

Moreland City Council

# Mayor's Speech 2005

Working Together For Our Community



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# Mayor's Speech 2005

## Working Together For Our Community

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### Councillor Mark Higginbotham Mayor

delivered the  
Mayor's Speech at the  
Coburg Town Hall  
on 15 December 2004

It is my great privilege to introduce to you the Mayor's Speech 2005.

The document explains the values and ideals that will guide Council this year, and throughout the term.

It addresses many areas of Council operations, and sets specific policy goals for the organisation.

I would like to acknowledge all of the people who have contributed to this document. It started life within the ALP, where every member of the ALP in Moreland had an opportunity to contribute to the policy development process. I'm proud to say that dozens of members took the opportunity to get involved.

After the election, the Mayor's Speech emerged from the ALP policy, through consultation with the non-Labor Councillors and with the administration. Council's senior officers gave their input before the document was presented to every Moreland Councillor for their contributions and additions.

I want to record my congratulations and thanks to all of my fellow Councillors for taking up the challenge of public office. I am very much looking forward to working with you and the community to put our values, ideals and specific policy initiatives into action. In the process we will no doubt have our differences, but we will work through them as a team.

I will make sure that this is an inclusive Council, benefiting from the strengths and capacities of each of the Councillors. This Council is the first elected under proportional representation and there is now a greater diversity of political views represented. Whatever political view we may be from, we are now all working to serve the same community, and we will serve them best if we work as a team.

Putting together the Mayor's Speech 2005 has been an inclusive process, with many viewpoints and perspectives taken into account.

As Mayor I am very proud of the result and I will work to achieve the goals it sets out.

Cr Mark Higginbotham  
**Mayor**

# Social Development

## Detailed Commitments

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### Public Health

Council will always promote the health, safety and well-being of the Moreland community. Our Moreland Municipal Public Health Plan views health as a complete state of physical, mental and social well-being, more than just the absence of illness and disease.

Our urban environment, social and economic circumstances, our lifestyle and our relationships with family and friends are all important to our health and wellbeing.

The most serious illnesses in Moreland are heart disease, diabetes, asthma, cancer and mental health problems. We know that we can reduce these illnesses by addressing such issues as social isolation, youth unemployment and low incomes. Council aims to enhance health and well-being in Moreland by ensuring access to safe recreation and leisure opportunities, open space, cleaner air and access to public transport, community support services and information on health issues. We will pursue these and the other goals set out in the Moreland Municipal Public Health Plan.

Council will also continue to campaign for a universal, accessible and quality public health system. We will campaign for the Federal Government to 'Defend and Extend Medicare', extend Medicare to cover dental care, and to protect the Pharmaceutical Benefits Scheme.

### Aged Care

The shortage of nursing home beds in Moreland is of major concern. Council will continue to condemn the inadequate provision of high-care nursing home beds in Moreland and the effect this has on health and the cost of other services. We will advocate for a more equitable share of the Federal Government's total aged care allocations.

Council will work to facilitate cross-government and private sector partnerships to provide affordable accommodation for the elderly.

We will explore the feasibility of a percentage of new apartment accommodation in Moreland being reserved for the active aged at an affordable price. This would ensure that newly-developed units are available for a mix of people of all ages, contributing to a sense of community, and reducing social isolation.

### Home and Community Care

Council supports the Home and Community Care program which provides shopping assistance, home cleaning, personal and respite care, home maintenance and meals on wheels to frail elderly and disabled citizens.

Council will work to reduce the waiting lists for general housekeeping support by trialing other methods of providing relevant assistance to those with a lower or less urgent need and advocating for an increase in State and Federal Government funding to match the growth in the ageing population.

To ensure services are accessible to all eligible people, and to provide a more culturally relevant service for elderly migrants, we will implement the Home and Community Care program funded Culturally Equitable Gateways Project, in partnership with ethnic organisations. Council will also develop a project to improve communication and understanding with older people about accessing the Home and Community Care program and other services.

### Community Health

The four centres of the Moreland Community Health Service provide essential health services to Moreland residents. They also have a unique role in community development, advocacy and health promotion. Moreland will continue to work in partnership with the Moreland Community Health Service, and to lobby the State and Federal Governments for increased funding to reduce the waiting lists for services such as physiotherapy, podiatry and dental care.

# Social Development

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## Children and Family Services

Children are our future and deserve the best start in life. All children in our community deserve an environment that supports their health, well-being and development in community and family settings. It is acknowledged that families with young children need to access services and supports in their local area.

Council will continue to provide services for young children and their families, including maternal and child health, immunisation, family day care, school holiday programs and the children's resource unit, in partnership with the State and Federal Governments, and with community services providers.

Our services are guided by the Moreland Early Years Strategy 2004-2008 and we will continue to follow detailed annual implementation plans for the strategy.

We will also provide a wide range of leisure, arts, environmental, safety, health promotion and library services and activities to enhance children's development and enable families to participate in and feel part of their local community.

In the second year of the term, Council will develop a calendar for families with young children, highlighting family and children's events and service information that incorporate arts and culture, library and health promotion activities and events in appropriate formats and languages.

It is important that access to preschool facilities is equitable for the whole community. Council is aware that currently there are discrepancies and differences in enrolment criteria throughout the municipality. In consultation with management committees and the broader community, we will investigate the possibility of a consistent preschool enrolment process across the city.

Council recognises that many of our early years services currently occupy outdated and single use facilities. We will continue towards a comprehensive review of the location of buildings for early years services, exploring options for co-location and redevelopment.

Council believes that the availability of quality, affordable child care is an important economic and social issue. A lack of quality child care places can affect life decisions, such as having children and the balance between work and family. Such issues are compounded by the stresses of the general cost of living and the further reliance on dual incomes. A lack of child care places is a substantial

impediment to re-entering and participating in the workforce, reducing choice and creating significant economic hardship.

Most parents looking for child care in Moreland are forced to place their child on a number of different waiting lists across the city. Council recognises that this is not in the best interests of families, and will begin negotiations with child care providers to establish a central, common waiting list.

Many Council-owned child care centres in Moreland are run by volunteer committees of management. Council will maintain strong relationships with these committees and assist them to manage their centres effectively. We will assist them by maintaining their buildings, facilitating training and peer support, and advocating on their behalf to other levels of government.

Council acknowledges the importance of family day care services to Moreland families. We will continue to improve and expand the family day care program.

Council acknowledges that different groups in our community have different child care needs. Council will work to ensure that people from diverse cultural and economic backgrounds and children with high needs are provided with relevant child care options.

# Social Development

## Disability

Approximately 17.7 per cent of Moreland's population has a disability to some degree.

This is a very significant number and we strongly believe that we must value, and serve all our citizens equally - regardless of who they are, where they come from or what abilities they do or do not have. We also believe that providing for people equitably does not mean serving them in the same way.

We must respect that different people have different needs, and we must cater to a broad diversity of needs to make sure that everyone is included.

To better cater for people with a disability, Council will continue to implement the measures outlined in the Moreland Disability Policy and Action Plan 2003-2006, including actions to:

- provide new domestic and commercial building and planning permit applicants with a disability access checklist and information on the Disability Discrimination Act;
- identify and assist residents who have difficulty in maintaining nature strips and using waste services;
- update our website and publications to better cater for people with a disability;
- continue support for the Moreland Disability Advisory Group and the Moreland Disability Access Awards; and
- continue to design and construct Council infrastructure with regard to the needs of people with a disability.

