



CITY DEVELOPMENT DELEGATED COMMITTEE AGENDA

**Wednesday 24 September, 2025
6:30 PM**

**Council Chamber
Level 1
Footscray Town Hall
61 Napier Street, Footscray**

MEMBERSHIP

Councillor Bernadette Thomas (Chair)
Councillor Cuc Lam
Councillor Samantha Meredith
Councillor Elena Pereyra
Councillor Mohamed Semra
Councillor Susan Yengi

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Agenda Item 5.1

CONFIRMATION OF MINUTES - 29 JULY 2025

Director: Lucas Gosling
Director Customer and Corporate Services

Author: Phil McQue
Manager Governance and Commercial Services


PURPOSE

To present the minutes of the City Development Delegated Committee Meeting held on 29 July 2025 for confirmation.

ISSUES SUMMARY

- Maribyrnong City Council Governance Rules requires Council to keep minutes of each meeting of the Council and Delegated Committees, and for minutes to be submitted to the next appropriate meeting for confirmation.

ATTACHMENTS

1. Unconfirmed Minutes of the City Development Delegated Committee Meeting held on Tuesday 29 July, 2025 [↓](#) 

OFFICER RECOMMENDATION

That the City Development Delegated Committee confirms the minutes of the City Development Delegated Committee Meeting, 29 July 2025.

Agenda Item 5.1

BACKGROUND

The minutes of meetings remain unconfirmed until the next appropriate meeting of Council.

DISCUSSION/KEY ISSUES

1. Key Issues

Council's Governance Rules requires Council to confirm its minutes at the next appropriate meeting.

2. Council Policy/Legislation

Council Plan 2025-2029

This report contributes to Council's strategic objectives contained in the Council Plan 2025-2029 by considering:

- Strategic Objectives
 - Council will govern ethically, with consultation, integrity and transparency.

Legislation

Local Government Act 2020

Conflicts of Interest

No officer responsible for, or contributing to, this report has declared a direct or indirect interest in relation to this report.

Human Rights Consideration

This report complies with the rights listed in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

3. Engagement

Nil.

4. Resources

Nil.

5. Environment

Nil.

CONCLUSION

The unconfirmed minutes of the City Development Delegated Committee Meeting held on 29 July 2025 are presented for confirmation.

Agenda Item 5.1 - Attachment 1

U N C O N F I R M E D M I N U T E S



CITY DEVELOPMENT DELEGATED COMMITTEE MINUTES

**Tuesday 29 July, 2025
6:30 PM**

**Council Chamber
Level 1
Footscray Town Hall
61 Napier St, Footscray**

MEMBERSHIP

Councillor Bernadette Thomas (Chair)
Councillor Cuc Lam
Councillor Samantha Meredith
Councillor Elena Pereyra
Councillor Mohamed Semra
Councillor Pradeep Tiwari
Councillor Susan Yengi

To be confirmed at the City Development Delegated Committee Meeting
to be held on 26 August, 2025

Agenda Item 5.1 - Attachment 1

U N C O N F I R M E D M I N U T E S

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U N C O N F I R M E D M I N U T E S

1. COMMENCEMENT OF DELEGATED MEETING AND WELCOME

The meeting commenced at 6:32pm.

The Chair, Cr Bernadette Thomas made the following acknowledgement statement:

"Maribyrnong City Council acknowledges the Traditional Custodians of the land, the Wurundjeri Woi Wurrung and Boon Wurrung Bunurong Peoples of the Kulin Nation and pays its respects to their Elders, past, present and emerging".

PRESENT

Councillor Bernadette Thomas (Chair)
Councillor Cuc Lam
Councillor Samantha Meredith
Councillor Elena Pereyra
Councillor Mohamed Semra
Councillor Pradeep Tiwari
Councillor Susan Yengi

IN ATTENDANCE

Chief Executive Officer, Celia Haddock
Director Customer and Corporate Services, Lucas Gosling
Acting Director Community Life, Francesca O'Brien
Director Infrastructure Services, Patrick Jess
Director Planning and Environment, Mike McIntosh
Manager Governance and Commercial Services, Phil McQue
Acting Manager City Development, Tricia Ronquillo
Governance Officer, Michelle McCulloch

2. APOLOGIES

Nil.

3. DISCLOSURES OF CONFLICTS OF INTEREST

Nil.

4. PUBLIC QUESTION TIME

Nil.

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U N C O N F I R M E D M I N U T E S

5. CONFIRMATION OF MINUTES

5.1. Confirmation of Minutes - 27 May 2025

To present the minutes of the City Development Delegated Committee Meeting held on 27 May 2025 for confirmation.

Committee Resolution

That the City Development Delegated Committee confirms the minutes of the City Development Delegated Committee Meeting held on 27 May 2025.

Moved: Cr Mohamed Semra
Seconded: Cr Cuc Lam

Councillors Bernadette Thomas, Cuc Lam, Samantha Meredith, Elena Pereyra, Mohamed Semra, Pradeep Tiwari and Susan Yengi voted **FOR** the motion.

CARRIED

6. OFFICER REPORTS

6.1. Amendment to Planning Permit TP635/2017(6) - 11-13 & 17 Whitehall St Footscray

To present for consideration an amendment to Planning Permit TP635/2017(5) for 11-13 & 17 Whitehall Street Footscray.

Paul Lewis on behalf of Tract Consultants, and Kris Daff on behalf of Assemble Communities addressed the committee on this item.

Committee Resolution

That the City Development Delegated Committee:

- 1. Issue an Amended Planning Permit for the construction of multi-level mixed use buildings containing dwellings (as of right use) and retail premises, a reduction in the car parking requirements and alterations of access to a road in a Transport Zone 2 at 11-13 & 17 Whitehall Street, Footscray, subject to conditions contained in Attachment 1.*
- 2. Delegate to the Manager City Development the authority to settle any matter before the Victorian Civil and Administrative Tribunal which may arise as a result of the issuing of this planning permit*

Moved: Cr Susan Yengi
Seconded: Cr Samantha Meredith

Councillors Bernadette Thomas, Cuc Lam, Samantha Meredith, Elena Pereyra, Mohamed Semra, Pradeep Tiwari and Susan Yengi voted **FOR** the motion.

CARRIED

Agenda Item 5.1 - Attachment 1

U N C O N F I R M E D M I N U T E S

6.2. Planning Permit Application TP30/2025(1) - 40-44 Robbs Road West Footscray

To present for consideration a planning application for 40-44 Robbs Road West Footscray which has received 19 objections to date.

Luke Chamberlain, on behalf of Tract Consultants addressed the committee on this item.

Committee Resolution

That the City Development Delegated Committee:

- 1. Issue a Notice of Decision to Grant a Permit to carry out works to a building in an Industrial 3 Zone at 40-44 Robbs Road West Footscray subject to conditions contained in Attachment 1; and*
- 2. Note the delegations of the Manager City Development to settle any matter before the Victorian Civil and Administrative Tribunal which may arise as a result of issuing this planning permit.*

Moved: Cr Elena Pereyra
Seconded: Cr Pradeep Tiwari

Councillors Bernadette Thomas, Cuc Lam, Samantha Meredith, Elena Pereyra, Mohamed Semra, Pradeep Tiwari and Susan Yengi voted **FOR** the motion.

CARRIED

7. COUNCILLOR QUESTION TIME

Nil.

8. URGENT BUSINESS

Nil.

9. DELEGATED MEETING CLOSURE

The Chair, Cr Bernadette Thomas, declared the meeting closed at 6:51pm.

To be confirmed at the City Development Delegated Committee Meeting
to be held on 26 August, 2025.

Chair, Cr Bernadette Thomas

Agenda Item 6.1

FOOTSCRAY CBD PLACE PLAN 2025-26

Director: **Mike McIntosh**
 Director Planning and Environment

Author: **Bruce Marshall**
 Acting Manager City Futures

PURPOSE

To seek Council endorsement of the Footscray CBD Place Plan 2025–26.

