



ANNUAL PLAN

2019/2020



Introduction

The Yarra City Council adopted its Council Plan 2017 – 21 on 1 August 2017. The Council Plan 2017 – 21 sets out the medium-term direction of Council and the outcomes sought by Councillors for their term. For the first time, the Council Plan incorporates the Health and Wellbeing Plan. This financial year, 2019/20 is Year 3 of the Council Plan 2017 – 21.

Under the Local Government Act 1989 (the Act), each council is required to produce a four-year Council Plan by 30 June in the year following a general election. The Plan must include Strategic Objectives, Strategies, Strategic Indicators and a Strategic Resource Plan.

Council has identified a number of initiatives under each Strategic Objective which are significant projects and activities that are proposed to be worked on over the term of the Council Plan, subject to approval through the annual budget process.

Council produces an Annual Plan alongside each year's Budget, setting out specific projects and activities that Council will undertake towards achieving the Strategic Objectives. This will include priority projects, capital works projects, actions in response to initiatives in the Council Plan and other Council strategies and plans as well as service reviews and improvements.

The Council Plan 2017 – 21 has seven Strategic Objectives which relate to a different aspect of service delivery :

A healthy Yarra: Community health, safety and wellbeing are a focus in everything we do. Council plays a key role in contributing to our community's health and wellbeing. From delivering maternal and child health services to ensuring access to open space, enforcing noise regulations to supporting community and cultural initiatives, community health, safety and wellbeing is central to everything we do.

An inclusive Yarra: Inclusion, diversity and uniqueness are welcomed, respected and celebrated. Identity was a passionate and recurring theme throughout community consultation for the Council Plan. Our community values its diversity. Creating a safe place where people of all ages, genders, sexualities, abilities, cultures and backgrounds feel welcome and connected is a priority for Council.

A sustainable Yarra: Council leads on sustainability and protects and enhances its natural environment. As Victoria's first carbon-neutral council, we are proud of our commitment to sustainability. Protecting our natural environment and supporting our community to reduce its environmental footprint will continue to be a priority for Council.

A liveable Yarra: Development and growth are managed to maintain and enhance the character and heritage of the city. With demand for inner city housing increasing, Council is mindful of the importance of balancing the needs of new and existing residents, and ensuring that development does not encroach on the amenity or heritage of our city.

A prosperous Yarra: Local businesses prosper and creative and knowledge industries thrive. Yarra is a great place to do business and to work. Supporting local businesses and creative industries not only contributes to Yarra's economy, but also increases local employment opportunities, enhances street life and fosters community connectedness.

A connected Yarra: Connectivity and travel options are environmentally sustainable, integrated and well-designed. Council is committed to creating a city that is accessible to all irrespective of levels of personal mobility, to support a fulfilling life without the need for a car.

A leading Yarra: Transparency, performance and community participation drive the way we operate. Council is committed to change through an energised, cohesive team of professionals, recognised for our leadership, innovation and service.

In response to its Strategic Objectives, Council has committed to 43 projects and activities from a broad cross-section of services in the 2019/20 Annual Plan that Council endorsed on 25 June 2019.

Progress of these projects and actions will be reported in the 2019/20 Annual Plan Quarterly Progress Reports. Further information can be found in the published version of the Council Plan 2017 – 21 on the City of Yarra's website (<https://www.yarracity.vic.gov.au/about-us/council-information/council-plan>).

Council Plan 2017-2021 : Year 3

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Quarter Summary

Council has committed to 43 actions across a range of services. Any variations to the Annual Plan are made openly and transparently in the context of priorities that arise over the course of the year.

The status of actions is classified based on the percentage of targets achieved as assessed by the responsible officer (forecast milestones compared to actual work completed).

Strategic Objective	No. of Actions Reported
A healthy Yarra	6
An inclusive Yarra	4
A sustainable Yarra	9
A liveable Yarra	11
A prosperous Yarra	4
A connected Yarra	6
A leading Yarra	3
	43 (100%)

1 . A healthy Yarra

A place where...community health, safety and wellbeing are a focus in everything we do

Council plays a key role in contributing to our community's health and wellbeing . From delivering maternal and child health services to ensuring access to open space, enforcing noise regulations to supporting community and cultural initiatives, community health, safety and wellbeing is central to everything we do.

Strategies

Council's work to achieve this Strategic Objective includes the following strategies :

- 1.1 Maintain and enhance Yarra's open space network to meet the diverse range of community uses
- 1.2 Promote a community that is inclusive, resilient, connected and enjoys strong mental and physical health and wellbeing
- 1.3 Provide health promoting environments that encourage healthy eating and active living
- 1.4 Assist to reduce the harms from alcohol and drugs on individuals and the community in partnership with State Agencies and key service providers
- 1.5 Promote environments that support safe and respectful sexual practices, reproductive choices and gender equity
- 1.6 Promote a gender equitable, safe and respectful community
- 1.7 Promote an effective and compassionate approach to rough sleeping and advocate for affordable , appropriate housing
- 1.8 Provide opportunities for people to be involved in and connect with their community

The following actions are being proposed in 2019/20 to work toward achieving Council's strategic objective of A Healthy Yarra.

