

Ordinary Meeting of Council Agenda

to be held on Tuesday 19 September 2017 at 7.00pm Richmond Town Hall

Arrangements to ensure our meetings are accessible to the public

Council meetings are held at either the Richmond Town Hall or the Fitzroy Town Hall. The following arrangements are in place to ensure they are accessible to the public:

- Entrance ramps and lifts (off Moor Street at Fitzroy, entry foyer at Richmond).
- Interpreting assistance is available by arrangement (tel. 9205 5110).
- Auslan interpreting is available by arrangement (tel. 9205 5110).
- A hearing loop is available at Richmond only and the receiver accessory is available by arrangement (tel. 9205 5110).
- Proposed resolutions are displayed on large screen.
- An electronic sound system amplifies Councillors' debate.
- Disability accessible toilet facilities are available at each venue.

Recording and Publication of Meetings

An audio recording is made of all public Council Meetings and then published on Council's website. By participating in proceedings (including during Public Question Time or in making a submission regarding an item before Council), you agree to this publication. You should be aware that any private information volunteered by you during your participation in a meeting is subject to recording and publication.

www.yarracity.vic.gov.au

Order of business

- 1. Statement of recognition of Wurundjeri Land
- 2. Attendance, apologies and requests for leave of absence
- 3. Declarations of conflict of interest (Councillors and staff)
- 4. Confidential business reports
- 5. Confirmation of minutes
- 6. Petitions and joint letters
- 7. Public question time
- 8. General business
- 9. Delegates' reports
- 10. Questions without notice
- 11. Council business reports
- 12. Notices of motion
- 13. Urgent business

1. Statement of Recognition of Wurundjeri Land

"Welcome to the City of Yarra."

"Yarra City Council acknowledges the Wurundjeri as the Traditional Owners of this country, pays tribute to all Aboriginal and Torres Strait Islander people in Yarra and gives respect to the Elders past and present."

2. Attendance, apologies and requests for leave of absence

Anticipated attendees:

Councillors

- Cr Amanda Stone (Mayor)
- Cr Danae Bosler
- Cr Mi-Lin Chen Yi Mei
- Cr Misha Coleman
- Cr Jackie Fristacky
- Cr Stephen Jolly
- Cr Mike McEvoy
- Cr Daniel Nguyen
- Cr James Searle

Council officers

- Vijaya Vaidyanath (Chief Executive Officer)
- Ivan Gilbert (Group Manager CEO's Office)
- Andrew Day (Director Corporate, Business and Finance)
- Chris Leivers (Director Community Wellbeing)
- Bruce Phillips (Director Planning and Place Making)
- Jane Waldock (Assistant Director Planning and Place making)
- Guy Wilson-Browne (Director City Works and Assets)
- Fred Warner (Group Manager People, Culture and Community)
- Mel Nikou (Governance Officer)

3. Declarations of conflict of interest (Councillors and staff)

4. Confidential business reports

ltem

- 4.1 Matters relating to legal advice; AND Matters relating to the security of Council property; AND Matters prejudicial to Council and/or any person
- 4.2 Contractual matters
- 4.3 Personnel matters

Confidential business reports

The following items were deemed by the Chief Executive Officer to be suitable for consideration in closed session in accordance with section 89 (2) of the *Local Government Act* 1989. In accordance with that Act, Council may resolve to consider these issues in open or closed session.

RECOMMENDATION

- 1. That the meeting be closed to members of the public, in accordance with section 89 (2) of the *Local Government Act* 1989, to allow consideration of:
 - (a) matters relating to legal advice;
 - (b) matters relating to the security of Council property;
 - (c) matters prejudicial to Council and/or any person;
 - (d) contractual matters; and
 - (e) personnel matters.
- 2. That all information contained within the Confidential Business Reports section of this agenda and reproduced as Council Minutes be treated as being and remaining strictly confidential in accordance with the provisions of sections 77 and 89 of the *Local Government Act* 1989 until Council resolves otherwise.

5. Confirmation of minutes

RECOMMENDATION

That the minutes of the Ordinary Council Meeting held on Tuesday 5 September 2017 be confirmed.

6. Petitions and joint letters

7. Public question time

Yarra City Council welcomes questions from members of the community.

Public question time procedure

Ideally, questions should be submitted to Council in writing by midday on the day of the meeting via the form available on our website. Submitting your question in advance helps us to provide a more comprehensive answer. Questions that have been submitted in advance will be answered first.

Public question time is an opportunity to ask questions about issues for which you have not been able to gain a satisfactory response on a matter. As such, public question time is not:

- a time to make statements or engage in debate with Councillors;
- a forum to be used in relation to planning application matters which are required to be submitted and considered as part of the formal planning submission;
- a forum for initially raising operational matters, which should be directed to the administration in the first instance;

If you wish to raise matters in relation to an item on this meeting agenda, Council will consider submissions on these items in conjunction with and prior to debate on that agenda item.

When you are invited by the meeting chairperson to ask your question, please come forward and take a seat at the microphone and:

- state your name clearly for the record;
- direct your questions to the chairperson;
- ask a maximum of two questions;
- speak for a maximum of five minutes;
- refrain from repeating questions that have been asked previously by yourself or others; and
- remain silent following your question unless called upon by the chairperson to make further comment or to clarify any aspects.

8. General business

9. Delegates' reports

10. Questions without notice

11. Council business reports

Item		Page	Rec. Page	Report Presenter
11.1	Update on proposed Rushall Reserve shared pathway	8	17	Justin Hanrahan – Manager Open Space and Recreation
11.2	Lennox and Nicholson Street Intersection Upgrade	43	50	David Walmsley – Manager City Strategy
11.3	Urban Forest Strategy Draft	91	96	Michael Oke – Sustainability Unit Manager
11.4	Heritage Advisory Committee Review	142	149	David Walmsley – Manager City Strategy
11.5	Proposed 2017/18 Annual Plan	193	196	Julie Wyndham – Manager Corporate Performance and Planning
11.6	MAV State Council - 20 October 2017	255	256	Ivan Gilbert – Group Manager Chief Executive's Office
11.7	Yarra City Council's Procurement Policy - 2017 Review	258	260	Kathy Duffy – Manager Risk, Audit and Procurement

The public submission period is an opportunity to provide information to Council, not to ask questions or engage in debate.

Public submissions procedure

When you are invited by the meeting chairperson to make your submission, please come forward and take a seat at the microphone and:

- state your name clearly for the record;
- direct your submission to the chairperson;
- speak for a maximum of five minutes;
- confine your remarks to the matter under consideration;
- refrain from repeating information already provided by previous submitters; and
- remain silent following your submission unless called upon by the chairperson to make further comment.

12. Notices of motion

Item		Page	Rec. Page	Report Presenter
12.1	Notice of Motion No 17 of 2017 - Sexual Harassment in the Hospitality Sector	289	290	Stephen Jolly - Councillor
12.2	Notice of Motion No.18 of 2017 - Richmond Football Club Banners at Richmond Town Hall	291	291	Daniel Nguyen - Councillor

13. Urgent business

Nil

11.1 Update on proposed Rushall Reserve shared pathway

Trim Record Number: D17/61137

Responsible Officer: Director Planning and Place Making

Purpose

 To update Council in relation to the proposed Rushall Reserve shared path project and to obtain direction on the path width and alignment that would inform the planning permit application.

Background

2. On 2 August 2016, officers reported back to Council on the outcomes of consultation on the proposal to construct a shared path between Rushall Station and Koonda Lat through Rushall Reserve. The plan from the 2 August report is included as Image 1 below.

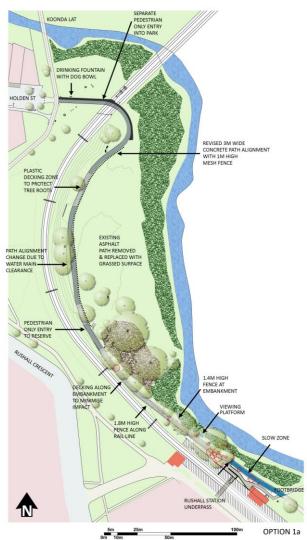


Image 1 - Alignment of proposed path at Rushall Reserve included in 2 August Council report.

- 3. Having regard to the history and the Council directive of July 2015, the Council, in August 2016, resolved to advance the proposed pathway through Rushall Reserve: a brief background is provided for context:
 - at that meeting an officer report was received on the outcomes of consultation on the proposal to construct a shared path between Rushall Station and Koonda Lat through Rushall Reserve;

- (b) the plan from the 2 August report is included as Image 1 above. It is noted that the western alignment was consistent with the Council direction to officers in the July 2015 resolution. (A full copy of the Council report is included in Attachment 1).
- (c) the report presented three options. One was to proceed with a path having a width of 2.5m, one was to proceed with a path having a width of 3.0m; a third option was not to proceed with the path;
- (d) after considering the officer report and hearing submissions, Council resolved to "proceed with the construction of a 2.0 metre asphalt path on the edge of Rushall Reserve linking the existing Merri Creek Trail between Rushall Station and Koonda Lat Bridge."; and
- (e) the resolution also states that Council (Attachment 2):
 - "endorses a re-design of the path, with the objective of retaining the significant tree shown as Number 5 on Attachment 1 on the basis that the final design is assessed against the AustRoads Guidelines, but in the event that the above is not able to be achieved, authorises officers to commence the planning permit application for the removal of the significant tree as required under the Yarra Planning Scheme."

Roundtable meeting in April, 2017

- 4. Further engagement with representatives of selected stakeholder groups was held on 18 April 2017 with an independent facilitator (Ms Michelle Howard). This included representatives from the following groups:
 - (a) Children's playgroup/Share Rushall Reserve;
 - (b) Save Rushall Reserve;
 - (c) Yarra Disability Advisory Committee;
 - (d) Yarra Bicycle Advisory Committee; and
 - (e) Residents of Rushall Park.
- 5. Also in attendance were Councillor Stone (Mayor) and Councillors Coleman, Fristacky and McEvoy along with Council officers, the Director Planning and Place Making, Group Manager Chief Executive's Office and Manager Recreation and Open Space.
- 6. Having regard to the July 2015 and August 2016 Council directions via the resolutions, the principal matter remaining for discussion is that of risk management regarding the width of the path. However, the Roundtable conversation also provided Councillors with feedback for awareness and consideration. The notes of that conversation are included in Attachment 3.

Issues

Width of Shared Pathway

7. It is important to highlight to Council that the width of the proposed path, at 2.0m (August Council resolution), is not consistent with the desirable or minimum width for a shared path in the Austroads Guidelines (Part 14). The relevant excerpt from the guideline is included below:

Shared paths

Table 7.6 shows desirable widths and acceptable ranges of width for shared use paths. As for bicycle paths, the upper limit of the acceptable range in the table should not discourage designers from providing a greater width where it is needed (e.g. very high demand that may also result in overtaking in both directions).

Table 7.6: Shared path widths

	Path width (m)		
	Local access path	Commuter path	Recreational path
Desirable minimum width	2.5	3.0	3.5
Minimum width – typical maximum	2.5(1)-3.0(2)	2.5(1)-4.0(2)	3.0(1)-4.0(2)

- 1 A lesser width should only to be adopted where cyclist volumes and operational speeds will remain low.
- 2 A greater width may be required where the numbers of cyclists and pedestrians are very high or there is a high probability of conflict between users (e.g. people walking dogs, roller bladers and skaters etc.).

Source: Austroads (2009f) Figure 7.4.

- 8. While the Austroads Guidelines are not legislated, and while there are scenarios where a section of new path cannot be designed in accordance with the guidelines due to topographical constraints, senior officers believe it is inappropriate to design a shared path below the minimum recommended width in circumstances where it is possible to achieve this width.
- 9. In the case of the shared pathway at Rushall Reserve, subject to VicTrack approval, a path width of 2.5-3.0m with an appropriate run-off area can be achieved for most of its length and would represent a design width that complies with the Austroads Guidelines, reduces Council's exposure to possible future claims and ensures that, in the event of a claim against Council, that Council's insurer would be in a position to accept the claim. Council's Insurer has an expectation that Council would, as a minimum, comply with Industry Standards.
- 10. It is noted that Council has reconstructed the majority of its off-road path network since 2005. The vast majority of these paths have been constructed at a width of 3.0m or wider in accordance with the Austroads Guidelines. The sections of the Merri Creek Trail immediately upstream and downstream of the subject site were constructed 3.0m wide in 2010 and 2008 respectively.
- 11. The path downstream of High Street will be constructed at a width of 3.0m as part of the Coulson Reserve ramp project, currently being delivered.

Alternative alignment through the Reserve

- 12. For the purposes of constructing a path at this location, the topographical constraints mean that there is only one alignment possible along the escarpment between Rushall Station and Rushall Reserve: generally indicated by "A" in Attachment 4. From the point at which the path enters the actual Reserve, several alignments have been considered, the two most practical are shown as B1 and B2 in Attachment 4.
- 13. Accepting that if the path was to proceed, it must follow an alignment consistent with "A" along the escarpment, the resolutions of Council from July 2015 and August 2016, both recommend that the path alignment through the Reserve should follow the railway side of the Reserve, as shown by Image 1 above and "B1" in Attachment 4.
- 14. In light of feedback received at the roundtable meeting in April, the available budget and the design attributes of both B1 and B2, officers have reviewed these options and believe that B2 can be delivered within the available budget and would deliver a better design outcome for path users and park users. The pros and cons of each option are included in Attachment 4 and summarised elsewhere in this report.

External Consultation

- 15. Council has undertaken extensive community consultation on this project prior to considering the matter at the meeting of 2 August 2016. As this report primarily considers matters relating to Council's risk management responsibilities and exposure to possible future claims, no external community consultation has occurred in preparing this report.
- 16. The feedback from the Roundtable community meeting held in April 2017 is, however, important for Councillors to note and consider (Attachment 3).
- 17. It is also noted that as part of the design development process following the Council resolution in August 2016, officers from Metro Trains and have requested a 3.0m path to meet their access requirements. Public Transport Victoria has requested that the path meet the requirements of the Austroads guidelines.
- 18. Representatives of Metro Train, VicTrack and Public Transport Victoria have been involved with the design of the path throughout and the engineer working on behalf of Council has been addressing any design concerns they may have at each stage of the project. The most challenging section of the path from a technical perspective is the escarpment between Rushall Station and the Reserve and only one minor amendment was requested from the most recent design review process.
- 19. Notwithstanding the consultation that has occurred in the past and the opportunity to consider path widths and alternative alignments through the Reserve, Council must obtain a planning permit due to the "use" of a public path in a Railway Reserve and for vegetation removal which is subject to a legislated consultation process for sections A and B1 (refer Attachment 4).
- 20. Should it be supported by Council, Section B2 does not require a planning permit and the extent of works is such that additional formal consultation is not considered necessary.
- 21. Should Council determine to proceed with the proposed shared path, Council would need to enter into a Licence agreement with VicTrack over land within their control.

Internal Consultation (One Yarra)

22. Internal consultation has occurred with respect to this report and has included officers from the City Works and Assets Division, the Risk Management Unit, the Property Management Unit and Strategic Transport Unit.

Financial Implications

- 23. The cost of constructing a path between Rushall Station and Koonda Lat would vary according to the width of the path and the final alignment. Referencing the alignment options in Attachment 5, the current construction estimates are as follows:
 - (a) Section A (2.5m width): \$502,850;
 - (b) Section B1 (2.5m width): \$125,700; and
 - (c) Section B2 (2.5m width): \$43,500.
- 24. Therefore construction estimates for the total project are:
 - (a) A + B1 = \$628,550; or
 - (b) A + B2 = \$546,350
- 25. The figures include a cost for design consultancy works but do not, at this stage, include a construction contingency. The estimate includes the following elements:
 - (a) Pavement construction (including decking);
 - (b) Fencing;
 - (c) Drinking fountain;
 - (d) Railway infrastructure realignment; and
 - (e) Furniture.

- 26. After considering the requirements of the railway authorities and the logistical requirements of minimising impact on trees in the Reserve, the alignment of Sections A + B1, that which is consistent with the 2016 resolution of Council, exceeds the available funds. Sections A + B2, which has several benefits over the B1 alignment, described in Attachment 4, is within the available budget.
- 27. Subject to the final alignment (that is whether it follows B1 or B2 in Attachment 4) the cost of constructing a path at 2.5m wide is estimated to be \$4,000-\$10,000 more expensive than a 2.0m wide path (as per the 2 August resolution) and a 3.0m wide path can be expected to be \$8,000-\$20,000 more expensive than a 2.0m wide path.
- 28. Council has previously allocated funding for this project that has been carried forward while consultation is undertaken. A total of \$545,000 has been carried forward into the 2017/18 Budget. Final construction costs will be determined based on material selection and path alignment.

Economic Implications

29. There are no economic implications associated with this report.

Sustainability Implications

30. The recommended widths of paths based on their attributes and potential users are developed with consideration of the risks associated with this activity and the suitability of the path for all users. Increasing the path width would have the effect of making the path more suitable for pedestrians, persons on mobility devices and cyclists alike.

Social Implications

31. The path would improve the accessibility to the reserve and also improve the ongoing connectivity between the linear paths to the north and south. It is noted that there is some divergence of opinion amongst the stakeholders regarding the project.

Human Rights Implications

and

32. There are no known human rights implications associated with this report other than providing equitable access for all persons.

Communications with CALD Communities Implications

33. No consultation with CALD communities has occurred with respect to this report.

Council Plan, Strategy and Policy Implications

34. The 2017-2021 Council Plan, references cycling and walking under Objective 6 – A connected Yarra. It says:

"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."

"With our municipal population expected to grow by 33% by 2031, improving sustainable transport capacity to accommodate our growing population is a priority. To encourage using public transport, walking or cycling as the first choice of transport for all ages for short to medium trips (less than five kilometres), Council is working to provide an effective, interconnected and well maintained pedestrian and bicycle network that both inexperienced and experienced users feel safe and comfortable using.

We will work on major improvements to cycling and walking infrastructure to provide integrated and connected travel options..."

35. A key focus of Council's Strategic Transport Statement and the Yarra Bike Strategy Refresh is for Council to "deliver infrastructure projects and support behaviour change measures that encourage a broad cross section of the community to travel through, to, from and within Yarra by bicycle". The path from Rushall Station to Koonda Lat was included in this document as "Strategy 3 – Better Off-Road Bicycle Network".

36. The "provision and maintenance of cycling and walking tracks" was the 6th most important issue in the Annual Community Satisfaction Survey (2017).

Legal Implications

Legal precedent

- 37. Relevant to this issue are the Supreme Court finding in relation to a case from *2010: Monty v Bayside City Council & Ors.*
- 38. The case relates to an incident that occurred on the shared path running parallel to Beach Road, Brighton and it happened that a cyclist hit a steel post adjacent to the shared path after being affected by a sudden gust of wind while riding. The cyclist suffered significant injuries and claimed negligence on the part of Council.
- 39. In providing evidence to the hearing, a road safety engineer specifically referenced the Austroads Guidelines and in particular the fact that the path did not provide the "recommended width", the "effective width", the "minimum width to an obstacle" and concluded that "the design of the shared path and its environs in the vicinity of the crash site was deficient" and that the path, at 2.5m wide, was too narrow and should have been 3.0m or more.
- 40. The judge noted that the Bayside City Council had not discharged its duties by assessing the attributes of the design to ensure that it was safe and presented no unforeseen obstacles. The judge determined that Council had an obligation "to prevent the foreseeable risk of injury to users of that bike path".
- 41. The judge awarded the plaintiff approximately \$250,000 in damages as a result of the injuries sustained.

Insurer's advice

42. In addition to reviewing legal precedent, officers have also sought the advice of Council's insurers with regards to the potential construction of a path that does not adhere to the minimum or desired widths. They advised as follows:

"Council's Liability Policy responds to third party Personal Injury and/or third party Property Damage if Council is deemed legally liable. What Council will be liable for of course will depend on the specifics of each claim.

However if Council requires defence or is held liable, the policy would respond. Given the existence of an Australian standard, Council would need to outline the reasons for not complying with it as part of its defence.

The reality is that most plaintiff lawyers would use the guidelines as an argument for the Council's 'failure' and 'negligence'."

- 43. This, it is considered, would be particularly so having regard to a precedent such as the Bayside City Council case.
- 44. Future costs to Council arising from any potential claim cannot be quantified at this time; however, Council's financial exposure is adversely affected if, in response to a claim, Council's insurers determine not to indemnify Council as it failed to construct a path according to the minimum design standards.

Council as Committee of Management

- 45. The path would link the Merri Creek Trail from Rushall Station to Koonda Lat; this would cross Crown Land that is managed by Council and VicTrack on behalf of the Victorian State Government.
- 46. While the Crown is ultimately responsible for land in its ownership, Council, as Committee of Management on behalf of the Crown, accepts multiple responsibilities on behalf of the State Government, one of which is insurance and risk management responsibilities over that land.
- 47. The State Government holds insurance over land for which it is responsible; however the Certificate of Currency explicitly excludes "Municipal and/or Local Councils, Authorities and/or Associations".

48. As a result, Council must carry insurance on behalf of the Crown for land that it manages.

Comments/Discussion

- 49. The August 2016 Council resolution includes a reference to the Austroads Guidelines with the intention of protecting a large tree close to where the path intersects with the pedestrian underpass at the Rushall Railway Station.
- 50. As outlined above, the recommended width of the path at 2.0m contained in the resolution of Council is not consistent with the Austroads Guidelines for shared paths. The retention of the tree referred to above creates slope issues at that point and would increase the speed of cyclists following the path downstream as they approach Rushall Station.
- 51. The reference to the Austroads Guidelines for the purposes of protecting the tree makes it appropriate for officers to refer back to the same Guidelines to determine if adhering to the resolution of Council would provide for a safe, usable path that ensures Council is meeting its duty of care to future path users.
- 52. Drawing on the recommendations contained in the Austroads Guidelines, the judge's findings in the *Monty v Bayside City Council & Ors case* and with the knowledge that a 2.5m or 3.0m wide path can be accommodated at this location, it is not considered appropriate to construct the path at 2.0m wide.
- 53. That the Council resolution instructs officers to construct a 2.0m wide path should not restrict officers from carrying out works that are consistent with the guidelines for this type of work, more so when the potential consequences of the path design are known.
- 54. Through the design process, officers have identified that a 2.5m-3.0m wide path with clearances from balustrading and retaining structures (where required) can be constructed at this location.
- 55. Construction of a path at 2.5m-3.0m as per the original officer's recommendation would effectively manage the risk of this and future Councils and would ensure that Council could draw on its public liability insurance policy, in the event of a claim against Council.
- 56. As reported previously, due to the controls within the Yarra Planning Scheme, a planning permit is required to remove any trees and construct a path at this location. (Where it is within the Railway reservation land in the Yarra Planning Scheme).
- 57. The land where trees are affected is in an Environmental Significance Overlay which requires a town planning permit for any proposed tree removal. The land on the western edge of Rushall Reserve (where the Council resolution directs) is in a Railway Purposes Reservation; which means the path requires a planning permit.
- 58. The path alignment shown as B2 in Attachment 5 does not require a planning permit as it is wholly within the Council Reserve and does not involve vegetation removal. That alignment would connect with an existing path that is at grade, with good sight lines and run off and is approximately 2.5m in width. No works would be necessary for that section of path at this time, however it would be subject to renewal works in future years.
- 59. It is considered fair to say that representatives of all stakeholder groups at the RoundTable accept the desirability for a safe path through Rushall Reserve. It is the concern of bicycles in the Reserve (in particular, fast moving bicycles), their impact on the safely and enjoyment of the reserve and the impact of tree removal (approximately 12) that is the core of the issue.
- 60. Section A in Attachment 2, along the escarpment, is common to all alignments and vegetation removal is required for the path to be constructed.
- 61. In the report to Council in August 2016 it was noted that Option B1 would have to be realigned to maintain an appropriate clearance from the water main. Having consideration of this detail and the feedback received at the Roundtable, Option B2 connects to an existing path and includes a curved section of path as it enters the Reserve and would partly address concerns about speed of cyclists.

Project risks

- 62. As detailed in Attachment 4, the majority of risks associated with delivery of this project are contained in Section A. The constraints posed by railway infrastructure limit potential path alignments and generate design factors that would not be required elsewhere in the project.
- 63. The nature of the railway infrastructure in this location is such that the construction involves substantial financial outlay due to changed alterations to the railway signal infrastructure and would include risks to the project timeframe. Though the contractors engaged to carry out the alterations to railway infrastructure would be approved by Metro Trains and VicTrack, as the works are triggered by a Council project, it will carry a degree of financial risk associated with maintaining railway operations and dealing with ageing railway signalling infrastructure during construction.
- 64. Officers are seeking technical advice on the space required to construct the path and how that may impact vegetation and railway infrastructure. This early advice would inform a construction management plan, but is considered essential information to identify and mitigate risks.

Options

- 65. The substantive elements of the resolution of Council on 2 August 2016 (Attachment 2) provide direction for officers to proceed with the design and Planning Permit application. Officers are, however, seeking final direction as to the final path width and whether Councillors wish to provide any further comments to officers.
- 66. Given that the construction of a shared pathway, in accordance with the minimum standards set out in the Austroads guidelines, and having consideration of the health and safety of future path users, it is the view of officers that construction of a path at 2.0m wide as per the resolution of 2 August 2016 is not an appropriate option (and needs to be wider).
- 67. Having reviewed the pros and cons of each alignment through the Reserve (B1 and B2 in Attachment 4), officers recommend that when considering the final width of the path, Council amend the direction to officers so as to follow an alignment generally consistent with the section labelled as B2.
- 68. Having consideration of the information above and the resolution of Council from 2 August 2016, officers advise the following options.
- 69. **Option 1** That Council revisit its August 2016 resolution regarding the 2.0m wide path contained in 2(a) of the resolution from 2 August 2016 (Attachment 2) and instead proceed with the design and construction of a 2.5m wide path following the general alignment represented by Sections A + B2 in Attachment 4.

Pros:

- the increased width of the path meets the <u>minimum</u> standards prescribed by the Austroads Guidelines and would ensure that Council would be insured in the event of a claim against Council;
- (b) the increased width would not have any additional impact on trees along the path alignment; and
- (c) would cost \$4,000-\$10,000 less than a 3.0m wide path.

Cons:

- (a) the path would not be consistent with the 3.0m wide Merri Creek Trail immediately upstream or downstream of the subject site.
- 70. **Option 2** That Council revisit the August 2016 resolution regarding the 2.0m wide path contained in 2(a) of the resolution from 2 August 2016 (Attachment 2) and instead proceed with the design and construction of a 3.0m wide path following the general alignment represented by Sections A + B2 in Attachment 4.

Pros:

- the increased width of the path would meet the <u>desired</u> standards prescribed by the Austroads Guidelines and would ensure that Council would be insured in the event of a claim against Council;
- (b) would provide for continuity of a 3.0m wide path between the High Street bridge and Koonda Lat; and
- (c) the increased width would not have any additional impact on trees along the path alignment.

Cons:

(a) Option would cost \$4,000-\$10,000 more than the 2.5m wide path.

Summary

- 71. The option of constructing a 2.0m wide path as per the resolution of Council in August 2016 presents risks to path users and represents a liability to the current and future Councils as it does not meet the minimum requirements of the Austroads Guidelines in a situation where it is possible to meet those requirements.
- 72. Notwithstanding the consultation that has occurred in the past and the opportunity to consider path widths and alternative alignments through the Reserve, Council must obtain a planning permit which is subject to a legislated consultation process for <u>Sections A and B1</u> (refer Attachment 4).
- 73. Should Council see the benefit of Section B2 being the link in the reserve (as distinct from Section B1) it is within the Council prerogative to make that determination. Some people in the community have suggested this would be a more appropriate alignment in any event. It is also noted that component would not require a planning permit as it is outside the Railway Reservation land and no trees would be impacted.
- 74. Officers require a clear direction from Council so that this matter has a way forward it is considered that it is not essential to consult on any realignment to Section B2 as that part of the path would simply be a connecting path between the escarpment (Section A) and the existing bitumen path existing along the eastern alignment of the Reserve. The administration can provide information to the local community of any such decision along those lines (that is, informing people) through formal communications and newsletters etc.
- 75. **Option 1**, that being construction of a <u>2.5m wide path with appropriate run-offs</u>, following an <u>alignment consistent with Sections A + B2</u> in Attachment 4 is commended to Council on the basis that it is consistent with the minimum requirements as described in the Austroads Guidelines, is within the available budget and delivers an outcome for the community that is consistent with the underlying objectives of the Council resolution from August 2016.
- 76. On the basis that Council supports progressing an outcome described in paragraph 73 above, officers will prepare the necessary information to submit a planning permit application under the Yarra Planning Scheme.

RECOMMENDATION

- 1. That Council:
 - (a) notes the further officer report regarding the proposed shared path in Rushall Reserve;
 - (b) notes the feedback received at the roundtable meeting on 18 April 2017;
 - (c) notes the judge's findings in *Monty v Bayside City Council & Ors.* (2010) relating to an incident on a shared path and the advice from Council's insurers on potential liabilities arising from constructing a path that does not comply with the minimum standards as recommended in the Austroads guidelines;
 - (d) notes the benefits associated with amending the path alignment through Rushall Reserve as described in Attachment 4 as B2:
 - (e) endorses construction of a 2.5m wide path with appropriate run-offs;
 - (f) endorses an amended alignment consistent with A + B2 as described in Attachment 4;
 - (g) authorises officers to prepare the necessary information to submit a planning permit application as required under the Yarra Planning Scheme, having regard to VicTrack risk assessment requirements, for construction of a 2.5m wide path with appropriate run-offs in the area generally shown as section A in Attachment 4;
 - (h) authorises officers to include the relevant elements from 2(d) of the resolution of Council on 2 August 2016 (Attachment 2), those being:
 - (i) except where decking is required, that the path be constructed in asphalt;
 - (ii) measures to slow the speed of bicycles and other mobility aids using the path;
 - (iii) planting of intermittent low vegetation along the edge of the path with appropriate segments of fencing with gates for pedestrian access;
 - (iv) 1.4 metre high fencing along the embankment as a safety measure;
 - (v) additional seating in the reserve, the installation of a drinking fountain with a dog bowl, and improved signage; and
 - (vi) tree planting in the reserve and ground covers, to offset any tree and vegetation removal; and
 - (i) authorises officers to communicate this resolution to park users through the installation of signage in the Reserve.

CONTACT OFFICER: Justin Hanrahan

TITLE: Manager Open Space and Recreation

TEL: 9205 5720

Attachments

1 Council Report - 2 August 2016

2 Minutes from Council meeting on 2 August 2016

3 Round table meeting notes - 18 April 2017

4 Rushall pathway options

2 August 2016

11.1 Outcomes of Consultation on Rushall Reserve Shared Path

Executive Summary

Purpose

To report on the feedback received during the community consultation regarding the design for a shared path through Rushall Reserve and to seek a Council determination.

Key Issues

There is a strategic basis for the shared path in adopted Council strategies – however, the proposal has been a very sensitive matter over the past few years as expressed by the submissions received in recent budget processes and also in specific consultations.

Over the past few months a large number of submissions have been received from both City of Yarra residents and from residents of other municipalities both in support of, and in opposition to, the construction of a shared path at Rushall Reserve.

The consultation process identified the following key themes:

- (a) access, impact on amenity and potential conflict among users;
- (b) the impacts and benefits of fencing;
- (c) vegetation removal and tree planting;
- (d) lighting and safety; and
- (e) signage.

The report provides an outline of the consultation process, an analysis of the information received and also provides officer comments to the key themes of the submissions for Councillor consideration.

The submissions and information gained through the consultation process now provides Council with further information in addition to the relative merits of a shared pathway at this location.

The report provides options, with commentary, for Council to consider as part of its deliberations.

Other approvals required

The report outlines that some approvals would still be required for the shared path to proceed to full implementation.

Options

The Council resolution of July, 2015 provided the parameters for a design of a shared path – based on this resolution and the consultation process, Council now has the following broad options.

Option 1(a) – determine to proceed towards constructing a shared path with a fence;

Option 1(b) - determine to proceed towards constructing a shared path without a fence; or

Option 2 – determine to not proceed with a shared path at this location.

These are outlined further in the report with officer comments.

Attachment 1 - Council Report - 2 August 2016

Ordinary Council Meeting

2 August 2016

Financial Implications

Should Council determine to proceed with the shared path (as consulted upon), and all other approvals are obtained, the approx. cost of the implementation would be in the range of \$ 560 K to \$ 580 K (excluding contingency).

Council has allocated budget for this proposal which is outlined in the report.

Summary

The consultation responses have been analysed by an independent firm Nation Partners – this is provided in the attachments as well as the verbatim comments received from the community.

Council is now requested to determine a position in respect to this matter and provide direction to the organisation.

Page 2 of 20

2 August 2016

11.1 Outcomes of Consultation on Rushall Reserve Shared Path

Trim Record Number: D16/96943

Responsible Officer: Director Planning and Place Making

Help

Purpose

 To report on the feedback received during the community consultation regarding the design for a shared path through Rushall Reserve.

Background

Strategic context

- The 2013-17 Council Plan, includes the following strategies that are relevant to this project:
 - (a) manage competing demands for use of public and green open space;
 - (b) increase cycling through improved access and infrastructure; and
 - (c) increase pedestrian activity and safety through improved access and infrastructure.
- The Yarra Bicycle Strategy 2010-15 vision is to "establish cycling as a legitimate first choice
 of transport by people of all ages and cycling abilities through providing cycling facilities that
 serve a broad range of social objectives".
- The Bicycle Strategy also seeks to provide a "continuous and well maintained bicycle network that inexperienced and experienced riders feel safe and comfortable using".
- 5. A shared path through Rushall Reserve was proposed in the Merri Creek Trail Review, endorsed by Council in 2008. The intent of the Review was to "guide future works, management and priorities for upgrade of the trail to cope with existing and future use" and "recommends innovative solutions to create a safer, more environmentally sympathetic and user-friendly trail."

2014 Budget Submissions

6. Project funding of \$650,000 was allocated in the draft 2014/2015 Council budget for this proposal, to be funded from Open Space Developer Contributions. In 2014, Council received 34 submissions to the budget on this item, with 31 of these opposing the proposed shared path. At the Council Meeting on 10 June, 2014 Council determined to:

"defer the final design/development of Rushall Reserve Bicycle path pending detailed consultation with community members and affected stakeholder groups".

2015 Consultation process

- 7. The initial period of community consultation was conducted from 27 March until 4 May, 2015. Residents received notification of the consultation via a mail-out to local residents, information posted on Council's webpage, and posters displayed on site. Interested people were invited to provide feedback directly, participate in an on-line discussion forum, and to attend a series of two community workshops to consider the proposal.
- 8. Council engaged an external facilitator to conduct the workshops which took place on two Tuesdays, 21 and 28 April, 2015. Approximately 30 residents attended both workshop sessions, and while it was hoped to reach a design consensus which would 'best reflect the needs of all current and future Rushall Reserve users', no consensus was reached. The majority of attendees identified a preference to have no shared path through the reserve and to leave the reserve as it is.
- A total of 42 written responses were received directly from residents, with 27 of these also attending the workshop series. Residents from both the City of Yarra and City of Darebin participated in the consultation and of these responses, approximately two thirds were

2 August 2016

- opposed to a shared path through the reserve, while the remaining submissions supported the proposal.
- 10. The on-line engagement site attracted 45 participants who added more than 120 comments. It was noted some attendees of the workshops also participated in discussion on this website, and comments were similar to those received at the workshop or via written responses.
- 11. Those in support of the proposal at the time noted that the proposed path would provide a safer and more legible and direct link in the Merri Creek Trail, and could avoid the need to use the Rushall Station underpass, the pedestrian bridge, and the local roads in Darebin.
- 12. Those opposed to the proposal noted the following concerns:
 - the perceived risks of shared paths for pedestrians, children and off-lead dogs due to the speed and behaviour of cyclists on shared paths;
 - (b) a desire to retain the reserve as a 'cul-de-sac' location, where there is no through traffic:
 - (c) the preservation and recognition of the cultural and heritage significance of the location:
 - (d) the possible impact on the native flora of a new path;
 - (e) a view that the path is not needed, given the existence of alternative routes; and
 - a view that a higher priority for Council should be to address the current Rushall Station underpass and improve this for cyclists.

Council resolution - July 2015

- 13. Having consideration of the feedback received during this initial consultation, Council considered a report on the matter at the Ordinary Meeting of Council on 21 July 2015. At that meeting, it was resolved that Council:
 - (a) notes the extensive feedback received during the consultation process regarding the proposed shared path through Rushall Reserve;
 - (b) notes the officer report and recommendation responding to community input on the need for improvements to the underpass at Rushall Station and requests that the officers:
 - (i) advise VicTrack, PTV and other responsible authorities of the extensive community representations (with copies subject to appropriate privacy protections) on the need to improve and upgrade this underpass and seeks their commitment to such upgrade and to also accommodate secure bicycle parking at the station, with a timeframe for implementation; and
 - (ii) report to Council on the above; and
 - (c) recognises and supports the current uses of Rushall Reserve by the community as valued green open space, the diversity of users, including walkers, joggers, children, dog walkers and bike riders, who would benefit from improved access to the Merri Creek environs;
 - (d) notes the importance of health outcomes from dog walking and seeks to enhance amenity by inclusion of a drinking tap for Reserve users and their dogs, including a hand washing facility;
 - (e) notes the strategic importance of the shared pathway network as described in the Yarra Bicycle Strategy 2010-2015 allocating a high priority rating to the path (meeting 5/5 criteria), and the Merri Creek Trail Review supporting a pathway through the Reserve:
 - (f) notes the range of views on the proposed Rushall Reserve shared path received through community feedback including:

2 August 2016

- (i) opposition to any path through Rushall Reserve;
- (ii) opposition to a path through the middle of the Reserve;
- (iii) in principle support for a pathway through the Reserve; and
- (iv) support for a perimeter path following and extending the existing goat track along the railway line and embankment; and
- (g) notes the risks associated with use of an informal and unsafe access track at the top of a cliff and along an unfenced railway line and the need for a path to provide safe legal access to the Reserve;
- supports improved access for the community to the rail and bus services at Rushall Station;
- authorises officers to report back to Council on the design of a shared path on the perimeter of Rushall Reserve on the basis that:
 - the path alignment follows, as close as is practical, the railway embankment on the west side of Rushall Reserve and limits encroachment onto green open space:
 - the path location, as far as is practical, ensures retention of significant native trees;
 - the design includes treatments to encourage slower cyclist speeds and reduce potential conflict between park users and dogs (e.g. through fencing, planting or other creative solutions);
 - (iv) the design considers improvements to visibility, signage, access and revegetation, and to drainage including beneath the Holden Street railway bridge;
 - (v) the design ensures appropriate path gradients for walkers, pushers, and bike riders to assist south-bound users; and
 - (vi) current park users be consulted on whether the existing asphalt path through the Reserve be (a) retained with signage to show this is a no through path, (b) improved and extended to the Creek, or (c) replaced with turf in order to minimise the loss of green space; and
- requests officers to consider community feedback on the revised designs prior to the report back to Council.
- 14. A draft proposal responding to the above design considerations was prepared to facilitate consultation with the community and relevant authorities (refer to Attachment 1).

2016 Consultation process

- 15. Consistent with the Council resolution from 21 July 2015, community consultation was undertaken on a draft design for a shared path including:
 - (a) a community survey, available in hard copy and online on Council's website;
 - (b) a community information session held on site on 7th May 2016; and
 - (c) meetings with relevant stakeholders.
- 16. As part of the consultation process, signs were erected on site to invite attendance at a community information session and seek written feedback via the online survey. A copy of the online survey is provided as Attachment 2.
- 17. The survey attracted a strong level of engagement, which was demonstrated by the number of submissions (455 in total) and the quality of the comments. Between 12 April and 25 May 2016, the project website received approximately 2,330 total visits, with 1,293 people viewing photos and approximately 1,400 people downloading documents.
- Nation Partners were commissioned to provide an analysis of the submissions received and provide a summary report. The detailed independent analysis of the survey results is

2 August 2016

- included as Attachment 3. Verbatim feedback is included as Attachment 4. The following charts provide an overall summary of the submissions received.
- The consultation responses now provide Council with further information in addition to the merits of the proposed shared path as outlined in the strategic positions of the Council.
- 20. Responses were received from residents from a broad range of suburbs. A high proportion of responses were from residents from the local area including Fitzroy North (167), Northcote (88) and, to a lesser extent, Clifton Hill (22). The detailed analysis of survey results considers the influence of geographical location in relation to the support or non-support for the draft design.
- 21. The quantitative data identified that 127 of 205 local Yarra respondents support the draft design as it is or generally supported the design with some modifications. However, 76 of 205 local Yarra respondents do not support the shared path proposal at all or have concerns about the draft design (Refer Table 1 below).
- 22. A similar finding is evident for local non-Yarra respondents with 62 of the 97 supporting the draft design as is or with some modifications while 34 local non-Yarra residents either do not support the design at all or have concerns about the proposal. (Refer Table 1 below)

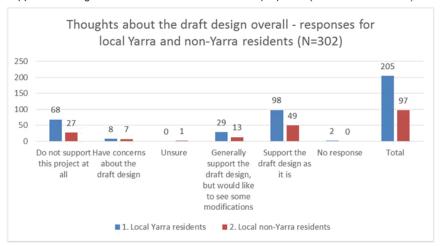


Table 1: Local breakdown of support/lack of support for the draft design overall (refer page 15 of Attachment 3)

 A summary of all feedback received during the consultation period is summarised by Table 2 below.

2 August 2016

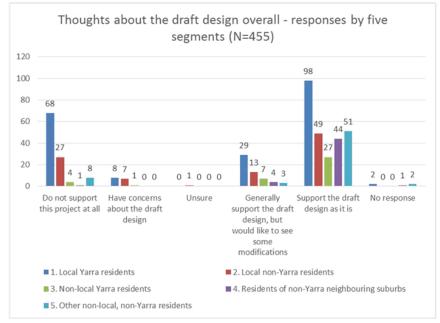


Table 2: Breakdown of support/lack of support by geographical location (refer page 14 Attachment 3)

- It is clear that Council has received a strong response from the community with regards to this matter.
- The independent analysis of this information (Attachment 3) notes that a small number (four)
 of submitters have provided multiple responses.
- All survey analysis and the verbatim comments have been available in the Councillor Resource Rooms at both the Richmond and Fitzroy Town Halls.
- 27. Whilst the survey numbers are very relevant, and the themes of submissions very important to consider, the particular merits of the proposal must also be considered carefully. That is, the Council consideration requires both a qualitative assessment as well as using the qualitative assessment as a gauge of community opinion.
- 28. For purposes of interpreting the data, the independent assessment has identified the responses based on residential addresses (see attachments).

Discussion on feedback received during consultation

29. Due to the number and complexity of submissions received, an officer response has not been provided for every submission. In addition to the independent analysis of the feedback, detailed in the report prepared by Nation Partners (see attachment 1), officers have sought to summarise and respond to the key themes – see below.

Identified theme of submissions	Officer response
Feedback on path design (supportive)	
(a) Where the path is supported, feedback suggests the alignment and	The draft design that was subject to community consultation is broadly consistent with the resolution of Council from July 2015 which responded to the initial consultation period.

Page 7 of 20

Ordinary	Council	Meeting	

2 August 2016

attributes of the path are sympathetic to the variety of needs; and (b) The design is thoughtful, has balanced the needs of shared path users and those who traditionally used the park as a dog off leash area.	The design was also informed by the constraints posed by other service authorities and undergrounds services NB. see further comments below regarding Melbourne Water recent further advice.
(not supportive)	
(a) The shared path is not required as there are other accessible routes that exist; and (b) The path would result	Should the Council resolve to proceed with construction of the path, there would be no formal loss of open space. The nature of the land may be said to have changed, but the amount of land is not reduced, nor would anyone be precluded from using the reserve.
in a loss of open space	It is noted that many of Yarra's most popular parks include significant path networks and paths (of all kinds) – they are standard features of public parks and generally add value to the space.
	Through a connection from the station to the park (which is currently not formally accessible to the public), it could be said that, the amount of accessible open space land to the broader community would increase.
	Rushall Reserve has long had an identity as a dog off leash reserve, a common feature of a public park that subsequently informs how a park may be used.
	Many submissions argue the 'sense of a loss of open space' as a "dog park" should the shared path be constructed.
	NB. Rushall Reserve is a designated dog off leash area under the Council Local Law.
	Important note:
	It is highlighted that further recent feedback from asset owners in particular, City West Water in May 2016, means that any path adjacent to the rail embankment in the reserve would (at one particular point) need to be located further 2.5 m to 3.0m further east (ie into the reserve) than is shown on the plan shown in Table 3 below. This is further outlined in paragraphs 30 - 34 below).
	Other approvals would also be required to implement any Council decision to proceed – this includes a planning permit for tree removal – and also a licence arrangement with VicTrack.
Access, amenity and conflict	
(a) The path and cyclists would create conflict and hence result in a	Improvements to park amenity could be achieved through the infrastructure solutions such as the choice of path materials, the presence of trees (through further plantings) and access to

Page 8 of 20

Ordinary (Council	Meetina
------------	---------	---------

2 August 2016

loss	Ωf	ame	enity	v.

- (b) The location of the path restricts access to areas with shade and seats; and
- (c) Equally, there is considerable feedback to say that a path in this location opens up Rushall Reserve to more people and is a valuable link to a substantial piece of public park land.

other park features such as seats and shade.

Amenity of a public space is also defined by the behaviours of park users (including dog walkers, cyclists, pedestrians and those playing ball sports).

It is also noted that not all cyclists ride fast, and that many different style of riders use shared paths including recreational cyclists. Similarly, most (but not all), dog owners consider the needs of others whilst exercising their dog. Further, it can be said, that not all dogs out of control, nor are all dogs friendly.

It is noted that path alignments, fencing, surface materials etc. cannot be expected to resolve behavioural issues.

Council received some feedback requesting that the existing asphalt path be converted into a natural surface (granitic sand). Council could determine this as part of its resolutions in order to reduce the amount of paving in the park.

Installation of a fence

- (a) 57 submissions suggested the fence is generally seen as a good solution to separate different park users;
- (b) 39 submissions suggest the fence is not required or poses some problems;
- (c) The support for a fence appears to be based on the assumption that it would separate uses, and that this would meet the needs of existing park users; and
- (d) There is concern from dog off lead users that they would be legally liable if their dog has conflict with a cyclist.

There is some support for the installation of fencing along the alignment of the path.

A large number of supporters of a fence specifically identify the fence is a good thing as it "separates" park users.

A varied form of an extended fence to the shared path (e.g. gates or small openings) would have the benefit of maintaining access to existing seats and areas of shade within the park (western side near train line).

At minimum, some fencing in select positions would be beneficial to avoid other informal paths or tracks occurring via 'desire lines' by cyclists or pedestrians.

Vegetation removal and tree planting

The alignment of the shared path (as was envisaged in the Council July 2005 resolution) would necessitate the removal of some vegetation.

It is estimated that twelve trees, including one large tree, would require removal

NB. should the path proceed, removal of the large tree cannot be avoided due to its specific location.

Tree planting would be addressed as part of any final design process. This could occur in locations that suit general park

Page 9 of 20

2 August 2016

	users and could address some of the amenity issues identified in the feedback.
Lighting and safety	The Council lighting policy does not support the installation of lighting of shared paths along the creek and river corridors.
	The shared path south of Rushall Station is not lit and there are risk management issues to be considered if a path is to be lit before it discharges path users into darkness further along the route.
	This policy position should, in officers' opinion, stand in this instance.
Signage	Way finding signage, path sharing messages, 'gateway' treatments at each entry to the park, could be used to promote path sharing, caution regarding a dog off lead area, and also promote the connections and use of this route.

Consultation with external agencies

- External consultation was undertaken with relevant service authorities including VicTrack/Metro Trains, Ausnet and City West Water.
- 31. It has been highlighted that the final design of the shared path proposal would have to respond to all clearances required by the relevant service authorities and also require the necessary final formal approvals (including a licence from VicTrack; who have provided approval in principle to the shared path).
- 32. In this regard, a final design would be subject to a rail safety risk assessment with VicTrack/Metro Trains and prior approval from City West Water to undertake works in the vicinity of their underground asset. Each organisation has identified minimum requirements with regards to clearances from their assets.
- 33. The alignment shown in Attachment 1 is generally in accordance with the requirements of the service authorities and any alterations to the draft alignment of the path would be minor, with the exception of the City West Water requirements.
- 34. City West Water (CWW) has advised in May 2016 that due to the lack of cover over the existing CWW asset, any works would be required to maintain a 600mm horizontal clearance from their assets or would be required to provide dispensation to construct a path over their water asset. Further enquiry by officers in June 2016 identified that construction of a hard surface (i.e. paving or decking) would not meet CWW requirements to satisfy dispensation. Importantly, this would require a realignment of the proposed path (for approximately 50m at one point) further away from the railway embankment by approximately 2.5m to 3.0m east (refer Table 3 below).

Page 10 of 20

2 August 2016

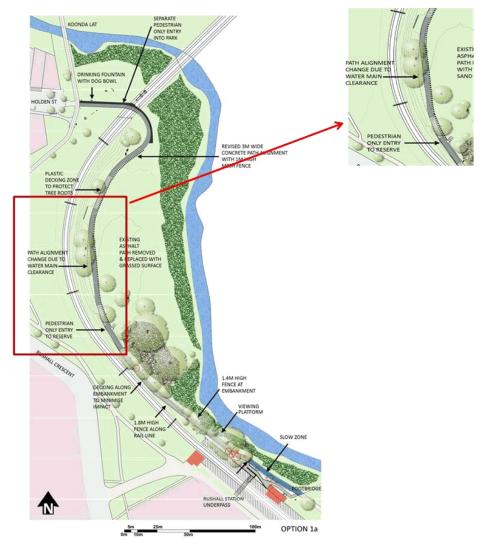


Table 3: Adjusted shared path alignment with consideration of water main clearances (Attachment 6)

- 35. City West Water has also advised that works on a new distribution water main in Rushall Reserve are expected to commence in March / April 2017. City West Water has requested that any works associated with a shared pathway are commenced after the water main works are concluded. Should Council determine to proceed with the construction of a shared path, these works will not impact on the project.
- AusNet Services has confirmed that the proposed path alignment is satisfactory with regards to its electrical infrastructure.
- 37. A Cultural Heritage Management Plan (CHMP) was completed for the site by U.C.A. Pty Ltd and included a desktop assessment, standard ground surface assessment of the activity area and a complex assessment involving sub surface testing. Preparation of the CHMP required engagement with representatives of the Wurundjeri Council and the CHMP is included as Attachment 5.

Page 11 of 20

2 August 2016

38. Results of the CHMP assessment found that:

"No Aboriginal cultural heritage material was located during the subsurface testing program, and the likelihood of Aboriginal cultural heritage material being located within the activity area is considered to be low, given the high levels of disturbance across the entire activity area which were recorded during the surface and subsurface investigations for this CHMP".

- 39. As required in the July 2015 Council resolution, officers have also liaised with VicTrack at an Executive level and have sought direction with regards to the likelihood of the underpass at Rushall Station being improved or expanded to address some of the conflict reported at this location. Senior officers at VicTrack have advised that this is not a strategic priority for that organisation and no budget allocations is forecast for any such works.
- 40. Officers have also contacted Public Transport Victoria in order to seek some commitment to improve the infrastructure at Rushall Station, however, that organisation has also advised that it is not an identified project.
- In its resolution of July 2015, Council requested that officers also advocate for secure bike parking at the station. Advocacy on this topic is yet to occur.

Internal Consultation (One Yarra)

- Internal collaboration has occurred between staff in the Recreation and Open Space Branch with staff from the Community Advocacy and Engagement team.
- 43. Earlier collaboration between Recreation and Open Space Branch and Strategic Transport Unit occurred with regards to the strategic need and design of the proposed shared path.

Financial Implications

- 44. In the 2014/15 Council budget \$650,000 was allocated for the design and construction of the Rushall Reserve shared path, with funding sourced from open space developer contributions. A portion of this funding was used in order to carry out the necessary works to obtain in principle agreement from VicTrack, PTV, and Metro trains for the proposal on their land, and then undertake community consultation.
- 45. The balance of this amount, \$600,000, has been identified as a carry over into the adopted 16/17 budget.
- 46. Based on construction estimates, and subject to the outcomes of community consultation, a further \$65,000 was allocated in the 2015/16 budget in order to complete the next stage of design and consultation on the project and a total of \$67,705 was expended during the financial year.
- The adopted 2016/17 budget includes \$600,000 for the construction of a shared path, subject to approval from Council.
- 48. The draft design has been used to prepare an estimated cost of \$579,650 (excl GST). This figure includes a cost for design consultancy works but does not include a construction contingency.
- 49. A preliminary cost estimate of each option is included later in this report.

Economic Implications

50. There are no known economic implications associated with this report.

Sustainability Implications

- 51. The construction of a shared path through Rushall Reserve would be consistent with the strategic commitment Council has to improve the bicycle network in the city and also to link with other paths in abutting municipalities as regional paths.
- 52. A Tree Protection Report was conducted on behalf of Council on the alignment likely to be impacted by a proposed shared path. Recommendations to reduce the impact of the path on local vegetation have been considered in the design phase.

Page 12 of 20

2 August 2016

- 53. It is highlighted that the land is in an Environmental Significance Overlay (ESO) under the Yarra Planning Scheme – a planning permit application would therefore be required to be lodged, and processed, which would seek approval to remove some trees in order to implement a shared path.
- 54. Further, under Council's Environmental Local Law, a tree is considered "significant" if it has a trunk that is 400mm or wider from a point of 1.5 metres above ground level. Should a pathway be constructed at this location, one tree identified for removal meets this criterion.

Social Implications

- 55. This matter includes the following social implications for consideration:
 - (a) Sense of community a number of residents made a significant effort to participate in the consultation process. This feedback is very important for Council to carefully consider – many submissions also referred to the sense of place and the importance of Rushall Reserve as a special place;
 - (b) Community Health and Well-being The reserve is a designated dog off leash area and used as such. It is also valued as a secluded space. Community members have voiced their appreciation and value of the space as it is currently;
 - (c) Transport Improvements to the shared path network and regional links encourage and support a greater number and range of people to access and enjoy spaces. It also encourages people to ride bicycles, either to commute or ride recreationally; and
 - (d) Safety the current informal route from Rushall Station into Rushall Reserve, following the train line, is on Metro Trains managed land, and not protected from either the steep river embankment or the train line. Metro Trains is aware of the safety concerns of people currently accessing this informal route. A formalised shared path would improve safety and also legitimise the current desire line used by some people.
- The broader aspect of social connectivity in Council's public open spaces has also been considered by officers.
- Some of the community feedback addresses the social value of the park to the community (refer Attachment 4).

Human Rights Implications

 A Cultural Heritage Management Plan (CHMP) was completed by U.C.A. Pty Ltd and is included as Attachment 5. This indicates no known issues.

Communications with CALD Communities Implications

59. The information sign installed on site for the duration of the consultation period included a translation panel containing advisory text in eight languages: Vietnamese, Greek, Mandarin, Cantonese, Italian, Turkish, Arabic and Spanish.

Council Plan, Strategy and Policy Implications

- 60. The 2013-17 Council Plan, includes the following strategies that are relevant to this project:
 - (a) manage competing demands for use of public and green open space;
 - (b) increase cycling through improved access and infrastructure; and
 - (c) increase pedestrian activity and safety through improved access and infrastructure.
- 61. The Yarra Bicycle Strategy 2010-15 vision is to "establish cycling as a legitimate first choice of transport by people of all ages and cycling abilities through providing cycling facilities that serve a broad range of social objectives". This includes paths within the City but also the need for facilitating the linking paths across municipal boundaries to create improved regional paths.

2 August 2016

- 62. The Bicycle Strategy also seeks to provide a "continuous and well maintained bicycle network that inexperienced and experienced riders feel safe and comfortable using". The proposed shared path in Rushall Reserve and the proposed improvements to the trail network adjacent to Coulson Reserve are consistent with that vision.
- 63. The "completion of bicycle and pedestrian assets in accordance with the adopted capital works program" is one of the strategic indicators identified in the 2013-2017 Council Plan.

Legal Implications

- 64. Should Council determine to proceed with the proposed shared path, Council would need to enter into a Licence agreement with VicTrack over land within their control.
- 65. Rushall Reserve, as part of the Merri Creek and Environs, is covered by an Environmental Significance Overlay (ESO clause 42.01 Schedule 2). A planning permit would be required for the removal of vegetation associated with the works this would be advertised to the local community and be processed accordingly. Should a planning permit be issued then those trees could be removed (other plantings could occur as determined).

Timing aspects

- 66. Should Council determine to proceed with advancing the proposal there is some relevant timing aspects – a planning permit would need to be lodged seeking approval for the necessary tree removals and also licence approval from VicTrack. Both require due process and assessments and decisions made.
- Further, as outlined above the City West Water main pipe works should occur before any shared path works are started.

Options for Council determination

Overview

- 68. Options for Council consideration are outlined below.
- 69. It is highlighted that should Council determine to proceed with an option that involves the construction of a shared path, all options would involve the following:
 - include additional seating in the reserve and the installation of a drinking fountain with a dog bowl;
 - include tree planting in the reserve and ground covers underneath the railway to offset any trees and vegetation removals;
 - utilise decking (where necessary) over tree protection zones within Rushall Reserve to minimise disturbance to mature trees;
 - (d) have a minimum shared path width of 2.5m and a maximum width of 3m;
 - (e) offset the path (in one particular location) to provide the required separation from the City West Water pipe (see paragraphs 30-34 above and Table 3 above);
 - (f) be subject to the VicTrack Risk Assessment requirements; and
 - (g) require the same vegetation removal (requiring planning approval) beside the railway line along the top of the embankment; and improve pedestrian access to Rushall Reserve.
- 70. Options for Council consideration include:

Option	
Option 1(a)	Construct a shared path in Rushall Reserve with a fence
Option 1(b)	Construct a shared path in Rushall Reserve without a fence
Option 2	Do not construct a shared path in Rushall Reserve

2 August 2016

71. A more detailed analysis of each option is contained below:

Option 1(a): (shared path with a fence)

Explanation:

- 72. This option would see the Council supporting the construction of a shared path linking the existing Merri Creek Trail at Rushall Station with the existing path at Koonda Lat with a design generally consistent with design consulted on with the community during May 2016 subject to adjusting part of the path location by 3 metres further into the reserve at a particular location to avoid the underground water main in the park.
- 73. This path would <u>include a fence</u> through along the eastern edge of the shared path with occasional gates allowing access to and from the reserve and additional seating.
- In addition to the shared pathway this would include the replacement of the existing asphalt path with grass.
- 75. The estimated cost* is \$579,650 (excl. contingency).
- 76. The following officer comments are made to further assist Councillors in deliberations:

Pros

- (a) the construction of the shared path is consistent with the strategic objectives contained in the Merri Creek Trail Review and the Yarra Bike Strategy;
- (b) the fence responds to feedback that shared paths and dog off lead areas need physical separation and addresses concerns that introducing cyclists into the reserve would be a risk to children playing in the park;
- improves pedestrian access from the Merri Creek Trail at Rushall Station to Rushall Reserve; and
- (d) conversion of the existing asphalt path into grass.

Cons

- the location of the path cannot be hard against the west edge of the railway embankment, due to requirements to avoid existing services, protect existing trees, and provide, as much as possible, accessible path gradients;
- (b) the current alignment for this option has moved further into the park at a particular location, in response to recent City West Water feedback in relation to the existing water main:
- (c) inclusion of a fence may give the impression of open space being 'lost' due to the addition of a barrier:
- (d) physical separation by a fence could be said to diminish the responsibility for cyclists and dog walkers to be considerate of one another;
- (e) dogs may become constrained within the path side of the fence, causing an increased risk of conflict with cyclists;
- a physically separated shared path is inconsistent with other dog off lead reserves along the Merri Creek; and
- (g) this is also the most expensive option.