ISSUES SUMMARY

- The Footscray CBD is a vital cultural and commercial centre that services Melbourne’s West.
- There are some key infrastructure projects being delivered that are expected to have lasting positive impacts on Footscray.
- In recent years Footscray has been impacted negatively by anti-social behaviour and community safety concerns, which have been compounded by a number of significant undeveloped sites and urban neglect.
- Council delivers a wide range of services and projects into Footscray which would benefit from a more coordinated approach.
- The Footscray Revitalisation Lead role was created by Council in June 2025 to help coordinate services and projects being delivered in Footscray CBD
- The Council Plan 2025-2029 includes an action to create the ‘Footscray CBD Place Plan.
- The Footscray CBD Place Plan 2025-26 has been developed to be delivered within existing Council budget and resources.
- The progress of the plan will be regularly reported to Council with a final report to be prepared in July 2026.

ATTACHMENTS

1. Footscray CBD Place Plan 2025-26 [↓](#) 

OFFICER RECOMMENDATION

That the City Development Delegated Committee endorse the Footscray CBD Place Plan 2025-26, shown at Attachment 1.

Agenda Item 6.1

BACKGROUND

Footscray is a vital cultural and commercial centre in Melbourne's inner west, with a proud migrant history, thriving creative sector, and strong local character. In recent years, growing concerns around public safety, antisocial behaviour, and urban neglect have affected confidence in the precinct. These concerns risk undermining the area's potential and the wellbeing of its community.

At the same time, the precinct is undergoing significant change through planned public realm upgrades, the delivery of the new Footscray Hospital, the planned opening of the Metro Tunnel project and investment in cultural infrastructure, including the Creative West project currently in detailed design. Together, these developments provide opportunities to support improved outcomes for the CBD.

Council delivers a wide variety of services into the Footscray CBD which range from cleaning and maintenance, library services, delivering events and activations, supporting and helping coordinate community services and delivering capital works projects. While there is a lot of Council work taking place in Footscray, to date it hasn't been communicated in a purposefully coordinated fashion.

In June 2025 Council created the 'Footscray Revitalisation Lead' role which has the primary purpose of working across Council to help coordinate the delivery of services and projects in the Footscray CBD. This important role also works closely with the community and key stakeholders related to Footscray to help maximise positive outcomes in the precinct.

The Footscray CBD Place Plan (The Plan) has been prepared to guide and coordinate the delivery of Council services and projects in the precinct. It sets out a program of work to improve safety, amenity, activation, and coordination. The Plan is intended as a live document that will evolve over time, informed by community engagement, new data and collaboration with stakeholders interested in Footscray's CBD.

DISCUSSION/KEY ISSUES

1. Key Issues

Council Plan Alignment

The 2025-2029 Council plan has the following strategy and Initiative that apply to the Footscray CBD:

Strategy	Initiative
2.3 Protect and promote Community Safety	2.3.3 Develop and implement the Footscray CBD Place Plan to revitalise and enhance the central business district

Agenda Item 6.1

Development of the Place Plan

The development of the place plan has been informed by:

- Council workshops involving Council Officers across all directorates
- Engagement with trader groups and community representatives
- Discussions within the Future Footscray Steering Group, which provides external stakeholder oversight

It sets out a one-year program of practical, achievable actions across five priority areas:

1. Safety and Amenity
2. Community Support and Inclusion
3. Economic Development, Activation and Experience
4. Public Realm
5. Partnerships and Coordination

The actions within the plan are aligned to the five priority areas, and from an operational perspective, the actions are assigned to relevant departments within Council that will be the lead for delivering each of the actions.

Purpose of the Footscray CBD Place Plan:

- Coordinate Council's work program for the Footscray CBD
- Deliver short-term actions to improve safety, amenity, and activation while preparing for medium-term investment
- Provide clarity for Councillors, staff, and the community on Council's priorities in the CBD
- Establish a framework for monitoring and reporting progress

Year 1 Key Actions:

- \$2.4m investment in public realm projects to enhance the amenity and safety of the area
- Expanding cleaning and maintenance regimes
- Delivery of a Security Guard Program to enhance safety and security in and around the CBD
- Delivering lighting upgrades, wayfinding improvements, and CCTV renewal
- Coordinating and improving our local community service sector response via the Maribyrnong Homelessness Response Group
- Supporting trader associations and facilitating increased activations/events

Ongoing Community consultation and engagement:

- The Plan includes a number of actions related to community and stakeholder engagement
- Feedback from the community will inform future iterations of this action plan, and individual projects of significance identified in The Plan will usually have their own community engagement processes attached to them
- The Footscray Revitalisation Lead, has an ongoing role to build closer relationships with key stakeholders in Footscray, which will help guide the development of future versions of this Plan

Agenda Item 6.1

Future Iterations of the Plan

- The first year of this plan has been designed to be delivered within Council's existing budget and work program.
- Over the course of the year community feedback will help inform future iterations of the plan, and Council's budgeting cycle will provide the opportunity for Council to allocate future budget towards worthy projects that build upon the foundations of this year one plan.

2. Council Policy/Legislation

Council Plan 2025-2029

This report contributes to Council's strategic objectives contained in the Council Plan 2025-2029 by considering:

- Strategic Objectives
 - Council will drive innovation and future-focused change to shape a resilient and adaptable city.
 - Council will build a connected, vibrant city where neighbourhoods thrive.
 - Council will create actively engaged, socially connected, and healthy communities.

Legislation

Local Government Act 2020

Conflicts of Interest

No officer responsible for, or contributing to, this report has declared a direct or indirect interest in relation to this report.

Human Rights Consideration

This report complies with the rights listed in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

3. Engagement

Engagement from follow sources helped shape this plan:

- Internal engagement across all relevant Council departments
- Trader engagement through the Footscray Traders Association, Nicholson Street Traders, and Footscray Collective
- External input via the Future Footscray Steering Group, including Victoria University, Western Health, Cohealth, VicPol and Footscray Community Arts

4. Resources

Delivery will be managed within existing Council resources. Where additional funding is required, external grants and partnerships will be pursued.

The work will be delivered by relevant departments across Council, but coordinated by the City Futures Department via the Footscray Revitalisation Lead.

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5. Environment

The Plan embeds sustainable approaches in public realm design and activation, consistent with Council's climate emergency response and sustainability commitments.

CONCLUSION

The Footscray CBD Place Plan provides a coordinated framework to guide Council's internal activities in the CBD. It consolidates existing initiatives, introduces targeted short-term actions, and ensures alignment with the Council Plan 2025–2029.

Endorsement of the Plan will strengthen Council's ability to deliver improvements in safety, amenity, and activation while preparing for longer-term investment.



FOOTSCRAY

CBD PLACE PLAN

2025-26



Agenda Item 6.1 - Attachment 1

Acknowledgement of Country

Council is proud to represent a municipality filled with important and significant Aboriginal history. It acknowledges the Traditional Custodians of this land, the Kulin Nation, and acknowledges the rich culture and considerable contributions Aboriginal and Torres Strait Islander Peoples have made and continue to make to this City.

We recognise and celebrate the enduring connection of First Nations peoples to the lands, waters, and skies. We are committed to working in partnership with First Nations communities to foster a future grounded in equity, respect, and shared prosperity.

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2. Introduction / Scope & Budget
3. Key Priorities
4. Strategy & Policy Alignment
5. Footscray Activity Centre Map
6. Key Priority 1: Safety & Amenity
7. Actions
8. Key Priority 2: Community Partnership & Inclusion
9. Actions
10. Key Priority 3: Economic Development, Activation & Experience
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12. Key Priority 4: Public Realm
13. Actions
14. Key Priority 5: Partnerships & Coordination
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17. Appendix A: Short Term Public Realm Projects
18. Appendix A: Continued
19. Appendix B: Confirmed Events in Footscray CBD 2025/26
20. Appendix C: Confirmed Capital Works in Footscray Activity Centre 2025/26
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Agenda Item 6.1 - Attachment 1

Introduction

Footscray is a vital cultural and commercial centre in Melbourne's inner west, with a proud migrant history, thriving creative sector, and strong local character. But in recent years, growing concerns around public safety, antisocial behaviour, and urban neglect have affected confidence in the precinct. These concerns — both real and perceived — risk undermining the area's potential and the wellbeing of its community.

