

Broadmeadows Revitalisation Report

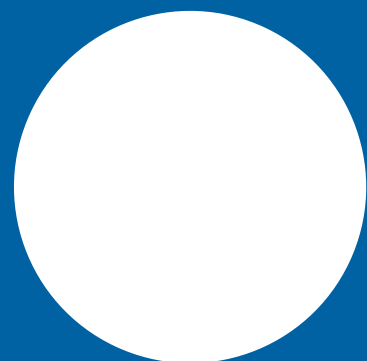
2021–22



Acknowledgement of Wurundjeri country

The Broadmeadows Revitalisation Board acknowledges the Traditional Owners of the lands and waters that we call Broadmeadows: the Wurundjeri people.

All members of the Board pay their respects to Wurundjeri Elders, past and present, and Aboriginal Elders of other communities who are also part of the communities of Broadmeadows.



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Foreword from the Chair, Frank McGuire

Broadmeadows has been re-imagined from a rust-belt to a green-belt and a brain-belt while confronting the catastrophes of our times.

Breaking the cycle of entrenched disadvantage requires collaboration, constancy of purpose and experience; the Broadmeadows Revitalisation Board, now in its fourth iteration, has carried on working in these challenging times to demonstrate exactly that.

This report outlines the work delivered, and currently underway, by the Board and its delivery partners.

There's much to be excited about in Broadmeadows.

Broadmeadows is the epicentre of Australia's life-saving vaccine manufacturing, producing more than 50 million doses against COVID-19, saving lives at home and abroad. Few countries have such capability.

I thank the Board for endorsing my strategy *Comeback*, which is adding value by attracting other potential investors for jobs and growth in Melbourne's North. This fulfills my calls in the 2016 strategy *Creating Opportunity: Postcodes of Hope* where I advocated for the expansion of CSL's life-saving manufacturing, which has evolved into an advanced, niche manufacturing eco-system defining the brain-belt.

This reinvention in the face of adversity, most notably the closure of Ford's assembly lines in October 2016, is remarkable.

Myself and the Broadmeadows Revitalisation Board have accelerated collaboration between business and local communities and helped secure investments from the Victorian Government and Hume City Council for defining projects, including:

- New social and affordable housing in Broadmeadows, promised under the Victorian Government's record \$5.3 billion Big Housing Build.
- The Health and Community Centre of Excellence, thanks to a \$60 million Victorian Government investment in Kangan Institute's Broadmeadows campus.
- The Field of Dreams project, linking local youth to the Melbourne Storm, adding the motivation of sport to the Global Learning Village model for lifelong learning.

Other developments the Board supports include:

- Hume City Council's commitment to \$40 million investments to unlock the value of the Broadmeadows town centre.
- Advocacy to the new Australian Government on City Deals prioritising Broadmeadows.
- The On Just Terms strategy that I took to the Board with Melbourne Airport – a commitment to provide local jobs in construction of the third runway.
- The launch of a micro-financing project in Broadmeadows, to be expanded nationally, aiming to create 6,000 jobs for vulnerable women in the next two years with funding from the Australian and Victoria Governments. This will be hosted in the Orange Door Network family violence support centre to be located in the Hume Global Learning Centre.

- The Broadmeadows Model, co-authored with two professors from the University of Melbourne, has led to the establishment of a Suburban and Social Innovation Lab in Broadmeadows. It'll combine digital innovation and data mining to improve liveability and sustainability and help redesign the future of Broadmeadows for its people.
- Social enterprise and community development investments, which feature local providers including Banksia Gardens Community Services, Dianella and Plenty Valley Health.
- The Brike, a brainchild of Brite Industries, allows people using wheelchairs greater freedom outdoors. Toyota is considering manufacturing this prototype that the Board recommended funding.

On behalf of the people of Broadmeadows, I want to thank everyone who has contributed to our suburb's revitalisation to date. It's been a remarkable effort during the pandemic.

Against adversity, we are delivering the cultural, generational and systemic change required to help people create better opportunities in life.



Frank McGuire

Chair Broadmeadows Revitalisation Board
MLA for Broadmeadows
Parliamentary Secretary for Medical Research
Parliamentary Secretary for Crime Prevention

A night festival scene featuring a large, illuminated float of a stylized insect, possibly a dragonfly or damselfly, with glowing eyes and wings. The float is decorated with colorful lights and is being carried by people. In the foreground, a young woman with long blonde hair is smiling and looking towards the float. Other people are visible in the background, some looking up at the float. The scene is lit with warm, golden light from the float and cooler, purple and blue light from the background.

**What
we're
delivering**

About the Broadmeadows Revitalisation Board

The Broadmeadows Revitalisation Board identifies the priorities and aspirations of community members and co-invests with local partners to deliver renewal works.

Broadmeadow's revitalisation is part of the broader Suburban Revitalisation Program that is delivering social and infrastructure projects in eight suburbs of Melbourne, led by local boards.

The Board's work is supported by the Office for Suburban Development of the Department of Jobs, Precincts and Regions and is overseen by the Minister for Suburban Development.

Our members

The Board was appointed by the Minister for Suburban Development and is Chaired by Frank McGuire, Member for Broadmeadows.

The Board is made up of a cross-section of community leaders including local government, community organisations, service providers, institutions and businesses.