2 August 2016

Option 1(b): (shared path with no fence)

Explanation:

- 77. This option would see the Council supports the construction of a shared path linking the existing Merri Creek Trail at Rushall Station with the existing path at Koonda Lat with a design generally consistent with design consulted on with the community during May 2016 subject to adjusting part of the path location by 3 metres further into the reserve at a particular location to avoid the underground water main in the park.
- 78. This path would <u>not include a fence</u>, but would include the installation of low vegetation along the edge of the path and occasional additional seating to act as a barrier.
- 79. It is noted that the provisions of the Council Order made under S10A and 26 of the *Domestic Animals Act* 1994, that dogs must be kept on-lead on shared pathways and five metres either side, even if pathways run through off-lead areas, would need to be applied in this option.
- 80. In addition to the shared pathway this would also include the replacement of the existing asphalt path with grass.
- 81. The estimated cost* is \$561,500 (excl. contingency).
- 82. The following officer comments are made to further assist Councillors in deliberations:

Pros

- (a) the construction of the shared path is consistent with the strategic objectives contained in the Merri Creek Trail Review and the Yarra Bike Strategy;
- (b) this responds more to submissions raising concern in relation to open space being 'lost', by not dividing the park with a fence;
- access to the existing shade trees and seating is maintained physically and without visual impact;
- (d) responds to some feedback that suggested a fence is not needed;
- (e) improves pedestrian access from the Merri Creek Trail at Rushall Station to Rushall Reserve:
- a non-separated shared path would be consistent with other dog off-lead reserves along the Merri Creek;
- (g) conversion of the existing asphalt path into grass; and
- (h) this option has a reduced project cost as compared with Option 1a.

Cons

- the current alignment for this option has moved further into the park (at a particular location) in response to the recent City West Water feedback in relation to the existing water main; and
- (b) there is no physical barrier between cyclists and off lead dogs (which is a concern of some heard through the consultation period).

Note on costings

- * It is noted that the estimates for Options 1(a) and 1(b) above include:
 - an estimate for cable realignment (\$115,500);
 - removal of the existing asphalt path and replacement with turf (\$8,600); and
 - an allowance for the remaining design services required (\$60,000).

Note: Should Council determine to remove the existing asphalt path and replacement with a granitic sand path, the estimated costs would increase by approximately \$28,000.

2 August 2016

Option 2: (do not proceed with shared path)

Explanation.

- 83. The Council also has the option of determining not to proceed with the shared path.
- 84. In this option the Council would determine that it does not support the construction of a shared path linking the existing Merri Creek Trail at Rushall Station with the existing path at Koonda Lat at this time.
- 85. Estimated cost: \$0 (construction costs. May be minor costs associated with communications)
- 86. The following officer comments are made to further assist Councillors in deliberations:

Pros

- (a) not proceeding with the shared path would acknowledge the varied and mixed views on the virtues of the proposal; and
- (b) this option would provide for further opportunity for advocacy to PTV, Metro trains and VicTrack for modifications to the Rushall Underpass (raised by some submitters). It is, however, considered very unlikely that any new underpass for cyclists would be successful in the short to medium term due to the very large cost and the authorities' current attitude that it is not a priority.
- (c) the 'do not proceed' option is the least expensive option.

Cons

- (a) not proceeding is inconsistent with the strategic objectives contained in the Merri Creek Trail Review and the Yarra Bike Strategy;
- (b) this option does not respond to the feedback received in support of the project;
- (c) this option may leave open questions in relation to what circumstances would reinitiate the proposal, and
- (d) it does not improve pedestrian access (or reduce hazards) from the Merri Creek Trail at Rushall Station to Rushall Reserve.
- 87. Having regard to the feedback received throughout the consultation period, officers understand that more than one path alignment may be possible in order to meet the strategic objectives contained in the Yarra Bicycle Strategy and the Merri Creek Trail Review.
- 88. However in keeping with the Council resolution of July 2015, the consultation process and subsequent feedback – officers have restricted options presented to that following the concept directed by Council in its July 2015 resolution.

Conclusion

- 89. The value of a shared pathway at this location has been identified in earlier strategic documents endorsed by previous Councils and in strategic documents by the current Council
- A new shared pathway at Rushall Reserve does form part of the vision for the off road path network in Melbourne's inner north.
- 91. The Council in July 2015 provided parameters for a draft design in order to consult further with the community. That concept was placed on exhibition and a very significant number of submissions and comments were received these are all outlined in the attachments and those documents have been in the Councillor Resource Rooms for some weeks.
- 92. The consultation period has identified a high level of community engagement on this topic the number of submissions received was very high for a project of this scale. This highlights the sensitivity in the broader community regarding the virtues or otherwise of this shared path proposal.

Page 17 of 20

2 August 2016

- 93. The feedback received during the consultation period has identified many themes that reflected both the current uses and the potential issues and opportunities posed by a shared path at this location. This report provides a high level summary of those themes and officer comments to assist in Councillors deliberations.
- 94. Having regard to the existing uses and the constraints posed by above and below ground infrastructure, no one pathway alignment is able to satisfy the expectations of all who made submissions. Option 1(a) above, however, is consistent with the resolution of Council from July 2015 and meets the strategic ideal of linking the existing Merri Creek Trail at Rushall Station with the existing trail network at Koonda Lat.
- 95. The social and environmental history and value of Rushall Reserve is understood and the amenity it offers is highly regarded.
- 96. In officers opinion the amenity value of this local park need not be compromised by the presence of a shared pathway - various user groups co-exist at comparable parks elsewhere in the City of Yarra and in neighbouring municipalities.
- 97. Other approvals would be required should Council wish to advance the proposed shared path proposal this includes the requirement for lodgement and assessment of a planning permit application for certain tree removal (which would be advertised to the local community) and then processed according to 'due process'; and also some final approvals from other agencies following detailed design aspects such as a licence agreement with VicTrack over land within their control.
- Having consideration of the high sensitivity in relation to the shared path proposal officers now seek the direction of the Council.

RECOMMENDATION

- That Council:
 - (a) note the officer report in respect to the community consultation process in relation to the shared path proposal within Rushall Reserve as directed by Council in July 2015;
 - (b) note the extensive feedback received during the community consultation process in April and May, 2016;
 - note the feedback received via the online survey and associated written submissions from members of the community within Yarra and those received from outside the municipality;
 - (d) note the contribution of the community at the Information Day on 7 May, 2016;
 - (e) note the priorities relating to Council's shared pathway network contained in the 2013-17 Council Plan, the Yarra Bicycle Strategy and the Merri Creek Trail Review 2008;
- 2. That Council note that it could:
 - (a) determine to advance the proposal for a shared path in Rushall Reserve which would include resolving to proceed with seeking planning approval for the necessary tree removal and other approvals by external agencies including VicTrack, or
 - (b) determine to not proceed further with the project.
- That Council, having regard to 1 and 2 above, provide direction to officers in relation to the shared path proposal in Rushall Reserve.
- 4. That Council consider the following options and resolve to provide direction to the organisation in relation to the proposal for a shared path in Rushall Reserve:

Options for Council consideration

Option 1(a) - shared path with fence

1. That Council:

Page 18 of 20

- (a) endorses the construction of a shared pathway in Rushall Reserve linking the existing Merri Creek Trail between Rushall Station and Koonda Lat generally consistent with the plan placed on exhibition but with required adjustment for the necessary clearance of the City West Water pipe and the inclusion of suitable fencing along the eastern side of the shared path (with some gates as deemed appropriate in the final design);
- (b) note that a planning permit application would be required to be lodged for consideration for the removal of vegetation associated with the works – this would be advertised to the local community and be processed accordingly;
- (c) having regards to (b) above;
 - authorises officers to prepare the necessary information to submit a planning permit application as required under the Yarra Planning Scheme;
 - (ii) authorises officers to defer the documentation for the construction of a shared path consistent with Option 1(a) until such time as the planning permit process has been concluded;
 - (iii) that the final design include the following items:
 - a. additional seating in the reserve and the installation of a drinking fountain with a dog bowl;
 - tree planting in the reserve and ground covers underneath the railway to offset any trees and vegetation removals;
 - utilise decking (where necessary) over tree protection zones within Rushall Reserve to minimise disturbance to mature trees;
 - d. have a minimum shared path width of 2.5m and a maximum width of 3m;
 - e. offset the path (in a particular location) to provide the required separation from the City West Water pipe; and
 - f. have regard to VicTrack Risk Assessment requirements; and
 - (iv) authorises officers to communicate the resolution of Council to those people who made submissions as part of the consultation process.

Option 1(b) - shared path with no fence

- That Council:
 - (a) endorses the construction of a shared pathway in Rushall Reserve linking the existing Merri Creek Trail between Rushall Station and Koonda Lat generally consistent with the plan placed on exhibition but with required adjustment for the necessary clearance of the City West Water pipe and incorporating low vegetation and occasional seating on the eastern edge of the shared path (as deemed appropriate in the final design) to act as a barrier;
 - (b) note that the provisions of the Council Order made under S10A and 26 of the *Domestic Animals Act* 1994, that dogs must be kept on-lead on shared pathways and five metres either side, even if pathways run through off-lead areas, would need to be applied;
 - (c) note that a planning permit application would be required to be lodged for consideration for the removal of vegetation associated with the works – this would be advertised to the local community and be processed accordingly;
 - (d) having regards to (b) above;
 - authorises officers to prepare the necessary information to submit a planning permit application as required under the Yarra Planning Scheme;
 - (ii) authorises officers to defer the documentation for the construction of a shared path consistent with Option 1(b) until such time as the planning permit process has been concluded; and

Ordinary Council Meeting

2 August 2016

- (iii) that the final design include the following items:
 - a. additional seating in the reserve and the installation of a drinking fountain with a dog bowl;
 - tree planting in the reserve and ground covers underneath the railway to offset any trees and vegetation removals;
 - utilise decking (where necessary) over tree protection zones within Rushall Reserve to minimise disturbance to mature trees;
 - d. have a minimum shared path width of 2.5m and a maximum width of 3m;
 - e. offset the path (in a particular location) to provide the required separation from the City West Water pipe; and
 - f. have regard to VicTrack Risk Assessment requirements; and
- authorises officers to communicate the resolution of Council to those people who
 made submissions as part of the consultation process.

Option 2 - do not proceed with the shared path

- That Council:
 - (a) determine not to proceed with the construction of a shared path in Rushall Reserve linking the existing Merri Creek Trail at Rushall Station with the trail at Koonda Lat; and
 - (b) authorises officers to communicate the resolution of Council to those people who made submissions as part of the consultation process.

CONTACT OFFICER: Justin Hanrahan

TITLE: Manager Open Space and Recreation

TEL: 9205 5720

- 1 Rushall Reserve shared path draft plan
- 2 Rushall Reserve shared path survey
- 3 Independent analysis of feedback received
- 4 Verbatim feedback received during consultation
- 5 Cultural Heritage Management Plan

TO: MANAGER OPEN SPACE AND RECREATION

FOR ACTION

OUTCOMES OF CONSULTATION ON RUSHALL RESERVE SHARED PATH

Meeting Date: 02/08/2016 **Target Date:** 16/08/2016

Notes:

File Number: D16/96943

COUNCIL RESOLUTION

Moved: Councillor Fristacky Seconded: Councillor Gaylard

Option 1(c) - 2m asphalt path

1. That Council notes:

- (a) the proposals for "a safer, more environmentally sympathetic and user friendly trail" at Rushall Reserve as proposed in the 2008 Merri Creek Trail Review;
- (b) the extensive consultation process on path design and Reserve amenity during April— May 2016, as determined by Council resolution at its meeting on 21 July 2015, following an earlier consultation process March May 2015;
- (c) quantitative data identified that:
 - (i) 127 of 205 local Yarra respondents generally supported the draft design, while 76 Yarra respondents did not support the path or had concern with the draft design;
 - (ii) 62 of 97 local non-Yarra respondents supported the draft design with or without modification, while 34 did not support the path or had concern with the draft design;
- (d) <u>a Cultural Heritage Management Plan (CHMP) found that no Aboriginal cultural</u>
 <u>heritage material was located and was unlikely to be located within the activity area</u>
 <u>given the high levels of disturbance across the high activity area;</u>
- (e) <u>feedback from the Disability Advisory Committee seeking an asphalt surface rather</u> than concrete;

That Council:

- (a) resolves to proceed with the construction of a 2.0 metre asphalt path on the edge of Rushall Reserve linking the existing Merri Creek Trail between Rushall Station and Koonda Lat Bridge generally consistent with the design consulted on with the community during April-May 2016, with adjustments as per (d) below:
- (b) <u>authorises officers to prepare the necessary information to submit a planning permit application as required under the Yarra Planning Scheme;</u>

Attachment 2 - Minutes from Council meeting on 2 August 2016

- (c) endorses a re-design of the path, with the objective of retaining the significant tree shown as Number 5 on Attachment 1 on the basis that the final design is assessed against the AustRoads Guidelines, but in the event that the above is not able to be achieved, authorises officers to commence the planning permit application for the removal of the significant tree as required under the Yarra Planning Scheme;
- (d) <u>endorses the final design to include the following items:</u>
 - (i) except where decking is required, that the path be constructed in asphalt;
 - (ii) offset the path (in a particular location) to provide the required separation from the City West Water pipe;
 - (iii) measures to slow the speed of bicycles and other mobility aids using the path;
 - (iv) planting of intermittent low vegetation along the edge of the path with appropriate segments of fencing with gates for pedestrian access;
 - (v) <u>1.4 metre high fencing along the embankment as a safety measure;</u>
 - (vi) <u>additional seating in the reserve, the installation of a drinking fountain with a dog bowl, and improved signage;</u>
 - (vii) tree planting in the reserve and ground covers, to offset any tree and vegetation removal;
 - (viii) <u>utilise decking (where necessary) over tree protection zones within the Reserve to minimise disturbance to mature trees; and</u>
 - (ix) have regard to VicTrack risk assessment requirements; and
- (e) endorses removal of the existing no-through asphalt path in the Reserve given strong support for its replacement with turf to increase green open space in the Reserve;
- 3. That Council continues advocacy to transport agencies including Transport for Victoria to upgrade the sub-standard rail underpass and toilet facilities at Rushall Station, to accommodate secure bicycle parking at the station, and to seek commitment to such with a timeframe for implementation as part of State transport planning.
- 4. That Council authorises officers to communicate this resolution to people who made submissions as part of the consultation process and thank them for their input.

CARRIED

Attachment 3 - Round table meeting notes - 18 April 2017

Rushall Reserve Community Roundtable Meeting Tuesday 18 April 2016

WELCOME

- Purpose
- Context
- Impacts & Benefits
- Next Steps

RESPECT

- · Each other
- The task at hand
- · The time we have available
- Value of different views & ideas

SUCCESS/A GOOD OUTCOME

- · Designing with the future in mind
- Community acceptance
- Environmental impact/protection
- · Retention of tress & habitat
- Passive recreation
- · Place for kids & dogs
- Safety for walkers & cyclists (Elderly)
- · More accessible for more people
- · Disability access to station & park
- · Clarify confusion between users
- Best possible design outcome
- Families can ride to the zoo...safe access
- Safe path for all users

Attachment 3 - Round table meeting notes - 18 April 2017

BENEFITS

Cultural Heritage Interpretation	Planting/Seating & Amenities
Better access into the park	Reduce fencing/barriers
 Access for all abilities 	User friendly design
 Kids & young people & passive recreation users 	Review path width
 Allows every day people to access cycling 	Design for safety of users
 Improve access to station (alternative to underpass) 	 Vary with option to separate users
 Open space access for Clifton Hill increasing population 	Visibility, sight lines
 Safer access/reduces risk 	Manage speed of cyclists
Re escarpment	Signage & direction
Increase plantings	Ensure path retains space for passive users
 Safe path for multiple users 	 Increase vegetation & planting

CONCERNS

IMPACTS

Physical or topographical constraints	Work with VicTrack
 Loss of vegetation 	 Understand geological conditions
Cycling speeds/dangerous to users	Minimise impact of trees
 Derailments are a risk 	 Retain green environment & views
Loss of trees & habitat	 Careful consideration of existing vegetation & value
 Stability of escarpment 	 Improved planting on escarpment
Pedestrian safety	 "Best Practice Design" solution to optimise safe use
Manage conflicting uses	Improved signage
Conflict with dog off lead use	
Safety for children	
No change	
Quality of the conventions	

Attachment 4 - Rushall pathway options



RUSHALL RESERVE SHARED PATH

BUDGET 17/18 \$545,000



Estimated Cost - \$502,850 Features - 2.5m wide

- 2.5m wide asphalt path (plus run-off on each side)
- 1.4m high fence on cliff side
- 1.8m high fence on train line side
- train cable realignment - viewing platform / rest spot
- 12 tree removals approx.

Risks

- the cost of the cable realignment may increase depending on current standards and infrastructure condition (understood to be \$120K, may increase)
- the construction footprint may require the removal of more trees
- planning permit required for vegetation removal and path construction
- community opposition during to the planning permit application $\!\!\!\!\!\!\!^*$
- lease required with VicTrack to put the path on rail land
- * a planning permit is required for sections of the path within the PUZ4 area (A & B1), but not within the PPRZ area (B2).



Estimated cost - A+B1 - \$628,550

- 2.5m wide asphalt path
- 3m wide elevated decking in tree protection zones

Pros - Consistent with the Council resolution of August 2016

Cons

- puts the path on railway land
- locates the path close to MW pipes, and over High Voltage power cables
- would require decking over tree root zones
- exceeds the current project budget
- reduces sightlines under bridge to North



Estimated cost - A+B2 - \$546,350

- 2.5m wide asphalt path (no run off required)
- low fence along the path edge until it meets the existing path (dashed line above)

Pros

- the location minimises construction impact on the Reserve
- the location avoids underground services in the park
- this option is close to the budget
- improves sightline under bridge to North

Cons

- is not consistent with the Council resolution of August 2016

11.2 Lennox and Nicholson Street Intersection Upgrade

Executive Summary

Purpose

The purpose of this report is to:

- (a) provide Council with an update on the community consultation of the Lennox/Nicholson Street Intersection upgrade project and officers' response; and
- (b) seek Council's authorisation to proceed with detailed design, documentation, tendering and construction of design concept (Attachments 5 & 6) within the funding timeline.

Key Issues

The consultation indicated significant levels of support for most aspects of upgrades to the intersection of Lennox, Victoria and Nicholson Streets.

The public exhibition and community consultation process, however, indicated that there was overwhelming concern and opposition to the proposed memorial plaque. The proposed memorial plaque therefore should not be included in the current scope of works. Any intention by Council for a memorial should be considered as a separate project.

Financial Implications

The funding agreement between Council and the Department of Justice for the project is for an overall project cost of \$440,000 comprising a \$200,000 PSIF grant and a \$240,000 contribution from Council.

Council's current capital works program (2017-18) has made allocation of \$240,000 as the Council's contribution towards this project.

PROPOSAL

That Council endorse the design concept without the memorial plaque (refer to Attachments 5&6) and authorise officers to proceed to detailed design, documentation, tendering and construction to meet the funding timeline.

11.2 Lennox and Nicholson Street Intersection Upgrade

Trim Record Number: D17/120746

Responsible Officer: Coordinator Urban Design

Purpose

- 1. The purpose of this report is to:
 - (a) provide Council with an update on the community consultation of the Lennox/Nicholson Street Intersection upgrade project, and officers' response, and;
 - (b) seek Council's authorisation to proceed with detailed design, documentation, tendering and construction of design (Attachments 5 & 6) within the funding timeline.

Background

- 2. On 15 September 2015, Victoria Street Streetscape Masterplan was adopted by Council.
- 3. The Masterplan identifies the Lennox/Nicholson Street intersection along Victoria Street as one key project.
- 4. As part of the implementation of the streetscape masterplan, in 2016, Council applied to the Department of Justice Public Safety Infrastructure Fund (PSIF) to address the pressing issue of public safety and perceptions of safety near the Lennox/Nicholson Streets intersection.
- 5. In December 2016, Council was successful in securing a PSIF grant to the value of \$200K on the basis that Council would be making a co-contribution of approximately \$240K and that the project would be completed by 30 April 2018.
- 6. Two design options were put to Council for consideration at the Council Meeting on 4 July 2017.
- 7. At the Council meeting on 4 July, Council directed officers to amend the Option 2 plan to include a memorial plaque for people who have died in Yarra from drug overdoses and place the amended plans for Option 2 on public exhibition to seek community feedback (11.9 Council Resolution 4 July 2017)

Victoria/ Lennox Street Project Public Consultation

- 8. Residents and business owners have had the opportunity to provide feedback during the three week consultation period, commencing on 20 July 2017 and concluding on 10 August 2017: Further,
 - (a) flyers were distributed to the local community and an Information Board was erected on site with information about the project in both English and Vietnamese and inviting feedback on the proposed design with an email link to Council's urban design team and a contact phone number for Council's public space designer;
 - (b) a webpage was posted on Council's YourSayYarra (YSY) domain;
 - (c) an online form was added to the webpage following intense media coverage of the proposal on the 24 and 25 July;
 - (d) informal discussions with local traders were held; and
 - (e) two information sessions were held at Quint Café adjacent to the site on Thursday 3 and Saturday 5 August.
- 9. The YourSay Yarra project webpage attracted over 1,000 visits and over 100 submissions.
- 10. Attendance at the two public Information Sessions was between 15-20 people at each session.

- 11. On 24th July *The Age* wrote and published an article about the project on their website. This was followed on the 25th July with articles on other news media websites, radio, television and print media.
- 12. Visits to the <u>YourSayYarra</u> project webpage spiked on the 25th July with 952 page views and 491 visits on that day.
- 13. 104 online submissions were made through the YSY webpage. Of those 81 reported as living in suburbs within the City of Yarra.
- 14. 63 submissions were received by email to urbandesign@yarracity.vic.gov.au and Councillors.
- 15. An additional 25 phone and message submissions were received through Access Yarra.
- 16. Two direct phone calls were received by Council's public space designer.
- 17. The results of the community engagement are included in Attachments 1 3. A summary is also provided below.
- 18. The feedback received from the community during the public exhibition process also indicated strong ongoing community support for a medically supervised injecting facility and CCTV in the area.

Key issues raised in consultation

- 19. <u>Issue: It is not appropriate to memorialise those who have died in the City of Yarra due to drug overdoses.</u>
- 20. While submissions relating to the proposed memorial plaque were uniformly negative it was not universal. A small number of respondents who have lost family members to drugs felt the proposal was appropriate. A number of comments raised other issues or responded favourably to the overall proposal without mentioning the memorial.
- 21. The prevailing view, however, particularly following media coverage, was that the memorial was quite inappropriate. (See attached summary of comments).
- 22. Some of the more positive responses suggested an alternative location should be considered. (See attached summary of comments).

Officer response:

- 23. Given the strength of community opposition it is not recommended that a memorial plaque be included in the current design.
- 24. The inclusion of a plaque was not considered as part of the current design process and therefore the project hasn't considered the design and placement of a plaque and the implications for the use of the space.
- 25. If Council wished (in general terms) to proceed with a memorial plaque, consideration should be given as to whether memorialisation is appropriate and where a memorial could be located in the city and what is an appropriate setting for the memorial. That would need to form a separate project and require the engagement of specialist designers or artists with an appropriate budget.
- 26. <u>Issue: Seating should not be included in the proposed works, or should be installed at a later</u> date.

- 27. The inclusion of new seating was seen by some respondents as making the space more attractive to those who carry out anti-social behaviour. This was often referred to in terms of 'comfort' or 'reward', when an urban environment with no seats might deter those who are attracted to the space for the wrong reasons.
- 28. A suggestion was to install seating at a later time once the location is no longer the subject of some of the current behaviours and issues.

Officer response:

- 29. Installing seating as a future second stage of the project was considered by officers during the concept design process. This was discounted for a number of reasons.
- 30. It is apparent, when observing the space in poor weather conditions, that comfort is not a primary consideration with regard to the drug issues, or loitering at the intersection of Victoria and Lennox Streets. Removing all seating would appear to deprive ordinary users of the space but not impact on drug transactions.
- 31. The intention of the current design is to make the space more attractive and usable for all members of the public. A successful approach taken internationally to problems arising from drug dealing and use and other anti-social behaviour has been to encourage more people to feel comfortable entering and using the space.
- 32. Victoria Street lacks opportunities for public seating along the footpath due its narrow width. While opportunities arise at kerb outstands at intersections on the northern side of the street, Lennox Street sits within a 580m stretch of Victoria Street where it is the only street intersecting on the southern side of Victoria Street available to accommodate public seating.
- 33. <u>Issue: Spending any money at this intersection is a waste of resources that could be</u> allocated to more practical assistance in dealing with drug issues.
- 34. This sentiment was often associated with despair that any urban design intervention could solve the drug problem blighting the area, or that any improvements to the space would quickly become vandalised and tagged with graffiti.
- 35. CCTV, a medically supervised injecting facility (MSIF), and more policing were all nominated as better use of resources. Other measures mentioned include providing more accommodation for homeless/rough sleepers, paying for private security contractors to patrol the area, funding more sporting facilities and providing new public toilets.

Officer response:

- 36. The project was identified in the Victoria Street Streetscape Masterplan and secured funding from the Department of Justice and Regulation after an application to the Public Safety Infrastructure Fund in response to poor perceptions of safety. The funding cannot be allocated elsewhere as the funds were specifically awarded for this project.
- 37. The State Government is separately proposing the installation of CCTV in this location; it is understood this could be very soon.
- 38. While valid questions arise regarding the proposed outcomes of the project, and issues of ongoing maintenance given the particular issues at the site, it is clear that some of the comments relating to value for money are linked to misreporting of the cost of the memorial plaque or the recent Council budget discussions.
- 39. <u>Issue: Changes to the road and paving surfaces, increased lighting and improvements to the bike lane and pedestrian crossing are welcome.</u>

- 40. Some suggestions were offered for alternative approaches to changes to the shared zone. These included reverting to a road with footpaths, closing the road to traffic and widening the bike lanes. However, generally the proposed improvements were positively received and welcomed.
- 41. Objections to the proposed changes were minimal and were usually mentioned in the context of the cost effectiveness of doing any work at this intersection, and the perceived likelihood that the new surfaces would be vandalised and poorly maintained.

Officer response:

42. The proposed changes were well supported, notwithstanding the reservations regarding changes to behaviour in the space as a result of public realm improvements. The safety improvements should remain a part of the proposed design. Scope for widening the bike lane is limited by the road alignment and presence of the Plane tree.

Other suggested inclusions or changes to the design

43. <u>Bicycle hoops should be included in the design.</u>

Officer response:

- 44. It is intended that a number of bicycle hoops be included in the detailed design.
- 45. <u>Bollards along the west side of Lennox Street should be concrete and/or spaced further apart.</u>

Officer response:

- 46. Consideration would be given during the detailed design stage to spacing the bollards further apart. The bollards serve a dual function of demarcating the vehicle carriageway and preventing parking. Visual demarcation would be less important with the change in road surface treatment. The spacing of the bollards should be close enough to deter or prevent illegal parking. The position of bicycle hoops could also fulfil this function.
- 47. The suggested inclusion of concrete bollards in lieu of steel bollards at the corner of Little Butler Street and Lennox Street would be considered on the advice of council's traffic, engineering services and maintenance.
- 48. Bins, and needle receptacles should be provided in the space.

Officer response:

49. Officers intend to seek the advice of public health professionals and the Victoria Police before finalising proposals for the location of existing and additional litter bins and provision of any sharps receptacles in the space.

External Stakeholder Consultation

- 50. Further and ongoing consultation with Victoria Police is underway. Victoria Police is carrying out a new CPTED safety audit of the precinct.
- 51. The following external stakeholders were notified by email of the exhibited plans, however, have not made submissions:
 - (a) Victoria Police;
 - (b) Department of Justice and Regulation;
 - (c) VicRoads;
 - (d) Yarra Trams;
 - (e) CitiPower;
 - (f) City West Water;

- (g) Melbourne Water;
- (h) APA;
- (i) Telstra; and
- (j) Optus.

Financial Implications

- 52. The funding agreement between Council and the Department of Justice for the project is for an overall project cost of \$440,000 comprising a \$200,000 PSIF grant and a \$240,000 contribution from Council.
- 53. Council's current capital works program (2017-18) has made allocation of \$240,000 as the Council's contribution towards this project.
- 54. The cost of ongoing maintenance of the improved public space is yet to be determined but is not expected to be significantly different to existing maintenance requirements.

Economic Implications

55. It is anticipated that the redevelopment of public spaces at Lennox/Nicholson streets intersection would contribute to making Victoria Street more attractive to locals and visitors and encourage greater use of the space, in turn potentially benefiting local businesses and the broader community.

Sustainability Implications

- 56. The public space improvements offer the opportunity to address the following sustainability issues:
 - (a) appropriate tree planting to provide shade;
 - (b) increased bicycle parking to encourage the use of sustainable transport; and
 - (c) other sustainability initiatives (which would be resolved during the design process) that *may* include the use of sustainable/recycled materials, the incorporation of WSUD initiatives to treat storm water and irrigate the street trees, and the use of low-energy LED lighting.

Social Implications

- 57. The project would result in the following key social benefits:
 - (a) a new and improved public space where people can meet and relax;
 - (b) improved street furniture offering more opportunity for a diversity of users;
 - (c) increased lighting;
 - (d) improved perceptions of safety; and
 - (e) pride and ownership through recognition of Vietnamese culture in the design.

Human Rights Implications

58. There are no known human rights implications from the report regarding urban design improvements.

Communications with CALD Communities Implications

- 59. During the consultation period, Council's website and all information distributed within the community provided contact numbers for interpreter services for the CALD community seeking information/clarification. An Information Board was also installed at the site providing information in Vietnamese, having regard to the large number of Vietnamese business and property owners in Victoria Street.
- 60. Vietnamese, Cantonese and Mandarin interpreters were present during the two public information sessions held at Quint Café.

Council Plan, Strategy and Policy Implications

- 61. One of the key strategies outlined in the Council Plan 2013-2017 is to "*Increase pedestrian activity and safety through improved access and infrastructure*".
- 62. The proposal is considered consistent with the Yarra Urban Design Strategy (adopted 2011) which advocates for a quality public domain in Yarra, universal access, social interaction and walkability.
- 63. The proposal is one of seven key projects identified for implementation in the Victoria Street Streetscape Masterplan (adopted by Council in September 2015).

Legal Implications

64. The site of the proposed works is wholly within the road reserve. The design, in part, provides traffic calming through design.

Other Issues

- 65. In entering the funding agreement with the Department of Justice, Council has committed to the following milestones:
 - (a) commencement on site by 31 December 2017 (NB. This is subject to current negotiation with the Department of Justice due to the Festival at the end of January 2018, with works to commence immediately after that date);
 - (b) completion of the works by 30 April 2018;
 - (c) submission of evidence of commitment to commence implementation of a shop front improvement program in the vicinity of the project during the period of project; and
 - (d) pre and post project evaluation of the effectiveness of the project, in relation to the stated aims and objectives, to be completed not less than 12 months after the completion of works, using quantitative and qualitative measures including crime statistics, evidence of drug activity and perceptions of safety.

Conclusion

- 66. The public exhibition and community consultation process indicated that there was overwhelming concern and opposition to the proposed memorial plaque.
- 67. The proposed memorial plaque therefore should not be included in the current scope of works. Any intention by Council for a memorial should be considered as a separate project.
- 68. The consultation indicated significant levels of support for the other aspects of upgrades to the intersection of Lennox, Victoria and Nicholson Streets.
- 69. The feedback received from the community during the public exhibition process also indicated strong ongoing community support for a medically supervised injecting facility and CCTV in the area.
- 70. Council endorsement is now sought for the design concept (refer Attachments 5 and 6) to enable officers to proceed with the project to meet the funding timelines.
- 71. This would involve proceeding with detailed design, documentation, tendering and construction to implement the project based on the funding agreement.

RECOMMENDATION

1. That Council:

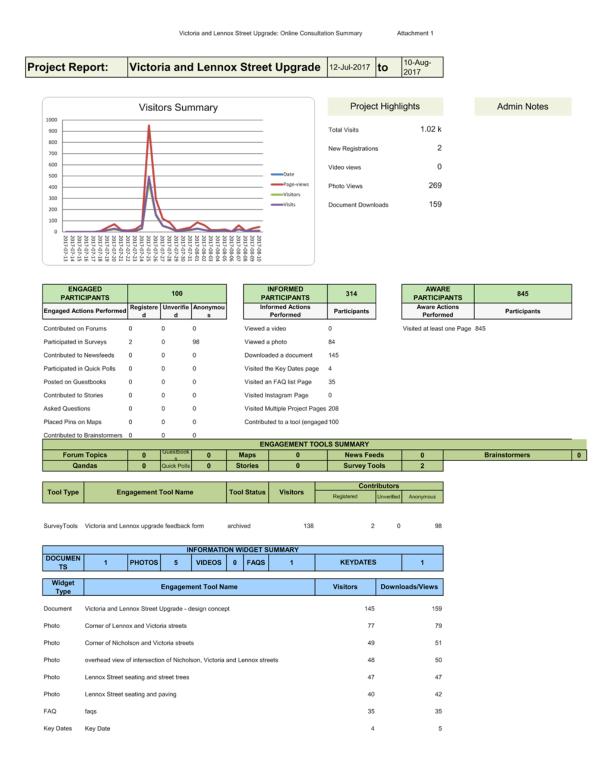
- (a) note the officer report regarding the proposed urban design upgrade of Lennox Street abutting the Lennox and Nicholson Street intersection;
- note the community feedback from the public consultation which showed broad support for the design of the urban design upgrade project and the opposition of the memorial plaque;
- (c) having regard to the outcome of the community response now endorse the design concept placed on exhibition without the proposed memorial plaque (refer Attachments 5 and 6); and
- (d) authorise officers to proceed with detailed design documentation, tendering and construction to meet the funding timelines.

CONTACT OFFICER: Susan Stanes

TITLE: Coordinator, Urban Design

TEL: 9205 5182

- 1 Online Consultation Report Victoria and Lennox Street Upgrade
- 2 Victoria and Lennox Street Upgrade: Summary of Submissions
- 3 Online Consultation Summary Victoria and Lennox Street Upgrade
- 4 Flyer Victoria Lennox Street Upgrade
- 5 Lennox/Nicholson and Victoria Street intersection Upgrade June 2017
- 6 Lennox/Nicholson and Victoria Street Intersection Upgrade June 2017



No.	TRIM	Summary of Submission
01	D17/97106	 SMS submission to the Mayor Memorial plaque is not supported. Seen as glorifying drug users and their 'rotten lifestyle' and an insult to the rest of the community who have been harmed by their behaviour.
02	D17/97108	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Council is spending money to improve environment for drug users. Memorial plaque is not supported. Local residents and businesses are suffering from drug related issues and need urgent action. Would prefer practical measures such as 'no loitering' ordinance with fines and enforcement. Asks who will be monitoring CCTV?
03	D17/100262	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Consider leasing a retail space to establish a joint neighbourhood information / community liaison office with 24hr police presence. This could be a joint State and Local Government funded facility
04	D17/100270	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Public space improvements would be welcome if drug related activity did not occur in the area. Last upgrade just provided more seating and gathering places for drug activity. Does not support the plaque. Money would be better spent on more policing and safe injecting rooms.
05	D17/100271	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Supports most of the proposals Does not support the plaque. Is 'very supportive' of council using resources to help address drug issues however the plaque is 'tokenistic' and 'self-indulgent'.
06	D17/100274	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Supports improving the public space but does not support a memorial plaque.
07	D17/100277	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Has lost a family member who 'died in degradation in Richmond' to drugs. Supports the memorial ('a truly significant and touching notion') and other positive initiatives to tackle the drug problem.
08	D17/100283	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque
09	D17/100285	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque
010	D17/100290	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque 'consider that most of these people do not want to be remembered as drug addicts'
011	D17/100292	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque proposal which is 'offensive and insensitive'.

No.	TRIM	Summary of Submission
012	D17/100293	Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque
013	D17/100300	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Urban design is excellent Does not support the memorial plaque. Glorifies addicts and could become pop-up shrine like those to road accident victims.
014	D17/100301	Email submission to <u>urbandesign@yarracity.vic.gov.au</u> No memorial please.
015	D17/100302	Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque
016	D17/100303	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Looks like an improvement to the existing space but unsure how it will tackle problem of drug dealing. Does not support the memorial plaque
017	D17/100306	Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque
018	D17/100308	Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque
019	D17/100316	Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque
020	D17/100320	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> This upgrade provides better streetscape and positive environment to the area but the proposed plaque is a negative. Does not support the memorial plaque Suggests anti-skate measures should be included in the design and street lighting should be improved throughout the area. Concrete bollards preferred to steel bollards due to damage.
021	D17/100365	 Email submission to City of Yarra Info. "A dead druggie is a good druggie – Darwin's Law in action"
022	D17/100367	 Email submission to City of Yarra Info Wants to register support for the memorial plaque and safe injecting facility – a "really positive move to addressing a broader societal issue".
023	D17/100370	 Email submission to City of Yarra Info Questions Council's position with regard to the legality or otherwise of the use of drugs. Reports that they have had to move recently from a house into an apartment due to the impact of drug use in and around her property. Does not explicitly refer to the memorial other than citing the Age article, but questions appropriateness of using ratepayers' money in this way.
024	D17/100436	Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Has witnessed blatant drug dealing and feels the police do not show an interest. Yarra City Council – Ordinary Meeting of Council Agenda – Tuesday 19 September 2017.

No.	TRIM	Summary of Submission
		Feels Council's energies would be better spent in encouraging more police presence than memorialising drug users.
025	D17/100442	Plaque is a waste of money. Residents are coping with the problem without any noticeable assistance from Police and Council.
026	D17/100651	 Email submission to City of Yarra Info Does not support the memorial plaque.
027	D17/100653	 Email submission to City of Yarra Info Does not support the memorial plaque.
028	D17/100707	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Memorialising drug use at odds with trying to make a safer more attractive space. CCTV and security guards after 5pm likely to be more effective. Don't make it more inviting by improving the space. Advertising (risk of drugs?), security, cctv and lighting will make it safer.
029	D17/100856	 Email submission to City of Yarra Info Does not support the memorial plaque.
030	D17/100859	 Email submission to City of Yarra Info Does not support the memorial plaque. Wants improvement to Jonas St
031	D17/101464	 Email submission to City of Yarra Info Does not support the memorial plaque. Wants improvement to Jonas St
032	D17/101485	 Email submission to Councillors Does not support the memorial plaque.
033	D17/101487	 Email submission to the Mayor Resident of Elwood. Does not support the memorial plaque. Appears to support a medically supervised injecting room
034	D17/101505	 Email submission to the Mayor Does not support the memorial plaque.
035	D17/101507	 Email submission to the Mayor Does not support the memorial plaque.
036	D17/101509	 Email submission to the Mayor Pleased that improvements are going to be made to the streetscape around Victoria and Lennox Streets Council needs to address graffiti along Victoria Street. Keeping the area free of graffiti would improve the look and feel of the precinct.
037	D17/101624	See 024 above.

No.	TRIM	Summary of Submission
038	D17/101625	 Email submission to City of Yarra Info Does not support the memorial plaque. Spend the money cleaning up the area and removing graffiti. Supports a medically supervised injecting room. Avoids the area due to fears for safety.
039	D17/101626	 Email submission to City of Yarra Info Does not support the memorial plaque.
040	D17/101752	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque. Complains about graffiti on Smith Street and a set of traffic light on Smith Street that have not been turned on since installation.
041	D17/101755	 Email submission to City of Yarra Info Does not support the memorial plaque.
042	D17/101758	 Email submission to City of Yarra Info Does not support the memorial plaque.
043	D17/101836	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque. Remove all seating from the design Supports a "pop-up cop shop" in the space.
044	D17/101841	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque. Concentrate medical and mental health services to direct users to rehabilitation programs.
045	D17/102005	 Email submission to City of Yarra Info Does not support the memorial plaque.
046	D17/102020	 Email submission to City of Yarra Info Does not support the memorial plaque.
047	D17/102313	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque.
048	D17/103357	 Email submission to City of Yarra Info Email from the mother who lost her son in 2008 from drugs. Does not support the memorial plaque. Council's energies would be better directed to promoting a medically supervised injecting room. The memorial plaque proposal has set back progress on this issue.
049	D17/103362	 Email submission to City of Yarra Info. From a resident of Stonnington. Does not support the memorial plaque.
050	D17/103366	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque. The space should be made less attractive for people (drug users and dealers) to be in.

No.	TRIM	Summary of Submission
		Only money spent on policing and safe injecting facilities is worthwhile.
051	D17/103373	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Supports the road realignment and new lighting but feels the new planting, seating and other improvements are not necessary. CCTV would be a better deterrent than a memorial plaque.
052	D17/103717	 Email submission to City of Yarra Info. Thinks a memorial to emergency service workers would be more appropriate.
053	D17/103721	 Email submission to City of Yarra Info. Not a resident of the City of Yarra. Does not support the memorial plaque.
054	D17/103727	 Email submission to City of Yarra Info Does not support the memorial plaque.
055	D17/103729	 Email to the Mayor and Councillors Does not support the memorial plaque.
056	D17/103731	 Email to Melba Ward Councillors Does not support spending money to beautify the area again and disagrees with the memorial plaque.
057	D17/103733	 Email to Nicholas Ward Councillors Urged councillors to raise private money to pay for the memorial plaque.
058	D17/103942	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Supports the road realignment and new lighting but feels the new planting, seating and other improvements are not necessary. CCTV would be a better deterrent than a memorial plaque.
059	D17/107147	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque. Ratepayers' money should be spent on other things such as counselling, shelter, a soup kitchen, or help in some positive, proactive way be considered to help alleviate this problem
060	D17/109069	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Does not support the memorial plaque. Supports the planting of many more trees.
061	D17/110386	 Letter submission Project is a waste of Council money Upgrade will not help drug or homelessness problem How many crisis accommodation beds could be funded by the money for this project?
062	D17/110868	 Letter submission Welcomes initiative to improve Lennox Street. Would like similar treatment to Little Nicholson Street and the laneway to the rear of 343-355 Victoria Street.

No.	TRIM	Summary of Submission
063	D17/111571	 Email submission to <u>urbandesign@yarracity.vic.gov.au</u> Owners of the 134 Victoria Street adjacent to Lennox Street Very much welcome the project. Would like more CCTV cameras to be mounted on poles in the space. Support a safe injecting facility Do not support the plaque and would petition for its removal.
064	D17/104068	Customer Service by webOpposes plaque.
065	D17/104070	 Customer Service by phone: Does not support the plaque
066	D17/104072	 Customer Service by web Opposes plaque but supports a safe injecting facility.
067	D17/104074	 Customer Service by web Opposes the memorial plaque.
068	D17/104075	 Customer Service by web Opposes the memorial plaque.
069	D17/104460	 Customer Service by web Opposes the memorial plaque.
070	D17/104464	Customer Service by web Opposes the memorial plaque
071	D17/104465	 Customer Service by web. Opposes the memorial plaque
072	D17/104468	 Customer Service by web. Opposes the memorial plaque Does not oppose a safe injecting room
073	D17/104469	 Customer Service by web. Opposes the memorial plaque
074	D17/104470	 Customer Service by web. Opposes the memorial plaque
075	D17/104471	 Customer Service by web. Supports the memorial plaque but is concerned about Council's budget.
076	D17/104472	 Customer Service by web Opposes plaque but supports a safe injecting facility.
077	D17/104473	Customer Service by web. Opposes the memorial plaque

No.	TRIM	Summary of Submission
078	D17/104474	Customer Service by web. Opposes the memorial plaque
079	D17/104476	 Customer Service by web. Supports the memorial plaque and raising awareness of the issue.
080	D17/104477	Customer Service by web. Opposes the memorial plaque
081	D17/104478	Customer Service by web. Opposes the memorial plaque
082	D17/104480	Customer Service by web.Opposes the memorial plaque
083	D17/104482	Customer Service by web. Opposes the memorial plaque
084	D17/104483	Customer Service by web. Opposes the memorial plaque
085	D17/104484	Customer Service by web. Opposes the memorial plaque
086	D17/104485	Customer Service by web. Opposes the memorial plaque
087	D17/104486	Customer Service by web. Opposes the memorial plaque
088	D17/104487	Customer Service by web. Opposes the memorial plaque
089	D17/118107	 Customer Service by web. Opposes the memorial plaque Proposed landscape design looks 'twee' New seating will go the way of the existing
090	D17/118112	 Customer Service by web. Opposes the memorial plaque
091	D17/118116	 Customer Service by web. Supports the memorial plaque but worried about Council's budget position and whether the works can be afforded.
092	D17/118123	 Customer Service by web. Wanting to know the reasons for the plaque and whether the proposal has been approved.
093	D17/118126	Customer Service by web. Opposes the memorial plaque

No.	TRIM	Summary of Submission	
094	D17/118127	 Customer Service by web. Opposes the memorial plaque 	
095	D17/118125	Customer Service by phone:Does not support the plaque	

Victoria and Lennox Street Upgrade: Online Submissions

	Survey Response		
Date of contribution	What is your connection to the City of Yarra? Please choose all that apply	Please provide your residential suburb:	Type response/submission: (names and addresses have been removed from this version of the document)
Jul 25 17 09:38:15 am	I live	RICHMOND SOUTH, VIC	I support the upgrade in principal but TOTALLY reject putting a memorial plaque for drug victims. Council has gone mad!
Jul 25 17 09:53:11 am	I live	RICHMOND EAST, VIC	I would like to have my say about a memorial to drug users. I do not want my rates going towards a memorial to an illegal activity. Suggest you plant more trees in Richmond, especially along Church Street.
Jul 25 17 10:09:19 am	I visit	EAST MELBOURNE, VIC	Lets not have plaques dedicated to drug addicts and law breakers who make a choice to participate in illegal activity. Council should stick to rates, rubbish and roads and stop wasting money on memorials to criminals.
Jul 25 17 10:19:38 am	l live, l work	FITZROY NORTH, VIC	I strongly oppose any type of monument/plaque or similar to acknowledge or commemorate drug usage, and the results of illegal behavior, of which drug use is. It's unfortunate the real victims such as those of the drug users crime as the one's punished by their bad & illegal behavior, and now a monument is proposed to celebrate their illegal actions. Focus on what the community of Yarra really wants. After all apparently the garbage disposal costs were sufficiently high to propose a surcharge, so if so use the money towards that instead
Jul 25 17 10:22:59 am	I work	MITCHAM, VIC	I oppose the proposed memorial plaque, dedicated to people in the city of Yarra who have died from drug overdoses. Money for this type of thing would be put to better use in helping get the homeless I see every morning get off the streets and to ensure that our streets are kept clean and needle free especially near schools. A plaque will do nothing to address the drug problem in the area. It does not need any glorification. The footpath and shops along Victoria Street especially between Lennox and Church street really need some cleaning up. I think that it's about time we stopped the fruit and shop displays on the footpaths outside the shops. they are grubby sometimes smelly and taking up valuable walking spacde. This is become a real issue especially near the tram stop near Lennox street with people having to walk onto the road sometimes to get around, it's an OH&S issue waiting for the council to be sued over.

Victoria and Lennox Street Upgrade: Online Submissions

Jul 25 17 10:29:07 am	I visit, Other	ELTHAM, VIC	Dear Sir/Madam, I have read through the council proposal and the majority of proposed development, upon quick inspection seem to be for the safety and comfort of residents. However, my main concern is the proposal for a memorial dedicated to people who died from illegal drug overdoses. While I understand that the proposal has generally good intentions, the idea of recognising and commemorating drug addicts is a dangerous one and the proposal should not be followed through on. The City of Yarra Council is therefore giving light to and, even condoning the usage of illegal drugs. These people who will be recognised by the memorial are people who knew the risks of taking dangerous drugs and, therefore breaking the law, should not be commemorated. In fact, many of these people who overdosed would have likely have been dangerous and may have hurt or stolen from other members of the community.
			I believe that the proposal is generally a good one and the council is trying to improve the area for not just the residents of the Richmond area, but also all visitors who come Richmond. I fully support the increase of safety measures for cyclists and pedestrians as well as the creation of community spaces. However, this development would be far better for all if the proposed memorial is left out.
Jul 25 17	Line	DUDNI EV MO	I completely disagree with putting up a memorial for those who have overdosed on drugs on the corner of Lennox and Victoria Streets. Completely ridiculous!
11:21:18 am	I live	BURNLEY, VIC	How about improving our safety and cleaning up the streets? There are far more beneficial ways to spend my rates money on. I heard the Mayor on the radio this morning. Completely out of touch with what City of Yarra residents want!
Jul 25 17 11:27:09 am	l live	RICHMOND NORTH, VIC	Please see below my submission regarding to Victoria and Lennox Street Upgrade: First of all, I do not agree and object to Council using rates payer money to include a memorial plaque in the design. People who have died in Yarra from drug overdoses do not earn the right to be remembered as a hero. They should be condemned rather than being remembered for their activity that is harmed to themselves and to society. The plague could encourage people to do drug as they might think they become a hero for being a drug overdose. Secondly, the design should provide the anti-skate on tables and chairs as the current concrete chair being used for skaters in the afternoon. Also street light lighting levels have increase to provide a better coverage/spread through out the entire area. Thirdly, concrete barrier kerb with reflective paint should be used instead of bollards. The current bollards being damaged all the time due to the tight turn from Little Butler Street. This upgrade provides a better streetscape and positive environment to this area therefore it should not include a negative aspect of the memorial plaque in the design.
Jul 25 17 11:50:45 am	I visit	FITZROY NORTH, VIC	Absolutely ludicrous idea to erect a memorial to drug users. It is morally wrong to normalise drug users even if they die from their habit.

Victoria and Lennox Street Upgrade: Online Submissions

Jul 25 17 12:47:22 pm	I visit	PRESTON SOUTH, VIC	A memorial to those who have died from drug overdoses is the most stupid idea I have come across from a council of your status. It is embarrassing. The reason being is because it appears to absolve the addict from responsibility. Money would be better spent on solutions to assist people from taking drugs and supporting those who are trying to live a life without drugs.
Jul 25 17 02:38:46 pm	I live	CREMORNE, VIC	As a Council you need to start listening! I'm a rate payer and don't like half the things you spend rate payments on. Can you please fix the end of Cubitt St Clean up the leaves etc Clean and paint the freeway wall - Plant the garden bed with easy to maintain plants I'd do it myself if you gave me the money. By the way, the following is a bad idea: - Council is also proposing include a memorial plaque in the design. The plaque would be dedicated to people who have died in Yarra from drug overdoses.
Jul 25 17 03:14:54 pm	I work, I study, I own a business, I visit	BALWYN NORTH, VIC	What a disgrace you want to have memorial plaque dedicated to people who have died in Yarra from drug overdoses! I am not in favour of this and if it does go ahead, I will not be visiting your area and moving! Also the major is a lunatic, what have the greens done except nothing beneficial.
Jul 25 17 03:18:53 pm	I live	RICHMOND EAST, VIC	I would like to formally protest the incorporation of a memorial of any sort for those who have died from drug overdoses. To my mind, a memorial would condone the activities that are causing so many issues for the area. It is very likely that anyone whose name is on such a memorial would become some sort of hero for particular segments of the community - effectively promoting drug use. I truly don't believe that anyone needs to be reminded of the dangers of drugs, in fact one simply has to travel down Victoria Street at any hour of the day or night to see the damage that substance abuse is causing, and not just for those who are using.
Jul 25 17 04:04:57 pm	I live, I work, I own a business	RICHMOND EAST, VIC	I believe the idea for a monument as part of this project is fundamentally flawed. As a society to a large degree, our success and achievements are measured on how we treat those less able than ourselves and in particular the health of those less fortunate. We are failing our fellow human beings by not providing medically supervised injection rooms. The people that need these facilities are those with mental health issues, more often than not, self medicating. As a society, we have a duty to look after them. There has been a monumentally successful injecting room in Kings Cross NSW for many years now. It is a startling success in terms of lives saved. So, don't consider a monument - which is laughable given what our addicts need, consider a MSIR instead.
Jul 25 17 04:25:34 pm	I live, I work	RICHMOND EAST, VIC	I do not think it is any business of the council to glorify criminals who have used drugs illegally. This is outrageous left wing loony greeny work. This council should be dismissed. This is of no help to my bashed partner other than remind her of the aggravated assauly/robbery incident, her attacker found dead (overdose) 3 hours later.

Victoria and Lennox Street Upgrade: Online Submissions

Jul 25 17 04:41:57 pm	I live	ABBOTSFORD, VIC	I approve of the proposed changes and the Clty of Yarra's push for a safe injecting room.
Jul 25 17 04:47:58 pm	I work, I own a business	RICHMOND EAST, VIC	312 lennox Street Richmond-burnt down by druggies and causing enormous financial and emotional stress
Jul 25 17 05:00:39 pm	I live	RICHMOND EAST, VIC	If you erect a plaque or dedication to dead drug addicts, you might want to provide 24 hour armed guards to protect it.
Jul 25 17 05:28:01 pm	I work	KEILOR, VIC	The proposal of upgrades to the area is excellent amd def in need of a an upgrade after 30 years or so. However in accordance of the City of Yarra's sustainability goals and diversity as a council, an alternative to a plaque dedicated to drug users is definitely preferred. How about a plaque or something dedicated to the diversity of people living in the area which has alone created the community in the first place eg. Refugees, first settlements and not showcasing the type of problems issues that remains in the area feom drug uses. An art or picture form of what future generations can look from and see how much has changed and not the drug issues they will know about that has happened. definitely not community friendly for those who have worked hard for their survival wiyhin the area.
Jul 25 17 06:23:29 pm	l live	RICHMOND NORTH, VIC	I strongly object to the proposed plaque. Drug use and dealing is illegal and it is absolutely ridiculous to memorialise people for breaking the law. Surely the limited funds of ratepayers would be better spent on improving facilities, roads and the many footpaths which are in a terrible state of repair.
Jul 25 17 06:25:44 pm	I live, I work	RICHMOND EAST, VIC	As a rate paying citizen of Yarra who lives in Richmond, I have to ask why the funds for this project can't be instead used to help find a solution to the massive drug problem that currently exists in the area? Upgrading the area to make it look "pretty" does not solve the larger problem at hand. It will simply ensure the drug problem that exists at Lennox & Victoria St, moves to another area on Victoria St. Use the funds to instead work with the government and the community to fund a step towards a solution to the massive drug problem. Revamping areas to simply deter drug use does not solve the problem. I oppose this upgrade which uses (my) ratepayer funds and will be attending the next council meeting in order to ensure my voice is heard.
Jul 25 17 06:29:27 pm	l visit	OAKLEIGH, VIC	I oppose the memorial for drug addicts. Drug addicts are criminals and should not be honoured in this way. Contrary to what the Mayor states, not all people are equal. It says in the Bible that there are high born and low born. I think the Mayor has been reading too much George Orwell. The money should be better spent on mental health projects.
Jul 25 17 07:08:55 pm	I visit	KENSINGTON, VIC	I cannot believe that spending rate payers money on a plaque dedicated to drug users who are an enormous source of crime, violence and make Richmond a suburb honest, law abiding, hard working people fearful of visiting could even have been proposed, these people are not heros or innocent victims of some tragedy they had no control over, they made a choice and paid the consequences. I am truly disgusted that this is what the Yarra city council considers a priority.

Victoria and Lennox Street Upgrade: Online Submissions

Jul 25 17 07:23:44 pm	l live	RICHMOND EAST, VIC	I occasionally cycle along Lennox St across Victoria St or walk in the precinct along Victoria St. I support the concept of better public spaces which feel welcoming and comfortable and which incorporate good urban design. I don't follow the logic to include a memorial plaque dedicated to people who have died from drug overdoses and so would not support this element. A close friend of mine died from a heroin overdose around 20 years ago (interstate around Kings Cross). I don't see the value in having a public plaque for such tragic fatalaties and centred around locations where people may have 'scored'. For me a memorial of this type would instead highlight the criminal aspect of heroin dealing and criminal profiteering. I choose to remember my friend in other ways. The amenity and ambience of Victoria St deserves better than this proposed memorial plaque. For it to raise awareness is a flawed concept - ratepayers' money would be better spent on associated community services.
Jul 25 17 07:30:25 pm	I live	RICHMOND EAST, VIC	As a 30 year resident of Richmond I am utterly disgusted by this proposal. The current council members are absolutely delusional to think ratepayers would find this acceptable. I am equally disgusted by the recommended proposal I have received in the mail regarding precincts 1-3. Bridge Road is a thoroughfare not a bloody obstacle course. We residents are fed up with bicycle lanes, walk ways and trees being planted on the roads. We cant get out or in to our properties during peak periods, parking has been slashed, through traffic is at a standstill all because of some bullshit green initiative. The elderly in our community rely heavily on Taxis and Special Needs vehicles for mobility, apparently they are supposed to relearn to ride a push bike to survive in this suburb. We can no longer tolerate this Disneyesque Fantasyland approach to our suburb and I guarantee that unless the current views change, not one member of the current council including the Mayor will survive the next local election.
Jul 25 17 07:39:16 pm	l live, l work	RICHMOND EAST, VIC	To whom it may concern, I completely oppose the Victoria and Lennox Street design concept. As a ratepayer our money should instead be used to solve the massive drug problem and destitution in the area, rather than making the region look pretty to cover up the genuine problem at hand. I oppose the idea of a memorial being built. It will be nothing but a constant reminder of the sad state the area is in and a waste of our money that again, does not even attempt to try and solve the real problems in the region. It's upsetting that these are the foolish and unesessary ideas the Yarra council have come up with. The whole concept would be a waste of OUR money that does nothing to properly address the terrible state the region is in.
Jul 25 17 07:42:59 pm	I live	RICHMOND NORTH, VIC	Don't support new upgrade as superficial and waste of money resources etc the drug trafficking and use specifically at this point is horrible and must be addressed on a community and human level urgently! No need to dress up the grounds when humans are suffering look after the people who live there and the people will look after the streets!!!!

Victoria and Lennox Street Upgrade: Online Submissions

Jul 25 17 07:47:13 pm	I live, I work, Other	ABBOTSFORD, VIC	Hi. I'm always happy to see improvements in Yarra, so thank you. A few comments: - I cycle through here from school to home with my primary school boys (as do many other families I see) and I also drive our car on one day - why do cars need to use this small amount of space? Why not just bikes and pedestrians? it would make it much safer for both these vulnerable groups if their were no cars - there seems to be some slanting/angle on the ends of the seating - perhaps a fun spot for skateboarders, maybe just a 90 degree angle would be better? - I ride on roads where their are "Sharrows" and so far I have not had a good experience with cars realising that they indicated a shared space - will the bike box at the front be fully green? thanks
Jul 25 17 08:00:55 pm	Other	POINT COOK, VIC	To whom it may concern, Today, through various media outlets, my family learned of the Yarra Council's intention to include a memorial to overdose victims as part of the upgrades to the Lennox & Victoria street precinct. Whilst we have no issue with upgrading the proposed area, we wish to express our disagreement to the proposed memorial. Having lost an immediate family member to an overdose in direct proximity to this location we would find the memorial distressing and a morbid reminder of what was an extremely devastating time in our lives. There is nothing we wish to remember about that site. Our only visit to the area was when accompanied by police. We have not had any reason to return since that day. Our family member had no connection to the area other than the incident which lead to their death, the circumstances of which are particularly distressing to our family. We implore you to seriously rethink your decision given the distress it would cause our family and possibly others in our situation. Given the feedback we have seen today, the community in general do not support the memorial and would not respect it. We feel it would serve nothing more than to further stigmatise drug addiction and it's unfortunate consequences. You would do more to remember and honour those that have died in the area through the implementation of a safe injecting room.
Jul 25 17 08:04:09 pm	Other	FRANKSTON SOUTH, VIC	I think the memorial plaque dedicated to drug overdosed deaths is a disgraceful idea. I agree that the deaths are a waste of a lives and a tragedy. However to recognise them by way of a memorial plaque is totally inappropriate. I am sure a lot of those that died would have lead lives totally opposite to the way the majority of hard working decent people live. Please can this ridiculous and insulting idea immediately.
Jul 25 17 08:37:02 pm	I live	RICHMOND EAST, VIC	We object to the council spending rate payer's money on a monument to celebrate illegal social behavior. Further we believe the council or specifically some councilors need a reality check to remind them that they represent the rate payers of Yarra City, in other words the residence that pay the rates. It is not in our interests to champion causes which are beyond our boundaries. Further if the objective is to put Yarra City on the map please let us be recognised for something above illegal activity. Perhaps thought could be given to our close proximity to the Yarra river and family recreation.