This plan sets out a clear response to these challenges. It outlines immediate and long-term actions needed to strengthen Footscray as a place where people feel safe, public space is inviting, businesses can thrive, and local services are coordinated and effective.

Scope & Budget

The Footscray CBD Place Plan applies to the central Footscray activity centre, including key streets such as Barkly, Nicholson, Leeds, Irving and Paisley Streets, and major public spaces such as Maddern Square, Nicholson Mall, and the Footscray Station forecourt. It also includes strategic laneways and inactive shopfront corridors that impact amenity and safety.

The plan is aligned with broader Council strategies and supports shared goals across local and state government. All actions listed in the year one action plan are funded through the existing 2025-26 Council budget allocations.



Agenda Item 6.1 - Attachment 1



Key Priorities

1. Safety and Amenity

Enhancing safety through improved place management, lighting, cleaning and maintenance.

2. Community Participation and Inclusion

Helping local services, traders, and community work together, and creating spaces that support belonging and participation.

3. Economic Development, Activation and Experience

Working with landlords, traders, and creatives to bring life back to empty shops, support new businesses, and create events and activity in streets and laneways.

4. Public Realm

Upgrading streets and public spaces with improvements to lighting, footpaths, seating and greenery to create a more attractive and accessible environment.

5. Partnerships and Coordination

Aligning work across Council, services, government and community to deliver coordinated actions and lasting outcomes.

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Strategy & Policy Alignment

This plan responds to the 2025-2029 Council Plan and specifically addresses the following Strategy & Initiative:

- **Strategy 2.3:** Protect and promote community safety
- **Initiative 2.3.3:** Develop and implement the Footscray CBD Place Plan to revitalise and enhance the central business district

This plan is supported by broader strategies and policies which guide Council's work and shape its role in Footscray.

Community Vision 2040 – Envisions a city “where history and differences are embraced, forming the foundations from which vibrant, diverse and sustainable communities thrive,” structured around five key themes: active citizenship, wellbeing, environment, learning, and connection.

Social Justice Framework 2023 - 2033 Commits Council to a rights-based approach, promoting equity, access, and participation for all community members, particularly those experiencing disadvantage or exclusion.

Alcohol and Other Drug (AOD) Policy and Action Plan: Provides a harm-reduction approach to drug and alcohol issues, including place-based interventions and partnerships with health services.

Local Laws: Regulate public space use, safety, and amenity, and are a key operational mechanism for maintaining order, balancing competing uses, and addressing anti-social behaviour.

Creativity Strategy 2025–2030: Commits to positioning Footscray as a creative and cultural anchor for the west, including support for Creative West.

Live Music Action Plan 2025–2030: Builds on Footscray's music legacy to drive safe, vibrant, after-hours activity.

Maribyrnong Festivals and Activations Framework (2022-2026): Guides the process and direction of Council's annual festival and events program.

Footscray CBD Public Realm Plan: This plan outlines a renewed approach to public space in Footscray, identifying priority public realm improvements, setting design expectations for streets and open spaces, and supporting Council's advocacy for future infrastructure investment across all levels of government

Footscray Structure Plan 2014 – Provides strategic guidance for land use, economic growth, infrastructure and urban design for the CBD through to 2031.

Municipal Health and Wellbeing Plan 2025: The Municipal Public Health and Wellbeing Plan is a four-year roadmap that drives Council's actions to improve community health, inclusion, resilience, and quality of life

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Footscray Activity Centre

This plan has been designed to capture council actions that are related to the Footscray CBD. The area is defined by the 'Footscray Activity Centre' as per the map below.



Key Priority 1: Safety & Amenity



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Safety and Amenity

ID	Objective	Action
1.1	Improve perceptions of safety and deter antisocial behaviour by increasing active, visible presence throughout the precinct. This includes patrols, staffing, and coordination to ensure high-visibility enforcement and community support	1.1.1 Engage external research partner to conduct intercept surveys to measure community perception of public safety in Footscray CBD.
		1.1.2 Commence a Local Laws led security program to secure the safety of traders, residents and visitors in Footscray CBD.
		1.1.3 Appoint a dedicated Footscray Revitalisation Lead to coordinate precinct revitalisation and strengthen stakeholder engagement.
		1.1.4 Build engagement and coordination with Victoria Police
1.2	Improve surveillance and community safety through upgrades to lighting, CCTV and wayfinding tools to improve visibility, safety and navigation.	1.2.1 Audit existing CCTV coverage to identify surveillance gaps and prioritise upgrades for high-risk locations.
		1.2.2 Upgrade CCTV systems to support real-time monitoring by Victoria Police and Council's local laws team.
		1.2.3 Audit lighting and wayfinding visibility across key streets and public spaces and deliver priority upgrades.
1.3	Deliver visible and responsive maintenance to ensure streets and public spaces are clean, comfortable and activated.	1.3.1 Increase the frequency and visibility of deep-cleaning of, and graffiti removal in, high foot-traffic areas.
		1.3.2 Establish rapid-response cleaning service to respond quickly to issues that affect public amenity.
		1.3.3 Improve public amenity by increasing seating, shade and access to toilets in high-use areas.



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Community Participation and Inclusion

ID	Objective	Action
2.1	Improve outcomes for vulnerable people by strengthening place-based collaboration, early intervention, and supporting community-led solutions.	2.1.1 Facilitate sector coordination, bringing together housing, health, mental health and alcohol and drug services in Footscray, to share information, coordinate activity, and respond to emerging issues.
		2.1.2 Collect insights to demonstrate what kinds of health and welfare responses are most needed in Footscray. Use this evidence to advocate for increased service capacity and coordination, suitably located services and increased accessibility for vulnerable community members.
		2.1.3 Develop shared information and intervention protocols between Council officers, contracted security, police and outreach services to ensure consistent support for vulnerable community members.
		2.1.4 Support the rollout of a health hub service in Footscray's CBD that offers holistic care to people with complex needs.
2.2	Design and activate public spaces that affirm belonging, reflect cultural diversity, and promote safety and dignity for all users.	2.2.1 Embed Crime Prevention Through Environmental Design (CPTED) and universal design principles into all public realm upgrades, balancing safety with comfort, accessibility and cultural representation.
		2.2.2 Provide grants program for community groups to deliver small-scale projects that celebrate culture, identity and inclusive shared use of public space.
		2.2.3 Engage precinct stakeholders in consultation and co-design of public art, wayfinding and language interpretation in Footscray CBD
		2.2.3 Run campaigns to promote inclusion and address negative perceptions around homelessness and social disadvantage.
2.3	Create opportunities for Footscray residents to shape their neighbourhood, build skills and relationships, and lead change from within.	2.3.1 Invest in community capacity-building initiatives to build participation and promote the development of new visions for Footscray.
		2.3.2 Support inclusive community events and storytelling projects that elevate the lived experiences and histories of Footscray's diverse communities.

Key Priority 3: Economic Development, Activation and Experience



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Economic Development, Activation and Experience

ID	Objective	Action
3.1	Encourage foot traffic, vibrancy and destination appeal by supporting events, pop-ups and creative use of space.	3.1.1 Deliver a Council-led program of signature events and activations to increase foot traffic, enhance the visitor experience, and support local economic activity across the precinct.
		3.1.2 Attract and support partner/producer-led events and activations through targeted incentives, streamlined approvals, and place-based facilitation to encourage increased precinct use and foot traffic.
		3.1.2 Deliver Phase 2 of the Creative Places space activation initiative, focused on underused sites like Nicholson Mall and Paisley St.
		3.1.3 Elevate the profile of Footscray's CBD, local businesses and events through increased activity of the Love Your West communications channel and other appropriate communications channels
3.2	Support local businesses through better communication, investment support, and streamlined Council processes.	3.1.3 Develop a detailed database of businesses and key-stakeholders involved in Footscray CBD
		3.2.1 Host regular trader forums to understand needs, share plans, and troubleshoot challenges.
		3.2.2 Continue to provide practical support to traders through access to marketing tools, grants, and networking opportunities.



