



# COUNCIL PLAN 2017 - 2021



## OUR SIX GOALS

We will be leaders in creating a sustainable city through local **innovation projects that address climate change**

We will improve the wellbeing of people in our community by **providing opportunities** for them to live their lives well

We will ensure our planning system facilitates **high-quality and sustainable development** that extracts social, environmental and economic benefits for our community

We will **support and attract a diversity of local businesses and industries** by fostering an environment in which they can thrive

We will lead on **equity** and recognise **our diverse community** as our greatest asset for solving future challenges

We will be a **leading, modern, and open council** to meet our challenges, now and in the future

## OUR VISION

A greener, bolder, more connected city.

## OUR MISSION

To preserve and improve the physical, social, environmental, cultural and economic health of all our neighbourhoods, and ensure quality of life for current and future generations.



*“Our plan outlines action to meet our future challenges head on. We have listened to feedback and ideas of residents, community leaders, and businesses. We have heard that we need to find better ways to do more with less and involve the community in all our decisions. Together we can continue to build a thriving, resilient, fair city, while addressing our critical issues of climate change, population growth and growing inequality”.*

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## MEET YOUR COUNCILLORS

### Rucker Ward



**Cr Kim Le Cerf** (Mayor)  
Terms as Councillor: 2016-2020  
Term as Mayor: 2016-2017



**Cr Trent McCarthy**  
Terms as Councillor: 2008-2012,  
2012-2016, 2016-2020



**Cr Susan Rennie**  
Term as Councillor: 2016-2020

### Cazaly Ward



**Cr Steph Amir**  
Term as Councillor: 2016-2020



**Cr Lina Messina**  
Term as Councillor: 2016-2020



**Cr Julie Williams**  
Terms as Councillor:  
2012-2016, 2016-2020

### Latrobe Ward



**Cr Gaetano Greco**  
(Deputy Mayor)  
Terms as Councillor: 2008-2012,  
2012-2016, 2016-2020  
Terms as Mayor: 2013-2014



**Cr Tim Laurence**  
Terms as Councillor: 1996-1997,  
1998-2002, 2008-2012, 2012-2016,  
2016-2020.  
Terms as Mayor: 2000-2001,  
2012-2013



**Cr Susanne Newton**  
Term as Councillor: 2016-2020



## **A PLAN FOR A CHANGING WORLD**

Darebin is changing as Melbourne's population grows. Inner suburbs are becoming highly sought after places to live because of good transport, amenity and access to employment. Increasing density is bringing new vibrancy to Darebin: boosting our economy and attracting new services and facilities. But change is also creating challenges. Over the next four years we will face...

### **A climate emergency**

Our changing climate is causing damage to health, property and infrastructure.

### **A growing population**

Our population will continue growing as Melbourne becomes Australia's largest city.

### **A changing economy**

Our transport, infrastructure, education and training must keep pace with the needs of our changing economy.

### **Growing inequality**

The gap between rich and poor is growing across Australia, including in Melbourne and in Darebin.

### **Reduced funding**

Reduced funding will require us to find new ways to provide more with less.

## A COUNCIL FOR THE FUTURE

Our Council provides high-quality services and maintains amenity while balancing the budget with decreasing funds. The world is changing fast and we can no longer rely on the old ways of making savings and efficiencies. A new direction is needed. To make smarter decisions we will need to...

### **Know the issues facing our community**

We will use research and evidence to understand the local, national and global forces impacting on our community to ensure we are agile and adaptable.

### **Work in partnership with others to provide more with less**

We will work with others to find new ways of doing things to provide more service with less.

### **Use technology to transform our city**

New technology – such as sensors that tell us when to water green spaces or turn lighting off and on, or eventually car sharing driverless vehicles that reduce our need for car parking – will help us solve some of our biggest issues.

### **Involve our community and support their actions to address challenges**

Our communities are creating solutions to our challenges themselves. Supporting them builds civic participation. Working alongside them ensures our policies are in line with what the community wants.

### **Be courageous leaders**

We can only meet the future with a vision, not only for our area, but the whole city. We will be courageous in shaping Melbourne to meet environmental, housing and congestion challenges.

# OUR BIG ACTIONS

we will...

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Double solar power in Darebin

**(Goal 1.1)**

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Create a new Darebin Energy Foundation — a climate emergency think tank and initiative innovator - to address climate change

**(Goal 1.1)**

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Dramatically improve walking and cycling — with our largest ever single investment of \$6 million in our first year - to change how we travel locally

**(Goal 1.2)**

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Advocate for better public transport - to improve the frequency, accessibility and destinations of our trains, trams and buses

**(Goal 1.2)**

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Establish a new Darebin Nature Trust to create more open space across Darebin

**(Goal 1.3)**

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Create a new park, playground, oval and children's hub on the site of the old Ruthven Primary School in Reservoir

**(Goal 2.1)**

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Build a multi-sports stadium — a premier facility for women's sport — at John Cain Memorial Park

**(Goal 2.2)**

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Renew the Northcote Aquatic and Recreation Centre to give new life to a facility that supports the health and wellbeing of our community

**(Goal 2.2)**

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Reimagine and revitalise seniors clubs to support active healthy ageing

**(Goal 2.2)**

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Reinvigorate the Darebin Arts and Entertainment Centre — transforming it from a 'place for hire' to an innovation centre for the arts

**(Goals 3.2 & 4.2)**

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Increase our tree canopy and urban forest to make Darebin a city in the trees

**(Goal 1.3)**



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Expand our land subdivision levy to fund more open space

**(Goals 1.3 & 3.1)**

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Create a developer contributions scheme to ensure developers contribute financially to our infrastructure as our population grows

**(Goal 3.1)**

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Create a new suburb in Northland with new housing, public transport, business, employment opportunities, community facilities, creative spaces and open space

**(Goal 3.1)**

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Use the opportunity created by the Victorian Government's removal of road and rail crossings to create more dynamic shopping strips, more open space and dramatically better city connectivity

**(Goal 3.1)**

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Develop a plan for the revitalisation of central Preston incorporating housing, public transport, business, community facilities, creative spaces, open space and more attractive streetscapes

**(Goal 3.1)**

## GOAL 1

We will be leaders in creating a sustainable city through local **innovation projects that address climate change**.

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Australians are amongst the biggest polluters in the world. We must urgently reduce our greenhouse emissions.

Our challenge is to lead the way by creating a city fuelled by renewable energy, with clean lungs made by green space and gardens, and where cycling is the preferred form of transport for local trips.

We will work with our community to reach this goal (see Goal 5.1).

## 1.1 We will become an energy and water efficient city and reduce waste.

Currently:	Over this plan we will:
<p>We are reliant on non-renewable energy and high emissions are causing climate change.</p>	<p>Create a Darebin Energy Foundation – a climate emergency think tank and creator of initiatives that can be scaled across communities.</p> <p>Create and enact a local <i>Climate Emergency Plan</i> to address climate change and mitigate risks.</p> <p>Divest from financial institutions that lend to the fossil fuel industry.</p> <p>Make our Council buildings and car fleet more energy efficient.</p>
<p>11% of households and 1% of businesses have solar systems generating 18,000 kilowatts of solar.</p>	<p>Double solar power from approximately 18,000 kilowatts to 36,000 kilowatts, including for low income households.</p>
<p>Council uses 101 megalitres per year of storm, rain or recycled water for irrigation (of sports grounds, etc), to save drinking water.</p>	<p>Increase Council's use of water from non-drinking water sources by 30 megalitres by 2025.</p>
<p>We send 178 kilograms of waste per person per year to landfill:</p> <ul style="list-style-type: none"> <li>- 11% of household waste could be recycled</li> <li>- 38% of household waste is food waste.</li> </ul>	<p>Reduce waste to landfill by 1kg per person year-on-year, while maintaining community satisfaction with waste services above 80%.</p>



## 1.2 We will increase **sustainable transport** through safer streets for walking and cycling, and advocacy for public transport.

