DRAFT

Balit, yingore, munda ba gadhabith marra
'Healthy, vibrant and welcoming community'

Annual Plan

2026/27

City of Moonee Valley

Annual Plan 2026/27

About this plan

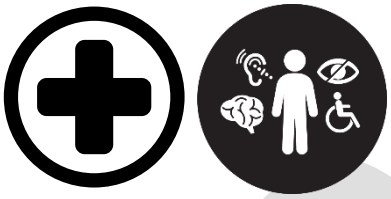
The Council Plan (incorporating the Health Plan and the Disability Action Plan) 2025-29 sets out the strategies and key initiatives to achieve Council's goals over the next four years.

The Annual Plan 2026/27 details the initiatives Council will deliver to implement the Council Plan 2025-29 in 2026/27.

Integrated Plans

Throughout the Annual Plan, strategies and initiatives that support the Health Plan or Disability Action Plan are marked with an icon, along with Council's role in their delivery.

A black cross on a white circle highlights items under the Health Plan, and a black circle with disability symbols highlight items under the Disability Action Plan.



Communities of focus

We are committed to equity, inclusion, fairness and respect, and we know that not everyone can participate in community life equally. Seven 'communities of focus' have been identified as having a higher likelihood of facing barriers that may impact their health, wellbeing and social outcomes. Council will actively work to support equitable outcomes for these communities through the programs and services we provide. The seven communities of focus are outlined in the following table:

DRAFT

Icon	Community of focus
	First Peoples This includes Aboriginal and Torres Strait Islander peoples.
	Culturally and racially marginalised (CARM) people This includes people who face marginalisation due to their race, cultural background or religion.
	People living with disability, mental illness, chronic illness or who are neurodivergent, and their carers
	People who identify as LGBTIQA+ This stands for Lesbian, Gay, Bisexual, Transgender, Intersex, Queer or Questioning, Asexual, as well as non-binary, ace, gender diverse and any other gender and sexual identities that are not heterosexual or cisgender.
	People experiencing, or at risk of, family violence
	People without stable housing, or experiencing housing stress
	People living on low and/or insufficient incomes

Roles of Council

Council plays a range of roles to ensure the Council Plan is delivered. These include:

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

DRAFT

Fair (Qeente Boordup)

Strategic Objectives	Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29	Year Two 2026/27 initiative
1. A city that respects and values First Peoples, their knowledge, history and culture	1.1 Prepare a Moonee Valley Self-Determination Plan, informed by the Wurundjeri Woi-wurrung, Aboriginal community and Marra Wirrigirri Advisory Committee. **Lead service:** Reconciliation **Council's role:** Provider; partner; connector		●	●			1.1.1 Complete the Moonee Valley Self-Determination Plan.
2. A city that embraces diversity and social cohesion	2.1 Prepare and implement initiatives for LGBTIQA+ inclusion, health and safety in consultation with the community. **Lead service:** Community development **Council's role:** Provider; partner; connector		●				*No initiative in 2026/27*
	2.2 Prepare and implement a Social Cohesion Framework that promotes community development and connections, champions inclusion and cultivates a strong sense of belonging to guide Council's programs, events, days of recognition and communications. **Lead service:** Community development **Council's role:** Provider; connector		●	●			2.2.1 Complete the Social Cohesion Framework with input from stakeholders.
3. A city that delivers inclusive, affordable and responsive services for people of all ages	3.1 Prepare and implement the Family and Children's Services Action Plan, to progress priority initiatives. **Lead service:** Children and family services **Council's role:** Provider; partner		●				*No initiative in 2026/27*
	3.2 Prepare and implement a framework to support our community to age well in Moonee Valley. **Lead service:** Home care and community support **Council's role:** Provider		●				*No initiative in 2026/27*
	3.3 Deliver initiatives that help to build a more inclusive community in consultation with people living with disability and their carers so that they can lead healthy and active lives, including by building workforce capacity in service delivery. **Lead service:** Community development **Council's role:** Provider; partner; connector		●				*No initiative in 2026/27*
	3.4 Strengthen youth engagement and participation, good mental health, leadership and community recognition. **Lead service:** Youth development **Council's role:** Provider; partner; connector		●	●			3.4.1 Progress formal pathways for young people to influence Council decision-making, community priorities, and service design through structured youth consultation, representation, and advocacy.

