

Our future
together







Contents:

Our community vision	5
Maroondah today	6
Refreshing a community vision	8
What our community said	14
Our vision for the future	20
A safe, healthy and active community	22
A prosperous and learning community	26
A vibrant and culturally rich community	30
A clean, green and sustainable community	34
An accessible and connected community	38
An attractive, thriving and well built community	42
An inclusive and diverse community	46
A well governed and empowered community	50
Making it happen	54
Measuring our progress	55
Glossary	56

Acknowledgment of Country

We, in the spirit of Reconciliation, acknowledge the Traditional Custodians of the land now known as the City of Maroondah, where Indigenous Australians have performed age old ceremonies. We acknowledge and respect their unique ability to care for Country and their deep spiritual connection to it. We pay our respects to their Elders, past, present and emerging.



(L-R) BACK: Cr Tony Dib OAM JP; Cr Samantha Mazzuchelli; Cr Paul Macdonald; Cr Nora Lamont; Cr Rob Steane;
(L-R) FRONT: Cr Tasa Damante; Cr Marijke Graham; Cr Mike Symon; and Cr Kylie Spears

We are very pleased to present the Maroondah 2040 Community Vision.

The Vision provides a blueprint for the future of Maroondah that reflects the aspirations and hopes of our community.

It is now almost six years since the adoption of our long-term community vision, *Maroondah 2040 'Our future together'*. The past five years have involved the successful collaboration between Council and the Maroondah community on a broad range of initiatives to support the achievement of the Vision, including:

- strategic work focused on a broad range of issues and population groups including: health and wellbeing; housing; vegetation; arts and culture; healthy ageing; children and families; and youth
- delivery of significant infrastructure projects such as Aquanation, Realm, Maroondah Nets, Croydon Town Square, new community service hubs, playspaces and sporting pavilions
- successful advocacy on behalf of the community resulting in over \$200 million funding from the Victorian and Australian Governments
- enhancement in the more than 120 services delivered to our community
- the commencement of some highly beneficial community partnerships.

Over the past 18 months, Council has undertaken an interim review of the *Maroondah 2040 Community Vision*. This process gives us a chance to consider the progress we have made across the eight outcome areas and the key directions, as well as to check in with our community and recalibrate our vision so it is well placed to continue to guide our efforts into the future.

The interim review has involved:

- reviewing the progress made towards the *Maroondah 2040 Community Vision*
- research into emerging trends and shifts in community issues
- engaging with the broader community to seek their input on future aspirations and priorities
- consulting with our partners on how we can better work together to improve the wellbeing of everyone in Maroondah.

The outcomes of this background research and community engagement has enabled Council to create a revised community vision that reflects emerging needs and future opportunities.

To achieve this shared community vision, we encourage all local businesses, service providers, schools, community groups and individuals to partner together with Council to help shape Maroondah's future. In playing our role, Council has committed to aligning our resources and service delivery activities to the community outcomes and policy directions in this refreshed community vision.

We urge anyone who lives, works or plays in Maroondah to embrace this refreshed community vision and take a proactive role in its implementation, for the benefit of current and future generations. On behalf of Council, we thank all participants for your inspired and passionate involvement in refreshing and aligning our shared vision.

We look forward to working with the Maroondah community as we continue to create our future together.

Councillors, Maroondah City Council, June 2021

Our community vision

In 2040, Maroondah will be a vibrant and diverse city with a healthy and active community, living in green leafy neighbourhoods which are connected to thriving and accessible activity centres contributing to a prosperous economy within a safe, inclusive and sustainable environment.

The *Maroondah 2040 Community Vision* captures the aspirations, desires, dreams, and priorities of the community looking ahead to the year 2040 and beyond.

This long-term vision provides a 'roadmap' for the community, Council and other levels of government to partner together and create a future that enhances Maroondah as a great place to live, work, play and visit.



Maroondah today

Our City is well positioned to take advantage of Victoria's future growth. Ringwood is one of just nine Metropolitan Activity Centres across Melbourne. Croydon is also a key activity centre with concentrated retail opportunities.

Our location

The City of Maroondah covers a land area of 61.4 square kilometres in Melbourne's outer east, 22 kilometres from the central business district. The City sits at the foothills of the Dandenong Ranges and on the doorstep of the Yarra Valley wine and produce region.

The first settlers to the area were the Indigenous Australians of the Kulin nation approximately 40,000 years ago. European settlement commenced in the 1830s with the land used for farming and orchards. In recent years, Maroondah has developed into a thriving regional centre and a great place to live, work, play and visit.

Maroondah has the strategic advantage of being located at the north-eastern junction of the Eastern Freeway - EastLink corridor. There are two train lines and a large number of bus routes linking the City with other regions.

The City of Maroondah includes the suburbs of Bayswater North, Croydon, Croydon Hills, Croydon North, Croydon South, Heathmont, Kilsyth South, Ringwood, Ringwood East, Ringwood North and Waranwood.

Our community

The area is a substantially developed municipality, with an estimated population of 118,558 residents and a similar age structure to the State's average. There is a diverse mix of living styles from large acreages to apartment style residential development.

Cultural diversity is increasing with the highest numbers of recent overseas immigrants arriving from Burma (Myanmar), China, India, Malaysia and Sri Lanka.

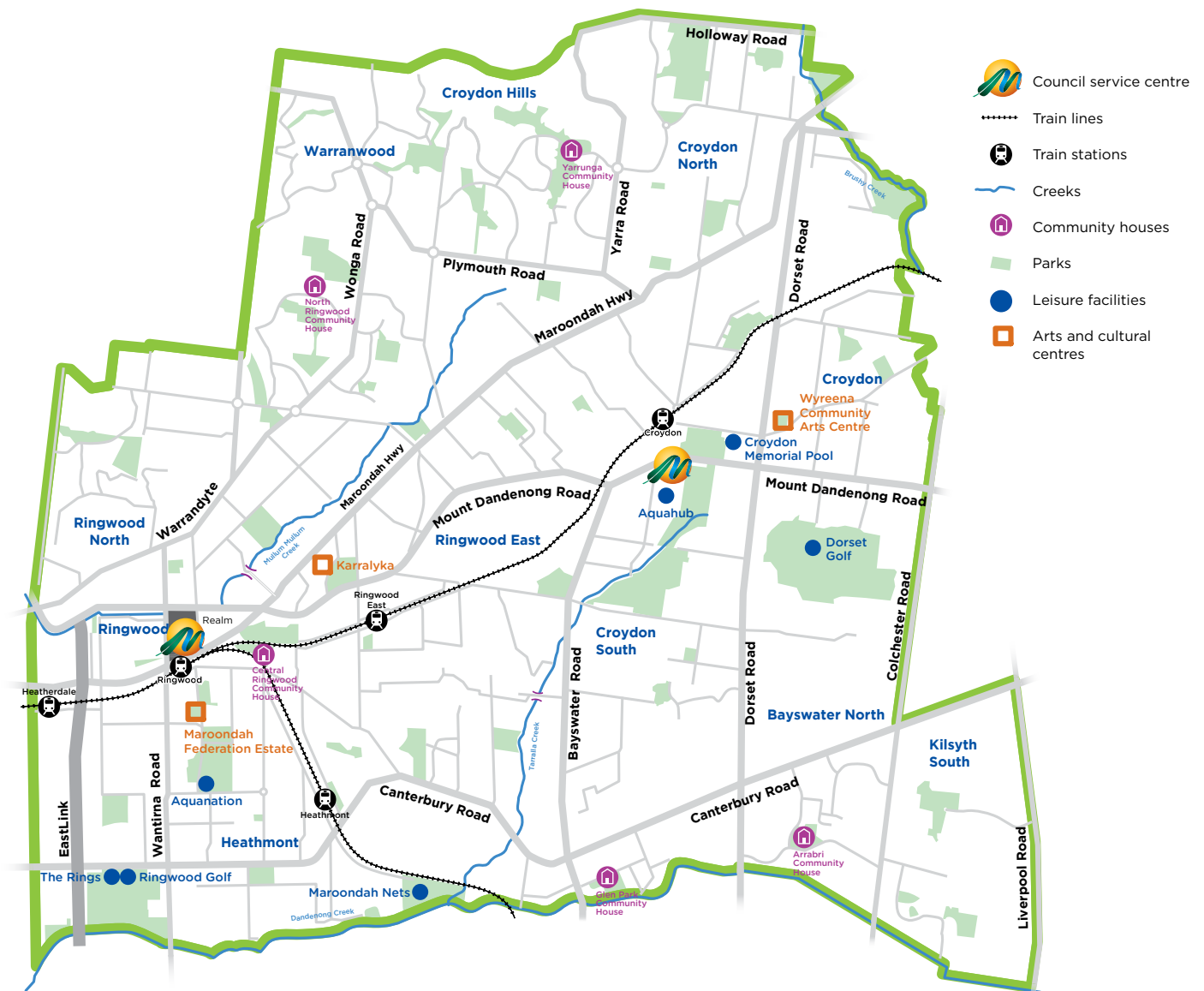
There is a strong sense of community participation within Maroondah embodied by a large number of committed volunteers. More than two thirds of parents in Maroondah are actively involved in their local schools and one third of Maroondah's residents are active members of organised community groups.