Victoria and Lennox Street Upgrade: Online Submissions

Jul 25 17 08:38:56 pm	I live	ABBOTSFORD, VIC	I would like to comment on the proposal to memorialise drug overdose deaths with a plague in Lennox Street. I do not agree with this proposal. The funds would be better spent on providing programs to addicts who wish to break their habit and are willing to undertake that work. That would be a much more effective memorial to overdose victims. Please lobby hard for a supervised injected space in that area to move it from the streets and lanes and at least give those using a contained space in which to use. Last week I was in the Hive Shopping Centre where some usual street identities were screaming and fighting each other on the escalators. We locals just looked because we are used to that behaviour and know not to intervene. Perhaps some of those resources can be used for PSOs to provide a presence in the street to stop anti-social behaviour.
			I would prefer that you stop funding these purely "decorative" activities in favour of front-line, grass-roots programs to genuinely assist those who need it with hands-on help. Thank you for the opportunity.
Jul 25 17 08:47:13 pm	I live	ABBOTSFORD, VIC	The memorial plaque is ridiculous. Romanticising something like that is irresponsible and disrespectful to the people who work their way through rehab to beat addiction. Where is their plaque? Where is the plaque for the people who work and volunteer to help the people on the streets and in drug rehab? Where is the plaque for the mothers who bravely leave abusive relationships and make a new life for their children?
Jul 25 17 08:52:43 pm	I visit	BULLEEN SOUTH, VIC	Great idea to ugrade this area that currently looks very tired. I visit this area weekly. I can't believe that you would spend your rate payers money on a memoral for those who have died as a result of illegal drug use. The funds should be spent on crime prevention in this area to make visiting Victoria St a more pleasant drug free experience. Lately I have had to stop taking my kids for lunch / dinner at many of the great restaurants in the area because of all of the people walking around this area off thier face. Regardless of the money spend it is a kick in the face for us law abiding citizens to have the names of deceased drug uses on a memorial wall. Memoials are reserved for those who contribute to the community in a positive way. No doubt the majority of the people on your list would have been responsible for crime in your council area. The names that should appear on your memorial should be the Ambulance officers and Police that have had to deal with such people. Hope this helps your decesion.
Jul 25 17 08:59:17 pm	l live	RICHMOND NORTH, VIC	I am a resident who lives 7 streets away from the proposed upgrade. I regularly walk through the intersection in question to shop and eat in Victoria St and love the area. Any upgrade of the intersection would be welcomed by myself and my family (partner and two daughters). However, I would like to make some comments about the proposal: - We do not support any memorial plaque. - I am extremely disappointed that money is proposed to be directed to a token plaque instead of a safe injecting room. City of Yarra and the State Government are failing local residents by not agreeing on a clear strategy to address the endemic drug issue in North Richmond. An aesthetic beautification of a local intersection will not solve the issues of the area. Polishing a turd comes to mind (apologies of my frankness).

Victoria and Lennox Street Upgrade: Online Submissions

Jul 25 17 09:04:32 pm	I visit	CHIRNSIDE PARK, VIC	Regarding this proposal - Council is also proposing include a memorial plaque in the design. The plaque would be dedicated to people who have died in Yarra from drug overdoses. I was saddened to hear that a memorial plaque like this would be included in the upgrading of Victoria & Lennox Streets. I don't feel that it is a helpful thing at all to remind people that people are dying of drug overdoses as if to say that that type of behaviour is 'normal'. There are many other things that are worthy of a plaque that would engender a better feel for the place. I would have thought that if drug overdoses were a known past time in the area then that isn't something to glorify but rather do something about. People who have previously been on drugs or have had family members in that lifestyle don't want to be reminded of that. Make it something positive to bring a sense of wellbeing to the area instead.
Jul 25 17 09:27:19 pm	I visit	VERMONT, VIC	I admire your planned upgrade of the area, however I wish to object in the strongest possible terms to including a plaque to those who have died from drug overdose. Drug taking is illegal and is a conscious decision taken by an individual when they begin using in the first instance. I believe a tribute to undoubtedly very sad deaths is glorifying drug taking. Every cent available should be devoted to drug rehabilitation, not a plaque as proposed.
Jul 25 17 09:29:52 pm	I live	RICHMOND NORTH, VIC	I agree with much of what is planned however the contentious issue of the memorial plaque for drug addicts is insensitive & poor judgment on behalf of council. Memorials are not suitable for people who self harm. Are you installing CCTV cameras? This would be more comforting to he public as I won't even walk near the area.
Jul 25 17 09:47:55 pm	I live	RICHMOND EAST, VIC	Please build a safe injection room. I am sick of finding used syringes in my rubbish bin and in the private Laneway behind my house.
Jul 25 17 09:55:52 pm	l live, I visit	FITZROY NORTH, VIC	 The existing tram stop design is poor. People don't realise that the raised platform is a traffic lane. This leads to confrontation between some loitering types operators of cars and bikes. It is also a safety hazard or those groups. For it to have remained the way it is, is a poor reflection on Council, VicRoads and Yarra Trams. Council doesn't need to do more to "encourage individuals and small groups to use the space". They already do. Often for drug deals. Some police presence. This might discourage some bad behaviour, while also improving the perception of safety for the majority of citizens who use that area. Police may also be able to assist some of the regulars with guidance for drug or mental health support services. The rest of the ideas are just window dressing, while not addressing the social issues that are apparent on that corner. The plaque idea needs to considered a bit more. By all means Council and the State should help and assist the drug dependant and mental health issues with compassion.
Jul 25 17 09:57:37 pm	I live, I work	RICHMOND EAST, VIC	I do not want my rates being used to pay for a plaque for the heroin overdoses. No plaque or monument for the people who have died from heroin over doses. Instead a plaque for the people who clean up the used needles that are left around the area. Maybe a plaque for the ambulance and police who attend the overdoses. Maybe a plaque for the people who have been a victim of drug related crime - house break ins, wallets stolen, theft, etc.

Attachment 3 - Online Consultation Summary - Victoria and Lennox Street Upgrade

Victoria and Lennox Street Upgrade: Online Submissions

Jul 26 17 06:05:01 am	I live	RICHMOND SOUTH, VIC	Fine with everything except building the plague, totally inappropriate
Jul 26 17 08:23:31 am	I work	ROMSEY, VIC	To whom it may concern, On the whole I think Victoria and Lennox upgrade is a great idea as the area looks like a dump and this should make it a much more pleasant place. I do however find the plan for a memorial plague dedicated to people who have died in Yarra from drug overdoses as not only a waste of rate payers money but a total joke. The people who overdose make a decision to take the drugs in the first place surely the money could be better spent in other ways. Put the money towards some sort of program not a memorial plague which in ways glorifies the fact they died from an overdose at their own hands. What next?
Jul 26 17 08:34:05 am	I own a business, I visit	THORNBURY, VIC	YES to making areas of Richmond more attractive NO to memorial to self inflicted drug induced deaths. Stop encouraging ILLEGAL behaviour in Richmond, the dealers need to go away not flock to area where they are given tacit approval by local government! Is council being "paid off" by big monied druglords that you persistently ignore concerns of residents?
Jul 26 17 08:54:46 am	l live	RICHMOND EAST, VIC	I cannot object to this strongly enough! What a waste of residents rates! Yarra City Council has no right to spend our rate money on something so wasteful, especially the memorial! I do not work as hard as I do for Yarra Council to be so flippant and wasteful with my money! I would rather my rates go towards helping those people with a program to get them off drugs, rather than a stupid memorial! Spending this money on improving one tiny section of Victoria St is not going to improve the situation there. It's just providing a nicer place for them to shoot up! Put rate payers money towards fixing and maintaining our roads, services, community parks, etc. Not this ridiculous proposal! Yarra Council has a lot to answer for. You let anyone come in and develop our beautiful suburb, you destroy our heritage and architecture, and now you want to give the druggies a memorial and a nicer area to shoot up in! I am appalled at this council. None of you ever listen either!
Jul 26 17 09:28:15 am	I live	FITZROY NORTH, VIC	The Victoria and Lennox Sts upgrade is good but I protest very strongly that a memorial to those that died from a drug overdose is not what the Yarra council is about. Maybe they should push the State Govt. to reopen the police stations and have police walking the streets again and concern itself about the footpaths and laneways which are a mess, and stop being the political correct police. Our rates are for the ratepayers not just the blow ins. Will you put a statue at Russhall station which is also a dealing hot spot.

Victoria and Lennox Street Upgrade: Online Submissions

Jul 26 17 09:49:09 am	l live, l work, l visit	ABBOTSFORD, VIC	I see the difficult position council is in with this project. It's obvious that Yarra wants to do something to help but is limited to do so. I'm very pleased that my council is supportive and advocates for a SIF. It is undisputedly needed. I'm also happy for any streetscape and urban design upgrades to Victoria Street, as the area looks tired in many spots. Personally I think that as much greenery and street art as possible would improve the overall appearance of the area. And getting the footpaths along all of Victoria Street uniform in bitumen and bluestone is really necessary. It's patchy in many areas and needs a makeover. In terms of traffic the greatest hazard in that intersection is the behaviour of the drug affected people. Personally I find the memorial plaque a absolutely awful idea. I would hate to see this built. I also hate the idea of cctv because it just send more of the activity into the side streets. I've had uncapped syringes in my front and back courtyard, my laneway and had to call 000 on numerous occasions. What more can be done to advocate for the residents? I'm unsure. We all want a SIF, we don't want CCTV and we all want to be able to use public spaces without fear or confrontation.
	l live, l work	RICHMOND NORTH, VIC	Why not go the whole hog given Council other actions to support and entrench Lennox Street as Melbourne's drug central marketplace? e.g Giving away 70,000 needles at the 'HEALTH?" Centre - Opposing actions to curtail drug dealing and the associated drug fueled local crime - rejecting state funded cameras to detect, identify and help prosecute drug dealers - actively supporting establishment of an injecting centre to enhance our honeypot. And now your latest ratepayer funded plan to - to memorialise drug crime and effects? GREAT- Just as Melbourne has become tourist destination for international graffiti taggers, Richmond can now be an international tourist hotspot for junkies - visiting and taking pics in front of your statue. (Is it the Big Needle?) Why not go the whole hog and sent up a scholarship for drug dealing and Ice marketing workshops at our new Richmond High School? PLEASE, PLEASE, PLEASE- can we get a Commonsense Committee to review (and if needed) veto the Greens Crazy plan to waste more rates on: - your memorial to junkies - your \$102,000 aboriginal 'marker'. Is it made of gold? Yet you claim Yarra can't afford to pay for rubbish bins out of our existing rates? Here's an idea. I just got my \$91 permit bill to park my car. Why not charge your yellow bike mates from Singapore a \$91 permit fee for their 200 bikes dumped on our footpaths. It might pay for a few more statues.
Jul 26 17 11:57:03 am	l live, l work	RICHMOND NORTH, VIC	What's the point of spending money on this re-design right now to make it a "safe, more welcoming environment" when it won't be due to the continued issue of illicit drug trading and use on the streets of North Richmond, in particular in and around this particular intersection? If you're going to continue to allow northbound traffic into the intersection, the traffic light sequencing needs to change to accommodate cars turning right from Nicholson into Victoria (that are often stuck in the intersection waiting for pedestrians crossing Victoria Street). It's currently confusing and unsafe.

Victoria and Lennox Street Upgrade: Online Submissions

Jul 26 17 01:28:44 pm	I visit, I own a property, but live elsewhere	BRUNSWICK WEST, VIC	Victoria and Lennox Street Upgrade As a result of media coverage, I am providing feedback regarding the Victoria and Lennox Street Upgrade. I have reviewed the design concept which overall appears to have merit, however, am particularly concerned and dismayed about a memorial plaque being dedicated to people who have died from drug overdoses. Whilst I realise this is a significant community issue, I do not believe this is a positive or constructive idea, such as putting the funds toward cleaning up the mess left behind by these people and see it as a waste of the rates and taxes I pay. I admit that I am not educated in the area of substance abuse and may be seen as 'old school' in that I believe we all have problems, but need to tackle each issue and seek assistance where we are unable to cope with problems, so don't have a magic solution to the problem of substance abuse and antisocial behaviour. At the end of the day, we are all responsible and accountable for our own behaviour, period. If this location is renowned for people with problems loitering and partaking in unsavoury behaviour, I am concerned that such a memorial may draw people with problems to the area and increase the issues. By installing seating, gardens, paving etc. to improve the area, it is likely to encourage people to loiter and be a public nuisance if this is already an issue. This has been shown with the Mall in Geelong's town centre where people loiter due to seating, paving etc. and are a public nuisance, causing locals to be afraid to enter and avoid the area. If this is a chosen location of people with problems to loiter, I believe creating a memorial and making it a more pleasant place will only encourage them to stay longer, as indicated above with Geelong's Mall. Yes, I do agree street trees should be in the area, if suited, however, a better solution would be to place bike racks rather than seating to encourage people to be in the area without loitering. With the increase in traffic to the area, yes, it is likely to move the peopl
Jul 26 17 02:18:47 pm	I live, I work, I own a business	RICHMOND NORTH, VIC	Oh Council, how could you possibly have thought throwing more money at this particularly distressing area of Victoria Street was going to make the drug dealers and addicts go away? When I first heard about the memorial plaque, I wondered if it might have names on it? Should people really be honoured for dying of a drug overdose? I imagine many of them will have families and/or friends who will have organised some sort of memorial for them. I feel like this is disrespectful of those who have actually lost someone. Where else are people memorialised for dying at their own hand (and, let's be honest, their own choice)? By all means support a suicide service but this is just a horrible idea. Why can't you go ahead with a safe injecting facility? Please don't waste more of our ratepayers' money on this. I thought Council was strapped for cash? I feel like you're not in touch with your constituents at all. I'm a long-term Greens voter, supporter and donor and I feel embarrassed that this is considered the best use of your limited resources. Observing there is a major problem is NOT the same as trying to solve it.
Jul 26 17 03:06:29 pm	I live	RICHMOND EAST, VIC	The corner and the section of Lennox street is a mess. Normal people will not ever use it. It is dark, gloomy, narrow. It does not feel like an open space. Families, married couples, will not use it. Have you ever sat there??? and observed the traffic, trade and tribes that frequent. The tram stop now adds to the congestion on that corner. Two shops need to ne pulled down to give the space a "joie de vivre" It is a pity that the carpark across the road was never purchased for a large park / open air market etc. some to bring life, joy and life style

Victoria and Lennox Street Upgrade: Online Submissions

Jul 26 17 03:19:14 pm	I live, I work	RICHMOND EAST, VIC	Good Afternoon, Firstly - thanks for the opportunity to provide input. I will keep this brief: - The proposed 'overdose' memorial - whilst this is (I presume) a small part of the overall expenditure for the program, I cannot stress enough my objection to such an idea. I have read numerous 'for & against' arguments for this memorial & I find the concept totally unacceptable The overall program - whilst it does look rather appealing my objection to the program is more of a 'philosophical' one - ie - the focus of our expenditure needs to be on the basic services first & then (if finances allow) we could place expenditure into the more 'nice to have' programs. Again, I appreciate the opportunity for providing input.
Jul 26 17 03:44:24 pm	l live	RICHMOND EAST, VIC	I cannot stress enough how disgusted I am by this proposal. As a 30 year resident of Richmond I am utterly appalled by the concept of a memorial to dead drug addicts and that my rates should pay for such a an abomination. If the present councils approves such a disgraceful act I guarantee not 1 councilor, including the Mayor will survive the next council elections. The current members of the Yarra council should be utterly ashamed of themselves for even considering such a ridiculous proposition.
Jul 26 17 03:44:58 pm	I own a property, but live elsewhere	CAULFIELD SOUTH, VIC	Not happy with memorial plaque for dead drug addicts. Should not honour those people who have committed crimes by buying illegal drugs. These people may have also committed other crimes to finance their drug habit. Surely, those unfortunate people who have died from drug overdoses already have a headstone/plaque in the cemetery where they were buried or cremated. Also, it is likely that this memorial will be vandalised by those who don't support it. The council would be better off to provide rehabilitation services or referral to other service providers.
Jul 26 17 04:32:47 pm	l live	RICHMOND NORTH, VIC	I cannot believe the proposed suggestion of a plaque or plaques at this location for deceased drug users. This council that is suppose to represent this community is completely out of touch. Not only is this an utter waste of my rates it will be a constant reminder of the inefficient way this government goes about issues. Debating this issue is wasting everyone's time and infuriating local residents. Yarra council obviously has too much time on its hands to be discussing this and too much money. Furthermore you are intending to raise my rates on further bin collection taxes. You are all dillusional, wasteful, out of touch and incompetent. Yarra council shame on you.
Jul 26 17 09:14:34 pm	I live, I visit	COLLINGWOOD , VIC	Great proposal, I support the move to make the space more intuitive for pedestrians and cyclists, and the introduction of new seating for groups, and trees for shade.
Jul 26 17 11:13:15 pm	I live	RICHMOND NORTH, VIC	Tell Mayor Amanda Stone to step down. She is crazy. Memorial is for hero, soldiers etc. A big warning sign can do better than memorial for drug death. Use taxpayer money wisely.

Victoria and Lennox Street Upgrade: Online Submissions

Jul 26 17 11:34:23 pm	I live	RICHMOND NORTH, VIC	Hi, As a resident of the area, I support the majority of the Yarra council proposal, however, what I certainly don't support is a memorial plaque dedicating to those that have died from drug overdose! Why are we dedicating anything to those that have abused and died of drugs? What next, a plaque for all the criminals that have died in Richmond as well? I would prefer it if the council invested more time and money in cleaning up the drug issue within the area than to put up a plaque! Who in the Yarra council came up with this? This area in Lennox st including the small park 40 metres from the corner needs to be cleaned up. I'm disgusted everytime I walk past this area every day (morning/afternoon/evening) and I see drug dealers handing out drugs and addicts shooting up in broad daylight as though this is normal and acceptable! It's becoming more unsafe for residents for those that have young family and children certainly don't need to see this type of abuse. If this keeps up, residents will flee because its unsafe and businesses on Victoria street will suffer as visitors will avoid the area. Please do not consider putting up a memorial plaque! Thank you
Jul 27 17 08:39:24 am	I live	ABBOTSFORD, VIC	Nice to be brightened up. Please make it more obvious that Lennox St is actually a road so I no longer get people trying to cross in front of me on a green light -that would be a start! Not enough space or visibility of bike lane. Even police cars drive through it! Better lighting is a must. I never feel safe passing through there at dark currently. Ditch the seating though. Forget the plaque and invest in a proper safe injection centre. Commemorating the dead is no use - without helping the living!
Jul 27 17 09:40:47 am	I live	RICHMOND EAST, VIC	I am against any rate payer money being spend on a plaque for all the people who have passed from drug overdose, to me this is glorifying something that is illegal. I know that this area is a drug haven as when going to Aldi car park you see all sorts of activities going on here.
Jul 27 17 10:01:04 am	I live	RICHMOND EAST, VIC	I strongly object to the proposal of a plaque at the corner of Lennox and Victoria streets. I strong object to my high rates being used for this purpose.
Jul 27 17 11:31:06 am	I live, I work, I study	ABBOTSFORD, VIC	Looks great. Making the pedestrian crossing and counter flow bike lane more obvious is fantastic, will really help intersection users. I support the plaque aswell.
Jul 27 17 12:04:47 pm	I live, I work, I own a business	RICHMOND SOUTH, VIC	i am so disappointed again in this council. Money and budget required a bin surcharge! and now a token memorial!! i feel you are so out of touch with the community. I have a drug addicted stepson so am not immune or isolated from the problem. Beautifying this area AGAIN is a waste of my rates and an embarrassing ineffective attempt at social engineering and feel good politics. it is nonsense and really belittles any real or meaningful actions.

Victoria and Lennox Street Upgrade: Online Submissions

Jul 27 17 01:07:38 pm	I own a property, but live elsewhere	MURCHISON, VIC	Hi , I am 100% against the proposal to include a memorial plaque in the design dedicated to people who have died in Yarra from drug overdoses. I have owned a property in Richmond for 17 years and with 5 children had looked forward to my rates going towards projects such to make Richmond more safe to my family so that in the future we may enjoy living there. I had considered the possibility of relocating to enroll some of my youngest children in the new high school and becoming part of what I thought would be a brighter future for the area. Make no mistake that this memorial will be a magnet to those who may expose any reasonable resident to unwanted risks by glorifying the location. I certainly would like a response to the question of where the people pushing for this memorial reside and how they would feel if it was to be built in their neighbourhood. The deep dissapointment of total disregard of community views if this memorial goes ahead will not rest and any incident that inflicts pain to any person in the area as result of the building of the proposed will be reason to find those who approved it fully accountable. I look forward to hearing of the omission of the memorial in the masterplan.
	l live, l work	RICHMOND NORTH, VIC	To whom it may concern, As a rate payer for the last 20 years and as Victim of Crime from The Drug Users/Dealers I am disgusted that you would consider such a thing as this Plaque. I am left with mental scars of the whole ordeal. When I read this article of this proposal and what I Have seen on TV, I was ill to the core. Thank God for Mr Jolly who stood up against this ridiculous proposal. If this was to allow to happen, I would than take my case to Human Rights for discrimination and on behalf of other victims in the Richmond/ Collingwood area. We have a Barrister to take this case on as Pro Bono, and would Sue each and individual Councillor for pain and suffering. We would than also ask IBAC to investigate the Council who spend Rate Payers Money in this sort of thing and all other affairs that Council is in control of. I find this insensitive behaviour of Councillors is beyond mine and others comprehension. Disgusted:
Jul 27 17 03:29:16 pm	I visit	MOOROODUC, VIC	Dear Council, In my opinion all but one of your proposals seem quite reasonable. The single unreasonable one is however goes well beyond unreasonable to absolutely ridiculous! This is the proposal to put in place a memorial plaque for the deceased drug users. I just cannot believe it! It is not only an idiotic idea, it is also offensive, not just to me, but to many others too if talk back radio is any indication: And indeed one of the more powerful comments made against your proposal was from a self confessed ex-addict who said that if he had died as a result of his actions, he would have been horrified to be memorialised for being what he was - a tragic drug addict.

Victoria and Lennox Street Upgrade: Online Submissions

Jul 27 17 04:13:56 pm	I live	CREMORNE, VIC	Dear Councillors, never before have I felt compelled to submit feedback about a proposed development in the City of Yarra, however, the proposal to 'redevelop' the intersection of Lennox and Victoria streets sees me doing just that. Victoria St is now somewhere I refuse to go. I refuse to walk through or even drive to this area because I am afraid to do so. The last occasion I did walk from Cremorne down to collect some groceries at an Asian grocery store, I was offered a stolen bike by a drug user for the grand sum of \$20. I walked past someone who had just shot up, and people pushing ice. I felt scared and ended up running and thinking of ways I could defend myself if I needed to. There is already a 'park' in this area and the tables and benches are used by drug users and the grass littered in needles. Updating this park or building another will not solve the issues in this area. Your proposal to beautify somewhere without doing something to fix the actual problem is ludicrous. You were recently proposing increasing my bin tax (I put my bins out one in a blue moon and if this had be actually been floated before it was leaked by a journalist and subsequently pulled by council, I would also be writing to you about this). You will not remain in office if you continue to look for ways to rob me of my hard earned cash only to invest it in ridiculous proposals that do absolutely nothing to solve issues. The idea of a plaque makes council a laughing stock - surely there are a few better ways we can spend \$200k of mine and my neighbour's rate funds. Thanks for the opportunity.
Jul 27 17 05:58:01 pm	I live	RICHMOND EAST, VIC	What a joke the memorial is. How about celebrating the Emergency workers who have to deal with these law breakers
Jul 28 17 02:28:15 am	l live	CREMORNE, VIC	It is a disgrace that the council has wasted time and money putting forward a proposal for a memorial plaque to honour dead illegal drug users. I cannot believe this is something that you think the majority of rate payers would want their contributions wasted on. How about a plaque to honour all the residents who have made an effort to live a law abiding, healthy, kind hearted lifestyle then? I am so appalled by the City of Yarra and their town planning, lack of traffic management, taking away of car parking spaces and implemention of sensor parking, and building permits with outrageous heights granted in the last two year. When I look at the Councils planning, all I see for the future of Richmond is a suburb where people from outside the area will train, tram or ride to Swan Street or Bridge road to dine, pub crawl or attend sporting events, drink, take drugs pre/post event, cause havoc and casualties. After noisily partying into the wee hours at all the new 'roof top' venues and 'taverns', visitors will leave behind their bottles, used syringes, drops of blood, splashes of vomit and occasionally their corpses for the lucky residents to wade through the morning after as they walk to their favourite breakfast venue. A wonderful reward for rate payers. Sorry! that is not the vision I had in my head when I invested my savings and life into Richmond. Five years down the track I am actively searching for a new suburb, far from Richmond, the stress and the declining living conditions I have endured, especially in the last two years. Here is to not having to give one more cent to the City of Yarra. Oh! and can I please have a memorial plaque erected to remind everyone how my once quite content, heritage rich, village like life was taken away from me. Thank you
Jul 28 17 07:52:06 am	I live	RICHMOND EAST, VIC	We have no problem with the redevelopment of this site but strongly object to the memorial for the drug users. Total insult to other memorials to people who gave their lives for this country. Please think carefully about this ludicrous idea. Read Tom Elliot's piece in today's Herald Sun. Spot on. Support his views.
Jul 28 17 10:06:08 am	I live	RICHMOND EAST, VIC	It is absolutely outrageous that the council is proposing building a memorial to drug users. I have empathy for anyone who is addicted to drugs, and lost their life to drugs. But to build a memorial to drug users is stupid. Almost weekly we have people injecting outside our building in Richmond,. And using my tax payers money to build a memorial is dumb. I have a 17 month old girl, that I guard with my life every time i walk down the drug infested streets of our suburb. Do you think about the future generations? What do we tell our children when they see this? Why don't you build a memorial for all the teachers, nurses, police offers, engineers making this city a better place?

Attachment 3

Attachment 3 - Online Consultation Summary - Victoria and Lennox Street Upgrade

Victoria and Lennox Street Upgrade: Online Submissions

Jul 28 17 12:04:13 pm	I live, I own a property, but live elsewhere	RICHMOND EAST, VIC	I look forward to a beautified Lennox / Victoria Street with the druggies and dealers gone. Cant happy soon enough. A safe area in which my partner doesn't bypass the Lennox St for fear for her life. At the same time we strenuously object to the councils idea of a memorial to the drug overdose deaths in the area. Please do not waste the money on such a crazy idea. WHAT A WASTE OF MONEY!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!
Jul 28 17 01:49:02 pm	l live	FITZROY, VIC	I am a 4 year resident of south Fitzroy in a small block of 12 units. Absolutely love living here. Diversity is the thing. One of the entrances to the building is via a council lane. This is often used by people who are injecting drugs. Mostly they are passive but can be aggressive at times. I visit Victoria St shops occaisionally and have noticed an upswing in drug users and drug providers. Some of these people are very confronting, and it is common to see sales on the street. There appears to be a lot of support for drug users, I believe there is absolutely no need for a memorial plaque. Perhaps there could be a memorial 'space', somewhere for quiet contemplation??! Also, definite need for an injecting room
Jul 28 17 02:50:21 pm	I live, I work, Other	RICHMOND NORTH, VIC	I support the upgrade proposed for this area, but I oppose with a passion the addition of a memorial plaque for junkies who have died. I have only one comment in relation to the plaque. Are you mad??? My house has been broken into about 10 times in the 30 years I have lived in Richmond. Police have been able to prosecute five of the break-in's for my house and all five offenders have been heroin addicts. I would suggest that the majority of the offenders for my break-ins that haven't been caught have also been heroin addicts. This is the type of person who the council wants to provide a memorial for? You must be joking. My vote will be lost to those responsible if this goes ahead.
Jul 28 17 07:43:05 pm	I live, I study	ABBOTSFORD, VIC	This all looks nice and I suspect the changes will make riding from Lennox to Nicholson safer. However, I think it is a waste of money. The architectural and landscaping alterations will not change the fundamental health problem. I fail to see how changes to footpaths, roads, trees, seating, and lighting will reduce drug trade and use. I can't see how paving and concrete patterns will reduce inequality and social problems. The money would be better spent on a Supervised Injecting Room. I recognise the desire to be seen to be doing something constructive but please don't waste our rates on this.
Jul 29 17 08:43:16 pm	I live	RICHMOND NORTH, VIC	I cannot beleive that we are having a plaque to support drug addicts. There are so many people in Richmond that should be given for all the good work they have done. I am also strongly oppose having an injection room in my door step. These people chose to be drug addicts, no one forced them to. By having these rooms we are encouraging the drug use. If you wish to have a inject room, please have it in your own backyard.
Jul 30 17 07:30:01 am	I live	RICHMOND EAST, VIC	I totally object to the money being spent on the drug memorial. Many more areas that need moment invested that are positive for the council. Sporting facilities are lacking in Richmond. Change the toilet block (drug haven) at citizens park to be a tuned toilet! You are a disgrace and an embarrassment to even consider wasting money on this!

Victoria and Lennox Street Upgrade: Online Submissions

Jul 30 17 05:32:21 pm	I live	ABBOTSFORD, VIC	I would like to provide my support for taking action on the Lennox St / Victoria St corner but i feel as though we are skirting the issue with trying to improving the facade of the area. 75 people die a year from drug related overdoses in Richmond. What we need is a Supervised Injecting Room to prevent deaths rather than putting up a plague. The area doesn't feel safe and there are always needles in public walkways. We need to do more.
Jul 30 17 10:42:54 pm		RICHMOND NORTH, VIC	Firstly, I think it is reasonable to realign the roadway as well as adding new feature lightings to make Victoria Street a safer place. However, improvements such as planting new trees, public seats and memorial plaque are not necessary. The funding involved in such improvements can be used in better areas such as installing CCTVs in Richmond, which was proposed at the end of last year and was said to kick in by mid 2017. I assume the intention of having a memorial plaque is to decrease the fatality rate caused by drug overdose as well as to stop drug usage in Richmond, yet, I would find installing cameras way more effective. Also, Victoria Street is mainly being visited for grocery shopping, beauty, restaurants, bars and cafes; which makes no reason to install seats in order to make it more "sociable". The existing seats are occupied by "junkies" and "druggies". They have been installed only since last year yet there is already a need to replace them should be reflected. As a resident, I witness junkies sleeping and trashing the seats at Lennox Street and those at the tram stop. Rather than paying cleaners to clean and maintain the tram stops and seats it would be wiser to actually remove the existing seats. In summary, I would love to support the idea of realigning the roadway as well as adding new feature lightings. However, other improvements that have been proposed, in my opinion, are not necessary. Council should consider funding on projects that are more practical in stopping junkies and druggies destroying the public space of Richmond and, specifically, Victoria Street. It is pointless for tax payers and the Government funding and to continuously replace public facilities if they were to be damaged and occupied by those who are not worthy to appreciate such effort. In addition for updates regarding to this proposal, I would also anticipate a follow up on installing CCTVs on Victoria Street.
Jul 31 17 03:30:48 pm	l live	RICHMOND NORTH, VIC	In short, I support the idea of realigning the roadway and installing new feature lightings. However, new seating, planting trees, memorial plaque and resurfacing the roadway are not necessary. On a daily basis, I witness junkies deteriorating the existing seating and pedestrian pathways on Victoria Street and Lennox Street. They litter and spit; showing no respect to the public and themselves. Being a resident on Victoria Street, my family and I are constantly being exposed to junkies behaving erratically, swearing, drug dealing, injecting themselves and disposing syringes in public. I cannot express my frustration enough to fear and worry about our wellbeing and safety due to these people. I have reported to the police multiple times, however, it seems ineffective. Therefore, by providing new seating and resurfacing the roadway will not fulfil the intention of making Victoria/Lennox Street more sociable and welcoming; but will instead be destroyed by junkies shortly as well as encouraging drug usage. It would give the public comfort if the existing seating were to be removed. Also, I see no reason in having memorial plaque for those who died from drug overdose as they had not made any contribution to the country or community. If the intention of memorial plaque was to decrease drug usage, a more effective way would be to install cameras. PS. I am also waiting for an update from Mr. Richard Wynne MP regarding to his proposal on installing CCTVs since end of last year.
Jul 31 17 03:54:34 pm	I visit	GISBORNE, VIC	Uploaded Submission: Trim Document D17/116756 In summary: • Does not support the memorial plaque • Questions whether the families of deceased drug users want a memorial.

Attachment 3

Victoria and Lennox Street Upgrade: Online Submissions

Attachment 3 - Online Consultation Summary - Victoria and Lennox Street Upgrade

Jul 31 17 11:35:33 pm	I live, I work, I visit	RICHMOND NORTH, VIC	Notes commenting on proposed Lennox/Victoria Sts upgrade . Why go ahead at present with this project at all? The drugos will just take it over as they have with tram stops, the pocket park in Lennox, the seating in Lennox St. First overcome the major problem, the illegal selling & using of drugs in the vicinity. Plaque must not be fitted. To install such a plaque commemorating the dead drugos, members of a group of people whos woeful lifestyle, antisocial behaviours, gross disrespect for the residents, traders, visitors to North Richmond is beyond belief. In a basically Asian area it is a massive loss of face to the general community. It is a gross insult to the vast majority of our community, a crazy idea. It is also a criminal activity. Above all, it is a massive insult to all of us who have had to put up with their grossly terrible behaviours over the years. Residents have left the area and their homes because of them, people are afraid on the streets because of them. Traders have closed down their businesses because of them. Why not commemorate bank-robbers, cop-killers, the criminal gangs of past years while you are at it? We had some real pearlers of crims in this area in the early 1900's. The members of the drug scene we see on a daily basis, all day & night, are threatening the health & safety of us all, especially of our infants & children, by leaving sharp blood/ virus laden needles/syringes about and also by their very presence openly dealing, injecting drugs, taking over pocket parks, tram stops to the exclusion of all others. The fact is most people are scared of these drugos and will not assert their right to access council facilities where drugos hang out. The council has kow-towed by removing water taps to the detriment of the public because drugos use it for their heroin. We have to go without because of them. As an older person I think that stinks. Worse still is the images formed in young children's minds because from infancy in the pusher to about grade two in primary school they see
			A dropped drugo takes up an inordinate amount of emergency services, up to 18 as times for one. An injecting room will triage this at worst, prevent it at best. I know these people are somebody's child, parents and relatives are or were at some stage worried about their behaviours & addictions. I have friends in this position but never the less, we must not put any plaque in the street. Put it in an injecting room that we will get, sooner or later, where it serves also as a reminder of the consequences of the activity. I understand from the people addicted themselves and some of
			the support workers that about half the deaths are deliberate overdoses because the lifestyle is painful much of the time and is a woeful way to exist. We, the public are very pissed off with having to put up with their violence, their intrusion into our lives, the destruction of the amenity of life in this area. If you put up a plaque the feeling is so strong here that I will be ripped down within five minutes, it will need a 24 hour permanent police guard to keep it there. Some of those who will do that are normally the most mild mannered peaceful people you could wish to meet. The YCC must not criminalise them.

Victoria and Lennox Street Upgrade: Online Submissions Attachment	3
---	---

			I agree with all of the upgrades proposed except for the Memorial plaque.
Aug 01 17 09:14:53 am	l live	RICHMOND EAST, VIC	"Council is also proposing include a memorial plaque in the design. The plaque would be dedicated to people who have died in Yarra from drug overdoses" A memorial plaque is just glorifying the activity that takes place on daily basis. After living just off Victoria street I have witnessed things that i would have never imagined re. the drug culture down Victoria st. Money should be spent on improving the safety of the streets, I don't feel safe down Victoria st anymore. Maybe money can be spent on security or increased policing down Lennox St. Although I feel for the family's that have lost loved ones to an overdose I don't think a memorial is going to promote change, its just going to get vandalized. Worst Idea ever!!
Aug 01 17 05:02:23 pm	l live, I visit	FITZROY NORTH, VIC	Whilst I do agree that an update of this intersection is needed, especially lights, I really don't believe the memorial will be an effective tool to discourage antisocial behaviour. I find it ghoulish and I don't think it's an effective or tasteful way to address the problem. I do see the thinking behind it, as a publicity manoeuvre in order to attract attention to the issue- however, the issue is ALREADY highly visible at this intersection, on the train, on the tram, on the streets of Yarra. I do not think this upgrade will put that much of a dent in the problem- it's just going to give people somewhere nicer to nod off- it's not addressing the root of the issue, which i understand isn't a Council issue. I would rather more sharps bins over a death tourism style plaque. I would very much like to be involved in this in any way possible as I've seen it impact so many in my community so hugely.
Aug 01 17 05:57:12 pm	I live, I work, I own a business	RICHMOND NORTH, VIC	I would like to object to the proposed upgrades to Victoria and Lennox Street. This area is already notorious for drug addicts and unsavoury characters. In fact, the areas set up by council already for community use is ONLY used by drug addicts in the area. Our family no longer walk along this street to avoid being accosted by such people. The proposed works by council will not deter anti-social behaviour or make the area more welcoming to members of the local community. It will only provide more areas for drug addicts to convene and shoot up. I highly doubt those who have proposed such changes have ever ventured to this area of Richmond. It is a disgrace to the City of Yarra and I am ashamed every time pictures or footage of this area of Richmond is shown in the newspaper or on the news. Council should look into ways to improve other areas of Richmond or use this money for more police and security presence in the area. Instead of using our money and spending on areas which encourage drug addicts to convene and drug use occur, council should look into ways of preventing drug use to make this area a place where families want to come to. This problem not only has an affect on those living in the area but also on businesses on Victoria Street and surrounding areas. We do not venture onto the street at night anymore as it is considered too dangerous. Many shops are struggling and if this issue is not addressed you will see the rapid decline and closure of many shops in this area. In addition, the closure of Davis Street next to North Richmond Railway station has created a roadblock onto Shelley Street, Richmond. Cars coming from the car park located on Butler Street and cars turning from Elizabeth Street cause traffic to halt at a stand still from 5pm onwards. I have also noticed many cars illegally turning onto Lennox Street (one way street) from Elizabeth Street which will certainly cause an accident one day.

Victoria and Lennox Street Upgrade: Online Submissions

Aug 02 17 07:09:55 am	I live	ABBOTSFORD, VIC	While an upgrade to Lennox Street corner is welcome, the proposed memorial to those who have overdosed on illicit substances is unwarranted. A memorial glorifies the illicit use of substances. If the council is committed to a memorial, it is time to lobby hard and gain a change in legislation to enable a safe injecting room to be established. A model that is discreet, similar to that in Sydney would be welcomed by residents as well as IVDU. Currently the Lennox strret / Victoria street corner is unsafe and should not be supported by residents.
Aug 02 17 08:43:53 am	l live, I visit	FITZROY NORTH, VIC	The initiative to upgrade the Victoria and Lennox Street intersection is well overdue. In order to minimise the effects of anti-social behavior, it is integral that the space is open to promote a sense of safety and passive surveillance. A facility must be provided in this vicinity for safe injecting as this proposal will not mitigate the current on street drug deals and confronting injecting of illicit substances on our streets. Unfortunately, the upgrade of this street may attract more users to linger and use the space for unintended purposes. The street lighting of this street at night must be extremely well lit to deter users from engaging in anti-social behavior. It is imperative the master plan includes drug disposal bins in this space to minimise users throwing syringes and other materials on the floor. In addition, the location of waste bins is not detailed on the master plan and should be amended accordingly. It is recommended fixed gymnasium equipment is incorporated into the design to provide users with a purpose to visit the space. It is unlikely 'beautifying' the streetscape will provide a solution to the many issues inherit on the site. In addition, it is recommended the entire street is closed permanently to vehicles or restricted to certain hours of access with bollards installed to prevent entry.
Aug 02 17 10:53:05 pm	I live, I own a business, I own a property, but live elsewhere	RICHMOND NORTH, VIC	In summary, I support the idea of realigning the roadway as well as adding new strong lightings to make the area safer during the evening. I completely object the idea of installing new seatings at the corner of Victoria and Lennox street; Councilors and urban designer instead of sitting in your office, try to spend few days sitting there to see who are using these chairs and for what purpose. Please note that council has spent a lot of money to create a small park (20m away from Lennox/Victoria street corner). Councellors/urban designers should inspect the park to see who are using it and what are the hygiene condition of that park. Victoria street is a busy street, council does not provide any bike racks for residents/visitors using bike to shop on Victoria street. Why don't we transform that corner for bike racks to allow shoppers to have a proper way to park their bikes instead of hanging their bike on shopping mall on Victoria street? (see attached picture). Council should support the installation of the camera on Victoria street, using privacy as an argument to object the installation of the camera is not a valid argument because only people with suspicious behavior/activities are only concerned with it. It's a shame that the council by its inaction has leave one of the most active/busy street degraded to its conditions today; City of Yarra should organize officer to patrol Victoria street to ensure the shop owners can conduct their businesses; Additionally, organize graffities remover to remove the grafitties on the facade of all the shops on Victoria street; The idea of memorial plate is an insult to the local businesses, does the council intent to encourage and glorify drug user/dealer as local heroes?

Victoria and Lennox Street Upgrade: Online Submissions Attachment 3

The proposed design concept for the Victoria and Lennox Street Upgrade has both positive and negative aspects. Positive aspects that we support include the following: Improved Cyclist and Pedestrian Environment including; - New bike "head start" box - Contra-flow bike lane - Pedestrian crossing enhancement - Contrasting concrete road surface/paving bands Given that the intersection between Victoria/Lennox street is subject to a high volume of bicycles, pedestrians and cars, it is appropriate to add in the above upgrades in order to improve the safety environment of the area. In particular, the contra-flow bike lane is an important piece as cyclists frequently travel in both directions despite Lennox being one-way street. Addition of this lane as well as refurbishment of the existing pedestrian crossing will allow for more defined delineation of user areas and allow for increased efficiency and safer traffic flow. Improved and New Lighting including: - New street and feature lighting Aug 03 17 ABBOTSFORD. Addition of improved lighting is encouraged as it allows for increased exposure of the area and subsequently discouragement of anti-social 09:54:41 pm VIC behaviour. Better quality lighting can promote passive surveillance through increased "eyes on the street" - an approach that is both effective Negative aspects we have identified include the following: Addition of outdoor furnishing including; - New paving, seating and benches - New seating and tables for small groups We strongly disagree with the council's proposal to provide for additional amenities which are likely increase the concentration of drug-related and criminal activities. We understand that the intention is to activate this under/poorly-utilised area of Lennox Street through the provision of seating and table arrangements. Whilst conceptually this may seem to make sense, the reality is this will likely result in further facilitation of anti-social behaviour - a prime example of this was observed in two recent projects; the Jonas Street Parklet Trial in Richmond and New Park for Mollison Street in Abbotsford. These projects unsuccessfully sought to entice community engagement and if applied in the context of Lennox Street, will likely result in further cultivating a breeding ground for illegal activity. Addition of trees and memorial including; - New trees - Memorial plaque Addition of the crepe myrtle trees will take away the natural light and decrease exposure of the area. The consequences of reduced visibility can provide opportunities for illegal groups to further conduct and conceal their activities. Lastly, the proposed memorial may be interpreted as a symbol that glorifies drug use and in our opinion, is offensive to the general public and should therefore not be erected. Conclusion A better alternative for these funds can be to contributed to the installation of CCTV and more targeted/specific solutions that can bring about real outcomes such as increased police presence, anti-drug campaigns and rehabilitation programs.

Victoria and Lennox Street Upgrade: Online Submissions

Aug 04 17 11:54:35 am	I live, I visit	RICHMOND, VIC	I have been living in Richmond for the last four years and so have direct, daily exposure to the substance use issues that have long been associated with Victoria Street. Professionally, I have worked in the field of dual diagnosis (people with mental health and substance use issues) for the last 8 years. It is with both my personal and professional experience that I am providing feedback to the proposed changes. It is in my opinion that the proposed changes will not resolve the issues regarding Victoria Street, particularly the intersection with Lennox Street. I do not believe that changing the facade of this intersection will discourage people from selling substances in the vicinity. It will not discourage anti-social behaviour or support the residents and visitors of Victoria Street to feel safe. Victoria Street has a lengthy association with substance use and it will continue to do so, regardless of how many trees or seating are introduced to the area. Concerning the plaque, I appreciate the intention but this does nothing to resolve the outrageous number of deaths in Richmond from heroin use. More urgent action is required and a plaque remains nothing but a token gesture- the money allocated for this could be better spent elsewhere. Unsurprisingly, I am a strong advocate of introducing a medically supervised safe injection room. I appreciate this is more a of a state issue, however council should work towards encouraging its introduction. Until substance users are provided with a safe, clean and supported space to inject drugs, the issue of drugs being consumed and dealt in Richmond will not be resolved. As a professional working in this domain, I can assure you that harm minimisation measures are the best option we have in a society that criminalises drug use. It is a health issue first and foremost and it's unfortunate that stigma prevents the appropriate action from being taken. Personally, as a resident of North Richmond, I do not feel safe in the area especially as I consider beginning a family. Int
Aug 05 17 07:17:39 pm	I live	ABBOTSFORD, VIC	I'm totally opposed to building a memorial plaque for those who died of drug overdose. Build a safe injecting room instead or provide decent accommodation for the homeless.
Aug 05 17 10:00:36 pm	I live	RICHMOND, VIC	In order to improve the Victoria Street precinct the following should be adopted. 1. CCTV cameras installed along Victoria Street, Lennox Street and Church Street 2. Police patrols with police dogs to detect drugs. 3. Jailing for life the councilors who protect and foster the drug trade. These measures will revitalise this suburb and improve trade on Victoria Street and Bridge Road.
Aug 07 17 12:09:10 pm	I live	RICHMOND, VIC	I am not happy with the proposal of a memorial plaque for those that have deceased from drug overdoses. It is a waste of rate payers monies. People who chose to throw away their lives with taking drugs should not be honored. They were a drain on tax payers whilst alive and a great cause of pain to their families even after their deaths. How could the council not asked rate payers if they agreed to this proposal?
Aug 07 17 02:39:14 pm	I live	COLLINGWOOD NORTH, VIC	I TOTALLY DISAGREE WITH YARRA'S PROPOSAL OF A NEW LANDSCAPE DESIGN ON LENNOX AND VICTORIA ON 3 POINTS OF CONTENTION. (1) THE EXHORBITANT COST TO RATE PAYERS. (2) THIS PROJECT WILL DO NOTHING TO IMPROVE THE DRUG PROBLEM IN THE AREA.(3) URBAN DESIGN PALES INTO INSIGNIFICANCE IN REGARDS TO THE BIG ISSUES OF DRUGS AND HOMELESSNESS. HOW MANY CRISIS ACCOMMODATION BEDS WOULD BE PROVIDED OVER A 12 MONTH PERIOD FOR THE HOMELESS WITH \$400,000

Victoria and Lennox Street Upgrade: Online Submissions

Aug 07 17 03:18:34 pm	I live, Other	COLLINGWOOD NORTH, VIC	I TOTALLY DISAGREE WITH COUNCIL'S URBAN DESIGN PROPOSAL VICTORIA ST AND LENNOX ST RICHMOND ON THE GROUNDS OF POOR ACCOUNTABILITY OF COST TO THE RATEPAYERS OF YARRA AND LACK OF COMPASSION FOR THE HOMELESS. I WONDER HOW MANY CRISIS ACCOMMODATION BEDS WOULD BE MADE AVAILABLE TO THE HOMELESS OVER A 12 MONTH PERIOD WITH \$440,000?
Aug 07 17 04:00:07 pm	I work, I visit	PRESTON, VIC	Dear Councillors and Council Officers, The upgrade looks beautiful and attractive. It will also provide a safe place for the residents and visitors. However, the idea of having a memorial plaque is quite intimidating and disrespectful to us; especially people who have the loved ones died because of the reason. I also have an impression if we are going to encourage people to use drug because they will be remembered??? I hope that the good intention and impression of having a beautiful and attractive place will not be destroyed by having a contradictory idea.
Aug 07 17 08:34:11 pm	I live	CREMORNE, VIC	Uploaded Submission: Trim Document D17/116749 In summary: Objects to the memorial plaque. Does not believe awareness of issues of drug use need to be further raised but sees plenty of negative impacts from including the plaque.
Aug 09 17 03:58:44 am	I live, I work, I own a business	CLIFTON HILL, VIC	I drive through Lennox St about once a fortnight - the plans look good to me. The only thing I would request to be improved is to smooth the transition from Lennox St into the Victoria/Lennox St intersection. At the moment, all the cars exiting Lennox St have to substantially slow down to avoid bottoming out, which bottlenecks the people turning right into Victoria St from Nicholson St.

Victoria and Lennox Street Upgrade: Online Submissions

Aug 09 17 08:55:05 pm	I live	RICHMOND NORTH, VIC	As long term residents, we have used the Victoria & Lennox Sts intersection area on virtually a daily basis for more than 15 years. It's our experience that the introduction of the current seating plan made the area less welcoming and safe. The placement of the seats in relation to the footpath has made it difficult for pedestrians to navigate safely past groups of people often engaging in anti-social behaviour. The proposed design of seating appears to do nothing to change this situation, and would continue to encourage groups of people to gather, many engaged in substance abuse and anti-social behaviour. We query how any design which includes seating would fail to cause the same problem. We agree that some of the proposed measures would improve the perceived safety and amenity – for example, the new crepe myrtle trees. A further strategy that would improve the sense of welcome and safety for all people using this intersection would be the installation of security cameras. In regard to the proposed changes to the bike lanes, we are confused as to the intention – directing bikes to go against the traffic for a short distance would tend to confuse cyclists, motorists and pedestrians alike. We're also querying the intention to make the pedestrian crossing 'more obvious'. It's not clear from the plans for who the crossing will be made 'more obvious' – for cars or pedestrians, or others. One simple way of making the pedestrian crossing safer would be to return the road and footpath back to a standard street configuration, without any areas set aside for people to gather. As regards having a proposed memorial plaque – memorials dedicated to a particular issue or event tend to define that space as connected to that issue or event forever. Continuing to associate this corner with substance abuse would perpetuate the current problems evident around this space. If the goal is to make this area "a more welcoming space for the community" and "deterring anti-social behaviour", encouraging the connection between this p
Aug 09 17 10:27:40 pm	I live	ABBOTSFORD, VIC	Uploaded Submission: Trim Document D17/116744 In summary: • Welcomes and largely supports the proposal • Supports option to remove plane tree to improve visibility and circulation within the space, and provide more usable space • Questions differentiation between 'pedestrian only' and 'shared space' as believes that motorists will receive a message that the space is thiers. But also acknowledges safety issue for cyclists. • Would like to see improvements to the intersection with regard to southbound traffic flows on Nicholson Street and impact on cyclists.
Aug 10 17 09:18:49 am	I work, I own a business	RICHMOND NORTH, VIC	What A total waste of rate & tax money! This area has been redone several times over the last few years . the money would be far better spent on cleaning up& cracking down on GRAFFITI VANDELISM ,this makes the area look uninviting & negletted. By all means plant a few more trees & greenery but to waste resources on doing roadway,furniture, etc which is in good condition is a waste. It is not necessary to install a memorial to the drug problem in the area.
Aug 10 17 03:30:47 pm	I live	RICHMOND NORTH, VIC	Hi, it was great to meet Andrew Shaw, Public Space Designer at one of the Information session. Briefly, as a person with a physical disability I would like all four footpath ramps leveled out more at the intersection of Victoria Street and Lennox Street.

Victoria and Lennox Street Upgrade: Online Submissions Atta	chment 3
---	----------

Aug 10 17 10:45:11 pm	I live	RICHMOND NORTH, VIC	Dear Council, I understand the need to address the many issues surrounding Victoria Street and the illegal activities happening in front of our eyes everyday. I support providing assistance and help to people. I do not support building a memorial. Drug use is a serious issue that we are faced with its everyday, we can't avoid it. From the people shooting up in the middle of the street, to finding dirty needles on our door steps. Do something to help people break their addiction. Do not memorialize their poor choices and illegal activities. Yes a life has been lost, and yes that is sad, but it is for the families to grieve. It is not for a council to build a memorial for! How do we explain to our children that a memorial has been built to remember "the scary people"? The people that intimidate the residents, increase our crime rates and cause our children to hold on a little bit tighter when we have to walk pass? It isn't as simple as avoiding the area, as unfortunately we live right next to Lennox street and don't have that option. If I could we would. No child should have to see people sitting on a footpath with a syringe sticking out of their arm, and yes this is a frequent sighting. I also question do we need to get rid of the beautiful, iconic graffiti of the little girl at the intersection? Before you build a memorial to weakness, bad choices and illegal activity, tell me, how do I explain to my little boy that the memorial is for the very people who scare him?
--------------------------	--------	------------------------	---





Victoria and Lennox Street Upgrade, North Richmond



Yarra Council is planning to improve the intersection of Victoria Street and Lennox Street by installing lighting, street furniture, paving and landscaping.

The improvements are part of the Victoria Street Streetscape Masterplan and are aimed at deterring antisocial behaviour and making the area a more welcoming space for the community.

Council has developed a draft concept and is seeking feedback from local residents and businesses.

We're seeking feedback until Thursday, 10 August 2017.

FIND OUT MORE AND PROVIDE FEEDBACK

Online: www.yoursayyarra.com.au/Victoria-Lennox

Information sessions:

View the concept and speak to Council staff:

Thursday, 3 August – 5.30pm–7pm Saturday, 5 August – 12pm–2pm

Ouint Cafe

323 Victoria Street, Abbotsford.

If you require an interpreter at this session, please call 9280 1940 and ask to speak to Council's urban design team.

In writing:

Yarra City Council – Urban Design Victoria and Lennox Street upgrade

PO Box 168, Richmond, VIC 3121

Email: urbandesign@yarracity.vic.gov.au (Please write 'Victoria/Lennox' in the subject line).

Phone: Andrew Shaw, Public Space Designer, 9205 5182

TIMELINES AND BUDGET

Work on improving the intersection is likely to start in February 2018. The project is expected to cost \$440,000 and has been jointly funded by Council and the State Government's Community Crime Prevention Program.

OTHER RELATED PROJECTS

Reimagining Victoria Street

Some of you may have spoken to Council earlier this year as part of our Reimagining Victoria Street consultation.

The project was aimed at understanding the challenges caused by drug-related activity in and around Victoria Street and making the area a safer, more attractive and welcoming place for all.

We received hundreds of comments during the consultation. We anticipate that the next stage of the project, combined with these latest intersection works at Victoria and Lennox streets will contribute to positive change in the area.

For more information about the consultation, visit www.yoursayyarra.com.au/victoriastreet

CCTV

In December 2016, the State Government announced \$250,000 to install CCTV cameras in the area, specifically at the corner of Victoria and Lennox streets.

The cameras will be installed on power poles and tram stops in the coming months.



This project is funded by Council and the Victorian Government's Community Crime Prevention Program.

For information in your language, please call 9280 1940 and quote the **REF** number below. | 欲知粵語版本的資訊,請敦電9280 1932並報上下列**REF**號碼。 | Για πληροφορίες στα Ελληνικά, παρακαλούμε καλέστε το 9280 1934 και αναφέρετε τον αριθμό **REF** παρακάτω. | Per informazioni in italiano siete pregati di chiamare il numero 9280 1931 e di citare il numero di riferimento (**REF** number) sottoindicato. | 欽如普通话版本的信息,请数电9280 1937并报上下列**REF**号码。 | Para información en castellano. | lame al 9280 1935 y cite el número de **REF**. De más adelante. | Để biết thông tin bằng tiếng việt, xin hãy gọi số 9280 1939 và nois số **REF** dưới đầy. | المحكور الأشارة الى رقم الرجوع 1939 المحكور الخانم المحكور الأشارة الى رقم الرجوع 1930 المحكور الأشارة الى رقم الرحوة 1930 المحكور الأشارة الى رقم الرحوة 1930 المحكور الأشارة الى رقم الرحوة 1930 المحكور 1930 المحكور

REF 117154





Attachment 4 - Flyer - Victoria Lennox Street Upgrade



Yarra Council dự định nâng cấp ngã tư đường Victoria và đường Lennox bằng cách gắn đèn chiếu sáng, bàn ghế, lát gạch và cây trồng cảnh quan.

Những cải tiến này là một phần của Kế hoạch Tổng thể Cảnh quan đường Victoria và nhằm mục đích ngăn chặn các hành vi phản cảm xã hội và biến khu vực này thành một nơi chào đón hơn cho cộng đồng.

Hội đồng Thành phố đã soạn thảo bản dư thảo khái niệm và muốn dân chúng địa phương và các doanh nghiệp đóng góp ý kiến.

Quý vị có đến thứ Năm 10 tháng 8 năm 2017 để đóng góp ý kiến.

TÌM HIỂU THÊM VÀ ĐÓNG GÓP Ý KIẾN

Trực tuyến: www.yoursayyarra.com.au/Victoria-Lennox

Các buổi phổ biến thông tin:

Xem văn bản khái niệm và nói chuyện với nhân viên của Hội đồng Thành phố:

Thứ Năm ngày 3 tháng 8 – 5:30 chiều – 7:00 tối Thứ Bảy ngày 5 tháng 8 - 12:00 trưa - 2:00 chiều

323 Victoria Street, Abbotsford.

Nếu cần có thông dịch viên trong buổi phổ biến thông tin này, xin quý vị gọi số 9280 1939 và xin được nói chuyện với đội ngũ nhân viên thiết kế đô thị của Hội đồng Thành phố.

Bằng văn bản:

Yarra City Council - Urban Design Nâng cấp đường Victoria và đường Lennox

PO Box 168, Richmond, VIC 3121

Email: urbandesign@yarracity.vic.gov.au (Xin quý vị viết 'Victoria/Lennox' ở đồng tiêu đề).

Điện thoại: Andrew Shaw, Nhà Thiết kế Nơi Chốn Công cộng, 9205 5182

Chính phủ Tiểu bang đồng tài trợ.

CÁC DỰ ÁN LIÊN QUAN KHÁC

THỜI HẠN VÀ NGÂN SÁCH

Công tác nâng cao ngã tư này có thể sẽ bắt đầu

vào tháng 2 năm 2018. Theo dự kiến, dự án này sẽ tốn 440.000 đô-la và được Hội đồng Thành phố và

Chương trình Phòng chống Tội phạm Cộng đồng của

Tái lập Victoria Street

Vào khoảng đầu năm nay, một số quý vị có thể đã nói chuyện với Hội đồng Thành phố trong đợt tham khảo ý kiến tái lập đường Victoria của chúng tôi.

Mục đích của dự án này là tìm hiểu những thách thức do các hoạt động liên quan đến ma túy gây ra trên và loanh quanh đường Victoria và biến khu vực này trở thành một nơi an toàn, hấp dẫn và chào đón hơn cho tất cả

Chúng tôi đã nhận được hàng trăm ý kiến đóng góp trong đợt tham khảo ý kiến này. Chúng tôi nghĩ rằng giai đoạn tiếp theo của dự án, cùng với các công việc mới nhất tại ngã tư đường Victoria và đường Lennox sẽ góp phần đem lại những thay đổi tốt đẹp cho khu vực này.

