

# MV2040 COMMUNITY VISION AND STRATEGY

JUNE 2025





Moonee Valley City Council gagook ngarrgooyrn Wurundjeri Woi-wurrung ngarrgoo noogal biik-al, yanoonoong-al, doon-ngorm-al ba ngoorrak-al Moonee Valley-al. Ngarrng-adha yanayi wirratj ngiya balit-oo ngarrng-al marrening-dhana nanggit-al, yadagoonar yoorroonga goorrkwoodjil tanderrum-a, Woorroong ba goonga-dhoomba.

Ngal-al Wurundjeri Woi-wurrung ngiya girrip-djerring-a boorndap yooma-dhan ba ngaboo yalingboo brenggarr-al dhagoong berrbang-al ba goongnoorradhoo-wal. Yooma-nganyin gagook berrbang biik-ooth yana ngarrak woordiyalyal woodhanoo birring ngawayn ba girrip-inganyin dandawoorring dhagoong yoowang, Council dooliyn marragayil moorroop yorronga yirramboi.



*Proudly translated  
into Woi-wurrung  
by Wurundjeri  
Elder, Aunty Gail  
Smith.*

Moonee Valley City Council respectfully acknowledges Wurundjeri Woi-wurrung as the Traditional Owners of the land, waterways, valley and hills of Moonee Valley. Our Reconciliation journey is built on the power of listening to stories of the Elders, supporting the continuation of culture through ceremony, language and truth-telling.

Our commitment to Wurundjeri Woi-wurrung is based on friendship and admiration for their resilience and courage through times of hardship, disconnect and dispossession. We respect connection to Country which goes back tens of thousands of years and is a relationship like no other, Council honours this spiritual link which continues into the future.

# Statement of Commitment

Council proudly reaffirms the journey and commitment of Reconciliation between Moonee Valley City Council and the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and all Wurundjeri Woi-wurrung People.

Council respects the spiritual connection to the six layers of Country of the Wurundjeri Woi-wurrung People, and in order to maintain this connection we must care for Country and embed the ways of the past to secure culture for the future.

**Tharangulk Biik – Star Country**  
**Wurru Wurru Biik – Sky Country**  
**Murnmut Biik – The Wind Country**  
**Bannj Biik – Water Country**  
**Biik Dui – On Country**  
**Biik Ut – Below Country**

We must acknowledge the past injustices including the Stolen Generations and forced removal of children, the effects of disease brought to their lands, dispossession of land, and the continuing pain this causes. We particularly acknowledge the pain that the 26 January can cause First Peoples and we will commit to delivering Bunjil's Marroun (Bunjil's Tear) Healing Ceremony every year.

We acknowledge that as a Council we have a unique connection to our community, and we have the role to educate and support the sustainability of cultural heritage through the use of Woi-wurrung language in our streetscapes, parks and open spaces, strategic documents, naming of buildings and places, and at events and celebrations. Language is also the continuation of culture for generations to come.

Shared decision making will be at the centre of what we do, consulting with Wurundjeri Woi-wurrung Elders and the broader Aboriginal community on a regular basis by listening to their perspectives and experiences to ensure our processes and procedures reflect an accessible governance structure.

Council supports a future where all Aboriginal and Torres Strait Islander Peoples, particularly the young, feel supported and connected to their culture, and where they are provided opportunities to succeed through education and secure employment. We will also continue to consult with Wurundjeri Woi-wurrung Elders as we work together to improve Reconciliation outcomes for our communities.

# A message from the Mayor

As Mayor of Moonee Valley I am pleased to present Council's refreshed long-term MV2040 Strategy.

Over the past 18 months we have worked closely with the community to ensure their feedback has shaped the priorities of the Strategy. This has included two deliberative panels, pop-up events, surveys, and input from advisory groups representing diverse community voices, including youth, older adults, people with disabilities, multilingual communities and more.

We have listened to the community feedback and updated our community vision statement, which is embedded into MV2040 and reflects aspirations for more open spaces, accessible transport and inclusive services.

The refreshed MV2040 strategy is focused on achieving results. It will better guide resource prioritisation and track progress. Our Community Advisory Panel met in February 2025 to consider what a thriving Moonee Valley looks like, and worked to develop priority outcomes which focus our work in achieving the community vision.



Alongside existing themes (Fair, Thriving, Connected, Green and Beautiful), we have introduced a sixth theme: Trusted. The addition of this theme demonstrates our commitment to transparency, accountability, and open communication. We have also expanded the interpretation of "Connected" to include digital connectivity and service enhancement. The "Beautiful" section now includes liveability, a change that provides Council with flexibility to adapt to new Victorian Government planning directions on housing and land use.

On behalf of your Councillors I am excited to share this strategy with the community and continue working hard to make Moonee Valley a better place to live, work, shop, create and play.

**Mayor Ava Adams**

# A message from the Chief Executive Officer

Since we first adopted our MV2040 Strategy in 2018, we've been working closely with our community to respond to the many changes and challenges that have shaped our city and the world around us. Now, in 2025, we're proud to present a refreshed version of the Strategy, one that reflects current community values, priorities and aspirations.

This updated Strategy sets a clear direction for the future. It not only outlines Council's long-term goals but also provides a pathway for how we'll get there, aligning our work with today's evolving social, environmental and technological landscapes.

At the heart of this refresh is an updated community vision, shaped by the voices of thousands of residents who shared their thoughts, hopes and ideas. This feedback has helped us define what matters most: building a healthy, vibrant and welcoming community with inclusive, safe and beautiful neighbourhoods for everyone.

We've also placed a strong focus on the climate emergency, embedding environmental sustainability into our planning and decision-making. Our aim is to take meaningful action to protect our environment for current and future generations.



We are committed to making thoughtful, community-focused decisions, guided by a bold and principled Council—one that leads with transparency, fairness, integrity, honesty and accountability.

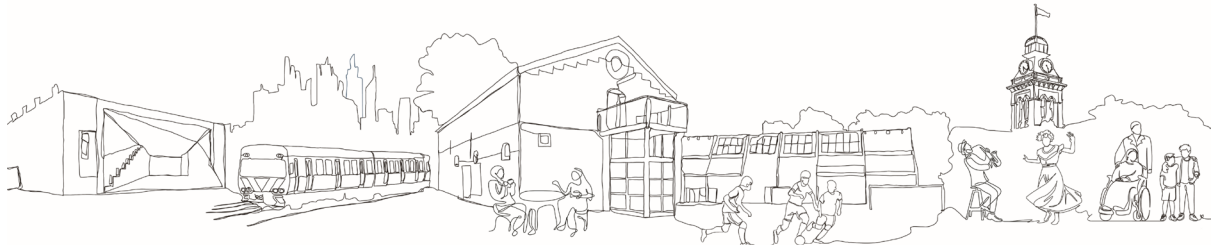
Thank you to everyone who contributed your insights, your experiences, and your time to this important process. Your input has played a vital role in helping shape a Strategy that truly represents who we are and who we want to become. Together, we're building a city where everyone feels welcome, supported and proud to belong.

**Helen Sui**

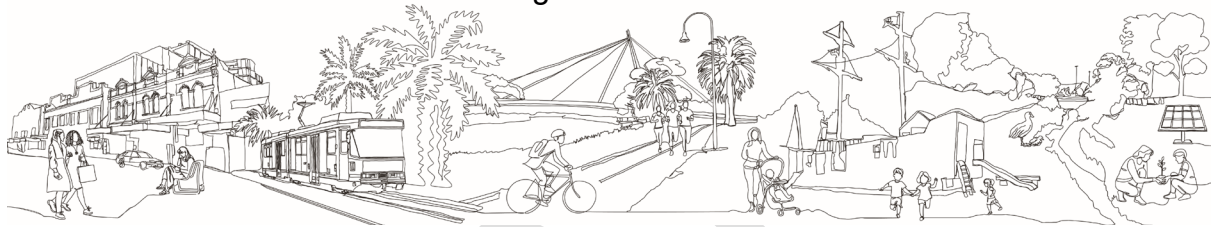
**Chief Executive Officer**



# MV2040 Community Vision and Strategy at a glance



In 2040, Moonee Valley is a healthy, vibrant and welcoming community where everyone is visible and valued. Good planning has created beautiful, inclusive neighbourhoods.



Acknowledging the climate emergency, we value environmental sustainability and embrace our green open spaces. We support our diverse community to live, work, shop, create and play locally, independently and safely.






Together, we make community-focused decisions guided by a bold Council that leads with transparency, fairness, integrity, honesty and accountability.




First Peoples and their culture are thriving. This connection is centred on the prominent visibility and inclusion of the continuing culture and community of the Traditional Owners, the Wurundjeri Woi-wurrung people, who are valued and respected leaders in the community.<sup>1</sup>



Moonee Valley is a place for all to belong.

<sup>1</sup> Council is working closely with Wurundjeri Woi-wurrung Elders and representatives on a commissioned illustration, to be completed for the final version.

Theme	Strategic Direction	Strategic Objectives
<b>Fair</b> <i>Qeentee Boordup</i> 	<p>To deliver a fair future for all, where diversity is embraced and everyone feels welcome, safe and valued.</p> <p>To deliver and facilitate inclusive, equitable and affordable services, to improve wellbeing for everyone.</p>	<ol style="list-style-type: none"> <li>1. A city that respects and values First Peoples, their knowledge, history and culture.</li> <li>2. A city that embraces diversity and social cohesion.</li> <li>3. A city that delivers inclusive, affordable and responsive services for people of all ages.</li> <li>4. A city committed to community safety, health and wellbeing.</li> </ol>
<b>Thriving</b> <i>Bandingith</i> 	<p>To support a thriving and prosperous community with opportunities and places for events, the arts, business, innovation, lifelong learning, sport and recreation in a creative and vibrant city.</p>	<ol style="list-style-type: none"> <li>5. A city with opportunities to learn and work, that values work in all its forms, including employment, entrepreneurship, volunteering and caring.</li> <li>6. A city that supports business and responds to economic opportunities and challenges.</li> <li>7. A city where everyone can be creative and have fun.</li> <li>8. A city with opportunities to keep everyone active through sport, leisure and recreation.</li> </ol>
<b>Connected</b> <i>Berbang</i> 	<p>To plan a city where everyone is connected to the people, places and services important to them – culturally, physically, digitally and socially.</p> <p>To make connection easier and more inclusive through safer streets, paths, transport and better ways to engage with Council.</p>	<ol style="list-style-type: none"> <li>9. A city that is walkable, with safe streets, roads and footpaths that connect people.</li> <li>10. A city where modern, low-emission and reliable transport is the easy option.</li> <li>11. A city in conversation with our diverse community.</li> <li>12. A city that is enabled and confident in purposefully using technology to improve everyday life.</li> </ol>

Theme	Strategic Direction	Strategic Objectives
<b>Green</b> <i>Wunwarren</i> 	<p>To nurture a green future, through caring for Country and creating a clean, sustainable, climate-safe city for future generations.</p> <p>To champion our environment by supporting healthy, resilient ecosystems and expanding our green spaces, natural waterways and urban canopy.</p>	<p>13. A city that is zero carbon, cool and climate-safe.</p> <p>14. A city that has increased biodiversity and is water-sensitive.</p> <p>15. A city that repurposes and recycles to minimise waste.</p>
<b>Beautiful</b> <i>Nga-ango Gunga</i> 	<p>To shape a beautiful and liveable city with housing and infrastructure that meet changing community needs.</p> <p>To provide places and streetscapes that are uniquely ours – welcoming, well-presented, engaging and full of local character that makes us proud.</p>	<p>16. A city with diverse, affordable, secure and well-planned housing for all.</p> <p>17. A city where our history and identity help shape the future.</p> <p>18. A city of innovative and sustainable design.</p> <p>19. A city with green, welcoming and well-presented spaces and streetscapes.</p> <p>20. A city with infrastructure that supports the needs of our changing community.</p>
<b>Trusted</b> <i>Dharrndun</i> 	<p>To strengthen the trusted relationship between Council and the community, based on open communication and engagement founded on integrity, accountability and transparency.</p> <p>To be courageous in making difficult decisions that are informed by evidence for our collective future.</p>	<p>21. A city where people of all abilities, ages and backgrounds can engage, participate and influence.</p> <p>22. A city with confidence in local decision-making.</p> <p>23. A city that is environmentally, socially and financially responsible and prepared.</p>



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# A refreshed MV2040

**MV2040 is Moonee Valley City Council's community vision and long-term strategy for improving the health, vibrancy and resilience of our municipality to the year 2040. It has been prepared with our community to shape the kind of place we want to live in.**

The world continues to change rapidly and to enable us to keep pace, the ideas and concepts presented in MV2040 are designed to be bold, inspirational and transformational. Delivering some of them will require Council to embrace change and to think and work differently in the future. Every decision we make, and every action we take, is guided by MV2040.

This document is made up of three parts:

## Context

A snapshot of Moonee Valley, key trends shaping our lives now and in the year 2040, our refreshed Community Vision and long-term strategy, how it was developed, and how we plan to deliver MV2040. This context has been informed by data analysis and a review of research.

## Themes

Six themes that support the delivery of the Community Vision – Fair, Thriving, Connected, Green, Beautiful and Trusted. Each theme includes a series of Strategic Directions, Strategic Objectives and Outcomes. The themes, directions, objectives and outcomes have been developed based on what we know is important to our community, informed by research and engagement.

## Outcomes

Our community told us what changes and improvements they want to see in their lives and neighbourhoods by the year 2040. We've made sure the outcomes are supported by sound data sources to enable measurement. This helps us track progress on what matters most.

## Developing MV2040 – then and now

The year 2025 is the first time MV2040 has been thoroughly reviewed since its adoption by Council in June 2018, and the second time our Community Vision Statement has been refreshed.

The original strategy was shaped by extensive community consultation and stakeholder engagement, including a background research paper, a series of community pop-up events, a visioning paper and a community symposium event. The draft Strategy was prepared following this and a third phase of community consultation took place in the first half of 2018, before the final Strategy was adopted by Council.

In October 2021, MV2040 was adopted as Council's Community Vision, something all Victorian councils are required to have following changes to the *Local Government Act 2020*.