Our economy

Over 9,000 businesses operate within the City, with small business comprising over 96 percent of these organisations. The largest industry employers are the manufacturing, retail and health care sectors. In total, businesses in Maroondah provide employment for over 44,000 people and the municipality has a gross regional product (GRP) of \$6.14 billion.

Maroondah also has major retail centres in Croydon and Ringwood, and a further 35 neighbourhood shopping centres throughout the municipality.

Our City is well positioned to take advantage of Victoria's future growth. Ringwood is one of just nine Metropolitan Activity Centres across Melbourne. Croydon is a major activity centre with concentrated retail opportunities while the Bayswater Business Precinct is home to 5,000 businesses that support more than 30,000 jobs.



Our environment

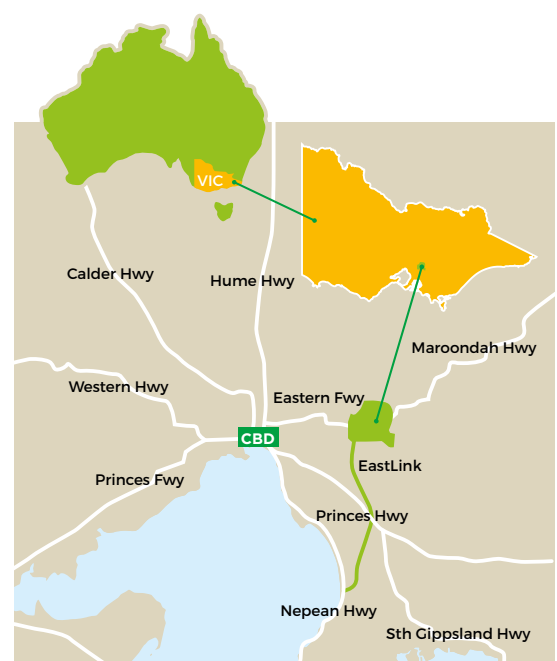
Maroondah is well known for its leafy streets, open space, bushland reserves, parks and playgrounds.

Maroondah has 42 bushland reserves that offer residents and visitors the enjoyment of wildflowers, wildlife, bush walks and wetlands. The City has 557 parks and reserves with 51 sports ovals. Open space areas two golf courses, public playgrounds, skate parks, and outdoor exercise equipment locations.

Sustainable transport links include on-road cycling paths and 38kms of shared path links to the Mullum Mullum Creek Trail, the EastLink Trail, Taralla Creek Trail and the Dandenong Creek Trail.

Our facilities and services

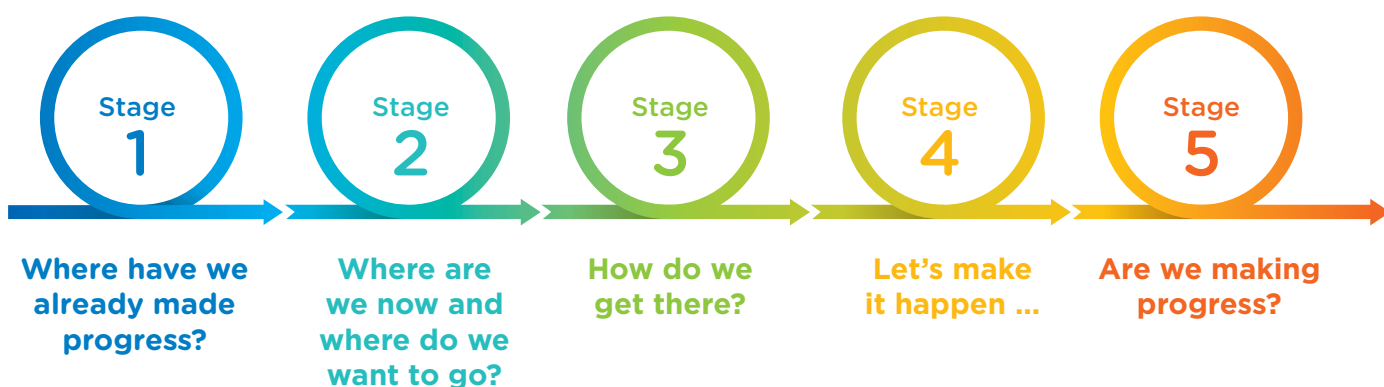
The City hosts a regional health precinct including a major public hospital and a large private hospital, educational facilities that cater from early childhood learning to tertiary level, two libraries, arts and cultural centres, an art gallery and a range of community centres. Maroondah is also home to a range of first-class sporting facilities including Aquanation and Maroondah Nets.



Refreshing a community vision

My vision for Maroondah is...
What issues are affecting our community?
What should our future priorities be?

These were the key questions that we asked the community during 2018 and 2019 as we checked-in with the Maroondah community in reviewing our *Maroondah 2040 Community Vision*.



Stage 1 Where have we already made progress?

In November 2018, we commenced work on this review involving development of the *State of Maroondah 2019* document. This biennial report highlighted where activities had supported achievement of Maroondah 2040 Community Vision outcomes, along with a review of the community indicators of progress.

This work was followed by a research consultancy who examined global and national trends, emerging issues, local population data and implications for Maroondah.

Stage 2 Where are we now and where do we want to go?

A variety of community and stakeholder engagement activities were undertaken aimed at gaining insight on emerging trends within the municipality, including testing findings from the research consultancy. Community engagement during this stage was undertaken from November 2018 to February 2019 via online surveys and face-to-face pop-up activities at various locations across Maroondah.

Stakeholder engagement on the review of Maroondah 2040 commenced with a Community Forum in March 2019 attended by a broad range of community and business leaders. The facilitated discussion explored progress made over the past five years, implications arising from emerging trends, and provided local insights on future priorities.

Other activities included discussions with local community networks and workshops with Council employees and a Leadership Forum with Council managers and team leaders.

Stage 3

How do we get there?

This stage sought to further explore the emerging trends and associated implications for Maroondah in more detail.

Broad community engagement was undertaken during this phase of the project via an online survey and face-to-face pop-up engagement in various locations.

This stage included a second Community Forum in November 2019 with community, education, leisure and business leaders considering collective aspirations, revised policy directions, game-changing priorities and partnership opportunities.

Consultation also involved targeted stakeholder engagement through focus groups with Council's advisory committees who helped to inform and refine policy directions related to their respective areas of expertise and experience.

The result of this process is a refreshed vision that captures the collective aspirations, emerging trends and implications, along with the evolving priorities of the Maroondah community.

Stage 4

Let's make it happen

This stage involves adapting our efforts to pursue the future outcomes and key directions outlined in the refreshed Maroondah 2040 Community Vision. The achievement of this Vision is largely reliant on the commitments and actions of local businesses, service providers, schools, community groups, individuals as well as Council.

Stage 5

Are we making progress?

Developing a shared community vision is only the start of the journey. As we work towards the preferred outcomes and key directions we will continually monitor and report on progress to ensure that we can celebrate what has been achieved and recognise what is still to be done.



Our progress

Together we have made progress towards the Maroondah 2040 Community Vision.



A safe, healthy and active community

- In 2015, Maroondah's state of the art aquatic and leisure centre opened. **Aquanation** features a 66.5 metre pool, 10m diving tower, warm water pool, learn to swim pool, toddler and children's leisure play pool, gym, child care facilities and café.
- In 2019, **Maroondah Nets** multi-sports complex opened, providing training and competition facilities for netball, volleyball, badminton and table tennis.
- In the past five years **sporting pavilions** at Croydon Park, East Ringwood Reserve, HE Parker Reserve, Mullum Mullum Reserve, Quambee Reserve and Ringwood Athletics (Proclamation Park) have been extensively redeveloped. In addition, **sportsfield reconstruction** works have been undertaken at Belmont Park, Jubilee Park, Mullum Mullum Reserve, Quambee Reserve, and Springfield Reserve.
- In 2014, Maroondah was accepted into the World Health Organisation's Global Network of **Age-friendly Cities and Communities**.
- Following extensive community consultation, Ringwood and Croydon Town Squares became **smoke-free** from 1 January 2019.