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Public Realm

ID	Objective	Action
4.1	Deliver staged upgrades to priority locations and support visual improvement of buildings and public-facing spaces.	4.1.1 Finalise and begin staged implementation of the Short-term Footscray Public Realm Improvement Plan. (Refer to Appendix A for more details on 2025-26 plans)
		4.1.3 Prioritise public realm upgrades (including creative treatments, outdoor dining, parklets and other greening) in priority locations such as Paisley St, Nicholson St, Barkly St and Leeds St.
		4.1.4 Identify underutilised sites for short-term greening or passive-use public space interventions.
4.2	Plan and advocate for long-term infrastructure investment that unlocks renewal and supports future growth.	4.2.1 Work with DTP to plan and deliver the moving of the bus interchange from Paisley St to the Irving Street transport interchange.
		4.2.2 Advocate for redevelopment and interim activation of strategic sites such as Forges and Little Saigon
		4.2.3 Deliver Creative West design phase, as an identified catalyst for increased public and private investment in Footscray
		4.2.4 Deliver the 'Footscray Structure Plan Review' project to update the existing 2014 Structure Plan. The project is scheduled to be completed by December 2026 and will include the following sub-projects: <ul style="list-style-type: none"> • Health Precincts & Economic Study • Public Realm & Open Space Plan • Movement and Access Study • Built form review • Short term Public Realm Plan
4.3	Improve walkability, cycling access and public transport integration to create a safer, more connected precinct.	4.3.1 Explore improvements to footpath widths, surface and maintenance along priority pedestrian and cycling routes across Footscray's CBD and create a clear pedestrian and cyclist route between Footscray Station and the new Footscray Hospital.

Key Priority 5: Partnerships & Coordination

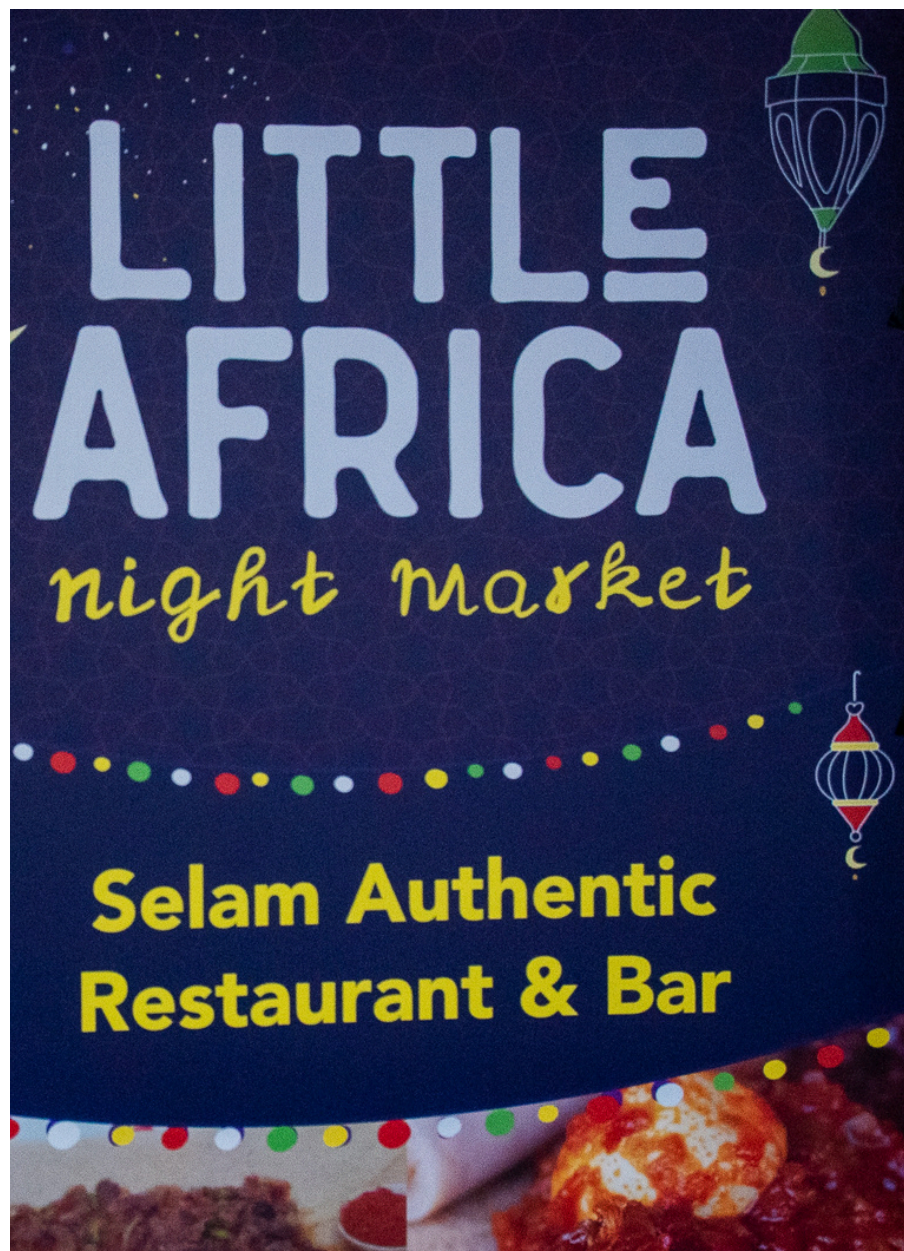


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Partnerships and Coordination

ID	Objective	Action
5.1	Strengthen internal coordination and cross-sector partnerships to ensure implementation of revitalisation goals.	5.1.1 Facilitate and sustain Future Footscray as a platform for coordinated community consultation and investment attraction.
		5.1.2 Establish a clear internal governance structure with defined roles across Council.
		5.1.3 Advance a consistent advocacy agenda to drive State Government and commercial investment into Footscray.
5.2	Build public trust and investment support through transparent communication and engagement with stakeholders.	5.2.2 Regularly engage with traders, community members, landlords and service providers.
		5.2.3 Deliver a coordinated communications campaign to celebrate revitalisation milestones, share outcomes and maintain momentum.
		5.2.4 Develop a prospectus to attract private investment.
		5.2.5 Develop a visual identity that can be used to align all the Footscray Revitalisation work.

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Reporting & Monitoring Performance

The actions included in this plan will be tracked and monitored throughout the 12 month period. Regular progress reports will be made to Council throughout the year with a full annual progress report to be presented to Council by July 2026.

It is expected that there will be additional opportunities and priorities that arise across the course of the year that have not been captured in this plan.

Any additional activities delivered by Council throughout the year that have meaningful impacts on Footscray will be captured in the final report as additional activities.

