

Refreshing the

Future Melbourne plan

Citizens’ Jury Report

25 June 2016

Introduction to this report

The Future Melbourne 2026 project

In June 2015 Melbourne City Council resolved to initiate a refresh of the Future Melbourne plan. The Council recognised that this plan, produced by Melbourne’s community, had been a valuable strategic guide for Council since it was completed in 2008 and that it was time to refresh the plan for the city’s coming decade.

In December 2015 the City of Melbourne appointed six leaders from Melbourne’s community as ambassadors to lead and guide the refresh of Future Melbourne. The Ambassadors signed-off on a process for the refresh to be done in three phases running from February through to June 2016.

Phase one was the ideas phase. This was an open invitation for individuals, groups and organisations to share their ideas for the future of Melbourne. Over two months, 2,000 people engaged in this phase through over 30 face-to-face events and 2,000 engaged in online conversations to produce 970 ideas for the future. This was accompanied by a range of facts and statistics about the city.

In phase two, the synthesis phase, these ideas were analysed and then synthesised as a commentary on the Future Melbourne 2008 vision and goals in the Bringing Your Ideas Together report. This report indicated directions for refreshing the 2008 plan. the report is available at <http://participate.melbourne.vic.gov.au/future>.

Finally, phase three was the deliberative phase. A citizens’ jury of 52 people was appointed by the City of Melbourne to review and rewrite the Future Melbourne plan to make it relevant for the next 10 years to 2026. The jury was selected from the respondents to the over 7,000 invitations sent to people who live, work or own a business in the municipality. This resulted in a jury with a makeup broadly representing the municipal demographic, with a mix of business owners, employees and residents, and a matching gender and age distribution profile.

The citizens’ jury used the information produced in phases one and two to inform their review and rewrite of the plan. Over six weeks in May and June 2016 they deliberated online and in three and a half day sessions to produce their refresh of Future Melbourne 2026. In the final step in this phase the jury handed their draft of Future Melbourne 2026 over to the Ambassadors for their review. The Ambassadors supported the jury’s report subject to some relatively minor changes. These are set out below and in the appendices.

In August 2016 the Ambassadors commended Future Melbourne 2026 to Council as the community’s refresh of the 2008 plan and a resource for future Councils to use when they develop their four-year Council plan. The plan will also be a resource for other groups and organisations in the city to use to chart a common course for Melbourne.

The citizens’ jury’s report

The citizens’ jury’s report in this document consists of a majority report and several minority repots.

The majority report is the jury’s agreed refresh of the Future Melbourne plan. The elements of the plan are: a glossary, a preamble, a vision for Melbourne’s future, nine goals for realising this vision and under these 53 priorities for achieving the goals. The jury reached agreement on this in their face-to-face deliberative sessions by a vote on the floor with a minimum 80% of the jurors present agreeing.

The minority reports were submitted by individual jurors at the conclusion of the jury’s last meeting. All jurors had the opportunity to submit minority reports. This allowed views to be expressed that were not included in the 80% majority agreed report or which were a commentary on that report or other aspects of the jury’s deliberations. The minority reports were submitted anonymously.

The Ambassador’s response to each of the minority reports is at Appendix A.

Ambassador’s review of the jury’s majority report.

The Ambassadors group reviewed the jury’s majority report. They supported the vision, preamble and all 9 goals.

Of the 53 priorities the Ambassadors felt that three could be removed: two because they were covered elsewhere in the plan (5.5 Broad based knowledge and 8.6: Managing Infrastructure growth) and one because it was too unspecific (9.2: Engagement). They felt that priorities 8.5: Technology and privacy and 8.7: Technology implementation could be combined. The number of priorities in the final version of the plan is 49.

The Ambassadors made around twelve minor changes to supplement the meaning of some of the goals and priorities. The also reviewed each element of the plan in detail to make the following readability improvements:

* Modifying the place/organisation terminology in the glossary to align more closely the City of Melbourne’s style guide (see Appendix B).
* Rephrasing the goal or priority to be directed to Melbourne more generally rather than just to the Council or the City of Melbourne organisation. This is because Future Melbourne is meant to set out a framework for all of Melbourne’s diverse institutions and individuals with an interest in the future of the city to coordinate them towards agreed common goals. It is not meant to be directed only at Council of the City of Melbourne organisation.
* Remove or rephrase statements that were framed as specific implementation actions rather than goal or priority statements.
* Rephrasing for the active voice, future tense, removal of jargon, repetition or ambiguities.

An account of the changes to each of the elements of the jury’s majority report compared to the Final Future Melbourne 2026 plan is Appendix B. For the final Future Melbourne 2026 plan follow this link <http://participate.melbourne.vic.gov.au/future>

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# The Vision for Melbourne 2026

In 2026, Melbourne will be sustainable, inventive, inclusive, vibrant and flourishing.

# Preamble

In 2026 Melbourne will be sustainable, inventive, inclusive, vibrant and flourishing.

To achieve this vision, the Future Melbourne 2026 Citizens’ Jury has agreed on 9 Goals and 54 Priorities. These Priorities and Goals build on strengths and attributes that make Melbourne the world’s most liveable city now and for future generations.

Melbourne is a complex entity made up of interdependent communities, including residents, businesses, workers, students and visitors. While the Melbourne City Council must govern for all people, special provision is needed for those who are vulnerable, marginalised or disadvantaged.

The Citizens’ Jury asks the Council to refresh the measures of accountability within six months of the next Council taking office. The measures should be subject to the principles of participatory democracy. This means that the selection of measures and targets, and their annual reporting and review, fully considers community concerns, aspirations and suggestions. The measures and targets create shared purpose, meaning and accountability for the Council and also for the many people, groups and organisations that will need to get involved and co-invest if we are to realise the goals and priorities. Our desire is for year-on-year improvement over 2016 levels in the following areas of particular importance, and noting that aspirational measures and targets are required.