- Frank McGuire MP, Chair
- Cr Carly Moore, Mayor, City of Hume
- Sheena Frost, CEO, Hume City Council
- Sally Curtain, CEO, Kangan Institute
- Jeroam Whittington, Centre Manager, Vicinity – Broadmeadows Central Shopping Centre
- Terry Larkins, Chair, Northern Metropolitan Partnership
- Bernie Nott, CEO, Spectrum
- Gina Dougall, CEO, Banksia Gardens Community Services
- Professor Gregory Baxter, Structure Transition Lead, Victoria University
- Chris James, Executive Director, NORTH Link
- Robert Hannaford, CEO, Brite
- Don Tidbury, CEO, DPV Health

You can read the biographies of our board members on [Broadmeadows' Suburban Revitalisation website](#).

Summary of previous reports, directions and priorities

The objective of the revitalisation of Broadmeadows is to:

Unlock economic and social opportunities in Broadmeadows by building on the existing partnerships, assets and people of the area, and securing the private and government sector partnerships and investment necessary for self-sustaining growth.

Revitalising Broadmeadows 2018: advice to government, Broadmeadows Revitalisation Board

Prepared by the previous Broadmeadows Revitalisation Board, this advice guides the work of the current Board. It contains six key outcomes to help strengthen Broadmeadows as a vibrant place to live, work and learn.

The key outcomes are supported by 18 initiatives being progressed in partnership between government, businesses and community groups.

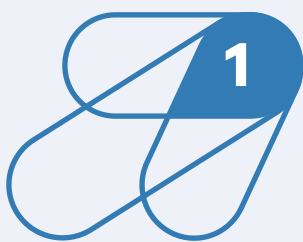
All the key outcomes and supporting initiatives are listed below.

The Board identified five supporting initiatives as priority projects for immediate action.

These are:

- redevelop Broadmeadows railway station
- support the redevelopment of the Broadmeadows Metropolitan Activity Centre
- construct a road crossing of Merlynston Creek
- develop Banksia Gardens Estate
- support a Migrant Hub at Kangan Institute.

Key outcomes and supporting initiatives



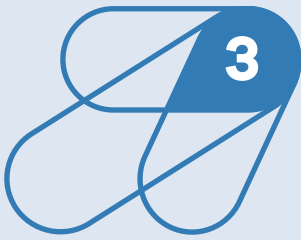
Renew urban housing

- Develop Banksia Gardens Estate
- Redevelop general public housing stock
- Develop the Meadowlink Strategic Priority Area



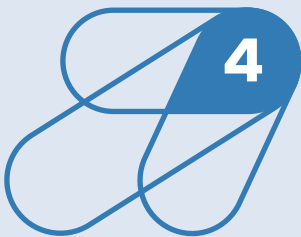
Invest in revitalising the Broadmeadows Town Centre

- Redevelop Broadmeadows railway station
- Support the redevelopment of the Broadmeadows Metropolitan Activity Centre
- Construct office and mixed-use accommodation in Hume Central



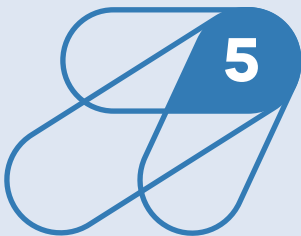
Create new jobs

- Develop an Advanced Manufacturing Accelerator
- Increase opportunities for small business start-ups and self-employment
- Develop a social enterprise sector in Hume
- Rezone former industrial land to facilitate job growth



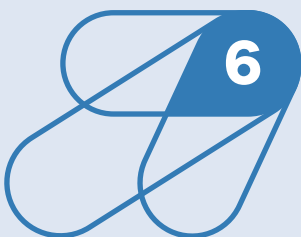
Link people with jobs

- Construct a road crossing at Merlynston Creek
- Work with businesses to prioritise local jobseekers
- Leverage the employment opportunities from Airport Rail and North-East Link



Building individual's skills and aspirations

- Support a Migrant Hub at Kangan Institute
- Continue the Second Chance Program to help long-term jobseekers become job-ready
- Remove barriers to employment
- Create aspiration in emerging generations
- Fund a Northern Centre for Excellence in Trauma Informed Education
- Support Local Jobs for Local People – Families initiative



Develop coordinated governance structures

- Pursue a City Deal for Melbourne's north and west
- Provide a governance structure to coordinate Broadmeadows' revitalisation
- Investigate new mechanisms to contribute to the cost of providing local infrastructure that supports population growth

What we've delivered for Broadmeadows

The Board and its delivery partners have completed eight projects at the time of publishing.

NORTH Link and Hume City Council: Advanced Manufacturing Hub Feasibility Study

The project was completed in September 2020, with an investment of \$40,000 from the Office for Suburban Development and \$10,000 from NORTH Link and Hume City Council.

NORTH Link and Hume City Council engaged Melbourne Innovation Centre to develop a feasibility study for an assistive technology hub in Broadmeadows that would focus on enhancing the advanced manufacturing sector within Melbourne's north.

The hub will work to address the key growth blockers for manufacturers, including access to capital, strategic direction and execution capability, resources and sophistication, new product and service development, innovation and productivity improvement, tailored support services and collaboration in addition to leadership and domestic and market knowledge.

