

# Comeback



**By Frank McGuire**

**Chair Broadmeadows Revitalisation Board 4.0: 2020**

**Chair Broadmeadows Revitalisation Board: 2017-2018**

**Parliamentary Secretary for Small Business and Innovation: 2016 - 2018**

**Parliamentary Secretary for Crime Prevention: 2018 -**

**Parliamentary Secretary for Medical Research: 2014 -**

**State Member for Broadmeadows: 2011 -**

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## Executive Summary



### **Australia turns to Broadmeadows in times of existential threat.**

This State District stands as a centre for recovery from the worst recession since the Great Depression and the COVID-19 pandemic. It is vital in the international quest for a vaccine against the coronavirus and Australia's mission to secure independent supply chains and national sovereignty.

### **Broadmeadows is fast-tracking through deindustrialisation to advanced manufacturing.**

Leading Australian company, CSL will manufacture any vaccine against COVID-19 for Australia from its Broadmeadows plant that already exports lifesaving blood products. CSL is also a member of an unprecedented industry partnership to develop potential therapies to treat the coronavirus. Less than four years after the Ford Motor Company's iconic assembly lines fell silent, devastating Broadmeadows and signalling the demise of Australia's car manufacturing industry, this resilient community features advanced manufacturing critical to Australia's independence, security and recovery. Ford has adapted, manufacturing 100,000 face shields in response to the pandemic, alongside its Asia-Pacific Centre of Excellence for Innovation.

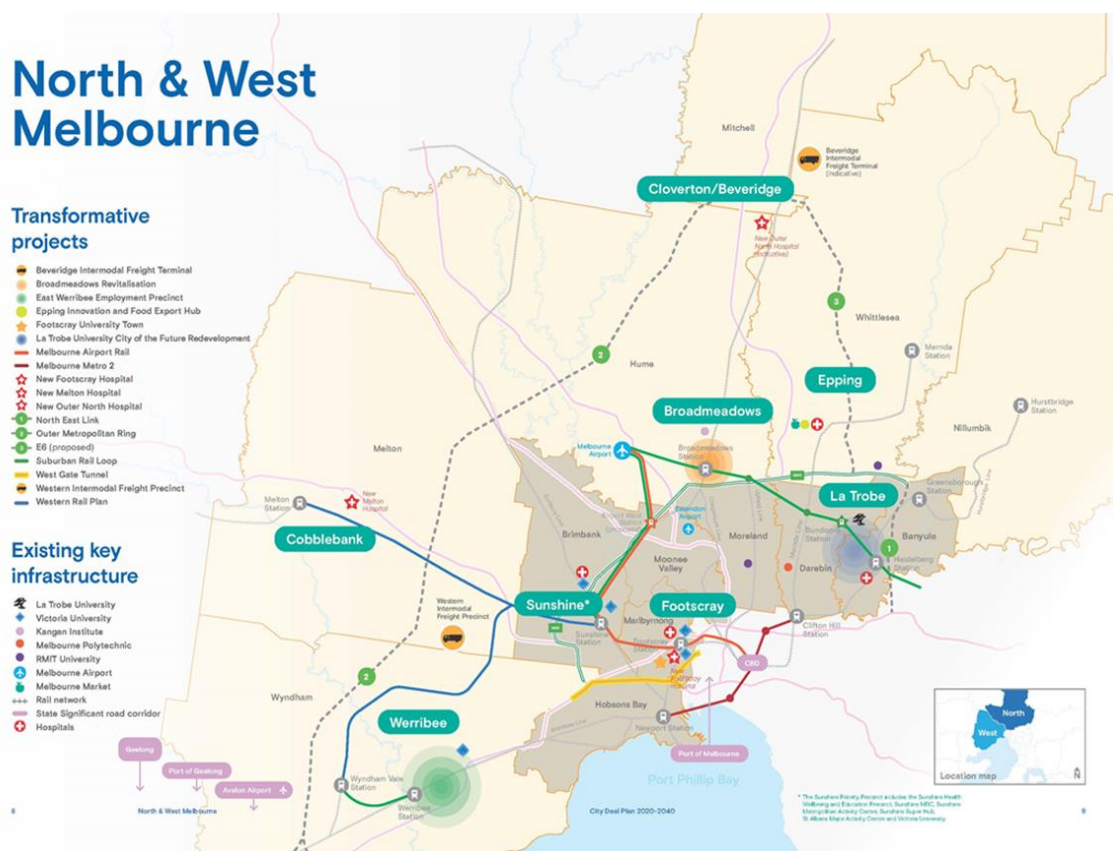
### **Success in attracting hundreds of millions of dollars in private investments has proved critical in underwriting the *Comeback* strategy.**

The purpose of the Broadmeadows Revitalisation Board 4.0 is to enable the *Comeback* strategy to maximise a unique opportunity. Before the recession, we entered an era distinguished by the rise of brain belts and the decline of low-cost labour advantage, where the drivers are sharing brain power, smart manufacturing and the simultaneous interaction between thinking and making, according to *The Smartest Places on Earth*. Australia must become smarter about what we are going to make and sell to the world, and how to turn the tide from cheap, outsourced production to making smarter goods at home for the domestic and export markets, as I have long advocated.

### **Securing "No Regrets" investments from the three tiers of Government is now crucial.**

Record funding in Federal and State Budgets will be allocated by May. The Broadmeadows Revitalisation Board 4.0 seeks to leverage the Victorian Government's designation of Broadmeadows as a place of State significance, one of six Central Activities Districts with CBD-like functions, under Plan Melbourne, combined with the vision and advocacy that proved successful in defining Broadmeadows as one of eight priority precincts to be developed into thriving community hubs under Melbourne's North-West City Deal. Hume City Council has unprecedented capacity to partner by investing for the best value, on behalf of the municipality, at record low cost in shovel ready and pipeline projects Victorian Treasurer, Tim Pallas has requested.

## Epicentre for Recovery



***Comeback* drives Broadmeadows as a prototype for economic and social recovery creating jobs, attracting investments, facilitating community development and harvesting the benefits for local families. Globalisation and digitisation devastated Broadmeadows. Technology is powering change faster than politics or the law. The new BRB 4.0 model builds on internationally acclaimed leadership founded in Broadmeadows harnessing technology to empower people to change place-based disadvantage, fast-track recovery and deliver jobs.**

It provides new solutions to unlock the value of land for affordable housing; reimagines the civic centre of Broadmeadows linking it to the manufacturing engine room of Melbourne’s North to deliver new industries and jobs. *Comeback* also identifies “No Regrets” projects for systemic change. This strategy is designed to improve the social determinants of life, linking lifelong learning for skills, jobs and meaning; improving health and longevity, and connecting the disconnected to opportunity. The Broadmeadows Revitalisation Board 4.0 also co-ordinates the three tiers of Government, business and civil society to accelerate results.

This plan anticipated the Victorian Government’s strategy and the Australian Government’s priorities for manufacturing to leverage opportunities to deliver new industries and jobs where they are needed most. The Australian Government has announced \$1.5 billion for advanced manufacturing in an attempt to recover lost scale, a consequence of the demise of the passenger car industry and response to the COVID-19 pandemic. Priorities are now defined as increasing scale and competitive strength, providing better alignment, enlisting expertise and making science and technology work to strengthen Australia’s sovereign resilience for jobs. The BRB 4.0 strategy previously defined these objectives and aligns the unity tickets between the Victorian and Australian Governments to deliver infrastructure. Significantly, the *Comeback* strategy has already attracted hundreds of millions of dollars in investments for new industries and jobs in Broadmeadows and won bipartisan support.

The board will report to Victorian Premier, Dan Andrews; Victorian Treasurer and Minister for Economic Development, Tim Pallas; other Ministers driving job creation and the Minister for Suburban Development, Shaun Leane. **The BRB 4.0 seeks your collaboration and support for these evidence-based, solutions driven, no-regrets investments:**

## 1. Education and Health Infrastructure for Jobs



*Ford's innovation centre in Broadmeadows is an international leader providing opportunities in high tech jobs.*

### i. Health and Education Centre of Excellence

BRB 4.0 has brought this collaboration together to build a three-storey wing for the Broadmeadows Hospital, featuring a digital hospital to deliver improved health care in this growth area and reduce demand on the Northern Hospital's emergency department struggling under the highest number of presentations in Victoria.

