

FUTURE MELBOURNE 2026



CITY OF MELBOURNE





ACKNOWLEDGEMENTS

The City of Melbourne, as sponsors of Future Melbourne 2026, would like to acknowledge all of the individuals and organisations who have contributed to this refresh of the Future Melbourne plan.

Future Melbourne 2026 has been enriched by the thousands of people who participated in public forums, roundtables and community events and engaged online via the Future Melbourne website. We thank you for generously sharing your time, expertise, ideas, enthusiasm and most of all your passion for Melbourne's future.

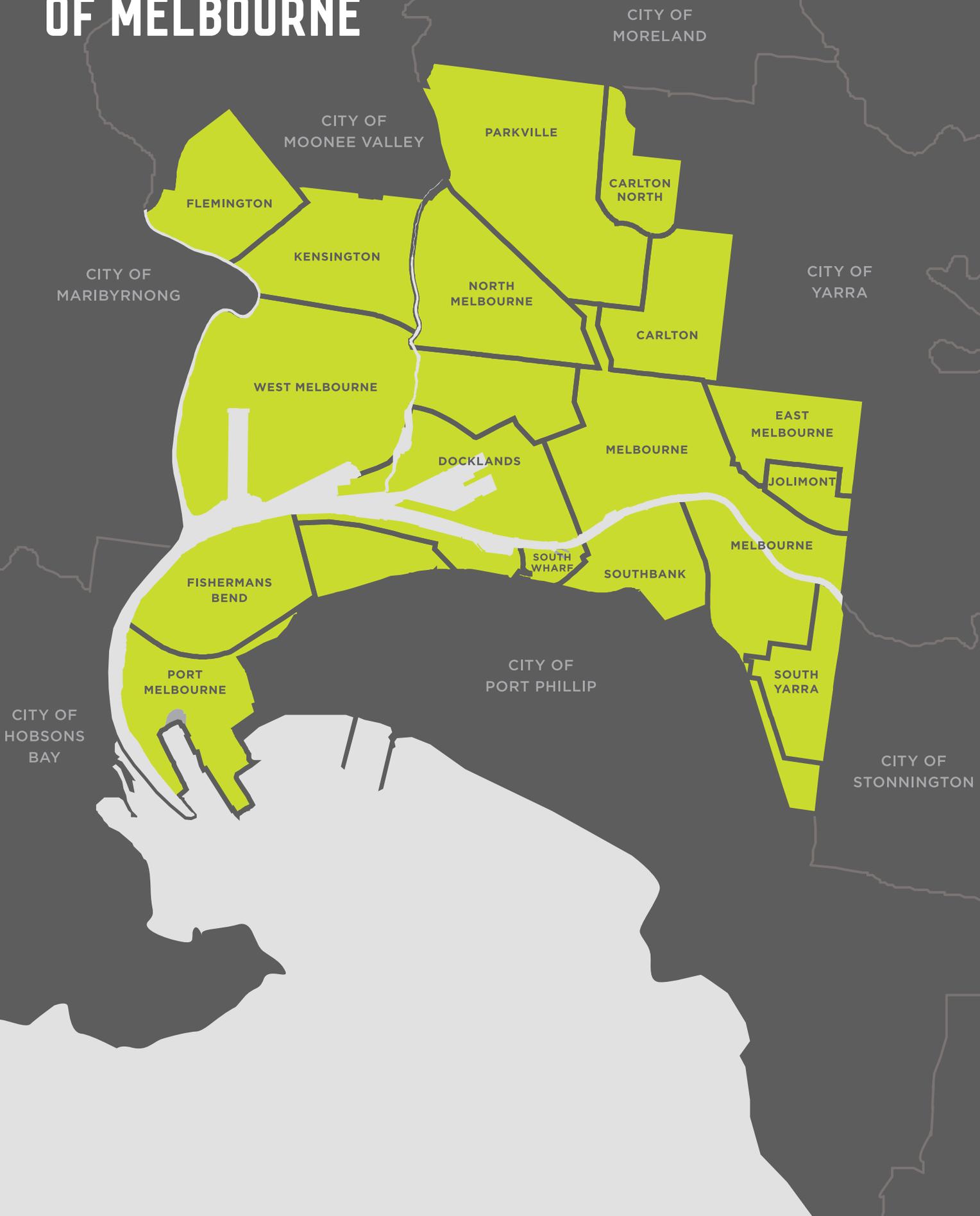
The City of Melbourne would particularly like to acknowledge the contribution and dedication of the Future Melbourne 2026 Ambassadors

and the members of the citizens' jury for their collaboration to develop this plan for Melbourne's coming decade.