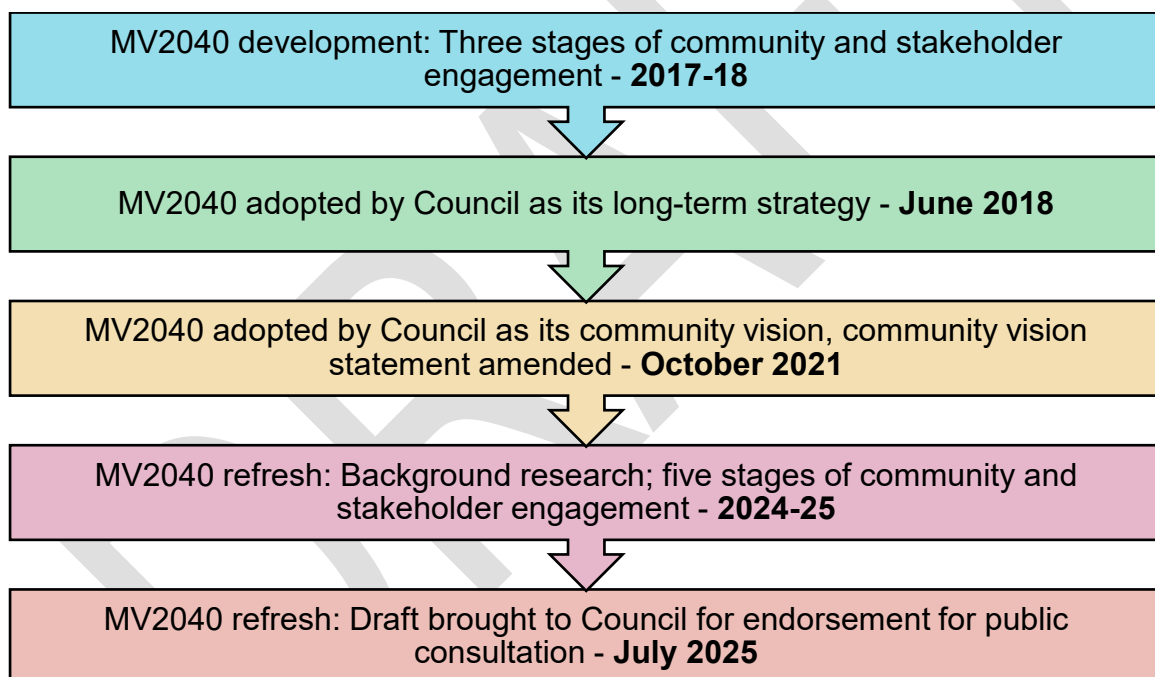


Figure 1: MV2040 development timeline - 2017 to 2025

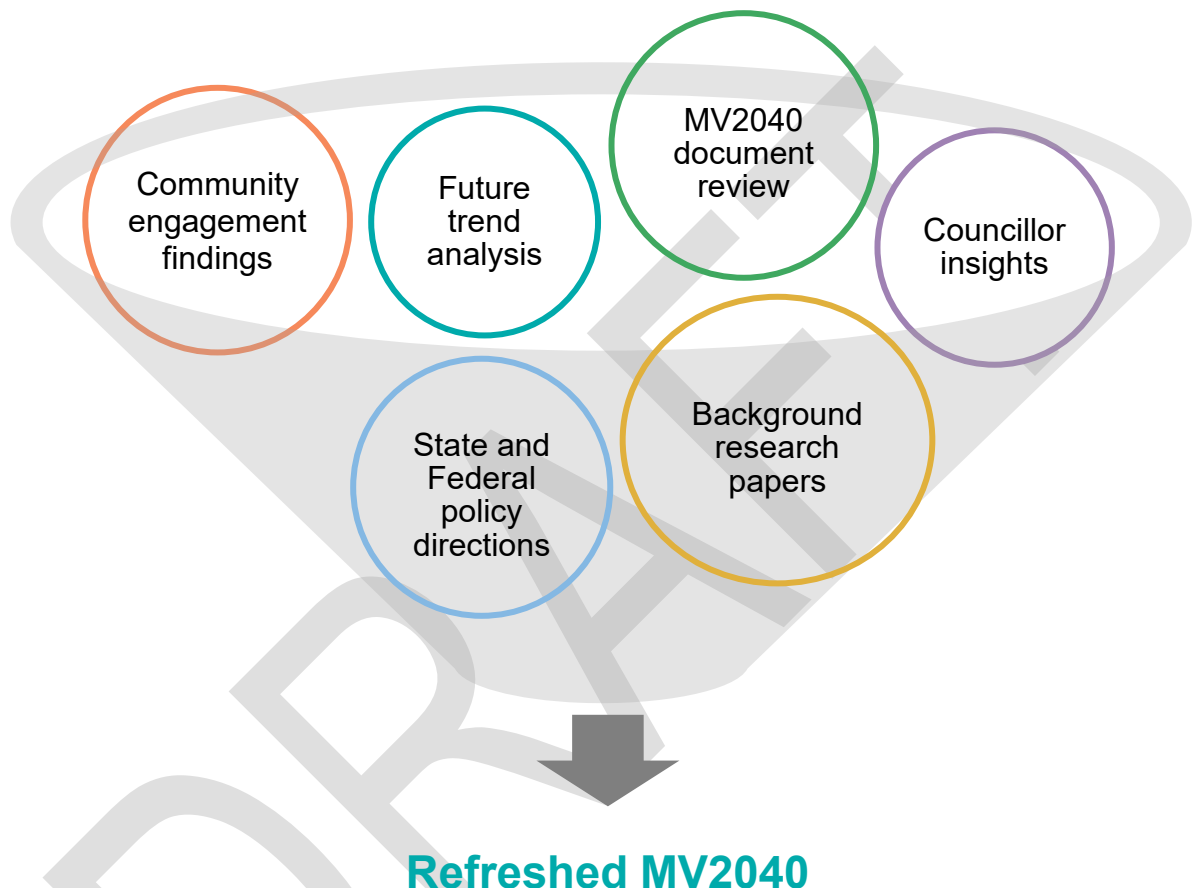
The refreshed MV2040 has similarly been guided by extensive community consultation and stakeholder engagement. To kick off our refresh of MV2040, we prepared a background paper featuring deep analysis of research into population characteristics including future projections and social trends. This background paper guided our work as we progressed through the MV2040 refresh process, and was a key reference document for Councillors and community members who contributed to our deliberative engagement processes. We also undertook a thorough review of the



original MV2040 document to identify the changes needed to respond to our current and future context.

To ensure we accurately represented the community's vision, our engagement included a community launch event with futurist Simon Waller, many community pop-up events around the whole municipality, and two community advisory panels.

Further analysis by Council officers, stakeholders, subject matter experts and Councillors has helped to shape this updated strategy.



*Figure 2: A range of inputs used to develop the refreshed MV2040*

# About Moonee Valley

## Our review of MV2040

When it was originally endorsed in June 2018, MV2040 included a detailed pathway for action, to shape the municipality that our community wanted to live in.

Since then, unforeseeable events have changed much about our lives – from how and where we work, to our sense of community and how we connect with each other. Trends such as the increasing use of advanced technology in our daily lives and major global and climatic events have prompted Council to check in on what matters now to those who live, work, shop, create and play in Moonee Valley.

Through research and learning, along with listening to residents, business owners, community groups and visitors over the past 18 months, we've found that what is most important to our community in 2025 has subtly changed. The refreshed MV2040 reflects these changes.

We strive to ensure our priorities are aligned to achieve the future our community wants: A healthy, vibrant and welcoming community.

**We've included more outcomes.** These describe the pathway to realising the vision, and support our decision-making, resource allocation and actions. Council's specific commitments and actions to deliver on the vision are outlined in the Council Plan and other long- and medium-term strategies and legislated plans. This approach is outlined in our Integrated Planning and Reporting Framework.

**A new MV2040 theme has been added: Trusted, *Dharrndun*.** This reflects the importance of transparency and accountability to community, which occurs through open communication and information sharing.

**The role of technology has also been elevated.** The focus of MV2040 theme Connected has been broadened to acknowledge the importance of digital and social connection. Particularly since the global pandemic, the way that people 'connect' – with work, study, community – has changed. Acknowledging this guides how Council supports our diverse community to connect, with us and each other, while strengthening service delivery and customer experience.

**Our MV2040 theme Beautiful has been expanded,** to include liveability and refocus on housing and infrastructure. This provides Council with flexibility to adapt to changes in Victorian Government directions regarding housing and land use planning, and our community's priorities.

This same focus on flexibility and responsiveness has led us to reduce MV2040's focus on land-use planning and to concentrate on a higher-level, strategic approach.

And because this is the community's vision, we've reduced the length of the document – to make it easier to read, understand, and engage with.

The refreshed MV2040 retains all the aspiration of the original plan, building in impact and balancing delivery in a responsible manner.

## **Our history**

Moonee Valley tells the story of a culturally rich and vibrant city. The city today sits on the traditional lands of the Wurundjeri-willam clan of the Wurundjeri Woi-wurrung People, who together with the Bunurong, Wathaurong, Taungurung and Dja Dja Wurrung Peoples, make up the Kulin Nation.

During the Dreamtime, the creator spirit Bunjil moved through the malleable lands forming the people, animals, waterways, trees and hills. The land was also given language, kinship, traditions, seasons and lore – all of which represent the heart and culture of the Wurundjeri-willam identity. Their spiritual relationship with all natural and living things underpins the Wurundjeri-wilam responsibility to respect and care for Country.

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

Displacement and loss also form part of the story for Wurundjeri Woi-wurrung people, as it does for all First Peoples, and some of the landscape once named by them has now been layered with other names. Colonisation had significant and long-lasting impacts on Wurundjeri People and these impacts are still being felt today. Despite the pain, suffering and dispossession caused by colonisation, the Wurundjeri People remain resilient, practising culture, performing ceremony, speaking language and passing down of sacred stories, language, songlines, oral history, cultural practices and spiritual beliefs. Wurundjeri value any opportunities to educate the Moonee Valley community about our culture, values, and history.

Woi-wurrung is the language of the Wurundjeri People and even though much of this language has been lost due to the impacts of colonisation, the Wurundjeri Woi-wurrung are working hard to reclaim their language. Woi-wurrung words are used throughout MV2040 and have been provided by Aunty Gail Smith, Wurundjeri Elder, on behalf of the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation. Today our city is home to First Peoples from across Australia, who continue to shape Moonee Valley with cultural and spiritual meaning.



The arrival of Europeans to Moonee Valley also brought significant changes to the area and the settlement pattern visible today is a result of a layering of time and people. Surveyor Charles Grimes was the first non-Aboriginal person to explore the area, travelling up the Saltwater River (later changed to Maribyrnong River) as far as Solomon's Ford. In the early pastoral period between 1835 and 1839, Moonee Valley became a crucial transport link between Melbourne and the pastoral hinterland via Solomon's Ford.

By the time of the 1850s Gold Rush, Mount Alexander Road, Bulla Road and Keilor Road had been established and proved to be a vital corridor to the rich central Victorian goldfields of Castlemaine, Bendigo and Ballarat. A Gold Rush-era teak panel cottage originally located at 1070 Mount Alexander Road, Essendon has been restored by Council and can now be found in Woodlands Park, where it acts as a reminder of this time and continues to serve the community.

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

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

## **Our municipality**

The City of Moonee Valley comprises approximately 43 square kilometres of land, with around 69 per cent of the land areas used for residential purposes. The municipality is bordered by the cities of Maribyrnong, Brimbank, Merri-bek and Melbourne and at its closest point, is approximately five kilometres from Melbourne's central business district. Moonee Valley also includes the Essendon Fields Airport and employment precinct, a regionally significant industrial precinct in Airport West and civil infrastructure in the form of CityLink and the Craigieburn railway line. We are closely neighboured by Melbourne Tullamarine Airport, the Ring Road and the Port of Melbourne. Major recreational facilities located in and adjacent to the municipality drive local economic activity, including Flemington Racecourse, the Melbourne Showgrounds and Moonee Valley Racecourse.

Moonee Valley has a vibrant network of activity centres at the heart of each neighbourhood that feature a diverse mix of local retail, hospitality, services and community facilities. The business landscape in Moonee Valley is characterised by a high proportion of small businesses with retail trade, accommodation and food

services, public administration and safety, and education and training our dominant industries of local employment.

Moonee Valley has rich natural attributes in the form of four major waterways that run through the municipality – the Maribyrnong River, Moonee Ponds Creek, Five Mile Creek and Steele Creek. Our diverse open spaces range from large reserves along the Maribyrnong River; linked linear open space reserves along Steele Creek and Moonee Ponds Creek; large mixed use sporting reserves such as Boeing Reserve; large and medium sized parklands with a mix of facilities and uses such as Rosehill Park; formal gardens such as Queens Park; urban plazas such as Pridham Plaza, to numerous small local open spaces with seating, shade and play areas. In total, Moonee Valley contains approximately 220 parks, gardens and open space reserves covering 528 hectares, or around 12.5 per cent of the municipality.

## **Our community**

Moonee Valley has a population of around 129,842 residents or 55,000 households. Having added 5,180 residents between 2016 and 2023 – the equivalent of an extra 647 people each year – the population is forecast to grow by around 1,763 people annually from 2024 to 2040. Much of this growth is forecast to occur in Moonee Ponds, Essendon and Keilor Road/Essendon North, however all neighbourhoods will see some growth.

Yet we know that these figures do not tell the whole story. The Victorian Government has set an ambitious housing target of 47,500 new homes in Moonee Valley by 2051. This is a significant increase compared with previous forecasts and would represent 85 per cent growth in the number of homes in Moonee Valley over the next 25 years. These population increases bring increased demand on local services and infrastructure.

In 2021, Moonee Valley was home to 571 people who identified as Aboriginal and Torres Strait Islander Peoples. This represented an increase from 430 people in 2016 and 317 in 2011. The Aboriginal and Torres Strait Islander community in Moonee Valley is younger than our population overall. Almost 55 per cent of the Aboriginal and Torres Strait Islander community in Moonee Valley were 29 years of age or under. By comparison, only 35 per cent of the Moonee Valley population as a whole were 29 years or under.

We are a culturally and linguistically diverse community, with more than a quarter of the population born overseas. The development of our urban landscape reflects both the changes in eras, and the waves of immigrants and businesses who have chosen to call Moonee Valley home. This migration has been characterised by a post-World War II boom with a heavy focus on European populations, followed by a growing number of people born in India, Vietnam and other Asian communities today. At over 17 per cent, Moonee Valley had Melbourne's highest population of people with Italian ancestry as of 2021.

Of Moonee Valley's overseas born residents, 5,301 arrived in Australia between 2016 and 2021. Language used at home varied across our community. Most of

Moonee Valley's population speaks only English. While 29 per cent of Moonee Valley's overall population spoke a language other than English at home, in Avondale Heights, the figure was a much higher 47 per cent. Collectively, Moonee Valley residents spoke 96 different languages other than English in 2021 and some residents (around 4 per cent) did not speak English well or at all, making language a potential barrier to participation.

In 2021, a substantial proportion of Moonee Valley's population said they had no religious affiliation or had secular beliefs (32 per cent). Of those with a religious affiliation, Roman Catholic (36 per cent) was the largest religious group, followed by Greek Orthodox (5 per cent), Anglican (4 per cent), Islam (3 per cent) and Buddhism (3 per cent). Moonee Valley has a notably higher percentage of residents who observe Roman Catholicism compared to other inner-city municipalities (16 per cent) and metropolitan Melbourne overall (21 per cent).

The LGBTIQ+ community is a vibrant and valued part of Moonee Valley. 13 per cent of people in the Moonee Valley community identify as LGBTIQ+. This is higher than the Victorian state average of 11%.

Moonee Valley is an ageing community, with a higher proportion of people aged 50 years and over than other inner-city municipalities. Our population of 18-34 year olds is significantly lower than in other comparable Council areas in the inner-Melbourne area. Despite this, our largest population group by age is 'parents and homebuilders' aged 35-49. Our community is seeing a shift towards smaller households. While couples with children comprise our largest 'household type' at 31 per cent, we have a higher proportion of lone-person households (29 per cent) than the Greater Melbourne average. The need for, and the ability to access, services changes with different ages and stages of life. As households become smaller and lone person households increase, providing opportunities for social connection, for example via volunteering, community groups and organised sport, will only increase in importance.

We know that inequality in Australia has increased over the last 40 years. Presently, the top 20 per cent of households, by income, have six times the income of the lowest quintile. With cost of living increasing, a lack of affordable housing, and existing financial vulnerabilities, there is a risk that the income gap will only continue to increase in communities across Australia.

The Socio-Economic Indexes for Areas (SEIFA) is a set of measures developed by the Australian Bureau of Statistics to help understand levels of socio-economic advantage and disadvantage in neighbourhoods. The measures used for SEIFA relate to things like income, level of education, employment and access to housing. Overall, SEIFA results indicate that Moonee Valley residents enjoy a good economic quality of life, with suburbs such as Strathmore, Aberfeldie and Niddrie / Essendon West falling within the top 10 per cent of localities in Australia at the time of the 2021 Census. There are also parts of the municipality that experience comparative



disadvantage. These include Milleara, Avondale Heights, to a lesser extent, Airport West, and pockets in Flemington and Ascot Vale.

Overall, the percentage of the Moonee Valley population with at least one long-term health condition (31 per cent) is similar to the figure for metropolitan Melbourne (29.5 per cent). A slightly higher percentage of Aboriginal and Torres Strait Islander Peoples reported experiencing at least one long-term health condition (39.6 per cent) compared to the total Moonee Valley population. 8 per cent of people in Moonee Valley have a mental health condition.

The proportion of people in Moonee Valley who required assistance with core activities increased between 2016 and 2021 from 5.2 per cent to 6.1 per cent. This was higher than the percentage of people who required assistance in other inner metropolitan local government areas (3.6 per cent) and greater metropolitan Melbourne (5.5 per cent). 15 per cent of people live with disability, and 6 percent of people need help with daily activities because of disability – a figure that increased around 1 per cent between 2016 and 2021. 15 per cent of people aged 15 and older provided unpaid care to someone with a long-term condition or disability.

