



BUDGET SIMULATOR REPORT

10-Year Financial Plan
Community Engagement

October 2014

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1 Executive Summary

The City of Melbourne is developing its first 10-Year Financial Plan, to adopt a long term approach to spending and revenue in response to the future challenges of climate change, technological disruption, economic uncertainty and population growth. A range of engagement activities were undertaken to facilitate opportunities for the community to put forward their views on the financial plan including workshops, discussion groups, pop-ups and online, via a budget simulator. Reports from these wider engagement activities will be presented to the People’s Panel, a representative sample of the municipality’s population, to inform their recommendations on the 10 Year Financial Plan to Council.

This report outlines the results of the online budget simulator tool, including who used it and how they prioritised spending across each of Melbourne City Council’s five service streams and 30 sub-service streams (Refer Figure 1). It aims to capture the voice and priorities of the wider community who participated online and share these findings directly with the Council and the People’s Panel.

Figure 1: Service streams and sub-service streams

DELIVER COMMUNITY SERVICES	ACTIVATE CITY	ADVANCE MELBOURNE	DESIGN, BUILD AND MANAGE ASSETS	REGULATE
Care for the older, vulnerable and people with disabilities	Events	Urban planning and design	New infrastructure	Building regulation
Waste collection	Arts and Culture Programs	Sustainability initiatives	New parks and gardens	Car space management
Child care, maternal and child health, family and youth services	Tourist services	City Research	New buildings and developments	Planning regulation
Library services and community centres	City Marketing	Business support and development	Renewal and maintenance of existing buildings	Food and public health regulation
Recreations services and facilities		International relationships	Renewal and maintenance of infrastructure	Event regulation
City safety			Renewal and maintenance of parks and gardens.	Local Law regulation
Community support groups			Street and public place cleaning	

The purpose of the online engagement component of the project was to allow users the opportunity to identify how they would increase, decrease or keep the same spending for all Council’s areas of service including waste collection, city safety, new parks and gardens, library services and community centres. Respondents were encouraged to balance the budget prior to submitting their choices. They could also provide comments elaborating on their choices.

Between 30 July and 3 September, 414 community members submitted their views using the budget simulator to show how they would allocate Council’s \$400 million annual budget.

Budget simulator users were invited to provide demographic information. Of the 414 users, 347 completed at least one voluntary demographic question. Of these:

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- more were male (54%) than female (45%)
- most were aged between 25-44 (59.2%)
- almost half were located in the municipality (46%), with Melbourne CBD, West Melbourne and Southbank being the most represented suburbs
- one third identified as residents (33%), another third as workers (31%) and the remainder as ratepayers (17%), visitors (13%), students (12%), other (10%) and business (7%).

On average, all submitted budgets showed an increase in funding for three service streams; Design, build and manage assets (1.7%), Deliver community services (1.2%) and Advance Melbourne (0.6%). Two service streams saw a decrease in funding; Activate city (-2.2%) and Regulate (-6.6%) (Refer Figure 2).

Figure 2: Overall service stream funding change (n=414)

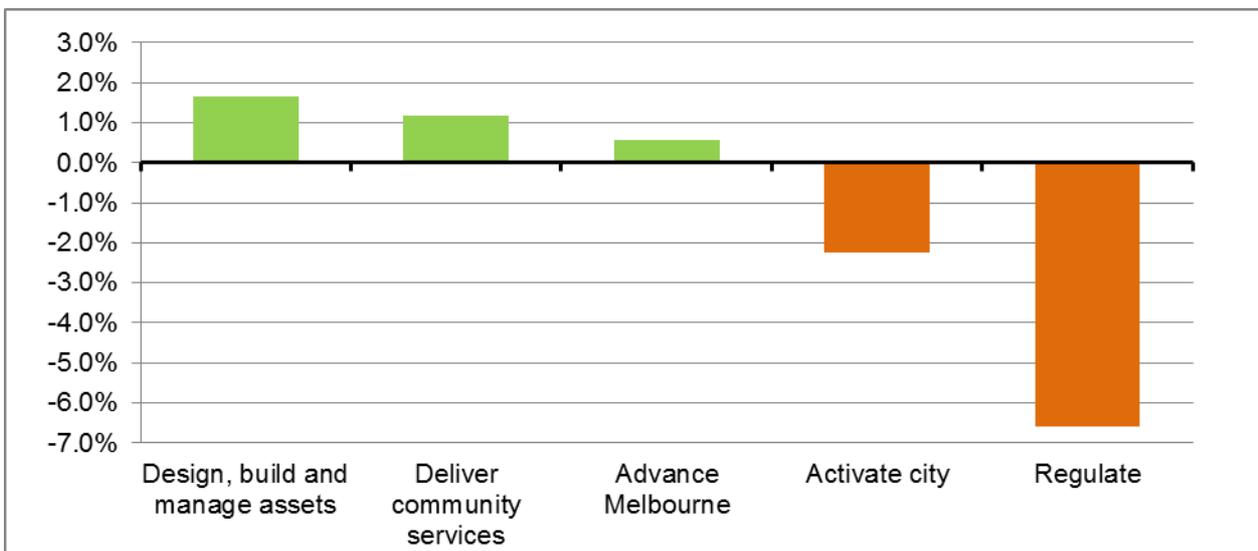


Table 1 below provides an overview of users spending priorities by sub-service streams. The table shows the top two sub-streams by greatest proportion of overall change (increase or decrease). Detailed information on each stream and supporting comments are provided in Section 5.

Table 1: Top two sub-service streams by overall change (n=414)

Design, build and manage assets	Deliver community services	Advance Melbourne	Activate city	Regulate
New infrastructure +3.9%	Care for the older, vulnerable and people with disabilities +5.1%	International relationships -7.7%	City marketing -6.0%	Car space management -8.2%
New parks and gardens +2.4%	Child care, maternal and child health, family and youth services +2.4%	Sustainability initiatives +4.4%	Events -2.6%	Event regulation -3.1%

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2 Background

The City of Melbourne is undertaking a comprehensive engagement program to directly inform deliberation on 10-Year Financial Plan over a four month period (August – November 2014). A People's Panel has been formed, of randomly selected Melburnians, to hear from experts, deliberate together and develop a set of recommendations to inform Council's decision making processes.

A range of engagement activities were undertaken to facilitate opportunities for the community to put forward their views on the financial plan. Council actively engaged with the broader community throughout the month of August to make sure all views and perspectives are brought to the People's Panel attention and to inform their deliberations. This included:

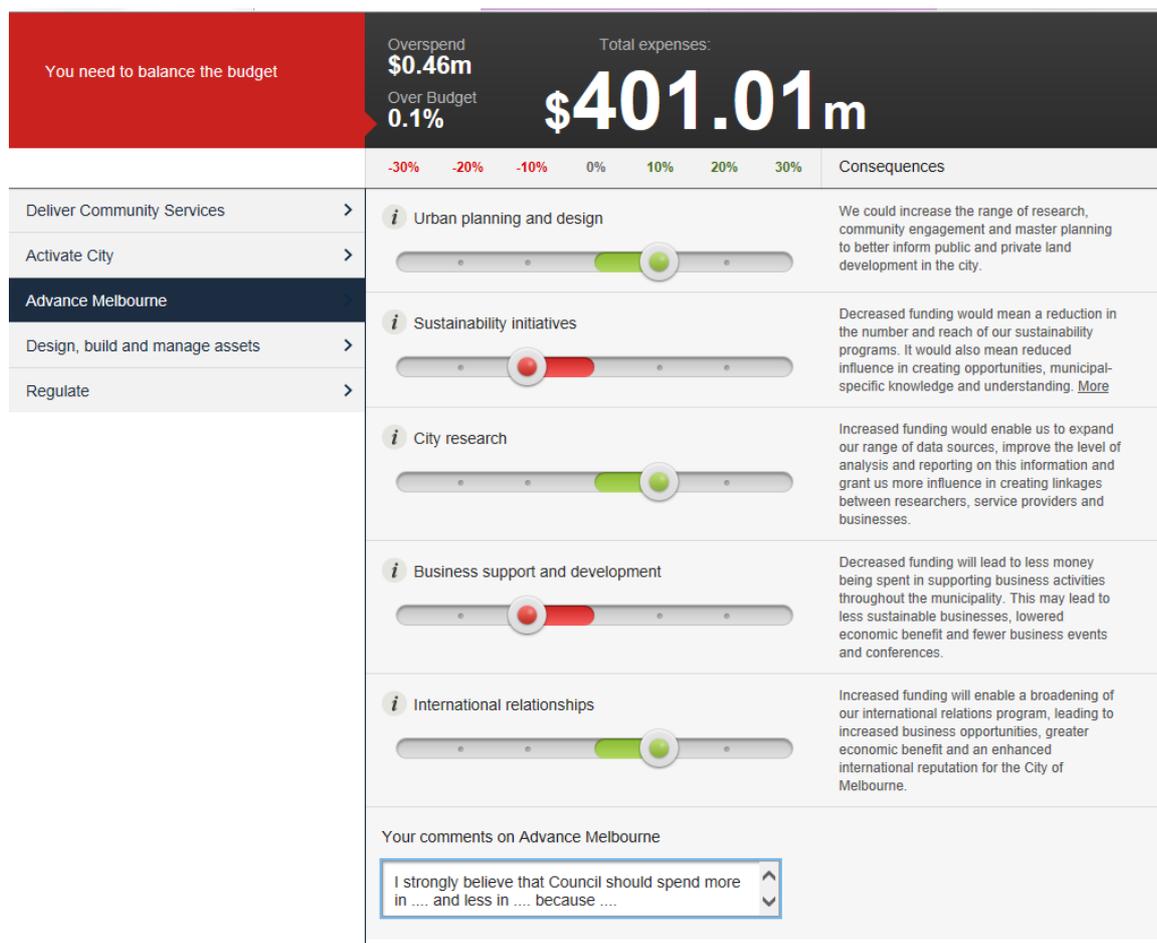
- two stakeholder workshops
- three discussion groups
- eight mobile pop-up events
- online via a budget simulator tool.

