



Maroondah 2025

A COMMUNITY PLANNING TOGETHER

July 2001

Foreword

Setting the directions for Maroondah's future presented many challenges and opportunities. *Maroondah 2025* both consolidates and extends the community's belief in taking control of its own future. Based on the experiences and changes over the past five years, the community has refined and revised the strategic directions it will pursue over the next twenty-five years.

This long term strategic vision provides the framework for both the community and Council to take charge of our future together. It offers the opportunity for all members of the community – residents and businesses – to make decisions to improve the municipality as a place in which to live, work and visit.

The vision supports fundamental principles important to the community: provision of quality services which meet the diverse needs of all sectors of the community; active community participation in planning and decision-making processes; cultural diversity; tolerant and open attitudes and a safe and attractive environment which encourages all people to fully participate in the ongoing development of the City of Maroondah.

Council, in consultation with the community, recognises the importance of coordinating and integrating community development, economic development, environmental management and infrastructure. In partnership with all sectors of the community, it is committed to improving the liveability, prosperity and sustainability of Maroondah. At the same time, Council also recognises that the future of Maroondah is fundamentally linked with the future of its surrounding region.

Maroondah 2025 will impact on us all. It is, therefore, essential that whilst all members of the community enjoy the benefits of Maroondah as a prosperous and inclusive community, they also continue to contribute to the actions necessary to make it happen.

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OUR VISION FOR MAROONDAH IN 2025

Maroondah's development over the next twenty-five years will be built upon the municipality's existing social, environmental and economic assets to create a place of opportunity, diversity and inclusion.

These opportunities, and the community's ability to capitalise on them, will ensure that Maroondah is a vibrant city where both residents and businesses feel a strong sense of belonging and place. A spirit of caring and control over our own destiny will reinforce this sense of belonging.

Our Vision is that ***Maroondah will be a vibrant city. It will have an active community, a strong local economy and a diverse cultural life in a prosperous and sustainable environment.***

Maroondah will have a diverse range of prosperous commercial and industrial enterprises providing a variety of local employment opportunities for both young and mature workers. New industries using the highly educated and skilled workforce within the municipality will ensure Maroondah has a broad industrial base that is readily adaptable to changing economic conditions and requirements. Businesses will be located on land that is suited to the purpose and easily accesses the State's major transport networks.

These enterprises will have access to the range of support services and networks necessary to ensure their continued development and prosperity. Maroondah's commercial and retail centres will be focal points within the region, providing a variety of services and goods which attract consumers and visitors from across the region and beyond.

Maroondah will provide a wide range of quality educational services and facilities for all ages and levels. A diverse range of professional and human services serving the needs of the municipality and the region will support these. The services will be responsive, flexible and innovative in adapting to the changing needs of the community. They will be coordinated and networked so that there are no gaps in service provision and integrated so that they may be easily accessed from any point within the network. Services for vulnerable members of the community will receive particular emphasis and support.

Supporting the community's diverse lifestyles a wide variety of leisure, recreational, arts, cultural, sporting and entertainment activities and facilities will be available and easily accessible throughout the municipality. These will provide leisure and cultural opportunities and outlets for people of all ages, abilities and interests.

In the community's vision for Maroondah in 2025, all services, activities and facilities will be easily and readily accessible through an integrated and coordinated transport

system. This system will provide choice in transport modes and will be safe, efficient and environmentally sensitive.

Maroondah will have a strong community spirit where people take the time and opportunity to get to know each other. This sense of belonging will be reinforced by an inclusive approach to all community planning and decision-making processes. Working in partnership with Council and community organisations, the community will actively identify issues of concern and the best ways to address them.

This sense of community belonging and place will be encouraged by the design of urban areas to create open spaces and meeting places throughout the municipality. Urban design will also value visual interest which establishes or reinforces development of neighbourhood character. This character will have an image of space and architectural note which complements and enhances Maroondah's heritage of physical, natural and cultural diversity.

Preservation and active management of Maroondah's numerous natural assets will ensure that protection of the natural environment remains an ongoing and important priority for the community. The municipality's environment will be cared for in a way which enriches the community's quality of life and maintains clean air and water and conserves the bio-diversity of flora and fauna for generations to come. Open space will continue to be a key element of Maroondah's identity and lifestyle.

In 2025, Maroondah will be a place which is inclusive, supportive and encourages family and group interaction. It will be known for the way it has both preserved and managed its natural heritage and cultural diversity and be seen as a place that is safe, secure and prosperous.

Within this vision of inclusiveness, the community and Council clearly recognise the need to acknowledge the contributions of indigenous Australians to both our past and future. Accordingly, Maroondah will actively encourage opportunities that support recognition of indigenous Australians by acknowledging the strength of their culture and its importance to our history, our National pride and our future development.

INTRODUCTION

The future is not a place to which we are going, it is a place we are creating. The paths to the future are not found, but made, and the activity of making them changes both the maker and the destination (Martha Cleary)¹.

This is an exciting time for the City of Maroondah and its community. *Maroondah 2025: A Community Planning Together* is the culmination of a rigorous consultation process to set our community's strategic directions for the next twenty-five years.

Maroondah 2025 had a sound starting point – the directions already set in Maroondah 2020. However, the community recognised that things have changed since 1996, when Maroondah 2020 was prepared. The community itself has changed since then. These changes required the community to ask some fundamental questions about living in Maroondah into the future.

The community recognises that there is no single solution to some of these questions. There is, however, community agreement on how we can best work together to address them over the years:

- ✿ Encouraging innovative community engagement and participation, including the creation of more open and inclusive consultative processes and forums for resolving conflicting interests, creating greater accountability and extending opportunities for community participation in planning and decision-making.
- ✿ An emphasis on social inclusion.
- ✿ A holistic “community health and wellbeing” approach, not just one based on formal equality of treatment or improved ‘customer service’.
- ✿ Encouraging actions which will build social trust and a stronger Maroondah community.

At the centre of this approach is the core value of a community working together and in partnership with Council. The strategic directions must be created, shared and implemented by all who have an interest in the future of Maroondah. *Council has provided a leadership role in bringing people together to discuss the future of Maroondah but the resulting vision belongs to the community.*

Planning and setting strategic directions for the future is only the first step towards *Maroondah 2025*. The critical issue now is to turn the plan and vision into reality over the next quarter of a century. It will take a lot of hard work, good will and cooperation.

Maroondah City Council will continue to provide a leadership role within the process - both now and in regular reviews to account for future changing conditions - but it is up to all sections of the community to be actively involved for the future we have agreed upon for *Maroondah 2025* to become a reality.