The project is seeking the support of government and industry-specific partnership to provide seed funding support of \$3 million to directly fund the establishment and scale of the project 2020–2022.

The funding will enable development of the hub, which will deliver the design, development and manufacturing of contemporary assistive technology products to a rapidly growing domestic and international market worth \$22 billion by engaging the existing manufacturing capability, key research and industry partners and the disability workforce.

StartNorth Innovation Festival

The project was completed in 2021 with an investment of \$40,000 from the Office for Suburban Development and \$10,000 from NORTH Link and Hume City Council.

StartNorth is the first innovation hub and co-working space to be set up in Broadmeadows. It provides training and space for local business start-ups and scale-ups in Melbourne's north.

The StartNorth Innovation Festival involved a masterclass and a one-day event filled with inspirational professional speakers, entrepreneurial workshops and networking opportunities.

The festival had a dual purpose of educating participants and acquiring registrations for an accelerator program. The event was geared towards attracting local businesses, start-ups, scaleups, and aspiring future business owners, of whom more than 139 attended.

The StartNorth Innovation Festival aligned with the State Government's focus on revitalisation of the local region by increasing opportunities for small business start-ups and self-employment.

The festival was the natural progression for locals who graduated from the Pre-Accelerator program that finished in April 2021 and other local Stepping Stones to Social Inclusion Programs.

Broadmeadows will benefit going forward, as this will increase the number of entrepreneurial programs for young people, women and recently arrived migrant and refugee communities.

StartNorth was pleased with the attendance for the day, particularly given the digital nature of the event. StartNorth anticipated around 50 consecutive attendees and delivered around 25 per cent more than this on average and double at peak times.



Banksia Gardens Estate: community mural

This project was completed in 2021 with an investment of \$50,000 from the Office for Suburban Development and \$15,000 from Banksia Gardens Community Services.

It built on the Banksia Estate Connections (BEC) project undertaken by Banksia Gardens Community Services organisation. The BEC is a place-based community development project that aims to improve health and wellbeing and to reduce crime and anti-social behaviour on the estate.

The community mural project employed a community development framework to carry out visible community infrastructure upgrades, using street art as a vehicle. It aimed to improve public amenity and public safety, improve internal and external perceptions of the local community, contribute to a sense of community pride and belonging, support local young people to find opportunities for creative self-expression and pro-social recreation opportunities, and develop and demonstrate a more sustainable way of managing illegal graffiti and tagging on the Banksia Gardens public housing estate.

The project engaged a group of local young people to work with a team of professional street artists to design, develop and paint five colourful murals at various locations on the Banksia Gardens Housing Estate in Broadmeadows. In order to build a sense of community pride and ownership, local residents were also engaged in the planning and design process.

This project resulted in the following outcomes:

- increased engagement with local young people
- beautification of public amenities
- personal development opportunity for young people to explore new interests and hobbies with which to express themselves in a creative and meaningful way
- professional development opportunity for participants to develop their organisational, leadership and communication skills
- improved sense of place and community pride for local residents of Banksia Gardens Housing Estate
- proven graffiti and tagging deterrent.

It also provided an unexpected opportunity for informal discussion around race and cultural identity.





Hume City Council: Youth Central Wayfinding Project

This project was completed with \$115,000 funding from Hume City Council and \$25,000 from the Office for Suburban Development. It developed wayfinding improvements along the footpath between Broadmeadows railway station and Youth Central.

The upgrades will draw foot traffic towards Youth Central and other key destinations located within the Broadmeadows town centre. This will complement planned enhancements to Youth Central, which includes branding updates and courtyard upgrades.

Youth Central is a Council owned youth service offering a range of programs for young people who live in or have links to the City of Hume.

Hume City Council: Meadowlink Western Entrance Activity Space

This project was completed in June 2022, with an investment of \$200,000 from the Office for Suburban Development and \$40,000 from Hume City Council.

The project will enhance the western gateway entry of Meadowlink, responding to the increased use of the linear shared path. It also provides better access to quality open spaces and places to meet.

Council has experienced a substantial increase in the use of its walking and cycling network during the COVID-19 restrictions, and it is seeking to maintain and build on these increased levels of use.



Banksia Gardens Community Services: Banksia Gardens Estate Activities Hub

The project will be completed in July 2022, with an investment of \$182,000 from the Office for Suburban Development and \$35,000 from Banksia Gardens Community Services.

The outdoor community activities space on the Banksia Gardens Housing Estate will provide space and equipment for community gardening, bike repair and maintenance, coffee cart and playground enhancements, as well as propagation areas and three garden beds.

Spectrum: Industry Based Jobs Pathways Program

This project was completed in June 2022 with funding of \$200,000 from the Office for Suburban Development and \$40,000 from Spectrum.

It supports Broadmeadows residents to connect to industry resources and employers and to improve their job-readiness.

The program provides information, connections (digital and face-to-face), industry peer groups, networking and professional development opportunities. It also helps people with introductions to local industry groups.

Spectrum Partnering Employment Renewal

This project was completed in May 2022 with funding of \$67,000 from the Office for Suburban Development and in-kind support from Spectrum.

Spectrum led a research project with Hume City Council and five local service providers to map the challenges and gaps that migrant and refugee communities face when trying to access the training and employment services in the Broadmeadows area.

