

Council Plan 2017-21

Integrating the Municipal Public Health and Wellbeing Plan

(Year 2 update)

Attachment A

Acknowledgment of Country

Moonee Valley City Council respectfully acknowledges the Traditional Custodians of the land on which Moonee Valley is located – the Wurundjeri people of the Kulin Nation; and we pay respect to their Spirits, Ancestors, Elders and their Community Members past and present.

Council also extends this respect to other Aboriginal and Torres Strait Islander Peoples who call Moonee Valley home.

Artwork is based on 'The Myth of the Rainbow', by Wurundjeri artist Judy Nicholson.

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A message from the Mayor

This Council Plan is our strategic blueprint for the Council term of 2017 to 2021. It describes how we will work during the four years to deliver the community's vision of a healthy, vibrant and resilient city. The plan is informed by MV2040 Strategy (MV2040), our long-term plan for improving the health and liveability of our city over the next two decades. Through extensive consultation, we know that our community wants Moonee Valley to be a healthy city that is fair, thriving, connected, green and beautiful.

We are committed to making this vision a reality. Like most councils, Moonee Valley faces a number of challenges including a growing and ageing population, development and loss of 'green' spaces and the adequacy of infrastructure. These challenges must be wisely managed through a shared, clear vision, strategic long-term direction, and careful financial management.

This plan identifies initiatives that will help us meet these challenges, and shape the type of city and neighbourhoods we want to live in. I am pleased that, in only the second year of this plan, we have made significant progress on some of these initiatives, including:

- substantial work on major capital works projects including completing the multi-purpose Fairbairn Park pavilion and starting the architectural design for the East Keilor Leisure Centre redevelopment
- creating 10 Portfolio Advisory Committees made up of passionate community members to support strategy and policy development
- improving our streetscapes with construction underway on Union Road Streetscape (stage 2) as well as developing the Moonee Ponds Activity Centre Streetscape and Public Space Plan
- working with Women's Health West to implement the Preventing Violence Together Plan and develop our own action plan for preventing violence against women
- promoting positive mental health in education with schools signing up to join the pilot of Thriving Minds, our young people's mental health first aid initiative
- new walking initiatives in Ascot Vale, Airport West and Avondale Heights as well as construction works to improve walking and cycling paths on Montague Street Boardwalk and the Dean Street underpass upgrade.

I look forward to seeing many of the other priorities in this plan come to fruition over the coming years, and working together with our community as we progress our vision for the Moonee Valley of 2040.

Cr John Sipek

Mayor

Your Councillors

The Council consists of nine Councillors, each elected for a four-year term. Moonee Valley is divided into three wards to ensure voters are represented fairly and equitably.

Rose Hill Ward: comprises Airport West, Avondale Heights, Keilor East, Niddrie, most of Essendon West and part of Strathmore Heights.

- Mayor, Cr John Sipek
Phone: 0423 776 740 Email: jsipek@mvcc.vic.gov.au
- Deputy Mayor, Cr Samantha Byrne
Phone: 0437 329 146 Email: sbyrne@mvcc.vic.gov.au
- Cr Andrea Surace
Phone: 0408 309 435 Email: asurace@mvcc.vic.gov.au

Buckley Ward: comprises Aberfeldie, Essendon Fields, Essendon North, Strathmore, most of Essendon and Strathmore Heights, parts of Moonee Ponds and Essendon West.

- Cr Rebecca Gauci Maurici
Phone: 0437 299 648 Email: rgaucimaurici@mvcc.vic.gov.au
- Cr Richard Lawrence
Phone: 0418 369 290 Email: richardlawrence@mvcc.vic.gov.au
- Cr Narelle Sharpe
Phone: 0429 977 171 Email: nsharpe@mvcc.vic.gov.au

Myrnong Ward: comprises Ascot Vale, Flemington, Travancore, most of Moonee Ponds and part of Essendon.

- Cr Jim Cusack
Phone: 0407 521 432 Email: jcusack@mvcc.vic.gov.au
- Cr Nicole Marshall
Phone: 0408 141 471 Email: nmarshall@mvcc.vic.gov.au
- Cr Cam Nation
Phone: 0402 222 378 Email: cnation@mvcc.vic.gov.au

About Moonee Valley

Moonee Valley is located in the inner and middle north-western suburbs of Melbourne, between four and 13 kilometres from the CBD. The city covers 43 square kilometres and encompasses the suburbs of Aberfeldie, Airport West, Ascot Vale, Avondale Heights, Essendon, Essendon North, Essendon West, Flemington, Keilor East, Moonee Ponds, Niddrie, Strathmore, Strathmore Heights, Travancore, and the locality known as Essendon Fields.

Our population

Approximately 124,700 people call Moonee Valley home. This is forecast to grow to between 168,550 and 179,750 in 2040. While our community is ageing, there will also be more young professionals and a regeneration of families by 2040.

Our diverse community

Almost one-third of our population was born overseas, the top three countries of origin being Italy, the United Kingdom and India. Some suburbs have a much higher proportion of overseas-born residents such as Travancore, where 45 per cent of the population was born overseas. Around 30 per cent of our population speak a language other than English at home, the most dominant languages being Italian, Greek and Vietnamese.

Our health and wellbeing

While diversity is a major strength for Moonee Valley, health and wellbeing outcomes can be quite different for different groups.

Some of the target populations we target to improve equitable outcomes in our community include people in social housing, older people, Aboriginal and Torres Strait Islanders, persons from culturally and linguistically diverse backgrounds and women and girls. Our health and wellbeing challenges, like many Victorians, include chronic disease, Type 2 diabetes, obesity, psychological distress and violence against women.

Residents of Moonee Valley also experience inequalities: our municipality has eight of the top 24 most disadvantaged small areas in Victoria in terms of socio-economic disadvantage. The gap between advantage and disadvantage is increasing over time.

Environments for health

Environments for Health is a Victorian Municipal Public Health Planning Framework which identifies the social, economic, natural and built aspects of the world around us

and how they affect health and quality of life. This model has healthy communities at its centre, and illustrates that a range of settings and interventions are required for healthy communities.

Identified issues for our community include:

Social: increasing rates of family violence, and increased electronic gaming machine losses.

Economic: Pockets of high unemployment, and food insecurity.

Natural: Climate change adaptation, and uneven access to green spaces.

Built: lack of affordable housing, and poor public transport access in some areas.

How we live

Moonee Valley has a higher proportion of fully owned housing than the average for metropolitan Melbourne and neighbouring municipalities. However, the proportion of house purchases is lower than the metropolitan Melbourne average. Most dwellings are detached houses (64.9 per cent) with flats, apartments and units being the second most prevalent housing type. Moonee Valley has the third highest proportion of social housing dwellings in Victoria, with almost 9 per cent of dwellings as social housing stock. The average household size is expected to decrease marginally from around 2.5 persons per household in 2016, to 2.4 in 2036. Moonee Valley can be described as a 'tale of two cities', with relative advantage and disadvantage living side by side.

Our economy and employment

Moonee Valley has a strong economy with more than 38,000 jobs located in the municipality and a Gross Regional Product of \$5.27 billion as at June 2018, up more than \$515 million since June 2017. Of the jobs within Moonee Valley, 21.7 per cent were classified as professional (jobs with a high skill requirement).

The next largest proportion of jobs were clerical and administrative workers at 15.5 per cent. More than 57,000 Moonee Valley residents were employed at the last Census, with around 21 per cent working in Moonee Valley and 33 per cent working in the City of Melbourne. The unemployment rates in Moonee Valley is lower than Greater Melbourne and Victoria at 5.7 per cent, but unemployment rates vary significantly between suburbs in Moonee Valley. Flemington and Travancore had an unemployment rate of around 8 per cent at the last Census, while Essendon West and Niddrie had unemployment rates of approximately 4 per cent. Early school leavers and non-English speaking persons experience higher levels of unemployment than others.

How we get around

Many residents use cars or other vehicles as their main form of transport. Most people drive to work, or take the car as a passenger. Public transport is good, but notably uneven across the municipality. Areas of disadvantage often have worse access to public transport. Slightly more than 10 per cent of households do not own a vehicle and rely on alternative forms of transport.

Our open spaces

Moonee Valley has around 220 parks, gardens and open space reserves that cover around 12.5 per cent of the municipality by area (528 hectares). For half of our population, access to parks and gardens is a factor for determining where they live. The quality, size, and type of open space varies by location. Niddrie has the lowest access to parks and gardens of all suburbs in Moonee Valley.

Our organisation

The organisation is divided into four directorates under the leadership of the Chief Executive Officer. The following structure was implemented in March 2018.