## Gambling

Electronic gaming machine losses in 2003-2004 totalled just over \$66 million in Moreland and this is expected to grow in 2004-2005. Research indicates that problem gamblers contribute 42 per cent to the total electronic gaming machine losses.

Council aims to reduce the social and economic harm of gambling in our community. We will oppose gaming applications when they will negatively affect the social or economic well-being of the community.

Council will advocate for increased local government input and control over gaming venues and gaming machines.

Council will educate the community on the hazards of gambling to individuals, families and to the wider community. We will do this in partnership with gaming venues and service providers, and through local media and Council publications.

## Drugs and Alcohol

Alcohol and drug misuse can affect all sections of our community. Council will continue to support organisations such as the Moreland Community Health Service to provide programs to reduce harm from drugs and alcohol. Council will continue to undertake initiatives to improve social connections, the accessibility of leisure activities and other social support services to reduce the harmful impacts of drug and alcohol use.

Council will continue to support the Moreland Liquor Licensing Accord, an alliance between Council, enforcement authorities and licencees, that encourages the responsible consumption of alcohol.

## Community Partnerships

We believe that the most valuable asset any suburb in any city can have is community participation. Studies have shown that places where people know their neighbours, get involved in local community groups, and trust each other are the best places to live. These areas have better levels of health and education and have more opportunities. Council will continue to work alongside community groups and organisations to increase community spirit and participation.

# Social Development

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Increased community participation improves opportunities to develop new skills, social connections, self-esteem and well-being. Community participation creates pride and ownership of community facilities, and results in better access to funding for services and facilities. It is also the best way to promote and maintain Moreland's emphasis on being an open, respectful, tolerant and fair community.

Specific projects will be implemented in Fawkner and Glenroy to strengthen links within these communities and encourage community participation in a range of local initiatives. In Fawkner, the focus will be on implementing the locally developed Fawkner Action Plan. In Glenroy, Council will commence building the new neighbourhood facility in Murrell Street, Glenroy. This 'Linking Glenroy' project is being supported by the State Government and includes community initiatives to build links between people, assist young people and promote partnerships between Council, service providers, residents and local businesses.

## Neighbourhood Houses and Community Centres

Our neighbourhood houses are among the most valuable community building assets in Moreland.

Now that we have finalised the designs and secured funding from the State Government, Council will complete the Glenroy Neighbourhood Facility. This community centre will be of great benefit to the community and will house many services, including the Glenroy Neighbourhood Learning Centre, Maternal and Child Health Service and a branch of the Moreland Community Health Service.

Council will continue to improve the condition of other neighbourhood houses in partnership with the community and other levels of government. We will, at a minimum, maintain the current funding levels to houses, aiming to provide equitable funding to each house.

Council will work with neighbourhood houses to improve outreach services to areas of the municipality and communities, which are not currently covered by neighbourhood houses.

Council recognises the important role senior citizens centres play in the lives of our older residents. Council will continue to fund a program of upgrading our senior citizens centres.

## Community Grants

Council will maintain the value of the numerous grants programs run by Council and ensure the grants are relevant to the needs of the community.

The general community grants, sustainability grants and cultural grants will continue their critical role for hundreds of groups in the community.

## Library Services

Moreland Libraries provide extensive free access to information, knowledge, thought and culture. Council will maintain our libraries' independence and ability to serve the Moreland community. Council will ensure that funds for the purchase of new books are increased by a minimum of the CPI rate each year.

Seven-day-a-week operations will continue for the three largest libraries at Coburg, Brunswick and Glenroy, and current opening hours at all service points will be maintained. We will continue to improve the library buildings in Moreland to ensure they are comfortable, easy to use and available for study. The redevelopment of Coburg Library, incorporating new loans and information facilities, seating and display areas, will be completed in 2005 and furniture and fittings will be upgraded at all five libraries. Council will look into ways of displaying public art at the Coburg and Glenroy Libraries.

New technology and media can improve services in our libraries, particularly for people with a disability. Council will support new technologies, without diminishing physical access to the libraries.

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The Moreland Reading Project, 'Read More', aimed at enhancing community literacy and social engagement, will continue to be a feature of the library service.

## Arts and Culture

Council will facilitate a wide range of arts and cultural activity in the city, including community festivals, art exhibitions, performing arts, public art and cultural exchange initiatives. Council will make arrangements for the free billeting of international visitors participating in arts exchanges, particularly the Volunteers for Peace, associated with the annual Return of the Sacred Kingfisher Festival at CERES Environment Park.

Council will continue to build the role of the arts precinct in Brunswick regionally. The core of the precinct, the Counihan Gallery In Brunswick will be maintained as a gallery with free entry and local components in its program.

Council will seek to develop arts infrastructure in the northern areas of the municipality to ensure that all residents in the municipality have access to the arts, and that art and drama groups have appropriate spaces for performance and local expansion.

Council will plan arts activities to celebrate the 2006 Commonwealth Games.

To celebrate Reconciliation Week in 2005, Council will present an exhibition at the Counihan Gallery In Brunswick that explores this area's Indigenous heritage while also celebrating the work of southern Australian Indigenous artists.

We will award cultural grants to at least 20 individuals or community groups and review the Moreland Arts Strategy in 2005. The Moreland Arts Board will play a key role in the planning and development of the new arts strategy.

We will finalise an audit of festival sites in Moreland and develop guidelines for the use of the city's festival sites.

## Festivals

Council will continue to support important community arts festivals including Council's key festival, the Brunswick Music Festival.

Council will continue to support the Sydney Road Street Party, Moreland's major festive event, held in conjunction with the acclaimed Brunswick Music Festival.

Council believes that community-based festivals and events, such as the Coburg Festa, Pascoe Vale Festival, Fawkner Community Festival and the Twilight Movies in the Park in the north of Moreland are important to the community and our support for them will continue.

## Leisure and Aquatic Centres

Council will ensure that Council-owned recreation centres are funded and maintained to a high level of safety and amenity. We will continue to prepare and update master plans and redevelopment plans for the future of Council-owned facilities.

Council recognises the importance of outdoor recreation during summer and we will review the operation of outdoor aquatics and recreation facilities to ensure Moreland residents have access to high quality, sustainable outdoor facilities during summer.

Council supports the installation of energy and water conservation infrastructure in Moreland aquatic centres. We will explore funding options to update our water heating and treatment plants, particularly at the Brunswick Baths.

State Government funding opportunities will be explored for the redevelopment of aquatic facilities, particularly at the Oak Park Aquatic Centre, where we will develop proposals to provide a gymnasium and fitness centre for residents in the north west of the municipality who are not well serviced by the Fawkner, Coburg and Brunswick leisure centres.

Increased patronage and awareness of aquatic areas in Moreland will be achieved through Council-sponsored open days.

# Social Development

## Sporting Groups and Facilities

Moreland's sporting facilities are essential for the good health, quality of life and community spirit of our citizens. Increasing participation in sporting and recreation, both formal and informal, is an ongoing priority of Moreland City Council.

To achieve this goal, Council will continue to implement the Moreland Leisure Plan. The plan sets out ways Council can assist sporting clubs to serve the community, increase awareness of sporting opportunities, and improve access for people who have not previously had access to sporting opportunities.