A prosperous and learning community

- Since its opening in 2015 the **BizHub Coworking Space**, and its facilities, has been utilised by over 650 businesses. Opportunities for expansion will be realised in mid 2020. BizHub also provides a wide range of services to assist local businesses including hosting of the annual BizWeek event, a week-long calendar of over 40 events, workshops and mentoring sessions attend by over 650 members of the Maroondah business community.
- In 2015, Maroondah became home to a first of its kind library, cultural, knowledge and innovation hub - **Realm**. In the heart of Ringwood, across three fully accessible levels, Realm houses a Council Service Centre, library, BizHub, ArtSpace, and café.





A vibrant and culturally rich community

- The **Ringwood Town Square** precinct opened in 2015, providing a vibrant multi-use public space that acts as the cultural heart of the greater Ringwood community. Over 100,000 people attend the arts exhibitions, activities and events at the Ringwood arts precinct, which includes the Town Square, each year.
- Opened in 2019, **Croydon Town Square** is a new open space in the heart of Croydon, physically and visually connecting Main Street to Croydon Station and bus interchange.
- A wide range of exhibitions, public art murals, performances, songwriting and recording projects have been developed with Indigenous artists and the local community. These projects, celebrate and promote the importance of local Indigenous arts and culture.
- A number of new **public art** works have been added to Council's diverse collection over the past five years. These include the award winning *GlowB Cubby* which is now part of the Wyreena Playspace; the sculpture *Mullum Mullum the Owl* by William Eicholtz is keeping watch over the Mullum Mullum Creek Trail near Acacia Court, Ringwood; and a large wattle, damaged by lightning in Longview Road, Croydon South, has been turned into a sculpture of a pair of yellow-tailed black cockatoos by Rob Bast.
- Town Park is home to Ian Bracegirdle's sculpture 'Spotted Marsh Frog' representing a species found in the nearby Tarralla Creek Wetlands.



An accessible and connected community

- The **Ringwood Station and Bus Interchange Upgrade** was completed in 2016. The upgrade provides a modern and integrated station and interchange precinct contributing to Ringwood becoming a safer, more accessible and attractive place for people to live, work and visit.
- **Heatherdale Road level crossing** was removed in 2017, and the station rebuilt in Maroondah. The works have improved safety, reduced congestion and improved travel time reliability for Maroondah commuters.
- Nearing completion, the 10km **Box Hill to Ringwood shared use path** provides pedestrians and cyclists with a direct and safe connection to public transport, community services and recreational facilities.



A clean, green and sustainable community

- Council has committed to a clean, green and sustainable future for Maroondah through introduction of a **Carbon Neutral Strategy and Action Plan** and **Climate Change Risk and Adaptation Strategy**.
- Council has completed the **Maroondah Vegetation Review** - an assessment of the biodiversity and tree canopy coverage in Maroondah - to inform the *Maroondah Vegetation Strategy*.
- Between March 2015 and October 2018, 5,390 high-performance and **energy efficient LED streetlights** were installed across Maroondah, replacing the original Category-P globes with new LED globes. Energy consumption has also been reduced at Aquahub and Realm with **sustainability improvements** completed, including new LED internal lighting and energy efficient boilers at Aquahub; and the installation of solar panels at Realm.
- Council partnered with Melbourne Water to **daylight sections of the Dandenong Creek**, transforming it to its natural shape and form. Council is working with both Melbourne Water and Yarra Valley Water to progress design of the **re-naturalisation of Tarralla Creek**.
- Maroondah City Council has participated in the **Solar Savers** program. The program supports local low-income households to install solar with no upfront costs. It enables them to save on power bills and stay comfortable in their homes, whilst also growing renewable energy in Maroondah. Phase 1 of the program was fully subscribed, and Phase 2 is currently underway.
- Council has endorsed an **Environmental Upgrade Agreement** to encourage local businesses to take steps to be more environmentally sustainable.





An attractive, thriving and well built community

- In the past five years Council has completed significant **playground upgrades** at Croydon Park, Wyreena Community Arts Centre, Dorset Recreation Reserve, and **Ringwood Lake Park**. The Ringwood Lake Park play space is accessible for all abilities and features water play, tree canopy trail, flying fox and climbing structures.
- Council has undertaken extensive **flood mitigation works** in the Ringwood Metropolitan Activity Centre including underground drainage upgrades, Water Sensitive Urban Design (WSUD) elements, rain garden, and landscaping. Flood mitigation works have also been undertaken in the Croydon Civic Precinct and a range of residential areas.
- Council has finalised strategic reviews of planning controls for housing, neighbourhood character, heritage, vegetation, residential zones and structure planning in the Ringwood Metropolitan Activity Centre, and in Heathmont and Ringwood East.



An inclusive and diverse community

- Over the past five years Council has provided 324 **community grants**, totalling over \$650,000, to eligible projects that increase community participation, address a community need, provide advice or support to a group in need of support the development of arts and cultural content in Maroondah.
- Endorsed in 2019, Maroondah's first **Reconciliation Action Plan** focuses on the areas of relationships, respect and opportunities to promote and work toward greater reconciliation in Maroondah.
- Council has investigated the provision of **female changing facilities** at local sporting facilities. Female-friendly changing facilities have been provided at Croydon Park and Maroondah Nets, and are under construction at Quambee, HE Parker and Silcock Reserves. A further three facilities are in the design or planned construction stages, and grants funding has been received for an additional three facilities.
- To meet the needs of people with severe and profound disabilities, six **Changing Places toilets** have been installed. These toilets have more features and space than standard accessible toilets and are located at Aquanation, Eastland, Realm, Ringwood Lake Park, Croydon Town Square and Maroondah Nets.
- Established hubs for the Australia Chin Community at Hughes Park, and Chin Community Victoria at Ringwood East Recreation Reserve.



A well governed and empowered community

- In 2015, Council launched its **Community Engagement Policy** (and toolkit for employees) to enhance Council's engagement processes and outcomes with the Maroondah community. Council has also introduced various engagement methods, including **Café Consult**, a one-stop public consultation hub and **Your Say Maroondah**, an online consultation hub.
- Council launched its highly interactive, new look **website** in August 2017, featuring an improved look and layout; an enhanced search function; improved functionality and optimisation for mobile and desktop devices; online consultation hub; and new accessibility that enabled better interaction. Council also has 25 **social media channels** across the *Facebook, Instagram, Twitter, YouTube and LinkedIn* platforms reaching, on average, over 70,000 people each week.
- Council annually reviews its **Long Term Financial Strategy** to demonstrate the long-term financial sustainability of Maroondah, and ensure Council can continue to invest in community facilities and services, and not take on new debt, while operating within the rate cap environment.



External trends

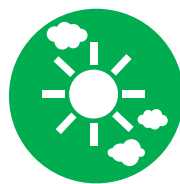
As a community, we will need to plan for and respond to key issues that will impact Maroondah.



Council has a role in helping to plan for and sustain **healthy and active** communities. The global COVID-19 pandemic has reinforced the role of Council in educating the community on health risks, as well as promoting **mental wellbeing** and **resilience**. Campaigns and partnerships to reduce **family violence** and poor **mental health** will also be crucial.



The global COVID-19 pandemic has had significant economic impacts. There is a role for Council in identifying **economic and employment opportunities** that will stimulate the local economy and build economic resilience. Council must be sensitive to changing employment trends including the **gig economy, service industries, digital skills, and automation**.



Efforts to mitigate and adapt to the **impacts of climate change** reach into many areas of local public policy including transport choices; urban design; waste; and natural resource management.

There is a role for Council to work with the Maroondah community in striving towards a carbon neutral municipality.



Waste management - reduction, reuse, recycling, energy generation and disposal - will require innovative local solutions and societal management.

There is an opportunity for Council to provide markets for recycled materials and adopt best practice.



Major **transport choices** are looming.

The advent of automated electric cars will impact transport infrastructure; electricity demand; greenhouse gas emissions; population and housing growth; planning and urban design.



Growth in Maroondah will need to be managed to deliver well designed, liveable places with affordable housing, excellent services and sufficient employment opportunities.

An emphasis on **20-minute neighbourhood principles** and **community hubs** will be crucial.



Cultural diversity in Maroondah will continue to increase. Celebration of diversity, including **local indigenous culture**, will encourage community resilience and harmony.

There is also an opportunity for Council to promote **gender equality** following enactment of the *Gender Equality Act 2020*.