DRAFT

Strategic Objectives	Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29	Year Two 2026/27 initiative
4: A city committed to community safety, health and wellbeing	4.1 Prepare a gambling harm reduction policy to guide Council decision-making. **Lead service:** Public health and safety **Council's role:** Provider; advocate	✚		●			4.1.1 Prepare a gambling harm reduction policy in consultation with the Alliance for Gambling Reform and other stakeholders.
	4.2 Contribute to the prevention of, and response to, gender-based violence and family violence, implementing actions that align with Council's Prevention of Family Violence Policy and Statement of Commitment and that support victim-survivors in their recovery and healing. **Lead service:** Public health and safety **Council's role:** Partner; advocate	✚	●				4.2.1 In collaboration with stakeholders commence delivery of priority initiatives from the Prevention of Family Violence Implementation Plan.
	4.3 Support the opening of a new headspace for Moonee Valley and continue to advocate for local, accessible mental health services for people of all ages. **Lead service:** Public health and safety **Council's role:** Partner; advocate	✚	●	●			4.3.1 Support the opening and establishment of the new headspace youth mental health service in Moonee Valley.

DRAFT

Thriving (Bandingith)

Strategic Objectives	Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29	Year Two 2026/27 initiative
5. A city with opportunities to learn and work, that values work in all its forms, including employment, entrepreneurship, volunteering and caring	5.1 Encourage and expand use of our libraries through inclusive, accessible and flexible services, programs and collections that support learning, literacy, independence and skill development. **Lead service:** Libraries **Council's role:** Provider; connector		●	●	●	●	5.1.1 Review the trial of unstaffed library access at two branches and review library opening hours and options for future library access.
	5.2 Continue to recognise the value of volunteering in our community, and support volunteers across the municipality by building capacity and connections, while increasing and enhancing volunteering opportunities at Council. **Lead service:** Our people **Council's role:** Partner; connector			●			5.2.1 Prepare and implement a framework to establish ways to better connect volunteer community groups across Moonee Valley and to outline strategies for increasing community awareness and participation in volunteering across the municipality.
6. A city that supports business and responds to economic opportunities and challenges	6.1 Prepare and deliver an Economic Development Action Plan to progress priority initiatives. **Lead service:** Economic and business development **Council's role:** Partner; connector		●				6.1.1 Commence the development of centralised businesses engagement platform to connect with all Moonee Valley businesses, improving awareness and uptake of grants, programs, and local opportunities to drive economic growth and support business resilience; with the intent to build a scalable system for ongoing business engagement and economic activation across the municipality.
7. A city where everyone can be creative and have fun	7.1 Prepare and deliver a refreshed Igniting Creativity, Moonee Valley's arts and culture strategy, to progress priority initiatives. **Lead service:** Arts and culture **Council's role:** Provider; partner; funder		●	●	●		7.1.1 Connect with artists and creatives within Moonee Valley to review and refresh *Igniting Creativity in Moonee Valley 23-27*, to evaluate work undertaken and set future priorities guiding Council's arts and cultural activities.
8. A city with opportunities to keep everyone active through sport, leisure and recreation	8.1 Prepare and deliver a program for the provision and improvement of play and recreation facilities in open spaces across the City to support healthy outdoor activity, and progress major and minor park upgrades and park activations as outlined in the Open Space Strategy. **Lead service:** Parks, gardens and open space management **Council's role:** Provider		●	●			8.1.1 Complete development of the Play and Social Recreation Plan.
	8.2 Continue to advocate for external funding and partnerships in order to deliver facilities for Buckley Park Bowls Club, indoor sports (highball) and a soccer hub. **Lead service:** Community facilities and property management **Council's role:** Provider; partner; advocate		●	●	●	●	8.2.1 Continue to work with stakeholders to advocate for external funding for Buckley Park Bowls Club, indoor sports (highball) and a soccer hub.