Council will assist clubs through preparing strategic plans for different sporting codes, and by continuing the Moreland Sporting Forums, which give sporting clubs an opportunity to come together (particularly those that share facilities) to discuss issues of common concern. Positive results from these meetings will include common approaches to building participation and membership.

Council will improve sporting opportunities for those who have not been well catered for in the past, such as older people, women, people with a disability, the socio-economically disadvantaged or people from diverse cultural backgrounds. We will do this in the planning and construction of new and refurbished sporting infrastructure and by increasing

awareness of existing opportunities.

Information and awareness of local sporting facilities is essential for increasing participation. Council will ensure that information about local sporting facilities is freely available. We will also devise a three-year publicity campaign, in partnership with local schools, sporting clubs and other stakeholders. Using the full range of Council's publicity options, including festivals, publications and the website, the publicity campaign will focus in turn on each area of Moreland, promoting local sporting groups and facilities. The campaign will promote a wide range of sports, particularly activities catering for senior citizens, people with disabilities, women, and people from diverse cultural backgrounds.

To further promote sports in the city, Moreland will hold an annual city-wide 'active in sports week' to promote involvement in local sporting groups and recreation centres.

To continue improving our sporting facilities, Council will apply for, and will match, the State Government funding to construct sportsfields to be located where the needs of the local sporting community are not currently being met.

## Commonwealth Games

Through our Commonwealth Games Committee, Council will continue to work with the community and external stakeholders to maximise the opportunities presented by the Commonwealth Games.

Opportunities to benefit from the games include:

- promoting local sporting clubs by facilitating special sporting events in the lead up to the Commonwealth Games;
- public art;
- infrastructure projects;
- community hosting;
- volunteering; and
- promoting business opportunities for local businesses and shopping strips.

Council will encourage sporting stars to visit community centres of recreation in the lead up to the games to promote participation in sports.

## Youth

Young people in Moreland deserve a central place in the community, and opportunities for the development of their life skills and well-being. We should respect the views of the next generation, and give adults the benefits of having young people more involved in their lives.

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To achieve this, Council will implement the Youth Strategy 2004-2009: Seen, Heard, Valued, Included. The youth strategy is an ambitious strategy, which sets out 64 key actions to address the needs of young people. Some of the planned initiatives are to investigate the feasibility of a youth and entertainment centre for all young people, and to work with appropriate State Government authorities to improve safety on public transport, improve access to sport and recreation opportunities, increase access to information about available services for young people and other important issues, and link young people to employment services.

Council will continue to hold the biennial Youth Summit and work with the youth of the municipality beyond the summit to deliver, where possible, the recommendations made at the summit.

We will work with other stakeholders to continue to run youth-focused festival events such as the successful Festival for Healthy Living.

## Rate Rebate

Council welcomes the increase, and indexation, of the rate rebate for pensioners from \$135 to \$160. Council will continue to campaign for further increases of the rate rebate so that it reaches a sustainable level, as well as other concession reforms.

## Social Housing

Council has been a strong advocate for public and social housing. Council will continue to advocate for public housing in our community and will undertake the following actions:

- Lobby for increased expenditure from the State and Federal Governments;
- Identify opportunities for expansion and redevelopment of existing public housing stock, including the State Government 'Neighbourhood Renewal' Program;
- Identify opportunities and advocate for spot purchase by the State and Federal Governments;
- Identify and support opportunities for public/social housing in larger re-development projects (for example rezoned industrial sites); and
- Lobby the Federal and State Governments to release 'surplus' land and property assets to Council and community housing providers at minimal cost.

Council will continue to pursue community partnerships with agencies to develop and encourage social housing that meets the needs of our community.

## Education

Council believes that all our young people deserve an education which maximises their potential choices in life.

Council will implement the following actions to improve the educational experience of Moreland students:

- advocate to the State Government for an increase in education standards in Moreland;
- support homework groups in partnership with local organisations;
- continue involvement in the Northern Schools Health Promotion Network;
- continue to develop active partnerships with the Inner Northern Local Learning and Employment Network and the School Focused Youth Services;
- work with individual schools to provide educational opportunities and support where appropriate and where funds are available; and
- support community education as a choice for parents and students.

Council will continue to support a state secondary college in Coburg and will campaign to ensure that a new secondary college is opened at the site of the Moreland City College.

# Social Development

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## Cultural Diversity

The banner 'One Community Proudly Diverse' will continue to be held aloft in Moreland.

Council will explore new and innovative means of displaying and celebrating the cultural diversity of Moreland. We will confront ignorance and prejudice with healthy examples of the positive benefits of multiculturalism.

Council services will be culturally relevant and accessible to the whole community. We will seek feedback from our multicultural community, provide language services, bilingual information and regular staff training.

## Cultural Exchange

Council recognises the value of Moreland's special relationship with Xianyang in China, Aileu in East Timor, and other friendship relationship programs currently undertaken by Council.

Council will further develop Moreland's cultural and economic ties provided by these cultural exchange programs.

Council will implement strategies to enable all residents, ratepayers and local business groups to make full use of the advantages of these cultural and economic ties.

## Reconciliation

Council will continue to work with the local Indigenous people, the Wurundjeri, to promote reconciliation in the community.

Aside from the recognition of prior ownership of this land and maintenance of the Aboriginal flag next to the Australian flag, Council shall investigate and implement the appropriate marking of places of archaeological, cultural, historical and Indigenous significance in Moreland and amend the planning scheme to reflect the Aboriginal pre-contact study findings.

Council will work to reduce the significant socio-economic disadvantage experienced within the Indigenous community by promoting employment and education opportunities, and working with service providers, businesses and other levels of government to strengthen their relationships with the Aboriginal community. Council will also provide supplementary funding for the Federal Government grant to complete the post-contact Aboriginal Heritage Study.

## Women

Council will promote and assist the involvement of women in community affairs. There will be a particular focus on building the capacity for women, especially from a non-English speaking background, to help build our community.

Council will employ a range of initiatives to celebrate the contribution of women in our community. We will present the Honouring Women in Moreland Awards in 2005.

Council will maintain the position of 'Councillor Responsible for Women's Issues' and will continue to raise the profile of women community leaders, and nominate them for the Victorian Honour Roll of Women.

## Refugees

Council has worked towards making Moreland a place where people of all cultures, including refugees, are welcome.

Council is opposed to the Federal Government's inhumane policies in dealing with refugees and asylum seekers and will continue to advocate and support new arrivals to our city.

Council is particularly opposed to Temporary Protection Visas and their corrosive effect on the lives and security of refugees and will participate in national campaigns with other local governments to see Temporary Protection Visas abolished. Throughout 2005 we will continue to provide free access to our leisure and aquatic centres to asylum seekers who hold Bridging Visas E and A.

# Sustainable Urban Environment

## Detailed Commitments

### Planning to Improve our Quality of Life

Council will work towards an environmentally sustainable and liveable city, with an abundance of high quality employment, recreation and accommodation opportunities; a city where a car and a high income are not necessary for a rich and rewarding quality of life.

Council supports a planning system that encourages sustainable and appropriate development that:

- respects neighbourhood character;
- supports diversity in housing choice and caters for different needs of people within Moreland;
- is sensitive to the local infrastructure;
- considers the impact on local area traffic congestion and parking requirements;
- is environmentally sustainable;
- respects and conserves our valued heritage assets;
- aims for excellent design and construction (we will review the Urban Design policy in the Moreland Planning Scheme to reflect this);
- provides for suitable zoning, especially to support commercial and industrial activities;
- creates the best possible environment and quality of life for current and future residents; and
- links in with Moreland's Open Space Strategy and ensures adequate access for all residents.