This report outlines the approach and key findings from the online budget simulator tool. The budget simulator provided an easy and effective way for everyday people to quickly understand the City of Melbourne's current budget (2014-2015), and allowed them to submit a proposed budget based on their priorities. The budget simulator was available online for four weeks, via any internet connected device such as computers, smartphones and tablets.

The design of the budget simulator tool enabled users to quickly understand and interact with the budget, prioritise spending and evaluate the impact of their spending decisions on a balanced budget outcome. The slider features (refer Figure 3), enabled users to physically move the slider right (spend more), or left (spend less), or keep it in the middle (spending remains the same). The services delivered as a consequence of these decisions were described to illustrate the potential effect of any changes to funding allocations.

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Figure 3: Budget simulator tool example



Users were encouraged to submit their budget once they had balanced the books. The red and green indicator in the top-left of the budget provided them with a greater understanding and appreciation of the challenges the City faces in allocating funding and the trade-offs that need to be made. Users were invited to respond to demographic questions when they submitted their budget to enable us to understand who participated and what their relationship was with the City.

The budget simulator tool was promoted through wider engagement activities outlined above. Links to the 10-Year Financial Plan and budget simulator were on postcards and posters and delivered to community centres, libraries and other key sites throughout the municipality. It was also promoted extensively through the City of Melbourne’s social media sites including Facebook and Twitter.

3 Methodology

The figures used in the budget simulator for this project are drawn directly from the City of Melbourne’s 2014/2015 Annual Plan and Budget. The service streams were identified and explored internally by the CEO and the five Council Directors. This work was completed in close consultation with the Finance division and all managers, as it explored and explained a new way to view Council’s services. This new way of communicating the budget and Council’s services incorporated sub-service streams as identified in Figure 1. Describing the

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business in this way worked very well for the budget simulator and the wider engagement activities, as the community found it easy to understand the range and breadth of Council's work.

Note: A sixth service stream - Internal support and governance - was not included within the budget simulator tool as it is outside the remit of the People's Panel process.

One limitation of the tool is that, for simplicity, it concentrated on Council's spending only and excluded revenue raising. The People's Panel, however, will investigate areas such as asset condition ratings and revenue raising options (including rates) both of which are important elements for consideration in the panel's final recommendations.

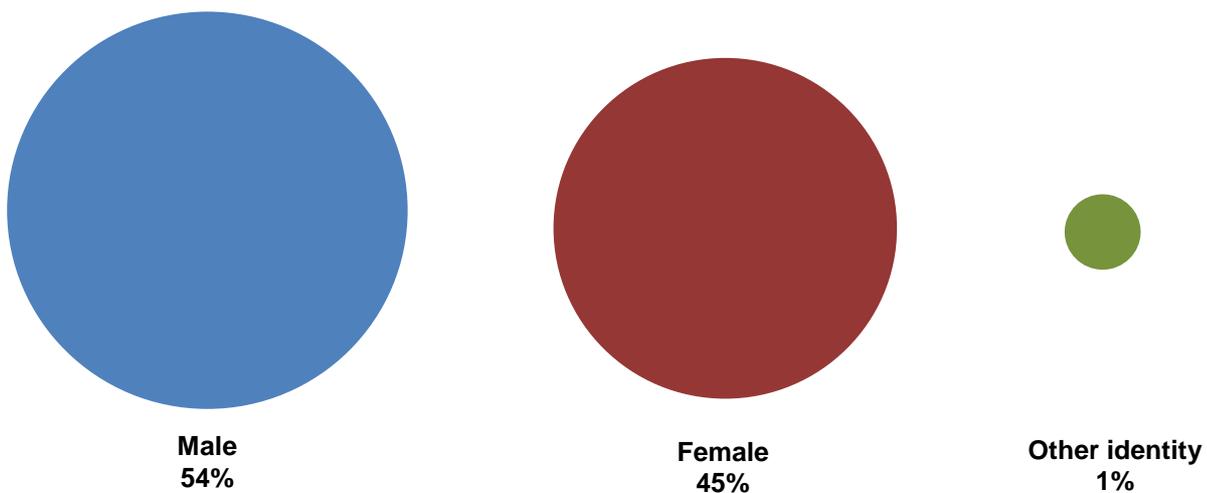
4 Demographics

Budget simulator users were invited to provide demographic information on their gender, age, postcode and relationship with the city. The outcomes are below.

4.1 Gender

The majority of respondents were male (54%).

Figure 4: Gender breakdown of budget simulator respondents (n=340)

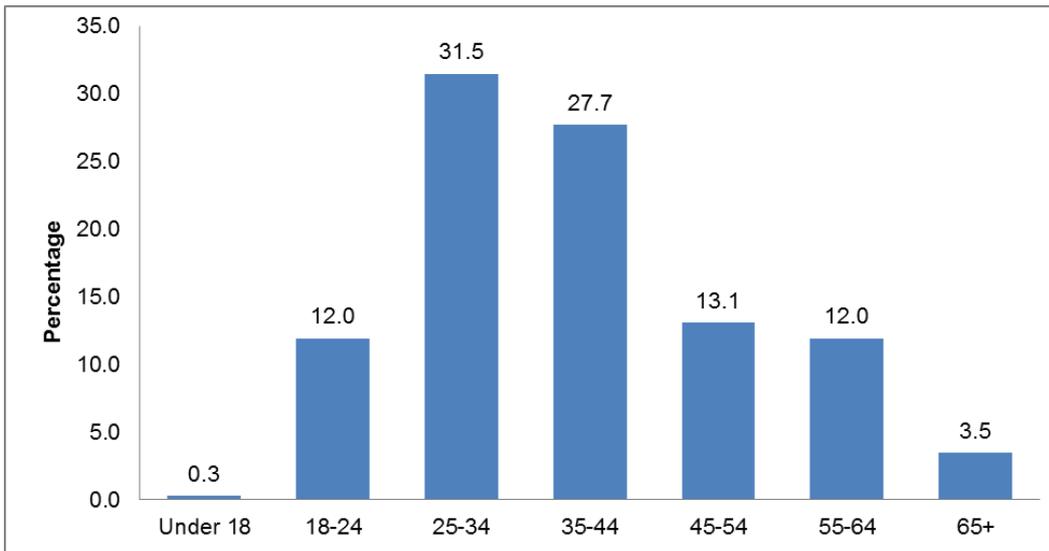


4.2 Age

The majority of respondents were aged between 25-44 years (59.2%). The lowest proportions of respondents were younger (0.3% aged under 18) and older (3.5% aged 65).

