

MONASH. 2012

a strategy for the future ...

2006 Update

What is Monash 2012?

During 2002, Council embarked on a consultation program to seek community views and to identify the most important local issues Monash might face over the next 10 years. Residents, business and community representatives attended eight public forums held across the city. The result was ***Monash 2012 – a strategy for the future...***

The strategy identified the current situation, at that time, the vision and the challenges/opportunities across of 10 major themes, identified in the process.

In 2006, 4 years after adopting the strategy, performance against the strategy was reviewed. A 'Snapshot Report' on progress was produced which detailed the achievements and the challenges we continue to face. The 'Snapshot Report' was presented to the Monash community, with 180 people providing feedback via a survey sent to all residences in Monash and the conduct of 4 forums which enabled everyone to have their say.

This feedback and Council's own staff and research have contributed to the updated 2006 version of Monash 2012.

The principles of accessibility, consultation, governance, strategic relationships and sustainability remain as guides to all themes. Monash 2012 reinforces Council's commitment to consultation in all areas of planning including long term planning as outlined in its Community Consultation Framework.

Mayor's Foreword

Scenarios for the future are no longer the realm of fantasy. Modern organisations including Councils must plan for the future if they want to be active in shaping it. For this reason, in 2002, Council set out on a path to identify issues that would be of major interest or concern to our residents, ratepayers and business community over the next 10 years. This work culminated in the production of **Monash 2012 – A Strategy for the Future...**

In 2006 Council reviewed progress against the strategies in Monash 2012 by producing a 'Snapshot Report', conducting 4 forums and a survey distributed to all residences in Monash. A total of nearly 300 people have attended forums and submitted surveys in 2002 and 2006 to put forward their ideas on what they believed to be the most important local issues facing Monash over the next ten years. It's extremely encouraging that so many of our stakeholders and residents are interested in 'having their say' about the future direction of our city.

Monash 2012 will continue to be the guiding document for Council's future planning, in particular its four year Council Plan and Annual Business Plan. The 2006-2010 Council Plan reflects the themes from the 10-year strategy. I would like to thank all those members of the Monash community who contributed to the development and update of this important planning document.

Joy Banerji

Mayor

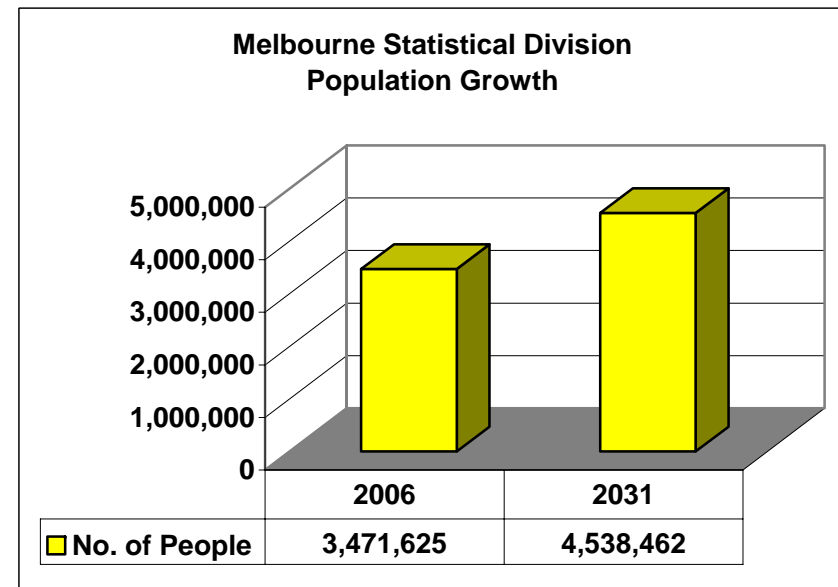
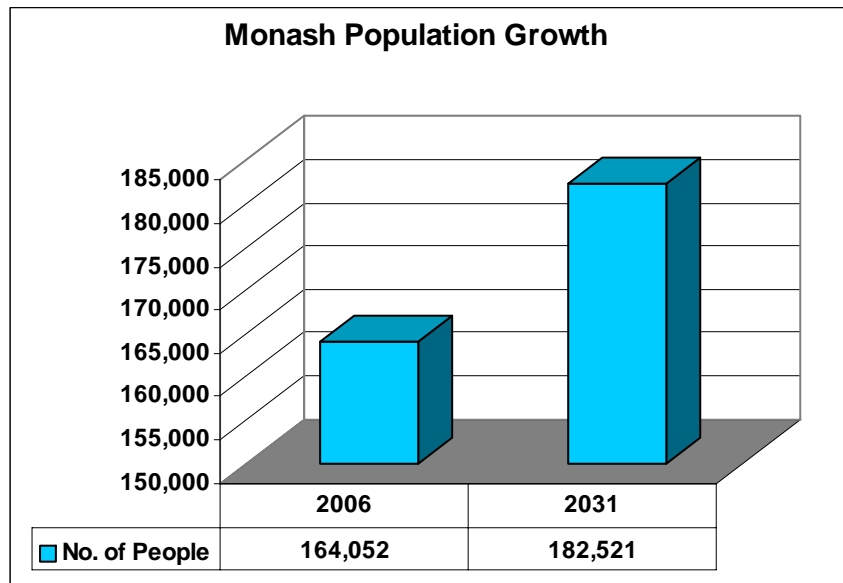
What are the top drivers for change at Monash?