The project uses this research to find areas of overlap and potential collaboration and co-design between partner agencies to deliver more impactful and efficient training and employment programs.

Case studies

Youth Central Wayfinding Project

Delivered:

December 2020 – November 2021

Suburban Revitalisation contribution:

\$25,000

Delivery partners:

Hume City Council, which co-contributed \$115,000 in support

Outcomes:

- The artwork raised awareness of Youth Central for 26 per cent of respondents.
- 25 per cent of respondents said the wayfinding decals assisted them in finding one or more services including Youth Services and the library.
- 58 per cent of respondents recalled a message of positivity and mental health.
- 47 per cent of respondents said the artworks made them feel more connected to community.
- 42 per cent of respondents who had seen the murals before being surveyed had used them for directions to a local service.

Description:

The Youth Central Wayfinding Project delivered a series of wayfinding improvements along the footpath between Broadmeadows railway station and Youth Central. This included wayfinding decals directing pedestrians to local services and a youth artwork collage with positive messaging. The improvements increased awareness of services available and other destinations in Broadmeadows.

The project provided young people with opportunities to engage in design and delivery, and to have their voices heard. It also supported young people and Hume residents' wellbeing after COVID-19 lockdowns and provided a safer pedestrian environment for the community.

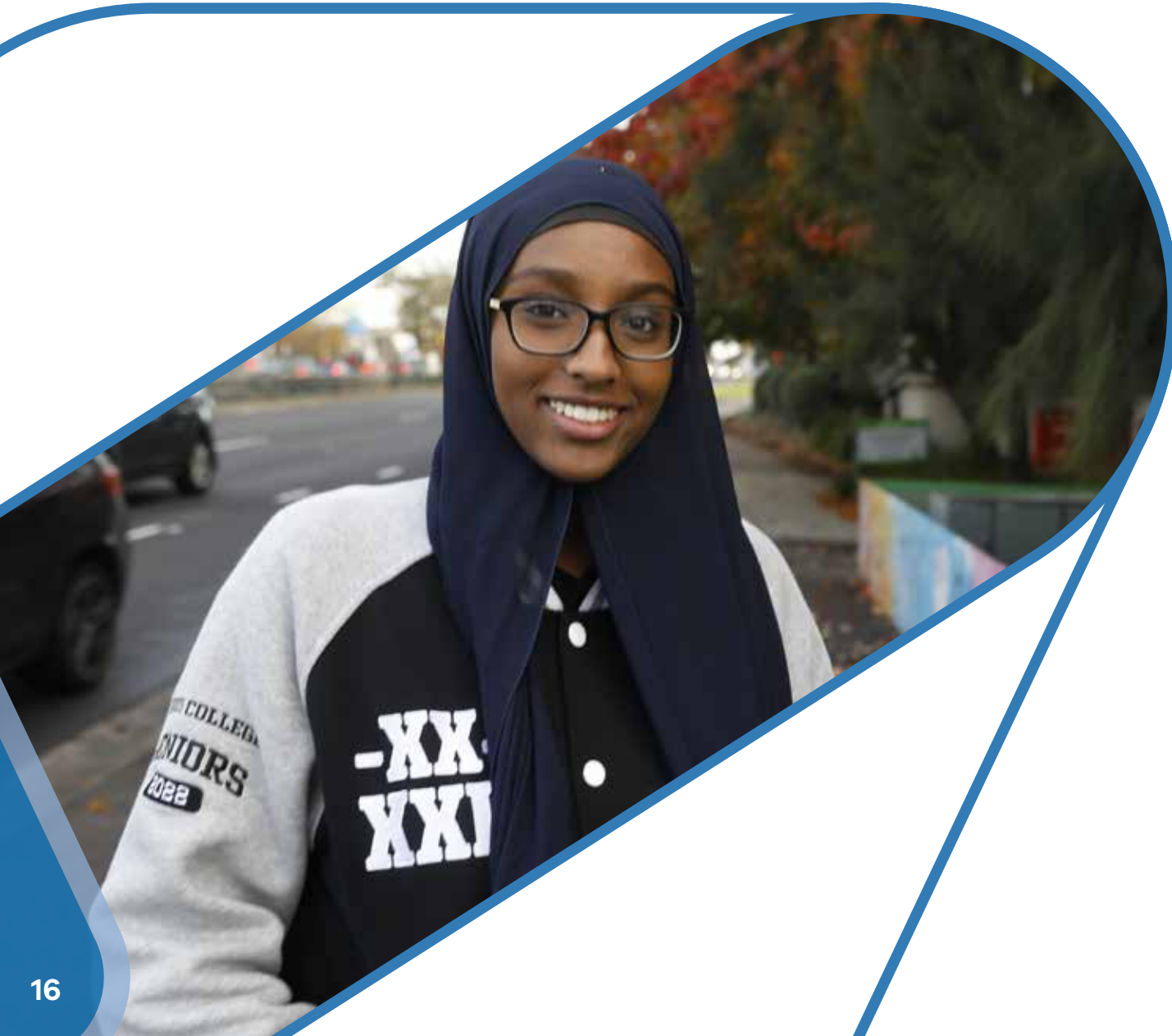
The wayfinding improvements direct people to destinations including the Broadmeadows Global Learning Centre (Library), Broadmeadows railway station, Broadmeadows Central Shopping Centre, Kangan Institute and Youth Central.