Action

1.01 Yarra Open Space Strategy

1.02 National Aged and Disability Care Reforms

1.03 Yarra 0 to 25 Plan

1.04 Provision of boat storage and clubhouse facility design - Panther Pavilion

1.05 Ryan's Reserve Netball/Tennis Court and Pavilion

1.06 Malcolm Graham Pavilion - Kevin Bartlett Reserve

1.01 Yarra Open Space Strategy

Council Plan initiatives:

Develop an open space strategy to ensure Yarra's public open space is managed as a functional network that encourages shared use and active living

Prepare a Planning Scheme Amendment to introduce the open space strategy into the Yarra Planning Scheme and increase the rate of contribution towards open space (Strategic Objective 4: A liveable Yarra)

The Yarra Open Space Strategy guides the future provision, planning, design and management of public open space in Yarra. The new Open Space Strategy is a renewed direction for the provision and enhancement of the open space network, including changes in community needs since the last strategy was developed. The strategy aims to achieve a cohesive, linked and well managed network of open space to meet the full range of residents' needs.

Following adoption of the new Open Space Strategy, Council will prepare a Planning Scheme amendment seeking to include open space design overlay controls in the Yarra Planning Scheme.

Branch *City Strategy*

Quarterly Milestones

September Refine analysis regarding priorities, locations and acquisition considerations

Finalise draft Open Space Strategy technical report

Brief Councillors on consultant's work and funding aspects

December Present draft Open Space Strategy to Council for endorsement for public exhibition

March Present Open Space Strategy to Council for adoption

Consider submissions and finalise Strategy

June Present report to Council seeking authorisation from the State Government for the amendment to be placed on public exhibition

Formulate Planning Scheme amendment regarding open space contribution percentage

1.02 National Aged and Disability Care Reforms

Council Plan Initiative:

Continue to implement the National Aged and Disability Care reforms and develop new strategic directions for support of older people and people with disability

The Federal Government is making major changes to the aged and disability care service system and this requires Council to determine its role and implement changes already announced.

Branch *Aged and Disability Services*

Quarterly Milestones

September Make a submission to the National Disability Information, Linkages and Capacity Building – Economic and Community Participation grant program to support locally based community building initiatives

December Continue to advocate directly and through the Municipal Association of Victoria to achieve the best outcomes for older people and people with disability from the national reform

March Work with local partner agencies to maintain CHSP funding that support at risk groups to access basic support services

Support residents currently within the Linkages service to transition to Home Care Packages by 31 March 2020, pending the Federal Government's final decision

Subject to Federal Government decisions on the Commonwealth Home Support Program (CHSP), determine Council's position on future delivery of the program and individual services

June Support the transition of the Regional Assessment Service to the new model adopted by the Federal Government by 1 July 2020, pending the Federal Government's final decision

1.03 Yarra 0 to 25 Plan

Council Plan initiative:

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Continue to provide a range services and work collaboratively with external groups to improve the health and wellbeing of the Yarra community

Yarra's 0 to 25 Plan takes an integrated life-stage approach to guide priorities and actions relating to children, young people and their families. Council will work with external groups to improve the delivery of coordinated, responsive and evidence-based services.

Branch *Family, Youth and Children's Services*

Quarterly Milestones

- September** Coordinate delivery and promotion of Council programs and activities for children and young people across school holidays to provide better services
- December** Review data from school survey of children and young people and facilitate with partners the Communities that Care Action Plan for 2020/21
- March** Investigate areas of identified need in the Australian Early Development Census 2018 and other relevant data to improve service responsiveness

1.04 Provision of boat storage and clubhouse facility design - Panther Pavilion

Panther Pavilion was identified as one of the highest priorities for investment in a recent report - Status of Council owned Sporting Facilities and Pavilion report. A design for the pavilion will guide future investment and enable the facility to better meet community needs now and into the future.

The Panther Pavilion currently stores around 227 boats within it and the Ivanhoe Northcote Canoe Club (INCC) wish to create a dedicated storage facility to enable the removal of boats from the club house. Removing the 227 boats from the Pavilion will be an important first step in enabling greater use and functionality of the Pavilion and enable design work to take place.

Branch *Recreation and Leisure Services*

Quarterly Milestones

- September** Commence boat storage construction
- December** Complete boat storage construction
- March** Commence pavilion design
- June** Complete pavilion design

1.05 Ryan's Reserve Netball/Tennis Court and Pavilion

Following a community campaign, the State Government reversed a decision to rezone Ryan's Reserve and has provided funding for a major upgrade of the netball courts and old pavilion. The redevelopment will include an upgrade of the pavilion to ESD (Environmentally Sustainable Design) and DDA (Disability Discrimination Act) requirements, resurfacing four netball courts, increasing run-off outside courts to meet competition standards, replacement of sports lights and alterations to boundaries and open space.

Branch *Recreation and Leisure Services*

Quarterly Milestones

- September** Apply for Planning Permit for pavilion and court works
- December** Complete court refurbishment works
- June** Commence pavilion refurbishment works

1.06 Malcolm Graham Pavilion - Kevin Bartlett Reserve

State Government funding has been provided to refurbish Malcolm Graham Pavilion in Kevin Bartlett Reserve. The refurbishment and extension allow local clubs to grow, provide them greater flexibility and capacity to train, and boost their ability to host competitions.