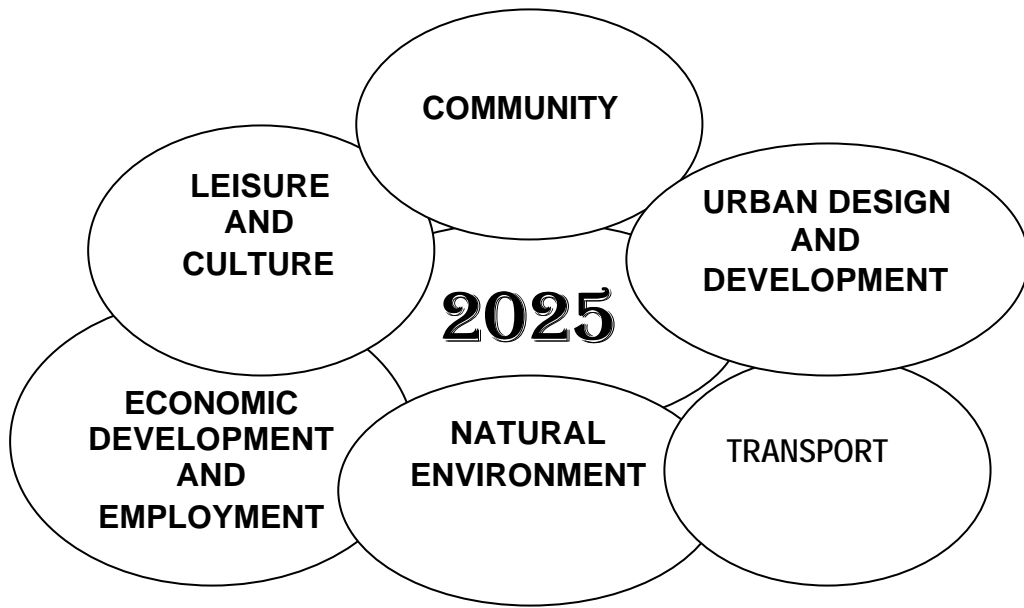
¹ Salvaris, M. 1999 *Community and social indicators: How citizens can measure progress*. Hawthorn, Vic: Institute for Social Research, Swinburne University of Technology. Pg. 2.

Community Themes

Community discussion developed a framework of key issues facing the municipality and distilled these into community themes requiring more detailed exploration and decision making. Within this process priorities varied greatly – “one person’s priority is another’s irrelevancy” – however, clear overall community priority (in no particular order) for the following issues emerged:

- ✦ **Heritage:** in particular the historical sites.
- ✦ **Environment** in particular maintaining Maroondah’s open spaces, including remnant bush, and indigenous (local native) flora and fauna.
- ✦ **Town Planning:** with particular concern about insensitive development.
- ✦ **Council:** particularly around communication and community involvement.
- ✦ **Youth:** particularly the need to develop more opportunities for youth.
- ✦ **Community:** developing community identity, pride and participation.
- ✦ **Transport:** better integration of transport services and infrastructure.
- ✦ **Community Services:** the development of more services, particularly in the areas of health and aged care.
- ✦ **Economy/Employment** continued encouragement for business and supporting local employment.

From these priority issues, the community structured Maroondah 2025 around six key, and interrelated, themes. Consequently, Maroondah 2025 provides an overall vision for the municipality in 2025, together with individual visions for each of the community themes used in forming this vision:



A further theme identified by the community sits across all of these themes and is integrally involved in all future strategies: Youth. The community recognises that *youth is our future and the future is for the youth of today*. This approach both values and includes the youth of Maroondah in building our future together.

Guiding Principles for Maroondah 2025

In developing Maroondah's vision for the future and the key themes around which it revolves, the community also identified clear principles that must be applied to all strategies and directions employed to achieve the vision.

These principles have two perspectives. The first relates to the impact each individual strategy or action developed will have relative to the ***Social, Environmental and Economic*** objectives of the community. This effectively means that the community will be applying an objective test to all strategies developed to achieve the vision to ensure that it is, in fact, in the overall best interests of the community and generations to come.

The objectives set by the community for these spheres of life are:

- SOCIAL:** Fostering a high level of community wellbeing and growth whilst ensuring access and equity.
- ENVIRONMENTAL:** Ensuring an attractive, diverse and healthy environment, the protection of local indigenous flora and fauna and the sustainable use of resources.
- ECONOMIC:** Achieving levels and types of economic investment that enable desired social and environmental outcomes.

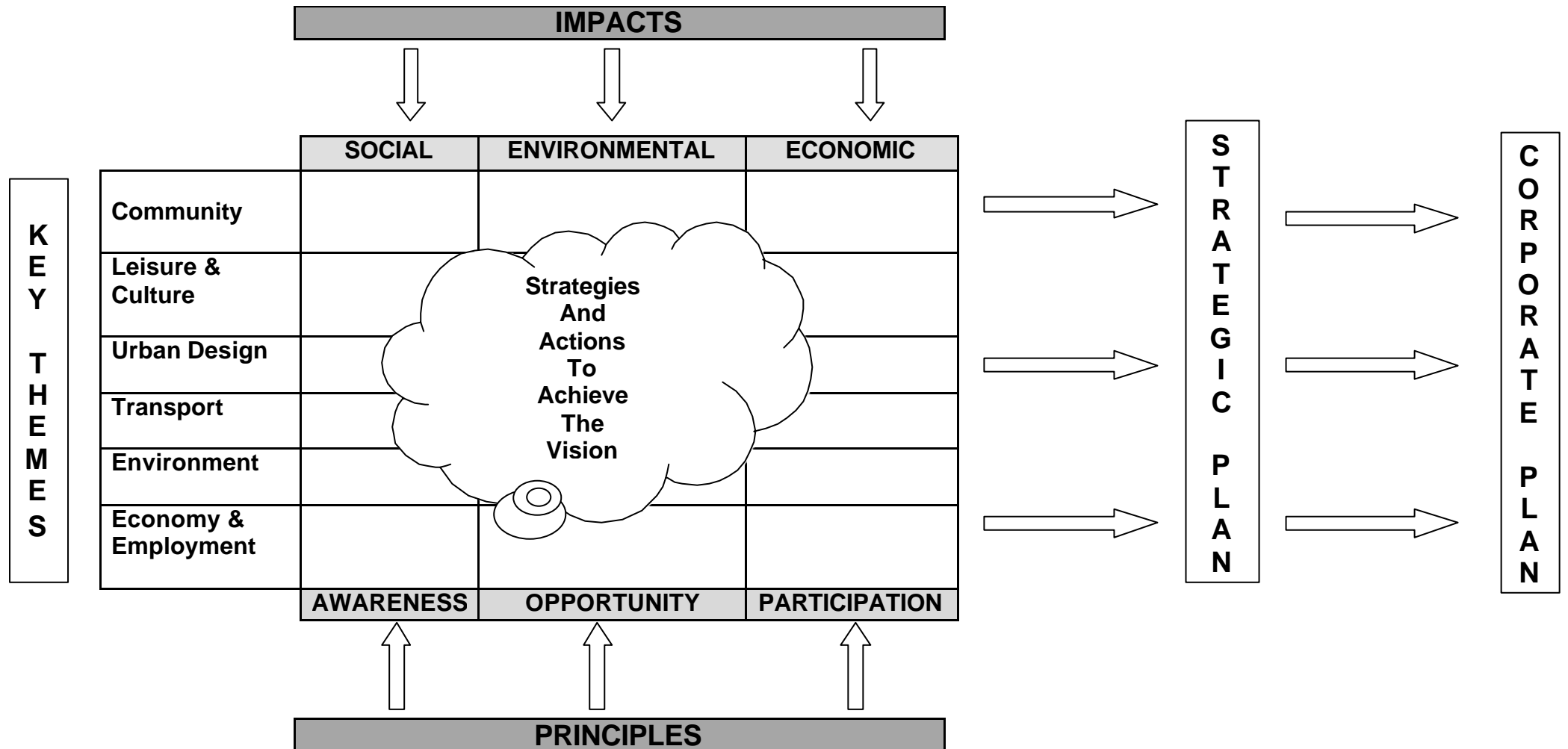
The second perspective relates to ensuring that the encouragement, support and facilitation of community engagement and involvement in the planning and decision making processes is an element of each strategy and action developed to achieve the vision.