Community

Council

CEO
Bryan Lancaster
Councillor Support | Councillor Liaison | Executive Support | Councillor and Executive Advice

Planning and Development
Natalie Reiter

- Community Infrastructure
- Community Planning
- Leisure
- Statutory Planning
- Strategic Planning
- Technical Services

City Services
Steven Lambert

- Community Strengthening
- Family and Children
- Infrastructure Services
- Operations
- Regulatory and City Compliance

Organisational Performance
Kendrea Pope

- Business Improvement
- Finance
- Governance and Communications
- Information Services
- Workforce Development

Asset Planning and Strategic Projects
Gilbert Richardson (Acting)

- Capital Works Program
- Commercial Property
- Infrastructure and Land Use Developments
- Special Projects
- Strategic Asset Management

Our vision, mission and values

Vision

In 2040 Moonee Valley is a great place to live, work and visit, strengthened by a network of 20-minute neighbourhoods. Our neighbourhoods allow all people, at all stages of life, to live locally, accessing most of their needs close to their home.

Our neighbourhoods are beautiful, sustainable and have strong community connections which enable citizens and the environment to be healthy and resilient.

Mission

Moonee Valley will engage in partnership with the community to lead and develop a city that is:

- a fair city that values diversity, where everyone feels safe, is included, and has access to healthy food, services and housing.
- a thriving city with access to jobs, lifelong learning, and vibrant and dynamic activity centres.
- a connected city of accessible, active and sustainable transport choices.
- a green city that is ecologically healthy and environmentally responsible.
- a beautiful city that celebrates its identity, heritage and open spaces.
- a resilient organisation that is sustainable, innovative, engaging and accountable.

Values

Our values guide the way we operate as an organisation and work with our citizens. Our values are:

- strategic thinking
- communication
- accountability
- leadership
- innovation
- teamwork.

Our approach to integrated planning

Our policy-making, planning and resource allocation is principally guided by the following documents:

- MV2040, Council's long-term plan for improving the health and liveability of our city

- the Council Plan, integrating the Health Plan
- the Municipal Strategic Statement which sets the strategic direction for land use and development in Moonee Valley.

For the first time, we have integrated the Health Plan within the Council Plan. Integration raises the profile of health and wellbeing, and embeds health and wellbeing across all Council activities. Significant trends in the municipality's health and wellbeing status support the need for a combined approach.

Ongoing service delivery

The extensive range of services we provide to the community form the foundation for delivering the Council Plan. The bulk of our everyday operations consist of these services.

1. Fair

- Access and inclusion
- Building services
- Childcare services
- City compliance
- Community development
- Community support
- Education and planning
- Environmental health
- Health and family wellbeing
- Healthy ageing
- Kindergarten services
- Parking control
- Research and facilities planning
- Technical permits and road openings
- Youth development

2. Thriving

- Commercial property
- Facility maintenance and management
- Festivals and events
- Leisure facilities
- Libraries and lifelong learning
- Performing arts and culture

3. Connected

- Capital works delivery
- Infrastructure maintenance
- Traffic and transport

4. Green

- Engineering services
- Horticulture and public space services
- Transfer station and business support

5. Beautiful

- Capital works program planning
- Environment
- Infrastructure and land use developments
- Major projects
- Open space management
- Special projects
- Statutory planning and planning enforcement
- Strategic asset management
- Strategic planning

6. Resilient organisation

- Business transformation
- Civic centre operations
- Communications
- Corporate planning and reporting
- Customer services
- Financial operations
- Governance
- Human resources
- Information technology
- Procurement
- Records management
- Risk and assurance
- Stores and fleet management

Challenges, opportunities and priorities for Council

During the four-year term, we Council will need to address certain challenges and harness a number of opportunities to ensure it is well prepared for the future.

Our key challenges include:

- the adequacy of infrastructure
- an ageing population
- the development and loss of 'green' spaces
- housing affordability and housing mix
- managing an increasing population
- traffic congestion.

Our key opportunities include:

- developing new partnerships with stakeholders
- improving organisational efficiency and effectiveness
- increasing community engagement.

Later in this document, we have outlined in further detail the specific challenges and opportunities relevant to each theme.

The following priorities are a key focus of the four-year plan and were identified through our consultation and research:

- Active transport
- A resilient, efficient, responsible organisation
- A strong local economy
- Creating liveable neighbourhoods
- Employment
- Gender equity and prevention of violence against women
- Greening the city and open space
- Increasing participation in leisure and learning
- Mental health, alcohol and other drugs
- Reducing inequality.

Advocacy priorities

One of the primary roles of Local Government is to provide leadership to the local community through advocacy.

The Advocacy Strategy 2018-21 outlines the key priority projects we are asking other levels of government and organisations to partner with us to deliver over the coming years.

The key priority projects we are advocating on are:

- Flemington Community Hub
- East Keilor Leisure Centre redevelopment
- Riverside Golf and Tennis Centre, Fairbairn Park
- Melbourne Airport rail link
- Moonee Ponds Junction and bus interchange
- Maribyrnong River bridge (Raleigh Road) pedestrian and cycling infrastructure
- Moonee Ponds Creek revitalisation
- Increased tree canopy

Visit mvcc.vic.gov.au/advocacy to view our Advocacy Strategy.

Achieving a whole-of-Council focus on health and equity

To achieve a whole-of-Council focus on health and equity, Council will consider the social determinants of health model and apply the World Health Organization's Health in All Policies framework to put health and wellbeing high on the agenda across all policy areas. Health in All Policies acknowledges that health is largely influenced by areas outside of the health sector, for example transport or employment. It also recognises that prevention is at the centre of efforts to deliver lasting improvements and that good health generally helps achieve the goals of other sectors.

Equity, in practice, is about actively seeking to reduce the differences in health and wellbeing status between different groups or communities, and distributing the opportunities for wellbeing according to people's needs. For example, service and program funding can be prioritised and targeted to specific target populations to address barriers to participation and reduce social disadvantage. This approach has multiple benefits and informs investment when working within a constrained financial environment. This plan prioritises and targets those who experience the greatest inequalities and need to achieve faster and greater improvements in health and social outcomes.

Council's Diversity, Access and Equity Policy seeks to foster respect and celebrate diversity, demonstrate leadership, promote participation and create accessible places and spaces. Central to the policy is the recognition that some community members experience disproportionate levels of disadvantage, and only through tackling inequity can we reduce barriers and allow all community members to live full and healthy lives. At its core is a respect for human rights. The *Victorian Charter of Human Rights and*

Responsibilities Act 2006 makes it a requirement for councils to consider human rights when making decisions, developing laws and policies and delivering services.

A multi-pronged response is required to improve the health and wellbeing for both the wider Moonee Valley community as well as for target populations. We know that some population groups experience differences in health status that are socially produced, systemic, avoidable and unfair. The target populations identified for Moonee Valley that we will work closely with include:

- Aboriginal and Torres Strait Islander Peoples
- Low income earners
- Older people
- People from culturally and linguistically diverse backgrounds
- People living in social housing
- People who identify as lesbian, gay, bisexual, transgender, intersex, queer or asexual (LGBTIQA+)
- People with disability
- Unemployed people
- Young people.

The social determinants of health

“Health starts where we live, learn, work and play. We know that individual behaviours such as eating well, staying active, not smoking, getting immunised and accessing health care influences our health.

Our health is also determined in part by access to social and economic opportunities; the resources and supports available in our homes, neighbourhoods, and communities; the quality of our education; the safety of our workplaces; the cleanliness of our water, food, and air; and the nature of our social interactions and relationships.¹”

The conditions in which we live explain, in part, why some people are healthier than others and why some groups of people are not as healthy as they could be. In essence,

¹ Robert Wood Johnson Foundation. A new way to talk about the Social Determinants of Health.
<http://rwjf.ws/1BwVG0>

a social determinant is a factor in the community, economy or environment that can influence the health and wellbeing of people and places.

By focusing our attention on determinants we are more likely to address the causes of avoidable health problems. The ways Council can apply this lens and make a difference are explained in Table 1.