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The works will take place in two stages:

Stage 1 – Extension with two additional change rooms, storage areas, disability change and toilet facilities, first aid room and covered spectator viewing area

Stage 2 – Refurbish Pavilion that meets functional, DDA and environmental sustainability requirements

Branch *Building and Asset Management*

Quarterly Milestones

September Commence extension constructions works

December Complete extension construction works

March Commence refurbishment works for DDA and sustainability requirements

June Complete refurbishment works for DDA and sustainability requirements

2 . An inclusive Yarra

A place where...Inclusion, diversity and uniqueness are welcomed, respected and celebrated

Identity was a passionate and recurring theme throughout community consultation for the Council Plan. Our community values its diversity. Creating a safe place where people of all ages, genders, sexualities, abilities, cultures and backgrounds feel welcome and connected is a priority for Council.

Strategies

Council's work to achieve this Strategic Objective will include the following strategies :

- 2.1 Build resilience by providing opportunities and places for people to meet, be involved in and connect with their community
- 2.2 Remain a highly inclusive Municipality, proactive in advancing and advocating for the rights and interests of specific groups in the community and community issues
- 2.3 Continue to be a local government leader and innovator in acknowledging and celebrating Aboriginal history and culture in partnership with Traditional Owners
- 2.4 Acknowledge and celebrate our diversity and people from all cultural backgrounds
- 2.5 Support community initiatives that promote diversity and inclusion

The following actions are being proposed in 2019/20 to work toward achieving Council's strategic objective of An Inclusive Yarra.

Action

2.01 Deliver the Volunteer Strategy and implementation plan

2.02 Active and Healthy Ageing

2.03 Social Justice Charter

2.04 LGBTIQ Strategy

2.01 Deliver the Volunteer Strategy and implementation plan

Council Plan initiative:

Develop and adopt a Volunteer Strategy

Most community organisations in Yarra rely on volunteers and Council can support these groups in promoting their volunteer opportunities. A Volunteer Strategy and implementation plan will provide clear direction for Council in how it supports volunteering in Yarra.

Branch *People, Culture and Community*

Quarterly Milestones

September Present draft Volunteer Strategy and implementation plan to Council for adoption

2.02 Active and Healthy Ageing

Council Plan Initiative:

Work with the community and other levels of government and advocate to challenge discrimination, and address disadvantage, whether based on income, age, gender, sexuality, cultural background, religion or abilities

The Active and Healthy Ageing Strategy was developed with the support of Council's Active Ageing Advisory Group (AAAG). In the midst of the national aged care reforms, it provides an opportunity to consider strategic directions to ensure our 50+ residents remain engaged, active and independent.

Branch *Aged and Disability Services*

Quarterly Milestones

September Pilot new social support group model which is interest based, and combines centre and community based activities to better engage diverse groups
Implement the Good Access is Good Business Project

December Pilot age friendly approach to develop new initiatives in identified neighbourhoods that are vulnerable (SEIFA index)
Complete community consultation on opportunities for improvement and development of a Hub at the Collingwood Seniors Centre

March Evaluate new social support group model

2.03 Social Justice Charter

Council Plan initiative:

Develop a social justice/human rights charter to better articulate council's commitment

The development of a Social Justice Charter for Council will provide an over-arching commitment to human rights which will then inform everything Council does. The Charter will be developed in consultation and engagement with stakeholders.

Branch *People, Culture and Community*

Quarterly Milestones

September Present draft Charter to Council for endorsement for public exhibition

December Present draft Charter to Council for adoption

2.04 LGBTIQ Strategy

Council Plan initiative:

Advocate to support social justice and community issues including preventing family violence, LGBTIQ rights, and welcoming refugees

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Develop a whole of Council LGBTIQ strategy.

Branch *People, Culture and Community*

Quarterly Milestones

December Present draft Strategy to Council for endorsement for public exhibition

June Present draft Strategy to Council for adoption

3 . A sustainable Yarra

A place where...Council leads on sustainability and protects and enhances its natural environment

As Victoria's first carbon-neutral council, we are proud of our commitment to sustainability. Protecting our natural environment and supporting our community to reduce its environmental footprint will continue to be a priority for Council.

Strategies

Council's work to achieve this Strategic Objective will include the following strategies :

- 3.1 Investigate strategies and initiatives to better manage the long term effects of climate change
- 3.2 Support and empower a more sustainable Council and Community
- 3.3 Lead in sustainable energy policy and deliver programs to promote carbon neutral initiatives for the municipality and maintain Council as a carbon neutral organisation
- 3.4 Reduce the amount of waste-to-landfill with a focus on improved recycling and organic waste disposal
- 3.5 Promote responsible water usage and practices
- 3.6 Promote and facilitate urban agriculture with a focus on increasing scale and uptake in the community
- 3.7 Investigate strategies and initiatives to improve biodiversity

The following actions are being proposed in 2019/20 to work toward achieving Council's strategic objective of A Sustainable Yarra.

Action

3.01 Yarra Environment Strategy

3.02 Climate Emergency

3.03 Embedding Sustainability (including adaptation)

3.04 Review and update Council's Urban Agriculture guidelines

3.05 Actively avoid and reduce waste

3.06 Commence holistic waste system trial in selected areas with 1300 households

3.07 Investigate replacing paved spaces with permeable surfaces

3.08 Edinburgh Gardens storm water harvesting project

3.09 Develop an Integrated Water Management Strategy

3.01 Yarra Environment Strategy

Council Plan initiative

Continue to be a leading Council and Municipality in the field of Environmental Sustainability

Yarra's Environment Strategy provides direction and actions required to integrate sustainable practices into Council's operations, as well as its community programs and services. Council has been developing a new Environment Strategy and this year will be seeking public comment on, and adopting, a new Environment Strategy.