Fadumo, 17, has attended school in the Broadmeadows Central area since 2015. She contributed to the wayfinding artwork and found the creative process, and connecting with other young people, to be helpful in emerging from the COVID-19 lockdowns.

‘Coming out of lockdown, we all needed to remember how life was before lockdown, and I think a lot of people, myself included, felt lost. The positive messages on the artworks definitely helped boost morale because they were reminders that we weren’t alone.’

‘My friends and family have commented on my artwork. I actually got sent photos of the decals before I got to see them in person from a friend of mine who had recognised my sketch. She still sends photos of it when she passes the paintings from time to time, it’s become sort of a tradition.’



Banksia Gardens Estate: Community Mural

Delivered:

March 2020 – June 2021

Suburban Revitalisation contribution:

\$50,000

Delivery partners:

Banksia Gardens Community Services, which co-contributed \$15,000

Outcomes:

- 100 per cent were aware of the murals in the estate
- 88 per cent agreed the murals make the estate more attractive
- 95.7 per cent agreed they are proud of the young residents who created the murals
- 88 per cent agreed the murals help create a sense of community
- 60 per cent agreed that the murals have caused less graffiti and tagging

Description:

Residents of the estate participated in the planning and design process. The project sought to address several challenges facing the estate, including crime and residents' over-representation in low health, education and employment outcomes.

Some of the project outcomes include improved sense of community pride in, ownership and perceptions of the public housing estate, increased engagement and personal and professional development opportunities for participants and increased use of the space.

A resident surveyed said of the murals, 'I love them, and I feel like they are very good for the community.'



StartNorth Innovation Festival

Delivered:

8/5/2020 – 30/6/2021

Suburban Revitalisation contribution:

\$90,350

Delivery partners:

StartNorth, Hume City Council which co-contributed \$10,350 in support

Outcomes:

- 22 new jobs were created by businesses operating from the co-working space.
- Number of participants:
 - 30 attended the in-person masterclass
 - 139 attended the online Innovation Festival
 - membership of StartNorth's co-working space grew from 20 to 50 following the festival
 - six people who attended the festival signed-up to the LaunchVic-funded Start-up Accelerator program, which supports start-up founders to develop their product, business model and connect with investors.

Description:

The StartNorth Innovation Festival delivered an in-person masterclass and an online one-day Innovation Festival aimed at supporting entrepreneurs from migrant and refugee backgrounds to develop and grow their businesses.

The project sought to help these entrepreneurs overcome some of the challenges they face in business, including language and cultural differences and systemic barriers. The project also sought to address a core issue in Broadmeadows – a high proportion of people from migrant and refugee backgrounds experience high rates of unemployment.

The initiative resulted in an increased number of entrepreneurs signing up for the StartNorth accelerator program and other entrepreneurship programs. It also attracted new start-ups and increased registration numbers of existing business to the StartNorth co-working space.





Patricia Northeast, founder of Thataway Financial, implemented new strategies that have helped her to grow her business since attending the StartNorth Innovation Festival.

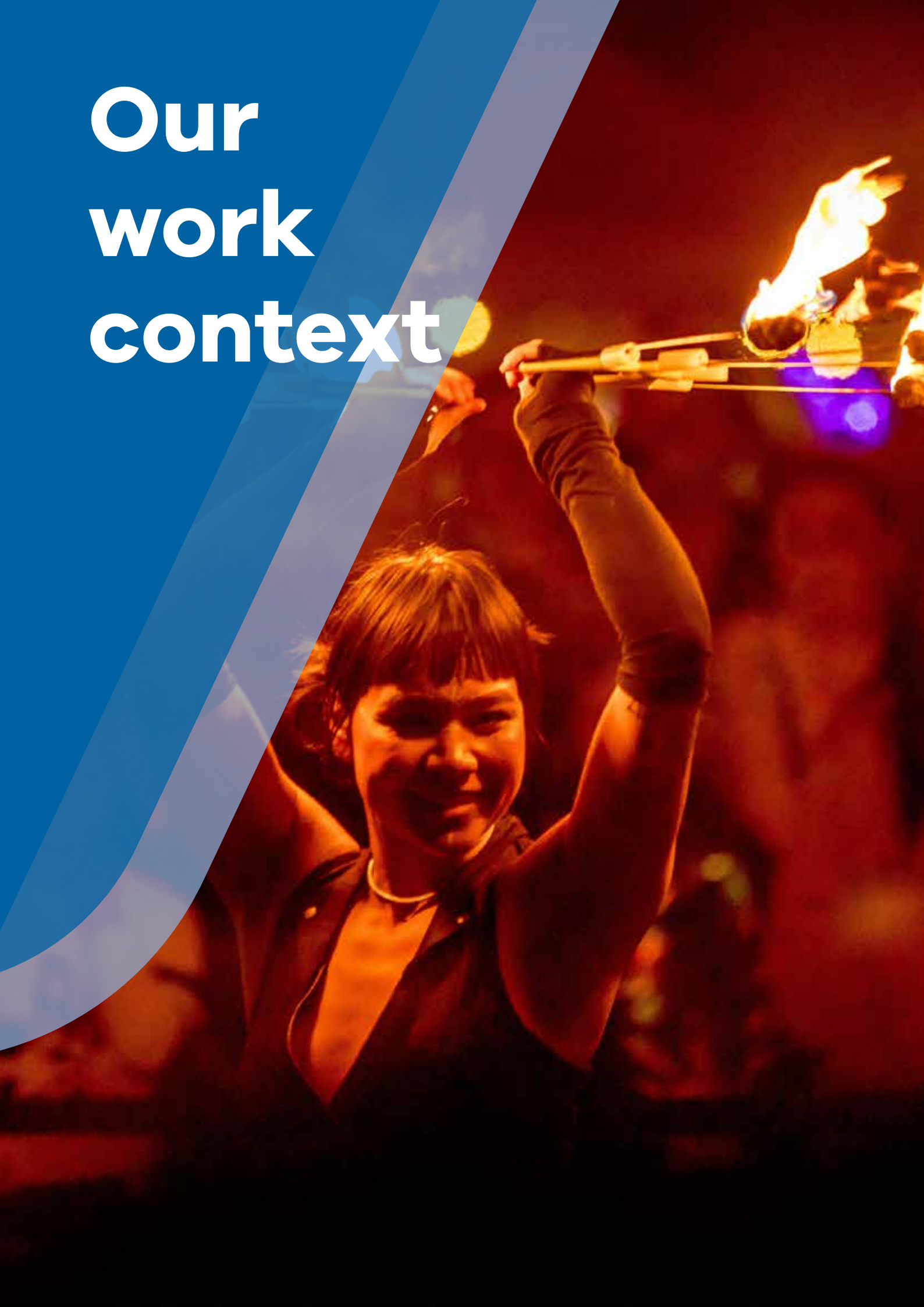
'The most valuable thing [for me] was the advice around having the right structures in place from the outset. This saved me time, energy and money setting up my business.'