Council will continue to have an important role in the promotion of **social equity**, including community wellbeing, **housing affordability** and provision of community services. The *National Disability Insurance Scheme* and *My Aged Care* reforms will continue to transform Council's role in service delivery to **aged** residents, and people with a **disability**.



What our community said

As a community, we will need to plan for and respond to key issues that will impact Maroondah.



“I love Maroondah’s well-maintained parks and outdoor recreational areas.”

“It would be great to see more short courses and other educational opportunities in the area.”





“I would like to see more tree plantings and shrubs to encourage a diverse range of birds and animal life in a more diverse environment.”



“My wish for Maroondah is to have improved footpaths and bike paths so people can walk to school safely.”



“I like Maroondah for its leafy environment, friendly down-to-earth people and easy access to shops, transport and schools.”



“I love Maroondah for its community spirit.”

“I love the variety of events that are family friendly and multicultural.”



“I hope that Maroondah continues to be a welcoming, warm and inclusive community.”



A safe, healthy and active community

Our community values the importance of physical, social and emotional wellbeing. There is greater awareness on mental wellbeing. People would like to see a greater focus on services, programs and resources that promote and build resilience among the community. There is a continued need to proactively address safety issues around violence, gambling, alcohol, tobacco and other drugs. It is viewed that addressing these characteristics will strengthen the community atmosphere of Maroondah.

The community highly values the local recreation and leisure facilities and spaces. It was highlighted that continued enhancements to these facilities, and recreation opportunities, will promote greater inclusion for all and enhance overall community wellbeing.



A prosperous and learning community

There is a strong desire to ensure that local employment opportunities remain widely available across Maroondah as the industry profile changes. The community places great value on a mobile and diverse local economy that promotes growth among local businesses and responds to evolving opportunities.

Our community also values the importance of education and learning. It is felt that enhancement to business and activity centres will help strengthen learning opportunities for all ages. There is a strong desire to see more tertiary opportunities in Maroondah and greater connection between education and businesses to ensure that local employment pathways and opportunities are attainable for all.



A vibrant and culturally rich community

Our community places an emphasis on involving the broader community in the arts and the wide-reaching benefits that accessible arts programs can provide for children and families.

Our community values the unique arts and culture of Maroondah. There is a strong desire to see a range of community events, festivals and entertainment options that promote inclusion for all. The community would also like to see a diverse range of arts that express the unique cultures, heritage and characteristics of Maroondah. The community feels that there is untapped potential to enhance and revitalise spaces in Maroondah through the arts.



A clean, green and sustainable community

Our community values the unique leafy natural environment of Maroondah. There is a strong desire to protect and enhance green open space, native vegetation and bushland reserves to ensure that the semi-rural feel is retained.

The community is aware of the impacts of climate change and is keen to create more sustainable choices to manage waste, reduce greenhouse gas emissions and mitigate other environmental impacts.



An accessible and connected community

The community values the ability to live in connected neighbourhoods that enable residents to live locally. People want community facilities, events and services to be accessible for everyone.

Sustainable transport modes are highly supported by the community. There is a desire for improved public transport frequency and accessibility to create more viable transport alternatives and reduce congestion on the road. Community members would also like to see footpaths and bike paths that promote walking and cycling. They wish to see enhanced road networks that address congestion and cater for a growing population.



An attractive, thriving and well built community

Our community loves the leafy character of our neighbourhoods, generous open space, parklands and views of the Dandenong Ranges. The geographic location of Maroondah combined with the thriving nature of our shopping, business and health precincts creates an inviting and attractive place to live, work and play.

With increasing population growth, there is a strong desire to ensure the density of Maroondah's urban form is managed sensitively to retain neighbourhood character whilst enhancing the valued characteristics expressed by the community.

There is also a desire for development to be environmentally sustainable and respond to community needs.



An inclusive and diverse community

The friendly and inclusive atmosphere across Maroondah is highly valued. There is a strong desire to ensure that all community members have access to services, facilities and community connection opportunities where everyone can feel valued and empowered. It is expressed that services, pathways and programs should be strengthened to ensure that vulnerable groups are supported to meet their needs and that living in Maroondah remains safe and affordable for all residents.

With increasing diversity of all ages, abilities and backgrounds, there is continued desire to see this diversity celebrated and embraced.



A well governed and empowered community

The community sees Council's role as being an active advocate for community needs and interests, whilst also providing transparent and accountable leadership. The community wants to be more proactively involved in decisions that affect them.

Partnerships and collaboration across a range of organisations is viewed as the key mechanism to enhance Maroondah in the future.

Our vision for the future

From the community vision engagement process, the vision for each future outcome was refreshed to reflect priorities looking ahead to the year 2040 and beyond.





Safe, healthy and active

In 2040, Maroondah will be a safe, healthy and active community where all people have the opportunity to experience enhanced levels of social, emotional and physical wellbeing.



Accessible and connected

In 2040, Maroondah will be accessible for all ages and abilities with walkable neighbourhoods, sustainable transport options, and a safe integrated transport network.



Prosperous and learning

In 2040, Maroondah will be a thriving regional centre of economic activity and education, where the sustainable growth of local businesses is supported, and diverse lifelong learning opportunities are accessible for all community members.



Attractive, thriving and well built

In 2040, Maroondah will be an attractive, sustainable and well built community with thriving activity centres and a network of neighbourhoods where everyone has the opportunity to live, work and play locally.



Vibrant and culturally rich

In 2040, Maroondah will be a vibrant and creative community recognised for celebration of the arts, cultural expression and diverse entertainment options.



Inclusive and diverse

In 2040, Maroondah will be an inclusive and equitable community where all people are valued, supported and socially connected, and diversity is embraced and celebrated.



Clean, green and sustainable

In 2040, Maroondah will be a resilient community committed to sustainable living, enhancing our natural environment, and providing leadership in responding to climate change.



Well governed and empowered

In 2040, Maroondah will be an empowered community actively engaged in local decision making, led by an innovative community inspired Council that collaborates regionally and proactively champions local needs.

A safe, healthy and active community





Our vision

In 2040, Maroondah will be a safe, healthy and active community where all people have the opportunity to experience enhanced levels of social, emotional and physical wellbeing.

Our community said

We value the importance of improving physical, social and emotional wellbeing for all people in our community. There needs to be greater focus on promoting and supporting mental wellbeing to build community resilience. We should continue to proactively prevent violence and reduce harms from gambling, alcohol, tobacco and other drugs. Local recreation and leisure facilities and spaces remain highly valued.

The path ahead

Council will work in partnership to facilitate access to a range of facilities, services and opportunities that enhance community wellbeing. There will be a focus on a range of evidence informed issues including community safety, mental and physical health, and social harms. Community members will have access to a growing network of integrated community hubs that cater for the needs of all people.

“I would love to see a greater focus on community wellbeing through the provision of infrastructure and services.”

Key directions

A safe community

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| <p>1.1 Work in partnership to address community safety and implement initiatives aimed at improving the actual and perceived safety of the community</p> <p>1.2 Plan and advocate for the application of community safety principles that facilitate a safe built environment</p> | <p>1.3 Promote and facilitate safer cultures relating to alcohol, tobacco and other drugs</p> <p>1.4 Advocate and work in partnership on initiatives to minimise gambling related harm</p> <p>1.5 Advocate and support initiatives for the prevention of violence against women, children, seniors, and vulnerable community members</p> |
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A healthy community

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| <p>1.6 Promote the health and wellbeing of the community through accessible and affordable initiatives and services that respond to community needs</p> <p>1.7 Work in partnership to develop integrated health, leisure and community service hubs that support the needs of community members of all ages, abilities and backgrounds</p> <p>1.8 Work in partnership to address and promote awareness of mental health and embrace a prevention focus that builds the resilience of the community</p> <p>1.9 Promote community wellbeing by supporting and empowering local community groups, sporting clubs and special interest groups across Maroondah</p> | <p>1.10 Work in partnership to implement a preventative approach to addressing chronic and communicable diseases, public health and food safety</p> <p>1.11 Advocate and support the establishment and growth of an integrated regional health precinct with increased provision of primary, allied and specialist treatment services and facilities</p> <p>1.12 Work in partnership with local communities to enhance food security and healthy eating</p> |
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An active community

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| <p>1.13 Promote physical activity by supporting education initiatives and providing a diverse range of accessible active and passive open spaces, state of the art sporting precincts and integrated recreation facilities</p> | <p>1.14 Work in partnership to increase opportunities and create welcoming, supportive and accessible environments for all community members to undertake physical activity</p> |
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Community indicators of progress

Safe	Perceptions of safety	Percent of Maroondah residents who agree that they feel safe when walking alone at night
	Crime	Offence rate per 100,000 population in Maroondah
Healthy	Self reported health	Percent of Maroondah residents reporting their health as very good or excellent
	Subjective wellbeing	Subjective Wellbeing Index for Maroondah residents Maroondah resident satisfaction with life as a whole
Active	Physical activity	Percent of Maroondah residents who are sufficiently physically active



A prosperous and learning community





Our vision

In 2040, Maroondah will be a thriving regional centre of economic activity and education, where the sustainable growth of local businesses is supported and diverse lifelong learning opportunities are accessible for all community members.