The community, and Council, must apply a test to each strategy and action developed, prior to its implementation, to ensure that it will promote community awareness, opportunity and participation.

The community has recognised that the desired future will only come alive if it is actively involved in its implementation. To pursue this, each strategy and action must support:

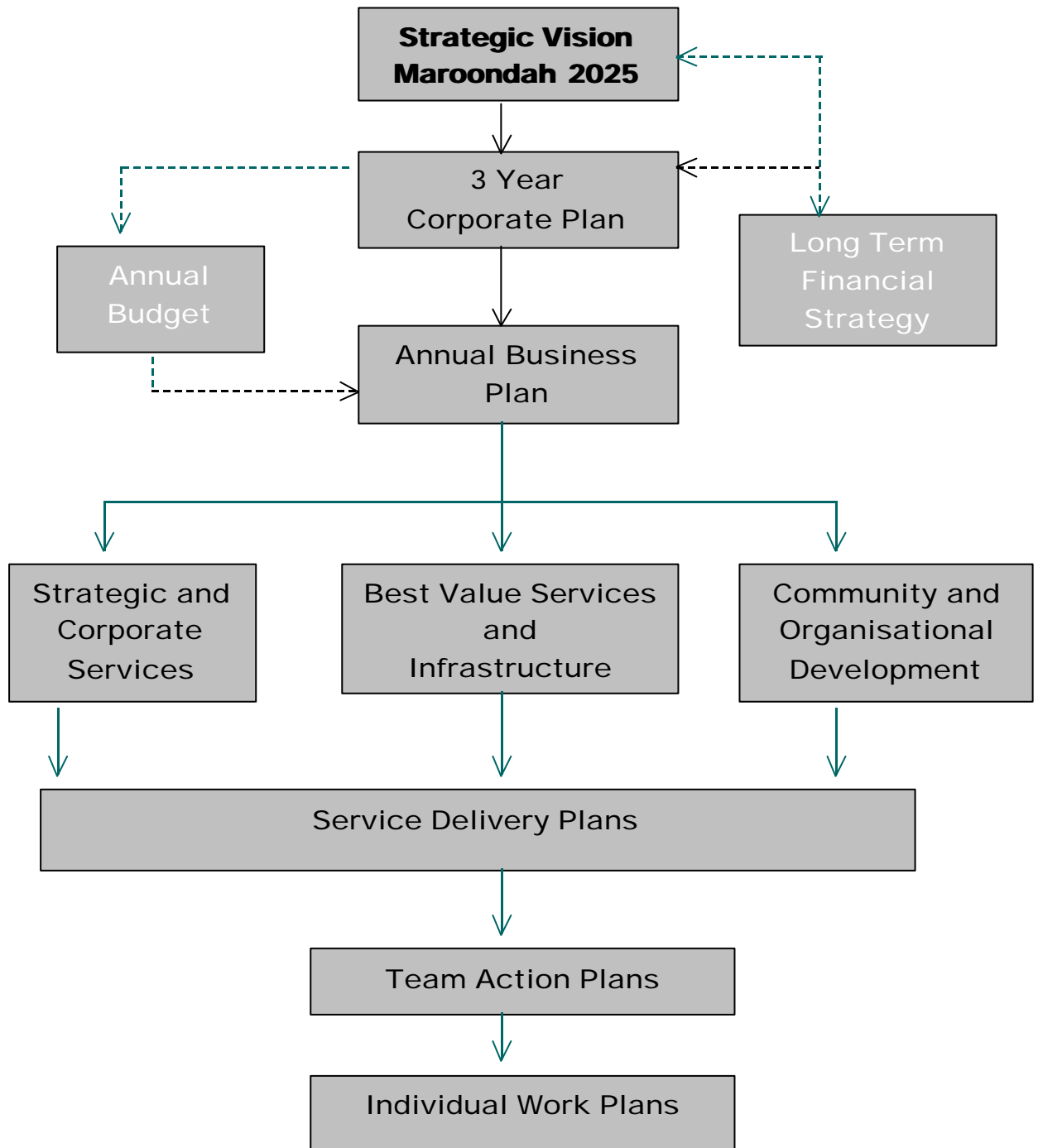
- AWARENESS:** Developing a high level of community awareness about opportunities, services and issues.
- OPPORTUNITY:** Enabling a diverse range of opportunities for the community to pursue its interests and ambitions.
- PARTICIPATION:** Encouraging a high level of community participation in decision making and activities that support desired outcomes

MAROONDAH 2025 'MATRIX FOR ACHIEVEMENT': By applying the guiding principles to the key themes and strategic directions determined by the community, a simple matrix is established to determine the strategies and actions which must be pursued to achieve the vision and ensure they remain aligned with the community's values and aspirations:



Maroondah's Strategic Planning Framework

Maroondah 2025 is the driving force for Maroondah's Strategic Planning Framework. The directions set in this vision direct the corporate planning process of Council. It ensures that all strategies developed to achieve the vision over the next three years, and actions to be implemented over the next twelve months, continue to respond directly to the values and aspirations articulated by the community. In simple terms, Maroondah 2025 provides the "what", the Corporate Plan and Annual Business Plan provide the "how":



Maroondah 2025: Key Themes and Strategic Directions

The Maroondah 2025 vision covers every aspect of life within the municipality. It has implications for government, the private sector, community groups and individuals. In recognising the breadth of this undertaking the community has not lost sight of practical realities: no one organisation can possibly achieve more than a small fraction of the vision by itself. However, if all of the elements of the vision are clearly identified and we work together on these agreed themes and directions, as our skills and resources permit, then no part of the vision will be missed.