DRAFT

Strategic Objectives	Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29	Year Two 2026/27 initiative
	8.3 Progress the planning, development and affordable delivery of sporting infrastructure projects and programs to encourage participation and accommodate growth, in line with Council's strategic priorities and long-term capital works program. **Lead service:** Community facilities and property management **Council's role:** Provider; partner	⊕	●	●	●	●	8.3.1 Commence upgrade of the Walter Street Reserve Pavilion, Ascot Vale with support from the Victorian Government and the Australian Government.

DRAFT

Connected (Berbang)

Strategic Objectives	Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29	Year Two 2026/27 initiative
9. A city that is walkable with safe streets, roads and footpaths that connect people	9.1 Complete and implement the Integrated Transport Strategy to improve the effectiveness of transport across the municipality, including active transport, public transport and road safety. **Lead service:** Traffic, transport, pedestrian and drainage network **Council's role:** Provider; partner; advocate		●	●	●		9.1.1 Commence implementation of the Integrated Transport Strategy, including improved sustainable and active transport accessibility, safety and connectivity across the municipality.
	9.2 Expand safe walking and cycling routes and deliver traffic, pedestrian and cyclist safety improvements by planning, improving and promoting shared and cycling paths and walking infrastructure. **Lead service:** Traffic, transport, pedestrian and drainage network **Council's role:** Provider		●	●	●	●	9.2.1 Progress the next stage of the Moonee Ponds Creek Trail; deliver Local Area Traffic Management projects in Newmarket, Airport West and Union precincts.
	9.3 Improve traffic, pedestrian and cyclist safety by identifying safety issues around schools, undertaking behaviour change programs and delivering innovative solutions through the Better Moves Around Schools program. **Lead service:** Traffic, transport, pedestrian and drainage network **Council's role:** Provider; monitor		●	●	●	●	9.3.1 Implement the outcomes of the Better Moves Around Schools in the Niddrie and Essendon neighbourhood school precinct plans.
10. A city that uses mostly low-emission and reliable transport	10.1 Support the community's use of sustainable transport through the expansion of electric vehicle charging stations across the municipality. **Lead service:** Traffic, transport, pedestrian and drainage network **Council's role:** Provider; partner; funder; monitor		●	●			10.1.1 Facilitate community use of electric vehicles through the continued rollout of charging facilities across Moonee Valley and evaluate and report to Council on the effectiveness of other electric vehicle charging trials across metropolitan Melbourne and provide recommendations for additional charging options for Moonee Valley.
	10.2 Work with stakeholders to advocate for improved public transport and pedestrian safety on non-Council roads. **Lead service:** Community information, education, advocacy and engagement **Council's role:** Advocate; partner		●	●			10.2.1 Work with State Government to support the rollout of next generation trams across the municipality and continue to advocate for delivery funding for safety improvements at Moonee Ponds junction and the Essendon and Essendon North junctions on Mt Alexander Road, and pedestrian safety at all tram stops.
	10.3 Transition Council facilities, fleet and equipment to more efficient energy sources to reduce environmental impact. **Lead service:** Community facilities and property management **Council's role:** Provider; monitor		●	●	●	●	10.3.1 Continue to progress the transition of Council's fleet and equipment from internal combustion engines to electric vehicles, to reduce carbon emissions and improve resilience and energy security.

DRAFT

Strategic Objectives	Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29	Year Two 2026/27 initiative
11. A city in conversation with our diverse community	11.1 Provide accessible print and online communications, including translated materials and interpreters, and enhance customer experience through continuous improvement work to Council's website. **Lead service:** Community information, education, advocacy and engagement **Council's role:** Provider; partner; funder		●	●	●	●	11.1.1 Explore and develop an AI agent within Council's website to provide an enhanced customer service experience for the community, particularly focussed on ensuring an equitable experience by those with non-English speaking backgrounds to enable them to access information without the need to engage interpreters or translation services.
12. A city that is enabled and confident in purposefully using technology to improve everyday life	12.1 Improve the use of technology applications to enhance service delivery and assist Council with future planning. **Lead service:** Our systems and knowledge **Council's role:** Provider; monitor		●	●	●	●	12.1.1 Utilise sensors to collect baseline data to support benefit realisation evaluation of three projects.