Table 1: How Local Government can make a difference to social determinants of health in Moonee Valley

The social determinants of health and wellbeing in Moonee Valley	How we can make a difference
Global and political environment	<ul style="list-style-type: none"> • Civic participation • Solar bulk purchasing • Community gardens • Climate change strategies • Waste management • Recycling
Natural environment	<ul style="list-style-type: none"> • Biodiversity and conservation • Air and water quality • Open and green space • Sustainable development • Food access
Built environment	<ul style="list-style-type: none"> • Housing • Cycle routes • Walking paths • Pedestrian zones • Shopping strips • Roads • Public transport links • Parks and gardens • Health, safety and local laws
Education and learning	<ul style="list-style-type: none"> • Lifelong learning • Physical activity • Schools • Early years services
Local economy	<ul style="list-style-type: none"> • Employment • Income

	<ul style="list-style-type: none"> • Business development • Tourism • Training and leadership
Community	<ul style="list-style-type: none"> • Social cohesion • Volunteering • Community centres • Neighbourhood houses • Community development • Community grants • Faith networks
Lifestyle	<ul style="list-style-type: none"> • Libraries • Leisure centres • Community services • Alcohol and other drugs • Sports development
People	<ul style="list-style-type: none"> • Age • Sex • Hereditary factors

About this plan

The Council Plan is a medium-term strategic plan that sets our strategic direction and focus for the four-year Council term.

The Municipal Public Health and Wellbeing Plan (the Health Plan) is integrated within this document and outlines actions to prevent and minimise public health dangers, and enable people living in the municipality to achieve optimum health and wellbeing.

This plan addresses legislative requirements in the *Local Government Act 1989* and the *Public Health and Wellbeing Act 2008*.

This plan is informed by the MV2040 Strategy (MV2040), our long-term plan for improving the health and liveability of our city. MV2040 was adopted on Tuesday, 26 June 2018 and this plan has been adjusted to align to MV2040.

This plan guides us in prioritising new initiatives and improvements to mobilise resources in areas where action is needed to achieve our strategy. Everyday service delivery is equally as important as delivering these key priorities. We acknowledge this approach by identifying both the services that underpin delivery of each theme and the key priorities we will pursue to achieve our objectives.

How we developed this plan

We engaged with the community, Councillors, staff and other stakeholders, including health and wellbeing sector partners.

We reviewed the strategic and policy context in which Local Government operates. We took guidance from MV2040 as well as from relevant legislation and guidelines, including *Plan Melbourne 2014*, the National Disability Insurance Scheme, the Victorian Royal Commission into Family Violence, *Resilient Melbourne Strategy* and *Melbourne Growth Strategy*.

We've given consideration to the *Victorian Public Health and Wellbeing Plan 2015-19*, in line with the *Public Health and Wellbeing Act 2008* requirements, including the priorities and challenges identified for the health status of Victorians.

We also reviewed demographic data, previous research findings, as well as priorities and evidence regarding health and wellbeing matters.

The plan was reviewed and refined in consultation with Council's executive team and Councillors. The draft plan was approved by Council prior to public consultation, and then adopted on 27 June 2017.

How we resource this plan

Councils are required to prepare a Council Plan, a Strategic Resource Plan (SRP) and an annual budget.

The following diagram shows the relationship between the key planning and reporting documents that make up the planning and accountability framework for local government.



Strategic Resource Plan

The financial and non-financial resources required to achieve the objectives of this plan are set out in the SRP.

The SRP sets the financial framework that shapes each annual budget. The SRP includes the long-term financial plan, financial statements and information regarding the human resources and infrastructure that will enable us to deliver the plan.

The SRP is an attachment to this plan and is available at mvcc.vic.gov.au/budget. We also develop an annual budget that describes the services and significant initiatives we will fund to achieve the plan.

Health and wellbeing work plans

Health and wellbeing activities are implemented through annual work plans. The work plans focus on a small number of evidence-based priorities, target and use resources effectively for a more significant impact, and work with health and prevention sector partners on shared priorities.

Partners who play a leadership role in delivering local health and wellbeing initiatives include:

- cohealth
- Women's Health West
- Inner North West Melbourne Primary Care Partnership
- North Western Melbourne Primary Health Network.

How we report on our progress

We report on our progress of the plan's implementation through the Annual Report.

We provide a statement of progress regarding the initiatives in the annual budget, and report the results we achieved against an extensive suite of performance indicators.

The Health Plan is evaluated in accordance with the *Public Health and Wellbeing Act 2008*. This plan identifies health and social indicators for certain objectives that are guided by the Victorian Public Health and Wellbeing Outcomes Framework. These indicators provide a picture of how liveable Moonee Valley is, taking into account a broader range of factors than just those for which Council is responsible.

This plan is supported by annual work plans, annual reviews and a health and wellbeing evaluation framework for Council and partners that will:

- identify and track progress against desired health outcomes
- monitor health and wellbeing trends
- review the effectiveness of our processes and partnerships
- align with direction from the State Government.

How we review this plan

We review this plan annually in accordance with the *Local Government Act 1989*. The purpose of an annual review is to consider whether the plan requires any adjustment to ensure ongoing relevance and currency.

A year into this plan, Council has reflected on its progress and made some adjustments which include aligning our objectives, strategies, indicators and key priorities to MV2040. The Strategic Resource Plan is updated annually as part of the Annual Budget process.

The Municipal Strategic Statement is reviewed once this plan is approved in order to ensure alignment between these key strategic documents.

About the Council Plan objectives

The Council Plan consists of 19 objectives that are framed around six themes. The delivery of each objective is supported by key strategies and key priorities, and will be measured by a number of strategic indicators, which are a requirement of the *Local Government Act 1989*.

1. Fair

- 1.1 Our community is socially inclusive and healthy
- 1.2 People have access to the services they need
- 1.3 Our community and our city are safe and resilient
- 1.4 People are connected to culture and community
- 1.5 People have secure and suitable housing
- 1.6 Our community is empowered to thrive

2. Thriving

- 2.1 High levels of participation in accessible leisure and learning opportunities
- 2.2 Our local economy is strong

3. Connected

- 3.1 Getting around is easy, safe and sustainable

4. Green

- 4.1 Our natural environment is protected and enhanced
- 4.2 People have the tools and knowledge they need to live sustainably

5. Beautiful

- 5.1 Moonee Valley has high quality places and spaces
- 5.2 Growth and development are well managed
- 5.3 Our infrastructure meets today's needs and can respond to future demand

6. Resilient organisation

- 6.1 Innovation is central to the way we work
- 6.2 Good governance is everyone's responsibility
- 6.3 We are financially sustainable
- 6.4 Our community is informed and has a say
- 6.5 We demonstrate leadership

How to read this plan

The next section of this plan revolves around six themes:

- Fair
- Thriving
- Connected
- Green
- Beautiful
- Resilient Organisation

Under each theme, with the exception of Resilient Organisation, are the following sub-headings:

- MV2040 Strategic Direction
- MV2040 Target
- Council Plan objective

- Council Plan strategic indicators
- MV2040 objective
- MV2040 actions
- Council Plan key strategies
- Council Plan key priorities

The Resilient Organisation theme describes the type of organisation we aspire to be and how we plan to achieve this.

Please note, some objectives, actions, key strategies and key priorities may relate to more than one strategic direction.

It is important to note that this plan is for 2017 to 2021, while MV2040 outlines longer term initiatives. If there are no Council Plan objectives linked to an MV2040 strategic direction, objective or action, it means that they are not covered in this timeframe, and will be included in future Council Plans.

Following the theme sections, there is a neighbourhood section which outlines the MV2040 implementation initiatives and projects that Council will undertake during this Council term.

Theme 1: Fair – Qeente boordup

This means 'fair' in Woi wurrung language

A fair city that values diversity, where everyone feels safe, is included, and has access to healthy food, services and housing

MV2040 Strategic Direction 1: A city that celebrates diversity

MV2040 target

- Moonee Valley is a 'Welcome City' where we celebrate diversity as one of our greatest strengths.

Council Plan objective

1.4 People are connected to culture and community.

Council Plan strategic indicators

1.4.1 Level of agreement with the statement: I feel part of the local community.
(Source: Council data)

1.4.3 Level of agreement with the statement: I value living in Moonee Valley because of its multiculturalism.
(Source: Community Survey) *

MV2040 objective

1.1 Celebrate Wurundjeri heritage and culture.

MV2040 actions

1.1.1 Acknowledge the Wurundjeri People as the Traditional Custodians and work in partnership with Wurundjeri People to celebrate their culture, heritage and history.

1.1.2 Promote greater connection to land and Aboriginal cultural values through land management practices and interpretation.

* Indicates a health and social indicator

Council Plan key strategies

1.4 .1.1 Promote greater connection to land and Aboriginal cultural values through land management practices and interpretation.

Council Plan key priorities

1.4.1.1.3 Work in partnership with the Wurundjeri Council to build a collaborative relationship and deliver the annual NAIDOC Week event.