Branch *Sustainability and Strategic Transport*

Quarterly Milestones

December Present draft Yarra Environment Strategy to Council seeking endorsement for public exhibition

March Consider submissions and finalise draft Strategy

June Present Yarra Environment Strategy to Council seeking adoption

3.02 Climate Emergency

Council Plan Initiative:

Promote programs that monitor and reduce emissions across the municipality and strive to maintain its carbon neutral status

Climate Emergency is a growing global movement that seeks to dramatically accelerate climate action to an emergency response by invoking mass-mobilisation of people and practices. Council's Community Greenhouse Action Plan will be renamed its Climate Emergency Plan in light of scientific advice that we have just 12 years to dramatically reduce greenhouse gas emissions before runaway climate change.

Council will develop a Climate Emergency Plan in partnership with the Yarra Energy Foundation (YEF) to support programs and initiatives to reduce its energy use and greenhouse emissions across the municipality.

Branch *Sustainability and Strategic Transport*

Quarterly Milestones

December Achieve certification for Council as a carbon neutral organisation

Present draft Climate Emergency Plan (including plan to reduce organisational emissions) to Council seeking endorsement for public exhibition

March Consider submissions and finalise draft Strategy

June Present Climate Emergency Plan and Action Plan to Council seeking adoption

3.03 Embedding Sustainability (including adaptation)

Council Plan Initiative:

Improve integration across environmental and sustainability policies and strategies

Council will continue to embed sustainability and adaptation across its decision making processes and report to Council on its progress.

Branch *Sustainability and Strategic Transport*

Quarterly Milestones

September Present report to Council on ways to improve embedding sustainability and adaptation at Council

March All new initiative bids include assessment through the Quadruple Bottom Line Tool

3.04 Review and update Council's Urban Agriculture guidelines

Council Plan Initiative:

Showcase urban agriculture and support community initiatives in sustainable practices

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In 2018/19, City of Yarra developed a new Urban Agriculture Strategy 2019 – 2023. The new Urban Agriculture Strategy moves toward a food systems approach comprising how food is grown, processed, distributed, consumed and recycled. Review of the Urban Agriculture Guidelines is an action within the new Urban Agriculture Strategy .

Branch *City Works*

Quarterly Milestones

September Commence guideline review processes
December Consult internal and external stakeholder
March Update draft Guidelines
June Present report on new Guidelines to Council

3.05 Actively avoid and reduce waste

Council Plan Initiative:

Reduce volume of kerbside waste collection per capita by behaviour change programs and increase of recycling (Promote the use of recycled materials through procurement and advocacy)

Develop and deliver education/engagement program to encourage residents to consume mindfully as an initiative to reduce the volumes of waste materials going to landfill.

Branch *City Works*

Quarterly Milestones

September Develop education / engagement campaign about waste reduction, avoidance, recycling and re-use
Promote the use of recycled materials through procurement and advocacy
December Commence delivery of campaign
March Evaluate program
June Brief Council on outcomes

3.06 Commence holistic waste system trial in selected areas with 1300 households

Council Plan Initiative:

Investigate, implement and promote initiatives to divert organic waste from landfill

Undertake a trial aimed at introducing a holistic program to reduce volume of kerbside waste collection per capita by behaviour change programs and increase of recycling.

Branch *City Works*

Quarterly Milestones

September Commence collection of food and green waste and glass in selected trial areas
December Evaluate trial program and brief Council on outcomes
March Depending on outcome of trial, develop plan for delivery of holistic waste system municipal wide
June Commence engagement, communication and marketing to get community ready for roll out

3.07 Investigate replacing paved spaces with permeable surfaces

Council Plan initiative:

Investigate feasibility of replacing road and paved space with permeable surfaces

Permeable surfaces have the potential to increase infiltration of water to the subsoil, act as a water retention system and reduce high run off rates during a storm event. Council will investigate and identify at least 3 possible trial sites for permeable surfaces to replace road or paved space. Identified trial sites will be delivered and sites, monitor/report to Council in following financial year.

Branch *Traffic and Civil Engineering*

Quarterly Milestones

December Report to Council on at least 3 possible trial sites for permeable surfaces

June Deliver trial sites as identified in report to Council, and monitor/analyse for 6 month period

3.08 Edinburgh Gardens storm water harvesting project

Council Plan initiative:

Continue to implement and promote evidence based water conservation initiatives

Council will design and commence installation of a large scale storm water harvesting system in Edinburgh Gardens to reduce potable water use, and better use storm water within the Gardens.

Branch *City Works*

Quarterly Milestones

December Award contract for design and construction of the Edinburgh Gardens storm water harvesting project

June Complete detailed design and site establishment for the Edinburgh Gardens storm water harvesting project

3.09 Develop an Integrated Water Management Strategy

Council Plan initiative:

Continue to implement and promote evidence based water conservation initiatives

Undertake investigation of Council's water management assets, and use this to inform the development of an Integrated Water Management Strategy.

Branch *City Works*

Quarterly Milestones

March Brief Council on the findings from the investigations and analysis of Councils drainage infrastructure

June Develop a draft Water Management Strategy

4 . A liveable Yarra

A place where... development and growth are managed to maintain and enhance the character and heritage of the city

With demand for inner city housing increasing, Council is mindful of the importance of balancing the needs of new and existing residents, and ensuring that development does not encroach on the amenity or heritage of our city.