### ii. Redevelop Kangan Institute

The plan simultaneously redevelops the nearby Kangan Institute. Beginning with its health wing, this investment importantly combines medical and academic training for all health workers to deliver urgent priorities: diversity and nurse-to-patient ratios for health care, mental health and aged care. It extends new public health initiatives in response to COVID-19 by linking the local provider, Dianella Plenty Valley Health to maximise community results. This strategy will provide a template for other regions, especially multicultural communities. It harnesses the value of the diversity in Broadmeadows, which is virtually a United Nations in one neighbourhood.

### iii. New Technical School

The lifelong learning model needs a new Technical School offering the STEM pathways for students. Such skills are vital for advanced manufacturing and assisted technology to deliver new jobs. It would recruit students from the district to the Advanced Manufacturing Accelerator at Kangan Institute in Broadmeadows. BRB 4.0 would help make connections to jobs including CSL's partnership enabling the delivery of STEM education programs to more than 150 students each year in the Broadmeadows area. CSL employees will meet local students to discuss careers in STEM. A new Technical School would also add value to the Victorian Government's recent allocation of more than \$5.5 million to a new sustainable plumbing centre at Kangan Institute's campus. Aggregating these assets under the BRB 4.0 model highlights the importance of Broadmeadows as a modern manufacturing hub for investment under the proposed City Deal.

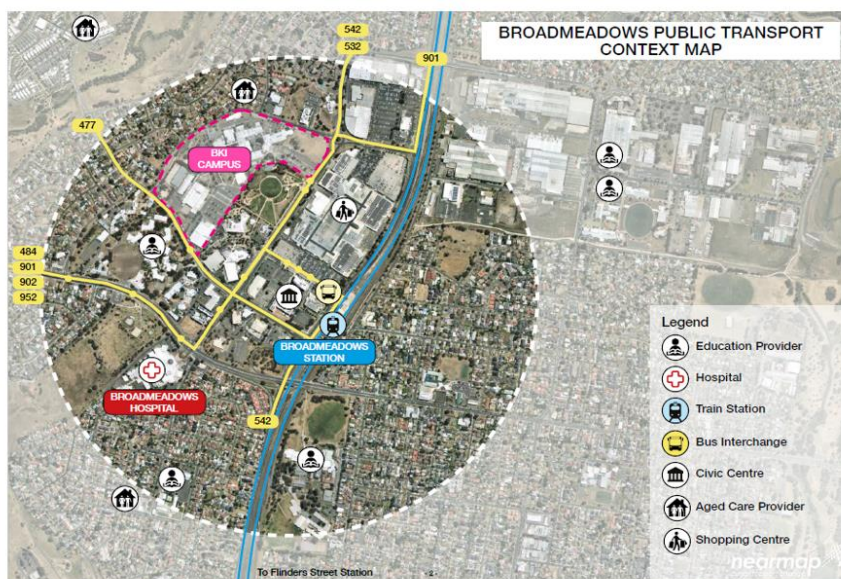
#### iv. Campus for training and skills

### Broadmeadows Overview

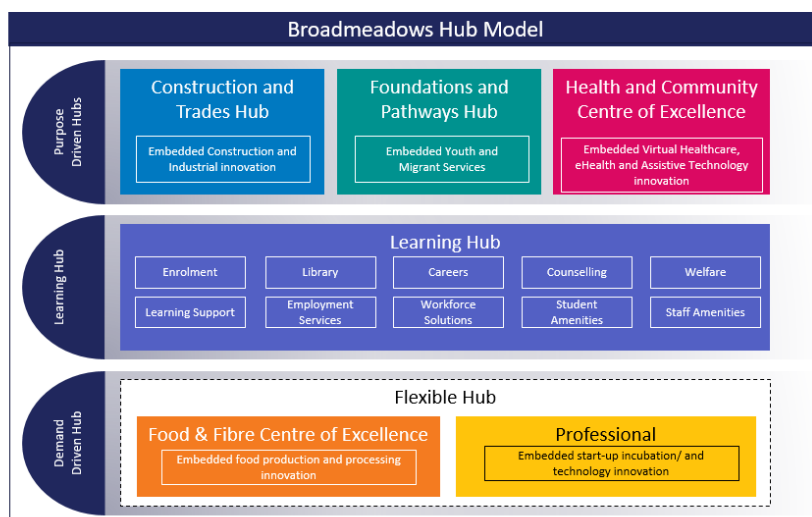


- Broadmeadows is a key metropolitan activity centre city within Hume, with the most common occupations in Broadmeadows are those which require a TAFE qualification, including:
  - Labourers 17.9%
  - Technicians and Trades Workers 15.7%
  - Community and Personal Service Workers 15.5%
  - Machinery Operators and Drivers 14.2%
- By 2036, North West Melbourne will add one million residents and will have a population 50 per cent larger than that of South Australia\*.
- It is anticipated that the region will have 980,000 new residents by 2036\*.

\*Reference the North West Melbourne City Deal Plan 2020 – 2040 to be published in August 2020



### BKI's Broadmeadows Revitalisation - Vision



- Purpose Driven Hubs** include key offerings in Construction, Health, Community and Foundations and Pathways – Areas of known ongoing demand with more specialised hub design
- Demand Driven Hubs** include Food and Fibre, Professional and IT offerings – Areas of delivery which will flex up and down based on local demand, with asset design intended to support maximum flexibility
- Learning Hub** focused on providing access for staff, students and the community into targeted support services

#### v. Harnessing the Multiversity

Establishing such partnership links local people to local jobs. BRB 4.0 will extend these opportunities through assets build during more than two decades in this precinct: the Hume Global Learning Centre, the Multiversity featuring partnership between LaTrobe, Deakin and Victoria University and Kangan Institute along with each institution's business partners under the Triple Helix model. LaTrobe University would immediately be connected for healthcare degrees and business networks including major companies such as Cisco Systems, Optus, Medibank and a partnership with the University of Melbourne and Northern Hospital on digital health. BRB 4.0 will extend partners in the Multiversity.

## 2. New Hospital Wing and Virtual Hospital

Northern Health is the major health provider in one of Victoria’s faster growing regions with critical needs. The Broadmeadows Stage 2 redevelopment will cater for 32 additional acute beds and an “Advanced Virtual Care Program” supporting digital tele-health so people are cared for at home, rather than in hospital.

This new role for Broadmeadows Hospital, as the digital health hub of Northern Health, will provide better care and reduce costs.

This development also features extra acute multi-day beds to support its ongoing role as the step-down, acute campus and elective surgery centre, crucial in reducing hospital waiting lists.

Capital investment in the Broadmeadows Hospital will provide modern services and facilities and enable innovative models of care for an ageing and growing local community for generations to come. It is the connector in the practical education model partnering Kangan Institute and Dianella Plenty Valley Health.



Vimeo: <https://vimeo.com/236853776>

### i. Primary Health for Vulnerable People



**Problem:** People in Broadmeadows face huge challenges in accessing quality primary healthcare when they need it. This entrenches cycles of illness and poverty.