A number of demographic changes and trends are occurring in key areas of Monash. These descriptors of life in Monash influence the visions and strategies in each of the 10 theme areas. A summary of these changes and trends follows.

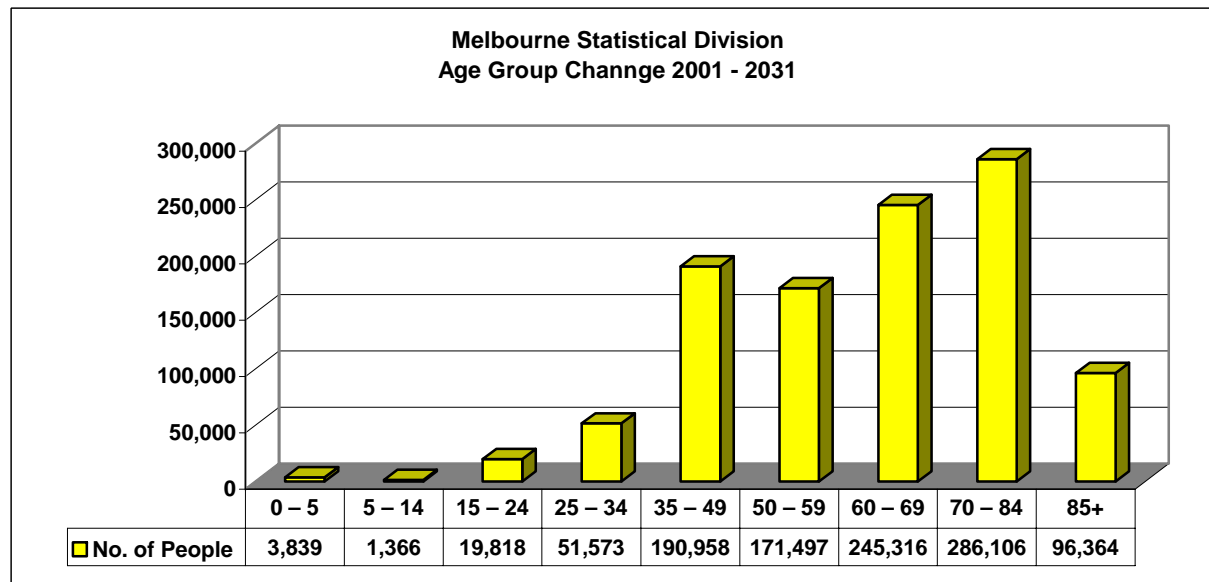
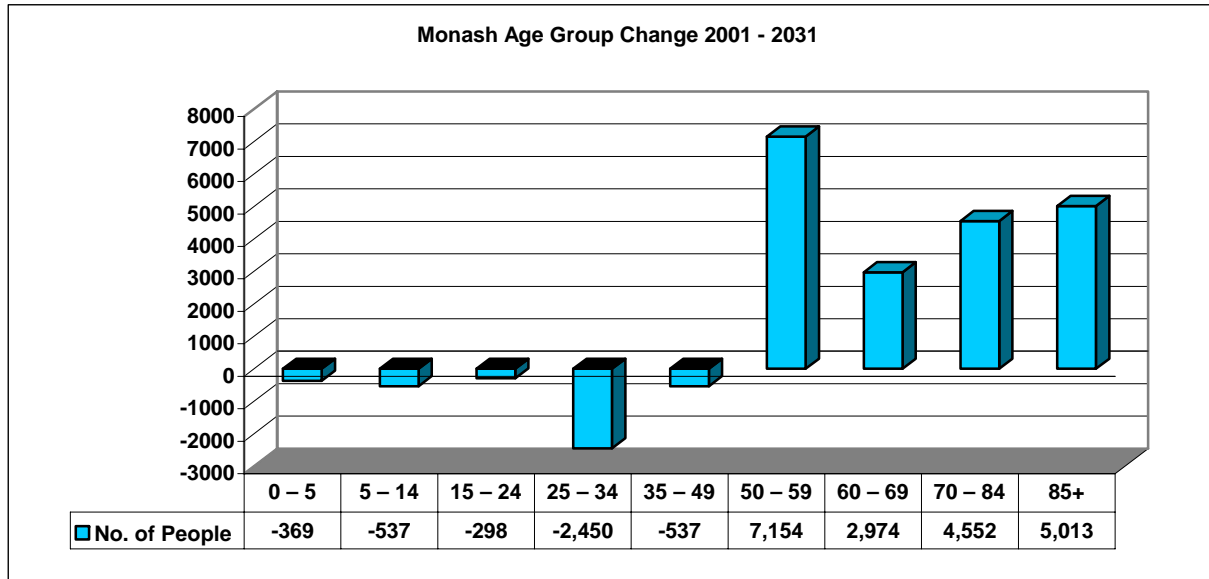
Population*

The total population of Monash is projected to moderately increase at an average annual rate of .4% between 2001 and 2031. This is approximately half the increase of the Melbourne Statistical Division (MSD) at 1.0%. This means an additional 19,380 people by 2031. Like the rest of Victoria the greatest increases for Monash will be in ages above 49 however Monash will have slight decreases in the age groups below 49.

