Mayor’s Speech
In Partnership 2001
It is with great excitement and privilege that I stand before you all this evening to commence my term as the Mayor of Moreland City Council.

May I begin by paying my respects to the local indigenous people of Moreland in acknowledging that we are on the traditional tribal lands of the Wurundjeri people. I offer my respect to the elders and through them, to all Aboriginal people.

Tonight I will outline the priorities of the Council for this coming year. I will highlight some of our most significant goals, and just as importantly, some of the challenges we will face. In facing these challenges, I am fortunate to be able to draw on the experience and knowledge of three former Mayors of this City, namely Cr Kariofyllidis, Cr Rowe and Cr Helou.

This evening marks the conclusion of Cr Stella Kariofyllidis’ term as Mayor. It will not, however, be the end of the many significant initiatives created or championed by Stella, especially in promoting greater involvement of women in community life and politics. She was the first women to be elected Mayor of the Moreland City Council – a great achievement for the City and for Stella, and one that should not have taken so long and I look forward to her continuing contribution to the civic life of our City after this evening.

Whilst the title of Mayor brings with it a degree of authority and dignity, the statements and views expressed by the Mayor must represent the views and policies of my fellow Councillors. The work of the Mayor is influenced by the direction of the team. You will not, under my leadership, see a great diversion from the direction that this Council has taken over the last two years. Indeed, the second and third part of tonight’s speech represents the highlights of what we have done and the highlights of the issues we will work on this coming year. In that way, this Mayor’s Speech is the last of a series of three presented by this elected Council.

As Mayor, I will continue the Moreland tradition of activism in leadership. I will devote myself full-time to my Mayoral duties to be totally committed to driving the ongoing implementation of the policies on which my colleagues and myself were elected by the citizens of Moreland.
But our hard work alone is not enough, we need you, to work in partnership with us.
The more active and involved the citizens, the better are the decisions that we make. Put simply, if you don’t tell us what you want and need, we find it very hard to deliver it!
Apathy is the death of democracy. In Moreland we are lucky because we have so much more activity than apathy in our community. When I look through the community resource directory and the local newspapers I am always amazed at the way Moreland citizens get involved in all manner of things. That is what makes our City what it is.
My greatest experience of this has been the campaign of the last two years to establish a Community Bank in Moreland – efforts made necessary by the ever-dwindling services offered by major banks in the area. This is a great example of residents and Council identifying a problem and working together to do something about it.
But opening a bank is not the only way to be active in your community (luckily, because it’s hard work!). Residents currently do it by being involved in local service clubs, the local neighbourhood watch, the charity drive at the local pub or by asking questions at Council meetings.
Moreland is characterised by our diversity. This year is the Centenary of Federation, the 100th birthday of our nation. In 1901 the area that is now Moreland had a population of approximately 26,000 people – most of them in Brunswick. We now have 137,000 people in the same area. It is interesting to think about where all those extra people came from, and what affect they have had on the city we call home.
In 1901 the area was populated mainly by migrants from the United Kingdom as the first ‘immigration boom’ and a small number of Chinese migrants. Fifty years later Moreland reaped the benefit of the second ‘immigration boom’ when my father’s family, and many other families arrived from Europe.
People from all over the world have continued to arrive in Moreland, bringing their food, their dress, their languages and their customs with each little addition enhancing the richness of our lives and community.
My own background reflects closely that of the City I now lead. My mother’s family are representative of the first group of migrants that settled in Moreland – the English that arrived in the First Fleet and soon after. My father’s family left Pacentro, in Italy’s Abbruzzo Province to settle in Moreland during the second immigration boom. I am a product of the diversity of cultures embraced by Australia, just like many of the people in the audience tonight, and as such I feel a great affinity for the Moreland ethos of ‘One community – proudly diverse’.

At the end of this, the final year of this elected Council, you, the people of Moreland will measure this Council on our success in delivering a local government that seeks to ensure, sustainability, a strong and prosperous economy, strong and open democratic practice, innovation and responsiveness in service delivery and social justice.
The concept of ‘One community – proudly diverse’ is central to the vision of a strong community driven local government that my colleagues and I presented to the people of Moreland when we were elected in 1999. This coming year is the final year of our term, and the one in which the implementation of our platform must come to fruition.
There are many ways and levels on which you can be involved in the City and its civic life, so in this, the Year of the Volunteer, I ask you, on behalf of the Council, to continue to help us build a better Moreland.
There is much to be done, and I wish to use the next few minutes to outline to you four of the areas Moreland City Council will be focussing on in 2001. The first of which is the issue of planning.
Our Neighbourhoods

Melbourne is going through a long debate about urban consolidation, by which I mean the limiting of the urban sprawl and accommodation of our increasing population in existing areas.

The debate is played out at a local level in our urban planning meetings when objectors and applicants engage in what is often passionate debate. We have seen this at a state level with the change of Government at an election where planning was a central issue and where the new State Government has not, eighteen months after the election, resolved the planning law changes to Melbourne’s satisfaction.

This debate occurs because of the tensions over land use in our City. We have too many cars in an area originally not built to accommodate them. Our population is ageing and average household sizes is declining to the point where a household is more likely to have one or two occupants than three or four. These population changes have grave implications for the sustainability of necessary local services such as schools, shops and medical facilities. This correlates to a demand for the housing that is required for smaller households.

Our local strategic planning statement, the Moreland City Plan, has identified the need to accommodate change in order to retain a sustainable city. The manner in which change occurs must be managed to meet community expectations and needs. Moreland City Plan provides the framework to do that, synthesising the economic, environmental, social and cultural needs of the City to ensure its future prosperity.

A key feature of this plan is the identification of a number of urban villages. These will be areas in which change will be focused and managed. These urban villages share the characteristics of being close to public transport, at intersections of main roads and close to other facilities.

For these reasons they are the places the Council would prefer to see change or higher densities occur.

The challenge for the Council and the community in partnership over the next 12 months is to assess the types of change that are desirable and appropriate in these neighbourhoods. Some locations will require protection and enhancement of their character, whilst in others, more development may be welcome.

Moreland City Council will have consultations in seven of our urban villages in the next year. These discussions are an excellent chance to show how, as a local community, we want the area we live in to be improved, and accommodate change in a way that is planned and which respects the present and future of our city.

When planning applications are received it should be the quality of the development, its appropriateness for the location and how it deals with the local character that should be the keys for assessing that plan. It is clear that in many locations in Moreland, higher densities are just not acceptable, but in other parts it may well be.