MV2040 objective

1.2 Support social justice for Aboriginal and/or Torres Strait Islander Peoples.

MV2040 actions

1.2.1 Work with Aboriginal and Torres Strait Islander Peoples to support closing the gap around health, education and employment.

1.2.2 Advocate and support Aboriginal and Torres Strait Islander Peoples in leadership roles and for self-determination.

1.2.3 Work with the community to acknowledge and address the pain, suffering and ongoing impact of colonisation and racism experienced by Aboriginal and Torres Strait Islander Peoples.

Council Plan key strategies

1.4.1.2 Demonstrate a commitment to respecting, recognising and building relationships with Aboriginal and Torres Strait Islander people.

MV2040 objective

1.3 Foster respect and diversity.

MV2040 actions

1.3.1 Provide leadership to address discrimination, violence and racism directed towards our diverse community through provision of programs which foster awareness and understanding of diversity in our community.

1.3.2 Embed Council's access, inclusion and equity principles across service delivery and neighbourhoods.

1.3.3 Provide support and advocate on behalf of people seeking asylum and our newly arrived communities.

1.3.4 Celebrate child and youth culture and identity and support connection to their heritage.

1.3.5 Deliver leadership programs that encourage greater diversity in decision-making forums and structures.

1.3.6 Strengthen environments, cultures and capacity among individuals, organisations and communities to promote gender equity.

Council Plan key strategies

1.1.1.1 Work with partners to promote gender equity and primary prevention initiatives within Council and the community.

Council Plan key priorities

1.1.1.1.13 Foster respect, celebrate diversity, promote and support access and inclusion of LGBTIQ+ community members across Moonee Valley.

1.1.1.1.14 Continue to implement the Diversity, Access and Equity Policy and subsequent action plan.

1.4.1.1.4 Strengthen Council's commitment as a Refugee Welcome Zone through promotion, active engagement with, and support for, refugees and asylum seekers by creating partnerships with key refugee advocacy organisations such as the Asylum Seeker Resource Centre.

1.4.1.1.5 Actively promote and celebrate our multicultural community through the development of a Council policy statement, and provide opportunities for diverse communities to connect and contribute.

6.5.1.1.3 Conduct ongoing professional development for all staff regarding diversity.

MV2040 objective

1.4 Celebrate our history and acknowledge our changing community.

MV2040 actions

1.4.1 Encourage broad participation in events and festivals that celebrate our cultural diversity to increase understanding and reduce barriers.

1.4.2 Acknowledge the history and continual change within Moonee Valley and support initiatives bringing different generations and cultures together.

1.4.3 Encourage and facilitate reflections of our diverse identity in the fabric of our public spaces.

Council Plan key strategies

1.4.1.5 Deliver cultural opportunities that are relevant and accessible to the community.

MV2040 Strategic Direction 2: A city with a dynamic network of services and facilities

- MV2040 target

- Moonee Valley is a city where residents report being satisfied or very satisfied with the number and condition of the community facilities and services on their neighbourhood.

Council Plan objective

- 1.2 People have access to the services they need.

Council Plan strategic indicators

- 1.2.1 Percentage of people who are satisfied that Council services meet their needs.
(Source: Community Survey)
- 1.2.3 Proportion of Council facilities that are disability accessible.
(Source: Council data)*
- 2.1.2 Number of families identified as vulnerable engaged in Council services.
(Source: Council data)
- 2.1.4 Level of community satisfaction with recreational facilities.
(Source: Community survey)
- 5.3.1 Community satisfaction with the performance of Council in maintaining local infrastructure.
(Source: Community Survey)
- 5.3.2 Dollar value of financial and in-kind contributions levied on new development towards local infrastructure provision, to be measured after commencement of the Development Contribution Plan overlay.
(Source: Council data)

MV2040 objective

- 2.1 Provide services that meet forecast needs.

MV2040 actions

- 2.1.1 Regularly review programs and services to ensure responsiveness to changing community profiles.
- 2.1.2 Provide and encourage access to services in areas of highest community need, considering local population profiles and projections.
- 2.1.3 Focus delivering services across the life cycle and create a variety of opportunities for interaction and connection within our broader community.
- 2.1.4 Coordinate a better local service network and attract non-Council community services to Moonee Valley to address service gaps.

- 2.1.5 Extend the reach of sport, leisure and recreation opportunities for all by supporting a diverse range of ways for people to be physically active.
- 2.1.6 Maximise digital technology to deliver services where people need them and can most readily access them.

Council Plan key strategies

- 1.1.1.7 Manage the transition of the National Disability Insurance Scheme.
- 1.1.1.8 Manage the transition of aged care reform.
- 1.2.1.1 Deliver universal or targeted services to meet the needs of target populations.
- 1.2.1.4 Attract services to meet identified gaps and meet the needs of diverse communities within the municipality.
- 1.2.1.5 Provide consistent and timely information to connect people with local services.
- 1.6.1.2 Deliver services and programs using a community development model.

Council Plan key priorities

- 1.1.1.1.1 Implement the Early Years Plan.
- 1.1.1.1.2 Develop and implement the community benefit assessment tool.
- 1.1.1.1.10 Work with partners to establish a place-based outreach program to enhance existing case work and counselling services and further support disadvantaged young people in Flemington and Ascot Vale.
- 1.1.1.1.11 Deliver evidence-based development programs to support and improve development and educational outcomes for disadvantaged children in neighbourhoods experiencing disadvantage (Flemington, Ascot Vale, Avondale Heights, and Airport West).
- 1.1.1.1.12 Develop and implement a Council community development framework that informs decision making, program design, and delivery.
- 1.2.1.1.3 Address service needs with respect to:
 - culturally and linguistically diverse communities
 - youth counselling
 - mental health
 - employment
 - housing
 - homelessness
 - family violence.

- 1.2.1.1.5 Analyse needs assessment service reports for Flemington and Ascot Vale housing estates to inform service planning and advocacy.
- 1.2.1.1.6 In partnership with local councils and service providers, advocate for and establish employment and training programs that support disadvantaged young people and adults into sustainable employment outcomes and career paths within priority neighbourhoods (Flemington and Ascot Vale).
- 1.2.1.1.7 Attract community and specialist service providers and strengthen services to address settlement; alcohol and other drugs; sexual and reproductive health; discrimination and violence; youth; mental health; employment and training; housing and homelessness; and family violence.
- 1.6.1.13 Develop and implement services and programs that meet the needs of disadvantaged groups within priority neighbourhoods.
- 5.3.1.1.1 Introduce a Development Contribution Plan overlay into the Moonee Valley Planning Scheme.

MV2040 objective

- 2.2 Provide an accessible network of community facilities.

MV2040 actions

- 2.2.1 Develop a network of integrated community hubs co-located with other services in activity centres, close to public transport, physically accessible and convenient for local access.
- 2.2.2 Seek opportunities to leverage community facilities as catalysts for urban and economic renewal.
- 2.2.3 Provide flexibly designed public facilities and associated infrastructure appropriate for multi-uses and users, and adaptive to population and demographic changes.
- 2.2.4 Explore alternative financial and procurement options, including partnership arrangements with local providers and surrounding local councils to maximise funding opportunities to deliver high-quality facilities and services.

Council Plan key strategies

- 1.1.1.9 Develop a program to improve disability access to Council's community facilities and public spaces that connects the local needs to principal locations.
- 1.1.1.10 Continue implementation of Council's Facilities Asset Renewal Program in line with our Facilities Asset Management Plan.
- 1.1.1.11 Provide good quality facilities and programs where they are most needed.

- 1.1.1.12 Invest in civil infrastructure including the East Keilor Leisure Centre.
- 1.2.1.6 Continue our commitment to new civil infrastructure that is accessible.
- 1.4.1.6 Undertake planning and feasibility for key catalyst projects identified through Council's long-term community plans such as MV2040, which increase connectedness at the neighbourhood level.
- 2.1.1.2 Develop shared use and co-location governance models for our community facilities.
- 2.1.1.3 Explore opportunities to partner with organisations on the development and shared use or co-location of community facilities including education and government providers, adjacent councils, community groups and the private sector.
- 5.3.1.1 Use equity principles to inform community facility management practices to encourage greater use.
- 5.3.1.2 Conduct evidence-based infrastructure planning and investment that meets the needs of our community.
- 5.3.1.4 Provide a network of community facilities across the municipality for people to access services, meet and participate in the life of their neighbourhoods, and participate in formal and informal community building activities.
- 5.3.1.5 Develop and promote community facilities as vibrant, safe and interactive centres that maximise community participation and meaningful engagement.
- 5.3.1.6 Encourage developer contributions from new developments that contribute to the infrastructure needed by our growing population.
- 5.3.1.7 Upgrade infrastructure to support multiple benefits and value outcomes.
- 6.3.1.4 Prioritise projects with multiple community benefits through a community benefit assessment tool.