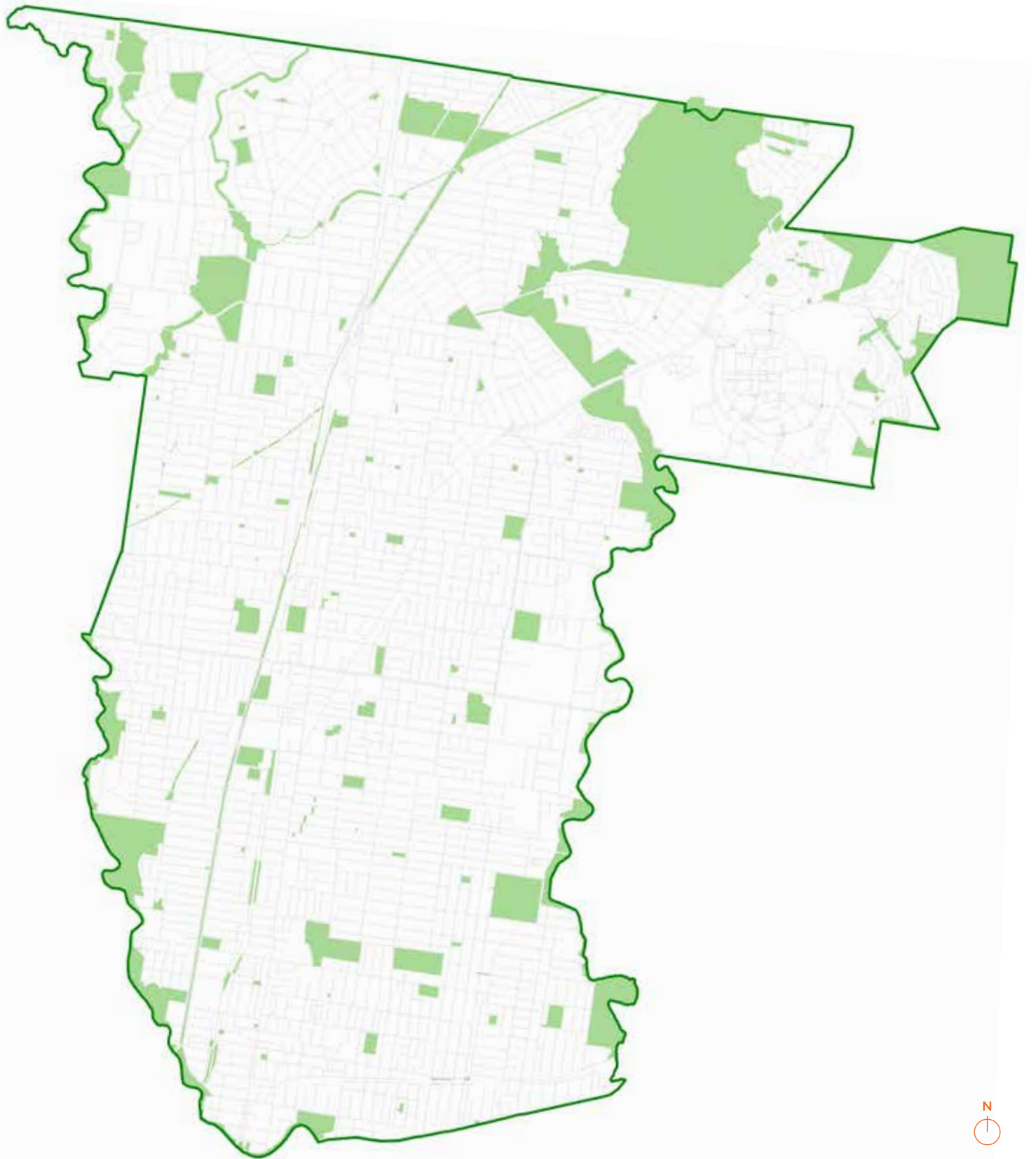
Currently:	Over this plan we will:
<p>We are heavily reliant on cars for local trips. On average we travel 14.4 kilometres in private vehicles every day and while 82% of our residents work “locally” – 22% in Darebin, 31% in surrounding local government areas and 29% in Melbourne – 67% still travel to work by car.</p> <p>Congestion is the new reality, with 500,000 people moving into our north and an extra 40,000 expected to move into Darebin over the next 20 years, our roads will continue to be full. We must make travel by non-car-based methods easier and advocate for better public transport to free up our roads for those that must use them.</p>	<p>Reduce private vehicle use by 10% to an average of 13 kilometres per day per person by 2020.</p> <p>Increase car share bays from 20 to 100.</p>
<p>We have 30 kilometres of shared pathways and 1,036 kilometres of footpaths that Council makes safer through upgrades to crossings, intersections and bike lanes and by addressing missing links, pram ramps, bike parking, bike repair stations and signs.</p>	<p>Dramatically increase opportunities for walking and cycling – with our biggest ever single investment of \$6 million in the first year of this plan – including converting some roads into shared streets where green space, walking and cycling take priority.</p> <p>Reduce the speed limit to 40 kilometres across 30% of the municipality.</p> <p>Increase cycling by 12%.</p>
<p>78% of residents are satisfied with footpath maintenance and repairs.</p>	<p>Replace \$5.6 million of damaged footpaths and increase satisfaction with footpath maintenance to above 80%.</p> <p>Implement our commitments under the NORTH Link Regional Trails Strategy to ensure walking and cycling routes connect throughout the north of Melbourne.</p>
<p>Our public transport is overcrowded. Our main transport lines are increasingly congested, because of local population growth, and that of the fastest growing suburbs at the end of our lines.</p>	<p>Advocate to the Victorian Government to:</p> <ul style="list-style-type: none"> <li>- increase the frequency of train, tram and bus services</li> <li>- fast track the Clifton Hill metro upgrade to improve train services to South Morang</li> <li>- extend the number 11 tram route to Edwardes Street</li> <li>- upgrade 14 tram stops on tram route 86 to accessible “super stop” tram stops.</li> </ul>

## 1.3 We will expand and improve our network of **open and green spaces, parks** and **natural environments** to provide the lungs for our city and reduce the impacts of climate change.

Currently:	Over this plan we will:
<p>We have 830 hectares of open space – sporting facilities, parks and conservation bushland; 95% of residents live 500 metres from open space.</p>	<p>Create a Darebin Nature Trust, initially capitalised with \$10 million, to increase open space and native vegetation, and ensure all residents live within 500 metres open space.</p>
<p>88% of our residents are satisfied with the maintenance of parks, reserves and open spaces.</p>	<p>Maintain resident satisfaction with the maintenance of parks, reserves and open spaces above 85%.</p>
<p>We have 85,000 trees: 45,000 street trees and 40,000 trees in parks.</p>	<p>Grow our urban forest by 7,600 trees to increase tree coverage on public land by 15%.</p>
<p>Our waterways are classified as “in poor condition”.</p>	<p>Install rain gardens/water sensitive urban devices to improve the condition of our waterways.</p>



**MAP:** Parks and open spaces



0 1000m 2000m

## GOAL 2

We will improve the **wellbeing** of people in our community by **providing opportunities** for them to live their lives well.

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Darebin is set to grow by at least 40,000 people in the next fifteen years.

Our challenge is to maintain and extend our community's opportunities to be healthy, participate, and connect with each other, as the population grows.

We make our opportunities accessible to all, including our most vulnerable (see Goal 5.1).



## 2.1 We will ensure **health and social services** meet our community's needs across their life-course.

Currently:	Over this plan we will:
Overall, 87% of residents think their area has good access to community services, and an additional 6% do "sometimes".	Continue to design and invest in community services and programs that improve health and wellbeing and maintain overall satisfaction above 85%.
We provide services for families with children: - 93% of children are fully immunised - 56% attend three-year-old child and maternal health checks.	Increase immunisation rates to 95% as per the WHO Global Vaccine Action Plan 2011 – 2020.  Increase our health checks, through innovative approaches to communication and conversation with families.  Create a new park, playground, oval and children's hub on the site of the old Ruthven Primary School in Reservoir.
We support and resource playgroups and run six groups for vulnerable families.	Maintain support for playgroups and seek additional Victorian Government grant program funding, when available.
We support our young people, with a focus on vulnerable youth, at the Northland Youth Centre, Decibels Music Studio, and through outreach programs.	Transition our youth program to a skills-based approach that will help young people participate in pathways to education and employment.
We deliver our aged care services within two weeks of a client plan being developed and 86% of aged and disability home services users rate our home care, personal care, respite and transport as "good" or "very good".	Review our aged care services in light of Federal Government changes, and maintain short waiting times for our aged care services, keeping levels of satisfaction above 85%.
Standard disabled toilets are not functional for all people with a disability.	Build four Changing Place facilities that are fully accessible public toilets with change tables and hoists for people with severe or profound disability.

## Working in a changing aged care and disability service system

Aged and disability care is provided by all three levels of government. Local government has traditionally been a provider of services. New Federal Government reforms (Aged Care Reform and the National Disability Insurance Scheme (NDIS)) will introduce an open market and increased client choice and control over the period of this plan. This will bring new service providers into the market.

This changed service system presents an opportunity for Council to transform its activities to ensure a local response that reflects the needs and desires of our older people and those with disability. We will still provide services and facilities, but will also provide information, planning, coordination and partnership building in the new more complex environment. We will also need to take on greater advocacy leadership to ensure Darebin continues to be an inclusive, age-friendly and accessible city into the future.

## 2.2 We will expand **opportunities for participation and social connection** through sport, physical activity, arts, culture and other leisure activities.