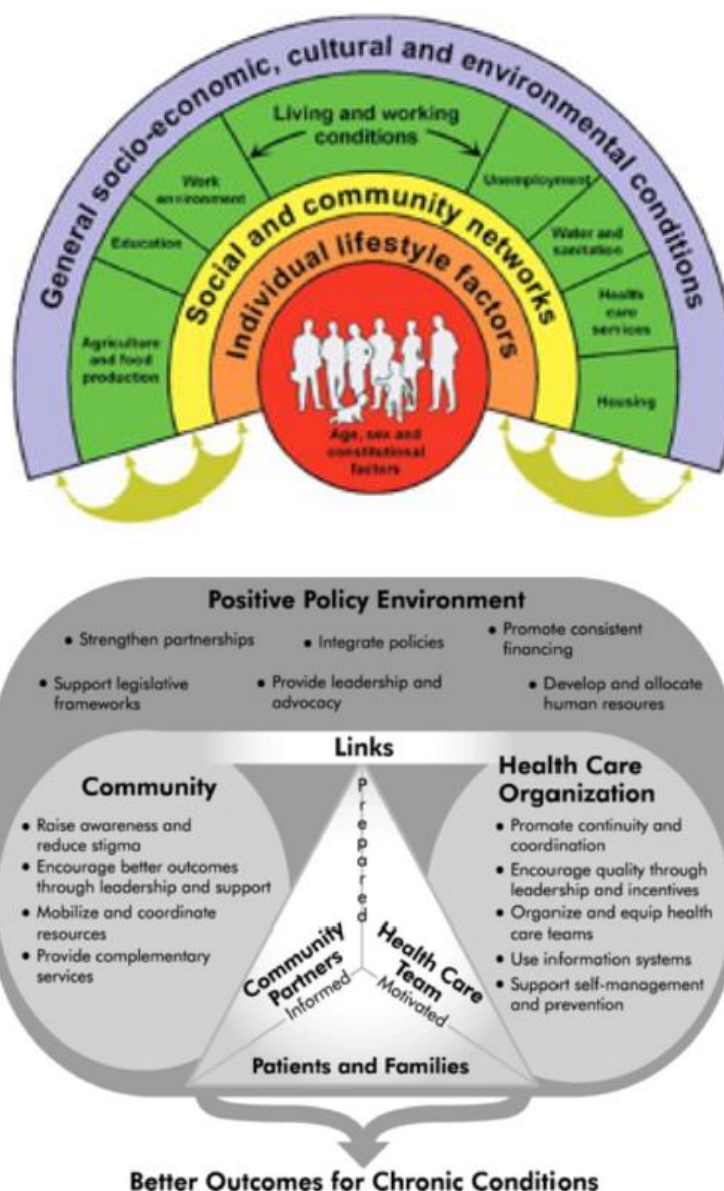
**Vision:** All people in Broadmeadows have access to high quality, patient-centred healthcare at the time they need it.

**Proposal:** DVP Health is seeking funding over 5 years to enact a vision truly comprehensive primary healthcare (including General Practice and Allied Health) in the Broadmeadows region.

**Benefits of investment in primary care:** Accessible primary care leads to fewer health complications, reduced ED presentations, fewer hospital presentations, improved economic participation and improved self-determination.

### 3. International Best Practice

*Comeback* connects international best practice with local service providers. Linking the new wing of the Broadmeadows Hospital with the latest technology and expertise in digital health and education to local GPs coordinates a new model to improve the social determinates of health and address place-based disadvantage. This initiative will also connect with Prof. Rob Moodie from the Melbourne School of Population and Global Health, University of Melbourne. Lessons will prove invaluable following the outbreak of COVID-19, which stalked inequality. Suburban ring fencing was introduced when Broadmeadows topped the list of coronavirus cases in Melbourne, defining the urgent need for such investment.



This strategy for a healthier Broadmeadows is based on the World Health Organisation’s Innovative Care for Chronic Conditions framework which Dianella Plenty Valley Health would connect into the community. This collaboration will deliver a template for improving health in other disadvantaged communities.

#### i. Shadow Pandemic

Mental Health is being defined as the “shadow pandemic,” particularly affecting women and youth. BRB 4.0 will take the lead by establishing a safety net to address the loss of security emanating from the pandemic’s disruption to education and jobs, the casualisation of work and anxiety over climate change, resulting in a surge in mental illness. Vocational pathways will restore hope. This partnership will define practical solutions by coordinating with Professor Patrick McGorry, Orygen, Headspace, Australia’s epicentre for Youth Mental Health and anticipating the response to the Royal Commission into Victoria’s Mental Health System.

## 4. Affordable Housing

**Another priority is establishing mechanisms for Australia’s multi-trillion-dollar Industry Superannuation Funds to invest in housing affordability and community revitalisation.**

This affordable housing proposal, published in 2016 in *Creating Opportunity: Postcodes of Hope*, is even more important now as a strategy post COVID-19 for economic development, equality and jobs.

**Broadmeadows would be ideally suited for first responders, healthcare heroes, teachers and aspiring first home buyers.**

This plan is a practical response to the increasing sense of loss of the “Australian Dream” and addresses intergenerational inequality. The first home buyer dilemma of increasingly being priced out of the market is part of *Comeback’s* integrated plan to deliver affordable housing and jobs in communities with established transport and social infrastructure, like the State District of Broadmeadows, only 16 kilometres from the heart of Melbourne. This plan would save a fortune compared to continuing the suburban sprawl of new homes and families isolated on the fringe. This was a critical failure when Broadmeadows was established in the 1950s, as a proposed model city.

Establishing a Housing Fund mechanism would unlock the value of outdated Housing Commission estates and provide a mix of new public-private-social housing. There are almost 2,000 Housing Commission homes in Broadmeadows on blocks almost a quarter acre in size. Public housing generates a return via rent and capital gain, therefore the rental stream could underwrite construction. The fund could be established by:

- Granting land; diverting the rent subsidy; tendering for support from a quality building company; improving community amenity; and support from social organisations.

The fund would go to the market and could be financed by superannuation investors and other funds. The government could encourage the plan by seeking expressions of interest from consortia including entities such as:

- Frasers Property Australia, which delivered a proof of the public-private-social housing mix in Broadmeadows, or Burbank; Australian Super, Host Plus and Cbus; the Salvation Army and Anglicare.
- *21<sup>st</sup> Century Housing* is proof of a successful mix of public-private-social homes, converting the run-down Mews Estate into the Valley Park development featured in this video. <https://vimeo.com/242703182>



Affordable housing with mix of private-public-social homes 16 kilometres from the heart of the city.

**This finding from a Royal Commission in 1956 remains relevant. The Inquiry into the Operation of the Housing Acts of Victoria and the Administration of the Housing Commission defined the social consequences.**

*“Poor housing conditions result directly in physical illness and indirectly in tensions and dissatisfactions which cause broken homes, drunkenness and juvenile delinquency, leading to vice and crime. In this connexion, poor housing conditions do not necessarily mean small frontages, leaking roofs and lack of facilities. It may involve a solid structure, put up in the wrong place, without thought to the requirements of life other than mere shelter.”*

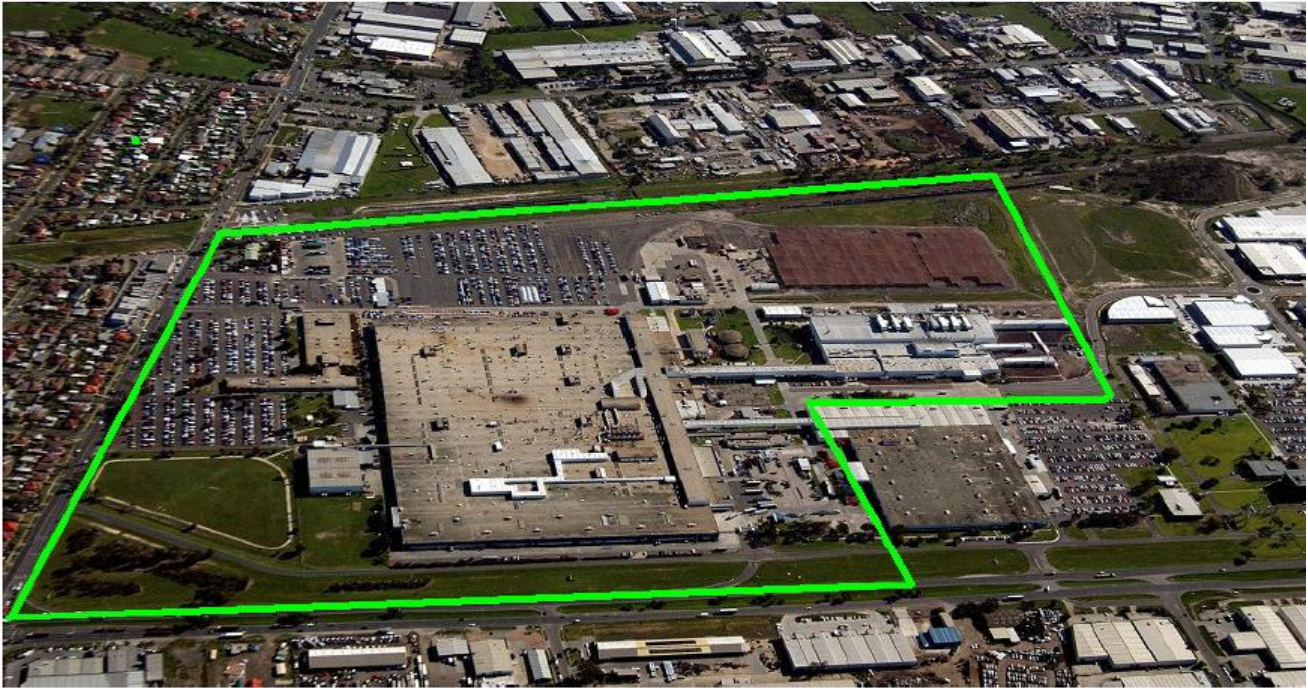
## 5. Modern Manufacturing for New Jobs

### ***BROADMEADOWS ASSEMBLY SITE***



#### Details

Land Size: 479,000 Square Meters  
 Building Size: 134,123 Square Meters  
 Location: 37° 39' 46" S, 144° 57' 5" E  
 Address: Corner of Barry & Sydney Road, Campbellfield 3061, Australia  
 Date Purchased: July 1957