The following themes and the strategic directions, which underpin their achievement, have been developed by the community to guide the actions and expenditures of many organisations within the municipality.

Council is committed to achieving the vision in partnership with the community. Its main role will be to bring groups and individuals together to refine and act upon the strategies needed to achieve the vision. At the same time, Council's budgetary process will use the community's agreed strategic directions as one of the key factors considered when deciding priorities. It will strongly encourage other organisations and groups that put resources into Maroondah to do likewise.

Council will actively facilitate coordination and integration of services and resources to ensure the many actions developed in line with the strategic directions do, in fact, mesh together and all head in the directions detailed below:

Community:

Maroondah will have a network of agencies committed to the provision of a comprehensive range of high quality, accessible and cost effective services and facilities which meet community needs, promote community wellbeing and respect individual dignity.

✪ Range

Maroondah will have a broad range of effective and cost efficient services that respond to the diversity of needs within our community.

✪ Access

Maroondah will ensure maximum accessibility and affordability of all services within our community.

✪ Value

Maroondah will ensure that services are provided with appropriate care and compassion and that their benefits exceed the cost to the user.

✪ **Coordination and Integration**

Maroondah will ensure that the networks of services and providers are coordinated so that all services delivered are responsive, accessible, effective, cost efficient and integrated with one another.

Leisure & Culture:

Maroondah will maximise opportunities for choice, involvement in and access to quality culture and leisure experiences.

✪ **Diversity**

Maroondah will ensure that residents of all ages, abilities and backgrounds have access to a wide and diverse range of passive and active sporting and recreation opportunities and facilities.

✪ **Arts & Culture**

Maroondah will foster the development and promotion of diverse and distinctive arts and cultural programs and endeavours that are accessible for all members of the community.

✪ **Facilities**

Maroondah will provide a wide range of flexible facilities that support diverse sporting, leisure, cultural and arts activities and are accessible to all members of the community.

Urban Design and Development:

Maroondah will foster development of distinct urban forms with a variety of land uses, visual designs and housing types which offer an attractive environment, value the municipality's diverse heritage and assist in creating the community's sense of place.

✪ **Built Environment**

Maroondah will ensure ongoing development of a quality, attractive and safe built environment based on sound planning principles that cater for the community's diverse needs.

✪ **Diversity**

Maroondah will ensure provision of a range of open spaces, retailing and commercial areas, natural features and urban designs that accommodate the needs of all sectors of the community and assists in the development of a distinct Maroondah identity.

✪ **Heritage**

Maroondah will ensure its urban design and buildings preserve the municipality's existing historical and cultural diversity and respect those themes in new buildings.

Transport:

Maroondah will facilitate the safe, effective and efficient movement of people and goods, and access to services, using all modes of transport as appropriate whilst achieving a balance between the costs and

benefits of travel in a manner which addresses the community's social, environmental and economic values.

⊗ **Coordination and Integration**

Maroondah will act to maximise coordination of public transport services and integrate these with all other motorised, non-motorised and high occupancy modes of transport.

⊗ **Roads**

Maroondah will promote the development of a road network which is capable of moving high volumes of traffic safely, effectively and efficiently and, at the same time, is fully integrated with Maroondah's urban environment, minimises adverse effects and maximises positive effects for the community.

⊗ **Public Transport**

Maroondah will actively promote increased development and usage of flexible and demand responsive public transport to reduce motor vehicle usage.

⊗ **Traffic Management**

Maroondah will provide effective traffic management that enhances community amenity and safety, facilitates social and economic activity and minimises stress on the natural environment.

Natural Environment:

Maroondah will advocate for and provide a sustainable environment that enriches the community's quality of life by conserving and actively managing our natural environment through innovative approaches and education.

⊗ **Natural Environment**

Maroondah will encourage and facilitate the retention and protection of our natural environment, including the maintenance of clean air and water, conservation of the bio-diversity of flora and fauna and encouragement of an increased presence of indigenous species.

⊗ **Heritage**

Maroondah will value and preserve the municipality's diverse range of environmentally significant sites and features.

⊗ **Resource Management**

Maroondah will pursue continuous improvement in its use of energy, infrastructure, land resources and natural assets by adopting sustainable development principles and practices.

⊗ **Waste Management**

Maroondah will promote adoption of a Reduce, Reuse, Recycle and Responsible Disposal ethic across all sectors of the community.

Economic Development and Employment:

Maroondah will have a vigorous local economy based on environmentally sustainable and socially responsible practices that attract business investment, support growth and promote employment within the municipality.

✪ Business Growth

Maroondah will foster the sustainable development of local business through the active involvement and promotion of a vigorous business community characterised by leadership and networking.

✪ Investment Attraction

Maroondah will vigorously promote and market key business opportunities and competitive strengths of the municipality to attract investment and development which will stimulate local economic development and increase the availability of local employment.

✪ Local Employment

Maroondah will encourage and support local employment opportunities and the creation of a workforce with skills and knowledge consistent with the changing requirements of local industry, commerce and growth in our region.

✪ Marketing

Maroondah will establish and market a unique business identity based on the competitive strengths and advantages of the municipality and its economy.

✪ Regional Development

Maroondah will actively support, promote and participate in the development of a diverse and strong regional economy.

✪ Commercial Centres

Maroondah will provide a coordinated and integrated approach to development of viable and competitive commercial centres throughout the municipality, which offer an attractive, safe, convenient and diverse retail environment and act as focal points for the community's social and cultural life.

Strategies for Achieving the Vision

The Maroondah 2025 'Matrix for Achievement' has generated a number of broad, long term strategies for achieving the vision. Council will vigorously promote and coordinate implementation of these in future years. However, Council alone cannot achieve the vision.

Specific strategies proposed have been identified in a partnership between Council, community and various stakeholders. Accordingly, all must take some responsibility for achieving them. Any one strategy can be approached from several different angles and each member of the partnership will develop its own response to the strategic directions identified. Several stakeholders will pursue some strategies at the same time, others will have only one champion because it fits mostly directly with its own agenda and resources. Whichever approach dominates at various points in time over the next twenty-five years, the ultimate value of each strategy in achieving the vision will be determined by the extent it is pursued *by any group or individual within the community*:

COMMUNITY

To achieve the vision for Community, the community and Council in partnership will:

Range

- * Develop services, programs and processes which reflect and reinforce community values and meet community needs.
- * Cater for groups and individuals with specific needs through a broad range of facilities and flexible, responsive services.
- * Provide opportunities for the aged to remain productive within the community.
- * Build the confidence and motivation of young people within the community.
- * Assist and support young people in times of difficulty through the provision of supportive services and counselling.
- * Provide support to people with a disability and older adults and their carers, particularly respite care and opportunities to socialise.
- * Provide a range of education and life skills development opportunities.
- * Promote health education across all age groups within the community.
- * Promote illness prevention measures.
- * Promote and support development of a range of professional and human services to meet the identified and changing needs of the community.