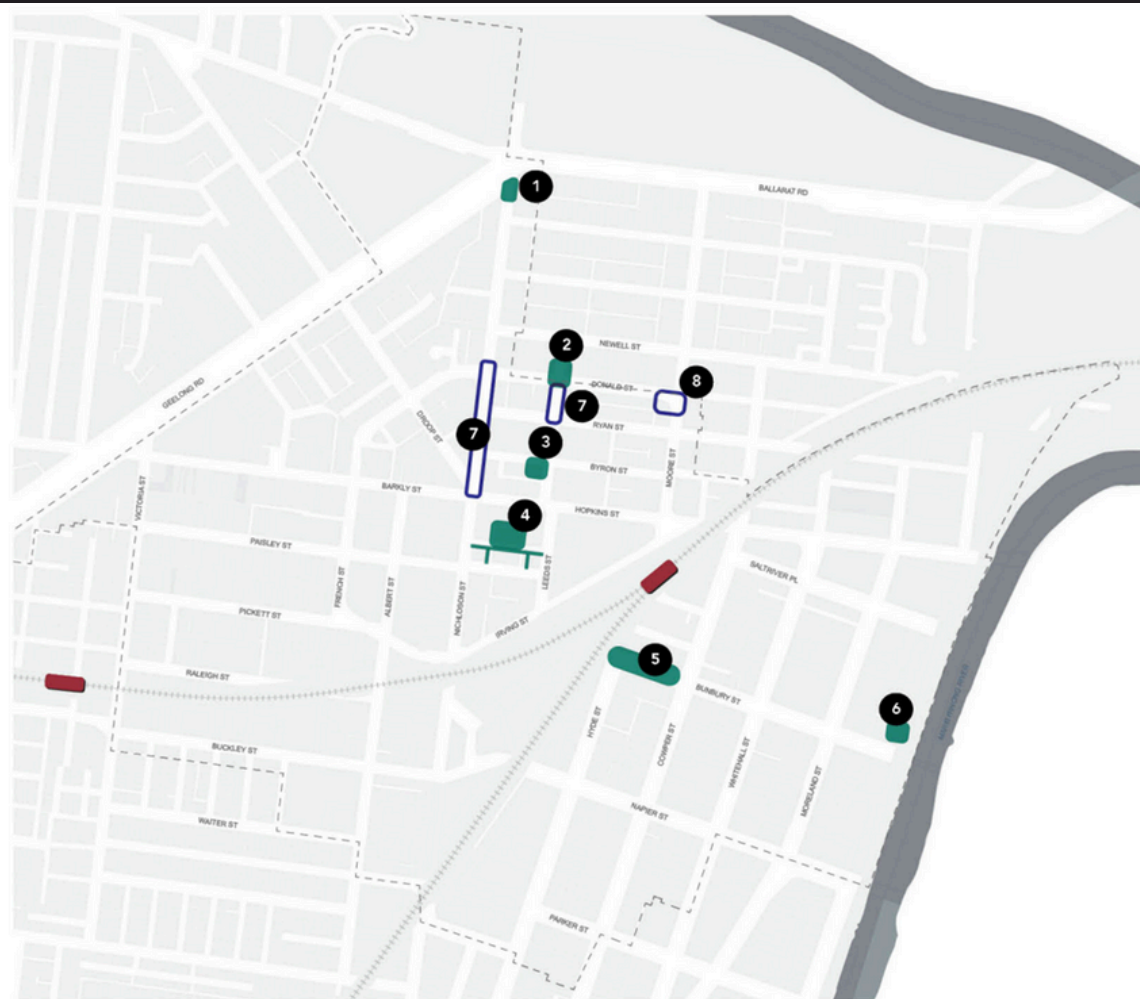
Appendix A – Confirmed Short-Term Public Realm Improvements – Year 1

These projects are in the Central Footscray CBD area, and have been confirmed by Council to be delivered in the 2025/26 year under the capital works program.

Year 1

In the first year of the short-term works, we are proposing the following capital projects for delivery:

	COST \$
1. Nicholson Street North Greening and pedestrian priority improvements - September delivery 2025	\$130K
2. Leeds Street Public Open Space Design and delivery of a new open space and intersection upgrades at Leeds and Donald streets.	\$330k
3. Byron Plaza Design and delivery of a new shade structure and additional greening.	\$120k
4. Maddern Square Renewal of the open space with lighting and active recreation additions improvements throughout Footscray	\$150K
5. Bunbury Street Renewal On-going delivery of the Bunbury Street works	\$1m
6. Maribyrnong Street Public Toilet	\$450k
The following projects are for planning and design:	
7. Nicholson and Leeds Street North Concept and detailed design for streetscape upgrades	\$150k
8. Donald Street Reserve Concept development for enhanced open space and pedestrian priority improvement.	\$50k

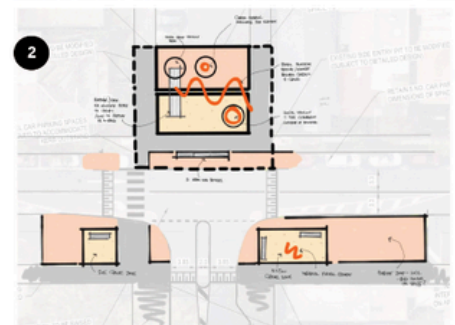


Appendix A – Continued

Year 1

Delivery FY 2025/2026

1. Nicholson Street North - Greening
2. Leeds Street - New Public Open Space
3. Byron Plaza - Shade and Greening
4. Maddern Square - Renewal
5. Bunbury Street - Renewal
6. Maribyrnong Street Public Toilet



Agenda Item 6.1 - Attachment 1

The following table lists up Council supported events and festivals that will be delivered in the Footscray CBD in the 2025/26 period as at September 2025.
NOTE: At time of writing the 'Love Your West – Quick Response Grants Program' had not been conducted yet. This grants program will fund smaller scale events, and is expected to support more events and activations that will be delivered between February – June 2026.

Festival / Event Title	Organisation / Group	Brief Description	Date/s	Location/s	Est. Attendance	Legend
Ethiopian New Year Festival	Ethiopian Community Association of Victoria INC	A celebration of Ethiopian traditions, food, music, dance, fashion and rhythms to mark Ethiopian NY.	Sep 6, 2025	Nicholson Street, Footscray	1500	Council Produced
Saigon Night Market	FABA	Live music, karaoke, street performance, street food and merchandise stalls	Sep 12, 2025	Byron Plaza, Footscray	500	Partner / Co-Produced
Children's Lantern Festival	VCA-Vic	A family event with dancing, singing, a costume competition, food, merchandise, lantern making and a lantern competition.	Sep 27, 2025	Nicholson Street Mall	2000	Council Funded
Saigon Night Market	FABA	Live music, karaoke, street performance, street food and merchandise stalls	Oct 10, 2025	Byron Plaza, Footscray	500	Event Permit
Fringe Westside - VOICES	Fringe/MCC	Voices is a free participatory art installation as part of the 2025 Melbourne Fringe Festival	17-19 October 2025	Byron Plaza, Footscray	300	
Jazz Westside	MIJF/MCC	A free afternoon/evening Jazz hop through 3 venues in Footscray as part of the Melbourne International Jazz Festival	23 & 26 October 2025	Mamma Chen's, Misfits, Littlefoot, Vic Hotel	1370	
Saigon Night Market	FABA	Live music, karaoke, street performance, street food and merchandise stalls	Nov 14, 2025	Byron Plaza, Footscray	500	
Night Shift	Finding Figaro/MCC	Electronic Dance Music event.	Nov 15, 2025	MetroWest	1000	
Maddern Square Launch	MCC	Launch for the Maddern Square upgrades	November - Date TBC	Maddern Square	200	
Little Africa Night Market	Little Africa Traders Association	An evening market to showcase local African traders, food and entertainment.	November - Date TBC	Nicholson St, Footscray	3000	
Christmas Program	MCC	MCC's annual program of Christmas decorations across the City. Possible public activation at CPACH	Late Nov - late Dec 2025	Various across City	10,000	
New Years Eve	MCC	Annual evening of entertainment featuring a fireworks display	Dec 31, 2025	Footscray Park	18,000	
East Meets West Lunar New Year Festival	Footscray Asian Business Association	Celebration of the Vietnamese LNY to showcase Eastern Culture. Includes performances, lion and dragon dancing, street decorations, food and market stalls and kid's activities.	Jan 25, 2026	Byron Plaza & Leeds and Ryan Streets, Footscray	10000	
The Sleepless Footscray Weekend	Sleepless Footscray Festival	A 24hr festival of pop-up events in unconventional spaces. Featuring art installations, live music and performance art.	7-8 February 2026	Various venues - Footscray Central Activity Centre	700	
Weird Out West	Weird Out West	A music festival in the heart of Footscray that spotlights a mix of local, emerging and nationally acclaimed acts, with a focus on experimental and esoteric music.	7 March 2026 TBC	Maddern Square and various venues, Footscray	5000	

Agenda Item 6.1 - Attachment 1

Appendix C – Confirmed Capital Works Projects in Footscray Activity Precinct 2025/26

These projects are confirmed expenditure in the Footscray Activity Precinct and surrounds in the 2025/26 Capital Works Budget

*Note 1: Some projects are just outside the defined area of the Footscray Activity Centre, but are close enough to have a positive effect.