DRAFT

Green (Wunwarren)

Strategic Objectives	Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29	Year Two 2026/27 initiative
13. A city that is zero carbon	13.1 Review and continue to deliver programs through the Community Climate Emission Reduction Reserve. **Lead service:** Environment and sustainability **Council's role:** Provider; connector; monitor		●	●			13.1.1 Implement targeted programs to support the community to reduce carbon emissions. 13.1.2 Report to Council with a methodology and plan to implement an exemption from planning permit requirements for visible solar energy systems in the Heritage Overlay to facilitate greater provision of on-site renewable energy in heritage places, where appropriate.
14. A city that is climate-safe	14.1 Continue to build community resilience and preparedness to extreme heat and flooding through planning, advocacy and education initiatives. **Lead service:** Public health and safety **Council's role:** Provider; partner; funder; advocate		●	●			14.1.1 Support the most at risk community members to prepare for extreme heat by working with sector partners to deliver practical ways to stay safe, and ensure Council is ready to activate a relief centre in response to heat related consequences, such as a power outage.
	14.2 Increase natural cooling of our homes, spaces and buildings across the city through increasing plantings and public and private tree canopy cover. **Lead service:** Parks, gardens and open space management **Council's role:** Provider; monitor		●	●	●	●	14.2.1 Plant advanced trees in streets, parks and public areas, prioritising locations of high heat vulnerability.
15: A city that has increased biodiversity, shade and is water-sensitive	15.1 Design and construct stormwater harvesting infrastructure to deliver on the Maribyrnong Catchment Integrated Water Management Plan. **Lead service:** Parks, gardens and open space management **Council's role:** Provider; partner		●	●	●		15.1.1 Pursue partnerships to support delivery of stormwater harvesting infrastructure in Moonee Valley that is in the Maribyrnong Catchment Integrated Water Management Plan.
	15.2 Use flood modelling to mitigate the impacts of climate change on drainage networks, through potential planning changes and capital works delivery. **Lead service:** Traffic, transport, pedestrian and drainage network **Council's role:** Provider		●	●	●	●	15.2.1 Participate in the Melbourne Water flood modelling project and use flood modelling to help prioritise future drainage improvement projects.
	15.3 Set a target and develop a strategy to increase permeable surfaces across the municipality to reduce urban heat and better manage stormwater. **Lead service:** Environment and sustainability **Council's role:** Provider				●		*No initiative in 2026/27*

DRAFT

Strategic Objectives	Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29	Year Two 2026/27 initiative
	15.4 Protect and enhance biodiversity and ecological health throughout the municipality by increasing the diversity of landscapes, habitat connectivity and species used in plantings, and by undertaking pest plant and animal management. **Lead service:** Parks, gardens and open space management **Council's role:** Provider		●	●	●	●	15.4.1 Undertake revegetation work at targeted locations to strengthen habitat connectivity through linked corridors and creation of biodiverse landscapes across the municipality using indigenous and native species.
	15.5 Continue to support the health of waterways, including by working with partners to; support their efforts to naturalise the Moonee Ponds Creek; advocate for the naturalisation of Steele Creek; and lead Maribyrnong River improvements. **Lead service:** Parks, gardens and open space management **Council's role:** Partner; provider; advocate		●		●		*No initiative in 2026/27*
16: A city that repurposes and recycles to minimise waste	16.1 Reduce waste by cutting recycling contamination, continuing resident and business education campaigns and engagement and enhancing circular economy initiatives. **Lead service:** Waste and recycling **Council's role:** Provider; connector; monitor; responder		●	●	●	●	16.1.1 Assess the Food Waste Dehydration for Apartments Trial and the Container Deposit Scheme basket trial on public litter bins to determine feasibility of continuing the programs.
	16.2 Investigate alternative ways to provide recycling services to a diverse range of housing types, including through drop-off points for glass, recycling and FOGO. **Lead service:** Waste and recycling **Council's role:** Provider			●			*No initiative proposed in 2026/27* *Precursor piloting work is in progress and will continue into 2026/27 therefore it is proposed that an appropriate initiative can be delivered in Year 3 once pilot findings can shape the course of action to be taken.*