Some of the topics covered in the program included building a website, creating a value proposition and how to brand a business.

Along with these core principles, Patricia says she built connections with the attendees, and has built business relationships along the way. "That's been a great outcome, building the sense of community."



Our work context



About Broadmeadows

Only 16 kilometres from the heart of the world's most liveable city, Broadmeadows boasts blue-chip infrastructure: two rail lines and a spur into the former Ford site, the nearby Tullamarine freeway, a ring road, Sydney Road and Melbourne's curfew-free international airport at its backdoor.

Broadmeadows has the opportunity to evolve into the much sought-after 20-minute city, with new industries and jobs of the future.

Key strategic context

Our work for Broadmeadow's revitalisation was developed within the context of the strategies, plans and projects already undertaken by our stakeholders. We've summarised them here.

Greater Broadmeadows framework plan (2017)¹

This report by Victorian Planning Authority and Hume City Council presents a shared vision for Broadmeadows over the next three decades. It outlines a range of actions required to achieve that vision, including:

- creating a vibrant heart for Broadmeadows Metropolitan Activity Centre
- facilitating a range of diverse housing opportunities, initially focusing on the Meadowlink strategic priority area
- planning for local job growth within the Broadmeadows Metropolitan Activity Centre and the Northern State-Significant Industrial Precinct (which includes Campbellfield, the Northcorp Industry Park and Ford's Upfield site)
- planning for the redevelopment of significant government surplus sites
- identifying and supporting improvements in public transport and local road, walking and cycling connectivity, creating 20 minute neighbourhoods within Greater Broadmeadows
- improving the public realm and encouraging both public and private sector development to incorporate long-term sustainability and resilience actions.

¹ [Greater-Broadmeadows-Framework-Plan_December-2017-1.pdf](#)

Creating Opportunity: Postcodes of Hope (2016)²

Frank McGuire MP shares a plan to develop new industries, create new jobs and address housing affordability and replace anxiety and fear with hope. Mr McGuire states these outcomes can be achieved by:

- harnessing market mechanisms to deliver transformative results
- maximising assets, given that the cost of green-field infrastructure is two-to-four times the cost of established areas, according to Infrastructure Victoria
- establishing collaborations beyond partisanship between the three tiers of Government, business and civil society
- using creative destruction to reinvent old factories and deliver innovative start-ups
- transforming postcodes of disadvantage into postcodes of hope.

Comeback (2021)³

This strategy by Frank McGuire MP 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 Broadmeadows Revitalisation Board (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.

Comeback 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 coordinates the three tiers of government, business and civil society to accelerate results.



² <https://www.frankmcguire.com.au/general/creating-opportunity-postcodes-of-hope/>

³ https://www.suburbandevelopment.vic.gov.au/_data/assets/pdf_file/0030/189408/2020_10_19-Comeback.pdf



Broadmeadows Town Centre: Economic and Market Viability Paper (Part 1) and Investment Action Plan (Part 2)

These two reports were prepared by Atlas Urban Economics for Hume City Council in 2020.

The Economic and Market Viability Paper involved an economic and market appraisal of the Broadmeadows town centre. It carried out feasibility analysis to assess the viability of new commercial office and short-term accommodation development in the town centre (focusing on Hume Central). This provides the evidence base for the Investment Action Plan.

The Investment Action Plan distils the baseline economic and market findings from Part 1 into an implementable strategy by which Council can attract and incentivise development in the Broadmeadows town centre. The strategy incorporates a mix of recommendations and is cognisant of the limitations of the planning framework to alone incentivise investment.

