: none"> Explore the use of advanced technology to enhance city services such as waste management and city cleaning Continue to review and streamline processes to reduce startup times and remove unnecessary barriers for new businesses
Explore mechanisms to deliver new Business Improvement Districts and strengthen high-street and place-based activation through partnerships and broad local area engagement	<ul style="list-style-type: none"> Establish a precinct activation fund to explore a seafood precinct and Little India precinct, and encourage community markets and festival decorations 	<ul style="list-style-type: none"> Build on work commenced in year 1 to progress new cultural precincts in Melbourne Partner with business precincts to deliver enhanced activation and streetscape improvements, including through a high-street strategy to promote economic activity Continue to evolve the Business Precinct Program
Support the establishment of new and innovative social enterprises, including through connecting diverse communities to funding in the entrepreneurial ecosystem		<ul style="list-style-type: none"> Establish cultural precincts that reflect City of Melbourne's distinct culture and character including Little India and a seafood precinct



Living sustainably

Council Plan key activities	Activities funded in the Budget 2025-26 (as key activities)	Proposed deliverables 2026-29 (to be considered in future annual budgets)
Green our city through the accelerated delivery of parks, gardens and open spaces. Protect and enhance our natural environment and habitat, supporting the recovery of threatened and locally extinct native species	<ul style="list-style-type: none"> Fast track the delivery of parks and gardens 	<ul style="list-style-type: none"> Review activities in Budget 2025-26 to determine continuing delivery from 2026 to 2029 Continue acceleration of new parks, gardens and open spaces and delivery of the Urban Forest Precinct Plans and review internal and external funding levers to enable open space delivery Enhance water quality and revitalise green corridors along the Yarra River – Birrarung, Moonee Ponds Creek and Maribyrnong River
Deliver clean and revitalised waterways and green corridors, with a focus on enhancing ecological connectivity		<ul style="list-style-type: none"> Significantly expand city and neighbourhood greening with more planter boxes, green walls and roofs, rooftop gardens and community food gardens through partnerships with residents, businesses and property owners Support industry implementation of the Green Factor tool to enable greening of new buildings
Support community and business led action to enhance city greening in streets and on private land	<ul style="list-style-type: none"> Develop new Greening Guidelines for nature strips, laneways and shared spaces 	<ul style="list-style-type: none"> Deliver a Circular Economy Framework and a new Integrated Climate Change Strategy Facilitate a bulk purchasing program of renewables for residents and businesses
Drive a city-wide shift towards efficient circular economy, renewable energy and climate resilience	<ul style="list-style-type: none"> Pilot a new program offering a suite of services to support apartment residents and businesses with energy costs, efficiency, renewables, electrification, resilience and net zero goals, in close collaboration with owners corporation committees 	<ul style="list-style-type: none"> Develop a Caring for Country Framework to embed Aboriginal and Torres Strait Islander knowledge, values, and custodianship into land management, urban design and planning Determine the best, most climate resilient footpath materials for Melbourne Increase the number of indigenous plant species planted in garden beds across the municipality
Plan for extreme weather events by embedding climate impacts in decisions about the built form, and engage the community so that everyone is prepared		<ul style="list-style-type: none"> Publish and maintain a list of national and state-listed threatened species that occur in the municipality, and indigenous species that have become locally extinct since 1970



