





## STRATEGIC OBJECTIVE 1: ETHICAL GOVERNANCE

Council will govern ethically, with consultation, integrity and transparency

| Strategy                                                                      | Initiative                                                                                                                                                                     | Indicators                                                                                                                                                                                                                                     | Due date  |
|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 1.1 Strengthen community engagement and encourage greater civic participation | 1.1.1 Use improved technology and smarter systems to deliver more connected Council services, making it easier and faster for customers to access support and resolve requests | <ul style="list-style-type: none"> <li>Increased number of customer interactions delivered online</li> <li>Decreased average customer response time</li> </ul>                                                                                 | June 2027 |
|                                                                               | 1.1.2 Update Council's Community Engagement Practice Guide so staff have clearer and more consistent ways of working with the community and encouraging participation          | <ul style="list-style-type: none"> <li>Produce a new Practice Guide</li> </ul>                                                                                                                                                                 | June 2027 |
| 1.2 Ensure compliance with regulations and statutory obligations              | 1.2.1 Adopt the Annual Report, including the Annual Budget, in line with statutory obligations                                                                                 | <ul style="list-style-type: none"> <li>Annual report endorsed by Council</li> <li>Annual budget endorsed by Council</li> </ul>                                                                                                                 | June 2027 |
| 1.3 Ensure Council financial sustainability, transparency and accountability  | 1.3.1 Provide regular and up to date progress reports to the community about Council projects, services and initiatives                                                        | <ul style="list-style-type: none"> <li>Distribution of the Maribyrnong Messenger Newsletters</li> <li>Reach and growth of Council's monthly e-newsletter</li> <li>Social media engagement</li> <li>Council presence at local events</li> </ul> | June 2027 |
|                                                                               | 1.3.2 Strengthen Council's Governance Framework                                                                                                                                | <ul style="list-style-type: none"> <li>Review of the Governance Rules</li> <li>Review of the Fraud and Corruption Framework</li> <li>Review of the Policy Framework</li> <li>Review of the Personal Interest Returns Policy</li> </ul>         | June 2027 |
|                                                                               | 1.3.3 Develop a Grants and Partnerships Policy to ensure grant processes are fair, transparent, and aligned with Council priorities                                            | <ul style="list-style-type: none"> <li>Development of Policy</li> <li>Endorsement of Policy</li> </ul>                                                                                                                                         | June 2027 |

| Strategy                                                                           | Initiative                                                                                                                                                                                                                                                 | Indicators                                                                                                                                                                                           | Due date  |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 1.4 Provide customer-focused and effective service delivery and value in all we do | 1.4.1 Develop a web and social media strategy that improves access to Council information on any device, strengthens the delivery of online services, and sets out how social media will be used to increase community engagement and share timely updates | <ul style="list-style-type: none"> <li>Increased engagement across all digital channels</li> <li>Audit Council's website and increase accessibility</li> </ul>                                       | June 2027 |
|                                                                                    | <b>1.4.2 Make it easier for people to access Council services and report concerns through the delivery of the Putting Customers First Strategy and improving the overall customer experience</b>                                                           | <ul style="list-style-type: none"> <li>Delivery of Year One actions of the Putting Customers First Strategy</li> <li>Increased percentage of first call resolution for customer enquiries</li> </ul> | June 2027 |