Council Plan key priorities

- 1.2.1.1.9 Improve access to, and use of, community facilities, particularly for vulnerable communities and community groups that service Moonee Valley's population.
- 1.2.1.1.10 Improve physical accessibility, fitness for purpose and the condition of assets across the Council-managed community facilities network.
- 2.1.1.1.8 Simplify the booking system for community spaces.

- 5.1.1.1.7 Modify existing layouts and interiors to promote multi-use spaces for the community, where possible.

- 5.3.1.1.7 Review community facility management practices to maximise use and Council's return on investment.

- 5.3.1.1.8 Review operations of Council facilities to articulate their purpose and define their future direction.

- 5.3.1.1.11 Review and refresh facilities asset renewal programs for all four asset classes.

- 5.3.1.1.12 Provide an annual State of the Assets report to Council.

- 6.3.1.1.3 Develop and implement infrastructure decision-making through guidelines to assist in the determination of future capital works.

MV2040 Strategic Direction 3: A city where people are healthy and safe

MV2040 target

- Moonee Valley is a city where residents report their health as being very good and know how to access the appropriate services to manage their physical and mental health.
- Moonee Valley is a city where our community feel very safe walking alone in their neighbourhoods during the day and night.

Council Plan objective

1.1 Our community is socially inclusive and healthy.

1.3 Our community is safe and resilient.

Council Plan strategic indicators

1.1.1 Proportion of adults who report high or very high psychological distress.
(Source: Victorian Population Health Survey) *

1.1.2 Rates of adults who meet the physical activity guidelines.
(Source: Victorian Population Health Survey) *

1.1.3 Percentage of residents who report their health as good, very good or excellent.
(Source: Community Survey) *

1.1.4 Level of income inequality by quintile (ratio of the top 20 per cent to the bottom 20 per cent of household income).
(Source: Census/Australian Bureau of Statistics) *

1.1.5 Proportion of adults who consume alcohol at lifetime risk of harm.
(Source: Victorian Population Health Survey) *

1.2.2 Percentage of people who put off going to the doctor due to cost.
(Source: Community Survey)*

1.3.1 Percentage of residents who have good levels of resilience.
(Source: Community Survey) *

1.3.2 Rate of incidence of family violence.
(Source: Victoria Police, Crime Statistics Agency) *

3.1.5 Percentage of residents who feel safe or very safe walking alone in their local area during the day.

(Source: Community Survey)

3.1.6 Percentage of residents who feel safe or very safe walking alone in their local area during the night.

(Source: Community Survey)

MV2040 objective

3.1 Promote positive mental health.

MV2040 actions

3.1.1 Promote mental health and wellbeing in both youth and early year's services and education settings.

3.1.2 Reduce discrimination arising from mental health challenges.

3.1.3 Advocate for services for people of all ages with mental illness.

Council Plan key priorities

1.1.1.1.6 Promote positive mental health in education settings through community education, programs and public campaigns, including a Young People's Mental Health First Aid initiative in schools.

1.2.1.1.2 Deliver universal youth mental health partnerships and targeted individual support through our youth case management and counselling services.

MV2040 objective

3.2 Protect population health and respond to emerging health issues.

MV2040 actions

3.2.1 Enhance access to early intervention and screening programs, including connecting new parents with health services (such as maternal and child health services).

3.2.2 Protect population health through immunisation, tobacco control and disease prevention programs.

3.2.3 Minimise harm from alcohol and other drugs.

3.2.4 Promote sexual and reproductive health.

3.2.5 Work with partners to track health and wellbeing trends and identify emerging issues.

3.2.6 Support a strong prevention system to ensure child safety and to address men's violence against women.

3.2.7 Minimise harm associated with gambling.

Council Plan key strategies

- 1.1.1.1 Work with partners to promote gender equity and primary prevention initiatives within Council and the community.
- 1.1.1.2 Work with partners to address health and wellbeing priorities including: health inequalities, mental health, alcohol and other drugs, gambling, homelessness, non-communicable diseases and sexual and reproductive health.
- 1.1.1.3 Improve health and wellbeing across the life course and address social determinants of health.
- 1.1.1.4 Protect population health and wellbeing through environmental health measures.
- 1.1.1.5 Support initiatives which give children a healthy start to life.
- 1.1.1.6 Deliver universal maternal and child health and family services, including targeted support for vulnerable children and families.

Council Plan key priorities

- 1.1.1.1.3 Deliver the immunisation program to State Government requirements.
- 1.1.1.1.4 Proactive inspections and enforcement to enable high quality environmental health outcomes.
- 1.1.1.1.7 Work with the Alliance for Gambling Reform to reduce harm from gambling.
- 1.1.1.1.15 Work with Action for Equity - the Western Health Region Partnership to promote sexual and reproductive health.
- 1.2.1.1.1 Deliver universal maternal and child health, and targeted services.
- 1.3.1.1.1 Work with regional partners (Preventing Violence Together and Inner North West Primary Care Partnership) to collectively monitor and evaluate primary prevention of violence against women initiatives.

MV2040 objective

- 3.2 Support increased access to healthy eating and food.

MV2040 actions

- 3.2.1 Support and enable community food assets, such as community gardens and urban agriculture.
- 3.2.2. Enhance access to neighbourhood food networks and community-based food programs, particularly for vulnerable and isolated groups.
- 3.2.2 Improve access to fresh, healthy food by increasing the number of healthy food retail opportunities including farmers markets.
- 3.2.3 Increase education and awareness of healthy eating and food growing.

MV2040 objective

- 3.3 Promote safety and community confidence.

MV2040 actions

- 3.3.1 Attract 'preventative' funding and support improvements to accessibility of services.
- 3.3.2 Promote neighbourhood-based programs that support community safety and resilience.
- 3.3.3 Provide leadership to protect the interests and safety of children and young people at all times, and promote their voice within the community.

Council Plan key strategies

- 1.3.1.1 Work with partners to prevent violence against women and children.
- 1.3.1.5 Plan for, and respond to, emergency situations through our Emergency Management Framework.

Council Plan key priorities

- 1.3.1.1.6 Implement the *Activities and General Amenities Local Law 2018* and update all processes and procedures across all relevant departments.

MV2040 Strategic Direction 4: A city where residents can engage, participate and influence change

MV2040 target

- Moonee Valley is a city where residents are able to influence decisions about their city and participate in social life.

Council Plan objective

- 1.6 Our community is empowered to thrive.

Council Plan strategic indicators

- 1.4.2 Number of opportunities for children to influence decisions about their city and participate in social life.
(Source: Council data)
- 1.6.1 Level of agreement with the statement: Do you feel there are opportunities to have a real say on issues that are important to you?
(Source: Community Survey)*
- 6.2.1 Community satisfaction with Council decision-making.
(Source: Community Survey)
- 6.2.2 Proportion of major initiatives adopted in the Annual Budget that are completed by Council.
(Source: Annual Report)
- 6.4.1 Community satisfaction with consultation and engagement.
(Source: Community Survey)*
- 6.4.2 Council website engagement analytics.
(Source: Website analytics data)

MV2040 objective

- 4.1 Provide opportunities for the community to participate in Council decision-making processes.

MV2040 actions

- 4.1.1 Develop processes for our community to have input into the design and delivery of community services and encourage community-led initiatives, including co-designing of community programs, spaces and facilities.
- 4.1.2 Undertake culturally appropriate and accessible community engagement practices through varied digital and face-to-face engagement methods.
- 4.1.3 Raise awareness of the role and function of local government.
- 4.1.4 Partner with target populations, other levels of government, the service sector and community stakeholders to advocate for and address their varying needs, aspirations and issues.
- 4.1.5 Implement new ways of using technology to allow our community to interact with Council.

Council Plan key strategies

- 1.4.1.3 Improve opportunities for children to be active citizens.
- 1.6.1.4 Implement best practice community engagement through high-level community advisory committees.
- 6.4.1.1 Coordinate proactive, planned and meaningful community engagement.
- 6.4.1.2 Explore ways of using technology to allow our community to interact with us in their preferred manner.
- 6.4.1.3 Provide opportunities for civic participation and input to Council decision-making processes.

Council Plan key priorities

- 6.4.1.1.1 Targeted engagement with hard-to-reach and marginalised communities.
- 6.4.1.1.5 Support community input into high-level strategic issues through Council's Portfolio Advisory Committees.
- 6.5.1.1.1 At least one major deliberative and statistically representative engagement process per Council term, which provides advice on Council's long-term Community Plan.