DRAFT

Beautiful (Nga-ango Gunga)

Strategic Objectives	Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29	Year Two 2026/27 initiative
17. A city with diverse, affordable, secure and well-planned housing for all	17.1 Prepare initiatives to ensure that residential development is directed to appropriate locations to meet our future population growth and housing needs, focusing on activity centres and areas with good access to public transport and working within Council's role to increase affordable and social housing and address homelessness. **Lead service:** Strategic land use planning **Council's role:** Provider		●	●	●	●	17.1.1 Complete the Moonee Valley Housing Strategy, contingent on guidance from the Victorian Government regarding the localised implementation of the State Housing Targets.
18. A city where our history and identity help shape the future	18.1 Undertake planning and implement initiatives to conserve and enhance heritage places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value. **Lead service:** Strategic land use planning **Council's role:** Provider		●	●	●		18.1.1 Progress implementation of the Heritage Study 2023, contingent on guidance from the Victorian Government regarding the ongoing use of Heritage Overlays, while meeting our State Housing Target.
	18.2 Establish a vision for the future of the Maribyrnong River and surrounds by completing the Maribyrnong River Cultural Precinct Plan, incorporating the recommendations of a Cultural Values Assessment developed by Traditional Owners **Lead service:** Community facilities and property management **Council's role:** Provider; partner; connector		●	●			18.2.1 Prepare a plan to help guide the future of the Maribyrnong River Precinct (Maribyrnong Park to Aberfeldie Park) with a focus on environmental and cultural heritage elements.
19. A city of innovative and sustainable design	19.1 Ensure that the planning of social infrastructure incorporates principles of design excellence and innovation and meets the community's changing needs. **Lead service:** Community facilities and property management **Council's role:** Provider			●	●		19.1.1 Review the existing Community Facilities Design Principles and Guidelines to determine if an update is needed.
	19.2 In collaboration with the Council Alliance for a Sustainable Built Environment, continue to advocate for elevated Environmentally Sustainable Design targets for new development to support a Zero Carbon Planning Scheme. **Lead service:** Community information, education, advocacy and engagement **Council's role:** Partner; advocate		●	●	●	●	19.2.1 Support the advocacy actions of the Council Alliance for a Sustainable Built Environment.
20. A city with green, welcoming and well-presented spaces and streetscapes	20.1 Continue to implement the Open Space Strategy by preparing and implementing an open space acquisition framework for increasing open space in priority areas (Flemington, Keilor Road/Essendon North, Essendon and Moonee Ponds). **Lead service:** Parks, gardens and open space management **Council's role:** Provider			●	●		20.1.1 Commence preparation of an open space acquisition framework.