As well as talking about the type of housing that is appropriate in these areas, we will discuss the types of shops and facilities required, the adequacy of public transport and the use and design of local open space. A good example of this was in Merlynston where the consultations around the urban village structure plan identified that Bain Reserve was a key piece of open space in the local community. Council will now commence improvements to that park with financial assistance that our work has won from the State Government.

Our aim is to ensure the long term sustainability of the area, to protect its considerable heritage, to protect the distinctive characteristics of our neighbourhoods and to guide change. We must continue to build a city that will provide a range of opportunities and choices for a diverse and prosperous Moreland community.

Our Ageing Population And Its Needs

As I previously mentioned one of the reasons for the changes in our neighbourhoods is the ageing of our population. This presents us with another key challenge, that of meeting the needs of this important section of our community.

Moreland City Council aims to increase the availability of home care and home help services, as well as aged accommodation.

Over the last two years we have spearheaded a campaign to change the formula by which this funding is distributed. Funding for home help services predominately comes from and through the State Government. Previously the calculation of the funding distribution did not give due regard for the complex needs of multicultural areas like Moreland. As a result of this campaign, the State Government is reviewing that formula and we eagerly await the outcome of the review.

Not content with waiting for the resolution of the review we are now negotiating with the Department of Veterans Affairs over funding to deliver home care and home help to retired veterans in need in Moreland. This will have the effect of reducing the waiting list to almost zero by freeing up these dollars which would be welcomed by the community and Council alike.

The next challenge is the housing of our ageing population. Whilst we continue to support the concept of ageing in the home, we must also confront the waiting list for aged care beds, particular of the high and intensive care variety. Ours is one of the largest gaps in the state and it is imperative that the Federal Government improves funding to areas such a Moreland. You should not have to move away from familiar locations and family to receive quality care.

Our City needs more high care beds and we need recognition that some ethnic groups prefer to age in ethnic specific accommodation, accommodation that has regard for their origin or specific cultural needs. Moreland City Council believes that you should be able to age not only with dignity, but also with your friends.

The provision of increased funding for these services will be a focus for our advocacy in this Federal election year.
Sustainability

Moreland has earned a reputation in recent years as a community which works on improving our relationship with the world we inhabit. This is a commitment that will remain at the fore of our concerns this year.

We will commence work on a centralised depot for waste, cleansing, parks, roads, building, fleet and maintenance workers this year. Not only will the consolidation of five depots into one achieve large efficiencies by reducing travel time, but the City may gain open space in a much needed location. This is an option still to be explored. The new depot will, not unlike this award winning building, re-use many components and introduce energy and water saving features that reduce its negative impact on our living and residential environment.

Moreland will also be a leader in promoting and implementing renewable energy use to reduce greenhouse emissions. This is one of the objectives of the Moreland Energy Foundation Limited. The $5.5 million trust will fund research, facilitate the development of local technology and energy management expertise and promote energy conservation and the use of renewable energy resources. The Foundation’s advice will help residents find inexpensive ways to cut home energy costs – a particular boost for those on low incomes. This exciting initiative will complement Moreland’s leading work on our Greenhouse Action Plan.

By subscribing our six largest buildings to Green Power, Council has already achieved a reduction in greenhouse gas emissions of 24%. This figure, combined with reductions in passenger vehicle emissions and Leisure Centre efficiencies, are encouraging signs that the ambitious Council reduction total of 40% will be achieved within the 2010 time frame.

I want to see Council continue take its focus on environmental sustainability at a very local level this year. One of the tasks from the Council 20–year plan for open space is the assessment of all parks in the city to ensure that they are being fully utilised by their community.

This is a task that will take more than one year, and will involve many people. I want to see the local park users involved, not just in the discussions, but involved in the ongoing care for their park. For the best open space, Council needs to have a partnership with the local community. We need to provide the facilities and we need you to help us care for the space. I look forward to having discussion with many of you over the coming year.

Infrastructure

Finally, I would like to reprise and redouble last year’s commitment to the continuing improvement in Moreland’s spending on maintaining our built environment, our roads, footpaths and drains. We said in the year 2000 that the age of our infrastructure required us to be ever vigilant to its condition and increased the need to secure a better share of roads funding from the Federal Government.

Moreland City Council has successfully done both of these things, receiving $2.29 million from the Federal Government and also, as in previous years – increase the proportion of our capital spending that is devoted to renewing our infrastructure. That commitment is repeated this year.

This is not just about ensuring that our roads are flat and free of pot holes but also about preventing a nightmare for our community in the future. Local Government grew from road boards, groups of representatives whose job it was to get contributions from property owners to build the roads that we now use. Over one hundred years later the original core concern of local government is still foremost in our efforts, only now when we rebuild a road we improve that road, working with local residents to make it safer and greener than it was before.

The fact that Victoria still receives less per capita in excise than it pays is just one of a number of imbalances that Councils must address. Another is a result of the increasing density of many of the developments in Moreland. Increased density leads to increased demand on our infrastructure.

Have no illusions, putting two units on site where there was one house, puts a greater load on built and community infrastructure. If such developments were being built in greenfield sites, similar to Pentridge, then included in the cost of the new houses would be the cost of building the roads, the footpaths and the drains.

But this does not happen where there are two units on site where there was one house.

The cost of the developments on our built environment needs to be paid for. The State Government needs to work in partnership with local government to develop a state-wide scheme of ‘developer levies’ so that the same conditions apply equally across the State. A similar scheme already exists in NSW.

We have started this work, but the pace needs to accelerate. We hope to see consideration of these issues linked with the change in the States planning laws and development of the Metropolitan Strategy.

We must remember that it is necessary to continue to get the basics of our job right.

As with all partnerships it requires both partners to listen, communicate and understand the needs of each. This is an ongoing process, one I look forward to joining you in over the next 12 months.
Airport Rail Link
Council supports the concept of an Airport Rail Link, particularly one that contributes positively to the enhancement of the broader Melbourne metropolitan public transport system. Council has worked with the community to express concerns about proposals to use the Broadmeadows train line for an express, city to airport rail link, that do not meet these objectives. The clear detriment to local amenity, traffic congestion, safety and the lack of improvements to the local public transport network, continued to be the focus of Council and community concern.
Moreland brought together all Councils with an interest in the Broadmeadows option to give voice to the strong concerns of our communities. We have articulated our support for the use of the Albion route which appears to have broader support.