While Council is responsible for determining specific performance measures and targets, the Citizens’ Jury agreed on the following principles:

* Annual improvement over 2016 levels be intrinsic to all performance measures.
* Because Goals under almost every Priority have an impact on environmental sustainability, all performance measures include an assessment of that impact.
* Growth rates in amenity be equal or exceed growth rates in density. In particular, population growth in any area may never be permitted to outstrip the provision of infrastructure, green space, recreational, educational, wellness or cultural facilities.

The Citizens’ Jury vision for Melbourne in 2026 is a city drawing proudly from Aboriginal culture, knowledge and heritage. Melbourne honours the people of the first nations who have shared their land with those who came later. Together, the descendants of Melbourne’s first people and Melbourne’s settlers will share traditional and new wisdom, binding together all members of a sustainable, inventive, inclusive, vibrant and flourishing City. The Citizens’ Jury identified this as a priority above any other, informing every Goal in this report.

# Goal 1: A Sustainable City

Sustainability is the basis of all Future Melbourne goals. It requires current generations to meet their needs without compromising the ability of future generations to also meet their needs. Ecological aspects, financial aspects and civil society are all inter-connected and inter-dependent, and need to be managed together. The choices we make today must not compromise the choices of future generations.

## Priority 1.1: A Melbourne biosphere

The City of Melbourne will restore and maintain its natural environment for the benefit of all its inhabitants, including flora and fauna. It will modify man-made environments in Melbourne to include initiatives such as the urban forest, green roofs, vertical gardens and community gardens to mitigate the consequences of climate change, such as the urban heat island effect.

## Priority 1.2: Zero net emissions

To become an eco-city, the City of Melbourne will source all its energy from renewable sources.

## Priority 1.3: The city as a catchment

Melbourne will conserve water and improve the health of its waterways by capturing stormwater. This will reduce both the potable water demand for irrigation and the pollution entering our waterways.

## Priority 1.4: Resource efficient

A sustainable Melbourne will maximise its resource efficiency by conserving, recycling and reusing its resources and spaces at every opportunity. It will close the waste loops and minimise waste production through resource recovery.

## Priority 1.5: Adapted for climate change

The City of Melbourne will partner with its teaching institutions, universities, research institutions and businesses to develop the world’s best responses to the impacts of climate change. A permanent Climate Change Advisory Committee that includes members from the Aboriginal community will be set up to advise the Melbourne City Council.

## Priority 1.6: Living and working in a dense urban centre

To become an eco-city, the municipality’s living, working, cultural and recreational activities will be integrated into a dense and liveable urban ecosystem at the hub of a metropolitan network of similar urban nodes, creating environmental, economic, social and health benefits for the metropolitan area and the municipality.

# Goal 2: A city for people

A city for people welcomes all. It is accessible, affordable, inclusive, safe and engaging; it promotes health and wellbeing, participation and social justice. A city for people has political, religious and intellectual freedom that nurtures a rich and dynamic culture. It respects, celebrates, and embraces human diversity. People of all ages and abilities feel secure and empowered. Family-friendly design in city planning puts the community at the forefront.

## Priority 2.1: A great place to be

Melbourne will be a great place to live, work and play at every stage of life. It will be welcoming, accessible, safe, clean and community focused, providing work, recreational and health facilities for all.

## Priority 2.2: A healthy community

Melbourne will make health a priority. The Melbourne City Council will act to support accessible and affordable physical and mental health services, including the health of those who are vulnerable and disadvantaged.

## Priority 2.3: A city designed for and by people

A Melbourne designed by the people and for the people will be a connected set of well-designed precincts or villages that celebrate and draw from their heritage, and where decisions reflect the priorities and views of an inclusive community.

## Priority 2.4: An affordable place for all to live

Melbourne will provide affordable options for accommodation, food and services. It will offer a mix of housing, facilities and recreation. Targets will reflect and support a diverse and inclusive community.

## Priority 2.5: Quality public spaces

Melbourne will provide abundant public space for its diverse population. Through good design, our public spaces will be accessible, affordable, ecologically sustainable, safe and well-utilised. Through these spaces we will build connections by encouraging diverse activities in an open and welcoming environment.

## Priority 2.6: Community

Melbourne will provide affordable community facilities and services that contribute to our quality of life by encouraging people to meet and feel connected. These facilities and services will keep pace with the needs of an increasing population while maintaining our commitment to sustainability.

## Priority 2.7: Inclusive city

Melbourne will be an inclusive community that encourages and responds to different voices, needs, priorities and rights. The contributions and human connectedness of all Melbourne communities will be encouraged, including marginalised and disenfranchised groups. Individuals with diverse backgrounds, ages and abilities will participate freely and respectful consideration for others is a way of life.

## Priority 2.8: A family-friendly city

The City of Melbourne will listen to parents, carers and children and cater for their needs. Melbourne will have affordable, well-designed family homes and neighbourhoods suitable for raising children. There will be adequate and affordable maternal and child health services, childcare, education and recreational facilities.

## Priority 2.9: Homeless services and spaces

The City of Melbourne will provide accessible, safe and supportive services and spaces for homeless people.

# Goal 3: A creative city

Melbourne encourages innovation and initiative. It fosters and values its creative community. It will invest in the creativity of people of all backgrounds and ability in all pursuits. Melbourne’s reputation will attract and retain pioneers in the creative arts, innovators and will contribute to prosperity.

## Priority 3.1: Fostering creativity

The City of Melbourne will encourage the brave and bold ideas that fuel the imagination to achieve development across all areas including cultural and artistic pursuits.

## Priority 3.2: A valued, creative community

The City of Melbourne will foster local groups and individuals in creating a vibrant creative community by investing in and maintaining accessible space for creation, development, presentation and commerce.

## Priority 3.3: Celebrating creative diversity

Melbourne will celebrate the creativity of all people across industry and art forms. Melbourne will embrace and nourish communities; diversity is embraced. This will lead to an environment in which people of all backgrounds and ability will be empowered to participate in creative endeavour.