Access

- * Encourage participation in representative groups and Council, and maximise access for all individuals.
- * Ensure convenient access to a range of multi-functional facilities that enable the co-location of providers and programs.
- * Facilitate and promote a central role for the community in planning for and delivering services.
- * Ensure that young people have equal access to facilities and services.

- * Extend and enhance social contacts of aged people so they are included in the community.
- * Ensure access to adequate health care facilities and services for the aged.
- * Improve communication within and across the community.

Value

- * Provide affordable services with charge structures that are sympathetic to an individual's circumstances and capacity to pay.
- * Use technology as a specific tool for improving community services and wellbeing.
- * Assist, support and promote organisations and individuals who work with youth through increasing information exchange and networking.
- * Support and facilitate non-institutional health care and care in the home.
- * Promote use of school facilities for community education when not being used for traditional purposes.
- * Develop, support and promote a wider role for libraries within the community.
- * Promote and support voluntary involvement in programs and services within the community.

Coordination and Integration

- * Fully utilise community facilities through an active network of community groups which facilitate mutual support and share resources.
- * Facilitate and promote strong and focused linkages between Federal, State, regional and local service providers and funding bodies to ensure a wide range of coordinated, accessible and cost efficient community services.
- * Encourage innovative programs to bring the community together across all age groups.
- * Ensure coordination and integration between key agencies and groups which work with older people so they provide complementary roles and avoid gaps in service provision.
- * Ensure a greater emphasis on safety for all members of the community.
- * Enhance and extend communication, coordination and integration between health services within the municipality and region.
- * Increase the exchange of skills within the community, particularly between the young and old.

LEISURE AND CULTURE

To achieve the vision for Leisure and Culture, the community and Council in partnership will:

Diversity

- * Promote and encourage community involvement in social, sporting, recreational and cultural activities within the municipality as being beneficial to the physical, mental and social wellbeing of the community and the individuals that comprise it.
- * Ensure an equitable distribution of resources for cultural, leisure and recreational groups across all activities including passive recreation, indoor sports and hobbies.
- * Encourage the development of independently managed cultural and leisure groups working in partnership with other groups and Council.
- * Improve access for community members with disabilities.
- * Involve and build on the diversity of all cultural groups within the community.

Arts & Culture

- * Encourage the provision of a significant collection of art and heritage items that are accessible to all members of the community and are featured in a range of settings throughout the municipality.
- * Provide and support an annual calendar of cultural events which generate significant community development, support and participation and attract interest at regional, state and national levels.
- * Encourage corporate sponsorship to support special events and cultural initiatives within the municipality.
- * Promote the unique identity of Maroondah through arts and cultural opportunities.
- * Promote the development of cultural opportunities for youth focusing on Maroondah, its resources and the importance of artistic activity.
- * Provide affordable leisure and cultural activities and opportunities for community involvement by young people.

Facilities

- * Fully utilise sporting facilities and provide a comprehensive program of sports development and promotion for community members of all ages.
- * Provide more facilities and programs to meet currently uncatered for needs and future growth in demand.
- * Provide recreation and sporting facilities that have a youth focus.
- * Provide a range of passive open spaces throughout the municipality.
- * Encourage joint use of facilities.
- * Provide social, cultural and recreational facilities and activities which meet the needs of both active and more dependent community members.
- * Provide facilities and activities which encourage involvement and inclusion of people with a disability and their carers.

URBAN DESIGN AND DEVELOPMENT

To achieve the vision for Urban Design and Development, the community and Council in partnership will:

Built Environment

- * Ensure that urban development is designed to achieve an agreed vision before it is commenced.
- * Develop and promote clear urban design and landscaping guidelines for the community's vision of what the municipality will look like in the future.
- * Upgrade and improve the Ringwood and Croydon Town Centre Precincts.
- * Ensure the municipality's facilities, buildings, roads and paths reflect the community's environmental standards and are designed to minimise ongoing maintenance.
- * Discourage, prevent and remove unsightly adverts such as graffiti, vandalism and construction/demolition debris.
- * Promote maintenance of public assets.

Diversity

- * Encourage a diversity of land uses and visual characteristics within the municipality.
- * Ensure residential housing caters for the diverse needs and varying socio-economic groups within the community while protecting sites of natural and cultural significance.
- * Improve urban and building design to accommodate members of the community with disabilities.
- * Encourage and promote active community involvement in urban design issues.
- * Encourage and promote the increased usage of natural assets to enhance the municipality's image of spaciousness and greenness.
- * Plan the design of public areas, open space and shopping centres in consultation with both the wider community and youth to ensure they meet their needs.
- * Encourage development of housing to meet the needs of the community's ageing population, including investment in modern, flexible nursing homes.
- * Ensure that urban design creates safe environments within the municipality.

Heritage

- * Ensure that new developments have respect for and are sympathetic to existing environmental and visual qualities.
- * Ensure a unique identity for Maroondah in its urban design and buildings by preserving existing historical diversity and follow these themes in new buildings.
- * Ensure the appearance of streetscapes and new transport corridors are in keeping with the community's vision of what the municipality will look like in the future.
- * Ensure that urban design minimises the environmental impacts of development.

TRANSPORT

To achieve the vision for Transport, the community and Council in partnership will:

Coordination and Integration

- * Undertake comprehensive long term planning in transport.
- * Establish and maintain strong networks between the community, Council and transport service providers.
- * Encourage and support the development of a transport service that can be tailored to the needs of the aged and the disadvantaged.
- * Improve the accessibility and safety of transport for people with disabilities.
- * Promote increased coordination and integration of public transport services throughout the municipality and with adjoining municipalities.
- * Ensure the needs of freight and commercial traffic are addressed in the interests of economic development and residential amenity, but not at the expense of adverse impacts on the environment.

Roads

- * Promote and advocate for the construction of selected new high capacity road links.
- * Improve transportation to physical and social services in both residential and commercial areas.
- * Encourage, promote and facilitate community involvement in transport planning and advocacy.
- * Promote the use of technology which will improve transport safety and efficiency.