Currently:	Over this plan we will:
We manage 120 playgrounds, three of which provide all abilities access to play.	Build or upgrade 24 playgrounds, including one for all abilities, in consultation with local children.
<p>We support sport and physical activity through the management of nearly 150 sport grounds and facilities and programs such as free exercise in the park, programs run in our leisure centres, pram walking groups and disability access programs.</p> <p>But our resident's participation in physical activity and organised sport is low:</p> <ul style="list-style-type: none"> <li>- 44% do not meet physical activity guidelines</li> <li>- 10% are involved in club based sport and rates are lower for girls/women and low income residents.</li> </ul>	<p>Continue to upgrade our sports grounds and facilities.</p> <p>Build a new multipurpose indoor and outdoor sports stadium – a premier facility for women's sport – at John Cain Memorial Park in Thornbury.</p> <p>Redevelop the Northcote Aquatic and Recreation Centre into a \$50m state-of-the-art aquatic centre.</p> <p>Increase green (outdoor) gyms to give more residents access to free gym equipment.</p> <p>Diversify leisure programs to increase participation.</p> <p>Increase participation for girls, women and low income residents by reviewing the inclusivity of facilities and programs and reducing barriers such as fees or perceptions of safety.</p>
We support and fund 30 senior citizens' clubs with 4,100 members.	Redevelop six senior citizen centres to increase group usage by 5%.
We support the arts through three arts and cultural venues – Northcote Town Hall, Darebin Arts and Entertainment Centre and Bundoora Homestead Arts Centre – that attract over 150,000 visitors per year. We also arrange festivals, events, projects and community collaborations. 37% of residents attend our festivals and events and 95% of users are satisfied with them.	<p>Activate Darebin with arts and culture, making it more visible and encouraging a spread of activity across the municipality, throughout the calendar year, at all times of the day and night.</p> <p>Increase and diversify audiences, supporting innovation in arts programming and maintaining high levels of satisfaction in festivals and events above 90%.</p> <p>Grow the reach of the Bundoora Homestead Art Centre.</p>
We support local food production and distribution through our community gardens, Backyard Harvest and Homemade Food and Wine Festivals and community food projects and enterprises.	Increase and diversify participation in local food production.
We provide community grants and other support to community organisations that provide participatory activities, from community gardening, to volunteering, to sporting activities.	Continue to support and invest in community-based organisations, activities and programs that promote participation and social connection.
We have relationships with, and engage, a range of not-for-profit and community-based organisations to deliver activities and programs that benefit the community.	Develop a partnership model with the not-for-profit and community sector to utilise their knowledge, skills and expertise to deliver enhanced program and service delivery outcomes.





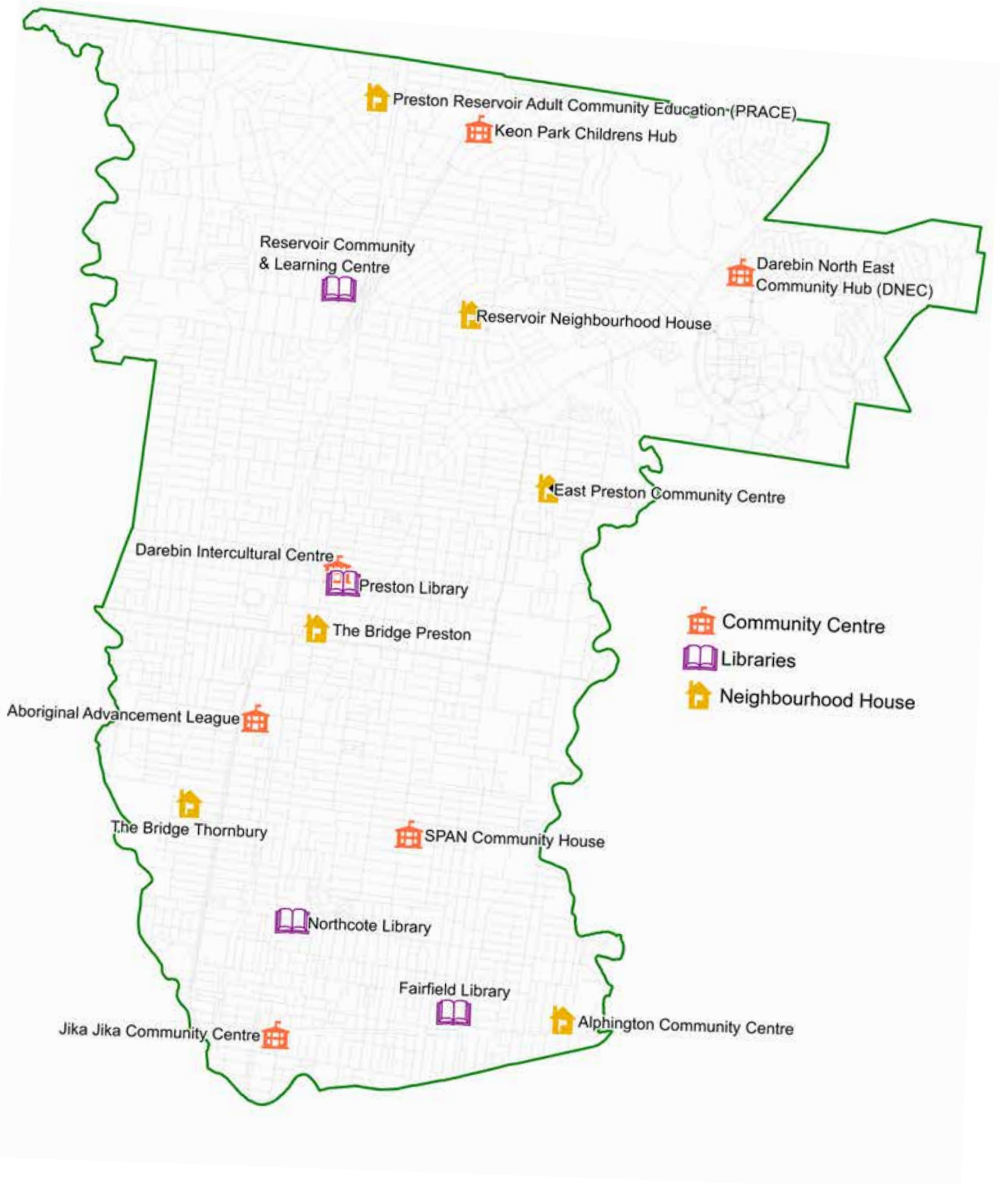
**2.3** We will expand **lifelong-learning** opportunities, to enable local people to learn, develop their interests, and secure good quality work.

Currently:	Over this plan we will:
94% of eligible children participate in kindergarten.	Work with all families, particularly those that are vulnerable, to increase kindergarten participation.
We convene a partnership of 46 schools to share skills, programs and resources to improve education for all children and young people, particularly disadvantaged students.	Develop our partnerships to improve outcomes for students, with a focus on disadvantaged students.
We support a network of six neighbourhood houses including the recently opened East Preston Community Centre.	Ensure community participation in the operation and management of the East Preston Community Centre and create a program of events that engages its local population to improve community participation and social inclusion.
51% of residents are members of our Preston, Reservoir, Northcote and Fairfield libraries. They provide access to a diverse collection in many formats, physical spaces to relax, collaborate or study, events, learning activities, literacy programs and access to technology, including Internet connected computers, free Wi-Fi, printing facilities, high-tech public event spaces with projectors and purpose-designed sound systems, local history research computers and PlayStations.	Diversify and increase library use by: using technology to make library services accessible; creating destinations that support flexible, individual and community learning and work; and increasing the different formats in which materials, information, services and programs are provided.

More detail can be found in our Health and Wellbeing Plan.