## Priority 3.4: Prosperity by investing in creativity

Melbourne will grow its brand as a creative city. The City of Melbourne will invest in and attract creatives, innovators and enable collaboration. These people will contribute to decisions that impact prosperity.

# Goal 4: A prosperous city

Melbourne will be regarded as an international destination by excelling in its chosen fields. We will respond boldly to global challenges through thought leadership, innovation and flexibility. Melbourne’s leadership as a cultural destination will be a key to our national and international connections. State of the art transport and telecommunications infrastructure will connect Melbourne to the world.

## Priority 4.1: A safe and flexible city

Melbourne will be stimulating and safe at all hours of the day. It will be versatile for people and business to promote a better work life balance for individuals and families, residents, and visitors.

This will be achieved through more efficient facility sharing, better transportation, promoting inclusiveness, assisting businesses across retail and entertainment, and celebrating our culture.

The City of Melbourne will provide incentives to move people and businesses away from a traditional 9-5 lifestyle, to promote flexibility and efficiency in all facets of life.

## Priority 4.2: Attractive and supportive for new and existing business

Melbourne will be a place for the creation and growth of new business. The City of Melbourne will provide incentives and support to foster emerging business. This will attract global enterprises to establish national headquarters in Melbourne, cementing our place in the international economic community. As a prosperous city, Melbourne will support its businesses by ensuring they receive appropriate information, connections, services and support. Risk-taking and inventive businesses will find the necessary infrastructure, people and environment to flourish.

## Priority 4.3: An events city

Melbourne will host innovative local, national and global events. Sporting, cultural and business events attract investment, stimulate the economy and contribute to Melbourne's international reputation and brand.

## Priority 4.4: A great place to visit

Melbourne will be a great place to visit. We will welcome all international and domestic leisure, business and student visitors. We will be dynamic, engaging, accessible and welcoming. As a great place to visit, we will offer diverse experiences that are easy to find, enjoyable, encourage participation and help people connect.

## Priority 4.5: A philanthropic society

Melbourne will have a broad view of philanthropy, where both the individual and businesses contribute to the community. Citizens will be encouraged to embrace philanthropy via education and celebration of its success.

# Goal 5: A knowledge city

In a knowledge city, the collective power of mind and experience drives the city’s prosperity, its ability to compete globally and the quality of life its people enjoy. It supports a well-resourced education and research system producing a highly skilled and talented workforce, and a culture of innovation. It has a vibrant, collaborative and city-based lifelong-learning culture. This is supported and amplified by a universal and dynamic online culture connecting its people to the world.

## Priority 5.1: A leading city in early learning

The City of Melbourne will provide excellent childcare and early learning education for the community. It will plan for and respond to population growth.

## Priority 5.2: A leading city in primary and secondary education

The Melbourne City Council will develop and present to the State Government an annual position paper in relation to the design and development of primary and secondary education to meet population demand.

## Priority 5.3: A leading city for adult education and research

Melbourne values and promotes its world-class universities and the vital role they play in its prosperity, cultural development and social life. The Council will strive to facilitate collaboration between the universities, other education and training institutions, business and the broader community.

## Priority 5.4 Lifelong learning

We will draw on the municipality’s diverse range of people and rich cultural assets, including institutions, museums and libraries to support lifelong learning and help people up-skill and reinvent themselves for the changing economy. Aboriginal knowledge will be at the heart of the city, readily visible to educate and broaden minds of children, visitors and locals alike.

## Priority 5.5 Broad based knowledge

Melbourne will develop a broad-based knowledge culture where learning communities, the knowledge economy and innovation are valued as vital to improving our quality of life. We will draw on the City of Melbourne’s diverse range of people, institutions and rich cultural assets to generate innovation. We will draw on the knowledge assets of the city by strengthening our partnerships between the city, universities, businesses, public institutions and community.

# Goal 6: A connected city

In a connected city, all people and goods can move to, from and within the city efficiently. Catering for our growing city and safeguarding its continued prosperity means planning for an efficient and sustainable transport network. Technology and innovative forms of movement will play a significant role in changing the way people and goods move. The City of Melbourne will collaborate and advocate closely with stakeholders to implement measures that make it easier for more people to make more sustainable and smart choices as they travel to and around the city, whether by foot, bicycle, tram, bus, train or car.

## Priority 6.1: A walking city

Melbourne will be one of the world's great walking cities. Residents, workers and visitors will have easy walking access to the many activities available within the municipality. Walking will be an easy and attractive way for anyone and everyone to safely get around their local area. A connected city gives top priority to walking, providing a comprehensive, fine-grained and good-quality pedestrian network.

## Priority 6.2: A cycling city

Melbourne will be a cycling city. The municipality’s bicycle network of street, lane and paths will be connected, safe and attractive for cyclists of all ages. Bicycles will become a mode of choice for all transport purposes in the municipality. The Melbourne City Council will consider the possibility of creating cycle-only streets to encourage more people to ride. As well as being an effective form of mobility, cycling provides personal and public health, environmental and cultural benefits.

## Priority 6.3: Effective and integrated public transport

Public transport will be an efficient and attractive way to travel within the municipality and throughout metropolitan Melbourne. The integrated system of rail, tram and bus services will be affordable, responsive to customer needs and fully coordinated with the municipality’s cycling and walking paths. These services will be frequent, regular and reliable.

## Priority 6.4: Innovative urban freight logistics

Melbourne will have innovative and efficient freight and logistics infrastructure, optimising the flow of goods locally and globally. Melbourne's freight system will strengthen the municipality's economy. It will be environmentally sustainable, and freight traffic will be designed and managed to enhance the municipality’s liveability.

## Priority 6.5: Transitioning to future transport technologies

The City of Melbourne will adapt the built environment and regulate to support the early adoption of new technologies such as driverless vehicles, traffic management systems and automated freight movement. Technology will be used to improve motor-vehicle traffic flow and the efficiency of vehicle use. The aim is to reduce congestion and make streets better places for people to be.