MV2040 objective

- 4.2 Foster community leadership and advocacy.

MV2040 actions

- 4.2.1 Develop leadership and advocacy skills for residents of all ages.
- 4.2.2 Support diverse community leaders to develop and expand their skills to reinvest in their communities.
- 4.2.3 Strengthen and celebrate children and young people's leadership skills and increase their decision-making opportunities as the leaders of tomorrow.
- 4.2.4 Encourage and facilitate opportunities for storytelling as a form of advocacy.
- 4.2.5 Increase women's representation in leadership and decision-making roles in workplaces, community organisations, civic life and relationships.

Council Plan key strategies

- 1.3.1.2 Foster resilience and build community capacity in target populations.

1.6.1.1 Build capacity and leadership with target populations and in areas of greatest social and economic disadvantage.

Council Plan key priorities

1.1.1.1.9 Work with partners to deliver a series of quarterly parenting forums that focus on key wellbeing issues, to provide information and prevention strategies to parents and caregivers of children and young people.

1.6.1.1.1 Implement good practice leadership training programs for young people and women to address disadvantage.

MV2040 objective

4.3 Resource the community to innovate, create and problem solve.

MV2040 actions

4.3.1 Support strong community networks to encourage community-led initiatives.

4.3.2 Develop a neighbourhood planning and delivery approach that coordinates service and infrastructure provision.

Council Plan key strategies

1.2.1.3 Transition to a neighbourhood place-based approach to service provision. This will use a place-based approach to encourage a network of 20-minute neighbourhoods.

1.6.1.3 Provide a range of community funding streams.

5.2.1.9 Create liveable 20-minute neighbourhoods.

Council Plan key priorities

1.3.1.1.3 Work with community leaders and neighbourhood groups to provide information and training regarding community safety, adverse weather events and capacity building.

1.6.1.1.2 Provide direct and in-kind support to individuals, groups, businesses and communities to develop innovative initiatives that best respond to local challenges and opportunities.

1.6.1.1.4 Transition Council's community funding to align with a neighbourhood place-based approach and target areas where it is most needed and where it will address health inequalities.

1.6.1.1.5 Deliver Council's Community Funding program. Measure, monitor and evaluate financial support provided.

MV2040 Strategic Direction 5: A city with housing for all

MV2040 target

- Housing is appropriate across our city for all stages and circumstances of life.

Council Plan objective

1.5 People have secure and suitable housing.

Council Plan strategic indicators

1.5.1 Percentage of households experiencing housing stress – housing costs that represent 30 per cent or more of household gross income.
(Source: Australian Bureau of Statistics)*

1.5.2 Increase the diversity of housing stock.
(Source: Australian Bureau of Statistics)

5.2.1 Time taken to decide planning applications (median number of days).
(Source: Local Government Performance Reporting Framework)

5.2.2 Percentage of studies completed from Council's 10-year Heritage Gap Study work program to identify and protect local heritage.
(Source: Council data)

MV2040 objective

5.1 Ensure new housing is directed to the appropriate locations.

MV2040 actions

5.1.1 Ensure diversity of housing types and sizes is available in well-located areas to provide choice in the private housing market, including a range of apartment sizes.

5.1.2 Direct new housing of higher scale to areas with good access to public transport, services or open space.

5.1.3 Ensure existing housing stock is protected where it contributes to the character of the neighbourhood, is of heritage value, and continues to be a viable dwelling product.

5.1.4 Protect precincts of heritage homes.

Council Plan key strategies

1.5.1.2 Identify appropriate locations for the suite of residential zones.

5.2.1.3 Encourage high-quality development that meets the needs of our growing population.

MV2040 objective

5.2 Facilitate the delivery of a mix of housing product.

MV2040 actions

5.2.1 Provide the policy framework to facilitate development of a variety of housing products to respond to the forecast demand for an increase in smaller households.

5.2.2 Work with partners and advocate for alternative housing models to provide affordable housing options for target population groups.

5.2.3 Ensure each neighbourhood is guided by the appropriate policy framework to achieve a mix of different housing styles and sizes appropriate to different stages and circumstances of life.

Council Plan key strategies

1.5.1.1 Facilitate the development of a variety of older persons' housing options in response to a forecast need and enable people to age in place.

1.5.1.5 Support the provision of affordable housing for people with disabilities.

5.2.1.2 Build understanding of housing diversity, population growth and development.

Council Plan key priorities

5.2.1.1.2 Undertake an awareness campaign to educate the community about the benefits of housing diversity that delivers real choice to a community with varying needs.

1.5.1.1.1. Partner with the University of South Australia for research on affordable housing.

MV2040 objective

5.3 Ensure residents have access to secure housing.

MV2040 actions

5.3.1 Advocate for improvements to existing public housing stock, including the mixed tenure redevelopment of public housing estates.

5.3.2 Support new and existing social housing through partnerships with social housing providers.

- 5.3.3 Consider utilising the future sale of Council-owned assets or air rights to facilitate the development of affordable housing.
- 5.3.4 Advocate for government targets, potentially at a municipal level, for the delivery of affordable and accessible housing as part of new large-scale residential development.
- 5.3.5 Work with partners to address homelessness in Moonee Valley.

Council Plan key strategies

- 1.5.1.3 Pursue diverse and affordable housing outcomes for residents through planning, advocacy and partnerships.
- 1.5.1.4 Encourage the improvement and renewal of public housing in Moonee Valley.

Council Plan key priorities

- 5.1.1.1.6 Support the local community and estate residents' engagement in the re-development of the Flemington housing estate and the Ascot Vale housing estate.

Theme 2: Thriving - Bandingith

This means 'doing well' in Woi wurrung language

A thriving city with access to jobs, lifelong learning, vibrant and dynamic activity centres

MV2040 Strategic Direction 6: A city with opportunities to learn and work

MV2040 target

- Moonee Valley is a city where residents have equitable access to lifelong learning development and employment opportunities.

Council Plan strategic indicators

- 1.3.3 Percentage of residents who have volunteered in the last 12 months.
(Source: Community Survey)
- 2.1.1 Proportion of children starting school who are on track with their social, emotional, physical and communication development.
(Source: Australian Early Development Census)*
- 2.1.5 Level of community satisfaction with libraries.
(Source: Community survey)

MV2040 objective

- 6.1 Support residents to gain meaningful employment.

MV2040 actions

- 6.1.1 Provide coaches and mentors in co-working spaces in our community hubs to support entrepreneurial activity.
- 6.1.2 Connect people to training programs which provide pathways to employment.
- 6.1.3 Encourage local job creation through major projects.
- 6.1.4 Include local procurement targets in Council contracts.
- 6.1.5 Support local employment providers to connect and grow.
- 6.1.6 Encourage local businesses and organisations to adopt inclusive employment practices.

- 6.1.7 Assist those disadvantaged in the labour market, including connecting those experiencing unemployment to new and emerging industries and technologies.
- 6.1.8 Assist older people to work where this is their need or wish.
- 6.1.9 Develop programs to increase employment of diverse community members including target populations.

MV2040 objective

- 6.2 Support residents to learn throughout their life course.

MV2040 actions

- 6.2.1. Advocate for new education facilities where growth projections demand.
- 6.2.2. Promote the value of learning and how it directly benefits individual wellbeing, through the experience of arts and cultural initiatives.
- 6.2.3. Provide opportunities for and support volunteering, along with support training programs to increase community participation and entry into employment.
- 6.2.4. Promote meaningful work experience and skills-building opportunities for young people in new and emerging industries.
- 6.2.5. Support and advocate for best practice education and innovative learning opportunities, including online learning.

Council Plan key strategies

- 1.3.1.3 Promote volunteering to increase community cohesion and resilience.

Council Plan key priorities

- 1.3.1.1.2 Promote volunteering to increase community cohesion and resilience, including implementation of a volunteer management program for Council volunteers which addresses volunteer recognition and celebration, training and development, improved volunteer management systems, and volunteer promotion and communication.

MV2040 objective

- 6.3 Provide dynamic libraries as part of community hubs.

MV2040 actions

- 6.3.1 Deliver a network of dynamic, adaptable community hubs that provide spaces for learning, collaboration, community connection, leisure, arts and culture.
- 6.3.2 Deliver an array of opportunities for lifelong learning, creativity, social connection, all aspects of literacy (including digital and early childhood), business incubation and personal development.
- 6.3.3 Make physical and digital library collections accessible in all neighbourhoods, through the community hubs or multi-purpose pavilions.
- 6.3.4 Locate co-working hubs in/adjacent to community hubs.
- 6.3.5 Create and support dynamic study spaces for children and young people for peer-to-peer learning.
- 6.3.6 Partner with agencies, providers and others to deliver cross-government and organisation services.