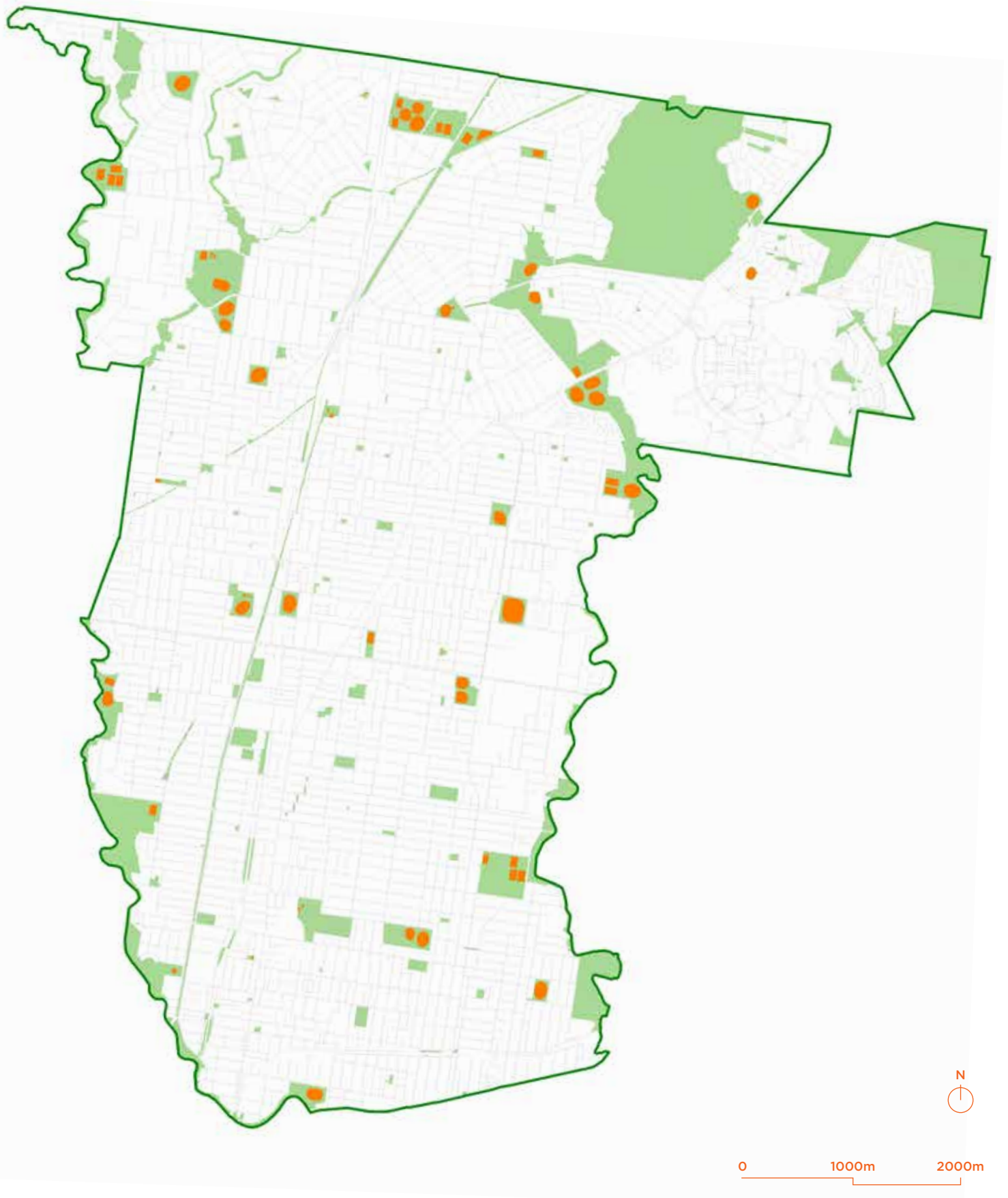


## MAP: Libraries and community centres

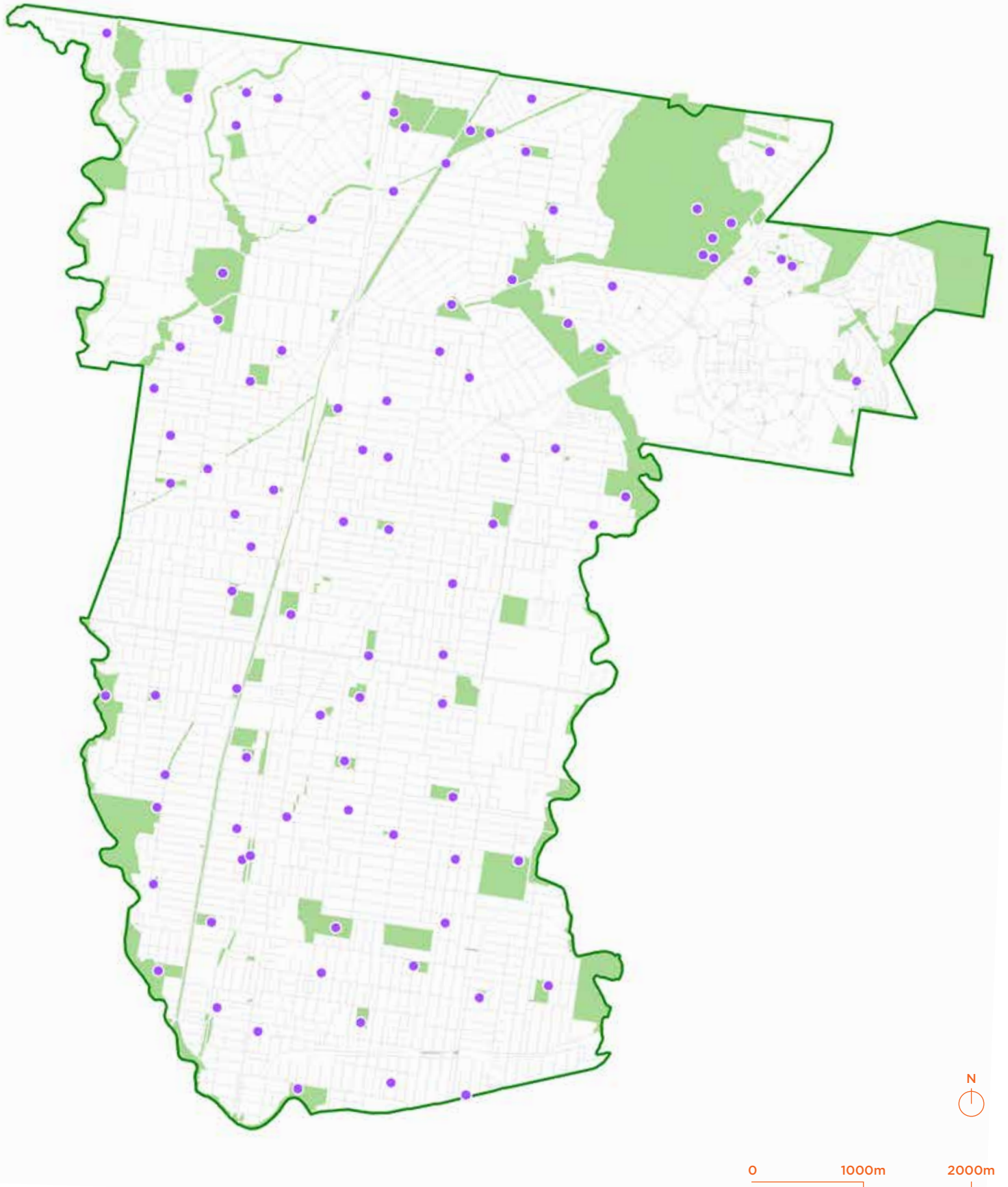




## MAP: Sporting grounds

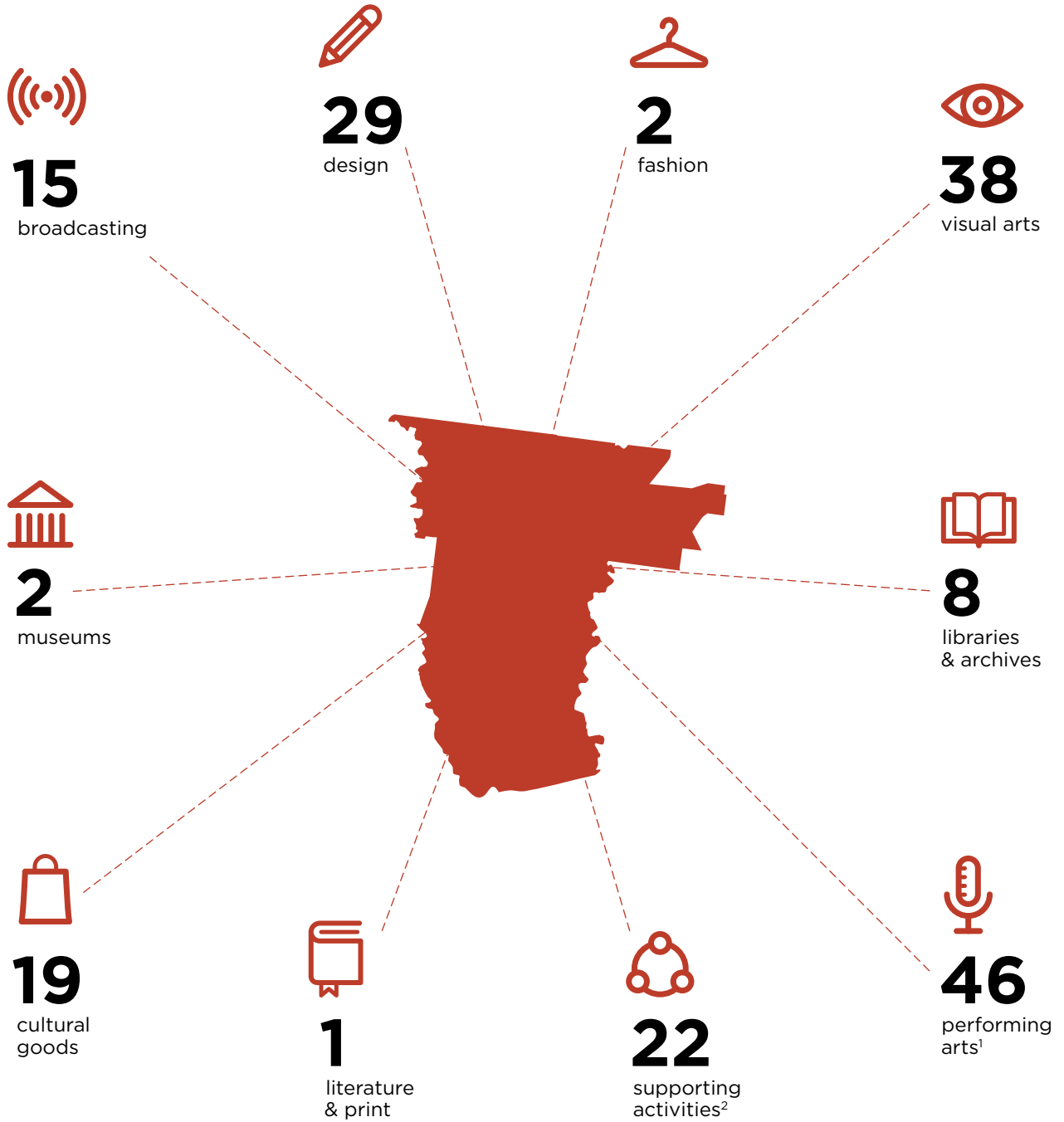


## MAP: Playgrounds





## Creative and cultural industries



1. includes live music venues  
2. includes co-work spaces

## GOAL 3

We will ensure our planning system facilitates **high-quality and sustainable development** that extracts social, environmental and economic benefits for our community.