**Major initiative**

## STRATEGIC OBJECTIVE 2: WELLBEING AND SAFETY

Council will create engaged, socially and physically healthy communities

| Strategy                                                                                                     | Initiative                                                                                                                                            | Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Due date  |
|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 2.1 Strengthen inclusion and cohesion by removing barriers to participation in all aspects of community life | 2.1.1 Support programs and partnerships that improve inclusion, reduce disadvantage and encourage greater participation in community life             | <ul style="list-style-type: none"> <li>• Delivery of Council's Community Grants program</li> <li>• Delivery of the Homelessness Protocol and Action Plan</li> </ul>                                                                                                                                                                                                                                                                                                                                                      | June 2027 |
|                                                                                                              | 2.1.2 Build access and inclusion for the community through the implementation of key strategies                                                       | <ul style="list-style-type: none"> <li>• Development of an Intersectional Inclusive Maribyrnong Strategy</li> <li>• Endorsement of the Strategy</li> </ul>                                                                                                                                                                                                                                                                                                                                                               | June 2027 |
| 2.2 Build upon our community's connections and strengths                                                     | 2.2.1 Support learning, creativity, community connection and access to resources through the Maribyrnong Libraries Strategic Plan                     | <ul style="list-style-type: none"> <li>• Delivery of the annual Action Plan</li> <li>• Community satisfaction with Council's Library services</li> <li>• Membership numbers*</li> <li>• Community use of the collection*</li> </ul>                                                                                                                                                                                                                                                                                      | June 2027 |
|                                                                                                              | 2.2.2 Advocate for increased availability of kindergarten places across the municipality to meet the State Government's Best Start, Best Life reforms | <ul style="list-style-type: none"> <li>• Completion of the Yarraville Early Years feasibility study</li> <li>• Liaise with the State Government to identify opportunities for a Building Blocks Partnership agreement to increase capacity for kindergarten</li> </ul>                                                                                                                                                                                                                                                   | June 2027 |
|                                                                                                              | 2.2.3 Implement the Children, Young People and their Families Strategy Action Plan to support their wellbeing, development and opportunities          | <ul style="list-style-type: none"> <li>• Advocate to the State and Federal Government to ensure young people can access youth specific mental health services locally</li> <li>• Advocate to the State Government to deliver increased Early Years infrastructure to meet its Best Start Best Life reforms and ensure the community can access free kindergarten within the municipality</li> <li>• Undertake dedicated promotion of MCH and Immunisation to increase participation for children and families</li> </ul> | June 2027 |

\* LGPRF indicator



| Strategy                                 | Initiative                                                                                                                | Indicators                                                                                            | Due date  |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-----------|
| 2.3 Protect and promote community safety | 2.3.1 Implement the Footscray CBD Place Plan to enhance safety, amenity and economic activity                             | <ul style="list-style-type: none"> <li>Develop and deliver the Year Two actions</li> </ul>            | June 2027 |
|                                          | 2.3.2 Improve public spaces, safety and amenity in Footscray through the Footscray Public Realm Plan                      | <ul style="list-style-type: none"> <li>Delivery of the Public Realm Plan</li> </ul>                   | June 2027 |
|                                          | 2.3.3 Develop and implement a place-making strategy for safe, inclusive and welcoming neighbourhoods and activity centres | <ul style="list-style-type: none"> <li>Development and delivery of a place-making strategy</li> </ul> | June 2027 |