POPULATION

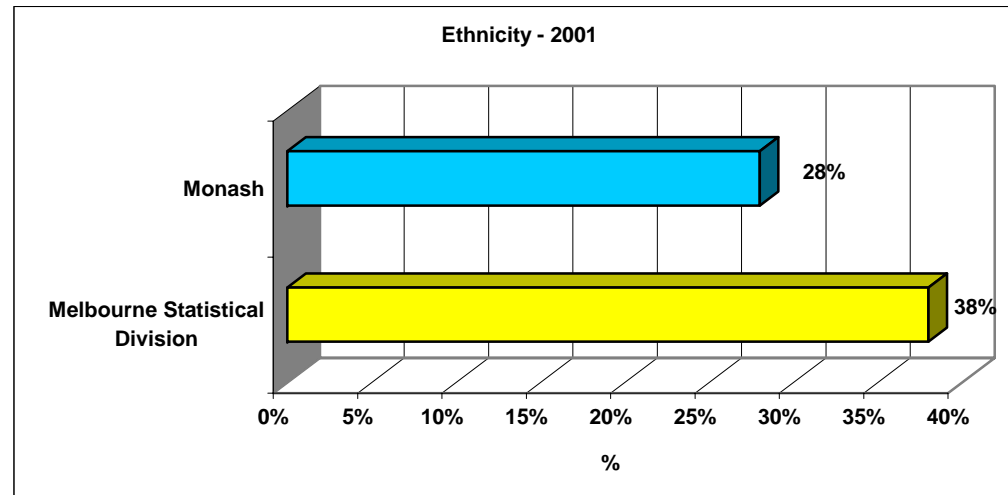


Age group change 2001 – 2031



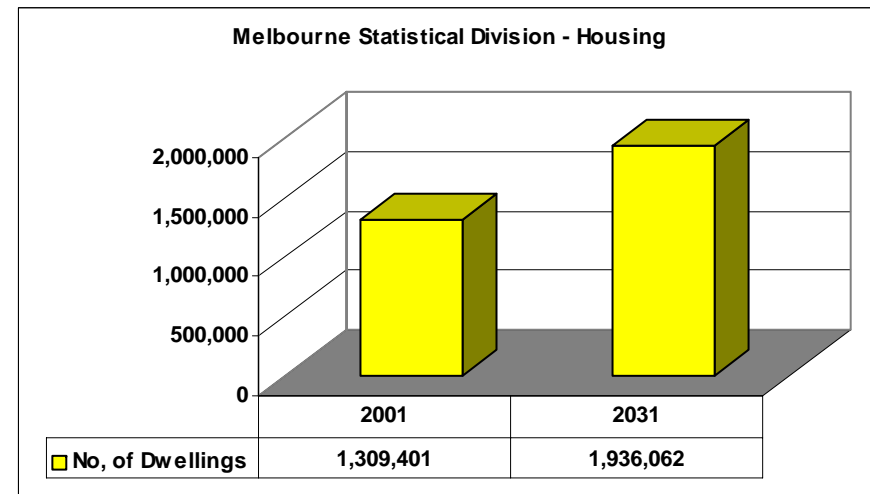
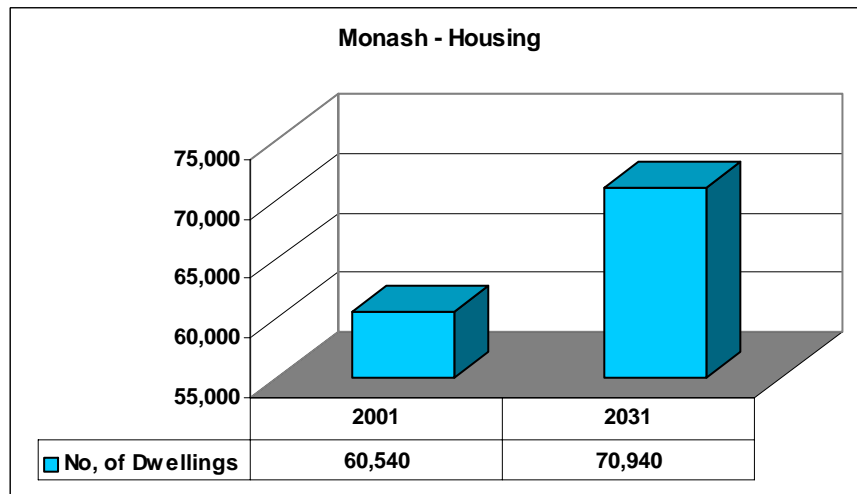
ETHNICITY (2001)

Monash is a multicultural city with over 36% of its residents born overseas. This is substantially higher than the MSD figure of 28%.