Strategies

Council's work to achieve this Strategic Objective includes the following strategies :

- 4.1 Protect Yarra's heritage and neighbourhood character
- 4.2 Actively plan for Yarra's projected growth and development and advocate for an increase in social and affordable housing
- 4.3 Plan, promote and provide built form, open space that is accessible to all ages and abilities
- 4.4 Protect Council assets through effective proactive construction management
- 4.5 Encourage and promote environmentally sustainable building, urban design, place-making and public realm outcomes
- 4.6 Provide direction and improve decision making on infrastructure projects through the application of the Strategic Community Infrastructure Framework
- 4.7 Encourage engagement with the community when developments are proposed

The following actions are being proposed in 2019/20 to work toward achieving Council's strategic objective of A Liveable Yarra.

Action

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- 4.01 Development Contributions Plan – Planning Scheme Amendment

 - 4.02 Strategies for the hospital and education precincts

 - 4.03 Queens Parade Design and Development Overlay

 - 4.04 Built Form Analysis for Heidelberg Road, Alphington

 - 4.05 Built Form Analysis for Major Activity Centres

 - 4.06 Structure planning for Major Activity Centres in Yarra

 - 4.07 Negotiate Joint Use Agreement with Richmond High School

 - 4.08 Review and develop a framework for management of Council's own heritage assets

 - 4.09 Deliver Social and Affordable Housing Strategy

 - 4.10 Nicholson Village Bus Depot

 - 4.11 Progress the Yarra Planning Scheme rewrite

4.01 Development Contributions Plan – Planning Scheme Amendment

Council Plan Initiative:

Progress a Planning Scheme amendment to implement a Development Contribution Plan

Council approved a Development Contributions Plan (DCP) in 2018/19. The DCP will require developers to contribute to infrastructure upgrades like roads and footpaths and community facilities to help provide for the needs of our growing city. Council will prepare a Planning Scheme Amendment to implement the DCP approved by Council, for submission to the Minister of Planning for approval.

Branch *Office of the Director Planning and Place Making*

Quarterly Milestones

September Advocate to Minister for Planning to approve DCP Amendment post Council adoption

December Complete internal systems to capture contributions and systematically record receipt and acquittals (if approved)

March Implement system once approved by Minister for Planning

4.02 Strategies for the hospital and education precincts

Council Plan Initiative:

Prepare strategies for the Epworth and St Vincent's hospital precincts and the Australian Catholic University education precinct identified in Plan Melbourne 2017-2050

Council will scope proposal and engage with state agencies to prepare strategies for the hospital and education precincts around St Vincent's and Epworth hospitals, and the Australian Catholic University.

Branch *City Strategy*

Quarterly Milestones

March Scope proposal and seek engagement and support from state agencies

4.03 Queens Parade Design and Development Overlay

Council Plan Initiative:

Prepare a Planning Scheme amendment seeking permanent development and design overlay controls for Queens Parade North Fitzroy

Council will prepare and exhibit a new Design and Development Overlay for the Queens Parade area of Fitzroy North to introduce improved planning policy and guidance for the area within the Yarra Planning Scheme.

Branch *City Strategy*

Quarterly Milestones

September Advocate Council's position at panel

December Consider the report and recommendations of the Planning Panel and seek Council adoption of the Amendment

4.04 Built Form Analysis for Heidelberg Road, Alphington

Council Plan initiative:

Develop planning controls for Heidelberg Road, Alphington in conjunction with Darebin Council

Council will undertake built form analysis for Heidelberg Road, Alphington, which will be implemented by planning controls in the Yarra Planning Scheme.

Branch *City Strategy*

Quarterly Milestones

December Prepare draft Local Area Plan for consultation

March Seek Council consent to undertake consultation

June Finalise Local Area Plan and commence preparations for a Planning Scheme Amendment

4.05 Built Form Analysis for Major Activity Centres

Council Plan Initiative:

Prepare a built form analysis as part of the preparation of structure plans for major activity centres

Council will prepare Built Form Analysis to inform Structure Plans for the Brunswick Street/Smith Street Major Activity Centres in Yarra and to support the future preparation of Design and Development Overlays in the Yarra Planning Scheme.

Branch *City Strategy*

Quarterly Milestones

September Consider report on the Built Form Studies and commence preparation of a planning amendment for interim planning controls

June Seek Council consent to undertake consultation on draft studies and draft amendment

4.06 Structure planning for Major Activity Centres in Yarra

Council Plan Initiative:

Continue to develop structure plans for Yarra's major activity centres which build on the unique character of each precinct

Council will prepare Built Form Analysis and Structure Plans for Major Activity Centres in Yarra to support the future preparation of Design and Development Overlays in the Yarra Planning Scheme.

Branch *City Strategy*

Quarterly Milestones

September Complete background analysis report for Victoria Street and Bridge Road

December Finalise draft Structure Plans

March Seek Council consent to undertake community consultation

June Report to Council seeking consideration of final Structure Plans

4.07 Negotiate Joint Use Agreement with Richmond High School

Council Plan Initiative:

Campaign for appropriate joint use agreements for shared use community facilities as part of the Richmond High School project

Council will work with the Department of Education and Training to develop a Joint Use Agreement for community facilities as part of the Richmond High School project.