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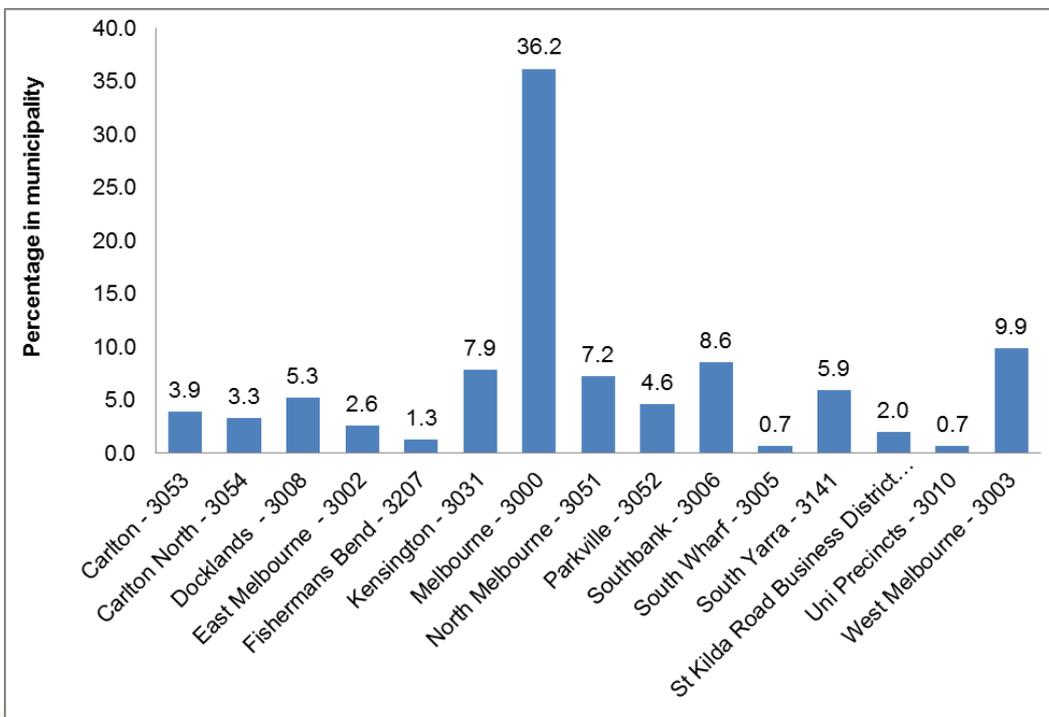
Figure 5: Age breakdown of budget simulator respondents (n=343)



4.3 Postcode

Approximately 46% of all respondents who provided their postcode were located within the municipality. Of those respondents, the highest proportions were located in Melbourne CBD, followed by West Melbourne and Southbank.

Figure 6: Respondents located within Melbourne City Council postcodes (n=186)

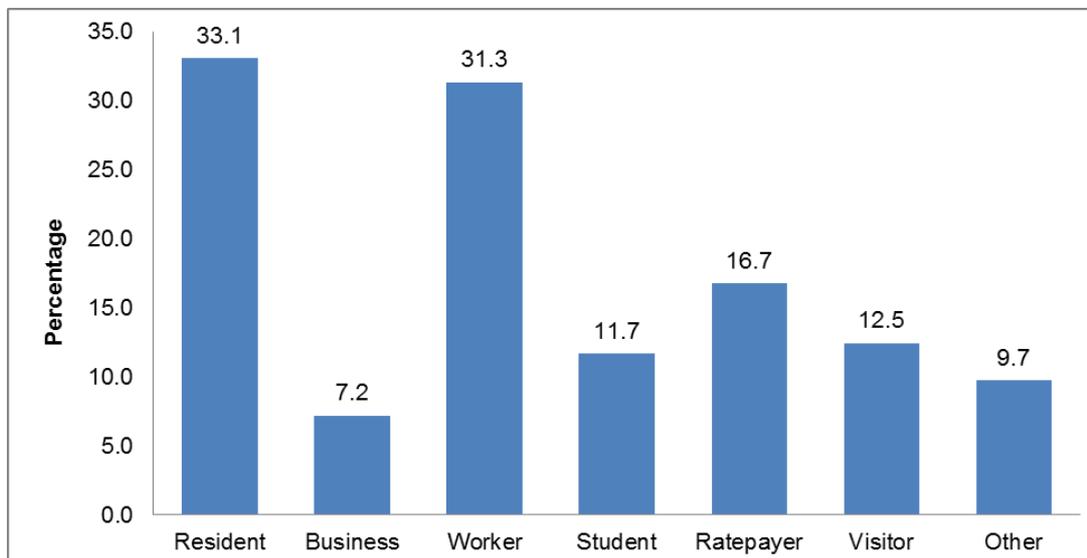


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4.4 Relationship with the city

The majority of respondents either lived or worked in the city (64.4%). The lowest proportion of respondents was business owners (7.2%). Note: respondents could select multiple options.

Figure 7: Live or work within the municipality (n=514)



5 Results

This section provides an overview of the spending priorities of respondents who used the budget simulator.

The first part provides information on the average service level allocation across the five service streams.

The second part provides information on the individual services streams including average sub-service stream allocation. It also provides supporting qualitative comments for why respondents decided to spend more, less or same for a specific stream or sub-stream. Individual comments have been consolidated by theme.

Service level budget tables are ordered by the percentage change for each service (highest to lowest).

5.1 Overall service level allocation

Table 2 below shows the average service stream allocation change across all 414 user-submitted budgets.

Overall, respondents increased funding for three service streams; Design, build and manage assets, Deliver community services and Advance Melbourne. Respondents decreased funding for two streams; Activate city and Regulate.

Proportionally, the largest funding increase was for the Design, build and manage assets stream (1.7%). The largest decrease was for the Regulate stream (-6.6%).

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Table 2 Average change to service stream budget allocation (n=414)

Service Stream	Change (%)
Design, build and manage assets	1.7%
Deliver community services	1.2%
Advance Melbourne	0.6%
Activate city	-2.2%
Regulate	-6.6%

5.2 Design, build and manage assets

5.2.1 Overall results

Table 3 below shows the average change in sub-service stream funding for Design, build and manage assets.

Overall, respondents increased funding for five sub-service streams; New infrastructure, New parks and gardens, Renewal and maintenance of infrastructure, Renewal and maintenance of parks and gardens and Renewal and maintenance of existing buildings. Respondents decreased funding for two sub-service streams; Street and public place cleaning and New buildings and developments.

Proportionally, the largest funding increase was for New infrastructure (3.9%). The largest decrease was for New buildings and developments (-1.0%).

Table 3 Design, build and manage assets sub-service stream budget change (n=414)

Sub-service Stream	Change (%)
New infrastructure	3.9%
New parks and gardens	2.4%
Renewal and maintenance of infrastructure	2.1%
Renewal and maintenance of parks and gardens	1.8%
Renewal and maintenance of existing buildings	0.8%
Street and public place cleaning	-0.6%
New buildings and developments	-1.0%

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5.2.2 Supporting comments

Table 4 Design, build and manage assets comments

Sub-service Stream	Change	Comments
New infrastructure	Spend more	<p>Melbourne should set an international example for best practice on sustainable transport, including working with other councils to develop the biking network. The support for cycling is great and should be increased. Focus infrastructure spending on cycle paths and cycling facilities. More bike routes and bike friendly intersections.</p> <p>New cycling infrastructure is critical. Of particular concern is the area on the north bank of the Yarra, from Queensbridge St to Princes Walk. It is dangerous, and in particular, the zigzag to get to Princes Walk from the river side track needs to be replaced with a straight through track.</p> <p>Significantly increase infrastructure investment and renewal; Melbourne CBD is in desperate need of upgrades to public transport, road maintenance, footpath maintenance among many other urgently required infrastructure developments. We are a decade behind. Build infrastructure now in response to anticipated/projected growth not after it has happened.</p> <p>Infrastructure creates jobs, engagement from society and makes the government look good as they've done good with our money. Investment in new infrastructure to assist in making better decisions.</p> <p>It's hard to find parking so there should be multi story cheap car parks in high numbers.</p>
	Spend less	<p>These questions are coupled with opposing ideas. For me, I would be more likely to support the budget for new infrastructure for pedestrian and bicycle use, yet by ticking it, it also makes me in support of mega highways and tunnels, so I have declined to support infrastructure. I would be more willing to support it, if there was an emphasis on pedestrian and bicycle infrastructure.</p> <p>We already pander far too much to the lawless cowboys who ride bikes – we should divert potential expenditure on bike infrastructure into regulation and safety enforcement. Stop spending on bicycles, 30% of bike riders are idiots! Make them pay for rego and insurance.</p> <p>I don't think new development is as important as other things.</p>
	Spend same	<p>I believe the street lighting in all of the city of Melbourne needs to be upgraded to be more energy efficient. The government has programmes to replace globes in domestic residences, but surely this is dwarfed by the power usage of street lighting which is on all night. I read on the City of Melbourne website that the lights are owned by the power company, but energy paid for by City of Melbourne. If this is true, there is no incentive for the power company to make street lighting more energy efficient as they would earn less! Perhaps the city needs to investigate upgrading all lights to LED or solar powered lights and owning them. It would be great if, an investigation, or pilot programme, was budgeted for the next 10</p>