Aged Care
Council has made aged care issues a high priority in recognition of the need for greater dignity, choice and support for our older citizens.
Our ongoing commitment to cut the waiting list for our home and community care services (HACC), saw Moreland take a leading role in pressuring State and Federal Governments to provide adequate funding for these much needed services.
Moreland's campaign also helped bring together local governments throughout Victoria to join together in a statewide campaign to improve HACC funding.
Moreland is working with the Department of Veteran's Affairs to ensure that eligible Moreland veterans benefit from the new Veterans Home Care program. The additional funding for veterans will impact positively on Council's ability to reduce the current waiting list for home care.
We have also examined our own service delivery. Changes to the operations of our HACC program are now underway to ensure we can meet the high demand for the service in the most efficient and caring manner possible.

New Systems
To cope with the introduction of the GST and provide faster and more accurate information to Council and citizens, Council has been progressively putting in place new systems for Finance, Human Resources and Property since 1 July 2000. These new systems are bedding down well.

Budget Position
Council has brought down balanced budgets and continued to manage its finances in a responsible manner, helping to ensure that Council can meet the needs of the entire Moreland community. Council remains debt free and has put a higher proportion of its increased rate revenue directly toward the capital budget.

Business Incubator/Moreland Community Enterprise Centre
We have been delighted to have achieved agreement from the State Government for a 10 year licence for parts of the former Brunswick Secondary College site and $600,000 federal funding from the Northern Region Area Consultative Council for the establishment of a mixed use Business Incubator. Our original intent, to have the Brunswick Town Hall used as an Incubator, has been realised on a more appropriate site.
The Moreland Community Enterprise Centre has been established in the former Council offices on the first floor of the Brunswick Town Hall. Demand for the offices has been strong to the point where a waiting list now exists. Tenants are a strong mix of community, arts and business groups including the Sydney Road Brunswick Association, The Push and the Moreland Energy Foundation.

City Link
Council has reported back to the community on the success of the right hand turn bans in protecting Moreland's residential streets. Council has continued to highlight the effects of the tollway on our residential amenity by participating in the Minister for Transport's CityLink discussion group.
Council also catalogued the worst examples of reduced residential amenity for the purposes of campaigning to Transurban and the State Government to have them improved.

Community Banking
Moreland has continued to support the Brunswick and Oak Park communities in their campaign for a Community Bank. The Brunswick campaign is nearing its fruition and the Oak Park campaign is still collecting the pledges for start up capital for the bank.

Community Consultations Strategy
Council formally adopted the Consultation Strategy in May 2000, for a trial period of 12 months. Since then we have conducted a thorough training program for all staff in areas requiring contact with the community to ensure a high level of community involvement in Council decisions. The Consultation Strategy won a national award in 2000 from the Public Relations Institute of Australia, and has been taken up in the local government sector as an exemplar of best practice.
Community Safety, Health and Wellbeing

At the local level, we have witnessed the impact of school closures, hospital restructuring and erosion of community based services on our community. Social infrastructure is ageing and we are unable to keep pace with the changing patterns of demand. We need a more sophisticated means of telling us how well we are doing as a community.

Changes introduced by the State Government in relation to food safety, primary health and community support services and family and children’s services will have a significant impact in the long term, on accessibility of quality services and facilities.

Through our Municipal Public Health Plan we have provided the vision for strengthening health and wellbeing and the sustainability of our social infrastructure.

Moreland launched the Community Safety Leadership Group last year to provide the vision and strategies necessary to develop our Community Safety Plan.

This new approach to safety brings all Council departments, key government departments and police together to plan and implement improvements for four target areas: road safety, alcohol and drugs, injury prevention and crime prevention.

In 2000, Council adopted strategies to tackle road safety and alcohol and drug issues.

Cultural Development and the Arts

Council has maintained and developed its cultural development program. Over the last 12 months Moreland has: continued the highly successful Brunswick Music Festival; completed a highly successful first twelve months operation of the Counihan Gallery in Brunswick, with over 8,500 visitors to 10 exhibitions; completed the first twelve months operation of the refurbished Mechanics Institute Performing Arts Centre, with 10 shows attended by approximately 5,000 people; commissioned 3 pieces of public art throughout the municipality; undertaken a comprehensive consultation on the Moreland Arts Strategy designed to guide Moreland’s involvement in the Arts for the next five years; and established the Moreland Arts Board.

East Timor

Following the independence referendum in East Timor in August 1999, the people of Australia have made a strong commitment to assist in the rebuilding of that country, and in the establishment of a free and independent East Timor. In response to our own communities desire to be involved, Moreland, in conjunction with the City of Hume, have entered into a 10 year Friendship relationship with Aileu in East Timor.

In 2000, Council facilitated the establishment of this community to community relationship by organising the visit of Xanana Gusmão to deliver the Blackburn Oration in May; sending a delegation to East Timor; establishing the Friends of Aileu Community Committee (FACC), which has contributed significant material aid to Aileu; participating in the statewide coordination of the Friendship Program through the Victorian Local Governance Association (VLGA); and providing staff and financial resources to facilitate the various FACC efforts.

Education

Council has been successful in applying for a Local Employment and Education Network. This will see Council working closely with the Cities of Darebin and Yarra, as well as other providers and organisations in the planning of training and education in Moreland.

Economic Development Framework

The Economic Development Framework was endorsed by Council and underpins our commitment to training, to jobs and to a robust local economy. Economic activity is strengthened by Council’s commitment to its manufacturing sector, its capital improvements in retail centres and to innovation and growth of business as evidenced by the Moreland Community Enterprise Centre and the developing Moreland Business Incubator.

Electro Magnetic Radiation (EMR)

Moreland continued its strong leadership on EMR issues through the adoption of the Telecommunications policy. This policy was the first of its kind in Victorian Local Government and provides clear guidelines for residents, telecommunications companies and Council about the appropriate sitting of facilities and minimisation of EMR emissions from them. Strong actions were taken to support residents who were alarmed by the proposals of mobile phone companies which did not accord with the policy.