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Melbourne looks likely to grow to become Australia's biggest city in the next 30 years.

Our challenge is to remain the best place in the city to live by improving it as Darebin grows.

We will work with the community and other governments to reach this goal (see Goal 5).

## Working with the Victorian Government Plan Melbourne

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The Victorian Government's Plan Melbourne supports many of the actions in our local plan by using state planning mechanisms to:

- locate more housing closer to jobs and public transport, particularly in urban-renewal precincts
- increase the supply of social and affordable housing
- transform Melbourne's transport system to increase productivity and allow people to travel in local areas by other means than car
- build on Melbourne's cultural leadership
- create a city of 20-minute neighbourhoods that support local transport and provide access to social infrastructure, parks and green spaces
- reduce waste, achieve zero greenhouse gas emissions and reduce the consequences of climate change
- protect and restore natural habitats.

**3.1 We will encourage and facilitate appropriate high-quality development in identified areas to create opportunities for living accessibly to public transport, infrastructure, open space and attractive, safe public areas.**

Currently:	Over this plan we will:
<p>We have a vision for a thriving and liveable city that facilitates change – particularly by planning for density and development around existing transport corridors – while respecting our heritage and neighbourhood character.</p> <p>60% of residents are satisfied with the quality of new developments in their area.</p>	<p>Review the planning scheme to ensure it can deliver our vision and meet the changing needs of the community, while increasing protection for valued neighbourhood character.</p> <p>Review our planning controls and urban design guidelines to ensure development is appropriately located and of high quality.</p>
<p>We need to plan for at least an additional 17,000 households (at least 40,000 new residents) in the next 20 years.</p>	<p>Finalise a vision for a new suburb in the Northland precinct which could eventually cater for over 20,000 new residents over the next 20 years. The largest urban renewal project in Melbourne’s north for decades, it will include new housing, public transport, business, community facilities, creative spaces and open space.</p>
<p>There are areas in Darebin that need revitalisation.</p>	<p>Create plans to revitalise:</p> <ul style="list-style-type: none"> <li>- central Preston</li> <li>- the Reservoir Junction</li> <li>- Oakover Village/Preston Junction.</li> </ul>
<p>The Victorian Government has announced it will remove level crossings (to separate road and rail) in Darebin at High St Reservoir, Bell St Preston and Grange Road Alphington in 2018.</p>	<p>Advocate to the Victorian Government for an elevated level crossing removal at Bell Street and include three extra removals (Cramer St, Oakover Rd and Murray Rd).</p> <p>Use the grade separation projects as an opportunity to renew the Preston and Reservoir shopping areas to create more vibrant, safer, public spaces and better walking and cycling.</p>
<p>Council currently charges a public open space levy for new medium and high density developments but we currently have no other development contributions plan.</p>	<p>Increase the public open space levy to create more open space, particularly in urban renewal areas.</p> <p>Require developers to contribute to infrastructure to support population growth through a Developer Contribution Scheme.</p>
<p>Only 3% of rental housing is affordable (compared to 9% across metropolitan Melbourne).</p>	<p>Collaborate with the Victorian Government to plan high-quality public housing and examine opportunities for social housing to be provided on Council owned land.</p>



### 3.2 We will support our creative industries to ensure the city grows as a significant **arts and creative** centre.

Currently:	Over this plan we will:
Darebin has the 14th largest population of arts and recreation workers across Victoria's 79 local government areas. Council employs, programs, commissions and supports a diversity of artists in this community to enhance the area's liveability. A lack of affordable housing and work space may see this number decline.	Support a diversity of artists and creative organisations across all career stages and practices, through the provision of dedicated arts and cultural spaces locally and by creating diverse and flexible investment models and programs.
We manage the Darebin Indoor and Public Art Collections of more than 400 works which are on public display to enliven venues, facilities and public spaces.	Ensure our art collections are available for the enjoyment of the community and future generations.
86% of residents report public spaces, art works, and cultural infrastructure "make me feel happy to live in Darebin".	Maintain satisfaction with public arts and cultural infrastructure above 85%.

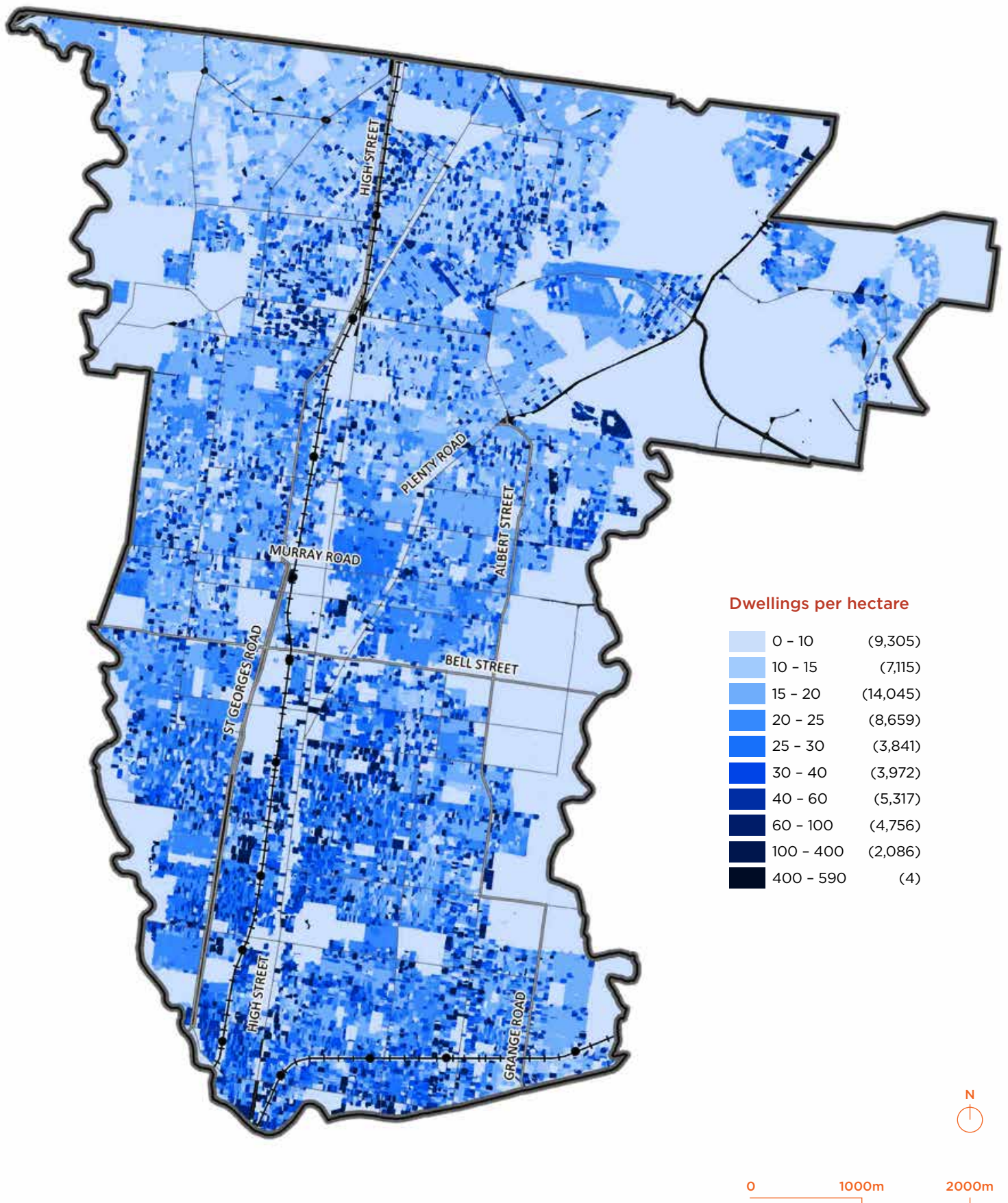
### 3.3 We will manage local roads, buildings and public spaces to make our city **safer, cleaner and more attractive**.

Currently:	Over this plan we will:
We manage 509 kilometres of roads, 15 kilometres of which are rated high risk based on speed and volume. 84% of residents are satisfied with the condition of sealed local roads.	Reduce crash rates on roads by introducing traffic management measures on the highest risk roads. Find new and better ways to upgrade our road network through new technology and products, and maintain satisfaction with local roads above 80%.
We look after public spaces: streetscapes, lighting, litter, graffiti and our residents report being satisfied with: - level of street lighting - 81% - litter collection in public areas - 81% - maintenance and cleaning of shopping strips - 89% - Council's efforts managing graffiti - 67%.	Improve or maintain satisfaction with public spaces to above 80%. Increase streetscapes amenity by working with traders to install bins, recycling bins, bicycle hoops, seats, natural shade; and finding novel ways to deal with graffiti on both public and private property. Install and advocate for improved and more sustainable street lighting in areas of need and safety concern.
We partner with other community organisations to improve safety but only 73% feel safe in public areas at night.	Improve people's perceptions of safety to above 80%.
We have more than 17,000 registered pets and the numbers are increasing.	Expand dog walking infrastructure and manage lost animals through our new shared regional shelter, that operates under a no kill of healthy animal policy.