Muốn biết thêm thông tin về đơt tham khảo ý kiến hãy truy cập www.yoursayyarra.com.au/victoriastreet

Trong tháng 12 năm 2016, Chính phủ Tiểu bang công bố ngân khoản 250.000 đô-la để gắn lắp máy quay hình CCTV tại khu vực này, đặc biệt là ở góc đường Victoria

Các máy quay hình này sẽ được gắn trên cột điện và trạm xe điện (xe trem) trong những tháng sắp tới.

Dự án này được Hội đồng Thành phố và Chương trình Phòng chống Tội phạm Cộng đồng của Chính phủ Victoria đồng tài trợ.



For information in your language, please call 9280 1940 and quote the **REF** number below. | 欽知粵語版本的資訊,請致電9280 1932並報上下列**REF**號碼。| Για πληροφορίες στα Ελληνικό, παρακαλούμε κολέστε το 9280 1934 και αναφέρετε τον αριθμό **REF** παρακότω. | Per informazioni in italiano siete pregati di chiamare il numero 9280 1931 e di citare il numero di riferimento (**REF** number) sottoindicato. | <mark>数知普通话版本的信息,请致电9280 1937并报上下列**REF**号码。| Para información en castellano, llame al 9280 1935 y cite el número de **REF**. De más adelante. | Để biết thống tin bằng tiếng việt, xin hãy gọi số 9280 1939 và nói số</mark> للمعلومات باللغة العربية، يُرجى الإتصال هاتفيا بالرقم 1930 9280 والإشارة الى رقم المرجع REF المذكور أدناه. | .REF طرقة

REF 17154





VICTORIA AND LENNOX STREET UPGRADE - DESIGN CONCEPT | NÂN



- 3. Mặt đường bê-tông mới 'nhìn tự nhiên' kèm những dải tương phản để phân chia lối dành riêng cho người đi bộ và nơi sử dụngchung rõ ràng hơn.
- 4. Phần dành riêng cho xe đạp 'bắt đầu' mới để người đi xe đạp được an toàn hơn.
- cho nhóm ít người được đặt rải rác khắp nơi này.
- Cây tử vi (crepe myrtle) mới dọc đường phố.
- 8. Làn xe đạp ngược dòng (xe đạp đi ngược chiều xe hơi) được sơn màu xanh lá cây để dễ nhận ra.
- **10.** Đèn chiếu sáng đường phố và đèn kiểu sẽ tăng cường mức độ an toàn vào ban đêm và khuyến khích mọi người bớt làm ồn tại nơi này.
- 11. Tấm bia tưởng niệm.*
- 12. Cây cối hiện có.

*Hội đồng Thành phố đề nghị bao gồm một tấm bia tưởng niệm trong bản thiết kế. Tấm bia tưởng niệm sẽ dành riêng cho những người đã bị thiệt mạng tại Yarra vì sử dụng ma túy quá liều.





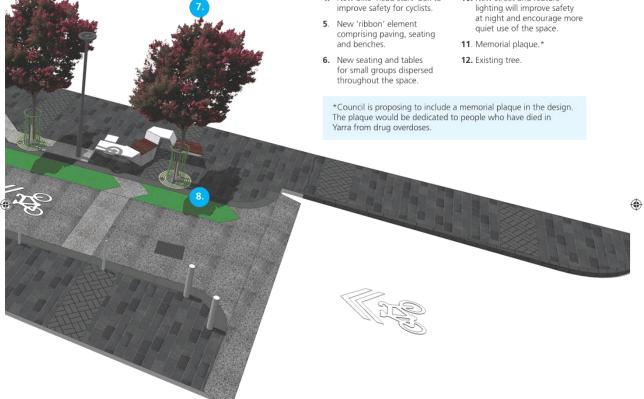


Góc đường Lennox và đường Victoria

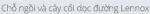
NÂNG CẤP ĐƯỜNG VICTORIA VÀ ĐƯỜNG LENNOX – THIẾT KẾ KHÁI NIỆM

LEGEND

- 1. Existing smooth bluestone
- 2. New contrasting paving bands.
- 3. New 'natural-look' concrete road surface with contrasting banding to make pedestrian only and shared spaces more obvious.
- 4. New bike 'head start' box to
- 7. New crepe myrtle street trees.
- 8. Contra-flow bike lane (where bikes travel in the opposite direction of cars) painted green to improve visibility.
- 9. The pedestrian crossing will be made more obvious to improve safety.
- 10. New street and feature lighting will improve safety



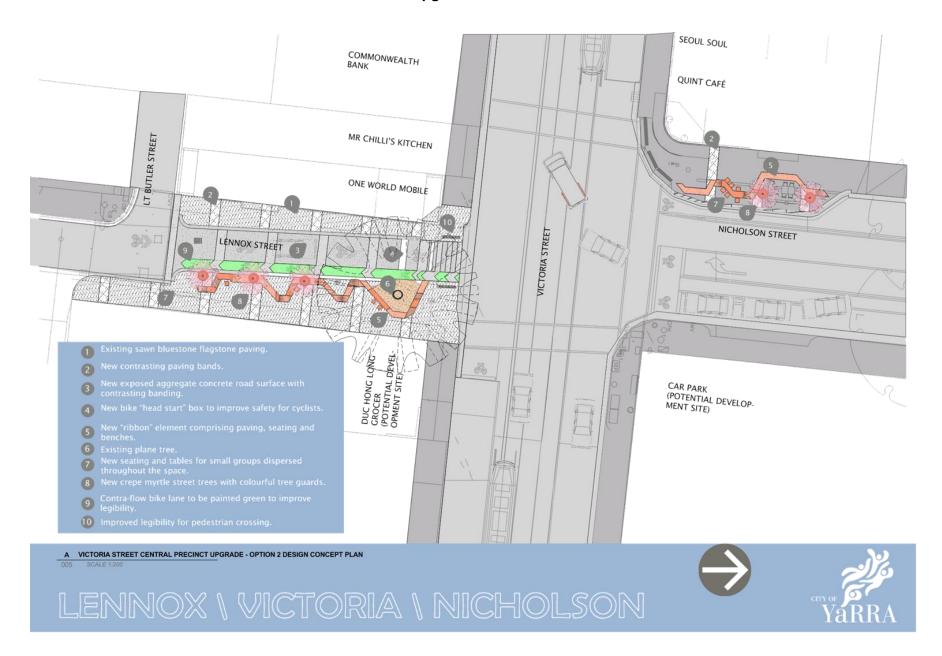






Quang cảnh ngã tư từ trên cao

Attachment 5 - Lennox/Nicholson and Victoria Street intersection Upgrade June 2017



Attachment 6 - Lennox/Nicholson and Victoria Street Intersection Upgrade June 2017





OPTION 2 THE DESIGN AIMS TO:

- INTRODUCE COLOUR AND VIBRANCY INTO THE SPACE
- PROVIDE A VARIETY
 OF SEATING OPTIONS
 TO ENCOURAGE A DIVERSITY OF ACTIVITIES
 WITHIN THE SPACE
- IMPROVE SAFETY
 OF PEDESTRIANS
 AND CYCLISTS MOVING THROUGH THE
 SHARED ZONE.



11.3 Urban Forest Strategy Draft

Trim Record Number: D17/126313

Responsible Officer: Director Planning and Place Making

Purpose

To seek endorsement for Councils Urban Forest Strategy.

Background

- 2. Councillors requested the development of an Urban Forest Strategy via the Council Plan in 2013-2017.
- 3. The aim of this Strategy is to provide a clear charter for the future custodianship of Yarra's street and park tree population. The vision, objectives and target would set the scene for Yarra's urban forest agenda, providing high-level direction to help guide decision making at planning and operational levels.
- 4. The Strategy's purpose is to set the overarching framework for Yarra's Urban Forest management and future planting, driven by the right tree in the right location.
- 5. A primary driver for the development of an urban forest strategy is to reduce the impacts of the Urban Heat Island (UHI effect). Inner-urban environments such as Yarra experience the UHI effect from heat retention of hard - dense surfaces, which store excessive amounts of heat during the day and do not cool as effectively as other areas during the night. An urban forest, especially through street tree canopy cover, can help to reduce the impacts of heat, and also contribute to improved liveability from a range of additional social, economic and environmental benefits.
- 6. The Strategy has been developed through internal collaboration and with the benefit of a consultant.
- 7. Broad community consultation and engagement was also conducted for four weeks during February March 2017. More than 250 members of the community contributed to the consultation, sharing their views about Yarra's trees, and aspirations for the city's urban forest into the future. Refer to **External Consultation** section for more details.
- 8. Feedback received during the consultation process suggested there is a high level of community interest in the strategy and future implementation.
- 9. The Strategy focuses primarily on streets and makes recommendations for the public realm. Streets provide the most significant opportunity for Council to positively add to the Urban Forest, due to being:
 - (a) within Councils control; and
 - (b) identified as the best place to cool the city where it is needed most and benefit the most people.
- 10. The Strategy was informed from a range of important evidence from collected data including:
 - (a) street tree inventory (including useful life expectancy [ULE], age, species, health, structured integrity and height);
 - (b) aerial thermal imaging showing thermal hotspots; and
 - (c) pixel analysis of infrared imagery to measure municipal canopy cover.
- 11. Data collected tells a generally positive story of Yarra's urban forest:
 - (a) Seventeen (17) percent of the municipality is currently covered by tree canopy;
 - (b) many opportune planting locations have already been utilised; and

- (c) the health and diversity of Yarra's urban forest broadly compares strongly against best practice tree management expectations.
- 12. There are, however, challenges. Of particular concern is the potential loss of tree stock during the next two decades (due to end of life), areas of Yarra with comparatively low canopy cover and the expected continued increase in heat waves being felt in Yarra's inner-urban environment.
- 13. The Draft Urban Forest Strategy includes:
 - (a) VISION: A more liveable city supported by a healthy and growing urban forest;
 - (b) OBJECTIVES:
 - (i) to enhance Yarra's healthy and growing urban forest, improving liveability and mitigating the impacts of the urban heat island effect;
 - (ii) to manage current and future tree-stock through best practice urban tree management using evidence-based planning and decision making, together with cross-organisational implementation and innovation; and
 - (iii) to engage and support community involvement in development of a flourishing and unique urban forest.
 - (c) TARGET: Yarra will increase canopy cover by 25% (of 2014 levels) by 2040. (*This represents an increase from 17% to 21.25% total canopy;) and
 - (d) Twelve actions as stated in the accompanying Action Plan.
- 14. To account for the expected need to plant trees in more challenging locations, or improve planting environments, the annual planting cost per tree may well increase.
- 15. To ensure the tree canopy target is achieved, larger canopy trees would be prioritised as would works to seek the extension of ULE where canopy is considered critical to retain. Additionally, better planting conditions would be intended to result in more lush canopy and healthier trees.
- 16. To guide planting locations where trees and canopy are deemed most needed, a 10-year *Priority Planting Plan* would be developed within year one of the strategy being adopted. The Plan would be considered against data maps showing hotspots, social vulnerability and high pedestrian activity zones. Locations and priority order would then be determined through use of overlapping identified "priority drivers", including:
 - (a) areas of low canopy cover;
 - (b) significant groupings of trees with ULE between 11-20 years;
 - (c) trees considered not appropriate for location (in accordance with the Street Tree Policy); and
 - (d) areas of biodiversity need or significance.
- 17. Consideration would also be given to community identified areas for new plantings, inclusion with other upcoming works planned for the streetscape, and municipality extension corridors.
- 18. The *Priority Planting Plan* would inform the Annual Planting Plan, which would include annual infill tree planting opportunities which further support achievement of the objectives of the Strategy.
- 19. Other key actions in the strategy include:
 - (a) mechanisms to further incorporate urban forest works across different internal teams;
 - (b) working with relevant stakeholders; and
 - (c) supporting the community to help grow the urban forest in the private domain.
- 20. Drafts of the strategy were reviewed by key internal stakeholders, and the Yarra Environment Advisory Committee.

External Consultation

- 21. Broad community consultation and engagement was intentionally undertaken in the early stages of the development of the strategy; this was conducted over four weeks during February March 2017.
- 22. Over 250 community members provided feedback via:
 - (a) the Your Say Yarra online portal, which included a survey and online mapping tool where people could locate their favourite trees in Yarra;
 - (b) Your Say Yarra was promoted extensively across the community, including a vastly distributed postcard with translation panel and various social media posts on Council's Facebook, Twitter and Instagram accounts;
 - face-to-face conversations at local parks (including Barkley Gardens and Edinburgh Gardens) and community events (including Melbourne farmers Market and Fairfield summer series); and
 - (d) presentations to the Yarra Environment Advisory Committee (YEAC) and Disability Advisory Committee.
- 23. The Yarra Environment Advisory Committee (YEAC) reviewed an early strategy draft and provided feedback, which has been taken into account.
- 24. Implementation of The Urban Forest Strategy would include close community consultation as part of the delivery of the *Priority Planting Plan* phase.

Internal Consultation (One Yarra)

- 25. Extensive initial internal consultation was conducted by a subject matter consultant with key internal stakeholders to develop strategy objectives and actions. Teams consulted included:
 - (a) Traffic Management;
 - (b) Strategic Transport;
 - (c) Engineering Services and Asset Management;
 - (d) City Strategy including Urban Design and Strategic Planning;
 - (e) Open Space;
 - (f) Risk; and
 - (g) City Works.

Financial Implications

- 26. The draft strategy and action plan has been developed under the assumption of no additional budget, with new plantings and works to continue to come from the annual tree planting budget.
- 27. To account for the expected need to plant trees in more challenging locations, or improve planting environments, the annual planting cost per tree is likely to increase; this may mean at times that fewer trees are planted per annum (depending on circumstances).
- 28. More funding provided in annual budgets would, however, allow for an acceleration of plantings and potential to reach the canopy target earlier.
- 29. Particular works identified in the forthcoming *Priority Planting Plan* would be subject to annual budget bids. Other business as usual aspects would be pursued from an ongoing operational budget allocation across the relevant units, including Parks and Engineering.
- 30. It should also be noted that the Strategy supports a strategic and planned approach to management of Council's urban forest. This strategic approach seeks to avoid the potential loss or removal of a significant number of trees coming to end of life at the same time. Addressing this problem as part of the *Priority Planting Plan* would avoid increasing deferred costs to later budgets and more ad-hoc approaches. In this regard, a long term view is required to manage the street tree stock in the city.

Economic Implications

- 31. A flourishing and well managed urban forest can contribute many economic benefits within the Municipality, including:
 - (a) reduction of energy use in buildings from cooling through canopy shade;
 - (b) improved retail activity from shoppers spending longer in retail areas well treed and landscaped; and
 - (c) improved character, amenity and brand of the region.
- 32. Additionally, Council's current street tree stock has been calculated using the global i-tree model to determine various asset values, including:
 - (a) an asset worth \$68.5 million (this is the value of having to replace the urban forest to a similar state. The value can increase with a rise in the number and size of healthy trees);
 - (b) returns some \$106,000 in environmental benefits (air pollution removal and stormwater interception);
 - (c) removes over 4 tonnes of air pollution each year (worth approximately \$90,000);
 - (d) stores 5,540 tonnes of carbon (worth approximately \$126,000);
 - (e) produces 471 tonnes of oxygen every year;
 - (f) sequesters \$4,000 worth of carbon each year; and
 - (g) intercepts 5,431 cubic metres of stormwater each year (worth approximately \$12,300).

Sustainability Implications

- 33. The impacts of future rising temperatures and impacts of the urban heat island effect can be lessened by the implementation of the strategy.
- 34. A healthy and thriving urban forest, with a focus on street canopy cover, can help cool frequently used areas where heat is most felt and for the benefit of more people. That is, a tree in a street provides more cooling to more people than the same tree on private land.
- 35. Additional environmental benefits of an urban forest include:
 - (a) sequestering carbon;
 - (b) reducing particulate matter and other air pollutants;
 - (c) reducing severity of localise flooding by intercepting stormwater; and
 - (d) improves biodiversity connectivity and provide localised habitats (including understorey).

Social Implications

- 36. A flourishing and well managed urban forest provides a variety of social and liveability benefits. These include:
 - (a) positive impacts on health and well-being;
 - (b) encourages pedestrian and cycling activity; and
 - (c) contributes to amenity thereby encouraging people to spend more time outside.

Human Rights Implications

37. There are no known human rights implications.

Communications with CALD Communities Implications

38. The Your Say Yarra promotional postcard included a translation panel and was distributed widely in areas where CALD communities would likely have seen it, including various community centres and retail strips.

Council Plan, Strategy and Policy Implications

- 39. The Strategy was developed from the action in the 2013-2017 Council Plan to:
 - (a) Investigate feasibility of an Urban Forests Strategy;
- 40. The Strategy supports the 2017-2021 Council Plan Initiative 3.1.2 to:
 - (a) Develop an Urban Forest Strategy and implement recommendations to achieve social and environmental outcomes.
- 41. The Strategy would help guide elements of the upcoming Open Space Strategy (trees in parks) and a Biodiversity Strategy.

Legal Implications

- 42. The Council Risk Unit team has been consulted on the development of the strategy.
- 43. The focus of the *right tree in the right location* is a multipronged approach, including a risk management focus.

Options

- 44. The Draft Strategy has been informed from review of collected data from the City of Yarra and in consideration of best practice across the local government sector.
- 45. The Draft Strategy was also informed by input from the Yarra community, with an early draft reviewed by the Yarra Environment Advisory Committee.
- 46. The Strategy provides an overarching framework which sets the direction of planting for the future of Yarra.
- 47. The draft strategy would have a direct impact on the amenity of the Municipality into the future, the Yarra Community would have further opportunities to contribute to the development of an urban forest through the preparation of *Priority Planting Plans* as they affect their neighbourhood or street.
- 48. Having regard to this previous consultation, Council has two broad options:

Option 1

49. There being no significant amendments to the draft document, Council may adopt the Draft Urban Forest Strategy and then set up an implementation phase where through *Priority Planting Plans*, the community would be consulted.

Option 2

- 50. Council could alternatively seek community comment of the Draft Strategy prior to adoption via public exhibition. In that scenario, the exhibition would be open for 4 weeks and include online submissions and further advisory committee review.
- 51. Feedback would additionally be sought from registered community members who participated in development of strategy via *Your Say Yarra* website.
- 52. Exhibition would be promoted broadly through standard communication tools.
- 53. Should Council opt to seek community comment on the strategy, it should be noted that an updated strategy draft would then not be able to be presented to Council for endorsement until **February 2018.**

Conclusion

- 54. The Urban Forest Strategy provides a long term and strategic approach for the management and future planting of Yarra's urban forest. The Draft Strategy has been developed following broad external and significant internal consultation and widely collected evidence base.
- 55. The Strategy would define a new way forward focusing on the *right tree in the right location*, better planting conditions and increasing canopy cover to better cool the city.
- 56. The Draft Document is an overarching framework strategy which sets the direction of planting for the future of Yarra through collected evidence and priority drivers.

- 57. Details would be determined as part of the implementation and roll out of the *Priority Planting Plan* which would include further community consultation.
- 58. Having consideration of the extent of community input received to date and the opportunity for further community input related to the development of the *priority planting plans*, officers recommend Option 1.

RECOMMENDATION

- 1. That Council:
 - (a) notes the officer's report on the Draft Urban Forest Strategy (Attachment 1);
 - (b) notes the input from the community during the preparation of the draft document;
 - (c) notes that the Yarra Community would have further opportunities to contribute to the development of the urban forest through the preparation of *Priority Planting Plans* as they affect their neighbourhood or street;
 - (d) approves the Draft Urban Forest Strategy (Attachment 1) and;
 - (e) requests an update on the implementation of the Urban Forest Strategy in June 2018.

CONTACT OFFICER: Courtney Deans
TITLE: Sustainability Officer

TEL: 9205 5783

Attachments

1 Urban Forest Strategy Draft_final



City of Yarra Urban Forest Strategy DRAFT

August 2017

Developed by City of Yarra in partnership with:

Urban Forest Consulting ABN 24 514 864 213 21 Honeysuckle Street Bendigo VIC 3550 Ph: 0413 949 641

Email: meg@urbanforestconsulting.com.au

Disclaimer

The information contained in this document has been carefully compiled by Meg Caffin for primary use by City of Yarra. The author takes no responsibility for any loss or liability of any kind suffered by any party, not being the intended recipient of this document, in reliance upon its contents whether arising from any error or inaccuracy in the information or any default, negligence or lack of care in relation to the preparation of the information in this document.

CONTENTS

CONTENTS		
EXECUTIVE SUMMARY		
INTRODUCTION		6
SCOPE OF STRATEGY		6
Strategic Purpose		6
Vision		6
Objectives of the Urban Fo	orest Strategy	6
BACKGROUND		
What is an Urban Forest?		
Why is an Urban Forest St	rategy important?	
BENEFITS OF THE URBAN FO	REST	
Health and wellbeing bene	efits:	
Environmental benefits:		
Economic benefits:		
TREES, THE URBAN HEAT ISL	AND EFFECT AND CLIMATE	
A HEALTHY URBAN FORES	T FOR COOLING	1
THE STRATEGIC CONTEXT		
The Broader Regional Con	text	
Community engagement f	or strategy development	1
THE STORY OF YARRA'S URBA	AN FOREST	
Tree Canopy Cover		
Street Tree Species D	iversity	19
Useful Life Expectance	у	20
Tree Health		2
• Tree Age		2
Tree Heights		24
Biodiversity		25
Asset value		20
CURRENT TREE MANAGEME	NT	27
Tree planting and removal	s	27
Tree Protection		28
Tree Maintenance and Ins	pections	28
Inherited legacy		25

Agenda Page 100

Attachment 1 - Urban Forest Strategy Draft_final

Risk Management	28
THE WAY FORWARD	29
Priority planting plan in areas of need	30
Annual planting to grow Yarra's Urban Forest	31
Working with others	34
YARRA'S URBAN FOREST ACTION PLAN	36
MONITORING AND EVALUATION	4
GLOSSARY OF TERMS	42
References	43
Appendix 1: Canopy Cover maps for each suburb	45
Appendix 2: Heritage Overlay	45
Appendix 3: Yarra Street Tree Policy	4

EXECUTIVE SUMMARY

To be completed once Draft signed off

INTRODUCTION

The Urban Forest is made up of all trees and plants in Yarra, including in streets and parks, in front and back yards, and along Yarra's extensive waterways.

There are 20,854 public street trees and a great many more park and private trees in the City of Yarra. Together, they provide a 17% tree canopy cover over the Municipality.

Individually these trees provide shade and character for local streets, creating an important green backdrop behind the daily comings and goings of the community. As a whole population these trees help enhance the liveability of Yarra by providing a number of very important environmental, social and economic benefits: they reduce stormwater loads, reduce air pollution, provide oxygen, store and sequester carbon, provide biodiversity corridors and habitat for animals, and provide strong wellbeing benefits for humans seeing and being in and around trees. Perhaps most importantly in the inner-urban context of Yarra, an urban forest is an efficient and cost effective mechanism in mitigating the urban heat island effect by providing shade and cooling on hot days, which also helps Yarra better adapt to climate change.

The planning, management, care and renewal of the urban forest is therefore critical to the overall liveability of Yarra.

Council currently manages its street and park trees via city-wide annual planting and replacement programs guided by a Tree Policy and set of technical guidelines. A recent street tree audit has provided Council with significant data for each street tree, including its health and expected longevity. The data has aided the development of the Urban Forest Strategy by examining it with additional existing data sets and evidence. This has provided a snapshot of Council's street tree population to develop a Strategy which ensures Yarra's urban forest meets the needs of the future.

SCOPE OF STRATEGY

Strategic Purpose

The aim of this Strategy is to provide a clear charter for the future custodianship of Yarra's street and park tree population. The vision, objectives and action plan will set the scene for Yarra's urban forest agenda, providing high-level direction to help guide decision making at planning and operational levels for the next 10 years.

Vision

A more liveable city supported by a healthy and growing urban forest.

Objectives of the Urban Forest Strategy

- To enhance Yarra's healthy and growing urban forest, improving liveability and mitigating the impacts of the urban heat island effect
- To manage current and future tree-stock through best practice urban tree management using evidence-based planning and decision making, together with cross-organisational implementation and innovation
- To engage and support community involvement in the development of a flourishing and unique urban forest

BACKGROUND

What is an Urban Forest?

The 'urban forest' is made up of all vegetation within the municipality. This includes trees, plants and grasses and the environment in which they grow.

Other living systems, such as parks, waterways, grasslands, understorey shrubs and bushes, as well as vegetation in schools, on private land, on green roofs, walls and balconies are considered a part of the complex urban forest.

Why is an Urban Forest Strategy important?

All vegetation, especially urban trees through their canopy cover, can help to reduce the impacts of heat and contribute to improved liveability.

Setting a strong and clear direction for the future of Yarra urban forest, will allow better evidence based decision-making and improve future outcomes. Given the slow growth rates and long lifespans of trees, planning for the urban forest needs to go beyond short term planning cycles and consider the many decades ahead.

Whilst the Strategy covers the whole of Yarra's Urban Forest, the focus will predominately look at street tree canopy cover, health, and diversity (of species, height and age). Canopy in streets are identified as the most effective way for quickly achieving the Urban Forest Strategy objectives due to their ability to cool the city in frequently accessed areas and where heat is shown to be most retained.

People interact with streets in many different ways, allowing the area to provide the greatest number of Urban Forest benefits to reach the most people.

Additionally, whilst the need to influence the broader urban forest such as in the private realm, public trees are wholly within the Council's control and therefore where the greatest benefits of this strategy can be realised.

BENEFITS OF THE URBAN FOREST

<DESIGNER TO BE MAKE PICTORIAL RATHER THAN WORDS >

The average Yarra street or park tree performs a range of functions over and above just that of public amenity. When considered as a whole population, the urban forest makes a significant contribution to the resilience, functionality and character of the City of Yarra. Vegetated landscapes are better places for people to live, work and play in Yarra. These many, and sometimes intangible, benefits can be grouped together under the banner of 'liveability'.

Health and wellbeing benefits:

- Provision of natural shade and shelter for people: Canopy trees reduce daytime temperatures between 5 and 20 degrees Celsius (Akbari et al., 1997; Livesley, 2010)
- Improved desirability of a neighbourhood and encourage people to spend time outdoors and interact with their community, particularly in areas of socio-economic disadvantage *
- Improved amenity and aesthetics of public open space, encouraging people to be active *

7

- Encouragement of pedestrian and cycling activity which can contribute to more sustainable transport use.
- Provision of uniform, avenue like plantings along streets encourages motorists to drive more slowly and creates safer streets *
- Reduced air, water and soil pollution *

Environmental benefits:

- One of the most effective mechanisms for reducing the Urban Heat Island Effect (i.e. the build-up of heat in hard surfaces during periods of hot weather) (Silva 2010, Rozenzwieg 2009, Gober 2010 etc) (Adams Smith 2014) (GHD, 2011)
- Sequestering carbon, particulate matter and other air pollutants *
- Reducing the severity of localised flooding by intercepting stormwater *
- Connecting biodiverse locations and provide localised biodiversity habitat (including understory) *

Economic benefits:

- Reducing energy use in buildings: a 10% increase in deciduous tree cover can reduce heating and cooling costs in houses by 5-10% (Simpson and McPherson, 1996; Akbari et al., 2001)
- Improved retail activity by up to 20%. Shoppers spend longer and more money in retail areas that are well treed and landscaped (Wolf, 2005)
- Increased house prices through the provision of higher streetscape amenity (Plant, 2016, Pandit 2013)
- Improved character, amenity, and brand of the region *
 (*All referenced from Mullaney, 2014)

TREES, THE URBAN HEAT ISLAND EFFECT AND CLIMATE

Climate change is resulting in the urban environment getting hotter and drier, with more extreme weather events. This impact is felt on people as well as ecosystems by changing the growing conditions of urban trees and placing further reliance on trees for shade and cooling.

Being an inner-city municipality, Yarra is especially impacted by climate change and an exacerbating the Urban Heat Island (UHI) effect. The UHI effect is a phenomenon affecting cities where hard dense surfaces such as concrete and asphalt store excessive amounts of heat during the day, releasing it slowing during the night after sunset. These areas therefore do not achieve overnight relief from heatwaves. Urban areas suffer from the urban heat island more than surrounding periurban or rural areas as they are not able to release heat as quickly due to higher amounts of hard surfaces that have stored heat.

As demonstrated in recent heatwaves in Melbourne, the UHI effect exacerbates the heat loading of cities during heatwaves which has proven significant human health and urban ecosystem impacts. Rates of mortality and heat related illness spike in urban areas during heatwaves. Prolonged heat and low rainfall periods also negatively impact the quality of urban vegetation. Excessive heat can cause extreme stress to trees, causing them to defoliate, which in turns reduces their capacity to provide benefits. (Norton et el, 2013)

Aerial thermal imaging of the City provides a more detailed view of the heat island by showing where in Yarra heat is most being retained. Figure XX shows a thermal image of Yarra taken at night time in summer during an extreme heat event. The picture highlights the areas that retain more heat (dark red = hotter) versus those that are cooler (the whiter areas). Roads (especially major roads) stand out as the key source of heat retention in Yarra. There are also some areas of private land with large areas of hardstand and pavement, such as Victoria Gardens Shopping Centre or the MFB Burnley Complex, which provide significant sources of retained urban heat. Parkland, such as Edinburgh Gardens, Darling Gardens, and Yarra Bend stand out as areas where it is cooler.

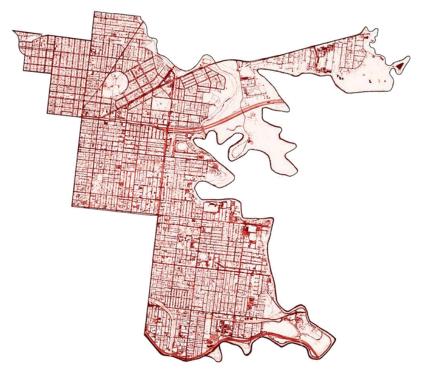


Figure x: Aerial thermal imaging of the City of Yarra showing thermal hotspots (in dark red)

The Urban Heat Island effect means trees, and canopy cover, is vital in areas where people may be more affected to extreme heat conditions.

These include:

· Areas of Social Vulnerability

Areas of social vulnerability to heat include concentrations of young children, older people living alone, those who do not speak English at home, and the most socio-economically disadvantaged (Loughnan, 2013). Census based data from Social Atlas id. has been used to map these populations across Yarra shown in Figure XX. Public housing, those identified by Council as needing assistance, childcare centres where young children frequent and aged care facilities have also been mapped to further identify socially vulnerable areas.

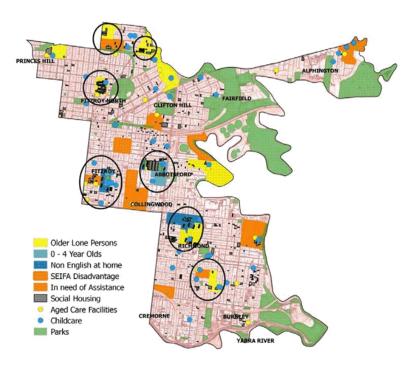


Figure x: Social vulnerability distribution for City of Yarra, showing areas of concentration in Fitzroy, Collingwood and Richmond which are all suburbs with low canopy cover

• Pedestrian Activity Zones

High pedestrian activity zones are prevalent across Yarra due to its inner city locale, array of public transport offerings and breadth of commercial/retail areas that align with the transport network. Schools and commercial zones have also been mapped to identify areas where people are most likely to walk to and within, shown in Figure XX. These pedestrian activity zones present opportunities for tree planting which will improve micro-climatic moderation for people using the area.

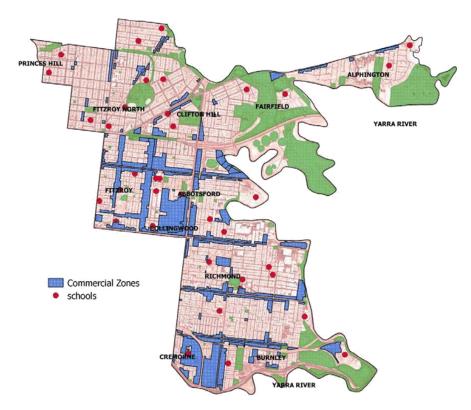


Figure x: Areas of high pedestrian activity in Yarra in commercial zones and around schools.

A HEALTHY URBAN FOREST FOR COOLING

A healthy and thriving urban forest is one of the most cost effective and efficient mechanisms for mitigating urban heat due to two factors:

- Through its canopy of leaves, the urban forest shades hard surfaces such as roads, footpaths
 and buildings so they do not retain maximum heat (broad leafed canopy trees provide
 greater shading)
- Through the process of evapotranspiration, water particles are released from the surface of leaves, increasing moisture content in the surrounding air, thereby reducing ambient temperature.

(Silva 2010) (Rozenzwieg 2009) (Gober 2010) (ACEEE 2014)

The presence of trees within the urban areas can have significant UHI mitigation effects as outlined below:

- Shade trees reduce daytime temperatures between 5-20°C (Adams and Smith, 2014)
- To reduce urban heat island by 1°C in an extreme heat event, there needs to be a 10% increase in vegetation (Norton et al, 2013)
- A 1-2ºC temperature reduction can significantly reduce heat mortality rates for old and frail people (Coutts et al, 2012)

11

- Improving the health of the existing vegetation is the most effective strategy for mitigating the urban heat island (Coutts et al, 2012)
- Irrigated parks can be 2-3°C cooler than neighbouring streets. Dry parks can actually be hotter than neighbouring streets (Coutts et al, 2012)

Therefore, it is important to ensure the health and vigour of the urban forest so that it is most effective during adverse climatic conditions.

Planting conditions

A key ingredient of tree health is access to soil moisture. The underground growing conditions, including soil type and root growing space, are very important in supplying this soil moisture to urban trees.

Therefore, water needs to be provided to the soil surrounding urban trees either actively through irrigation or passively, through stormwater and rainfall interception. Water sensitive urban design, including passive interception of stormwater into grassed medians and parks helps to keep more water in the landscape for use by trees. This also has the added benefit of reducing the urban heat island, as water in the urban landscape can evaporate, again providing localised cooling.

Tree species in a changing climate

As with planting conditions, the species selected can greatly contribute to many urban forest benefits, including improving biodiversity and climatic reliance.

Plant health can be detrimentally affected by increased temperatures, excessive urban heat events, and longer periods of low rainfall. With the predicted climatic changes some species will experience health declines and reduction in useful life expectancy causing them to fail to provide the much needed benefits of cooling and shade during periods of excessive heat.

Therefore species selection today must be robust and considerate of current needs as well as the future climatic conditions of Yarra.

Key Statement <graphic to be designed>

It is critical that Council plan now for the future climate in Yarra, planting the right tree in the right location with optimal planting conditions to thrive. This will increase the tree canopy, size, health, vigour and growth of the tree, in turn improving Yarra's overall liveability.

THE STRATEGIC CONTEXT

Management and decision making that influences the urban forest spans many different areas of Council and interacts with numerous priorities in the municipality. Yarra's Urban Forest Strategy will therefore act as a high-level strategy, prioritising key principles to help guide holistic and integrated decision making at planning and operational levels to ensure the urban forest can adequately meet the needs of the future. The Strategy will also provide further guidance and support to new strategies such as the Open Space and Biodiversity Strategies.

The Strategy has also been developed to effectively integrate and strengthen existing priorities in Council. This includes environmental and social challenges that pose a future risk to both tree population health and asset longevity. These challenges include climate change, the urban heat island effect, population increase and resulting urban densification.

12

A series of priorities already exist within Council to help frame the way Council operates. These are outlined in the most recent Council Plan 2017-2021 and the Yarra Environment Strategy.

A healthy and resilient urban forest can help Council work towards many of these priorities, as demonstrated in the diagram below. < graphic to be designed. >

- Council Plan
- The Urban Design Strategy
- Urban Design Frameworks and Masterplans
- Business and Industrial Land Strategy



Image x: Existing Council priorities that can be positively influenced by a healthy resilient urban forest

The Broader Regional Context <potential graphic representation>

Regionally, there is a suite of programs and collaborations that support the need for a City of Yarra Urban Forest Strategy and opportunities to work together. These include:

• 202020 Vision

The 202020 Vision is a national collaboration of industry, businesses, NGO's, individuals and governments, including Yarra, working toward 20% more green space in urban areas by 2020. The vision and associated plan utilises tools, resources and networks to help achieve the shared goal.

• Resilient Melbourne

Melbourne was selected as one of the first 32 cities around the world to become a member of the 100 Resilient Cities network. Resilient Melbourne sets out the first resilience strategy for Greater Melbourne. It is a joint project of 32 metropolitan Melbourne councils, Melbourne's academic, business and community sectors, and the Victorian Government, all supported by 100 Resilient Cities – Pioneered by the Rockefeller Foundation.

The Strategy has set a flagship action to develop a Metropolitan Melbourne Urban Forest Strategy with the primary aim to "Extend and link existing urban greening, reforestation and nature initiatives across Melbourne, to improve wellbeing and reduce our exposure to hazards such as heatwaves and flooding".

Yarra's Urban Forest Strategy will help inform the development of this regional piece of work and provide an open platform for data and knowledge sharing about the urban forest.

IMAP

The Inner Melbourne Action Plan (IMAP) is a collaboration between the Cities of Melbourne, Yarra, Maribyrnong, Port Phillip and Stonnington working together to strengthen liveability, attraction and prosperity of the region. A revised Action Plan was endorsed in 2016 stipulating a key objective that Yarra's Urban Forest Strategy directly links into:

Strategy 4.2 We will work together to integrate water sensitive landscapes, substantial tree canopies, biodiversity and habitat into the design of all parks and public space (i.e. streets) areas right across Inner Melbourne.

Plan Melbourne

The Victorian State Governments Plan Melbourne initiative seeks to guide the growth of Melbourne for the next 35 years by setting a strategy for supporting jobs, housing and transport while building on Melbourne's legacy of distinctiveness, liveability and sustainability.

A primary direction of this plan aims to make Melbourne cooler and greener through integrated metropolitan spaces. Yarra's urban forest strategy objectives will complement the Plan and foster future potential collaboration.

Metropolitan Partnerships

As part of the Department of Environment, Land, Water and Planning the Metropolitan Partnerships program, of which Yarra is part of the Inner Metro Partnership, seeks a coordinated way for communities to help advise governments on priorities in their region. Working closely with the communities, the partnerships are intended to help drive improved social, economic and environmental outcomes for the liveability of the region. This includes opportunity to develop green linkages across the partnering Council's.

• Yarra River Action Plan

The Victorian Government released the Yarra River Action Plan on 26 February 2017. The Plan aims to ensure the long-term protection of the Yarra River and its parklands. The Yarra River is a key landmark in the Yarra municipality and the Urban Forest Strategy provides the opportunity to work together and strengthen the resilience of the river and surrounding areas to the impacts of climate change and population growth.

Community engagement for strategy development

Yarra's Urban Forest Strategy was developed in partnership with the community through a broad engagement and consultation process.

The consultation period commenced in February 2017 and ran for four weeks.

More than 250 members of the community contributed to the consultation, sharing their views about Yarra's trees, and aspirations for the city's urban forest into the future.

Community members were heard via:

- The Your Say Yarra online portal, which included a survey and online mapping tool where people could locate their favourite trees in Yarra.
- Face-to-face conversations at local parks and community events.
- Social media posts on Council's Facebook, Twitter and Instagram accounts.
- Presentations to the Yarra Environment Advisory Committee and Disability Advisory Committee

Feedback received during the consultation process suggested there is a high level of community interest in the strategy and future implementation.

A significant majority of people indicated they want to see more trees in the municipality. The community also expressed a willingness to be involved in local tree planting activities.

The community consultation process has been used to inform and refine the Urban Forest Strategy to ensure the strategy reflects the views and expectations of people who live, work in and visit Yarra.

Items raised by the community include space limitations for new and existing trees; Yarra's ageing tree population and Council's strategic approach to selecting tree species. The engagement process also helped to identify the diversity of views relating to trees on a street-by-street level.

THE STORY OF YARRA'S URBAN FOREST

There are 20,854 street trees in the City of Yarra. An audit conducted in 2016 by an independent consulting arborist collected a range of qualitative information for each of these street trees to help Council understand the current health, structure and diversity of the street tree population. This data was then analysed with other evidence and data sets to best inform the development of the strategy.

Presently, the data for the approximately 20,000 - 30,000 trees in parks and along the Merri Creek and Yarra River corridors is incomplete. There is also no detailed information regarding trees on other parcels of land owned either privately or by other governmental agencies.

Tree canopy cover has also been measured for the Municipality. Tree canopy cover is the measure of tree leaf canopy that shades the ground when viewed from above. Tree canopy cover includes all trees within the Municipality from street and park trees to those in backyards, in private carparks, on commercial and industrial land and along waterways. Tree canopy cover is one of the strongest measurements in representing the objectives of the Urban Forest Strategy as it can measurably quantify the benefits of the urban forest such as shade, stormwater interception and carbon storage.

Other than canopy cover, very little is known about the components of the private tree population and its diversity given the difficulty and requirements in gaining access to assess each tree.

These factors are examined below:

• Tree Canopy Cover

A pixel analysis of 2014 infrared imagery was undertaken by Council to measure all tree canopy cover for the whole Municipality. City of Yarra's urban tree canopy cover is 17% across the Municipality. This includes not only street trees, but also those in parks, private land, along creeks, and in industrial and commercial areas.

To examine the opportunities for canopy cover influenced by the Urban Forest Strategy, the municipality can be divided into three distinct land use types:

- private land, (representing 60% of total municipality area);
- streets, including state owned major roads and intersections;
- parks, including Council and public managed open spaces.

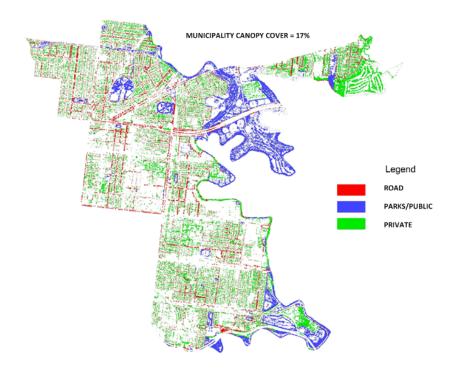


Figure x: Tree canopy cover for the City of Yarra.

When examined as these land use types and canopy cover, Yarra's streets (red) and the private realm (green) each have 13% canopy cover, whilst Yarra's parks and public space network (blue) house 34% canopy cover. Given the density in housing, commercial and industrial areas and the opportunity for planting in public open spaces, this is to be expected.

The total canopy cover across the Municipality is split across the private realm (46%) and the public realm (54%) - the public realm comprised of parks (35%) and streets (19%).

As the urban heat island effect, and the many benefits of trees, is predominately felt at the street level the focus of the Urban Forest Strategy, and increase in canopy cover, is focused in the public realm where the most people are affected.

Yarra is experiencing significant development growth due to its inner city location and access to many facilities. As further in-fill development occurs there may be less space on private land for future trees to be planted and there is the potential threat that that private realm canopy cover may decrease into the future. However, there is possible scope through planning for large developments to actually increase green and permeable space on available lots as compared to existing building stock. The solution is not one size fits all and requires complex planning mechanisms to be reviewed.

Overall, these issues place further reliance on streets and parks to provide overall canopy cover for the Municipality, with street trees proving the strongest health, wellbeing and environmental benefits to the community.

Whilst the overall tree canopy cover is 17%, it varies significantly according to suburb.

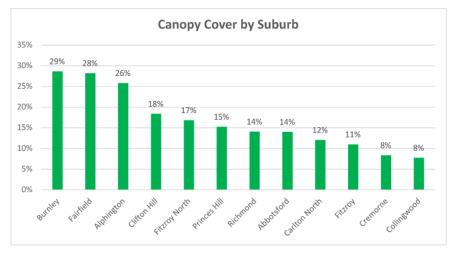


Figure x: Canopy cover for the City of Yarra by suburb.

The areas of Burnley to the south east and Fairfield and Alphington to the north east have much higher overall canopy cover due to their extensive Yarra river corridor parkland. Fitzroy, Cremorne and Collingwood, however, display very low levels of overall tree cover. Individual canopy cover maps have been included in Appendix 1.

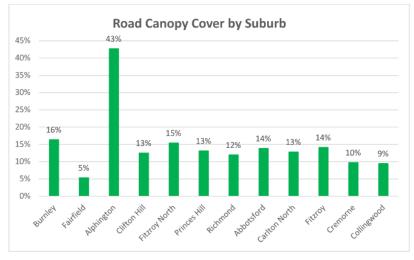


Figure x: Road based canopy cover for the City of Yarra by suburb.

Public tree canopy, and especially street tree canopy, will be increasingly important for the future of Yarra's Urban Forest. Further analysis shows that street tree canopy coverage is fairly even across the Municipality - between 9% and 16% - except for the outliers of Fairfield and Alphington (refer to Figure X). Alphington is a small residential pocket with tree-lined streets, which is why road canopy cover is so high at 43%. The area of Fairfield which is within City of Yarra is mostly parkland and the few roads which are in the Yarra area are not tree lined, hence the very low road canopy cover for this area.

Street Tree Species Diversity

The tree audit provides a series of qualitative and quantitative attributes about each street tree in order to assess the current condition, health, structure and diversity of the public urban forest.

Figure X provides a breakdown of the 10 most common Street Tree Species in Yarra. Six of the top ten species are exotic deciduous species, meaning they drop their leaves for winter. The other four species are natives, though not indigenous to the Yarra region.

10 Most Common Street Tree Species		% of population
Platanus X acerifolia	London Plane	12%
Ulmus procera	English Elm	5%
Melaleuca linariifolia	Paperbark (Snow in Summer)	4%
Lophostemon confertus	Queensland brushbox	4%
Tristaniopsis laurina	Water Gum	4%
Melia azedarach	White cedar	3%
Pyrus calleryana 'Capital'	Ornamental Pear	2%
Acer buergerianum	Trident Maple	2%
Lagerstroemia indica	Crepe Myrtle	2%
Acacia implexa	Hickory Wattle	2%

Figure x: Top 10 public tree species found in City of Yarra

Footnote: The Snow in Summer paperbark and Acacia implexa are no longer being planted as urban street trees.

The most common street tree in Yarra is the London Plane representing 12% of the population, followed by the English Elm, at 5%. Many London Plane trees are large and healthy specimens providing lush green shade and forming a distinct neighbourhood character in some streets. However at 12% of the overall population, best practice suggests they are overrepresented. Leading practice urban forest management suggests that in order to minimise the risk of pest and disease incursions, no one species should represent more than 5-10% of the population (Santamour 1990, Jaenson et al 1992).

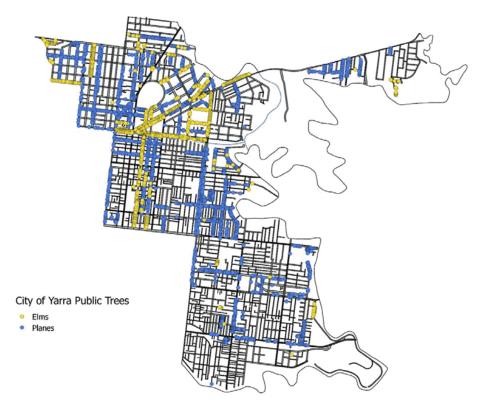


Figure x: Distribution of London Plane and English Elm street trees across the City of Yarra

The distribution of both Elms and Planes are aligned along linear roadways (refer to Figure X). They form boulevards and tree-lined avenues synonymous with the character of inner Melbourne and are very important contributors to shade cover. However, when considering a) the overrepresentation of Plane Trees in the broader urban forest population and b) the risk of loss due to a pest or disease incursion, such as Sycamore Lace Bug or a disease such as Anthracnose, whole streetscapes would be severely impacted if those Planes or Elms were lost.

Key findings:

- In general Yarra has a good distribution of street tree species
- London Plane trees are currently over represented in Yarra streets compared to best practice.

• Useful Life Expectancy

Useful Life Expectancy (ULE) of a tree is the measure of how long it will remain in the landscape before needing to be removed. A tree's health, its structure, its age and also its site appropriateness are all taken into account when calculating a tree's useful life expectancy. Best practice stipulates that around 10% of a tree population should reach the end of its useful life every decade, ensuring regular renewal and succession of canopy (*REF).

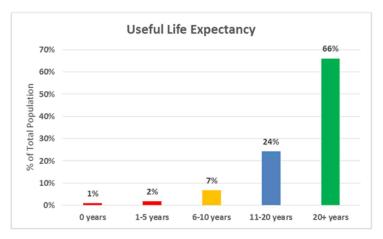


Figure x: Distribution of useful life expectancy for Yarra's street trees

10% of Yarra's street tree population will reach the end of its useful life in the next 10 years (refer to Figure XX). A staged renewal plan is therefore required to ensure the succession of these trees as they are removed.

In the decade between 2027 and 2037 (ULE 11-20 years) 24% of the tree population, equalling 5,051 trees, are likely to reach the end of their useful life and need removing and replacing. This is more than double the recommended proportion of the tree population expected to reach end of life in one decade. A strategic approach is therefore required to minimise the impact of tree and canopy loss at one point in time.

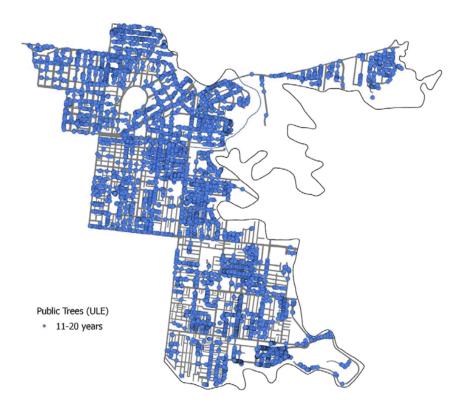


Figure x: Distribution of trees with a Useful Life Expectancy of between 11 and 20 years

In terms of potential impact, the canopy area of trees with a ULE of 11-20 years is 232,600m2. This is approximately 37% of all road tree canopy cover. The loss of these trees will have significant landscape impacts and therefore must be planned for now. Programs are required to be developed to extend the life of these trees where possible, to prioritise planting locations to compensate for the future loss and put in place a clear and strategic renewal and replacement framework, particularly for avenues and boulevards.

Key findings

- With 10% of street trees requiring replacement in the next 10 years, Council will need to
 consider carefully how to manage the potential impact on the landscape and the succession of
 removed trees.
- Council needs to plan now for significant replacement of street trees between 2027 and 2037
- Council should investigate how to extend the life of trees with an 11-20 year ULE, with
 consideration also given to new plantings which will have the chance to grow up and minimise
 the impact of tree removals.

• Tree Health

As compared to ULE, Tree Heath is an indicator of the health of a tree based on assessment of the base, collar trunk and crown. Against this measurement, Yarra's trees are generally in good health; with 97.3% of the street tree population either in good or fair condition. There are 484 trees in poor or senescent condition and these trees have been placed on a proactive maintenance schedule to manage their decline or improve their health with pruning and other procedures. There were only 79 dead trees found, which have been programmed for removal and replacement in the next planting season. Figure XX provides the breakdown of current street tree health and total percentages.

Tree Health category	Percentage of total street tree population
Dead	0.4%
Senescent	0.2%
Poor	2.1%
Fair	15.7%
Good	81.6%

Figure XX

Key findings

 In general Yarra's tree health is good, indicating a good foundation to build from and the need for localised targeted solutions

• Tree Age

Leading practice urban tree management suggests that a tree population should have a broad range of ages. Ideally, young trees should represent 40% of the population, semi-mature 30%, mature 20% and over mature 10% of the population.

<change to graphics>



Juvenile Tree



Mature Tree



Semi Mature Tree



Over mature

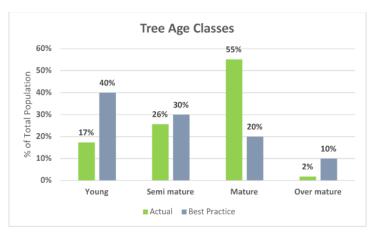


Figure x: Age class distribution for Yarra's public tree population against best practice

In comparison, Yarra's tree population has less than half the recommended proportion of younger trees at only 17% and over double the amount of mature trees at 55%.

Key findings

- Yarra's street tree population is under represented by 'Young' trees, and over represented by 'Mature' Trees.
- An evidenced based tree planting program and maintenance program for older trees will
 help to gradually lower the mature tree population and increase the young and semi-mature
 tree numbers.

Tree Heights

87% of all street trees are 12m or under (medium and small sized trees), with only 1% of trees over 16m tall (refer to Figure XX). Yarra's street tree profile has smaller trees due to space constraints and shared use.

Achieving a significant number of tall trees in an inner-urban setting can be challenging due to competition for growing space, therefore more small-median heights are common in most areas, with taller trees left to flourish in wide streets or open space.

Each tree height category has an important place in a diverse and healthy Urban Forest. Allowing for larger trees with lush canopy can be a useful way of maximising shade and cooling benefits in streets and is seen as a priority. However, many smaller-median trees planted in close proximity may have a similar canopy benefit and be a more appropriate selection in space constrained areas. Planting the right tree for the right location therefore becomes the vital objective.



Figure x: Distribution of tree heights amongst Yarra's public tree population

The smaller height trees are due to a range of factors:

- · young trees which have not reached their mature height yet
- the use of smaller statured trees e.g. Callistemon, Ornamental Pears, Water Gums and Crepe Myrtles due to space constraints in inner-urban streets
- Trees planted under powerlines are required to be pruned according to electrical line clearance guidelines, not allowing them to attain their optimal height.

Going forward, Council's tree planting program will continue to focus on identifying the right tree for the right location, planting larger trees in locations that can adequately support them.

Key findings

- Yarra's street tree population is over represented by 'medium and small' sized trees, and under represented by 'large' Trees.
- Prioritisation should be given to opportunities for planting trees in locations conducive to large trees.
- The right tree for the right location, should underpin tree species selection with preference given to larger canopy trees (where possible).

Biodiversity

Biodiversity plays an important role in a unique and thriving urban forest by providing an intertwining network of ecosystems which sustain a healthy environment.

Due to this importance, where possible, contribution to biodiversity needs to be considered and prioritised, for example along corridors and links to waterways.

A Biodiversity Health Survey was conducted on 40 parks (30 reserves and 10 pocket parks) across the Municipality in 2016. Of these reserves and parks, land use cover was calculated to determine how

vegetated they were. 6% of the reserves and parks land was un-vegetated, 32% was grassed and 34% covered in tree canopy (refer to Figure X).

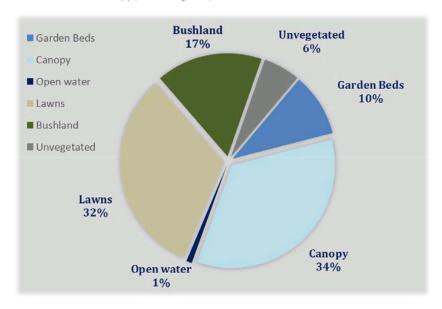


Figure x: Land use types measured for the Biodiversity Health Survey of 30 reserves, 10 pocket parks

Key findings

- One of the major recommendations from the Survey was to improve connectivity from biodiversity areas like Merri Creek and Yarra River corridors to other parks like Edinburgh gardens.
- Large significant canopy trees are required along the streets that connect these areas to act
 as stepping stones for birds, bats and other fauna.

Asset value <to be a side paragraph/graphic in design of strategy>

The street tree data from the 2017 audit has also been used to calculate a dollar valuation of the assets. Understanding the asset and environmental value of the urban forest provides further insight into the benefits of trees and can provide. The below values have been calculated using the global *I-Tree Eco* model.

Yarra's urban forest:

 has an asset worth \$68.5 million. This is the value of having to replace the urban forest to a similar state. The value can increase with a rise in the number and size of healthy trees.

- returns \$106,000 in environmental benefits (air pollution removal and stormwater interception)
- removes over 4 tonnes of air pollution each year worth \$90,000
- stores 5,540 tonnes of carbon worth \$126,000
- · produces 471 tonnes of oxygen every year
- sequesters \$4,000 worth of carbon each year
- intercepts 5,431 cubic metres of stormwater each year worth \$12,300

CURRENT TREE MANAGEMENT

Council employs qualified arborists and landscape professionals and also engages a range of professional tree contractors that are committed to the care of Council's public tree population. These internal staff deliver the following services:

- · Customer service requests
- Street and park tree planning
- Contract supervision and auditing
- · Planning advice in relation to tree matters

Contractors are engaged to deliver the following services:

- · Pruning and removals
- · Tree and garden bed planting and establishment
- · Pest and disease management
- Tree root management

Council has developed long-term policies and procedures to manage trees and to encourage their safe and healthy growth thereby improving the benefits they provide to the community for now and future generations. The City of Yarra Street Tree Policy guides street tree planning, planting, maintenance, removal and replacement across the municipality. The Street Tree Policy has six major objectives to help improve liveability and amenity through greener streets:

- 1. Achieve a net increase in the number of street trees planted and overall street tree canopy
- 2. Improve the quality of street trees
- 3. Increase the diversity of street tree species
- 4. Recognise and contribute to natural and built heritage
- 5. Ensure integrated landscape design
- 6. Provide education and communication around street trees

The policy can be found online at www.yarracity.vic.gov.au/Environment/Trees/Street-tree-policy

Tree planting and removals

Council plants around 800 - 1,000 street and park trees per year and removes around 200 trees per year. Council adheres to a species selection list that encompasses both native and exotic trees that are currently suitable for planting in Yarra.

Program plans for capital works, road and footpath renewal and traffic management are all viewed by the Tree team to maximise opportunities to work collaboratively.

Tree Protection

Development planning applications are reviewed by the Council arborist to ensure protection of public trees. Council requires tree protection zones to be installed around trees in development sites.

Council maintains a Significant Tree Register to help ensure that unique, historical, rare and environmentally important trees are not removed or lopped without Council's consideration. These are both public and privately listed trees which are protected from removal by a Local Law.

Some planning scheme environmental significance overlays across the City provide planning scheme provision relating to trees. Any associated works in these areas require an application to be lodged with Council for any tree lopping or removal.

Some other heritage overlays protect certain tree. See Appendix 2 for further details. Appendix insert map of Heritage Overlay>

Tree Maintenance and Inspections

Council runs an annual inspection of trees in streets with high-voltage overhead wires, and a two year inspection program of all other street trees, ensuring that hazards are recorded and actively remediated.

Council adheres to the following technical specifications and guidelines:

- · Tree Technical Manual
- AS 4970-2009 Protection of trees on development sites
- AS2303 2015 Tree Stock for Landscape Use
- City of Yarra Water Sensitive Urban Design Guidelines for Infrastructure Services Works in Yarra (2012)

Inherited legacy

Whilst the research on urban forest benefits is clear, conflicts between trees and hard infrastructure are commonplace in some areas of the municipality.

This is due to a number of reasons:

- planning from decades ago that did not take into account trees in a future environment particularly around species selection,
- ongoing densification of urban areas,
- at the time of planting a poor understanding of soil types and behaviour, and
- ageing infrastructure e.g. drainage.

Trees that were planted over 50 years ago are now living in a very different environment from when they were planted. These current conflicts require considerable resourcing and funding to manage and it is unlikely that this problem will diminish in the short term. Council has plans in place to help manage the issue.

Risk Management

Council has committed to the prioritisation of street trees through integrated streetscape design, it must also be recognised that due to poor historical planning, some street trees have root networks which present an unacceptable risk to person and/or property and require intervention.

Council considers every claim of damage carefully and implements a number of controls to minimise risk and ensure the provision of a safe environment for the community.