## Priority 6.6: Regional and global transport connections

Melbourne will have fast and direct connections to Australia’s network of major cities and global cities in the Asia-Pacific region and around the world. High-speed tourist and passenger transport will connect Melbourne to the Eastern Seaboard including all major cities and airports. In particular, the Council will advocate for a rail links between the city and Melbourne’s airports. The connectivity is essential for the future prosperity and global competitiveness of Melbourne, Victoria and Australia.

# Goal 7: A deliberative city leading in participatory democracy

The City of Melbourne will be a world leader in using participatory democratic approaches to decision-making. The diverse voices of Melbourne will be actively listened to; there will be purposeful and considered dialogue, deliberation and accountable action.

## Priority 7.1: A world leader in participatory democracy.

The Melbourne City Council has already established itself as a leader in participatory democracy in a range of ways. The city will build on this foundation and establish Melbourne as a world-leading laboratory for participatory democratic approaches to governance and decision-making. This work will provide models for other governments in Australia and worldwide. Participatory democracy in Melbourne will reach into marginalised and disenfranchised communities. People will be well informed about the work of the Council and how decisions are made.

## Priority 7.2: Empowering community groups to resolve issues.

The City of Melbourne will recognise the importance of local knowledge and insights in finding creative solutions for local problems. Local community groups will be encouraged to take form and to build their capacity to be involved in decision-making. The Council will consult with local communities and act on what it hears.

## Priority 7.3: A leader in bringing governments, business, public institutions and community together

Many important issues and opportunities facing the City of Melbourne require integrated action from multiple levels of Government. The Council will lead in working with other levels of government, neighbouring local governments and businesses, community and other public institutions to deliver workable solutions for the community. It will strengthen its voice as an advocate for the priorities in this plan.

## Priority 7.4: Harness new technologies for people to provide feedback and be involved in decision making.

New technologies need to be harnessed to enable people to provide feedback to the Council and be involved in decision-making. The Council’s internet presence will make its decision-making and consultative processes open and transparent.

## Priority 7.5: Open government data

Government data will be seen as a public resource to be made readily available to the public. The Council will be committed to digital government, including connecting citizen developers with the tools to access government data. The data will be available in formats that allow innovative use. Open data is core to the promise of more efficient and transparent government.

# Goal 8: A city managing growth and change

The City of Melbourne will be a leader in managing change driven by growth and technological advancement. The Melbourne City Council will ensure that its facilities and services meet the demands with the predicted doubling of population.

## Priority 8.1: Managing for increased density and urban planning

Urban planning guidelines will encourage use of the latest knowledge and technology in design, construction and ongoing management of buildings to ensure sustainability and improve the quality of life of all people. We must not lose Melbourne's historical and cultural diversity while planning and designing for growth and providing services that are commensurate with this growth. What makes this city special will be preserved.

## Priority 8.2: Online city

As an online city, Melbourne will have a universal and dynamic online culture connecting its people to each other and the world. A high percentage of people will access the internet via their choice of high-speed broadband providers and all will have access to the municipality’s universal wireless internet connection.

## Priority 8.3: Long-term planning for infrastructure

Long-term planning will cater for Melbourne’s growth, especially with the ongoing projected growth of driverless cars and alternative modes of transport.

## Priority 8.4: Technological capabilities of the Melbourne City Council

A wide range of knowledge is required to actively manage and stay current with technology. Creating a Technology Advisory Committee will help ensure that the Council stays on the leading edge of innovation while maintaining the high quality of services it already provides.

## Priority 8.5: Technology and privacy

The Council will consider data security, rules about guaranteeing anonymity, archival procedures and the ability to conduct forensic internal audits. Creating a Privacy Advisory Committee will help ensure the data will be stored and managed in a secure way that protects the privacy of business and individuals. The data will be used for long-term benefit of the people of Melbourne and not commercialised.

## Priority 8.6: Managing Infrastructure growth

The City of Melbourne will ensure that people and business can maximise their benefit from technology by providing the infrastructure required for optimal use. This includes charging stations for transportation and communication. Knowledge hubs will ensure that all people have access to technology and knowledge.

## Priority 8.7: Technology implementation

The Council will have the internal expertise and resources to successfully carry out technology rollouts (both software and hardware). Large-scale technology rollouts should be sufficiently tested.

Technology decisions will be made under a competitive, evidence-based tender process to ensure the people of Melbourne have access to the best possible technology. The Council will utilise technology and take an active role in promoting open data and encouraging its use for better city.

## Priority 8.8: No-one left behind

Technology will be adopted swiftly in a well-thought out manner if it adds value on top of existing services and products. If services (such as public transport ticket purchasing) are replaced with technology, the Council will ensure that the services and functionality are still easily available to people who are not comfortable with or don’t readily use technology.

The City of Melbourne will ensure that all people have access to training, education and resources to ensure they have the skills required to understand and utilise technology.

The technological services provided by the Council will be provided primarily through accessible web-based platforms rather than proprietary app platforms.

# Goal 9: A city with Aboriginal focus

Aboriginal culture, knowledge and heritage enrich the city’s growth and development. For the Wurundjeri, Boonerwrung, Taungurong, Djajawurrung and Wathaurung which make up the Kulin Nation, Melbourne has always been an important meeting place and location for events of social, educational, sporting and cultural significance.

## Priority 9.1: Acknowledgement

The City of Melbourne will publicly and proudly acknowledge Aboriginal identity across all areas of Melbourne. It will establish a treaty with the Kulin Nation.

## Priority 9.2: Engagement

The Melbourne City Council will engage with the Kulin Nation to determine specific priorities under this goal.

## Priority 9.3: Education

The Council will actively initiate and fund a community education program, potentially available through council libraries and hubs and online.

## Priority 9.4: Prosperity and acclaim

The Council will work collaboratively with Aboriginal people to create economic opportunities to the benefit of all people in the city of Melbourne. It will promote and leverage international recognition for Aboriginal culture to the economic benefit of Melbourne.