### Melbourne 2030

Council endorses the general aims of Melbourne 2030. We believe that strategically located urban consolidation is necessary to protect the 'green wedges' and wider environment and to ensure that the whole of Melbourne is a sustainable and liveable city. In implementing Melbourne 2030 we will ensure that:

- development over the next 26 years improves our community and our infrastructure;
- Moreland gets no more than its fair share of increased density over the same time;
- detailed plans are completed for major and principal activity centres in Coburg, Glenroy and Brunswick over the next four years and residential areas within those centres will be protected from major change until they are completed; and
- the bulk of new housing is provided close to existing services, shops, public transport and parks. The scale of development is commensurate with the ability of the local infrastructure to cope with the increase in activity that it generates.

### Activity Centres

The development and change necessary to meet future population growth and demographic changes shall be concentrated in non-residential commercial areas, close to existing services.

By 2008, we will complete detailed plans for principal and major activity centres: Coburg, Brunswick and Glenroy. Central Coburg 2020 is the plan for the principal activity centre of Moreland and the main focus of strategic planning over the next two years. Central Coburg 2020 has been adopted by Council as the vision to guide the regeneration of the shopping and activity centre over the coming years. As Moreland's principal activity centre, Coburg will be the prime shopping, living and activity precinct with a wide range of services in one accessible location including community and civic facilities.

The delivery of the strategies and actions over the coming years will range from changes to the planning scheme to guide use and development, service and facility enhancements, to the construction of streetscape and infrastructure improvements. Ensuring the integration of the Pentridge redevelopment into the centre will be a key challenge. Implementing the vision will require input from all areas of Council to create an exciting heart for all of Moreland.

# Sustainable Urban Environment

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Detailed plans for all Moreland's activity centres will be devised in close consultation with the existing community and incorporated into the planning scheme. In planning for Moreland's activity centres, Council will ensure that positive social, economic and environmental goals will be central considerations. The activity centres need to cater for the needs of a very diverse and changing community now and into the future. Council will undertake local research and facilitate community consultation and participation in activity centre planning to ensure the best outcomes for the community in the longer term.

Until these plans are completed, Council will work to ensure that any proposed developments are consistent with Council guidelines and policy on neighbourhood character, appropriate to the area, sensitive to local infrastructure, that they respect the existing scale and form of buildings and will not adversely affect resident amenity.

Proposed developments will be expected to meet a high standard of design and environmental excellence and to make a positive contribution to Moreland. Council's neighbourhood character guideline controls shall apply. A higher standard of energy efficiency shall be required in all new dwellings in activity centres.

## First STEPS Development Rating Tool

In early 2005, Moreland will publish its groundbreaking Sustainability Tools for Environmental Performance (STEPS) tool, along with associated education and promotional material. This project will put Moreland back in front of the pack as a leader in sustainable development.

STEPS is an interactive, user-friendly, web-based building sustainability rating tool, designed for use by Moreland developers and residents.

STEPS will present a consistent approach to the sustainability assessment of residential planning applications within the municipality, providing the development industry and residents with certainty as to the standard of residential environmental sustainability required in Moreland. STEPS will also assist in the education of the community, helping them to assess the sustainability performance of their existing homes and determining how they could be improved.

In June 2005, Council will consider a report on the success of the first STEPS trial, outlining further refinements required, and progressing the ultimate goal of STEPS' integration into the planning scheme.

## Diversity in Housing

A fair and diverse city ensures appropriate housing is available for everyone in the community. Council will employ a number of strategies to achieve this.

Council will complete a housing strategy addressing issues of affordable housing, supply, demand and capacity in the municipality. The strategy will also commit Council to a number of actions to increase our stock of affordable housing.

Council will aim to:

- lobby for increased expenditure from the Federal and State Governments;
- identify development opportunities which can be partially funded through housing association partnerships;
- identify and support opportunities for affordable housing in larger developments such as rezoned industrial sites;
- identify opportunities for sensitive expansion and redevelopment of existing public housing;
- continue to research and lobby for appropriate housing for residents most in need of affordable housing options;
- implement the framework agreement with Melbourne Affordable Housing;

# Sustainable Urban Environment

- lobby the Federal and State Governments to notify Council and housing associations about 'surplus' land and property assets and release these assets for affordable housing projects at minimal cost; and
- broker arrangements with housing associations to manage long term affordable rental housing in shop-top housing.

Council will also increase the diversity of housing stock in the city through our administration of the planning scheme. Our decisions will:

- provide for ageing in place;
- provide a mix of one, two, three (and larger) bedroom dwellings;
- provides housing with appropriate private open space for families;
- promote the provision of housing for people with a disability; and
- protect the neighbourhood character of one and two storey streetscapes.

## Neighbourhood Character

Council will ensure that development in residential areas protects neighbourhood character. Council will incorporate neighbourhood character controls in the

implementation of interim structure plans for activity centres and the new Residential 3 Zone. New development must respect the existing scale and built form of the neighbourhood and its preferred future character. No more than one-storey height difference will, in general, be allowed between a site and that generally prevailing on adjoining properties in residential areas. Front and side setbacks must also respect the established rhythm of buildings in the street. The importance of backyards and garden outlooks will also be respected.

## Consultation

Council will strongly advise developers, be they home renovators or large developers, to consult with affected parties before designing new or modified buildings. Meaningful consultation will help ensure more appropriate developments. Council will ensure all necessary information is provided to the community for citizens to determine how potential developments may affect them, and to help them assess the impact of proposed developments.

Council believes that the consultation required for large developments should be greater than the current statutory requirements. Criteria such as height and cost should trigger additional consultation with the affected community. We will do what we can internally and

externally to increase notification requirements for large developments to affected parties.

## Decision-Making

Council will further develop and enhance the existing decision-making processes on urban planning matters to ensure adequate and appropriate levels of representation and community involvement.

## Fees

Moreland shall continue to lobby the State Government for increases to scheduled fees for large developments. Currently the city subsidises the assessment of private development by around \$1.2 million per year and this is unacceptable.

## Development Contributions

Council will work towards changing the Victoria planning provisions and other statutory obstacles preventing compulsory financial contributions from developments to provide improved built and social infrastructure. This way, new development will improve the infrastructure that we all use such as footpaths, parks and community services, rather than just making a profit.

# Sustainable Urban Environment

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## Car Parking

Council will ensure that adequate parking is provided with all new developments. Where on-street parking is necessary, sufficient clearance for garbage and emergency service vehicles will be provided. Council will discourage cars from parking in bicycle lanes. Council will complete its new parking strategy within the first year of its term.

## Heritage

Council will continue to conserve Moreland's rich heritage assets including buildings, parks and other elements valued by the community. Where new construction is permitted in a designated heritage place, the principles of the Burra Charter will be applied. This means that non-intrusive design rather than imitative will prevail.

Council will support the incorporation into the planning scheme of additional places of significance as identified in the recent heritage review. Council will protect our city's Aboriginal heritage, as outlined in the Reconciliation section of this document.

Council will prepare a heritage policy to provide better guidance for Council planners and landowners on the application of the planning heritage controls.

