MV2040 Strategy
June 2018
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Statement of Commitment to the Wurundjeri People and to all Aboriginal and Torres Strait Islander Peoples

Wanganyinu ngarr-gu Wurundjeri Gulinj ngargunin twarn biik wenerop Moonee Valley dharri, wanganyinu gahgook Nanggit baambuth ba yalingbu.

We acknowledge the Wurundjeri People as the Traditional Custodians of the Country on which Moonee Valley is located, we pay our respects to Elders past and present.

This Statement of Commitment was updated in 2017 and reaffirms the partnership between Moonee Valley City Council and Wurundjeri Council and renews our commitment to the Wurundjeri People and to all Aboriginal and Torres Strait Islander Peoples.

Respect - Gahgook
Moonee Valley City Council respects:

• the Wurundjeri People as the first Australians on this land
• the unique status of Aboriginal Peoples as the original custodians of traditional lands and waters
• the special and distinctive spiritual and material relationship that Aboriginal Peoples have with the land, water, trees, rocks, hills and valley creeks, rivers and flood plains of the Moonee Valley area
• the value of the diversity and strength of Aboriginal and Torres Strait Islander Peoples and cultures to the heritage of all Australians.

Recognition - Ngarngaith
Moonee Valley City Council recognises:

• Aboriginal and Torres Strait Islander Peoples as having a distinct culture, history and legacy with vibrancy, diversity and richness that all Australians can share in
• the unique spirit and contribution of Aboriginal and Torres Strait Islander Peoples, and the richness of traditional Indigenous languages
• the historical and environmental importance of the significant and sacred sites, and special places within the city
• the past injustices inflicted on Aboriginal and Torres Strait Islander communities by this and previous generations of non-Aboriginal Australians, and expresses our profound regret that these injustices occurred. In particular, Council is sorry for the forced removal of Aboriginal and Torres Strait Islander children from their families, confiscation of their traditional lands, the implementation of policies designed to extinguish Aboriginal and Torres Strait Islander practices, language and culture and for the pain these actions have caused and continue to cause the Aboriginal and Torres Strait Islander communities.
Relationships - Djerri
Moonee Valley City Council will advocate for:

- respect towards and recognition of the contribution of Aboriginal and Torres Strait Islander Peoples to Australian society, past and present
- the rights of Aboriginal and Torres Strait Islander Peoples
- increased opportunities and self-determination for Aboriginal and Torres Strait Islander Peoples
- the sustainability of Aboriginal and Torres Strait Islander organisations and programs.
1. MV2040 – Strategy at a glance

The MV2040 Strategy (the Strategy) is Moonee Valley City Council’s long-term plan for improving the health, vibrancy and resilience of our city over the next two decades. It has been prepared to shape the type of city and neighbourhoods we want to live in.

The world is changing rapidly and, to enable us to keep pace, the ideas and concepts presented in the Strategy are designed to be bold, inspirational and transformational. Delivering some of them will require Council to embrace change and to think and work differently in the future.

The Strategy is made up of three parts:

- **Context** – our vision for the future; how we plan to deliver the Strategy; a snapshot of the Moonee Valley story; key trends shaping the way we live and principles that underpin Council’s decision-making.

- **Themes** - five themes that address key issues and objectives across the municipality – Fair, Thriving, Connected, Green and Beautiful. Each theme includes a series of strategic directions, targets, objectives and actions.

- **Neighbourhoods** – our city is made up of 13, 20-minute walkable neighbourhoods and these form the key focus of the Strategy. Each neighbourhood includes a vision, community anchor/s, discussion about expected change and growth, and detail a series of implementation initiatives.

**Developing the MV2040 Strategy**

The Strategy has been shaped by extensive community consultation and stakeholder engagement. A background paper and series of community pop-up events focusing on what people love about their neighbourhood took place in early 2017, and this helped inform the Visioning Paper. The Visioning Paper was consulted on extensively in late 2017, with consultation including a community symposium event and many other opportunities for interaction. The draft Strategy was prepared following this and a third phase of community consultation took place in the first half of 2018.
2. **MV2040 – A healthy city**

Our community has told us that ‘healthy’ is the top priority for the future of Moonee Valley. Council agrees that a great city. The Strategy is guided by a vision of ‘A healthy city’, where together we will create and continually improve the conditions that enable all of us to enjoy the highest level of health and wellbeing possible.

**Vision statement**

In 2040 Moonee Valley is a great place to live, work and visit, strengthened by a network of 20-minute neighbourhoods. Our neighbourhoods allow all people, at all stages of life, to live locally, accessing most of their needs close to their home. Our neighbourhoods are beautiful, sustainable and hold strong community connections which enable citizens and the environment to be healthy and resilient.

**Building blocks for a healthy city**

We all deserve to live in a city where we are not just surviving, we are thriving. These are the building blocks of our healthy city:

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

**Strategy for a healthy city**

MV2040 will be achieved through a framework of strategic directions, objectives and actions across five themes - Fair, Thriving, Connected, Green and Beautiful. This framework will be delivered across 13 neighbourhoods, which will be planned so that people can access most of their everyday needs within a 20-minute walk, cycle or local public transport trip of their home.
3. Delivery of MV2040

The Strategy reduces the need for multiple standalone Council strategies and places an enhanced focus on service delivery. Importantly, it will allow us to plan more effectively and finance and deliver infrastructure over the longer term. This is to ensure that our city’s amenity is enriched for future residents and can meet the demands of change. Long-term planning allows us to set our big picture direction and then both proactively and opportunistically deliver it over time. The value of Council’s infrastructure assets is one billion dollars. Renewing existing assets, as well as investing in new infrastructure, requires a long-term approach.

Where MV2040 sits

The Strategy provides the long-term vision for our city. It is designed to operate as Council’s overarching strategy guiding planning, infrastructure and service delivery across our 13 neighbourhoods. The Strategy includes 20 strategic directions, with associated targets to enable the city’s progress and for outcomes to be monitored.

The Strategy will be reviewed and updated every eight years, and the monitoring and reporting of outcomes will be undertaken through the four-year Council Plan and its associated Corporate Planning framework. Review of the Strategy will incorporate the changing needs of our growing community and reflect new opportunities to achieve a healthy city.

Council’s commitment to a number of key long-term targets is in line with State and Federal Government approaches. Achieving these targets will require input from different levels of government and a range of stakeholders. Our four-year Council Plan (integrated with the Municipal Public Health and Wellbeing Plan) will include strategic indicators to monitor the effectiveness of our actions and help us track progress towards the Strategy’s targets.

The Strategy will change the way Council operates in that it will be the ‘umbrella’ strategy that will guide future work through action plans and not additional strategies. Council’s operating areas will still be required to complete these targeted action plans for the work they need to undertake.

Role of Council

Both the Themes and Neighbourhoods sections of the Strategy include a list of key actions to be delivered over the next 22 years. Over the life of the Strategy, Council will need to play a range of roles to ensure these actions are delivered. They are:

- **Provider** - takes full responsibility for funding and carrying out services.
- **Partner** - funds and carries out services in formal partnership with other organisations.
- **Funder** - funds other organisations to carry out services, for example through grants and service delivery contracts.
- **Regulator** - has statutory responsibilities and directs these activities as required.
- **Monitor** - gathers information on activities and checks against progress.
• **Facilitator** - encourages others to be involved in activities by bringing interested parties together to progress identified issues.

• **Advocate** - promotes the interests of the community to other decision-making organisations, for example the State and Federal Governments.

**Focus on neighbourhoods**

Council is moving to a neighbourhood planning approach for our planning and service delivery. This approach will help us create a more inclusive, vibrant and healthy city.

*Plan Melbourne 2017-2050* focuses on improving Melbourne’s health and liveability through the creation of 20-minute neighbourhoods. They must:

• be safe, accessible and well connected for pedestrians and cyclists
• offer high-quality public realm and open space
• provide services and destinations that support living locally
• facilitate access to quality public transport that connects people to jobs and higher-order services
• deliver housing/population at densities that make local services and transport viable
• facilitate thriving local economies

Based on State Government directions, 13, 20-minute neighbourhoods were identified across our city using the recommended 800 metres to one-kilometre definition of a ‘walkable’ distance. Our neighbourhoods have also been defined using locations of commercial areas, services (including public transport), parks, schools and community facilities.

Each of our 13 neighbourhoods has a distinctive character and identity, with individual challenges and opportunities for improving liveability. We know that a one size fits all solution does not work, and the benefit of neighbourhood planning is that we can identify local priorities and tailor responses to improve the health and vibrancy of all parts of our city. It means prioritising health and wellbeing outcomes through our planning, and delivering services and infrastructure necessary to foster community pride and connection.

**Implementation initiatives**

Along with the 20 strategic directions, there are also a series of implementation initiatives identified for each neighbourhood and these have been mapped against the four-year Council Plan timelines, from 2018 to 2040. The implementation initiatives are further discussed in the Neighbourhoods section of the Strategy.
4. About Moonee Valley

Our History

Moonee Valley tells the story of a culturally rich and vibrant city. The city today sits on the traditional lands of the Wurundjeri-wilam clan of the Woi wurrung People, who together with the Boon wurrung, Wathaurung, Taungurongwurring and Dja Dja Wurrung Peoples, make up the Kulin Nation. During the Dreamtime, the creator spirit Bunjil moved through the malleable lands forming the people, animals, waterways, trees and hills. The land was also given language, kinship, traditions, seasons and lore – all of which represent the heart and culture of the Wurundjeri-wilam identity. Their spiritual relationship with all natural and living things underpins the Wurundjeri-wilam responsibility to respect and care for Country.

For thousands of years, the Wurundjeri-wilam enjoyed a traditional way of life and moved according to the seasons, the availability of food, or the need to visit ceremonial sites. The Wurundjeri-wilam quarried silcrete which was used to produce flaked stone tools. One of these quarry sites is located above the confluence of the Maribyrnong River and Steele Creek, near an area now known as the Lily Street Lookout in the Niddrie/Essendon West neighbourhood. The Wurundjeri-wilam used these tools to cut bark from trees to make shelters, canoes, shields and tarnooks (used for smoking ceremonies). This process left distinguishable markings on the trees and to this day, scarred trees can be found across our city. Other cultural sites around Moonee Valley include the Solomon’s Ford fish trap, Brimbank Park (Kulin Wetland) and Moonee Ponds Creek.

Displacement and loss also forms part of the story for Wurundjeri Peoples, as it does for all Aboriginal and Torres Strait Islander Peoples, and some of the landscape once named by them has now been layered with other names. Colonisation had significant and long-lasting impacts on Wurundjeri People and these impacts are still being felt today. Despite the pain, suffering and dispossession caused by colonisation, the Wurundjeri People remain resilient, practising culture, performing ceremony, speaking language and passing on knowledge generation to generation. Woi wurrung is the language of the Wurundjeri People and even though much of this language has been lost due to the impacts of colonisation, the Wurundjeri People are working hard to reclaim their language. Woi wurrung words are used throughout this Strategy and have been provided by Aunty Gail Smith, Wurundjeri Elder, on behalf of the Wurundjeri Tribe Land and Compensation Cultural Heritage Council Aboriginal Corporation (Wurundjeri Council). Today our city is home to Aboriginal and Torres Strait Islander Peoples from across Australia who continue to shape Moonee Valley with cultural and spiritual meaning.

The arrival of Europeans to Moonee Valley also brought significant changes to the area and the settlement pattern visible today is a result of a layering of time and people. Surveyor Charles Grimes was the first non-Aboriginal person to explore the area, travelling up the Saltwater River (later changed to Maribyrnong River) as far as Solomon’s Ford. In the early pastoral period between 1835 and 1839, Moonee Valley became a crucial transport link between Melbourne and the
pastoral hinterland via Solomon’s Ford. By the time of the 1850s Gold Rush, Mount Alexander Road, Bulla Road and Keilor Road had been established and proved to be a vital corridor to the rich central Victorian goldfields of Castlemaine, Bendigo and Ballarat.

Moonee Valley also lays claim to having one of Melbourne’s earliest private railways. Similarly, the Essendon tram routes, inaugurated in 1906 by a private company, pioneered the suburban electric tram system spurring expansions of the network through to the early 1920s. This was achieved in part, to support the growing neighbourhoods of Flemington, Ascot Vale, Moonee Ponds, Essendon, Strathmore and Airport West.

Following World War II, migration to the area rapidly increased. This saw the expansion of residential development to support the diverse groups of people that were seeking to call Moonee Valley home. The Ascot Vale housing estate and the Flemington housing estate were examples of the Housing Commission of Victoria’s attempt to provide low rent housing for the large proportion of low income families, while the neighbourhoods of Aberfeldie, Niddrie/Essendon West, Avondale Heights and Airport West exemplified the post-war dream for all Australians to own their own homes.

Our Municipality
The City of Moonee Valley comprises approximately 43 square kilometres of land, with around 67 per cent of the land areas used for residential purposes. The municipality is bordered by the local government areas of Maribyrnong, Brimbank, Moreland and Melbourne and at its closest point, it is approximately 5 kilometres from Melbourne CBD. Moonee Valley’s broader neighbourhoods also encompasses the Melbourne Tullamarine Airport and the Essendon Fields Airport and civil infrastructure in the form of the CityLink, Ring Road, Craigieburn railway line and the Port of Melbourne. The Flemington racecourse and the Moonee Valley racecourse are also major metropolitan recreational facilities located in and adjacent to the municipality.

Moonee Valley has rich natural attributes in the form of four major waterways that run through municipality - the Maribyrnong River, Moonee Ponds Creek, Five Mile Creek and Steele Creek. Another of its natural features include its 220 parks, gardens and open spaces reserves that cover approximately 12.5 per cent of the municipality.

In the past decade, our city has been subject to significant major projects which add their unique layers to our urban landscape. These include both the Moonee Valley racecourse and Flemington racecourse redevelopments, the Flemington housing estate and Ascot Vale housing estate renewal projects, the Buckley Street level crossing removal, the CityLink-Tulla Widening project and the East-West Link proposal.
Our Community

Since the rapid migrations following World War II, our city has become even more diverse, as the number of people born in India, Vietnam, China and several Mediterranean countries has grown. Today, we are a culturally and linguistically diverse community, with more than a quarter of the population born overseas. Moonee Valley has a population of around 126,700 residents or 50,450 households, as well as a strong entrepreneurial spirit in the form of over the 10,000 local businesses that operate in the area. The development of our urban landscape reflects both the changes in eras, and the waves of immigrants and businesses who have chosen to call Moonee Valley home.
5. Trends

A number of global trends have emerged in recent times that will impact the future form and function of our cities. These trends, which include: population growth and demographic change; climate change; and advancements in technology, require a coordinated and strategic response. We need to understand these trends, harness their benefits and put in place an effective response to ensure the Moonee Valley of 2040 is healthy, vibrant and resilient.

Trend 1 – Population growth and change
As with all Melbourne metropolitan areas, Moonee Valley has experienced a spike in growth in recent years, and this trend is forecast to continue. In addition to population growth, the demographics of our community will change. While our community is ageing, there will also be more young professionals and a regeneration of families. Similar to other Melbourne metropolitan areas, population growth is expected to continue and will come whether we plan for it or not. The challenge is to put in place very rigorous, sensible planning policy to appropriately accommodate the additional number of dwellings arising from the demands of an increased population, while still having regard for the valued and distinctive identity and character of each of our neighbourhoods.

- Moonee Valley’s population in 2018 is estimated to be 126,700. This is forecast to grow to between 168,550 and 179,750 in 2040. This is a forecast increase of between 33 per cent and 42 per cent on Moonee Valley’s 2018 population.

- The number of households in Moonee Valley is forecast to grow from over 50,400 in 2018 to between 70,450 and 75,150 in 2040. This is a forecast increase of between 40 per cent and 49 per cent on the number of households in Moonee Valley in 2018.

- The number of dwellings in Moonee Valley is forecast to grow from around 51,450 in 2018 to between 75,250 and 80,250 in 2040. This is a forecast increase of between 43 per cent and 53 per cent on the number of dwellings in Moonee Valley in 2018. Dwelling numbers are higher than household numbers as not all dwellings are occupied.

- Between 2018 and 2040, the workforce age structure forecasts for Moonee Valley indicate a 44 per cent increase in population of retirement age (65+), a 37 per cent increase in population under working age (0–14) and a 39 per cent increase in population of working age (15–64).

- In both 2018 and 2040, the dominant household type in Moonee Valley is ‘Couple families with dependents’, and by 2040 the largest forecast increase is expected in ‘lone-person households’ which means we need to ensure we have enough additional housing stock to cater for this significantly increasing household type.

- In 2016, low-density (separate) dwellings made up 56 per cent of the total stock, but by 2040 this proportion is forecast to fall, a reflection of a greater number of additional medium-higher density dwellings being built to meet the needs of these new lone-person households.
Note: Council is required to plan for a future as articulated by the Victoria in Future 2016 (VIF), the official State Government projection of population and households. VIF does not provide direction at a neighbourhood level. In order to have greater regard for the likelihood of development for each neighbourhood, Council uses forecasts by .id consulting.

.id consulting prepare their forecasts using a combination of residential development data, migration by age data and household formation by age data. The nature of urban development and demographic household change is fluid, meaning that change to forecasts over time is necessary, so forecasts should be understood as indicative rather than a firm quantum. The population and household forecasts used in the MV2040 Strategy are stated as a range. The range represents a confidence level of approximately +/-3 per cent.

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Planning for growth
State Government policy requires us to plan for forecast growth to ensure it is accommodated sensibly and strategically. State Government policy also encourages growth to be directed to areas with excellent access to services and amenities, such as activity centres, near railway stations or along transport corridors.

By planning for growth to occur in locations that capitalise on existing infrastructure, jobs, services and public transport, we can create accessible, safe and vibrant neighbourhoods.

Directing our forecast growth primarily to these areas also means we can protect our significant heritage and character in our neighbourhoods. This balanced approach allows us to embrace the benefits of a changing future and protect elements of our highly valued identity.

Accommodating higher-density residential and mixed use developments in our activity centres is also important to ensure they are vibrant, economically viable and meet the day-to-day needs of our community.

Neighbourhoods will be planned so that people can access most of their everyday needs within a 20-minute walk, cycle or local public transport trip of their home. This concept is known as a 20-minute neighbourhood, and is consistent with Plan Melbourne 2017–2050, the State Government’s strategy for the sustainable growth of metropolitan Melbourne.

Our community will have different housing needs throughout their lives. Ensuring growth is well planned for is important to ensure that a diversity of housing choice is available to allow residents to stay within the neighbourhoods they love; close to friends, family and community connections.
Trend 2 – Health and wellbeing
The conditions in which we live explain why some people are healthier than others. Health is more than simply being free from disease or illness, it is the state of complete physical, mental and social wellbeing.

Our health is determined, in part, by:

- access to social and economic opportunities
- access to nature and open spaces
- the resources and support available in our homes
- neighbourhoods and communities
- investing in the early years and the quality of our education
- the safety of our workplaces
- the cleanliness of our water, food, and air
- the nature of our social interactions and relationships.

The success of measures to protect our health, such as immunisation, waste management and access to clean drinking water, mean infectious diseases are no longer the biggest threat to health and wellbeing. Non-communicable diseases are now the leading cause of death and burden of disease globally. These avoidable ‘lifestyle’ diseases include cardiovascular disease, cancer, type 2 diabetes and respiratory disease. They are caused by rapid urbanisation and modern lifestyles, and are consequences of unhealthy diets, a lack of physical activity, tobacco use and harmful use of alcohol.

Health starts where we live, learn, work and play. We know that individual behaviours such as eating well, staying active, not smoking, getting immunised and accessing healthcare influences our health and wellbeing. Investing in the early years also delivers long-term social and economic benefits to children, families and communities.

At the same time as these increases in non-communicable diseases and complex conditions are occurring, we are facing increasing climate-related threats to health and wellbeing and have a growing and ageing population. We are also seeing increases in socioeconomic disadvantage, loneliness and mental illness. In Australia, those who are most socioeconomically disadvantaged are twice as likely to have a long-term health condition compared to those who are the least disadvantaged.

It has long been understood that the way cities are planned has a critical effect on human health. Council is required by legislation to plan for the health and wellbeing of our residents. Our approach focuses on prevention; for example, addressing the issue before it becomes a health problem, such as encouraging greater physical activity. New and innovative approaches are required. This includes an increasing emphasis on creating healthy environments through consideration of how social, economic, natural and built aspects are interrelated and impact on our quality of life. This Strategy has been developed to strengthen Council’s efforts to address the needs of groups at risk of exclusion, such as target populations. Target populations in Moonee Valley have been identified, and Council will seek to work closely with these groups in the immediate to medium term.
Recent movements in city planning include the notion of ‘8 to 80 cities’, referring to the concept that if what we do in cities is great for an 8-year-old and an 80-year-old, it will be great for everyone. If we are to build cities for all, then a multi-pronged response is required to improve the health and wellbeing for both the wider Moonee Valley community as well as for target populations.

What we choose to do now will also have a profound effect on the health and wellbeing of both the current community and future generations who will inherit our city. To achieve our healthy ambition, we all must work together.
**Trend 3 – Increasing inequality**

There is a widening gap between the highest and lowest income earners in most wealthy countries and this gap has been widening over the past 20 to 30 years in Australia as well.

Excessive inequality is a problem for any community, including Moonee Valley. Inequality means people do not have an equal ability to take part in social and economic opportunities, and this undermines the cohesiveness of our community.

Excessive inequality is also a problem for the economy. Resources become concentrated in fewer hands, resulting in reduced economic participation for many people. Practically, this results in fewer new businesses started, fewer house purchases, and less purchasing of goods and services. It also leads to increased dependency on government intervention.

Inequality means those in the lower income earning groups do not have the same access to opportunities as those in the higher earning groups. For example, someone in the lowest group would find it more difficult to get a loan to start a business or pay for an advanced university degree than someone in the highest group.

Many health outcomes, everything from life expectancy to infant mortality and obesity, can be linked to the level of economic inequality within a given population. Greater economic inequality leads to poorer health outcomes.

**Trend 4 – Climate change**

The climate is already changing and despite efforts to mitigate the impacts further change seems unavoidable. The World Health Organization has identified climate change as the greatest threat to global health in the 21st century, with many institutions including the World Economic Forum viewing climate change as the single greatest threat to the world economy this century. Climate change is responsible for issues such as increased physical and mental stress from heat and flood risk, the spread of disease vectors, migration from climate-affected areas, increased energy costs, food insecurity and rising insurance costs.