Employment

Council’s Economic Development Framework has been implemented and our ties with local employment providers, employers and education institutions strengthened. Council participated in a review of the Inner Northern Training Group Limited and increased its involvement. Two employment forums were conducted and were well attended. Council’s support for maintaining jobs in Moreland was shown by its support for the community actions to retain mass employment at the Chef site in Brunswick.
F2 Freeway

The Council has a commitment to the development of integrated and sustainable transport options that relieve the growing pressure on our environment by our over dependence on motor vehicle transport. As a consequence of this position, and because of our equally strong commitment to improving the Merri Creek, Council advocated strongly for a non-freeway-based solution to transport problems in the Craigieburn corridor, immediately north of Moreland. To this end, in 2000 we actively supported the community campaign opposing the development of the F2 Freeway, lobbied the State Government and local Federal MPs to consider alternatives to the proposed freeway, and contributed funding to research into an integrated alternative proposal.

Family and Children’s Services

Council has established a reference group with strong community representation to provide advice and advocacy on issues affecting children and families in Moreland. The group supports innovative developments to meet the changing local, state and national policy environment.

Moreland has successfully obtained Commonwealth funding to further develop early intervention strategies which strengthen the skills and abilities of vulnerable families and children. A further innovative Council project in partnership with Latrobe University, Moreland Community Health Centre and the pre-school community, has resulted in additional speech therapy services to young children.

Council also received funding to implement an Enhanced Home Visiting Service within its Maternal & Child Health Service. This will increase capacity to enhance family functioning and parenting of vulnerable families with children aged 0–1 years in Moreland.

Council will also be seeking a partnership arrangement with the State Government to improve planning of family & children’s services across the municipality. A major study on childcare utilisation is being examined in order to develop strategies to increase the access to affordable childcare in Moreland, especially in the northern parts of the municipality.

Gaming

In 2000, Moreland lobbied the State Government to strengthen the laws governing the location and numbers of electronic gaming machines with Victoria. We have asked for more consultation and increased powers to determine locally relevant policy about gaming. Our community, along with the rest of Australia, has strong concerns about the impact of EGMs locally and the rising number of outlets within Moreland. The redevelopment of CB Smith Reserve and Fawkner Leisure Centre have been undertaken with the aim of improving opportunities for recreation and participation in the community as alternatives to attending gaming venues.

Council’s policy on gaming has been informed by our Gaming Advisory Group, but we have also consulted with all gaming operators within Moreland on how best to address problem gambling and areas where stronger intervention is needed.

Greening Moreland

Moreland has continued its 20-year plan for the greening of Moreland. We planted another 10,000 plants and conducted 12 community planting days. In the last twelve months we have finished the northern gateway along with key plantings and planning for plantings on Grantham St, Lygon St, Nicholson St. We have planted the Hilton St nature corridor. We again conducted a successful Autumn planting festival in Moomba Park with this year’s festival being staged at Denzil Don Reserve, West Brunswick. These projects, along with the excellent work carried out every day by organisations such as the Merri Creek Management Committee and Moonee Ponds Creek Coordination Committee have helped Moreland to continue to be greener.

Housing

The recruitment of a housing officer and the election of a new State Government with an agenda to increase the availability of affordable housing, resulted in Moreland lodging several applications under the Social Housing Innovations Project. SHIP provides funding for building new housing on land provided by Local Government. Discussions were held with Housing and Social Fund organisations to develop a view of the most appropriate way to implement the Moreland Affordable Housing Fund.

Infrastructure Management

Council has continued to increase funding towards road maintenance and reconstruction in recognition of our ageing roads. We have finished Victoria Street, Orient Grove, Harding and Albion Streets this year, in each case remaking the roads in full consultation with the residents.

Moreland participated in the successful ‘Road Funding’ campaign, which saw the money from the Federal Government for Moreland’s roads increased by $ 2.29 million over four years.

Moreland has commenced a study of the city’s drainage capacity to ensure that our drainage is able to meet the cities growing needs.

Industrial Relations/Enterprise Bargaining

Moreland Council values its staff and is pleased to be working towards signing off on a new enterprise agreement. This agreement is one that acknowledges the key role our staff play in delivering the policies, programs and services of this Council.
Leisure

Council commenced the review of the Moreland Leisure Plan which involved extensive community consultation. This had a significant focus on the coordination of support and development resources for local community sport and recreation organisations.

The review of the Moreland Leisure Plan also aimed to better address the relationship that Council has with the many organisations who currently use, or want to use Council owned facilities, by introducing a framework for lease agreements and encouraging, wherever possible, the multi-use of facilities.

A key action was also the development of the Moreland Aquatics and Leisure Strategy. Council has a commitment to the development of its aquatic and leisure centres to ensure that Moreland residents are provided with a diverse range of aquatic, health and fitness opportunities that are relevant, affordable and sustainable in the long term.

In keeping with our commitment the future of Coburg outdoor pool has been assured, but it was recognised that the pool needs to improve its patronage drastically.

Council’s commitment to developing quality leisure facilities through extensive community consultation and planning also continued; with planning for skate facilities commencing in consultation with young people; as well as the Gillon Oval Masterplan Project and detailed design work of new community facilities at Dunstan Reserve in Brunswick.

Moreland completed the building of a new community facility at Brearley Reserve, Pascoe Vale South and also supported many clubs through various grants.

Moonee Ponds Creek

Council has acted to commit monies from Transurban’s compulsory land purchases directly to the Moonee Ponds Creek and continued to support the activities of the Moonee Ponds Creek Association. Moreland is also working in conjunction with Melbourne Water and the cities of Hurme, Moonee Valley and Melbourne to revitalise the Moonee Ponds Creek. The creek has recently been the beneficiary of $1 million dollars as part of the Federal Government Living Cities program to put towards reducing litter on the Moonee Ponds Creek.

Moreland Energy Fund

The Moreland Energy Foundation Limited exists to ensure that there is research and education into alternative energy production and distribution, thus reducing reliance on greenhouse gas producing energy. Directors have been appointed. It has leased offices in the Moreland Community Enterprise Centre and commenced the process to appoint a CEO and launch a membership drive. A part time project officer has been appointed to implement establishment tasks under the direction of the Board.

Moreland Reading Program

The Moreland Reading Program has now completed over a year’s successful operation encouraging many more Moreland residents to read. In this time, the reading program received national recognition for excellence, winning the 2000 ALIA Award from the Australian Libraries and Information Association for Innovation in Public Libraries.

Neighbourhood Houses

During this last year, we have seen the establishment of the Fawkner Community House Committee and conversion of the former caretakers house at CB Smith Reserve, Fawkner, into a Community House.