When managing its risk profile and assessing the impacts of trees, Council must also consider the other factors that contribute to infrastructure damage, including but not limited to: soil types, construction methodology, excess soil moisture from leaky pipes and ageing infrastructure.

THE WAY FORWARD

The data collected above tells a largely positive story of Yarra's urban forest. Many opportune planting locations have already been utilised, with no wide-spread or significant gaps in tree canopy identified. Further, the health and diversity of Yarra's urban forest compares strongly against best practice tree management expectations. There are, however, challenges ahead.

Of particular concern is the potential loss of tree stock during the next two decades and the expected increase in temperatures and heat waves being felt in Yarra's inner-urban environment.

Data collected for the Urban Forest Strategy has identified the potential loss of 10% of Yarra's street tree population in 10 years, and a further 24% in 11-20 years. If left unmanaged this will greatly impact the liveability of the city and expand areas susceptible to excessive heat generation and retention. Council therefore needs to plan for this challenge by undertaking staged renewal, and succession planning, or manage intervention to extend tree life expectancy where possible.

Analyses of various data has also identified a targeted approach is needed to coordinate street planting and management of current tree stock across a multitude of priorities. These include areas of high heat retention, locations of significant use by populations most impacted by heat, frequent use activity areas, biodiversity corridors and areas with low canopy cover.

A multipronged approach to grow Yarra Urban Forest is therefore required. With better knowledge, Council can make more informed decisions, minimising risk and maximising the benefits that the urban forest provides. The Urban Forest Strategy does not create a whole new program for Council to implement. Instead it can look to build on the success of the programs to date and by improving further integration across Council programs and projects. Using the existing tree management program integrated with capital works and asset maintenance programs will encourage better outcomes for trees across Yarra, with primary focus on street trees. Streets are not only where heat is retained but also where microclimatic moderation from trees can benefit the most people.

Whilst a focus on prioritising growing the urban forest in our streets is paramount, Council will not be able to work alone. Yarra is lucky to have an engaged community with a good understanding of the benefits and challenges of urban trees, and an overwhelming support for more trees in the municipality.

With improved integration of council programs, together with a focus on areas of need and working with our community, Council will be in a good position to achieve Yarra's Urban Forest Vision and Objectives:

Vision:

A more liveable city supported by a healthy and growing urban forest.

Objectives:

- To enhance Yarra's healthy and growing urban forest, improving liveability and mitigating the impacts of the urban heat island effect;
- To manage current and future tree-stock through best practice urban tree management using evidence-based planning and decision making, together with cross-organisational implementation and innovation;
- To engage and support community involvement in the development of a flourishing and unique urban forest.

It is also important for Council to set a strong long-term target that is achievable and measurable, and will show tangible progress towards these objectives.

Target:

Canopy cover in Yarra will increase by 25% (from 2014 levels) by 2040. *This represents an increase from 17% to 21.25% total canopy.

Yarra's Urban Forest Strategy provides guidance for the next 10 years, however due to the nature of tree growth and climate need, long-term projections are needed, and hence the target is set for 2040.

The management of an urban forest is complex, with priorities, opportunities and challenges interacting in complicated ways. Therefore an evidenced based strategic approach is needed to bring all these factors together. This Way Forward section applies this strategic approach via three key themes, which work to complement each other:

- Priority planting in areas of need
- Enhanced annual planting to grow Yarra's Urban Forest; and
- Working with others

Priority planting plan in areas of need

The story of Yarra's Urban Forest identifies key opportunities to achieve the target for more canopy cover, and meet objectives, by identifying critical areas of need for new plantings, adapting how Council manages current tree stock and planning for potential tree stock loss from ULE predictions in the coming decades.

To do this a 10 year Priority Planting Plan needs to be created, based on evidence data collected and identified priority drivers unique to Yarra Urban Forest context.

Information collected for the development of the Urban Forest Strategy has been arranged into the following consideration criteria to help identify areas of greatest need.

Urban forest consideration criteria:

- Hotspots: where more heat is currently being retained in the urban landscape, locally
 exacerbating the urban heat island effect;
- Social vulnerability: areas with significant populations of people deemed as especially
 vulnerable to extreme heat and heatwaves;
- Pedestrian Activity Zones: areas of high pedestrian thoroughfare or congregation, or active transport activity including school zones;

Using GIS mapping the areas identified above will then be examined against priority drivers, to determine the overlapping areas, set priority planting locations and help inform decisions in the annual planting program. Priority drivers have been identified by examining the unique story of Yarra's Urban Forest and the challenges and opportunities it faces.

Yarra priority drivers, in order, are:

- a) Areas of low canopy cover, as per data mapping in figure XX;
- b) Significant groupings of trees with ULE between 11-20 years, with the intent to:
 - renew streets with canopy trees in the right location for each tree to achieve full canopy potential; and/or
 - o prolong tree ULE where possible without increasing risk.
- Trees not appropriate for location, in accordance with the Street Tree Policy* removal and replacement criteria:
 - o risk to the public
 - structure
 - o adverse impacts to vehicle and/or pedestrian safety
 - o excessive renewal and maintenance costs
 - *see Appendix 3 for copy of Street Tree Policy
- d) Areas of biodiversity need or significance as per data collected in the Biodiversity health
 Survey (2016) and areas identified as linkages, including corridors and understorey linkages

Consideration will also be given to community identified areas for new planting, crossover with other upcoming works planned for Yarra's streetscape, and municipality crossover/extension corridors.

Locations where there is an overlap of Urban Forest consideration criteria and priority drivers will be identified as the highest need. In instances where there is more than one overlap in either consideration criteria or priority driver, the priority of the location will elevate.

Importantly, there may be some priority areas identified that are not held by Council, for example Vic Roads areas. In these instances the area will be assessed by the Tree Team for potential planting in close proximity or collaboration with other agencies to introduce trees in the area.

Detailed examination of all of the above will result in a 10 year, evidence based priority planting plan for areas of need and will include an assessment to forecast budget and analysis of the risk and opportunities for each identified location.

Annual planting to grow Yarra's Urban Forest

While Yarra will utilise the priority areas and subsequent mapping to inform future renewal and extend ULE where possible, improved annual planting with a focus on achieving the Urban Forest objectives will be a very important element in growing Yarra's Urban Forest and achieving the set target.

Once developed, the priority planting plan will be delivered via the annual planting program. The annual planting program will also include infill opportunities for more trees and help guide how Council works together internally to remain on the forefront of best practice urban forest management – including climatic species selection and improved water filtration.

Yarra will aim to plant between 400 - 800 street and park trees per year as part of the annual planting program. The number of trees planted and the locations will be informed by the need to plant according to opportunities, planting conditions and in consideration of the Priority Planting Plan. Council will focus on planting the right tree in the right location with the future and urban forest objectives in mind; these plantings will be more strategic and at times may be more costly per tree. With more money, the opportunity to plant more trees annually could be increased.

Planting in better conditions and making sure the right tree is in the right location will mean each tree reaches the potential canopy reach, so more canopy cover can be.

Yarra will continue to include avenues and boulevards, large canopy trees, smaller canopy trees in constrained areas and a mix of species.

Any identified areas of opportunity that overlap with a priority above will take precedence in the annual planting schedule.

· Maximising potential planting locations

Many areas in Yarra which are suitable for large canopy trees have already had trees planted in recent years. Therefore identifying new opportunities many need to involve trialling new and innovative streetscape designs that will support healthier, longer lived street trees.

These areas may also be highly space constrained making standard tree planting practices difficult. Streetscape redesign, car-parking reconfigurations and possible road, footpath or drainage infrastructure works may be required to accommodate more and larger canopy trees. This means that the unit cost per tree planted in these locations may be higher than existing practices. This emphasises the importance of integration with streetscape improvement works for cost and design efficiency.

Traditionally trees have been planted in footpaths, however, over the last decade Council has progressively looked for additional opportunities for larger canopy trees in roadway based plantings.

Alternatively, opportunities may still exist where increased canopy cover can be achieved by planting along wider footpaths with more small trees.

This reinforces the notion that each location requires different designs to suit the needs of each street. Further encouraging innovation in streetscape design for improved functionality, liveability and trees is an ongoing opportunity within Yarra.

The change for the future will be the canopy size focus, seeking the best opportunity in each situation and allowing for the right tree for the right location.

These may include:

- Large shade providing canopy trees at locations unencumbered by overhead wires, with a focus on roundabouts and other sites with expansive hard paving.
- Inter-planting of median strips and kerb outstands where opportunity for large canopy trees exist
- $\circ \quad \text{Infill planting to maximise diversity of tree species, height, growth potential and age;} \\$
- o Minimise the impact of future loss of mature trees.
- Tree height considerations, including using larger canopy trees on non-power lined side of the street and smaller species on the power line side.

- Biodiversity supportive plantings and opportunities to improve connections of local ecosystems through inter-planting and under-story cover
- o Opportunities in road reserves which will improve under-story cover.

Some of these plantings will also occur in many of Yarra's parks. To best support evidenced based annual park plantings, a tree inventory of all trees in Yarra's public parks (excluding conservation management zones) similar to the street tree inventory is recommended. This will provide additional data to compliment the upcoming Open Space Strategy.

Working Better Together

Management and decision making that influences public trees, other vegetation, and integrated water management occurs across many roles at Council. To achieve strong results Council will therefore need to strengthen how activities are coordinated. Strong and effective internal relationships are required for ensuring integration of urban forest principles across all Yarra works.

Council runs capital works and maintenance programs for all of its assets: footpaths, buildings, roads, drainage networks and trees. Whilst cross-Council asset planning integration already occurs, there is opportunity for more streamlined asset programming for Council with a particular focus on trees.

An integrated asset management system is paramount, as is holistic data mapping and management. Council has a detailed tree inventory that will be placed on Council's asset management system, and can include whole of life-cycle maintenance predictions. Park tree inventory data is also desirable.

Centralising data into a GIS management tool for all to access could help streamline processes and decision making. Annual asset programming meetings involving all asset managers to discuss yearly works and their impacts on other assets is also a valuable way of identifying potential conflicts and issues upfront as well as opportunities.

Whilst a tree planting program will not be wholly dependent on any other program, it should influence and be influenced by other asset programs. Also needed is a set of clear and evidence based tree planting technical guidelines illustrating specifications for trees in roadways and medians to include preferred soil volumes, use of structural cells and passive irrigation installations.

Leading best practice for species selection and water infiltration

Species selection plays an important role in Council achieving the targets and objectives. Council draws on a tree species palette that is suitable for the region and new species are trialled and tested for suitability in Yarra's landscapes. Over time, Council will also need to consider the resilience of each species to changing climates i.e. their ability to cope with hotter temperatures, longer dry periods, periods of higher rainfall etc.

Council already has evidence about which tree species survived well after the recent millennium drought. There is a clear opportunity to continue to monitor the performance of each species within the various planting styles to develop an evidence based species palette. Not only will this ensure that the right species are being planted for the right location, but they are also being planted for the future.

An adapted suite of tree species is required, that will thrive in the future climatic conditions of Yarra and meet a range of objectives such as:

Shade;

- · Biodiversity connections;
- · Minimise likelihood of tree / infrastructure conflicts; and,
- Enhanced growing conditions

Integrated into annual planting will be considerations for improved water infiltration and support for the environment in which trees grow to reach their full potential. This includes looking for opportunities to reduce impervious pavement through expanded planting squares, introduction of permeable paving, or new median strips and kerb outstands (including modifications and new construction).

The urban forest requires water to survive. Providing adequate soil moisture levels for urban trees to thrive can be a challenge, especially in inner-urban streets. Tree pits and rain gardens have been trialled within Yarra to varying degrees of success. The cost implications of these treatments can be high, limiting their ability to be rolled out as business as usual. There are opportunities to increase the inclusion of passive stormwater irrigation using evidenced based designs such as trenching and back of kerb inlets to help build appropriate soil moisture levels for street trees. This will have a very positive impact on the health of trees and their ability to cool the city and improve liveability.

Working with others

Whilst Local Government controls much of the public urban forest such as streets and parks, other landholders also have a clear responsibility for managing their elements of the urban forest. This includes private land owners, public land managers such as VicRoads, VicTrack and the Departments of Housing and Education as well as large commercial property owners.

• Working with Government stakeholders

Council will need to continue to advocate and build relationships with utility service providers, and other landholders to minimise the impacts of their works on the urban tree population e.g. Public Transport Victoria, VicRoads and Powercor, including advocating for undergrounding of electrical services. Additionally, Yarra will work with utilities to understand potential issues with underground services and how to work around these to ensure more centre road/median plantings.

As part of the future annual planting plans, or priority planting plan where applicable, Yarra may seek to secure potential funding from and collaborate with external agencies, such as Melbourne Water, Vic Roads, and Department of Housing to expand tree planting opportunities across the municipality.

Working with the Community

Engaged communities are critical for the success of any tree planting plan and the urban forest is a topic that the community is very passionate about. It is therefore paramount that Yarra engages with the community around the importance of a well-managed, healthy and resilient urban forest for the future of Yarra.

While Council will focus on enhancing the Urban Forest in the public realm, the community has opportunity to have a local impact also. With 60% of Yarra being private land, the contribution to total canopy cover in this realm is important. Supporting the community to understand the benefits of trees, and tree management and planting opportunities, is important to ensure private canopy is protected or even potentially grown over time.

Based on community engagement results from the survey and face to face interactions, the community wants to know more and be more involved about trees in Yarra. An engaged and active community should be involved in caring for the urban forest of the future.

Council will work to support the community awareness of how to manage canopy tree provision in both the public and private realm.

• Working with Developers

Increasing densification and property development is expected to continue in Yarra due to its inner city location and metropolitan strategies of the State Government. Whilst the private realm makes up 60% of Yarra's land area, any tree canopy within this land use zone is difficult to protect and enhance.

As the private realm continues to densify, the public realm will become more critical for growing Yarra's urban forest. Whilst densification of housing often results in loss of permeable land and vegetation, change in land use (such as from industrial to residential) in some cases, may see the opposite occurring.

Single dwellings, including extensions and alterations, do however, with careful design, provide opportunity to protect or enhance canopy cover in the private realm.

Further understanding of the exact impacts of infill development on private tree canopy cover in Yarra is needed as well as an examination of potential for additional greening in developments.

YARRA'S URBAN FOREST ACTION PLAN

This action plan will support the advancement of the Urban Forest vision, target and objectives.

Vision: A more liveable city supported by a healthy and growing urban forest.

Target: Canopy cover in Yarra will increase by 25% (from 2014 levels) by 2040. *This represents an increase from 17% to 21.25% total canopy.

Objectives:

- To enhance Yarra's healthy and growing urban forest, improving liveability and mitigating the impacts of the urban heat island effect;
- To manage current and future tree-stock through best practice urban tree management using evidence-based planning and decision making, together with cross-organisational implementation and innovation;
- To engage and support community involvement in the development of a flourishing and unique urban forest.

#	Action	Timeframe	Lead	Budget
1.	Develop a 10 year priority planting plan.	Year 1	Lead:	Within existing
	Priority Planting Plan designed to highlight locations of greatest need, based on consideration of criteria data maps showing:		Open Space	resources (\$40,000)
	e) Hotspots f) Social Vulnerability g) Pedestrian Activity Zones		Support: GIS Asset Management Traffic Urban design	2017/2018
	Planting locations will then be decided based on primary drivers, in ranked order:		orban design	
	h) Areas of low canopy cover, as per data mapping in figure XX;			
	 i) Significant groupings of trees with ULE between 11-20 years, with the intention of: Partially or fully renewing streets with canopy trees, with each tree in the right location to achieve its full canopy potential; and/or Prolonging tree ULE where possible without increasing risk. 			
	 j) Trees considered not appropriate for location, in accordance with the Street Tree Policy removal and replacement criteria: 			

	 risk to the public structure adverse impacts to vehicle and/or pedestrian safety excessive renewal and maintenance costs k) Areas of biodiversity need or significance, as per data collected in the Biodiversity health Survey (2016) and areas identified as linkages, including corridors and understorey linkages * Consideration will also be given to community identified areas for new planting, crossover with other upcoming works planned for Yarra's streetscape, and municipality crossover/extension corridors. 			
2.	Annual Tree Planting Program Plant between 400-800 street and park trees per year as part of the annual planting program with the right tree in the right location and focus on canopy trees where possible. The annual tree planting program will be directed by: I) The priority planting plan (once developed); and, m) Identified infill opportunity planting (identified by cross council integration works and/or quick win locations)	Years 1-10	Lead: Open Space Support: Asset Management Urban design Traffic Engineering Services	Within Existing resources. Any additional needs subject to annual budget request
3.	Facilitate cross Council integration a) Support integration of Urban Forest objectives across Council works by allocating appropriate responsibility and accountability for delivery. b) Establish an internal asset management/tree management working group to regularly discuss potential impacts to and opportunities for asset planning integration by other asset management programs.	Year 1 - 2	Lead: Open Space Support: Asset Management Traffic City Works Engineering Services	Within Existing resources. *Potential additional resource subject to budget request
4.	Implement streetscape innovation and design at all levels of Council a) Integrate Urban Forest objectives into Councils annual infrastructure and capital	Year 1-10	Lead: Open Space	Subject to development

	works programs with an aim to:		Support: GIS Asset Management Traffic Urban design Engineering Services	and approval of annual budget bids. Possible Grant opportunity
5.	Develop support materials to embed Urban Forest principles Support materials to be developed to embed Urban Forest principles into capital works and open space programs, including (but not limited to): a) illustrated specifications for trees in roadways and medians including preferred soil volumes, b) use of structural cells, c) designs for passive irrigation installations (back of kerb or trenching between trees) d) recommended tree species by attributes*, taking into account Yarra's future climate predictions, specific planting in different Yarra streets and parks including small, medium and large opportunities; and for provision of outcomes including: o Largest possible Canopy and Shade o Biodiversity connections o Minimisation of the likelihood of future damage to infrastructure *Species selection will be a working document to be updated and reviewed as required.	Year 1-3 with opportunit y to review	Lead: Open Space Support: Asset Management Traffic Sustainability	Years 1-2 within secured grant funding. (\$50,000) Years 2-3 subject to annual budget bids.

	The supportive materials will help embed Urban Forest principles in design and planning			
	project phases, however the Tree Team should remain closely consulted on all planting works.			
6.	Include tree inventory data in Council's asset management system	Year 1-2	Lead:	Within Existing
о.	,	rear 1-2	Asset Management	resources
	a) Update Council's asset management system with tree inventory and all new/future		Asset Wallagement	resources
	planting b) Work with integrated asset management database to calculate life-cycle of new trees		Support:	
	into recurrent maintenance programs, including drainage and street cleaning.		Open Space	
7.	Collect park tree data	Year 3-4	Lead:	\$40,000
	Collect a park tree inventory of all trees in Yarra's public parks (though not conservation		Open Space	subject to
	management zones). Collect similar attributes as were collected for the street tree inventory.			annual budget bid.
	Incorporate into tree data Asset Management System.			bid.
8.	Develop Biodiversity Strategy which incorporates Urban Forest objectives	Year 2-3	Lead:	Within existing
	Ensure Biodiversity Strategy investigates actions to support future plantings along the		Open Space	resources
	biodiversity rich Yarra River Corridor			
9.	Engage community to support Urban Forest principles	Year 2 -	Lead:	Within existing
	a) engage with the community around the importance of a well-managed, healthy and	onwards	Open Space	resources
	resilient urban forest for the future of Yarra		Communications	
	 b) educate and support the community to integrate urban forest principles on private land including, including development of Yarra specific tree planting and urban forest 			
	fact-sheets and technical resources for community use in private planting. Themes			
	include, but are not limited to:			
	-how to increase permeable land			
	- appropriate tree species for climatic changes			
	- ways to care for trees in the private realm			
	c) continue to provide community planting days for public planting areas.			
10.	Work collaboratively with other local governments and stakeholders to support urban forest	Immediate	Lead:	Within existing
		and	Open Space	resources

	principles	ongoing		
	 a) Work collaboratively with Resilient Melbourne and IMAP groups of Councils to progress agendas and action common across Melbourne local governments. b) Seek collaboration and funding from external agencies, such as Melbourne Water and Vic Roads to increase tree planting, where possible, across the municipality. 			
11.	Advocate to other stakeholders to minimise impacts on Yarra urban Forest Advocate and build relationships with utility service providers, and other landholders to minimise the impacts of their works on the urban tree population e.g. Public Transport Victoria, VicRoads and Powercor. Work with utilities to understand potential issues and solutions with underground services, so to ensure more centre road/median plantings. Advocate for bundling or undergrounding of electrical services to allow for taller and larger canopy trees.	Immediate and ongoing	Lead: Open Space Support: Communications Construction management	Within existing resources
12.	a) Ensure all development applications that may impact on public trees / public are referred to Tree Team for comment. b) Ensure creation of new streets in large developments provides opportunity for new tree planting, especially where significant canopy trees may be possible.	Ongoing	Lead: Open Space Support: Statutory Planning Urban Design City Strategy	Within existing resources

MONITORING AND EVALUATION

The following tasks need to occur to monitor the urban forest and also the effectiveness of the Strategy after 5 years:

- Measure canopy Cover using infrared imagery (to be broken down into public vs. private).
- Evaluate successful WSUD/urban forest treatments and encourage successful treatments to become business as usual.
- Review technical tree management guidelines and contracts to ensure current best practice is reflected.
- Review the effectiveness of budgets and resources in delivering the urban forest program
- Review action list and reprioritise based on those already achieved.
- Review tree species list.

The following tasks should be undertaken to monitor the urban forest and also the effectiveness of the Strategy after 10 years:

- Undertake a full tree Inventory including species, ULE, age, health, structure etc.
- Review and update the 10 year planting plan and ascertain if priorities need changing

GLOSSARY OF TERMS

Biodiversity: The variety of all life forms on earth: the different plants, animals and micro-organisms and the ecosystems in which they are a part.

Canopy cover: the measure of the area of tree canopy when viewed from above, and is recorded as a percentage of total land area.

Capital Works Program: A program of works conducted by Council which renews, upgrades or creates new infrastructure to support the delivery of services to the Yarra community.

Carbon sequestration: the ability of trees to absorb carbon dioxide from the atmosphere through their leaves.

Ecosystem: A community of organisms interacting with each other in their environment.

Evapotranspiration: the movement of water from the landscape to the atmosphere through vegetative matter by the process of evaporation and transpiration.

Hardstand: A paved area for parking heavy vehicles.

I-Tree Eco: A model built by the United States Forestry Service that analyses certain tree parameters in conjunction with air quality measures to determine an environmental value of a tree. The value includes air pollution, carbon sequestration and storage, energy saving benefits, stormwater flow reductions and a structural value, allocating an overall figure of worth on a population of urban trees.

Liveability: As assessment of what a place is like to live in, taking into account environmental quality, crime and safety, education and health provision, access to shops and services, recreational facilities and cultural activities.

Microclimatic moderation: the ability of trees to cool the ambient temperature through shading and evapotranspiration for the benefit of pedestrians.

Photosynthesis: the process by which plants use sunlight, water and carbon dioxide to produce nutrients including oxygen.

Stormwater interception: the halt or reduced flow of stormwater into the drainage system for re-use.

Urban density: the number of people inhabiting a given urbanised area.

Urban ecology: is the scientific study of the relation of living organisms with each other and their surroundings in the context of an urban environment.

Urban Forest: the sum of all urban trees including those on public and private land.

Urban Heat Island effect (UHI): when urban areas are warmer than surrounding rural areas due to heat retention in hard surfaces. This build-up of heat is re-radiated at night time, increasing air temperatures which can have serious human health consequences particularly during heatwaves. The UHI effect can be mitigated by a range of factors. The most cost effective and efficient mitigation tool is an increase in tree canopy cover.

Useful Life Expectancy (ULE): the amount of time a tree is estimated to remain in the landscape before it needs to be removed and replaced.

Vacant tree sites: sites within streets that could house a street tree but are currently vacant due to tree removal, vandalism or because a tree had never been planted.

Water sensitive urban design (WSUD): is the integration of the water cycle into urban planning and design by recognising all water streams in the urban environment as a potential resource. WSUD is often used to describe the infrastructure built to capture and reuse stormwater.

References

Akbari, H., D. M. Kurn, et al. (1997). "Peak power and cooling energy savings of shade trees." Energy and Buildings 25 (2): 139-148.

Akbari, H., M. Pomerantz, et al. (2001). "Cool surfaces and shade trees to reduce energy use and improve air quality in urban areas." Solar Energy 70 (3): 295-310.

American Council for an Energy Efficient Economy (2014) Cool Cities for Cool Policies: Best Practices for Mitigating Urban Heat Islands in North American Cities, Report no U 1405,

Clark J.R., N.P. Matheny, G. Cross and V. Wake, 1997. A model of urban forest sustainability. Journal of Arboriculture. 23(1):17-30.

Dunn, J. (2016) Improved neighbourhoods generate higher property prices. Australian Financial Review, 5 Feb. http://www.afr.com/news/special-reports/202020-vision/generating-higher-property-prices-through-improved-neighbourhoods-20160204-gmlsxf

Gill, S., Handley, J., Ennos, R., & Pauleit, S. (2007). Adapting cities for climate change: the role of the green infrastructure. *Built Environment* 33(1): 115–133.

GHD (2011b). City of Melbourne: Report for Urban Heat Island Effect, Mitigation Strategies and Planning Policy Approaches. Melbourne, Vic.

Jacobs, B., Mikhailovich, N., and Delaney, C. (2014) Benchmarking Australia's Urban Tree Canopy: An i-Tree Assessment, prepared for Horticulture Australia Limited by the Institute for Sustainable Futures, University of Technology Sydney.

Livesley, S. (2010). Energy saving benefits of shade trees in relation to water use., TREENET Proceedings of the 10th National Street Tree Symposium September 2010.

Miller, R. W., Hauer, R. J., & Werner, L. P. (2015). *Urban forestry. Planning and managing urban greenspaces. Third edition.* Waveland Press, Inc.

Mullaney J, Lucke T, Trueman SJ (2015) A review of benefits and challenges in growing street trees in paved urban environments. Landscape and Urban Planning 134 157-166

New York City Department of Parks and Recreation, 2016. About Million Trees NYC: NYC Tree Facts. US Forestry Service. http://www.milliontreesnyc.org/html/about/urban_forest_facts.shtml

Norton B, Coutts A, Livesley S, Williams N, (2013). Decision Principles for the selection and placement of green infrastructure to mitigate urban hotspots and heatwaves, Victorian Centre for Climate Change Adaptation

Norton, B., Bosomworth K, Coutts A, Williams N, Livesley S, Trundle A, Harris R, McEvoy D (2013). Planning for a Cooler Future: Green Infrastructure to Reduce Urban Heat, Victorian Centre for Climate Change Adaptation Research

Nowak, D.J., and D.E. Crane, Stevens, J.C., Hoehn, R.E., Walton, J.T., and Bond, J., 2008. A Ground-Based Method of Assessing Urban Forest Structure and Ecosystem Services. Arboriculture & Urban Forestry 34(6): November 2008. International Society of Arboriculture.

Pandit, R, Polyakov, M., Tapsuwan, S., Moran, T. (2013) The effect of street trees on property value in Perth, Western Australia. Landscape and Urban Planning. Volume 110, February 2013, Pages 134–142

Plant, L. (2016) The economic value of greenspace. Real Green – The Brisbane Experience Case Studies

Richards, N.A., (1993). Reasonable guidelines for street tree diversity. Journal of Arboriculture 19(6). 344-350.

Rosenzweig, C., Solecki, W.D., Parshall, L., Lynn, B., Cox. J., Goldberg, R. Hodges, S., Gaffin, S., Slosberg, R.B., Savio, P., Dunstan, F. and Watson, M. (2009). *Mitigating New York City's heat island*. Bulletin of the American Meteorological Society 90: 1297-1312

Simpson, J. R. and E. G. McPherson (1996). "Potential of tree shade for reducing residential energy use in California". Journal of Arboriculture 22 (1): 10-18.

Santamour, Frank S., Jr. (1990). Trees for Urban Planting: Diversity, Uniformity, and Common Sense. Conference Proceedings 7th. Metropolitan Tree Improvement Alliance (METRIA) 7:57-65.

van Wassenaer, P. J. E., Satel, A. L., Kenney, W. A., & Ursic, M. (2011). A framework for strategic urban forest management planning and monitoring. Trees, people and the built environment. Proceedings of the Urban Trees Research Conference 13–14 April 2011.

Wolf, K. L. (2005). "Business district streetscapes, trees and consumer response." Journal of Forestry 103 (8): 396-400.

Appendix 1: Canopy Cover maps for each suburb

12 maps to be included after Draft stage – very large files.

Appendix 2: Heritage Overlay

To be included after Draft stage

Appendix 3: Yarra Street Tree Policy

To be included after Draft stage

11.4 Heritage Advisory Committee Review

Trim Record Number: D17/135566

Responsible Officer: Director Planning and Place Making

Purpose

1. To consider the Heritage Advisory Committee Review Report (2017) prepared by Beverly Kliger and Associates on the effectiveness of the committee and make recommendations to Council about the future of the committee.

Background

- 2. The Heritage Advisory Committee (HAC) was established in 2013 for a 4 year term to provide advice to Council on strategic heritage matters, the promotion of heritage and to provide advice on protection of the natural, built and cultural heritage in the City of Yarra.
- 3. HAC comprises 12 community representatives and a nominee from the National Trust. Membership is for two years with the possibility of serving four years. The HAC meets bimonthly and is chaired by a Councillor. Currently, more than half of the initial members remain on the current HAC committee.
- 4. The terms of reference were initially adopted by Council in April 2013 and subsequently revised in July 2014.
- 5. Since its establishment the HAC has been coordinated by the Strategic Planning Team in the City Strategy Branch of Yarra City Council. In addition to the HAC meetings the Heritage Strategy Implementation and reporting to the committee is also led by the Strategic Planning team.
- 6. The Heritage Strategy and Implementation Plan was developed in Year 1 of the HAC term, it contains 35 actions. The focus for the subsequent years has been on completing the actions, 32 actions are completed or underway. Implementation of these actions has been supported and has involved a number of areas across Council. An annual report is prepared for Council to track progress against the plan and more frequent updates are provided to the HAC.
- 7. A significant amount of strategic work has been undertaken in the past four years to achieve the Heritage Strategy actions which required planning scheme amendments to implement changes in the Yarra Planning Scheme. This included introducing statutory overlays to protect Heritage places identified in heritage gap studies, introduce permit exemptions for minor works and review and update Council's data on the Victorian Heritage Database. This was a significant achievement for Council and a huge investment of resources. The City of Yarra now boasts the highest number or places in a Heritage Overlay of any Victorian local government.
- 8. It is estimated that to coordinate the HAC, Heritage Strategy Implementation and Heritage Planning Scheme Amendments required approximately 60% of a full time Strategic Planner role. In addition to this a Strategic Planning Coordinator and Manager reviewed outputs prepared by the Strategic Planner and attended all HAC meetings. In 2016/17 the HAC had a budget of \$70,000 for Heritage Strategy implementation actions and Council contributed \$50,000 to the Heritage Restoration Fund. This is a substantial investment in heritage activities for a local Council.
- 9. The HAC and council officers have contributed to the following achievements over the term of the committee:
 - (a) assisting Council in the development of the Heritage Strategy and Implementation Plan:
 - (b) contributing to Council policy development, identifying strategic issues such as the Theatres Study and the nominations of state significance of the World War I Honour rolls;

- (c) the Heritage Strategy Implementation Plan securing new heritage protection through the Heritage Overlay in the Yarra Planning Scheme for a large number of additional places identified in Heritage Gap studies; and
- (d) Significant progress has been made in completing or commencing the 35 actions in the Heritage Strategy Implementation Plan.

HAC Review 2017

- 10. In early 2017 Beverly Kliger & Associates was commissioned by the City of Yarra to review the effectiveness of the Yarra Heritage Advisory Committee (HAC) and make recommendations to Council on the future of the committee.
- 11. The review involved consideration of:
 - (a) The HAC Terms of Reference;
 - (b) The membership of the HAC and committee processes;
 - (c) The HAC Agenda and Minutes to understand attendance and range of topics discussed;
 - (d) Reporting of HAC to full Council;
 - (e) The Yarra Heritage Strategy and Implementation Plan (2014-2018);
 - (f) HAC's role in relation to the Yarra Heritage Strategy and implementation actions; and
 - (g) Consultation with Councillors, Council staff and HAC members.
- 12. Managing heritage at a local level is complex. Local governments need to identify, conserve and manage significant physical and cultural heritage whilst ensuring the municipality is vibrant and experiences social and economic growth and development to meet the needs of its growing community.
- 13. The review found there are differing and strong opinions about Council's role in heritage. The purpose of advisory committees is to provide Council with access to expert advice and engage local stakeholders in strategy and policy development.

Proposal for Future Directions for HAC

- 14. The HAC Review Report (July 2017) (Attachment 1) presents 3 options for the future direction of the HAC (excerpt from report).
 - Option One Maintain the Current Heritage Advisory Committee
- 15. There are problems with the current operation of the Heritage Advisory Committee in that it spends too much time on local issues (without a strategic focus). In addition the current membership, with its emphasis on resident groups means current consultation is more akin to community consultation, rather than a heritage advisory group providing peer review.
 - Option Two Adopt a New Reconstituted Heritage Advisory Committee
- 16. A reconstituted HAC could operate more effectively by introducing changes including membership and redirecting the Committee to operate in accordance with a revised term of reference. A renewed emphasis on policy could ensure that the City of Yarra's heritage strategy and polices meet best practice.
- 17. It would also ensure the Committee is project and policy focussed with a specified lifespan. A reconstituted Committee would also offer the opportunity to include other professional expertise interests such as the property sector, a conservation planner, archaeologist, or historian aboriginal representative, and landscape architect/specialist.
- 18. It is considered that the Council would benefit from the advice of an independent, multidisciplinary, professional and expert advisory committee, to weigh up competing evidence, analysis and information when it arises.

Option Three – Dissolve the Current Heritage Advisory Committee

- 19. Dissolving the current HAC would not limit Council's ability to consult broadly on heritage matters with a range of experts and the wider community as it is not the only means of consulting with these groups. The officer time currently devoted to servicing the committee could be diverted to implementing other heritage projects.
- 20. The options were presented to the HAC in March 2017; the committee members were keen to retain the HAC with some changes.
- 21. The report focusses on Option 2 and provides specific recommendations for a renewed Heritage Advisory Committee to provide effective strategic advice to Council by revising the Terms of Reference, renewing the committee membership, providing a structured approach to the committee's operations and changing the name of the committee to the Heritage Strategy Advisory Committee.
- 22. The report concludes that the committee's assistance in developing the Heritage Strategy has provided that value in the past. The operation of the committee in the future needs to continue to add that value. In order to do that, a restructuring of the HAC is required.

HAC Review Recommendations

23. The Review Report (July 2017) provides 17 recommendations for the future of the committee outlining specific changes to the Terms of Reference, membership and committee processes and to clarify the role of the committee in the implementation of the Heritage Strategy actions.

Future of the committee

- 24. The report argues that there is a role for the committee in providing <u>strategic</u> heritage advice to Council, in a more clearly defined manner. The report supports the strategic role and value of the committee which can be emphasised by changing the name of the committee to more clearly nominate its strategic role.
- 25. Responses to the review included a range of views about the change to the committee name with some HAC members supporting retention of the current name, some supporting including reference to 'strategy' or 'strategic' in the new committee's name. The inclusion of a reference to the strategic purpose of the committee would help to convey the scope of the committee's work and is considered

Recommendation

 Appoint a Heritage Strategy Advisory Committee for a four-year term with quarterly meetings

Terms of Reference (Purpose and Objectives)

- 26. The current Terms of Reference whilst intended to focus on strategic matters, are extremely broad and appear to focus on built heritage. The breadth of the terms of reference may have contributed to differing views on the role of the HAC by its members. Hence, a renewed Heritage Advisory Committee should have more concise terms of reference that clarify the committee's strategic focus and provide an outline of the expectations regarding roles and responsibilities of committee members, Council officers and Councillors.
- 27. The terms of reference will be reviewed and revised once Council has considered the report's recommendations and will be reported to Council at the time a new committee is appointed following an expression of interest process.

Recommendation

2. Revise and simplify the purpose and objectives of the committee's terms of reference.

Membership

- 28. To ensure that the HAC provides effective advice to Council requires a renewal of the membership as follows:
 - (a) attracting members with professional expertise across a range of disciplines such as history, landscape and culture; and

- (b) members should be from representatives of local heritage groups, in line with the terms of reference which are written with the intention that community members are representatives of local heritage/community groups.
- 29. The proposed changes seek both continuity within the committee and generation of new ideas and direction by encouraging a mix of new and existing members. Renewal of membership ensures diversity of expertise and possibility of new strategic considerations being provided to the Council.

Recommendations for the membership of HAC

- 3. The committee membership be a mix of those drawn from local heritage and community groups and at minimum a third of members have specific expertise from a range of sectors (conservation architecture, landscape architecture, aboriginal heritage, history and cultural planning).
- 4. Encourage a mix of new and existing members for the committee membership and require all existing committee members seeking another term to re-nominate
- 5. Ensure committee members with long standing involvement in, or who hold a position in a local heritage /community groups are representative of the local heritage /community group at the HAC.

Operations of the HAC

Meetings

- 30. It is good practice to set both annual and meeting objectives for an advisory committee. The committee currently meets for two hours bi-monthly, reducing the meetings to quarterly would still maintain the integrity of the committee but remove the resourcing requirements for one meeting per year. To ensure maximum value is gained from the meeting clear goals should be set for each year for the committee. If, as in 2017, Council is aware of a major heritage policy review (Heritage Policy in the Yarra Planning Scheme) the committee's advice on this policy can be clearly set out as a goal for the year and then become a priority action for meetings.
- 31. Involving the HAC meeting's chairperson in the development of the meeting agenda, objectives, and intended outcome(s) should assist the chairperson in their role of managing the meeting and committee members' expectations. This should be managed jointly with the officer coordinating the HAC and with the input from committee members.

Delegate Reporting to Council

- 32. The recommendations of the committee are intended to assist Council in making informed decisions on complex strategic and policy matters. At the same time, as an advisory committee, it only has the capacity to 'advise' or' refer' matters to Council for a decision.
- 33. More recently the HAC chair has provided a delegate's report to a Council meeting as a means of informing the Council of the Committee's deliberations and any recommendations or advice. This appears to be effective in raising the profile of the HAC and its work and as such, reporting to the Council meeting via a Councillors Delegate Report is considered appropriate.

Coordination by Council officers

- 34. Responsibility for the HAC and Heritage Strategy Implementation Plan is currently with the Strategic Planning team. There has been significant achievement over 10 years of strategic planning work to implement improved heritage protections into the Yarra Planning Scheme. In the future the actions in the Implementation Plan may (in part) be more aligned with other Council departments. Monitoring and resourcing the Implementation Plan will be very important.
- 35. The unofficial allocation of officer time to coordinate the HAC and lead the progress of actions in Heritage Strategy Implementation Plan could be formalised to provide clarity.
- 36. The review has identified opportunities for improving the operations of the committee through setting annual goals, meeting objectives and including the chair in the preparation of the committee meeting agenda.

Recommendations for operational improvements for HAC:

- 6. The committee sets realistic and measurable annual goals at its first meeting to guide the focus and priorities for the year.
- 7. Meeting objectives with clear outcomes be set for each meeting and be set out in the agenda.
- 8. Monitor the progress of the achievement of the annual goals at each meeting.
- 9. The role of the Chairperson be expanded to include participation in planning the agenda and setting the objectives and proposed outcome for each committee meeting
- 10. Formalise the staff resourcing of the HAC and coordination of the Heritage Strategy and Implementation Plan.
- 11. All new agenda items be accompanied by background information and statement of the key issue(s) requiring consideration by the committee and be circulated, at minimum, a week prior to the meeting. This includes providing committee members with the opportunity to nominate agenda items for meetings.
- 12. Clarify the role and responsibility of the committee members progressing the actions in the Heritage Strategy Implementation Plan.
- 13. A Councillor Delegate Report be presented to Council reporting on the activities of the committee after each meeting.

HAC Role in the Heritage Strategy and Implementation Plan

- 37. The Heritage Strategy and Implementation Plan would benefit from a strategic review to be redrafted with fewer objectives and provide greater clarity on priorities and associated resources to support implementation and set more realistic expectations of the role of volunteer committee members. It should avoid addressing Council's operational matters. Similarly, the promotion objectives and priorities should be reviewed in line with priorities and associated resources to support implementation. This review would enable consideration of inclusion of promotion of aboriginal cultural heritage. The redrafted Heritage Strategy should include a flow chart setting out the relationship between the Heritage Strategy, the Council Plan and other key Council policies.
- 38. The revised Heritage Strategy and Implementation Plan should set clear priorities and outline the responsibilities for the committee and relevant Council departments. The current Heritage Strategy expires in 2018 and a review/renewal of the Heritage Strategy is proposed for the latter part of 2018/19.

Recommendations for the Heritage Strategy and Implementation Plan:

- 14. The Heritage Strategy be reviewed and revised to ensure achievement of the objectives. Clear priorities to be set for achievement of objectives.
- 15. The roles and responsibilities of the committee and relevant Council departments, priorities and resourcing for the delivery of the Heritage Strategy be made clear as part of setting realistic implementation actions.
- 16. The heritage committee contribute to the implementation of the Heritage Strategy and receive reports on the status of implementation activity.
- 17. The committee contribute to the Heritage Strategy review and update in 2018/19

External Consultation

- 39. Telephone interviews were held with current members who had participated in the HAC prior to 2017 and two professional expert members who have resigned from the committee. An interview guide was used to ensure all interviews encompassed the same issues. Telephone interviews were also conducted with Councillor members of the HAC, two current members and a retired Councillor who had been on the HAC from its inception.
- 40. A brief workshop was held with the HAC members on 27th March 2017 regarding the possible future direction for the HAC. This workshop followed a short presentation of the findings of interviews with HAC community members and City of Yarra staff who have supported the HAC.

41. The final HAC Review report was circulated to members for comment and was discussed at the HAC meeting on 24 July 2017. Four members had provided written comments. There was general support for the recommendations. A summary of their comments is included in the attachment to this report (Attachment 2).

Internal Consultation (One Yarra)

42. A group discussion was held with strategic planning Council officers who have worked with and supported the HAC. Also, a telephone interview with the former Coordinator of Strategic Planning who held this position at the time the HAC was established.

Financial Implications

- 43. The financial implications are the resource costs to Council to coordinate the committee.
- 44. Currently, Council invests significant resources in terms of officer time and funding to support the operation of the committee and implementation of the Heritage Strategy and Implementation Plan.
- 45. It is estimated that to coordinate the HAC, Heritage Strategy Implementation and Heritage Planning Scheme Amendments required approximately 60% of a full time Strategic Planner's time each week, as well as the Strategic Planning Coordinator's and Manager's time to review outputs prepared by the Strategic Planner and prepare materials and attend HAC Meetings.
- 46. For 2016/17 the HAC had a budget of \$70,000 for Heritage Strategy implementation actions and Council contributed \$50,000 to the Victorian Heritage Restoration Fund.
- 47. This is a substantial investment in Heritage activities for Council.
- 48. The current level of resourcing would be appropriate to implement the recommendations from this review regarding: the remit of the committee; membership; and operational improvements; as well as review of the Heritage Strategy in the context of what can realistically be achieved in each year.
- 49. It is also important to note that Council resolved, at its meeting on 1 August 2017, to appoint a dedicated in-house Heritage Adviser from existing staffing resources. Resolution 11.2 point 3 (a) (iii) states:
 - "the Chief Executive Officer to establish dedicated in-house Heritage Advice from existing internal staffing resources on a 12-month trial".
- 50. That is currently being implemented; Councillors will be kept informed of the work plan out of that arrangement.

Economic Implications

51. There are no known economic implications from considering the future of the HAC.

Sustainability Implications

52. There are no known sustainability implications from considering the future of the HAC.

Social Implications

53. The social implications from considering the future of the HAC include the potential for a range of community members and professionals in Yarra with an interest and/or expertise in Heritage and links to heritage groups to be involved in providing strategic advice to Council through the committee.

Human Rights Implications

54. There are no known human rights implications.

Communications with CALD Communities Implications

55. The review involved engagement with the HAC members and associated Council staff and Councillors. There are no CALD community members on the committee.

Council Plan, Strategy and Policy Implications

- 56. The review involved engagement with the HAC members and associated Council staff and Councillors. There are no CALD community members on the committee.
- 57. The local planning heritage policy in the Yarra Planning Scheme is being reviewed as part of the wider Planning Scheme rewrite, the current HAC members have been providing advice on the development of the policy. This could continue with a renewed HAC or the current members could be invited to future engagement events and provide advice on the draft policy.
- 58. The Council resolution of 1 August (as stated above) is also of relevance.

Legal Implications

59. There are no known legal implications.

Other Issues

- 60. Council established the HAC for a four year term, which would see the Committee end before a new Committee is appointed. In order to avoid a hiatus between the current HAC and the appointment of a new HAC, it is necessary to formally extend the term of the current HAC until such time as Council appoints a new HAC. By providing this 'interim' arrangement the HAC will still be able to meet and advise Council and maintain its involvement with the development of the new heritage planning policy.
- 61. If Council supports establishing a new committee, an expression of interest process will be held prior to the end of 2017 with a report and recommendations provided to council in early 2018.

Options

62. The HAC Review Report presents 3 options for the future direction of the HAC which are discussed earlier in this report.

Conclusion

- 63. The HAC Review Report indicates the HAC has provided some value to Council in the past four years, the most notable contribution being the development of the Heritage Strategy and Implementation Plan. However Council invests significant resources in terms of officer time and funding to support the operation of the committee and implementation of the Heritage Strategy and Implementation Plan.
- 64. The Review Report provides three options for the future of the committee:
 - (a) Option 1 Maintain the Current Heritage Advisory Committee;
 - (b) Option 2 Adopt a New Reconstituted Heritage Advisory Committee; and
 - (c) Option 3 Dissolve the Current Heritage Advisory Committee.
- 65. Option 2 is the preferred option being: the appointment of a renewed Heritage Strategy Advisory Committee for a further 4 year term to provide effective strategic advice to Council.
- 66. Specific recommendations for revisions to the Terms of Reference, renewing the committee membership and providing a structured approach to the committee's operations seek to ensure the committee would add value to strategic heritage matters at Council in the future
- 67. The office would continue to service the committee and coordinate the Heritage Strategy Implementation.
- 68. If Council supports the establishment of a new committee, the current term of the HAC would need to be extended until a new HAC is appointed by Council. Current HAC members are keen to maintain continuity so as to be able to contribute to the planning scheme rewrite.

RECOMMENDATION

- 1. That Council notes the officer report on the Review of the Heritage Advisory Committee (HAC) prepared by Beverley Kliger and Associates and its findings and recommendations.
- 2. That Council, having considered the HAC Review and the officer recommendations, resolves to:
 - (a) appoint the Heritage Strategy Advisory Committee:
 - (i) rename the committee to the Heritage Strategy Advisory Committee;
 - (ii) appoint a Heritage Strategy Advisory Committee for a four year term with quarterly meetings;
 - (iii) revise and simplify the purpose and objectives of the committee's terms of reference as set out in recommendations of the HAC Review, noting these will be reported to Council at the time of considering nominations for the Committee;
 - (b) interim arrangements:
 - (i) extend the term of the existing HAC until a new Heritage Strategy Advisory Committee is appointed.
 - (c) committee membership:
 - seek expressions of interest for new committee members to the Heritage Strategy Advisory Committee comprising 12 community members and an officer from the National Trust. At least a third of the twelve community members should have specific expertise from conservation architecture, landscape architecture, aboriginal heritage, history and cultural planning;
 - (ii) encourage a mix of new and existing members for the committee membership and require all existing committee members seeking another term to re-nominate;
 - (iii) require that community members with long standing involvement in local heritage / community groups represent the views of that group at the Heritage Strategy Advisory Committee;
 - (d) operation of meetings:
 - endorse the recommendations of the HAC Review in relation to the operation of the current meetings and ensure the new committee meetings and agendas are amended accordingly.
 - (e) Heritage Strategy:
 - (i) continue to support the implementation of the current Heritage Strategy and ensure that the renewed committee contributes to the preparation of a revised Heritage Strategy to be prepared in 2018/2019; and
 - (ii) endorse the recommendations of the HAC Review in relation to the current Heritage Strategy to ensure that the new strategy more clearly defines how its objectives are to be achieved and projects implemented, the roles and responsibilities of committee members and Council in implementing the strategy and the resources required to deliver it.
- 3. That Officers advise current HAC members of the Council's decision.

CONTACT OFFICER: Amanda Haycox Strategic Planner

TEL: 9205 5322

Attachments

- 1 Heritage Advisory Committee Review Report 2017
- 2 Summary of HAC member submissions to review

Review of City of Yarra Heritage Advisory Committee (HAC)



Executive Summary

The Heritage Advisory Committee (HAC) was established in 2013 for a 4 year term, in response to community members indicating they had value to add in assisting Council with strategic heritage matters.

In early 2017, Beverly Kliger & Associates was commissioned by the City of Yarra to review the effectiveness of the Yarra Heritage Advisory Committee (HAC) and make recommendations to Council on the future of the committee, suggestions for improvements and outline resource implications.

After a review of the HAC Terms of Reference (ToR), meeting agendas and minutes, the Yarra Heritage Strategy and Implementation Plan Progress Reports and consultation with the committee members, Council staff and Councillors the following conclusions have been drawn:

- A major achievement of the committee was assisting Council in the development of the Heritage Strategy and Implementation Plan.
- Other achievements include contributing to Council policy development, identifying strategic issues such as the Theatres Study, the nominations of state significance of the World War I Honour roles.
- A significant achievement from the Heritage Strategy Implementation Plan was securing new heritage protection through the Heritage Overlay in the Yarra Planning Scheme for a large number of additional places identified in Heritage Gap studies.
- After completion of the Heritage Strategy the committee lost some qualified members.
- The committee is divided on its role with a number of current members seeking to engage in operational matters especially statutory planning matters.
- The Terms of Reference of the HAC are complex and appear to focus on the built environment to the exclusion of natural and cultural heritage.
- There has been consistent desire of HAC members to engage with Council's operational process especially those related to individual planning decisions.
- There is room for improvement in the chairing and management of HAC meetings
- There has been a lack of engagement by members of the HAC in promotional activities set out in the Heritage Strategy.
- Although the Heritage Strategy Implementation Plan is ambitious with a large number of actions without clear priorities, significant progress has been made in completing or commencing the 35 actions.
- The HAC should participate in the review of the Heritage Strategy when this occurs.

Council advisory committees should enable Council to access expert advice and engage local stakeholders in strategy and policy development. To ensure that the heritage advisory committee provides effective strategic advice to Council, requires a revision of the terms of



July 2017

i

reference, a renewal of the committee membership and a structured approach to the committee's operations. A consolidated list of recommendations is provided below.

CONSOLIDATED LIST OF RECOMMENDATIONS:

Recommendation for the future of the HAC:

 Appoint a Heritage Strategy Advisory Committee for a four-year term with quarterly meetings

Recommendation for the Terms of Reference:

2. Revise and simplify the purpose and objectives of the committee's terms of reference.

Recommendations for the membership of HAC:

- The committee membership be a mix of those drawn from local heritage and community groups and at minimum a third of members have specific expertise from a range of sectors (conservation architecture, landscape architecture, aboriginal heritage, history and cultural planning).
- 4. Encourage a mix of new and existing members for the committee membership and require all existing committee members seeking another term to re-nominate
- 5. Ensure committee members with long standing involvement in, or who hold a position in a local heritage /community groups are representative of the local heritage /community group at the HAC.

Recommendation for operational improvements for HAC:

- 6. The committee sets realistic and measurable annual goals at its first meeting to guide the focus and priorities for the year.
- 7. Meeting objectives with clear outcomes be set for each meeting and be set out in the agenda.
- 8. Monitor the progress of the achievement of the annual goals at each meeting.
- 9. The role of the Chairperson be expanded to include participation in planning the agenda and setting the objectives and proposed outcome for each committee meeting
- Formalise the staff resourcing of the HAC and coordination of the Heritage Strategy
 Implementation Plan (equivalent to 60% of an officers full time role at a Band 6 level)
- 11. All new agenda items be accompanied by background information and statement of the key issue(s) requiring consideration by the committee and be circulated, at minimum, a week prior to the meeting.
- 12. Clarify the role and responsibility of committee members progressing the actions in the Heritage Strategy Implementation Plan.



ii

13. A Delegate Report be presented to Council reporting on the activities of the committee after each meeting.

Recommendations for Heritage Strategy and Implementation Plan:

- 14. The Heritage Strategy and Implementation Plan be reviewed and revised to ensure achievement of the objectives. Clear priorities to be set for achievement of objectives.
- 15. The roles and responsibilities of the committee and relevant Council departments, priorities and resourcing for delivery of the Heritage Strategy be made clear as part of setting realistic implementation actions.
- 16. The heritage committee contribute to monitoring the implementation of the Heritage Strategy and receive reports on the status of implementation activity.
- 17. The committee contribute to the Heritage Strategy review and update in 2018/19



iii

Review of City of Yarra Heritage Advisory Committee (HAC)	1			
Executive Summary	i			
1. Introduction and Background				
2. What is an Advisory Committee?	2			
3. Overview of Yarra Heritage Advisory Committee	3			
3.1 Resourcing the HAC	3			
4. Review of the Heritage Advisory Committee	5			
4.1 Terms of Reference Terms of Reference Purpose and Objectives 4.1.1 Key findings - Terms of Reference (Purpose and Objectives)	5			
4.2 HAC Membership	8			
4.3 Operations of the Heritage Advisory Committee	9			
5. Recommendations for the Future of the Heritage Advisory Committee	13			
5.1 Heritage Strategy Advisory Committee	13			
5.2 Revise Advisory Committee Purpose and Objectives	15			
5.3 Renewed Committee Membership	15			
5.4 Operation of the Renewed Heritage Advisory Committee	18			
6. Heritage Strategy and Implementation 6.1 Key Finding – Heritage Strategy and Implementation				
7. Stakeholder Engagement	22			
7.1 HAC Members and Council Officers	22			
7.2 Interviewee Suggestions for Future Direction of HAC	24			
7.3 Councillor Interviews				
8.Proposal for Future Directions for HAC	28			
8.1 Key Finding Future Options	29			
Attachment 1 – Interview Guide	32			
Attachment 2 List of Consultation Interviewees	33			
Attachment 3 HAC Meeting Minutes Summary	35			



1

Review of City of Yarra Heritage Advisory Committee (HAC)

1. Introduction and Background

In February 2017 Beverly Kliger & Associates was contracted by the City of Yarra to review the effectiveness of the Yarra Heritage Advisory Committee (HAC) and make recommendations to Council on the future of the committee.

The review involved consideration of:

- 1. The HAC Terms of Reference (ToR)
- 2. The membership of the HAC and committee processes
- 3. The HAC Agenda and Minutes to understand attendance and range of topics discussed
- 4. Reporting of HAC to full Council
- 5. The Yarra Heritage Strategy and Implementation Plan (2014-2018)
- 6. HAC's role in relation to the Yarra Heritage Strategy and implementation actions
- 7. Consultation with Councillors, Council staff and HAC members.

The City of Yarra Heritage Advisory Committee (HAC) commenced in May 2013. It comprises 12 community representatives and a nominee from the National Trust. The HAC meets bi-monthly and is chaired by Councillor. Currently, more than half of the initial members remain on the current HAC committee.

The terms of reference were initially adopted in April 2013 and subsequently revised in July 2014. The terms of reference set out that the HAC ceases to exist four years from the date of its appointment unless extended by the full Council.¹ In mid-2017 the HAC will cease to exist unless extended by Council.

This report sets out recommendations relating to the future of the HAC, proposed changes to the ToR, membership and committee processes and to clarify the role of the committee in the implementation of the Heritage Strategy.

A key aspect of the review was an analysis of in-depth interviews with Councillors, Council staff and HAC members.

Telephone interviews were held with current members who had participated in the HAC prior to 2017 and two professional expert members who have resigned from the committee. An interview guide was used to ensure all interviews encompassed the same issues (Attachment 1). Telephone interviews were also conducted with Councillor members of the HAC, two

¹ Heritage Advisory Committee Terms of reference Clause 8 (a) Terms of the committee



1

Review of City of Yarra Heritage Advisory Committee (HAC)

current members and a retired Councillor who had been on the HAC from its inception. (Listing of all interviewees Attachment 2).

A group discussion was also held with strategic planning Council officers who have worked with and supported the HAC. Also, a telephone interview was held with the former Coordinator of Strategic Planning who held this position at the time the HAC was established.

A brief workshop was held with the HAC members on 27th March 2017 regarding the possible future direction for the HAC. This workshop followed a short presentation of the findings of interviews with HAC community members and City of Yarra staff who have supported the HAC.

2. What is an Advisory Committee?

The Review uses the International Association for Public Participation definition of an advisory committee that sets out that an Advisory Committee is a structured group of community or stakeholder representatives that meets regularly and operates under a Terms of Reference. It can vary from members providing their own feedback or ideas, to members acting as a conduit between the broader community and the organisation².

Advisory committees are usually a small group and work well in situations that have:

- a high level of complexity
- · political considerations
- where there is a need for ongoing engagement

Advisory Committees provide Council with the possibility of engaging expert advice to inform decision making and involve stakeholders in Council's strategy and policy development. In this way, Advisory Committees provide Council with the opportunity to maximise the skills and expertise that exist in the community to complement the role of Council in policy-making.

It appears that the Advisory Committees in the City of Yarra have been established to provide expert advice to Council and program and policy development. A perusal of the ToR of several Yarra's Advisory Committees revealed that these ToR are concise and have clear roles and responsibilities. The focus of these Advisory Committees is strategy development it is clearly set out in the ToR. Moreover, it is very clear that none of the Advisory Committees have decision - making powers or a role in consideration of the operational functions of Council.

Reverley Kliger 2

² IAP2 – International Association for Public Participation

Review of City of Yarra Heritage Advisory Committee (HAC)

3. Overview of Yarra Heritage Advisory Committee

The Yarra HAC was established in response to community members indicating they had value to add in assisting Council with strategic heritage matters. The concept of establishing the HAC was supported by Council at the 21 August 2012 meeting, the HAC proposed to strengthen Council's response to strategic heritage matters and provide a link with the community. The first draft of the Terms of Reference (ToR) for the committee was adopted at the meeting.

Revised ToR and recommendations for nominations for 12 community representatives were adopted by Council in April 2013. HAC meetings are undertaken on a bi-monthly basis. Membership is for two years with the possibility of serving four years. Two Councillors are members and one is the appointed Councillor who chairs the meetings. Additionally, there is a representative from the National Trust.

The first meeting of the HAC was held on 30 May 2013, more than half of the initial members remain on the current committee.

Community representatives are appointed for a two-year period and are selected via a public notification process. Applicants with associations with heritage/community groups were encouraged to apply.

The initial HAC had a membership with a breadth of knowledge, expertise and experiences. At commencement, the HAC members with long standing links to local heritage and resident groups were complimented by members with professional training and expertise in archaeology, aboriginal and cultural heritage, heritage architecture, and the arts. This ensured that the initial HAC that was instrumental in ensuring the Heritage Strategy undertook a comprehensive consideration of heritage.

3.1 Resourcing the HAC

Since its establishment the HAC has been coordinated by the Strategic Planning Team in the City Strategy Branch at Yarra City Council.