*Note 2: Some of the projects have also been included as part of Appendix A – Short Term Public Realm Projects

CAPEX FY25/26				
ASSET CATEGORY	PROJECT NAME	LOCATION (Suburb)	LOCATION (Ward)	Total
Community Centres, Arts and Libraries	Creative West - Planning & Design	Footscray	Sheoak Ward	\$1,000,000.00
	Drill Hall structural rectification	Footscray	Bluestone Ward	\$300,000.00
	Footscray Library (light refurbishment) fitout delivery	Footscray	Sheoak Ward	\$650,000.00
	Phoenix Youth Centre - Landscape Works - Construction	Footscray	Sheoak Ward	\$400,000.00
	Phoenix Youth Centre - Stage 3 - Level 1 Building Works	Footscray	Sheoak Ward	\$50,000.00
Early Years and Young People	Brenbeal Children's Centre Kitchen Renewal	Footscray	Burndap Ward	\$50,000.00
Footpaths	Hanmer Reserve DDA Ramp Design and Construction	Footscray	Saltwater Ward	\$500,000.00
Public Realm and Streetscapes	Central Footscray Improvement Program - Investigation & Design	Footscray	Sheoak Ward	\$100,000.00
	Central Footscray Minor Infrastructure Improvement	Footscray	Sheoak Ward	\$350,000.00
	City Design - Bunbury Street Upgrade DCP Project (Access Road)	Footscray	Saltwater Ward	\$1,000,000.00
	City Design - Nicholson Street Streetscape Footscray (Access Road)	Footscray	Sheoak Ward	\$250,000.00
	Footscray Park and Precincts	Footscray	Burndap Ward	\$150,000.00
	Footscray Wharf and Promenade Project - Audit Actions	Footscray	Saltwater Ward	\$500,000.00
	Little Saigon Carpark Lifts Replacement	Footscray	Sheoak Ward	\$1,000,000.00

Agenda Item 6.1 - Attachment 1

Appendix C – Continued

Road Infrastructure	Joseph Road Precinct Detail Design	Footscray	Saltwater Ward	\$100,000.00
	Road Re-Sheet Program - Barkly Street, Footscray (Distributor Road)	Footscray	Sheoak Ward	\$1,507,000.00
	Road Re-Sheet Program - Irving Street, Footscray (Collector Road)	Footscray	Sheoak Ward	\$582,000.00
Sport and Recreation Facilities	Henry Turner North Reserve - Cricket Net Redevelopment - Construction	Footscray	Burndap Ward	\$800,000.00
Parks and Gardens	Footscray Park Ponds - Landscaping & Remedial Works - Yr2	Footscray	Burndap Ward	\$535,000.00
	Western Lawn - Event Space Infrastructure	Footscray	Burndap Ward	\$250,000.00
Grand Total				\$10,074,000.00
Carry Forward FROM 24/25				
ASSET CATEGORY (sort by asset plan, public facing etc)	PROJECT NAME	LOCATION (Suburb)	LOCATION (Ward)	Total
Early Years and Young People	Angliss Children's Centre - Playground Upgrade	Footscray	Sheoak Ward	\$600,000.00
Road Infrastructure	Summerhill Road Stage 2 of 2-From Ballarat to Barkly-WEST FOOTSCRAY-Reconstruction	Footscray	Bluestone Ward	\$2,431,000.00
Sport and Recreation Facilities	Footscray Trugo Club Pavilion - Construction	Footscray	Sheoak Ward	\$1,291,000.00
Grand Total				\$4,322,000.00
Combined Budgeted Spend on Capital Works 2025/26				\$14,396,000.00

Agenda Item 6.1 - Attachment 1



Footscray CBD Place Plan 2025-2026

www.maribyrnong.vic.gov.au/FootscrayCBD

Agenda Item 6.2

FUTURE FOOTSCRAY STEERING GROUP - TERMS OF REFERENCE

Director: Mike McIntosh
Director Planning and Environment

Author: Bruce Marshall
Acting Manager City Futures

PURPOSE

To seek Council endorsement of the Terms of Reference for the Future Footscray Steering Group and transition process of the Steering Group to Council stewardship.

ISSUES SUMMARY

- The Future Footscray Steering Group was established in August 2024 by the State Member for Footscray with the primary purpose to provide feedback and guidance to inform State Government budget proposals.
- Council has been involved as an inaugural member of the steering group, and in recent meetings has played a key role in shaping the agenda of the group.
- In early 2025, a request was made by the steering group for Council to take over the stewardship of the group.
- Council appointed the Footscray Revitalisation Lead (FRL) in June 2025 to coordinate Council's efforts in the Footscray CBD.
- The continuation of the steering group will be a useful forum to support and help shape the ongoing work of the FRL.
- The draft Terms of Reference set out the details of the governance arrangements and the proposed group composition.
- A transition process will be required to transfer stewardship. This will require a new Expression of Interest (EOI) process to appoint members on the steering group.
- An Independent Chair will be recruited under delegation of the Chief Executive Officer.
- A report will be presented to Council to endorse the recommended members identified via the EOI process, as well as the recommended Independent Chair.
- Council will be represented on the Steering Group by the Mayor and the Ward Councillor, with other Councillors able to attend as guests.
- Minutes of the meetings will be made available for the entire Councillor group.
- The Terms of Reference will be scheduled for review in June 2027.

ATTACHMENTS

1. Future Footscray Steering Group - ToR - September 2025 [!\[\]\(b6d55d0b173caf9b2505126db01e6158_img.jpg\) !\[\]\(12811766810e4126d2bed4d8c0808e60_img.jpg\)](#)

Agenda Item 6.2

OFFICER RECOMMENDATION

That the City Development Delegated Committee:

- 1. Endorses the decision to take over the stewardship of the Future Footscray Steering Group;**
- 2. Endorses the Future Footscray Steering Group Terms of Reference, shown at Attachment 1, and the initiation of an Expression Of Interest process by Council to fill the positions of the Steering Group in line with the Terms of Reference; and**
- 3. Notes that a future report will be presented to Council following the Expression of Interest process for endorsement of the recommended appointees to the Future Footscray Steering Group.**

Agenda Item 6.2

BACKGROUND

In 2024, the Future Footscray Steering Group was established by the State Member for Footscray, Katie Hall MP with the first meeting held in August 2024.

The initial purpose of the group was “to provide feedback and guidance to inform budget proposals and work with local stakeholder groups to leverage State Government investments for maximum community benefit for Footscray”.

An EOI process was conducted with 50 people expressing an interest to be involved in the group and an independent chair was engaged to lead the group. Currently the steering group is made up of a mixture of representatives from government, business, higher education, creative sector, and health sector as well as some local residents. Council has also had a seat at the steering group and has hosted a number of meetings.

In recent meetings, Council’s role has continued to increase in the steering group with many agenda items related to Council’s work in Footscray CBD.

In early 2025, Council representatives on the steering group were asked whether Council would be in a position to take over ongoing stewardship of this group. At this time, draft Terms of Reference were drafted and circulated for comment to the members of the steering group.

The Terms of Reference, including the proposed membership of the steering group is the result of that consultation and consideration undertaken by the group.

DISCUSSION/KEY ISSUES

1. Key Issues

The Future Footscray Steering Group has been a useful forum to gather together key stakeholders on a regular basis to discuss key issues in and around Footscray.

Since the Future Footscray Steering Group commenced in 2024 there have been some significant changes at Council. Most notable was the election of the current group of Councillors in Oct/Nov 2024.

Since then there have also been some operational changes at Council to enable better coordination of our work in the Footscray CBD.

Footscray Revitalisation Lead

In June 2025 Council appointed the Footscray Revitalisation Lead (FRL). This role was created to enable better coordination and collaboration across Council to deliver projects and services in the Footscray CBD. The FRL also has a role to proactively engage with key stakeholders in Footscray, and look for partnership and collaboration opportunities that will have positive outcomes in Footscray CBD.

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The Future Footscray Steering Group includes many of the key stakeholders that the FRL will collaborate with. Council taking over the stewardship of the Group will allow the FRL to better guide the agenda in line with Council objectives, and provide a regular sounding board and feedback that can inform and shape the work of the FRL.