Branch *Office of the Director City Works and Assets*

Quarterly Milestones

September Continue to engage with School Principal regarding use of facilities in the precinct to determine the details of the Joint Use Agreements, including potential stakeholders and user groups for the school facilities

December Finalise draft Joint Use Agreement with the School Principal

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March Seek School Council and Yarra City Council endorsement of Joint Use Agreement

4.08 Review and develop a framework for management of Council's own heritage assets

Council Plan initiative:

Strengthen the protection of Yarra's heritage through the planning scheme, education, and resource provision

Council will identify and assess properties with shared heritage value and update their statements of significance.

Branch *CEO Office*

Quarterly Milestones

September Initiate preparation of a framework for management of Yarra's own heritage assets

December Consult with internal and external stakeholders

March Present a draft framework to Executive

June Present a draft framework to Council

4.09 Deliver Social and Affordable Housing Strategy

Council Plan Initiative:

Advocate to federal and state governments through Yarra IMAP, MAV, ISMMF, VLGA on affordable and community housing.

Through Council Plans and other strategic documents, Council has expressed its commitment to maintain and support a socially, economically and culturally diverse community. This commitment is further evidenced by the financial support it has provided to the community housing sector, its resolute pursuit of affordable housing outcomes at major development sites and strategic advocacy to state and commonwealth governments.

A Social and Affordable Housing strategy, will encompass strategic directions for Council through its roles as a planning authority and community advocate.

Branch *Social Policy and Research*

Quarterly Milestones

September Present draft Strategy to Council for adoption

Complete public exhibition/consultation

December Commence implementation of strategy

4.10 Nicholson Village Bus Depot

Council Plan Initiative:

Develop planning controls for the Nicholson Street Bus Depot, North Fitzroy

Progress a built form analysis for the Nicholson Village Bus Depot Precinct.

Branch *City Strategy*

Quarterly Milestones

September Brief Councillors on a planning assessment for the bus depot site

4.11 Progress the Yarra Planning Scheme rewrite

The Planning Scheme sets out how land can be used, developed and protected. Council has been working on a major rewrite of the Planning Scheme to update areas of local policy that needed to be strengthened. This year Council will finalise the draft Planning Scheme and seek authorisation from the Minister for Planning to put it on exhibition for public consultation.

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Branch *City Strategy*

Quarterly Milestones

- September** Continue to draft policies in the new format required by DELWP , and Continue to brief Councillors of the proposed policies
- December** Seek Council consent to seek 'authorisation' from the Minister for Planning to place on exhibition a draft new Yarra Planning Scheme
- March** If authorisation provided, brief Councillors on submissions received
- June** Report back to Council post exhibition regarding submissions and recommend final planning scheme provisions

5 . A prosperous Yarra

A place where...local businesses prosper and creative and knowledge industries thrive

Yarra is a great place to do business and to work. Supporting local businesses and creative industries not only contributes to Yarra's economy, but also increases local employment opportunities, enhances street life and fosters community connectedness.

Strategies

Council's work to achieve this Strategic Objective include the following strategies :

- 5.1 Maintain and strengthen the vibrancy and local identity of retail and commercial precincts
- 5.2 Strengthen and monitor land use change and economic growth including new and emerging economic clusters
- 5.3 Create local employment opportunities by providing targeted and relevant assistance to facilitate business growth, especially for small and medium size enterprises and entrepreneurs through the attraction and retention of businesses
- 5.4 Develop Innovative Smart City solutions in collaboration with government, industry and community that use technology to embrace a connected, informed and sustainable future
- 5.5 Facilitate and promote creative endeavour and opportunities for the community to participate in a broad range of arts and cultural activities
- 5.6 Attract and retain creative and knowledge industries in Yarra
- 5.7 Ensure libraries and neighbourhood houses support lifelong learning, wellbeing and social inclusion

The following actions are being proposed in 2019/20 to work toward achieving Council's strategic objective of A Prosperous Yarra.

Action

5.01 Economic Development Strategy

5.02 Local retail precincts

5.03 Brunswick Street Streetscape Master Plan (BSSMP)

5.04 Develop Yarra as a Smart City

5.01 Economic Development Strategy

Council Plan initiative:

Promote the benefits of doing business locally including the benefit of access by walking and cycling

Yarra's Economic Development Strategy outlines how Council can best support economic development by fostering greater investment and jobs growth in the municipality. Council will review the current Strategy, including consultation with stakeholders, for adoption by Council.

Branch *City Strategy*

Quarterly Milestones

- September** Commence project inception
- December** Complete review and prepare draft strategy
- March** Seek Council consent to undertake consultation on draft strategy
- June** Finalise strategy and seek Council adoption

5.02 Local retail precincts

Council Plan initiatives:

Promote the benefits of doing business locally including the benefit of access by walking and cycling
Engage with local traders, leasing agents and property owners to strengthen the viability of Yarra's activity centres such as Bridge Road including the activation of empty spaces

To support local retail precincts, this year Council will trial various marketing channels to help inform an annual marketing strategy to encourage residents to shop locally, with an emphasis on walking/cycling options, participate in State Government project to better manage retail vacancies using Bridge Road and Victoria Street as a pilot and complete Year 3 of the Victoria Street shop front improvement program .