Council Plan key strategies

- 2.1.1.4 Lifelong learning opportunities are promoted, available and embraced by the community.
- 2.2.1.1 Promote and support learning, training and employment opportunities to address disadvantage.

Council Plan key priorities

- 2.1.1.1.2 Deliver quality early learning programs and services to enhance childhood learning and education outcomes.
- 2.2.1.1.5 Support disadvantaged women from priority neighbourhoods (Flemington and Ascot Vale) to develop entrepreneurial skills and establish small businesses.

MV2040 Strategic Direction 7: A city that responds to a changing economic landscape

MV2040 target

- Moonee Valley is a city where our environment facilitates thriving activity centres and new and emerging enterprise.

Council Plan objective

2.2 Our local economy is strong.

Council Plan strategic indicators

2.2.1 Level of Gross Regional Product growth.
(Source: Remplan)

2.2.2 Percentage of residents who shopped in Moonee Valley in the last seven days.
(Source: Community Survey)

2.2.3 Occupancy rate of retail premises in Moonee Valley's six largest business precincts.
(Source: Council annual audit)

2.2.4 Unemployment rate.
(Source: Australian Bureau of Statistics)*

MV2040 objective

7.1 Enable new and emerging industries and work practices.

MV2040 actions

7.1.1 Create or facilitate a network of co-working spaces throughout the city, including in/adjacent to community hubs and where possible, in community assets such as pavilions.

7.1.2 Position our city as an attractive location for creative industries, such as digital technology.

7.1.3 Encourage the establishment of business incubators and spaces for social enterprises.

Council Plan key strategies

2.2.1.4 Support entrepreneurship and start-up businesses.

2.2.1.6 Become the destination of choice for professional, financial and health businesses.

2.2.1.10 Finalise the Airport West Structure Plan, review and continue to work with the State Government to create an employment precinct linked to Essendon Fields.

Council Plan key priorities

2.2.1.1.4 Incorporate the Airport West Structure Plan in the Moonee Valley Planning Scheme.

2.2.1.1.6 Finalise and implement the Evening Economy Action Plan.

MV2040 objective

7.2 Provide business support and remove obstacles to growth.

MV2040 actions

7.2.1 Provide a facilitation service to allow business owners or investors a streamlined entry point into government.

7.2.2 Ensure the business regulatory environment within Council is streamlined and flexible.

7.2.3 Deliver or support a series of networking events, training, coaching and development programs for local businesses.

7.2.4 Support the development of income-generating opportunities for target populations.

7.2.5 Advocate for high speed digital services to be available throughout our city.

Council Plan key strategies

2.2.1.5 Improve and increase visits and spending at local shopping precincts.

2.2.1.7 Support the growth of activity centres as entertainment precincts that have a high level of activity day and night to increase the vitality of precincts and the viability of businesses.

2.2.1.8 Support the appropriate supply of land use in activity centres to facilitate industry sector growth.

Council Plan key priorities

2.2.1.1.1 Undertake local procurement to promote social, economic and environmental development.

2.2.1.1.3 Deliver economic development training programs and communications in line with feedback provided in the 2016 Business Confidence Survey.

2.2.1.1.2 Match digital infrastructure to business needs- this will include advocacy and provision of appropriate interfaces to promote business.

MV2040 objective

7.3 Leverage and expand on current business opportunities.

MV2040 actions

7.3.1 Support business synergies between Essendon Fields and the Airport West Activity Centre.

7.3.2 Ensure activity centres are attractive and inviting to residents and businesses.

Council Plan key strategies

2.2.1.3 Grow and diversify industry, and support existing and new businesses.

Council Plan key priorities

5.2.1.1.5 Undertake the Moonee Ponds Activity Centre pilot project with the Department of Environment, Land, Water and Planning (DELWP), and apply more generally as appropriate.

MV2040 Strategic Direction 8: A city with things to see and do

MV2040 target

- Across Moonee Valley there is increased participation and value placed in the arts, sport, culture and local community-run events.

Council Plan objective

- 2.1 High levels of participation in accessible leisure and learning opportunities.
- 1.4 People are connected to culture and community.

Council Plan strategic indicators

- 1.1.2 Rates of adults who meet the physical activity guidelines.
(Source: Victorian Population Health Survey)*

MV2040 objective

- 8.1 Celebrate our local assets and identity.

MV2040 actions

- 8.1.1 Celebrate the Maribyrnong River and Moonee Ponds Creek as key environmental, social and cultural assets and tourism attractors.
- 8.1.2 Develop a major cultural, events and tourism precinct at Aberfeldie, connecting the Incinerator Gallery with the Maribyrnong River.
- 8.1.3 Develop and market a rich annual festivals and events calendar to maximise community participation in celebrations within our city.
- 8.1.4 Empower the community to initiate and run community celebrations and events for their neighbourhoods.

Council Plan key strategies

- 1.4.1.7 Continue to build pride of place and community celebrations throughout the municipality by support for, and provision of, community festivals, events and programs.
- 2.1.1.1.7 Review and assess Council's current festivals, events and programs with the view to developing a future plan that has expanded community cultural development aims, objectives and outcomes.

Council Plan key priorities

1.4.1.1.1 Provide programs, events and activities that foster community connection and celebrate cultural diversity.

1.4.1.1.2 Initiate neighbourhood events programs.

MV2040 objective

8.2 Enhance our activity centres as places for entertainment and gathering.

MV2040 actions

8.2.1 Activate our activity centres with art, play, events and entertainment for all ages.

8.2.2 Provide community spaces and facilities in our centres.

8.2.3 Implement a public art program that shapes the culture and landscape of the city, contributing to vibrancy, sense of place and local identity.

Council Plan key strategies

5.1.1.2 Develop our activity centres as destinations by improving the amenity and quality of the public realm, including parking.

MV2040 objective

8.3 Support and extend the reach of our arts sector.

MV2040 actions

8.3.1 Extend the reach of the arts across the municipality, by ensuring appropriately equipped multi-purpose facilities for neighbourhood arts, exhibitions and creative industries.

8.3.2 Cater for professional and community arts exhibitions, performances and other activities, in quality and adaptable facilities.

8.3.3 Investigate and coordinate opportunities for performing arts across the city.

8.3.4 Create opportunities for professional artists and local community groups by commissioning public art projects.

Council Plan key strategies

8.4.1.4 Maintain a high standard of arts and cultural connections that are relevant and accessible to the community.

MV2040 objective

8.4 Support a network of leisure, recreation and sporting opportunities for all.

MV2040 actions

- 1.4.1 Extend the reach of sport, recreation and leisure activities to all.
- 1.4.2 Prepare for new and emerging trends in sports, recreation and leisure, through the planning for and use of facilities.
- 1.4.3 Provide a diverse range of ways for individuals (non-club based) to be physically active through well planned and managed open space assets.
- 1.4.4 Increase partnerships between clubs, organisations and Council to ensure sustainable delivery models for sports and recreation.
- 1.4.5 Improve the multi-purpose nature of our sport, recreation and leisure assets to maximise usage.
- 1.4.6 Consider establishing highball facilities to meet the demand for indoor sport opportunities.
- 1.4.7 Consider Council's role in supporting elite sporting activities.
- 1.4.8 Support the operation of Moonee Valley racecourse as a significant sporting, recreational and employment asset.

Council Plan key strategies

- 2.1.1.1 Provide a network of multi-purpose places and spaces to allow for various activities across the city.
- 2.1.1.5 Redevelop the East Keilor Leisure Centre.
- 2.1.1.6 Prepare options for the development of a Niddrie community hub, which includes the relocation of Niddrie Library.

Council Plan key priorities

- 2.1.1.1.1 Targeted leisure and learning programs to encourage greater participation by diverse groups.
- 2.1.1.1.3 Prioritise new sports pavilions and facilities in poor condition and improve accessibility of sporting facilities to the wider community, notably the Fairbairn Park Pavilion, Maribyrnong Park Pavilion, Cross Keys Reserve, Overland Reserve Pavilion, Boeing Reserve Pavilion, Ormond Park, Buckley (Doutta) Pavilion and Doutta Galla Community Hall.
- 2.1.1.1.4 Plan for the delivery of accessible playgrounds.