Terms of Reference (ToR):

The terms of reference have been developed by the Group and set out:

- **Purpose and Objectives** - to enable Footscray to achieve its full potential, improve vitality and liveability, and support investment attraction.
- **Membership** - 20 members including Council, State Government, Victoria University, Western Health, Cohealth, Unison Housing, Footscray Community Arts, business representatives, property owners, trader associations, and residents.
- **Governance** - chaired by an independent professional, supported by Council's Footscray Revitalisation Lead.
- **Meetings** - six per year, with clear procedures for agendas, minutes, quorum and decision making.
- **Authority** - advisory only; the Group cannot commit Council to decisions or actions.
- **Review** - the ToR will be reviewed in June 2027.

The ToR provide clarity on roles, expectations, and reporting, ensuring the steering group can operate effectively and transparently.

The draft ToR were shared with the current steering group for discussion and feedback in February 2025. The group indicated comfort with the proposed ToR.

Membership

The composition and size of the Group was much debated by the Group. The main issue debated was to keep it representative of key stakeholders but also manageable in size from a governance point of view. After considering who should be part of the Group, membership is proposed to be capped at twenty (20) members.

Remaining true to the purpose of the Group which is to explore opportunities for collaboration and revitalisation as opposed to prosecuting some of the key challenges and safety, membership deliberately does not propose to include the Victoria Police, Ambulance Victoria or other emergency service providers. It is understood by the Group that there are other existing forums for these entities to have input into the Footscray CBD and surrounds.

Council will be represented on the group by 'The Mayor and One (1) Ward Councillor'. Other Councillors may, from time to time, attend meetings as guests.

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Transition to Council Stewardship:

The steering group meetings are currently being arranged by the State Member for Footscray's office, with the next meeting scheduled for 6 October 2025. A plan will be required for an orderly transition of the group, with the transition likely to take place following the October meeting.

Expression of Interest (EOI) Process:

The EOI process will be initiated by Council to fill the available positions. Current members of the steering group will be invited to reapply, with opportunity for new members to be involved.

Once the EOI process is complete, a report will be presented to Council to endorse the recommended members of the group. As per the ToR, the first term for appointments will end in June 2027.

Following endorsement, the meeting schedule will be confirmed, and regular meetings will recommence under Council stewardship.

Appointment of Independent Chair

The Independent Chair will be appointed via a short recruitment process that will be conducted under delegation of the Chief Executive Officer. The Independent Chair role is the only position on the Steering Group that will be reimbursed with that remuneration rate also to be confirmed under delegation of the CEO.

Review of ToR:

The ToR will be reviewed in June 2027, and a report will be prepared for Council with recommendations for next steps.

2. Council Policy/Legislation

Council Plan 2025-2029

This report contributes to Council's strategic objectives contained in the Council Plan 2025-2029 by considering:

- Strategic Objectives
 - Council will govern ethically, with consultation, integrity and transparency.
 - Council will drive innovation and future-focused change to shape a resilient and adaptable city.

Legislation

Local Government Act 2020

Conflicts of Interest

No officer responsible for, or contributing to, this report has declared a direct or indirect interest in relation to this report.

Human Rights Consideration

This report complies with the rights listed in the Victorian *Charter of Human Rights and Responsibilities Act 2006*.

Agenda Item 6.2

3. Engagement

The Terms of Reference have been informed by engagement with members of the Steering Group, which includes representatives from Council, State and Federal Government, Victoria University, Western Health, Cohealth, Footscray Community Arts, trader associations, property owners, and community representatives.

4. Resources

The steering group will be supported by existing Council resources with secretariat support being provided by Council through the City Futures team and the Footscray Revitalisation Lead and a stipend for the Independent Chair to be covered by existing budget allocations. No additional funding or resources are required.

5. Environment

The work of the steering group will be aligned with Council's sustainability objectives, ensuring environmentally responsible planning, design, and investment in the Footscray CBD.

CONCLUSION

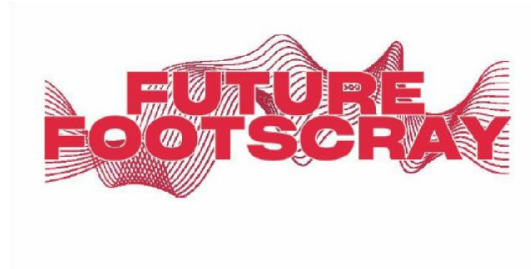
The Future Footscray Steering Group has proven to be a useful forum to bring together key stakeholders related to the revitalisation of Footscray CBD. By taking over the stewardship Council can utilise the Group to support and amplify the ongoing work of the Footscray Revitalisation Lead.

The Terms of Reference provide a clear governance framework for the Future Footscray Steering Group. Endorsement by Council will strengthen collaboration, accountability, and coordination across stakeholders, ensuring a structured approach to the revitalisation of Footscray.

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[Future Footscray Steering Group](#)

[Terms of Reference](#)



Future Footscray Steering Group

Terms of Reference

Approved by:	Council
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Date Approved:	September 2025
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Next Review Date	June 2027
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Agenda Item 6.2 - Attachment 1

Future Footscray Steering Group

Terms of Reference

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Future Footscray Steering Group

Terms of Reference

1. Purpose

The purpose of the Future Footscray Steering Group (the Group) is to:

- a) bring together key stakeholders to work in partnership with Maribyrnong City Council to enable Footscray CBD to achieve its full potential as the primary multifunctional activity centre in Maribyrnong and a critical focus for the Western Region of Metropolitan Melbourne.
- b) assist Council to prepare and guide the delivery of the annual Footscray CBD Place Plan / Footscray Revitalisation Plan that identifies priorities and actions relating to the planning, design, management, marketing, development and positioning of the centre.
- c) facilitate a successful partnership approach and regular dialogue with key stakeholders to improve economic vitality, amenity and community life in central Footscray.
- d) guide the management and ongoing revitalisation of central Footscray. It will support Council and the community to provide strategic advice and input into the planning, management, design and activity that supports business activity, investment, creativity, community connection and celebration.
- e) ensure collaborative effort, partnerships and engagement from:
 - i) small to medium business enterprises and their representative organisations.
 - ii) large anchor institutions such as government, universities, health, education and private landowners, developers and investors who will play an important role in revitalisation and future investment
 - iii) those in the creative economy who will play a critical role in fostering the unique offering that central Footscray presents and the growth of future job opportunities and attracting new investment
 - iv) community organisations and service providers who work closely with disadvantaged and vulnerable members of the community.
- f) provide an opportunity for the State Government, Maribyrnong City Council and key stakeholders to proactively seek expert advice from representatives of these groups who are key to real and sustained economic and social revitalisation in Footscray.
- g) to support advocacy and investment attraction efforts to promote Footscray, and help attract new public and private sector investment into Footscray CBD.

2. Objectives

The objectives of the Group are to:

- a) Share knowledge and provide advice on the implementation of actions as outlined in the Footscray CBD Place Plan.
- b) Advise and identify opportunities that can enable collaborative action in priority areas such as:

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Future Footscray Steering Group

Terms of Reference

- encouraging the private sector investment and development in the centre.
 - encouraging and facilitating business development and activity in the centre.
 - improving the management and governance of the centre and
 - increasing perceptions of community safety.
- c) Advocate to other government agencies, the private sector and relevant peak bodies on key priority issues.
- d) Support alignment with local, state and federal precinct planning including Footscray as a Plan Melbourne Priority Precinct.
- e) Identify funding and program partners to support precinct development
- f) Provide a forum for discussion between key stakeholder groups on a range of matters impacting performance of central Footscray
- g) Provide feedback on plans, strategies, projects and initiatives within or that impact central Footscray.