Branch *City Strategy*

Quarterly Milestones

- September** Participate in revitalisation project sponsored by the Minister for Planning
 Complete development of digital maps for 12 precincts that will provide content for marketing on various media and marketing platforms
- December** Promote and advocate the benefits of walking, cycling and supporting local businesses
- March** Complete third year program of shop front improvements in Victoria Street

5.03 Brunswick Street Streetscape Master Plan (BSSMP)

Council Plan Initiative:

Undertake at least three streetscape masterplans for shopping strips based on Place Making principles

Council will prepare a masterplan for the Brunswick Street activity centre, undertake consultation and seek adoption of final masterplan by Council.

Branch *City Strategy*

Quarterly Milestones

- September** Finalise background report on issues, opportunities and vision
- December** Seek Council consent to undertake consultation on background report
- March** Prepare draft masterplan for Council consideration
- June** Report back to Council post submissions

5.04 Develop Yarra as a Smart City

Council Plan 2017-2021 : Year 3

2019/20 Annual Plan

Council Plan initiative:

Implement an innovation hub to bring people together to focus on creative solutions, enabling a culture of continuous improvement, innovation and collaboration

Collaborate with the local community and relevant stakeholders to ensure Yarra becomes a Smart City which delivers a connected, informed and sustainable future.

Branch *Office of the Director City Works and Assets*

Quarterly Milestones

- September** Establish a dedicated Internet of Things network to enable Yarra and its community to connect
Identify and implement the hub for smart and future city solutions (Yarra CityLab)
- March** Connect with 20 Local Government Authorities and Industry organisations around smart city and
smart infrastructure opportunities
- June** Initiate 4 Internet of Things and smart city trials

6 . A connected Yarra

A place where...connectivity and travel options are environmentally sustainable , integrated and well-designed

Council is committed to creating a city that is accessible to all irrespective of levels of personal mobility, to support a fulfilling life without the need for a car.

Strategies

Council's work to achieve this Strategic Objective includes the following strategies :

- 6.1 Manage traffic movement and promote road safety within local roads
- 6.2 Work in partnership with Vicroads and influence traffic management and road safety on main roads
- 6.3 Investigate and implement effective parking management options
- 6.4 Improve accessibility to public transport for people with mobility needs and older people
- 6.5 Develop and promote pedestrian and bicycle infrastructure that encourages alternate modes of transport, improves safety and connectedness
- 6.6 Advocate for increased infrastructure and performance of public transport across Melbourne

The following actions are being proposed in 2019/20 to work toward achieving Council's strategic objective of A Connected Yarra.

Action

-
- 6.01 Variable parking trial and consultative forum
-
- 6.02 Low speed traffic environments
-
- 6.03 Complete Wellington Street Bike Lane
-
- 6.04 Review Local Area Place Making Policy
-
- 6.05 Advocate for Disability Discrimination Act compliant tram stops
-
- 6.06 Public Transport Advocacy
-

6.01 Variable parking trial and consultative forum

Council Plan Initiative:

Continue to utilise data, technology and community consultation in considering the appropriate management of parking

A trial of variable paid parking options on Bridge Road commenced in 2018/19 to understand how variable pricing will influence occupancy rates of the on-street Bridge Road parking. Council will analyse trial data and consider options of variable pricing for different sections of Bridge Road and develop a template that can be applied to other locations within Yarra.

Council will consult with the community to seek further ideas and input into car-parking initiatives and the use of road space.

Branch *Compliance and Parking Services*

Quarterly Milestones

September Complete variable parking trial

December Hold a community consultative forum on parking and related matters
Analyse data

March Present report to Council on results of trial to consider any further action

6.02 Low speed traffic environments

Council Plan Initiative:

Continue to provide low speed environments and community education for pedestrians, cyclists, motor-cyclists and vehicle drivers and passengers

Yarra became the first council in Australia to trial a 30km/h area-wide speed limit in September 2018. The trial area is in the neighbourhood streets bordered by Alexandra Parade, Johnston Street, Hoddle Street and Nicholson Street and aims to create safer and more liveable streets, especially for people who walk and cycle. Council will continue to monitor the effectiveness of the trial and the potential for wider application across Yarra.

Council will advocate to State Government for reduced speed through activity centres on arterial roads to a consistent 40 km/h, including Nicholson Street and St Georges Road activity centres.

Branch *Traffic and Civil Engineering*

Quarterly Milestones

September Conclude 12 month 30km/h trial in Fitzroy and prepare initial report to Council

December Advocate to State Government for reduced speed through activity centres on arterial roads to a consistent 40 km/h, including Nicholson Street and St Georges Road activity centres

March Following analysis, present a report to Council on results of trial to consider any further action

6.03 Complete Wellington Street Bike Lane

Council Plan Initiative:

Complete construction of the Wellington Street Bike (Copenhagen style) Lane to Johnston Street

Council is extending the existing protected bike lanes on Wellington Street in Collingwood to provide a safer and better connected journey for cyclists. Construction of the bike lane on Wellington Street, between Gipps Street and Johnston Street, commenced in 2018/19 and will be completed this year.

Branch *Sustainability and Strategic Transport*

Quarterly Milestones

Council Plan 2017-2021 : Year 3

2019/20 Annual Plan

September Complete Stage 2 separated bicycle lane project

6.04 Review Local Area Place Making Policy

Council Plan initiative:

Transition Local Area Traffic Management programs to Local Area Place Making programs

Council will review the Local Area Place Making policy following the transition from a Local Area Traffic Management approach to ensure appropriate coverage and inclusion of all relevant place making aspects.