Some changes we can expect in Moonee Valley as a result of climate change include more severe and regular storms, heatwaves, droughts, floods and fires. These events can have widespread adverse effects on the health of our community, the integrity of our infrastructure and our natural capital.

Infrastructure, laws, services and strategies which worked very well over the last century will need to be adapted over the coming years for Moonee Valley to be resilient to different climate conditions. Adapting to climate change can also generate a host of complementary benefits for health and wellbeing, long-term economic prospects and liveability.

For example, our stormwater pipes and drainage network might not be capable of coping with more intense rainfall, which can lead to flooding. It could be extremely disruptive and
costly to install larger pipes throughout Moonee Valley, but we can build naturalised infrastructure to detain and slow down water movement through gardens, wetlands and living streams. In doing so, floods can be mitigated and we can simultaneously create beautiful community spaces and enhance our local environment. Such ecosystem services save money in the long-term and provide health benefits to our community such as urban cooling, recreation opportunities, disease prevention, and psychological benefits.

**Trend 5 – Technology**

Technology is becoming increasingly embedded in our lives and, by extension, our cities through social media, mobile technology, the cloud, big data, and anytime and anywhere access to information. These technologies have evolved at an unprecedented pace and are now considered the norm.

We are already seeing changes to the way our cities work because of these technologies. Examples include ride sharing enterprises, the rise of open data, the Internet of Things, the use of sensors and a network of connected devices to collect and exchange data.

New technologies are emerging at an increasingly rapid rate and offer possibilities for our city that we may not have thought of yet. Some of the anticipated impacts for our city include:

- **Workforce trends** – Commuting patterns will change and what we have known as ‘peak hour’ will no longer exist.
- **New modes of transport will become available** – Driverless technology will be deployed across our public transport systems.
- **E-Commerce** – Online shopping is anticipated to continue its huge growth and will change the way we shop for everyday goods.
- **Sharing economy** – ‘Collaborative consumption’ will change our housing and real estate practices, with more peer-to-peer short-term rental options, and shared workspaces for entrepreneurs and freelancers.
- **Online communities** – Communities of interest who come together online around shared interests and values, and whose members interact with each other primarily via the internet.

New technology can connect us to our neighbourhoods in new and exciting ways. It has the ability to enrich our experience of the city and of each other. We must be able to adopt and embrace technology and use it as part of our creative solutions to confront the challenges we face. We must ensure we share the benefits of technology with everybody in our community.

**Trend 6 - Future of work**

Economic changes are transforming work through automation, globalisation and more flexible work arrangements. While this brings opportunity, it can further disadvantage some groups within our community. For example, young Australians today are getting their first jobs in roles that will look very different or cease to exist in 10 to 15 years time due to
automation. Nearly 60 per cent of students in Australia are studying for occupations that will likely be automated in the future.

There is significant opportunity to ensure young people are prepared for the economy of the future and equipped with tools to drive social and economic progress. Assisting them to become digitally literate, financially minded, innovative and adaptable will help them navigate careers of the future. Equipping young people with the right skills ensures that the whole community can benefit too.

The future of work is changing and we will need to equip an innovative and entrepreneurial generation of young people to face these challenges and maintain our standard of living. Currently there are high levels of youth unemployment and a generation more in debt and unable to access home ownership. Graduates are finding it harder to find employment and employers are reporting a mismatch in the skills young people are learning and those that the industry requires.

Changes in the way we will work also present significant opportunities for people to work closer to where they live due to more flexible work practices. We need to leverage this flexibility to help strengthen connections to neighbourhoods, such as through creation of local co-working spaces. Activation of assets, such as under-utilised pavilions and other community spaces, will be an example of this.
6. Principles
The Strategy outlines a framework for Moonee Valley to become a healthy city by 2040. The principles below will guide all decisions and actions by Council in the delivery of the Strategy.

Principle 1 - 20-minute neighbourhood planning
Recent trends in city planning have seen a focus on neighbourhood planning including the concept of 20-minute neighbourhoods – the ability to meet most of your everyday needs locally within a 20-minute journey from home by walking, cycling or local public transport. The concept is primarily about walking and creating walkable and healthy neighbourhoods that provide people with the ability to live locally; not specifically working locally but acknowledging that more local jobs will be a consequence of more services and facilities. Everyday needs include schools, shops, community facilities, open spaces, meeting places, health services and childcare.

Typically, neighbourhood planning involves a collaborative approach to building community connections and improving social and health outcomes. It is about making each neighbourhood inclusive, vibrant and connected based on their individual character, community strengths and environment. It can also help ensure that the community, local organisations, levels of government, agencies and the private sector better coordinate the delivery of services and programs. Council has a pivotal role to play in ensuring neighbourhood planning becomes the norm. Focusing Council delivery through a neighbourhood empowerment approach will underpin the delivery of the Strategy.

Neighbourhood planning recognises the role location plays in health and wellbeing. It can help us focus on the multiple determinants of health and wellbeing in an area, such as poor housing, social isolation, transport and neighbourhood safety, as well as any specific health risks experienced by some communities. It also provides a platform to connect community engagement and empowerment with aligned action across government.

Community facilities are vital assets for service delivery, social interaction and enlivening neighbourhoods. This is in line with wider community facility planning trends over the past 20 years that have focused towards the clustering of community infrastructure in activity hubs. These hubs can be large and contain facilities (Council and non-Council) which serve a municipal/sub-municipal or neighbourhood catchment. Community hubs support increased accessibility, service coordination and facility utilisation, and reinforce 20-minute neighbourhoods.

Using the principles of 20-minute neighbourhoods, Moonee Valley’s residents will have access to services and community facilities within a pleasant 20-minute walk of their homes. Adopting a place-based approach means the diverse and complex needs of residents, workers and visitors will be considered at the neighbourhood level. Emphasis is given to the service and community facilities needs for Council’s disadvantaged and targeted populations.
**Principle 2 – Access, inclusion and equity**

Equity makes communities stronger. Our commitment to social inclusion and equity seeks to advance a fair and just society and promote respect for every person. This will benefit everyone in our city. Central to this approach is the recognition that:

- all people are guaranteed equal human rights
- Council has a role to play in supporting all people to participate in society
- we need to be proactive about reducing health, social and economic inequality between groups or communities according to the needs of individuals
- only through tackling inequity can we reduce the barriers experienced by some in our community so all people can live full and healthy lives
- one size does not fit all, and targeted responses are required for everyone to achieve fairer outcomes
- place-based approaches play a fundamental role in health, wellbeing and equality outcomes
- we commit to intergenerational equity and strive to ensure our efforts create environments and communities that allow future generations to thrive and prosper
- we provide services and infrastructure that address community needs, aspirations, and that use evidence in the decision-making process, which includes consideration of priority of access and affordability.

Council will work closely in the immediate to medium term with the following target populations:

- Culturally and Linguistically Diverse (CALD) with attention to people of diverse faiths, those who experience language barriers, newly arrived people, in particular newly arrived migrants, refugees and asylum seekers, and international students
- people living on low and/or insufficient incomes to meet basic rights and needs, with attention to people living in public housing, families with young children and single parent families
- homeless people and/or those in housing stress
- children of all ages, with specific attention to the first thousand days (pregnancy to two years old)
- young people, with attention to those who identify as Aboriginal and/or Torres Strait Islander, from CALD backgrounds, early school leavers, and those living in families with insufficient incomes and/or in neighbourhoods with limited infrastructure
- older people, with attention to Aboriginal and/or Torres Strait Islander Peoples, from CALD backgrounds, and older people living in public housing, living alone or in neighbourhoods with limited infrastructure
- people with disability or mental illness
- carers
- Lesbian, Gay, Bisexual, Trans and Gender Diverse, Intersex, Queer, Asexual and all other identities (LGBTIQA+)
- socially, locally and technologically isolated people
• people at risk of exclusion due to reasons not listed above and which may include family violence, pay inequities, unemployment gender stereotypes, being single parents, divorced or widowed.

Principle 3 – Sustainability
Local councils have extensive ability to achieve real sustainability and climate responsible outcomes. The ability of councils to have influence at a local level and to shape long-term behavioural change; to develop long-term strategic initiatives which can outlive other government election cycles; and to trial solutions at a local level and build local resilience, is significantly more immediate than for other levels of government. With this ability comes great responsibility.

We acknowledge that climate change is the biggest threat to our community and accordingly it is expected to become the highest priority. We acknowledge a business-as-usual-approach to problem solving will not be sufficient to solve the challenges brought forward by climate change.

We will be open to innovative and agile operational practices, reviewing and adapting Council’s approaches in line with developments in scientific understanding and new approaches to dealing with climate change risks and opportunities. We will promote resilient and long-term action that increases the capacity of social, economic and environmental systems to cope with climate shocks and stressors. Our infrastructure will be adapted to a changing climate through the design of green and blue infrastructure. We will collaboratively work with our community, industry and other levels of government to address climate change.

Our commitment is to ensure all programs, services and infrastructure are delivered and operated to achieve environmental sustainability and resilience.

Financial sustainability will also be crucial. Delivering to expectations with an increasingly ageing community, and a growing population living more proximate to one another will place additional pressures on Council assets and services. Council must continue to engage with our community to understand their priorities for expenditure and to ensure quality, value outcomes are achieved.

Principle 4 – Effective and transparent governance
Long-term planning allows Council to set our big-picture direction and then both proactively and opportunistically deliver it over time. To do this we will need to be disciplined, but also agile and embrace new and innovative practices and approaches to achieve the outcomes we are seeking. The community rates us not on our intentions but on what we deliver, and this is at the forefront of our decision-making.

We will actively work towards making our processes and systems as fair, transparent, easy to access and understand as possible. As a continuously improving organisation, we strive to provide services that matter to the diverse needs of our community through an effective
engagement framework. We will create opportunities for our community and other stakeholders to be actively engaged in decision-making processes. We will consult and collaborate with our community on the development of plans, programs, activities, services and infrastructure through broad and varied means, working to engage with as many people as possible.
7. Themes

Theme 1 - Fair - Qeente boordup
This means ‘fair’ in Woi wurrung language

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

Can you imagine what a fair Moonee Valley looks like in 2040?

Our community is strong and resilient. People feel a sense of belonging; they know their neighbours and feel supported. The gap between those who are well off and those who are disadvantaged has narrowed, especially for residents living in public housing estates which offer a seamless mix of tenures.

Difference is highly valued, and our city is known as a welcoming place that respects and celebrates diverse traditions, religious and spiritual practices, languages, abilities, sexual orientations and lifestyles. Intercultural and intergenerational connections are strong, and our communities feel respected. People seeking safety are welcomed and are able to live full and meaningful lives. Aboriginal and Torres Strait Islander Peoples from across Australia are proud to live in Moonee Valley and the rich Wurundjeri culture and heritage is acknowledged, celebrated and embedded across activities and places. Use of the Woi wurrung language is part of our everyday lives, with your average five-year-old knowing how to ‘yabber’ using Woi wurrung words.

Our neighbourhoods are anchored by a network of community facilities and public spaces which offer opportunities for multi-users. We come together in dynamic community hubs for storytelling, to join local cooking classes, participate in arts and cultural endeavours and engage in civic matters. Our Men’s Sheds are well-loved aspects of our community hubs.

With more people living in smaller dwellings and often alone, our community hubs, open spaces and other community facilities play the role of the ‘third space’ in people’s lives. By day, the community hubs are home to students, agile micro-businesses, job seekers and newly arrived immigrants and grandparents taking their children to ‘story time’; but by night they are performance spaces and host book talks and local group gatherings, which in turn inject life into our activity centres after dark.

We have found innovative ways to not just ‘make room’ but to also meaningfully increase opportunities for the disadvantaged and target population groups to live here. Affordable housing providers have found ways to significantly increase the supply of affordable rental housing in the city. Young people are accessing the housing market and finding affordable ways to live in Moonee Valley through ‘co-living’ initiatives. Older residents have options to ‘age in place’ and can stay in their communities when they can no longer live independently. Most of our transport corridors and activity centres are hives of activity, day and night, thanks to those living along and within them in the architecturally well-designed, sustainable buildings.
Council events, services and programs are transparent, meaningful and are either community-led or designed collaboratively, with our community empowered to be drivers of change. Council works in partnerships to build social inclusion and allow all community members to have access to the services they need.

Did you know?

- 17% of households in Moonee Valley have an income of less than $650 per week (ABS Census, 2016)
- The Department of Health and Human Services (DHHS) Rental Report shows that only 1.4% of properties available to rent in Moonee Valley were recorded as affordable housing under the DHSS definition in the September Quarter 2017. This is significantly below the metropolitan Melbourne affordable rental figure of 5.9%
- The youth unemployment rate in Moonee Valley is 12.5% compared to the Greater Melbourne rate of 15.9% (ABS Census, 2016). However, this ranges across the city from 4.6% in Aberfeldie to 16.9% in Flemington
- Social housing makes up 4.2% of dwellings in Moonee Valley, and this is the fourth highest among councils in metropolitan Melbourne (ABS Census, 2016)
- It is estimated that 10% of Moonee Valley residents identify as Lesbian, Gay, Bisexual, Transgender, Intersex and/or Queer
- People with disability experience unique barriers to full and equal community participation, with 5% of residents needing daily assistance due to disability (ABS Census, 2016)
- Moonee Valley has a higher proportion (16%) of residents aged over 65 compared to Greater Melbourne, with the number of older residents forecast to increase (ABS Census, 2016)
- Moonee Valley is a culturally diverse municipality. It is home to residents born in almost 150 countries, with 28% of residents born outside of Australia and 30% speaking a language other than English at home
- Over 400 people in Moonee Valley identify as being of Aboriginal and/or Torres Strait Islander descent (ABS Census, 2016)
- Eight out of every 10 (80%) community buildings are currently single purpose
- An estimated 22,000 young people (aged 12-25 years) currently live in Moonee Valley. This population is forecast to increase by 34% to over 29,000 by 2040 (forecast.id 2017)
- There were 1,557 babies born in Moonee Valley in 2017 (birth notices received by Council)

What are community facilities and community hubs?

A community facility is the combination of a service or activity and the building or space in which it is delivered. This characterisation recognises the benefits when both elements come together and community buildings are activated. Council currently Overseas a network of approximately 200 facilities within 120 Council-owned buildings.

A community hub model is Council’s preferred way of providing community facilities. A community hub is a location within a neighbourhood providing a diverse range of infrastructure and services in proximity to each other. It may include indoor and outdoor spaces for a wider range of inclusive services and activities. There are many advantages to
community hubs including increased accessibility, service coordination and facility utilisation.

Hubs can:

• meet the functional needs of communities and support positive health and wellbeing outcomes
• offer space for people to meet and participate in community life and in doing so, provide a vibrant focal point and platform for interaction and cohesion
• provide for the co-location of services and community organisations to share resources, increase the level of service integration, utilisation and participation
• optimise the use of land and support infrastructure.

**Realising a fair Moonee Valley**
These strategic directions, objectives and actions provide the framework to realise a Fair Moonee Valley.

<table>
<thead>
<tr>
<th>Strategic direction 1 – A city that celebrates diversity</th>
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<tbody>
<tr>
<td>We recognise that differences in our community may mean that people face additional barriers, disadvantage and/or discrimination. We strive to eliminate disadvantage and discrimination for people due to their Aboriginal and/or Torres Strait Islander origins, ability, age, gender, sexuality, gender identity, ethnicity, culture, faith, socioeconomic status, the seeking of safety/humanity, or for those who have been socially excluded due to a range of other factors.</td>
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**Target:**
*Moonee Valley is a ‘Welcome City’ where we celebrate diversity as one of our greatest strengths*

<table>
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<tr>
<th>Objectives</th>
<th>Actions</th>
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| **1.1 Celebrate Wurundjeri heritage and culture** | 1.1.1 Acknowledge the Wurundjeri People as the Traditional Custodians and work in partnership with Wurundjeri People to celebrate their culture, heritage and history  
1.1.2 Promote greater connection to land and Aboriginal cultural values through land management practices and interpretation |
| **1.2 Support social justice for Aboriginal and/or Torres Strait Islander Peoples** | 1.2.1 Work with Aboriginal and Torres Strait Islander Peoples to support closing the gap around health, education and employment  
1.2.2 Advocate and support Aboriginal and Torres Strait Islander Peoples in leadership roles and for self-determination  
1.2.3 Work with the community to acknowledge and address the pain, suffering and ongoing impact |
| 1.3 Foster respect and diversity | 1.3.1 Provide leadership to address discrimination, violence and racism directed towards our diverse community through provision of programs which foster awareness and understanding of diversity in our community |
| | 1.3.2 Embed Council’s access, inclusion and equity principles across service delivery and neighbourhoods |
| | 1.3.3 Provide support and advocate on behalf of people seeking asylum and our newly arrived communities |
| | 1.3.4 Celebrate child and youth culture and identity and support connection to their heritage |
| | 1.3.5 Deliver leadership programs that encourage greater diversity in decision-making forums and structures |
| | 1.3.6 Strengthen environments, cultures and capacity among individuals, organisations and communities to promote gender equity |
| 1.4 Celebrate our history and acknowledge our changing community | 1.4.1 Encourage broad participation in events and festivals that celebrate our cultural diversity to increase understanding and reduce barriers |
| | 1.4.2 Acknowledge the history and continual change within Moonee Valley and support initiatives bringing different generations and cultures together |
| | 1.4.3 Encourage and facilitate reflections of our diverse identity in the fabric of our public spaces |
Community facilities are assets critical to the provision of services that provide social, cultural, educational, recreational and developmental opportunities for all members of the community. Community facilities can also deliver a range of place-making and space activation outcomes. We will align land use and infrastructure planning to achieve place-making objectives and leverage from community facilities and hubs as catalysts for precinct and neighbourhood renewal. It is essential community facilities continue to remain relevant and fulfil a central role in the lives of residents into the future.

To foster health and wellbeing outcomes and respond to existing health inequalities in the community, services and programs must be inclusive, community-led, responsive and accessible. Services need to be equitable and respond to the diversity of needs and priorities of our communities. As such, Council’s service delivery model is moving towards a neighbourhood, place-based approach. Place-based initiatives adopt a strengths-based community development approach, where solutions are developed and delivered locally to meet the needs of the community. We anticipate an increase in demand for use of community facilities over time, and hubs will be a key way in which Council responds to these needs.

Council will need to achieve the desired community facility outcomes in a financially and environmentally sustainable manner. This is likely to include borrowings, asset sales, and more partnership arrangements. Partnerships with external organisations are particularly important. Partnership priorities will be with local schools, community organisations, the local private sector, and neighbouring councils.

**Target:**
*Moonee Valley is a city where residents report being satisfied or very satisfied with the number and condition of the community facilities and services in their neighbourhood*

<table>
<thead>
<tr>
<th>2.1 Provide services that meet forecast needs</th>
<th>2.1.1 Regularly review programs and services to ensure responsiveness to changing community profiles</th>
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<tr>
<td></td>
<td>2.1.2 Provide and encourage access to services in areas of highest community need, considering local population profiles and projections</td>
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<td>2.1.3 Focus delivering services across the life cycle and create a variety of opportunities for interaction and connection within our broader community</td>
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<td>2.1.4 Coordinate a better local service network and attract non-Council community services to Moonee Valley to address service gaps</td>
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<td>2.1.5 Extend the reach of sport, leisure and recreation opportunities for all by supporting a diverse range of ways for people to be physically active</td>
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<td>2.1.6</td>
<td>Maximise digital technology to deliver services where people need them and can most readily access them</td>
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<td>2.2 Provide an accessible network of community facilities</td>
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<tr>
<td>2.2.1</td>
<td>Develop a network of integrated community hubs co-located with other services in activity centres, close to public transport, physically accessible and convenient for local access</td>
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<td>2.2.2</td>
<td>Seek opportunities to leverage community facilities as catalysts for urban and economic renewal</td>
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<td>2.2.3</td>
<td>Provide flexibly designed public facilities and associated infrastructure appropriate for multi-uses and users, and adaptive to population and demographic changes</td>
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<td>2.2.4</td>
<td>Explore alternative financial and procurement options, including partnership arrangements with local providers and surrounding local councils to maximise funding opportunities to deliver high-quality facilities and services</td>
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**Strategic direction 3 – A city where people are healthy and safe**

To ensure people have the best opportunities to live healthy lives, we need to create environments that provide easy access to affordable healthy food, transport, nature, appropriate services and recreation. We also know that if we invest in prevention and health promotion, we can reduce the social and economic burden of disease.

A healthy city supports the varying needs of people at different stages in their life course and people of all abilities. We must ensure our city is child friendly, age friendly, safe and accessible for all abilities.

Safety is a shared responsibility that will be addressed through strong partnerships with and between residents, students, community groups and organisations, police, other municipalities and government agencies

**Targets:**

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

<p>| 3.1 Promote positive mental health |
| 3.1.1 | Promote mental health and wellbeing in both youth and early years services and education settings |</p>
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<tr>
<th>3.1.2. Reduce discrimination arising from mental health challenges</th>
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<td>3.1.3. Advocate for services for people of all ages with mental illness</td>
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<tr>
<th><strong>3.2 Protect population health and respond to emerging health issues</strong></th>
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<tr>
<td>3.2.1. Enhance access to early intervention and screening programs, including connecting new parents with health services (such as maternal and child health services)</td>
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<td>3.2.2. Protect population health through immunisation, tobacco control and disease prevention programs</td>
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<td>3.2.3. Minimise harm from alcohol and other drugs</td>
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<td>3.2.4. Promote sexual and reproductive health</td>
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<td>3.2.5. Work with partners to track health and wellbeing trends and identify emerging issues</td>
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<td>3.2.6. Support a strong prevention system to ensure child safety and to address men’s violence against women</td>
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<tr>
<td>3.2.7. Minimise harm associated with gambling</td>
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<th><strong>3.3 Support increased access to healthy eating and food</strong></th>
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<tr>
<td>3.3.1 Support and enable community food assets, such as community gardens and urban agriculture</td>
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<tr>
<td>3.3.2 Enhance access to neighbourhood food networks and community-based food programs, particularly for vulnerable and isolated groups</td>
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<tr>
<td>3.3.3 Improve access to fresh, healthy food by increasing the number of healthy food retail opportunities including farmers markets</td>
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<td>3.3.4 Increase education and awareness of healthy eating and food growing</td>
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<th><strong>3.4 Promote safety and community confidence</strong></th>
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<tr>
<td>3.4.1 Attract ‘preventative’ funding and support improvements to accessibility of services</td>
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<td>3.4.2 Promote neighbourhood-based programs that support community safety and resilience</td>
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<tr>
<td>3.4.3 Provide leadership to protect the interests and safety of children and young people at all times, and promote their voice within the community</td>
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Strategic direction 4 – A city where residents can engage, participate and influence change

Council is committed to delivering services that support the empowerment of individuals and communities to address disadvantage and inequity, and to advocate on behalf of themselves to address community issues.