Finally, we value the contributions from the many people from across Council's organisation who facilitated the community engagement to develop Future Melbourne 2026.



THE MUNICIPALITY OF MELBOURNE



FOREWORD – PROF. GLYN DAVIS



Charting a course for the future of a city is a daunting prospect. Cities are complex ecosystems, shared places that make space for each of us to find our own way – together. More daunting still is the invitation to consider the future of Melbourne, a city renowned for its liveability, when change is the only certainty.

The City of Melbourne knows well these challenges, yet must make choices that will shape the city's future. Over recent years, the City of Melbourne has sought to involve its community in making these choices, moving beyond the traditions of elected officials and community consultation to processes that capture and respect the voices of its citizens.

This plan, Future Melbourne 2026, reflects more than six months of contribution, conversation and debate on Melbourne's next decade.

Working closely with the City of Melbourne, six Future Melbourne Ambassadors guided the plan's development: Kate Auty, Marita Cheng, Tracey Fellows, Maria Katsonis, Rob McGauran and myself. Our task was to ensure that the plan developed as an authentic expression of the community's collective ambitions for the future of Melbourne.

A program of events and online discussions invited the Melbourne community to share their ideas, concerns and aspirations for the city's future. Many accepted this invitation, building a conversation that spanned the breadth and diversity of our community. These views framed the task of the Future Melbourne citizens' jury, a diverse group of 52 people broadly representative of the Melbourne community. Over six weeks, several long days of deliberation and ongoing discussions online, the group was challenged to respond to just one question: How should the Future Melbourne vision, goals and priorities be refreshed to prepare our city for the next decade?

The jury approached its task with astonishing rigour and vision. The resulting plan, Future Melbourne 2026, is testament to the commitment and dedication of this group, capably supported by the City of Melbourne.

On behalf of the Ambassadors, I thank the Lord Mayor and Councillors for inviting us to share in this journey. We commend the plan to you, and trust that it serves as a powerful guide as you lead the city through its next decade.

Glyn Davis

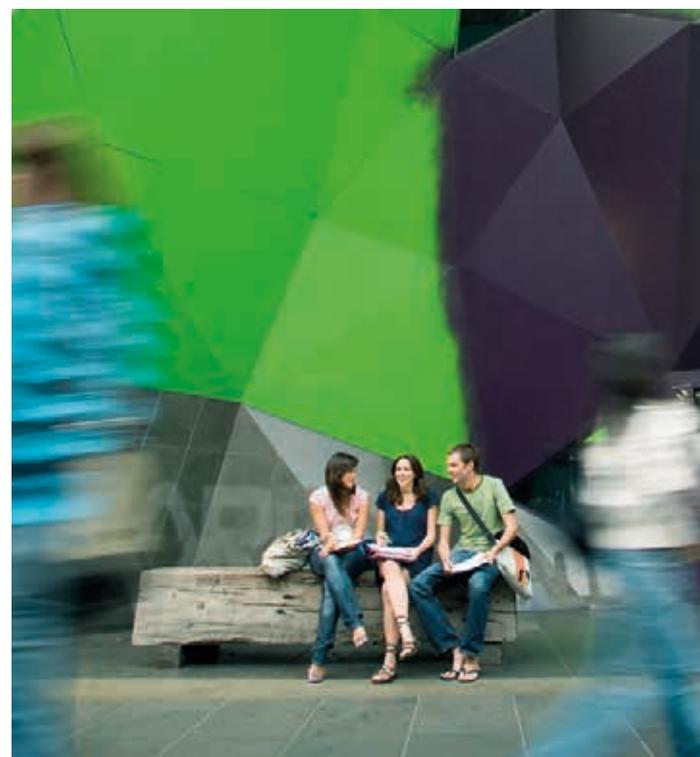
Future Melbourne 2026
Ambassadors Chair

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CREATING THE FUTURE MELBOURNE 2026 PLAN

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.

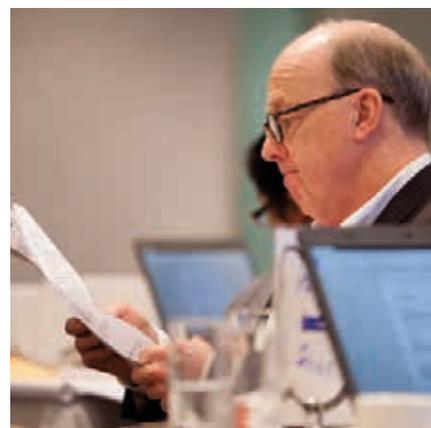
In phase two, the synthesis phase, these ideas were analysed and then synthesised as a commentary on each of the Future Melbourne 2008 vision and goals. This commentary suggested directions for refreshing the 2008 plan. This was accompanied by a range of facts and statistics about the city.