Attracting new private investment underscored the *Comeback* strategy. The private sector creates eight out of ten jobs. Landmark investments from major companies and SMEs offer opportunities to deliver local jobs for local people vital for communities with Victoria's highest unemployment before the COVID-19 pandemic.

- i. Key recent investments feature \$500 million for new industries and jobs at the Ford Motor Company's sites.
- ii. Sims Resource Renewal has committed to a \$50 million Victorian plastics recycling plant, adjacent to the Ford site in Campbellfield. The company wants the first of 11 new global resource renewal facilities to be built in the State District of Broadmeadows and to deliver reusable material from metal recycling. They also want it to be a design landmark.
- iii. Visy Industries is proposing an expansion strategy to recycle curbside waste paper, avoiding environmentally harmful and costly landfills.
- iv. Australia's first Green Star rated company, Kingspan from Ireland, is manufacturing locally and exporting sustainable products to the Asia Pacific markets.

## 6. Leveraging Private Sector Investments for Local Jobs

- i. Major companies and SMEs want to present their proposals to the BRB 4.0 to co-ordinate due diligence from Municipal and Government public servants for assessment of their projects for new industries and jobs.
- ii. The office of Suburban Development is working with Hume City Council and other local stakeholders to develop a range of revitalisation projects including local infrastructure improvements, business innovation, employment skills, training and community capacity.
- iii. The Triple Helix model of collaboration between research, industry and government is also being harnessed. This will deliver local jobs for local people through the Multiversity model in Broadmeadows that provides TAFE certificates from Kangan Institute and degrees from LaTrobe, Deakin and Victoria University. Partnerships will be offered to other institutions and micro credentials can be introduced.

### i. Start North

Harnessing this new, state-of-the-art facility for start-up businesses at the architecturally award winning Broadmeadows Town Hall aims to build a community of entrepreneurs, start-ups and small businesses. The office of Suburban Development is also working with Start North, Spectrum and other stakeholders on business training and innovation for migrant and refugee communities.

### ii. Local Jobs for Local People

CSL is creating another connection for education and jobs, establishing a program for 150 students each year in Broadmeadows enabling the delivery of STEM education. BRB 4.0 will seek to extend under the *Local Jobs for Local People* strategy with other employers.



**Frank McGuire MP** ✓ @Frank\_McGuire · Oct 9

Wonderful connection between one of Australia's leading companies, crucial in any vaccine against COVID-19 and inspiring local students for life-saving jobs. #auspol #vicpol #springst @CSL

**CSL** ✓ @CSL · Oct 8

CSL Behring Broadmeadows is pleased to announce a four-year partnership with @In2science, enabling the delivery of STEM education programs to more than 150 students each year in the Broadmeadows area. In addition, our employees will meet with students to discuss careers in STEM.



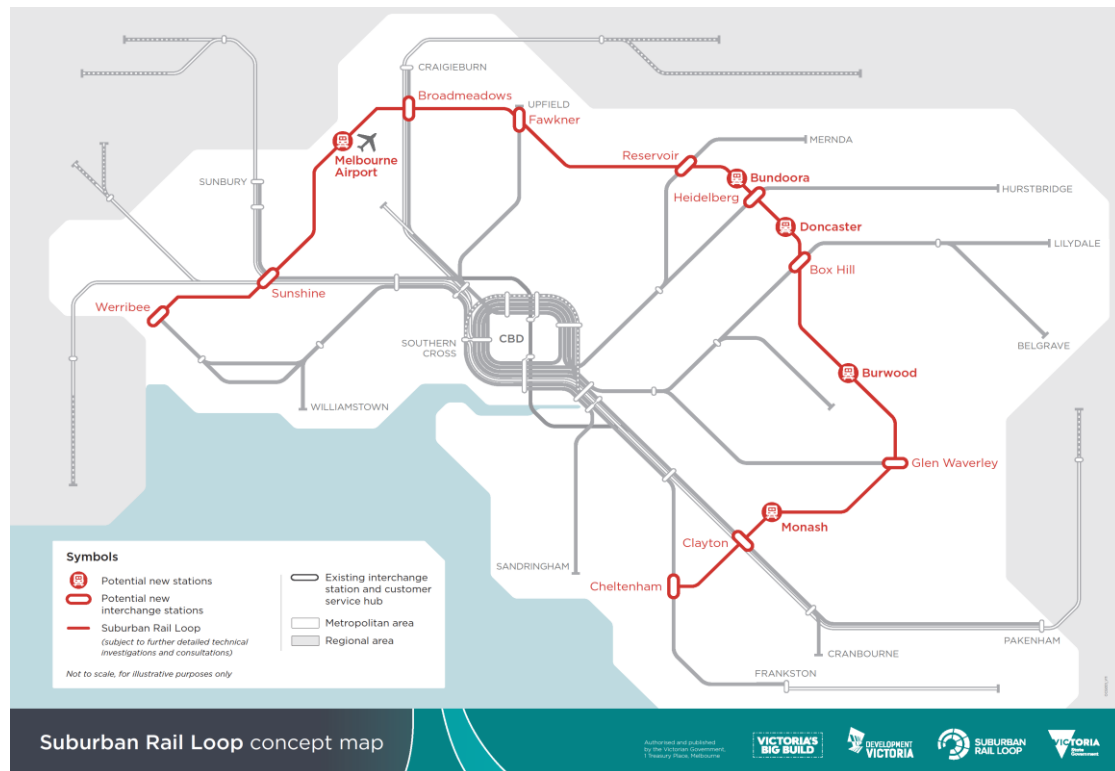
## 7. Australian, Victorian and Municipal Government Investments

The Broadmeadows Metropolitan Activities Centre was classified as a place of state significance under Plan Melbourne. It needs to be designated a key employment cluster for Melbourne's North. BRB 4.0 will help coordinate the unprecedented funding available from the three tiers of Government to maximise the opportunity for Broadmeadows to become an employment cluster of state significance. Funding opportunities include:

- i. Unprecedented spending in Federal and Victorian budgets by May 2021.
- ii. The allocated of almost \$4 billion in the Federal Budget to the National Disability Insurance Scheme (NDIS) 2020-21.
- iii. The Victorian Government's \$2.7 billion Building Works package.
- iv. The Victorian Government's \$500 million Working for Victoria Fund.
- v. The Victorian Government's Jobs Victoria Innovation Fund.
- vi. The Hume City Council's capacity to invest at record low interest rates.
- vii. The Australian Government's \$1.5 billion investment for modern manufacturing.



## 8. Access to Melbourne Airport



An airport rail link would fast-track economic recovery post COVID-19 and the proposed third runway at Melbourne Airport. The Victorian Government is negotiating a share of the \$10 billion National Rail Program, an Australian Government funding commitment to urban rail projects. Funding was premised on a business case highlighting the strategic value of the Broadmeadows station:

- The best rate and integration with existing transport networks;
- Easing congestion on the Tullamarine Freeway;
- Competition and other modes of road transport, levels of patronage; and
- Airport Corporation priorities.