Council will work to achieve this by providing genuine opportunities for community participation in open and transparent decision-making. We will lead community activities that increase participation, empower residents and support community-led governance and advocacy. This includes engagement programs designed to facilitate community participation in planning and the production of programs and events to encourage community pride and belonging.

Driven by the key principles of community development such as human rights, access and equity, empowerment and the right to participation in decision-making, Council aims to develop healthy and cohesive neighbourhoods where people celebrate diversity and connect and contribute to the community they live in.

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

| 4.1 Provide opportunities for the community to participate in Council decision-making processes | 4.1.1 Develop processes for our community to have input into the design and delivery of community services and encourage community-led initiatives, including co-designing of community programs, spaces and facilities |
| | 4.1.2 Undertake culturally appropriate and accessible community engagement practices through varied digital and face-to-face engagement methods |
| | 4.1.3 Raise awareness of the role and function of local government |
| | 4.1.4 Partner with target populations, other levels of government, the service sector and community stakeholders to advocate for and address their varying needs, aspirations and issues |
| | 4.1.5 Implement new ways of using technology to allow our community to interact with Council |

<p>| 4.2 Foster community leadership and advocacy | 4.2.1 Develop leadership and advocacy skills for residents of all ages |
| | 4.2.2 Support diverse community leaders to develop and expand their skills to reinvest in their communities |
| | 4.2.3 Strengthen and celebrate children and young people’s leadership skills and increase their decision-making opportunities as the leaders of tomorrow |</p>
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<td><strong>4.2.4</strong></td>
<td>Encourage and facilitate opportunities for storytelling as a form of advocacy</td>
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<td><strong>4.2.5</strong></td>
<td>Increase women’s representation in leadership and decision-making roles in workplaces, community organisations, civic life and relationships</td>
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| **4.3 Resource the community to innovate, create and problem solve** | **4.3.1** Support strong community networks to encourage community-led initiatives  
**4.3.2** Develop a neighbourhood planning and delivery approach that coordinates service and infrastructure provision |

**Storytelling**

“Those who tell stories rule the world” – Hopi Proverb

Research has identified that current advocacy practices, particularly in relation to human rights, have been non-effective (best case) or counterproductive (worse case). New approaches focus on the use of powerful storytelling to gain traction and foster greater community connection, empathy and social change. Storytelling is relevant to many Council services, including festivals and events (both community development and arts and culture), libraries, early years, youth services, aged and disability services, place making and economic development.

Council acknowledges the significance of storytelling to the Wurundjeri People and recognises the great importance of storytelling as a means of passing on knowledge from generation to generation, and embracing identity.
Strategic direction 5 – A city with housing for all

Access to appropriate housing for all people is a key element of a ‘fair city’. Forecast population growth, combined with changing demographics will see more housing in Moonee Valley and a need for greater housing choice. It is forecast that Moonee Valley will become home to between 41,850 and 53,050 new residents between 2018 and 2040. To house our growing and changing community, it is forecast that between 23,800 and 28,800 new dwellings will need to be provided across the city over this period. Our 13 neighbourhoods will be able to accommodate varying degrees of new housing growth depending on a range of factors, including access to public transport, services and open space. We will require a range of housing types, tenures and price points together with rental accommodation for lower-income households, and quality social and public housing.

With rising house prices, many groups in our community are not able to access appropriate housing where they would like to live, including our younger generation who are often being forced out of the neighbourhoods they have grown up in due to high house prices. Our city is home to people of all ages and backgrounds who require different housing options, which can change at various stages of life. Through ensuring a range of housing types across our neighbourhoods, along with defining where we want housing growth to be accommodated, we can appropriately plan for our growing and changing population. By directing housing growth of higher scale to key locations where people can access most of their everyday needs within a 20-minute walk, cycle or local public transport trip of their home, we are also able to protect our significant heritage areas from over development and ensure that our valued lower scale residential neighbourhoods can remain as such.

Target:
Housing is appropriate across our city for all stages and circumstances of life

| 5.1 Ensure new housing is directed to the appropriate locations | 5.1.1 Ensure diversity of housing types and sizes is available in well-located areas to provide choice in the private housing market, including a range of apartment sizes |
| 5.1 Ensure new housing is directed to the appropriate locations | 5.1.2 Direct new housing of higher scale to areas with good access to public transport, services or open space |
| 5.1 Ensure new housing is directed to the appropriate locations | 5.1.3 Ensure existing housing stock is protected where it contributes to the character of the neighbourhood, is of heritage value, and continues to be a viable dwelling product |
| 5.1 Ensure new housing is directed to the appropriate locations | 5.1.4 Protect precincts of heritage homes |

| 5.2 Facilitate the delivery of a mix of housing product | 5.2.1 Provide the policy framework to facilitate development of a variety of housing products to respond to the forecast demand for an increase in smaller households |
| 5.2.2 | Work with partners and advocate for alternative housing models to provide affordable housing options for target population groups |
| 5.2.3 | Ensure each neighbourhood is guided by the appropriate policy framework to achieve a mix of different housing styles and sizes appropriate to different stages and circumstances of life |

| 5.3 Ensure residents have access to secure housing |
| 5.3.1 | Advocate for improvements to existing public housing stock, including the mixed tenure redevelopment of public housing estates |
| 5.3.2 | Support new and existing social housing through partnerships with social housing providers |
| 5.3.3 | Consider utilising the future sale of Council-owned assets or air rights to facilitate the development of affordable housing |
| 5.3.4 | Advocate for government targets, potentially at a municipal level, for the delivery of affordable and accessible housing as part of new large-scale residential development |
| 5.3.5 | Work with partners to address homelessness in Moonee Valley |
Theme 2 - Thriving - Bandingith

This means ‘doing well’ in Woi wurrung language

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

Can you imagine what a thriving Moonee Valley will look like in 2040?
Our 13 neighbourhoods are thriving. They are hives of activity, providing opportunities for people to meet in vibrant community hubs, fulfil their daily shopping and service needs and access beautiful, green spaces.

Opportunities for sport and active recreation abound and empower our community to be healthy, improving our overall wellbeing. They provide strong social networks in our communities and inclusion is the most important aspect of sport and recreation. Everyone is welcome and the sense of cohesion in the community has never been stronger.

You can be involved in a local club or exercise in your neighbourhood park where you feel safe. Increased open space is available for our community to enjoy active and passive recreation, and for the protection and enhancement of our natural environment. Moonee Valley is celebrated for our connections to professional sport; as the original home of the Essendon Football Club and with the Moonee Valley racecourse drawing crowds from around the country to its much anticipated night racing events.

The arts play an important role in building and supporting a creative, diverse and connected community. The arts are valued and celebrated as a powerful means of fostering social connectedness and a sense of belonging. Our communities enjoy a broad range of exciting cultural events, festivals and creative endeavours that pop up across our neighbourhoods, often initiated and run by community members.

Our communities have access to facilities where people can experience creative inspiration, as well as participate and collaborate. Our public spaces are activated by place-making initiatives and public art that enriches the culture and landscape of our city. The Clocktower Centre and the Incinerator Gallery are celebrated homes of cultural experiences in the performing and visual arts, supporting a suite of satellite programs in a wide range of community and library hubs and public spaces. The new community library hub at the redeveloped Flemington housing estate is hosting music performances enjoyed by the crowds picnicking on Debneys Park.
We are a digitally aware and connected smart city. The Internet of Things, the inter-networking of connected electronics, devices, buildings and sensors are changing almost every aspect of our lives. Information and data flows quickly, freely and openly for all. The Internet of Things and open data are facilitating new industries and services that in 2018 we did not yet imagine, driving a more creative job market for our children and young people.

Lifelong learning opportunities respond to the changing skill needs and technologies that the current economy demands. Learning opportunities are digitally available at community hubs, providing access to world-class institutions. Our TED Local program offers the capacity for people to access programs, events and local services via virtual reality technology.

Connections between early years services, schools, community groups and businesses are providing real-world experiences for our young people to prepare themselves to participate in the workforce.

Our libraries are openings for information, literacy, learning, collaboration and connection. They are inviting spaces; bright, dynamic and flexible. Library services are delivered through a combination of physical spaces and outreach digital services at community facilities. You can borrow an e-book, submit a resume for review and learn about any topic you choose from the e-interface service at the local sporting club.

More people than ever are working from their homes and from creative co-working spaces that are co-located with community hubs. These spaces provide opportunities for social enterprise, collaboration, mentoring support, networking and cross-industry engagement, with the benefit of activating our local shops and public spaces and reducing commuter congestion.

Did you know?

- 42 economic and activity areas have been identified across Moonee Valley’s 13 neighbourhoods
- Plan Melbourne 2017-2050 nominated six Major Activity Centres in Moonee Valley (Moonee Ponds, Airport West, North Essendon, Keilor Road, Union Road and Racecourse Road)
- Moonee Valley’s Gross Regional Product (GRP) for 2016 was estimated to be $4.515 billion, representing 14.2 per cent of Melbourne’s West GRP of $31.795 billion (REPLAN)
- It is estimated that 47,854 people work in Moonee Valley, with 10,401 jobs located in Moonee Ponds (SGS Economics and Planning, City of Moonee Valley Employment Forecasts, February 2018)
- It is projected that there will be an increase of 29,365 jobs within Moonee Valley by 2040 (SGS Economics and Planning, City of Moonee Valley Employment Forecasts, February 2018)
• There are 46 early years education services (childcare and kindergarten), 28 primary schools, 13 secondary school campuses and two TAFE Institute campuses in Moonee Valley
• Moonee Valley plays an increasingly important role in driving productivity growth in Victoria due to our high skill base and location in the CBD–Melbourne Airport corridor which is home to around 715,000 jobs (id Consulting, 2017)
• Youth unemployment in Moonee Valley is lower than the Greater Melbourne area, but varies across the neighbourhoods. Almost 19% of young people aged 15–24 are unemployed in the Flemington neighbourhood (ABS Census, 2016)
• There are around 90,000 attendances per year to events at The Clocktower Centre, 5,600 people at the Incinerator Gallery and 60,000 attendances at library programs and events
• Moonee Valley residents are significantly more likely to participate in organised physical activity than the average Victorian (VicHealth Indicators Survey 2015)
• Moonee Valley Libraries have over 55,000 members, with over one million loans and downloads of library items made each year

Realising a thriving Moonee Valley

These strategic directions, objectives and actions provide the framework for to realise a thriving Moonee Valley.

Strategic direction 6 – A city with opportunities to learn and work

Council is committed to supporting education and lifelong learning initiatives given the strong link between learning and better health outcomes, including physical and mental health and wellbeing, social connection and a sense of belonging. Moonee Valley is well known for its strong early years, primary and secondary education sector and is well connected to one of the nation’s principal tertiary education nodes in Parkville.

Lifelong learning opportunities include access to quality education and care services, attaining employment-related qualifications, supporting ongoing learning throughout our life course, and facilitating access to skills development. Council will provide and support the delivery of a wide range of accessible lifelong learning opportunities, using a variety of delivery models.

Council will focus on the delivery of a network of community hubs across our neighbourhoods. These hubs will be a repository of knowledge and a place of sharing and collaboration for all, offering evolving and integrated services.

Target:
Moonee Valley is a city where residents have equitable access to lifelong learning, development and employment opportunities

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| 6.1 Support residents to gain meaningful employment | 6.1.1 Provide coaches and mentors in co-working spaces in our community hubs to support entrepreneurial activity  
6.1.2 Connect people to training programs which provide pathways to employment  
6.1.3 Encourage local job creation through major projects  
6.1.4 Include local procurement targets in Council contracts  
6.1.5 Support local employment providers to connect and grow  
6.1.6 Encourage local businesses and organisations to adopt inclusive employment practices  
6.1.7 Assist those disadvantaged in the labour market, including connecting those experiencing unemployment to new and emerging industries and technologies  
6.1.8 Assist older people to work where this is their need or wish  
6.1.9 Develop programs to increase employment of diverse community members including target populations |
| --- | --- |
| 6.2 Support residents to learn throughout their life course | 6.2.1 Advocate for new education facilities where growth projections demand  
6.2.2 Promote the value of learning and how it directly benefits individual wellbeing, through the experience of arts and cultural initiatives  
6.2.3 Provide opportunities for and support volunteering, along with support training programs to increase community participation and entry into employment  
6.2.4 Promote meaningful work experience and skills-building opportunities for young people in new and emerging industries  
6.2.5 Support and advocate for best practice education and innovative learning opportunities, including online learning |
| 6.3 Provide dynamic libraries as part of community hubs | 6.3.1 Deliver a network of dynamic, adaptable community hubs that provide spaces for learning, collaboration, community connection, leisure, arts and culture  
6.3.2 Deliver an array of opportunities for lifelong learning, creativity, social connection, all aspects of literacy (including digital and early childhood), business incubation and personal development  
6.3.3 Make physical and digital library collections accessible in all neighbourhoods, through the community hubs or multi-purpose pavilions  
6.3.4 Locate co-working hubs in/adjacent to community hubs |
Create and support dynamic study spaces for children and young people for peer-to-peer learning
Partner with agencies, providers and others to deliver cross-government and organisation services

Strategic direction 7 – A city that responds to a changing economic landscape

Most workers travel outside of the municipality to work, particularly to the nearby employment hubs of Melbourne Airport, Melbourne CBD and Parkville. A high number of workers also travel to Essendon Fields (within our municipality). Australia’s transition to knowledge-intensive jobs is having a major impact on the spatial location of job growth, with the focus tending to be around the CBD and other major employment locations.

By 2040, it is expected that many jobs will continue to be focused in these locations; however, for large numbers of us, due to a greater utilisation of technology, we will spend more time working away from our primary place of work. We will rely increasingly on co-working spaces for collaboration and networking.

The retail industry, which has been the backbone of Moonee Valley’s economy, has changed significantly in recent years and is likely to continue to transform. Moonee Valley must respond to economic changes and ensure appropriate frameworks are in place to facilitate the growth of new and emerging industries, including creative industries. It is expected the activity centres that housed this retail offer will increasingly transform to be entertainment spaces for restaurants, cafes and culture.

Essendon Fields Airport generates significant economic benefits for the city and forms part of the broader Essendon Fields Business Park. Essendon Fields contributes almost $800 million per annum to the local economy and is the employment home for 4,200 people. Essendon Fields offers significant economic growth and employment opportunities for the city due to its size and strategic location. It is projected to generate 18,000 new jobs and an estimated $300 million in investment over the next decade.

Over the next 20 years the Airport West Activity Centre will become a key location for urban renewal, emerging as an exciting employment precinct incorporating the adjacent Essendon Fields. The employment needs of the activity centre’s growing business and service industries will be met by the projected population growth in Airport West and the surrounding neighbourhoods.

Target:
Moonee Valley is a city where our economic environment facilitates thriving activity centres and new and emerging enterprise

| 7.1 Enable new and emerging industries and work practices | 7.2.1 Create or facilitate a network of co-working spaces throughout the city, including in/adjacent to community hubs and where possible, in community assets such as pavilions |
| 7.2.2 Position our city as an attractive location for creative industries, such as digital technology |
| 7.2.3 Encourage the establishment of business incubators and spaces for social enterprise |
7.2 Provide business support and remove obstacles to growth

- **7.2.1** Provide a facilitation service to allow business owners or investors a streamlined entry point into government
- **7.2.2** Ensure the business regulatory environment within Council is streamlined and flexible
- **7.2.3** Deliver or support a series of networking events, training, coaching and development programs for local businesses
- **7.2.4** Support the development of income-generating opportunities for target populations
- **7.2.5** Advocate for high speed digital services to be available throughout our city

7.3 Leverage and expand on current business opportunities

- **7.3.1** Support business synergies between Essendon Fields and the Airport West Activity Centre
- **7.3.2** Ensure activity centres are attractive and inviting to residents and businesses

Strategic direction 8 – A city with things to see and do

Council will deliver a rich program of festivals and events across the city to showcase our cultural institutions, natural attractions and vibrant activity precincts. These events will celebrate local cultures, stimulate economic activity and attract visitors and tourists.

Our arts, leisure, sports and recreation opportunities will be supported and expanded to foster greater physical and mental health, social connectedness and a sense of belonging. We will enhance and broaden opportunities for people to experience creative inspiration, cultural and aesthetic enrichment.

Our activity centres will be entertainment precincts, providing vibrant hubs for residents and visitors that foster a sense of community and place.

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

8.1 Celebrate our local assets and identity

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

8.2 Enhance our activity centres as places for

- **8.2.1** Activate our activity centres with art, play, events and entertainment for all ages
| **entertainment and gathering** | **8.2**  | Provide community spaces and facilities in our centres |
| | **8.2.3** | Implement a public art program that shapes the culture and landscape of the city, contributing to vibrancy, sense of place and local identity |

| **8.3 Support and extend the reach of our arts sector** | **8.3.1.** | Extend the reach of the arts across the municipality, by ensuring appropriately equipped multi-purpose facilities for neighbourhood arts, exhibitions and creative industries |
| | **8.3.2.** | Cater for professional and community arts exhibitions, performances and other activities, in quality and adaptable facilities |
| | **8.3.3.** | Investigate and coordinate opportunities for performing arts across the city |
| | **8.3.4.** | Create opportunities for professional artists and local community groups by commissioning public art projects |

| **8.4 Support a network of leisure, recreation and sporting opportunities for all** | **8.4.1.** | Extend the reach of sport, recreation and leisure activities to all |
| | **8.4.2.** | Prepare for new and emerging trends in sports, recreation and leisure, through the planning for and use of facilities |
| | **8.4.3.** | Provide a diverse range of ways for individuals (non-club based) to be physically active through well planned and managed open space assets |
| | **8.4.4.** | Increase partnerships between clubs, organisations and Council to ensure sustainable delivery models for sports and recreation |
| | **8.4.5.** | Improve the multi-purpose nature of our sport, recreation and leisure assets to maximise usage |
| | **8.4.6.** | Consider establishing highball facilities to meet the demand for indoor sport opportunities |
| | **8.4.7.** | Consider Council’s role in supporting elite sporting activities |
| | **8.4.8.** | Support the operation of Moonee Valley racecourse as a significant sporting, recreational and employment asset |
Strategic direction 9 – A city that is technology ready

Digital infrastructure and technology is vital for the success of most businesses today as they invest and grow. This will only continue with emerging industries driving productivity and innovation, and is the physical underpinning of a thriving economy.

Up-to-date digital infrastructure is crucial when promoting Moonee Valley as a key contender in investment attraction and business growth. To attract new businesses and industries, the technological infrastructure must be effective and ahead of the curve.

We will position our city to integrate smart technology. Smart cities leverage real-time data and modern technologies to optimise resources and promote efficiency, ensuring cities are sustainable and services are customer centric.

**Target:**
*Moonee Valley embraces a technology first approach to creatively meet the challenges we face*

| 9.1 Be ready to adopt technology          | 9.1.1 Invest in the foundations of a digital platform that will enable us to realise smart city objectives |
|                                        | 9.1.2 Support high-quality data transfer and telecommunications infrastructure |
|                                        | 9.1.3 Provide a high-quality civic service that exceeds the expectations of our community, with people able to connect when and how best suits them |
|                                        | 9.1.4 Support our community to be digitally ready |
|                                        | 9.1.5 Use technological advances to address climate change impacts |
| 9.2 Ensure data is a shared, open and valued resource | 9.2.1 Improve data quality, security and availability to all |
|                                        | 9.2.2 Support and provide increased public wi-fi accessibility |
| 9.3 Leverage technology as a business enabler | 9.3.1 Determine suitable programs or create access and awareness of resources that support businesses on how to maximise technology |
|                                        | 9.3.2 Support the use of technology for accessing Council premises |
Theme 3 - Connected – Yanoninon Maggolee

This means ‘travel here’ in Woi wurrung language

A connected city of accessible, active and sustainable transport choices

Can you imagine what a connected Moonee Valley will look like in 2040?

Transport in Moonee Valley is safe and sustainable. People spend less money on transport, are healthier and enjoy a more rewarding transport experience. Streets are more vibrant, welcoming and accessible.

Shared, driverless, electric vehicles, charged with renewable energy are commonplace. Users often share their ride with someone going in the same direction, allowing for affordable, convenient and more efficient car travel. Crash rates have dropped significantly from 2018 levels, with only a minority of vehicles operated by people. The wearable device has become the ‘nerve centre’ for accessing transport services, acting as an access-all-modes travel pass.

Public transport is the dominant mode of transport into central Melbourne. All areas of our city are within a short walk to quality, high-frequency public transport, making it the mode of choice for trips beyond a comfortable walk or cycle. Tram lines are grassed to add to the city’s greenery and are segregated from motor vehicles in some areas. Trams travel at nearly twice the 2018 speed and carry many millions more passengers each year.

Variable pricing and flexible working hours are used to moderate the peaks in transport demand.

Neighbourhoods in the west of the city are connected to the Melbourne CBD via a tram or direct high-frequency bus service along Milleara and Military Roads, and a new airport rail link. The Flemington spur line has been extended to the Maribyrnong Defence site and provides a high-quality train service for residents living along the Racecourse Road corridor.

Our activity centres are pedestrianised, providing a safe, attractive environment drawing people from adjoining municipalities. People choose active transport as the easy choice to get around. There is less of a burden on our health services because people are strong and fit. These good pedestrian connections do not stop at the edges of our activity centres, they extend throughout our residential areas and beyond, forming an inviting, walkable network to our green corridors and open spaces.

Cycling in Moonee Valley has never been easier. A connected, continuous network of on-street, protected bike lanes and upgraded shared paths along the Moonee Ponds Creek and Maribyrnong River makes cycling the fastest way to make trips up to three kilometres. This is done on private or public bikes booked on your wearable device and located at bike stations throughout our city.
Car ownership is at its lowest level in 100 years, and much of the space previously used for car parking has been re-purposed for bike paths, walking paths, playgrounds and gardens. Vehicle registration and fuel excise tax have been scrapped and replaced with a network-based road user charge, helping to manage traffic across the network. Users look up their destination and the network will tell them the most effective method of transport, having already considered requirements such as availability, cost and the ability of the traveller. The revenue from the road user-pricing program is used to fund improved public transport services and the walking and cycling network.