Our community said

We value a diverse and mobile local economy that promotes business growth and responds to evolving opportunities. The community want to see support for local businesses and schools, improvements to activity centres and learning opportunities for people of all ages. There is a strong desire to see greater connections between education and businesses to promote employment pathways and opportunities for all.

The path ahead

Maroondah will be positioned as a regional economic centre that provides local employment opportunities and responds to the needs of an evolving economy and workforce. Council will seek to leverage the strategic role of our diverse range of activity centres and business precincts, whilst empowering local businesses. As a community, we will focus on strengthening education environments, creating lifelong learning opportunities and generating employment pathways.

“My wish for Maroondah is for Council to support job opportunities for the next generation.”

Key directions

A prosperous community

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| <p>2.1 Advocate and promote key business opportunities and the competitive strengths of Maroondah and the outer eastern region</p> <p>2.2 Work in partnership to promote the diversification and mobilisation of Maroondah's economy to enable local employment opportunities for people of all ages, abilities and backgrounds</p> <p>2.3 Promote and leverage the strategic location and unique roles of the Ringwood Metropolitan Activity Centre, the Croydon Activity Centre and the Bayswater Business Precinct</p> <p>2.4 Advance business development and support for small and medium business enterprises through facilitating partnerships, collaboration, peer support, mentoring, training, and knowledge sharing</p> <p>2.5 Establish and enhance business resource hubs to empower local business, encourage innovation and support alternative modes of employment</p> | <p>2.6 Embrace a place-based approach to the revitalisation, activation and promotion of neighbourhood activity centres that enhance opportunities for local business, access to services and places for social interaction</p> <p>2.7 Facilitate the enhancement and revitalisation of industrial and commercial precincts across Maroondah</p> <p>2.8 Promote increased business investment in targeted industries, including advanced manufacturing and knowledge economy sectors</p> <p>2.9 Advocate and encourage community and business participation in the digital economy</p> <p>2.10 Broker community to government to business partnerships to promote investment, facilitate regional service delivery and foster corporate social responsibility</p> |
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A learning community

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| <p>2.11 Facilitate and encourage the provision of positive learning environments, life-long learning opportunities and employment pathways for all ages, abilities and backgrounds</p> <p>2.12 Advocate for accessible and affordable education and childcare in Maroondah that responds to local needs and enhances individual wellbeing</p> <p>2.13 Broker community-to-government-to-business partnerships to address changes to the local economy, underemployment and unemployment</p> | <p>2.14 Promote connections between education providers, businesses and the broader community to support employment pathways, intergenerational connections and knowledge transfer</p> <p>2.15 Advocate for and encourage increased access to and participation in tertiary education</p> |
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Community indicators of progress

Prosperous	Employment	Unemployment rate for Maroondah
	Economic output	Economic output for Maroondah
	Business growth	Number of business in Maroondah
	Industry diversity	Herfindahl Index for Maroondah
	Standard of living	Median weekly household income in Maroondah
Learning	Kindergarten participation	Percent of preschool aged children in Maroondah attending a government funded kindergarten service
	School leavers	Maroondah school leavers actively undertaking education, training or employment
	Tertiary attainment	Percent of Maroondah residents with Bachelor or higher degree



A vibrant and culturally rich community





Our vision

In 2040, Maroondah will be a vibrant and creative community recognised for celebration of the arts, cultural expression and diverse entertainment options.

Our community said

We value the ability to participate and engage in a wide variety of community events, festivals and entertainment options that express the diverse cultures of Maroondah. Local arts are highly valued for their celebration of local culture, promotion of reconciliation and contribution to community wellbeing.

The path ahead

Council will work in partnership to promote participation in arts and cultural expression, providing opportunities for display and engagement. There will be an increased focus on celebrating the diverse cultures, local history and unique characteristics of the Maroondah community. Together we will create vibrant urban spaces and events along with a wide array of accessible entertainment options.

“The festivals and events are great for bringing the community together.”

Key Directions

A vibrant and culturally rich community

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| <p>3.1 Promote innovative, contemporary and socially engaged arts practice and encourage artistic expression and community participation in the arts</p> <p>3.2 Create opportunities for artists to curate their work, and program a diverse range of art experiences, catering to all ages, abilities and backgrounds</p> <p>3.3 Work in partnership to facilitate pop up events, local art installations and public art that celebrates the unique characteristics of Maroondah to enliven thriving neighbourhoods and vibrant activity centres</p> <p>3.4 Celebrate, promote and recognise indigenous culture through the arts to facilitate enhanced community respect, understanding and reconciliation</p> | <p>3.5 Broker partnerships and relationships to better connect and increase the profile of local artists, local businesses and the broader community</p> <p>3.6 Celebrate the local history, diversity, arts and produce of our community through a range of festivals, events, programs and activities</p> <p>3.7 Celebrate, value and recognise local history to facilitate enhanced community understanding and a broader appreciation of cultural heritage</p> <p>3.8 Facilitate the establishment and enhancement of vibrant dining, entertainment and cultural precincts in activity centres and neighbourhood centres across Maroondah</p> |
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Community indicators of progress

Vibrant and culturally rich	Arts and culture visitors	Visitors to the Ringwood arts precinct (ArtSpace at Realm, Maroondah Federation Estate) and Wyreena
	Arts and culture participation	Participants in arts and culture activities in the Ringwood arts precinct and Wyreena
	Artist/arts & cultural group support	Individual Maroondah artists/arts and cultural groups supported to produce and present their work
	Arts network participation	Local artists/community members participating in arts networks and related events



A clean, green and sustainable community





Our vision

In 2040, Maroondah will be a resilient community committed to sustainable living, enhancing our natural environment, and providing leadership in responding to climate change.

Our community said

We value our unique leafy environment with a diverse range of vegetation, bushlands, wetlands and wildlife. There is a strong desire to enhance our neighbourhoods and open space areas to ensure that the semi-rural feel of Maroondah is retained. The community want to see leadership in minimising consumption of resources and environmentally sustainable choices in response to the impacts of climate change.

The path ahead

As a community we will continue to enhance and protect the unique natural features of Maroondah's landscape. We will work together to reduce Maroondah's greenhouse gas emissions and adapt to the impacts of climate change. Everyone will be encouraged to make more sustainable choices, reduce waste and respect our limited natural resources.

“My wish for Maroondah is to see more community gardens that promote local food production.”

Key directions

A clean community

- 4.1 Create and foster a culture within our community that is committed to the sustainable use of natural resources
- 4.2 Provide leadership and build community capacity to reuse, recycle and repurpose resources to minimise consumption and waste
- 4.3 Work in partnership to ensure the long-term protection and renaturalisation of Maroondah's creeks and wetlands to improve water quality; streamflow; habitat connectivity and function; and adjacent surroundings

A green community

- 4.4 Create and foster a culture within our community that is committed to protecting and enhancing the unique features of Maroondah's landscape, including our ridgelines, waterways, canopy vegetation, green open space and bushland reserves
- 4.5 Preserve and enhance Maroondah's parklands, bushlands, gardens, canopy vegetation and open spaces
- 4.6 Work in partnership to protect and restore biodiversity and habitat corridors for local plants and animals
- 4.7 Plan for increased vegetation and green spaces within activity centres and major development sites to link the built environment to the natural landscape and better connect people to nature

A sustainable community

- 4.8 Mitigate and adapt to the risk, effects and impacts of climate change and be responsive and adaptive to new environmental opportunities and threats as they occur
- 4.9 Strive to become a carbon neutral council and build the capacity of our community to make more sustainable choices
- 4.10 Work in partnership to reduce Maroondah's greenhouse gas emissions and improve air quality
- 4.11 Work in partnership to promote a regionally-sourced healthy food system by encouraging thriving volunteer led community gardens and sustainably grown local produce

Community indicators of progress

Clean	Waste	Percent of garbage, recyclables and green organics collected from kerbside bins in Maroondah that is diverted from landfill
Green	Tree canopy cover	Maroondah's tree canopy cover
	Natural habitat	Total area of natural habitat in Maroondah
Sustainable	Carbon emissions	Council's greenhouse gas emissions
	Environmental leadership	Community perception of Council's performance in relation to environmental sustainability



An accessible and connected community





Our vision

In 2040, Maroondah will be accessible for all ages and abilities with walkable neighbourhoods, sustainable transport options, and a safe integrated transport network.