These imperatives align. The Australian Government made a commitment of up to \$5 billion to a half-share in the project to build a rail link to the Melbourne Airport in the 2018-19 budget as the highlight of its infrastructure and job creation in nationally significant projects.

## 9. Nation Building Infrastructure

One of the transformative projects for economic recovery and jobs in Melbourne's North is the Somerton inter-modal rail hub. This is a key feature in the Victorian Government's fast-track plans to create a national distribution network. It will complete the Metropolitan Rail Freight Network linking to the \$125 million on-dock rail allowing shuttles to run directly to the Port of Melbourne. This hub will enable more efficient movement of goods via intermodal terminals such as Somerton. This is a particularly important project in making rail freight cheaper for businesses and taking trucks off suburban roads.

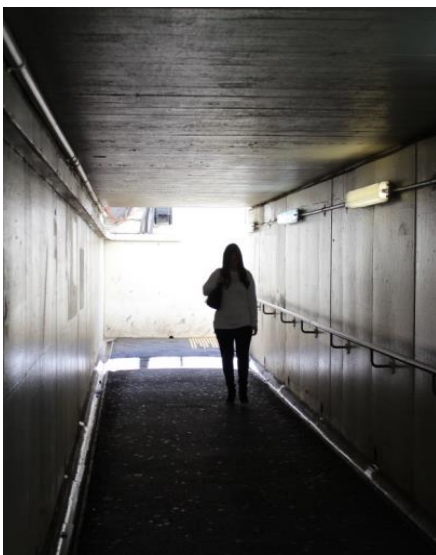
It would play a key role in developing the Australian Government's inland rail project offering a significant change in the capacity and capability of the national freight rail system. Economic benefits total \$22.5 billion for an investment of about \$10 billion, according to the case for inland rail prepared by Australian Rail Track Corporation and PricewaterhouseCoopers. Their analysis projected an economic benefit-cost ratio of 2.62, which would increase gross domestic product by \$16 billion. This is an important next step in how we create the big picture for economic development, particularly in Melbourne's north, where one in 20 Australians is predicted to live soon. Boasting Australia's largest concentration of advanced manufacturing, Melbourne's North also features the highest proportion of undeveloped industrial land in Melbourne, about 60 per cent, defining it as the most sustainable and affordable region to cope with population growth for economic recovery. Proximity to the heart of the city, affordable land, blue-chip infrastructure provide the opportunity capital craves to help economic recovery and stimulate jobs.

## 10. Revitalising the Town Centre

The Brumby Government invested \$80.3 million in the Broadmeadows Central Activities District a decade ago to help transform Broadmeadows into the "Capital of the North," by redeveloping the station, building infrastructure and creating jobs. Broadmeadows lost this defining investment to the one-term Victorian Coalition Government cancelled the project and redistributed the funding from Victoria's most disadvantaged community to Frankston.

The Andrews Government subsequently upgraded the Broadmeadows train station. The opportunity now exists for a more strategic redevelopment. Broadmeadows has similar features to Ringwood station including three platforms, connection to a bus interchange and location next to a major shopping centre. Hume City Council has agreed to a similar \$60 million redevelopment.

### i. Broadmeadows Railway Station



*Luggage tells the story. International travellers use Broadmeadows station as an airport link.*

## ii. Suburban Rail Loop Super Hub

Designation of Broadmeadows as a Super Hub in Australia's biggest transport infrastructure project, the Victorian Government's \$50 billion Suburban Rail Loop, provides a defining opportunity. Broadmeadows railway station already acts as a link to Melbourne Airport. Travellers from throughout Victoria arrive at the station, then catch the 901 bus to the airport.

## iii. Airport Express

Express trains could be scheduled post COVID-19 to run from Southern Cross station to Broadmeadows, connecting with buses designated for each terminal at Melbourne Airport. This service would provide a quick, inexpensive public transport option until the designated rail-link to the airport is built via Sunshine. This proposal would benefit most of the airport workforce living in Melbourne's North. Broadmeadows railway station has the added value of a V-Line service connecting commuters from Northern Victoria.

## iv. Loop Road

VicRoads and Hume City Council have finalised the deal to remove the Loop Road at Camp Road. This initiative will provide major opportunities, opening the entrance to the Broadmeadows Town Centre, the construction of a multideck car park and other facilities around the Broadmeadows station precinct.

## v. New transport projects to unlock potential

Key infrastructure is required for jobs in Melbourne's North by unlocking the development potential between Broadmeadows and Campbellfield, one of the biggest areas for industrial and manufacturing employment in the region. Connections between the Broadmeadows Town Centre, the Northcorp industrial area and the rest of Campbellfield are poor. The presence of Pascoe Vale Road and the two railway lines act as a barrier between the east and west of Broadmeadows. These connections deliver infrastructure that will unlock the value and enable employment.

- Additions to the local connector road network from the Merlynston Creek crossing to a new Campbellfield Railway station. Merlynston Creek road crossing linking the old industrial areas with the modern manufacturing precinct through Belfast Street.
- A pedestrian and cyclist bridge with bus access at Broadmeadows Railway Station.



## 11.City Deal

Vision, plan, investments and advocacy have succeeded in Broadmeadows recently being defined as a priority precinct for the proposed City Deal for Melbourne's North-West. Such a deal would redress inequality and deliver new infrastructure promoting industries, and jobs.



*Minister for Transport Infrastructure, Jacinta Allan, opened an upgrade of Broadmeadows station in 2018.*

Video: <https://vimeo.com/290194348>

This plan:

- i. Incorporates a northern connection via Broadmeadows to deliver all options necessary for the rail link to Melbourne Airport. This adds to the Victorian Government's preferred route via a new super hub in Sunshine connecting suburbs and regions to Australia's only curfew-free international airport.
- ii. Paves the way for Australia's biggest public transport proposal, a new underground rail network circling Melbourne's suburb. The Suburban Rail Loop would connect every major train line from Frankston to Werribee through Melbourne Airport. Victorians would no longer have to travel into the CBD under the \$50 billion proposal featuring up to 12 new underground stations and connecting suburbs with major employment centres, universities, TAFEs, hospitals and retail precincts.
- iii. Embraces the super-hubs designed to provide better access to jobs, education and health outside the Central Business District transforming Sunshine, Broadmeadows and Clayton into 20-minute cities.
- iv. Accelerates Smart City investments by driving powerhouse precincts including Broadmeadows and LaTrobe University providing affordable housing, access to lifelong learning, skills and jobs. The Australian Government would become a practical partner where jobs and growth are needed most, preventing rustbelts and converting them into brain belts, changing the population mix and turning disadvantage into aspiration.

## 12. Building Social Capital

### i. Triple Helix

The \$350 million *Victorian Higher Education State Investment Fund* to support universities with applied research and research partnerships provides an opportunity to coordinate priorities that fast-track results under the Triple Helix collaboration between research, industry and government.

### ii. Multiversity

Harnessing the Multiversity model in Broadmeadows to deliver micro credentials, just in time training for job aspirants, TAFE certificates and degrees.

### iii. Creative Industries

Digital technology is even more critical now to link these communities to creative industries after the devastating impact of the pandemic.

## 13. Empowering Women and Families

### i. Orange Door Network

We have the opportunity to deliver a world first collaboration by establishing a Centre for Social Enterprise in Broadmeadows. This result can be delivered by linking the Victorian Government's response to the first Royal Commission into Family Violence, the Orange Door Network, that provides free services for adults, children and young people experiencing family violence.

### ii. Businesses for Women

Financial independence is the next step to empower women. Micro financing to seed new Businesses for Women can be harnessed based on the model pioneered by Nobel Peace Prize winner, Mohammed Yunus. This proposal would connect more women to businesses and support networks at this critical time. Muhammad Yunus was awarded the Nobel Peace Prize for this "social business" model in 2006. He founded the Grameen Bank, whose successor has conducted a due diligence report defining Broadmeadows as the best place to launch this model in Australia. These opportunities would help connect the disconnected, empower women through business and address place-based disadvantage.