The following administration is required for each meeting:

- · Booking meeting rooms and catering
- Preparing a draft Agenda and circulating to Councillors for approval
- · Circulating the Agenda to the Committee a week in advance of meetings
- Preparing for the meeting, which often requires preparation of materials for distribution, co-ordination of guest speakers, preparation of presentations to the committee, designing and facilitating workshop activities



3

Review of City of Yarra Heritage Advisory Committee (HAC)

- Attendance at the HAC meetings bi-monthly for 2.5 -3 hours
- Preparing Minutes from the meetings and circulating to the committee
- Preparing a Delegate Report for Council on each meeting
- Making Agendas, Minutes and Delegate Reports available on Council's website
- Responding to HAC e-mail enquiries and requests for information in between meetings

In addition to the HAC meetings the Heritage Strategy Implementation and reporting to the committee is also led by the Strategic Planning team. The Heritage Strategy and Implementation was developed in Year 1 of the HAC term, it contains 35 actions. The focus for the subsequent years has been on completing the actions, 32 actions are completed or underway and only 2 are yet to commence. The original intent was that the committee would have a role in progressing some of the actions, however this has largely not been the case. An annual report is prepared for Council to track progress against the 35 actions and more frequent updates are provided to the HAC.

A significant amount of strategic work has been undertaken in the past four years to achieve the Heritage Strategy actions which required planning scheme amendments to implement changes in the Yarra Planning Scheme. This included introducing statutory overlays to protect Heritage places identified in heritage gap studies, introduce permit exemptions for minor works and review and update Council's data on the Victorian Heritage Database. This was a significant achievement for Council and a huge investment of resources from the strategic planning team.

It is estimated that to coordinate the HAC, Heritage Strategy Implementation and Heritage Planning Scheme Amendments required approximately 60% of a full time Strategic Planner's time each week, the Strategic Planning Coordinator and Manager to review outputs prepared by the Strategic Planner and preparation of materials and attendance at HAC Meetings.

For 2016/17 the HAC had a budget of \$70,000 for Heritage Strategy implementation actions and Council contributed \$50,000 to the Heritage Restoration Fund.

This is a substantial investment in Heritage activities for a local Council.



4

Review of City of Yarra Heritage Advisory Committee (HAC)

4. Review of the Heritage Advisory Committee

This section sets out a summary of the reviews key findings relating to:

- The Terms of Reference of the HAC
- Committee membership
- · Operations of the HAC

4.1 Terms of Reference

The HAC was established to provide advice to Council on heritage strategic matters, the promotion of heritage, provide advice on protection of the natural, built and cultural heritage in the City of Yarra.

The current terms of reference for Council's Heritage Advisory Committee were adopted by Council on 22 July 2014.

Terms of Reference Purpose and Objectives

The Purpose and Objectives of the current Terms of reference

1. Purpose

- (a) To provide advice to Council on strategic heritage matters.
- (b) To support Council in the promotion of heritage matters.
- (c) To raise awareness of existing and new heritage services available and to assist in the development of future heritage services.
- (d) To facilitate the views of residents and heritage groups to Council on heritage matters.
- 2. Objectives, roles and responsibilities
 - (a) To provide input into strategic heritage related projects as requested (for example capital works projects, tourism projects, heritage studies, planning scheme amendments), having regard always, to statutory obligations concerning disability access and inclusion and safety principles.
 - (b) To make recommendations to Council about further work required to document and protect Yarra's natural, built and cultural heritage.
 - (c) To provide advice to Council on issues affecting heritage across the municipality (for example trends in development, sustainability, neglect of heritage places).



5

Review of City of Yarra Heritage Advisory Committee (HAC)

- (d) To provide advice to Council on recommendations for nominations of state, national or international significance.
- (e) To provide an advocacy role for heritage in Yarra including marketing, promotion and raising awareness of heritage matters and services.
- (f) To assist Council in sourcing external funding opportunities to further heritage conservation, promotion, management and education.
- (g) To provide feedback on the impacts of planning decisions on heritage in Yarra. A HAC's role is not to provide advice to Council on specific planning applications or to have any role in the determination of applications.

A review of the minutes of the meetings of the HAC from May 2013 to January 2017 indicates the important contribution that HAC has made to the development of the City of Yarra Heritage Strategy and feedback on policies at the State and Council level (summary of Minutes in Attachment 3). The HAC has also raised local planning decisions that indicate a strategic heritage concern, such as Smith Street heritage overlay, and alerted the Council to nominations of state significance, such as the World War I Honour roles.

However, the HAC appears to have had limited input into cultural or natural heritage matters and advice on promotion of heritage.

There appears to have been continual interest by HAC members to engage with Council's operational process related to individual statutory planning decisions.

It is likely that the tension between discussion of the operation of Council's heritage planning decisions and discussion of strategic issues and promotion of heritage has been fuelled by the breadth of the HAC terms of reference. For example:

The Terms of reference purpose includes an overarching statement

• To facilitate the views of residents and heritage groups to Council on heritage matters.

This could be interpreted to allow the HAC members to raise all matters of concern including operational matters such as heritage training of the statutory planners.

Additionally, it is unclear that the following statement in the Purpose of the terms of reference refers to:

To raise awareness of existing and new heritage services available and to assist in the development of future heritage services.



6

Review of City of Yarra Heritage Advisory Committee (HAC)

The objectives are very broad:

- To provide advice to Council on issues affecting heritage across the municipality (for example trends in development, sustainability, neglect of heritage places).
- To provide feedback on the impacts of planning decisions on heritage in Yarra. A HAC's
 role is not to provide advice to Council on specific planning applications or to have any
 role in the determination of applications.

Additionally, the objective to provide feedback on the impacts of planning decisions, whilst curtailing discussion of specific applications, may have contributed to a view that only built heritage is a focus of the HAC, rather than the intent that the HAC focus on the broader strategic implications of these decisions.

4.1.1 Key findings - Terms of Reference (Purpose and Objectives)

The Terms of Reference whilst intended to focus on strategic matters, are extremely broad and appear to focus on built heritage.

A comparison with other City of Yarra advisory committee terms of reference (Yarra Environment and Bicycle Advisory Committees) indicates that the HAC terms of reference are more extensive and complex than those of other committees. Additionally, the Environment Advisory Committee which has a focus on strategy and implementation of policy states that the membership should be a mix of skills and attributes to complement other members of the Committee, and have some members with specific knowledge and capacity. Similarly, the HAC has a focus on policy and strategy and should have a mix of skill, knowledge and capacity.

The terms of reference do not make clear that heritage includes the natural, cultural and built heritage as set out in the City of Yarra Heritage Strategy. The focus of the HAC's work appears also to have been primarily on built heritage.

The terms of reference Purpose includes a clause that is not clear

(a) To raise awareness of existing and new heritage services available and to assist in the development of future heritage services.

The breadth of the terms of reference may have contributed to differing views as to the role of the HAC by its members. Hence, a renewed Heritage Advisory Committee should have more concise terms of reference that clarify the committee's strategic focus.



7

Review of City of Yarra Heritage Advisory Committee (HAC)

4.2 HAC Membership

Heritage is a multidisciplinary field and expertise includes conservation architecture, public policy, town planning, historic archaeology, aboriginal heritage, history, landscape architecture and heritage interpretation. The HAC had such a mixed membership with professional experts when it was initially established and provided advice on the drafting of the Heritage Strategy.

However, after the completion of the Heritage Strategy several of the professional expert members found that the HAC discussions had moved away from strategic considerations. The focus on local planning issues, and operational matters coupled with time commitment resulted in expert members resigning.³

The loss of the expert members on the HAC may have resulted in a focus of members on planning decisions of Council, for example a desire to scrutinise the role and decisions of the Heritage Advisory Officers, a request to review the heritage training of statutory planning officers and further a request for statutory planning officers to attend HAC meetings. These are not appropriate considerations for an Advisory Committee with a focus on strategy.

There is currently a lack of wider representation from the expert heritage professionals and from a wide range of stakeholders who have a link to the City of Yarra. While many of these skills are represented, there is an opportunity to encourage the participation of additional members to augment the community interests already represented.

The comments from the two past members interviewed raised a further concern that the committee was not chaired well and as such some of the members with links to local resident action groups appeared to be able to persistently raising issues outside the remit of the committee regarding individual planning decisions.

The current HAC has a majority of members having a link with local heritage or community organisations, but few members with professional expertise. The current membership frequently asks questions of Council on various statutory planning issues and proposes new work programmes for Council which may not be strategically justified. When the HAC was established, the Council made it clear that statutory planning matters would not be referred to the HAC as there are statutory consultation processes already in place and this was not the objective of the committee.

Currently, whilst several committee members are members of local heritage or community groups they are not representatives of these groups. Currently the members are appointed as individuals with links to, and interest in, heritage via their membership in local heritage groups. This makes the status of their input to the HAC unclear – are the comments the opinion of a local heritage/community group or of the individual? Moreover, it makes the terms of

 $^{^{\}rm 3}$ Information drawn from consultations with past members of the HAC.



8

Review of City of Yarra Heritage Advisory Committee (HAC)

reference provision 3(h) that representative members of heritage/community *groups nominate* a replacement when they are unable to attend a meeting redundant.

4.2.1 Key findings – Membership

To ensure that the HAC provides effective advice to Council requires a renewal of the membership of the HAC by attracting members with professional expertise across a range of disciplines such as history, landscape and culture.

Given that the HAC is intended to provide advice on strategic and policy matters the membership of the HAC should be from representatives of local heritage groups. This is in line with the terms of reference which are written with the intention that community members are representatives of local heritage/community groups. Moreover, it appears from a perusal of a number of local government heritage advisory committees (e.g. City of Melbourne, City of Greater Bendigo) members are appointed as representatives of local heritage groups. In some instances, local heritage group membership rotates annually.

4.3 Operations of the Heritage Advisory Committee

Whilst the terms of reference state that a Councillor will chair the meetings it does not appear that there has been consistency in the chairing or involvement by the appointed Chair in the development or oversight of the HAC agenda.

A two-hour meeting is unlikely to deal with more than 3 key items.

All matters that are added to the agenda should be accompanied by information circulated to members before the meetings setting out background information, and what the issue is and why it is being raised at the HAC i.e. what are the points for consideration by the HAC.

There were suggestions that the committee could be more effective by taking on tasks in subcommittees. Subcommittees appear to be most effective when there are clear aims, allocation of tasks and responsibility for meeting timeframes and supported by staff from Council who can gather background information and provide a secretariat service. Thus, without specific staff resources available to support subcommittees it is not advisable that such groups be established. Sub committees had been established by HAC at its commencement. However, the lack of focus and clear goals combined with stretched staff resources was a contributing factor to the lack of effectiveness of these subcommittees. As discussed at a recent meeting, there is an expectation that committee members work between meetings and there is support for the establishment of informal working groups by interested members without



9

Review of City of Yarra Heritage Advisory Committee (HAC)

Council staff in-between committee meetings. The outcomes of these informal working groups could be presented to the HAC when the outcome of the work of was in line with the annual goals of the committee.

There was concern from some members that the committee did not sufficiently engage with all division across Council that are involved in heritage matters. The lack of participation from statutory planners was a primary concern for several HAC members. At the same time, it was acknowledged it is the role of the committee to consider the policy implications arising from planning decisions not individual decisions. Whilst other sections of Council also undertake heritage activities, such as the libraries, arts and culture and communications the strategic planning section has the primary coverage of heritage policy and strategy at this time. The Heritage Strategy Implementation Report indicates there has been a good level of cross-council engagement in the delivery of actions from the implementation plan with projects commenced and delivered with involvement from Economic development, Libraries, Communications and Engagement and Community Partnerships).

At the same time, it was raised that the committee has not been particularly engaged in heritage promotion. It was proposed in the consultations that a heritage promotion activity could be undertaken with the committee's oversight. To assist with likely successful achievement of a promotional /education project overseen by the renewed heritage committee, it would also be advisable for the committee to develop a project plan. The project plan could include the intended objective and outcome of the project, the resources required and resources available from Council and other funding sources as well as committee member organisations to achieve the promotional/education activity. There would need to be a direct link with an action in the Heritage Strategy Implementation Plan that relates to heritage promotion.

In 2017, a Delegate Report was introduced for reporting the activities and recommendations of the HAC to Council. The Delegate Report is tabled at a full Council meeting. HAC members requested a copy of the Delegate Report and details of any Council discussion of the Delegate Report.

4.3.1 Key Findings - Operations of the HAC

The HAC is an advisory committee to Council as such should have Councillor engagement in the content of meetings and the key objectives for each meeting. There does not appear to be a clear statement for each meeting of the desired outcome of that meeting. Setting out the key objectives for each meeting that are in line with annual goals of the committee may assist with ensuring that the meeting does not become diverted into other issues and the agenda has the priority issues as the first items.

Kliger

10

Review of City of Yarra Heritage Advisory Committee (HAC)

As the focus of the heritage committee is strategic it is not appropriate for the statutory planners to attend the meetings. Whilst the strategic planning division has been allocated responsibility for the implementation of the Heritage Strategy, it may be useful for officers from other sections of the Council to attend committee meetings to discuss progress on implementation of the Heritage Strategy. Given the conclusion of the planning scheme amendments implementing the Heritage Gap Studies the responsibility for implementing the strategy may be better placed in another department in the future.

The HAC is an advisory committee to Council made up of experts, professionals, community representatives and Councillors and council staff. The recommendations of the committee are intended to assist Council in making informed decisions on complex strategic and policy matters. At the same time as an advisory committee it only has the capacity to 'advise' or' refer' matters to Council for a decision. As such reporting, direct to the Council meeting is appropriate.

Responsibility for the HAC and Heritage Strategy Implementation is currently with the Strategic Planning team, given the significant achievement of over 10 years of strategic planning work to implement improved Heritage protections into the Yarra Planning Scheme, in the future there may be more alignment with other Council departments.

4.4 Heritage Strategy and Implementation

The Heritage Strategy seeks to encompass all aspects of tangible and intangible heritage, cultural, physical and natural, whilst acknowledging that approximately 60% of properties the City of Yarra are covered by a Heritage overlay. A key aspect of City of Yarra's heritage is cultural heritage which is set upon a foundation of Aboriginal history linked to the Wurundjeri people of the Kulin Nation the traditional Owners. This cultural history extends from colonisation, industrialisation, suburbanisation and includes the role of the buildings in the development of Australia's political development. Additionally, Yarra has experienced a change of social demographic with settlement of migrants and change in the type of housing and employment. Moreover, there are key sites of natural heritage significance.

The Strategy is a 4-year plan that sets out Yarra's responsibilities and actions required to assess, document, protect conserve and celebrate Yarra's significant heritage whilst recognising the role of other tiers of government. The Heritage Strategy sets out Council's vision, principles and four strategic directions with goals, strategies and implementation priorities. The Strategy is very broad – it contains 35 actions and although an ambitious implementation plan a significant amount of progress has been made with 33 of the 35 actionS being completed or in progress. A number of the actions were large and complex multi-year projects. The development of the Heritage Strategy and Implementation Plan was the primary focus of the HAC in the first year of

Kliger Sociales

11

Review of City of Yarra Heritage Advisory Committee (HAC)

the committee with the second year more focussed on the actions in the implementation plan. The final year has been focussed on the Yarra Planning Scheme Rewrite and update of the Heritage local policy which has also reduced the officer time available to progress the actions in the implementation plan.

The Council Plan states that heritage is a major aspect of Yarra's uniqueness and identity. The Council Plan recognises the importance of Yarra's Aboriginal cultural heritage as well as promoting Yarra's arts, culture, history, diversity and vitality⁴. However, the Heritage Strategy lists a range of Council policies and strategies but does not indicate the relationship between the Heritage Strategy, the Council Plan and Yarra Planning Scheme as well other key strategies/policies. Showing the relationship to key Council policy drivers would more clearly demonstrate the importance of heritage to the Council.

The Strategy states that a HAC has been established to advise Council on strategic heritage matters.

Heritage Strategy Implementation Plans for years one and two have been developed. The Implementation Plan for year one set out a time line and lists for each action which Council department and external agency and/or the Heritage Advisory committee would be involved in the action.

After reviewing the Year 1 plan, improvements were made to the Year Two Implementation Plan and progress reports to set clear leadership for actions and it appears to set more achievable goals. Additionally, the role of the HAC in the year two implementation actions has focused on the promotion of heritage activity which is more in line with the current skills and interest of the committee.

The HAC received reports on the achievements of the implementation plan which indicated where follow up action was required.

4.4.1 Key Findings - Heritage Strategy and Implementation

The Heritage Strategy appears to be well structured and clear however is very ambitious given the resources available to implement the 35 actions. Some of the actions are complex and require extensive investigation and resourcing. For example, the planning scheme amendments and Heritage Policy work are multi-year projects or the action designated to HAC responsibility to identify and establish relationships with the custodians of major heritage places and record their needs and ideas for heritage in a database (Implementation Plan Year 2 action 3.2.1).

⁴ City of Yarra Council Plan 2013 -2017 pg. 14



12

Review of City of Yarra Heritage Advisory Committee (HAC)

Moreover, no relationship is set out in the Heritage Strategy with the Council Plan and the major policy drivers for Council. This is despite the importance of heritage being clearly set out in these overarching Council policies.

The Implementation Plan for year 2 clarified that strategic planning is responsible for the implementation of the Heritage Strategy. However, the difficulty in implementation is in part due to the ambitious nature of the Heritage Plan and complex nature of some of the larger projects such as the planning scheme amendments (which were a significant achievement for Council and the culmination of over 10 years of strategic planning work). For example, in the Implementation Plan Year 2 the HAC has designated primary responsibility for three promotion implementation activities and is included in two further implementation activities. Moreover, no priority or time is allocated to these activities. It is unrealistic that an advisory committee with volunteer members have the time to engage in so many activities. It is also unrealistic to expect that the responsibility for implementing the Heritage Strategy can be the sole domain of the strategic planning team when there are a number of projects such as oral histories and staff training in heritage among others that have no relation to strategic planning. Some of the actions are more operational matters for Council than they are actions for a heritage strategy eg staff training in heritage, support arts and culture with their heritage related events and review Council's heritage resources.

Notwithstanding the issues outlined above considerable progress has been made to achieve improved Heritage outcomes in the municipality, the ambitious nature of the Strategy has ensured officers have strived to progress almost all of the actions in the plan.

5. Recommendations for the Future of the Heritage Advisory Committee

Managing heritage at a local level is complex. Local governments need to identify, conserve and manage significant physical and cultural heritage whilst ensuring the municipality is vibrant and experiences social and economic growth and development to meet the needs of its growing community. There are differing and strong opinions about Council's role in heritage. Hence it is not surprising that the consultation revealed that there are tensions within the committee regarding the role of the HAC.

This section sets out the key findings and recommendations drawn from all aspects of the analysis. The recommendations set out the specific changes proposed to the current Heritage Advisory Committee.

5.1 Heritage Strategy Advisory Committee

Reverley Kliger 13

Review of City of Yarra Heritage Advisory Committee (HAC)

The Heritage Advisory Committee contributed effectively to the development of the Heritage Strategy and provided useful advice to Council on heritage policies and strategies. However, there has been consistent desire of HAC members to engage with Council's operational process especially those related to individual planning decisions.

If there had been no HAC, Council could have obtained community and expert input into the development of the Heritage Strategy with a series of targeted engagement activities. However, a one-off engagement process may not have provided the breadth of input and expertise from comprehensive consideration and discussion that was provided by the HAC members.

There is value in providing Council with expert advice on heritage policy and strategy from both community members with extensive engagement in heritage matters and professional experts who live or work within the City of Yarra. However, the cost to Council to resource the committee needs to be considered. Coordinating the committee and implementing the Heritage Strategy is a resource intensive operation, there needs to be identifiable benefits. Does the input of the HAC on strategic heritage matters lead to better outcomes than would otherwise be the case if the committee did not exist?

This report argues that there is a role for the committee in providing strategic heritage advice to Council, albeit in a more tightly defined role than currently. If the Council is to justify the future commitment of resources to support the committee, a revision of the terms of reference, frequency of meetings and a renewal of the membership of the HAC is required. Reducing the frequency of meetings to quarterly instead of bi-monthly will still maintain the integrity of the committee but will slightly reduce the resources required by removing the administration of one meeting. The terms of reference need to clearly articulate the role of the HAC providing advice on heritage policy and strategy and make it clear that its function is not to comment on individual statutory planning decisions and other operational matters. It is likely that the tension between discussion of the operation of Council's heritage planning decisions and discussion of strategic issues and promotion of heritage has been fuelled by the breadth of the current HAC terms of reference.

As such the HAC should be continued for a further four years in a renewed form commencing with renaming the committee as the Heritage Strategy Advisory Committee (HSAC) to make clear that the focus of the committee is at a strategic level not individual permit applications or the operational activities of the Council's statutory planning division and to align with the Heritage Strategy.

Recommendation:

 Appoint a Heritage Strategy Advisory Committee for a four-year term with quarterly meetings



14

Review of City of Yarra Heritage Advisory Committee (HAC)

5.2 Revise Advisory Committee Purpose and Objectives

The current HAC terms of reference do not make clear that the Heritage includes the natural, cultural and built heritage as set out in the City of Yarra Heritage Strategy. The current terms of reference are complex and could be revised and simplified in line with other City of Yarra advisory committee's terms of reference such as the Yarra Environment Committee's terms of reference.

Recommendation:

2. Revise and simplify the purpose and objectives of the committee's terms of reference.

The proposed revised purpose and objectives are set out below:

The purpose of the Heritage Strategy Advisory Committee is to provide Council with strategic heritage advice and to assist Council continue to identify, conserve and manage Yarra's significant heritage. Advise Council on a range of strategic heritage-related matters which are of interest to the community by providing expertise, local knowledge and guidance on heritage matters.

The Advisory Committee works to:

- Advocate heritage principles and practice
- Engender continuous improvement in Councils heritage policies and strategies
- Promote public awareness, appreciation and support for heritage cultural, natural and built
- Assist council in the development of policies and strategies in relation to Council's adopted
 Heritage Strategy, the Yarra Planning Scheme and Heritage Policy and the management of
 natural and cultural heritage generally in the City of Yarra.

Objectives

- To support Council in advancing the implementation actions of the Heritage Strategy and in the development and implementation of strategies, policies and programs related to heritage.
- Promote the natural, cultural and historic heritage of Yarra and to ensure it continues to develop
 a strong sense of place and identity
- Assist Council to source and allocate funding opportunities to further heritage conservation, promotion, management and education
- To recommend projects for which funding could be sought in line with the Heritage Strategy
- Provide access to the general community to distribute information and for public input into heritage management, e.g. provision of historical information from historical societies and heritage groups to improve citations and statements of significance for heritage places.

5.3 Renewed Committee Membership



15

Review of City of Yarra Heritage Advisory Committee (HAC)

Heritage is a multidisciplinary field and expertise includes conservation architecture, public policy, town planning, historic archaeology, aboriginal heritage, history, landscape architecture and heritage interpretation. The renewal of the committee provides an opportunity to encourage the participation of members with heritage expertise to augment the community interests currently represented. The membership would benefit from being a mix of those drawn from local heritage and community groups and at minimum a third of members have specific expertise from a range of sectors, such as conservation architecture, landscape architecture, aboriginal heritage, history and cultural planning.

It would be appropriate to aim to have at least a third of the renewed committee members with professional heritage expertise. The committee has 12 community members which appears to be standard number for advisory committee members at the City of Yarra.

The membership of the committee should include people who have a link to the City of Yarra (reside or work in the municipality).

Council should seek both continuity within the committee and generation of new ideas and direction by encouraging a mix of new and existing members. As part of the renewal process all existing members seeking another term should be required to re-nominate. Generally advisory committee members are appointed for a limited time period of two years, with a capacity to extend their term to a maximum of four years. Renewal of membership ensures diversity of expertise and possibility of new strategic considerations being provided to the Council.

Recommendations

- The committee membership be a mix of those drawn from local heritage and community groups and at minimum a third of members have specific expertise from a range of sectors (conservation architecture, landscape architecture, aboriginal heritage, history and cultural planning).
- 4. Encourage a mix of new and existing members for the committee membership and require all existing committee members seeking another term to re-nominate.

It would enhance transparency and accountability for HAC committee members with long standing involvement in or who hold positions with local heritage /community groups to be formally appointed as representatives of these groups. This may assist with a clear flow of information exchange regarding the heritage activities of these groups to Council and the possibility of undertaking combined projects between Council and local heritage /community groups.

Recommendation



16

Review of City of Yarra Heritage Advisory Committee (HAC)

5. Ensure committee members with long standing involvement in, or who hold a position in a local heritage /community groups are representative of the local heritage /community group at the HAC.



17

Review of City of Yarra Heritage Advisory Committee (HAC)

5.4 Operation of the Renewed Heritage Advisory Committee

It is good practice to set both annual and meeting objectives for an advisory committee. The committee currently meets for two hours bi- monthly. To ensure maximum value is gained from the meeting clear goals should be set for each year for the committee. If, as in 2017, Council is aware of a major heritage policy review (Heritage Policy in the Yarra Planning Scheme) the committee's advice on this policy can be clearly set out as a goal for the year and then become a priority action for meetings.

At the same time, setting objectives and proposed outcomes for each meeting, and stating them in the agenda circulated prior to the meeting, could assist in ensuring the meeting effectively considers the priority issues and time is allocated accordingly. These meeting objectives should also reflect the annual objectives.

The new process of setting annual goals and meeting objectives and outcomes should be reviewed each twelve-month period to assess the effectiveness of the renewed heritage committee process.

Involving the HAC meeting's Chairperson in the development of the meeting agenda, objectives, and intended outcome(s) should assist the Chairperson in their role of managing the meeting and committee member's expectations.

Currently, Council invests significant resources in terms of officer time and funding to support the operation of the committee. At the commencement of the committee with the development of the Heritage Strategy the support from a strategic planner to the committee was increased to facilitate the drafting of the Strategy. It appears that the heritage committee members that have had continued membership of the committee maintain an expectation of increased Council officer support time for the committee.

In my view the resourcing is more than appropriate for an advisory committee with a strategic focus. There have been significant achievements on strategic heritage matters over the term of the committee and substantial progress on the actions of the Heritage Strategy Implementation Plan. With the implementation of the recommendations from this review regarding the remit of the committee, membership and operational improvements and a review of the Heritage Strategy in the context of what can realistically be achieved in each year the current level of resourcing would be appropriate. The unofficial allocation of 60% of an officers time to coordinate the HAC and coordinate the progress of actions in Heritage Strategy Implementation Plan could be formalised to provide clarity. Some other Victorian Council's have a dedicated Strategic Heritage Officer, this may be worth considering in the future.



18

Review of City of Yarra Heritage Advisory Committee (HAC)

To ensure the effective operation of the renewed heritage committee and promote realistic expectations of committee members the level of strategic planning staff support that is available for the committee needs to be made clear.

Recommendation

- The committee sets realistic and measurable annual goals at its first meeting to guide the focus and priorities for the year.
- Meeting objectives with clear outcomes be set for each meeting and be set out in the agenda.
- 8. Monitor the progress of the achievement of the annual goals at each meeting.
- 9. The role of the Chairperson be expanded to include participation in planning the agenda and setting the objectives and proposed outcome for each committee meeting
- Formalise the resourcing of the HAC and coordination of the Heritage Strategy
 Implementation Plan (equivalent to up to 60% of an officers full time role at a Band 6
 level)

The setting of annual goals and meeting objectives should not preclude the committee from dealing with strategic issues as they arise during the year. However, new issues that are to be dealt with by the committee should only be undertaken after circulation, in advance of the meeting, of background information, and a statement of the issue(s) requiring attention of the committee. The item should only be included on the agenda where it can be clearly articulated what the strategic heritage issue is.

These new issues should only be considered by the committee with agreement of the committee chair and determination of the time commitment entailed. Providing the background information and issues in advance will enable the committee members to participate in a considered discussion. To assist with ensuring the committee stays focused on strategy and annual goals the Chairperson could review new items for relevance and priority.

Recommendation

11. All new agenda items be accompanied by background information and statement of the key issue(s) requiring consideration by the committee and be circulated, at minimum, a week prior to the meeting.

The promotion activities undertaken by the committee should be those set out in the Heritage Strategy and associated Implementation Plan. The Heritage Strategy - Year 2 Implementation Plan sets a number of promotion activities that are responsibility of the Heritage Committee, including HAC preparing a listing of events that celebrate Yarra's heritage such as restoration talks, open house schemes, heritage festivals and exhibition, and HAC participating in reviewing and updating the new resident kit to include heritage information. However, it does not appear that these tasks have been carried out.



19

Review of City of Yarra Heritage Advisory Committee (HAC)

As such the committee's promotion project plan could set priorities and time lines for achievement of the Heritage Strategy Implementation Plan promotion activities where the HAC has designated responsibility. It would be useful to also set out in the project plan intended objective and outcome, resources required and funding available for the projects.

The role and responsibility of committee members needs to be made clear.

Recommendations

12. Clarify the role and responsibility of committee members progressing the actions in the Heritage Strategy Implementation Plan.

The Delegate Report process should be continued with the renewed heritage committee. To ensure transparency a copy of the Delegate Report and Council minutes be circulated to the heritage committee members.

Recommendation.

13. A Delegate Report be presented to Council reporting on the activities of the committee after each meeting.

5.5 Heritage Strategy and Implementation Plan

The Heritage Strategy would benefit from a full review and be redrafted with fewer objectives and provide greater clarity on priorities and associated resources to support implementation and set more realistic expectations of the role of volunteer committee members. It should avoid addressing Council's operational matters. Similarly, the promotion objectives and priorities should be reviewed in line with priorities and associated resources to support implementation. This review would enable consideration of inclusion of promotion of aboriginal cultural heritage. The redrafted Heritage Strategy should include a flow chart setting out the relationship between the Heritage Strategy, the Council Plan and other key Council policies.

The revised Heritage Strategy Implementation Plan should set clear priorities and outline the responsibilities for the heritage committee and relevant Council departments.

Recommendations.

- 14. The Heritage Strategy be reviewed and revised to ensure achievement of the objectives. Clear priorities to be set for achievement of objectives.
- 15. The roles and responsibilities of the committee and relevant Council departments, priorities and resourcing for delivery of the Heritage Strategy be made clear as part of setting realistic implementation actions.



20

Agenda Page 175

Attachment 1 - Heritage Advisory Committee Review Report 2017

Review of City of Yarra Heritage Advisory Committee (HAC)

- 16. The heritage committee contribute to monitoring the implementation of the Heritage Strategy and receive reports on the status of implementation activity.
- 17. The committee contribute to the Heritage Strategy review and update in 2018/19



21

Review of City of Yarra Heritage Advisory Committee (HAC)

7. Stakeholder Engagement

This section summaries the comments made during the consultations were held with

- members of HAC present and former members
- · City of Yarra officers and former officers who supported the HAC
- Councillors who were members of the HAC current and former representatives.

7.1 HAC Members and Council Officers

Below is a table summarising the interview discussions with the HAC members and Council officers set out as strengths and weaknesses. As all the discussions were confidential no interviewee quotes are identified. The list of those interviewed is set out in Attachment 2.

Table 1: Overview of HAC member's comments set out as Strengths and Weakness

	Positive – Strengths	Negative - Weakness	Consultant's Commentary
Effectiveness of HAC including achievements and contributions	Majority agreement that HAC was instrumental in the development of the Heritage Strategy, a substantive Councilwide policy Raised the profile of heritage in Council Has enabled local issues to be raised as indicators of strategic issue — e.g. development of the Lyric theatre led to review of all historic theatres, review Smith Street overlay and inclusion of area from Gertrude Street to Victoria Parade, the World War I Honour Board gaining state significance Keep the Council honest" as such HAC has acted as a heritage watchdog	Not affect positive change to culture of City of Yarra to make heritage a priority i.e. embedded in Council Plan Focus on statutory planning with a concentration on the built environment and limited consideration of cultural and natural heritage Only engage with Strategic planners, but heritage encompasses all aspects of Council Not a cohesive group After achievement of the Heritage Strategy HAC has had no clear direction Some members are unclear about the contribution beyond the Heritage Strategy 'hard to see achievements' Some members concerned that the HAC is an avenue for critiquing Council when it should not be Not appear to achieve the educational /promotional activities set out in implementation plan despite skill of the HAC members	Lack of cohesion in the HAC limits achievements and contribution with some concern about the use of the HAC as a platform for "Council bashing" Some members are unclear about the contribution beyond the Heritage Strategy hard to see achievements The view that HAC operates heritage watch dog, keeping the Council honest makes clear the mismatch between the aims of some HAC members and the role and purpose of the HAC as set out in its ToR and the need to make explicit the committee's focus is strategy.



22

Agenda Page 177

Attachment 1 - Heritage Advisory Committee Review Report 2017

Review of City of Yarra Heritage Advisory Committee (HAC)

	Positive – Strengths	Negative - Weakness	Consultant's Commentary
Terms of reference (ToR)	Commentary on a range of Council policies and reports General agreement with current ToR Agreement that 2(g) needs to limit discussion to strategic implications	No report of the annual progress of the HAC per clause 7 (c) No clarity of the role of the HAC very broad "motherhood statement" of purpose and role No detail of what is required as member's time commitment One comment that ToR needs a tighter focus	Very limited in-depth consideration of the ToR A progress report was presented to HAC and Council in Dec 2016
Membership	At the commencement, a good mix of skills with professional experts and members with knowledge of architecture and conservation archaeology and cultural heritage Some local community representatives content with current membership stating that they hold sufficient expertise	Concern expressed that some local representatives are advocates for local planning issues; hard to get a focus on broad strategic matters Concern that currently insufficient number of members with professional skills who can assist the HAC with technical jargon and what is possible within the complexity of heritage in architecture and planning Lack of representation to consider Aboriginal cultural heritage Not clear process for re-election members' and no maximum term for community representative 3(f)	Divergent views regarding the best mix of membership between expertise and local representation
Operations	New delegate reporting to Council seen as a major improvement and good process that provides accountability for HAC Wiggo provided a good communication and information exchange process for members	 Agenda too large and results in little time devoted to issues HAC effectiveness determined by the staff resources and capacity of the support Some concern that the direction of the HAC determined by the staff e.g. setting the agenda No clear reporting to HAC of heritage matters across Council or the implementation of the Heritage Strategy; Need a clear process on how to engage with other areas of Council beyond strategic planning Currently no clear direction for the HAC, appears to be event driven with a focus on poor planning decisions 	Divergent view regarding sub-committees with some members believing they are essential. Whilst others members feel they have not been effective as subcommittees need Council officer support and increased time commitment. Also, there was a concern that subcommittees can be dominated by local interests Some local members suggested that if a new position of Heritage Coordinator was created in Council the HAC should



23

Review of City of Yarra Heritage Advisory Committee (HAC)

	Positive – Strengths	Negative - Weakness	Consultant's Commentary
		Suggestion that there needs to be more direction 'shaping' of the HAC agenda Strongly held view that chairing of the committee has not been professional. There was strong statement that there is a need to manage discussion of local, technical or operational issues — this is a view held by most interviewees "bombarded with local requests." Often issues raised not followed up or reported on, e.g. heritage awards, oral histories.	work to that position not strategic planning. Appears to be tension within the HAC membership about the extent of focus on local planning issues The Agenda and Chairing of the meeting could be improved to ensure it is more focussed on implementation of the Heritage Strategy whilst allowing time for provision of advice on key strategic matters such as the revision of the Heritage Policy in the Planning Scheme and less time spent discussing issues that are outside the remit of the committee
Resourcing	Council officer support	Lack of clarity as to how much officer time is allocated to support work of the HAC	Council resourcing is not a matter for consideration of the committee. Attempts have been made in recent meetings to clarify the resources available.
Was Members' participation worthwhile	Provided networking and learning for members	After Heritage Strategy, not clear what the HAC could or should do	HAC needs a collective identity

7.2 Interviewee Suggestions for Future Direction of HAC

The discussions with the HAC members indicated a desire for the HAC to improve the way the HAC operates and to have planned activity/projects related to heritage. It was felt that for members to have a commitment, and to foster the HAC working as a cohesive group requires working on a combined project. The HAC members proposed a range of changes for the HAC. These changes can be summarised under two headings:

- 1. Operational improvements
- 2. Promotion, Education, Community Engagement Project

Where the proposals are not in line with the strategic intent of the heritage committee or encompass operational matters a comment to this effect has been set out in *italics*.



24

Review of City of Yarra Heritage Advisory Committee (HAC)

The proposed operational improvements:

These are proposals made by HAC members:

- Copy of new Delegate's Report should to go to the HAC members and include a comment on the Council's response to the report
- The HAC meetings be a balance of on-going issues and new issues raised. This is not an effective way to operate a committee with a focus on strategy with clear annual goals and meeting objectives.
- Need a clear process on how to engage with other areas of Council beyond strategic
 planning, such as reports from other departments about what they are doing about
 heritage. It is not appropriate for an advisory committee to introduce additional
 reporting requirements for other Council department. Updates should continue in an
 informal manner.
- Set an agenda ahead for example quarterly with 60% of the agenda focusing on core issues so that the HAC has a direction.
- Provide training and support for the Councillor chairperson/s.
- Proposals to include a flow chart /road map of the heritage policies and strategies across Council and how these link to the Council Plan, i.e. set out the City of Yarra heritage strategic and policy framework.
- Increased resourcing from Council and clarity as to the level of resourcing. Council has
 finite resources to allocate to support the committee and these need to be balanced with
 other work program commitments. Updates have been provided to the committee at
 recent meetings.

Promotion, Education, Community Engagement

A range of ideas were proposed that the HAC could work on. It was proposed that promotion of heritage could lead to wider recognition and outcomes, promote history, culture and architecture as well as broaden the understanding of heritage to include culture, Aboriginal heritage, natural environment - parks, gardens and waterways.

It was agreed that promotion and education in relation to heritage was a major aspect of Heritage Strategy and could improve Council information on what is considered in *heritage*.

At the same time, there was some concern that the HAC could not undertake the projects but rather work with the National Trust Council and the local heritage groups to ensure the completion of the projects. For example, tap into Heritage week working with the National Trust to have a range of promotional and educational activities across the municipality.



25

Review of City of Yarra Heritage Advisory Committee (HAC)

It was also suggested that community engagement could bring groups together and use volunteer and local resources working with Council building on the work already undertaken by these local groups. It was proposed that the HAC develop a promotion – education action plan that includes social media. A number of projects were proposed including:

- The projects could include: calendar of heritage events, open houses, oral histories, awards program, celebrating house birthdays with information from the local library, walks, talks, newsletters – awareness of resources on Heritage, information setting our components of good design, information about inappropriate development. This is an action in the Heritage Strategy Implementation Plan.
- Oversee the establishment database of heritage buildings. The Council has list of all heritage building in the Planning Scheme and in a database.
- Provide information on what is entailed in cultural heritage tangible and intangible
- A guide to how heritage considerations are made in planning applications. However, is this is not an appropriate activity for a strategic advisory committee, the Victoria Planning Provisions set out how to balance heritage considerations in planning decisions.

There was also concern expressed that it is may be difficult to get the group to work together as some will fight for local interests.

It was proposed that in developing a promotional or education project, it would need to commence with deciding the target audience and then determine what is needed. Once again this would need to be linked to the current Heritage Strategy Implementation Plan or included in the revised strategy.

7.3 Councillor Interviews

Phone interviews were conducted with Councillors currently on the HAC and Councillors who were previously on the HAC. There was general agreement that:

- HAC's focus should be strategic and is currently needed to provide advice on the revision of the planning scheme heritage policy as this is the policy framework that statutory planners use to make decisions.
- HAC should not be delving into operational matters such as staff training and employment of heritage officers
- There is need to be a strong chair to ensure all voices are heard given the strong passionate voices that are hard to contain



26

Review of City of Yarra Heritage Advisory Committee (HAC)

- Could be useful to include residents who have professional expertise in heritage matters as well as local heritage experts and advocates
- The implementation of the Heritage Strategy had not been effective due to lack of clarity as to leadership and role of the HAC.

Statutory planning decisions impacts on local communities and are the core of community concern. However, there are differing views of how the HAC engages with statutory planning. Whilst it was seen that it is valid to raise a local planning decision if strategic impacts can be drawn from the example as with the Lyric Theatre. There was a suggestion that the HAC oversee an annual forum regarding statutory planning and heritage decision making. However, this is more an operational activity of Council and is not compatible with the strategic focus of the HAC.

There was also a recognition that the HAC focused on built heritage however, it was also felt built heritage is a major issue confronting Council and is an appropriate priority for the HAC.

7.3.1 Findings - Councillor Interviews

There is agreement that the focus of the HAC is strategic. However, there are different understandings of what that entails. There was agreement that there is need to have priorities for meetings to ensure that the key strategy and policy items are considered.

Promotional /education projects that could be overseen by the HAC should be aligned to the activities set out in the Heritage Strategy Implementation Plan that have been assigned to the HAC's responsibility.



27

Review of City of Yarra Heritage Advisory Committee (HAC)

8. Proposal for Future Directions for HAC

At the meeting of the HAC committee on 27 March 2017, 3 options for the future direction were presented to the HAC. As there was limited time available for a discussion of the options the HAC members were given the opportunity of making written comments. Below is a summary of the workshop and written comments regarding the three options. Written comments were received from 6 current members of the HAC.

- Margaret O'Brien
- Ian Wight
- · Greg Spark
- Janet Taylor
- Anne Holmes
- Angela Zivkovic

The three options presented for comment are set out below.

Option One - Maintain the Current Heritage Advisory Committee

There are problems with the current operation of the Heritage Advisory Committee in that it spends too much time on local issues and the current membership, with its emphasis on resident groups means current consultation is more akin to community consultation, rather than a heritage advisory group providing peer review.

Option Two - Adopt a New Reconstituted Heritage Advisory Committee

A reconstituted HAC could operate more effectively by introducing changes including membership and redirecting the Committee to operate in accordance with a revised term of reference. A renewed emphasis on policy could ensure that the City of Yarra's heritage strategy and polices meet best practice.

It would also ensure the Committee is project and policy focussed with a specified lifespan. A reconstituted Committee also offers them the opportunity to include other professional expertise interests such as the property sector, a conservation planner, archaeologist, or historian aboriginal representative, and landscape architect/specialist.

The Council would benefit from the advice of an independent, multi-disciplinary, professional and expert advisory committee, to weigh up competing evidence, analysis and information when it arises.



28

Review of City of Yarra Heritage Advisory Committee (HAC)

Option Three - Dissolve the Current Heritage Advisory Committee

Dissolving the current HAC would not limit Council's ability to consult broadly on heritage matters with a range of experts and the wider community as it is not the only means of consulting with these groups. The officer time currently devoted to servicing the committee could be diverted to implementing other heritage projects.

The advantage offered by the HAC is that it is already operational and it has an established a body of knowledge and experience which may not always be available in an ad hoc consultation process.

Summary of comments on the Three Options

The current members of the HAC were keen to retain the current HAC with some changes. There was a strong view expressed that there was extensive expertise within the current HAC membership. It was also felt that:

- the terms of reference are appropriate
- the members with lay expertise due to their interest in heritage who have relationship local historical and residential groups are essential to HAC
- retain the current membership to maintain continuity
- could reduce the numbers on the HAC
- More structured agendas and setting priorities for the HAC with time timelines for project circulation of papers prior to meetings and
- representative from departments other than strategic planning attend meetings. such as statutory planning
- whilst agreement that the HAC should focus on strategy several HAC members cited the need for a Heritage Officer
- Not keen for professional expert representation

There was agreement that the process of operation of the HAC could be improved by:

- Planning the agenda ahead and keeping to priority issues. It was suggested that the agenda consider themes and issues
- If a HAC member wants to nominate a specific item for the agenda state how much time need for discussion, specify questions wanted answered, circulate prior to the meeting.

8.1 Key Finding Future Options

The heritage committee should only be continued if it is clear that the role of the committee is strategic and provides advice on policy and strategy and assists with implementation of the Heritage Strategy and other relevant strategic heritage matters. The Council needs to be clear



29

Review of City of Yarra Heritage Advisory Committee (HAC)

that the resources devoted to the operation of the committee add value to strategic heritage matters. The committee's assistance in developing the Heritage Strategy has provided that value in the past. The operation of the committee in the future needs to continue to add that value. In order to do that, a restructuring of the HAC is required.

Each meeting should have clear annual goals and objectives related to Council's strategic activity in relation to heritage across areas of the built, natural environment and culture – indigenous and diversity within Yarra. To achieve this re-visioning of the heritage committee will require:

- Rewriting of the Terms of Reference to make explicit the role and purpose is strategic advice to Council
- Renewal of the committee membership to include people with professional expertise and some turnover of members who have been on the committee since its commencement
- Refocusing on promotion activity that is related to the Heritage Strategy Implementation Plan.
- Setting of annual and meeting goals that will encourage improved management of meeting processes to ensure effective use of Council resources in supporting the committee and strategic heritage outcomes for the community of Yarra.



30

Review of City of Yarra Heritage Advisory Committee (HAC)



31

Review of City of Yarra Heritage Advisory Committee (HAC)

Attachment 1 - Interview Guide

HAC Achievements

Strengths

- What have been the key achievements of the HAC?
- How has HAC contributed to Council's heritage activities?
- The Heritage Strategy is a key achievement of the HAC. Do you think the Heritage Strategy is realistic and achievable?

HAC purpose, role and membership

- Are there any issues with the role and function of the Committee? What are your two major concerns?
- What could be done to improve the role and function of the Committee?
- What are your thoughts on the purpose of the Committee set out in the terms of reference?
- Does the membership provide the range of heritage expertise required to advise Council on strategic heritage matters?

Reporting

• Is the new Delegate's Report an effective way of reporting to Council?

General Comment

• Do you think your participation in the HAC is worthwhile?



32

Review of City of Yarra Heritage Advisory Committee (HAC)

Attachment 2 List of Consultation Interviewees

List of HAC members Interviewed

Name	Membership	Network
Paul Beekman	Current	Fitzroy: Melbourne Heritage Action Group; Residents'
		group - Gore Street, Fitzroy
Margaret	Current	Fitzroy: Yarra Residents' Coalition; Fitzroy Residents'
O'Brien		Association; Carlton Residents' Association
Jill Anwyl	Current	North Carlton: Princes Hill North Carlton Heritage
		Network: Yarra Residents Coalition
Fiona Bell	Current	Carlton North: Friends of Hardy Gallagher Reserve; Princes
		Hill North Carlton Heritage Network; Protectors of Public Lands
Janet Taylor	Current	Clifton Hill: Collingwood Historical Society' Fitzroy History
		Society; Yarra Residents Coalition
Anne Holmes	Current	Fitzroy North: Librarian; Collingwood Historical Society;
		Fitzroy Historical Society; Hawthorn Historical Society; -
		State Library of Victoria digitising local history
		committee
Alix Hill	Current	National Trust representative
Lucinda Owen	Current	Richmond: Architect Australia ICOMOS; Australian
		Institute of Architects (VIC) ArchTeam Co-Operative Ltd
lan Wight	Current	Richmond: Ian Wight Planning and Heritage Strategies
David Langdon	Current	Richmond: Richmond and Burnley Historical Society
Mark	Resigned	Architecture firm (specialises in heritage and is based in
Stephenson		Richmond; Merlynston Sustainability Group: ICOMOS
Rachel Fensham	Resigned	Abbotsford: Royal Society of the Arts; Melbourne
		University - head of School of Culture and Communication

List of Council Officers interviewed

David Walmsley	City of Yarra	Manager Strategic Planning
Claire Baker	City of Yarra	Coordinator of Strategic Planning
Amanda Haycox	City of Yarra	Strategic Planner - HAC support officer
Erika Russell	City of Yarra	Strategic Planner – previous HAC support officer
Sherry Hopkins	Formerly of City	Previous Coordinator of Strategic Planning
	of Yarra	



Kliger was associated associated with the second se

Agenda Page 188

Attachment 1 - Heritage Advisory Committee Review Report 2017

Review of City of Yarra Heritage Advisory Committee (HAC)

List of Councillors Interviewed

Jackie Fristacky	Current Council member of HAC
James Searle	Current Council member of HAC
Sam Gaylord	Previous Council member of HAC, retired Councillor



34

Review of City of Yarra Heritage Advisory Committee (HAC)

Attachment 3 HAC Meeting Minutes Summary

Terms of reference (ToR) adopted Council April 2013 New Terms of reference adopted 22 July 2014 $\,$

First Meeting 30 May 2013

Date	Issues covered	Actions
30 May 2013	Working groups	Local Planning Policy Framework (MSS and local policy) Activity centres / public realm Heritage Strategy Environment and heritage (including the balancing of different policies) Advocacy Promotion and Education
Aug 2013	ToR to address casual vacancies and acting arrangements/alternative members Bi monthly meeting Subgroups meet month between Push for heritage strategy	Priority sub group Local & State Policy Environment and heritage (including the balancing of different policies Zoning etc.
Oct 2013	Information papers review planning scheme. Heritage funding article Consultation re Uniting Church Fitzroy from member	Consultation with HAC review Planning review summary with minutes Melbourne Metropolitan Plan draft overview 2 key sub groups Local & State Policy Heritage Strategy
Dec 2013	Heritage Strategy priority Federal & State funding Updates on key issues – zones, East - West link	Site identification for funding
Feb.2014	Information re heritage funding and planning issues	Refined Heritage consultant's brief
June 2014	Revised ToR	Revised TOR Request casual vacancy, more than 2 year terms, clarity as to renomination Updates of planning, Heritage Strategy and funding opportunities Advice of speaker for Heritage Strategy Forum Interaction heritage overlay & Residential Growth Zones Comments draft Heritage Strategy HAC to review submissions to Heritage Strategy
Aug 14		4 years; casual heritage/community
Sept 14	Focus on Heritage Strategy comments and draft	Tickets for 2 HAC members to international conference



35

Agenda Page 190

Attachment 1 - Heritage Advisory Committee Review Report 2017

Review of City of Yarra Heritage Advisory Committee (HAC)

Date	Issues covered	Actions
Oct 14	Draft Heritage Strategy – 1st year	Notify of heritage overlay and amendments to planning
	One, implementations achieved;	scheme
	notification of amendments	WW 1 Honour Board building state significance
	Guidelines draw from HAC members	One HAC resignation
	Napier Street consultation process	
Feb 2015	New residential zones	Heritage Strategy adopted
	Planning Scheme review – heritage	
	policy rewrite part of review	
	involvement e HAC	
April 15	Update heritage amendments	The role of the Heritage Strategy is to inform the revised policy
April 15	Heritage Amendment Gap work	and any changes proposed. It will be referenced in the Yarra
	Hentage Amendment dap work	Planning Scheme to support a strategic approach to heritage
		HAC to send comments
		Heritage Strategy - two further reports were requested
		the use of volunteer community involvement in the
		implementation of the Strategy,
		2. budget considerations and priorities to achieve year 1
		actions.
		Johnston Street local area plan heritage issue – mural
		NO ATSI member of HAC
Aug 15	ToR raised, substitutes & Statutory	Heritage polices to be circulate to HAC
	planners	Report on Planning Schemer review and HAC interaction
	Oral histories subcommittee update	Report Implementation Plan
		HAC involved in Council response to Heritage Act review
		Brunswick Street shopfront review - request information
Oct 15	Updates of reviews local and state	Request involve with heritage advisors' role review
		Propose Year 2 implementation plan
		Community engagement
		Specific engaging – signage, theatre review
Feb 2016	David C to provide information	Specifics re heritage implementation plan progress
	periodically on heritage amendments	Darling Gardens master plan noted
	when proceeding to Council.	6
April 16	Statutory Planning representation on	Propose implementation an update of projects (a running
	the HAC – but the ToR HAC are clear	sheet) be circulated in advance to HAC
	that it is not the HAC's role to	Heritage Budget allocation
	provide advice or have any role in	Members would like to invite a representative from Statutory
	the determination of planning	Planning to a future meeting to hear the discussions taking
	applications.	place
lune 10	Not appoint population as lives 47	Daise appoifis havitage issues a c
June 16	Not appoint members as June 17 deadline for the HAC	Raise specific heritage issues e.g.
	No implementation plans circulated	Burnley park Outhouses on languages
	No implementation plans circulated	Outhouses on laneways



36

Agenda Page 191

Attachment 1 - Heritage Advisory Committee Review Report 2017

Review of City of Yarra Heritage Advisory Committee (HAC)

Date	Issues covered	Actions
Aug 16	Planner discuss specific sites	HAC want to review heritage report on site before goes to Council Year 2 implementation plan - HAC wants to year 1 implementation – 35 items of which 7 were completed, 18 underway/ongoing and 10 yet to commence. add oral histories
Dec 16	Planning scheme review – HAC comments on policy Delegate report Comments on specific buildings Vic heritage funding	Issue of St Vincent's Further consider the heritage awards as part of the review of the HAC Outline of HAC review
Jan 2017	New process Delegate Report from HAC to Council	Concern around developer consultation – facilitated review of Planning Scheme Heritage Policy engagement with develop Deep discussion of Heritage Policy rewrite – good summary of key points of discussion Reject subcommittee not work – better whole HAC Suggested work The primary focus will be on administering the HAC, progressing the Heritage policy for the Yarra Planning Scheme Rewrite and the Heritage Strategy.



37

Attachment 2 - Summary of HAC member submissions to review

HAC Review Summary of submissions received from HAC members

Summary of main Issues from interviews	Officer Response
Membership / skills required on HAC	We are looking for a range of skills and will call for expressions of interest for new members. When we call for expressions we will give examples of the sorts of skills we are looking for but the list will not be exhaustive or seek to exclude any interested party.
Name of committee	The consultant suggested Heritage Strategy Advisory Committee. 'Heritage Strategic Advisory Committee' has been suggested to avoid confusion with just being focussed on the Heritage Strategy. Alternatively, the existing name could be retained.
HAC members undertaking education/promotion	One of the reasons the HAC was established initially was because community representatives said to Council that they had expertise to share with the Council and their network of contacts could also be useful. We are looking for members to have a more active role in heritage strategy implementation in general.
Strategic planning matters /individual statutory planning applications	The existing TOR specifically states that the purpose of the committee is to provide strategic heritage advice to Council on heritage matters and that it is not to look at specific statutory planning applications or to have any role in determining them. Current heritage policy review is an example of examining decisions to improve policy.
Why are we having a HAC review?	Current TOR has a sunset clause. There is also a clear sentiment from members that the current operation of the committee could be improved.
HAC reporting to Council on the review	Submissions from HAC members will be included as appendix to Council report. A summary of submissions will also be included in officer report.
Heritage training for Council staff	We currently have a Heritage Strategy that includes a large list of items and our current work should focus on the existing strategy. Specific training is an operational matter for Council.

11.5 Proposed 2017/18 Annual Plan

Trim Record Number: D17/141436

Responsible Officer:

Purpose

1. To present the proposed 2017/18 Annual Plan to Council for endorsement.

Background

- 2. This year, 2017/18, represents the first year of the 4-year *Council Plan 2017-21* (incorporating the Municipal Public Health and Wellbeing Plan), adopted by Council on 1 August 2017.
- 3. The Annual Plan is the organisation's annual response to Initiatives contained in the 4-year Council Plan. Council Plan Initiatives are significant projects and activities that are proposed to be worked on over the term of the Council Plan.
- 4. The Annual Plan is one of Council's key accountability documents to the community.
- 5. To ensure the integrity and transparency of the Annual Plan, once endorsed by Council, actions including their descriptions and milestones can only be changed by resolution of Council. Officers and Councillors can propose changes to the Annual Plan.
- 6. Annual Plan actions in progress at the end of 2016/17 will be considered by Executive and where relevant be carried forward into the 2017/18 Annual Plan. There were eight actions in progress at 30 June 2017. Four have corresponding actions in the Proposed 2017/18 Annual Plan and the remaining four are being reviewed.

2016/17 Annual Plan action	2017/18 Annual Plan action
Action 2.03 – Leisure Centre improvements	Under review
Action 3.01 – Strategic Land Acquisition	Under review
Action 3.07 – Wellington street bicycle lane	Action 6.10 - Progress Wellington Street Bike Lane (Stage 2)
Action 3.08 – New parking technology	Action 6.09 - Undertake Bridge Road parking trial
Action 3.12 – Yarra Activity Centre built form review	4.10 - Undertake activity centre built form analysis studies
Action 4.01 – Urban Wildlife Management Plan	Under review
Action 3.11 – Urban Growth management	4.06 - Develop Yarra Housing Strategy
Action 4.01 – Adaptive Assets Program	Under review

- 7. An update will be provided to Councillors as part of the September quarterly reporting process on any further progress to these actions and a resolution to amend the 2017/18 Annual Plan to include any additional actions.
- 8. The Proposed 2017/18 Annual Plan (Attachment 1) contains 70 actions spread across the Council Plan's seven Strategic Objectives. It is achievable, delivers on Council's priorities identified as Initiatives in the Council Plan and reflects the organisation's continued focus on delivering Council Plan initiatives in 2017/18.

Number of Actions

Strategic Objective	2017/18 Proposed Annual Plan
A healthy Yarra: a place where Community health, safety and wellbeing are a focus in everything we do	10
An inclusive Yarra: a place where Inclusion, diversity and uniqueness are welcomed, respected and celebrated	9
A sustainable Yarra: a place where Council leads on sustainability and protects and enhances its natural environment	6
A liveable Yarra: a place where Development and growth are managed to maintain and enhance the character and heritage of the city	13
A prosperous Yarra: a place where Local businesses prosper and creative and knowledge industries thrive	11
A connected Yarra: a place where Connectivity and travel options are environmentally sustainable, integrated and well-designed	12
A leading Yarra: a place where Transparency, performance and community participation drive the way we operate	9
Total	70

9. There are 49 Strategies in the *Council Plan 2017-21*, with 99 associated Initiatives. Not all of these have a corresponding action in the Proposed 2017/18 Annual Plan. The Council Plan is a four-year document and Initiatives will commence across a range of years. A number of Initiatives are predominantly operational in nature and will be reported on through the 'Other Council Plan Initiatives' section of the Annual Plan Quarterly Progress Report rather than an Annual Plan action. This is being proposed to keep the Annual Plan to a manageable size balanced with regular updates to Council on Council Plan priorities.

External Consultation

- 10. The Council Plan 2017-21 was adopted on 1 August 2017 following extensive community engagement. This included five Listening Posts, five open community information sessions, a forum with Council's advisory groups, community language groups and targeted engagements with traditionally hard to reach groups in the community. These sessions were advertised via a range of media and in community languages.
- The draft Council Plan 2017-21 was available for public inspection and comment for 35 days from 6 April – 11 May 2017 in accordance with Section 223 of the Local Government Act 1989.
- 12. The Proposed 2017/18 Annual Plan reflects Council's priorities as stated in the *Council Plan 2017-21* and as such is not put out for further public consultation.

Internal Consultation (One Yarra)

13. Internal consultation has been undertaken with Managers and Directors in developing the Proposed 2017/18 Annual Plan actions.

Financial Implications

14. Actions in the Proposed 2017/18 Annual Plan are resourced within the 2017/18 Budget.

Economic Implications

15. The Council Plan 2017-21 includes the Strategic Objective A prosperous Yarra: a place where Local businesses prosper and creative and knowledge industries thrive. The Proposed 2017/18 Annual Plan includes 11 actions that respond to initiatives under this Strategic Objective.

Sustainability Implications

16. The Council Plan 2017-21 includes the Strategic Objective A sustainable Yarra: a place where Council leads on sustainability and protects and enhances it natural environment. The Proposed 2017/18 Annual Plan includes 6 actions that respond to initiatives under this Strategic Objective.

Social Implications

17. The Council Plan 2017-21 includes the Strategic Objective A healthy Yarra: a place Community health, safety and wellbeing are a focus in everything we do. The Proposed 2017/18 Annual Plan includes 10 actions that respond to initiatives under this Strategic Objective.

Human Rights Implications

18. The Council Plan 2017-21 includes the Strategic Objective An inclusive Yarra: a place where inclusion, diversity and uniqueness are welcomed, respected and celebrated. The Proposed 2017/18 Annual Plan includes 9 actions that respond to initiatives under this Strategic Objective.