Our community said

We value living locally with improved access to sustainable and active transport options along with better networks of walking and cycling paths. There is a strong desire to see more efficient and effective public transport and improved road networks that reduce congestion.

The path ahead

We will strengthen the accessibility of our local neighbourhoods, activity centres and community facilities. The community will have access to a safer, connected and more efficient integrated transport network. There will be more opportunities to use sustainable and active transport with enhancements to walking and cycling trails. Council will continue to advocate for improved public transport and an effective road network.

“We need to see more public and active transport links that reduce congestion on the roads.”

Key directions

An accessible community

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| <p>5.1 Ensure community infrastructure, services and events are accessible for people of all ages, abilities and backgrounds</p> <p>5.2 Apply universal design principles to create a built environment that strengthens the inclusiveness and accessibility of our local neighbourhoods, activity centres, facilities and services</p> | <p>5.3 Encourage initiatives that raise the awareness of accessibility needs for all ages, abilities and backgrounds</p> <p>5.4 Work in partnership to integrate new technologies into facilities and programs that improve accessibility</p> |
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A connected community

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| <p>5.5 Work in partnership to facilitate a safe, accessible and efficient integrated transport network that enhances liveability and facilitates living locally within 20-minute neighbourhoods</p> <p>5.6 Work in partnership to facilitate increased use of sustainable and active transport modes within the community</p> <p>5.7 Advocate and work in partnership to enhance Maroondah's road network, including planning for increased automated vehicles and emerging transportation technologies</p> | <p>5.8 Enhance Maroondah's walking and cycling shared path network to promote walkability and strengthen connections with the wider metropolitan Melbourne network</p> <p>5.9 Advocate for an integrated public transport network with improved connectivity, capacity and service frequency</p> |
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Community indicators of progress

Accessible and connected	Transport proximity	Percent of Maroondah households that are within 200 metres of a bicycle facility and/or 400 metres of a bus stop and/or 800 metres of a train station
	Commuting	Daily average commute time of a Maroondah resident Daily number of public transport services operating in Maroondah
	Sustainable transport	Percent of journeys (for all purposes) by Maroondah residents made using sustainable transport (public transport, walking, cycling)
	Active transport	Kilometres of bicycle lanes and shared paths in Maroondah Kilometres of constructed footpath in Maroondah's Principle Pedestrian Network
	Vehicles and roads	Average number of cars owned by Maroondah households Average Maroondah Pavement Condition Index



An attractive, thriving and well built community





Our vision

In 2040, Maroondah will be an attractive, sustainable and well built community with thriving activity centres and a network of neighbourhoods where everyone has the opportunity to live, work and play locally.

Our community said

We value the diversity of activity centres, business precincts, open spaces and other unique features that contribute to the thriving character of Maroondah. Population growth needs to be approached in a way that is responsive to social needs, demographic change and environmental impacts.

The path ahead

As a community we will strengthen our network of neighbourhoods so that everyone can live, work and play locally. In partnership, we will pursue high quality urban design that enhances the connection between the built, natural and social environments. Council will seek to proactively manage population growth while retaining the unique characteristics of Maroondah.

“Growing up in Maroondah, I have always enjoyed the rich, leafy aesthetics which I believe characterises the area.”

Key directions

An attractive community

- 6.1 Work in partnership to deliver distinctive, attractive and high quality architecture through the use of urban design guidelines and principles
 - 6.2 Facilitate urban design that enhances the connection between the built, natural and social environments
 - 6.3 Work in partnership to pursue urban design that promotes environmental sustainability, water sensitivity, and community wellbeing
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A thriving and well built community

- 6.4 Work towards a network of local 20-minute neighbourhoods across Maroondah where everyone can live, work and play
- 6.5 Develop and implement an urban environment that enhances the desirable attributes of Maroondah to protect and value neighbourhood character, local history and cultural heritage
- 6.6 Encourage high density development in activity centres with access to high quality facilities, services and amenities
- 6.7 Coordinate and advocate for the increased utilisation, longevity and availability of fit for purpose community facilities and spaces that meet local needs and act as key places for neighbourhood connection
- 6.8 Ensure the management of infrastructure and prioritisation of capital works is informed by demographic change, technological advancement, the impacts of climate change, and accessibility for all ages, abilities and backgrounds
- 6.9 Plan for and support a range of multi-use community connection hubs that are inclusive, promote social interaction, encourage lifelong learning, and provide a wide range of services
- 6.10 Facilitate a vibrant day and night time economy through development of high quality public spaces
- 6.11 Work in partnership with other catchment authorities to ensure effective stormwater management and flood mitigation across Maroondah
- 6.12 Invest in Smart City technologies that improve service delivery to the community and reduces costs associated with delivering services

Community indicators of progress

Attractive	Open space	Public open space in Maroondah (hectares)
	Appearance of public areas	Community satisfaction with the appearance of public areas
	Town planning	Community satisfaction with Council's general town planning policy
Thriving	Population density	Maroondah population per hectare
	Population growth	Community satisfaction with planning for population growth (future)
	Liveability	RMIT Index rating (under development)
	Local	Percent of Maroondah residents that work in Maroondah
Well built	Flood mitigation	Percent of residential properties in Maroondah at risk of flooding
	Sustainable council built environment	Council building projects achieve minimum 5 Star certified (\$5m+) or equivalent (\$3m-5m) Green Star - Design & As Built rating



An inclusive and diverse community





Our vision

In 2040, Maroondah will be an inclusive and equitable community where all people are valued, supported and socially connected, and diversity is embraced and celebrated.

Our community said

We value the diversity of Maroondah and we are proud to be a welcoming and inclusive community. Equity in the community is highly valued and there is a need to ensure that vulnerable groups continue to be supported and empowered. It is important there is a diverse range of safe and affordable housing to meet the needs of all population groups. There is a strong desire to see more volunteering and learning opportunities that promote social inclusion among community members of all ages, abilities and backgrounds.

The path ahead

In partnership, we will promote inclusion for all through creating places, spaces and opportunities that promote social connection. Together we will empower our most vulnerable communities to break cycles of disadvantage. As a community we will celebrate and embrace the diversity of all people, promoting equity, respect and understanding.

“My wish for Maroondah is to see more affordable housing so that Maroondah remains a place where people of all backgrounds can live and thrive.”

Key directions

An inclusive community

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| <p>7.1 Support people of all ages, abilities and backgrounds to be connected, valued and empowered within their local community through accessible and inclusive services, programming and facilities</p> | <p>7.5 Promote and create opportunities for social interactions, learning, mentoring, skills transfer and volunteering for people from all ages, abilities and backgrounds</p> |
| <p>7.2 Ensure social inclusion principles inform the planning for local services, programs and community infrastructure</p> | <p>7.6 Support community members to age in place, live in accessible neighborhoods and remain socially connected</p> |
| <p>7.3 Work in partnership to break cycles of poverty and socio-economic disadvantage, particularly within marginalised and vulnerable communities</p> | <p>7.7 Advocate for increased support and enhanced services to meet the diverse needs of carers</p> |
| <p>7.4 Advocate and promote the diverse provision of safe and affordable housing options in accessible locations to suit a range of lifestyle and life-stage requirements</p> | <p>7.8 Work in partnership to facilitate and promote sustainable social enterprises that create local community connections, inclusion and empowerment</p> |
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A diverse community