Council will ensure that where municipal assets are replaced, a balance is found between the need to preserve heritage value and budgetary constraints.

## Public Transport

Council supports the State Government target of moving 20 per cent of all Melbourne non-walking trips to public transport by 2020 and will continue to advocate for key public transport route improvements to help achieve that aim. This includes cross-town as well as radial services.

Council will continue to support improvements to accessibility to ensure all members of the community including people with special needs can access train, tram, bus and taxi services.

Council will oppose any service reductions and continue to develop relationships with public transport operators in Moreland and with adjoining municipalities to achieve public transport improvements for Moreland residents. Council will advocate for improvements to bus services and ticketing arrangements.

As part of the implementation of Coburg 2020, Council will seek funding to create a Coburg Transport Interchange to enable safer and better-coordinated bus, tram, train and taxi services in Coburg, including a smart bus orbital route along Bell Street. Council will continue to lobby for improvements to Sydney Road to

enable trams to flow more freely and to give the shopping strip more prominence. Council considers it important that changes are made to Sydney Road to make it function better for public transport, pedestrians, people in wheelchairs, cyclists and as a shopping environment.

## Roads

Council believes in maintaining and improving our roads, paths and associated infrastructure and will continue to use the Five Year Financial Plan to ensure adequate funding is provided for the maintenance of our road networks, and to fund roadworks according to the Moreland Road Assets Management Strategy (RAMS).

In addition, we will continue to lobby the State and Federal Governments to provide funding to help achieve this aim, especially in relation to areas listed as accident blackspots.

Where road reconstructions are planned, Council will notify all affected parties and give local residents a chance to provide input into the design.

Reconstructed roads will incorporate environmentally sustainable design and improve conditions for all users, including cyclists, pedestrians, emergency service vehicles and people with a disability. If this conflicts with the nature of the road, attempts will be made to provide alternative routes.

# Sustainable Urban Environment

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Council will examine rail crossings in the municipality to identify those crossings where overly long delays are experienced by motorists. The rail crossings will then be prioritised for grade separation and the State Government will be lobbied to provide funding for those intersections rated as high priority.

Council will also investigate other means of traffic amelioration at these intersections, particularly Glenroy Road, and seek State Government funding for identified measures to reduce traffic congestion and delays.

Council will continue to support the installation of traffic control measures where they are appropriate. Where traffic control measures are required at intersections, we will use the toolkit developed by Bicycle Victoria to make intersections safer for all road users.

The location and design of traffic measures will be guided by a consultative process. Council will designate appropriate speed limits for each road type and place, with consistency across the municipality.

Council recognises the important role of Local Area Traffic Management (LATM) plans in achieving effective traffic management treatments with neighbourhood consensus. We will continue to fund the study of LATMs, and implement at least two LATM plans each year.

## **Pedestrians**

Council will improve the walking networks in Moreland, and undertake actions to encourage more walking trips. We will finalise and implement a pedestrian and walking strategy prioritising actions to improve walking safety and conditions in the city. We will request the installation of pedestrian crossings where a need is identified and the State Government's criteria is met. Council will continue to support programs such as the 'Walking School Bus' and will lobby the State Government to provide funding for them. Council will encourage developers to submit designs with adequate pedestrian access.

In public and private car park redesign or redevelopment Council will ensure that adequate levels of shade and pedestrian access are included.

## **Bicycles**

Council will continue to implement the Moreland Bicycle Plan to improve the bicycle network in the municipality. This includes the provision of marked bicycle lanes on roads and extensions to the off-road networks.

Council will complete the Glenroy section of the Upfield path and the Fawkner section of the Merri Creek path to create high quality continuous off-road links from the Western Ring Road in the

north to the southern border of the city. We will also continue to improve the east-west links between the three major north-south bike paths.

Council will continue to seek financial support for the installation of pedestrian and cyclist operated signals at Park and Dawson Streets and investigate options to create safer crossings at other busy intersections along the Upfield Path, including Harding and Albert Streets. We will consider co-funding these signals in accordance with the Moreland Bike Plan. Council will also amend the planning scheme to reflect the Bike Plan.

## **Protecting and Improving Public Open Space**

Council will work towards all residents having quality, accessible open space within safe walking distance, and within 300 metres, of higher density areas. Council will continue to involve the local community in open space decision-making.

Council will also continue to maintain and improve public open space by allocating adequate resources for maintenance and refurbishment of existing and additional open space, as well as seeking additional funding from developers and outside bodies.

# Sustainable Urban Environment

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Council recognises that there is room for improvement in many of our neighbourhood playground facilities and we will work to improve the standard of playgrounds across the municipality in the coming term. This year, in consultation with local families, Council will finalise a playground strategy to guide capital investment in play equipment. The strategy will ensure playground facilities are available for children with a disability and will prioritise compliance with Australian safety standards.

Council will also complete open space projects at Bain Reserve in Merlynston and Clifton Park in Brunswick and will extend Bridges Reserve in Harding Street, Coburg. In park development and improvement works, Council will provide access for people with disabilities wherever possible and ensure that the design and maintenance of open space provides a high standard of safety for users. Council will replace the damaged path in North Box Court Park in Hadfield and will continue to audit playground equipment safety.

Council will develop the former Kangan Batman TAFE site in Gaffney Street, Coburg to a multi-use open space facility that includes the Moreland Skate Park, informal recreation and habitat. We will pursue State Government funding for an Access for All Abilities playground at the site.

## Moreland Open Space Strategy

Council supports the principles contained in the Moreland Open Space Strategy 2004 and will work to address identified areas of need outlined in the strategy. In particular, Council will develop parkland for informal recreation on the margins of ATC Cook Reserve, Glenroy and currently undeveloped open space in Gowanbrae.

Council will provide landscaping, public access and a walking link through land surrounding the scout hall in Chapman Avenue, Glenroy. In consultation with residents, Council will redevelop Coburg's Bush Reserve depot into local parkland.

Council will also amend the planning scheme to reflect the open space review.

## Shared Facilities

Council will protect sporting reserves and move to ensure that all public land and open space is used to its full potential. Council will investigate sharing open space and sporting facilities with local schools, aiming to form partnerships that benefit both the local community and the schools. Council will pursue opportunities through the State Government's 'Shared Facilities' funding program.

Council will negotiate guidelines and memoranda of understanding with schools guiding out-of-hours public access to grounds, ensuring that liability and duty of care issues are adequately addressed.

In particular, Council will seek after-hours access arrangements to the grounds of Brunswick North Primary School, Box Forest Secondary College, Koori Open Door Education and Glenroy West Primary School to address areas of need identified in the Moreland Open Space Strategy 2004.

## Open Space Corridors

Council will support the consolidation of open space corridors and the permanent rezoning of land with particular regard to State-owned properties. Council will create a 'green tourism trail', from CERES Environment Park to Lake Reserve in Coburg and then to Moomba Park. Council will investigate the re-establishment of themed planting corridors to extend and improve habitat for flora and fauna.

# Sustainable Urban Environment

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## Community Participation

Council will continue to support and work in conjunction with park friends groups, and will encourage the development of friends groups for those parks which are not currently supported in this way.

## Broadening the Sustainability Agenda

Council will incorporate social, economic and environmental principles into every aspect of our operations. We will complete a sustainability strategy for the organisation, synthesising existing policies, strategies and activities. The sustainability strategy will broaden the sustainability agenda throughout the whole of Council, and will successfully integrate sustainability into all future work and activities.