Council is also examining renovations to the Fawkner Community House to make it more suited to community house activities. The Brunswick Neighbourhood House have moved their operation in part to Warr Park Community Centre, which is larger and able to better meet the growing activities of the house.

Online Contact

Moreland has continued to expand the amount of information that is available on-line to residents. Moreland will also offer on-line payments in the coming year. On-line ward meetings have been held along with on-line chats between the Mayor and students.

Planning

The Moreland City Plan was approved by the Minister for Planning and became the cornerstone document for land-use planning in Moreland. The State Government’s promise to revise the State Planning framework to return planning controls to Local Government and enable greater consideration of neighbourhood character in planning decisions, became the subject of lengthy debates and delays as the complexities inherent in simple changes became obvious.

Moreland continued its strong advocacy for local controls, and emphasis on sustainability and good design. A review of the Planning and Building sections was conducted and a new structure implemented. Several additional planners have been recruited.
Rate Justice
Councils' decision to charge rates to Telstra and Optus was vindicated by the Federal Court last December. Moreland, and 3 other Victorian local governments plus 14 N.S.W. local governments, won this challenge on all grounds. This victory strengthens Council's continued leadership in the Rate Equity Campaign which aims to ensure that commercial operators are rated appropriately for privately operated or owned infrastructure.

Reconciliation
The Moreland community has embraced reconciliation as a fundamental part of our progress as a nation. Since its inception, Moreland Council has sought to involve the community in activities and events which further the progress of reconciliation. In the last 12 months we have: conducted two major dialogue workshops with local indigenous and non indigenous people; sent our Mayor to the 1st walk for reconciliation in Sydney on 28 May 2000; organised a Moreland contingent and banner for the Melbourne walk in December; encouraged a municipal wide flag day during Reconciliation Week; hosted three exhibitions by indigenous artists at the Counihan Gallery in Brunswick; facilitated the participation of the community in the formal consultation on reconciliation, and contributed to national debates on reconciliation.

Road Safety
Council has completed, or is currently conducting, local traffic road safety improvement studies in West Brunswick, East Brunswick, Coburg and Fawkner. Council also adopted its Road Safety Strategy in the last year, providing direction to ensure that road safety is improved in Moreland.

Moreland was successful in its campaign for a new 50kph residential speed limit. Lowering the speed limit in our streets was an aim of the Moreland Integrated Transport Study. Moreland fought to retain speed limit control on its collector roads and has applied for the lower speed limit to be applied to the majority of them.

Moreland also established its first 40kph School Zone around the Coburg West Primary School.

Moreland has also sought funding through the State Governments excellent ‘Black Spot’ road safety program for the most dangerous locations in Moreland.

Systems Tendering
With the election of the Bracks’ Government and the abolition of Compulsory Competitive Tendering, Moreland has been cautiously positive about the Best Value approach. Best Value has promised to respect Councils autonomy but already is developing codes, regulations and commissions. Moreland has been at the forefront in defending local government’s rights to govern on behalf of their communities without the hidden hand of the state.

Urban Villages
Two structure plans, for the Anstey and Merlynton Urban Villages, were completed in 2000. An extensive consultative process was utilised in both, including having plans on display in local shopfronts, consultants available to speak to locals in the week before a public meeting and walk around each Village area.

These consultative processes will be used for developing future structure plans.

Women
Moreland delivered a comprehensive program of workshops and discussion forums for women throughout the year. This was done in response to our commitment for enhancing the participation of women in community life. Council conducted ten such forums covering topics including finance, health and well being, business opportunities and the Women Shaping the Nation project as part of the Centenary of Federation.

‘Talk to Stella’ was a successful new initiative using the Internet as a mechanism to engage young women in discussion about local government and women in elected life. Additionally, Council encouraged dialogue between women in all three spheres of elected government throughout the northern suburbs by conducting a forum in November 2000.

Council sought to elevate community recognition and understanding of International Women’s Day by presenting the tenth annual exhibition of art-work by local women at the Counihan Gallery in Brunswick as well as hosting a function celebrating this significant date. Council sought to ensure that issues of concern to women were prominently debated in the media.

Youth
Young people in Moreland created a youth discount card. This was a recommendation from the 1999 Youth Summit. Moreland continued the School Focused Youth Service which helped around 300 young people a year who were in risk of not making the transition from school to further education or work. Moreland City Council also continued to support the Youth Music Committee. Amongst many other activities Council also begun planning with young people for a skate park.
Aged Care

Our campaign to secure our fair share of State and Federal Government funding for Home and Community Care (HACC) services will continue but it is vital that we address the spectrum of issues within aged care.

Moreland is well below the national average in the provision of residential care beds, especially those offering high support levels. It is pleasing that some new beds will become available within Moreland facilities this year as there remains a high level of demand for residential care. We are particularly keen to see the establishment of services that can cater to our culturally diverse community and ensure citizens are not forced to seek care outside of the area they live at a time of their greatest need. Council will campaign for these things in the lead up to the Federal election.

Council is committed to providing assistance to service providers to secure the government funding necessary and suitable sites for the establishment of new facilities within our municipality.

Airport Rail Link

While it has been pleasing that the viability of the alternative route on the Albion line has been re-examined, it remains worrying that many aspects of the Broadmeadows option have not been addressed by the State Government.

Council is participating in the consultative process established by the State Government and continuing to work together with the local community to secure the best possible outcome on this troubling project.

Council will defend the interests of our municipality against this proposal which asks residents to absorb all the negative impacts of an Airport Rail Link yet offers absolutely no local benefits. On that basis, Council rejects the Broadmeadows option as proposed by the State Government. We will continue to make representation to the State Government seeking to develop a proposal for the Airport Rail Link that is acceptable to the Moreland community.

Best Value

Moreland Council believes and reaffirms that services of the highest quality are best achieved by direct employees of the Council with a commitment to the good local governance of their community. Council will remain a key provider of cost effective services that provide quality and real community value. Best Value legislation does mean that all services are rigorously reviewed and examined.

Where Council does choose to tender, we reject the awarding of tenders on cost alone and will award according to best community value taking into account quality, experience and ability to perform the job. The total cost to Council must be considered in the awarding of tenders, including the impact on local economic development and employment.

In-house bids will be preferred where they are cost effective and deliver high quality services.

Budget

Council is completing its Financial Strategy that will underpin the next five years financial performance. Council fully acknowledges the real difficulties of managing a three year electoral cycle and the increasing demands for longer term financial planning. To this end, Council will put the strategy out for community input to make sure its direction is both robust and at the same time supported by the community.