DRAFT

Strategic Objectives	Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29	Year Two 2026/27 initiative
	20.2 Prepare and deliver a program for the implementation of open space master plans with clear criteria for prioritisation. **Lead service:** Parks, gardens and open space management **Council's role:** Provider			●			20.2.1 Complete an audit of existing masterplans and develop an affordable program for delivery of priorities across the municipality.
	20.3 Provide facilities and places for exercising dogs safely and in harmony with other users of open space and biodiversity. **Lead service:** Parks, gardens and open space management **Council's role:** Provider		●	●		●	*No initiative proposed in 2026/27* *There are no new or expanded dog park facilities proposed for development in 2026/27 therefore an initiative cannot be progressed in Year 2. Council will continue to implement the Domestic Animal Management Plan to support dogs to be exercised safely and in harmony with other users of open space.*
	20.4 Prepare and implement a program for enhancing streetscapes. **Lead service:** Parks, gardens and open space management **Council's role:** Provider		●	●			20.4.1 Complete permanent closure of Hallkeeper Lane, Moonee Ponds and commence procurement for the delivery of permanent activation in the Lane.
	20.5 Prepare and implement a Moonee Valley Placemaking Framework, giving consideration to safety, lighting, cleanliness and inclusive urban design. **Lead service:** Community facilities and property management **Council's role:** Provider		●	●	●		20.5.1 Undertake research to scope placemaking needs and opportunities as the first step prior to preparing a Framework.
21. A city with infrastructure that supports the needs of our changing community	21.1 Continue to implement the Public Toilet Strategy. **Lead service:** Parks, gardens and open space management **Council's role:** Provider		●	●	●	●	21.1.1 Increase opening hours of existing public toilets which are co-located within roofline of sporting pavilions.
	21.2 Prepare and implement a Property Plan to ensure that Council's property portfolio can support the future needs of the community. **Lead service:** Community facilities and property management **Council's role:** Provider		●				*No initiative in 2026/27*
	21.3 Plan to address community infrastructure needs in Niddrie and Essendon North, including by advancing planning and advocating for external funding and partnerships to deliver Niddrie Library. **Lead service:** Community facilities and property management **Council's role:** Provider; partner; advocate			●	●		21.3.1 Monitor state government policy decisions that influence community infrastructure needs within the Niddrie and Essendon North Activity Centres.

DRAFT

Strategic Objectives	Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29	Year Two 2026/27 initiative
	21.4 Continue the Building Blocks Partnership with the Victorian Government to deliver kindergarten redevelopments and maternal child health suites at Airport West, Ascot Vale (Coronation) and Keilor East (Lincolnville and Milleara Gardens). **Lead service:** Children and family services **Council's role:** Provider; partner		●	●	●		21.4.1 21.4.1 Deliver Coronation (Ascot Vale) and Milleara Gardens (Keilor East) redeveloped kindergartens.

DRAFT

Trusted (Dharrndun)

Strategic Objectives	Strategy	Related Plan	2025/26	2026/27	2027/28	2028/29	Year Two 2026/27 initiative
22. A city where people of all abilities, ages and backgrounds can engage, participate and influence	22.1 Undertake engagement processes to provide opportunities for participatory decision-making for under-represented groups, including Council's Community Advisory Panels. **Lead service:** Community information, education, advocacy and engagement **Council's role:** Provider			●			22.1.1 Undertake community research regarding MV2040 Communities of Focus to inform the design of community engagement approaches and practices.
	22.2 Prepare and implement a plan to improve communication with all residents and stakeholders. **Lead service:** Community information, education, advocacy and engagement **Council's role:** Provider		●				*No initiative in 2026/27*
23. A city with confidence in local decision-making	23.1 Increase community understanding of Council processes, roles and responsibilities and share our progress delivering priorities, outcomes and services. **Lead service:** Civic Services **Council's role:** Provider			●	●	●	23.1.1 Increase the visibility of processes and projects on the MVCC website that demonstrate our role, responsibilities, priorities, and outcomes for the community to have better understanding of Council's services.
	23.2 Explore opportunities to facilitate increased engagement between elected Council representatives and the community. **Lead service:** Community information, education, advocacy and engagement **Council's role:** Connector			●			23.2.1 Facilitate the Meet the Mayor and Councillors community program with a calendar of opportunities, capitalising on existing Council events.
24. A city that is environmentally, socially and financially responsible and prepared	24.1 Prepare and implement a new Moonee Valley Advocacy Strategy to guide Council's efforts to attract policy change and resources, aligned with Council's capital works program and the Council Plan. **Lead service:** Community information, education, advocacy and engagement **Council's role:** Provider; advocate		●				*No initiative in 2026/27*
	24.2 Continue to refine the way capital works projects are assessed and prioritised. **Lead service:** Our finances **Council's role:** Provider		●		●		*No initiative in 2026/27*
	24.3 Refresh and implement Council's Financial Management Policy, including responding to economic challenges and cost of living pressures. **Lead service:** Our finances **Council's role:** Provider		●			●	*No initiative in 2026/27*

DRAFT