## Greening Moreland

Council will continue to support and work with the community to implement the Moreland Open Space Strategy. We will engage the community with open space issues in a number of different ways, and will investigate convening a new Greening Moreland Forum or something similar.

Council will continue its strong emphasis on improving and greening streetscapes and revegetation initiatives, in accordance with the Moreland Street Landscape Policy, and in consultation with the community.

This will see more than 40,000 trees planted over three years, community and school planting days and the Autumn Planting Festival. Council will also amend the planning scheme to reflect the recent remnant vegetation assessment.

## Creeks and Waterways

Moreland's waterways are a scarce and wonderful resource and their improvement has been instrumental in bringing native flora and fauna back to the area.

In addition to the Merri and Moonee Ponds Creeks, attention to the regeneration of the Edgar and Merlynston Creeks shall continue. In cooperation with surrounding municipalities, Melbourne Water and Parks Victoria, Council will seek funding and other support from the State Government to create and manage a landmark park development based on the Merri Creek corridor.

Council will continue its efforts to revitalise the Moonee Ponds Creek. Council will continue to support the principles of the Moonee Ponds Creek Concept Plan and the resourcing of the Moonee Ponds Creek Coordinating Committee. Council is committed to putting resources into the Moonee Ponds Creek revitalisation and to attracting funding from State and Federal Government agencies and private companies including Melbourne Water, Parks Victoria, Melbourne

City Link Authority and Transurban.

Council will continue to work with the Merri Creek Management Committee, the Friends of Merri Creek, and the Friends of Moonee Ponds Creek, believing that the most effective way of improving the creeks is to involve local residents. Council will continue to implement the Moreland Stormwater Management Plan, including its inclusion into the planning scheme.

## Community Education

Council has led the way in putting in place programs to promote a more sustainable community and will continue to do so. Popular institutions and programs, such as CERES Environment Park, Moreland Energy Foundation, Community Power, Footprints, Sustainability Street and other community education programs, will continue to be supported and improved. We will support new programs designed to encourage a whole of community approach to sustainability.

We will continue to pursue our goal of a 20 per cent reduction from 1995 levels of community greenhouse gas emissions by 2010.

We will use a wide range of measures to achieve this, including education programs and discount schemes.

# Sustainable Urban Environment

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Council will, as a minimum, maintain its current funding levels for energy programs, initiatives and community education. Council will support and engage in environmental and community partnerships with CERES.

## Environmental Education

Council will continue to provide education programs as practical steps that can be taken by all residents to help the environment. We will continue to work with Moreland schools to implement new energy conservation and sustainability programs, and continue the successful Footprints program. Council will provide information to planning applicants to assist with environmentally friendly design, waste minimisation and minimise environmental impacts of developments.

## Water Saving

Council will continue to encourage and provide incentives to residents to save water, such as discounts on the installation of water tanks. Council will encourage residents to use less water and to install grey water and rainwater harvesting systems.

Council will continue to install water saving techniques at our parks and gardens, including computer-controlled sprinkler systems and the use of plant species that require less water.

Council will encourage developers and renovators to install water saving devices when reviewing planning applications.

## Alternatives to Car Use

Council will continue to promote alternatives to car use. We will ensure that residents know about the transport services that are available and support programs to encourage their use.

## Energy Saving

Council has a proud record of being at the forefront of energy conservation and saving initiatives. Since 1995, we have reduced Council's greenhouse emissions by 82 per cent. Council will continue to find ways to further reduce our energy consumption and greenhouse emissions.

Council will continue to support the use of green power for all Council energy requirements and will encourage residents to also take up these options.

Council will ensure that all new developments and renovations meet the State Government's five star energy rating.

## Construction

Council will develop or replace our assets in such a way as to have a minimal effect on the environment. Council will encourage the use of recycled materials in all new buildings and developments where this may be

possible. Council will ensure that new infrastructure has litter and pollution traps built into the drainage system to reduce pollution entering our waterways.

## Waste

Council will continue to provide a reliable waste collection service. Council supports the State Government's 'Towards Zero' waste strategy and will work with the community towards reducing the quantity of waste sent to landfill. Council will provide efficient and reliable recycling and green waste services. We will provide the community with information to enable them to use these services in the most effective manner.

Responding to a new regulatory environment, Council will implement a co-mingled mobile bin for paper and recyclables to replace the current crate system in the south of the municipality. This will improve the service by eliminating the need for residents to carry heavy crates, and will reduce the number of bins on the footpath.

## Appropriate Public Lighting

Council will improve streetscapes through appropriate public lighting for all parts of the municipality. Council supports the new Moreland Public Lighting Policy and will implement it.

# Democratic Governance

## Detailed Commitments

Council believes that local government must be founded on a vibrant, living, and interactive democracy. Council will reach out for community views and values and raise issues for public debate. We will make decisions through consultation and leadership.

### Democratic Government

We will be honest and open in our governance of the Moreland community. Governance is an active process, requiring shared understanding and commitment, hard work, and goodwill. The first principle of local democracy is that elected Councillors remain accountable to their constituents. Voters have a right to expect their elected representatives will strive to implement the platform and policies they advocated as candidates. Council administration will be held accountable to the elected Council for the implementation of Council policy.

Local government provides the most important and accessible opportunity for citizens to be involved in shaping their own communities, and Council will provide every opportunity for citizens to participate.

Council will continue to campaign for the constitutional recognition of local government by the Federal Government. Before the next municipal elections, Council will undertake a campaign to encourage all eligible residents to be enrolled to vote. This includes all local residents who have been granted permanent residency status by the Department of Immigration and Multicultural and Indigenous Affairs, many of whom were inadvertently taken off the Council electoral role in previous State Government electoral reform.

### Political Leadership

The role of elected representatives is demanding. Council will provide Councillors with the resources and structures to effectively exercise political leadership. These include:

- the Mayor of Moreland will, wherever possible, serve in a full time capacity;
- Council will continue to advocate to the State Government for more adequate remuneration for Councillors;
- Council will support elected representatives by the provision of an Executive Officer Mayor and Councillors and by providing appropriate technology by which Councillors engage with the community and the Council administration;

- all Councillors, regardless of their political background, will be involved in decision-making processes; and
- Council will maintain political leadership in all areas of Council operations through a system of Portfolio Councillors and Project Responsibilities. At the end of each Mayoral term, we will review Councillor Portfolios and Project Responsibilities in order to provide the best possible governance for the city.

### Electoral Systems

The new electoral structure will have many impacts on local government and representation in Moreland. Council supports the periodic review of electoral structures, to ensure they are serving the purpose for which they were intended. At the core of any review should be the principles of good governance set out in the Victorian Local Governance Association and Municipal Association of Victoria Code of Good Governance.

# Democratic Governance

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## Accountability

Moreland Councillors will be accountable for their actions. Decision-making processes will be open and accessible to the community. Specifically, this means:

- a minimum of council reports will be considered in camera;
- all enquiries and complaints will be dealt with promptly and thoroughly;
- telephone enquiries during business hours will be answered promptly and not queued wherever possible;
- Councillors will be available to the community;
- we will keep the 'local' in 'local government'. This means that neighbourhoods and precincts will be listened to and recognised;
- opportunities for community observation of, and input into, decision-making will be maximised. This will include open and interactive Council and Committee Meetings;
- a half-hour question time will be maintained at the commencement of each Council meeting;
- Council meetings will be rotated throughout Moreland to facilitate maximum access by the community; and

- Council will launch and explain its annual budget so that the community clearly knows the services and projects Council is funding.