Finally, phase three was the deliberative phase. A citizens’ jury of 50 people was appointed 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 good 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 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 made a number of changes to the jury’s version of the refresh to ensure clarity of expression and intent.

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



GLOSSARY

Melbourne	The municipality of Melbourne
City of Melbourne	The organisation called the City of Melbourne
Melbourne City Council	The elected officials of the City of Melbourne, the Councillors

THE VISION FOR MELBOURNE 2026

In 2026, Melbourne will be a sustainable,
inventive and inclusive city that is
vibrant and flourishing.



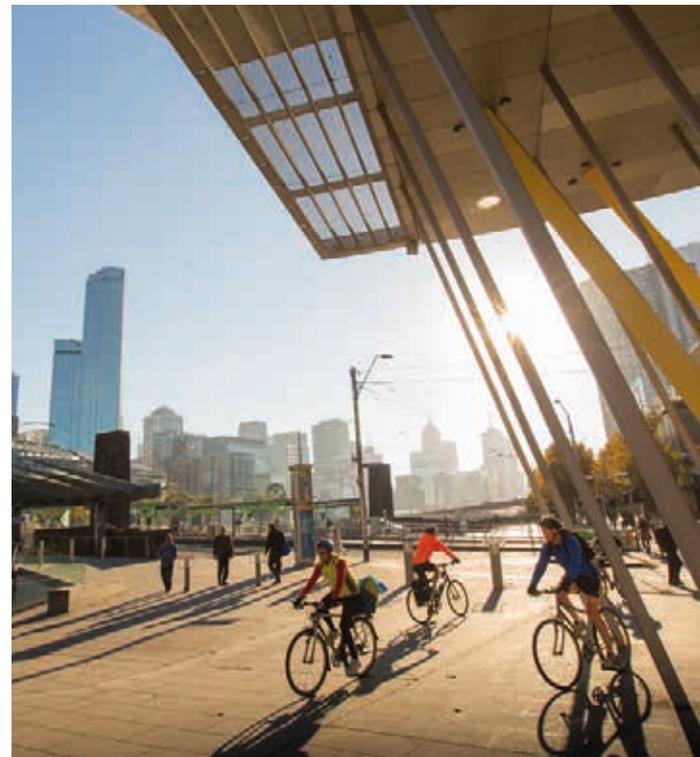


PREAMBLE

Future Melbourne 2026 sets out the community's aspirations for the city. It provides a foundation for individuals and institutions with an interest in the city's future to work towards common goals. The framework of goals and priorities builds on the strengths and attributes that make Melbourne the world's most liveable city now and for future generations.

This plan acknowledges that Melbourne is a city drawing proudly on 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 to realise the vision of a sustainable, inventive and inclusive city that is vibrant and flourishing.

A plan without accountability measures is insufficient and Future Melbourne 2026 calls on Council to set a suite of performance measures and targets within six months of the next Council taking office. The measures should be subject to the principles of participatory democracy that underpinned the development of Future Melbourne. 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 not only for Council, but also for the many people, groups and organisations that will contribute to achieving Future Melbourne's goals and priorities.







GOAL 1: A CITY THAT CARES FOR ITS ENVIRONMENT

Sustainability is the basis of all Future Melbourne goals. It requires current generations to choose how they meet their needs without compromising the ability of future generations to also meet their needs. The city's urban ecology must be designed and managed as a dynamic whole to balance the interdependencies between its flora and fauna, microclimate, water cycles and its human, social and economic infrastructure.

Priority 1.1:

Maintain its urban biosphere.

Melbourne will restore and maintain its natural environment for the benefit of all its inhabitants, including flora and fauna. It will modify built environments in the municipality 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:

Adapt for climate change.

Melbourne's teaching institutions, universities, research institutions and businesses will partner to develop the world's best responses to the impacts of climate change.

Priority 1.3:

Emit zero greenhouse gases.

Melbourne will become a zero net emitter of greenhouse gases by reducing its emissions and sourcing all of its energy from renewable sources.

Priority 1.4:

Capture and reuse stormwater.

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 1.5:

Use resources efficiently.

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 1.6:

Capture the sustainability benefits of urban density.

Melbourne's urban density will be well managed so that it yields the environmental, economic, social and health benefits that density can provide. All of the municipality's diverse activities will be integrated into a dense, liveable urban hub at the centre of a wider network of similar hubs across the metropolitan area.