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		years.
New parks and gardens	Spend more	<p>More public and green spaces required. City of Melbourne needs be part of the World Health Organisation Age Friendly Cities program. New York has done this superbly well, so can Melbourne. Increase pocket parks/unique use of small spaces. We need much more greenery and quiet corners in the CBD where I live.</p> <p>I would love to see parks with edible gardens, offering the community organic fruit trees, nut trees, veggies, herbs. This would solve and help the community's to get involved and spend more time outdoors</p> <p>Increasing the canopy cover and green spaces will improve the health of the community.</p> <p>Spend more money on open space and purchase vacant land e.g. the old Caltex site West Melbourne. We need more parks in West Melbourne and improvement to the existing equipment (Adderley St Park). Fix Harbour Esplanade between Bourke and La Trobe Streets, lawn the area with seating and trees. It is currently an eyesore and an embarrassment.</p>
	Spend less	<p>Reduce the funding for New Parks & Gardens. I believe the funding would be better spent on better infrastructure over the next few years - specifically waste management. New parks and trees are just window dressing if our pavements are lined with bins full of garbage and our streets are overrun with noisy, smelly garbage trucks.</p> <p>Cut on new parks as current parks are sufficient.</p>
Renewal and maintenance of infrastructure	Spend same	<p>My interest is in the state of the Southgate pedestrian bridge and Flinders Street Station. Both desperately need careful maintenance rather than State government grand plans.</p> <p>Be more progressive in Indigenous street naming, incorporating Indigenous references in designs and design techniques.</p>
Renewal and maintenance of parks and gardens	Spend more	Keep our green spaces, they should not be allowed to be reduced.
	Spend same	<p>Melbourne's parks and gardens are one of its greatest assets. It really makes Melbourne a much more liveable city.</p> <p>Provided there is no 'open space creep', no new parks will be needed. More use could be made of rooftops for gardens and open spaces, if part of planning regulations.</p>
Renewal and maintenance of existing buildings	Spend more	<p>Maintain at a higher standard to extend life of buildings.</p> <p>Protection of heritage listed buildings.</p>
	Spend same	Council will know best whether the maintenance of existing buildings is a viable economic proposition.
Street and public place cleaning	Spend more	<p>Graffiti is becoming worse and needs addressing at by City of Melbourne. Use CCTV automated software to target regular Graffiti hit areas.</p> <p>Current cleaning is manifestly inadequate. This is particularly true in lanes where as I am advised by Council staff, the contractor</p>

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		determines when a lane needs cleaning!! Inevitably it happens as infrequently as possible.
	Spend less	Street/public place cleaning is a lower priority and funding cut impacts would be offset by increased funding for safety (i.e. cameras for deterrence). I think the cleaning of Melbourne is overdone. People should be cleaning up after themselves rather than needing someone employed to do it for them. Late in the evening I have seen a truck that goes around and washes the bins. This is not necessary!
New buildings and developments	Spend more	New housing projects need to be regulated to achieve higher liveability. We need to create a city that's vibrant - more residential in inner city would help do that (New York Style).
	Spend less	Smarter spending of money. Does the Council need 6 star buildings all the time? The more high tech equipment the greater ongoing costs to maintain and renew.
General comments	Spend more	Improve the integration of the bus into Melbourne's CBD. Give it the investment that a main form of public transport deserves. Better public transport. Rail networks are more important so we should build more rails for easier and faster commuting. More underground trains/overhead trams away from cars. Train service to Airport deliver much earlier than 2026 - perhaps 2019 should be the target time for completion. Curious that I see nothing about public transport? We should be spending less money on public transport as this area has already received large investment lately. We should be spending more money on roads like the East West link, Melbournians most popular form of transport. Government must prepare the budget to training, study support automotive industry's member to take a new skill. I will lose my job end July '15 by company closure but I cannot design infrastructure or building with my current classification. It occurred by government decision so you have responsibility to help us.
	Spend less	These services should all be privatised. The free-market will provide competition and will reduce costs for the general public, whilst creating new jobs.
	Spend same	This section of Council's budget is serviced quite well, resulting in a clean city very quickly after major events and Saturday nights! Congratulations. All important. This is core and should remain untouched. It is pitiful that Melbourne doesn't have a direct rail link to Tullamarine. Getting cars off the road will keep the air cleaner, decongest major arteries and provide faster access for travellers. Be more progressive in Indigenous street naming, incorporating Indigenous references in designs and design techniques.

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5.3 Deliver community services

5.3.1 Overall results

Table 5 below shows the average change in sub-service stream funding for Deliver community services.

Overall, respondents increased funding for five sub-service streams; Care for the older, vulnerable and people with disabilities, Child care, maternal and child health, family and youth services, City safety, Recreation services and facilities and Waste collection. Respondents decreased funding for two sub-streams; Library services and community centres, and Community support groups.

The largest funding increase was for Care for the older, vulnerable and people with disabilities (5.1%). The largest decrease was for Community support groups (-1.0%).

Table 5 Deliver community services assets sub-service stream budget change (n=414)

Sub-service Stream	Change (%)
Care for the older, vulnerable and people with disabilities	5.1%
Child care, maternal and child health, family and youth services	2.4%
City safety	0.7%
Recreation services and facilities	0.5%
Waste collection	0.4%
Library services and community centres	-0.3%
Community support groups	-1.0%

5.3.2 Supporting comments

Table 6 Deliver community services comments

Sub-service Stream	Change	Comments
Care for the older, vulnerable and people with disabilities	Spend more	<p>I believe there should be more services for the homeless. If they are not assisted there is the possibility that they will become one of the reasons for needing to increase expenditure on city safety. Early intervention can change these people's lives, especially young and vulnerable people. Homeless people are my top priority so much suffering when they need our help, bad for tourists, threatening at times when they are on trams, filthy and distressed. Where can they get a shower and clean clothes? More funding for housing the homeless. The most vulnerable people in our society need more help.</p> <p>Community services, aged care, disability and youth services have all been slashed in the budget, it's imperative that we have strong social services if we are to maintain adequate living standards for all</p>

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		<p>citizens. Furthermore social services is becoming one of Australia's largest industries we should aim to look after those in the industry and make it a sustainable form of employment not one where people working in the field struggle to make ends meet</p> <p>Safety and caring for others especially elderly is more important. Everyone will get old one day. Older people needs over young people. We are becoming an ageing and increase in disability support. It's a priority. Aged services need to keep pace with population growth</p> <p>Increasing support for the vulnerable will be a higher priority if all of the national governments budget proposals get introduced. Local government will need to respond to assist those who are disadvantaged by these measures.</p> <p>Aside from the moral imperative, an increase in homelessness will impact negatively on the city's brand.</p>
	Spend less	<p>Fine beggars that litter and confront people and urinate wherever they please.</p>
	Spend same	<p>It seems that vulnerable people seem to be included in every section. I think the Council would be better off preventing access to alcohol in the city rather than providing services after the fact. All the vulnerable people I see in the city as a resident are always drinking. How is it that they are not prevented from consuming alcohol in the street or from buying it? As a community I feel we should prevent access to harmful substances rather than trying to clean up after we have finished making a mess.</p>
<p>Child care, maternal and child health, family and youth services</p>	Spend more	<p>Community services, aged care, disability and youth services have all been slashed in the budget, it's imperative that we have strong social services if we are to maintain adequate living standards for all citizens. Furthermore social services is becoming one of Australia's largest industries we should aim to look after those in the industry and make it a sustainable form of employment not one where people working in the field struggle to make ends meet.</p> <p>There could be more for youth services and the vulnerable, e.g. families in crisis.</p> <p>Aged and maternal health services need to keep pace with population growth. Mental health is a major issue that never gets enough assistance, and early intervention is vital.</p> <p>You do not have to put more money into city safety if you invest in children and community centres for example. Those listed points above have to be seen in chains that are connected and affect each other. This is what is important when we have to think about our cities budget.</p> <p>As a resident these are the services that are most important to me. Having lived in other municipalities I feel that I sometimes miss out on community services living here because we have such large scale events, which are great but I'd rather more kindergartens etc. It would be great if the residents within the LGA were a priority more often rather than our international image or providing a central hub for the entire state.</p>