Freight services are performed by a mix of driverless vehicles, including aerial and land-based drones, in addition to human operated vehicles for specialist tasks. The higher level of automation allows for more freight tasks to be undertaken at off-peak times.

**Did you know?**

- Moonee Valley’s location as a transport thoroughfare between the CBD and the northern and western suburbs and two of Melbourne’s fastest growing regions, makes transport planning very challenging.
- Around 19% of employed Moonee Valley residents travel to work by public transport. This is higher than the figure for Greater Melbourne but ranges from less than 10% in Keilor East to 33% in Flemington (ABS Census, 2016).
- The number of road users in Moonee Valley will grow faster than our roads can accommodate, and congestion will worsen if we don’t get around differently.
- 68% of Moonee Valley residents participate in non-organised physical activity such as walking, jogging or running, or cycling, and this is higher than the 57% figure for Victoria (VicHealth Indicators Survey, 2015).
- The average number of motor vehicles owned per household in Moonee Valley is 1.6 (ABS Census, 2016).
- 10% of households do not own a motor vehicle (ABS Census, 2016).
- Around 6,000 passengers catch the train from Essendon Station each weekday, making it the busiest station in Moonee Valley (Public Transport Victoria, 2013–14).
- The majority (94%) of Moonee Valley residents live within either 800 metres (10-minute walk) of a train station, or 400 metres (five-minute walk) of a tram or bus stop (Calculated from PTV data, 2017 and ABS Census, 2016).
- When looking at transport patterns for all purposes (not just journey to work), some 15% of all trips are by foot, 10% are by public transport and 5% are by cycling (Victorian Department of Transport, 2015).
- Between 2006 and 2016 over 2,474 people were involved in road trauma in Moonee Valley, with 28 people killed, 759 sustaining serious injuries and 1,687 suffering other injuries (Transport Safety Strategy 2016–26).
Realising a connected Moonee Valley

These strategic directions, objectives and actions provide the framework to realise a connected Moonee Valley.

Strategic direction 10 – A city where sustainable transport is the easy option

Public transport is the most efficient and accessible method of transporting high volumes of people. It is also vital in enabling many residents access to jobs, services, social opportunities and shops. Improving public transport services in Moonee Valley will have a range of social, economic, and environmental benefits.

Council plays a key role in collaborating with and advocating to the State Government and authorities for improvements to public transport.

**Target:**

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

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| 10.1 Expand high-frequency public transport options | 10.1.1 Advocate for expansion and increased frequency of bus operations  
10.1.2 Advocate for a tram extension or high-frequency bus route in Milleara and Avondale Heights, with peak period clearways  
10.1.3 Provide community bus routes through underserviced areas of the municipality, including Milleara and Avondale Heights, until better public transport networks are established  
10.1.4 Proactively plan and advocate for an Airport Rail Link with train stations within our westernmost neighbourhoods  
10.1.5 Plan for the further activation of the Flemington spur line as a fundamental requirement to sustain the functioning of the Racecourse Road corridor  
10.1.6 Support a new train connection to the former Maribyrnong Defence site  
10.1.7 Advocate for accessible tram stops  
10.1.8 Advocate for increased train and tram reliability and frequency |
| 10.2 Reduce the real and perceived impediments to sustainable travel | 10.2.1 Significantly improve cycling and walking accessibility to and from public transport interchanges  
10.2.2 Investigate the provision of secure bicycle parking at public transport interchanges, including train stations  
10.2.3 Advocate for preference and priority to be given to sustainable transport modes at intersections |
### Strategic direction 11 – A city with streets and spaces for all people

Many cities around the world, including areas of Moonee Valley, have been planned around the needs of the car. Sedentary lifestyles are closely linked to the planning and transportation decisions of the past century.

Active transport, such as walking and cycling, allows people to make exercise part of their daily routine. We need to make these modes safe, convenient, accessible and comfortable so that people make the healthy transportation choice.

It is time to shift the focus away from cars and back to people, aiming for more engaging and vibrant streets and spaces that will positively affect the health and wellbeing of people of all ages. Our health statistics make it clear: over-reliance on car travelling is not serving us well.

**Target:**

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

| 11.1 Provide a safe and easy-to-use walking and cycling network | 11.1.1 Explore opportunities to implement shared zones in areas of high pedestrian activity  
11.1.2 Consider reducing the speed limit on Council roads  
11.1.3 Advocate to improve safety at pedestrian and cyclist crossings by reducing waiting times, increasing crossing times and installing best practice signals, sensors or people aware automated technologies  
11.1.4 Encourage walking programs such as ‘walking school buses’ and walking activities for seniors |
|---|---|
| 11.2 Provide a truly connected walking and cycling network | 11.2.1 Create a network of high-quality, connected walking paths  
11.2.2 Create a high-quality bicycle network, including dedicated separated bicycle paths where possible  
11.2.3 Upgrade the Moonee Ponds Creek Trail and Maribyrnong River Trail, with separated walking and cycling paths where possible  
11.2.4 Develop new and improved walking and cycling links between neighbourhoods, open spaces, across waterways, railway lines and major roads, including connections to adjacent municipalities  
11.2.5 Deliver, in conjunction with Melbourne Water, an activated walking and cycling connection along the pipe track between Avondale Heights and Niddrie |
### 11.3 Manage car usage through demand management techniques

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

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<td>11.4.1</td>
<td>Deliver road infrastructure improvements to increase safety in areas with the highest crash risk</td>
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<td>11.4.2</td>
<td>Advocate for infrastructure improvements at arterial road problem locations</td>
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<td>11.4.3</td>
<td>Develop and integrate road safety messages into programs targeting at-risk groups</td>
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### Strategic direction 12 – A city at the forefront of transport technology

How we move around in the future is likely to be significantly different to how we move today. The traditional car ownership model will be replaced by a system more closely based on the sharing economy. Other emerging transport technologies, such as driverless vehicles have the potential to radically transform travel and transport behaviour. Council has a significant role to play in ensuring the road and transport network can accommodate future vehicle technologies.

**Target:**

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

### 12.1 Position our city for smarter transport connectivity

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<td>12.1.1</td>
<td>Identify and adjust for the influence future trends and transport technologies will have on travel behaviour</td>
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<td>12.1.2</td>
<td>Encourage and explore innovative solutions to road safety, congestion and parking issues</td>
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<td>12.1.3</td>
<td>Accept that technology is changing at a rapid pace and that the solution of today may not be the solution of tomorrow</td>
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Theme 4 - Green - Wunwarren

This means ‘green’ in Woi wurrung language

A green city that is ecologically healthy and environmentally responsible

Can you imagine what a green Moonee Valley will look like in 2040?

Moonee Valley is an ecologically healthy city, where residents lead healthy lives in tune with our environment. Our city has responded to the major challenge of adapting to a changing climate; we have dramatically reduced our carbon emissions, urban heat and flood risk. We have extended our use of renewable technologies. We have clean air, water and soil, diverse vegetation and wildlife, creating a well-functioning urban ecosystem that is resilient to the major changes in our climate.

We see ourselves as custodians of our environment and are mindful of the legacy we leave future generations. We respect the Wurundjeri People’s connection to the land and manage our environment by applying knowledge from all cultures and that builds on the knowledge passed on by Wurundjeri Elders.

A large proportion of residents live in higher-density, sustainable buildings that are powered by the sun and wind, made of low-impact materials and consume minimal resources. Rather than negatively impacting our environment through excessive development, creating more hard surfaces and overshadowing, our higher-density buildings will be an integral part of a healthy environment. They will produce their own energy, harvest and reuse water, and provide cool and comfortable spaces that support biodiverse life. All buildings will be energy, water and materials efficient, having been built or retrofitted to best practice green building standards.

Water is valued as a precious resource and we use the right water source - mains water, stormwater, wastewater or groundwater - for the right purpose. Wherever possible, we capture and reuse water to create cool and healthy streetscapes, gardens, parks and sports fields. Water is used productively and efficiently in local homes and businesses. We retain more moisture in our soils and have reduced polluting run-off and flood risk. Our waterways and surrounding environments are healthy and biodiverse.

Trees and other vegetation regulate the local climate by shading our streets, parks and buildings. We have a diverse network of open spaces and landscapes, improving mental and physical health. We protect our significant conservation sites and provide opportunities for people to connect with nature. We protect and enhance the biodiversity and habitat values of our open spaces and waterways. We have a sustainable local food system to support food security, and all residents have access to healthy local food.

Our thriving local businesses are environmentally responsible, with a focus on green technology and services. Our residents are active citizens and are strongly involved in shaping the city and how they live. They have the knowledge and skills to use resources wisely and have changed their lifestyles to reduce their ecological footprints. As a
community, we support those most vulnerable to climate-related impacts, such as the very young, old and unwell, so that collectively we are resilient to these stressors.

We have rethought the way we use resources to produce far less waste. Our economy is no longer material and waste-intensive products are designed for sharing, reuse and recycling with virtually no disposal to landfill. We consider the entire lifecycle of products and prioritise waste avoidance, followed by reuse, recycling and composting and lastly, energy recovery before disposal to landfill.

Did you know?

- Around 8% of Moonee Valley households have solar panels on their rooftops (Clean Energy Regulator, 2017)
- Transport and freight (40%) and residential buildings (30%) contribute to most of our carbon emissions
- Council is on track to achieve zero net emissions in our operations by 2020
- On average, each household sends around 480 kilograms of waste to landfill and 220 kilograms of materials for recycling per year
- Moonee Valley is the only metropolitan Melbourne council where households can place food waste in kerbside recycling
- Around 60% of our city is covered by roads, roofs and concrete
- Our city has around only 9.5 to 11% tree canopy cover
- More than 2,000 mature trees are planted each year in streets and parks, along with an additional 1,000 indigenous trees and shrubs
- Many of our 50,000 street trees are vulnerable to the changing climate due to their lack of diversity
- We have 30 hectares of conservation areas, including pockets of remnant vegetation that have survived since European colonisation
- Only 4% of rainwater landing on roofs in Moonee Valley is harvested and reused

**Realising a green Moonee Valley**

These strategic directions, objectives and actions provide the framework to realise a green Moonee Valley.
Strategic direction 13 – A city that is low carbon

Across the globe there is a pressing need to reduce carbon emissions to avoid the worst impacts of climate change. We all have a part to play to achieve deep cuts to emissions. This requires a shared effort across residents, businesses, Council and other levels of government. In setting the following targets, Council acknowledges that achieving zero net carbon emissions from our community is heavily dependent on major changes across our society and economy that are outside the control or direct influence of Council.

**Target:**

*We achieve zero net emissions for our community and reduce emissions from Council operations by 95 per cent by 2040*

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13.1.2. Support the community to invest in solar systems and emerging renewable technologies |
| 13.2. Create a low carbon city and economy | 13.2.1. Ensure new private and public buildings meet a high sustainability standard and upgrade existing buildings  
13.2.2. Encourage businesses focused on green technology, services and sustainable business models  
13.2.3. Continue to upgrade street lighting to efficient, smarter technologies |
| 13.3. Facilitate low emissions transport | 13.3.1. Improve infrastructure to encourage walking and cycling and access to public transport  
13.3.2. Improve access and connections to public transport  
13.3.3. Facilitate the uptake of electric and other efficient vehicles  
13.3.4. Plan for emerging transport trends and technologies, such as autonomous vehicles |
| 13.4. Engage the community in low carbon living | 13.4.1. Deliver residential solar, home retrofit and behaviour change programs  
13.4.2. Support early years’ services and schools to operate sustainably and provide sustainability education to our children and young people  
13.4.3. Support community hubs for sustainable living and engage local champions |
Strategic direction 14 – A city that is green and water-sensitive

Water is critical to creating much needed green, cool, and climate adapted spaces in our city. The city we aspire to supports healthy natural environments, waterways and green spaces, while providing sustainable water supplies to meet our needs.

**Target:**
*We achieve 30 per cent canopy cover by 2040 through enhancing our urban forest*

| 14.1 Enhance our urban forest | 14.1.1. Invest in additional plantings and overcome impediments to increasing canopy cover and vegetation diversity in streetscapes, parks and reserves  
14.1.2. Protect vegetation on private land and require additional plantings  
14.1.3. Plant a diversity of trees to ensure climate, pest and disease resilience and prioritise plantings to areas of need |
|-------------------------------|--------------------------------------------------------------------------------------------------|
| 14.2 Create diverse and connected landscapes | 14.2.1. Establish interconnected networks of biodiverse green spaces, waterway corridors, streetscapes and private gardens  
14.2.2. Work with partners to enhance linear parkland along waterways, improving connectivity for walking, cycling and habitat corridors achieving contiguous connections where possible |
| 14.3 Enhance our ecological values | 14.3.1 Manage our significant conservation sites and protect remnant vegetation  
14.3.2 Plant native, resilient vegetation to enhance biodiversity and create habitat  
14.3.3 Where relevant and appropriate, adopt traditional Aboriginal land management practices in partnership with the Wurundjeri People as the Traditional Custodians |
| 14.4 Capture and reuse water to create cool spaces, reduce run-off to waterways and mitigate flood risk and enhance environmental values | 14.4.1. Harvest, treat, and reuse water for sports field and park irrigation  
14.4.2. Invest in passive irrigation using stormwater run-off for our street trees and landscapes  
14.4.3. Naturalise some stormwater drains and increase surface permeability to retain more water in our landscapes  
14.4.4. Adopt smart water storage technologies to slow run-off and mitigate flood risk |
| 14.5 Support our community to connect with nature | 14.5.1. Skill residents, early years services and schools to grow their own food and create climate resilient biodiverse gardens  
14.5.2. Engage our community to connect with nature, the water cycle |
14.5.3. and the part they play in contributing to healthy waterways, open spaces and ecosystems

14.5.4. Create spaces for food growing and sharing in public spaces

Strategic direction 15 – A city that rethinks waste

Australian households produce over 13 million tonnes of waste per year and here in Moonee Valley we lead typical Australian, high-consumption lifestyles. We cannot sustain this level of consumption and associated waste generation. If everyone in the world consumed as many natural resources as the average Victorian today, we would need three to four planets to support us.

We need to rethink our use of resources and consider the legacy we leave future generations. Over the coming decades this will require a major shift to see ourselves as stewards of our natural resources rather than primarily consumers and consequently, producers of waste.

We need to consider the whole life cycle of products and value durable, long-lasting materials. By first avoiding waste and increasing reuse, recycling and other forms of resource recovery, we can dramatically cut waste disposed to landfill.

Council acknowledges that the achievement of our aspirational target depends on developments in the waste industry that are outside Council’s control, such as improved resource recovery technologies and changes in the regulatory environment.

**Target:**

*We divert 90 per cent of household waste and waste from Council operations from landfill by 2040*

<table>
<thead>
<tr>
<th>15.1 Engage residents, businesses, early years’ services and schools around waste avoidance, reuse and recycling</th>
<th>15.1.1 Partner with and enable the community to develop creative solutions to avoid waste</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.1.2 Work with others to create community spaces for sharing, reuse and repair (such as skill sharing and tool and equipment libraries)</td>
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<tr>
<td>15.1.3 Deliver waste and litter behaviour change projects</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>15.2 Advocate for and invest in infrastructure and improved waste management systems</th>
<th>15.2.1 Trial innovative solutions to waste problems and adopt emerging smart technologies as they become viable</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.2.2 Put leading practice infrastructure and systems in place to dramatically reduce the amount of organic waste and recyclables sent to landfill, such as enabling recycling away from home, accessible recycling hubs, organic waste recycling services for every household and litter infrastructure</td>
<td></td>
</tr>
</tbody>
</table>
15.2.3 Work at a regional scale to develop new infrastructure for waste recovery, such as recycling, biological and mechanical treatment and energy recovery

15.2.4 Advocate and educate producers to take responsibility for their products over the whole life cycle

15.2.5 Proactively improve our waste contracts and systems to increase recovery rates as options become viable, such as recycling soft plastics, polystyrene and other wastes currently disposed to landfill

<table>
<thead>
<tr>
<th>15.3 Ensure waste management planning manages the impacts of growth from new developments</th>
</tr>
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<tbody>
<tr>
<td>15.3.1 Develop innovative waste management approaches and technologies to reduce waste from higher-density developments</td>
</tr>
<tr>
<td>15.3.2 Strengthen waste management planning requirements for new developments to reduce waste generation, divert more waste from landfill and minimise amenity impacts</td>
</tr>
</tbody>
</table>

**Strategic direction 16 – A city that is cool and climate-adapted**

As the climate changes, we expect to see more extreme weather, such as storms and floods, and generally hotter, drier conditions. This will place additional pressure on the community, impact Council assets and disrupt services. It will however, also present new opportunities, such as acting as a driver to create a cooler, more climate resilient city with a lower carbon footprint.

Climate change adaptation is about being better prepared and equipped to cope with the impacts of climate change. Adaptation planning involves improving the ability of Council’s services, our natural and built assets, and our community to be resilient to the impacts of climate change.

**Target:**

*Our city achieves climate resilience through supporting the community and planning a built environment that adapts to a changing climate*

<table>
<thead>
<tr>
<th>16.1 Plan and build a climate resilient city</th>
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<tbody>
<tr>
<td>16.1.1 Embed planning for climate resilience into our urban planning processes, including requirements to mitigate urban heat, retain moisture and increase vegetation</td>
</tr>
<tr>
<td>16.1.2 Monitor, plan for and respond to climate-related impacts on Council’s assets, infrastructure and services, including energy insecurity, flood, wind and storm risk and heat stress</td>
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<tr>
<td>16.1.3 Improve flood risk information, and manage development in flood prone areas through overlays and other planning measures</td>
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<tr>
<td><strong>16.1.4</strong> Continually improve design standards for buildings, drainage, roads and landscape infrastructure to accommodate climate-related risks</td>
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<tr>
<td><strong>16.2 Create climate adapted green spaces</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>16.3 Foster community resilience to climate impacts</strong></td>
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</tr>
</tbody>
</table>
**Theme 5 - Beautiful - Nga-ango gunga**

_This means ‘breathtaking’ in Woi wurrung language_

**A beautiful city that celebrates its identity, heritage and open spaces**

Can you imagine what a beautiful Moonee Valley will look like in 2040? Moonee Valley is renowned for its great architecture and public spaces, with tree-lined boulevards and shady streets. Pockets of restored historic buildings tell the story of past generations and new buildings respectful of heritage and character complement the urban fabric of the streetscape, providing a diverse range of experiences as you journey through each neighbourhood.

Two decades of applying both universal design and Crime Prevention Through Environmental Design (CPTED) principles means our public spaces and places feel safe with lots of natural surveillance.

Smart street lighting means street lights are sensor activated. Getting in, out and around buildings and accessing services is seamless and easy irrespective of your age or ability (whether you are frail or experience disability, these factors play no barrier to participation). Our neighbourhoods have been planned considering the concept of the ‘8 to 80 cities’, which means the diversity of our public spaces are functional and engaging for everyone. All public buildings have accessible facilities and streetscapes, especially in our activity centres where they comply with our age-friendly streetscape design guidelines.

There are more people on the street at different times of the day and night as there are fewer people in cars and more people walking, cycling and catching public transport. More people around makes our streets feel safer and more enjoyable because it is less noisy and polluted from traffic volumes. People’s respiratory health has improved from better air quality.

The vibrant street life culture has been attributed to generous footpaths, sunny outdoor cafes and tree-shaded seating areas. People fill the streets; shopping, meeting and people watching. Visitors linger at the various public plazas and meet friends for coffee. The public artwork in the plaza is constantly changing, and currently displays artwork from a local artist that is capturing the attention of people of all ages. A busker in the plaza generates a large crowd and the children dance to the busker’s music. Spaces of green respite are close by.

The parklands along the Maribyrnong River and Moonee Ponds Creek are generous, with celebrated connections to the Wurundjeri People as the Traditional Custodians. The parklands have a great shared pathway with a range of activities and places to visit along the stretches of the waterways. People engaging in a range of sports and recreational activities can be seen throughout the year and the spaces become dog parks when games have finished. It is a place to be immersed in the bushland along the river, feeling a million miles away from the city.
The waterways open into pockets of wetlands that treat water and mitigate flood in times of high rainfall. The wetlands and waterway corridors provide sanctuary to a plethora of wildlife following the restoration works that have been undertaken over the years. The local Friends Group is hosting a birdwatching group from overseas, who are thrilled at the numbers and many different species of birds they see.

The chattering of the birdwatchers draws the attention of the group gathered by the grassy banks of the river and they join in the conversation. Further along the river, there is high activity where an outdoor concert is being set up. The floating pontoon is being drawn in by the Blackbird #2 boat.

Local parks have been upgraded with something for all the family; teens are playing ping pong, children are playing on the nature-based playground, a group of older residents are doing tai chi, a person is lying under a shady tree reading a book, and some friends are working out on the outdoor exercise stations.

Species of plants indigenous to the area have been planted and are flourishing to the delight of local fauna. Water harvested from local stormwater and treated to best practice through the raingardens are being used to help irrigate the sports fields. Local sports teams are enjoying the lush grass underfoot, with many areas transitioned to more sustainable grass species.

Did you know?

- Moonee Valley has around 220 parks, gardens and open space reserves that cover around 12.5% of the municipality by area (528 hectares)
- There are 30 hectares of conservation land of which 17 hectares are remnant vegetation with valuable Ecological Vegetation Classes, including Temperate Grasslands, Plains Grassly Woodlands, Escarpment Shrublands and Riparian Woodland
- The city is home to, or frequented by, more than 93 native bird species, 12 mammal species, three frog species and numerous insects
- The Wurundjeri People are the Traditional Custodians of the land. They relied on the Maribyrnong River, Moonee Ponds Creek and Steele Creek for cultural purposes, fishing, transport and food.
- The historic Incinerator Gallery, designed by Walter Burley Griffin, is one of 13 such incinerators built across Australia from 1930 to 1938. It is one of six that remain and the only one in Victoria
- Moonee Valley is home to 27 properties on the Victorian Heritage Register
- Moonee Valley has 97 playgrounds

Realising a beautiful Moonee Valley

These strategic directions, objectives and actions provide the framework to realise a beautiful Moonee Valley.
Strategic direction 17 – A city that fosters local identity

Council recognises the Wurundjeri People as Traditional Custodians of the Country on which Moonee Valley is located, and their ongoing cultural and spiritual connections to the land and waterways of this city. Council will work in partnership with the Wurundjeri People to build these connections and ensure Wurundjeri culture is embedded in Moonee Valley’s identity.