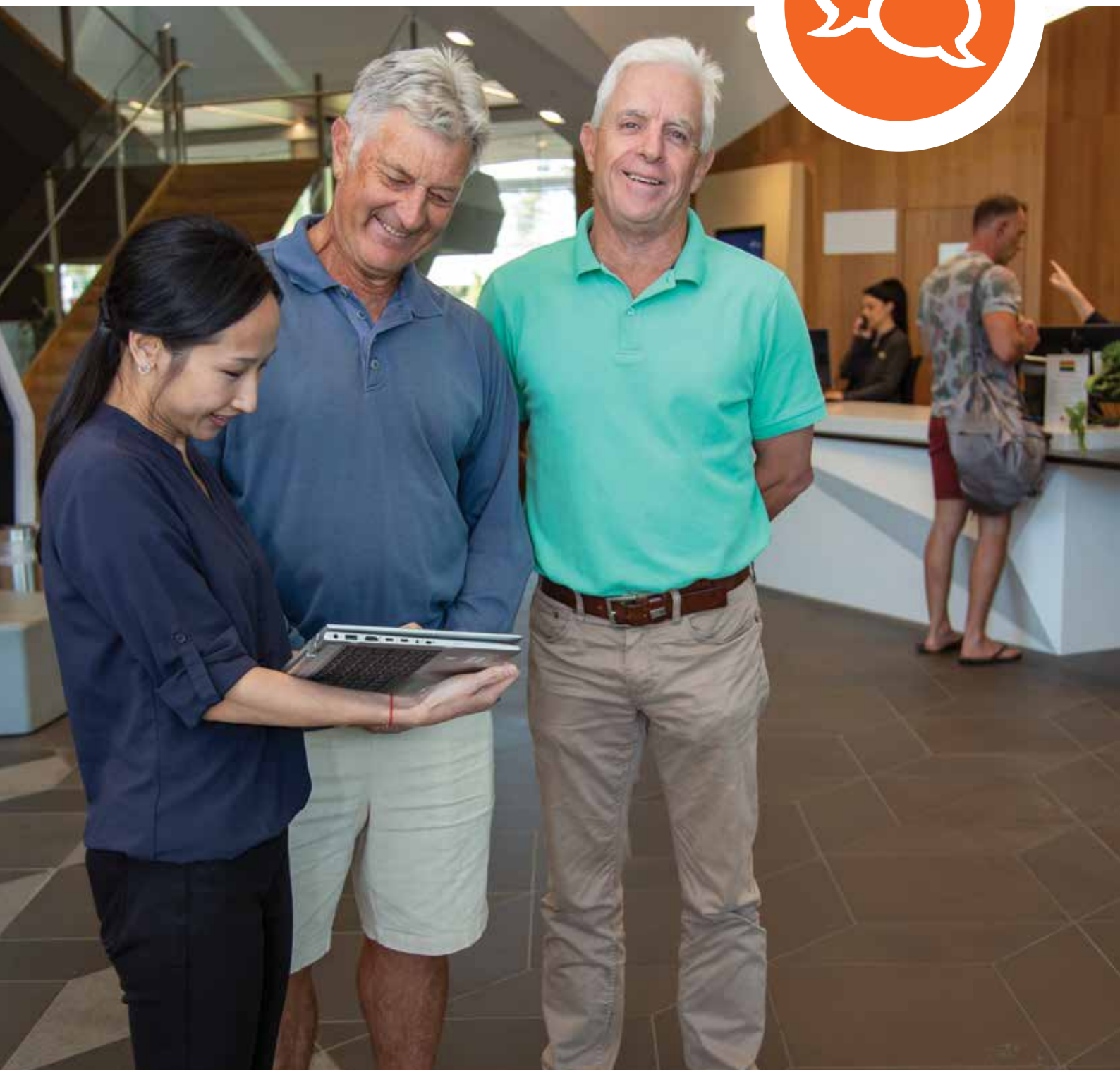
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| <p>7.9 Work in partnership to empower the community to respect, understand and embrace diversity</p> | <p>7.12 Acknowledge, recognise, value and support our indigenous heritage, culture and communities</p> |
| <p>7.10 Work in partnership to support the equity and inclusion of culturally and linguistically diverse communities, including refugees, new arrivals and interfaith communities</p> | <p>7.13 Advocate and promote equity, safety and inclusion for all genders, sexualities, gender identities, and sex identities</p> |
| <p>7.11 Support and celebrate the unique cultural diversity, heritage and languages of communities in Maroondah</p> | |

Community indicators of progress

Inclusive	Household stress	Percent of Maroondah households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing costs
	Rental affordability	Percent of private rental properties in Maroondah that are affordable to people on statutory incomes
	Social equity	Relative Socio-Economic Disadvantage of Maroondah
	Sense of community	Percent of Maroondah residents who agree people are willing to help in their neighbourhood Percent of Maroondah residents who agree they live in a close-knit neighbourhood
	Social connectedness	Percent of Maroondah residents who agree people in their neighbourhood can be trusted
	Volunteerism	Percent of Maroondah residents who actively volunteer
Diversity	Settlements	Number of migrants and refugees settling in Maroondah



A well governed and empowered community





Our vision

In 2040, Maroondah will be an empowered community actively engaged in local decision making, led by an innovative community inspired Council that collaborates regionally and proactively champions local needs.

Our community said

We want to have access to relevant and timely information and be actively involved in decisions that affect us. There is a strong desire for Council to provide accountable leadership along with services that are accessible and responsive. We want to see strengthening of Council collaboration with the community and Council to continue advocating on behalf of local needs.

The path ahead

Council will continue to provide transparent and accountable leadership through delivery of responsive people focused digitally enabled services. Community members will be informed on matters that affect them and encouraged to have their say on Council decisions. Together we will work in partnership and proactively advocate for community needs.

“I would like to see more awareness around the opportunities to provide community input.”

Key directions

A well governed community

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| <p>8.1 Provide community inspired governance that is transparent, accessible, inclusive and accountable</p> <p>8.2 Ensure responsible and sustainable management of Maroondah's resources, assets, infrastructure and natural environment</p> <p>8.3 Nurture a continuous improvement council culture of being collaborative, strategic, sustainable and employing best practice, that positions Maroondah as a leader in local government</p> <p>8.4 Work in partnership to deliver innovative, accessible and evidence informed services that are people focused, proactive, integrated and responsive</p> | <p>8.5 Foster a workforce that is adaptable, capable, positive and engaged to deliver on our organisational mission, values and community vision</p> <p>8.6 Work in partnership with key agencies and other levels of government to provide leadership in emergency preparedness, response and recovery processes</p> <p>8.7 Embrace emerging technology, the digital economy and opportunities for innovation in the delivery of services, enhancement of assets, and engagement of the community</p> |
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An empowered community

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| <p>8.8 Ensure that all community members have access to, and are informed on, matters that affect them, including tailored information for under-represented and hard-to-reach groups</p> <p>8.9 Undertake inclusive engagement and consultation using accessible and tailored approaches to consider the needs and aspirations of people of all ages, abilities and backgrounds</p> <p>8.10 Create opportunities for shared decision making through active community participation</p> | <p>8.11 Work in partnership to advocate for and champion the needs and aspirations of the community to Victorian and Australian levels of government, service providers and the business sector</p> <p>8.12 Foster local and regional partnerships with individuals, community groups, businesses, service providers, agencies and all levels of government</p> |
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Community indicators of progress

Well governed	Community satisfaction	Community satisfaction with Council
	Decision making	Community satisfaction with Council decisions
	Financial sustainability	Net result
		Liquidity ratio
		Internal financing
		Indebtedness
		Capital replacement ratio
		Renewal gap ratio
	Customer service	Community satisfaction with Council customer service
	Employees	Employee satisfaction
Empowered	Community engagement	Community satisfaction with consultation and engagement
	Informing the community	Community satisfaction with Council informing the community
	Advocacy	Community satisfaction with Council lobbying on behalf of the community



Making it happen

Partnerships between a wide range of organisations and individuals will continue to be vital in helping to transform the *Maroondah 2040 Community Vision* into a reality.

Council will continue to play a key role in partnering with and supporting the community to achieve the future outcomes identified within the *Maroondah 2040 Community Vision*. This vision will form the driving force behind all of Council's activities and delivery of services.

The *Maroondah 2040 Community Vision* has categorised the community aspirations and priorities for the future into eight broad outcome areas. Under each of these outcome areas, the key directions are high level strategies aimed at guiding the activities of Council and the community in working toward the achievement of the vision.

Council's role in working towards the *Maroondah 2040 Community Vision* is articulated in the four-year *Council Plan*. The *Council Plan* identifies medium-term key directions (strategies), short-term priority actions and associated resourcing to work towards the preferred future outcomes identified by the community and outlined in the Vision.

The *Maroondah 2040 Community Vision* and the *Council Plan* together provide direction for internal Service Delivery Plans that identify services, initiatives and projects to be undertaken by Council to meet community needs and expectations.

Council's Integrated Planning Framework ensures that all of Council's activities and financial resources are aligned in order to meet the aspirations, needs and expectations of the Maroondah community.

The Framework also includes a range of key strategic planning documents, the *Long Term Financial Strategy* and *Annual Budget*, as well as additional supporting strategies and policies adopted by Council.

Integrated Planning Framework



Measuring our progress

The *Maroondah 2040 Community Vision* highlights a range of strengths valued by the community while also identifying areas for future enhancement.



Significant change often occurs gradually and it is easy to overlook progress unless this is measured.

To measure progress toward achieving the preferred future outcomes outlined in the *Maroondah 2040 Community Vision*, a number of outcome-based community indicators have been selected.