## Community Consultation

Effective consultation and an informed community are the fundamentals of good governance. Knowledge and understanding is necessary if people are to participate in, and be satisfied with, our consultation. Council believes that quality consultation leads to improved decision-making.

Council will review and improve its community consultation policy and mechanisms, including exploring more opportunities for the community to be involved in the decision-making process.

Council will ensure that stakeholders' voices are heard. Council will seek consultation and feedback from residents on planning issues affecting their neighbourhood or property, prior to any council decision being made.

## Communications

Council will continue to use local papers, community radio, Council publications and the website to communicate with Moreland residents and businesses. These will be reviewed during the term of this Council, and will be improved or revised on the basis of community feedback.

Renewed effort will be made to obtain improved coverage of Moreland items through the non-English media.

## Language Link Strategy

This ground-breaking Moreland initiative will be revitalised, and the needs of emerging communities will be included in our total communications and research strategy. Council will ensure that constant improvement to the Language Link communication strategy will be a Council priority. Moreland's main community languages will be regularly used to communicate key messages to the community.

# Democratic Governance

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## Moreland Website

Moreland's highly useful website shall continue to be developed to make it more useful for residents, community groups and businesses. The website should reflect its status as a mainstream resource for informing and engaging the Moreland community. Council will look at replacing the current site with a community portal that reflects and connects our diverse community, by engaging and bringing together our people, our local organisations and our businesses. The website will improve access to information for people with a disability and citizens from non-English speaking backgrounds.

Citizens will be given greater access to Council decision-makers and decision-making processes through improved use of technology. Council will enhance communication and information services and will take advantage of new technologies that promote increased email access to Council and expand Council documentation available online.

## Information Society

Free and equitable access to information and information technology is critical for a just society. Access to municipal information services, such as libraries, will be kept free and readily accessible to the public.

## Community Advisory Committees

Council will ensure good use of community advisory committees as a means of providing policy advice and practical guidance to Council. A review will be undertaken of all existing advisory committees. Additional committees will be established where required and Moreland citizens will be invited to join.

## Payments to Council

We will make it easier to deal with Council by developing increasing options for the payment of rates and other charges. In particular, Council will expand the opportunities for e-commerce through payment of rates and fines online and through credit card payments.

## Industrial Relations

Council believes productivity and service quality are best achieved as a partnership involving employees, unions and the community. Council will:

- respect the rights of employees to be represented in the workplace;
- provide a safe workplace, with appropriate security;
- provide adequate training, re-training and professional development opportunities to ensure a skilled, innovative and resourceful workforce;

- continue to support equal opportunity and ensure fair, open and equitable selection processes; and
- maintain an award system that provides for equitable and relevant wages and conditions of employees.

## Budgetary Policy

Council believes that prudent budgetary policy preserves rates justice while sufficiently resourcing community services and assets.

Council recognises that financial management is not an end in itself but a tool to deliver improved services and outcomes for our community.

With the decline in State and Federal Government grants and the increased reliance on rates and user charges for Council's revenue base, Council reaffirms the need to be financially responsible. We recognise the hardship that is being placed on some ratepayers due to Council's Five-Year Financial Plan and will ensure that all expenditure and income will be equitable, effectively targeted, sustainable, and produce clear outcomes for the community.

# Democratic Governance

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Council will deliver balanced budgets and will not borrow to fund its operations. Council will renew and enhance Moreland's infrastructure, and will consider borrowing options for targeted infrastructure improvements, particularly those with an intergenerational benefit. Any such borrowings will be prudent and manageable, within a balanced budget framework, and in the context of an equitable rates system. Council will support the Five-Year Financial Plan according to the following principles:

- adequate funding will be allocated to renew Moreland's infrastructure;
- revenue collection will remain equitable and in accordance to the community's capacity to pay;
- spending will be equitable, effectively targeted, sustainable and produce clear outcomes for the community; and
- user charges will only be imposed where necessary and will be set within a range that reflects the social, cultural and economic make-up of Moreland.

Council will also investigate cost-effective ways to get rates paid early or at least on time.

## Standards for Contracts

Council recognises that in contracting for and purchasing goods and services, our transactions can have significant economic, social and environmental benefits for Moreland and the broader community.

Council recognises its role as an elected government to set high standards and provide leadership. In negotiating contracts, and in purchasing goods or services, Council will ensure that our decisions:

- achieve positive social, economic and environmental objectives;
- allow for the timely implementation of Council responsibilities;
- achieve value for money, rather than just the cheapest up-front purchase price. Value is an important term and can be broadly construed to mean social, economic and environmental value across the whole life-cycle;
- ensure probity and accountability for procurement outcomes;
- ensure ethical behaviour, fair dealing and open, effective competition; and
- are sensible, written clearly in plain language, and properly execute Council's rights and responsibilities.

We will also ensure that:

- contractors adhere to the terms and objectives in their contracts, meeting Council and community values including occupational health and safety;
- recycled and environmentally sustainable products are preferred. This means incorporating the considerations such as waste, climate damage, habitat destruction, pollution, and soil degradation;
- prefer contractors who can demonstrate good corporate citizenship are preferred;
- require contractors to apply all relevant legal requirements to the employment of their staff; and
- provide Council with a right to monitor and oversee the execution of contracts.

# Economic Opportunities

## Detailed Commitments

### Promoting Moreland Business

A strong, sustainable economy provides employment for everyone who needs it and improves the quality of life, without jeopardising the environment.

Council sees reducing unemployment in the municipality as one of its highest priorities and supports initiatives that create local employment and training opportunities.

Council believes that local government has a number of roles in building a strong sustainable economy in our city, recognising that Moreland's future is still something that can be shaped and controlled at the local level.

Council will seek to become an active member of Business Retention and Expansion International and instituting a business retention and expansion (BR&E) program in Moreland.

This will commence with the establishment of the Moreland Business Retention and Expansion Task Force and will use internationally-tested models for gathering information about - and ways of connecting with - Moreland's business community to identify and address business needs, concerns and opportunities.

To maintain existing employers, and attract prospective businesses to Moreland, Council will publish information packs containing information on the strategic benefits of conducting business in Moreland.

One of these roles is in raising the awareness of our businesses in markets in Moreland and beyond. Council will investigate creating themed business directories to actively generate interest in, and understanding of, local products and services. These may include lists of local businesses, restaurant guides, local entertainment guides, building and renovations supplies, factory outlets, sports and leisure clubs, tourism and history information. Council will publish and maintain these directories on the website, and create a complementary business portal.

### Green Business

Council will support and advocate for environmental or Triple Bottom Line initiatives in local business. Council will investigate the creation of a 'GreenStreet' in Moreland and continue to support the work of the Moreland Energy Foundation Ltd and other organisations in providing advice and support to local businesses on greenhouse gas reduction, energy efficiency, water conservation and other community and environmental initiatives.

### Shops and Shopping Centres

Council will uphold and improve the amenity and appeal of local shopping centres with practical measures such as clear parking signage, appropriate levels of cleaning and rubbish facilities, provision of bike racks, seating and other beautifications.