Public Transport

- * Promote and advocate for improved public transport services – both fixed rail and road based – in terms of frequency, reliability and safety.
- * Improve access to information on local public transport services.
- * Ensure Ringwood and Croydon become major modal interchange hubs and that the upgrades to achieve this provide safe and secure stations integrated with existing shopping centres.
- * Ensure youth activities and meeting places are safe and accessible by affordable public transport and bicycle paths.

Traffic Management

- * Provide comprehensive traffic management of the existing arterial road system to best cater for through traffic.
- * Improve the accessibility and safety of transport for people with disabilities.
- * Increase residential/local road safety.
- * Provide and manage well located parking facilities to improve the accessibility of community, medical, retailing and other facilities.
- * Ensure traffic management processes accommodate networks of pathways which provide safe and accessible routes for pedestrians.

NATURAL ENVIRONMENT

To achieve the vision for the Natural Environment, the community and Council in partnership will:

Natural Environment

- * Preserve, protect and, where possible, increase the municipality's indigenous flora and fauna.
- * Promote and facilitate community awareness, understanding and involvement in the care and management of the municipality's environmental assets.
- * Protect and actively manage the quality of the municipality's air and water.
- * Support and promote community groups (e.g., "Friends" groups) and facilitate the creation of new local community networks to protect and manage the natural environment.
- * Control and manage the municipality's weeds, tree removals, waterways, stormwater drainage systems and pollution.
- * Encourage and educate youth in caring for the natural environment.

Heritage

- * Encourage and educate youth in caring for the natural environment.
- * Encourage greater community understanding and value of "natural heritage" and its importance for the future sustainability of the municipality.
- * Plan the design of open spaces with youth to meet their needs and the needs of the wider community.
- * Encourage and facilitate revegetation programs and retention of remnant bushland.

Resource Management

- * Promote efficient use of energy, infrastructure and land resources through the installation of relevant management practices and the use of sustainability as the key criterion for all future development.
- * Maintain a commitment to the implementation of "Cities for Climate Protection" principles in decision making.
- * Ensure existing businesses are aware of their impact on the environment and encourage them to actively contribute to environmental enhancement.
- * Encourage and promote the use of new technology which will improve environmental sustainability.
- * Encourage the use of energy efficient housing and commercial designs and materials in new developments within the municipality.

Waste Management

- * Encourage increasing levels of recycling and waste minimisation.
- * Encourage environmentally sensitive commercial developments within the municipality.

ECONOMIC DEVELOPMENT AND EMPLOYMENT

To achieve the vision for Economic Development and Employment, the community, business and Council in partnership will:

Business Growth

- * Facilitate the development and growth of a business community characterised by active partnerships and networks that identify business needs and share best practice.
- * Continue to support and assist home based businesses to play an important role in fostering new enterprises in the municipality.

Investment Attraction

- * Ensure the presence of necessary infrastructure and support services – both public and private – to create an attractive and inviting environment for new investment.
- * Provide advice to potential investors to enable them to make business investment decisions that are in line with the community's vision and social, environmental and economic objectives.
- * Remove barriers to investment within the municipality and facilitate investment outcomes which directly support achievement of the community's vision.

Local Employment

- * Raise community awareness of the nature of emerging employment needs in the municipality and region and the skills which will be necessary to take advantage of them.
- * Create and promote employment opportunities for youth within the municipality.
- * Improve access to employment for people with disabilities.
- * Develop and broaden educational choices and opportunities and ensure that education facilities match industry's future needs.

Marketing

- * Use existing facilities as a catalyst for further investment.
- * Further develop tourism to and within the municipality and improve the infrastructure which supports this.

Regional Development

- * Support and promote the development of a diverse and strong regional economy as the major service centre for the outer eastern metropolitan area.
- * Encourage the purchase of local services and goods over imports and the establishment of collaborative ventures between local businesses.

Commercial Centres

- * Support and promote development of commercial centres to offer viable, competitive, attractive, safe, convenient and diverse retail environments and be focal points for the community's cultural life.

Measuring Our Progress

The idea of people taking charge of their own measurements of progress is a powerful and far reaching innovation that can bring about a new sense of community engagement (Sustainable Seattle 2000)².

Most change occurs gradually and, when considering long periods, it is easy to overlook how far we have progressed or miss the successes as they occur.

Some of the most important aspects of the community's wellbeing as articulated in Maroondah 2025 are also the hardest to measure. These are most often the perceptions of community members, such as the level of community safety, the feeling of "community identity" and the friendly, neighbourhood atmosphere of the municipality.

Recognising these difficulties in integrating social, environmental and economic goals has also challenged the community to define new measurements of progress. The development and promotion of new "indicators of a sustainable community" is needed because more traditional "performance indicators" have proven to be inadequate and, in some cases, give the wrong signals at the community level. *If a municipality measures its success by housing starts, new roads and tourism numbers, it might end up with urban sprawl, traffic pollution, a degraded environment and loss of neighbourliness (Newcastle: Indicators of a Sustainable Community)³.*

The Sustainability Indicators established by the community are designed to reflect the important values of the Maroondah 2025 vision. They take the perspective of assessing what is impacting on the social, environmental and economic goals of the community and, therefore, are not limited to the role and responsibility of Council alone. Just as there are many stakeholders who have a role in the future of Maroondah, the indicators of progress must also address the overall outcomes of policy, planning and services at all levels of the community, Council and business.

The indicators of progress for Maroondah 2025 are not meant to be a definitive list. As Maroondah changes, so will its vision for a sustainable future. Accordingly, the indicators proposed are designed to:

- * stimulate further debate;
- * inform policy making processes;
- * educate; and
- * stimulate actions at a neighbourhood level.

The following indicators have been designed to guide the changes necessary to achieve our vision – in our priorities, in our community decision making and policy development and in our individual and organisational behaviour.

² Sustainable Seattle 1998, *Indicators of Sustainable Community 1998*, Sustainable Seattle Project, Seattle, USA. Pg. 4.

³ The Australia Institute and Newcastle City Council, 2000. Discussion Paper No. 28, *Indicators of a Sustainable Community*, Newcastle, Australia. Pg. 3.

They will be measured annually and reported to the community so we can all measure and evaluate the outcomes and assess whether we, as a community, are moving towards or away from achieving our Maroondah 2025 vision:

COMMUNITY:

★ ***Dependency Ratios***

An indicator of the proportion of people of non-working age (both young and aged) in the community dependent on the number of people of working age.

★ ***Child Protection***

The incidence of child protection cases reported in Maroondah can be used as a measure of the stability of families and the treatment of children within the community.

★ ***Funding for Community Services***

The amount of funding received from major funding programs – both public and private – for community services within Maroondah.

★ ***Willingness and Ability to Participate***

Examination of the community's willingness and ability to participate in local community decision making processes. This will be measured through a series of questions included in the Annual Community Satisfaction Survey.