## STRATEGIC OBJECTIVE 3: ENVIRONMENTAL SUSTAINABILITY

Council will create and shape healthy built and natural environments

| Strategy                                                         | Initiative                                                                                                                                        | Indicators                                                                                                                                                                                                                                                                                                                                 | Due date  |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 3.1 Improve environmental sustainability across the municipality | 3.1.1 Reduce waste and improve recycling systems to move towards a more sustainable, low-waste community, through the Towards Zero Waste Strategy | <ul style="list-style-type: none"> <li>Progress of kerbside transition program</li> <li>Diversion of waste from landfill - 60% by 2030 and move towards zero waste to landfill by 2040</li> <li>Community satisfaction with kerbside waste collection</li> </ul>                                                                           | June 2027 |
|                                                                  | 3.1.2 Ensure Council purchasing decisions support waste reduction goals                                                                           | <ul style="list-style-type: none"> <li>Towards Zero Waste purchasing guidance developed</li> </ul>                                                                                                                                                                                                                                         | June 2027 |
| 3.2 Protect and enhance the urban and natural environments       | 3.2.1 Protect and enhance natural environments, including parks, waterways and biodiversity                                                       | <ul style="list-style-type: none"> <li>Vegetation surveys and mapping for Natural Areas and remnant grassland patch at Skinner Reserve</li> <li>Fauna habitat surveys and mapping for Natural Areas and remnant grassland patch at Skinner Reserve</li> <li>Development and promotion of the Wildlife friendly garden guideline</li> </ul> | June 2027 |
|                                                                  | 3.2.2 Increase tree canopy and improve urban biodiversity across the municipality                                                                 | <ul style="list-style-type: none"> <li>Total trees on public land</li> <li>Support and enhancement of local biodiversity plantings</li> <li>Progression of actions contained within the Urban Forest Strategy</li> </ul>                                                                                                                   | June 2027 |
|                                                                  | 3.2.3 Contribute towards improving local air quality and reducing pollution                                                                       | <ul style="list-style-type: none"> <li>Extend the local air pollution monitoring network in collaboration with RMIT</li> <li>Develop and deliver an air quality education campaign of key local issues</li> </ul>                                                                                                                          | June 2027 |
|                                                                  | 3.2.4 Protect and promote Maribyrnong's cultural and historical heritage                                                                          | <ul style="list-style-type: none"> <li>Develop and deliver the Heritage Strategy annual action plan</li> </ul>                                                                                                                                                                                                                             | June 2027 |



## STRATEGIC OBJECTIVE 4: THRIVING COMMUNITY

Council will drive innovation and future-focused growth to shape a resilient and adaptable city

| Strategy                                                                                      | Initiative                                                                                                                                                                    | Indicators                                                                                                                                                                                                                                                                         | Due date      |
|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 4.1 Strengthen the community's resilience and preparedness for emergency events               | 4.1.1 Take action on climate change by reducing emissions and planning for a sustainable and resilient future                                                                 | <ul style="list-style-type: none"> <li>• Develop a revised Climate Emergency Strategy and Action Plan incorporating climate adaptation</li> <li>• Carbon emissions from Council operations</li> <li>• Investigate more sustainable options for Council's fleet vehicles</li> </ul> | June 2027     |
|                                                                                               | 4.1.2 Strengthen preparedness for climate emergencies                                                                                                                         | <ul style="list-style-type: none"> <li>• Completion of flood-specific and climate-related workshops, along with one preparedness campaign annually</li> <li>• Up to date resources, processes and information available to community</li> </ul>                                    | June 2027     |
| 4.2 Places and spaces are sustainable, accessible and fit-for-purpose, now and for the future | <b>4.2.1 Review and refresh the Footscray Structure Plan to guide sustainable urban development, improve infrastructure and enhance the liveability of the Footscray area</b> | <ul style="list-style-type: none"> <li>• Adoption of the refreshed Footscray Structure Plan</li> </ul>                                                                                                                                                                             | December 2026 |
|                                                                                               | <b>4.2.2 Complete Year Two of the redevelopment of RecWest Footscray and Shorten Reserve</b>                                                                                  | <ul style="list-style-type: none"> <li>• Progress reconstruction of Shorten Oval</li> <li>• Progress construction of new RecWest facility</li> </ul>                                                                                                                               | June 2027     |
|                                                                                               | 4.2.3 Ensure Council-owned community infrastructure planning is data-driven, evidence-based, sustainable and future-focused                                                   | <ul style="list-style-type: none"> <li>• Develop the Community Infrastructure Strategy Plan</li> </ul>                                                                                                                                                                             | June 2027     |
|                                                                                               | 4.2.4 Develop a housing strategy that advocates for affordable, diverse and sustainable housing options                                                                       | <ul style="list-style-type: none"> <li>• Adoption of Council's Housing Strategy</li> </ul>                                                                                                                                                                                         | June 2027     |