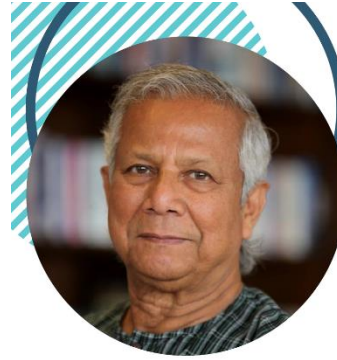


*Melbourne's North and West are characterised by diversity in socio-economic backgrounds, health and education results.*

*The BRB 4.0 collaboration has the potential to make life-changing improvements and become a template for other communities.*

## FINANCIAL CRISIS PARALLELS

- Grameen America's microfinance program was successfully established in 2008, when the Global Financial Crisis (GFC) caused extreme stress in international banking and financial markets.
- Today, we see a parallel between the GFC and the unconscionable conduct revealed in the 2018 Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry.
  - CBA revealed to have charged fees to dead clients
  - Westpac collected fees for poor advice
  - AMP lied to regulator about charging customers fees for advice that was never delivered
- These findings have the potential to create even greater risk aversion across the financial services sector.
- It is predicted that banks will further shy away from small business lending and from financially empowering those who come from low-income groups due to higher perceived risk.
- The impact on those in our society who are most disadvantaged could be hazardous.

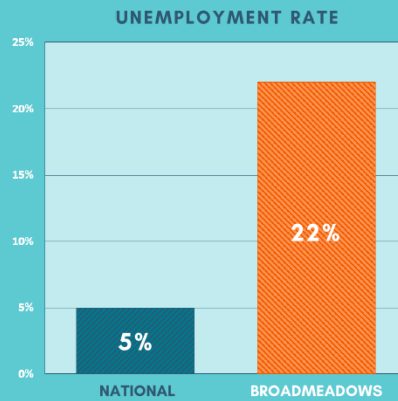


"THE POOR ARE VERY CREATIVE; THEY KNOW HOW TO EARN A LIVING, EVEN HOW TO CHANGE THEIR LIVES. ALL THEY NEED IS THE OPPORTUNITY. CREDIT BRINGS THAT OPPORTUNITY."

Professor Muhammad Yunus  
2006 Nobel Peace Laureate



## DISPARITY BY REGION



- While the national unemployment rate is 5%, some communities within Australia see far higher unemployment.
- Broadmeadows (Victoria), the community selected for Grameen Australia's pilot project, has an unemployment rate of 22%.

- Financial exclusion not only creates a reliance on charity and welfare but can also push those affected to seek out loans through fringe lenders at exorbitant rates, keeping them in an unending debt cycle.

## THE GRAMEEN MODEL



- **Social collateral** takes the form of group-based peer support, where loans are provided to members of small groups with the group taking liability for any defaults. This incentivises a group to collectively provide support to its members to ensure credit discipline.
- **Training** is provided to support borrowers grow as disciplined and skilled entrepreneurs through business and financial literacy.
- A **Socioeconomic Development Agenda** is implemented which addresses the socioeconomic needs of borrowers while empowering them to realise positive outcomes in their lives.

## HOW WE DIFFER



"I HAVE PUT THE WHOLE BANKING SYSTEM UPSIDE DOWN BECAUSE IT WAS STANDING ON ITS HEAD. SO I HAD TO FIX IT. NOW THE BANKING SYSTEM IS STANDING ON ITS FEET."

Professor Muhammad Yunus  
2006 Nobel Peace Laureate

WHAT WE ARE	WHAT WE ARE NOT
Loans for income generation	Loans for consumption
Group-based lending	Individual lending
Social collateral and trust based	Asset collateral and track record based
Social transformation program	Commercial lending business
For the poorest of the poor	For the non-poor
Provide education, training & mentoring	Transactional only
Social business	Charity or for-profit business
Solving a social problem - alternative to welfare or charity to empower people through entrepreneurship	Profit maximising business
Commercial or market interest rates and fees to support viability	Loan sharks charging usurious interest rates or no-interest loans
Weekly loans and interest repayment	Paid in a lump sum at the end of term
Savings program built into model and mobilised for asset building	Saving is not always a part of the system

## 14. Connecting Communities

### i. Field of Dreams

Sport is a key connector in the social determinants of life. The Victorian Government has invested \$12 million for the *Field of Dreams* in Broadmeadows with a Rugby League State and Community Centre.

### ii. Sports Alliance

Football Victoria has also formed a partnership under the Sports Alliance to connect the disconnected to join a team and enjoy the discipline, fun and social engagement of sport.

### iii. Smarter on Crime

This whole-of-government approach delivers a Smarter on Crime strategy. Half Victoria's prisoners come from only six per cent of postcodes. How we invest to prevent crime by improving the social determinates of life is crucial. This strategy is most significant in disadvantaged communities. As the leader hailed the last great Emperor of Rome, Marcus Aurelius declared: "Poverty is the mother of crime."



The Sports Alliance offers a systemic opportunity as demonstrated by the *Empowering Lives through Football* video: <https://vimeo.com/458776735/34512eacf7>

## 15. Local Service Providers

### i. National Disability Insurance Scheme

BRB 4.0 is pursuing a Centre for Advanced Manufacturing for bespoke equipment and innovation for the NDIS, which was allocated almost \$4 billion in the Federal Budget for 2020-21.

### ii. Banksia Gardens Community Services

Banksia Gardens is seeking funding of for its Northern Centre for Excellence for School Engagement, an initiative to support high needs students.



### iii. Spectrum Migrant Services proposal

Spectrum is seeking a grant from the Suburban Revitalisation Program to develop its industry-based job pathways by creating an online platform that enables access to industry-based resources, employers and events for culturally and linguistically diverse groups in the Broadmeadows and the Hume region.

### iv. Youth Foyer

The office of Suburban Development is discussing a shovel ready project with Hume City Council to upgrade the foyer of the Youth Central building in the town centre.

## 16. Side by Side project



*Training for the war meant to end all wars and the Side by Side vigil at Maygar Barracks, ANZAC day 2018.*

Video: <https://vimeo.com/266402015>

Broadmeadows first came to the awareness of an adolescent nation as the location where the Diggers, Light Horsemen and Victoria Cross winners of the Australian Imperial Force were trained and dispatched to fight nation defining battles at Gallipoli and the Western Front, where they were hailed as heroes in France.

Maygar Barracks evolved into a hostel where wave-upon-wave of post-World War II migrants with the imagination to dream of a better future and the courage to cross the world to pursue it, first called Australia home. When the nation faced the economic threat of populate or perish, multi-culturalism was forged on local factory floors and manufacturing underwrote Australia's world record run of economic growth.

This 12 hectare-site is now used as a centre for logistics in fighting natural disasters including Australia's worst, the Black Saturday bushfires and last summer's catastrophic blazes.

The Australian Government built the Melbourne Immigration Transit Accommodation centre in this compound, despite protests from the local community and recently added a hardened detention centre to house 140 detainees convicted child abusers, drug traffickers and members of outlaw bkie gangs.

The future of this strategic site, opposite CSL Behring's manufacturing plant in Camp Road, is under review. The initial Business Case is expected to be finalised mid-2021.

Prime Minister, Scott Morrison, has argued in favour of improved connections between professionals and volunteers to fight the existential threat from bushfires.

The BRB 4.0 should coordinate a submission to the Department of Defence on behalf of the Broadmeadows community before it is again overlooked, another opportunity for local benefit is missed, and a location rich in Australian history is once more forgotten.

Previously, I have proposed investing in a catalyst for economic development and a centre honouring the area's rich military heritage, where the Johnnies and the Mehmet's now live side by side.



**THE HON MELISSA PRICE MP  
MINISTER FOR DEFENCE INDUSTRY**

MC20-000466

Mr Frank McGuire MP  
State Member for Broadmeadows, Parliamentary Secretary for Medical Research,  
Parliamentary Secretary for Small Business & Innovation  
PO Box 3213  
BROADMEADOWS VIC 3047

frank.mcguire@parliament.vic.gov.au

Dear Mr McGuire *Frank,*

I refer to your email to the Minister for Home Affairs, the Hon Peter Dutton MP, on 29 January 2020 concerning a Crisis Coordination Centre at Maygar Barracks, Broadmeadows. As this matter falls within my area of responsibility, your correspondence has been passed to me for a response. I apologise for the delay in responding.

The Department of Defence reviews the ongoing nature of all bases to ensure they meet the intent of the 2016-2036 Defence Estate Strategy for 'a fit-for-purpose estate, of the right size in the right place that best enables capability and operations'.