More detail can be found in our Creative Darebin Arts Strategy.



# MAP: Site density



## GOAL 4

We will **support and attract a diversity of local businesses and industries** by fostering an environment in which they can thrive.

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Our businesses contribute \$5.8 billion annually to the local economy.

Our challenge is to foster a diversity of business opportunities as the economy changes.

We will work with local business and regional partnerships to reach this goal (see Goal 5).



## 4.1 We will foster an environment that ensures our **local businesses** succeed – from large industries to microbusiness and freelancers.

Currently:	Over this plan we will:
Darebin has 13,000 businesses. 58% operate from private residences and 42% operate from commercial properties, and they employ 54,000 people.	Increase local business of all kinds, including the microbusinesses, freelancers, social enterprises and Non-Government Organisations that are emerging in our increasingly service-based economy.
The dynamism of our city and its cultural diversity drive our competitive strengths and connect us to the global economy.	Help businesses to increase local employment, including through the uptake of Federal and Victorian Government funding for employment and skills training opportunities.
We help build the capacity of businesses through high-quality events, training, advice, support, improved permit processes, and encouragement to take up Federal and Victorian Government funding for employment programs.	Increase the number of businesses doing better because of our assistance with: <ul style="list-style-type: none"> <li>- digital access and capability</li> <li>- environmental performance</li> <li>- export capability</li> <li>- attraction of visitors.</li> </ul>
We provide parking in activity centres.	Create smart parking tools, such as sensors linked to an information app, to help residents use parking more effectively.

## 4.2 We will **enable and activate space**, including vacant shopfronts and council facilities, to accommodate different businesses and industries.

Currently:	Over this plan we will:
We activate-long term vacant shopfronts.	Increase the number of vacant shops reactivated with creative businesses.
We encourage commercial activity in Council facilities.	Repurpose Council facilities to support business. For example, we have developed one of Australia's most successful local business incubators in a Council building, and we are exploring co-working in our libraries.  Transform the Darebin Arts and Entertainment Centre from a 'place to hire' to an innovation centre providing access to affordable, fit for purpose spaces for rehearsal, administration and co-working to suit a range of sectors.

### 4.3 We will pursue **regionally significant economic opportunities** to drive growth and sustainability for our region.

#### Currently:

We are working with others to create regional economic plans (see below).

#### Over this plan we will:

Continue to advocate for actions in regional partnership plans that will create regional economic growth (see below).

### Working with others on regional economic opportunities

Darebin Council is working with NORTH Link, a regional partnership of industry, education and government, on regional economic strategies for the northern region of Melbourne. These include:

Northern Horizon's 50-Year Infrastructure Strategy to develop regional opportunities including:

- accelerated NBN rollout
- the La Trobe, Austin & RMIT knowledge cluster
- new healthcare services, aged care facilities and hospital beds
- implementing the Northern Regional Trails Strategy (to link up walking and cycling trails throughout the north)
- a coordinated bus network including bus rapid transit from Coburg to Macleod Station, and Smartbus lanes on Bell St
- Clifton Hill metro rail upgrade to improve train services to South Morang.

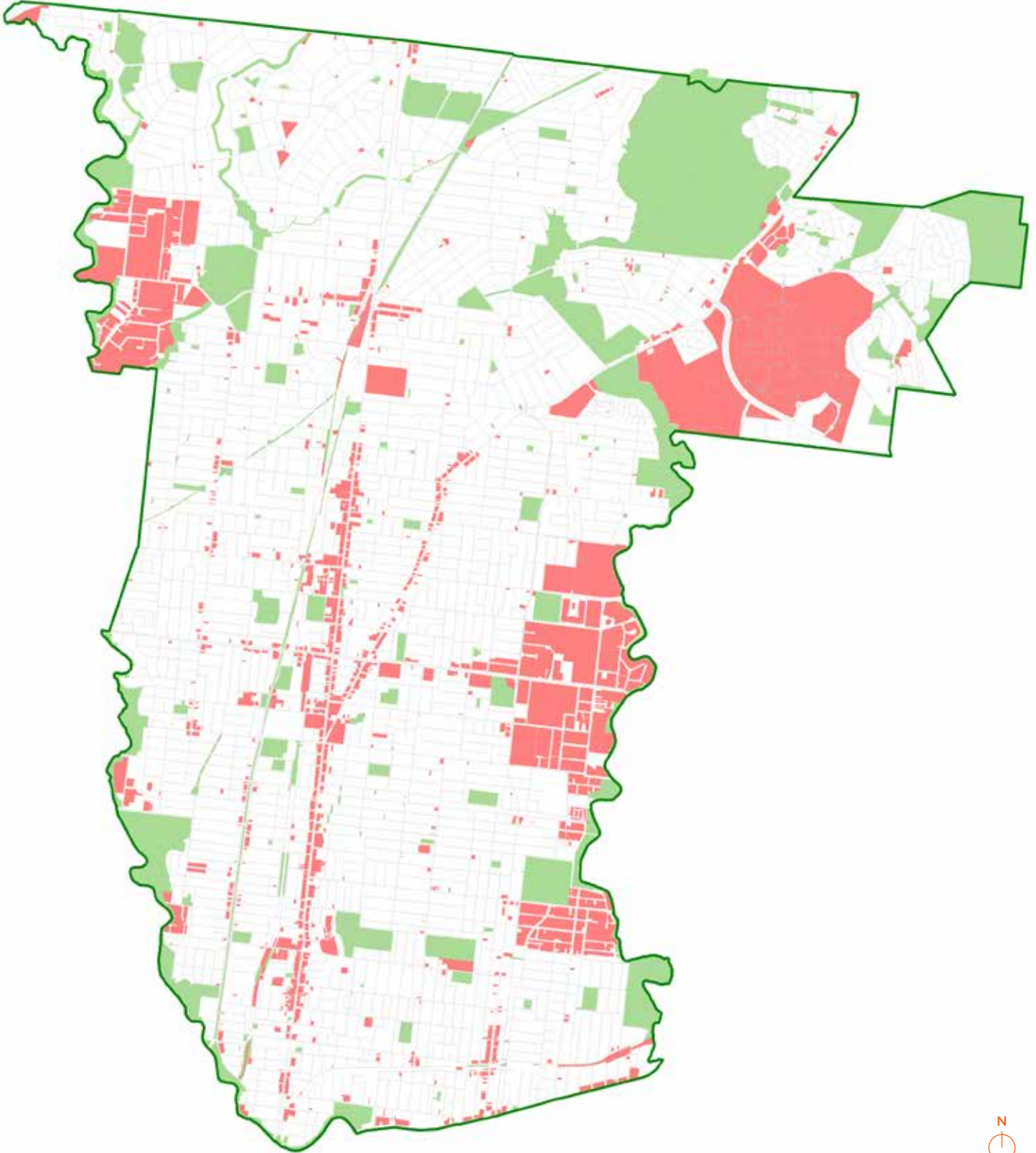
A Food and Beverage Growth Plan, to grow jobs and investment in food. Our region has significant bakery, confectionery, dairy, seafood and meat industries and is home to an eclectic mix of small and medium-sized artisan businesses including microbreweries, premium chocolate makers, coffee roasters and gourmet food distribution companies. The strategy seeks to support these by growing industry connections and capability, driving innovation and product differentiation, addressing skills development and labour availability, and positioning the north as Melbourne's food and beverage hub.

The Future Workforce: Melbourne's North to address the changing economy, particularly as automotive industries close. This strategy suggests that the growth industries of the last ten years are unlikely to replace the jobs lost. The creation of new jobs will therefore need to come from proactive intervention including:

- development of highest value adding/productivity sectors, including Victorian Government priority industry sectors
- encouraging firms and organisations to adopt 21st century technologies and business models and grow exports of products and services
- continual improvement of skills, aligned with industry requirements, and proactively ensuring local hot spots of unemployment are dealt with quickly through targeted programs
- development of physical clusters of excellence/industry clusters and research, such as the La Trobe bio-science cluster
- infrastructure investment (see Northern Horizon's 50-Year Infrastructure Strategy above).

Two new plans, the Greater Melbourne Management Destination Plan to grow visitors, and an Economic Attraction and Investment Strategy, are in development.

MAP: Business



## GOAL 5

We will lead on **equity** and recognise our **diverse community as our** greatest asset for solving future challenges.

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We are one of the most diverse local government areas in Melbourne and residents believe diversity makes life in Darebin better.

Our challenge is to lead in the development of inclusion policies and practices, and ensure diverse voices are included in our decision-making.