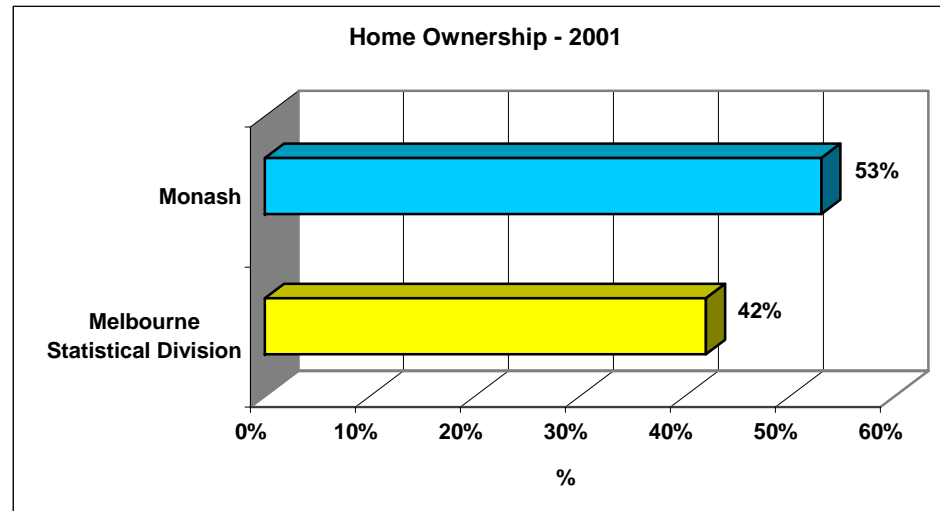
HOUSING

The number of houses in Monash is expected to grow by 10,400 up to 2031. This will need to be managed in order to provide balance in new housing styles with existing neighbourhoods. This figure is based on the Eastern Regional Housing Statement estimates.



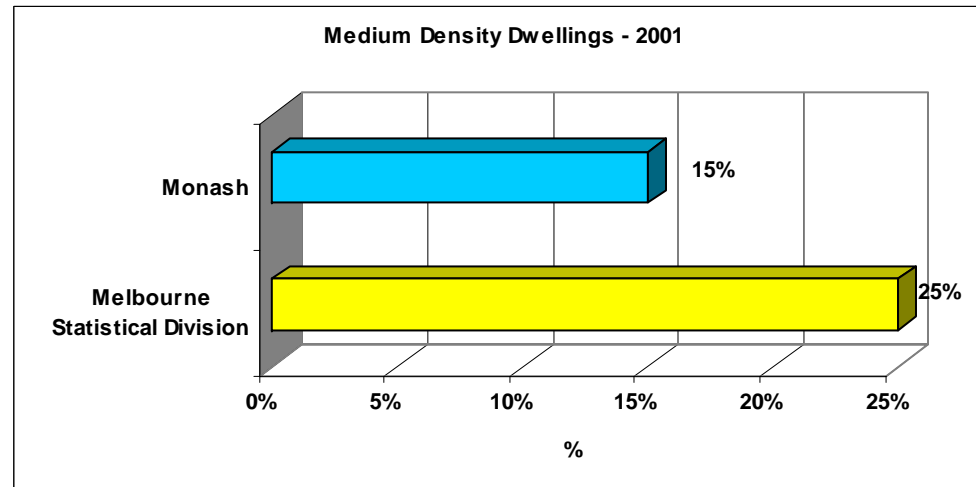
Home Ownership

Monash residents enjoy a level of home ownership of 53%, which is considerably higher than the MSD. This creates a strong sense of attachment to local areas.