Moonee Valley has extensive areas of heritage properties and the protection and conservation of our historic fabric is required.

The identity of our neighbourhoods can be fostered through an appreciation of the urban structure, the existing and preferred neighbourhood character along with the environmental and open space assets of the place. Council needs to establish the framework for delivery of streetscape master plans, new public spaces and high quality open spaces to reinforce the neighbourhood identity and facilitate the transformation of each neighbourhood.

**Target:**
*We celebrate our rich heritage and the value of our cultural links to Wurundjeri Country*

| 17.1 Express identity through landscapes | 17.1.1 Understand, respect and celebrate the special character of our neighbourhoods  |
| 17.1.2 Ensure intact heritage streetscapes and significant landscapes are protected, avoiding increased densities in these areas  |
| 17.1.3 Ensure appropriate design guidelines are available for our neighbourhoods to enhance local identity  |

| 17.2 Celebrate the heritage of our city | 17.2.1 Work in partnership with the Wurundjeri People to acknowledge and promote Wurundjeri culture, knowledge and heritage through land management, education programs, and protection of areas of cultural sensitivity and significance  |
| 17.2.2 Work proactively to identify and protect Aboriginal cultural heritage and values  |
| 17.2.3 Work collaboratively with Wurundjeri Council to develop Wurundjeri interpretive signage and Woi wurrung language signs across Moonee Valley’s buildings, open spaces and parkland  |
| 17.2.4 Identify and protect places and precincts of heritage significance, celebrating the important role they play in neighbourhood identity  |
## Strategic direction 18 – A city of high-quality design

Great cities and places do not happen by chance. Delivering a high-quality built environment that acknowledges the past and shapes the future is at the heart of our city’s vibrancy.

Council plays a key role in establishing the framework for high-quality design of our built environment and facilitating the transformation of our city as we grow and change.

We will promote urban design excellence and create places that are safe, diverse and accessible to all.

**Target**

*We achieve design excellence in all Council-owned buildings and facilities*

### 18.1 Support high-quality design

- **18.1.1** Develop urban design guidelines to facilitate high-quality, age-friendly, practical, sustainable and timeless development that celebrates neighbourhood identity
- **18.1.2** Support development that exhibits innovative and advanced application of materials, construction techniques and building configurations
- **18.1.3** Use neighbourhood character assessments to help guide planning decisions

### 18.2 Lead through exemplar projects

- **18.2.1** Create civic pride through high-quality design renewal of Council community facilities, including community hubs, libraries and other municipal buildings
- **18.2.2** Use design competitions to facilitate excellence and innovation in design
- **18.2.3** Develop a Moonee Valley Design Awards program to promote design excellence

### Urban design guidance for our city

General principles to deliver good urban design outcomes across our city are not neighbourhood specific, but rather they are the first layer in delivery of the strategic direction. These principles should guide the planning and delivery of city planning and development across Moonee Valley.

### Built environment

- Ensure new development and building additions respect the desired future neighbourhood character of their location
- Manage change to respect the existing heritage fabric of buildings through built form, including roof forms, fenestration patterns, and building space and setback
- Ensure new development addresses the opportunity for enhanced passive surveillance and engagement with the street
• Ensure the urban realm is designed to encourage active transport and easy linkages to public transport options
• Reduce visual prominence of car parking and vehicular access

**Activity centres**
• Develop appropriate tools and planning mechanisms to encourage a built form scale appropriate to the hierarchy of the activity centre
• Deliver a mix of uses within activity centres including retail, hospitality and entertainment uses at the ground level of buildings with residential development on upper levels

**Public realm structure**
• Highlight municipal gateways through the good design of public spaces, art/sculpture, or built form that reinforces its context and landscape

**Movement network**
• Strengthen boulevards through a coherent built form edge, continuous separated cycling network, identifiable landscape character and improved accessibility to public transport
• Strengthen the boulevard character of Mt Alexander Road as the premier road through the municipality with mid-rise scale of buildings, strong continuous landscape, signage elements and upgraded transport stops along its length

**Public spaces**
• Invest in creating new public spaces for gathering, social interaction and enhancing place and identity
• Provide strong built form edges for buildings around parks, river corridors and open spaces that respect the green space but are still designed to maximise passive surveillance
• Link river and creek corridors with adjacent open spaces to create green corridors
• Minimise visual clutter in our streets and public spaces

**Civic buildings**
• Use public art to enhance civic buildings, particularly focusing on building forecourts, public spaces and highly visible locations
• Reflect local identity in the design of new or modified buildings
Strategic direction 19 – A city with vibrant and safe public spaces

Public space is a critical ingredient for achieving a vibrant city. Public spaces are used by the community to gather, socialise, recreate, educate, investigate, discover and relax. They are spaces that engage all members of our community.

Great public spaces are inviting, offer good public amenity, provide relief from built form, include features and landmarks, and contribute to the navigability and identity of our neighbourhoods and city. Moonee Valley will be a vibrant city where people go about their lives with confidence and public places are filled with activity and community life.

**Target**

*Our city is regarded as a beautiful place with a diversity of spaces*

| 19.1 Create beautiful, interesting and engaging public spaces | 19.1.1 Activate spaces through public art and other creative interventions  
19.1.2 Ensure public spaces reflect the distinct identity of their neighbourhood and our cultural diversity  
19.1.3 Design interactive spaces for all ages  
19.1.4 Promote a clean city and foster pride of place  
19.1.5 Incorporate opportunities for play into our public spaces  
19.1.6 Repurpose underutilised and small spaces for greening  
19.1.7 Reduce visual clutter and increase navigability in public spaces  
19.1.8 Ensure public space treatments are of the highest quality construction |
|---|---|
| 19.2 Provide welcoming and safe public environments | 19.2.1 Ensure our public places cater for a diverse range of uses and users  
19.2.2 Facilitate a night-time economy to better activate our public spaces in the evening  
19.2.3 Ensure new developments are designed to optimise activation of public areas  
19.2.4 Create streetscapes and public spaces where people feel safe, maximising opportunities to provide passive surveillance |
Strategic direction 20 – A city in a beautiful landscape setting

Historically, we have designed infrastructure in isolation. By integrating components of the city, we can reinvent the public realm to solve multiple, overlapping and complex problems, creating a vibrant, resilient and healthy city.

The integrated public realm will complement the scale of the city as it changes over time. We will create spaces with multiple benefits, through considering and combining natural, physical and cultural elements to support residents, the health of the land, and the functions of our city.

We will increase our open space by focusing on gaps in the network of our city. Our network of open spaces will deliver open space outcomes with sustainable transport, drainage and key ecological links.

**Target:**
*We achieve a connected network of high-quality open space that is appropriate to the needs of our community*

<table>
<thead>
<tr>
<th>20.1 Provide open spaces to meet the needs of the community</th>
<th>20.1.1 Opportunistically and strategically acquire land for open space to ensure equity of access</th>
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<tbody>
<tr>
<td></td>
<td>20.1.2 Promote the health and wellbeing benefits of connection to open space and nature</td>
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<td></td>
<td>20.1.3 Promote structured and unstructured play for all ages and abilities, including developing spaces that support safe and independent play and learning</td>
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<td>20.1.4 Upgrade open spaces to be multi-programmable, reflecting the needs of a diverse community</td>
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<td>20.1.5 Protect public open space from encroachment of development</td>
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<td>20.1.6 Prepare and implement master plans to support the open space network</td>
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<thead>
<tr>
<th>20.2 Deliver an interconnected network of open spaces</th>
<th>20.2.1 Create and enhance linear green spaces as biodiversity and habitat corridors and to interconnect neighbourhoods</th>
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<tbody>
<tr>
<td></td>
<td>20.2.2 Utilise the open space network as part of overall stormwater management</td>
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<td>20.2.3 Provide a diversity of spaces that promote unique experiences</td>
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8. Neighbourhoods

Council’s move to a neighbourhood service delivery is focused around 13, 20-minute neighbourhoods. This is based on a 20-minute pleasant walk to a range of services and facilities.

Everyday activity is not limited to suburb boundaries, and it is important to understand the services and facilities within easily accessible walking distances, to ensure our future service delivery best matches our needs. Our focus on neighbourhoods does not change the underlying suburb boundaries within our municipality, but rather applies a different lens to look at how our city functions and how we can plan to ensure we achieve a healthy city.

An understanding of how our neighbourhoods function was formed by looking at how people access everyday needs, such as library membership maps; mapping community ‘anchor’ points; constructing accessibility maps around open space, convenience centres, public transport, schools and community facilities. Then through assessing geographical influences of hard barriers (major highways, rivers), soft barriers (contours, major roads) and looking at statistical data collection areas (SAIs), the 20-minute neighbourhoods were formed.

The following neighbourhood and suburb boundary maps show how the areas differ when looking at our city from an access and walkability viewpoint.

Aberfeldie

<table>
<thead>
<tr>
<th>Neighbourhood</th>
<th>Aberfeldie</th>
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<tbody>
<tr>
<td>Did you know?</td>
<td>In the Aberfeldie neighbourhood:</td>
</tr>
<tr>
<td></td>
<td>• 41% of homes have three bedrooms</td>
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<tr>
<td></td>
<td>• 37% of homes are owned outright</td>
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<td></td>
<td>• 29% of the neighbourhood is open space, the largest proportion of any neighbourhood in Moonee Valley</td>
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<td></td>
<td>• almost 24% of residents did volunteer work in the last 12 months</td>
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<tr>
<td>[No heading – just sit as introductory text]</td>
<td>The Aberfeldie neighbourhood is characterised by its proximity to the Maribyrnong River and the attractiveness of the river valley, open spaces and green treed slopes. From the Maribyrnong Road bridge in the south, the parklands of Maribyrnong Park, Aberfeldie Park, Afton Street Conservation Reserve and the Maribyrnong River Regional Park all enhance the riverside setting.</td>
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<td>The Boulevard features many larger detached dwellings as well as parks, playgrounds, walking tracks and barbecue areas. Clifton Park furthers the community focus as home to one of the largest football clubs in the area. A scout hall and the bowling and tennis clubs further expand the campus setting of Aberfeldie Primary School and the nearby Ave Maria College. The historical Incinerator Gallery provides a focus and anchor around the Maribyrnong River precinct, with a variety of events and exhibitions.</td>
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<td></td>
<td>The neighbourhood is bounded by Buckley Street in the north, with a local convenience supermarket and cluster of retail shops framing the corner with Fawker Street. Other economic activity exists in a small cluster of retail shops along Maribyrnong Road in the south and on Tilba Street more centrally. With sloping hills rising from the river valley, the views back to the central city can be spectacular. Transport spines are limited to the north along Buckley Street</td>
</tr>
</tbody>
</table>
with Essendon Station located to the east of the neighbourhood, with Maribyrnong Road and the tram line in the south.

| Community anchor | An ‘anchor’ is a place where communities gather for activities, events, recreation and to socialise at the heart of a neighbourhood. Some communities have more than one anchor or will use anchors in other neighbourhoods.  

The **Aberfeldie Park precinct** has been identified as the anchor for the Aberfeldie neighbourhood. The anchor will be a key focus for Council’s neighbourhood planning approach. |
|-------------------|---------------------------------------------------------------------------------------------------------------|
| What do we need to do to manage change and growth in Aberfeldie? | Dominant groups currently residing in Aberfeldie include mature families with older children and high-income households. By 2040, Aberfeldie will accommodate an increased number of families with young children and some young adults.  

Growth in Aberfeldie is forecast to be relatively moderate compared to other areas of Moonee Valley. We anticipate new housing to be in the form of medium-density infill development. A diversity of housing sizes and more accessible dwellings may be in strong demand to cater for the large increase in one-person and older-person households. |
| A vision for the Aberfeldie neighbourhood | We have created a vision for the Aberfeldie neighbourhood based on community feedback and Council’s research into trends that will impact the way we live in the future.  

In 2040, Aberfeldie will:  
- be an attractive, vibrant and safe residential neighbourhood  
- celebrate the natural asset of the Maribyrnong River corridor  
- be home to a vibrant events destination around the Incinerator Gallery/Maribyrnong River precinct  
- be well connected to surrounding neighbourhoods  
- support high-quality sporting facilities for an active and healthy community. |
| Urban design focus | - Reinforce Aberfeldie as the heart of the Maribyrnong River precinct by capitalising on the natural environment with high-quality built form and public spaces  
- Encourage residential development and urban design that is responsive to the green feel of the neighbourhood and sensitive to the Maribyrnong River interface  
- Provide new walking and cycling connections and river crossings, including a continuous connection between Ascot Vale and Aberfeldie  
- Encourage connection of a habitat corridor along the Maribyrnong River and Buckley Street  
- Encourage residential development and urban design that is responsive to the green feel of the neighbourhood and sensitive to the Maribyrnong River interface |
| Implementation initiatives for | The Strategy identifies implementation initiatives that may take many years to begin and complete. These initiatives are required to achieve fair, thriving, |
The future of Aberfeldie connected, green and beautiful neighbourhoods. They have been developed using ideas received from community consultation. Other immediate or small projects will be included in the four-yearly Council Plans.

- The implementation initiatives for Aberfeldie are:
- Deliver a new multi-purpose pavilion that consolidates sporting uses at Maribyrnong Park
- Deliver a new multi-purpose pavilion that consolidates sporting and community uses at Aberfeldie Park
- Extend the Clifton Park community sports pavilion for multi-use and explore the potential to deliver a new club hub
- Create the Maribyrnong River Cultural Precinct as a vibrant events destination - complementary elements from previous master plans and Botanic sub-precinct (sub-precinct one of four)
- Deliver a pontoon events stage on the Maribyrnong River
- Undertake maintenance at the Incinerator Gallery
- Upgrade the Moonee Valley Athletics Centre pavilion
- Deliver upgrades to the athletics surface and spectator area at the Moonee Valley Athletics Centre
- Provide a series of new connections and river crossings around the Maribyrnong River precinct, including a continuous walking and cycling link along the river bank
- Advocate for stronger planning controls to protect the Maribyrnong River
- Deliver the Aberfeldie Park wetland
- Deliver the Maribyrnong Park passive open space irrigation through storm water harvesting and treatment
- Revitalise and activate the Maribyrnong River environs to create connections across and to the broader river corridor, including a continuous connection between Ascot Vale and Aberfeldie
- Undertake improvements to open space by delivering the master plans for Aberfeldie Park, Afton Street Conservation Park, Maribyrnong Park and Clifton Park.
### Airport West

<table>
<thead>
<tr>
<th>Neighbourhood</th>
<th>Airport West</th>
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| Did you know? | • In the Airport West neighbourhood:  
|               |   • 18% of residents have trade certifications, making them the most trade-certified neighbourhood in Moonee Valley  
|               |   • 68% of people drive a car to work  
|               |   • there are about 21 people per hectare, making it the least dense neighbourhood  
|               |   • over 6% of residents migrated to Australia between 1956 and 1965, with most being from Italy |
| [No heading – just sit as introductory text] | The Airport West neighbourhood has a proud industrial heritage, providing much of the land that generates our city’s economic output. The broadly east-west aligned streets stem from the Matthews Avenue spine and contain a diverse range of small to medium-sized businesses.  
|               | A small industrial precinct also exists at the intersection of Fullarton Road and Roberts Road. The neighbourhood is well defined by the freeway and train corridors at its periphery and has easy access to the Metropolitan Ring Road to its west and tram services to the east.  
|               | The interior of the neighbourhood contains a strong central focus with community infrastructure and local retailing at its core around McNamara Avenue. Open space and recreation centres around Hansen Etzel Reserve, AJ Davis Reserve and the Steele Creek, and the green spine linear park, travels northward through the neighbourhood. As the northern gateway into the municipality, the retailing hub of the Airport West Shopping Centre marks the entrance to Moonee Valley, providing higher-order retailing for the neighbourhood and surrounding areas. |
| Community anchor | An ‘anchor’ is a place where communities gather for activities, events, recreation and to socialise at the heart of a neighbourhood. Some communities have more than one anchor or will use anchors in other neighbourhoods. |
|               | The **McNamara Avenue precinct** has been identified as the anchor for the Airport West neighbourhood. The anchor will be a key focus for Council’s neighbourhood planning approach. |
| What do we need to do to manage change and growth in Airport West? | Dominant groups currently residing in Airport West include mature families with older children. By 2040, Airport West is forecast to accommodate an increased number of empty nesters, mature families, older lone persons and persons in care accommodation. An increase and change in population will bring many benefits to the vibrancy of the neighbourhood, but will also bring challenges. We must ensure we maintain the things that are loved about our neighbourhood, while ensuring appropriate housing is available for those who need it. |
Growth in Airport West is expected to be relatively moderate compared to other areas of Moonee Valley. New housing is expected to be developed in a variety of ways, including medium-density infill development and pockets of higher-density development in areas where there is greater access to services and facilities. This includes potentially encouraging density on sections of Matthews Avenue.

More accessible and smaller dwellings are likely to be in strong demand to cater for the large increase in one-person and older-person households. Specialised accommodation, such as aged care, is also required. We need to ensure that residential growth in Airport West does not compromise the ability for the area to continue to play its important economic role in the city.

**A vision for the Airport West neighbourhood**

We have created a vision for the Airport West neighbourhood based on community feedback and Council’s research into trends that will impact the way we live in the future.

In 2040 Airport West will:

- thrive from its ideal strategic location proximate to Essendon Fields, Melbourne’s aviation corridor, the Tullamarine Freeway and public transport networks
- be a key location for urban renewal, with new residential development providing a diversity of housing styles and densities
- be linked to other neighbourhoods, along with Essendon Fields, by walking, cycling and public transport routes that are efficient, attractive, safe and accessible to all
- integrate all cycling and walking routes to the connecting backbone, the green spine, a community-focused open space and functional urban run-off catchment
- be home to an eclectic mix of businesses that complement Essendon Fields and generate significant employment.

**Urban design focus**

- Ensure development is sensitive to the Steele Creek interface including through increasing canopy cover and greening throughout the neighbourhood
- Support urban renewal that provides a diversity of housing types
- Deliver public realm improvements along the McNamara Avenue precinct and Matthews Avenue
- Encourage distinctive architecture to mark the northern gateway of the municipality including at the Airport West Shopping Centre
- Integrate a network of cycling and walking routes with the green spine and surrounding neighbourhoods
- Encourage connection of a habitat corridor along Steele Creek and the green spine
- Integrate hard and soft infrastructure to reinforce connections to Essendon Fields
Implementation initiatives for the future of Airport West

The Strategy identifies implementation initiatives that may take many years to begin and complete. These initiatives are required to achieve fair, thriving, connected, green and beautiful neighbourhoods. They have been developed using ideas received from community consultation. Other immediate or small projects will be included in the four-yearly Council Plans.

The implementation initiatives for Airport West are:

- Create a community hub in the McNamara Avenue precinct
- Deliver a new multi-purpose pavilion that consolidates sporting and community uses at AJ Davis Reserve
- Reinvigorate the Airport West industrial area, and this includes a possible co-working innovation hub
- Investigate the potential application of the Airport Environs Overlay
- Proactively plan and advocate for a multi-modal public transport interchange at Dromana Avenue
- Advocate for a railway station at Airport West as part of the future Airport Rail Link
- Provide active transport link throughout the neighbourhood, including between Airport West and Essendon Fields, and along Steele Creek connecting Airport West south across the Calder Freeway
- Proactively plan and advocate for light rail or direct high-frequency bus services
- Investigate the potential of a separated bike lane on Matthews Avenue
- Revitalise Steele Creek to create a healthy, biodiverse waterway and connected open space corridor
- Install the AJ Davis Reserve storm water harvesting, treatment and irrigation scheme
- Install the Hanson Etzel Reserve storm water harvesting, treatment and irrigation scheme
- Acquire land for new and/or expanded areas of public open space
- Revitalise the Matthews Avenue streetscape
- Undertake improvements to open space by implementing master plans for AJ Davis Reserve and Steele Creek.
### Ascot Vale

<table>
<thead>
<tr>
<th>Neighbourhood</th>
<th>Ascot Vale</th>
</tr>
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</table>
| **Did you know?** | In the Ascot Vale neighbourhood:  
  - around 26,000 vehicles use Epsom Road on the average weekday, and some 19,500 use Ascot Vale Road  
  - 25% of people were born overseas  
  - Over 20% of residents did voluntary work in the last 12 months  
  - 27,510 picture books were borrowed from the Ascot Vale Library in 2016–17 |

| [No heading – just sit as introductory text] | The Ascot Vale neighbourhood is bounded by Maribyrnong Road in the north, the Melbourne Showgrounds in the south, the Maribyrnong River in the west and the area surrounding Ascot Vale Station as far east as Ascot Vale Road. The public housing estate surrounding Wingate Avenue forms a gateway to the southern extents of the neighbourhood.  
  
  Epsom Road dissects the neighbourhood connecting with Maribyrnong Road at the extents of the neighbourhood. The heart of Ascot Vale is the Union Road Activity Centre with the route 57 West Maribyrnong to Flinders Street Station tram providing easy access to Melbourne CBD.  
  
  With a long river frontage comes ample green and open spaces, centred on Fairbairn Park, Riverside Golf and Tennis Centre, and the Walter Street Reserve.  
  
  Economic activity is heavily focused along Union Road wrapping the corner with Maribyrnong Road in the north and parts of Epsom Road in the south. The adjacent Showgrounds Village redevelopment, although outside the municipal boundary, enables easy access to weekly convenience shopping and a variety of complementary retail activity.  
  
  Housing types in the broader area include many Victorian era dwellings along with contemporary infill within the Ascot Chase precinct proximate to the river. The neighbourhood is well serviced by public transport options particularly the eastern parts of Ascot Vale.  
  
  The Ascot Vale Leisure Centre ensures a variety of indoor sporting facilities complement the adjacent Victory Park and Melbourne Showgrounds. |
| **Community anchor** | An ‘anchor’ is a place where communities gather for activities, events, recreation and to socialise at the heart of a neighbourhood. Some communities have more than one anchor or will use anchors in other neighbourhoods.  
  
  The **Union Road Activity Centre** and **Fairbairn Park** have been identified as the anchors for the Ascot Vale neighbourhood. The anchors will be a key focus for Council’s neighbourhood planning approach. |
| **What do we need to do to manage change and growth in Ascot Vale?** | Dominant groups currently residing in Ascot Vale include young adults, one-person and group household renters and new migrants. By 2040, Ascot Vale is forecast to accommodate an increased number of both families with young children, as well as young professional couples.