★ ***Social Support Networks***

This will need to be measured through a series of questions included in the Annual Community Satisfaction Survey. This involves measuring community members' confidence that when there is a problem they will be able to draw on the assistance of others in the community to solve it. If people feel they are a part of a healthy community they should be able to feel confident that the community will work together to solve its problems.

★ ***Health Care Expenditure***

This indicator highlights how much of the community's financial resources are being allocated toward caring for or preventing illness.

★ ***Major Causes of Death and Major Illnesses***

This is the reverse side of the above indicator. Predominance of particular causes of death, and preventative measures, can be related to lifestyle issues and the general 'health of the community'.

★ ***Attendance at Educational Institutions***

The proportion of the population attending educational institutions can be an indicator both of demands on different sections of the broad education

sector and the level of community participation in lifelong learning processes.

LEISURE AND CULTURE:

★ ***Library and Community House/Centre Use***

Libraries and Community Houses/Centres foster personal and community learning and development. Books checked out per capita per year and annual visits per year respectively will measure these indicators.

★ ***Physical Activity***

An indicator of overall health includes involvement in a range of physical activities from walking through to intensive exercise. This will be measured through a series of questions included in the Annual Community Satisfaction Survey.

★ ***Participation in Sports and Recreation***

The indicator is the participation rate in organised and non-organised sports and recreation. This will be measured through a series of questions included in the Annual Community Satisfaction Survey.

★ ***Participation in Arts and Cultural Activities***

This indicator involves establishing participation rates in the range of arts and cultural activities across the municipality. This will have to be measured through a series of questions included in the Annual Community Satisfaction Survey. Participation will depend on preferences, which will change according to age, attitudes, disposable income and the availability of suitable facilities for both indoor and outdoor activities within the municipality.

URBAN DESIGN AND DEVELOPMENT:

★ ***Housing Mix***

The indicator is the number of building approvals for types of dwelling structures. Housing is influenced by, and in turn influences the social, environmental and economic aspects of the community. This indicator provides information on such things as affordability of housing, impacts on the environment such as loss of tree canopy, increases in hard surfaces, etc., changes in family structure and economic activity as well as optimism for the future and willingness to invest in the municipality.

★ ***Housing Affordability***

This requires a combination of data: the cost of housing as a percentage of income; percentage of dwellings owned; median rent and median monthly rental payments. This information can be obtained from the Australian Bureau of Statistics and the Ministry of Housing. The cost of housing in the municipality relates to the prosperity of the community, the functioning of the economy, location choices relating to employment opportunities and transportation issues.

★ ***Available Land***

This indicator looks at the provision of land for housing, business, industrial and recreational activities. Development of land within the municipality is directly linked to social, environmental and economic issues including the urban character of Maroondah.

★ ***Open Space***

This indicator looks at both levels of open space within the municipality and the level of access. The amount of designated open space impacts on both community perceptions of 'neighbourliness' and safety. It also measures how much space is available for people to participate in a range of recreation and leisure activities. It is a key component of urban design. Providing more open space will make the municipality more livable and, ultimately, more sustainable.

TRANSPORT:

★ ***Vehicles Registered in Maroondah***

The indicator is the number and type of vehicles registered in the municipality. This is available from VicRoads. Although car ownership does not necessarily equate with use and trends towards substitution of alternate modes it does provide an indicator over time. Modes of travel impact on the social and physical environment as well as the economy.

★ ***Number of Traffic Injuries***

This information can be obtained from Victoria Police and VicRoads. Street safety impacts on the way the community lives. People need to be able to cross the streets safely so youths can visit their friends, the aged can move about and social interactions can be fostered within the municipality. The social and economic costs of road injuries to the community are quite significant.

★ ***Public Transport Passenger Trips***

The indicator is the number of passenger trips per year by train and bus. This data can be obtained from the Bus Services within Maroondah and the Railways. Public transport reduces the numbers of vehicles on the road and, therefore, has a dramatic impact on both the natural and built environments of the municipality.

★ ***Length of Pedestrian and Bicycle Paths***

Pedestrian and Bicycle Paths are vital transport modes in terms of their impact on the natural environment and social interaction. They also promote community engagement in physical activity.

NATURAL ENVIRONMENT:

★ ***Air Quality***

This indicator should be designed to show the peak air pollution levels over time. Clean air is the basic requirement for good health and for maintenance of the natural environment and the municipality's bio-diversity. This information cannot currently be obtained. In conjunction with the Environment Protection Authority we need to investigate ways to measure this for Maroondah or, at least, the eastern region.

★ ***Water Quality***

Like air quality, water quality is fundamental to both good health and maintenance of the natural environment. The municipality's waterways are an important recreational facility as well as contributing to the natural heritage. Drinking water quality levels can be obtained from Melbourne Water.

★ ***Bushland and Tree Canopy Levels***

Bushland is an integral element of Maroondah's character. The extent of bushland, remnant vegetation and tree canopies, therefore, becomes a critical factor in Maroondah's environmental sustainability. It directly affects natural fauna and flora. Although difficult to measure, interim indicators will include audits of existing remnant vegetation and tree canopy recovery rates associated with residential subdivisions.

★ ***Solid Waste and Recycling Levels***

This indicator addresses the total volumes of solid waste produced and the proportion of waste which is recycled. The data will be sourced from Council's Waste Management Unit. How we manage waste impacts directly on our environment.

ECONOMIC DEVELOPMENT AND EMPLOYMENT:

★ ***Diversity of Maroondah's Business Base***

The level of diversity of the business base provides an indication of the susceptibility of the community to cyclical and longer term structural changes in business and employment patterns. This can be ascertained from the Australian Bureau of Statistics Business Register.

★ ***Employment Structure***

This provides a profile of the labour force within Maroondah, including the level of participation in the workforce, and the industries in which residents are employed.

★ ***Levels of Formal Education***

Obtained through the Census and supplemented by the Annual Community Survey, education qualifications and training can underpin the business activity of Maroondah's economy and indicate the types of job and career opportunities available both for youth and mature workers.

Linkages between education and cultural pursuits within the community may also be postulated.

★ ***Annual Household Income***

This can be an indicator of the ability to satisfy both material needs and discretionary wants. Maroondah will achieve the fair and equitable community it desires when there is a spread of wealth rather than a polarisation at the extremes.

★ ***Levels of Investment***

This can indicate the level of economic activity within the municipality, the attractiveness of it as a place to do business, future employment opportunities and the levels of prosperity within the community.

The Process for Developing the Vision

Community consultation was central to the development of Maroondah 2025 – the long term strategic vision for the City of Maroondah.