Medium Density Dwellings

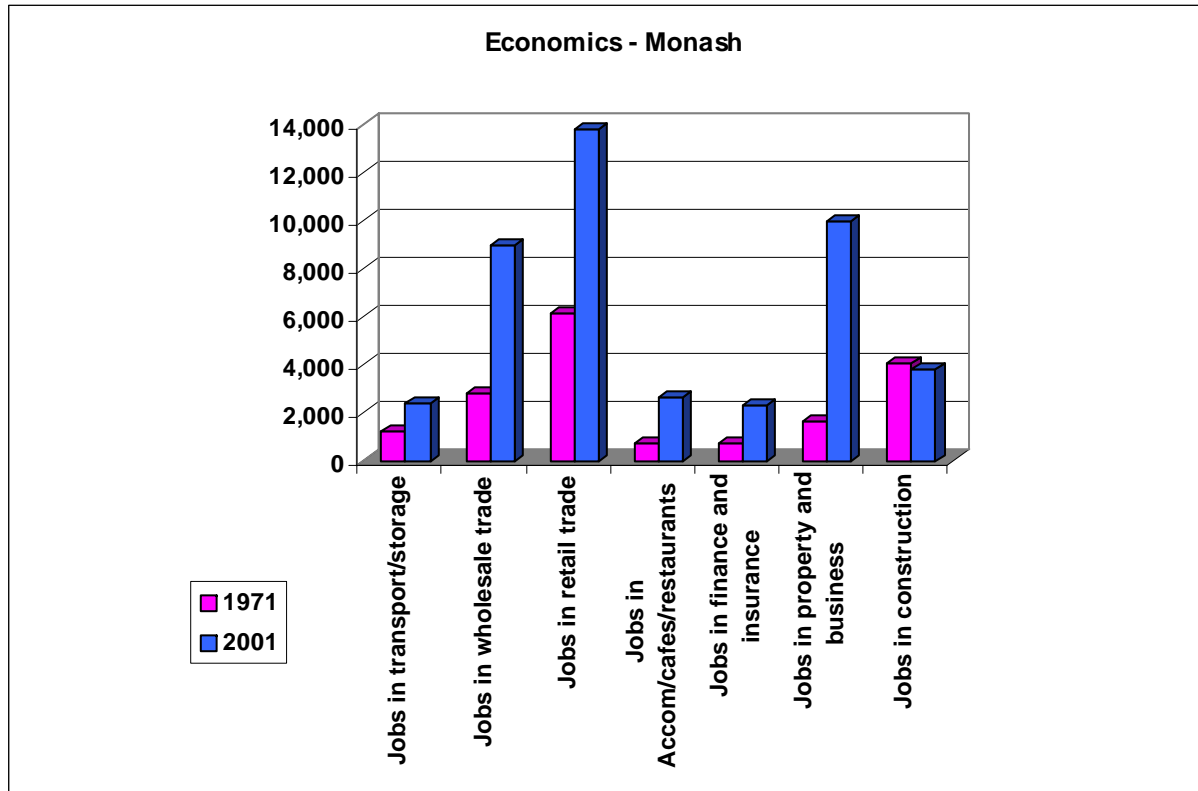
The proportion of medium density dwellings in Monash has increased since 1986 but it is still smaller than that of the MSD.



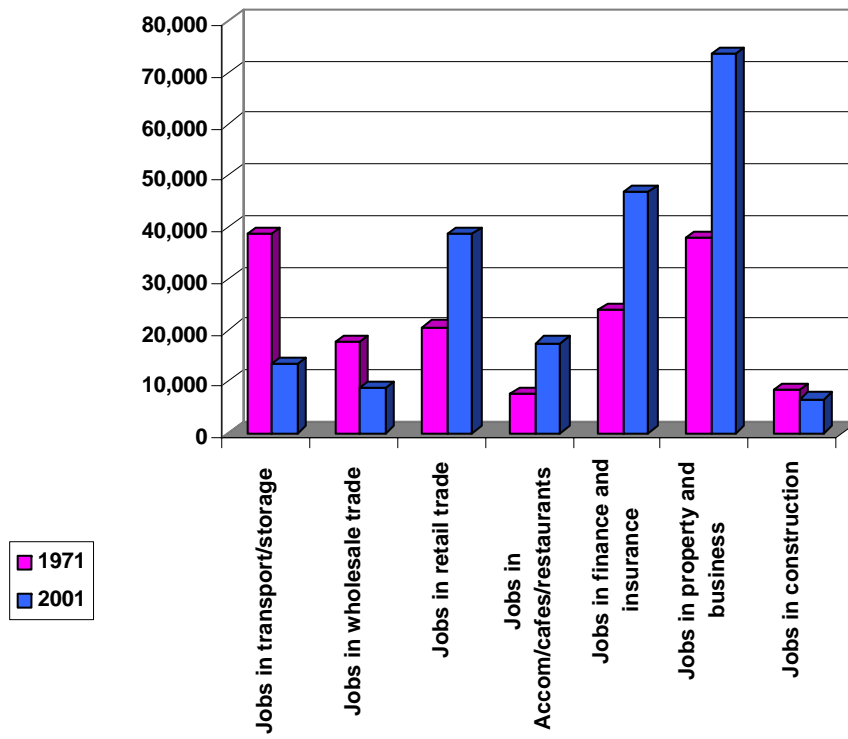
ECONOMICS

- 12,000 businesses, (ABS Business Register Counts) and 91,347 jobs (17% of South East Region), No 2 Job location in Melbourne.

The amount of jobs available in Monash has increased since 1971 so that we are now the second largest job location after Melbourne (LGA). Monash is in the top 10 job locations for almost all major job categories. We have over 17% of the jobs in the South East Region. Monash has a central role as an employer for the inner and outer South East as well as other parts of Melbourne.



Economics - City of Melbourne (LGA)



TRANSPORT

Major road infrastructure projects such as the completion of the EastLink project and the further widening of Monash Freeway will create opportunities for business and enhance the attractiveness of Monash as a business location. Personal travel opportunities will also be enhanced, however it will further the reliance on private vehicle travel. There is support for Public transport services and Monash is working with the State Government on initiatives to enhance bus services such as the SmartBus program.

CULTURE

The presence of arts venues groups and activities contributes significantly to the sense of community connectedness in Monash. Venues such as the Monash Gallery of Art, the 7 Major Arts Festivals and Events attracting 30,000 people, and 120 arts groups provide experiences for all residents. The presence of residents from around the world enhances the multicultural feel of the community.