- 2.1.1.1.5 Continue to maintain community infrastructure, including: sports field lighting, sports field surfaces, universal designed car parks within open space, accessible toilets, circuit paths in open space; and continue to make further improvements to such infrastructure for the increased use and flexibility of these assets.
- 2.1.1.1.6 Continue to work with sporting clubs and community organisations to improve non-Council infrastructure through external grants and co-financial contributions.

Theme 3: Connected – Yanoninon Maggolee

This means 'travel here' in Woi wurrung language

A connected city of accessible, active and sustainable transport choices

MV2040 Strategic Direction 9: A city that is technology ready

MV2040 target

- Moonee Valley embraces a technology ready first approach to creatively meet the challenges we face.

MV2040 objective

9.1 Be ready to adopt technology.

MV2040 actions

9.1.1 Invest in the foundations of a digital platform that will enable us to realise smart city objectives.

9.1.2 Support high-quality data transfer and telecommunications infrastructure.

9.1.3 Provide a high-quality civic service that exceeds the expectations of our community, with people able to connect when and how best suits them.

9.1.4 Support our community to be digitally ready.

9.1.5 Use technological advances to address climate change impacts.

MV2040 objective

9.2 Ensure data is shared, open and valued resource.

MV2040 actions

9.2.1 Improve data quality, security and availability to all.

9.2.2 Support and provide increased public wi-fi accessibility

MV2040 objective

9.3 Leverage technology as a business enabler.

MV2040 actions

9.3.1 Determine suitable programs or create access and awareness of resources that support businesses on how to maximise technology.

9.3.2 Support the use of technology for accessing Council premises.

MV2040 Strategic Direction 10: A city where transport is the easy option

MV2040 target

- Moonee Valley is a city where more than half of our residents travel to work by walking, cycling or public transport.

Council Plan objective

3.1 Getting around is easy, safe and sustainable.

Council Plan strategic indicators

3.1.1. Percentage of residents who usually use public or active transport (walking, cycling) for journeys under 5 kilometres.

(Source: Community Survey)*

3.1.2. Percentage of residents who can easily get to places when needed.

(Source: Community Survey)

3.1.3 Percentage of residents who usually cycle for journeys under 5 kilometres.

(Source: Community Survey)

3.1.4 Percentage of residents who feel safe or very safe at public transport stops and stations.

(Source: Community Survey)

MV2040 objective

10.1 Expand high-frequency public transport options.

MV2040 actions

10.1.1 Advocate for expansion and increased frequency of bus operations.

10.1.2 Advocate for a tram extension or high-frequency bus route in Milleara and Avondale Heights, with peak period clearways.

10.1.3 Provide community bus routes through underserved areas of the municipality, including Milleara and Avondale Heights, until better public transport networks are established.

10.1.4 Proactively plan and advocate for an Airport Rail Link with train stations within our westernmost neighbourhoods.

10.1.5 Plan for the further activation of the Flemington spur line as a fundamental requirement to sustain the functioning of the Racecourse Road corridor.

10.1.6 Support a new train connection to the former Maribyrnong Defence site.

10.1.7 Advocate for accessible tram stops.

10.1.8 Advocate for increased train and tram reliability and frequency.

Council Plan strategies

3.1.1.1 Advocate for improved public transport services, safety, access and connectivity throughout the municipality.

Council Plan priorities

3.1.1.1.1 Continue to support community transport.

MV2040 objective

10.2 Reduce the real and perceived impediments to sustainable travel.

MV2040 actions

10.2.1 Significantly improve cycling and walking accessibility to and from public transport interchanges.

10.2.2 Investigate the provision of secure bicycle parking at public transport interchanges, including train stations.

10.2.3 Advocate for preference and priority to be given to sustainable transport modes at intersections.

10.2.4 Advocate for improved safety at transport interchange nodes.

10.2.5 Improve the safety of the road, shared path and footpath network.

10.2.6 Advocate to improve the availability, reliability and quality of information provided to the community.

Council Plan key strategies

3.1.1.2 Improve connectivity of our waterways and transport systems.

3.1.1.7 Advocate to achieve the best outcome for the community from the level crossing removal project in Buckley Street, Essendon.

6.5.1.5 Adopt an updated sustainable transport policy.

Council Plan key priorities

3.1.1.1.5 Undertake initiatives to encourage active transport.

3.1.1.1.6 Advocacy of a public transport interchange at Airport West and improved bus interchange at Moonee Ponds.

MV2040 Strategic Direction 11: A city with streets and spaces for people

MV2040 target

- We prioritise our cyclists and pedestrians of all mobilities by achieving a safe network of connected walking and cycling paths.

Council Plan strategic indicators

3.1.7 Level of progress towards zero trauma vision and prioritising the safe systems approach.
(Source: Crashstats data and percentage actions implemented from Council's Transport Safety Strategy)

MV2040 objective

11.1 Provide a safe and easy-to-use walking and cycling network.

MV2040 actions

11.1.1 Explore opportunities to implement shared zones in areas of high pedestrian activity.

11.1.2 Consider reducing the speed limit on Council roads.

11.1.3 Advocate to improve safety at pedestrian and cyclist crossings by reducing waiting times, increasing crossing times and installing best practice signals, sensors or people aware automated technologies.

11.1.4 Encourage walking programs such as 'walking school buses' and walking activities for seniors.

Council Plan key priorities

1.1.1.1.8 Deliver a walkability initiative to get more people walking in Moonee Valley.

3.1.1.1.3 Implement major initiatives within the Walking and Cycling Strategy including: Dean Street underpass, Evans Street entry to Moonee Ponds Creek, Montague Street boardwalk and advocacy for bicycle lanes on Mt Alexander Road between Buckley Street and Moonee Ponds Junction.

MV2040 objective

11.2 Provide a truly connected walking and cycling network.

MV2040 actions

- 11.2.1 Create a network of high-quality, connected walking paths.
- 11.2.2 Create a high-quality bicycle network, including dedicated separated bicycle paths where possible.
- 11.2.3 Upgrade the Moonee Ponds Creek Trail and Maribyrnong River Trail, with separated walking and cycling paths where possible.
- 11.2.4 Develop new and improved walking and cycling links between neighbourhoods, open spaces, across waterways, railway lines and major roads, including connections to adjacent municipalities.
- 11.2.5 Deliver, in conjunction with Melbourne Water, an activated walking and cycling connection along the pipe track between Avondale Heights and Niddrie.

Council Plan key strategies

- 3.1.1.6 Adopt an updated Integrated Transport Strategy within MV2040.
- 3.1.1.8 Achieve a more pedestrian friendly municipality and make walking the first choice for journeys under 2 kilometres through provision of a safe walking environment, appropriate infrastructure, enjoyable urban environment and promotional initiatives.

Council Plan key priorities

- 3.1.1.1.7 Prioritise the installation of dedicated bicycle lanes on principal bike network and strategic cycling corridors.

MV2040 objective

- 11.3 Manage car usage through demand management techniques.

MV2040 actions

- 11.3.1 Provide parking that is well designed, well located, appropriately priced and flexibly managed.
- 11.3.2 Introduce technology to enable parking assistance, enforcement, data collection and management in areas of high demand.
- 11.3.3 Consider development proposals with limited or no on-site car parking in areas proximate to public transport.

Council Plan key strategies

- 2.2.1.2 Review legacy parking agreements on Council owned property with a view to achieving more optimal outcomes in terms of land use and adequacy of parking provision.

5.2.1.8 Mitigate and minimise the impact of traffic and parking caused by development.

Council Plan key priorities

1.2.1.1.8 Implement accessible parking bays.

MV2040 objective

11.4 Focus on road safety.

MV2040 actions

11.4.1 Deliver road infrastructure improvements to increase safety in areas with the highest crash risk.

11.4.2 Advocate for infrastructure improvements at arterial road problem locations.

11.4.3 Develop and integrate road safety messages into programs targeting at-risk groups.

Council Plan key strategies

3.1.1.4 Provide safe travel for the whole community through the 'Safe System' approach and the 'Towards Zero Trauma' vision.

3.1.15 Continue implementation of Council's Local Area Traffic Management Studies capital works initiatives.

Council Plan key priorities

3.1.1.1.3 Continued implementation of Council's local roads, bridges and path network renewal program in line with Council's Road Asset Management Plan.

MV2040 Strategic Direction 12: A city at the forefront of transport technology

MV2040 target

- Moonee Valley embraces a technology first approach to creatively meet the challenges we face.

MV2040 objective

12.1 Position our city for smarter transport connectivity.

MV2040 actions

12.1.1 Identify and adjust for the influence future trends and transport technologies will have on travel behaviour.