Preventing gender-based violence is a key societal objective and requires a collaborative effort across sectors and levels of government. The number of family violence incidences in Moonee Valley have increased between 2018 and 2022. While rates in Moonee Valley are lower compared with the Victorian average, qualitative data suggests that family violence is under-reported in Moonee Valley. Family violence is the leading cause of death and disability in women aged 15-45 years, and is the biggest contributor to women's ill-health, including poor mental health. It is the single largest driver of homelessness for women, and a common factor in child protection notifications.

Consistent with our community's vision to be a 'healthy, vibrant and welcoming community', we have integrated our Municipal Public Health and Wellbeing Plan and our Disability Action Plan with our four-year Council Plan. This means doing what we can to support our community to be healthy and well and to participate equally is put at the centre of our planning. Recognising that there are members of our community who experience disproportionate levels of disadvantage, we've considered the data canvassed in this section and it has informed our identification of **communities of focus**. You can read more about our communities of focus later in this document, in the section titled 'Delivery of MV2040 – Communities of focus'.

# Community engagement


**We wanted to understand the thoughts and aspirations our community and stakeholder groups have for the future, and what is required to deliver on that future.**

As part of the MV2040 Strategy review and the development of the Council Plan 2025–2029, Asset Plan and Financial Plan, Council undertook a comprehensive community engagement process. Over an 18-month period, Council conducted five distinct stages of engagement to ensure broad and inclusive community input.


## Community engagement journey

### Direct participation by stage

Stage 1 – Total engagement -  931 participants

Stage 2 – Deliberative panel-  33 panellists

Stage 3 – Total engagement -  1376 participants

Stage 4 – Deliberative panel -  37 panellists

Stage 5 – *To come: July – August 2025*

 **Total engagement:** 2377 voices from across Moonee Valley!


 Your Say website (project lifetime)

 Page views: 5212

 Visits: 4271

 Unique visitors: 3197

### Fun facts from our four stages of engagement


 Engagement period: 18 months


 1 launch event with broad community attendance

 39 pop-up events across:

 Shopping strips |  Libraries |  Open spaces |  Leisure centres |  Festivals

  We heard from every age group

 Every suburb in Moonee Valley

 Diversity shines! Our contributors:

- Spoke over 15 languages
- Represented 20 countries of birth (for those who chose to disclose)

💛 Council Committees, Advisory Groups and key stakeholders:

- Disability Advisory Committee
- Active Ageing Reference Group
- Multilingual Reference Group
- Young People's Committee
- Wurundjeri Woi-wurrung Elders – cultural consultations and extensive engagement with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation's Policy and Partnerships Sub-committee.

## ❓ Our big questions

### Stage 1

🧠 Think about what you like about Moonee Valley. What is most important to you now?

🌍 Imagine your community in 2040. What is your vision?

### Stage 2

📅 Much about our lifestyles has changed since MV2040 was developed six years ago. What, if anything, needs to change in the community vision to reflect the community's aspirations and needs for the future?

✅ Our Panel developed a draft Community Vision Statement to present to Councillors and the broader community.

### Stage 3

📝 How would you improve the proposed Community Vision Statement?

🎯 To achieve this vision, what is most important to you?

💚 What health and wellbeing priorities are most important for you?

### Stage 4

🌱 We want to understand what a thriving community looks like in Moonee Valley. To achieve the MV2040 vision, what should be the top 15 priority outcomes?

✅ Our Panel developed 16 priority outcomes that they would like to see across Moonee Valley.

## 📢 What we heard

🏠 Top community priorities:

- |                                                    |                                           |
|----------------------------------------------------|-------------------------------------------|
| 1. Environmental responsibility and climate action | 6. Diverse housing                        |
| 2. Accessible transport                            | 7. Accountable governance                 |
| 3. Inclusive communities                           | 8. Support for the local economy          |
| 4. Appropriate services and amenity                | 9. Green and open spaces                  |
| 5. Health and safety                               | 10. Appropriate growth and infrastructure |



# Identifying future trends

A number of shifts have taken place since MV2040 was first adopted, that will impact how Moonee Valley's future will unfold.

In April 2024, MVCC hosted a launch event for members of the Moonee Valley community and Council staff, to up-skill participants in future thinking skills to take an active role in imagining Moonee Valley's collective future as part of the MV2040 refresh.



Figure 3: Graphic recording of discussion at the MV2040 Launch event, April 2024

Led by futurist Simon Waller, the event shared techniques and tools used to think through the uncertainty of the future. This included how to identify signals that might indicate how the future could be different from today, and how those signals can be used to create possible forecasts of how the future might unfold.

A series of workshops with Council staff, Community Advisory Panel members and Councillors helped identify 35 key signals and prioritised possible future trends and issues that may impact Moonee Valley. This work was also informed by projections and analysis outlined in our background research paper.

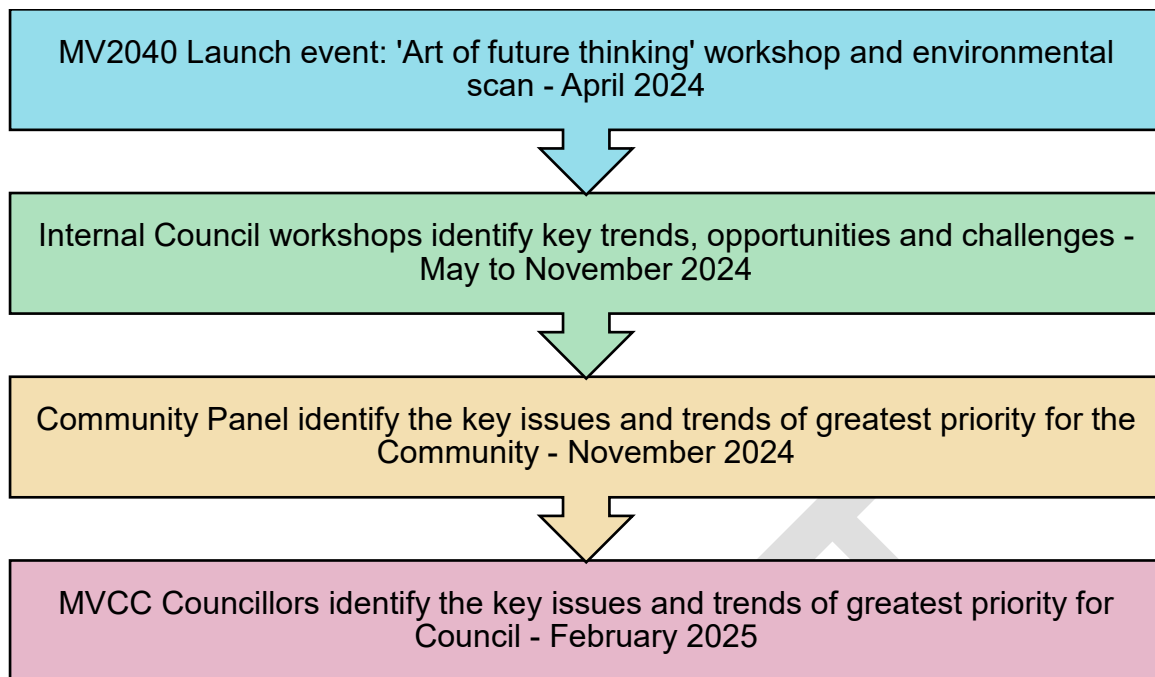


Figure 4: MV2040 Trends exploration and development process - 2024-25

Spanning local, state, national and global issues, 11 trends were highlighted as being both high certainty (meaning they are likely to occur) and high impact (meaning that if they occur, the impact of these events on the community would be significant). These are trends Council should plan for as a priority:

- ageing infrastructure
- ageing population
- climate impacts and planning
- community health
- competition for community infrastructure and space
- digitisation of life
- gender-based violence
- greening the urban environment
- trust in government
- housing needs
- sustainable transport.

## Ageing Infrastructure

*Council is required to maintain roads, drainage and other Council infrastructure.*

**Ageing infrastructure** – Ageing public assets present growing challenges for access, equity, and community wellbeing.

**Increased infrastructure investment requirements** – To support the population growth and connectivity of the region.

## Ageing population

*Moonee Valley has an ageing population who will generally live longer.*

**Increased needs** – Moonee Valley's growing population is projected to age over time, increasing the demand for aged care and social assistance and shifting our cultural and linguistic demographics in key suburbs.

## Climate impacts and planning

*We must plan and prepare for our local community needs as global climate factors impact us through more frequent and intense weather events.*

**Climate impacts** – More extreme heat days and severe weather events, with Moonee Valley facing higher heat vulnerability and flood risk than some parts of Melbourne.

**Waste and circular economy** – There is a growing focus on reducing landfill and supporting a circular economy through improved recycling, local processing, and reuse initiatives.

**Net Zero by 2045** – Community emissions are tracking toward a 45% reduction by 2040, as Council works towards a net zero target for 2040, and Victoria's 2045 net zero goal.

**Cost barriers to sustainability** – Renewable infrastructure, recycled materials and green initiatives often come at a higher cost, making it more expensive to pursue environmentally responsible choices in capital projects.

## Community health and wellbeing

*Community health and wellbeing impacts the vibrancy and resilience of Moonee Valley.*

**Decline in mental health** – Rates of psychological distress are rising sharply across Victoria, particularly among First Peoples and LGBTIQ+ communities. In Moonee Valley, the proportion of adults experiencing high or very high distress rose from 12.4% in 2017 to 17.6% in 2023.

**Growing wealth divide** – Income inequality is widening in Australia, with the top 20% of households earning six times more than the lowest. While Moonee Valley has many high-income households, suburbs like Keilor East, Avondale Heights and Airport West, and concentrated pockets of Ascot Vale and Flemington have more lower-income households and are more likely to experience relative socio-economic disadvantage. Rising living costs, limited affordable housing, and financial stress are deepening economic divides across communities.

## Competition for community infrastructure and space

*Limited open space and Council infrastructure may not be adequate to meet diverse community needs.*

**Competing priorities** – Our increasing population will continue to request more sports, leisure and learning infrastructure within limited space.

**A landlocked municipality** – Moonee Valley is bounded and split by major barriers, including waterways such as the Maribyrnong River and Moonee Ponds Creek, motorways and railway lines, and Essendon Fields Airport.

## Digitisation of life

*More of our life and work is taking place in online environments.*

**Emerging technologies** – The rise of AI and automation is reshaping jobs and skill requirements in our community and Council operations.

**Cybersecurity and digital risk** – As more Council services are delivered digitally, the risk of cyber threats grows, requiring focus on cybersecurity and data protection.

**Growth in e-waste** – Increased device use leads to rising levels of electronic waste, putting pressure on local waste services and recycling infrastructure.

**Digital service expectations** – Residents increasingly expect seamless, user-friendly digital customer experiences, pushing Council to modernise our systems and services.

**Digital connectivity** – Growing demand for reliable internet access in public spaces, libraries and community centres is rising, shaping infrastructure planning and equity of access considerations. Unequal access to and use of information and communication technologies (a 'digital divide') has an increasing impact on the ability of certain segments of our community to connect and stay informed.

## Gender-based violence

*Violence against women and other gender issues are being discussed and challenged more openly.*

**Increase in gender violence** – Family violence incidents in Moonee Valley have increased over time, from 915 incidents per 100,000 people in 2018-19 to 1,031 incidents in 2024-25.

**Legislative requirements** – Councils have greater planning and reporting responsibilities under the *Gender Equality Act 2020*, which mandates Gender Impact Assessments and a Gender Equality Action Plan.

## Greening the urban environment

*Balancing nature and development in urban areas presents a considerable challenge.*

**Greening the urban environment** – The regional Greening the West Strategy aims to address health, environmental, and economic challenges through urban greening, with a focus on increasing tree canopy and access to green open spaces.

**Urban forest** – In order to reach our canopy cover target of 30% of Moonee Valley, we need to mobilise the community to plant on privately owned land, particularly in Moonee Valley's western suburbs.

## Trust in government

*Trust in governments and other institutions is close to historically low levels.*

**Trust in governance** – The community has expressed a strong desire for accountable governance and transparent decision-making processes that are free from conflicts of interest.

**Rising geopolitical risk** – Policy directions under new administrations and violent conflicts around the world are contributing to heightened geopolitical uncertainty and market volatility.

**First Peoples** – Rising geopolitical risks and eroding trust in government are trends that challenge collective identity along with the ability of governments to effectively address social challenges and support First People's right to self-determination. Council plays a role in enabling the Closing the Gap Agreement and the Victorian Treaty Process, both supported by our award-winning Reconciliation Plan and the development of a Self-Determination Plan.



## Housing needs

*Future housing needs will be very different to what they have been in the past.*

**Housing targets** – The Victorian Government has set a housing target of 47,500 new homes in Moonee Valley by 2051. This is a significant increase compared with previous forecasts and would represent 85 per cent growth in the number of homes in Moonee Valley over the next 25 years.

**Activity centres** – State policy encourages higher density development in activity centres to increase housing supply and accommodate population growth, including areas in Moonee Valley. Council's role is to plan for growth in our activity centres to meet the needs of our future population and ensure liveability is protected and enhanced as our community grows.

**Changing housing demographics** – Moonee Valley is trending towards smaller household sizes in line with national trends, as more Australians live alone or in couples without children. More housing suitable for smaller households is needed. Nonetheless, it will also be important to ensure that homes suitable for growing families are provided, so people can remain in their communities as their households grow and change over time.

**Increasing population** – Moonee Valley's population is growing, and the housing targets are expected to accelerate this growth. Careful planning is needed to ensure our services and infrastructure keep up with demands and Moonee Valley retains its sought-after liveability.

## Sustainable transport

*Electric vehicles, changes in how we travel and Melbourne's expanding suburban rail network may impact our community and how we get around.*

**Electrification of transport** – Transition to electric vehicles is accelerating, shaping demand for charging infrastructure needs and influencing transport planning. Council's roles and responsibilities in this space will continue to evolve.

**Changed travel patterns** – The COVID-19 pandemic had a significant impact on travel behaviour across Melbourne. Hybrid working patterns and changed preferences regarding communal travel contributed to a decline across all modes of transport during the traditional 'work week' but increased use of public transport 'out of hours'. Enabling uptake of public and active transport will require more options, universal access and support for 'emerging' modes of transport (such as e-scooters, ebikes and shared schemes). There is also an increasing need to use our limited road space more efficiently as our city densifies.

**Airport rail** - Moonee Valley's west currently has limited public transport options. The Victorian Government's Airport Rail project and new train station at Keilor East present major opportunities to improve connectivity and growth and enhance access to services.

## Adapting to change and disruption

While we've identified a range of key trends likely to shape our future, Council also needs to be prepared for the unexpected. The world is changing rapidly, and Council must stay agile and ready to respond. The COVID-19 pandemic showed how unexpected events can disrupt daily life, services and the economy. Since then, a range of global events have had local impacts on Moonee Valley residents and how we live our daily lives. Our work with a futurist prompted us to consider data trends that could point to areas of change over the longer term. These might include adoption of Artificial Intelligence technology and automation of services, declining populations, climate performance and its impact on health and infrastructure.

Council will continue to monitor these changes, build flexibility into our planning, regularly review our direction and stay connected with our community. This helps us respond quickly, adapt as needed and keep supporting Moonee Valley, no matter what the future holds.

# Our Community Vision: A healthy, vibrant and welcoming community

**First adopted in June 2018, the original MV2040 Strategy included a guiding vision statement. Our updated Community Vision reflects the voices, values and aspirations of today's community, for tomorrow's Moonee Valley.**

## What's happened since 2018?

In 2020, a new Victorian Local Government Act was adopted. It required Councils to develop a long-term vision alongside the community, reviewing the vision every four years with the commencement of each new Council term. Having already developed a long-term strategy in 2018, Moonee Valley was ahead of the curve! In 2021, we adopted MV2040 as both our long-term strategy and our community vision. A Community Advisory Panel convened in July 2021 requested minor additions be made to the community vision statement, to recognise our diverse community and address climate change.