SUSTAINABILITY

Monash continues to have a focus on sustainability, through its Waste Management Strategy and recycling, Water Use Management Strategy, Waterway enhancements, Greenhouse Action Plan and Cities for Climate Protection participation, Eco – Buy program participation, Conservation and Environment Strategy, and support of the State Government energy efficient Housing requirements.

(*Based on Department of Sustainability Population Projections in 2004)

All other data based on Australian Bureau of Statistics 2001 Census data

LGA = Local Government Area

Melbourne Statistical Division (MSD) = Wider area of Melbourne from Melton to Mornington Peninsula

Eastern Regional Housing Statement is a document prepared by the Eastern Regional Housing Working Group

Residential Development

Current situation:

Monash is an attractive area for people to work and live in. A number of major 'infill' developments continue at the Waverley Park site, former Arnott's site in Ashwood and former Rusden University campus in Notting Hill. Demographic change is driving demand for a wider variety of housing styles and choices, whilst current residents want to conserve their neighbourhood's existing character.

Challenges/Opportunities:

There is an increasing demand for a variety of different housing styles to cater for changing household sizes and structures. State Government policy encourages higher housing densities near transport hubs and activity centres, such as Glen Waverley and Oakleigh. Many residents remain opposed to higher density developments in their area, and increasing numbers of dual occupancy and medium density housing (eg. Waverley Park) will continue as a key platform of urban development planning and policy.

Our vision:

Council's goal is for residential development in the city to be balanced in providing a variety of housing styles while also remaining sympathetic to existing neighbourhood character.

Strategies:

- Explore opportunities for higher density developments in activity centres, in keeping with State Government policy.
- Use the Monash Planning Scheme to guide development in the city, including conservation of neighbourhood character where appropriate.
- Encourage developers to build a variety of housing types that are available to all socio-economic groups in the Monash community.
- Ensure residential development on surplus infill sites is integrated with existing neighbourhoods

Youth and Family Services

Current situation:

Council provides a range of services to young people and families through a number of areas including Children's Services, Youth Services, Maternal & Child Health, Family Day Care, Recreation Services and information and Arts programs.

Challenges/Opportunities:

Demographic forecasts indicate the number of children less than 5 years and young people up to 24 years will decline over the next 30 years. (DSE population projections). While too early to establish a trend, formal birth notifications supplied by hospitals for parents in Monash have increased moderately in recent years. There has already been some reduction in demand for children's services, such as pre-schools and maternal & child health in areas where families are maturing. Increasing demand for new youth recreational opportunities, including non-competitive spaces and activities, is emerging.

Our vision:

Council's goal is to support its families and young people to thrive and succeed.

Strategies:

- Strengthen co-ordination and co-operation between services for children, families and young people, including multipurpose infrastructure development.
- Lobby State and Federal Government for increased funding for early childhood services particularly for capital improvements to facilities.
- Support initiatives that promote the integration of early childhood services.
- Continue to support young people through community education and early intervention programs.

Transport and Traffic Management

Current situation:

Monash enjoys a well-maintained road network, two rail lines and a network of private bus routes. The development of the Monash Freeway and the CityLink network has reduced travelling times through Monash and increased the area's appeal as a business location. Traffic congestion on major arterial roads continues to grow. Public transport is largely geared towards transporting people to and from the Melbourne Business District. Bus services on weekends and evenings are extremely limited.

Challenges/Opportunities:

Council is supportive of the construction of EastLink, due to the expected easing of traffic congestion on Springvale Road. The Waverley Park residential development is adding to traffic congestion in the area. Increasing reliance on the private car as a primary source of transportation puts greater demands and stresses on the local road network and car parking availability in retail and other high activity areas.

Our vision:

Council's goal is to minimise traffic congestion in the city wherever possible. Council is supportive of additional improvements to public transport services across Monash to assist with this goal and to improve transport options for residents without cars.

Strategies:

- Council, through the Eastern Transport Coalition to continue to advocate for an improved transport system.
 - Council to continue to lobby the State Government with ongoing improvement to bus services such as Smart Bus and local service routes and service frequencies within Monash.
 - Continue to review parking provision in activity centres and determine appropriate funding mechanisms to respond to increasing demand.
 - Maintain a program of refurbishing older street networks in southern and western areas of Monash.
 - Council to continue the development of the bicycle network.
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District and Activity Centre Development

Current situation:

Monash's two major activity centres are Glen Waverley and Oakleigh. There is also the Monash University Precinct and a number of major and strip shopping centres. Glen Waverley has experienced major renewal and development in the past few years that has revitalised the centre.

Challenges/Opportunities:

Under the State Government's metropolitan planning strategy - 'Melbourne 2030', Glen Waverley is identified as a principal activity centre, while Oakleigh and Clayton are designated as major activity centres. This means these areas have been earmarked for future growth and activity in retail, office, service and residential development.

Our vision:

Council wishes to see Glen Waverley continue to develop as a major entertainment, accommodation and retail centre for eastern Melbourne and that further residential and commercial development take place at Oakleigh in order to stimulate greater activity in the centre.