An increase and change in population will bring many benefits to the vibrancy of the neighbourhood, but will also bring challenges. We must ensure we maintain the things that are loved about our neighbourhoods, while ensuring appropriate housing is available for those who need it.

About 68 per cent of the forecast growth in Ascot Vale is expected to be accommodated within a redeveloped Ascot Vale housing estate. Most of the remaining growth is expected to be accommodated in higher-density development proximate to public transport, including tram corridors and major roads. |
| --- | --- |
| **A vision for the Ascot Vale neighbourhood** | We have created a vision for the Ascot Vale neighbourhood based on community feedback and Council’s research into trends that will impact the way we live in the future.

In 2040 Ascot Vale will:

- be home to an attractive and cosmopolitan Union Road Activity Centre
- enjoy a vibrant, multipurpose community and library hub that is a key focus of the neighbourhood
- feature high-quality architecture and design in all new higher-density developments
- provide a diversity of housing options for new and existing residents, while respecting the highly valued heritage of the neighbourhood
- celebrate the natural asset of the Maribyrnong River corridor
- include an excellent network of cycling and walking connections within and to other neighbourhoods, along with the Maribyrnong River corridor, supporting an active and healthy community
- comprise fully integrated social and private housing where tenure is indistinguishable
- benefit from regional sporting facilities at Fairbairn Park. |
| **Urban design focus** | - Encourage new development to be sensitive to the Maribyrnong River interface
- Strengthen the green corridor along the Maribyrnong River including the connection to leisure and sporting facilities at Fairbairn Park
- Develop a green corridor between Walter Reserve and Rothwell Park
- Provide new walking and cycling connections and river crossings, including a continuous connection between Ascot Vale and Aberfeldie
- Ensure high quality architecture in higher density development
- Ensure new development respects the heritage values of the commercial buildings
- Explore opportunities to expand the activity centre to encompass the Ascot Vale housing estate frontage on Union Road |
<table>
<thead>
<tr>
<th>Implementation initiatives for the future of Ascot Vale</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Strategy identifies implementation initiatives that may take many years to begin and complete.</strong> These initiatives are required to achieve fair, thriving, connected, green and beautiful neighbourhoods. They have been developed using ideas received from community consultation. Other immediate or small projects will be included in the four-yearly Council Plans.</td>
</tr>
<tr>
<td>The implementation initiatives for Ascot Vale are:</td>
</tr>
<tr>
<td>- Deliver a community hub within the Union Road Activity Centre with an interface with the proposed Ascot Vale housing estate redevelopment project</td>
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<tr>
<td>- Support the redevelopment of the Ascot Vale housing estate resulting in a fully integrated and connected community</td>
</tr>
<tr>
<td>- Transform Fairbairn Park into a regional sporting destination. This will include a new multi-purpose community pavilion (south), new netball courts, and advocating to State Government for funding to develop a new sports pavilion at the Riverside Golf and Tennis Centre</td>
</tr>
<tr>
<td>- Create an all access playground</td>
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<tr>
<td>- Deliver a new multi-purpose pavilion at Walter Street Reserve</td>
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<tr>
<td>- Provide a shared cycling and walking route parallel to the Craigieburn rail corridor, including exploring new connectivity options</td>
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<tr>
<td>- Investigate the potential for an on road separated bike lane on Epsom Road</td>
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<tr>
<td>- Advocate for stronger planning controls to protect the Maribyrnong River</td>
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<tr>
<td>- Deliver the Ascot Chase wetland storm water harvesting to irrigate Walter Street Reserve and Fairbairn Park</td>
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<tr>
<td>- Acquire land for new and/or expanded areas of public open space</td>
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<tr>
<td>- Beautify the Union Road Activity Centre public realm</td>
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<tr>
<td>- Revitalise and activate the Maribyrnong River environs to create connections across and to the broader river corridor, including a continuous connection between Ascot Vale and Aberfeldie</td>
</tr>
<tr>
<td>- Undertake improvements to open space by implementing the master plan for Fairbairn Park.</td>
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**Avondale Heights**

<table>
<thead>
<tr>
<th>Neighbourhood</th>
<th>Avondale Heights</th>
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<tbody>
<tr>
<td>Did you know?</td>
<td>In the Avondale Heights neighbourhood:</td>
</tr>
<tr>
<td></td>
<td>• 8% of people need assistance due to a disability</td>
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<td>• Detached housing makes up 78% of dwelling stock</td>
</tr>
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<td></td>
<td>• 23% of the neighbourhood is public open space</td>
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<td></td>
<td>• The community is the most culturally diverse in Moonee Valley, with Italy, Vietnam and Greece being the top three overseas places of birth</td>
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[No heading – just sit as introductory text]

Avondale Heights occupies an elevated bluff in a hook of the Maribyrnong River with sweeping views east and west. The main transport spine of the neighbourhood, Milleara Road/Military Road, runs through the centre, and has been identified as the future main connection to the Maribyrnong Defence site opposite. Economic activity is expansively located along Military Road. The Avondale Heights Learning Centre is also located on Military Road, adjacent to the Avondale Heights Primary School and early years centre. Smaller local strip centres are located further north and west on Canning Street.

The neighbourhood has two distinct subdivision patterns; a street grid pattern in the southern areas in and around Canning Street, along with a mid-late 20th century curvilinear street pattern appearing in later settlements further north and east with the neighbourhood.

Canning Street Reserve, on the banks of the Maribyrnong River, provides an almost countryside aesthetic stretching north to the Tea Gardens - a historically significant place complementing the river setting. The riparian edge to the river provides a continuous pedestrian path to experience this natural asset. On the higher areas of the neighbourhood, the Avondale Heights Reserve provides a formal sporting focus.

**Community anchor**

An ‘anchor’ is a place where communities gather for activities, events, recreation and to socialise at the heart of a neighbourhood. Some communities have more than one anchor or will use anchors in other neighbourhoods.

The **Library precinct** has been identified as the anchor for the Avondale Heights neighbourhood. The anchor will be a key focus for Council’s neighbourhood planning approach.

**What do we need to do to manage change and growth in Avondale Heights?**

Dominant groups currently residing in Avondale Heights include mature families and empty nesters. By 2040, Avondale Heights is forecast to accommodate an increased number of empty nesters and older lone persons. An increase and change in population will bring many benefits to the vibrancy of the neighbourhood, but will also bring challenges. We must ensure we maintain the things that are loved about our neighbourhoods, while ensuring appropriate housing is available for those who need it.
Growth in Avondale Heights will be relatively moderate compared to other areas of Moonee Valley. New housing is expected to be developed in a variety of ways, including medium-density infill development across the neighbourhood. More accessible and smaller dwellings may be in strong demand to cater for the large increase in one-person and older-person households.

Avondale Heights is very close to the Maribyrnong Defence site across the river, anticipated to be home to thousands of new residents in the coming decades. This significant urban renewal provides a unique opportunity for Avondale Heights to connect across the river and take advantage of the new areas of open space and services that will be developed at the Defence site.

<table>
<thead>
<tr>
<th>A vision for the Avondale Heights neighbourhood</th>
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<tbody>
<tr>
<td>We have created a vision for the Avondale Heights neighbourhood based on community feedback and Council’s research into trends that will impact the way we live in the future.</td>
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<tr>
<td>In 2040 Avondale Heights will:</td>
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<tr>
<td>• be an attractive and safe residential neighbourhood, with a diversity of housing options for new and existing residents</td>
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<tr>
<td>• include a green and connected Maribyrnong River corridor, which is celebrated as a special and valued asset</td>
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<tr>
<td>• include an excellent network of cycling and walking connections within and to other neighbourhoods, including the Maribyrnong Defence site and the Maribyrnong River corridor</td>
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<tr>
<td>• boast a vibrant community hub at its core</td>
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<tr>
<td>• enjoy a direct and high-frequency public transport service to surrounding areas</td>
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<tr>
<td>• benefit from an attractive and convenient shopping strip on Military Road.</td>
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<tr>
<th>Urban design focus</th>
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<tr>
<td>• Encourage a diversity of housing types in established residential areas</td>
</tr>
<tr>
<td>• Encourage medium density and shop-top development in the retail corridor to contribute to a diversity of housing types in the neighbourhood</td>
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<tr>
<td>• Improve the residential interface with the Maribyrnong River corridor by encouraging greater connectivity and activation</td>
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<tr>
<td>• Ensure new development is sensitive to the Maribyrnong River interface</td>
</tr>
<tr>
<td>• Provide new walking and cycling connections and river crossings, including to the Maribyrnong Defence site and along the Maribyrnong River corridor</td>
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<tr>
<td>• Encourage connection of a habitat corridor along the Maribyrnong River</td>
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<tr>
<td>• Activate a green spine along the Melbourne Water pipe track</td>
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<tr>
<td>Implementation initiatives for the future of Avondale Heights</td>
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<tr>
<td>• Improve the public realm of the Military Road retail strip through activation and greening</td>
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<tr>
<td>• Create a consistent boulevard treatment along Military Road to accommodate a potential future transport corridor</td>
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## Essendon

<table>
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<tr>
<th>Neighbourhood</th>
<th>Essendon</th>
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| **Did you know?**                                  | In the Essendon neighbourhood:  
  - 25% of people take public transport to work  
  - 22% of people were born overseas  
  - over 20% of residents did voluntary work in the last 12 months  
  - Essendon is served by two train stations, the route 59 tram and 12 bus routes |

| [No heading – just sit as introductory text]       | The Essendon neighbourhood is focused around the Essendon Junction activity centre which comprises commercial and a social/sporting focus to the east and west of Mt Alexander Road, the Essendon Station, Rose Street and Buckley Street.  
  
  The neighbourhood encompasses residential areas north of Glass Street, which includes Glenbervie Station and extends east to Moonee Ponds Creek and as far west as McCracken Street. Buckley Street forms a key east-west transit route connecting to Moonee Valley’s western neighbourhoods.  
  
  The Airport West tram connects Moonee Ponds via Fletcher Street reengaging with Mt Alexander Road at ‘the Junction’. Numerous bus services terminate at Essendon Station making the activity centre a core transport hub. Essendon exhibits a rich architectural history reflected in large areas of heritage recognition. The Windy Hill sporting ground was the former home of the Essendon Football Club, and now its home to a variety of other sporting clubs. The precinct is a defining element of Essendon’s character, along with the many schools in the neighbourhood. There are a range of open spaces surrounding Essendon, including Montgomery Park which provides a green gateway to Moonee Valley from the east, and includes the Essendon Traffic School. |

| Community anchor                                  | An ‘anchor’ is a place where communities gather for activities, events, recreation and to socialise at the heart of a neighbourhood. Some communities have more than one anchor or will use anchors in other neighbourhoods.  
  
  **Essendon Junction** and **Windy Hill** have been identified as the anchors for the Essendon neighbourhood. The anchors will be a key focus for Council’s neighbourhood planning approach. |

| What do we need to do to manage change and growth in Essendon? | Dominant groups currently residing in Essendon include young adults, families with children and group households. By 2040, Essendon is forecast to accommodate an increased number of young families and older families. An increase and change in population will bring many benefits to the vibrancy of the neighbourhood, but will also bring challenges.  
  
  We must ensure we maintain the things that are loved about our neighbourhoods, while ensuring appropriate housing is available for those who need it. |
The Essendon neighbourhood is expected to undergo significant growth in the period to 2040. Most new dwellings are likely to be in the form of higher-density, apartment-type development along transport corridors and main roads and medium-density infill. Major urban renewal is also anticipated on underutilised land at Essendon Station.

### A vision for the Essendon neighbourhood

We have created a vision for the Essendon neighbourhood based on community feedback and Council’s research into trends that will impact on the way we live in the future.

In 2040 Essendon will:
- be a vibrant activity centre, with attractive streetscapes and a seamless transport interchange
- centre on Essendon Junction as the cultural and entertainment heart of Essendon
- offer an integrated network of streets and public spaces with innovative developments complementing and respecting the existing heritage
- provide a diversity of housing options for new and existing residents
- feature high-quality architecture and design in all new development
- connect with a naturalised and revitalised Moonee Ponds Creek corridor
- have realised the opportunities from redevelopment sites in and around Essendon Station and any investment from infrastructure upgrades
- celebrate the neighbourhood’s unique heritage and identity
- include an excellent network of cycling and walking connections within and to other neighbourhoods, supporting an active and healthy community.

### Urban design focus

- Encourage high-quality design in all new development that is respectful of the heritage values of Essendon’s residential areas
- Ensure a diversity of housing types, including shop-top housing and mixed use developments in Essendon’s smaller neighbourhood centres
- Ensure development is sensitive to the Moonee Ponds Creek interface
- Encourage connection of a habitat corridor along the revitalised and naturalised Moonee Ponds Creek corridor, with Buckley Street, Mt Alexander Road and between Montgomery Park and the Essendon Junction
- Provide new walking and cycling connections to Moonee Ponds Creek, and to other neighbourhoods
- Reinforce Mt Alexander Road as the premier boulevard of the municipality
- Reinforce Essendon as a transport hub by accommodating mixed used development around the train station
- Ensure a high-quality, well integrated public realm through attractive streetscapes and consistent street tree plantings
### Implementation initiatives for the future of Essendon

The Strategy identifies implementation initiatives that may take many years to begin and complete. These initiatives are required to achieve fair, thriving, connected, green and beautiful neighbourhoods. They have been developed using ideas received from community consultation. Other immediate or small projects will be included in the four-yearly Council Plans.

The implementation initiatives for Essendon are:

- Support integrated development opportunities on underutilised land at Essendon Station that do not present an over-development of the site, ensuring the projects provide community benefit, such as open space, affordable housing, and/or community facilities
- Explore opportunities to expand Montgomery Park early years functions to meet long-term kindergarten and maternal child health needs
- Deliver an Essendon community hub
- Advocate for the public activation of the Windy Hill precinct
- Provide pedestrian and cycling connections to Moonee Ponds Creek
- Provide a shared cycling and walking route parallel to the Craigieburn rail corridor, including exploring new connectivity options
- Revitalise Moonee Ponds Creek through naturalisation, flood mitigation, stormwater harvesting and reuse
- Beautify and green the public realm around the Essendon Junction
- Acquire land for new and/or expanded areas of public open space
- Implement the future master plans for Montgomery Park and Moonee Ponds Creek.
Flemington

<table>
<thead>
<tr>
<th>Neighbourhood</th>
<th>Flemington</th>
</tr>
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</table>
| Did you know? | In the Flemington neighbourhood:  
- 76% of residents' daily water consumption exceeds the per person target of 155 litres  
- 36% of people were born overseas  
- social housing makes up 15% of all dwelling stock  
- there is a population density of 59.1 people per hectare, making it the densest neighbourhood in Moonee Valley |

The Flemington neighbourhood encompasses land to the east of Ascot Vale Road through to the Moonee Ponds Creek, and includes a small triangular pocket to the south of the Ascot Vale neighbourhood where Epsom Road and Ascot Vale Road meet.

In the north, Ormond Road forms the neighbourhood boundary as does Racecourse Road in the south. Flemington is the gateway to Moonee Valley from the south, the closest point to Melbourne CBD. Transport corridors stretch north and west and include Mt Alexander Road, the Craigieburn rail corridor and the Flemington spur line with Racecourse Road forming a key arterial to the west. Tram services run along key roads and provide a range of transport options for the residents of Flemington.

Economic activity is largely centred along Racecourse Road and Pin Oak Crescent, with a range of retail and hospitality businesses reflecting the diverse cultures residing in the neighbourhood. Newmarket Plaza borders the Newmarket Station. A mix of commercial businesses are also dispersed along Mt Alexander Road. A remnant industrial pocket also exists south of the spur line containing a mix of storage and showroom-type businesses.

There are pockets of public housing in and around Crown Street and west of Newmarket Station, with the most notable estate adjoining Debneys Park. The Flemington housing estate is a defining element in the neighbourhood’s urban structure. Debneys Park is a well-used public park with frontage to the Moonee Ponds Creek, and contains the Flemington Community Centre. Other open spaces are scattered through the neighbourhood with the majority located to the east of Mt Alexander Road along the Moonee Ponds Creek corridor. Mt Alexander Road College, Flemington Primary School, Flemington Children’s Centre and Travancore School are located within Flemington forming a broader education precinct proximate to Mt Alexander Road.

The street and lot pattern of Flemington is largely a grid network following the topography of the land, rising up from Moonee Ponds Creek. Victorian era laneways are characteristic of much of the neighbourhood.

| Community anchor | An ‘anchor’ is a place where communities gather for activities, events, recreation and to socialise at the heart of a neighbourhood. Some |
communities have more than one anchor or will use anchors in other neighbourhoods.

The Racecourse Road Activity Centre has been identified as the anchor for the Flemington neighbourhood. The anchor will be a key focus for Council’s neighbourhood planning approach.

<table>
<thead>
<tr>
<th>What do we need to do to manage change and growth in Flemington?</th>
</tr>
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<tbody>
<tr>
<td>Dominant groups currently residing in Flemington include young adults, one-person and group household renters and new migrants. By 2040, Flemington will accommodate an increased number of families with young children and young professional couples.</td>
</tr>
<tr>
<td>An increase and change in population will bring many benefits to the vibrancy of the neighbourhood, but will also bring challenges. We must ensure we maintain the things that are loved about our neighbourhoods, while ensuring appropriate housing is available for those who need it. About 29 per cent of the anticipated growth in Flemington will be accommodated in the redeveloped Flemington housing estate at Debneys Park.</td>
</tr>
<tr>
<td>Most of the remaining growth is expected to be accommodated in higher-density development along tram corridors and major roads. The Racecourse Road and Mt Alexander Road corridors in particular, are anticipated to accommodate much of the growth.</td>
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<table>
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<tbody>
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</tr>
<tr>
<td>In 2040 Flemington will:</td>
</tr>
<tr>
<td>• have an attractive, cosmopolitan and inclusive activity centre at Racecourse Road</td>
</tr>
<tr>
<td>• comprise fully integrated public and private housing where tenure is indistinguishable</td>
</tr>
<tr>
<td>• boast a full suite of social, physical and open space facilities at Debneys Park that support its use as the primary open space in this area, including a vibrant, multipurpose community hub that is a key focus of the neighbourhood</td>
</tr>
<tr>
<td>• feature high-quality architecture and design in all new higher-density developments, which integrate well with the neighbouring areas</td>
</tr>
<tr>
<td>• provide a diversity of housing options for new and existing residents, while respecting the highly valued heritage of the neighbourhood</td>
</tr>
<tr>
<td>• include an excellent network of cycling and walking connections within and to other neighbourhoods</td>
</tr>
<tr>
<td>• directly connect with the Maribyrnong Defence site via an activated spur line from Newmarket Station</td>
</tr>
<tr>
<td>• have leveraged the benefits of investment that have been brought by the Arden-Macaulay revitalisation and North Melbourne Station</td>
</tr>
</tbody>
</table>
- include an enhanced Moonee Ponds Creek Trail with connections to Arden-Macaulay and Royal Park.

**Urban design focus**

- Reinforce Debneys Park as a gateway to Moonee Valley by enhancing the park’s community and recreational qualities
- Ensure development is sensitive to the Moonee Ponds Creek interface
- Encourage a diversity of housing types
- Ensure new development respects the heritage values of Flemington’s residential areas
- Ensure high-quality architecture in new higher-density developments which integrate well into the neighbouring areas
- Improve accessibility to public transport through urban design improvements
- Encourage connection of a habitat corridor along a revitalised and naturalised Moonee Ponds Creek
- Provide new walking and cycling connections to Moonee Ponds Creek, and to other neighbourhoods, including along the Craigieburn rail corridor
- Reinforce Mt Alexander Road as the premier boulevard of the municipality
- Deliver built form and public realm improvements that enhance the identity of Racecourse Road
- Encourage a mix of uses which contribute to the cosmopolitan nature of the activity centre

**Implementation initiatives for the future of Flemington**

The Strategy identifies implementation initiatives that may take many years to begin and complete. These initiatives are required to achieve fair, thriving, connected, green and beautiful neighbourhoods. They have been developed using ideas received from community consultation. Other immediate or small projects will be included in the four-yearly Council Plans.

The implementation initiatives for Flemington are:

- Deliver a vibrant new community hub at Debneys Park that includes co-working spaces and recreational elements
- Support the redevelopment of the Flemington housing estate at Debneys Park, resulting in a fully integrated and connected community
- Revitalise the economic activity on Racecourse Road and Mt Alexander Road
- Advocate for the activation of the Flemington spur line, including an extension of the railway line to the Maribyrnong Defence site
- Provide a shared cycling and walking route parallel to the Craigieburn rail corridor, including exploring new connectivity options
- Advocate to improve amenity and connections to Flemington Bridge Station
- Investigate the potential for an on-road separated cycle lane on Epsom Road/Racecourse Road
- Advocate for improvements at the Epsom Road roundabout
- Revitalise Moonee Ponds Creek through naturalisation, flood mitigation, stormwater harvesting and reuse
- Install the Debneys Park stormwater treatment, harvesting and irrigation scheme
- Beautify and green the Racecourse Road Activity Centre and Mt Alexander Road streetscapes
- Acquire land for new and/or expanded areas of public open space
- Undertake landscape improvements to complement Debneys Park renewal
- Implement the future master plan for Moonee Ponds Creek.
Did you know?

In the Keilor East neighbourhood:
- 6% of people need assistance due to a disability
- 86% of homes have three or more bedrooms
- 62% of households have two or more cars
- detached housing makes up 81% of dwelling stock

The Keilor East neighbourhood is well defined by the road and rail corridors that form its edges, with the Calder Freeway to the north, Albion freight line to the west, Keilor Park Drive and Dinah Parade to the south with the Steele Creek corridor forming the green edge to the east.

Like other western area neighbourhoods, the predominant spine is along Milleara Road with the Centreway Shopping Centre offering a local neighbourhood centre surrounding FJ Davies Reserve. The village green atmosphere of the precinct offers a strong community focal point in close proximity to the renowned Penleigh and Essendon Grammar School East Keilor campus. Situated on a high point, the school campus overlooks the Spring Gully Reserve and Steele Creek. The neighbourhood is also home to the Italian Community of Keilor Association, the Keilor Heights Primary School and East Keilor Leisure Centre. This key site is adjacent to the Essendon Keilor College (Keilor East campus) and is home to the Keilor East Tennis Club and Milleara Scout Hall in Quinn Reserve.