## Priority 9.5: Sustainability

The Council will engage Aboriginal experts to advise on sustainable land management practices and implement ‘caring for country’ principles.

# Minority Reports

## Minority Report Preamble

There are a number of issues of special concern because they are identified as threats to the Future Melbourne vision, such as:

* Air and water quality
* Renewable energy consumption
* Waste management
* Traffic congestion
* Improvement in safety and convenience for bicycle-commuters and pedestrians
* Recreational activity / Recreational Space
* Ratio of affordable housing in new developments
* Increase in area of open, green and common-use space
* Prosperity measured by employment growth and business confidence.

## Minority Report Priority 2.9

Portable hubs should be available for the homeless community and incorporate showers, laundries, libraries, food. Based on successful overseas models such as the San Francisco ‘Project Homeless Connect’ and collaboration with local services such as St Vincent de Paul, Salvation Army, the Smith Family.

## Minority Report Priority 3.4

This goal was, in my opinion, misdirected from the outset. Because I am professionally employed in a creative industry and wished to avoid the perception of self-interest, I was very little involved in the process. The stated priorities all focus on the ideal of the independent ‘artist’, and ignore the far more relevant concept of creative industry as an economic contributor.

Creative industry accounts for a greater share of Victoria's GDP than mining or manufacturing. It directly employs thousands of Melburnians and accounts for the bulk of Melbourne’s interstate and international tourism.

The Citizens’ Jury had no interest in the economic impact of the Creative Industries, focussing mainly on issues like creativity, inclusivity and (for some reason) collaboration.

## Minority Report Goal 4

The goal is: for Melbourne to flourish by facilitating prosperity in all aspects of life: cultural, commercial and social. (The final goal text as written above was originally a Priority and does not encapsulate the umbrella purpose of this goal)

## Minority Report Goal 5

It is important to acknowledge that being part of a knowledge city is greater than just education. The city of Melbourne should seek to promote academics, business leaders, councillors and the general public to engage with one another in order to keep Melbourne in tune with being a ‘knowledge city’. We need a physical and online realm to accomplish this.

## Minority Report Goal 8

The importance of the role of data and its potential impact on all aspects of running a sustainable, inventive, inclusive, vibrant, and flourishing city is not adequately addressed in this report. Robert Doyle, George Quezada and Matt Low all stated that the future is about data. Smart Cities around the world have become smart cities by analysis and reuse of publically available data.

## Minority Report Goal 8

I think the forecasted massive growth of Melbourne’s population would be addressed better in the other goals and priorities. The remaining priorities in this ‘Goal’ are mostly about technology and in my opinion the wording of the goal should reflect this.

## Minority Report Priority 8.1

Analysis and use of publically available data by citizens, businesses, companies and research organisations to improve services in many areas including health, transportation, sustainability, must be advocated for and encouraged.

## Minority Report Priority 8.1

Need to address the lack of emphasis in Priority 8 in relation to the consequences of increased urban density as it impacts public amenity, open space, green space and the provision of sports playing fields for organised sports. The population growth in the city needs to grow commensurately with these facilities and provisions.

## Minority Report Priority 8.2

Fast, reliable online connectivity enables data analysis and reuse. Online infrastructure must be refreshed and well implemented over time.

## Minority Report Goal 9

The Priorities entered here ought to be specifically associated with the other goals, such as to include Aboriginal heritage information as part of a Knowledge City.

The way Aboriginal affairs were handled in this jury were underhanded and fundamentally unfair. Aboriginals did not have significant representation on the jury (only a single person). The topic of Aboriginality and its place in the report was discussed but not heavily until a small group of jurors hijacked the formal process in an attempt to push a particular agenda. The jury voted no repeatedly on different places to put an Aboriginal section (an especially strong no for its inclusion as its own goal). The moderators and ambassadors repeatedly interfered during sessions to ensure that the Aboriginal section stayed its own goal. I understand the importance of Aboriginals to Australia and the City of Melbourne but this topic should have been treated the same way as all others. This goal 9 does not represent how the jury would have acted if they had not been interfered with by external parties.

1. Ambassador’s response to the minority reports

The citizen’s jury provided eleven minority reports. The minority reports were submitted by individual jurors. At the conclusion of their last meeting, all jurors had the opportunity to submit minority reports. This allowed views to be expressed that were not included in the majority report (which was subject to a super majority agreement of 80% of the jury present at the time of the vote) or which were a commentary on that report or other aspects of the jury’s deliberations. The minority reports were submitted anonymously.

The Ambassador’s response to each minority report is set out under each of the reports in **pull-out text.**

Minority Report – The Preamble

There are a number of issues of special concern because they are identified as threats to the Future Melbourne vision, such as:

* Air and water quality
* Renewable energy consumption
* Waste management
* Traffic congestion
* Improvement in safety and convenience for bicycle-commuters and pedestrians
* Recreational activity / Recreational Space
* Ratio of affordable housing in new developments
* Increase in area of open, green and common-use space
* Prosperity measured by employment growth and business confidence.

Ambassador response: The Ambassadors felt that the preamble needed to be broad based and that specific issues of concern were addressed by the plan’s goals and priorities.

Minority Report - Priority 2.9

Portable hubs should be available for the homeless community and incorporate showers, laundries, libraries, food. Based on successful overseas models such as the San Francisco ‘Project Homeless Connect’ and collaboration with local services such as St Vincent de Paul, Salvation Army, the Smith Family.

Ambassador response: Noted. This is a good idea that could be investigated as part of priority 2.9: Support the homeless.

Minority Report - Priority 3.4

This goal was, in my opinion, misdirected from the outset. Because I am professionally employed in a creative industry and wished to avoid the perception of self-interest, I was very little involved in the process. The stated priorities all focus on the ideal of the independent ‘artist’, and ignore the far more relevant concept of creative industry as an economic contributor.

Creative industry accounts for a greater share of Victoria's GDP than mining or manufacturing. It directly employs thousands of Melburnians and accounts for the bulk of Melbourne’s interstate and international tourism.