The Financial Strategy will be an opportunity to examine a range of options including schemes like Rate Incentive Financing.

Business Incubator

As part of our commitment to strengthen small business, improvement of the robust local economy and local jobs, we now have secured part of the site at the former Brunswick Secondary College and Federal funding for the establishment of a mixed use Business Incubator. Council will now establish the not-for-profit business to manage the Incubator.

Centenary of Federation

In 2001, Australia celebrates its Centenary of Federation. Throughout this year, Council will sponsor a range of activities with many opportunities for community involvement. These will include the 100 Hours Project and the Peoplescape Project on the lawns of Parliament House in December 2001.

Central Coburg Integrated Local Area Plan

Council is committed to developing an integrated planning framework for the Coburg precinct over the next 12 months. A 10-year strategic vision, the plan will be developed in consultation with local residents, traders and interested parties to plan for the future economic, social, environmental and cultural prosperity of the area.

Community Banking

Moreland will continue to support groups in Moreland that wish to work to set up community banks or who wish to campaign to improve their current provision of banking services. Moreland will consider supporting a campaign for the legislated social obligations for banks.

Community Information

Moreland will build on the success of the Community Information Directory by putting it on the Council website in a searchable database. This will form the core of the Moreland Community Web Portal, giving residents access to contact details about Moreland’s community and businesses.
Community Safety, Health and Wellbeing
The development of our Community Safety Plan will reflect our continuing commitment to Council’s key commitment areas of justice, equity and sustainability. Strategies for injury prevention and crime prevention will be finalised this year. All will be included in the Moreland Community Safety Plan through which stronger links and partnerships will be made within and between all areas of Council and the community.

Moreland will develop a new planning framework for the 2002–2005 Moreland Municipal Public Health Plan. This will be in line with Council’s commitment to establish clearer long-term goals of the municipality’s social health and wellbeing, to re-engage citizens in community strengthening and to further identify gaps in key areas of wellbeing not being addressed by current services.

The Community Safety Leadership Group will continue to play a key role in advising Council on the development and implementation of all community safety initiatives. The terms of reference for this group will be expanded to become the Moreland Health, Safety and Wellbeing Leadership Group. In this guise, it will play a key role in developing our Health Plan and to ensure commitment from a range of government departments.

Consultation Strategy
In the next twelve months the Consultation Strategy will be evaluated against it's effectiveness in increasing community participation in decision making. Guidelines will also be developed for citizens seeking Council support for campaigns against major decisions of all levels of government.

Cultural Development
Over the next twelve months the Council will; adopt and progressively implement the Moreland Arts strategy; hold ten exhibitions at the Counihan Gallery In Brunswick that will feature the work of local and visiting artists; hold 10 shows at the Mechanics Institutes Performing Arts Centre; encourage the development of creative expression in parts of the municipality beyond the Brunswick arts area; encourage and advocate for the development of arts and cultural uses in the Hoffman Brickworks development; investigate a percent for arts program to foster the development of public art throughout the municipality.

Depot Development Strategy
Moreland will act to centralise its five depots at the South St Depot in Pascoe Vale. This could provide us with the opportunity to convert the Bush Reserve Depot into a park and the Fleming St depot into a nursery to showcase Moreland’s native planting program. Both opportunities will be explored.

The new depot will be constructed utilising sustainability principles and the improvement of local residential amenity as a central concern.

Disability Action Plan
Moreland Council is committed to the implementation of key strategies and priorities for action identified in the Disability Access Policy and Action Plan. The engagement of a full time Access Officer is in place. The development of priority actions will include; utilising the Hoffman Brickworks development; investigating a percentage for arts and cultural uses in the Hoffman Brickworks development; investigating a percentage for arts program to foster the development of public art throughout the municipality.

Dispute Resolution
Council will investigate alternative dispute resolution processes that will engage our citizens to have access to a neutral, low cost and accessible neighbourhood resolution service. Options for establishing or developing this service will be presented to Council by the end of 2001.

East Timor
In 2001/02 we will maintain the level of financial resources currently allocated to the East Timor project; develop long term sustainable assistance projects with Aileu; invest in opportunities for skills exchange projects with Aileu; continue to support and resource the Friends of Aileu Community Committee (FACC) as one vehicle for implementing our Friendship relationship with Aileu.

Electoral Review
Council will conduct a review of municipal electoral arrangements in 2001 aimed at enhancing democratic representation at the local level. The review will determine the optimal number of elected representatives; appropriate ward boundaries; and appropriate size and number of wards. Thorough consultation will occur with the community on this review.

Electro Magnetic Radiation (EMR)
Moreland will continue to exercise pro-active leadership on EMR issues with the implementation of the Telecommunications Policy and our Strategy for Reducing Human Exposure to Electromagnetic Fields. Council will ensure that it is aware of, and participates in, local, state and national debate surrounding EMR emissions.

Employment/Industry
Moreland will continue its work to retain and attract industry to the City. We will work closely with the Northlink organisation, other Councils in the region and local industry groups to ensure that the city remains attractive for industry and business. Although we are witnessing a change in the character of much employment and industry, we will continue to support both emerging and mass employment industries. The opening of the Moreland Business Incubator will facilitate the emergence of new businesses and new employment opportunities in the city. A review of industry in Moreland will be conducted, and we will be active in the State Government review of manufacturing in the north.
F2 Freeway

Moreland Council remains strongly committed to an environmentally, economically and socially sustainable solution to transport issues in the Hume corridor. We will support initiatives which deliver such a solution, and will support our communities efforts to achieve it.

Fawkner Integrated Community Facility

Council anticipates site works to commence in May 2001 of the redevelopment of the Fawkner complex as an integrated facility. Funding of $390,000 has been sought from the State Government through the Community Support Fund. This is in addition to a budget commitment of $530,000 for this project including a contribution of $150,000 from the Moreland Community Health Service. Council recognises that this infrastructure is central to the future growth of Fawkner.

Gaming

The proliferation of gambling outlets in Moreland, especially those with Electronic Gaming Machines (EGMs), is of great concern. This year will be important as the new regional caps on gaming come into effect. We support limits, but Council will seek a leading role in advising on how best this new policy can be implemented. Our prime aim is to protect the interests of the community and we do so mindful of the fact that about 80% of gambling revenue is drawn from people with a gambling problem.