The recently completed Valley Lake Estate is nestled into the surrounding escarpment with the Valley Lake at its core. This urban renewal project was the largest urban infill development in the municipality within the last decade and was a result of the regeneration of the former Niddrie quarry.

Community anchor

An ‘anchor’ is a place where communities gather for activities, events, recreation and to socialise at the heart of a neighbourhood. Some communities have more than one anchor or will use anchors in other neighbourhoods.

**Centreway Shopping Centre** and the **East Keilor Leisure Centre** have been identified as the anchors for the Keilor East neighbourhood. The anchors will be a key focus for Council’s neighbourhood planning approach.

What do we need to do to manage change and growth in Keilor East?

Dominant groups currently residing in Keilor East include mature families and empty nesters. By 2040, Keilor East is forecast to accommodate an increased number of empty nesters and older lone persons. An increase and change in population will bring many benefits to the vibrancy of the neighbourhood, but will also bring challenges. We must ensure we maintain the things that are loved about our neighbourhoods, while ensuring appropriate housing is available for those who need it.
Growth in Keilor East is forecast to be relatively moderate compared to other areas of Moonee Valley. New housing is expected to be developed in a variety of ways, including medium-density infill development across the neighbourhood. More accessible and smaller dwellings may be in strong demand to cater for the large increase in one-person and older-person households. Specialised accommodation options, such as retirement living and aged care, may also be required to cater for the forecast increase in older persons.

<table>
<thead>
<tr>
<th>A vision for the Keilor East neighbourhood</th>
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<tbody>
<tr>
<td>We have created a vision for the Keilor East neighbourhood based on community feedback and Council’s research into trends that will impact on the way we live in the future.</td>
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<tr>
<td>In 2040 Keilor East will:</td>
</tr>
<tr>
<td>• be an attractive and safe residential neighbourhood</td>
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<tr>
<td>• provide a diversity of housing options for new and existing residents</td>
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<tr>
<td>• boast a variety of resilient and liveable green spaces</td>
</tr>
<tr>
<td>• connect with a revitalised Steele Creek corridor</td>
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<tr>
<td>• include an excellent network of cycling and walking connections within and to other neighbourhoods, supporting an active and healthy community.</td>
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<tr>
<th>Urban design focus</th>
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<tr>
<td>• Encourage a diversity of housing types in established residential areas</td>
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<tr>
<td>• Create a consistent boulevard treatment along Milleara Road to accommodate a potential future transport corridor</td>
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<tr>
<td>• Encourage a high-quality built form interface along Steele Creek that respects the open character of the corridor</td>
</tr>
<tr>
<td>• Encourage connection of a habitat corridor along Steele Creek, Milleara Road and between Steele Creek and Border Drive Reserve</td>
</tr>
<tr>
<td>• Provide pedestrian and cycling connections through the neighbourhood, including between Valley Lake, the East Keilor Leisure Centre and Centreway Shopping Centre</td>
</tr>
<tr>
<td>• Provide pedestrian and cycling connections to the north across the Calder Freeway to Airport West</td>
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<tr>
<td>• Reinforce Keilor East as the gateway to the municipality from the west</td>
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</table>

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<tr>
<th>Implementation initiatives for the future of Keilor East</th>
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<td>The Strategy identifies implementation initiatives that may take many years to begin and complete. These initiatives are required to achieve fair, thriving, connected, green and beautiful neighbourhoods. They have been developed using ideas received from community consultation. Other immediate or small projects will be included in the four-yearly Council Plans.</td>
</tr>
<tr>
<td>The implementation initiatives for Keilor East are:</td>
</tr>
<tr>
<td>• Redevelop the East Keilor Leisure Centre into a vibrant community hub, including improving links to the Valley Lake recreation areas</td>
</tr>
<tr>
<td>• Revitalise the economic activity at the Centreway Shopping Centre</td>
</tr>
<tr>
<td>• Deliver a gathering space for community activation and water play</td>
</tr>
<tr>
<td>• Provide pedestrian and cycling connections throughout the neighbourhood, including between Valley Lake and the two anchors of the East Keilor Leisure Centre and Centreway Shopping Centre, and to the north across the Calder Freeway to Airport West</td>
</tr>
<tr>
<td>• Proactively plan and advocate for light rail or direct, high-frequency bus services</td>
</tr>
<tr>
<td>• Advocate for a new bus route (refer to page 85, project 2)</td>
</tr>
<tr>
<td>• Revitalise Steele Creek to create a healthy, biodiverse waterway and connected open space corridor</td>
</tr>
<tr>
<td>• Beautify and green the Centreway Shopping Centre public realm</td>
</tr>
<tr>
<td>• Undertake landscape improvements to complement the East Keilor Leisure Centre and Border Drive Reserve.</td>
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</table>
Keilor Road/Essendon North

<table>
<thead>
<tr>
<th>Neighbourhood</th>
<th>Keilor Road/Essendon North</th>
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</table>
| Did you know? | In the Keilor Road/Essendon North neighbourhood:  
- 16,500 vehicles travel on Keilor Road on the average weekday  
- there are 4,588 jobs supported by local industries  
- 20% of residents' daily energy consumption exceeds the target of 5kWh  
- 35% of homes have three bedrooms |
| Community anchor | Keilor Road/North Essendon is a linear neighbourhood linking the eastern parts of the municipality to the western region. Following the alignment of Keilor Road as it radiates west from the end of Mt Alexander Road, the neighbourhood is well serviced by the tram to Airport West. The commercial activity anchors are located at either end of Keilor Road at Essendon North and Niddrie.  
A strong presence of medium-density apartments framing the corridor results in a vibrant neighbourhood of social and community activity. Bordered by the Tullamarine and Calder Freeways in the north and Market Street in the south, the neighbourhood accommodates a consistent garden suburban feel.  
Economic activity stretches along the Keilor Road spine from Essendon North through to Hotham Road in the west, attracting visitors from neighbouring areas to the diverse shops and business that call this neighbourhood home. The Doutta Galla sporting and community facility precinct sits just to the north of Essendon North Primary School comprising a tennis and bowls club within Vin Jarvis Reserve, and the Doutta Galla community hall and kindergarten.  
The village atmosphere of Essendon North is emphasised by the low scale built form and numerous parks including Woodlands Park, Cliff Allison Reserve and Lincoln Park. At the western end of the neighbourhood in Niddrie, the rich community life is felt in the diversity of shops and opportunities of the retail area and the Niddrie Library. |
| What do we need to do to manage change and growth in Keilor | An ‘anchor’ is a place where communities gather for activities, events, recreation and to socialise at the heart of a neighbourhood. Some communities have more than one anchor or will use anchors in other neighbourhoods.  
The western end of Keilor Road and North Essendon have been identified as the anchors for the Keilor Road/Essendon North neighbourhood. The anchors will be a key focus for Council’s neighbourhood planning approach. |

Dominant groups currently residing in Keilor Road/Essendon North include mature families with older children. By 2040, Keilor Road/Essendon North is forecast to accommodate an increased number of empty nesters, mature families, older lone persons and persons in care accommodation. An increase and change in population will bring many benefits to the vibrancy of the neighbourhood, but will also bring challenges. We must ensure we maintain
<table>
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<tr>
<th><strong>Road/Essendon North?</strong></th>
<th>the things that are loved about our neighbourhoods, while ensuring appropriate housing is available for those who need it. The Keilor Road/Essendon North neighbourhood is expected to undergo significant growth in the period to 2040. Most new dwellings are likely to be in the form of higher-density, apartment-type development along Keilor Road and Mt Alexander Road. Specialised accommodation options, such as retirement living or aged care, may also be developed to cater for the forecast increase in older residents.</th>
</tr>
</thead>
</table>
| **A vision for the Keilor Road/Essendon North neighbourhood** | We have created a vision for the Keilor Road/Essendon North neighbourhood based on community feedback and Council’s research into trends that will impact on the way we live in the future. In 2040:  
• Keilor Road will be a revitalised and inviting centre with a mix of small and large businesses, cafes and restaurants supported by a strong transport network  
• Keilor Road will be home to a vibrant community library hub that is a key destination for the neighbourhood  
• Essendon North will be an accessible centre with a strong village feel and a unique retail and hospitality offering, with the centre catering for the local community while retaining its charm  
• the neighbourhood will feature high-quality architecture and design in all new higher-density development  
• the neighbourhood will boast a diversity of housing options for new and existing residents  
• the neighbourhood will include an excellent network of cycling and walking connections within and to other neighbourhoods. |
| **Urban design focus** | • Ensure high-quality architecture and design in higher-density developments  
• Encourage diversity of housing types  
• Ensure new built form adjacent to parklands and Steele Creek complements the green setting and maintains the open feel  
• Provide new walking and cycling connections to Steele Creek, Woodlands Park and other neighbourhoods  
• Encourage connection of a habitat corridor along Steele Creek and through the local pocket reserves across the neighbourhood  
• Reinforce Mt Alexander Road as the premier boulevard of the municipality  
• Encourage a mix of uses which contribute to the vibrancy of the day and night time economy along Keilor Road  
• Beautify Keilor Road, and encourage activation and greening  
• Ensure new development respects the heritage values of the commercial streetscape  
• Ensure an attractive and green public realm through consistent urban design |
The Strategy identifies implementation initiatives that may take many years to begin and complete. These initiatives are required to achieve fair, thriving, connected, green and beautiful neighbourhoods. They have been developed using ideas received from community consultation. Other immediate or small projects will be included in the four-yearly Council Plans.

The implementation initiatives for Keilor Road/Essendon North are:
- Deliver a vibrant new community hub in Niddrie, including a new library and flexible community spaces. Work with cohealth for co-location services which may include a domestic violence hub
- Create a new community gathering space in the Essendon North/Lincoln Road activity area
- Investigate the potential application of the Airport Environments Overlay
- Proactively plan and advocate for light rail or direct high-frequency bus services (refer to page 85, project 3)
- Advocate for a new bus route
- Advocate for improvements to the Keilor Road and Mt Alexander Road intersection
- Revitalise Steele Creek to create a healthy, biodiverse waterway and connected open space corridor
- Install the Woodlands Park wetland, stormwater harvesting, treatment and irrigation scheme
- Beautify the Keilor Road streetscape, improving legibility and the amount of greenery
- Continue to ensure the attractiveness of the Essendon North streetscape
- Beautify the Bulla Road Gateway
- Acquire new land and/or expanded areas of public open space
- Undertake improvements to open space by implementing the master plan for Woodlands Park
- Undertake landscape improvements to Cliff Allison Reserve
- Green the car park at the corner of Matthews Avenue and Keilor Road.

### Milleara

<table>
<thead>
<tr>
<th>Neighbourhood</th>
<th>Milleara</th>
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<td>Did you know?</td>
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</table>

In the Milleara neighbourhood:
- 54% of homes are owned outright by the occupier, the highest in Moonee Valley
- 9% of people need assistance due to a disability
- 19% of the neighbourhood is public open space
- almost 10% of residents migrated to Australia between 1956 and 1965, with the majority coming from Italy and Greece

The Milleara neighbourhood encompasses the southern parts of the original Keilor East residential area between Avondale Heights and Keilor East. The western flank of the neighbourhood is situated between the Albion freight line, the Maribyrnong River and Steele Creek in the east, and on the plateau above
the Maribyrnong River. Keilor Park Drive and Dinah Parade form the northern extents of the neighbourhood, and the southern edge blends with the residential areas of Avondale Heights.

The Milleara Shopping Centre at the junction of Milleara Road and Buckley Street sits at the heart of the neighbourhood and is the centre for economic activity within the neighbourhood. The junction of these key east-west and north-south transit routes is defining in the neighbourhood’s urban structure. A smaller neighbourhood centre is located on Dinah Parade.

Milleara includes a diversity of open spaces including Rosehill Park, JH Allan Reserve proximate to the shopping centre, as well as river environs to the west and east of the neighbourhood. The street pattern is well connected to a series of sweeping curvilinear boulevards, namely The Crossway, Park Drive, Fawkner Crescent and Monte Carlo Avenue in the garden suburban style. The road network and era of subdivision, particularly where services were undergrounded in the celebrated ‘garden suburb’, leaves the streets and public realm free of visual clutter.

| Community anchor | An ‘anchor’ is a place where communities gather for activities, events, recreation and to socialise at the heart of a neighbourhood. Some communities have more than one anchor or will use anchors in other neighbourhoods.

The Milleara Shopping Centre has been identified as the anchor for the Milleara neighbourhood. The anchor will be a key focus for Council’s neighbourhood planning approach. |

| What do we need to do to manage change and growth in Milleara? | Dominant groups currently residing in Milleara include mature families and empty nesters. By 2040, Milleara is forecast to accommodate an increased number of empty nesters and older lone persons. An increase and change in population will bring many benefits to the vibrancy of the neighbourhood, but will also bring challenges. We must ensure we maintain the things that are loved about our neighbourhoods, while ensuring appropriate housing is available for those who need it.

Growth in Milleara is expected to be relatively moderate compared to many other areas of Moonee Valley. New housing is expected to be developed in a variety of ways, including medium-density infill development across the neighbourhood. More accessible and smaller dwellings may be in strong demand to cater for the large increase in one-person and older-person households. |

| A vision for the Milleara neighbourhood | We have created a vision for the Milleara neighbourhood based on community feedback and Council’s research into trends that will impact on the way we live in the future.

In 2040 Milleara will:
- be an attractive and safe residential neighbourhood, with a diversity of housing options for new and existing residents |
- celebrate its garden suburb heritage
- include an excellent network of public transport, cycling and walking connections within and to other neighbourhoods and to the Maribyrnong River corridor, supporting an active and healthy community
- enjoy a lively and attractive Milleara Road shopping precinct.

**Urban design focus**

- Create a consistent boulevard treatment along Milleara Road to accommodate a potential future transport corridor/change in its role as a transport corridor
- Encourage a diversity of housing types in established residential areas
- Ensure new residential development respects the neighbourhood garden suburb character
- Ensure a high-quality built form interface along Steele Creek and the Maribyrnong River
- Strengthen Buckley Street as a habitat corridor and gateway to the west through urban art, greening and generous front setbacks to new buildings
- Activate a green spine along the Melbourne Water pipe track
- Provide new walking and cycling connections to the Maribyrnong River, Steele Creek and to other neighbourhoods
- Ensure Milleara Shopping Centre presents as a vibrant shopping precinct through improved activation and greening of the public realm
- Provide better connections between the Milleara Shopping Centre and JH Allan Reserve

**Implementation initiatives for the future of Milleara**

The Strategy identifies implementation initiatives that may take many years to begin and complete. These initiatives are required to achieve fair, thriving, connected, green and beautiful neighbourhoods. They have been developed using ideas received from community consultation. Other immediate or small projects will be included in the four-yearly Council Plans.

The implementation initiatives for Milleara are:

- Implement the JH Allan Reserve community vision and master plan, including the community hub
- Invest in the facilities and programming of events at JH Allan Reserve
- Deliver a new multi-purpose pavilion at Overland Reserve
- Proactively plan and advocate for light rail or direct high-frequency bus services along Milleara Road and Military Road, or Airport Rail Link – including advocating for a new train station
- Deliver cycling and walking connections to the Maribyrnong River
- Advocate for a new bus route
- Advocate for stronger planning controls to protect the Maribyrnong River
- Install the Overland Reserve stormwater harvesting, treatment and irrigation scheme
- Install the Rosehill Reserve wetland, stormwater harvesting, treatment and irrigation scheme
- Realise, in partnership with Melbourne Water, a green spine along the existing pipe track reserve
- Revitalise and activate the Maribyrnong River environs to create local recreational opportunities and connection to the broader river corridor
- Enrich and beautify the public realm of the Milleara Shopping Centre, including connections to JH Allan Reserve
- Provide community furniture at the lookout point in Riviera Reserve
- Undertake improvements to open space by implementing the master plans for Overland Reserve, Rosehill Park and Steele Creek.
Moonee Ponds

<table>
<thead>
<tr>
<th>Neighbourhood</th>
<th>Moonee Ponds</th>
</tr>
</thead>
</table>
| Did you know? | In the Moonee Ponds neighbourhood:  
|               | - Moonee Ponds currently supports 10,400 workers and accounts for one fifth of Moonee Valley’s economy  
|               | - by 2040 an 85% increase in one-person households in Moonee Ponds is forecast  
|               | - residents of Moonee Ponds have the best access to public transport in all of Moonee Valley  
|               | - over 19% of Moonee Ponds residents did voluntary work in the last 12 months |
| [No heading – just sit as introductory text] | The Moonee Ponds neighbourhood is bounded by Maribyrnong Road in the south, Moonee Ponds Creek to the east, Maribyrnong Park to the west and Buckley Street to the north.  
|               | Key transport spines include the Mt Alexander Road boulevard and tram route 59 along Pascoe Vale Road, while Maribyrnong Road, Holmes Road and Dean Street act as key east-west connectors. The Craigieburn rail line ensures Moonee Ponds is well connected to Melbourne CBD.  
|               | Moonee Ponds is home to extensive heritage precincts with high amenity streetscapes. The area is also undergoing rapid change through the introduction of significant residential development in the Moonee Ponds Activity Centre. This centre defines the neighbourhood and is the principal activity centre for the municipality. Economic activity is centred in this activity centre, and also borders the transport spines of Mt Alexander Road, Pascoe Vale Road, Maribyrnong Road and Union Road.  
|               | The jewel in the crown of Moonee Ponds is the regionally significant Queens Park, and Ormond Park which provides sporting opportunities. There is scope to create small urban spaces to complement the higher population density in the activity centre, including new civic spaces. The neighbourhood is also home to Moonee Valley racecourse, an internationally recognised sporting venue. |
| Community anchor | An ‘anchor’ is a place where communities gather for activities, events, recreation and to socialise at the heart of the community. Some communities have more than one anchor or will use anchors of other neighbourhoods.  
|               | **Puckle Street** has been identified as the current anchor for the Moonee Ponds neighbourhood. By 2040, the Moonee Valley racecourse is expected to be home to a number of leisure and recreation opportunities, serving as an important asset to the community and as a second community anchor. The anchors will be a key focus for Council’s neighbourhood planning approach. |
| What do we need to do to manage change and growth in Moonee Ponds? | Dominant groups currently residing in Moonee Ponds include young adults, families with children and group households. By 2040, Moonee Ponds is forecast to accommodate an increased number of young families and older families. An increase and change in population will bring many benefits to the vibrancy of the neighbourhood, but will also bring challenges. We must ensure |
we maintain the things that are loved about our neighbourhoods, while ensuring appropriate housing is available for those who need it.

Moonee Ponds is expected to undergo significant growth in the period to 2040. A large proportion of the growth will be accommodated in the Moonee Ponds Activity Centre and the redeveloped Moonee Valley racecourse. Development in these areas is expected to be in the form of higher-density apartments.

Outside these two growth locations, new housing is expected to be developed in a variety of ways, including medium-density infill development across the neighbourhood and pockets of higher-density development along Mt Alexander Road. More accessible and smaller dwellings may be in strong demand to cater for the large increase in one-person and older-person households.

### A vision for the Moonee Ponds neighbourhood

We have created a vision for the Moonee Ponds neighbourhood based on community feedback and Council’s research into trends that will impact on the way we live in the future.

In 2040 Moonee Ponds will:

- be an attractive, cosmopolitan city centre that fosters creativity and imagination
- be a premier business, civic, cultural, creative and entertainment destination of the municipality
- enjoy high-quality public spaces for events and activities
- include a safe and accessible public transport interchange
- have a second anchor for the community through the redeveloped Moonee Valley racecourse
- feature high-quality architecture and design in all new higher-density development
- connect with a naturalised and revitalised Moonee Ponds Creek
- provide a diversity of housing options for new and existing residents
- celebrate and protect its valued heritage
- support cycling and walking as preferred modes of transport
- include an excellent network of cycling and walking connections within and to other neighbourhoods, supporting an active and healthy community
- boast a variety of resilient and vibrant green spaces, including a new open space at Moonee Valley racecourse.

### Urban design focus

- Ensure high-quality architecture in higher density development
- Ensure high-quality design in all new development that respects the heritage values of Moonee Ponds established residential areas
- Encourage a diversity of housing types
- Encourage connection of a habitat corridor along a revitalised Moonee Ponds Creek
- Provide new walking and cycling connections, including between Moonee Ponds Junction and the Moonee Valley racecourse
- Reinforce Mt Alexander Road as the premier boulevard of the municipality
- Provide a variety of resilient and vibrant green spaces, including new open space at Moonee Valley racecourse
- Reinforce Moonee Ponds as the premier activity centre of Moonee Valley
- Support high-quality design in both the public and private spheres
- Enhance the Civic Triangle as the cultural heart of Moonee Ponds
- Respect the local heritage attributes of the Moonee Ponds Activity Centre
- Improve pedestrian permeability through the precinct
- Ensure buildings address all street interfaces
- Incorporate public art at key gateways, in new buildings, landscape areas, civic spaces and building forecourts
- Encourage well designed buildings and landscape outcomes
- Protect and enhance views to and from Moonee Ponds, in particular views of Queens Park, Mt Alexander Road and from Ascot Vale Road to Brunswick

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The implementation initiatives for Moonee Ponds are:
- Redevelop the Civic Triangle
- Activate public spaces for people of all ages, including programming events and fun activities such as a Ferris wheel, bike tracks or trampolines in laneways
- Support the Moonee Valley racecourse as a significant sporting, recreational and employment asset
- Undertake renewal and improvement works at Queens Park pool
- Extend the Ormond Park community sport pavilion for multi-use
- Deliver direct cycling and walking connections between the Moonee Ponds Junction and the Moonee Valley racecourse
- Advocate for the improvement in the operation of the Moonee Ponds Junction and the bus interchange
- Investigate the level crossings removals at Park Street and Puckle Street
- Investigate the potential for on-road separated cycle lanes on Mt Alexander Road
- Provide a shared cycling and walking route parallel to the Craigieburn rail corridor, including exploring new connectivity options
- Revitalise the Moonee Ponds Creek through naturalisation, flood mitigation, stormwater harvesting and reuse
- Install the Ormond Park Reserve stormwater harvesting, treatment and irrigation scheme
- Install the Queens Park raingarden and stormwater treatment
- Acquire land for new and/or expanded areas of public open space
- Beautify and green Puckle Street and the wider Moonee Ponds Activity Centre
- Create a green boulevard on Alexandra Avenue to visually connect the racecourse and the main part of the activity centre
- Implement the future master plan for Moonee Ponds Creek.
Did you know?