The Citizens’ Jury had no interest in the economic impact of the Creative Industries, focussing mainly on issues like creativity, inclusivity and (for some reason) collaboration.

Ambassador response: The Ambassadors came to a similar view and have inserted reference to “creative industries” in priority 3.4.

Minority Report - Goal 4

The goal is: for Melbourne to flourish by facilitating prosperity in all aspects of life: cultural, commercial and social. (The final goal text as written above was originally a Priority and does not encapsulate the umbrella purpose of this goal)

Ambassador response: The Ambassadors also felt this goal was not quite broad enough. In particular they have inserted “Its entrepreneurs and businesses will thrive and people share their wealth.” to include the commercial dimension set out in Priority 4.2.

Minority Report - Goal 5

It is important to acknowledge that being part of a knowledge city is greater than just education. The city of Melbourne should seek to promote academics, business leaders, councillors and the general public to engage with one another in order to keep Melbourne in tune with being a ‘knowledge city’. We need a physical and online realm to accomplish this.

Ambassador response: The Ambassadors felt this is now captured in “Priority 5.3: Lead in adult education, research and innovation”. The Ambassadors were satisfied that physical and online aspects were covered by the other goals and priorities.

Minority Report - Goal 8

The importance of the role of data and its potential impact on all aspects of running a sustainable, inventive, inclusive, vibrant, and flourishing city is not adequately addressed in this report. Robert Doyle, George Quezada and Matt Low all stated that the future is about data. Smart Cities around the world have become smart cities by analysis and reuse of publically available data.

Ambassador response: The Ambassadors also felt the role of data needed to be strengthened. Accordingly Priority 8.5 is now re-titled “Using Data to make a better city” and the wording modified to read “Access to good quality data about activity in the city is an important driver of Melbourne’s economy. This data will be used for the long term benefit of the people of Melbourne. Data collected will be secured to protect the privacy of businesses and individuals in Melbourne. Commercial arrangements entered into by governments should not constrain the public sector’s access to data collected under those arrangements.”

The role of data in governance is covered well in priority 7.5

Minority Report - Goal 8

I think the forecasted massive growth of Melbourne’s population would be addressed better in the other goals and priorities. The remaining priorities in this ‘Goal’ are mostly about technology and in my opinion the wording of the goal should reflect this.

Ambassador response: The Ambassadors liked the change focus of this goal. Both growth and technology will be key drivers of urban change. The Ambassador’s felt that some of the technology priorities could be combined.

Minority Report - Priority 8.1

Analysis and use of publically available data by citizens, businesses, companies and research organisations to improve services in many areas including health, transportation, sustainability, must be advocated for and encouraged.

Ambassador response: See response to the minority report Goal 8

Minority Report - Priority 8.1

Need to address the lack of emphasis in Priority 8 in relation to the consequences of increased urban density as it impacts public amenity, open space, green space and the provision of sports playing fields for organised sports. The population growth in the city needs to grow commensurately with these facilities and provisions.

Ambassador response: The Ambassadors felt that priorities 8.1 and 8.3 with some minor re-wording, covered the issue raised in this minority report particularly when cross referenced to the priorities in goals 1 and 2 where the importance of open space and community facilities is affirmed.

Minority Report - Priority 8.2

Fast, reliable online connectivity enables data analysis and reuse. Online infrastructure must be refreshed and well implemented over time.

Ambassador response: The Ambassadors felt that 8.2 with some additional wording about data captured the aspiration. See also the related comments on minority report goal 8 above.

Minority Report - Goal 9

The Priorities entered here ought to be specifically associated with the other goals, such as to include Aboriginal heritage information as part of a Knowledge City.

The way Aboriginal affairs were handled in this jury were underhanded and fundamentally unfair. Aboriginals did not have significant representation on the jury (only a single person). The topic of Aboriginality and its place in the report was discussed but not heavily until a small group of jurors hijacked the formal process in an attempt to push a particular agenda. The jury voted no repeatedly on different places to put an Aboriginal section (an especially strong no for its inclusion as its own goal). The moderators and ambassadors repeatedly interfered during sessions to ensure that the Aboriginal section stayed its own goal. I understand the importance of Aboriginals to Australia and the City of Melbourne but this topic should have been treated the same way as all others. This goal 9 does not represent how the jury would have acted if they had not been interfered with by external parties.

Ambassador response: This minority report misrepresents the actions of the author’s fellow jurors, the Ambassadors, the facilitators and the integrity of the jury process.

Both the facilitators and the ambassadors engaged with the jury within the terms of reference of the jury and following the agreed processes.

The jury did not require aboriginal representation in order for it to deliberate on the inclusion of Aboriginal perspectives in the Future Melbourne plan.

The topic of Aboriginality was raised on the jury’s first day when a number of jurors saw the need for more information on the Aboriginal perspective and requested expert input to the jury from traditional land owners. For practical reasons the jury was limited to four externally sourced experts and the option of the traditional owners did not make the jury’s top four. Jurors however were still free to seek whatever information they thought was needed for the group’s deliberations.

On the second jury day a small group of jurors asked the facilitators for permission to meet and consult with the Wurundjeri Tribe. Permission was granted by the facilitators who then sought the assistance of the Future Melbourne project team to facilitate this meeting. The interested group of jurors subsequently met with a group of Wurundjeri traditional land owners.

On the third day we understand that the jurors who had met with the traditional owners reported back to the group on the outcomes of their closed session on Day 3. The jury were consulted before they heard the group’s report and agreed to give the group 6 minutes for their presentation.

The jury broke into working groups and one of these groups produced an Aboriginal focus to be incorporated into the plan. The jury deliberated about how to incorporate the Aboriginal focus into the plan but could not agree on this. The matter was left unresolved. At the conclusion of Day3 the jury handed over their draft of the plan to Ambassador Prof. Kate Auty. She accepted and among other things acknowledged the importance of Aboriginal and Torres Strait Islanders in Melbourne’s history.