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		<p>Securing educational placement pathways from early child, primary, secondary and high education for Indigenous residents. Providing study scholarship in these placements. A Victorian Indigenous Cultural Centre/ education university. Housing and childcare subsidies for Indigenous people to live in the city. Focused support services for Indigenous families and residents - needs, health, family & wellbeing, cultural maintenance, education, employment pathways to corporate partners.</p> <p>Aside from the moral imperative, an increase in youth unemployment, etc. will impact negatively on the city's brand.</p>
	Spend less	<p>Older people needs over young people.</p> <p>Can be delivered from the private sector like child care.</p>
City safety	Spend more	<p>Community Services should be the main focus of Council spending. If there was greater community activity and participation in the city there would be less need for city safety based on privacy compromising CCTV cameras. Budget allocation should be increased for safety as to keep crime low in a fast growing city. Melbourne is in desperate need of more police presence. City safety is paramount. Let's make it the safest city in the world!</p> <p>City safety should be paramount. Especially during night times. Melbourne should never sleep - never stop. Melbourne should be a city where residents and tourists are able to get out and about without a fear anytime day or night. Let's make Melbourne the safest city in the world in 10 years. That itself is your biggest marketing/brand building exercise. That gives opportunities for night-time entertainment during spring and summer seasons. This kind of initiative will incentivise small businesses to stay open longer, increase employment and contribute more towards building the city.</p> <p>Safety and caring for others especially the homeless and elderly is more important.</p>
	Spend less	<p>Less expenditure on CCTV cameras which I don't believe make a city safer. It helps police catch perpetrators so why aren't they provided by State Government not Council? I'm not aware of any statistics that show that CCTV cameras prevent crime or keep the community safer.</p> <p>You do not have to put more money into city safety if you invest in children and community centres for example. Those listed points above have to be seen in chains that are connected and affect each other. This is what is important when we have to think about our cities budget.</p>
	Spend same	<p>More security personnel around train stations/in trains throughout the day/night, more security guards at venues (disco, pubs etc.). There are some safety issues for young women on trams, so my ESL students tell me, but overall, I feel safe in the city.</p> <p>Melbourne, the most liveable city. Not without cleaning up the city. There should be on the spot drug testing if people are found sleeping on the street as residents of Melbourne deserve a safe place to live. Let the recent murder near the Police memorial be a lesson to all</p>

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		<p>Councillors.</p> <p>I think that much of the work for city safety has been done, it's just a matter of maintenance mainly, which would come out of the assets budget.</p>
Recreation services and facilities	Spend more	Recreation and library services should be community hubs and service other priorities.
	Spend less	<p>Reduce funding of well off professional sports and their facilities. Major sporting clubs, police, environmental groups) to be more involved in helping to fund recreation. A reduction in financial support to professional sports that generate considerable income. While I would support an increase in community sport activity and facilities, it should be funded by decreasing the commitment to professional sports activity and facilities.</p> <p>Funded on a proper user pays system like recreation services. Look at revenue raising to offset some of the recreation costs e.g. licences for personal trainers to operate in the city and use the parks.</p> <p>Library services and community centres over recreation services.</p>
Waste collection	Spend more	As our city grows, I am fearful that our current waste management solutions will not take us into the future. More collections are NOT the answer. There are already way too many noisy and smelly trucks constantly traversing the CBD. It undermines our city's appeal to residents and visitors alike. Current commercial solutions (large dumpsters on every street corner and jamming lane ways) are archaic. The dozens of independent operators are not adequately regulated. COM needs to invest some serious funding into initiatives that will deliver real gains in waste management. There are plenty of examples globally - waste to energy, anaerobic and vacuum systems are all gaining support. Consider a PPP if we don't have enough funding. Everyone needs rubbish collected.
	Spend less	<p>Why does Council recycle business waste - can't they pay for their own. Why should Council subsidise commercial ventures? Reduce the support for commercial business recycling.</p> <p>We are already a very clean city, but I do not think we need to overdo it.</p> <p>Each household in City of Melbourne currently gets one free hard rubbish collection per year (in addition to one scheduled). I think this money could be better diverted into waste reduction and/or diversion.</p> <p>More Garbage Compactors for laneways start with Masons Lane right next to the Town Hall and Council offices and more 24hr public urinals then toilets.</p> <p>Monitor the city and educate people to reduce waste.</p>
	Spend same	Waste charges should be cost neutral, in other words, 100% cost recovery. Split 'usage charges' from 'other charges' such as street cleaning & education. Every property should pay on their rate notice, as waste charges. The 'other charges' should be added to 'usage charges' for those with bins, and should be an 'availability charge' for those without. E.g. if it is \$80 per property for the 'other charges'

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		and \$120 for a service, then charge \$80 if no bins and \$200 for the bin (and \$120 per additional bin) and remove the cross-subsidisation and needing to "balance the budget" from costs outside council's control such as waste, heavily reliant on state tipping charges and contractor pricing. Plus then every property would be paying their share, regardless of their bin size or type or valuation.
Library services and community centres	Spend more	<p>Much under-utilised resource. Local Libraries could be really well integrated with ESL programs and Homework programs for young people/refugees. They are a bit like schools in that they could be a multicultural hub with learning & research their core business but linked strongly to community literacy and numeracy programs.</p> <p>Good work should be continued and built upon in the Community and information services. Recreation and library services should be community hubs and service other priorities.</p> <p>Ceremony & celebrations of ATSI culture and in local community centres - reconciliation week and NAIDOC. City central Children's Hub with indoor playground and programs -lunchtimes & weekends i.e. in town hall.</p> <p>Library services and community centres over recreation services.</p>
	Spend less	<p>This should be covered by health insurance or federal budgets. Library can be online no need for bricks and buildings. Libraries are becoming redundant in a digital world.</p> <p>Membership should pay for library services self-funding,</p>
	Spend same	<p>I also believe strongly in building library services and community centres as hubs for engagement and learning.</p>
Community support groups	Spend more	<p>Some non-profit community programs don't target areas of highest need efficiently. I worked at a place that called ESL teachers with good qualifications. 'Community Development Workers' so they could pay less, but the client group was mainly stay at home mums and retired people, so another kind of social support group would have served the community just as well and cost less. Why fund Cert 1/2/3 courses for people who have no intention or need to work but want English to enhance participation - other kinds of less expensive programs would fill this need. Too much admin costs with small boutique style delivery</p> <p>Community Services should be the main focus of Council spending. If there was greater community activity and participation in the city there would be less need for city safety based on privacy compromising CCTV cameras.</p> <p>Local community welfare must be paramount. Create more green space and sunlight and provide services targeted to create inclusive communities. Offer more services for asylum seekers. Inclusivity is key for people with disabilities. More community support activity will assist communities to engage and become active and sociable</p> <p>Need to look after the people in the community first, then their surrounding environment.</p> <p>We need to build a sense of community, particularly among residents</p>

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		- so small is better, but adequate services are necessary to give that sense of pride, amenity and community. Generally I am seeing the city improve already but an active group that everyone can have a say in is even more amazing.
	Spend less	People have no time for community nowadays. I understand the importance of social and neighbourhood cohesion, and people will think that it is wonderful that you can provide all these amazing programs and facilities, but you will find that they will go largely unused. People don't want to get to know each other, and don't have the time to keep up these new relationships/commitments. We need some serious cuts on certain community service programs. At this stage most communities should be self-sustainable without further government funding. Private charities and private community and religious services also cover most of these requirements. Community Services is doubling up, allow the state to take care of that.