Communications with CALD Communities Implications

- 19. CALD groups were specifically targeted as part of the engagement plan for the *Council Plan* 2017-21 and were represented in a group workshop which included Council's advisory groups.
- 20. Translation service assistance is available via Council's website for members of the CALD community and this service extended to the Council Plan engagement process.

Council Plan, Strategy and Policy Implications

21. The Proposed 2017/18 Annual Plan represents Year 1 of the *Council Plan 2017-21* adopted on 1 August 2017.

Legal Implications

22. There are no legal implications.

Other Issues

23. There are no other issues.

Options

24. This report does not include any options.

Conclusion

25. Following a rigorous process the Proposed 2017/18 Annual Plan has been developed and is presented to Councillors for discussion prior to endorsement at Council on 19 September 2017.

RECOMMENDATION

1. That Council endorse the Proposed 2017/18 Annual Plan.

CONTACT OFFICER: Julie Wyndham

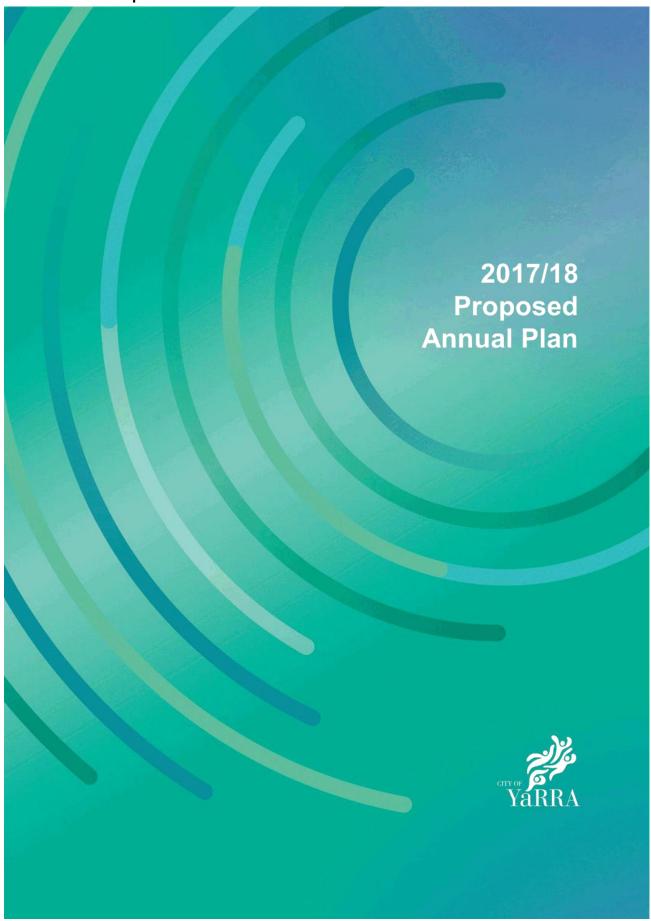
TITLE: Manager Corporate Performance

TEL: 9205 5090

Attachments

1 Proposed 2017/18 Annual Plan

Attachment 1 - Proposed 2017/18 Annual Plan





Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

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, 2017/18 is Year One 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.

Page 2 of 58



Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

In response to its Strategic Objectives, Council has committed to 70 projects and activities from a broad cross-section of services in the 2017/18 Annual Plan.

Progress of these projects and actions will be reported in the 2017/18 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 2017–21 : Year 1 2017/18 Annual Plan – Proposed

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 undertaken in 2017/18 to work toward achieving Council's strategic objective of *A healthy Yarra*.

Number	Action
1.01	Prevent Family Violence
1.02	Advocate for a Medically Supervised Injecting Facility
1.03	Deliver public realm safety improvements to Lennox Street and Victoria Street intersection
1.04	Work with the community to address alcohol-related harm for young people
1.05	Create new open space
1.06	Develop new Open Space Strategy
1.07	Develop Leisure Centres Master Plan
1.08	Develop Yarra Homelessness Strategy
1.09	Implement National Aged Care and Disability Reforms and Future Directions Planning
1.10	Promote community connection and wellbeing



1.01 Prevent Family Violence

Council Plan Initiative:

Work with local and regional partners for greater awareness and intervention to prevent family violence

Council is committed to the prevention of family violence in the Yarra community. This year Council will conduct an audit of awareness and intervention strategies in Yarra and whether these are meeting the current and emerging needs of Yarra residents. It will also review how well-equipped Council services are in identifying and responding to family violence, particularly tertiary interventions.

The results of this project will be summarised in a public document that outlines Yarra Council's statement of commitment to responding to family violence.

Branch Social Policy and Research

Quarterly Milestones

September Analysis of service provisioning for family violence in the City of Yarra – research

and consultation program analysing service-level data and collating the views of

Council and service partners about the implications of state reforms.

December Report on the status of family violence prevention and intervention developed and

discussed at a stakeholder workshop

March Deliver draft Statement of Commitment for Yarra to Council based on feedback at

the stakeholder workshop

June Launch Statement of Commitment

1.02 Advocate for a Medically Supervised Injecting Facility

Council Plan Initiative:

Advocate to the state government for a medically supervised injecting facility and other harm minimisation measures in the Victoria Street precinct

Council supports a public health approach to illicit drug use and has voted unanimously to advocate to the State Government to implement a medically supervised injecting facility (MSIF) to help save lives by connecting vulnerable people with vital health services, help take drug use off the streets and make our public places safer and more welcoming.

Branch Social Policy and Research

Quarterly Milestones

September Report on the finding from the Inquiry into the drugs, poisons and controlled

substances amendment (pilot medically supervised injecting centre) bill 2017

December

March Report to Council on the findings from Law Reform, Road And Community Safety

Committee Inquiry Into the effectiveness of laws, procedures and regulations

relating to illicit and synthetic drugs

Page 5 of 58



Council Plan 2017–21: Year 1 2017/18 Annual Plan – Proposed

June

1.03 Deliver Public Realm safety improvements to the Lennox and Victoria Street intersections

Council Plan Initiative:

Work with local partners and agencies to increase health and education, community partnerships and harm minimisation from the abuse of drugs and alcohol

Council is engaging the community including traders and stakeholders on plans to improve the intersection of Victoria and Lennox Street as one of the ways to address the complex and longstanding health, safety and amenity issues in this precinct. Plans include installing lighting, street furniture, paving and landscaping and improvements to pedestrian and cycle movements. Council has received \$200,000 State Government funding for this project and is committing a further \$240,000 in the 2017/18 Budget.

Branch City Strategy

Quarterly Milestones

September Consider public submissions

Determine design solution

December Complete detailed design works and tender project

March Commence construction

June Complete construction

Commence preparations for evaluation to the funding body Department of Justice

and Regulation

1.04 Work with the community to address alcohol-related harm for young people

Underage drinking is associated with poorer academic outcomes, increased likelihood of tobacco and illicit drug use, exposure to episodic harms such as physical and sexual assault and can cause alterations in the structure and function of the developing brain, which continues to mature into the mid-to-late twenties

In partnership with RMIT and Communities that Care (CTC), educational materials will be produced to raise awareness and educate parents of the harms and risks associated with underage drinking and the positive role they can play in promotion youth health and wellbeing. Council will use its own communication channels and of its local partners to distribute this messaging in the community using traditional media, social media and other appropriate forums.

Branch Social Policy and Research

Quarterly Milestones

September Undertake initial project scoping

December Finalise project proposal

Page 6 of 58



March Run social marketing campaign over the summer holiday season

June Evaluate and report to Council

1.05 Create new open space

Council Plan Initiative:

Increase the amount and quality of green open space through the strategic acquisition of land, the conversion of urban land to open space and/or the creation of pocket parks in high density areas

Yarra's parks are highly valued by the community and contribute to a quality open space system that meets the recreational and environmental needs of the local community, as identified in the Open Space Strategy. Council will create and commence construction of a new park at Charles Street and Mollison Street Abbotsford.

Branch Recreation and Open Space

Quarterly Milestones

September Report to Council on the Road Discontinuance process

December

March Complete project documentation and advertise tender

June Appoint contractor and commence construction

1.06 Develop new Open Space Strategy

Council Plan Initiative:

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

The Yarra Open Space Strategy guides the future provision, planning, design and management of public open space in Yarra. A new Open Space Strategy will result in 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.

Development of the strategy will occur over a two year period with the first year focussing on land use and landscape analysis, with extensive consultation, while Year Two will involve adoption of the Strategy, followed by an amendment to the Yarra Planning Scheme.

Branch Recreation and Open Space

Quarterly Milestones

September Seek fee proposals and prepare to appoint consultant

December Complete background research

March Complete spatial analysis

Page 7 of 58



June Complete Stage 1 of community consultation

1.07 Develop Leisure Centres Master Plan

Council Plan Initiative:

Investigate a Leisure Centres Master Plan

Council manages leisure facilities in Richmond, Collingwood and Fitzroy. These facilities are highly valued by the community and attract in the order of 1 million visits per annum. A high level facilities plan will be developed to guide future investment in these facilities.

Branch Leisure Services

Quarterly Milestones

September

December

March

June Present report to Executive to inform future investment in Leisure facilities

1.08 Develop Yarra Homelessness Strategy

The development of the Homelessness Strategy will provide the policy framework for Council to ensure an effective and compassionate approach to rough sleeping. The development of the strategy will involve wide consultation and engagement with stakeholders.

Branch People, Culture and Community

Quarterly Milestones

September Discuss and investigate other local government Homelessness Strategies

December Commence consultation with stakeholders

March Complete consultation with stakeholders

June Complete Draft Homelessness Strategy

1.09 Implement National Aged Care and Disability Reforms and Future Directions Planning 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 national aged care and disability reforms will continue to roll-out over 2017 – 2018. The reforms have significant implications for how Yarra residents will be supported, and allows Council to consider what role it can best play in ensuring the wellbeing of people 50+ and people with disability in our municipality.

Branch Aged and Disability Services

Page 8 of 58



Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

Quarterly Milestones

September Review the Commonwealth Government's Future Reform – an integrated care at

home program to support older Australians discussion paper and submit a local

and regional submission

December Finalise support of all eligible clients as they complete phasing-in to the National

Disability Insurance Scheme program

Complete the Regional Northern Metropolitan Council Commonwealth Home Support Program Review and report findings, and identified options for Council

consideration

March Complete community engagement and consultation to inform Council's future

directions decision-making process

Advocate for continuation of the MetroAccess program for the year 2018-2019

June Finalise the analysis of options and present recommendations to Council on its

future role in aged care service delivery, and strategic directions for supporting our

50 yrs + residents and people with disability

Continue transition of the Linkages Case Management program to the Home Care

Packages program as determined by the Commonwealth Government

1.10 Promote community connection and wellbeing

Council Plan Initiative:

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

Council plays a key role in contributing to community health and wellbeing through the provision of services, programs, facilities and initiatives in leisure, libraries, family, youth and children's, aged and disability, arts and culture and social policy and research to support participation, community connectedness and resilience.

Branch Office of the Director Community Wellbeing

Quarterly Milestones

September Provide opportunities for community members to meet, socialise and develop by:

providing access to affordable and appropriate community facilities

Run targeted events and programs promoting health, life-skills and life-issues via

Yarra Libraries

December Promote programs and services aimed at increasing participation at Councils

Leisure facilities by the CALD and at risk sections of the community

March Collaborate on a number of community events that will promote the health,

wellbeing, development and social inclusion of children, youth and their families via

the Family Youth and Children's services branch

June Support attendance at Live Music events for people of all abilities, through the

facilitation of the Band Mates Project

Page 9 of 58



Other Council Plan Initiatives

Participate in key local prevention networks and provide direct support though Family Services team

Council Plan Initiative:

Work with local and regional partners for greater awareness and intervention to prevent Family Violence

Council will participate in networks including Yarra Family Violence Network and WHIN's Prevention of Violence against women and support associated projects and initiatives and provide support to families experiencing family violence and refer as appropriate.

Branch People, Culture and Community

Activities to be undertaken in 2017/18

- Attend meetings, training, events and support relevant projects and initiatives
- Make referrals and provide support

Utilise Council networks and partnerships to promote gender equity

Council Plan Initiative:

Promote gender equity through community organisations, local groups and employers

Council will use networks such as Business Advisory Groups, sporting clubs, community groups, and service providers to promote gender equity

Branch People, Culture and Community

Activities to be undertaken in 2017/18

Promote a number of activities of initiatives through Council's networks and partners

Utilise Council networks and partnerships to shape local programs and deliver on the Gender Equity Strategy

Council Plan Initiative:

Work with local and regional partners to lead work to advance gender equity, prevent violence against women and promote respectful relationships

Continue to take a leadership role by implementing Gender Equity Strategy 2016-2021

Council will liaise or partner with agencies and community groups to support a range of programs, projects or initiatives which promote respectful relationships, gender equity and prevent violence against women.

Branch People, Culture and Community

Activities to be undertaken in 2017/18

Liaise with agencies or community groups to support programs, projects or initiatives

Page 10 of 58



Yarra Liquor Forum

Council Plan Initiative:

Work with local partners and agencies to increase health and education, community partnerships and harm minimisation from the abuse of drugs and alcohol

A forum with VicPol, VCGLR and on premises and off premises liquor retailers.

Branch Social Policy and Research

Activities to be undertaken in 2017/18

Facilitate quarterly liquor forum in partnership with VicPol

Gambling advocacy

Council Plan Initiative:

Participate in the Alliance for Gambling Reform and strive to be a pokie free municipality through advocacy to state government

Branch Social Policy and Research

Activities to be undertaken in 2017/18

Submission on the Guidelines for Cashless Gaming (VCGLR)

Homelessness outreach

Council Plan Initiative:

Continue to deliver effective homelessness outreach in the municipality with partnering agencies

Collaboration with inner-city municipalities will be a key to maintaining a compassionate response to people experiencing primary homelessness. This collaboration will occur in such ways as participating in any council networks, sharing of information or joint projects.

Branch People, Culture and Community

Activities to be undertaken in 2017/18

Participate in inter-council networks

Promote volunteering opportunities in Yarra

Council Plan Initiative:

Encourage volunteering through community organisations, council's libraries and other services

Most community organisations in Yarra rely on volunteers and Council can support these groups in promoting their volunteer positions. This promotion can occur via Council's website, social and print media and other methods such as speaking at networks.

Branch People, Culture and Community

Activities to be undertaken in 2017/18

Promote volunteering opportunities in Yarra through a variety of mediums

Page 11 of 58



Annual Grants Program

Council Plan Initiative:

Continue to support community led activities through provision of community grants and in kind support

The Annual Grants program provides funding and in kind support to projects that are led by the community to address a myriad of local social issues. This program funds activities through a variety of streams and applications are assessed under set criteria.

Branch People, Culture and Community

Activities to be undertaken in 2017/18

- Receive applications for the 2018 Annual Grants Program
- Council endorse 2018 Annual Grants
- Distribute funding to successful Annual Grant recipients
- Endorse Initiation report of 2019 Annual Grants program

Arts, culture and venues program

Council Plan Initiative:

Continue to deliver and support a range of community activities, events and festivals

Council will deliver a range of direct and indirect services for the community that are underpinned by community development principles.

Branch Arts, Culture and Venues

Activities to be undertaken in 2017/18

- Promote Council's resources for the community through venues, direct support and facilitation
- Support community activities, events and festivals through the awarding of community grants.
- Promote and encourage community groups to apply for community grants and use community facilities.
- Facilitate and directly produce a range of activities identified annually.



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 Continue to create a resident-friendly city that reduces isolation, improves access to the built environment and builds social connections.
- 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 Encourage greater social cohesion and participation through volunteer initiatives and community development activities.
- 2.3 Continue to be a local government leader and innovator in acknowledging and celebrating Aboriginal history and culture in partnership with Traditional Owners Deliver Council services that meet community priorities and needs.
- 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 undertaken in 2017/18 to work toward achieving Council's strategic objective of *An inclusive Yarra*.

Number	Action
2.01	Develop Volunteer Strategy
2.02	Develop Human Rights Charter
2.03	Stolen Generations Marker project
2.04	Implement Aboriginal Partnerships Plan
2.05	Implement Multicultural Partnerships Plan 2015-18
2.06	Develop LGBTIQ Strategy
2.07	Develop new Positive Ageing Strategy and Action Plan
2.08	Develop new Access and Inclusion Strategy and Action Plan
2.09	Develop Public Spaces Policy



2.01 Develop Volunteer Strategy

Council Plan Initiative:

Develop and adopt a Volunteer Strategy

A volunteer strategy will be developed by consultation and engagement with stakeholders. A draft strategy will be presented to Council. A Volunteer Strategy will provide clear direction for Council in how it supports volunteering in Yarra.

Branch People, Culture and Community

Quarterly Milestones

September Investigate other local government Volunteer Strategies

December Commence consultation with stakeholders

March Complete consultation with stakeholders

June Complete Draft Volunteer Strategy

2.02 Develop Human Rights Charter

Council Plan Initiative:

Investigate developing a Council social justice/human rights charter to better articulate council's commitment

The development of a Human Rights 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 Discuss and investigate other local government Human Rights Charters

December Commence consultation with stakeholders

March Complete consultation with stakeholders

June Complete Draft Human Rights Charter

2.03 Stolen Generations Marker project

Council Plan Initiative:

Complete the Stolen Generations Marker project in partnership with the local aboriginal community

Yarra is deeply proud of its connection to the Aboriginal community and its commitment to reconciliation. The Stolen Generations Marker is a project initiated by the Aboriginal Advisory Group which leads Council to commissioning a public artwork to remember the Stolen Generations. It is imperative that the Aboriginal community and in particular members of the Stolen Generation have ownership of the process from beginning to end.

Page 14 of 58



Branch People, Culture and Community

Quarterly Milestones

September Select artist

Secure funding for the project

December Finalise artwork design

March Fabricate artwork

June Install and launch the Stolen Generations Marker

2.04 Implement Aboriginal Partnerships Plan

Council Plan Initiative:

Implement the Aboriginal Partnerships Plan

The Aboriginal Partnerships Plan sets out Council's commitment and work with the Aboriginal and Torres Strait Islander community. Council is seen as a leader, not only in its programs, but also in its commitment to social justice and the way it approaches issues, opens discussion, and listens to the community. Council will continue to implement its Aboriginal Partnerships Plan through annual action plans endorsed by Council.

Branch People, Culture and Community

Quarterly Milestones

September Continue implementation of the Aboriginal Partnerships Action Plan 2017

December Continue implementation of the Aboriginal Partnerships Action Plan 2017

March Aboriginal Partnerships Action Plan 2018 has been endorsed by Council

June Continue implementation of the Aboriginal Partnerships Action Plan 2018

2.05 Implement Multicultural Partnerships Plan 2015-18

The implementation of the Multicultural Partnerships Plan is Council's primary way to acknowledge and promote the contribution to Yarra that people from culturally, linguistically and religiously diverse backgrounds have made. Council will continue to implement its Multicultural Partnerships Plan through annual action plans endorsed by Council.

Branch People, Culture and Community

Quarterly Milestones

September Continue implementation of the Multicultural Partnerships Action Plan 2017

December Continue implementation of the Multicultural Partnerships Action Plan 2017

March Multicultural Partnerships Action Plan 2018 has been endorsed by Council

Page 15 of 58



Council Plan 2017–21: Year 1 2017/18 Annual Plan – Proposed

June Continue implementation of the Multicultural Partnerships Action Plan 2018

2.06 Develop LGBTIQ Strategy

Council's LGBTIQ working group will develop a draft LGBTIQ Strategy. The development of this strategy will involve consultation and engagement with stakeholders.

Branch People, Culture and Community

Quarterly Milestones

September Discuss and investigate other local government LGBTIQ Strategies

December Commence consultation with stakeholders

March Complete consultation with stakeholders

June Complete Draft LGBTIQ Strategy

2.07 Develop new Positive Ageing Strategy and Action Plan

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 current Positive Ageing Strategy and Action Plan is due for renewal and with the support of Council's Active Ageing Advisory Group (AAAG), a new strategy and plan will be prepared this year. 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 Initiate community planning process and seek advice of the Active Aging Advisory

Group to guide community consultation and planning.

December Finalise Background Paper, including demographic analysis, current approaches to

supporting people to age well, trends and indicative issues.

March Complete community consultation and develop draft Strategic Objectives; Key

Themes and proposed actions.

June Present the Positive Ageing Strategy / Action Plan 2018 – 2022 for adoption by

Council.

2.08 Develop new Access and Inclusion Strategy and Action Plan

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.

Page 16 of 58



The current strategy and plan is due for renewal and with the support of Council's Disability Advisory Committee (DAC), a new strategy and plan will be prepared this year. In the midst of the national disability care reforms, it provides an opportunity to consider Council's strategic directions to ensure people with disability remain engaged, active and empowered.

Branch Aged and Disability Services

Quarterly Milestones

September Initiate community planning process and seek advice of the DAC to guide

community consultation and planning

December Finalise Background Paper, including demographic analysis, current approaches to

supporting people with disability to live an ordinary life, trends and indicative issues

March Complete community consultation and develop draft Strategic Objectives; Key

Themes and proposed actions

June Present the Access and Inclusion Strategy / Action Plan 2018 – 2022 for adoption

by Council

2.09 Develop Public Spaces Policy

Council Plan Initiative:

Implement policies and procedures that enable community groups to conduct events and activities

Council will provide a one stop shop for event organisers to make event management easier and more transparent to event organisers, to provide Council with an overview of the activities and events across the municipality and to ensure public safety and risk management is sufficiently managed. The one stop shop is a single point of contact for internal and external customers, and provides advice and referral.

Branch Arts, Culture and Venues

Quarterly Milestones

September

December Invite and asses expressions of Interest for Major Events

March Invite and assess expressions of Interest for Major Events

June Review Events in Public Spaces Policy as part of continuous improvement



Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

Other Council Plan Initiatives

Cultural festivals and events

Council Plan Initiative:

Continue to support cultural festivals and events

Council supports several cultural festivals and events mainly through the Community Grants program and in-kind support such as supporting community groups accessing Council and the Victorian Multicultural Commission's grants program. Council also conducts, in partnership with community organisations, major community celebrations to mark Cultural Diversity and Refugee Weeks.

Branch People, Culture and Community

Activities to be undertaken in 2017/18

- Celebrate Cultural Diversity Week
- Celebrate Refugee Week

Festivals and Events Program

Council Plan Initiative:

Continue to support cultural festivals and events

Support the delivery of a range of Council and community led cultural events

Branch Arts, Culture and Venues

Activities to be undertaken in 2017/18

Support the delivery of the following festivals:

- Emerge Festival
- Leaps and Bounds
- Gertrude Projection Festival
- Fringe Festival
- The Village,
- Johnston St Fiesta
- Fairfield Concerts Series
- Lunar New Year
- Irish Festival
- Harvest Festival



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 Continue to identify opportunities to convert road spaces and laneways for parks or improved pedestrian spaces.
- 3.2 Support and empower a more sustainable Council and Community Advocate to protect green and open spaces on Yarra's public housing estates.
- 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 Seek to achieve more communal private open space within large developments.
- 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 undertaken in 2017/18 to work toward achieving Council's strategic objective of *A sustainable Yarra*.

Number	Action
3.01	Develop Biodiversity Strategy
3.02	Develop Urban Forest Strategy
3.03	Embed Climate adaptation
3.04	Reduce energy use and emissions
3.05	Reduce in organic waste
3.06	Integrate environmental and sustainability strategies and plans



3.01 Develop Biodiversity Strategy

Council Plan Initiative:

Develop and adopt a Biodiversity Strategy

Utilise findings contained in the biodiversity health survey to inform future planning across the City

Over the past year, a biodiversity study was undertaken in the City of Yarra. Council will draw on the research completed as part of the Biodiversity Health Survey to inform a city-wide strategy that will help in preserving and enhancing biodiversity values on public land in the municipality.

Branch Recreation and Open Space

Quarterly Milestones

September Complete project brief

December Appoint consultants

March

June Complete draft Biodiversity Strategy for presentation to Council

3.02 Develop Urban Forest Strategy

Council Plan Initiative:

Develop an Urban Forest Strategy and implement recommendations to achieve social and environmental outcomes

Council commenced development of an Urban Forest Strategy in 2016/17. This year Council will finalise and adopt the Urban Forest Strategy. The Strategy will provide broad directions and key principles for the delivery of urban greening initiatives with a particular focus on reducing the impact of the Urban Heat Island effect.

Branch Sustainability and Strategic Transport

Quarterly Milestones

September Present Urban Forest Strategy to Councillor Briefing

December Present Draft Urban Forest Strategy to Council for adoption

March

June Develop implementation plan



Council Plan 2017–21: Year 1 2017/18 Annual Plan – Proposed

3.03 Embed climate adaptation

Council Plan Initiative:

Embed adaptation sustainability across Council decision making processes

In 2016/17 Council introduced a quadruple bottom line tool to inform the assessment of proposed projects to be included in the 2017/18 Budget. This process will be reviewed and, if necessary, improved as part of the preparation and development of the 2018/19 Budget to further embed climate adaptation into Council processes.

Branch Sustainability and Strategic Transport

Quarterly Milestones

September Review and update processes to embed adaptation based on lessons from

2016/17

December Integrate updated embedding adaptation process as part of the project funding

request process

March

June Evaluate outcomes and process

3.04 Reduce energy use and emissions

Council Plan Initiative:

Continue to invest in initiatives to reduce energy use and emissions from Council operations

Over many years Council has endeavoured to dramatically reduce its energy use and emissions. Previous programs have included the Energy Performance Contract and various capital works programs to install solar panels on many Council buildings. In 2016/17 Council participated in a novel tender process investigating the potential for a new Victorian renewable energy supply to meet Council's energy needs. In 2017/18 Council will consider whether to commit to the project which would commence delivery of energy in 2019.

Branch Sustainability and Strategic Transport

Quarterly Milestones

September Council to consider report on Melbourne Renewable Energy Project

December Complete and submit Corporate emissions inventory to claim carbon neutral status

for 2016/17

Complete installation of Solar Panels project

March

June Update Council on status of the MREP project (If Council determines to join

project),



3.05 Reduce organic waste

Council Plan Initiative:

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

Reduce volume of kerbside waste collection per capita by behaviour change programs and increase of recycling

Yarra's Waste and Resource Recovery Strategy has identified the opportunity to potentially significantly reduce landfill costs by removing organic waste from the waste stream. A grant has been sought to assist in purchase of the necessary infrastructure to pilot a potential solution. It is also necessary to investigate how to most successfully engage with the community in adapting to this new waste service.

Branch Sustainability and Strategic Transport

Quarterly Milestones

September Brief Council on proposed food organics waste program

December Launch phase 1 of food organic waste pilot program

Commence collection of food organic waste in pilot program

March

June Evaluate food organic waste pilot program

3.06 Integrate environmental and sustainability policies and strategies

Council Plan Initiative:

Improve integration across environmental and sustainability policies and strategies

Each year Council can consider the adoption of new strategies. Council has established advisory committees that are able to provide feedback on new strategies. The Yarra Environment Advisory Committee will be invited to provide feedback on any new strategies that are developed.

Branch Sustainability and Strategic Transport

Quarterly Milestones

September Complete Home for All Season joint project with the HACC

December Seek feedback from Yarra Environment Advisory Committee on any new Council

strategies

March Confirm integration project to be trialled by Embedding Green Infrastructure Project

June Seek feedback from Yarra Environment Advisory Committee on any new Council

strategies



Other Council Plan Initiatives

Sustainable development and living promotion

Council Plan Initiative:

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

Branch Sustainability and Strategic Transport

Activities to be undertaken in 2017/18

- Sustainable House Event
- Partner with YEF for solar seminar
- Host KVB Sustainable Cities Award
- Hold Community Sustainability Awards Event

Municipal carbon emissions

Council Plan Initiative:

Promote programs that monitor and reduce emissions across the municipality and strive to achieve carbon neutral status.

Branch Sustainability and Strategic Transport

Activities to be undertaken in 2017/18

- Progress report
- Complete Municipality Emissions Profile
- Develop issues paper on municipal emissions and progress towards carbon neutral target

Yarra Energy Foundation

Council Plan Initiative:

Support the Yarra Energy Foundation

Branch Sustainability and Strategic Transport

Activities to be undertaken in 2017/18

- Review YEF 2017-18 Strategic Plan
- Council receive briefing report on YEF activities for period Jan-Jun 2017
- Council receive briefing report on YEF activities for period Jul Dec 2017



Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

Promote Urban Agriculture

Council Plan Initiative:

Showcase urban agriculture and support community initiatives in sustainable practices

Branch Sustainability and Strategic Transport

Activities to be undertaken in 2017/18

- Participate in Sustainable House event
- Hold community planter box workshop
- Determine action plan for 2018/19

Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

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 I 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 and public places that are 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, placemaking 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 undertaken in 2017/18 to work toward achieving Council's strategic objective of *A liveable Yarra*.

Number	Action
4.01	Embed Strategic Community Infrastructure Planning Framework
4.02	Develop and implement Development Contributions Plan
4.03	Negotiate Joint Use Agreement with Richmond High School
4.04	Implement Heritage Strategy 2015-2018
4.05	Review Heritage Strategy
4.06	Develop Yarra Housing Strategy
4.07	Develop Social and Affordable Housing Strategy
4.08	Re-write Yarra Planning Scheme
4.09	Seek planning controls for Queens Parade, North Fitzroy
4.10	Undertake Activity Centre built form analysis studies
4.11	Develop Activity Centre structure plans
4.12	Alphington Paper Mill site redevelopment
4.13	Understanding planning in Yarra



4.01 Embed Strategic Community Infrastructure Framework

Council Plan Initiative:

Embed and integrate the Strategic Community Infrastructure Planning Framework in Council planning and decision making

Following the endorsement of the Community Infrastructure Planning Policy and Strategic Community Infrastructure Framework (SCIF), Council will work on embedding the SCIF in planning and decision making processes.

Work commenced on the Community Infrastructure Plan (CIP), incorporating ten neighbourhood infrastructure plans in 2016/17. Five plans have been completed and the CIP will be presented to Council for endorsement. The remaining five neighbourhood plans will be completed this year.

Branch Corporate Planning and Performance

Quarterly Milestones

September Complete Community Infrastructure Plan (including the first five neighbourhoods)

December Present Community Infrastructure Plan (including first five neighbourhoods) to

Council for endorsement

Complete remaining five neighbourhood infrastructure plans

March Present Community Infrastructure Plan (including remaining five neighbourhoods)

to Council for endorsement

Report to Executive on processes the SCIF informs

June Commence implementation of process changes as agreed by Executive

4.02 Develop and implement Development Contributions Plan

Council Plan Initiative:

Progress a Planning Scheme amendment to implement a Development Contribution Plan

Council will prepare a Planning Scheme Amendment to implement a Development Contributions Plan (DCP). A DCP will be used to collect payments towards the provision of infrastructure triggered by new development. Contributions will assist with the cost of providing roads, drainage, open space and community infrastructure to respond to the needs of a growing population.

Branch Office of the Director, Planning and Place Making

Quarterly Milestones

September Continue to prepare draft Development Contribution Plan

December Report to Council on draft Development Contributions Plan to seek 'authorisation'

by DELWP for public exhibition

March Prepare for Panel hearing

June Report to Council on Planning Panel report

Page 26 of 58



Council Plan 2017–21: Year 1 2017/18 Annual Plan – Proposed

4.03 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

The new Richmond High School, in the Richmond Town Hall Precinct, will commence operation in 2018 for Year 7 students. There is a need to facilitate community use of the school grounds and for the school to be able to use some Council facilities subject to certain provisions.

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, Planning and Place Making

Quarterly Milestones

September Commence discussions with school principal

December Commence drafting Joint Use Agreement

March Advocate draft Joint Use Agreement to DET

June Seek DET approval for Joint Use Agreement

4.04 Implement Heritage Strategy 2015-18

Council Plan Initiative:

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

Council is committed to protecting and enhancing the City's unique heritage. The Heritage Strategy 2015-18 sets out the framework within which Council seeks to address the challenges and opportunities presented by Yarra's tangible and intangible heritage.

Council is progressively implementing its Heritage Strategy 2015-18 and adopted implementation plan.

Branch City Strategy

Quarterly Milestones

September Commence oral history background report identifying priorities and methodology

December Finalise heritage oral history report

Review content of 17 existing heritage walks

Commence preparations for improved fact sheets promotions regarding Yarra

heritage

March

June Complete format and platform for at least five heritage walks

Page 27 of 58



4.05 Review Heritage Strategy

The existing Heritage Strategy 2015-18 sunsets during the council term. Council will review and prepare a new Heritage Strategy and Action Plan which will commence in 2018.

Branch City Strategy

Quarterly Milestones

September

December

March Scope the review of the Heritage Strategy

June Commence the review of the Heritage Strategy

4.06 Develop Yarra Housing Strategy

Council Plan Initiative:

Prepare a Housing Strategy to manage residential growth

A housing Strategy will assist Council to engage with the State Government on growth in Melbourne. It is also a fundamental aspect to underpin the re-write of the Yarra Planning Scheme. The Strategy will assist Council in seeking to manage residential growth.

Branch City Strategy

Quarterly Milestones

September Brief Councillors on draft policy directions and consultation

December Complete draft strategy

March Present draft strategy to Council.

June

4.07 Develop 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.

In 2017/18, a Policy Guidance Note will be published so that property development applicants, and other interested parties, can understand Council's expectations relating to affordable housing outcomes at significant redevelopment sites. A broader Social and Affordable Housing strategy, encompassing strategic directions for Council through its roles as a planning authority and advocate, will be developed.

Page 28 of 58



Branch Social Policy and Research

Quarterly Milestones

September Council endorse Policy Guidance Note: Affordable Housing in Private

Developments

December Launch Policy Guidance Note and promote to stakeholders

March Seek Council endorsement for public consultation on Draft Social and Affordable

Housing Strategy

June Council endorse the Social and Affordable Housing Strategy

4.08 Re-write Yarra Planning Scheme

Council Plan Initiative:

Complete the re-writing of policies in the Yarra Planning Scheme

Council is required to review its Planning Scheme each four years. The review has been completed and Council now needs to re-write an updated Yarra Planning Scheme with particular regard to the State Government's Metropolitan strategy known as Plan Melbourne. Solid strategic justification is required on a number of key aspects to underpin the re-write. The re-write will be completed this year and the statutory amendment process will commence.

Branch City Strategy

Quarterly Milestones

September Continue preparation of draft policy material

December Continue preparation of draft policy material

March Brief Council on draft scheme structure and policies

June Prepare report to Council to seek authorisation of amendment for exhibition

4.09 Seek planning controls for Queens Parade North Fitzroy

Council Plan Initiative:

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

Council has worked to seek planning controls for the Queen's Parade precinct. Further work is now required which will include preparation of a Planning Scheme amendment to introduce new planning controls for Queens Parade.

Branch City Strategy



Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

Quarterly Milestones

September Finalise built form analysis and draft amendment

December Report to Council to seek authorisation of the planning scheme amendment for

exhibition

March Exhibit amendment subject to receiving authorisation by Minister for Planning

June Seek Planning Panel to consider submissions subject to decision by Minister for

Planning

4.10 Undertake Activity Centre built form analysis studies

Council Plan Initiative:

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

In order to seek to manage development pressure in the City and to be able to prepare key aspects of the Yarra Planning Scheme re-write Council will undertake built form analysis studies of the major shopping centre areas (and environs). The built form analysis studies will inform the preparation of Structure Plans.

Branch City Strategy

Quarterly Milestones

September Complete studies for Swan Street, Richmond, Queens Parade North Fitzroy and

Johnston Street, Abbottsford (revisions)

December Complete studies for Brunswick Street and Smith Street; Victoria Street and Bridge

Road

March

June

4.11 Develop Activity Centre Structure Plans

Council Plan Initiative:

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

In order to seek to best manage development pressures it is important to develop structure plans for the main activity centres. This requires solid analysis on a number of key land use, transport and development matters. Structure Plans will begin to be developed once these important preliminary studies are completed.

Swan Street major activity centre already has an adopted Structure Plan. Council's priority this year is to develop Structure Plans for the Brunswick Street, Smith Street, Victoria Street and Bridge Road major activity centres.

Branch City Strategy

Page 30 of 58



Council Plan 2017–21: Year 1 2017/18 Annual Plan – Proposed

Quarterly Milestones

September

December Commence Structure Plan scoping

March Prepare background material for Structure Plans

June Prepare draft Structure Plans

4.12 Alphington Paper Mill site redevelopment

Council Plan Initiative:

Implement the 2016 approved development plan for the former Alphington Paper Mill (AMCOR)

The Alphington Paper Mill site in Alphington is a 16.5 hectare parcel of land located on the corner of Heidelberg Road and the Chandler Highway and extending down to the Yarra River. The site is set to be developed into a major residential precinct with shops, offices, open spaces and community facilities.

On 2 December 2015, Yarra City Council unanimously approved the revised Development Plan for the Alphington Paper Mill subject to conditions including extra protections for the Yarra River frontage and the establishment of a community reference group.

This year Council will implement the Development Plan through statutory approval processes and infrastructure approvals.

Branch Office of the Director, Planning and Place Making

Quarterly Milestones

September Assess planning permit applications and civil work proposals against the provisions

of the Development Plan

December Assess planning permit applications and civil work proposals against the provisions

of the Development Plan

March Assess planning permit applications and civil work proposals against the provisions

of the Development Plan

June Assess planning permit applications and civil work proposals against the provisions

of the Development Plan

4.13 Understanding planning in Yarra

Council Plan Initiative:

Facilitate community dialogue to assist the community's understanding of Council's role, responsibilities and limitations in delivering planning and development outcomes.

All Councils administer a Planning Scheme in their municipal district that are framed within the Victorian Planning Provisions. The Victorian Planning Provisions limit the content of the Planning Scheme and Council's ability to change it.

Council will work to inform the community of the limitations that apply to the municipality regarding planning provisions and controls to facilitate better understanding of the Victorian Planning Provisions.

Page 31 of 58



Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

Branch Statutory Planning

Quarterly Milestones

September Include a planning feature in Yarra News

December Prepare communications plan to promote an improved understanding of the

Victorian Planning System to the community

Finalise communications plan for the heritage strategy implementation

March Publish second planning feature in Yarra News

June Continue to roll out material and information to assist the community understanding

of planning matters in Yarra and limitations on Council



Council Plan 2017–21: Year 1 2017/18 Annual Plan – Proposed

Other Council Plan Initiatives

Encourage community engagement in Major Planning Applications

Council Plan Initiative:

Encourage pre-application engagements between developers and the community on major projects.

Good practice in statutory planning proposals is for the applicant to talk to neighbours first to gather an appreciation of sensitive matters and to then undertake an Urban Design Analysis and Site Analysis. It is useful for applicants of major projects to also engage with local community groups before lodging any planning application as part of their considerations.

Further it is important to enable access to information about Major Planning Applications through use of the website and public information sessions.

Branch Statutory Planning

Activities to be undertaken in 2017/18

- Number of Major Applications advertised on the website and public information sessions held
- Encourage applicants of major projects to consult local community groups prior to lodgement
- Information provided in Yarra News about Major Development processes

Advocate for Environmentally Sustainable Design

Council Plan Initiative:

Advocate for stronger environmentally sustainable design planning requirements to be implemented via Sustainable Design Assessment in the Planning Process.

Council receives many planning applications each year and over the past few years, officers have encouraged applicants to include Environmentally Sustainable Design (ESD) in proposals. In conjunction with some other Councils, an interim inclusion of ESD provisions has been included in the Yarra Planning Scheme by the Minister for Planning. These interim provisions need to be extended or made permanent.

Council will continue to advocate for stronger Environmentally Sustainable Design controls included within the Planning Scheme.

Branch Statutory Planning

Activities to be undertaken in 2017/18

- Gain an extension on new ESD Local Policy clause 22.17 until 2019
- Continue to engage and advocate for new state based ESD provisions
- Complete 5 new ESD Fact Sheets

Deliver Capital works program

Council Plan Initiative:

Deliver a capital works program that caters for current and future needs

Branch Engineering and Asset Management

Page 33 of 58



Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

Activities to be undertaken in 2017/18

Monitor and report on delivery of Council's \$30 million 2017/18 Capital Works Program



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 undertaken in 2017/18 to work toward achieving Council's strategic objective of *A prosperous Yarra*.

Action
Review library facilities
Support live music
Protect and create affordable and appropriate creative infrastructure
Expand the arts sector
Develop shopping strip masterplans
Deliver Village Activation program
Address shop vacancies
Develop Yarra Spatial Economic Employment Strategy
Deliver Business Events program
Review Economic Development Strategy
Develop Open Data Policy



Council Plan 2017–21: Year 1 2017/18 Annual Plan – Proposed

5.01 Review Library facilities

Council Plan Initiative:

Provide spaces, expertise and practical supports to encourage creative uses in Libraries Council will identify flexible spaces to facilitate creative uses across Yarra Libraries.

Branch Library Services

Quarterly Milestones

September Audit to be conducted of existing library facilities

December Identify opportunities for creative spaces within each facility

March Develop report on findings

June Develop implementation plan

5.02 Support live music

Council Plan Initiative:

Continue to recognise and support live music in Yarra through advocacy, grants, funding and partnerships.

Council will deliver a range of activities and initiatives to support live music to encourage economic development and business viability, cultural and tourism development and celebrate the live music scene. Yarra is an established city of music, we have many live music venues, some of them with international profile. The creative sector is a major industry of Yarra.

Branch Arts, Culture and Venues

Quarterly Milestones

September Collaborate on the commissioning of a sculpture of Molly Meldrum for Richmond

December Promote funding and schemes that are specifically targeted to live music

March Develop an industry development strategy to be delivered as part of Leaps and

Bounds Festival

June Design and deliver a live music round table to discuss sector issues

Launch the Molly Meldrum Sculpture

5.03 Protect and create affordable and appropriate creative infrastructure

Council Plan Initiative:

Implement initiatives that will protect affordable and appropriate creative infrastructure including Council owned spaces for arts purposes

Council will work to protect and create creative spaces. Access to affordable and appropriate creative spaces is vital to protecting Yarra's reputation as a creative city and creatives as a significant employment sector.



Branch Arts, Culture and Venues

Quarterly Milestones

September Implement a short term trial of creative residencies in Council facilities, and private

facilities where available

December Review creative residencies trial and investigate new residency opportunities

March Support Dancehouse to complete and acquit the improvements funded by Room to

Create at 150 Princes St Carlton

June

5.04 Expand the arts sector

Council Plan Initiative:

Identify opportunities to support retain and expand the arts sector as a viable and thriving industry in Yarra

The creative sector is important to Yarra socially, culturally and economically. Supporting this sector to flourish has many benefits to the City of Yarra, this includes providing financial support, skills development opportunities and facilitating other activities that promote sustainability.

Branch Arts, Culture and Venues

Quarterly Milestones

September Support live music venues and businesses through the Leaps and Bounds

Festival.

December Promote the arts industry to business networks such as the Business Advisory

Group.

March Provide and promote skills and training for the arts sector to encourage resilience

and sustainability.

June

5.05 Develop shopping strip masterplans

Council Plan Initiative:

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

Masterplans for the main shopping centres are used to guide capital works proposals of Council and State agencies and to advocate for specific improvements. Over the 4-year period of the Council Plan Council will prepare at least three streetscape masterplans for public realm improvements across Yarra's retail strip centres.

Branch City Strategy



Council Plan 2017–21: Year 1 2017/18 Annual Plan – Proposed

Quarterly Milestones

September Finalise the draft Bridge Road Master plan following consultation

December Seek Council's adoption of the Bridge Road Masterplan

March Complete consultation on draft Brunswick Street master plan

June Finalise draft Brunswick Street master plan

5.06 Deliver Village Activation program

Council Plan Initiative:

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

Shopping local reduces travel and benefits local trade. Council has previously encouraged local trade and this year a Village Activation program will be undertaken as a collaborative marketing campaign with businesses that promotes shopping locally. Council will work with local businesses to develop the program.

Branch City Strategy

Quarterly Milestones

September Develop promotional program in consultation with local businesses

December Implement program

March Complete program evaluation

June Commence planning for next activation incorporating key learnings from evaluation

5.07 Address shop vacancies

Council Plan Initiative:

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

Retail strips have considerable competition through other centres and online shopping. Vacancies in some retail centres such as Bridge Road have been high for some time. Council will continue to consult with property managers/owners on opportunities for addressing vacancies.

Branch City Strategy

Quarterly Milestones

September Discuss program with Bridge Road traders association and select property

managers and owners of vacant properties

December

March Implement program

Page 38 of 58



June Review and evaluate program

5.08 Develop Yarra Spatial Economic Employment Strategy

Council Plan Initiative:

Prepare the Yarra Spatial Economic and Employment Strategy to guide Yarra's long term capacity for employment and economic growth

The Yarra Spatial Economic Employment Strategy (SEES) provides a long term direction for managing land capacity to support Yarra's employment and economic growth that will inform the development of new planning policies and the re-write of the Yarra Planning Scheme.

Branch City Strategy

Quarterly Milestones

September Finalise the strategy

December Report draft SEES to Council for consideration

March Commence preparing draft policies (based on the findings in the Strategy)

June Complete draft policies (based on the findings in the Strategy)

5.09 Deliver Business Events Program

Council Plan Initiative:

Promote local employment and facilitate initiatives to assist small business to enter the local market

For many years, Council has provided targeted business events to promote small and medium size business and networking opportunities. Council will continue to deliver a broad range of affordable and inspiring business seminars, workshops, events and support services to assist small and medium size enterprises and entrepreneurs.

Branch City Strategy

Quarterly Milestones

September Consult and review Business Event Program

December Prepare events calendar that includes programs that target small and medium

sized businesses

March Promote and commence implementing the events program

June Continue to implement the events program



5.10 Review Economic Development Strategy review

The Economic Development Strategy outlines how Council can best support economic development by fostering greater investment and jobs growth in the municipality. Yarra's current strategy ends in 2018 and will require reviewing and updating to provide Council with a new strategy for the next few years.

Branch City Strategy

Quarterly Milestones

September

December Prepare project scope and seek funding

March

June Commence review

5.11 Develop Open Data Policy

Council Plan Initiative:

Develop an Open Data Policy which provides open access for appropriate data sets to businesses and community organisations

As part of the Council Plan 2017-2021, Council identified a goal to develop an Open data Policy. The Open Data Policy aims to foster greater transparency, responsiveness and accountability, to drive innovation and economic opportunities within the City of Yarra. The Open Data Policy will support how Council provides the community with access to meaningful data aids that empower and help shape Yarra in the future.

Branch Information Services

Quarterly Milestones

September Report to Executive seeking endorsement of the following:

Purpose and Principles

Endorsement to participate and publish data via MAV platform

December Pilot internal Data Audit process (test case City Works)

Develop Draft City of Yarra Open Data Policy

March Develop Data Governance Framework

Establish a data auditing schedule

Identify top 10 data priorities for publishing

June Continue to publish data via MAV Platform



Other Council Plan Initiatives

Room to Create charitable fund

Council Plan Initiative:

Continue to promote and grow the Room to Create charitable fund

The Yarra Room to Create Charitable Fund supports arts organisations with infrastructure related expenses. This contribution will help build the fund and enable more grants to be made.

Branch Arts, Culture and Venues

Activities to be undertaken in 2017/18

- Undertake grant making and promotion
- Facilitate fundraising and hold awareness event #1
- Present Room to Create at relevant forums and/or conferences
- Facilitate fundraising and hold awareness Event #2
- Grow the Room to Create Fund

Deliver a broad range of festivals and events

Council Plan Initiative:

Continue to support a broad range of community festivals and events.

Branch Arts, Culture and Venues

Activities to be undertaken in 2017/18

- Deliver and evaluate Fairfield Summer Concert Series
- Deliver and evaluate Leaps and Bounds Festival
- Review community funding criteria
- Commence design and deliver changes identified in reviews
- Continue design and deliver changes identified in reviews

Lifelong learning, wellbeing and social inclusion programs

Council Plan Initiative:

Run targeted events and programs promoting health, life-skills and life-issues

Yarra's Neighbourhood Houses and Learning Centres provide a variety of programs that support lifelong learning, wellbeing and social inclusion.

Branch People, Culture and Community

Activities to be undertaken in 2017/18

Report on programs that address lifelong learning, wellbeing and social inclusion

Page **41** of **58**



Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

Library Programs

Council Plan Initiative:

Run targeted events and programs promoting health, life-skills and life-issues

Deliver a variety of community focused programs promoting health, life-skills and life-issues

Branch Library Services

Activities to be undertaken in 2017/18

- Develop the programs
- Deliver and report on health, life-skills and life issues programs and events for all Yarra Community
- Report on community, focused programs promoting health, life-skills and life-issues including attendance data

Neighbourhood House program partnerships

Council Plan Initiative:

Run targeted events and programs promoting health, life-skills and life-issues

Yarra Libraries will continue to work in partnership with neighbourhood houses to support life-long learning, wellbeing and social inclusion.

Branch Library Services

Activities to be undertaken in 2017/18

- Attend regular Yarra Neighbourhood house meetings and design a yearly program partnership calendar
- Implement joint programing with Yarra Neighbourhood houses
- Report on progress of implementation of the programs from the partnership calendar
- Report on number of events and attendance of joint partnership programing with the Yarra neighbourhood houses.



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 undertaken in 2017/18 to work toward achieving Council's strategic objective of *A connected Yarra*.

Action
Implement traffic management initiatives
Trial Station Street closure
Submit traffic safety initiative and innovation grant applications on local roads
Advocate for DDA compliant tram stops
Advocate for improved tram stops near key school sites
Advocate for improved Inner Regional public transport
Advocate for electric bus trial
Develop Car Share Policy
Undertake Bridge Road parking trial
Progress Wellington Street Bike Lane (Stage 2)
Manage Dockless bikes
Develop advocacy strategy for Walmer Street Bridge upgrade



6.01 Implement traffic management initiatives

Council Plan Initiative:

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

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

Council will implement initiatives to transition the Local Area Traffic Management program to Local Area Place Making programs.

Traffic calming measures and safety improvements will be delivered in the following LAPMs:

- Consultation for LAPM 3 (Scotchmer), LAPM 13 (Abbotsford) and LAPM 19 (Bendigo)
- Completion of works in LAPM 10 (Gold)

In addition to its LAPM program, Council will trial other initiatives to improve road safety including a 30 km/h speed trial in LAPM 9 (Rose) and LAPM 10 (Gold) and implementation of its Safe Travel Strategy.

Branch Traffic and Special Projects

Quarterly Milestones

September Submit application for external funding from the VicRoads Safe Travel Speeds on

Local Streets program

Submit report on proposed 30kph trial to Council

December Commence consultation and study process for LAPM 3 (Scotchmer)

Obtain external funding for 30kph trials if approved

March Commence consultation and study process for LAPM 13 (Abbotsford) and LAPM

19 (Bendigo)

Commence 30kph trial in LAPM 9 (Rose) and LAPM 10 (Gold) if approved

June Complete delivery of outstanding works in LAPM 10 (Gold)

Deliver 2017/18 financial year actions from Council's Safe Travel Strategy

6.02 Trial Station Street closure

In 2016/17 Council resolved to progress a proposal to temporarily close Station Street at the intersection of Princes Street, North Carlton, to vehicles as part of a traffic diversion experiment. This experiment will be trialled initially for a 12 month period and will include a place making assessment to explore how the southern end of Station Street could be activated to the benefit of the community with a temporary or longer term road closure in place. The decision to proceed with the traffic diversion experiment will be made by Council following further community consultation.

Branch Traffic and Special Projects

Quarterly Milestones

September Submit report and associated documents to VicRoads on road closure proposal

Page 44 of 58



December Undertake community consultation and report to Council on temporary road

closure in Station Street, North Carlton

March Submit internal funding proposal to undertake temporary road closure proposal

(subject to Council adoption of proposal)

June

6.03 Submit traffic safety initiative and innovation grant applications

Council Plan Initiative:

Investigate and apply for appropriate funding opportunities relating to road safety, innovation and streetscape improvements

Council will apply for grants to deliver key projects such as 30km/h speed limit and Safe Travel Strategy initiatives.

Branch Traffic and Special Projects

Quarterly Milestones

September Apply for Federal Black spot and TAC Local Government grants

December

March Complete blackspot projects at Shelley Street/Elizabeth Street, Richmond and

Hunter Street/Nicholson Street, Abbotsford

June Complete 2017/18 investigation projects applied for in August 2017 (if funding

provided).

6.04 Advocate for DDA compliant tram stops

Council Plan Initiative:

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

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 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. Council will focus on DDA compliant tram stops at Swan Street Punt Road as part of the Streamlining Hoddle Street project and Brunswick Street and Nicholson Street (Route 96).

Branch Sustainability and Strategic Transport



Council Plan 2017–21: Year 1 2017/18 Annual Plan – Proposed

Quarterly Milestones

September

December Update Council on Streamlining Hoddle Street project (which includes proposed

DDA compliant design for Swan Street tram stop)

March Discuss the Brunswick Street tram stops with Transport for Victoria

June Brief Council on status of Route 96 DDA compliance project

6.05 Advocate for improved tram stops near key school sites

Council Plan Initiative:

Monitor and manage traffic, road safety and parking and advocate to the State Government for improvement to tram stops and pedestrian safety measures around schools such as the Richmond High School development

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

With the imminent opening of a new high school in Richmond, it is important to ensure that students are able to access safe and sustainable transport options as part of their independent trips. Existing schools also attract students from wider Melbourne and provision of improved tram stops assists in improving safety around schools.

Branch Sustainability and Strategic Transport

Quarterly Milestones

September Develop concept for interim improved tram stop on Bridge Road at Richmond

Town Hall

December Update Council on outcomes of advocacy for improved tram stop on Bridge Road

at Richmond Town Hall

Advocate to State for inclusion of tram stop improvements outside Richmond Town

Hall in 2018/19 State budget

March

June Update Council on outcomes of advocacy for improved tram stop on Bridge Road

at Richmond Town Hall

Advocate to State Government for the inclusion of tram stop improvements outside

Richmond Town Hall in 2018/19 State budget

6.06 Advocate for improved Inner Regional public transport

Council Plan Initiative:

Advocate to the state government for improved public transport services to meet population growth including Chandler Highway north-south bus route, Doncaster Rail, Hoddle Street Study, Airport Rail and Alexandra Parade

Much of Melbourne's transport network is under the authority of VicRoads rather than local government. Major state funded road infrastructure projects can also improve public transport service and reliability for the tram and bus network. However it is common that these transport modes are not

Page 46 of 58



the primary consideration of the project scope. Advocacy before as well as during development of these major projects can greatly improve the transport outcomes of the projects.

Branch Sustainability and Strategic Transport

Quarterly Milestones

September Provide input to VicRoads Alphington to Burnley corridor study

Provide feedback on VicRoads designs for Streamlining Hoddle Street project
Provide feedback on VicRoads designs for new Chandler Highway bridge project
Work with YarraTrams on opportunities to improve tram services in Yarra

December Continue to advocate for improved bus connection along Alexandra Parade

Inform Council on VicRoads construction schedule for Streamlining Hoddle Street

project

Provide feedback on VicRoads designs for new Chandler Highway bridge project TransDev to brief Council on Bus Rapid Transport project for Eastern Freeway

March Update Council on VicRoads Streamlining Hoddle Street project

Continue liaison with VicRoads regarding Chandler Highway construction

June Update Council on VicRoads Streamlining Hoddle Street project

Update Council on new Chandler Highway bridge project

6.07 Advocate for electric bus trial

Council Plan Initiative:

Advocate for the trial of an electric bus scheme

Electric buses have been the first major demonstration of electric powered transport in a number of cities. The public transport bus fleet is under the authority of Transport for Victoria. To achieve an electric bus trial it is necessary to engage with bus service contractors and advocate to the State Government to implement a trial of the vehicles.

Branch Sustainability and Strategic Transport

Quarterly Milestones

September

December Develop advocacy strategy to promote an electric bus scheme

TransDev to brief Council on Bus Rapid Transport project for Eastern Freeway

March Implement advocacy strategy

June



6.08 Develop Car Share Policy

Car Share schemes have operated in Yarra for over a decade. Previously provision of parking spaces for the car share vehicles has been able to be provided without impacting private on-street parking space availability. A new policy will assist allocation of existing and potentially new spaces between competitor companies, and the distribution of spaces across the municipality to reduce the demand for private on street parking.

Branch Sustainability and Strategic Transport

Quarterly Milestones

September

December Present draft Car Share Policy to Council for consideration for public exhibition

March

June Present Car Share Policy to Council for adoption

6.09 Undertake Bridge Road parking trial

Council Plan Initiative:

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

Council will complete a parking trial and management strategy for Bridge Road to be used as a model for other precincts. The trial will include the installation of in ground sensors to allow for detailed data collection and analysis that could lead to a review parking restrictions and/or the fee charged for parking.

Branch Compliance and Parking

Quarterly Milestones

September Finalise the brief for the parking management strategy in Bridge Road

December Complete the first data reporting from the in-ground technology

March Finalise the model and project plan for a trial

June Implement the trial

6.10 Progress Wellington Street Bike Lane (Stage 2)

Council Plan Initiative:

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

Wellington Street Bicycle Lane (Stage 1) involved the construction of a fully separated bicycle lane on both sides of the road from Victoria Parade to Gipps Street and was completed in 2015. The original concept for project extended the bicycle lane to Johnston Street; resulting in 1km of fully separated bicycle infrastructure. This project will complete the second stage of the original concept.



Branch Sustainability and Strategic Transport

Quarterly Milestones

September Finalise tender documentation

March Report to Council on tender outcomes and determine if town planning permit

required or not

June Lodge town planning permit application if required. If no town planning permit

required, commence construction.

Inform community of project status

6.11 Manage Dockless Bikes

Dockless Bike Share companies operate a disruptive business model in many cities in Europe, Asia and the USA. The operator companies have identified Melbourne and Sydney as their next market, and one company has recently commenced operations in inner Melbourne. Other companies are expected to follow before the end of the year.

Experience overseas has shown that dockless bikes can become an unacceptable imposition on the community through poor management, storage, and maintenance, and through abuse and abandonment of the bicycles. A MOU with the operator companies may assist in improved management of the bicycles.

Branch Sustainability and Strategic Transport

Quarterly Milestones

September Commence discussions for a MOU to manage dockless bike share rollout with City

of Melbourne, City of Port Philip and scheme operators.

December Finalise preferred MOU to manage dockless bike share rollout with City of

Melbourne, City of Port Philip and scheme operators

March

June

6.12 Develop advocacy strategy for Walmer Street Bridge upgrade

The Walmer Street bridge connects Kew to East Richmond was built over 100 years ago and is used daily by many hundreds of cyclists and pedestrians as part of their daily commute as well as for recreational purposes. It is narrow, and creates a potential conflict point for users.

The City of Boroondara has plans to replace the approach infrastructure on its side of the bridge, and as part of a development application the approach infrastructure on the Yarra side will be upgraded in the next 18 months. This leaves the bridge itself to be upgraded which would require a multi -million dollar commitment to fund the replacement. An advocacy strategy to attract funding for the project will be developed and implemented.



Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

Branch Sustainability and Strategic Transport

Quarterly Milestones

September Commence preparation of an advocacy strategy for replacement of Walmer Street

bridge (with City of Boroondara)

December

March

June Inform Council of progress of advocacy strategy for replacement of Walmer Street

bridge (with City of Boroondara)



Council Plan 2017–21: Year 1 2017/18 Annual Plan – Proposed

Other Council Plan Initiatives

Improve cycling safety and bicycle parking

Council Plan Initiative:

Improve bike parking, road signage including bicycle excepted signs, road marking, surfaces and streetscapes to better protect and enhance conditions for cyclists and pedestrians

Branch Sustainability and Strategic Transport

Activities to be undertaken in 2017/18

- Finalise detailed program of works for 2017/18 bike and pedestrian budgets
- Complete construction of identified projects

Improve cycling connectivity across municipal boundaries

Council Plan Initiative

Continue to work with adjacent councils to ensure connectivity for bicycle routes (inc. via IMAP and Resilient Melbourne)

Branch Sustainability and Strategic Transport

Activities to be undertaken in 2017/18

- Advocate to Active Transport Victoria unit of Transport for Victoria for allocation of moneys to Yarra cycling infrastructure.
- Attend Resilient Melbourne Cycling Workshop
- Advocate for ATV to fund Preston to CBD route (via Napier Street) (with Darebin and Melbourne City Councils)
- Continue to work with adjacent Councils, through IMAP and Resilient Melbourne

Connectedness of transport networks

Council Plan Initiative

Work with the Resilient Melbourne Project to improve the quality and connectedness of the metropolitan transport networks

Branch Sustainability and Strategic Transport

- Activities to be undertaken in 2017/18Commence planning with MTF to hold a community forum on opportunities to improve bus network within Yarra (and across Melbourne)
- Hold a community forum with MTF on opportunities to improve bus network within Yarra (and across Melbourne)

Page 51 of 58



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 decisionmaking
- 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 undertaken in 2017/18 to work toward achieving Council's strategic objective of *A leading Yarra*.

Number	Action
7.01	Implement Community Engagement Policy
7.02	Engage young people
7.03	Review Strategic Advocacy Framework
7.04	Implement Continuous Quality Improvement
7.05	Implement Service Review Program
7.06	Develop Services Policy
7.07	Develop Information Services Strategy
7.08	Focus on customer responsiveness
7.09	Transmission of Council meetings



Council Plan 2017–21: Year 1 2017/18 Annual Plan – Proposed

7.01 Implement Community Engagement Policy

Council Plan Initiative:

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

Implement the Community Engagement Policy with a focus on access and inclusion and capacity building initiatives. Actions will build the capacity of the organisation to design and deliver communications and engagement plans that consider the diverse needs of the Yarra community.

Branch Communications and Engagement

Quarterly Milestones

September Continue to foster an Internal Community Engagement practitioner network that

offers capacity building opportunities for staff

December Continue to develop and promote communications and engagement resources to

staff, including templates for stakeholder analysis and 'how to' engage with under-

represented communities

March Develop a communications and engagement strategy that incorporates the

Community Engagement Policy, Social Media Policy and Internal Communications

policy

June Develop an action plan for the Communications and Engagement Strategy that will

meet organisation and community needs

7.02 Engage young people

Council Plan Initiative:

Promote programs to educate and encourage young people in decision making and participation in their local community

Council will work to encourage young people to become engaged in Council's decision making. This year Council will engage children and young people on relevant initiatives and in the development of key strategies and plans, through both formal and informal engagement.

Branch Family, Youth and Children's Services

Quarterly Milestones

September Commence consultation with children and young people for the development of the

Yarra 0-25 Plan

Ensure that young people are represented on relevant project reference groups

such as Fitzroy gasworks and Victoria Street redevelopment

Encourage young people to participate in consultations regarding the redevelopment of Council's Municipal Strategic Statement, with an emphasis on

Housing and the Planning Scheme amendment

December Complete consultation with children and young people for the development of the

Yarra 0-25 Plan

Provide opportunities for young people to be consulted on key social initiatives

such as advocacy for a proposed safe injecting facility

Page 53 of 58



March Work with the Yarra Youth Advisory Committee to further identify areas of interest

for young people and provide opportunities for engagement

Ensure engagement of young people in key consultations around open space

June Work with the Yarra Youth Advisory Committee to further identify areas of interest

for young people and provide opportunities for engagement

Advise Council of other further consultations the young people have engaged with

7.03 Review Strategic Advocacy Framework

Council Plan Initiative:

Continue Council's strategic advocacy program, advocating to other levels of government and stakeholders in the best interests of the Yarra community.

Council's first Strategic Advocacy Framework was adopted in 2013/14. This year Council will review and adopt a revised set of Strategic Advocacy Framework actions in line with the new Council Plan priorities.

Branch Communications and Engagement

Quarterly Milestones

September Review the Strategic Advocacy Framework actions

December Adopt new Strategic Advocacy Framework actions for Council Term

March Commence implementation of actions

June Continue implementation of actions

7.04 Implement Continuous Quality Improvement

Council Plan Initiative:

Continue to train staff in the application of appropriate continuous improvement methodologies.

Executive has endorsed a Continuous Quality Improvement framework. This is being progressively rolled out, initially through implementation of improvement plans arising from Service Reviews. As part of this framework, Council has been working on building staff capability through training and experiential learning.

This year Council will continue to implement this framework with a focus on business process improvement, skills development and establishing a 'community of practice'.

Council's CQI program will sit within its broader Business Improvement Framework, currently being developed.

Branch Corporate Planning and Performance

Quarterly Milestones

September Commence development of a Business Improvement Framework

Conduct business improvement workshop with staff

Page 54 of 58



December Present draft Business Improvement Framework to Executive for endorsement

March Identify training needs

June Facilitate staff training in business improvement

7.05 Implement Service Review Program

Council Plan Initiative:

Continue to implement the Service Review program.

An evaluation of Council's Service Review program was undertaken in 2016/17. Service Reviews are one aspect of a broader Business Improvement Framework which is currently being developed and will be informed by the evaluation.

Executive will determine the priorities for Service Reviews in accordance with the Business Improvement Framework.

Branch Corporate Planning and Performance

Quarterly Milestones

September Commence development of a Business Improvement Framework

December Present Business Improvement Framework to Executive for endorsement

Establish Service Review priorities

March Implement Service Reviews in accordance with agreed priorities

June Implement Service Reviews in accordance with agreed priorities

7.06 Develop Services Policy

Council Plan Initiative:

Develop a Services Policy and establish performance standards and service levels.

Council will develop a Services Policy to guide the types of services and service levels it provides. In response to Council's resolution when adopting the 2017/18 Budget, a report will be presented outlining a proposal to undertake a participatory/deliberative engagement process to inform development of a Services Policy.

Branch Corporate Planning and Performance

Quarterly Milestones

September Commence development of report to Council on a participatory/deliberative

engagement process to develop a Services Policy

December Report to Council on a participatory/deliberative engagement process to develop a

Services Policy

March Commence implementation of endorsed proposal

June Complete implementation of endorsed proposal



Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

7.07 Develop Information Services Strategy

Council Plan Initiative:

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

Council is developing an Information Services Strategy to identify the strengths and weaknesses of current practices and the future ICT needs required to deliver effective and efficient services to the community and internal stakeholders.

Branch Information Services

Quarterly Milestones

September Complete development of the new three year Information Services Strategy

December Commence implementation and reporting on first year actions within the

Information Services Strategy

March Continue implementation and reporting on first year actions within the Information

Services Strategy

June Continue implementation and reporting on first year actions within the Information

Services Strategy

7.08 Focus on customer responsiveness

Council Plan Initiative:

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

Council's customer responsiveness is focussed on providing exceptional customer service, delivering seamless experiences and resolving enquiries at the first point of contact.

Branch Customer Service

Quarterly Milestones

September Establish the Customer Experience core group to drive business and process

improvements

December

March Develop a reporting framework for customer feedback and complaints

June Streamline complaint resolution process

Attachment 1 - Proposed 2017/18 Annual Plan



Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

7.09 Transmission of Council meetings

Council Plan Initiative:

Implement a cost effective system to broadcast Council meetings

Council will implement a twelve month trial of recording and publication of Council meetings on Council's website.

Branch Governance

Quarterly Milestones

September Develop a proposal for digital transmission of meeting proceedings and submit to

Council for endorsement

December Commence recording and transmission of Council meetings

March

June

Attachment 1 - Proposed 2017/18 Annual Plan



Council Plan 2017–21 : Year 1 2017/18 Annual Plan – Proposed

Other Council Plan Initiatives

Financial sustainability

Council Plan Initiative:

Regularly review and update long-term financial planning to guide our budget decisions to ensure they are responsible and sustainable

Branch Finance

Activities to be undertaken in 2017/18

 Complete a comprehensive review of the assumptions underpinning the LTFS for the 2018/19 budget process

Governance awareness program

Council Plan Initiative:

Provide training and re-enforcement of good governance practices

Branch Governance

Activities to be undertaken in 2017/18

- Provide advice to staff regarding the need to properly record Assemblies of Councillors and develop a new form and guidance material to improve compliance
- In the lead up to Christmas, provide advice and resources to Council staff regarding the appropriate treatment of offers of gifts
- Provide guidance to staff on the progress of the review of the Local Government Act 1989, and identify possible implications for existing governance practices throughout the organisation
- Participate in Privacy Awareness Week 2018, with a particular focus on the communication to staff of the importance of adherence to the Privacy Principles

11.6 MAV State Council - 20 October 2017

Trim Record Number: D17/142183

Responsible Officer: Group Manager Chief Executive's Office

Purpose

1. To adopt and approve motions for submission to the Municipal Association of Victoria State Council to be held on 20 October 2017.

Background

- 2. Council has in recent years successfully submitted a number of motions to MAV State Councils.
- 3. Council has generally been represented at MAV State Councils by the nominated Council delegate (currently Cr Searle) or the substitute delegate (currently Cr Fristacky), in order to present the Council's motions. The State Council also provides an opportunity to meet with Councillors from across Victoria and exchange information, learn of issues being addressed by other local governments and identify opportunities to learn from others to improve Council's responses.
- 4. In addition to the submission of motions, the MAV rules provide for a Council to express its support for a motion submitted by another MAV member. The City of Port Phillip has requested that Council support its proposed motion in relation to graffiti removal service levels. As their motion is consistent with Council's policy objectives and aligned to ongoing issues being considered by the Inner South Metropolitan Mayors Forum (of which Yarra is a member), it is recommended that Council provide this support.

Consultation

5. Invitations have been extended to all Councillors to propose suggested motions for consideration by Council for submission to the peak state body. No motions have been proposed.

Financial Implications

6. There are no financial implications associated with this report.

Economic Implications

7. There are no economic implications associated with this report.

Sustainability Implications

8. There are no sustainability implications associated with this report.

Social Implications

9. Attendance at the MAV State Council provides an excellent opportunity for Yarra Councillor/s to meet with other Councillors from around the state and to become acquainted with the range of local government programs, projects and processes.

Human Rights Implications

There are no Human Rights implications associated with this report.

Communications with CALD Communities Implications

11. There are no CALD Community implications associated with this report.

Council Plan, Strategy and Policy Implications

12. The proposed motion is consistent with Council's established policy position on the relevant subject.

Legal Implications

13. There are no legal issues concerned with attendance by Councillors at the State Council.

Other Issues

14. None applicable.

Options

15. None applicable.

Conclusion

16. It is recommended that Council endorse the attached motions for submission to the MAV State Council on 20 October 2017.

RECOMMENDATION

- 1. That in respect of the Municipal Association of Victoria State Council on 20 October 2017, Council:
 - (a) support the motion submitted by the City of Port Phillip regarding graffiti removal service levels.

CONTACT OFFICER: Rhys Thomas

TITLE: Senior Governance Advisor

TEL: 9205 5302

Attachments

1 City of Port Phillip State Council motion - 20 October 2017

Attachment 1 - City of Port Phillip State Council motion - 20 October 2017





MAV State Council Meeting - 20 October 2017

To submit a motion for consideration by State Council on Friday, 20 October 2017, please complete this form and email to the **State Council** email address S2@mav.asn.au, no later than 22 September. Please note, motions received by 14 September (early motions) will be distributed to all MAV representatives on 15 September. Submitters may amend their own motions up to 5pm on 29 September.

Motion [Insert name of motion]

Submitted by: City of Port Phillip

MOTION:

The motion and rationale should be no longer than one page.

That the MAV negotiate with all public asset owners to improve graffiti removal service levels (either directly or by contracting individual councils to do on their behalf) to a level consistent with community expectations, and report back to a future MAV State Council on the result.

MAV Strategic Work Plan (SWP): Indicate whether or not the subject matter of your motion is included in the MAV SWP 2017-19.						
Is the subject matter of this motion included in the SWP?	Yes					
If yes, identify the following:						
Objective No.	4					
Priority No.	12					
Item No.	4g					

RATIONALE:

Eradication is a key strategy within graffiti management and focuses on reducing the satisfaction an offender experiences by seeing their 'work'. Fast removal reduces this 'benefit'. Conversely, when tagging is not removed quickly or at all, it encourages further tagging of the site.

However, a major issue for many municipalities is that the cleaning of third party assets (such as those owned by VicRoads, VicTrack, utilities, Yarra Trams, Australian Post etc.) is irregular and inadequate, with requests for removal often taking months. Negotiation on ways to improve service levels have been difficult when conducted by a single council due to a lack of leverage.

Each municipality has its own service standards. For example, the City of Port Phillip's Graffiti Management Plan 2013-2018 has a 10 business day turnaround for removal requests on Council, residential and commercial properties. Having an inconsistent response from different asset owners is frustrating and confusing to the community. The community don't differentiate between authorities and just think it is councils not doing their job, which relects poorly on local government generally.

CoPP wishes for the MAV to negotiate with all public asset owners on behalf of municipal councils to improve graffiti removal service levels, specific to response times. This motion would address the issue of leverage by advocating with public asset owners on behalf of all affected councils.

*Note: Motions must be submitted by **one** council but may be supported by other councils. The council submitting the motion will need to supply written confirmation from any council(s) listed as supporting the motion. All relevant background information in support of the motion should be included in the space provided for the rationale and not in attachments. **The motion and rationale should be no longer than one page.**

11.7 Yarra City Council's Procurement Policy - 2017 Review

Trim Record Number: D17/142246

Responsible Officer: Director Corporate, Business and Finance

Purpose

To present for endorsement Council's Procurement Policy in accordance with Section 186A
 (7) of the Local Government Act 1989 (the Act) which requires that the Policy is reviewed annually and is available for public inspection via Council's offices and website.

Background

- 2. The 2017 review includes internal and external consultation which is addressed in paragraphs 5 to 8 of this Report. The following outlines the specific changes to the 2017 update of the Policy:
 - (a) Inclusion of details relating to Council's new Contract Management System (CMS). The CMS ensures all contracts and documentation relating to contracts are developed, managed and stored on the CMS, and all authorisation by relevant managers/directors is processed on-line;
 - (b) Inclusion of details to ensure Council's procurement practices align with Council's Ethical Investment Policy and for Yarra City Council to be a leading example in local government of evidence-based ethical procurement using proven principles and research and ratings; and
 - (c) Removal of the "Instrument of Delegation" which is now a stand-alone document as outlined in paragraphs 3 and 4 below.

Instrument of Delegation

- 3. Council's Procurement Unit and Senior Governance Advisor undertook a review of Council's June 2016 Instrument of Delegation and made a number of minor amendments to further clarify levels of delegation.
- 4. The removal of the Instrument of Delegation from the Procurement Policy was for practical purposes. Council staff seeking information on delegation matters can now easily refer to the July 2017 stand-alone document located on Council's intranet site at both Governance and Procurement sections.

External Consultation

- 5. Council's Internal Auditors, Pitcher Partners and UCA Funds Management provided Council with an introduction to a range of businesses that provide guidance on how to incorporate ESG (ethical, social and governance) issues into tender requirements, analysis and decision making processes.
- 6. For example, UCA Funds Management has a "Sustainable Ethical Scorecard" to determine the sustainable and ethical practices of companies. The Scorecard can be adapted to suit the specific needs of Yarra. Pitcher Partners introduced Council to "Sustainalytics" and advised how to use their ESC-related screen criteria and broader ESG analytics.

Internal Consultation (One Yarra)

- 7. Information was provided by Council's Senior Governance Advisor on revisions to Council's Instrument of Delegation.
- 8. Council, Executive and Managers were consulted in relation to the amendments and took on board other matters to be reviewed. These are addressed as follows:
 - (a) Declaration in the tender process of organisation's recent WorkSafe record.

Response: This item is included in Council's Conditions of Tender documentation under the Industrial Relations segment and is an important indicator of the organisation's culture and its commitment to Occupational Health & Safety and Industrial Relations issues.

(b) Weighting to be considered for social sustainability indicators.

Response: A more detailed weighting scorecard is an issue Council officers will incorporate as part of their July 2018 review. It will require more time for consultation with managers and others who participate in tender panels and training on how to use the scorecard.

- (c) Other matters raised include:
 - (i) Diversity including percentage of women in the workforce and at what level;
 - (ii) Local organisation's representation within the municipality;
 - (iii) Enterprise Agreement indication of terms and conditions of employment; and
 - (iv) Human Rights evidence of human rights as part of the organisation's values and corporate statements.
- 9. The above matters raised during internal consultation are addressed in Council's Procurement process. Organisations proposing to submit a tender for goods/ services/works are required to access and respond to documentation on Council's website which address the four dot points listed above. The documents required to be accessed and completed by tender applicants are:
 - (a) Tendering Information and Conditions;
 - (b) Tender Specification for goods/services/works; and
 - (c) Terms and Conditions of Contract.
- 10. The above matters raised (i-iv) are also addressed in Council's Procurement Manual. The Policy covers 'what' Council wants (the principles underpinning our procurement policy) and the Manual is about 'how' officers seek evidence to confirm the principles are met.

Financial Implications

11. By endorsing and then enacting this Policy Council will be endorsing a transparent process for procurement and a consistent approach to achieving best value, including the optimal financial outcomes, for the community when procuring goods/services/works.

Economic Implications

12. There are no economic implications.

Sustainability Implications

13. The implications are that Council has further strengthened its commitment to procuring goods/services/works in alignment with its values of environmental, social, economic, cultural and ethical sustainability.

Social Implications

14. There are no social implications.

Human Rights Implications

15. This policy now includes a number of initiatives aimed at ensuring Council is considering a range of human rights in its procurement practices and is in line with Council's human rights obligations.

Communications with CALD Communities Implications

16. There are no CALD Communities implications.

Council Plan, Strategy and Policy Implications

17. The implications are consistent with Council's Plan and strategic direction 2017 – 2021 under Section 7 "Transparency, performance and community participation drive the way we operate".

Legal Implications

18. This policy fulfils Council's legal obligations in accordance with Section 186A (7) of the Local Government Act 1989 (**the Act**).

Other Issues

19. There are no further issues.

Options

20. There are no options.

Conclusion

- 21. Council has met is obligations under the Local Government Act 1989 (**the Act**) and completed its annual review of Council's Procurement Policy.
- 22. Yarra City Council consistently strives to be a leader in sustainability in local government. The inclusion of the Ethical Investment actions as part of the Procurement Policy further enhance Yarra's reputation and credibility as a leader in sustainable procurement practices.
- 23. The annual review of the Procurement Policy has also ensured that, where necessary, some minor changes to wording has occurred for enhanced clarity and presentation of the Policy for ease of reading.

RECOMMENDATION

- 1. That Council:
 - (a) notes the annual review of the Procurement Policy in accordance with Section 186A(7) of the Local Government Act 1989 (**the Act)**;
 - (b) notes the inclusions to the Procurement Policy as outlined in the Report at paragraph 2;and
 - (c) adopts the 2017 Procurement Policy and make it available for public inspection via Council's offices and website.

CONTACT OFFICER: Kathy Duffy

TITLE: Manager, Risk, Audit and Procurement

TEL: 9205 5112

Attachments

1 Procurement Policy 2017

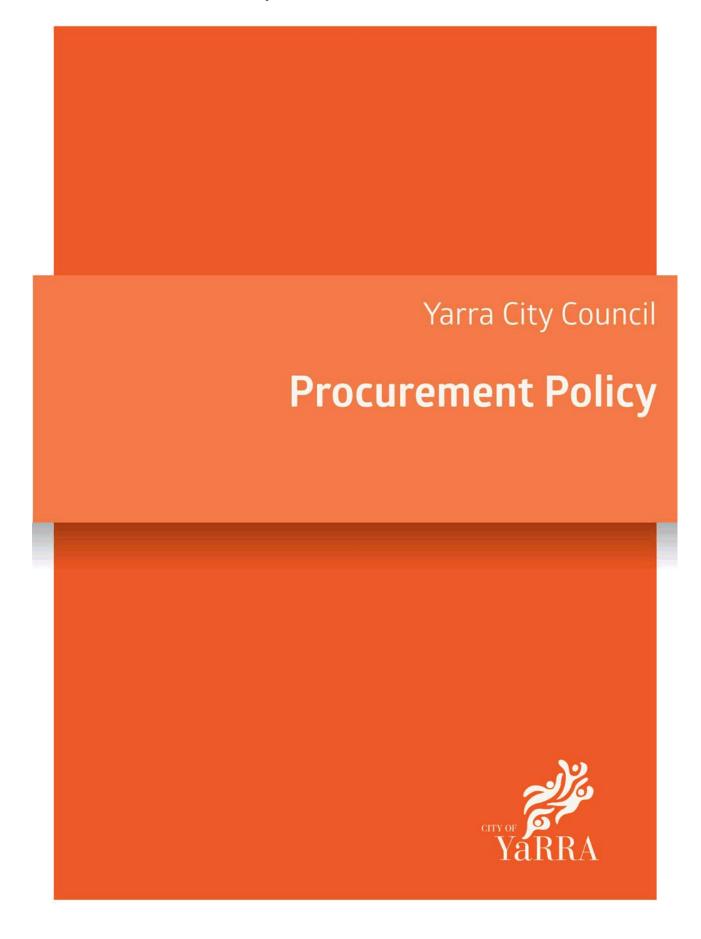


Table of Contents

Ы	REAMB	SLE CONTRACTOR OF THE CONTRACT	5
1.	INTRO	DDUCTION	6
2.	OBJE	CTIVES	6
3.	PROC	CUREMENT PRINCIPLES	7
	3.1.	Strategic Procurement Planning	7
4.	PROC	CUREMENT MANUAL	8
5.	ROLE	S AND RESPONSIBILITIES	8
	5.1.	Risk, Audit and Procurement Branch	8
	5.2.	Authorisations / Delegations	8
	5.3.	Procurement Policy Owner	9
6.	PROC	CUREMENT METHODS	9
7.	FURT	HER DETAIL ON TENDERS	10
	7.1.	Tender Thresholds	10
	7.2.	Tender Notifications	10
	7.3.	Tender Competition	10
	7.4.	Guidelines for Council's Tender Process	10
8.	FURT	HER DETAIL ON QUOTATIONS	11
	8.1.	Value \$0 to \$19,999 (incl. GST)	11
	8.2.	Value between \$20,000 and \$49,999 (incl. GST)	12
	8.3.	Value between \$50,000 and \$149,999 or \$199,999 (incl. GST)	12
9.	ACHIE	EVING VALUE FOR MONEY	12
	9.1.	Best and Final Offer (BAFO)	13
10). PER	FORMANCE MEASURES AND CONTINUOUS IMPROVEMENT	13
11	1. VAR	IATIONS	14
12	2. RISK	KMANAGEMENT	14
	12.1.	Supply by Contract	15
	12.2.	Responsible Financial Management	15
	12.3.	Dispute Resolution	15
	12.4.	Contract Management and Contract Management System	15

Agenda Page 263

Attachment 1 - Procurement Policy 2017

	12.5.	Occupational Health and Safety Management Systems (OHSMS)	16
	12.6.	Endorsement of Products or Services	16
	12.7.	Fraud and Complaints	16
13	. INTE	RNAL CONTROLS	17
14	. PROI	BITY REQUIREMENTS	17
	14.1.	Conduct of Councillors and Council Staff	17
	14.2.	Tender Processes	18
	14.3.	Conflict of Interest	18
	14.4.	Fair and Honest Dealing	18
	14.5.	Accountability and Transparency	19
	14.6.	Gifts and Hospitality	19
	14.7.	Disclosure of Information	19
	14.8.	Probity Plan Audits	20
ΑF	PPENDI	X A	21
	LEGIS	LATIVE COMPLIANCE	21
ΑF	PPENDI	XВ	22
	ETHIC	AL PROCUREMENT	22
ΑF	PPENDI	хc	28
	GLOSS	SARY OF TERMS	28

Version	Date	Author	Amendments
0.1	July 2015	G. Wilsdon	Original
Revision	June 2016	G. Wilsdon	
0.2	June 2016	G. Wilsdon	Sustainability
0.3	July 2017	G. Wilsdon	Ethical Investment & Contract Management System

Contact:
Graham Wilsdon
Senior Procurement Officer
Yarra City Council
(03) 9205 5236
0427 783 416

PREAMBLE

It is important to note that Council's Procurement Policy (2017) relies on Council's Procurement Manual and tender processes to implement the principles and actions contained in the Procurement Policy (2017).

The Procurement Manual and other relevant Council Policies (e.g. *Conflict of Interest*) assist Council staff to effectively implement the principles in the Procurement Policy.

Council also has access to a range of stakeholders to obtain the latest evidence-based sustainable analytics and support services.

1. INTRODUCTION

The Procurement Policy (the Policy) sets out the governance, principles, processes and procedures that apply to the purchase of all goods, services and works by Council.

The Policy applies to all Councillors and Council staff undertaking procurement activities on Council's behalf. The Policy is supported by the Procurement Manual (see Section 4).

The Policy is prepared in accordance with Section 186A of the Local Government Act 1989 (the Act). In addition to the Policy and the associated Procurement Manual, all relevant Federal and State Government legislation, regulations and guidelines must also be complied with (see Appendix A for further detail).

A review of the Policy is conducted annually.

The Policy is available to the public on Council's website and at the Richmond and Collingwood town halls.

2. OBJECTIVES

The objectives of the Policy are to:

- establish a procurement framework for Yarra City Council to achieve value for money and continuous improvement in the provision of works and services for the community;
- achieve high standards in probity, transparency, accountability and risk management in all procurement activities;
- · achieve compliance with relevant legislative requirements;
- give preference to the procurement of environmentally sustainable goods, services or works;
- · encourage and promote the use of local businesses where possible;
- identify social procurement opportunities with local social enterprises and other relevant parties;
- incorporate Council's Ethical Procurement and Investment Commitment into procurement activities;
- ensure that Council resources are used efficiently and effectively to improve the overall quality of life of people in the local community;
- achieve best practice in accordance with the Victorian Local Government Best Practice Procurement Guidelines; and
- identify opportunities to facilitate or participate in collaborative and shared service procurement alternatives.

3. PROCUREMENT PRINCIPLES

Council will apply the following best practice principles to each procurement activity, irrespective of the value or complexity of that procurement:

- · value for money;
- · best value principles;
- · open and fair competition;
- · confidentiality;
- accountability;
- · risk management;
- · sustainability; and
- · probity and transparency.

Council is committed to ethical procurement. Council will consider a supplier's commitment to environmental sustainability, social sustainability, and their governance arrangements in all procurement matters.

Council will prioritise investment in areas which promote human welfare, dignity and respect, and the best interests of the Yarra community. Council will avoid procurement that will or may cause or perpetuate injustice and suffering, infringe fundamental human rights or cause unacceptable damage to the natural environment. See Appendix B for further detail on Council's approach to ethical procurement.

The procurement principles align with Council's organisational values, including the values of Integrity, Accountability, Sustainability and Ethical practices.

3.1. Strategic Procurement Planning

Council undertakes strategic procurement planning that is aligned to Council's long-term strategy. Procurement should be consistent with the Council Plan and include projections of revenue and expenditure in the Standard Statement of Financial Performance.

Strategic procurement places an emphasis on:

- detailed analysis of Council's spending pattern;
- detailed analysis of suppliers used and their overall ranking on an approved ethical rating system;
- ensuring procurement efforts correspond with risk and expected return;
- · optimising the procurement process to reflect market conditions;
- including innovative ideas and continuous improvement and value for money in contractual arrangements with suppliers; and

 developing a strategic procurement program in line with Council's long-term business and budget needs.

4. PROCUREMENT MANUAL

Council's Procurement Manual (the Manual) provides guidance to staff on all operational aspects of procurement, including details on the implementation of all relevant legislative requirements.

The Manual conforms to the Local Government Best Practice Guidelines and is reviewed on an annual basis. In addition, Council will periodically review the Manual to ensure best practice principles are updated and disseminated to staff.

Staff have access to the Manual via Council's Intranet.

5. ROLES AND RESPONSIBILITIES

5.1. Risk, Audit and Procurement Branch

Yarra City Council operates a centre-led procurement approach. All strategy, policy, processes, technology, best practice, document control, and networking in procurement matters are the responsibility of the Risk, Audit and Procurement Branch.

The procurement management structure and delegations ensure accountability, transparency and auditability of all procurement decisions made over the lifecycle of all goods, services and works purchased by Council.

Full details of the structure, duties and responsibilities of the Risk, Audit and Procurement Branch are detailed in the Manual.

5.2. Authorisations / Delegations

Council is responsible for authorising an Instrument of Delegation to the Chief Executive Officer (CEO). The CEO delegates authorisations to staff relating to procurement matters, based on a Council officer's position and associated responsibilities. These authorisations are facilitated by Council's Governance Branch and are reviewed annually.

Delegations give relevant officers the power to:

- 1. procure goods, services or works;
- expend amounts for the procurement of goods, services or works (this includes
 expenditure relating to any contract variations in accordance with Council's Variations
 Policy);
- 3. approve quotations or tenders or award contracts; and

4. sign contract documentation.

Whilst this Policy must be adhered to by all employees engaged in procurement activities, only delegated officers are authorised to approve expenditure relating to contracts, quotations or Purchasing Cards.

Further information on delegations is contained in Council's Financial Delegations Policy.

5.3. Procurement Policy Owner

The Manager Risk, Audit and Procurement Branch is the designated owner of this Policy, and is responsible to the Director Corporate, Business and Finance for its maintenance and annual review.

6. PROCUREMENT METHODS

The acquisition of goods, services or works may be achieved through different methods, depending on overall estimated cost, procurement strategy, the competitive landscape, the term of the contract or period of construction, the scope of the contract, and the amount of risk involved in the delivery of the service, product or works.

Procurement methods include:

- · Purchasing Card:
- quotations a purchase order following a quotation process from suppliers for goods, services or works that represent value for money under specified quotation thresholds;
- tenders a contract following a public tender process;
- external agents a contract established by a third party agent where Council is eligible to participate;
- collaboration or shared services with other councils or agencies to ensure cost savings and other benefits are realised; and
- State Purchase Contract or a Whole of Victorian Government Contract a contract entered into under an arrangement approved by the Minister for Local Government.

An Expression of Interest (EOI) may be sought in accordance with Section 186[1] of the Act where:

- there is the potential of receiving many tenders, tendering would be costly, or the
 procurement is complex and Council does not wish to impose the costs of preparing
 full tenders on all tenderers; and/or
- · there is uncertainty of the degree of supplier interest.

The Procurement Manual addresses the requirements for each of these Procurement methods in detail.

The project values outlined in Section 7 and Section 8 are inclusive of GST, provisional sums and all amounts payable under any optional extension periods. The scope of projects must not be split into smaller portions to avoid proper process unless there are significant savings to be realised, or specialised components are required that are not a core activity for the suppliers / contractors and require separate consideration.

7. FURTHER DETAIL ON TENDERS

7.1. Tender Thresholds

As prescribed by the Local Government Act, the purchase of all goods and services with an estimated expenditure of \$150,000 (incl. GST) or greater, and building and construction works with an estimated expenditure of \$200,000 (incl. GST) or greater for the whole term of the contract, must be undertaken by a public tender process. These thresholds apply unless one of the nominated exemptions applies (e.g. legal services).

A public tender process may be used for values less than these thresholds if deemed it will produce a better outcome in the context of this Policy.

7.2. Tender Notifications

All tender processes must be initiated by an advertisement in a newspaper that has a state-wide distribution. Council currently advertises through *The Age*. If a strong focus on local supply is required, an advertisement may also be placed in one of the local news media that is distributed throughout the municipality. If there is a requirement for national distribution, the Risk, Audit and Procurement Branch will collaborate with the relevant Council Officers to determine the best channel to provide the widest access to the marketplace.

Tenders remain open to the public for a minimum period of 21 days. Under no circumstance will late tenders be accepted by Council.

7.3. Tender Competition

A minimum of three tenders must be received by Council to constitute a competitive process, however if the market is deemed to be of a specialist nature with limited suppliers, Council may consider the receipt of fewer than three tenders to be a competitive process.

7.4. Guidelines for Council's Tender Process

Council's tendering process will:

- · comply with the procurement principles set out in this Policy;
- · be robust, systematic and unbiased;

- · include a pre-tender briefing if deemed beneficial;
- establish an evaluation panel to evaluate each tender against the selection criteria, the composition of which will be determined by the respective Manager and Risk, Audit and Procurement Branch;
- include external personnel on tender evaluation panels where necessary in order to ensure transparency of the process and/or bring particular expertise to the panel;
- conduct evaluations in accordance with the methodology set out in Council's Procurement Manual;
- apply a price preference of 10% to the purchase of environmentally preferable products, all other considerations being equal;
- ensure minutes of all meetings are produced, distributed and signed by the chairperson of the evaluation panel as a correct record of business handled at each meeting:
- include a report by the tender evaluation panel of its evaluation using the appropriate template;
- conduct negotiations once a preferred tenderer is selected in order to obtain the
 optimal solution and commercial arrangements, providing they remain within the
 intent and scope of the tender. Such negotiations must be exhausted with one
 tenderer before beginning with another tenderer; and
- maintain detailed records of all Commercial in Confidence negotiations if any occur by the chairperson.
- ensure all documentation relating to the tender and contract management is captured in Council's Contract Management System.

8. FURTHER DETAIL ON QUOTATIONS

The purchase of all goods, services and works with a value of less than the prescribed tender thresholds may be undertaken using Council's quotation procedures.

The amount of expenditure for a purchase will determine the process that is followed during the procurement stage.

8.1. Value \$0 to \$19,999 (incl. GST)

Council Officers are required to seek at least one written quote or use a Council Purchasing Card. One Council Officer determines value for money.

Quotations must be processed using Council's quotation purchasing and records functionality within the Contract Management System.

8.2. Value between \$20,000 and \$49,999 (incl. GST)

Council Officers are required to receive at least two written quotes to reasonably satisfy themselves that they will achieve value for money. A minimum of two Council Officers are required to evaluate the quotes.

Quotations must be processed using Council's quotation purchasing and records functionality within the Contract Management System.

8.3. Value between \$50,000 and \$149,999 or \$199,999 (incl. GST)

Goods, services or works with a value between \$50,000 and \$149,999 (goods and services) or \$199,999 (works) must be procured via a full quotation process. If the brief is of a complex nature or the estimated total value is close to the nominated threshold amounts, consideration must be given to conducting a tender process.

A minimum of three written quotations must be received by Council for assessment. A minimum of three Council Officers must be involved in the evaluation of quotes.

Should less than the required number of quotations be received, the Council Officer must assess and determine whether the quotations(s) received still demonstrate best value outcomes. This may be achieved through comparison with established cost estimates or experience from other similar projects. If value for money outcomes are not demonstrated, further suppliers must be sought and invited to submit quotations.

All documentation relating to the full quotation process must be recorded in Council's Contract Management System.

9. ACHIEVING VALUE FOR MONEY

Council's procurement activity will be carried out on the basis of obtaining value for money. This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. Lowest price is not the sole determinant of value for money.

In assessing value for money, consideration is given to:

- · whole of life monetary cost, i.e.
 - procurement price
 - operating and maintenance costs
 - cost of environmentally responsible disposal or recycling / re-use / re-sale of the product
- non-monetary impacts (both negative and positive) over the life of the product or service, including
 - environmental impacts

- social impacts
- impacts on other Council priorities.

Council recognises that in some cases environmentally preferable products may be more expensive than other options. Council staff are empowered and expected to apply a price preference of 10% to environmentally preferable options (see Appendix B, Section 1.1).

The process for achieving value for money will be facilitated by:

- developing, implementing and managing procurement strategies that support the coordination and streamlining of activities throughout the lifecycle;
- · effective use of competition;
- using aggregated contracts and Standard Offer Arrangements (SOA) where appropriate;
- · identifying and rectifying inefficiencies in procurement processes;
- · developing cost efficient tender processes including appropriate use of e-solutions;
- Council staff involved in procurement acquisitions or management providing competent advice in terms of available products and services;
- · use of collaboration and shared services with other councils or agencies;
- working with suppliers to create relationships that are professional and productive, and that are appropriate to the value and importance of the goods, services and works being acquired.

9.1. Best and Final Offer (BAFO)

To complement the value for money solution, Council will include relevant clauses to all tender conditions associated with construction and major service tenders where a lump sum price is requested. These conditions will give Council the option to initiate a BAFO with short listed tenderers.

The BAFO process is conducted after the close of the tender process, during the evaluation stage. It is a means to assist selection of a preferred tender when the offerings provided by two or more tenders are of similar weighting or are difficult to distinguish between, or in the event that all tenderers have submitted prices that exceed the budgeted amount.

Guidelines to support the BAFO process are articulated in the Procurement Manual.

10. PERFORMANCE MEASURES AND CONTINUOUS IMPROVEMENT

Wherever possible, contracts must contain measurable performance criteria and reporting systems in order to monitor performance and compliance.

The criteria must be measurable and relevant to the goods, services or works being provided, and must accommodate the following requirements:

- highlights performance trends and exceptions in the areas of specified qualitative and quantitative deliverables;
- · provides high level capabilities in auditing and monitoring service delivery; and
- · encourages continuous improvement in service delivery methods.

11. VARIATIONS

The terms of a contract will usually entitle Council to direct a variation. Variations can involve Council directing the contractor to make a change to the supply of goods, the provision of services or the execution of works.

Variations can also result from a provision in the contract which deems a certain event or circumstance be treated as a variation, even if Council has not issued a direction to the contractor to change the subject matter of the contract. Examples in this context include a change arising from the introduction of a new law, or ambiguities or inconsistencies within contract documents.

Variations can result in either an increase or decrease to the amount which Council is liable to pay to the contractor under the contract.

Only delegated officers can direct a variation. The Variation Policy provides guidance to delegated officers for the purposes of:

- · identifying a variation; and
- · authorising or obtaining authorisation for expenditure relating to variations.

12. RISK MANAGEMENT

Risk management is to be applied at all stages of procurement activities.

Council will manage all aspects of its procurement processes in such a way that all risks, including occupational health and safety, are identified, analysed, evaluated, treated, monitored and communicated to the standard required by the law, and in accordance with Australian Standards and Council Policy.

Procurement activities will be planned and carried out in a manner that protects and enhances Council's capability to prevent, withstand and recover from any interruption to the supply of goods, services and works.

12.1. Supply by Contract

The provision of goods, services and works by contract potentially exposes Council to risk. Council will minimise this risk exposure by:

- · standardising contracts to include current, relevant clauses;
- · requiring security deposits where appropriate;
- · referring specifications to relevant experts;
- · requiring contractual agreement before allowing the commencement of work;
- · use of, or reference to, relevant Australian Standards (or equivalent);
- effectively managing the contract, including monitoring and enforcing performance;
 and
- ensuring a supplier has a Business Continuity Plan that is current and regularly tested.

12.2. Responsible Financial Management

The principle of responsible financial management shall be applied to all procurement activities. Accordingly, the availability of existing funds within an approved budget, or the source of funds, shall be established prior to the commencement of any procurement for the supply of goods, services or works.

Council staff must not authorise the expenditure of funds in excess of their financial delegations.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

12.3. Dispute Resolution

All Council contract managers must be cognisant of Council's dispute resolution process in order to minimise the chance of disputes escalating to possible legal action. In the event that a dispute cannot be resolved amicably, the Council Officer is required to contact the Risk, Audit and Procurement Branch for assistance.

12.4. Contract Management and Contract Management System

The purpose of contract management is to ensure that both parties to an agreement meet their individual obligations as specified in the contract.

Council contract managers are responsible for the delivery of all specified contractual outcomes that comply with qualitative and quantitative requirements as per the contract by

using Council's Contract Management System to maintain, monitor, report and audit all matters relating to a contract and by:

- establishing a monitoring system to ensure the responsibilities and obligations of both parties under the contract are met;
- providing a means for the early recognition of issues and performance problems and the identification of solutions;
- developing and maintaining a sound business relationship with relevant suppliers for the duration of any contractual agreement;
- implementing innovative methodologies to realise potential cost savings through the encouragement and promotion of continuous improvement in service delivery; and
- adhering to Council's Risk Management Policy, including Occupational Health and Safety Contractor compliance procedures.

12.5. Occupational Health and Safety Management Systems (OHSMS)

It is mandatory for all relevant contractors engaged by Council to provide services or works to:

- have a documented OHSMS that conform to the requirements of the OHS Act 2004;
 and
- ensure the system is implemented during the conduct of those services or works.

Contract managers will be required to ensure that an OHSMS is sighted and assessed for conformance prior to the commencement of any relevant services or works.

12.6. Endorsement of Products or Services

Council staff must not endorse any external products or services. Individual requests received for endorsement must be referred to Director level or above.

12.7. Fraud and Complaints

Council takes allegations of fraudulent activity and complaints about procurement seriously. It is committed to handling such disclosures sensitively and confidentially.

Members of the public, suppliers and Council employees are encouraged to report suspected fraud or complaints about procurement processes and/or those staff taking part in procurement activity to Council's Director Corporate, Business and Finance.

Further information is detailed in Council's Fraud and Corruption Policy and Procedure.

13. INTERNAL CONTROLS

Council has a Contract Management System that maintains internal controls over procurement activities to ensure all procurement actions:

- · comply with legislation and standards;
- · are transparent in the procurement process;
- · are documented and therefore provide evidence of an audit trail;
- · obtain and document appropriate authorisations; and
- · meet monitoring, performance measurement and reporting requirements.

All Council staff involved in the acquisition or end to end management of goods, services or works are required to use the Contract Management System.

14. PROBITY REQUIREMENTS

Council's procurement activities shall be performed with integrity and in a manner able to withstand the closest possible scrutiny by authorised external entities or members of the community.

14.1. Conduct of Councillors and Council Staff

Councillors and Council staff shall at all times conduct themselves in a manner that is and is seen to be ethical and of the highest integrity. They will:

- · treat potential and existing suppliers with equality and fairness;
- · not seek or receive personal gain;
- maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information;
- present the highest standards of professionalism and probity;
- provide all suppliers and tenderers with the same information and equal opportunity;
- · be able to account for all decisions and provide feedback on them.

Council staff with responsibility for managing or supervising contracts are prohibited from performing any works under the contract they are supervising.

14.1.1. Members of Professional Bodies

Councillors and Council staff belonging to professional organisations shall, in addition to the obligations detailed in this policy, ensure that they adhere to any code of ethics or professional standards required by that body.

14.1.2. Councillors

Councillors must:

- comply with the Primary Principle of Councillor Conduct and avoid conflicts between
 his or her public duties as a Councillor and his or her personal interests and
 obligations [Section 76BA of the Act]. Councillors and members of audit committees
 must disclose a conflict of interest in accordance with Section 79 of the Act;
- · comply with the Councillor Code of Conduct; and
- not improperly direct or improperly influence a member of Council staff in the exercise of any power in the performance of any duty or function.

14.2. Tender Processes

All tender processes shall be conducted in accordance with the requirements of this policy and any associated procedures, relevant legislation, relevant Australian Standards and the Act.

14.3. Conflict of Interest

Councillors and Council staff shall at all times avoid situations in which private interests conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their Council duties.

Councillors and Council staff shall not participate in any action or matter associated with the arrangement of a contract (i.e. evaluation, negotiation, recommendation, or approval), where that person or any member of their immediate family has an interest, or holds a position of influence or power, in a business undertaking tendering for the work.

The onus is on Councillors and Council staff to promptly declare any actual, potential or perceived conflict of interest to Council.

14.4. Fair and Honest Dealing

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote for goods, services or works.

Impartiality must be maintained throughout the procurement process so it can withstand the scrutiny of the public and statutory authorities.

The commercial interests of existing and potential suppliers must be protected. Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to, prices, discounts, rebates, profit, manufacturing and product information.

14.5. Accountability and Transparency

Accountability in procurement means being able to explain and provide evidence on the procurement process followed. The test of accountability is that an independent third party must be able to clearly see that a process has been followed, and that that process is fair and reasonable.

All Council staff are accountable for all procurement decisions made over the lifecycle of all goods, services and works purchased by Council, and must record and document all performance and other relevant matters to ensure a transparent audit trail for monitoring and reporting purposes.

The processes by which all procurement activities are conducted will be in accordance with Council's procurement policies and procedures as set out in this Policy and related Council policies and procedures.

14.6. Gifts and Hospitality

No Councillor or member of Council staff shall, either directly or indirectly, solicit or accept gifts or presents from any member of the public involved with any matter connected with the duties of the officer, or in which the Council is interested.

Councillors and Council staff are to adhere to, respectively, the Councillors and Staff Code of Conduct in dealing with offers of hospitality from contractors or their representatives, or from organisations, firms or individuals with whom they have official dealings. Councillors and Council staff should also avoid the ambiguous situation created by visiting the premises of a contractor, organisation, firm or individual uninvited and/or not on official business.

Offers of bribes, commissions or other irregular approaches from organisations or individuals (no matter how minute the evidence available), must be promptly brought to the attention of the CEO.

14.7. Disclosure of Information

Commercial in Confidence information received by Council must not be disclosed and is to be stored in a secure location.

Councillors and Council staff must not release or discuss:

- information disclosed by organisations in tenders, quotations or during tender negotiations;
- · all information that is Commercial in Confidence information; and
- pre-contract information including, but not limited to, information provided in quotations and tenders or subsequently provided in pre-contract negotiations.

Councillors and Council staff should not reference current or proposed contracts in discussions with acquaintances or outside interests.

Discussions with potential suppliers during tender evaluations must not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised, other than authorised pre-contract negotiations.

14.8. Probity Plan Audits

A Probity Plan must be prepared and a probity auditor is to be appointed to any tender evaluation panel where the value of the required goods, services or works is assessed to exceed a total value of \$10 million.

APPENDIX A

LEGISLATIVE COMPLIANCE

Council is required to comply with the provisions of the *Local Government Act* 1989 (the Act) in all procurement matters. Key legislative requirements include:

- · Section 186 of the Act [Power to enter into Contracts];
- Section 186A of the Act [Procurement Policy];
- · Section 3C of the Act [Objectives of a Council];
- · Sections 208B of the Act [Best Value Principles];
- Sections 77A, 77B, 78, 78A to 78E, 79, 79B to 79D, 80, 80A to 80C and 95 of the Act [Conflict of Interest];
- · Section 98 of the Act [Delegations];
- · Section 140 of the Act [Accounts and Records];
- · The relevant provisions of the Competition and Consumer Act 2010.

APPENDIX B

ETHICAL PROCUREMENT

Council is committed to procuring products and services that align with its values of environmental, social, economic and cultural sustainability. In particular, Council will assess a supplier's commitment to environmental sustainability, social sustainability, and their governance arrangements in all procurement.

Council will ensure that, as a minimum, procurement will not have a significant negative impact on the community and, where possible, will have a net positive impact on the social, economic and environmental future of Yarra.

Council will prioritise investment (Positive Screening) in areas which promote human welfare, dignity and respect, and the best interests of the Yarra community. This includes companies that produce goods or services that enhance the health and welfare of individuals and communities, and companies that produce goods or services which preserve the environment.

Council will avoid procuring (Negative Screening) the products or services of any suppliers whose products or practices cause or perpetuate injustice and suffering, infringe fundamental human rights or cause unacceptable damage to the natural environment. Companies are also excluded where their practices are unacceptable in areas such as occupational health and safety, environmental management and wherever companies support oppressive regimes.

Council recognises positive and negative factors and that there will be occasions when organisations inadvertently breach some of the principles and where genuine efforts are made to rectify the breaches.

Council will not prohibit consideration of a potential supplier where a breach of the principles, in relation to its products or services, is immaterial; the breach may be balanced by other positive actions such as products and services which preserve the environment. The materiality of the breach is determined by reference to its proportion of the organisation's activities; the proportion of the industry in which the excluded activity operates; and/or whether the activity is clearly of an egregious nature regardless of this proportion.

Council acknowledges that such decisions may be complex involving a balance between positive and negative factors.

Council does not invest or consider a supplier whose parent company or subsidiary is involved in the following industries (**Negative Screening**):

- Armaments
- Uranium
- Gambling
- · Thermal coal
- · Offshore and onshore immigration processing
- · Unconventional oil and gas production
- Tobacco manufacturing
- Pornography.

Tender documents and Requests for Quotation should make Council's commitment to environmental and social procurement clear by including:

- · clauses and weightings to assess environmental and social costs and benefits;
- appropriately designed response statements to allow suppliers to clearly articulate how they will address social and environmental impacts;
- appropriately designed response statements to assess a supplier's governance arrangements; and
- clauses that are framed as measurable deliverables rather than aspirations with regard to environmental, social, economic and cultural sustainability.

A pre-tender briefing may be necessary to explain the detail of such clauses, particularly if they refer to complex matters with which mainstream suppliers may not be familiar.

1. Environmental Sustainability

It is Council policy to purchase environmentally preferable products and services whenever they meet Council's needs and are available at a competitive price. This demonstrates that Council is:

- stimulating the market for environmentally preferable products;
- · taking responsibility for limiting its impact and use of resources;
- · enabling improvement of the environmental performance of existing providers; and
- · using financial resources wisely and ethically.

When purchasing goods and services on behalf of Council, staff are responsible for considering the environmental impact of those goods and services and factoring this into their decision making. Staff are empowered and expected to give priority to environmentally preferable choices, as long as those choices meet Council's needs in terms of

performance, fit-for-purpose, value for money, and the other requirements of this policy (e.g. meet the ethical standards outlined in this section).

Council Officers must seek products, services and providers that:

- reduce the consumption of resources and minimise waste (e.g. through re-use, recycling, and effective waste avoidance and management);
- reduce greenhouse emissions (e.g. through energy efficiency, renewable energy, carbon neutrality and offsets, local purchasing, and emissions management);
- reduce other emissions (e.g. avoid toxic materials; avoid or limit emissions to soil, air or water; seek organic or otherwise sustainably produced options);
- reduce water use (e.g. through water conservation, water quality and emissions management, water sensitive urban design);
- avoids impacts to habitat and biodiversity (e.g. certified sustainable forestry products, palm-oil free);
- reduce the impact of buildings (e.g. through environmentally sustainable design as identified in the Green Building Green Star Rating tool);
- meet and where possible exceed recognised environmental standards throughout their supply chains (e.g. high energy, water and Green Vehicle star ratings; eco-buy preferred; ISO-accredited; greenhouse friendly); and
- demonstrate good environmental practice (e.g. through effective Environmental Management Plans, accreditation, certification, voluntary memberships, providing examples of good practice in operations).

The Procurement Manual includes a range of tools, training and resources that have been developed to assist staff to meet these requirements.

1.1. Special Mechanisms for Environmental Sustainability

In recognition of the fact that environmentally preferable options sometimes come at a premium and yet may offer superior value for money, two operational mechanisms empower staff and managers to preference environmentally responsible products and services.

1.1.1.10% Price Preference

Whenever a product or service provides the most environmentally preferable option, staff can and should consider the most environmentally preferable option(s) to be 10% less than the purchase price.

This means that when assessing the value for money of different options, staff should consider the most environmentally preferable option(s) to be 10% less than the purchase price. If after applying this price preference, the most environmentally preferable option is

still more expensive, it can and should be selected if it provides the best overall value for money (see Section 9).

1.1.2.10% Environmental Sustainability Weighting

When developing assessment criteria for contracts and tenders, it is expected that sustainability will be included as one of the criteria, and that its weighting will be 10%. If there is a reason why this is not applicable or workable, or does not provide sufficient value for money, this must be detailed in the tender report or Quotation Acceptance Form.

2. Social Sustainability

Council is committed to socially sustainable procurement. This means that in all procurement, Council will assess the social impact, including any impact on Council employees, suppliers and their employees, and the community. Where possible, Council will prioritise the purchase of goods, services and works that have a positive social impact on the community.

Existing contracts may also be varied so that social impacts are incorporated. Council Officers should engage all suppliers in social procurement practices where appropriate and seek their cooperation to explore possibilities for subcontracting to social benefit suppliers, for example when particular social issues in a community are not being addressed using traditional approaches.

Following is further detail on the key social aspects taken into consideration by Council with each procurement.

2.1. Diversity

Yarra is a proudly diverse community, and Council recognises that its procurement practices can help to address inequality in the Yarra community by ensuring every procurement considers diversity and inclusion, and reflects Council's commitment to diversity and equal opportunities wherever possible.

Promoting diversity through procurement can improve competition, value for money, quality of public services, satisfaction among users, and community relations.

Council officers are encouraged to seek products, services and providers that:

- actively support or employ people who may face employment and other social barriers; and
- demonstrate that their values align with Council's values around diversity and inclusion.

2.2. Support of Local Business and Industry

Council recognises the need to support the local economy. Council will actively seek offers from local suppliers where possible by:

- · encouraging participation from local suppliers;
- including evaluation criteria that favours suppliers that support the local economy;
 and
- · advertising in local news media.

To support this, Council will develop and maintain a registration of interest listing, comprising of local traders that submit an expression of interest in being notified of relevant goods, services or works up for tender or quotation.

2.3. Buy Australian

In accordance with Section 186(3) of the Local Government Act, Council will give preference to goods, equipment, material or machinery manufactured in Australia and New Zealand whenever practicable.

2.4. Ethical Standards for the Acquisition of Textiles, Clothing and Footwear

Council supports the application of ethical standards in the acquisition of textiles, clothing and footwear as adopted by industry associations such as Ethical Clothing Australia. These standards are designed to ensure that businesses are committed to taking practical steps to keep their Australian-based supply chains transparent and ensure that they and any sub-contractors are compliant with relevant Australian laws.

Suppliers of textiles, clothing and footwear will need to demonstrate to Council their commitment to observing ethical standards in the supply of products.

2.5. Charter for Human Rights Victoria

The <u>Charter of Human Rights and Responsibilities Act 2006</u> (the Charter) sets out the basic rights, freedoms and responsibilities of all people in Victoria. It is about the relationship between government and the people it serves.

The Charter requires public authorities, such as Victorian state and local government departments and agencies, and people delivering services on behalf of government, to act consistently with the Charter.

The Charter recognises that as human beings all persons have basic rights, including the right to be treated equally, to be safe from violence and abuse, to be part of a family and to have our privacy respected. In certain circumstances some rights have limitations; however, this only applies where necessary with the reasons for the decision being clear, transparent and reasonable.

Council expects all Councillors, staff members, suppliers and contractors to be cognisant of the requirements of the Charter and adopt and implement these fundamental rights in their day-to-day dealings.

2.6. Disability Act

The Disability Act provides for:

- a stronger whole-of-government, whole-of-community response to the rights and needs of people with a disability, and
- a framework for the provision of high quality services and supports for people with a disability.

Council Officers should be cognisant of the requirements of the Disability Act and incorporate the requirements into Council dealings wherever applicable.

3. Governance

In procurement, Council may ask potential suppliers to provide details of their governance arrangements. This may include, for example, assurance that their accounting and reporting methods are transparent; they avoid conflicts of interest; and they avoid investing in or associating with other organisations or industries deemed unacceptable by Council, for example offshore and onshore immigration processing.

APPENDIX C

GLOSSARY OF TERMS

- "The Act" means the Local Government Act 1989.
- "Commercial in Confidence" means information that if released may prejudice the business dealings of a party e.g. prices, discounts, rebates, profits, methodologies and process information.
- "Contract management" means the process that ensures both parties to an agreement fully meet their obligations and responsibilities in accordance with the contract.
- "Council Officer" means any full or part time staff member of Council including temporary employees.
- "Probity" means uprightness, honesty, proper and ethical conduct and propriety in Council dealings.
- "Sustainability" means activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
- "Procurement" means the entire process of acquisition of external goods, services or works. This process encapsulates the whole of life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service or works contract.
- "Tender process" means the process from the planning stages to the awarding of a contract. This includes the development of tender documentation, invitation to tender period, evaluation stage and recommendation of preferred supplier/s.
- "Value for money" means that optimum combination of quantitative and qualitative components of a tender offer.

12.1 Notice of Motion No 17 of 2017 - Sexual Harassment in the Hospitality Sector

Trim Record Number: D17/140773

Responsible Officer: Chief Executive Officer

I, Councillor Stephen Jolly, hereby give notice that it is my intention to move the following motion at the Ordinary Meeting of Council to be held on 19 September 2017:

"That:

- (a) Yarra Council notes the new campaign by United Voice attempting to deal with the sexual harassment in the hospitality industry;
- (b) The campaign is asking venues to agree to the following five point pledge:
 - demonstrate zero tolerance including removing patrons who sexually harass staff or patrons;
 - (ii) promote zero tolerance by displaying a Respect is the Rule window sticker and posters in staff and patron areas;
 - (iii) establish a contact person for complaints, questions and concerns;
 - (iv) show managers and staff the Respect is the Rule training video; and
 - (v) distribute Respect is the Rule fact sheets to all managers and staff; and
- (c) Yarra Council expresses its support this campaign and encourages local venues to sign up to the pledge."

Background:

The Respect is the Rule campaign started early this year by sending out a survey to hundreds of hospitality workers to find out about their experiences of sexual harassment within the industry.

The survey found that 89% of young women in hospitality have experienced sexual harassment and 19% sexual assault.

The other worrying statistic was that only 36% of workers thought that their employers took the matter seriously.

In order to change this Respect is the Rule campaign is asking venues to sign their pledge, which means both adopting a zero tolerance attitude to sexual harassment and educating staff and managers about the problem with materials supplied by the campaign.

RECOMMENDATION

1. That:

- (a) Yarra Council notes the new campaign by United Voice attempting to deal with the sexual harassment in the hospitality industry;
- (b) The campaign is asking venues to agree to the following five point pledge:
 - (i) demonstrate zero tolerance including removing patrons who sexually harass staff or patrons;
 - (ii) promote zero tolerance by displaying a Respect in the Rule window sticker and posters in staff and patron areas;
 - (iii) establish a contact person for complaints, questions and concerns;
 - (iv) show managers and staff the Respect is the Rule training video; and
 - (v) distribute Respect is the Rule fact sheets to all managers and staff; and
- (c) Yarra Council expresses its support this campaign and encourages local venues to sign up to the pledge.

12.2 Notice of Motion No.18 of 2017 - Richmond Football Club Banners at Richmond Town Hall

Trim Record Number: D17/142075

Responsible Officer: Group Manager Chief Executive's Office

I, Councillor Daniel Nguyen, hereby give notice that it is my intention to move the following motion at the Ordinary Meeting of Council to be held on 19 September 2017:

"That in the matter of the Richmond Football Club playing in the 2017 AFL Final Series:

Council:

- (a) note its current support in flying the Richmond Football Club flag pursuant to the Flag Flying Policy;
- (b) note that the office is also promoting the matter by noting the Club's supporter events via the social media outlets and encouraging local businesses to use the promotion packs as provided by the Club;
- (c) note community representations made seeking Council to participate in the community spirit of a local team achieving the AFL finals by also placing some promotional banners or similar at the Richmond Town Hall whilst the Richmond Football Club is in the AFL Final Series;
- (d) support and approve the placement of support banners or posters which are identified as suitable; and
- (e) authorise officers to proceed with the placement of appropriate banners."

RECOMMENDATION

That in the matter of the Richmond Football Club playing in the 2017 AFL Final Series: Council:

- (a) note its current support in flying the Richmond Football Club flag pursuant to the Flag Flying Policy;
- (b) note that the office is also promoting the matter by noting the Club's supporter events via the social media outlets and encouraging local businesses to use the promotion packs as provided by the Club;
- (c) note community representations made seeking Council to participate in the community spirit of a local team achieving the AFL finals by also placing some promotional banners or similar at the Richmond Town Hall whilst the Richmond Football Club is in the AFL Final Series:
- (d) support and approve the placement of support banners or posters which are identified as suitable; and
- (e) authorise officers to proceed with the placement of appropriate banners.