Appendix B: Municipal Public Health and Wellbeing Plan initiatives

Health and wellbeing focus area	Initiatives	Partners
Active living with a focus on getting more people active in their everyday life	<ul style="list-style-type: none"> • Upgrade and renew existing open space, recreation facilities and active transport infrastructure to meet current and future needs including the delivery of flexible multi-use spaces and increasing the capacity of existing facilities • Provide low-cost accessible recreational opportunities for vulnerable populations • Enhance initiatives to increase active living from cohorts who may experience barriers to participation • Enhance community knowledge and understanding of active and healthy living 	Department of Transport and Planning, Development Victoria, Department of Energy, Environment and Climate Action, Developers, The Drum, The Venny, The Huddle, The Y, GreenSpace Management, Heart Foundation
Mental health and wellbeing with a focus on increasing community access to programs, services, and initiatives that support mental health and wellbeing	<ul style="list-style-type: none"> • Develop tools and resources that empower the community to access mental health and wellbeing programs • Collaborate with mental health services, government, community organisations, and place-based partners to strengthen access to local services and programs, improve coordination, and enhance mental health and wellbeing outcomes in the community 	North Western Melbourne Primary Health Network, Headspace, Mental Health Promotion Office (Department of Health), Orygen, Headspace, Cohealth, Multicultural services, Aboriginal Community Controlled Organisations, North Western Primary Health Care Network, Youth Services Contract, Youth Homelessness Contract, The Venny, The Y, The Huddle
Food security with a focus on increasing community awareness of and access to nutritious and affordable food	<ul style="list-style-type: none"> • Strengthening our relationships across the local food relief sector to develop a coordinated approach to equitable food access • Advocacy regarding food insecurity and support for economic hardship / poverty • Raise awareness of where community can access affordable food 	Department of Families, Fairness and Housing, Victorian Council of Social Service, Australian Council of Social Service, Community Food Guide Stakeholder Network: The Big Umbrella, The Community Grocer, SecondBite, Fareshare, Open Table, OzHarvest, Foodbank, Neighbourhood houses, Queen Victoria Market, Salvation Army, ISKON - Crossways, St Vincent de Paul
Homelessness with a focus on supporting housing pathways to reduce the number of people who are sleeping rough	<ul style="list-style-type: none"> • Enhance service coordination to improve navigation and system integration • Investigate opportunities to improve access for people experiencing homelessness to key government services • Enhance advocacy to address key barriers and gaps within the homelessness service system • Enhance early intervention programs for cohorts more at risk of homelessness 	Homelessness Service Coordination: Anglicare, Bolton Clarke, Cohealth, Inner West Area Mental Health, Launch Housing, Melbourne City Mission, Ngwala Willumbong, St Vincent's Hospital, The Salvation Army, Salvos 614, Vincent Care, Wintringham, Youth Projects, Services Australia, Australian Social Services, Victorian Council of Social Service, Specialist Homelessness Services, Homes Victoria, Council to Homeless Persons, Homelessness Australia, Unison, Community Housing Federation of Victoria Incorporated, Housing Industry Association, Frontyard, The Drum, The Venny, Commonwealth Government, Victorian Government, Housing for the Aged Action Group, Aboriginal Housing Victoria, The Drum, The Venny, Justice Connect, Housing for the Aged Action Group
Safety with a focus on increasing the number of people who feel safe in our city and community settings	<ul style="list-style-type: none"> • Further advocacy and education to reduce crime growth and improve perceptions of safety • Enhance initiatives and programs that prevent crime and improve safety • Enhance programs to improve city amenity and cleanliness • Enhance our support for people with complex on-street behaviours 	Victoria Police, Department of Transport and Planning, VicRoads, Metro Trains, VicTrack, M9 Councils

Health and Wellbeing Focus Area	Initiatives	Partners
Family and gender-based violence with a focus on increasing awareness and access to family and gender-based violence support and prevention initiatives	<ul style="list-style-type: none"> • Development of a coordinated and consistent response to support community members who are experiencing family violence • Support, deliver or partner on family and gender-based violence initiatives in partnership with the Victorian Government, statewide services, local agencies and community groups • Deliver primary prevention activities that build organisational and community understanding of the role we can all play to prevent family violence and promote respectful relationships • Enhancing our ability to collect and monitor data to understand the issue of family and gender-based violence within the community 	McAuley Community Services for Women, Orange Door, Safe Steps, WIRE, Djirra Frontyard, The Drum, GenWest and the Preventing Violence Together Partnership, Seniors Rights Victoria, Council of the Ageing (COTA), Victorian Government
Social connection with a focus on increasing a sense of belonging in the community	<ul style="list-style-type: none"> • Enhance our programs and initiatives that support social connection and feelings of belonging • Develop tools and resources that empower the community to access social connection programs 	North Western Melbourne Primary Health Network, neighbourhood houses
Built and natural form resilience to extreme weather with a focus on increasing shading, cooling and flood infrastructure and interventions	<ul style="list-style-type: none"> • Develop and implement integrated climate action strategies and policies • Develop and deliver plans and programs to improve the city's ability to respond to heat and flood risk • Delivering urban renewal areas that are more resilient to climate change • Prioritise tree planting where it's needed most (e.g. areas of higher urban heat) 	Department of Energy, Environment and Climate Action, Development Victoria, Department of Transport and Planning, Municipal Association of Victoria, Melbourne Water, Victoria State Emergency Service, Neighbourhood Houses, Yarra Trams, Universities, Developers, South East Water, Greater Western Water
Community resilience with a focus on increasing community support for each other in times of an emergency	<ul style="list-style-type: none"> • Deliver or fund programs that improve our community's resilience to extreme weather and disasters • Improve community access to relevant climate change and disaster preparedness information, resources, content 	Department of Energy, Environment and Climate Action, Emergency Management Victoria, Neighbourhood Houses, Melbourne Water, South East Water, Greater Western Water, Victoria State Emergency Service, Australian Red Cross, Western Public Health Unit
Affordable housing with a focus on increasing supply of social and affordable housing that meets the needs of our community	<ul style="list-style-type: none"> • Advocate for significant delivery of social and affordable housing on all government-owned land in City of Melbourne • Increase the amount of affordable housing delivered through planning mechanisms • Build community awareness and capacity • Increase supply of affordable housing on council land • Explore alternative and innovative social and affordable housing models 	Homes Victoria, Development Victoria, Study Melbourne, Homes Victoria, Youth Housing Agencies, Department of Transport and Planning, Minister for Planning, planning permit applicants, M9 and other local councils, Community Housing Federation of Victoria Incorporated, developers, registered housing associations, Housing Australia, registered housing providers, faith-based and other landowners

Appendix C: Bibliography

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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



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