## 5.1 We will ensure our services, facilities and programs **benefit all**, including our most vulnerable.

Currently:	Over this plan we will:
We are one of the most culturally and economically diverse communities in Victoria. Our diversity and the positive community relations that enhance social cohesion are our strength.	Develop and implement strategies and programs that build social cohesion.
<p>While we recognise that providing for such a diverse community can be challenging, we aim to systematically affirm our community's diversity in everything we do.</p> <p>We use an 'equity, inclusion and wellbeing' audit to apply an equity lens over our services and policies to ensure all population groups receive a share of the opportunities provided by Council – regardless of gender, ability, race, ethnicity, refugee status, household type, religion, age, sexual orientation, socio-economic status or geographic location.</p>	<p>Implement our equity and inclusion audit vigorously across the work under this plan to ensure we:</p> <ul style="list-style-type: none"> <li>- foster participation by diverse population groups in our services, facilities and programs</li> <li>- improve the resources of our low income residents, and address inequalities in outcomes between the north and south</li> <li>- combat discrimination, racism, sexism, homophobia and transphobia</li> <li>- work together on projects identified by local communities who experience social and economic disadvantage.</li> </ul>
We take direct action to support our marginalised and vulnerable population groups.	<p>Continue to take direct action to support marginalised and vulnerable population groups, including by:</p> <ul style="list-style-type: none"> <li>- improving the access and inclusion of people with disability across the city</li> <li>- providing community grants and other support to community organisations</li> <li>- establishing a better home for our Intercultural Centre and its programs</li> <li>- reviewing our Community Communication Strategy and multilingual telephone service against the 2016 Census to ensure residents can access our services and information in different languages</li> <li>- maintaining a Darebin rate rebate for pensioners.</li> </ul>
We undertake advocacy in partnership with others to support all our population groups, and promote the benefits of social, cultural and religious diversity to combat discrimination and build a stronger community.	<p>Advocate to:</p> <ul style="list-style-type: none"> <li>- Reduce our high level of poker machine losses – \$230,000 losses every day, higher than the annual Victorian average</li> <li>- Support newly arrived residents, refugees and asylum seekers. Darebin is a Refugee Council of Australia “refugee welcome zone”. We welcome them, uphold their human rights, and demonstrate compassion as they integrate into our communities</li> <li>- Address homelessness and housing affordability</li> <li>- Support and participate in community campaigns that are consistent with our goals and values.</li> </ul>
We have an under-representation of staff from culturally diverse backgrounds.	Eliminate barriers to hiring a diverse workforce, such as language and the reach of our advertising, and increase the intercultural competency of our workforce.



## 5.2 We bring the ideas of our diverse community into our decision-making.

Currently:	Over this plan we will:
We recognise that diversity is our strength and that our active community – across the environmental, community, arts/culture, and business sectors – is vital for finding solutions to future challenges.	Build trust in government by strengthening active community networks and supporting their initiatives.
We support our active community through funding, networking, information, advice, recognition and promotion.	Diversify and increase the number of individuals, organisations and community collaborations actively linked to Council, to ensure decision-making for complex problems includes all interests.
We are committed to engaging our community in decision-making and feedback, to take on new ideas and improve the way we do things.	Explore and implement solution-based engagement methods that suit the various stakeholders and organisations in our active community and diversify and increase community feedback.
We have advisory committees based on population groups and community issues, chaired by councillors.	Reconfigure our community advisory structures to facilitate more targeted and impactful opportunities for community decision-making.  Provide facilitation and governance training for councillors to ensure they can effectively run community forums and meet the challenges of operating in an increasingly complex environment.
We are committed to including community in our council meetings.	Increase citizen participation in council meetings to reflect our community.
We have high resident satisfaction with our decision-making process: 80% are "satisfied Council makes decisions in the interests of the community"; and 79% are "satisfied with Council's community consultation and engagement".	Maintain satisfaction in Council decisions at above 80%.
We are committed to being the voice of the community on issues being considered by other levels of government.	Build advocacy partnerships with councils, Non-Government Organisations and others, to tackle the big issues that affect our community.





### 5.3 We will be responsive and respectful to the current and emerging aspirations of **Traditional Owners and Aboriginal and Torres Strait Islander communities** in Darebin.

We respect Aboriginal and Torres Strait Islander history and culture and actively seek to commemorate, celebrate and honour it in our places, planning, activities and events.

We work with the 17 Aboriginal and Torres Strait Islander agencies based in Darebin to achieve the goals of the community through partnerships, collaboration and co-investment.

We acknowledge and respect Traditional Owners and Aboriginal and Torres Strait Islander communities' leadership towards self-determination and treaty, and we will work with the Victorian Government process to ensure that becomes a reality.

## Working with the Victorian Government Treaty for Aboriginal people in Victoria

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In February 2016, Aboriginal people in Victoria called on the Victorian Government to negotiate a treaty.

Since then, work towards self-determination and treaty has been creating a new relationship between the Victorian Government and the Aboriginal community, a partnership that will empower Aboriginal communities to achieve long-term generational change and improved outcomes.

The Victorian Government has just finished a consultation with Aboriginal Victorians to decide who should represent the community and who can, and should, negotiate a treaty on their behalf.

Our Council is committed to supporting this process. We will continue to follow discussions and seek guidance from our Traditional Owners as it progresses.



CORANDERRK by ILBIJERRI Theatre Company.  
Photo by Patrick Boland.

## GOAL 6

We will be a **leading, modern, and open council** to meet our challenges, now and in the future.

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A changing world requires smarter decisions and new approaches.

Our challenge is to transform our business to reduce costs and work better with others to get the best outcomes for our community.

## 6.1 We will implement **the best delivery models** to optimise efficiency and value.

Currently:	Over this plan we will:
Our service offering is mature but may need to change to respond to emerging challenges.	<p>Continue to deliver our services standard through continuous improvement benchmarked against best practice in local government service delivery.</p> <p>Review all our service delivery to build a flexible and dynamic organisation that can respond to new challenges and deliver services that best meet the needs of our community.</p> <p>Improve our research, data analysis, and community engagement capabilities to ensure we understand the changing issues facing our community.</p> <p>Introduce agile organisational structures that give our workforce the flexibility to respond rapidly to change.</p> <p>Find new ways to collaborate with others to gain outcomes for our community, including regional shared services with other councils, partnerships, and advocacy campaigns.</p>
We have made good progress developing eBusiness and digital access to our services, but we can do a lot more to take advantage of rapid technology developments to reach all our goals.	<p>Use smart technology to help manage our business, for example, using sensors to improve the way we use water, lighting, and improve our road maintenance.</p> <p>Ensure people can transact with us anywhere, anytime, on any device.</p>

## 6.2 We will find new ways to deliver **long-term financial sustainability**.

Currently:	Over this plan we will:
We are committed to gaining maximum value from local public spending and remaining financially sustainable into the future.	<p>Identify and pursue alternative revenue sources to build financial sustainability.</p> <p>Make decisions considering people, planet, progress and profit (quadruple bottom line).</p> <p>Develop a ten year financial strategy to ensure we can continue to deliver services, programs and assets while delivering an underlying surplus.</p>
We run as a commercial council with all the appropriate checks and balances.	Conduct our business transparently and as expected by legislation.

## 6.3 We will **communicate our progress on the actions in this council plan** to residents, community leaders, community organisations, business, industry, and Victorian and Federal governments to ensure we can all act together.

Currently:	Over this plan we will:
We are committed to being accountable for our actions and taking decisions in an open and transparent manner.	Regularly update progress on this plan on our website, and keep everyone we work with well-informed through appropriate channels.

# A CHANGING WORLD

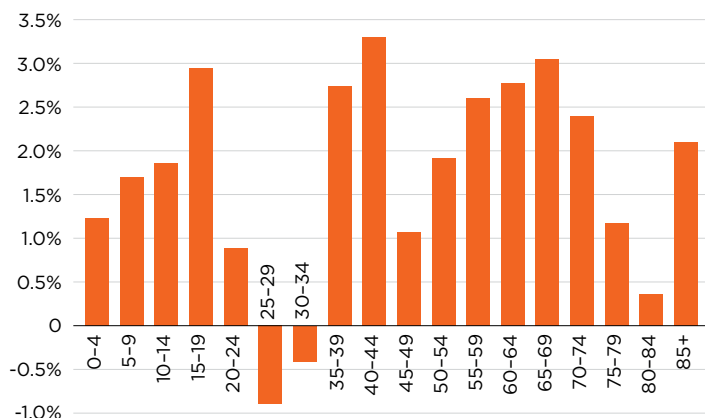
## A growing population

Darebin has been growing over the past 20 years. It is projected to increase by another 40,000 people to reach 192,142 residents by at least 2031.

That's 17,000 additional households in the next 15 years.

The appeal of our suburbs has made housing unaffordable for people on lower incomes, including first home buyers, and house prices are now on average \$210,000 higher than for Victoria as a whole. Without change, Darebin will have less income diversity, and fewer young people, in the future.