Maygar Barracks continues to support the Headquarters of Army's 4<sup>th</sup> Combat Service Support Battalion (an element of Army's 4<sup>th</sup> Brigade) which comprises approximately 141 regular and reserve Army personnel, along with an Army Cadet Unit.

It is a key regional reserve node within Victoria and is used as a staging area and alternative mounting base for domestic response activities. Maygar Barracks was most recently used in January and February 2020 as a mounting base for the deployment of Army Reserve personnel during Operation Bushfire Assist 2019/20.

Defence will undertake an assessment of the site as part of a nation-wide redevelopment project covering Australian Defence Force Reserve and Cadet locations. The Initial Business Case for the project is due to be finalised in the middle of 2021. Once this assessment is complete Defence will be in a position to comment on the suitability and availability of Maygar Barracks to be developed for alternative Defence or Whole-of-Government uses.

I trust this information has been of assistance to you.

Yours sincerely

MELISSA PRICE  
23 April 2020

## 17. Broadmeadows Revitalisation Board

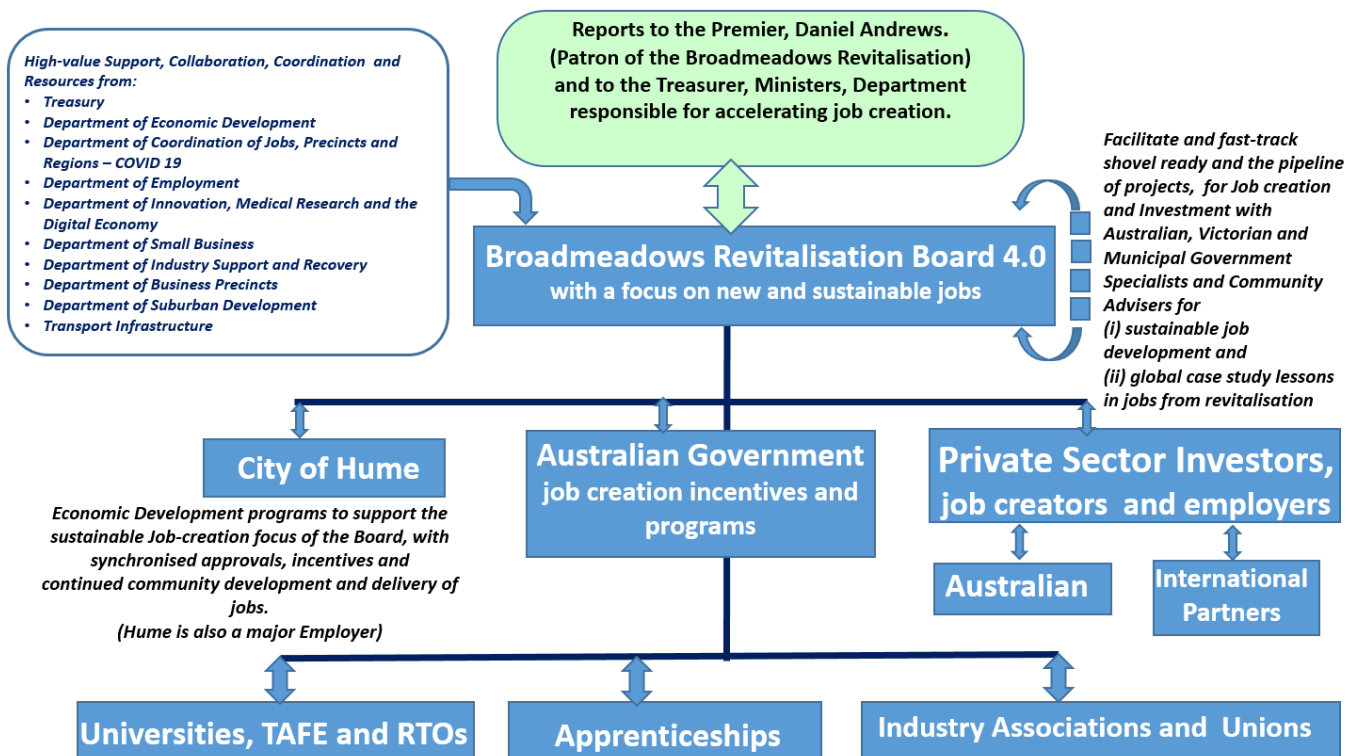
The first Broadmeadows Revitalisation Board and Hume City Council co-funded the Town Park upgrade, local infrastructure maintenance and improvements to streetscapes and public spaces. Funding will also be provided to support social enterprise StartNorth to deliver an Innovation Festival, connecting migrant and socially vulnerable families to opportunities.

Minister Leane said: “The previous Broadmeadows Revitalisation Board made a significant contribution to key projects, including the redevelopment of the Broadmeadows Town Hall and Meadowlink, a new shared pedestrian and cycle path.” Both projects have been architecturally acclaimed.

The Broadmeadows Town Hall was recently awarded the top honour in the 2020 Victorian architectural awards for the revival of the heritage building that celebrated memorable events in life from citizenship ceremonies and weddings to AC/DC concerts. It’s a long way to the top but Broadmeadows is making its comeback. Recommendations from the Broadmeadows Revitalisation Board to the Victorian Government in 2018 follow.

### i. Broadmeadows Revitalisation Board 4.0

This is the structure to coordinate the three tiers of Government, business and civil society to maximise unprecedented spending to recover from the COVID-19 pandemic and the worst recession since the Great Depression by delivering jobs where they are needed most and maximising a unique opportunity for comeback.



# Advice to Ministers

The Board believes that a package of nine initiatives should be progressed in a partnership between each level of government and other relevant partners.

The nine initiatives fall under three headings, set out below.

## 1. Initiatives

### Improving the Broadmeadows urban form

- a. Broadmeadows Station Redevelopment.
- b. Redevelopment of Loop Road Block to remove cars from the Hume Central Block and allow its redevelopment.
- c. Merlynston Creek road crossing, to better link business and employment areas in Broadmeadows and Campbellfield, in support of business and job growth.
- d. Integrated GovHub.  
A new mixed-use building within the Hume Central Block to improve service delivery, and operate as a catalyst for the urban renewal of central Broadmeadows.
- e. Facilitate a diverse range of housing opportunities.  
The Board supports an initiative which facilitates more diverse housing opportunities, to expand the choices available to current and future residents.