Council is currently working through allocation of the first dedicated capital works budget for shopping centre improvements in Moreland, recognising how important shopping centres are to the viability and character of Moreland. Council will maintain or increase this budget in future years.

Council also recognises its role in providing a clean, well-maintained and attractive retail environment and will continue to work with traders' groups to establish a works schedule that meets the needs of both retailers and Council. Council will also match funding with traders' groups seeking specific projects beyond Council's works schedule.

Council will complete the current Streetlife partnership with the State Government, working with traders in eight of our smaller retail centres. We will investigate implementing some of the great ideas coming out of this program.

# Economic Opportunities

Council will complete a retail and commercial areas study this financial year and commence a retail and commercial strategy to be incorporated into the Moreland Planning Scheme over the next two years.

## Moreland Ventures

Council will continue its broad and inventive program of initiatives to encourage and support new businesses, including:

- the Moreland Community Enterprise Centre, at the Brunswick Town Hall, which provides affordable office space to new businesses and organisations;
- continued implementation of the Moreland Industrial Land Use Strategy including preparation of structure plans for core industrial areas;
- the Brunswick Business Incubator, at the former Brunswick Secondary College site, which provides affordable office and light industry space and a supportive learning environment;
- maintaining a Business Development officer to work with local business and business support groups, to provide an integrated business support in Moreland;

- the Grow North Streetlife program working with the North Coburg automotive industry to support this important industrial sector; and
- active membership of NorthLink, the Northern Melbourne regional economic development organisation, including participation and support for projects such as the Austrade New Export Development Program, and marketing the northern region.

Council will increase its encouragement and support of new businesses by adding the following initiatives to its existing program:

- seek funding to expand the Business Incubation program to locations in the northern and central areas of the municipality.
- create and maintain a virtual business incubator, to cost-effectively provide business incubation services even more broadly;
- investigate support mechanisms for local manufacturers. Council will investigate an outlet in Glenroy to provide local manufacturers, particularly clothing and footwear, a direct-to-public shop-front, to encourage the purchase of locally-made products at factory outlet prices and to

increase shopping choice at the Glenroy centre;

- while recognising the State Government position to prepare a strategic plan for all Victoria Police depot locations by 2007, Council will continue to provide local leadership and drive the timely reuse of the Dawson Street Traffic Management Unit Site as an 'Innovation Zone' taking advantage of its proximity to RMIT Brunswick campus, the Business Incubator, the Human Services Precinct that is currently under construction, and the Brunswick arts precinct. This principle will be equally applied to other parcels of land and buildings of interest owned by State authorities; and
- encourage active employment-related use of commercial and industrial property identified in the Moreland Industrial Land Use Strategy, particularly office uses on former industrial land in Brunswick.

# Economic Opportunities

## Council Service to Local Business

Council will develop a service culture in its ordinary dealings with local businesses and improve its reputation as a business facilitator.

Council will:

- investigate a best value model for providing services to local businesses, particularly with planning approval and building works;
- continue to conduct and improve the Business Customer Survey;
- publish new research focusing on:
  - The profile of Moreland's businesses
  - Analysis of business sector trends in expanding, downsizing, moving or closing down in the coming year
  - Proposals to assist business conditions in Moreland;
- maintain formal links between Council and bodies representing and advocating for local businesses; and
- ensure transparency and awareness of rules and processes and use clear plain language for all communication and forms.

## Employment

Council believes that every adult who wants paid employment should have the opportunity to work in a meaningful and rewarding job, which uses their skills. Council sees reducing unemployment in the municipality as one of its highest priorities.

Employment close to home is desirable for Moreland residents, particularly for the environment as there is less pollution from car travel and for quality of life.

Council will address structural factors underlying the municipality's consistently higher-than-average unemployment rate, as stated in the Moreland Employment Strategy by undertaking the following actions:

- establish Council as a model employer;
- linking the Moreland website, through a new 'MoreJobs' feature, to local and regional employment opportunities on local and regional employment provider websites;
- advocate for improvements and additions to the employment programs of other levels of government;
- mobilise other organisations, including employers and educators, to increase the employment options for

disadvantaged groups such as young, unskilled, migrant, mature, aged, Indigenous, and northern;

- advocate for education improvement, including the rate of secondary education and Year 12 retention rates, and the provision of education appropriate to local job opportunities;
- support training and career development, by providing work experience and employment at Council;
- encourage Moreland residents to apply for Council job vacancies; and
- where other factors are equal, prefer businesses with links into the Moreland economy for Council contracts.

## Developing the Community and Advocacy Sector

Moreland has a strong community service and not-for-profit sector, and Council will continue to put Moreland forward as a natural home for community service organisations.

Council believes that encouraging development of the community sector will create local jobs, foster the progressive character of the municipality, and provide improved services for disadvantaged people.

# Economic Opportunities

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Our actions will include, but need not be limited to:

- producing and distributing materials which set out the benefits of running a community or not-for-profit organisation from Moreland, including costs, support structure, Council facilities and services, and local character in general; and
- sponsoring the creation of a Moreland not-for-profit association. This body should determine its own charter, and ultimately be independent of Council. It is envisaged that the charter include:
  - advocacy to Council for community organisations;
  - sharing knowledge and mutual support; and
  - further promotion of not-for-profit operations in Moreland.

# Councillors

Elected November 2004 for four years

Councillors each have a mobile phone and a personal email address on which they can be contacted. Until these are in place, please contact your Ward Councillor by phone on 9240 1193, or by email on [info@moreland.vic.gov.au](mailto:info@moreland.vic.gov.au).

## South Ward



Cr Joe Caputo



Cr Jo Connellan



Cr Alice Pryor

## North-West Ward



Cr Michael El-Halabi



Cr Mark Higginbotham  
Mayor



Cr John Kavanagh



Cr Kathleen Matthews-Ward  
Deputy Mayor

## North-East Ward



Cr Daniel De Lorenzis



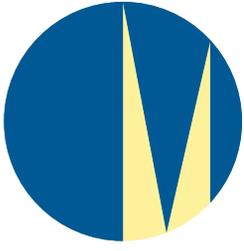
Cr Anthony Helou



Cr Mark O'Brien



Cr Andrea Sharam



**Moreland** City Council

**For more information or copies of Mayor's Speech 2005 please contact**

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Moreland City Council

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Brunswick Citizens Service Centre  
233 Sydney Road  
Brunswick

Glenroy Citizens Service Centre  
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**December 2004**

**Language Link**

<a href="#">中文</a>	<a href="#">9280 1910</a>	<a href="#">Hrvatski</a>	<a href="#">9280 1917</a>
<a href="#">Italiano</a>	<a href="#">9280 1911</a>	<a href="#">Polski</a>	<a href="#">9280 1918</a>
<a href="#">Ελληνικά</a>	<a href="#">9280 1912</a>	<b>All other languages</b>	
<a href="#">العربية</a>	<a href="#">9280 1913</a>	including 廣東話, 廣東話,	
<a href="#">Türkçe</a>	<a href="#">9280 1914</a>	فارسی, Kurdi, Malti,	
<a href="#">Việt Ngữ</a>	<a href="#">9280 1915</a>	Македонски, Српски,	
<a href="#">Español</a>	<a href="#">9280 1916</a>	<a href="#">Somali, Tetum</a>	<a href="#">9280 1919</a>