In the Niddrie/Essendon West neighbourhood:
- over 19% of people did voluntary work in the last 12 months
- 66% of people over the age of 15 are in the workforce
- 63% of people drive a car to work
- 29% of homes have four bedrooms or more.

The Niddrie/Essendon West neighbourhood is a predominantly residential area dispersed with open space assets, including Buckley Park, which is identified as the community anchor. Buckley Park contains the Cooper Street community hall, football, cricket, tennis and bowling clubs, along with an off-lead dog area. Other significant open spaces include Bradshaw Street Reserve and the Neil Heinze Reserve.

The largely grided street network aids in permeability through the neighbourhood, stretching northward from Buckley Street to Market Street. Steele Creek frames the neighbourhood to the west, where a series of interlinked reserves shoulder the meandering waterway. A row of housing lining McCracken Street forms the neighbourhood’s eastern edge. Buckley Street forms the primary commercial edge around Essendon Keilor College. Smaller neighbourhood centres are located on Hampton Road and Hoffmans Road.

The neighbourhood is well serviced by education facilities, resulting in a strong family focus in the area. Education facilities located in the neighbourhood include Rosehill Secondary College, St Bernard’s College, Essendon Keilor College (Niddrie and Essendon campuses), and Buckley Park College.

Community anchor

An ‘anchor’ is a place where communities gather for activities, events, recreation and to socialise at the heart of a neighbourhood. Some communities have more than one anchor or will use anchors in other neighbourhoods.

Buckley Park has been identified as the anchor for the Niddrie/Essendon West neighbourhood. The anchor will be a key focus for Council’s neighbourhood planning approach.

What do we need to do to manage growth and change in Niddrie/Essendon?

Dominant groups currently residing in Niddrie/Essendon West include mature families with older children. By 2040, Niddrie/Essendon West is forecast to accommodate an increased number of empty nesters, mature families, older lone persons and persons in care accommodation. An increase and change in population will bring many benefits to the vibrancy of the neighbourhood, but will also bring challenges. We must ensure we maintain the things that are loved about our neighbourhoods, while ensuring appropriate housing is available for those who need it.

Growth in Niddrie/Essendon is expected to be relatively moderate compared to many other areas of Moonee Valley. New housing is expected
to be developed in a variety of ways, including medium-density infill development and pockets of higher-density development along Buckley Street and Hoffmans Road.

### A vision for the Niddrie/Essendon West neighbourhood

We have created a vision for the Niddrie/Essendon West neighbourhood based on community feedback and Council’s research into trends that will impact on the way we live in the future.

In 2040 Niddrie/Essendon West will:
- be an attractive and safe residential neighbourhood
- connect with a revitalised Steele Creek corridor
- include an excellent network of cycling and walking connections within and to other neighbourhoods, supporting an active and healthy community
- provide a diversity of housing options for new and existing residents
- boast a resilient and lively Buckley Park as the community’s anchor.

### Urban design focus

- Encourage a diversity of housing types through infill development that maintains the garden character of the residential areas
- Improve the public realm of the neighbourhood’s small commercial areas through urban design outcomes that provide for activation and greening
- Ensure built form is sensitive to the Steele Creek interface
- Activate a green spine along the Melbourne Water pipe track
- Provide new walking and cycling connections to the revitalised open space and habitat corridor of Steele Creek, to Buckley Park and other neighbourhoods

### Implementation initiatives for the future of Niddrie/Essendon West

The Strategy identifies implementation initiatives that may take many years to begin and complete. These initiatives are required to achieve fair, thriving, connected, green and beautiful neighbourhoods. They have been developed using ideas received from community consultation. Other immediate or small projects will be included in the four-yearly Council Plans.

The implementation initiatives for Niddrie/Essendon West are:
- Enhance the recreation facilities at Buckley Park including upgrading and consolidating the two sports pavilions into a community hub
- Investigate the potential application of the Airport Environments Overlay
- Advocate for a new bus route
- Revitalise Steele Creek to create a healthy, biodiverse waterway and connected open space corridor
- Install the Buckley Park wetland, stormwater harvesting, treatment and irrigation scheme
- Realise, in partnership with Melbourne Water, a green spine along the existing pipe track reserve
- Acquire land for new and/or expanded areas of public open space
- Implement the future master plan for Bradshaw Street Reserve
- Implement the master plan for Buckley Park and Steele Creek
**Undertake landscape improvements to Neil Heinze Reserve.**

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<tr>
<th>Neighbourhood</th>
<th>Strathmore</th>
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<tbody>
<tr>
<td><strong>Did you know?</strong></td>
<td>In the Strathmore neighbourhood:</td>
</tr>
<tr>
<td></td>
<td>• over 21% of people did voluntary work in the last 12 months</td>
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<tr>
<td></td>
<td>• detached housing makes up 78% of dwelling stock</td>
</tr>
<tr>
<td></td>
<td>• 9% of people were born in non-English speaking countries</td>
</tr>
<tr>
<td></td>
<td>• 11% of the neighbourhood is public open space</td>
</tr>
<tr>
<td><strong>[No heading – just sit as introductory text]</strong></td>
<td>Strathmore is largely a residential neighbourhood encompassing Salmon Reserve, the southern edge of Woodland Street, the eastern part of Five Mile Creek and the edge of the Moonee Ponds Creek. In the north, the Tullamarine Freeway forms a hard edge. From Bulla Road in the west to the predominant spine of Pascoe Vale Road, Strathmore is undulating and green. Streets are laid out in a traditional grid pattern and respond to the topography. The Craigieburn rail line curves its way through the neighbourhood’s east. The area around Strathmore Station and the Cross Keys Reserve has been undergoing significant urban renewal, influencing the transformation of the area with a diversity of housing and increased population. The Napier Street neighbourhood centre provides a diversity of local retailing and services in a charming strip shopping environment. The Woodland Street/Pascoe Vale Road junction is centred on the Strathmore train station which is well positioned to undergo significant renewal in the coming years. Strathmore enjoys abundant parkland and sport and recreation opportunities, including the Max Johnston Reserve on Loeman Street, Alf Pearce Park and off-lead dog park, Napier Reserve and its established eucalypts, and the sporting fields of Cross Keys Reserve.</td>
</tr>
</tbody>
</table>

| Community anchor       | An ‘anchor’ is a place where communities gather for activities, events, recreation and to socialise at the heart of a neighbourhood. Some communities have more than one anchor or will use anchors in other neighbourhoods. The Napier Street shopping area and the area around Cross Keys Reserve and Strathmore Station have been identified as the anchors for the Strathmore neighbourhood. The anchors will be a key focus for Council’s neighbourhood planning approach. |

| What do we need to do to manage change and growth in Strathmore? | Dominant groups currently residing in Strathmore include mature families with older children and high-income households. By 2040, Strathmore is forecast to accommodate an increased number of families with young children and some young adults. We must ensure we maintain the things that are loved about our neighbourhoods, while ensuring appropriate housing is available for those who need it. |
Growth in Strathmore is expected to be relatively moderate compared to some other areas of Moonee Valley. New housing in Strathmore is expected to be developed in a variety of ways, including medium-density infill development across the neighbourhood and pockets of higher-density development around the community anchors. More accessible and smaller dwellings may be in strong demand to cater for the large increase in one-person and older-person households.

<table>
<thead>
<tr>
<th>A vision for the Strathmore neighbourhood</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have created a vision for the Strathmore neighbourhood based on community feedback and Council’s research into trends that will impact on the way we live in the future.</td>
</tr>
<tr>
<td>In 2040 Strathmore will:</td>
</tr>
<tr>
<td>• be an attractive and safe residential neighbourhood</td>
</tr>
<tr>
<td>• enjoy an accessible and lively Strathmore Station precinct</td>
</tr>
<tr>
<td>• boast a family-friendly Napier Street community anchor with a strong village feel</td>
</tr>
<tr>
<td>• connect with a revitalised and naturalised Moonee Ponds Creek corridor</td>
</tr>
<tr>
<td>• include an excellent network of cycling and walking paths within the neighbourhood and connecting</td>
</tr>
<tr>
<td>• to adjoining areas, supporting an active and healthy community</td>
</tr>
<tr>
<td>• have well-planned and integrated community facilities in the Loeman Street precinct.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Urban design focus</th>
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</thead>
<tbody>
<tr>
<td>• Ensure Strathmore presents as an attractive gateway to the municipality from the east through effective urban design and greening measures</td>
</tr>
<tr>
<td>• Ensure residential development maintains the green leafy feel of the neighbourhood</td>
</tr>
<tr>
<td>• Encourage connection of a habitat corridor along a revitalised and naturalised Moonee Ponds Creek and from Cross Keys Reserve along Woodland Street</td>
</tr>
<tr>
<td>• Integrate a network of cycling and walking routes with connections to surrounding neighbourhoods</td>
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<tr>
<td>• Reinforce Bulla Road/Mt Alexander Road as the premier boulevard of the municipality</td>
</tr>
<tr>
<td>• Ensure the village charm of the Napier Street neighbourhood activity centre is enhanced through public realm improvements and greening</td>
</tr>
<tr>
<td>• Encourage revitalisation and urban renewal of the activity centre encompassing Strathmore Station</td>
</tr>
<tr>
<td>• Improve the public realm of Woodland Street/Pascoe Vale Road through greening and activation initiatives</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implementation initiatives for the future of Strathmore</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Strategy identifies implementation initiatives that may take many years to begin and complete. These initiatives are required to achieve fair, thriving, connected, green and beautiful neighbourhoods. They have been developed</td>
</tr>
</tbody>
</table>
using ideas received from community consultation. Other immediate or small projects will be included in the four-yearly Council Plans.

The implementation initiatives for Strathmore are:
- Deliver a new community hub in the Loeman Street precinct
- Implement Stage 2 of the Strathmore Children’s Centre
- Improve pedestrian and cyclist safety around Strathmore Secondary College
- Investigate the potential application of the Airport Environ Overlay
- Revitalise the Moonee Ponds Creek through naturalisation, flood mitigation, stormwater harvesting and reuse
- Install the Cross Keys reserve stormwater harvesting, treatment and irrigation scheme
- Install the Five Mile Creek bioretention scheme
- Beautify and activate Strathmore Station and surrounding retail areas
- Create a green boulevard on Woodland Street
- Implement the master plans for Five Mile Creek, Salmon Reserve and Cross Keys Reserve
- Undertake landscape improvements to Alf Pearce Reserve, Loeman Street precinct and Napier Park (according to the management plan)
- Implement the future master plan for Moonee Ponds Creek.

### Strathmore Heights

<table>
<thead>
<tr>
<th>Neighbourhood</th>
<th>Strathmore Heights</th>
</tr>
</thead>
</table>
| **Did you know?** | In the Strathmore Heights neighbourhood:
|                | • per person consumption of energy and water is amongst the highest in Moonee Valley
|                | • 24% of the neighbourhood is public open space
|                | • 64% of households have two or more cars
|                | • detached housing makes up 74% of dwelling stock |

[No heading – just sit as introductory text]

Strathmore Heights is a linear neighbourhood situated to the north of the Tullamarine Freeway-CityLink between Essendon Fields Airport, the meandering Moonee Ponds Creek, and west of the Albion rail corridor with Pascoe Vale Road to the south. The Essendon Fields Airport buffer areas contribute to the feeling that Strathmore Heights is separated from the urban feel of other areas of the municipality.

Due to its proximity to the creek and steeply rising topography, the elevated residential area captures views to the east. On lower lying areas, open spaces have been created on the flood plains of the creek at Lebanon Reserve, Strathnauer Reserve and Boeing Reserve.

As the anchor for the neighbourhood, Boeing Reserve accommodates sporting fields including baseball diamonds, a community hall and community garden.
The main north-south connector road of Mascoma Street provides access to the Airport West Shopping Centre at the municipality’s northern gateway. There is a small group of shops on Lebanon Avenue along with a mix of commercial uses on Pascoe Vale Road.

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</table>

**Boeing Reserve** has been identified as the anchor for the Strathmore Heights neighbourhood. The anchor will be a key focus for Council’s neighbourhood planning approach.

<table>
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<tr>
<th>What do we need to do to manage change and growth in Strathmore Heights?</th>
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<tbody>
<tr>
<td>Dominant groups currently residing in Strathmore Heights include mature families with older children and high-income households. By 2040, Strathmore Heights is forecast to accommodate an increased number of families with young children and some young adults.</td>
</tr>
</tbody>
</table>

We must ensure we maintain the things that are loved about our neighbourhoods, while ensuring appropriate housing is available for those who need it.

Growth in Strathmore Heights is expected to be limited to less than an extra 10 dwellings per year. This growth is expected to be absorbed by infill development across the neighbourhood.

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</tbody>
</table>

In 2040 Strathmore Heights will:
- be an attractive and safe residential neighbourhood
- connect with a naturalised and revitalised Moonee Ponds Creek corridor
- include an excellent network of cycling and walking paths, supporting an active and healthy community
- boast a variety of resilient and liveable green spaces and corridors
- include a high quality multi-recreation asset at Boeing Reserve.

<table>
<thead>
<tr>
<th>Urban design focus</th>
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</thead>
<tbody>
<tr>
<td>• Ensure urban design and greening measures to create a scenic walking journey on Pascoe Vale Road capitalising on strategic viewing points</td>
</tr>
<tr>
<td>• Encourage a diversity of housing types</td>
</tr>
<tr>
<td>• Encourage connection of a habitat corridor from the Tullamarine Freeway to the southern boundary of the neighbourhood, along Moonee Ponds Creek</td>
</tr>
<tr>
<td>• Integrate a network of cycling and walking routes with connections to Essendon Fields and surrounding neighbourhods</td>
</tr>
<tr>
<td>• Ensure that Strathmore Heights is well connected to a naturalised and revitalised Moonee Ponds Creek corridor</td>
</tr>
<tr>
<td>Implementation initiatives for the future of Strathmore Heights</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
</tr>
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<td>The Strategy identifies implementation initiatives that may take many years to begin and complete. These initiatives are required to achieve fair, thriving, connected, green and beautiful neighbourhoods. They have been developed using ideas received from community consultation. Other immediate or small projects will be included in the four-yearly Council Plans.</td>
</tr>
<tr>
<td>The implementation initiatives for Strathmore Heights are:</td>
</tr>
<tr>
<td>• Deliver a new community hub at Boeing Reserve</td>
</tr>
<tr>
<td>• Deliver a walking/running track at Boeing Reserve</td>
</tr>
<tr>
<td>• Investigate the potential application of the Airport Environs Overlay</td>
</tr>
<tr>
<td>• Provide pedestrian and cycling connections to Essendon Fields</td>
</tr>
<tr>
<td>• Revitalise the Moonee Ponds Creek through naturalisation, flood mitigation, stormwater harvesting and reuse</td>
</tr>
<tr>
<td>• Install the Boeing and Strathnaver Reserves stormwater harvesting, treatment and irrigation schemes</td>
</tr>
<tr>
<td>• Install the Lebanon Reserve stormwater harvesting, treatment and irrigation scheme</td>
</tr>
<tr>
<td>• Return Nursery Corner to parkland and undertake master planning</td>
</tr>
<tr>
<td>• Implement the future master plan for Moonee Ponds Creek, including Brosnan Crescent precinct naturalisation</td>
</tr>
<tr>
<td>• Implement the master plan for Boeing Reserve.</td>
</tr>
</tbody>
</table>
8. References

The key Council publications, plans and strategies that have supported the preparation of the MV2040 Strategy are:

- Arts and Culture Plan (2014-2018)
- Airport West Activity Centre Structure Plan (2008)
- Economic Development Strategy (2014)
- Housing Assumptions: Methodology, .id Consulting (2017)
- Keilor Road Activity Centre Structure Plan (2011)
- Leisure Strategy (2013-2023)
- Moonee Ponds Activity Centre Structure Plan (2010) (Updated 5 June 2012)
- Moonee Valley: Housing Implications of a changing population, .id (2017)
- Moonee Valley Community Facilities Policy and Action Plan (Draft 2017)
- Moonee Valley Early Years Plan (2014-2022)
- Moonee Valley Municipal Parking Strategy (2011)
- Moonee Valley Open Space Strategy (2009)
- Moonee Valley Walking and Cycling Strategy (2012-2022)
- Municipal Profile (2016)
- North Essendon Activity Centre Structure Plan (2011)
- Opportunities Analysis: The 20-Minute Neighbourhood Accessibility Model, .id Consulting (2017)
- Playspace Plan (2013-2023)
- Sports Development Plan (2014-2023)
- Thrive: strategy for young people (2016-2026)
- Urban Ecology Park Scenario (2013)
- Urban Ecology Strategy (2014)
- Urban Forest Plan: Greening our city (Draft 2017)
- Water Sensitive City Plan: Creating a green, water sensitive, climate adapted city (Draft 2017)
- Wurundjeri Willam: The Original Inhabitants of Moonee Valley (2012)
- Zero Carbon City Plan: Creating a zero emissions, climate smart city (Draft 2018)

Other key relevant documents used to inform the MV2040 Strategy are:

- Smart Cities Plan, Australian Government Department of Prime Minister and Cabinet (2016)
9. Glossary

**Active transport**: Transport requiring physical activity, typically walking and cycling.

**Activity centres**: Areas that provide a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use.

**Affordable housing**: Housing that is appropriate for the needs of a range of very low to moderate income households, and priced (whether mortgage repayments or rent) so these households can meet their other essential basic living costs.

**Biodiversity**: The variety of all life forms, the different plants, animals and microorganisms, the genes they contain and the ecosystems of which they form a part.

**Children**: Pregnancy to 12 years

**Central Business District (CBD)**: Melbourne's original ‘Hoddle Grid’ street layout bounded by the Yarra River, Spring Street, La Trobe Street and Spencer Street, as well as the triangular area to the north bounded by Victoria, Peel and La Trobe Streets.

**Climate change**: A long-term change of the Earth’s temperature and weather patterns, generally attributed directly or indirectly to human activities such as fossil fuel combustion and vegetation clearing and burning.

**Climate change adaptation**: Actions that prevent or minimise the impacts of climate change.

**Community housing**: Refers to a type of not-for-profit social housing. Community housing offers secure and affordable rental housing for people on very low to moderate income, with a housing need.

**Creative industries**: Industries based on individual creativity, skill and talent with the potential to create wealth and jobs through developing intellectual property.

**Ecosystem services**: The benefits people obtain from healthy ecosystems. These include provisioning services such as food and water; regulating services such as flood and disease control; cultural services such as spiritual, recreational, and cultural benefits; and supporting services such as nutrient cycling that maintain the conditions for life on Earth.

**Dwelling**: A building or part of a building containing living, sleeping and sanitary facilities that is for occupancy by a household

**Economic and activity area**: Groupings of land within the municipality comprising of the Activity Centre, Mixed Use, Business, Industrial and Commercial zones, as defined by the Moonee Valley Planning Scheme.

**Environmentally sustainable development**: An approach to development that seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs. It has economic, social and environmental dimensions.
**Equitable:** The quality of treating everyone or everything fairly, reasonably and in a way that addresses their specific circumstances.

**Greenhouse gas emissions:** Atmospheric gas that absorbs and emits infrared or heat radiation, giving rise to the greenhouse effect. Typical greenhouse gases include carbon dioxide, methane, nitrous oxide and refrigerants.

**Habitat corridor:** An area of habitat connecting wildlife populations separated by human activities or structures.

**Household:** The person or persons occupying a dwelling.

**Housing density:** The number of dwellings in an urban area divided by the area of the residential land they occupy, expressed as dwellings per hectare.

**Infill:** Development of unused or underutilised land in existing urban areas.

**Infrastructure:** Basic facilities and networks needed for the functioning of a local community or broader society.

**Internet of Things:** The inter-networking of physical devices, vehicles, buildings, and other items embedded with electronics, software, sensors, actuators, and network connectivity which enable these objects to collect and exchange data.

**Legibility:** The ease to which people can understand the layout of a place.

**Liveability:** A measure of a city’s residents’ quality of life, used to benchmark cities around the world. It includes socioeconomic, environmental, transport and recreational measures.

**Low carbon:** A city based on low-carbon power sources that has a minimal output of greenhouse gas emissions.

**Major activity centres:** Suburban centres that provide access to a wide range of goods and services. They have different attributes and provide different functions, with some serving larger subregional catchments. *Plan Melbourne* identifies 121 major activity centres across Melbourne.

**Metropolitan Melbourne:** The 31 municipalities that make up metropolitan Melbourne, plus part of Mitchell Shire within the urban growth boundary.

**Natural capital:** Geology, soil, air, water and all living things.

**Open space:** Includes land reserved for natural landscape, parklands, recreation and active sports, as well as waterways and bays.

**Productivity:** The economic value produced for an hour of work or a dollar of investment. Increasing productivity is a key source of economic growth and competitiveness.

**Public housing:** Long-term rental housing that is owned by the government. Its purpose is to accommodate very low to moderate income households that are most in need.
**Renewable energy:** Energy that comes from resources which are naturally replenished on a human timescale such as sunlight, wind, rain, tides, waves, and geothermal heat.

**Resilience:** The capacity of individuals, communities, institutions, businesses, systems and infrastructure to survive, adapt and grow, no matter what chronic stresses or shocks they encounter.

**Social housing:** A type of rental housing that is provided and/or managed by the government or by a not-for-profit organisation. Social housing is an overarching term that covers both public housing and community housing.

**Targets:** A target is a specific result which aims to deliver long-term improvements to the city (such as population health and wellbeing, physical environment).

**TED program:** Talks and influential videos from expert speakers on education, business, science, tech and creativity.

**Traditional Custodians:** People who, through membership of a descent group or clan, are responsible for caring for Country. A Traditional Custodian, an Elder, or in more recent times, a registered native title claimant, is authorised to speak for Country and its heritage.

**Urban forest:** Trees and other vegetation in a city as well as the soil and water that supports it.

**Urban heat:** Built-up areas in our city are typically significantly warmer than surrounding areas due to buildings, roads, and other infrastructure retaining heat and reduced moisture from a lack of vegetation.

**Urban renewal:** The process of planning and redeveloping underutilised medium and large-scale urban areas, precincts or sites for mixed land-use purposes.

**Water sensitive:** Integrating the urban water cycle into urban design to minimise environmental damage and improve recreational and aesthetic outcomes.

**Young people:** People aged between 12 and 25 years old.