## Building our new Community Vision Statement

In November 2024, we convened a Community Advisory Panel to review the community vision statement. We asked the Panel:

*"Much about our lifestyles has changed since MV2040 was developed six years ago. What, if anything, needs to change in the community vision to reflect the community's aspirations and needs for the future?"*



The panel included 33 residents, randomly selected from households across Moonee Valley to reflect our diverse demographics, life experiences and locations.



The panel explored our community's needs and aspirations, now and into the future, guided by research, data, community insights and emerging trends.

Over three weekends, the panel collaboratively shaped an initial draft Community Vision Statement to reflect the aspirations of the Moonee Valley community by 2040.

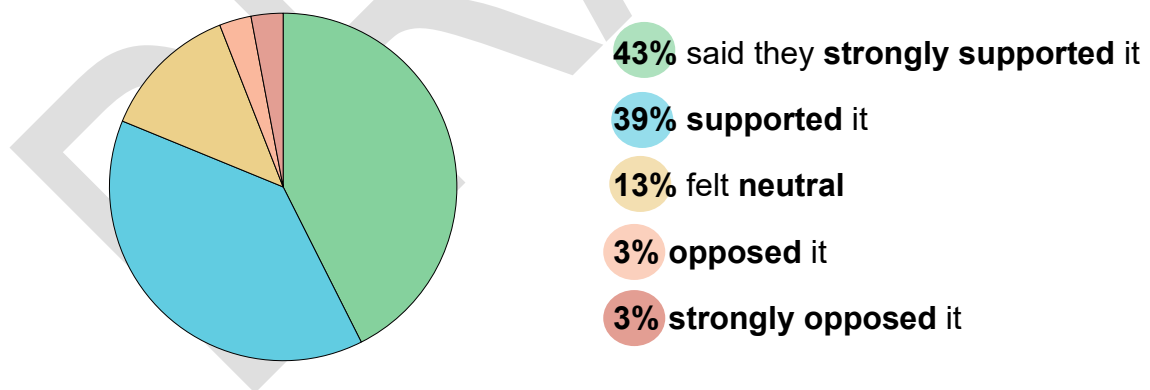


Figure 5: (above) MVCC Community Panel presenting their draft Community Vision Statement to CEO Helen Sui, Mayor Cr Ava Adams and Cr Rose Iser, Cr Hamish Jones, Cr John Sipek, Cr John Barnes, Cr Samantha Byrne, Cr Paula Theocharides, Cr Phil Burn and Deputy Mayor Cr Fran Cosgriff, November 2024

A thriving community  
In 2040 Moonee Valley is a vibrant and welcoming place.  
Our neighbourhoods are well-planned, beautiful, accessible and well-connected  
We are environmentally sustainable and embrace our green spaces.  
Our diverse neighbourhoods allow all people to live locally, independently and safely; supported by an ethical Council.

Figure 6: (left) MVCC Community Panel's draft Community Vision Statement, November 2024

We then took to the streets of Moonee Valley in December 2024 to January 2025, with 980 residents, visitors and key stakeholders telling us how they felt about the statement, and how it could be improved:



Stronger First Peoples inclusion needed. The Community Panel agreed.



Make it more aspirational, especially in inclusion and the environment.



Retain acknowledgement of climate change.

Council consulted with Wurundjeri Woi-wurrung Elders and Policy and Partnerships sub-committee members, who proposed a contribution to the Vision statement in April 2025.

Councillors considered all feedback, working together via a series of workshops, to build on the Community Vision Statement.

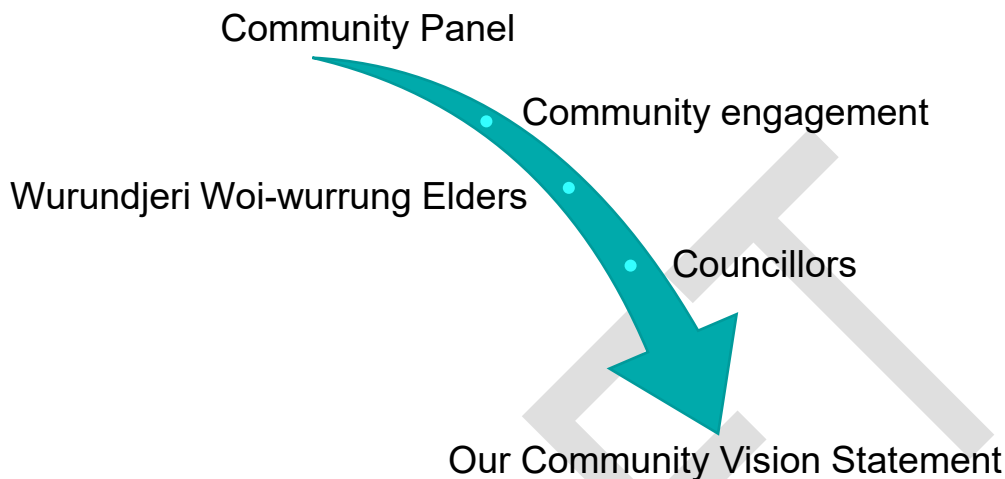


Figure 7: MV2040 Community Vision Statement development process, 2024-25

## Our Community Vision statement

In 2040, Moonee Valley is a healthy, vibrant and welcoming community where everyone is visible and valued. Good planning has created beautiful, inclusive neighbourhoods.

Acknowledging the climate emergency, we value environmental sustainability and embrace our green open spaces. We support our diverse community to live, work, shop, create and play locally, independently and safely.

Together, we make community-focused decisions guided by a bold Council that leads with transparency, fairness, integrity, honesty and accountability.

First Peoples and their culture are thriving. This connection is centred on the prominent visibility and inclusion of the continuing culture and community of the Traditional Owners, the Wurundjeri Woi-wurrung people, who are valued and respected leaders in the community.

Moonee Valley is a place for all to belong.



## Our strategy for a healthy, vibrant and welcoming community

We all deserve to live in a place where we are not just surviving – we are thriving. Our MV2040 themes and strategic directions are the building blocks of our strategy, showcasing our priorities for achieving the Community Vision over the next 15 years.

Five of the themes were developed in collaboration with the community in 2017, with a sixth theme 'Trusted' added to this refreshed MV2040, recognising the importance of open communication and ethical decision-making. All six themes have been gifted Woi-wurrung names by Wurundjeri Elder, Aunty Gail Smith. Ngoon godjin, Aunty.

### Fair – Qeente Boordup

*This means 'fair' in Woi-wurrung language*

To deliver a **fair** future for all, where diversity is embraced and everyone feels welcome, safe and valued.

To deliver and facilitate inclusive, equitable and affordable services, to improve wellbeing for everyone.



### Thriving – Bandingith

*This means 'doing well' in Woi-wurrung language*

To support a **thriving** and prosperous community with opportunities and places for events, the arts, business, innovation, lifelong learning, sport and recreation in a creative and vibrant city.



### Connected – Berbang

*This means 'connected' in Woi-wurrung language*

To plan a city where everyone is **connected** to the people, places and services important to them – culturally, physically, digitally and socially.

To make connection easier and more inclusive through safer streets, paths, transport and better ways to engage with Council.



## Green – Wunwarren

*This means 'green' in Woi-wurrung language*

To nurture a **green** future, through caring for Country and creating a clean, sustainable, climate-safe city for future generations.

To champion our environment by supporting healthy, resilient ecosystems and expanding our green spaces, natural waterways and urban canopy.



## Beautiful – Nga-ango Gunga

*This means 'breathtaking' in Woi-wurrung language*

To shape a **beautiful** and liveable city with housing and infrastructure that meet changing community needs.

To provide places and streetscapes that are uniquely ours – welcoming, well-presented, engaging and full of local character that makes us proud.



## Trusted – Dharndun

*This means 'trust' in Woi-wurrung language*

To strengthen the **trusted** relationship between Council and the community, based on open communication and engagement founded on integrity, accountability and transparency.

To be courageous in making difficult decisions that are informed by evidence for our collective future.

# Delivery of MV2040

**Building social capital, navigating community growth and change, renewing existing assets and investing in new infrastructure requires a long-term approach. A long-term strategy allows us to set our big picture direction, and proactively and strategically deliver it over time.**

## Where MV2040 sits

MV2040 provides the long-term vision for Moonee Valley, based on our community's vision and priority outcomes towards the year 2040. It is Council's overarching 'umbrella' strategy and guides all planning, infrastructure and service delivery.

MV2040 will be reviewed every four years, in line with the Victorian *Local Government Act 2020*. This will ensure it reflects the changing needs and aspirations of our growing municipality, and embraces new opportunities to achieve a healthy, vibrant and welcoming community. It also enables alignment with state and federal government approaches, which evolve as priorities, policy directions and political contexts shift.

The delivery, monitoring and reporting of actions and outcomes to achieve MV2040 will occur through an Integrated Planning and Reporting Framework. All of Council's plans are developed in line with our Community Engagement Policy.

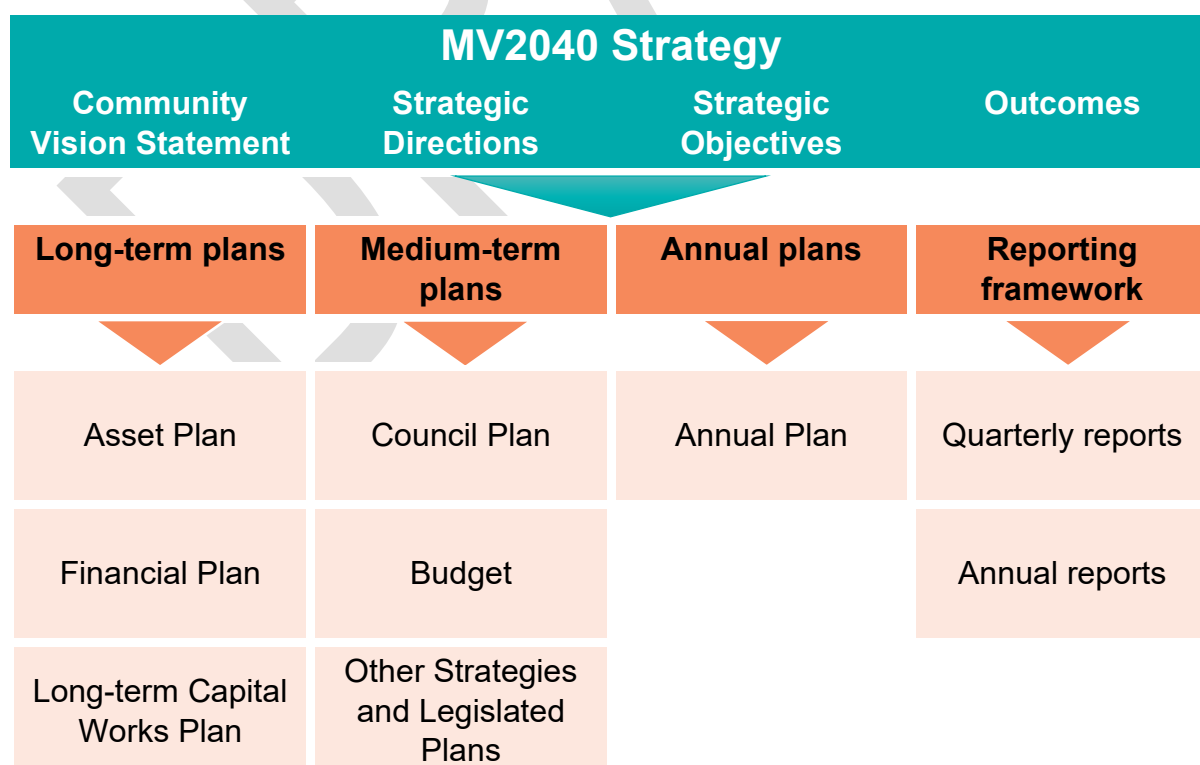


Figure 8: MVCC Integrated Planning and Reporting Framework

## Roles of Council

Having considered the environment in which we are operating and the trends that we might expect to see in the future, it was important that we also understood and clearly defined Council's role. Over the life of the strategy, and recognising our resource-constrained and constantly evolving environment, Council will need to play a range of roles to ensure our community vision is delivered.

Role	Description
<b>Advocate</b>	Promotes the interests of the community to other decision-making organisations, e.g. state and federal governments.
<b>Connector</b>	Encourages others to be involved, collaborates and brings interested parties together to progress identified issues.
<b>Funder</b>	Funds other organisations to deliver services, for example through grants and contracts.
<b>Monitor</b>	Gathers information on activities and checks against progress, to inform decision-making and improvement.
<b>Partner</b>	Carries out services in formal and informal partnership with other organisations.
<b>Provider</b>	Designs and delivers services.
<b>Regulator</b>	Enforces and directs activities as required under relevant legislation.
<b>Responder</b>	Acts to minimise harm to people, property and the environment, often coordinating with or referring to other organisations.

## Communities of focus

Moonee Valley City Council is committed to equity, inclusion, fairness and respect, so everyone can thrive and participate in community life.

Equity makes communities stronger, and benefits everyone. It means reducing the gaps in health, wellbeing and opportunity between different community groups, so outcomes aren't determined by postcode, income, ability, culture or background.

To truly be a healthy, vibrant and welcoming community, we must proactively reduce health, social and economic inequities. No one should be left behind.

MV2040 has identified some **communities of focus**, recognising there are members of our community who experience disproportionate levels of disadvantage. We seek to ensure they are fully included in our shared future and vision. You can read more about the data that informed our selection of these communities of focus earlier in this document, in the section titled 'About Moonee Valley – Our community'.

We undertake this work guided by plans, implementation plans and frameworks associated with each community of focus. Each of these strategic documents is 'integrated' within our Council Plan 2025-2029:

- a Self-Determination Plan, informed by the Wurundjeri Woi-wurrung, Aboriginal community and Marra Wirrigirri Advisory Committee;
- a Social Cohesion Framework that promotes community development and connections, champions inclusion and cultivates a strong sense of belonging;
- an LGBTIQA+ Inclusion Implementation Plan supporting a safe, inclusive and equitable experience for LGBTIQA+ communities;
- a Prevention of Family Violence Implementation Plan to contribute to a community where everyone is equal, safe and respected;
- a Housing Strategy that will help to identify opportunities, working within Council's role, to increase affordable and social housing.



## Council commits to work with, alongside, and for the following communities of focus:



### **First Peoples**

These include Aboriginal, Torres Strait and South Sea Islander peoples.



### **Culturally and racially marginalised (CARM) people**

This includes people who face marginalisation due to their race, cultural background or religion.



### **People living with disabilities, mental illness, chronic illness or who are neurodivergent, and their carers**



### **People who identify as LGBTIQ+**

This stands for Lesbian, Gay, Bisexual, Transgender, Intersex, Queer or Questioning, Asexual, as well as non-binary, ace, gender diverse and any other gender and sexual identities that are not heterosexual or cisgender.



### **People experiencing, or at risk of, family violence**



### **People without stable housing, or experiencing housing stress**



### **People living on low and/or insufficient incomes**

*We acknowledge that descriptive names and terminology evolve over time and can differ based on individual preferences. We strive to use the most current and respectful language to describe our communities of focus.*

Figure 9: MVCC Communities of Focus

Our communities of focus do not represent an exhaustive list of everyone who might experience disadvantage or exclusion in the Moonee Valley community. These are the communities that research tells us most need additional support at this moment in time.

Council takes an intersectional approach, recognising that aspects of a person's identity and experience (including gender identity, age, location and social connection) intersect to shape their lives. This aligns with the Victorian *Gender Equality Act 2020* which required gender impact assessments that apply an intersectional lens.

Being a baby, child or young person (aged under 25), older adult (aged over 65), someone experiencing isolation, or identifying as female or outside binary gender categories, can further increase a person's vulnerability to experiencing negative health, wellbeing and social outcomes. Identifying with, or belonging to, more than one of these groups can increase this risk.