5.4 Advance Melbourne

5.4.1 Overall results

Table 7 below shows the average change in sub-service stream funding for Advance Melbourne.

Respondents increased funding for three sub-streams, Sustainability initiatives, Urban planning and design and City research and decrease funding for two streams, Business support and development and International relationships.

Proportionally, the largest funding increase was for Sustainability initiatives (4.4%). The largest decrease was for International relationships (-7.7%).

Table 7 Advance Melbourne sub-service stream budget change (n=414)

Sub-service Stream	Change (%)
Sustainability initiatives	4.4%
Urban planning and design	3.3%
City research	-0.5%
Business support and development	-2.8%
International relationships	-7.7%

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5.4.2 Supporting comments

Table 8 Advance Melbourne comments

Sub-service Stream	Change	Comments
Sustainability initiatives	Spend more	<p>Sustainability and climate change initiatives are a must for ensuring our future and the Council does such great work in this area. A city moving into the future needs to have sustainability as its number one priority.</p> <p>Increased support for sustainability initiatives will provide a service to businesses but largely benefit the community at large.</p> <p>Waste management and renewable energy could be managed as one deliverable with the right waste to energy solutions.</p> <p>Melbourne needs electric vehicle chargers.</p>
	Spend less	There are state and federal bodies that are more effective.
Urban planning and design	Spend more	<p>Increase city planning. Melbourne is growing fast and planning is at risk of not keeping up. Leave other programs at same level of funding</p> <p>Would like to see improved planning and design processes that ensure major developments are not tomorrow's slums. Set standards for street activation on all new residential developments.</p> <p>The development of Melbourne urban spaces should involve the expertise of real specialist and recognised designers (urban planner, landscape architects and architects) and not solely rest in the end of public private developers such as Places Victoria. For example, Docklands could have been a more successfully design if an international competition had been organised for its master plan. Great work on the competition for Flinders Street Station, but will the public choice be taken into consideration. Allow the city to be built, with the help of experts, for its people, not for its developers.</p> <p>Better protection of heritage buildings, interiors, laneways and streets which aren't recognised by the Council and are under threat from growing levels of development. Increase funding for CBD heritage projects.</p> <p>Further removal of car access throughout the CBD and significant improvements through Southbank.</p>
	Spend less	Growth is a BAD thing and benefits a few traders at a huge cost to residents. I strongly endorse high density housing, but we should be building a worldwide culture that actively discourages people from producing more consumers.
City research	Spend less	<p>I'm not sure that the money, time and effort spent on research and gathering data is justifiable. It has been my experience that the data mined is often unused.</p> <p>Not specifically a bad thing to reduce funding in this area - it can be</p>

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		<p>reassessed in the next financial year for the impact and anticipated consequences.</p> <p>Although statistical data is easier to quantify and analyse, there is more depth and greater findings when involving the community in conversations. Organisations such as Capire and the Co-design Studio are good examples of working in the fields that are harder to quantify, but reap greater results.</p>
Business support and development	Spend more	<p>Business support and development is vital for the economy - enough said.</p> <p>More conferences and business events equal more people visiting Melbourne. Tied in with greater cultural events and tourist services results in greater promotion of the city overall.</p> <p>Greater emphasis on developing local business pathways, local preferences, Indigenous business support and mentoring in the corporate business development and contracts.</p>
	Spend less	<p>An increase in Commonwealth support for business will allow Council to ease back on its investment in this area. There are state and federal bodies that are more effective</p> <p>Business can look after itself. I run a small business and I don't think government intervention in any form is a positive thing. Reduce support for activities to benefit commercial "business" enterprises.</p> <p>I think that business support can take the cut. I believe that business will take all the support it can get whether it needs it or not. If businesses in the city are sustainable they will survive with a drop in local government support. They are called "businesses" after all and it is likely they need less subsidy.</p> <p>I don't think these areas (the budget that I have decreased) are as vital for a local government as other areas.</p> <p>More funding for business? Why such a focus on business? Surely they should not be seeking public funding support through Council service provision. Not only are public funds used to assist their business locally, Council spends public funds on assisting business in the international arena. I find this unfathomable.</p> <p>Encouraging tourists cost us in terms of infrastructure and inflation, etc.</p>
International relationships	Spend less	<p>Decrease support for the sister city programs. International funding is irrelevant at local government levels. This can be better spent at a federal level and disseminated across the country. I really can't see the benefit or relevance to Melbourne of cities like Boston or Thessaloniki. Less focus on gifts to visiting dignitaries, such as boomerangs, return to the barter system. What exactly do sister city relationships actually achieve? Encouraging international relationships that do nothing beside creating junket opportunities for a few Councillors are counterproductive</p> <p>Melbourne has been named the world's most liveable city for the last four years. Why do you need to promote it and spend valuable resources on peculiar out dated notions of Sister City relationships?</p> <p>I have opted for a re-allocation of funds from International</p>

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		Relationships to Sustainability Initiatives. Not specifically a bad thing to reduce funding in this area - it can be reassessed in the next financial year for the impact and anticipated consequences.
General comments	Spend more	All of the elements in this section are extremely important. A city needs to change constantly, yet keep its identity. We need to invest in research. What do other cities like Berlin, Singapore and Vienna do better than us? We don't need to be New York or London. Let's be Melbourne! The on-road experience needs to be different, the coffee experience needs to be unique, the cleanliness needs to be awe-inspiring!
	Spend less	These services should all be privatised. The free-market will provide competition and will reduce costs for the general public, whilst creating new jobs.
	Spend same	I would like to see evidence based research that indicates the current levels of expenditure lead to effective outcomes.

5.5 Activate city

5.5.1 Overall results

Table 9 below shows the average change in sub-service stream funding for Activate city.

Respondents decreased funding for all five sub-service streams. Proportionally, the smallest funding decrease was for Arts and culture programs (-0.02%) and the largest decrease was for City marketing (-6.0%).

Table 9 Activate city sub-service stream budget change (n=414)

Sub-service Stream	Change (%)
Arts and culture programs	-0.02%
Tourist services	-2.5%
Events	-2.6%
City marketing	-6.0%

5.5.2 Supporting comments

Table 10 Activate city comments

Sub-service Stream	Change	Comments
Arts and culture	Spend more	Melbourne is internationally recognised for its arts and is regarded as the cultural capital of Australia. If this reputation is to be maintained

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programs		<p>the City needs to continue to provide strong support to the arts and artists. The city attracts so many people and is so well known for its attractions, particularly in the arts and cultural industries. It would be interesting to see if there would be any drop of in visitation if there were cuts to the marketing of the City. Continue to support the new and innovative programs. Everywhere I go I hear about how Melbourne is a fantastic city for arts and culture and how people come in to the city day and night to see our public art and go to theatres and music venues. We are the envy of all my friends in Sydney, let alone other cities in Australia.</p> <p>More expenditure on events for young people like Arts House, which I go to and is a fantastic innovation for a Council. Brilliant program and a great way to support artists and give younger less well-off people access to new art, rather than expensive mainstream arts. Increase funding to amazing arts activity that Melbourne is famous for. It attracts the sort of people who do not go the opera or the MSO and supports the artists that will be recognised tomorrow and for generations to come. Well done Melbourne City Council.</p> <p>Better curated, more and more affordable cultural events are a great way to boost tourism, as proven by MONA in Hobart or the many Adelaide Festivals.</p> <p>Much of the city activation activity appears to be public funding support for "commercial" enterprise. It appears to be selectively applied. Some of this support should be redirected to the arts, which are unable to survive without the subsidy and contribute to Council's reputation as an international city of culture.</p>
	Spend less	Arts & culture should be left for Private enterprise.
	Spend same	Developing a plan that supports the long term opportunities for Indigenous artist in major events, programming and creative pathways. Support Indigenous residents access to engage with these high priced ticketed events. Ensure a percentage of funding requirement is used to showcase local Victorian Acts in prominent programming.
Tourist services	Spend more	<p>If we want an economy that is tourist driven and activated by what has been already delivered we must continue to build especially in this area. Focusing on improved tourism will attract more investment and tourists will come here to spend more, thus returning the expenditure.</p> <p>Let us look after our residents, business owners and workers and we will have a happy city that tourists will want to visit.</p> <p>Tourist Services needs to be increased but only after thorough research. How do we make Melbourne uniquely attractive?</p>
	Spend less	<p>I have decreased the budget for 'tourist services'. I had been a tourist to Melbourne many times prior to becoming a local, and I never recall accessing, or even being aware that I could access tourist services. The greatest positive impacts for tourists come from access to transport, city safety (I have recently travelled all across the US and cities that have positively addressed safety are much more tourist-friendly) and access to good public facilities. Basically, the same</p>