| Strategy                                                                                                                               | Initiative                                                                                                                                            | Indicators                                                                                                                                                                                                         | Due date  |
|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
|                                                                                                                                        | 4.2.5 Support the growth of local creative industries through the Creative West Precinct Plan                                                         | <ul style="list-style-type: none"> <li>Progress delivery of schematic and detailed designs for the proposed Creative West</li> </ul>                                                                               | June 2027 |
| 4.3 Promote and partner with community and industry to build resilient tourism and local economies                                     | 4.3.1 Implement the Business Friendly Council Memorandum of Understanding between Council and the Victorian Government                                | <ul style="list-style-type: none"> <li>Delivery of an annual implementation plan</li> <li>Local business satisfaction</li> </ul>                                                                                   | June 2027 |
|                                                                                                                                        | 4.3.2 Develop and implement the Economic Development Strategy                                                                                         | <ul style="list-style-type: none"> <li>Adoption of the new Economic Development Strategy</li> </ul>                                                                                                                | June 2027 |
|                                                                                                                                        | 4.3.3 Review and update the Festivals and Activation Framework                                                                                        | <ul style="list-style-type: none"> <li>Completion of review</li> </ul>                                                                                                                                             | June 2027 |
|                                                                                                                                        | 4.3.4 Develop and implement an Investment Attraction Plan                                                                                             | <ul style="list-style-type: none"> <li>Adoption of an Investment Attraction Plan</li> </ul>                                                                                                                        | June 2027 |
| 4.4 Uphold our obligations to promote and protect human rights by demonstrating strong social responsibility across Council operations | 4.4.1 Celebrate, respect and embrace First Nations peoples and their heritage, and reflect this in Council's decision-making, services and activities | <ul style="list-style-type: none"> <li>Work with First Nations People to consider a process to progress reconciliation</li> </ul>                                                                                  | June 2027 |
|                                                                                                                                        | 4.4.2 Implement Towards Gender Equity 2030 to promote gender equality, empower individuals of all genders and eliminate gender-based inequality       | <ul style="list-style-type: none"> <li>Development and delivery of an annual Action Plan</li> <li>Council Policy, Program and Projects that include Gender Impact Assessment to improve gender outcomes</li> </ul> | June 2027 |

#### Major initiative



## STRATEGIC OBJECTIVE 5: CONNECTED COMMUNITY

Council will build a connected, vibrant city where neighbourhoods thrive

| Strategy                                                                                          | Initiative                                                                                                                                                                  | Indicators                                                                                                                                                                                                                                                                                                                                       | Due date  |
|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 5.1 Collaborate with all levels of government to plan for and deliver liveable neighbourhoods     | 5.1.1 Improve access to indoor sports to meet community demand                                                                                                              | <ul style="list-style-type: none"> <li>• Delivery of the Indoor Sports Strategy</li> <li>• Progress the delivery of Mclvor Stadium</li> </ul>                                                                                                                                                                                                    | June 2027 |
|                                                                                                   | 5.1.2 Review the Smart Cities Strategic Framework                                                                                                                           | <ul style="list-style-type: none"> <li>• Delivery and adoption of the Framework</li> <li>• Improvement of Council's Smart City Maturity ranking (as per third party audit)</li> </ul>                                                                                                                                                            | June 2027 |
|                                                                                                   | 5.1.3 Deliver the Advocacy Plan 2025-2028                                                                                                                                   | <ul style="list-style-type: none"> <li>• Delivery of the Plan</li> <li>• Advocacy to the State and Federal Governments for alternative funding resources</li> </ul>                                                                                                                                                                              | June 2027 |
|                                                                                                   | 5.1.4 Undertake a review of Council's Flood Management Plan                                                                                                                 | <ul style="list-style-type: none"> <li>• Completion of review</li> </ul>                                                                                                                                                                                                                                                                         | June 2027 |
|                                                                                                   | 5.1.5 Update Council's Parking Management Policy to better manage kerbside space and community needs                                                                        | <ul style="list-style-type: none"> <li>• Adoption of the updated Parking Management Policy</li> </ul>                                                                                                                                                                                                                                            | June 2027 |
| 5.2 Prioritise active transport and a pedestrian-friendly urban environment to support mode shift | <b>5.2.1 Improve transport connectivity, including walking, cycling and public transport options, through the delivery of the Maribyrnong Integrated Transport Strategy</b> | <ul style="list-style-type: none"> <li>• Construction of a wombat crossing on Roberts Street</li> <li>• The detailed design and public engagement on Barkly Street bike lanes between Summerhill and Geelong roads</li> <li>• The design and construction of shared user path improvements between Footscray Wharf and Lynch's Bridge</li> </ul> | June 2027 |
| 5.3 Provide and promote arts and cultural experiences to enhance community connectedness          | 5.3.1 Implement the Public Art Strategy to activate spaces and foster inclusive cultural expression                                                                         | <ul style="list-style-type: none"> <li>• Delivery of public art projects</li> <li>• Community satisfaction with the provision of public art</li> </ul>                                                                                                                                                                                           | June 2027 |