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, and will provide work, recreation and health facilities for all.

Priority 2.2:

A healthy community.

Melbourne will make health a priority with accessible and affordable physical and mental health services, including for those who are vulnerable and disadvantaged.

Priority 2.3:

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:

Affordable for all to live.

Melbourne will provide affordable options for accommodation, food and services. It will offer a mix of housing, facilities and recreation to 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, sustainable, safe and well-utilised. Spaces will be designed to facilitate social connections by encouraging diverse activities in an open and welcoming environment.

Priority 2.6:

Affordable community facilities and services.

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:

An 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 in the life of the community. Respectful consideration for others will be a way of life.

Priority 2.8:

A family-friendly city.

Parents, carers and children will be listened to and their needs catered for. 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:

Support the homeless.

There will be accessible, safe and supportive services and spaces for homeless people and effective pathways out of homelessness.



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 and innovation and enable them to contribute to the city's prosperity.

Priority 3.1:
Foster creativity.

Melbourne will support a culture that encourages brave and bold ideas which fuel the imagination across all areas, including cultural and artistic pursuits.

Priority 3.2:
Value the creative community.

Melbourne will foster local groups and individuals to develop a vibrant creative community and provide accessible spaces for creation, development, presentation and commerce.

Priority 3.3:
Celebrate creative diversity.

Melbourne will celebrate the creativity of all people across industry and all art forms. Melbourne will embrace and nourish communities and diversity. 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:
Prosper by investing in creativity.

Melbourne will grow its brand as a creative city. It will attract and invest in creative industries and innovation as drivers of prosperity.





GOAL 4: A PROSPEROUS CITY

Melbourne will be regarded as an international destination by excelling in its chosen fields. Its entrepreneurs and businesses will thrive and all its people will enjoy its prosperity. The city will respond boldly to global challenges through thought leadership and innovation. Its leadership as a cultural destination will be a key to its 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 services, promoting inclusiveness, assisting businesses and celebrating this culture. There will be incentives to enable people and businesses to move away from a traditional 9-to-5 lifestyle and 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. Incentives and support will be provided to foster emerging business. The city will attract international investment and its enterprises will be competitive in global markets. As a prosperous city, Melbourne will support its businesses by ensuring they receive good information, connections and services. 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, knowledge and business events will 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. It will welcome all international and domestic leisure, business and student visitors. It will be dynamic, engaging and accessible. As a great place to visit, it will offer diverse experiences that are easy to find, enjoyable, encourage participation and help people connect.

Priority 4.5:

A philanthropic society.

Melbourne will champion philanthropy and the contribution of individuals and business to a strong, robust and equitable community. Citizens will embrace philanthropy through education about its value 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 collaborating with business to produce a highly skilled and talented workforce, and a culture of innovation. It has a vibrant, collaborative and city-based lifelong-learning culture.

Priority 5.1:

Lead in early learning.

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

Priority 5.2:

Lead in primary and secondary education.

High quality public primary and secondary education services and facilities will be readily available in the municipality and make Melbourne an attractive location for families with children of all ages.

Priority 5.3:

Lead in adult education, research and innovation.

Melbourne will value and promote its world-class universities and the vital role they play in its innovation-driven prosperity, cultural development and social life. The universities, other education and training institutions, businesses, governments and the broader community will collaborate to ensure that Melbourne remains a world-leading adult education city.

Priority 5.4:

Support lifelong learning.

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







GOAL 6: A CONNECTED CITY

In a connected city, all people and goods can move to, from and within the city efficiently. Catering for growth and safeguarding prosperity will require 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 responsible agencies will collaborate with stakeholders to implement measures that make it easier for more people to make 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 great 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 attractive way for anyone and everyone to safely get around their local area. A connected city gives top priority to walking by providing a comprehensive, fine-grained and good-quality pedestrian network.

Priority 6.2:

A great cycling city.

Melbourne will be a great cycling city. The municipality's bicycle network of streets, lanes and paths will be connected and safe and cycling will be attractive to people of all ages and abilities. The creation of cycle-only streets will encourage more people to ride. Cycling will also provide personal and public health, environmental and cultural benefits.

Priority 6.3:

Provide 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:

Implement innovative and effective urban freight solutions.

Melbourne will have innovative and efficient freight logistics, infrastructure and vehicles that optimise 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:

Transition to future transport technologies.

Melbourne's built environment will be adapted and regulated to support the early adoption of new technologies such as driverless vehicles, intelligent traffic management systems and automated freight movement. Technology will be used to improve vehicle traffic flow, the efficiency of vehicle use, reduce congestion and make streets better places for people.