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		<p>services, facilities and infrastructure that benefit locals are the services, facilities and infrastructure that benefit tourists the most.</p> <p>We need to significantly cut on government funded tourist services, instead they should be privatized and allow free market competition within this sector.</p>
	Spend same	<p>Tourist expenditure should be expanded via an upgrade to the free tourist tram which cannot cope with passenger numbers although this MAY be alleviated by the free city trams from January.</p>
Events	Spend more	<p>More funding should be allocated to marketing the city and increasing events. We need bigger events that make a statement about Melbourne around the world. Events such as the White Night attract families for a day out and experience what our city has to offer.</p> <p>Let the events and cultural offerings bring people to the city. Let people have their own experience without forcing cliché tourist moments on to visitors."</p>
	Spend less	<p>Less expenditure on events such as the Grand Prix, The Fashion Festival and the Melbourne Cup. Why is Council funding "commercial events" and assisting "business"? Surely they are not "commercial" if they require the expenditure of public funds. Some of the more expensive parts of the events calendar can be scaled back- we don't need to have the largest fireworks in the world on NYE. Shouldn't the fashion industry fund and promote Melbourne Fashion Week?</p> <p>The obscene amount of money wasted on annual activities such as the Christmas Celebrations, New Year's Eve fireworks and White Night is disgraceful. Not only to do we not achieve anything for that large expenditure, but in the case of NYE we always have hundreds of frightened dogs run away and either go missing or get killed.</p> <p>There is no need for fireworks when there are homeless on the streets. No more fireworks, they are a complete waste of money.</p> <p>I think public events, such as White Night, attract large numbers for economic and cultural benefit for Melbourne. However, I think we need to look carefully at the spend in this area and reassess the balance, reducing some and increasing others. I'd dearly love to see a more exciting and innovative effort made with Christmas decorations - put it out to a competition in the various schools and university art and design departments. They have to design something sustainable to a budget.</p> <p>Much of the city activation activity appears to be public funding support for "commercial" enterprise. It appears to be selectively applied.</p> <p>Funding of Community Services is in my view a greater imperative in not diminishing the brand than in providing events, etc. which are predominately for the benefit of those in less need.</p> <p>I've decreased the Events budget because I had to find the money for increasing the budget for maintaining existing infrastructure, which I think is pretty damn important.</p>

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	Spend same	<p>Reasonably happy with events and programs that activate the city but they are a little tired. Would like to see some more innovative ideas.</p> <p>I believe that we already have plenty of free events including White Night and are ahead with culture including the comedy festival, fashion festivals, spring racing, the Melbourne art fair - just to name a few.</p> <p>F1 should remain in Melbourne, if it moves or is cancelled, motor enthusiast will move from Melbourne.</p>
City marketing	Spend more	<p>More funding should be allocated to marketing the city and increasing events.</p> <p>I believe that having increased city marketing will benefit due to the economic benefit in attracting more individuals to our great city.</p>
	Spend less	<p>If we do other things well, in the modern age, City of Melbourne marketing will keep the reputation. An accessible, lively and active city is the greatest marketing you could have. Fund the activity not its description. More efficient marketing, less emphasis on what to do and more emphasis and how to discover the city by yourself.</p> <p>Rather than spending on traditional marketing services, having high quality events plus arts/cultural programmes and good tourist services will promotion of the city via social media/word of mouth. This tends to be more powerful than advertisements. If you build a great city, They will come. Think of how vast the spread of 'word of mouth' has become through social media.</p> <p>The businesses that benefit should take the major role in marketing the city.</p> <p>There is too much hardcopy/printed material for city marketing. What is the return on Melbourne Magazine?</p> <p>I've decreased the City Marketing budget because I had to find the money for increasing the budget for maintaining existing infrastructure, which I think is pretty damn important.</p>
	Spend same	<p>Christmas decorations are pretty sparse other than Bourke St Mall & City Square.</p>
General comments	Spend more	<p>These are programs that drive people into our city - they enhance the liveability of our city sustainably.</p>
	Spend less	<p>We should be reducing the influx of people into the city rather than the reverse. The poor residents have to meet a lot of the additional costs arising from tourism, city marketing and events - and all are counterintuitive to the enjoyment of our living environment.</p> <p>This is mostly stuff I don't support. My rates are high enough as is without having to fund these items.</p> <p>These services should all be privatised. The free-market will provide competition and will reduce costs for the general public, whilst creating new jobs. If the council judiciously reduces its current commitment to promoting Melbourne, private enterprise will step in.</p>

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5.6 Regulate

5.6.1 Overall results

Table 11 below shows the average change in sub-service stream funding for the Regulate service stream.

Respondents decreased funding for all five sub-service streams. Proportionally, the smallest funding decrease was for Food and public health regulation (-0.3%) and the largest decrease was for Car space management (-8.2%).

Table 11 Regulate sub-service stream budget change (n=414)

Sub-service Stream	Change (%)
Food and public health regulation	-0.3%
Planning regulation	-0.9%
Building regulation	-1.4%
Local law regulation	-3.0%
Event regulation	-3.1%
Car space management	-8.2%

5.6.2 Supporting comments

Table 12 Regulate comments

Sub-service Stream	Change	Comments
Food and public health regulation	Spend more	Why is Melbourne not smoke free already? Melbourne needs to catch up in terms of smoking regulation in public spaces. This is an area we need huge emphasis on for public amenity as well as improving health & safety. Food is why many visitors come to Melbourne so food safety is paramount.
	Spend less	Food regulation should be state or federally funded with all due respect Melbourne City Council does a poor job at it. As with Events and City Marketing budgets, I've decreased food regulation because I had to find the money for to increase the budget for maintaining existing infrastructure.
Planning regulation	Spend more	I would love to see Melbourne develop better planning and environmental regulations for future developments. The density must happen but with an understanding of dwelling sizes, amenity and health and well-being of occupants. Would like to see better thought out planning for Melbourne's long

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		<p>term future.</p> <p>The heritage regulations need to be much clearer and enforced.</p>
	Spend less	<p>Some of the recent changes to planning have been very disappointing resulting in over-development in some areas. In some areas local groups have had to work very hard to persuade Council of the detrimental effects of development in local neighbourhoods and the impact on community life. I understood the changes were also intended to make applications faster, which shouldn't be a negative effect of reduced funding in this area.</p> <p>Minimal value obtained from Planning Service if State government and VCAT overrules all good sense.</p>
Building regulation	Spend more	<p>Regulation of the quality of new buildings is becoming necessary, especially with the increase of multi-residential and high rise buildings. Some recent constructions are looking like they won't last more than 30 years.</p> <p>Affordability of housing as well as flexibility (capability of housing to adapt to change of family structure) are also critical to maintain diverse and strong communities.</p> <p>Setting and regulating highest standards for safe comfortable housing are vital.</p>
	Spend less	<p>Stop high rise development. Our home value has fallen 25% due to a four story apartment built behind us. Blocked out all sky view and now have overlooking issue.</p>
Local law regulation	Spend more	<p>No point in a plethora of legislation if Council does not enforce e.g. dogs off leash in parks, parking in lanes in no standing zones.</p>
	Spend less	<p>As with Events and City Marketing budgets, I've decreased local law regulation because I had to find the money for to increase the budget for maintaining existing infrastructure,</p> <p>Have never seen any local law enforcement (and no evidence of any impact) so don't waste as much on that.</p>
Event regulation	Spend less	<p>Event regulation is important and it's great to see the number of events. Perhaps this could be managed better to economise on the costs.</p> <p>If we had less events, we wouldn't need so much regulation - and events only benefit a small handful of traders and are generally detrimental to residents.</p> <p>I hope that the 21st century witnesses the research and introduction of a range of community engagement incentives that will encourage the community to respond in a positive way rather than a slavish adherence to regulation.</p>
Car space management	Spend more	<p>Please increase car space management, particularly in West Melbourne when there is football at Etihad.</p>
	Spend less	<p>Most people won't notice a reduction in ticketing inspector patrols - monitor the impacts and when parking becomes a greater issue in a</p>

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		<p>few years reallocate funding. Only value of parking enforcement is to raise revenue - has insignificant benefit to business and is antithetic for residents.</p> <p>While I have recommended the decrease in budget for car space management, I feel that the budget decrease should be supplemented to a small degree by increased fines. I know that fines are currently very high, but of all councils, City of Melbourne really does have the public transport alternatives to city parking.</p> <p>Bi annual amnesty day on parking fines for residents. Provide cheaper public parking on the fringe of CBD as well as more public parking.</p> <p>Less car parks the better. Let the private industry determine how much parking in the city should cost. The city should work towards a car free CBD. Ban cars.</p>
General comments	Spend less	<p>Significantly cut on regulation programs, allow more free market regulation. Current regulation is already sufficient, just needs to be implemented properly. These services should all be privatised. The free-market will provide competition and will reduce costs for the general public, whilst creating new jobs.</p> <p>Only build and maintain what you are able to defend, reduce red tape and bureaucracy by return to an anarchistic state of prime and carnal values. Again, other things are more important.</p>

5.7 Final comments

Table 13 below lists the final comments provided by respondents when submitting their budget via the simulator.