The findings of both pieces of work will be used by Hume City Council to inform ongoing development planning for their remaining landholdings in Hume Central and assist in pursuing State Government funding and policy support.

Health and Wellbeing Plan 2021–2025⁴

Hume City Council's Health and Wellbeing Plan 2021–2025 outlines Council's strategic directions and objectives to promote and protect health and wellbeing and prevent illness, disease and injury across Hume City. The Plan guides how Council will work alongside partners and the community over the next four years to support and improve health and wellbeing outcomes across the City.

It contains priorities that relate to the implementation of priorities of the Board and funded projects:

- Priority 1 – Mental health and wellbeing
- Priority 2 – Health and respectful relationships
- Priority 3 – Children's health and wellbeing
- Priority 4 – A green environment, climate action and community resilience
- Priority 5 – Housing
- Priority 6 – Gambling harm minimisation
- Priority 7 – Healthy eating and active living
- Priority 8 – Reduce tobacco use and exposure.

The Plan outlines opportunities for Council and partners to work together to address the key health and wellbeing issues in Hume City and to generate positive and sustainable health and wellbeing outcomes for everyone who lives, works, learns and plays in Hume City.

⁴ <https://participate.hume.vic.gov.au/health-and-wellbeing-plan-2021-2025#:~:text=The%20Hume%20Health%20and%20Wellbeing,wellbeing%20outcomes%20across%20the%20City.>

Greater Broadmeadows Structure Plan (2017)⁵

The Structure Plan is an urban development framework for Greater Broadmeadows, an area of 1,300 hectares. An increase of 15,000 residents and 13,000 jobs is projected for the area by the year 2050. It informs government and private sector investment decisions needed to unlock the underlying potential of Broadmeadows as a Metropolitan Activity Centre.

Located at the gateway to the northern growth corridor of Melbourne, Broadmeadows and surrounding areas have strong strategic transport connections, being located 16 kilometres and a 30-minute train ride from Melbourne's CBD, 8 kilometres from the Melbourne International Airport and Essendon Airport and adjacent to the M80 freeway and regional rail networks.

The Greater Broadmeadows area comprises more than 1,300 hectares of land. It includes the southern part of Melbourne's Northern State-Significant Industrial Precinct, two rail lines, areas of underutilised and undeveloped land, significant waterways, surplus government sites and extensive residential areas that include a component of social housing.

It also includes the Broadmeadows town centre, which is located in the Broadmeadows Metropolitan Activity Centre as identified by Plan Melbourne 2017–2050. Under this metropolitan plan, the Greater Broadmeadows area is set to play a strategically important role in providing a diverse range of local jobs, activities, services and housing.

Hume Central: The Vision (2014)⁶

Hume City Council's vision for Hume Central provides a strategic framework for the design and development of the Council's landholdings in the Broadmeadows activity centre. It is an aspirational and long-term plan grounded in an appreciation of current economic realities. It sets out strategies and key principles to provide certainty regarding development expectations so other parties are able to partner with Council in the delivery of the vision.

It also outlines the role Council can play in facilitating development and de-risking investment as a path to influencing market acceptance.

Encouraging investment and development in Broadmeadows is a key priority for both the Victorian Government and Hume City Council. Both the Victorian Government and Hume City Council are committed to addressing the challenges faced by the community of Broadmeadows through revitalising public amenity and building a sense of confidence in the area that will ultimately encourage and facilitate private sector investment.

Works have commenced to ensure that Hume Central can become a reality. The development of a commercial, civic, retail and residential precinct will transform the heart of Broadmeadows.

Northern Metropolitan Partnership – related priorities and projects

Northern Horizons – 50 Year Infrastructure Strategy for Melbourne's North⁷

Northern Horizons is a comprehensive regional analysis of all aspects of infrastructure covering Melbourne's seven northern municipalities and looking outwards over the next 50 years.

It outlines the urgent need for investment in infrastructure and jobs in Melbourne's north to drive infrastructure and jobs post COVID-19.

Based on current and future population projections, transport flows and land use planning, the report clearly identifies the region's need for enhanced infrastructure and improved access, particularly in relation to road infrastructure, social infrastructure (health/aged care facilities), and industrial zoned land. This report prioritises recommendations over the short, medium and longer term.

⁵ <https://vpa.vic.gov.au/document/greater-broadmeadows-framework-plan/>

⁶ <https://www.hume.vic.gov.au/Your-Council/Projects-and-Works/Hume-Central>

⁷ <https://northlink.org.au/research/>

Transport connectivity priority: Northern Region Transport Strategy – Stage 2 (\$97,000)

Whittlesea Council, working in collaboration with the Northern Councils Alliance, has led the regional bus network planning study. This project builds upon the completed Northern Region Transport Strategy, to identify bus network improvements that will better connect transport options and centres in the north at useful network frequencies. Bus network improvements on the following routes: Heidelberg – La Trobe – Broadmeadows – Melbourne Airport (in advance of the Suburban Rail Loop), and Epping to Broadmeadows, and Broadmeadows to Melbourne Airport are all being considered. Movement and Place Consulting are finalising the report. Hume City Council (Transport Planner) were represented on the reference group.