We want to work with local venue operators and support agencies to examine practical ideas we can promote locally that may encourage problem gamblers to seek help.

Greening

Moreland will plant another 10,000 trees & plants this year, along with 12 community planting days and the Autumn Planting Festival which will be in its 3rd year, to continue the 20-year plan to green Moreland. We will release a guide for residents encouraging them to plant the nature strips in front of their houses. We will review the implementation of the Moreland Open Space Strategy to include a 5 year work plan that includes Master Plans, new parks and upgrading of existing parks in consultation with local residents. These strategies will seek to achieve the greening of Moreland through improved access to urban open space and civic spaces.

Housing

The Moreland Affordable Housing Fund will be established and will commence its important work. Council anticipates that at least one of the SHP housing proposals will be successful and building work will commence following local consultations. Additional SHP funding will be sought for sites in the south of the City. The declining availability of supported and boarding house accommodation, which provide for the most disadvantaged in Moreland, will be investigated and an approach to stem this loss developed in partnership with the State Government.

Infrastructure Management

Moreland will again increase the proportion of its capital funds that are devoted to renewing our infrastructure. This will be a focus area for a new Financial Strategy being developed.

Moreland will start on the reconstruction of Marks Street, Coburg and Ballarat, Boase and Merrifield Streets in Brunswick, and complete planning with Sussex St residents for its reconstruction.

Moreland City Council will complete its investigation of the capacity of Moreland's drains.

Moreland will trial a program of Integrated Routine Area Maintenance. This will see Moreland divided into 20 areas that will, in turn over a 2 year period have their footpaths, parks, laneways, roads, and street trees cleaned and maintained. This will not reduce the reactive duties of our crews in dealing with problems as they arise.

Leisure

Moreland is committed to opening up access to a wide variety of leisure and recreation opportunities. We will continue to upgrade existing facilities in a timely manner, giving priority to facilities in the most need that also provide the greatest access and variety of opportunity. Council will continue to directly provide recreation opportunities targeted to meet specific needs not provided in other ways.

Moreland will promote the self-reliance of sporting clubs by funding capital projects that also maximise a club's ability to become increasingly financially secure. Moreland will move forward the preparation and implementation of the Moreland Leisure Plan and Aquatics and Leisure Centres Strategic Plan. An important element of that process will involve ratifying user agreements of organisations to ensure that all leases and licences for use of public facilities by sporting clubs and community groups are current and equitable.

Moreland has a unique history of excellence in sporting pursuits. Moreland recognises the importance of celebrating and documenting the significant contribution of our citizens in sporting pursuits.

Libraries

Moreland’s libraries continue to enjoy wide spread support throughout the municipality. In 2001/2 we will continue the level of resourcing to our libraries at or above their current levels. This will include extending the successful Moreland Reading Program into 2002.
Merri Creek
Moreland Council is committed to ensuring the revitalisation work of the Merri Creek continues. We believe that the most effective way of facilitating that work is through a community-based management model, representing the interests of the local community. We will continue resourcing the Merri Creek Management Committee (MCMC) to fulfil that role. We will advocate on behalf of the MCMC to other Local Government’s, the State Government and Melbourne Water, to ensure that these organisations concur with this approach to waterways management and meet their obligations in respect of this approach.

Moonee Ponds Creek
Moreland Council will maintain its commitment to revitalise the Moonee Ponds Creek by acting as an advocate and funder. Council will support the principles of the Moonee Ponds Creek Concept Plan and resource the Moonee Ponds Creek Coordinating Committee.

As part of Moreland’s commitment we will provide $80,000 over the next two years toward litter traps to prevent litter entering the Moonee Ponds Creek. This exciting initiative will certainly raise the profile of litter in our waterways and will involved schools, businesses and community groups in stopping the litter in our streets and parks from ending up in our creeks.

Moreland Litter Strategy
Moreland will continue to implement the Moreland Litter strategy and actions identified in Council’s Stormwater management plan relating to litter reduction.

The Council will focus on the impacts from our most common litter items – cigarette butts. A promotion planned for May will see Council working with public transport providers and the community – asking smokers to butt out and bin it.

Multiculturalism
We will continue to proudly wear Moreland’s ethos ‘One community, proudly diverse’ in 2001. As a highly multicultural community we will work to ensure that our services are relevant to, and address the needs of the many cultures in our community. We also need to assess and respond to the needs of newly emerging communities in Moreland.

Neighbourhood Houses
In this, the International Year of the Volunteer, it is timely to recognise the invaluable role of Neighbourhood Houses throughout Moreland. In 2001, we will continue to work with the Fawkner Community House and seek to commence renovations to the house and the nearby Fawkner Community Centre. We will also construct the Fawkner Integrated Community Facility which will provide common meeting space in addition to housing the Fawkner Community Health Centre and Maternal and Child Health Centre for Fawkner.

In 2001, we will also continue to investigate the sitting and establishment of a Community House in Glenroy. The progress on this project will be subject to identifying a suitable site and then securing sufficient funding.

Council will examine other measures needed to recognise the outstanding work of both the staff and so very many volunteers within Neighbourhood Houses.

Online Contact
Council is committed to ensuring that we advance our use of technology in a citizen-friendly way. This means that we remain aware that not all our community have access to, or use the Internet, and that those that do look for easy to use and community-centred services.

We will offer online payments over the next twelve months as well as holding a Council question time online.

Parking
Pressure on parking across the city is coming under increasing pressure due to high ownership levels of vehicles. Moreland will consult with the community to develop a parking strategy to better plan and manage our scarce parking resources.

Parks and Open Space Improvements
Moreland will work with local residents to improve their parks and other public spaces. Moreland will establish a hierarchy of parks and work with local users to determine minor improvements that can be made to improve their suitability to their current use. Residents will then be given the opportunity to take a hand in the improvements and caring for the parks that they use. These and other new landscapes will be designed based on sustainability principles and Council’s policy of local plant use.

Specifically, Moreland will plan and/or commence improvement works on Bain Reserve, Merlynston, Moomba Park Wetlands, Fawkner, the extension to Bridges Reserve Coburg, GE Clarke Reserve, Warr Park and key points on the Merri Creek and Methven Park.

Additionally, Kangan Park will be a major urban design and landscape project. We will work with key interests to create a model environment, responsive to local needs and based on good sustainable design principles. Junction parks along the Merri Creek and Moonee Ponds Creek will be developed at various stopping points. These parks will seek to promote passive enjoyment of the creek environments.