Table 13 Final comments list

Number	Comment
1	More free electric vehicle charging and no smoking in public places. That's all.
2	Please think about help automotive industry employees.
3	<p>The areas I have decreased spending in are areas which I believe can be delivered either from the private sector like child care, or should be funded from other areas (i.e. City Safety by the Police/State) or should be funded on a proper user pays system like recreation services. By continually saying yes to increase services etc. is often just rewarding the other levels of government for cost shifting down to Local Government (i.e. climate change is not a Local Government priority). As a rate payer I often ask myself why are my rates funding services which I don't want or use, or if I did want to use I am willing to paying for.</p> <p>The attractiveness and feel of a place is what makes people want to visit and linger longer, and spend more.</p>
3	The budget balancer worked well on my phone. Allocating more money shouldn't be interpreted as meaning services should continue being delivered the way they currently are. New technologies and efficiencies gained through rethinking how these services will be

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	<p>developed and delivered will be equally important. E.g. greater reliance on and better utilisation of digital investments.</p> <p>An over reliance on blanket parking revenue can't continue and new sources of funding will need to be developed - e.g. congestion charge, dynamic pricing (charge more At peak times).</p>
4	An interesting tool to consider the options. I support less regulation and more activity.
5	This has been a worthwhile exercise, and it is interesting to play with percentages and not actual figures (although there is a sense of actual dollars being reflected in savings, etc). But nowhere in this exercise do we get a chance to review, reflect and comment on the levels of remuneration of council staff. Why is this? Are salary levels enshrined and, therefore, sacrosanct? I would like to see another slider which says: Reduce/increase staff salaries by X% etc. It would be interesting to watch the effect on the budget.
6	Too much money is spent on events, arts and programs that benefit minorities. Cut rates & let people decide what's important for them to spend their extra few dollars on. Great initiative with community consultation on financial plan
7	Providing services to the people of Melbourne should be at the forefront of Council's agenda.
8	Prioritize and increase funding on infrastructure development, safety and large scale events. Cut on programs that can be privatised on the free market or that already have alternatives. Let's focus our budget on desperately needed improvements that are decades behind, such as infrastructure.
9	I firmly believe that if Melbourne is to be a truly liveable place money must be invested into the community, money must be spent on people and community services and maintaining a clean green city. When money is spent on the community it benefits everyone. It creates jobs and security and services for vulnerable groups, it promotes equality and strength within the community, it promotes and protects our most core Australian values. That of equality across all types of people.
10	Budgets do not need to be balanced along the lines suggested by this calculator. There are revenue measures (increase business taxes) that can offset social spending.
11	This is probably reasonable for the improvements. Spend money on good things!!!!
12	Greater emphasis needs to be placed on supporting families who live in the city, Indigenous residents' needs, early childhood, supporting and linking local business. I.e. annual indigenous business expo & business, city RAP award for business mentoring and employment rate.
13	Much more thought needs to go into the unique challenges that living in the CBD bring to people's lives.
14	A thank you for the beautiful field of flowers which was planted next to the road near and above the Federation bells and Birrarung Marr.
15	We only need two tiers of government, abolish councils. Then the State can distribute all the services.
16	Simple.

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17	Focus should be on safety in the City and Suburbs of Melbourne, reducing criminal activity. A need to focus on Architecture and Design, with RMIT University being rated 5th best Architecture University in the World. Melbourne should integrate and work together with RMIT University Architecture students on developing our CBD and Suburban Architecture and Urban Design. Reduce poorly designed Architecture of residential and commercial apartments only looking to make money rather than innovate on good Design and beautiful, ground-breaking Architecture. Limit the buying power of real estate of International buyers to allow local Australian born citizens to be able to purchase a home. Provide more support to the homeless and get them off the streets, especially those that are mentally ill and can be a danger to the public.
18	Thanks for this opportunity.
19	I hope the People's Panel has a positive outcome on the council plan.
20	<p>Improve on the public realm of Melbourne, the access people have to Melbourne, the reasons people have to come to Melbourne and the rest of the issues will largely sort themselves out.</p> <p>Most importantly, under the current strain of a seemingly endless supply of residential proposals, a significant review of Melbourne's built heritage should be undertaken to protect the remaining buildings we have. Beyond that, far tougher expectations on development to activate the street, rather than building bland and uninviting glass walls, with car park access taking up 1/3 of the frontage.</p>
21	There was very sparse information to make my decisions on. Where, in every category, there was a direction for "more" information, I found a reiteration of what was on the front page.
22	I'm not aware of the proportion allocated to each area, and overall I am happy to leave allocation to the experts. Does the median point indicate the current allocation? I note there was no indication of costs for the council salaries or expenses, unless this was within some other title.
23	This is a brilliant way to gauge the community reaction and actively consult and facilitate our input into policy outcomes — I hope you will continue to exploit its huge potential in the future!
24	Axing funding to car parking frees up lots of money for other projects.
25	Zero tolerance on crime and remove homeless from sleeping on the Hoddle square area.
26	More parks, trees, public trash cans, separate bike paths and education for car owners on how to mind cyclists on the road.
27	This method of budget saves money by removing its need, by making money irrelevant only the fit will survive returning our species to a Darwinesque evolution saving the world from global warming and nuclear war.
28	The changes to the waste budget would offset most of the "over budget" result by removing the subsidisation from rates and general revenue. The actual figures could be tweaked once the real numbers are known.
29	More bicycle infrastructure including bike only lanes along Southbank.

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30	Population measures should include decreasing the amount of car traffic in the city. We also need to plan for a more sustainable future given the population projections.
31	This was a really interesting exercise. Very revealing.
32	Think Council does a good job but needs to achieve a better balance between developers interests and those of the residents and users of the city.
33	Glad to see a consultation process. Melbourne's public transport infrastructure is woeful. More investment needed to make it really liveable with growth.
34	Melbourne's greatest issues are a lack of infrastructure and green spaces. A city initially designed with a green belt and grid CBD we have let ourselves down by catering so much to the car. Give back to the public and restore gardens and parks as well as put in train and tram lines that work effectively. Incentivising business will appease much of the stress and fall in services.
35	I am alarmed by the vacant shopfronts that I see when I walk along the laneways. I realise that rent is far out of council control, but for Melbourne to retain its reputation as a city worth visiting for its independent, hospitable, culture I believe that council must be proactive in the areas I've indicated.
36	I have designed the budget to place a greater importance on the wellbeing and health of people. Mental health is a major issue that is underfunded, under reported, under resourced, etc. People cannot enjoy other things as much if they have mental health issues, if families are struggling, and if women cannot work due to not being able to obtain suitable childcare. Early intervention is best, so if someone has to wait a bit longer for a planning permit in order for someone else to get the help they desperately need, so be it.
37	I have suggested only minor changes, mostly in order to shift funding to areas which may have a chance at bringing our current waste management solutions into the 21st century. Forty odd operators with hundreds of trucks traversing our city streets constantly is not adding to our city's appeal and will not carry us into the future. Council MUST start taking the issue seriously and look honestly at what comparable cities are doing around the world... There ARE viable options... Even if we need to consider a PPP to deliver them.
38	Create a new park in West Melbourne on Baptist church site.