Branch *Traffic and Civil Engineering*

Quarterly Milestones

September Undertake an internal review of the current policy

March Inform Council of results of internal review of policy

6.05 Advocate for Disability Discrimination Act compliant tram stops

Council Plan Initiatives:

Continue to facilitate the upgrade of local tram stops to comply with the Disability Discrimination Act to support both access and viability of activity centres

Advocate to the state government for improved accessibility to public transport services

Public transport in the City of Yarra needs to be made more accessible for people with disability and to comply with the provisions of the Commonwealth Government's Disability Discrimination Act (1992) (DDA) and the Disability Standards for Accessible Public Transport (2002). Accessibility is at the forefront of ensuring independence and engagement for people 50+ and people with disability in our municipality.

Branch *Sustainability and Strategic Transport*

Quarterly Milestones

September Agree MOU with Yarra trams re DDA tram stops

December Provide advice on DDA trams stops on Brunswick Street as part of the streetscape master plan

March Continue to advocate for Disability Discrimination Act compliant tram stops on Bridge Road

6.06 Public Transport Advocacy

Council Plan initiative:

Advocate to the State Government for improved accessibility to public transport services

Advocate for improved public transport services to meet population growth including:

- Chandler Highway north-south bus route, Doncaster Rail, Hoddle Street Study, Airport Rail, MM2 and Alexandra Parade.

-The North East Link (NEL) is a proposed \$16 billion freeway connection of the M80 Ring Road to the Eastern Freeway. The project also includes new cycle paths and construction of a busway on the Eastern Freeway. While the NEL is some distance from Yarra, it has the potential to bring large volumes of additional traffic to Yarra via the Eastern Freeway. In May 2019, Council resolved to make a formal submission on the NEL Project and Environment Effects Statement.

Branch *Sustainability and Strategic Transport*

Quarterly Milestones

September Deliver Council submission to NEL Panel hearings including on the NEL busway and public transport solutions

December Prepare mitigation plans and other projects to discuss with consortia if the NEL is tendered

March Hold discussions with NEL consortia regarding Councils position

June Provide briefing to Councillors on NEL updates and on ongoing public transport advocacy

7 . A leading Yarra

A place where...transparency, performance and community participation drive the way we operate

Council is committed to change through an energised, cohesive team of professionals, recognised for our leadership, innovation and service.

Strategies

Council's work to achieve this Strategic Objective includes the following strategies :

- 7.1 Ensure Council's assets and financial resources are managed responsibly to deliver financial sustainability
- 7.2 Continue to develop a culture of continuous improvement and innovation
- 7.3 Maintain a culture of transparency, governance, ethical practice and management of risks that instils a high level of community respect and confidence in Council decision-making
- 7.4 Ensure Council services are efficient, well-planned, accessible and meet community needs
- 7.5 Provide the community with meaningful and genuine opportunities to contribute to and participate in Council planning and decision making processes with a focus on young people, hard to reach and traditionally underrepresented communities
- 7.6 Enable greater transparency and access to the conduct of Council Meetings
- 7.7 Develop innovative Smart City solutions in collaboration with Government, Industry and Community which will use open data technology
- 7.8 Continue a 'customer centric' approach to all service planning and delivery
- 7.9 Advocate for the best interests of our community

The following actions are being proposed in 2019/20 to work toward achieving Council's strategic objective of A Leading Yarra.

Action

7.01 Community engagement

7.02 Customer Experience Strategy 2019-2022

7.03 Council meeting live streaming

7.01 Community engagement

Council Plan initiative:

Design and deliver planned engagement processes to encourage community involvement in Council decision making in line with the Community Engagement Policy

Engaging our community and stakeholders is an important part of making decisions at Yarra . Our community engagement policy sets out our commitment to inclusive community engagement. Council is undertaking a number of community consultations and engagements in 2019/20 involving targeted methods to reach out to traditionally under-represented groups and creative approaches to involve broad representation of the community.

Branch *Advocacy and Engagement*

Quarterly Milestones

- September** Utilise digital mapping tools to engage a wide demographic of residents in the North Carlton LAPMS engagement process
- December** Partner with the finance branch to deliver a municipal-wide early 2020/21 budget consultation
- March** Present refreshed Community Engagement Policy (with a greater focus on tailored engagement to our diverse community) to Council for adoption
- June** Commence implementation of Engagement Policy year 1 actions

7.02 Customer Experience Strategy 2019-2022

Council Plan Initiative:

Continue to implement strategies that enhance customer and community experience with Council across services

Our approach is to create experiences where we value our connection, engagement and relationship with every customer and provide consistency, ease and speed across all customer channels.

Branch *Customer Service*

Quarterly Milestones

- September** Promote and implement Customer Experience Strategy
- March** Develop customer journey maps for high volume/high impact requests

7.03 Council meeting live streaming

Council Plan initiative:

Implement a cost effective system to broadcast Council meetings

Commission and install equipment and infrastructure to enable live streaming of Council meetings from Collingwood, Fitzroy and Richmond Town Halls. Commence live streaming meetings with the Ceremonial Meeting in November 2019.

Branch *CEO Office*

Quarterly Milestones

- September** Develop project scope and undertake procurement process
- December** Stream ceremonial meeting from Collingwood Town Hall
Install and commission equipment
- March** Commence streaming of ordinary meetings from Fitzroy Town Hall
- June** Commence streaming of ordinary meetings from Richmond Town Hall