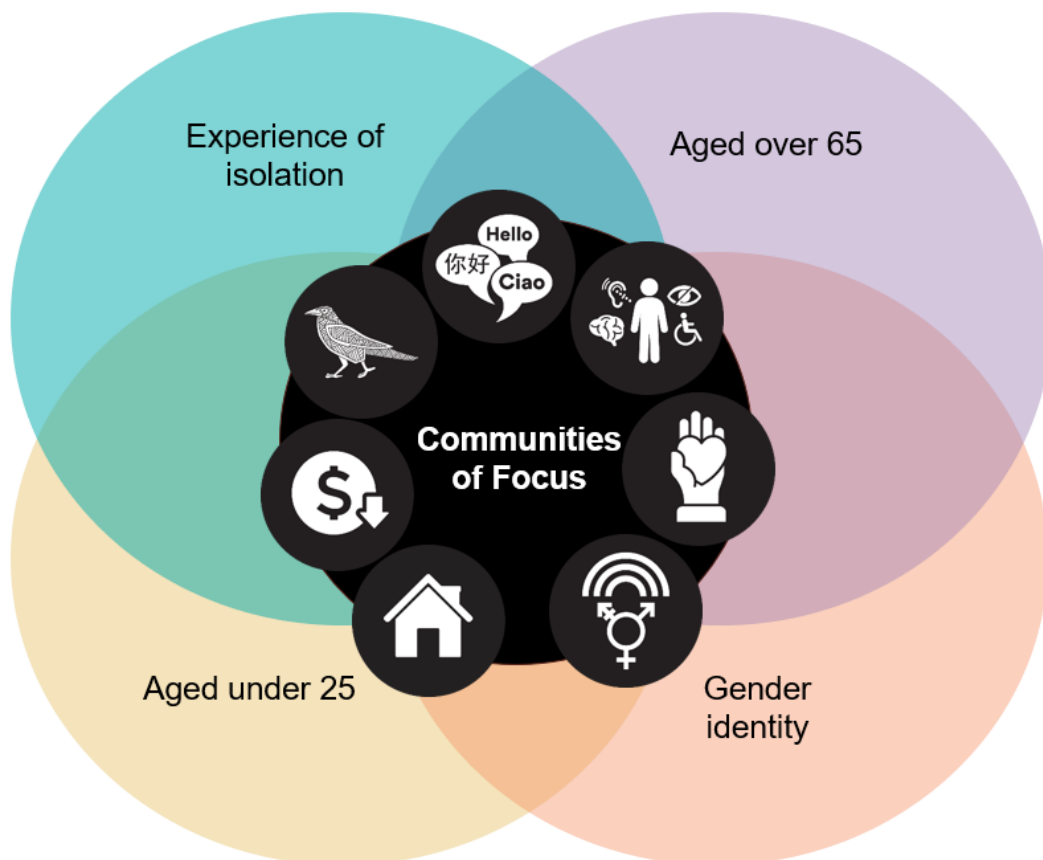


Figure 10: Diagram representing that isolation, age, and gender can have intersectional impacts on communities of focus.

Climate change is also an equity issue. Its impacts are not felt equally, as some communities are more exposed to environmental harm and have less capacity to respond. Many of the most at-risk groups are among our communities of focus. Council aims to address this by actively preparing for climate impacts, building resilience and supporting those most affected.

Council recognises our role in ensuring everyone can participate fully in society, and in supporting environments and communities where future generations can thrive and prosper. Council is committed to applying an inclusive, place-based and equity-focused lens to all strategies and decisions.

We will use data and evidence to identify and respond to the needs of our communities. Our actions and services will be inclusive, effective and tailored, including consideration for priority access and affordability.

DRAFT

# Focus on outcomes

The refreshed MV2040 places greater emphasis on the results and long-term benefits of our efforts, not just how much we do. Outcomes help Council track progress and focus our decision-making, planning and investment, so we take action where it matters most.

## What are outcomes and why do they matter?

Outcomes are the results, changes or benefits that occur as a result of something happening. Focusing on outcomes is important to help Council:

- shape better decisions, services and activities
- align our work with the community's needs and aspirations
- focus Council's time, resources and energy on what matters most
- attract funding and use public money wisely
- influence and contribute to broader change in society.

Our work leads to different kinds of change:

**Short-term outcomes** are immediate changes. It can be easy to see a strong connection between what was done and what changed as a result.

**Medium-term outcomes** describe changes in behaviour, practices or decision-making. These are influenced by our work, but other factors may play a role.

**Long-term outcomes** (also called impacts) are broader, sustained changes. These take time and are shaped by many influences, so we focus on showing how we have meaningfully contributed.

MV2040's outcomes describe what our community and organisation will experience over the medium- to long-term, as we work towards achieving the Community Vision. They help us track the difference our work is making in people's lives.

Our four-year Council Plan will include strategic indicators that measure progress towards our outcomes and monitor the effectiveness of our actions.

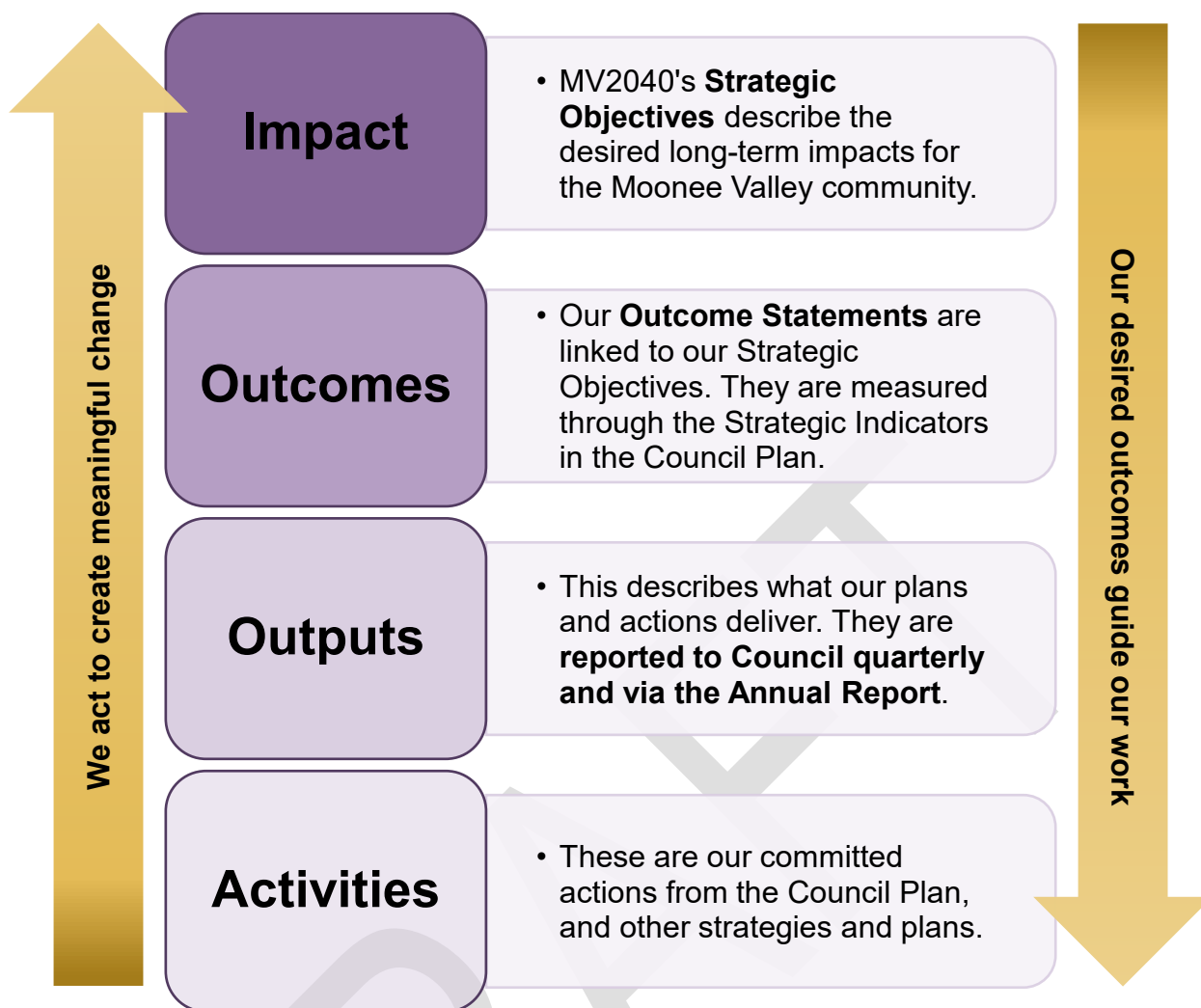


Figure 11: MV2040 roadmap for delivery (Theory of Change)

## Developing our MV2040 outcomes

In February 2025, we asked our Community Advisory Panel:

*"To achieve the MV2040 vision what should be the top 15 priority outcomes?"*



The panel included 37 residents, randomly selected from households across Moonee Valley to reflect our diverse demographics, life experiences and locations.



The panel explored how to write outcome statements, key themes within the draft Community Vision Statement, population data and community insights over two weekends.

By the end of the panel sessions, the Community Advisory Panel **proposed 16 priority outcomes** to shape the final outcome statements that contribute to the achievement of the Community Vision.

"Moonee Valley is powered by renewable energy."	"Residents are encouraged to generate less waste, and recycle more, to the benefit of the environment."	"Residents have access to places other than work or home where they are comfortable to relax or connect."	"Community members feel safe living and moving around the neighbourhood and Moonee Valley city."
"All residents feel supported by a range of programs and services through all life stages."	"Older people and people with disabilities are supported to live safely and independently."	"Moonee Valley City Council demonstrates a genuine connection to, and supports, First Nations people."	"All public open spaces are safe and inviting."
"Businesses in Moonee Valley have opportunities to flourish with support and investment from the Council and community."	"Existing and prospective residents have access to suitable, secure and well-planned housing options."	"People with physical and mental health challenges feel accepted and have the support they need."	"The community has access to well maintained and utilised green spaces."
"Community have confidence in Council making honest, fair and transparent decisions."	"The community has readily available access to services and facilities that support demand."	"All community members, regardless of need, have easy access to appropriate transport options."	"In Moonee Valley I can express my sense of culture and am respected regardless of my diverse background."


In addition to asking the community what outcomes matter the most to them, Council partnered with the Centre for Social Impact Swinburne to undertake a literature review. This work explored best practice in outcomes development, helping us identify clear, meaningful and measurable outcome statements that reflect what effective change looks like.

We then considered our community feedback, research and analysis of the community's needs and MV2040's strategic framework to create the **MV2040 outcome statements**. These statements reflect what success looks like as we work



towards the vision, and will guide Council's actions, decision-making and investment in the years ahead.

Outcomes marked with an asterisk (\*) align with the February 2025 Community Advisory Panel's recommended outcome statements.

Theme	Strategic Objectives	We know we've succeeded when:
<b>Fair</b> <i>Qeentee Boordup</i> 	<ol style="list-style-type: none"> <li>1. A city that respects and values First Peoples, their knowledge, history and culture</li> <li>2. A city that embraces diversity and social cohesion</li> <li>3. A city that delivers inclusive, affordable and responsive services for people of all ages</li> <li>4. A city committed to community safety, health and wellbeing</li> </ol>	<ul style="list-style-type: none"> <li>• Community members value and experience First Peoples knowledge, history and culture as a visible and respected part of everyday life*</li> <li>• Community members feel welcome, respected and free to express their identity*</li> <li>• Community members can access affordable and inclusive services and programs their whole life long*</li> <li>• Community members feel, and are, safe at home and in their neighbourhood*</li> <li>• Community members have what they need to support their physical and mental wellbeing*</li> </ul>

Theme	Strategic Objectives	We know we've succeeded when:
<b>Thriving</b> <i>Bandingith</i> 	<p>5. A city with opportunities to learn and work, that values work in all its forms, including employment, entrepreneurship, volunteering and caring</p> <p>6. A city that supports business and responds to economic opportunities and challenges</p> <p>7. A city where everyone can be creative and have fun</p> <p>8. A city with opportunities to keep everyone active through sport, leisure and recreation.</p>	<ul style="list-style-type: none"> <li>Community members have enriching learning opportunities and secure, meaningful work</li> <li>Entrepreneurs, volunteers and unpaid carers are recognised and valued for their contributions to Moonee Valley</li> <li>Businesses and workers in Moonee Valley flourish in a widely supported local economy*</li> <li>Community members take part in a wide range of local arts, culture, entertainment and creative activities</li> <li>Community members participate in a wide range of inclusive leisure, sport and recreation opportunities</li> </ul>

Theme	Strategic Objectives	We know we've succeeded when:
<b>Connected</b> <i>Berbang</i> 	<p>9. A city that is walkable with safe streets, roads and footpaths that connect people</p> <p>10. A city where modern low-emission and reliable transport is the easy option</p> <p>11. A city in conversation with our diverse community</p> <p>12. A city that is enabled and confident in purposefully using technology to improve everyday life</p>	<ul style="list-style-type: none"> <li>Community members feel safe and confident using local streets, roads and bike routes*</li> <li>Community members use reliable, modern and low-emission transport that meets diverse needs*</li> <li>Community members communicate with Council in ways that meet their needs</li> <li>Community members use digital technology safely and confidently</li> <li>Council uses secure, purposeful technology to improve its services</li> </ul>

Theme	Strategic Objectives	We know we've succeeded when:
<b>Green</b> <i>Wunwarren</i> 	<p>13. A city that is zero carbon, cool and climate-safe</p> <p>14. A city that has increased biodiversity and is water-sensitive</p> <p>15. A city that repurposes and recycles to minimise waste</p>	<ul style="list-style-type: none"> <li>Community members live in a zero-carbon, climate-safe community, powered by renewable energy*</li> <li>Community members care for Country and enjoy to shady places, healthy waterways, and diverse flora and fauna</li> <li>Community members actively recycle, repurposes, and take action to reduce waste and pollution*</li> </ul>

Theme	Strategic Objectives	We know we've succeeded when:
<b>Beautiful</b> <i>Nga-ango Gunga</i> 	<p>16. A city with diverse, affordable, secure and well-planned housing for all</p> <p>17. A city where our history and identity help shape the future</p> <p>18. A city of innovative and sustainable design</p> <p>19. A city with green, welcoming and well-presented spaces and streetscapes</p> <p>20. A city with infrastructure that supports the needs of our changing community</p>	<ul style="list-style-type: none"> <li>Existing and prospective access suitable, secure and well-planned homes in Moonee Valley*</li> <li>Community members feel a strong sense of place, belonging, pride and connection to where they live</li> <li>Community members enjoy well-designed, sustainable buildings and places that enhance liveability</li> <li>Community members enjoy well-maintained and welcoming green spaces and public areas*</li> <li>Community members have access to inclusive facilities where they can gather and belong beyond home and work*</li> </ul>

Theme	Strategic Objectives	We know we've succeeded when:
<b>Trusted</b> <i>Dharrndun</i> 	<p>21. A city where people of all abilities, ages and backgrounds can engage, participate and influence</p> <p>22. A city with confidence in local decision-making</p> <p>23. A city that is environmentally, socially and financially responsible and prepared</p>	<ul style="list-style-type: none"> <li>• Community members have their say and influence change</li> <li>• Community members trust Council to make honest, informed, fair and transparent decisions*</li> <li>• Council is resilient, responsibly managed and prepared for future challenges, to best support our community</li> </ul>


## The UN Sustainable Development Goals


The United Nations Sustainable Development Goals (SDGs) are a collection of 17 interlinked goals designed to provide a blueprint to achieve a better and more sustainable future for all, originally adopted in 2015.




Figure 13: United Nations Sustainable Development Goals


MV2040 aligns with the SDGs, recognising the important role local governments play in shaping positive global outcomes. This connection ensures our local priorities contribute to a fairer, more sustainable and inclusive society.