Priority 6.6:

Connect regionally and globally.

Melbourne will have fast and direct connections to Australia's network of major cities and to global cities in the Asia-Pacific region and around the world. High-speed passenger transport will connect Melbourne to the eastern seaboard's major cities and airports. Melbourne will have rail links to its airports. This connectivity will be essential for the prosperity and global competitiveness of Melbourne, Victoria and Australia.

GOAL 7: A DELIBERATIVE CITY

Melbourne will be a world leader in using participatory democratic approaches to decision-making. The diverse voices of Melbourne will be actively heard: there will be purposeful and considered dialogue, deliberation and accountable action. New information technologies will be harnessed to enable citizens to be deeply engaged with local governance processes.

Priority 7.1:

Lead in participatory democracy.

Melbourne will build on its record as a leader in participatory democracy to establish the city as a world-leading laboratory for participatory democratic approaches to governance and decision-making. This will provide models for other governments in Australia and globally. Participatory democracy in Melbourne will reach marginalised and disenfranchised communities. People will be well informed about the workings of their governments and how decisions are made.

Priority 7.2:

Empower local communities.

In Melbourne, the local knowledge and insights of the community will be harnessed to find creative solutions for local problems. Local communities will be encouraged to form groups and to build their capacity to be involved in decision-making.

Priority 7.3:

A collaborative city.

Many important issues and opportunities facing Melbourne will require integrated action from multiple parties. All levels of government, neighbouring local governments, businesses, public institutions and community will collaborate to deliver workable solutions for the city.





Priority 7.4:

Enable citizen engagement with new technologies.

New technologies will be used to harness people’s feedback and enable participation in government decision-making. These decision-making and consultative processes will be open and transparent.

Priority 7.5:

Open up government data.

Government data will be a readily available public resource. Governments will be committed to governing using 21st century digital technology including enabling citizen developers with the tools to access government data. The data will be available in formats that allow innovative use. Open data will be core to the promise of more efficient and transparent government.





GOAL 8: A CITY MANAGING CHANGE

Melbourne will be a leader in managing change driven by growth and technological advancement. These changes will be well integrated into the life of the city for the benefit of all city users and in a way that preserves the city's historical and cultural identity.

Priority 8.1:

Manage for increased density.

Urban planning policies will encourage use of state-of-the-art building design, construction and management to ensure the sustainability and liveability of the city's built environment. As the city grows and develops, the diverse historical and cultural heritage that makes Melbourne special will be preserved and celebrated.

Priority 8.2:

An 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. Data will be securely managed to protect the privacy of businesses and individuals and be used for the long-term benefit of the people of Melbourne.

Priority 8.3:

Plan infrastructure for the long-term.

Melbourne's long-term infrastructure planning will factor in the advent of new and emerging urban systems technologies that, for example, will disrupt the established ways people and goods move around and how power, water and food are produced and consumed. These technologies must be well integrated into the life of the city to optimise the benefits for all citizens.

Priority 8.4:

Lead urban technology innovation.

Melbourne must be actively abreast of technological changes and be at the leading edge of innovation in urban technologies. This will ensure that in the future its citizens will continue to have access to high quality services in the city.

Priority 8.5:

Use data to make a better city.

Access to good quality data about activity in the city will be 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 government will not constrain the public sector's access to data collected under those arrangements.

Priority 8.6:

Support people to transition to new technology.

Technology will be adopted swiftly in a well-thought out manner if it adds value to existing services and products. If services are replaced with new technology, the services and functionality will be still easily available to people who are not comfortable with or do not readily use new technology. Training, education and resources will be available to ensure people can acquire the skills required to understand and utilise new technology.



GOAL 9: A CITY WITH AN ABORIGINAL FOCUS

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

Priority 9.1:

Acknowledge our Aboriginal identity.

Melbourne will proudly acknowledge its Aboriginal identity across all areas of the municipality and by 2026 there will be a treaty with the Kulin Nation.

Priority 9.2:

Educated about our Aboriginal culture.

Melbourne's community will be well educated about the municipality's Aboriginal culture, knowledge and heritage.

Priority 9.3:

Prosper from our Aboriginal focus.

Melbourne will be a city with economic opportunities created collaboratively with Aboriginal people. The promotion of international recognition for Aboriginal culture in Melbourne will bring economic benefits to the municipality.

Priority 9.4:

Engage Aboriginal people in urban land management.

Aboriginal experts will be consulted and involved on sustainable land management practices and implementing 'caring for country' principles in the management, planning and development of Melbourne's land.



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