Pedestrian Strategy
Council will develop a pedestrian strategy that improves the public environment and walking environment in the city. It will have a particular focus on retail centres and strips and identify areas where urban design improvements will be undertaken to improve pedestrian paths and places and the economic and social vitality of these retail areas.
Rate Justice

Council will continue to defend its win in the Federal Court allowing for the rating of the major telecommunication companies for their overhead cabling. Council will maintain a leadership role in the Rate Equity Campaign being run through the MAV and will continually seek ways to shift the rate burden from average ratepayers by ensuring that companies that do business in Moreland pay their share. Council is most determined that businesses formerly in government hands, but now privatised, pay their way.

Council will continue to argue that the State needs to increase the Pensioner rate rebate from a historically low rate that was set 18 years ago.

Reconciliation

In 2001/02 we will develop our response to the reconciliation process further by reviewing the reconciliation action plan (1997). We will participate in an indigenous employment project; advocate for the extension of indigenous support projects in health and education into Moreland; investigate the establishment of an indigenous advisory committee; and designate a specific Councillor Responsible for Reconciliation.

State Government

Moreland is committed to strengthening our inter-governmental relationship with the State Government and working in equal partnership with the State Government to ensure our community receives the best and most appropriate support from our State Government. We will continue our work through the peak bodies to enhance the relationship with the Minister for Local Government, and we will continue to work with other Ministers and Members of Parliament on specific projects and proposals of significance to this community.

Storm Water Management

Council will commence implementation of the stormwater management plan.

Funding will be sought to enable implementation, including funding for innovative solutions to improve the quality of stormwater which flows into the creeks which largely form the boundaries of Moreland.

Sydney Road

Sydney Road is the spine of Moreland and it provides a retail core that is extremely important to the aim of making Moreland’s economy increasingly robust. We are committed to the greening of Sydney Road with stage one ($150,000) occurring right now and the Cable Bundling program ($150,000) also just commencing.

We are committed to providing retail support services and strengthening the role of trader’s organisations as promoters of street activity and reaffirm our commitment to the special charge schemes that provide the trader groups with the income to promote their strips.

Poles along Sydney Road are in the process of being repainted, in keeping with local priorities. Council will undertake a planning and design study for the Mechanics Institute Performing Arts Centre surrounds in Brunswick, as a means of enhancing the aesthetic and usability features of this area as a vital feature of the Arts Precinct.

Approval of the Anstey Urban Village structure proposes a major boost to the diversity and vitality of the ‘Brunswick Hill’ section of Sydney Road. Council recently approved a major development of the former Whelans site which has been vacant for over 10 years.

Sydney Road Transport Improvements

Council remains committed to the Sydney Road Transport Improvement project, which aims to make our major transport spine work better for public transport, motor vehicles, cyclists, pedestrians and of course traders. We remain frustrated by a lack of agreement on the implementation of detailed proposals to achieve this. Provided that we obtain agreement from VicRoads, Swanston Trams and the State Government we will begin implementation of the first stage of works, in Sydney Road Coburg where changes will be made to speed up trams whilst keeping vehicle traffic travelling at the same speed and improved safety for pedestrians.

Tennis

Council is committed to the full and proper completion of the Gillon Oval Master Plan and at the same time is committed to the development of a tennis court facility in the Brunswick area within twelve months. Council commits to strengthen public access to tennis by undertaking improvements at the Frank Sedgeman Courts and surrounds this year.
Traffic/Road Safety

Moreland will continue the implementation of the Moreland Integrated Transport Strategy (MITS) to improve the integration of, and access to, public and private transport. We will examine the establishment of a steering group with representatives from key government, non-government and private agencies to develop partnerships that can assist in the delivery of the strategy. In addition, we will undertake works to improve bicycle, pedestrian, and public transport networks, utilising MITS and the Moreland Bicycle Plan as the referral framework for such works.

Moreland will continue to implement the Moreland Road Safety Strategy. Moreland will continue implementation of several Local Area Traffic Management plans and will conduct further studies in areas where road safety is an issue. Moreland will work with residents to find the reasons for, and possible solutions to, their local road safety issues.

Council will conduct safety plans for 6 primary schools and roll out 40kph school zones in appropriate locations over the next 12 months.

Moreland will also continue to identify and apply for funding from the State Government for Black Spot funding to improve road safety for drivers, pedestrians and cyclists.

Urban Villages

Moreland has identified sites suitable as urban villages. Of the more than twenty identified, only three of the ten priority urban villages have been fully documented and implemented through the Urban Villages Structure Plan process. This year a further seven village sites will undergo a ‘fast track’ structure plan process which will result in a clearly articulated vision for each village and document its potential for housing, transport, open space and economic improvement and development.

Waste Services

Council will continue the excellent program of waste minimisation and recycling programs.

We will also continue to support our award winning Footprints Project of waste and recycling education through schools.

Council’s current garbage and recycling contracts expire this year. This will provide the opportunity for the existing range of services to be expanded upon, particularly services for commercial premises. Additionally Councils own staff are being offered the opportunity to provide all garbage and recycling services in the northern area of the municipality.

The Moreland communities’ current diversion rate of waste to landfill is approximately 40 percent. By the year 2008, our aim is to achieve a figure of 80 percent diversion of waste to landfill.

Whole of Council Responses

Council will aim to provide a single point of contact for citizens of Moreland when dealing with Council, no matter how many or which departments they need to deal with. Council shall at all times act as a whole.

Women

Moreland’s ‘Statement of Commitment to Women’ and our program of support to women, is highly regarded amongst local governments as a model for others to follow. Following the success of the previous two years, Council is committed to enhancing this program as a vital tool in acknowledging the status of women in community life.

We will build upon the successful issues based workshop and forum program of the previous year and seek to develop innovative and creative opportunities for women in response to our policy framework. Maintaining open dialogue with women, such as connecting women in government, will be a key conduit to achieving that aim.

Youth

Council will, with Moreland’s youth, complete planning for a Skate park in Moreland and commence building it. Moreland will continue to support the Moreland Youth Music Committee and dance events they put on in Moreland.

Moreland will hold another Youth Summit and will advocate directly to other levels of Government on issues raised by young people at these forums.

Council is reviewing its policy framework for Services to Young People and will formulate a new Youth Services Strategic Plan which will assess, with the community, the range and aims of our various youth programs.
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