## 2. Programs

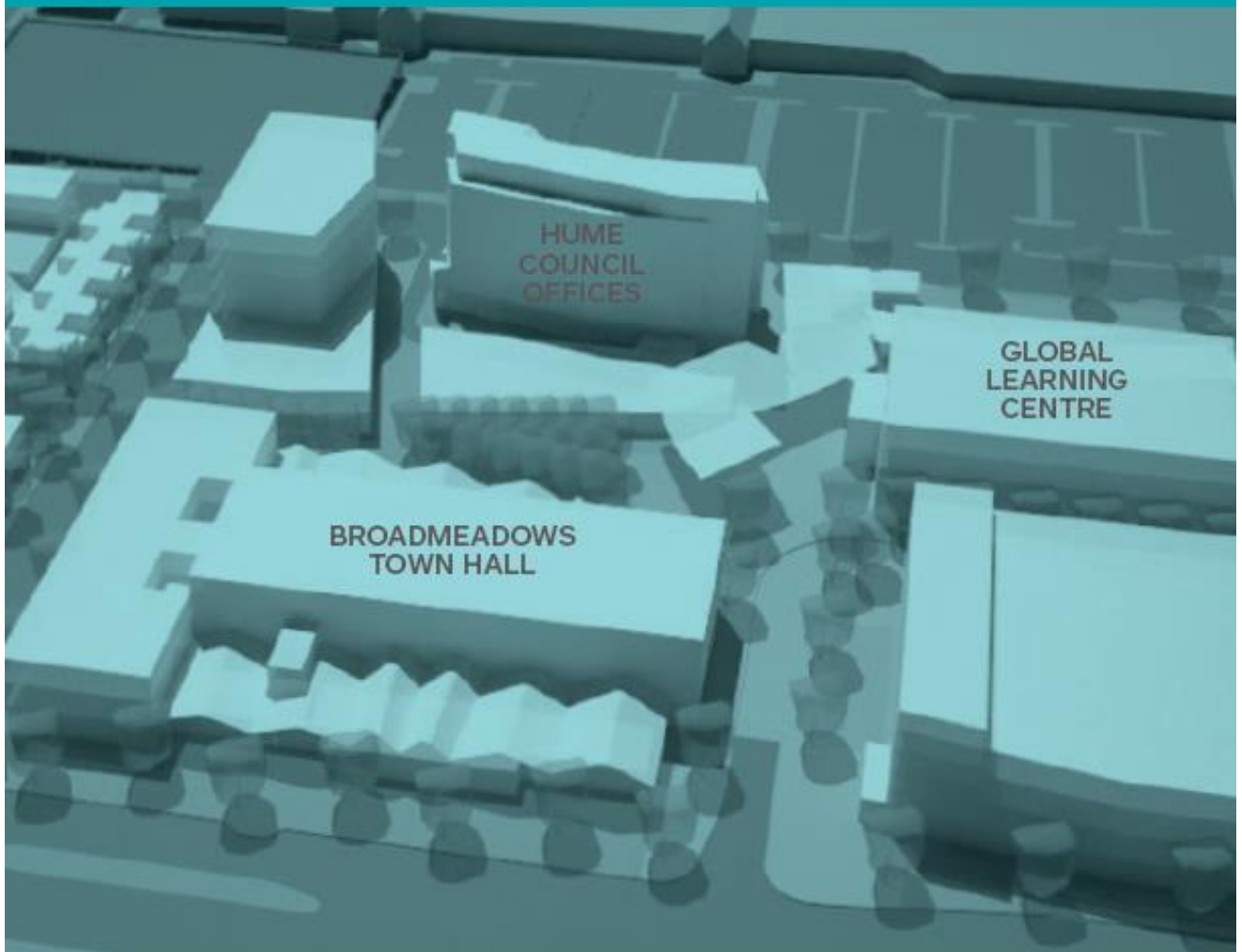
### Local jobs for local people – Families and Youth

- a. Local Jobs for Local People – Families.  
A program to enable families to build their own resilience, so that they may support one another to enter the labour market and secure jobs.
- b. Leveraging training and employment opportunities from investment in Broadmeadows.  
A program to ensure a fair share of the training and employment opportunities created from investment in Broadmeadows go to the Broadmeadows community.
- c. Youth Guarantee.  
A coordinated strategy that offers education, training and jobs to those in the 16 to 24-year-old age group most at risk of being trapped in inter-generational unemployment, to be developed in conjunction with the City of Hume 'Jobs and Skills Task Force'.

## 3. Governance

### City Deals Application

- a. A City Deals Application needs to be made to bring together the three levels of government, the community and the private sector, focused on aligning planning, investment and governance to accelerate growth and job creation, stimulate urban renewal and drive economic reforms to secure the future prosperity and liveability of our cities.



These initiatives convert under-utilised land into innovative new buildings and public spaces. Hume Central will develop its own unique sense of place through its new pedestrian friendly focus and improved amenity.

# Initiative descriptions

## 1. IMPROVING THE BROADMEADOWS URBAN FORM

As a result of the Broadmeadows pattern of sub-urban development, its town centre currently comprises a series of large, disaggregated buildings that are internally focused, separated by wide roads and generous setbacks of at-grade car parking. This level of amenity has led to poor market recognition and an undervaluation of Broadmeadows. Changing this paradigm and unlocking the development potential of available land will therefore be critical to the emergence of Broadmeadows as the foremost centre of Melbourne's north.

These initiatives convert under-utilised land into innovative new buildings and public spaces. Hume Central will develop its own unique sense of place through its new pedestrian friendly focus and improved amenity. A further benefit of these initiatives is the development of local businesses that showcase the cultural diversity of the local community, giving it a key point of difference from surrounding activity centres.

Many elements of the Broadmeadows built environment are legacies of a time when it was a manufacturing powerhouse for the state and nation. Artifacts of the region's heritage can be made useful to newcomers and visitors through adaptation and reuse rather than demolition and erasure, to retain Broadmeadows' value and integrity.

Five initiatives will help improve Broadmeadows urban form; three of which are in Hume Central.

### A. URBAN FORM INITIATIVE 1 - Broadmeadows Station Redevelopment

Broadmeadows Railway Station suffers from ageing infrastructure, negative perceptions of safety and its on-street bus stops do not provide optimal functionality and safety for users. Additionally, poor connectivity between the east and west of Broadmeadows is exacerbated by the current design of the station and undermines opportunities to promote the eastern part of the suburb as a future area for jobs, housing and investment.

Poor amenity in parts of Broadmeadows has discouraged investment and further economic development in the Metropolitan Activity Centre, particularly around the Railway Station and Hume Central civic precinct. Broadmeadows remains one of the only Metropolitan Activity Centres where the transit interchange has not been upgraded. An outdated facility with poor accessibility and an unkempt appearance negatively impacts perceptions of safety.

A redevelopment of Broadmeadows Railway Station will establish Broadmeadows as a primary transport interchange node in Melbourne's outer north.

**B. URBAN FORM INITIATIVE 2 – Redevelopment of Loop Road Block**

The redevelopment of the Loop Road Block into multi-deck car parking will release valuable land within Hume Central for higher grade uses.

The Victorian Government has a direct interest as the released site will become available for an Integrated GovHub and other purposes. The new multi-deck car parking will also meet the carparking needs of Victoria Police, Sheriffs' Office and Magistrates' Court staff. Hume City Council owns the land within the Camp Road loop block.



### C. URBAN FORM INITIATIVE 3 – Merlynston Creek road crossing

A bridge across Merlynston Creek would improve connectivity between the employment and residential areas of Broadmeadows and Campbellfield and unlock the development potential of the Meadowlink precinct (Northmeadows and Eastmeadows) for major mixed-use development.

The Meadowlink precinct comprises 60 hectares of brownfield industrial land adjacent to Broadmeadows Metropolitan Activity Centre. The Greater Broadmeadows Framework Plan identifies the precinct for significant mixed-use redevelopment and intensification.

Whilst the precinct has good regional access, local access to the area is limited to Blair Street and Rigall Street. In particular, Merlynston Creek constrains access to and from the east. Construction of a road bridge would better link business and employment areas in Broadmeadows and Campbellfield, supporting business and job growth and improved productivity.

A bridge across the Creek would also enable improved public transport, bus, cycling and walking connectivity and unlock the development potential of the Meadowlink mixed use job and housing precinct.



#### D. URBAN FORM INITIATIVE 4 – Integrated GovHub

Catalyst projects can help “kick start” development and investment within activity precincts in regional and metropolitan Victoria. These projects tend to occur in strategic locations; usually gateway or highly central locations. They are used to leverage private sector investment by committing public investment in the region and demonstrating that the area is viable as an investment and development location.

In Broadmeadows, the city centre includes significant tracts of state and local government owned land but much of this land is currently used for car parking. However, it presents an opportunity to accommodate higher intensity uses that support the objectives of a revitalised centre.

A new mixed-use building within the Hume Central would improve service delivery and operate as a catalyst for the urban renewal of Broadmeadows central.

The proposed location was nominated for redevelopment by Hume City Council in its Hume Central - The Vision document published September 2014.



#### E. URBAN FORM INITIATIVE 5 – Facilitate a diverse range of housing opportunities

The diversity of Broadmeadows' community is one of its strengths but its housing is less diverse, with a large proportion of older dwelling stock near the end of its serviceable life, particularly those dwellings originally built as public housing.

The Board supports an initiative which facilitates more diverse housing opportunities, to expand the choices available to current and future residents. This can be achieved through actions ranging from small scale in-fill development within existing residential areas, to master planned developments on large sites, to help promote a broader residential community in Broadmeadows.

The Board supports the creation of opportunities for housing diversity through statutory planning instruments, proactive land development initiatives by government and site redevelopment programs administered by the government's social housing branch. The housing should be a mix of public, private and social housing, including affordable housing, delivering safe and welcoming new neighbourhoods - each with their own focus of community activity.

The Board supports an initiative which facilitates more diverse housing opportunities, to expand the choices available to current and future residents.