Theme	MV2040 Outcomes	United Nations SDGs
<b>Fair</b> <i>Qeentee Boordup</i> 	<ul style="list-style-type: none"> <li>Community members value and experience First Peoples' knowledge, history and culture as a visible and respected part of everyday life</li> <li>Community members feel welcome, respected and free to express their identity</li> <li>Community members in Moonee Valley can access affordable and inclusive services and programs their whole life long</li> <li>Community members feel, and are, safe at home and in their neighbourhood</li> <li>Community members have what they need to support their physical and mental wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Goal 1: No Poverty</li> <li>Goal 3: Good Health and Well-being</li> <li>Goal 5: Gender Equality</li> <li>Goal 10: Reduced Inequalities</li> </ul>


Theme	MV2040 Outcomes	United Nations SDGs
<b>Thriving</b> <i>Bandingith</i> 	<ul style="list-style-type: none"> <li>Community members can access learning opportunities and secure, meaningful work</li> <li>Entrepreneurs, volunteers and unpaid carers are recognised and valued for their contributions to Moonee Valley</li> <li>Businesses and workers in Moonee Valley flourish in a widely supported local economy</li> <li>Community members can take part in a wide range of local arts, culture, entertainment and creative activities</li> <li>Community members can participate in a wide range of inclusive leisure, sport and recreation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Goal 4: Quality Education</li> <li>Goal 8: Decent Work and Economic Growth</li> <li>Goal 9: Industry, Innovation and Infrastructure</li> <li>Goal 11: Sustainable Cities and Communities</li> </ul>



Theme	MV2040 Outcomes	United Nations SDGs
<b>Connected</b> <i>Berbang</i> 	<ul style="list-style-type: none"> <li>Community members feel safe and confident using local streets, roads and bike routes</li> <li>Community members can access reliable, modern and low-emission transport that meets diverse needs</li> <li>Community members can communicate with Council in ways that meet their needs</li> <li>Community members can use digital technology safely and confidently</li> <li>Council uses secure, purposeful technology to improve its services</li> </ul>	<ul style="list-style-type: none"> <li>Goal 3: Good Health and Well-being</li> <li>Goal 9: Industry, Innovation and Infrastructure</li> <li>Goal 11: Sustainable cities and communities</li> </ul>

Theme	MV2040 Outcomes	United Nations SDGs
<b>Green</b> <i>Wunwarren</i> 	<ul style="list-style-type: none"> <li>Community members live in a zero-carbon, climate-safe community, powered by renewable energy</li> <li>Country is cared for and community members enjoy access to shady places, healthy waterways, and diverse flora and fauna</li> <li>Community members have what they need to actively recycle, repurpose, and take action to reduce waste and pollution</li> </ul>	<ul style="list-style-type: none"> <li>Goal 6: Clean Water and Sanitation</li> <li>Goal 7: Affordable and Clean Energy</li> <li>Goal 11: Sustainable cities and communities</li> <li>Goal 13: Climate Action</li> <li>Goal 15: Life on Land</li> </ul>

Theme	MV2040 Outcomes	United Nations SDGs
<b>Beautiful</b> <i>Nga-ango Gunga</i> 	<ul style="list-style-type: none"> <li>Existing and prospective residents have access to suitable, secure and well-planned homes in Moonee Valley</li> <li>Community members feel a strong sense of place, belonging, pride and connection to where they live</li> <li>Community members can enjoy well-designed, sustainable buildings and places that enhance liveability</li> <li>Community members have access to well-maintained and welcoming green spaces and public areas</li> <li>Community members have access to inclusive facilities where they can gather and belong beyond home and work</li> </ul>	<ul style="list-style-type: none"> <li>Goal 9: Industry, Innovation and Infrastructure</li> <li>Goal 11: Sustainable cities and communities</li> </ul>

Theme	MV2040 Outcomes	United Nations SDGs
<b>Trusted</b> <i>Dharrndun</i> 	<ul style="list-style-type: none"> <li>Community members can have their say and influence change</li> <li>Community members trust Council to make honest, informed, fair and transparent decisions</li> <li>Council is resilient, responsibly managed and prepared for future challenges, to best support our community</li> </ul>	<ul style="list-style-type: none"> <li>Goal 3: Good Health and Well-being</li> <li>Goal 11: Sustainable cities and communities</li> <li>Goal 16: Peace, Justice and Strong Institutions</li> </ul>

# MV2040 Theme: Fair



## *QEENTE BOORDUP*

This means 'fair' in Woi-wurrung language

### **Strategic Direction:**

**To deliver a fair future for all, where diversity is embraced and everyone feels welcome, safe and valued.**

**To deliver and facilitate inclusive, equitable and affordable services, to improve wellbeing for everyone.**

### **Can you imagine what a FAIR Moonee Valley will look like in 2040?**

By 2040, Moonee Valley is a city where fairness isn't just an ideal – it's a lived reality. It is a place where diversity is valued, opportunity is shared, and connection is at the heart of everyday life.

Regardless of place of birth, language spoken, or level of ability, our community respects and celebrates the unique characteristics of the people that live within it. Our communities are groupings of people bonded by what they care about or where they live, and services exist to support their needs to be happy and healthy.

Residents of all ages, and all stages of life, feel safe and socially connected. Isolation and loneliness are minimised and good mental health is enabled. Diverse traditions, languages, and identities are not just accepted but actively woven into the city's culture. Services and social infrastructure are provided to support families, children, youth, older adults, singles and couples to go about their activities locally – our residents can grow old in the places they grew up in, people of any ability can live independently and actively participate in community life.

Moonee Valley is characterised by its deep respect for Indigenous heritage. The Wurundjeri People's connection to the land is recognised, embedded, and actively celebrated in the city's design, public spaces, and storytelling traditions. Woi-

Wurrung language is part of everyday life and woven into street names and public art.

## **? Did you know?**

- 571 people in Moonee Valley, representing 0.5% of the total population, identify as being of Aboriginal and/or Torres Strait Islander descent (ABS Census, 2021).
- Moonee Valley is a culturally diverse municipality, home to residents from nearly 150 countries. 28% of residents were born outside of Australia, and 28.2% speak a language other than English at home (ABS Census, 2021).
- 13% of the Moonee Valley population identify as LGBTIQ+, which is higher than the state average of 11% (Victorian Population Health Survey, 2023).
- 7,375 persons (approximately 6% of Moonee Valley residents) have a core need for assistance with activities for daily living (ABS Census, 2021).
- The City of Moonee Valley population is forecast to grow by around 1,763 people annually from 2024 to 2040 (ABS Census, 2021, sourced from .id community profile).
- 31.0% of the population reported one or more health conditions, a higher rate than in Greater Melbourne (29.5%) (ABS Census, 2021, sourced from .id community profile).
- 21.2% of Moonee Valley adults reported either 'fair' or 'poor' health (Victorian Population Health Survey, 2023).
- 17.6% of adults in Moonee Valley were experiencing high or very high levels of psychological distress at the time of the survey (Victorian Population Health Survey, 2023).



## What we heard from our community:

- Residents value Moonee Valley's strong community spirit, and want more inclusive events, festivals and activities for families and people of all ages, backgrounds and identities.
- Diversity should be celebrated more, with calls for an increase in cultural events and programs, especially initiatives that promote understanding, inclusion and respect of First Peoples.
- Council's services, community spaces and activities should be accessible and welcoming to people of all abilities, identities and life stages.
- Improved access to health and wellbeing services, including mental health support and aged care, is highly valued.
- More support is needed for economic inclusion, vulnerable families, and to address family violence.

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
1. A city that respects and values First Peoples, their knowledge, history and culture	<ul style="list-style-type: none"><li>• Advance First Peoples' self-determination through an ongoing commitment to reconciliation, strengthening partnerships and promotion of culture and heritage</li><li>• Work with Traditional Owners, the Wurundjeri Woi-wurrung, to better understand and appreciate Wurundjeri culture, values and history, including historical injustices inflicted upon Wurundjeri people</li></ul>	<ul style="list-style-type: none"><li>• Community members value and experience First Peoples' knowledge, history and culture as a visible and respected part of everyday life*</li></ul>

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
<p>2. A city that embraces diversity and social cohesion</p>	<ul style="list-style-type: none"> <li>• Support equity and social justice for all</li> <li>• Champion respect and inclusion</li> <li>• Celebrate our diverse, vibrant community and all who are part of it</li> <li>• Create an age-friendly city and community that addresses barriers to healthy, active and positive ageing, focusing on older people feeling valued, connected and supported</li> <li>• Enhance the visibility and support of the LGBTIQ+ community promoting health, safety and support within the city</li> </ul>	<ul style="list-style-type: none"> <li>• Community members feel welcome, respected and free to express their identity*</li> </ul>



Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
<p>3. A city that delivers inclusive, affordable and responsive services for people of all ages</p>	<ul style="list-style-type: none"> <li>• Provide appropriate services that address the forecast needs of people of all ages and abilities, local businesses and community groups</li> <li>• Provide services that are affordable, timely, integrated, tailored, empathetic and outcomes-focused</li> <li>• Build a more inclusive community in consultation with people living with disability and their carers so that they can lead healthy and active lives</li> </ul>	<ul style="list-style-type: none"> <li>• Community members can access affordable and inclusive services and programs their whole life long*</li> </ul>

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
4. A city committed to community safety, health and wellbeing	<ul style="list-style-type: none"> <li>• Promote positive mental and physical wellbeing</li> <li>• Support good community health and safety and respond to emerging health issues</li> <li>• Proactively address climate change to safeguard community wellbeing</li> <li>• Contribute to the prevention of gender-based violence and family violence by addressing root causes and connecting community with early intervention, response and recovery initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Community members feel, and are, safe at home and in their neighbourhood*</li> <li>• Community members have what they need to support their physical and mental wellbeing*</li> </ul>

Outcomes marked with an asterisk (\*) align with the February 2025 Community Advisory Panel's recommended outcome statements.

# MV2040 Theme: Thriving



## *BANDINGITH*

This means 'doing well' in Woi-wurrung language

### **Strategic Direction:**

**To support a thriving and prosperous community with opportunities and places for events, the arts, business, innovation, lifelong learning, sport and recreation in a creative and vibrant city.**

### **Can you imagine what a THRIVING Moonee Valley will look like in 2040?**

By 2040, Moonee Valley is alive with energy, supported by opportunity and choice. Here, people don't just live — they thrive in a community supported by business, employment, arts and culture, recreation and sport.

Public buildings support community with services and activities as well as provide places for people to relax and wonder, enabled by a sense of space and time created by beautiful surrounds and abundant choice. Community hubs pulse with life, providing essential spaces where connection, learning, and culture thrive.

Our flagship facilities such as the Moonee Valley Clocktower Centre, Incinerator Gallery and leisure centres are not just venues close by. Combined with our local parks and facilities they provide for physical activity and cultural and artistic expression.

Life in our suburbs is dynamic and full of opportunity – there's always something to do, see and experience. Our streets are interspersed with interesting public spaces and feature artworks that encourage people to linger, gather and connect. Businesses prosper, providing local employment and investment.

## ? Did you know?

- There are 47,370 local jobs in Moonee Valley, supported by 12,789 local businesses as of June 2024. Most of these businesses are small enterprises or sole traders. (.id Economic Profile, 2025).
- In 2021, approximately 14% of Moonee Valley residents aged 15 years and older provided unpaid assistance to a person living with long term health conditions or disabilities, slightly higher than the 12.6% reported for Greater Melbourne. (ABS Census, 2021).
- Only 20.1% of employed persons living and working in the same local area in Moonee Valley (Australian Urban Observatory Liveability Scorecard, 2024).
- Around 38% of Moonee Valley residents complied with physical activity recommendations (Victorian Population Health Survey, 2023).
- Approximately 30% of Moonee Valley residents spent 8 or more hours per day sitting on an average weekday (Victorian Population Health Survey, 2023).
- 89% of dwellings in Moonee Valley are located within 400m of public open space (Australian Urban Observatory Liveability Scorecard, 2024).
- Moonee Valley's culture and leisure social infrastructure index is 1.5 out of 3 (Australian Urban Observatory Liveability Scorecard, 2024). This index evaluates the availability and quality of cultural and leisure facilities, including museums/art galleries, cinemas/theatres, and libraries. A score of 1.5 suggests that while there are some cultural and leisure amenities available, there is potential for further development to enrich the community's cultural and recreational experiences.



## What we heard from our community:

- Local businesses, especially small, independent retailers, are valued for their role in preserving Moonee Valley's unique character and community feel.
- Strong desire for more diverse shopping and dining options, as well as support for entrepreneurs and initiatives to activate vacant commercial spaces.
- Support for small businesses should be balanced with efforts to bring larger retailers, employers and attractions to Moonee Valley.
- Community events and festivals are valued for creating a vibrant atmosphere, with calls for a broader range of activities for all ages and interests.
- Well-maintained libraries, swimming pools, leisure facilities and sports fields are vital community spaces, valued for their safe, inclusive and welcoming programs and services.

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
5. A city with opportunities to learn and work, that values work in all its forms, including employment, entrepreneurship, volunteering and caring	<ul style="list-style-type: none"><li>• Empower residents to gain meaningful employment</li><li>• Enable opportunities for residents to learn, volunteer and work close to home</li><li>• Provide opportunities for residents to learn their whole life long</li><li>• Deliver responsive and welcoming libraries</li><li>• Promote and recognise the economic and social contribution of volunteers and carers</li></ul>	<ul style="list-style-type: none"><li>• Community members have enriching learning opportunities and secure, meaningful work</li><li>• Entrepreneurs, volunteers and unpaid carers are recognised and valued for their contributions to Moonee Valley</li></ul>

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
<p>6. A city that supports business and responds to economic opportunities and challenges</p>	<ul style="list-style-type: none"> <li>• Attract new businesses while supporting existing ones, encouraging a diverse mix of industries</li> <li>• Foster local business networks, resilience and capability</li> <li>• Assist local businesses in becoming financially and environmentally sustainable</li> <li>• Promote vibrant activity centres and business areas that attract investment and opportunity</li> <li>• Strengthen our local night-time economy</li> </ul>	<ul style="list-style-type: none"> <li>• Businesses and workers in Moonee Valley flourish in a widely supported local economy*</li> </ul>
<p>7. A city where everyone can be creative and have fun</p>	<ul style="list-style-type: none"> <li>• Enrich our activity centres and destinations as welcoming places for tourism, entertainment and community life</li> <li>• Nurture and champion arts, entertainment, events and culture as vibrant and diverse as our community</li> <li>• Support artists and organisations to work, create, exhibit and perform locally</li> <li>• Showcase community-driven and world-class experiences that entice visitors from near and far</li> </ul>	<ul style="list-style-type: none"> <li>• Community members take part in a wide range of local arts, culture, entertainment and creative activities</li> </ul>



Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
8. A city with opportunities to keep everyone active through sport, leisure and recreation	<ul style="list-style-type: none"> <li>Support a network of leisure, recreation, play and sporting opportunities for everyone</li> </ul>	<ul style="list-style-type: none"> <li>Community members participate in a wide range of inclusive leisure, sport and recreation opportunities</li> </ul>

Outcomes marked with an asterisk (\*) align with the February 2025 Community Advisory Panel's recommended outcome statements.

# MV2040 Theme: Connected



## *BERBANG*

This means 'connected' in Woi-wurrung language

### **Strategic Direction:**

**To plan a city where everyone is connected to the people, places and services important to them – culturally, physically, digitally and socially.**

**To make connection easier and more inclusive through safer streets, paths, transport and better ways to engage with Council.**

### **Can you imagine what a CONNECTED Moonee Valley will look like in 2040?**

In 2040 our community prospers, built around the interconnection between people in its physical, social and cultural forms. Not only are there safe ways to get around but our capacity to 'move' globally is enabled, opening a world of opportunity for socialising, learning, working and doing business.

Technology is embraced for these purposes and innovation is pursued where it can make lives better. Technology will support service efficiency but never fully replace human interaction. People can find a place to belong, to connect to their community and their culture. Regardless of location, family status or household, loneliness is reduced through connection.

The city is designed for people, not cars. Our paths of travel provide safe, reliable physical connection to activity centres and places of interest within and beyond the municipality. Our infrastructure standards are high to encourage safe pedestrian use, with well-lit pathways, public seating, and other amenities, our environment encourages us to travel sustainably. Public transport is enhanced and there's been

an uptick in use as a result. We can move about easily and safely without conflict with vehicles.