Strategies:

- Continue to explore opportunities to maximise use of Council-owned land to encourage appropriate development in activity centres.
- In partnership with the State Government and VicTrack consider proposals for the development of the Glen Waverley Hub precinct adjacent to the station.
- Work with Transport Authorities to improve the operation and amenity of transport hubs in the city (eg Oakleigh and Glen Waverley).
- Encourage hospitality and entertainment precincts in activity centres to meet demand and maximise employment opportunities in these industries.
- Investigate new parking provision opportunities.

The Environment

Current situation:

Council cares for over 244 hectares of passive open space and 332 hectares of recreational reserves. Many of these sites are ecologically important and significant, including the bushland creeks and wetlands, which are seeing a return of native fauna to the municipality. Council plants over 140,000 trees and other plants a year. Council continues to implement its Waste Management Strategy including the introduction of 240 litre recycling bins aimed at reducing the amount of household waste going to landfill and directing more material into the recycling stream. Council's Environment Management Strategy aims to reduce energy consumption and greenhouse gas emissions generated by Council operations. Council plays an active role in encouraging developers to meet the State Government's energy efficiency requirements and to provide open space in new developments as specified in the Monash Planning Scheme.

Challenges/Opportunities:

As private open space is reduced in new smaller housing lot sizes, there is likely to be a greater demand for quality public open space. Opportunities to expand open space in the city are limited by lack of available land and/or the exorbitant cost of large parcels set at market value.

Our vision:

Council's goal is to apply the principles of sustainability in all of its operations and to continually improve the natural environment within the city.

Strategies:

- Work with water authorities to improve stormwater management and rehabilitation of waterways to help restore the natural eco system.
- Further implement energy conservation measures in Council facilities and operations.
- Implement the Water-Use Management Strategy to reduce water consumption at Council facilities and parks & reserves, including the use of reclaimed water.
- Prolong the life of our existing municipal waste landfills and reduce the need for future landfills by removing renewable resources from the waste stream and continue to dispose of our kerbside green waste for conversion to compost.
- Investigate opportunities for improving public open space in Monash including implementation of the master plans for Scotchman's Creek and Warrawee Park and commence work on the Dandenong Creek Valley reserve.
- Continue to develop and maintain passive and active reserves to provide high quality recreation spaces for residents.

Community

Current situation:

Monash has approximately 164,000 residents from a range of different backgrounds and cultures. Council provides direct services, support to local community groups through community facilities, sporting venues, community grants. .

Arts and cultural development are given direction and support through the Monash Arts and Cultural Development Strategy. The Recreation Strategy provides guidance and opportunities for leisure activities, identifying and developing a sense of belonging to local neighbourhoods and communities.

Challenges/Opportunities:

Recreation activities and cultural interests and needs continue to change in line with the changing age and ethnic profile and lifestyles of residents. Council needs to keep in touch with these changes in order to meet residents' expectations, provide access for all abilities to services, and address issues such as social isolation, disadvantage, problem gambling, and an ageing profile. Engaging socially isolated members of the community through improving access to services and community activities remains a challenge.

Our vision:

Council's goal is to improve the social, cultural and physical lifestyles of our residents.

Strategies:

- Continue to update the Monash Municipal Public Health Plan to address current and emerging health issues in the community.
- Monitor the issue of problem gambling through implementation of the City of Monash Gaming Action Plan.
- Provide opportunities for community participation in neighbourhood development, including local enhancement projects and Council infrastructure projects.
- Make representations to appropriate state or regional authorities on identified needs of groups and communities in Monash.
- Ensure equitable access to all Council services, information and facilities including halls access to Community Groups.
- Work in partnership with the not-for-profit sector to provide early intervention support and counselling services.
- Develop events and festivals that contribute to the community's sense of belonging.

Economic Development

Current situation:

Monash has a vibrant local economy with approximately 12,000 businesses, generating 90,000 jobs. The city has a number of competitive strengths including its proximity to central Melbourne and the rapidly expanding south-eastern growth corridor, its skilled and well educated workforce, and its high quality infrastructure. High tech and biotech industries have established near Monash University and Monash Medical Centre. A high proportion of employment is provided through small to medium businesses.

Challenges/Opportunities:

The Monash area remains one of the highest providers of employment in Victoria and has increasingly become the corporate headquarters of some of the largest international companies operating in Australia. The challenge will be to maintain and build on this situation. With small to medium businesses being such large employers in the city, Council and other levels of government need to find ways to encourage and facilitate the growth of these businesses.

Our vision:

Council wishes to see business continue to thrive and expand in Monash.

Strategies:

- Promote Monash's many benefits to encourage new businesses to the area.
- Lobby State and Federal Governments for improvements to the road network to increase the attractiveness of the area for business development and to improve transport links between residential areas in the eastern region of Melbourne and Monash's business areas.
- Continue to support the growth of small business.
- Identify and provide networking opportunities to encourage partnerships among businesses, the community and Monash University.
- Continue to encourage high quality design in new commercial buildings and precincts.

Cultural Diversity

Current situation:

Monash is a culturally and ethnically diverse community, with a large representation of Chinese, Greek and Italian speaking residents.