The jury agreed that it needed a further half day to complete their work and among other things they revisited the Aboriginal focus and voted to agree the inclusion of goal 9 and its priorities. The Ambassadors wholeheartedly support the jury’s goal 9 and its priorities with only minor changes.

1. Changes to the majority report from the Ambassador’s review

The tables below provide the reasons for the changes made by the Ambassadors to each of the elements in the jury’s majority report produce the final Future Melbourne plan. Elements that have been removed or consolidated are highlighted. The final Future Melbourne 2026 plan which is available at this link <http://participate.melbourne.vic.gov.au/future>

**Glossary**

|  |  |  |
| --- | --- | --- |
| Term | Definitions in the final FM2026 plan | Jury report’s definition |
| City of Melbourne | The organisation called the City of Melbourne | Central Melbourne |
| Melbourne City Council | The elected officials of the City of Melbourne, the Councillors | The body |
| Melbourne | The municipality of Melbourne | The municipality of Melbourne |

| **Final Future Melbourne 2026** | **Jury’s majority reports** | **Reasons for the changes by Ambassadors** |
| --- | --- | --- |
| **The Vision for Melbourne 2026** | **The Vision for Melbourne 2026** | Rephrase the string of five adjectives into a more structured sentence |
| **Preamble** | **Preamble** | Rephrase to improve readability and remove the instructions to Council because Future Melbourne is meant to set out a framework for the diverse institutions and individuals with an interest in the future of the city to coordinate them towards agreed common goals. |
| Goal 1 A city that cares for its environment. | Goal 1: A Sustainable City | Focus this on environment. Replace the jargon title with explicit meaning. Rephrase the title for future tense. Locate the broader concept of sustainability in the preamble. Generally rephrase the statement for clarity of meaning. |
| 1.1: Maintain its urban biosphere. | 1.1: A Melbourne biosphere | Rephrase the title for future tense. Change the statement per the glossary and to refer to the whole municipality. |
| 1.2: Adapt for climate change. | 1.5: Adapted for climate change | Rephrase the title for future tense. Change the statement per the glossary and to refer to the whole municipality. Generalise the specific action to “governments” |
| 1.3: Emit zero greenhouse gases. | 1.2: Zero net emissions | Rephrase the title for future tense. Replace jargon in the title and statement. |
| 1.4: Capture and reuse stormwater. | 1.3: The city as a catchment | Remove jargon from the title and rephrase the statement for consistent future tense. |
| 1.5: Use resources efficiently | 1.4: Resource efficient | Rephrase the title for future tense. Remove jargon from statement. |
| 1.6: Capture the sustainability benefits of urban density. | 1.6: Living and working in a dense urban centre | Rephrase the title for future tense and more explicit meaning. Rephrase the statement to make the particular meaning clearer and to remove jargon. |
| Goal 2: A city for people. | Goal 2: A city for people | No change |
| 2.1: A great place to be. | 2.1: A great place to be | Rephrase the statement for consistent future tense. |
| 2.2: A healthy community. | 2.2: A healthy community | Rephrase the statement to be directed to Melbourne more generally rather than just the Council |
| 2.3: Designed for and by people. | 2.3: A city designed for and by people | Simplify the title |
| 2.4: Affordable for all to live. | 2.4: An affordable place for all to live | Simplify the title and remove reference to targets (see preamble) |
| 2.5: Quality public spaces. | 2.5: Quality public spaces | Rephrase the statement to make the meaning more direct. |
| 2.6: Affordable community facilities and services. | 2.6: Community | Rephrase the title to be more specific. |
| 2.7: An inclusive city. | 2.7: Inclusive city | Rephrase the last sentence to clarify its meaning. |
| 2.8: A family-friendly city. | 2.8: A family-friendly city | Rephrase the statement to be directed to Melbourne more generally rather than just the Council and for consistent future tense. |
| 2.9: Support the homeless. | 2.9: Homeless services and spaces | Rephrase the title for the active voice and rephrase the statement to be directed to Melbourne more generally rather than just the Council. Add “pathways out of homelessness” |
| Goal 3: A creative city. | Goal 3: A creative city | Correct the grammar of the last sentence |
| 3.1: Foster creativity. | 3.1: Fostering creativity | Rephrase the title for the active voice and rephrase the statement to be directed to Melbourne more generally rather than just the Council |
| 3.2: Value the creative community | 3.2: A valued, creative community | Rephrase the title for the active voice and rephrase the statement to be directed to Melbourne more generally rather than just the Council |
| 3.3: Celebrate creative diversity | 3.3: Celebrating creative diversity | Rephrase the title for the active voice and rephrase the statement to remove repetition. |
| 3.4: Prosper by investing in creativity. | 3.4: Prosperity by investing in creativity | Rephrase title for the active voice and rephrase the statement to be directed to Melbourne more generally rather than just the Council and replace “creatives” with the more explicit “creative industries”. Replace “impact” with the more purposeful “drivers” |
| Goal 4: A prosperous city. | Goal 4: A prosperous city | Add reference to business, entrepreneurship and prosperity which echoes priority 4.2 |
| 4.1: A safe and flexible city. | 4.1: A safe and flexible city | Rephrase the statement to be directed to Melbourne more generally rather than just the Council. Rephrase and combine the last two sentences for clarity of meaning. |
| 4.2: Attract and support new and existing business. | 4.2: Attractive and supportive for new and existing business | Rephrase the statement to be directed to Melbourne more generally rather than just the Council and to clarify the meaning. |
| 4.3: An events city. | 4.3: An events city | Add “knowledge” events (science conferences etc.) |
| 4.4: A great place to visit. | 4.4: A great place to visit | Remove repetition of “welcome” |
| 4.5: A philanthropic society. | 4.5: A philanthropic society | Rephrase for clarity of meaning |
| Goal 5: A knowledge city. | Goal 5: A knowledge city | Add “business” as a necessary party to innovation. Relocate reference to online to priority 8.2 |
| 5.1: Lead in early learning. | 5.1: A leading city in early learning | Rephrase the title for the active voice and rephrase the statement to be directed to Melbourne more generally rather than just the Council |