## ? Did you know?

- The average distance to the closest activity centre for Moonee Valley residents is 775.3m (Australian Urban Observatory Liveability Scorecard, 2024). This measure reflects the walkability of the area, indicating how easily residents can access key locations like shopping areas, community hubs, and recreational facilities. Shorter distances generally enhance convenience, promote active lifestyles, and contribute to overall well-being.
- 78.3% of dwellings in Moonee Valley are located within 400m of public transport with a regular 30-minute weekday service (7am-7pm) (Australian Urban Observatory Liveability Scorecard, 2024). This measure indicates the accessibility and convenience of public transport for residents, which is crucial for reducing reliance on cars, promoting sustainable travel, and enhancing overall mobility within the community.
- Only 2.6% of employed persons aged 15 and over, use active transport to travel to work. (ABS census, 2021).
- Only 6% of employed persons aged 15 and over, use public transport to travel to work (ABS census, 2021).
- Residents rated their perception of safety in public areas at night as 7.2 out of 10 (Moonee Valley Annual Community Satisfaction Survey, 2025).
- In 2023, there were 4 road related fatalities, 86 serious injuries and 215 other injuries in Moonee Valley (Department of Transport and Planning, Road Crash datasets 2024).



## What we heard from our community:

- Access to services without having to rely on cars, supported by housing close to public transport, is a key priority.
- Strong emphasis on the need for safe, connected walking paths, bike lanes, improved lighting, and inclusive transport options for people with disabilities, prams, and older adults.
- Residents have differing priorities around mobility and safety: some advocate for improved cycling and pedestrian infrastructure, while others highlight parking access and permits.
- Strong calls for more frequent, reliable and accessible public transport, especially in areas like Keilor East and Avondale Heights.
- Traffic congestion as our city grows and State Government-owned roads and intersections known for frequent accidents are key concerns, with calls for improved traffic management.
- Support for electric vehicles and expanded charging infrastructure in Moonee Valley.
- Increased promotion of Council's services and activities in more accessible formats would increase community awareness and participation.

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
<p>9. A city that is walkable, with safe streets, roads and footpaths that connect people</p>	<ul style="list-style-type: none"> <li>• Provide a safe, inclusive and inter-connected walking and cycling network and infrastructure</li> <li>• Promote active transport to make commuting, staying active and accessing community services and facilities easier</li> <li>• Balance demand on our roads for all users</li> <li>• Focus on making roads safer for everyone</li> </ul>	<ul style="list-style-type: none"> <li>• Community members feel safe and confident using local streets, roads and bike routes*</li> </ul>
<p>10. A city where modern, low-emission and reliable transport is the easy option</p>	<ul style="list-style-type: none"> <li>• Promote public transport to make commuting, staying active and accessing community services and facilities easier</li> <li>• Encourage transport options that reduce congestion and are low emission</li> <li>• Advocate for the public transport system to be more inclusive, efficient, expanded and better integrated</li> </ul>	<ul style="list-style-type: none"> <li>• Community members use reliable, modern and low-emission transport that meets diverse needs*</li> </ul>

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
11. A city in conversation with our diverse community	<ul style="list-style-type: none"> <li>Engage and communicate with people from all ages and backgrounds in clear, accessible and inclusive ways to support participation and keep people informed</li> <li>Engage with our community to understand their priorities and aspirations</li> </ul>	<ul style="list-style-type: none"> <li>Community members communicate with Council in ways that meet their needs</li> </ul>
12. A city that is enabled and confident in purposefully using technology to improve everyday life	<ul style="list-style-type: none"> <li>Support our community to access technology that improves participation and quality of life</li> <li>Boost our customer service and organisational performance through technologies that are secure, responsible, and fit for purpose</li> <li>Use technology thoughtfully to help ensure our decision-making and evaluation is informed by the best data available</li> </ul>	<ul style="list-style-type: none"> <li>Community members use digital technology safely and confidently</li> <li>Council uses secure, purposeful technology to improve its services</li> </ul>

Outcomes marked with an asterisk (\*) align with the February 2025 Community Advisory Panel's recommended outcome statements.



# MV2040 Theme: Green



## *WUNWARREN*

This means 'green' in Woi-wurrung language

### **Strategic Direction:**

**To nurture a green future, through caring for Country and creating a clean, sustainable, climate-safe city for future generations.**

**To champion our environment by supporting healthy, resilient ecosystems and expanding our green spaces, natural waterways and urban canopy.**

### **Can you imagine what a GREEN Moonee Valley will look like in 2040?**

Our community mindfully works to care for the environment and reduce climate change impacts through prioritisation of climate resilience. We choose clean, green options and have reached Zero Carbon emissions.

First People's knowledge is woven into the way the city cares for the environment, honouring the Wurundjeri Woi-wurrung People's connection to the land and water and applying their insights to land management, water, and biodiversity conservation.

Our care for Country, increased tree canopy and integration of natural elements into the built environment is rewarded by increased biodiversity. We live in green suburbs with high-quality parks; our streets and public spaces abound with healthy natural landscapes. Our restored waterways are designed to work with the environment such as water sensitive urban design and stormwater harvesting that supports passive irrigation.

In these improved conditions, wildlife is abundant and our ecosystem thrives – and so do we, through breathing cleaner air and living in naturally cooled places our health and wellbeing is nurtured, and we are more resilient to flooding, drought and extreme heat.

Buildings in Moonee Valley utilise low-impact, energy-efficient materials and meet the highest environmentally sustainable design standards. Homes are naturally cool in summer and warm in winter, supported by sustainable resources, making them more efficient, cost-effective and comfortable.

Our circular economy has advanced and our efforts in minimising waste to landfill are achieving results. More materials are repurposed, reused, and designed for longevity.

### **? Did you know?**

- The city is home to, or frequented by, more than 93 native bird species, 12 mammal species, three frog species and numerous insects.
- Our city has 17% of tree canopy cover in 2023 (MVCC 23/24 Annual Report).
- More than 2,000 advanced trees are planted each year in streets and parks, along with an additional 1,000 indigenous trees and shrubs.
- In 2023/24 the community diverted 43.91% of waste from landfill through recycling and green waste collection (MVCC 23/24 annual report).
- Moonee Valley has a high urban heat island (UHI) effect, scoring 9.63 compared to 8.20 for M9 LGAs, making certain community groups more vulnerable to heat-related health issues (Melbourne's vegetation, heat and land use data, 2018)
- Council carbon emissions was 7,385 tonnes CO<sub>2</sub>-e in 2022/2023 (MVCC 23/24 Annual Report).
- Community carbon emissions were 827,000 tonnes CO<sub>2</sub>-e in 2021/2022 (MVCC 23/24 Annual Report).



## What we heard from our community:

- Our community values the preservation of tree canopies, natural habitats, and increased urban greening to improve health, wellbeing, and local amenity.
- Strong support for increasing tree canopy cover and nature strip planting to enhance environmental quality and neighbourhood appeal.
- Strong support for reducing carbon emissions, increasing renewable energy use, and implementing sustainable infrastructure.
- Our community sees education as essential to building awareness and empowering sustainable behaviour at individual and community levels.
- Improving waste management, expanded recycling (including purple bins), and reduced consumption are seen as priorities.

DRAFT

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
<p>13. A city that is zero carbon, cool and climate-safe</p>	<ul style="list-style-type: none"> <li>• Support renewable energy and accelerate the electrification of our city</li> <li>• Engage and support the community and businesses in sustainable, low-carbon living</li> <li>• Take action to create a climate resilient city</li> <li>• Support climate mitigation and adaptation in our built and natural environments</li> <li>• Improve the climate resilience and preparedness of our services and facilities</li> <li>• Increase community resilience to climate impacts</li> <li>• Work with industry and all tiers of government to address climate change</li> </ul>	<ul style="list-style-type: none"> <li>• Community members live in a zero-carbon, climate-safe community, powered by renewable energy*</li> </ul>

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
<p>14. A city that has increased biodiversity and is water-sensitive</p>	<ul style="list-style-type: none"> <li>• Increase shade, tree canopy, urban greening and biodiversity across the municipality</li> <li>• Implement water-smart urban design, mitigate stormwater risks and sustain healthy waterways</li> <li>• Support and educate our community to protect and connect with nature, care for Country, and green their homes</li> <li>• Promote development that blends nature with the built environment</li> <li>• Draw on ancient and continuing Wurundjeri Woi-wurrung knowledge and practices regarding the maintenance and rehabilitation of Country</li> </ul>	<ul style="list-style-type: none"> <li>• Community members care for Country and enjoy shady places, healthy waterways, and diverse flora and fauna</li> </ul>

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
15. A city that repurposes and recycles to minimise waste	<ul style="list-style-type: none"> <li>• Engage and educate our whole community to reduce pollution, avoid waste, and reuse and recycle more</li> <li>• Advocate for a collaborative approach to waste management, to manage the impact of development growth</li> <li>• Advocate for, and invest in, better waste management systems and infrastructure</li> <li>• Advance circular economy practices, including waste avoidance, reuse and redesign</li> <li>• Increase the use of recycled and remanufactured products and materials by Council and the community</li> <li>• Adopt innovative solutions to keep our streets, public spaces and waterways clean</li> </ul>	<ul style="list-style-type: none"> <li>• Community members actively recycle, repurpose, and take action to reduce waste and pollution*</li> </ul>

Outcomes marked with an asterisk (\*) align with the February 2025 Community Advisory Panel's recommended outcome statements.

# MV2040 Theme: Beautiful



## *NGA-ANGO GUNGA*

This means 'breathtaking' in Woi-wurrung language

### **Strategic Direction:**

**To shape a beautiful and liveable city with housing and infrastructure that meet changing community needs.**

**To provide places and streetscapes that are uniquely ours – welcoming, well-presented, engaging and full of local character that makes us proud.**

### **Can you imagine what a BEAUTIFUL Moonee Valley will look like in 2040?**

By 2040, Moonee Valley is a city of beautiful and functional built form. Streets and public spaces are embraced by people visiting, living and working in our suburbs because they provide safe, accessible places for recreation, respite, gathering or just contemplation.

Development in our suburbs has sympathetically responded to population growth demands. Residents are supported to live locally and sustainably by having access to facilities and infrastructure that provide the services they need to easily go about their daily life. Our suburbs are visually harmonious as new builds sit comfortably alongside those of yesteryear.

Housing supply and diversity supports people of all ages and life stages – older people can stay in their long-term homes and age in the place they know, young people can establish themselves and provide for the next generation. Efforts to encourage affordable and inclusive housing have increased options that cater to a range of needs, helping more people find a secure, safe home. These important efforts mean that everyone – regardless of ability or background – can thrive; our local communities continue to build their own character.



Urban spaces reflect the cultural landscape that existed long before modern developments. Significant sites are protected, and new architectural projects integrate Indigenous knowledge of sustainability and caring for Country, ensuring the city respects its past while building towards the future.

Our efforts to protect our heritage and encourage a diversity of housing means that our communities are inclusive, tolerant and diverse. People feel safe, engaged and at home in their unique surrounds.

With careful, age-friendly and all-ability design, our streets and public spaces are accessible, safe and welcoming of everyone. They have a key role in supporting the needs of our growing communities, and better balance pedestrian movement with vehicle use. They add new dimensions to our suburbs as places for gathering, supporting our plethora of small businesses.

By 2040, Moonee Valley has become a city where beauty is more than aesthetics - it is about experience, connection, and culture. It is a place where history and innovation coexist, where streets are alive with people, nature is deeply embedded in the urban fabric, and public spaces are designed for joy and connection.

## ? Did you know?

- Moonee Valley is home to 25 places on the Victorian Heritage Register. These places are formally recognised as having heritage significance at the state level.
- Moonee Valley has around 240 parks, gardens and open space reserves that cover around 13% of the municipality by area (558 hectares).
- Across Greater Melbourne there were 57,245 social housing dwellings in June 2023, of which 2,969 were in Moonee Valley (DFFH, Annual Report 2023).
- In March 2024 only 1.3% of all private rentals made available to rent in the quarter in Moonee Valley were considered affordable for low-income households – equating to 15 dwellings (DFFH, Rental Report March 2024)
- Moonee Valley's Social Infrastructure Index score is 8.3 out of 16, indicating a moderate level of essential community services like healthcare, education, sports, and cultural facilities (Australian Urban Observatory Liveability Scorecard, 2024). This score suggests a moderate level of resources, but improvements can be made to enhance the area's overall liveability.



## What we heard from our community:

- Residents want a balance between good quality new housing and preserving Moonee Valley's character, with concerns about overdevelopment, congestion, and loss of charm.
- Affordable, accessible and diverse housing is a priority, including social housing and options for older adults and people with disabilities.
- Green spaces, parks and heritage sites are highly valued, with strong calls to integrate green areas into new developments and protect community identity.
- Views on density vary: some support higher amounts of housing near transport hubs for affordability, while others worry about impacts on neighbourhood feel.
- Public infrastructure maintenance is important, with requests for well-kept playgrounds, sports facilities, footpaths, lighting, and more off-leash dog parks.
- There are concerns about the need to maintain and expand open spaces for social connection and inclusion.
- The community stresses the need for transparent engagement in planning and the need to address infrastructure pressures, like places for learning and education, community facilities and transport, alongside growth.

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
<p>16. A city with diverse, affordable, secure and well-planned housing for all</p>	<ul style="list-style-type: none"> <li>• Ensure new homes are directed to the right locations</li> <li>• Enable development of high quality housing in our activity centres that responds to the needs of a mix of family types to support the diversity of our community</li> <li>• Advocate for more public, community and affordable homes in our city</li> <li>• Encourage a diverse housing mix with choices available for all</li> <li>• Support housing that is climate-resilient</li> </ul>	<ul style="list-style-type: none"> <li>• Existing and prospective residents have suitable, secure and well-planned housing options in Moonee Valley*</li> </ul>

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
17. A city where our history and identity help shape the future	<ul style="list-style-type: none"> <li>• Honour and reflect Wurundjeri Woi-wurrung history, culture and connection to Country in our places, spaces and landscapes</li> <li>• Celebrate our landmarks, natural environment and unique character, to express identity and tell the stories of our diverse community</li> </ul>	<ul style="list-style-type: none"> <li>• Community members feel a strong sense of place, belonging, pride and connection to where they live</li> </ul>
18. A city of innovative and sustainable design	<ul style="list-style-type: none"> <li>• Encourage design that is high-quality, fit-for-purpose, safe, attractive, adaptable and built to last</li> <li>• Strengthen environmentally sustainable design outcomes in new buildings and developments</li> <li>• Provide a well-connected network of green and open spaces that enhances the community's quality of life</li> <li>• Lead the way through exemplar projects</li> </ul>	<ul style="list-style-type: none"> <li>• Community members enjoy well-designed, sustainable buildings and places that enhance liveability</li> </ul>

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
19. A city with green, welcoming and well-presented spaces and streetscapes	<ul style="list-style-type: none"> <li>• Deliver and maintain public places, streetscapes and landscapes that are green, inviting, beautiful, interesting and functional</li> <li>• Ensure our public places and spaces enable everyone to feel welcome and safe to gather and connect</li> <li>• Create spaces and places that are inclusive, accessible and easy for everyone to use</li> </ul>	<ul style="list-style-type: none"> <li>• Community members enjoy well-maintained and welcoming green spaces and public areas*</li> </ul>
20. A city with infrastructure that supports the needs of our changing community	<ul style="list-style-type: none"> <li>• Provide appropriate infrastructure that addresses the forecast needs of people of all ages and abilities and the sporting, artistic and community groups they are part of</li> <li>• Provide a network of welcoming and inclusive multi-purpose community facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Community members enjoy inclusive facilities where they can gather and belong beyond home and work*</li> </ul>

Outcomes marked with an asterisk (\*) align with the February 2025 Community Advisory Panel's recommended outcome statements.

# MV2040 Theme: Trusted



## DHARRNDUN

This means 'trust' in Woi-wurrung language

### **Strategic Direction:**

**To strengthen the trusted relationship between Council and the community, based on open communication and engagement founded on integrity, accountability and transparency.**

**To be courageous in making difficult decisions that are informed by evidence for our collective future.**

### **Can you imagine what a TRUSTED Moonee Valley will look like in 2040?**

Moonee Valley's residents don't just live in their city—they shape it. From community-led initiatives to collaborative decision-making, people actively participate in governance and planning of their city.