Challenges/Opportunities:

Council needs to ensure that its services and activities meet the diverse needs of the community and promotes a sense of belonging. New ethnic communities are arriving in Monash, including from the Middle East and north and east Africa. These groups require high levels of support to assist them to settle into their local communities.

Our vision:

Council's goal is to provide support for multicultural communities to become active and equal members of the Monash community.

Strategies:

- To ensure CALD (Culturally and Linguistically Diverse) communities are appropriately catered for through the implementation of the Multicultural Framework and Action Plan.
- Ensure methods for communication and consultation with culturally diverse communities are implemented.
- Promote increased access to Council services by CALD communities by implementing the Multicultural Framework and Action Plan and working with Migrant Resource Centres.
- Utilise Council's Inclusion Support Program to support CALD families and families with special needs.
- Continue to develop CALD community activities at the local level.
- Develop events and neighbourhood festivals that reflect and celebrate local cultural diversity.
- Celebrate and raise awareness of the City's cultural diversity by developing oral and local history projects in co-operation with local cultural and heritage groups.
- Develop library service collections and programs in accordance with changing CALD demographics.

Council Facilities

Current situation:

Council has recently invested significant funds in upgrading community facilities, including the Monash Aquatic and Recreation Centre, Wheelers Hill Library and Monash Gallery of Art extension, and the Federation Centre in Oakleigh. In partnership with the State Government, Department of Human Services and MonashLink Council is constructing the multi purpose Clayton Community Centre in Clayton providing a vast number of services and activities through provision of a new library, 25 metre indoor heated pool, theatrette, collocation of youth, family, children's and community health services. Mulgrave Community Centre is to be constructed to accommodate a diverse but complementary range of activities, programs and services and provide improved space and facilities for the Mulgrave Neighbourhood House as well as Scouts and Guides groups in the area. It will also provide accommodation for other local agencies and services including key community groups such as community health, counselling and family services. In contrast many Council-owned facilities were built in the 60s and 70s and are reaching the end of their operational life.

Challenges/Opportunities:

Replacing ageing infrastructure by simply duplicating the existing facility and use will put significant pressure on Council's finances. By ensuring new facilities are multi-use or by reshaping how a service is provided, service levels can be maintained or improved while reducing costs in the long term. Council is also reviewing options for the continued use of the Oakleigh pool site as a continuing community facility and recreational space through the Oakleigh Pool Site Redevelopment Steering Committee.

Our vision:

Council's goal is to maintain the standard of its facilities at a minimum and to improve that standard where possible.

Strategies:

- Construct the Clayton Community Centre, to become a focal point in Clayton for Information, cultural, social, health, youth and recreational services and facilities.
- Construct the Mulgrave Community Centre, to provide a diverse but complementary range of activities, programs and services to become the focus for community strengthening and capacity building within the Mulgrave area.
- Investigate the redevelopment of the Oakleigh Pool site and to create a sustainable and long term recreation and leisure precinct.
- When proposing options for refurbishment/renewal of Council facilities, develop proposals that economically and practically extend the life and usage of the facility for a long term sustainable outcome and promote multiuse of these facilities.
- Investigate new funding options, including Government grants and cost-sharing with other organisations for the construction of facilities.
- Continue to invest in upgrading and renewing ageing council building and recreation facilities.

Aged Health and Community Care

Current situation:

Council is committed to supporting initiatives that enable older residents to stay active and to remain part of their community. Funding for aged and residential and community care comes from service charges, Council and the State and Federal Governments. In excess of \$17 million annually is spent providing community and residential care to almost 4,500 aged clients. This includes residential care at Monash Gardens, Clarinda and Elizabeth Gardens, meals on wheels, home care, veterans' care and senior citizens' services.

Challenges/Opportunities:

Demand for services continues to grow, with the number of aged residents in Monash increasing annually. With an ageing population Federal and State funding is necessary to match the growing level of demand. Council prioritises its community care services to those needing the highest level of care. The Federal Government continues to part fund the provision of nursing home care. Both the care and building requirements continue to require increased financial resourcing.

The provision of the meals on wheels service is provided through the support of volunteers. As these volunteers age and are unable to continue to volunteer their services, it will be necessary to recruit new volunteers or consider other options for the maintenance of this service at subsidised costs.

Our vision:

Council's aim is to provide quality aged care services to an increased number of clients, with the financial assistance of the Federal and State Government.

Strategies:

- Promote healthy living through community based cultural, recreational and educational activities as well as the provision of services to support such activities.
- Council, through the Municipal Association of Victoria and Aged and Community Care Victoria, to lobby Federal and State Governments to increase funding for Home and Community Care and Residential Care.
- Promote and recognise the role of volunteers in a wide range of activities and support their ongoing recruitment in partnership with the Monash Volunteer Resource Centre.
- Support private Aged Care providers in their applications to the Federal Government for the allocation of bed licences in order to increase Residential Aged Care services and appropriate accommodation.
- Enhance community transport services for older residents to enable them to remain active and connected to their communities.
- Council to consider, in association with Inner East Primary Care Partnership members and other appropriate service providers, increasing the range of services available to the frail aged and disabled.