| 5.2: Lead in primary and secondary education. | 5.2: A leading city in primary and secondary education | Rephrase title for the active voice and rephrase the statement to be directed to Melbourne more generally rather than just the Council and to remove the specific action which is getting into the realm of implementation. |
| 5.3: Lead in adult education, research and innovation | 5.3: A leading city for adult education and research | Rephrase the title for the active voice and rephrase the statement to be directed to Melbourne more generally rather than just the Council. Add “innovation” from priority 5.5 |
| 5.4: Support lifelong learning. | 5.4 Lifelong learning | Rephrase the statement to remove the ambiguous “we”. Add reference to the “City’s public intellectual life” |
|  | 5.5 Broad based knowledge | This priority is already covered in the Goal 5 statement and the preamble. Remove after Incorporating the “innovation” aspect into priority 5.3. |
| **Goal 6: A connected city.** | **Goal 6: A connected city** | Rephrase the statement for clarity of meaning |
| 6.1: A great walking city. | 6.1: A walking city | Add “great” to the title |
| 6.2: A great cycling city. | 6.2: A cycling city | Add “great” to the title and rephrase the statement to be directed to Melbourne more generally rather than just the Council. |
| 6.3: Provide effective and integrated public transport. | 6.3: Effective and integrated public transport | Rephrase the title for the active voice |
| 6.4: Implement innovative and effective urban freight. | 6.4: Innovative urban freight logistics | Rephrase the title for the active voice and treat ‘logistics” as one of the components of a good freight system. |
| 6.5: Transition to future transport technologies. | 6.5: Transitioning to future transport technologies | Rephrase for the active voice. Add “adapted” as well as regulated. |
| 6.6: Connect regionally and globally. | 6.6: Regional and global transport connections | Rephrase for the active voice and to clarify meaning. |
| Goal 7: A deliberative city. | Goal 7: A deliberative city leading in participatory democracy | Simplify the title so it encompasses all the priorities under this goal with equal weight. Also add to the last sentence to echo priorities 7.4 and 7.5. Rephrase the statement to be directed to Melbourne more generally rather than just the Council. |
| 7.1: Lead in participatory democracy. | 7.1: A world leader in participatory democracy | Rephrase the statement to be directed to Melbourne more generally rather than just the Council. |
| 7.2: Empower local communities. | 7.2: Empowering community groups to resolve issues. | Rephrase the title for the active voice and rephrase the statement to be directed to Melbourne more generally rather than just the Council and for clarity of meaning. |
| 7.3: A collaborative city. | 7.3: A leader in bringing governments, business, public institutions and community together | Simplify the title. Rephrase the statement to be directed to Melbourne more generally rather than just the Council. |
| 7.4: Enable citizen engagement with new technologies. | 7.4: Harness new technologies for people to provide feedback and be involved in decision making. | Simplify the title. Rephrase the statement to be directed to Melbourne more generally rather than just the Council and to correct grammar. |
| 7.5: Open up government data. | 7.5: Open government data | Rephrase for the active voice and to be directed to Melbourne more generally rather than just the Council and for clarity of meaning. |
| Goal 8: A city managing change. | Goal 8: A city managing growth and change | Simplify to “managing change”. Rephrase the statement to be directed to Melbourne more generally rather than just the Council and to factor in merging priorities 8.5 and 8.7 |
| 8.1: Manage for increased density | 8.1: Managing for increased density and urban planning | Remove “urban planning” from the title as this is one of the tools for managing density. Rephrase the statement to be directed to Melbourne more generally rather than just the Council and to clarify meaning. Add reference to “celebrating” heritage as well as preserving it. |
| 8.2: An online city. | 8.2: Online city | Relocate reference to data security to here from priority 8.5 |
| 8.3: Plan infrastructure for the long-term. | 8.3: Long-term planning for infrastructure | Rephrase title for the active voice. The priority statement has been expanded to cover a broader infrastructure perspective and not just transport infrastructure. |
| 8.4: Lead urban technology innovation. | 8.4: Technological capabilities of the Melbourne City Council | Rephrase the statement to be directed to Melbourne more generally rather than just the Council and to remove specific actions which gets into the realm of implementation. Use the term “urban technologies” to ensure this is not interpreted as just meaning information technology. |
| 8.5: Use data to make a better city | 8.5: Technology and privacy  8.7: Technology implementation | Combine priorities 8.5 and 8.7 and make the focus data use. In doing this rephrase the statement to be directed to Melbourne more generally rather than just the Council and to remove specific actions which gets into implementation and industry standards. |
|  | 8.6: Managing Infrastructure growth | This priority is covered elsewhere in the plan. Remove this priority after Incorporating infrastructure references in priority 8.3. |
| 8.6: Support people to transition to new technology. | 8.8: No-one left behind | Rephrase the title to be more explicit and the statement to be directed to Melbourne more generally rather than just the Council |
| Goal 9: A city with an Aboriginal focus. | Goal 9: A city with Aboriginal focus | Rephrase for the future tense. |
| 9.1: Acknowledge our Aboriginal identity. | 9.1: Acknowledgement | Rephrase for the active voice and to be directed to Melbourne more generally rather than just the Council. Add maximum deadline date for the treaty. |
|  | 9.2: Engagement | Remove this priority as it lacks specificity. |
| 9.2: Educated about our Aboriginal culture. | 9.3: Education | Rephrase for the active voice and to be directed to Melbourne more generally rather than just the Council. |
| 9.3: Prosper from our Aboriginal focus. | 9.4: Prosperity and acclaim | Rephrase for the active voice and to be directed to Melbourne more generally rather than just the Council. |
| 9.4: Engage Aboriginal people in urban land management | 9.5: Sustainability | “Sustainability” too broad a concept to use in this context. This priority is about land management. Rephrase for the active voice and to be directed to Melbourne more generally rather than just the Council. |