They do this by being fully informed about key issues through open communication and transparent reporting as well as being provided with opportunities to meaningfully engage. Deliberation on matters of importance builds understanding of why decisions are made and this creates a mutual respect for the local authority. There is confidence in the council acting in the best long-term interests of the community, fairly and equitably, and to ensure a sustainable future.

Co-design is the standard approach to planning the delivery of services, ensuring that the people for whom services are directed, help to shape what those services look like. This results in services that are most appropriate and effective.

The council deeply understands the community's needs, is transparent in its priorities and delivers what it promises. It does this by being clear and realistic about

what it can reasonably achieve backed up by a track record of solid governance performance and financial management.

## ? Did you know?

- Average satisfaction with the Council's performance in key aspects of governance and leadership is 6.7 out of 10, which is marginally (1%) lower than the average for M9 councils and measurably (4%) lower than the Melbourne metropolitan average (Moonee Valley Annual Community Satisfaction Survey, 2025).
- Community satisfaction with the Council's community consultation and engagement was 7.0 out of 10 in 2025, up from 5.6 in 2024 (Moonee Valley Annual Community Satisfaction Survey, 2025).
- Satisfaction with Council's performance provided value for rates was 6.3 out of 10, or a "solid" level of satisfaction. This result was measurably (4%) lower than the metropolitan average.
- Of all online respondents to the engagement informing this strategy, over a third were aged 35-49 years, 59% identified as female and 1% usually speak another language other than English at home.
- The majority of online respondents were from Moonee Ponds (15%), Ascot Vale (11%), and Flemington (11%), followed by Essendon (9%), Airport West (6%), and Strathmore (5%). Smaller proportions came from other Moonee Valley suburbs including Niddrie, Keilor East, Avondale Heights, and Aberfeldie. Notably, 23% of respondents lived outside the Moonee Valley area, highlighting interest in our municipality extends beyond our residents.



## What we heard from our community:

- Strong calls for transparency in decision-making, particularly around spending, use of community facilities, and Councillor conflicts of interest.
- Many residents want greater accountability, with decisions made in the community's best interest, informed by reliable data and meaningful community consultation.
- Clearer communication is seen as key to strengthening relationships with the community.
- There are mixed views on Council's broader role – some want it to challenge state reforms or take positions on social issues, while others prefer a focus on 'getting the basics right'.
- While most support sustainability goals, opinions vary on how to get there. Some favour bold actions, while others are cautious about costs, feasibility and perceived wasteful spending.

Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
21. A city where people of all abilities, ages and backgrounds can engage, participate and influence	<ul style="list-style-type: none"><li>• Provide a range of opportunities for people from all ages and backgrounds to participate in Council's decision-making processes</li><li>• Foster community leadership, advocacy and action</li><li>• Support the community to innovate, create and problem solve</li></ul>	<ul style="list-style-type: none"><li>• Community members have their say and influence change</li></ul>



Strategic Objective	To achieve this by 2040, we will:	We know we've succeeded when:
22. A city with confidence in local decision-making	<ul style="list-style-type: none"> <li>• Educate the community regarding Council's role in planning, development and decision-making</li> <li>• Prioritise trusted and ethical governance, by building transparency with the community and making informed, evidence-based decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Community members trust Council to make honest, informed, fair and transparent decisions*</li> </ul>
23. A city that is environmentally, socially and financially responsible and prepared	<ul style="list-style-type: none"> <li>• Plan and deliver services, programs and infrastructure that meet community needs, use resources responsibly, and create lasting impact</li> <li>• Balance people, planet and public value in decision-making</li> <li>• Prepare our key services and facilities for disruptions and emergencies</li> </ul>	<ul style="list-style-type: none"> <li>• Council is resilient, responsibly managed and prepared for future challenges, to best support our community</li> </ul>

Outcomes marked with an asterisk (\*) align with the February 2025 Community Advisory Panel's recommended outcome statements.

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# Glossary

Term	Definition
<b>accessible</b>	<p>The extent to which people with different needs can access places and information.</p> <p>Accessible documents may be available in multiple formats including audio and easy English.</p> <p>Accessible locations may have parking, entrances and toilets suitable for wheelchairs, signage and wayfinding in braille, or have hearing loop connectivity. Australian Human Rights Commission's Disability Discrimination Act 1992</p>
<b>accessible parking</b>	<p>Parking bays that are larger than standard parking bays, following the dimensions outlined in the Australian Standards. Disability Discrimination Act 1993</p> <p>Users for accessible parking bays must display an Accessible Parking Permit to demonstrate their eligibility to use these parking bays.</p>
<b>active transport</b>	Transport requiring physical activity, such as walking and cycling.
<b>activity centres</b>	Areas that provide a focus for services, employment, housing, transport and social interaction. They range in size and intensity of use.
<b>affordable housing</b>	Housing that is appropriate for the needs of a range of very low to moderate income households, and priced (whether mortgage repayments or rent) so these households can meet their other essential basic living costs.
<b>aspiration</b>	A hope, goal, or ambition.
<b>biodiversity</b>	The variety of all life forms, the different plants, animals and microorganisms, the genes they contain and the ecosystems of which they form a part.

Term	Definition
<b>central business district (CBD)</b>	Melbourne's original 'Hoddle Grid' street layout bounded by the Yarra River, Spring Street, La Trobe Street and Spencer Street, as well as the triangular area to the north bounded by Victoria, Peel and La Trobe Streets.
<b>children</b>	Newborn to 12 years
<b>climate change</b>	A long-term change of the Earth's temperature and weather patterns, generally attributed directly or indirectly to human activities such as fossil fuel combustion and vegetation clearing and burning.
<b>climate change adaptation</b>	Also known as climate change mitigation. Actions that prevent or minimise the impacts of climate change.
<b>data</b>	Facts or pieces of information about a topic or group of people.
<b>domestic violence</b>	See family violence
<b>dwelling</b>	A building or part of a building containing living, sleeping and sanitary facilities that is for occupancy by a household.
<b>environmental responsibility</b>	The duty of everyone to care for the environment and everything that lives in it.
<b>equality</b>	Opportunities and resources are provided evenly to all people.
<b>equitable</b>	The quality of treating everyone or everything fairly, reasonably and in a way that addresses their specific circumstances.  This may mean providing more opportunities or resources to particular groups who have historically not been offered them.
<b>equity</b>	Opportunities are provided according to the need people require.

Term	Definition
<b>family violence</b>	<p>Sometimes referred to as domestic violence.</p> <p>Behaviour between immediate family members that is:</p> <ul style="list-style-type: none"> <li>• Physically, sexually, emotionally, psychologically or economically abusive;</li> <li>• Threatening or coercive;</li> <li>• Controlling or dominating a person causing them to feel fear for the safety or wellbeing for themselves or another person or animal.</li> </ul> <p>Or, behaviour that causes a child to hear, witness or otherwise be exposed to the effects of any behaviour referred to above.</p> <p>Family violence is an umbrella term that includes intimate partner violence.</p> <p>Family Violence Protection Act 2008</p>
<b>Gender Equality Action Plan (GEAP)</b>	Council's our 'road-map' towards gender equality and inclusion in the workplace.
<b>Gender Impact Assessment</b>	This is a tool used to measure the way policies, programs, services, activities and events will impact people in the community of different genders.
<b>gender inequality</b>	<p>When a person experiences a lack of equality or fair treatment in the sharing of resources or opportunities, because of their gender.</p> <p>Sex Discrimination Act 1984</p>
<b>gendered violence</b>	Any form of physical or non-physical violence or abuse against a person or group of people because of biased or harmful beliefs about gender. It can include things that happen online and that use digital technology.
<b>governance</b>	<p>The overall system of processes, rules, laws and norms that set the boundaries of acceptable conduct and practices within a group or organisation.</p> <p>Within the context of Council, governance is largely guided by the Local Government Act 2020.</p>

Term	Definition
<b>green space</b>	Areas of vegetation including parks, reserves, wetlands, creeks and rivers, private yards and gardens, and nature strips.
<b>household</b>	The person or persons occupying a dwelling.
<b>housing density</b>	The number of dwellings in an urban area divided by the area of the residential land they occupy, expressed as dwellings per hectare.
<b>inclusion</b>	People are supported to participate in all aspects of community that they choose and are viewed as valued and equal citizens in the community.
<b>Indigenous</b>	<p>In the Australian context and when capitalised, Indigenous is an umbrella term used to refer to both Aboriginal and Torres Strait Islander peoples.</p> <p>When not capitalised it is used to refer to things that are native to a place.</p>
<b>Indigenous business</b>	A business that is at least 50 per cent Aboriginal and/or Torres Strait Islander-owned.
<b>infrastructure</b>	Basic facilities and networks needed for the functioning of a local community or broader society.
<b>integrated</b>	The combining of separate things or ideas into a consistent and unified whole.
<b>intersectionality</b>	<p>Refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation.</p> <p>Aspects of a person's identity can include social characteristics such as:</p> <ul style="list-style-type: none"> <li>• Aboriginality</li> <li>• gender</li> <li>• sex</li> <li>• sexual orientation</li> <li>• gender identity</li> <li>• ethnicity</li> <li>• colour</li> </ul>

Term	Definition
	<ul style="list-style-type: none"> <li>• nationality</li> <li>• refugee or asylum seeker background</li> <li>• migration or visa status</li> <li>• language</li> <li>• religion</li> <li>• ability</li> <li>• age</li> <li>• mental health</li> <li>• socioeconomic status</li> <li>• housing status</li> <li>• geographic location</li> <li>• medical record</li> <li>• criminal record</li> </ul>
<b>legislated</b>	Described or required in the law.
<b>legislation</b>	Laws or a set of laws.
<b>LGBTIQA+</b>	An acronym that stands for lesbian, gay, bisexual, transgender, intersex, queer and asexual. The plus sign indicates inclusion of other gender identities and sexual orientations.
<b>liveability</b>	A measure of a city's residents' quality of life, used to benchmark cities around the world. It includes socioeconomic, environmental, transport and recreational measures.
<b>long/medium/short term</b>	<p>These are timeframes.</p> <p>In the context of Council documents, short term refers to periods of a year, medium refers to periods of four years, and long term refers to periods greater than ten years.</p> <p>The longer term the further into the future</p>
<b>major activity centres</b>	Suburban centres that provide access to a wide range of goods and services. They have different attributes and provide different functions, with some serving larger subregional catchments.
<b>marginalised</b>	To treat a person, culture, or group as unimportant.



Term	Definition
<b>median</b>	The middle value in a list of values sorted by size.
<b>mental health</b>	A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity
<b>Metropolitan Melbourne</b>	The 31 municipalities that make up metropolitan Melbourne, plus part of Mitchell Shire within the urban growth boundary.
<b>MVCC</b>	Moonee Valley City Council
<b>natural capital</b>	The combined total of the world's natural resources. This includes geology, soil, air, water and all living things.
<b>neurodivergent</b>	<p>An umbrella term from brain different to the majority. This includes but is not limited to diagnoses such as:</p> <ul style="list-style-type: none"> <li>• Autism</li> <li>• Attention Deficit Hyperactivity Deficit (ADHD)</li> <li>• Attention Deficit Disorder (ADD)</li> <li>• Dyslexia</li> <li>• Dyscalculia</li> <li>• Dyspraxia</li> </ul> <p>Neurotypical is the term used to describe a person without these differences.</p>
<b>neurodiversity</b>	The idea that there are many ways that brains can function and operate. This viewpoint understands that brain differences are normal variations, rather than deficits.
<b>older adults</b>	Adults aged 65 and over.
<b>open space</b>	Includes land reserved for natural landscape, parklands, recreation and active sports, as well as waterways.
<b>outcomes framework</b>	A tool used to work out if actions are making a difference in people's lives.
<b>policy</b>	A set of ideas or a plan of action adopted or proposed by an organisation or person.

Term	Definition
<b>pop-up</b>	A short-term activation that appears in a specific location for a limited time.
<b>renewable energy</b>	Energy that comes from resources which are naturally replenished on a human timescale such as sunlight, wind, rain, tides, waves, and geothermal heat.
<b>resilience</b>	The capacity of individuals, communities, institutions, businesses, systems and infrastructure to survive, adapt and grow, no matter what chronic stresses or shocks they encounter.
<b>sectors</b>	A specific area of economic activity.
<b>targets</b>	A target is a specific result which have been set as a goal to work towards.
<b>The Clocktower</b>	A popular performing arts venue and an important community hub in the heart of Moonee Valley Melbourne.
<b>Traditional Owner</b>	<p>Previously known as Traditional Custodian.</p> <p>The peoples who, through membership of an Indigenous group or clan, belong to a specific place and are responsible for caring for that Country.</p> <p>Traditional Owners are recognised by the state government in three ways:</p> <ul style="list-style-type: none"> <li>• by way of the Victorian Aboriginal Heritage Council appointing a Traditional Owner corporation as a Registered Aboriginal Party under the Aboriginal Heritage Act 2006</li> <li>• by way of a recognition and settlement agreement under the Traditional Owner Settlement Act 2010</li> <li>• by way of a consent determination by the Federal Court under the Native Title Act 1993 and accompanying Indigenous Land Use Agreements.</li> </ul>

Term	Definition
<b>tree canopy</b>	<p>The parts of the tree above the ground, commonly taken to mean the parts of the tree that provide cover or shade.</p> <p>More tree canopy cover of an area leads to greater cooling of that area.</p>
<b>urban forest</b>	Trees and other vegetation in a city as well as the soil and water that supports it.
<b>urban heat</b>	Built-up areas in our city are typically significantly warmer than surrounding areas due to buildings, roads, and other infrastructure retaining heat and reduced moisture from a lack of vegetation.
<b>urban heat island</b>	The way that urban areas are warmer than the surrounding non-urban areas, creating an island of heat.
<b>vision</b>	<p>In the context of this document this refers to the Community Vision that Council is required to have under the Local Government Act 2020.</p> <p>The Local Government Act says the following:</p> <p>88 Community Vision</p> <p>(1) A Council must maintain a Community Vision that is developed with its municipal community in accordance with its deliberative engagement practices.</p> <p>(2) The scope of the Community Vision is a period of at least the next 10 financial years.</p> <p>(3) A Community Vision must describe the municipal community's aspirations for the future of the municipality.</p> <p>(4) A Council must develop or review the Community Vision in accordance with its deliberative engagement practices and adopt the Community Vision by 31 October in the year following a general election.</p>

Term	Definition
	(5) The Community Vision adopted under subsection (4) has effect from 1 July in the year following a general election.
<b>water sensitive urban design</b>	Integrating the urban water cycle into urban design to minimise environmental damage and improve recreational and aesthetic outcomes.
<b>wellbeing</b>	The combination of physical, mental and social health. Wellbeing can be described as how you feel about yourself and your life.
<b>Wurundjeri Woi-wurrung</b>	<p>Member of the Kulin Nation, Wurundjeri Woi-wurrung are the Traditional Owners of the land stretching from the Yarra River in the south, to the Macedon Ranges in the north, and from the Werribee River in the west to the Yarra Ranges in the east.</p> <p>Wurundjeri Woi-wurrung are the Traditional Owners of the lands which Moonee Valley occupies.</p>
<b>young people</b>	People aged between 12 and 25 years old.

## Moonee Valley City Council

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## Moonee Valley Language Line

Language	Language (English)	Phone
العربية	Arabic	9932 1471
廣東話	Cantonese	9932 1472
Hrvatski	Croatian	9932 1473
Ελληνικά	Greek	9932 1474
Italiano	Italian	9932 1475
Somali	Somali	9932 1476
Español	Spanish	9932 1477
Türkçe	Turkish	9932 1478
Tiếng Việt	Vietnamese	9932 1479

All other languages: 9932 1480

National Relay Service 13 36 77 or [relayservice.com.au](http://relayservice.com.au)

Please contact us if you need this information in different format.