Over time, these indicators will be used to identify how successful the initiatives of Council, businesses, community groups and individuals have been in working towards the future outcomes and key directions outlined in the community vision.

These indicators are not intended to form a definitive list, rather they will be helpful in revealing progress over time.

A *State of Maroondah Report* will continue to be prepared periodically over the life of the Maroondah 2040 Community Vision to celebrate achievements, recognise efforts, monitor trends and identify areas for future improvement.

Glossary

The Maroondah 2040 Community Vision includes a range of terms that are explained below.

Active transport

Transport that is human-powered, such as walking or cycling.

Advanced manufacturing

Any manufacturing process that takes advantage of high-technology or knowledge-intensive inputs as an integral part of its manufacturing process.

Age in place

A person living in the residence of their choice as they age for as long as they are able, incorporating responsive and flexible care in line with their changing needs.

Affordable housing

Housing where the cost (whether of mortgage repayments or rent) is no more than 30 per cent of the household's income.

Bayswater Business Precinct

Business precinct within the suburbs of Bayswater, Bayswater North, Croydon South, Boronia, Kilsyth and Kilsyth South which is home to over 5,000 businesses that support more than 30,000 jobs.

Bicycle facility

Infrastructure intended to be used by cyclists, such as bicycle lanes, shared user pathways, trails (where permitted), bicycle parking, repair stations, wayfinding signage.

Canopy vegetation

Mature trees that are at a height where the foliage covers a broad area.

Capital replacement ratio

Compares the rate of spending on infrastructure, property, plant and equipment, and intangibles with its depreciation and amortisation. A ratio less than 1.0 means the spending on capital works has not kept pace with consumption of assets.

Carbon neutral

When an organisation or product's net greenhouse gas emissions are zero. This is achieved by measuring and reducing emissions and then buying offsets equivalent to the remaining emissions.

Climate change

Change of weather patterns which are attributed directly or indirectly to human activity that alter the composition of the global atmosphere and are in addition to natural variability observed over time.

Community engagement

Council working with residents, businesses and community groups to address issues and make decisions that impact on wellbeing.

Corporate social responsibility

An organisations responsibility for not only the economic consequences of their activities, but also the social and environmental implications.

Demographic change

The shift in the characteristics of statistical information on the population.

Digital economy

Use of the internet that provides a new and changing way of interacting and doing business.

Eastern region (Melbourne)

Includes the municipalities of Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse and Yarra Ranges.

Environmental Upgrade Agreement

A financing mechanism enabling Maroondah building owners to better access finance for environmental upgrades to existing non-residential buildings.

Fit for purpose

Appropriate and well designed for the intended use.

Greenhouse gas emissions

The seven major greenhouse gases emitted from burning fossil fuels such as coal and natural gas are water vapour; carbon dioxide (CO₂); methane (CH₄); nitrous oxide (N₂O); hydro fluorocarbons (HFCs); per fluorocarbons (PFCs); and sulphur hexafluoride (SF₆).

Health and wellbeing

The absence of illness and the combination of a person's physical, mental, emotional and social health factors.

Herfindahl Index

Measure of industry diversity based on share of jobs by industry in Maroondah relative to that of the Victorian economy.

Hub

A conveniently located one-stop destination where the local community can access a wide range of community activities, programs, services and events.

Indebtedness

Ability to pay the principal and interest on borrowings, as and when they fall due, from the funds generated (own-sourced revenue). The lower the ratio, the less revenue required to repay total debt.

Integrated transport network

A multi-modal transport system where all transportation is efficiently linked to maximise ease and efficiency for the user in terms of time, cost, comfort, safety, accessibility and convenience.

Internal financing

Ability to finance capital works using cash generated by operating cash flows. The higher the percentage, the greater the ability to finance capital works from own funds.

Knowledge economy

An economy in which the production of goods and services is based primarily upon knowledge-intensive activities rather than physical inputs or natural resources.

Lifelong learning

Ongoing, voluntary, and self-motivated pursuit of knowledge for either personal or professional reasons.

Liveability

An assessment of what a place is like to live in, considering areas like diversity, health, inclusiveness, learning, safety, and sustainability.

Liquidity ratio

Ability to pay existing liabilities in the next 12 months. A ratio greater than 1.0 means there are more cash and liquid assets than short-term liabilities.

Major activity centre

A place that provides a suburban focal point for services, employment, housing, public transport and social interaction. Plan Melbourne identifies 121 existing and future Major Activity Centres across Melbourne (i.e. Croydon).

Marginalised, disadvantaged and vulnerable population groups

Individuals or groups of people who do not have access to the same opportunities, rights, tools and/or resources that are available to the majority of people in society.

Maroondah 2040 Community Vision

The long-term community and Council vision for the City of Maroondah that identifies the preferred future outcome areas and key directions looking ahead to the year 2040.

Metropolitan activity centre

A higher-order centre (i.e. Ringwood) intended to provide a diverse range of jobs, activities and housing for regional catchments that are well served by public transport. The centre plays a major service delivery role, including government, health, justice and education services, as well as retail and commercial opportunities. Plan Melbourne identifies nine existing and two future Metropolitan Activity Centres across Melbourne.

Neighbourhood centres

Lower order centres that provide a variety of housing options and commercial activities whilst ensuring an appropriate 'fit' within the existing local context.

Net result

How much of each dollar collected as revenue translates to net result. A positive result indicates a surplus, and the larger the percentage, the stronger the result.

Open space (active and passive)

Land reserved for natural landscape, parklands, recreation and active sports, as well as waterways and bays. Active open space provides for organised, structured activities that may involve membership. Passive open space allows unstructured activity which may be undertaken either individually or with others.

Outer eastern region (Melbourne)

Includes the municipalities of Knox, Maroondah and Yarra Ranges.

Pavement condition index

A number derived by Council's SMEC pavement management system taking into account a road's use, condition and performance. Condition scores range between zero and ten, with a higher score representing a better condition road.

Principle pedestrian network

A designated network of existing and planned routes in a given area that provides pedestrian facilities which support walking trips into and around key destinations, such as activity centres, schools and transport nodes.

Public transport

Operation of a fleet of vehicles that provides a public passenger service on a regular and continuing basis. Examples include trains, buses, trams and ferries. Services might also include shuttle buses and a range of privately operated but publicly accessible transport types.

Renewal gap ratio

Compares the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1.0 indicate that spending on existing assets is faster than the depreciation rate.

Ringwood Arts Precinct

ArtSpace at Realm and Maroondah Federation Estate

Shared path

An area open to the public which is protected from motor vehicles and is designated for use by pedestrians and people on bicycles.

Small and medium enterprises

Companies typically employing less than 20 staff members.

Smart City

A city that uses data and technology to enhance service delivery, reduce costs and resource consumption, and to engage more effectively and actively with the community.

Social enterprise

An enterprise that is led by an economic, social, cultural or environmental mission consistent with a public or community benefit. The enterprise derives a substantial portion of their income from trade and reinvests the majority of their profit / surplus in the fulfilment of their mission.

Social inclusion

The principle that ensures all people feel valued, their differences are respected, and their basic needs are met so they can live in dignity and have the opportunity to participate fully in society.

Socio-economic status

Social and economic position of a given individual, or group of individuals, within the larger society.

Sustainable transport

Modes of transport that have limited or no environmental impact.

Underemployment

An employed person who wants, and is available for, more hours of work than they currently have.

Unemployment

A person who, during a specified reference period, is not employed for one hour or more, is actively seeking work, and is currently available for work.

Universal design principles

Design of products, environments, programs and services to be usable by all people of different ages and abilities, to the greatest extent possible, without the need for adaptation or specialised design.

Walkable neighbourhoods

Those which provide access to services and functions within a distance where the option to walk is desirable and outweighs the benefits of driving.

Water sensitive approach

This approach involves a coordinated approach to water cycle management in urban areas and valuing the role that water plays in our lives.

20-minute neighbourhood

This principle is based on the idea that all residents should have access to the places, services and facilities they use daily within a 20-minute journey from home. This includes local shops, schools, parks, jobs, recreation facilities, and a range of community services.



A Commonwealth of the United Kingdom

Australian Citizenship

See Ting ELLIOTT

For the application

It is the Minister's pleasure to grant the citizenship to the applicant.

Signature of the Minister

Signature of the applicant

Signature of the Minister

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To contact Council

- phone 1300 88 22 33 or (03) 9298 4598
- SMS 0480 020 200
- visit our website at www.maroondah.vic.gov.au
- email maroondah@maroondah.vic.gov.au

Translating and Interpreter Service

13 14 50


National Relay Service (NRS)

13 36 77

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