## Annual projected percentage change in Darebin population (by age cohort) - 2016-2026



Source: Australian Bureau of Statistics Census of Population and Housing 2011 and i.d. forecasts

## A changing economy

Over the past 20 years Darebin's local economy has been changing. Once driven by manufacturing, the main growth industries are now in the service and knowledge sectors. In addition, technology is further transforming work and it is predicted that in the next 10 years around 40% of Australian jobs will be automated.

Victoria's economy is driven by Melbourne's CBD and Darebin is an important source of workers. But increasingly small service businesses are setting up in Darebin. The number of businesses is growing – particularly small businesses not based in commercial premises (58% of businesses). This is likely to continue into the future.

We will need to be nimble to support our changing industries and businesses. We will also need to provide support, retraining and new opportunities to those that need to transition from old jobs in our economy.

## There are 54,000 jobs in the main industries of:

- 15% Education and training
- 13% Retail trade
- 11% Manufacturing
- 11% Health care and social assistance
- 9% Construction
- 7% Wholesale Trade
- 7% Accommodation and food services

## Our growing industries

### (in order of growth 2012 to 2015):

- Rental hiring and real estate
- Health care and social assistance
- Financial and insurance services
- Retail trade
- Education and training
- Information, media and telecommunications
- Electricity, gas, water, waste services
- Arts and recreation

## A climate emergency

Climate change is one of the greatest challenges we face.

We must reduce the greenhouse emissions we create burning fuel for energy, and, increase the green environment that helps protect us from it.

We are in a climate emergency as our use of non-renewable energy increasingly causes warming, storms, flooding and heat waves. This is resulting in loss of life; damage to property, infrastructure and the environment; and disruption to power, transport and communications.

While emissions per capita in Darebin are slowly declining, Australia is still among the world's largest greenhouse gas polluters per person.

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### Darebin's greenhouse gas emissions (2016) are generated by:

**46%** commercial/industrial energy

**35%** residential energy

**18%** transport

**1%** waste

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#### Sources:

1. [http://www.climateinstitute.org.au/verve/\\_resources/TCI\\_Australias\\_Emissions\\_Factsheet\\_Final-LR.pdf](http://www.climateinstitute.org.au/verve/_resources/TCI_Australias_Emissions_Factsheet_Final-LR.pdf)
2. Collated by Moreland Energy Foundation Ltd. from electricity and gas network data
3. Calculated from Victorian Government VISTA 2012-2014 Transport survey
4. Calculated from Council waste and green waste collection data

## Growing inequality

20 years ago Darebin suburbs were less wealthy. Over time, wealthier residents have moved in, and the socio-economic status of the suburbs has been increasing.

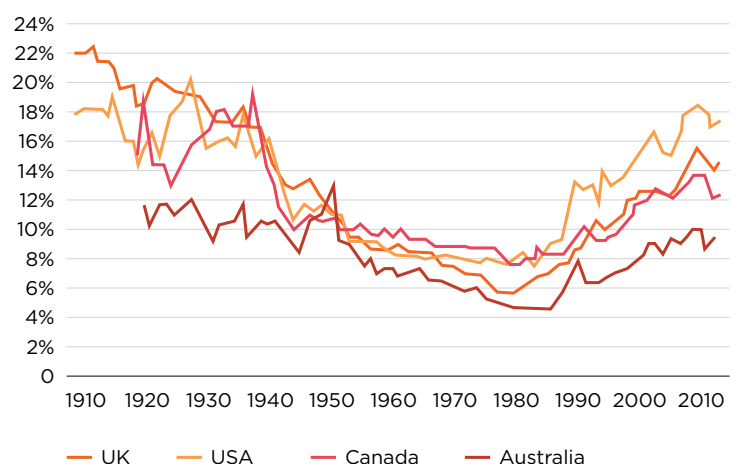
Increasing wealth masks increasing income inequality. Around the developed world, including in Melbourne's suburbs, the wealth gap between rich and poor has been increasing dramatically as a result of changes in policies that redistribute wealth. Economist Thomas Piketty argues, unless something is done, inequality will gather pace, and return to levels of the 1900s by 2050.

While gentrification will move some low income residents out, there are still substantial numbers of low income residents in our area and we need to ensure our city remains a great place to live for all.

You can see how areas in Melbourne have become more socio-economically advantaged at [bit.ly/2qufYEp](http://bit.ly/2qufYEp).

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### Share of top percentile in total income



Source: Piketty 2014 Capital in the 21st Century



# A CHANGING WORLD

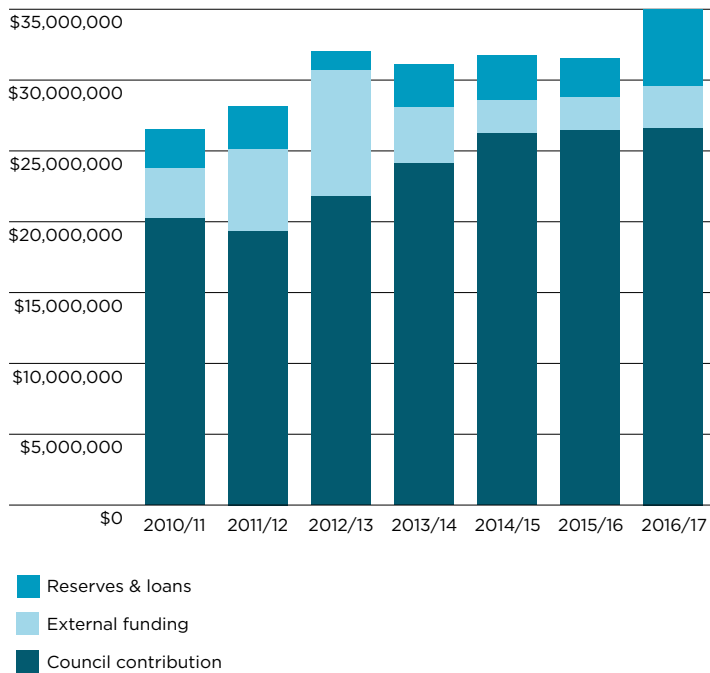
continued

## Reduced funding

The funding required to maintain business as usual in what Council delivers has been increasing over time. It will continue to increase into the future as the population increases and demand for services grows. But rates are now capped, and contributions from external sources are decreasing.

Council will have to find innovative ways to maintain its level of service in this environment. We will need to expect change.

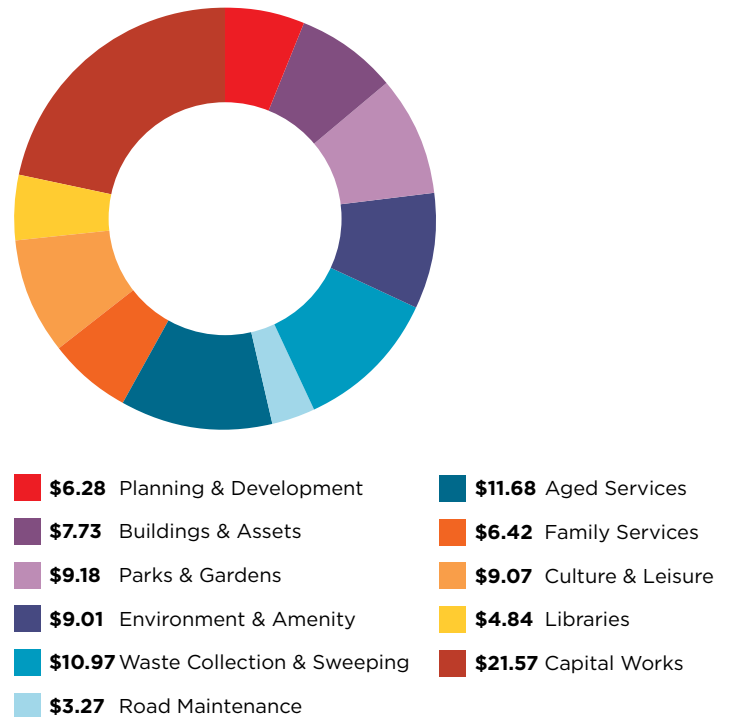
## Capital budget contribution



Source: City of Darebin

## Where do your rates go?

The chart below provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends. Council overheads, governance costs and administrative costs are allocated to our external-facing services using an internal overhead allocation model.



## Who we are



- 59% were born in Australia
- 41% were born overseas



- 48% are Christian
- 35% have no religion
- 5% are Muslim
- 3% are Buddhist
- 3% are Hindu



- 16% are children 0-14
- 12% are young people 15-24
- 57% are working age 25-64
- 14% are older (65+)



- 1% are Aboriginal or Torres Strait Islander (5% of all Indigenous people in Melbourne)



6,000 are international students



- 59% speak English at home
- 7% Italian
- 6% Greek
- 4% Mandarin
- 3% Arabic
- 2% Vietnamese
- 19% other

**148 languages in total**



- 64% live in families
- 28% live alone
- 8% live in group houses



- 6% are lesbian, gay, bisexual, transgender, intersex or queer<sup>2</sup>



- 38% of individuals have a personal income of less than \$500 per week

### Sources:

1. Australian Bureau of Statistics Census of Population and Housing 2016
2. City of Darebin 2014 Household Survey

## CITY OF DAREBIN

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