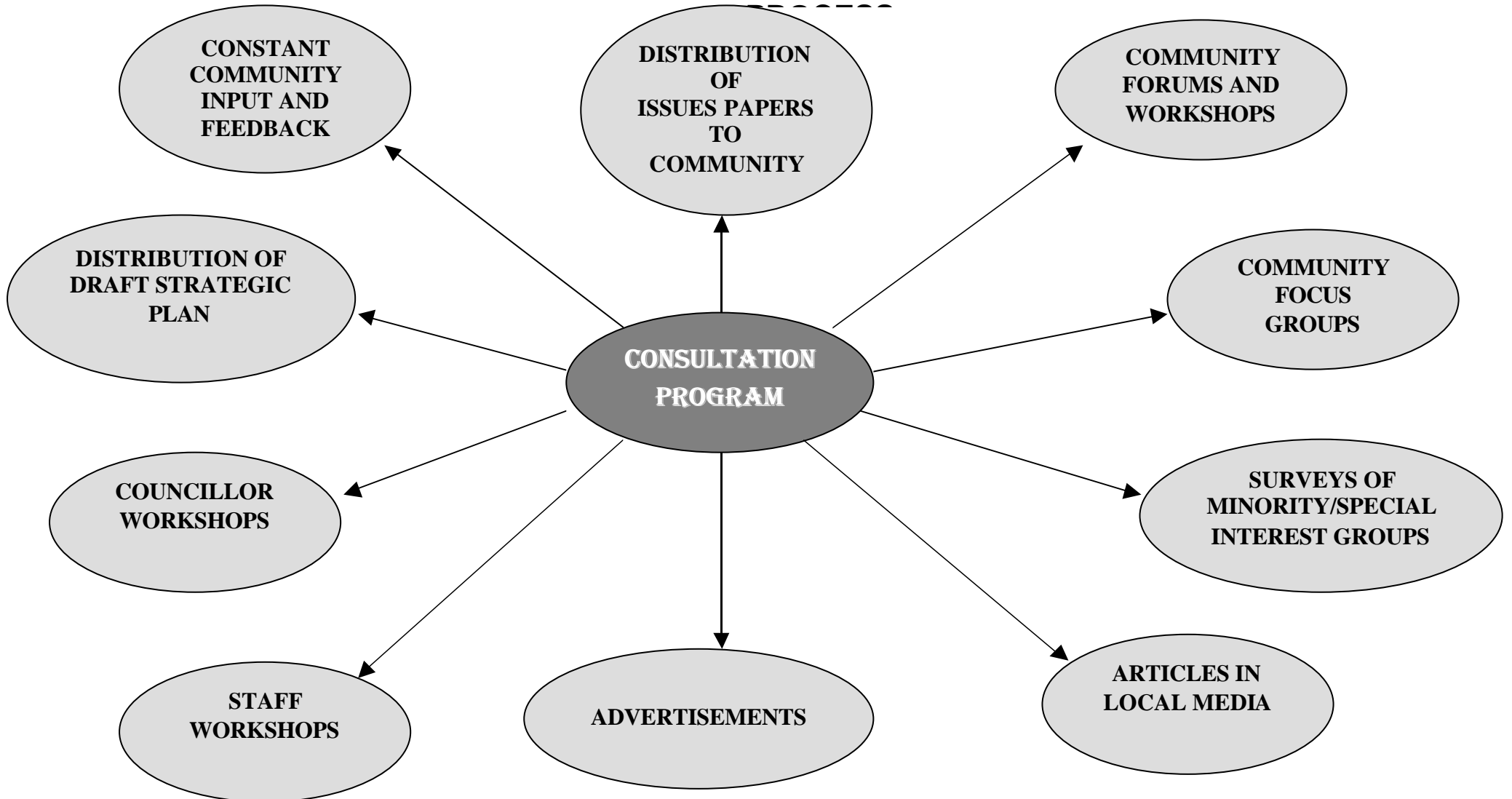
A “Community Vision” Consultative Panel was established to work in partnership with the Council throughout the process. This Panel comprised community representatives selected on the basis of their broad range of views, skills and knowledge with regard to specific strategic issues identified by the community. They also displayed the ability to take a broader understanding and perspective in terms of balancing competing interests for the benefit of the entire community.

With administrative and technical support from Council Officers, the Panel:

- ✪ Provided a forum allowing for the exchange of information, views and ideas on matters relating to the key community themes and strategic directions for Maroondah.
- ✪ Provided an avenue for consultation between Council and key community representatives on the development of the community’s strategic directions and their implementation.
- ✪ Assisted in the development and promotion of inclusive consultation processes in relation to community groups and issues affecting the future development of the municipality.
- ✪ Assisted in determining community attitudes on the range of issues affecting the future sustainability of the community’s wellbeing in terms of the interaction between social, environmental and economic factors.

The extent of community consultation in developing the Vision is seen in the following:

MAROONDAH 2025 COMMUNITY CONSULTATION



Acknowledgments

This long term strategic vision for the City of Maroondah has been prepared following invaluable input from the members of the Community Consultation Panel established to oversee the process from start to finish.

Their contribution to the future development of Maroondah has resulted in a quality outcome of which both they and the community can be proud. The ongoing support of these community members and the wider community of Maroondah will ensure the vision and strategic directions for the future are achieved.

The members of the Panel were:

Cr Peter Gurr (Chair)	Councillor
Cr Maureen Naylor	Councillor
Cr Nick Kirmos	Councillor
Mrs Betty Hawkins	President, East Ringwood Senior Citizens
Mr Stuart Minetti	President, Ainslie Park Cricket Club
Mrs Margaret Baber	Member, Maroondah Bushlinks
Ms Pam Philpott	Central Ringwood Community Centre
Mr Les Hutchinson	Maroondah Tourism Advisory Board
Mr Steve Malcolm	Environmental Consultative Committee
Ms Cheryl Royle	Maroondah Business Advisory Board
Ms Sue McCooey	Eastern Access Community Centre
Mr Max Tresize	Ringwood Lions Club
Mr Michael Phillips	Principal, Ringwood Secondary College
Snr. Sgt. Geoff Haines	OIC, Ringwood Police Station
Mr Ken Ogden	Maroondah Road Safety Committee
Mr Geoff Shanks	VicRoads
Ms Ann Schipperheyn	Culture and Arts
Mrs Colleen Peele	Maroondah Resident
Mrs Sue McLeod	Maroondah Resident
Ms Christina Mach	Maroondah Resident
Mr Steve Tregonning	Maroondah Resident
Mr Michael Marasco	Maroondah Council CEO

Council staff assisting:

Mr Steve Kozlowski	Director, Strategic and Corporate Services
Mr Phillip Turner	Manager, Integrated Planning
Ms Pia Borghesi	Coordinator, Community Planning
Mr Brian Smith	Corporate Planner

Community Forum and Workshop Facilitator:

Mr John Stevens from Dench McClean Pty Ltd.