3. Definitions

Chairperson means the person nominated to preside over meetings

Group means the Future Footscray Steering Group

Member is a member of the Group

Council means Maribyrnong City Council

Councillor means a Councillor of Maribyrnong City Council

Council Officer means employees of Maribyrnong City Council

Footscray CBD The area defined by the 'Footscray Activity Centre' as shown in the map in the Appendix

4. Membership

4.1 Group composition

- a) Membership of the Group will represent stakeholder interest and expertise to support the pursuit of the group's objectives.
- b) It is proposed that the Group comprise twenty (20) members from the following categories:

Council / Council Officers

- The Mayor (1)
- One (1) Ward Councillor (as delegate)
- One (1) Director Planning and Environment (or delegate)
- One (1) Footscray Revitalisation Lead (acting as the executive officer for the group)

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Future Footscray Steering Group

Terms of Reference

State Government Agencies

- One (1) Local Member for Footscray
- One (1) senior officer from the Department of Transport and Planning

Other Agencies

- One (1) Vice Chancellor or delegate from Victoria University
- One (1) CEO or delegate from Western Health
- One (1) CEO or delegate from CoHealth
- One (1) CEO or delegate from Unison Housing

Business, Residents and Property Owners

- Four (4) representatives of businesses in the centre or their representative organisations (ideally drawn from a variety of business sectors and geographic precincts across the centre, and representations from our diverse multi-cultural community.)
- Two (2) representatives of major property owners in the centre.
- One (1) representative from Footscray Community Arts
- Two (2) residents from Footscray one (1) of which must be aged between 18 – 30

Professional Advisors

- One (1) Independent Chair

- c) The Council officers and State Government officer positions do not hold voting rights.
- d) Councillors from the relevant ward may attend meetings of the Group on an “ex officio” basis.
- e) The Chair in consultation with the Group may co-opt additional members on an ex-officio basis where specific skills or experience will assist the work of the Partnership group.
- f) If an invited organisation declines to participate, the Chair, in consultation with the group may choose to invite alternative organisations from a similar sector/category to take up the vacancy.

4.2 Method of Appointment

- a) Appointments from agencies and organisations that have been identified in 4.1 will be invited to nominate a representative/delegate to take their place on the Steering Group.
- b) A public Expression of Interest (EOI) process will be undertaken to fill the positions for ‘Business, Residents and Property Owners’.

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Future Footscray Steering Group

Terms of Reference

- c) The selection of the Independent Chair will be through a short recruitment process conducted under delegation of Council's Chief Executive Officer to assess suitable candidates.
- d) A report will be presented to Council to recommend the appointment of the committee members and the Independent Chair.
- e) Applicants will be advised in writing of the outcome of their nominations.

4.3 Vacancies

- a) If the Independent Chair role becomes vacant, another recruitment process will be conducted under delegation of Council's Chief Executive Officer to fill the vacancy.
- b) If a position becomes vacant, or a member is unable to fulfil their duties and a position is deemed vacant then the Steering Group may choose to elect a replacement.
- c) When the group chooses to replace a vacancy, a selection panel will be established by the chair to oversee the process to recruit replacement members.
 - i. The selection panel will include the Chair and no fewer than 2 steering group members, including at least one representative from Council/Council Officers.
 - ii. The selection panel may choose to seek a replacement from past nominations or to advertise the vacancy.
 - iii. Replacement members will need to be endorsed by a vote of the steering group.

5. Responsibilities

Members will:

- a) Declare any conflict of interests
- b) Contribute their individual knowledge and expertise
- c) Inform strategic discussions in the interests of central Footscray
- d) Actively participate in discussions
- e) Respect and value different contributions
- f) Raise and debate issues relevant to the Terms of Reference
- g) Actively promote central Footscray in a positive manner
- h) Maintain confidentiality
- i) Work in accordance with Council's values being:
 - respect
 - integrity
 - courage

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Future Footscray Steering Group

Terms of Reference

6. Term of Appointment

- a) The Group will be convened for a two-year period.
- b) Members will be appointed for a term up to two years. Members may be eligible for re-appointment for a further two-year term.
- c) A member may resign at any time by advising the Chairperson and Council Officers of their resignation in writing.
- d) Regardless of the date of appointment, the first term of the Group will end in June 2027.

7. Governance Arrangements

- a) The Group will be led by a suitably qualified independent Chair drawn from the professional advisor category.
- b) The role of Chair is to:
 - i) Ensure meetings are scheduled and committee members are notified
 - ii) Ensure the agenda includes a broad range of topics relevant to central Footscray, including a greater emphasis on business investment
 - iii) Facilitate meetings to engage members and encourage discussion
 - iv) Invite specialists to attend meetings as appropriate, in consultation with Council, and subject to budget availability
 - v) Guide the meeting according to the agenda and time available
 - vi) Ensure all discussion items end with a decision, action or definite outcome
 - vii) Review and approve the agenda and draft minutes before distribution
 - viii) Oversee the process to replace vacancies on the steering group

8. Meetings

8.1 Procedures

- a) The Group will meet six (6) times a year
- b) Meetings are likely to take two hours and will be held during usual business hours, unless otherwise agreed to by the Group.
- c) A meeting schedule will be determined at the first meeting.
- d) The location of meetings will be normally located at the Maribyrnong Civic Centre, however, can be located elsewhere in Footscray with the agreement of the Chair.
- e) Maribyrnong City Council will provide secretariat/administrative support to the Group for the purpose of:
 - i) Convening meetings i.e. booking meeting rooms and arranging invitations

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Future Footscray Steering Group

Terms of Reference

- ii) Preparation and distribution of agendas and minutes
- iii) Minute taking at meetings.

8.2 Minutes and Agendas

- a) The meeting agendas will be linked to the goals, priorities, and targets of the Action Plan and any strategic work being undertaken in central Footscray or broader precinct, where appropriate.
- b) Minutes and Agendas will be compiled in consultation with the Chair.
- c) Agendas will be distributed one week prior to the meeting.
- d) Minutes will be distributed within one week of the meeting being held to which they apply.
- e) The Group will be required to endorse the minutes as a true and accurate record at the commencement of the next meeting.

8.3 Quorum

A quorum of seven (7) members is required including one representative from Maribyrnong City Council.

8.4 Absences

If a member is absent for three consecutive meetings without notice or justifiable reason, the Chair in consultation with the Group will review and may cancel their membership.

8.5 Proxies

- a) Proxies (excluding the Chair) are discouraged, and require approval by the Chair prior to a meeting.
- b) Proxies shall have voting rights at the attended meeting unless otherwise specified.
- c) Proxies can provide relevant comments and feedback at the attended meeting on behalf of their organisation.

8.6 Meeting attendance by non-members

- a) Meetings are not open to the public.
- b) Non-members can only attend at the invitation of the Chair.

8.7 Decision Making

- a) Every effort will be made to achieve consensus.
- b) If the group is unable to reach consensus, this will be recorded.
- c) In order to clearly discern the position of the Group, the Chair may put a matter to a vote.

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Future Footscray Steering Group

Terms of Reference

- d) Any decisions made by the group are for recommendation purposes to Council or other key stakeholders, and are not binding.

8.8 Confidentiality

- a) From time to time the Group may discuss or be provided with material that must remain confidential to the group. Such items and discussions will be identified at the time. All members of the Group will be required to maintain such confidentiality.
- b) All contact with the media on behalf of the Group is to be authorised by the Council.

9. Extent of Authority and Reporting

- a) The Group acts in an advisory capacity to Maribyrnong City Council.
- b) The Group will provide advice, input and feedback to Maribyrnong City Council through reports to Council meetings.
- c) The Group has no power to commit Council to any decision or action, or to direct Council Officers in their duties.
- d) The Group holds an advocacy role and is expected to promote the development of central Footscray in line with the espoused vision. This is limited to the extent that the Partnership Group cannot act on behalf of Maribyrnong City Council without express authority.

10. Reimbursement

- a) Participation on the Group is on an honorary basis with the exception of the professional advisory position who is also the independent chair which will be remunerated at a rate to be determined under delegation of Council's Chief Executive Officer.
- b) Section 40 of the *Local Government Act, 2020* allows for the reimbursement of expenses for members of Council committees for necessary out of pocket expenses incurred while performing duties as a committee members. Reimbursements will be made in accordance with Maribyrnong City Council policy and guidelines.

11. Review

The operation and terms of reference will be reviewed by Council in two years.

12. Collaboration with Other Committees and Levels of Government

The Group will engage, connect and collaborate with other relevant groups and/or committees as required. This will include, but not be limited to, groups and/or committees formed by other levels of government.

Agenda Item 6.2 - Attachment 1

Future Footscray Steering Group

Terms of Reference

APPENDIX: Map of Footscray Activity Centre

This map shows the area that is defined as the 'Footscray Activity Centre' which is the area that the Future Footscray Steering Group is focussed on.