| Strategy                                                                                                    | Initiative                                                                                                                                         | Indicators                                                                                                                                                                                                                                                                                                                                                                         | Due date  |
|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
|                                                                                                             | 5.3.2 Support arts and cultural activities that strengthen community connection and local identity through New Horizons: Creative Maribyrnong 2030 | <ul style="list-style-type: none"> <li>• Delivery of an annual Action Plan</li> <li>• Community engagement with arts, culture and creativity</li> <li>• Annual spending across cultural and creative industries, retail and hospitality</li> </ul>                                                                                                                                 | June 2027 |
|                                                                                                             | 5.3.3 Implement the Live Music Action Plan 2026-28 to boost local nightlife, cultural diversity and innovation                                     | <ul style="list-style-type: none"> <li>• Delivery of Year One of the Action Plan, including the commencement of the Live Music Working Group, exploring Maribyrnong as a potential location for live music conferences, growing Council's partnership with the Melbourne International Jazz Festival, and supporting live music events through Council's grant programs</li> </ul> | June 2027 |
| 5.4 Provide accessible opportunities for all our community to achieve physical, mental and social wellbeing | 5.4.1 Development of a community open space within Maribyrnong flood precinct to improve community access and connectivity                         | <ul style="list-style-type: none"> <li>• Completion of the design process of the community open space</li> </ul>                                                                                                                                                                                                                                                                   | June 2027 |
|                                                                                                             | 5.4.2 Implement the recommendations of the Open Space Strategy review 2026                                                                         | <ul style="list-style-type: none"> <li>• Delivery of recommendations</li> </ul>                                                                                                                                                                                                                                                                                                    | June 2027 |
|                                                                                                             | 5.4.3 Implement a Physical Activity Strategy                                                                                                       | <ul style="list-style-type: none"> <li>• Delivery of the Physical Activity Strategy</li> </ul>                                                                                                                                                                                                                                                                                     | June 2027 |
|                                                                                                             | 5.4.4 Use smart technology to provide real-time information to the community                                                                       | <ul style="list-style-type: none"> <li>• Review of the existing digital and communications infrastructure, enabling technology to connect and send data across Maribyrnong</li> <li>• Development of a roadmap identifying infrastructure, connectivity and technology requirements to enable future smart city initiatives</li> </ul>                                             | June 2027 |

### Major initiative





**Maribyrnong City Council**

Civic Precinct and Community Hub  
61 Napier Street, Footscray

Postal Address:  
PO Box 58, West Footscray VIC 3012

P: (03) 9688 0200  
F: (03) 9687 7793

[email@maribyrnong.vic.gov.au](mailto:email@maribyrnong.vic.gov.au)  
[www.maribyrnong.vic.gov.au](http://www.maribyrnong.vic.gov.au)