Jobs and economy, and lifelong learning priority: opening doors to employment for young people

Future workforce: where the jobs are (\$80,000) NORTH Link is building on and updating the Future workforce: Melbourne's North (2015) study, taking into account changes in the workforce in the past five years and looking to a post-COVID-19 environment. NIEIR Strategic Consultants held a series of roundtables, where representatives from Hume City Council (Economic Development) discussed a number of these changes. The report is nearing completion, with data and analysis available at the local government area level. The final report will include interest in Broadmeadows, given the revitalisation projects happening and recent investment with Kangan Institute in Broadmeadows (associated with the new logistics training centre).

Connected young people priority Engaging young people in creative industries (\$85,000)

Inner Northern Local Learning and Employment Network, in collaboration with the Northern College of Arts and Technology and local government, completed a project on a youth co-designed pathway supporting young people wanting to enter a career in the creative industries. Representatives from all northern Councils (Arts and Culture areas) were invited to attend the think tank where key findings from the results were shared and discussed.

Vocational Mentoring Exchange program (\$85,000)

Inner Northern Local Learning and Employment Network, in collaboration with four community programs, delivered an expansion of a vocational mentoring program across the region, building a bank of industry mentors who can support young people on their career pathway. Youth Projects in Hume (a Hume-based transition to work program) was one of four key community agencies involved. A Northern Region Mentoring Network was established to support a coordinated approach to mentoring across the north. Representatives from all northern Councils were invited to the launch of this event, and to participate in the network moving forward. A representative from Hume City Council (Youth Services) attended the launch.

Investments in Board priorities by other parts of government

Hume Moreland Orange Door Network now open (February 2022)⁸

Women and families across Melbourne's north can access coordinated family violence, child and family wellbeing services in one place, with the opening of the Orange Door Network in Hume Moreland.

The Orange Door is a free service that brings together workers from family violence, men's, Aboriginal and child and family services to provide coordinated support, including crisis assistance, support, to families under stress, risk assessments, safety planning and wellbeing support, as well as a range of community-based services.

The Orange Door in Hume Moreland is a strong partnership between Berry Street Victoria, DPV Health, Uniting (Vic-Tas), Victorian Aboriginal Child Care Agency, Victorian Aboriginal Community Services Association and the Victorian Government.

⁸ <https://www.premier.vic.gov.au/hume-moreland-orange-door-network-now-open>

New Broadmeadows Trades and Skills Centre opens⁹ (December 2021)

Plumbing training will be offered for the first time at Broadmeadows at the new Kangan Institute Trades and Skills Centre.

The facility accommodates 3,500 students each year and brings together Kangan Institute's trades students and 300 new plumbing students, who can now complete Certificate II, III and IV courses, under one roof.

The centre features a 'plumbing tower', that simulates plumbing and sewer systems to give students of different disciplines the chance to apply their skills in a real-life situation, and a supersized sandpit for domestic and commercial drainage and pipework training.

There are also refurbished learning spaces, new workshop spaces and classrooms, pneumatics and hydraulics facilities and a specialist gas-equipment fitting training room.

Investment in Kangan Institute, Broadmeadows¹⁰ (May 2021)

The government allocated \$60 million in its 2021–22 budget for the construction of the first stage of the redevelopment of Kangan Institute, Broadmeadows Campus.

The injection of funding will see the construction of a Health and Community Centre of Excellence. The new facility will begin construction at the end of 2022 and is estimated to be operating by 2024.

The funding will enable the TAFE's flagship campus to deliver modern, digitally focused teaching and training.

The Health and Community Centre of Excellence will see Kangan Institute expand its course offering in Melbourne's growing northern corridor and, in partnership with its industry partners, will deliver new courses in areas such as nursing, dental assisting, pathology collection, disability and early childhood.

The Centre of Excellence will be a state-of-the-art training facility providing training in essential health services while embedding the skills for now and into the future with a focus on virtual healthcare, eHealth and assistive technologies.

Rugby League Centre builds momentum for women and young people¹¹ (May 2021)

Work has begun to create new playing fields and female-friendly facilities as part of the landmark Rugby League State and Community Centre development at Seabrook Reserve in Broadmeadows.

The \$16.9 million hub will be home to rugby league youth development squads, and in time it will become a base for the NRL powerhouse Melbourne Storm's women's team.

The giant step forward for rugby league in Victoria has been made possible due to a \$12 million investment by the Victorian Government, with the NRL contributing \$1.4 million and Melbourne Storm \$1 million. Hume City Council is contributing \$2.5 million to develop facilities for local club Northern Thunder as part of the project.

The Rugby League State and Community Centre will boast a female-friendly pavilion including high-performance training and recovery facilities, a show pitch and two additional competition/training pitches. The centre will also include administrative facilities for NRL Victoria and Touch Victoria.

⁹ <https://www.premier.vic.gov.au/new-broadmeadows-trades-and-skills-centre-open>

¹⁰ <https://www.premier.vic.gov.au/training-job-you-want-new-skills-authority>

¹¹ <https://www.premier.vic.gov.au/rugby-league-centre-builds-momentum-women-youth>

Suburban Revitalisation Program evaluation

An evaluation of the Suburban Revitalisation Program (including the work of the Broadmeadows Board) was undertaken by the DJPR Design and Evaluation Unit in 2021.

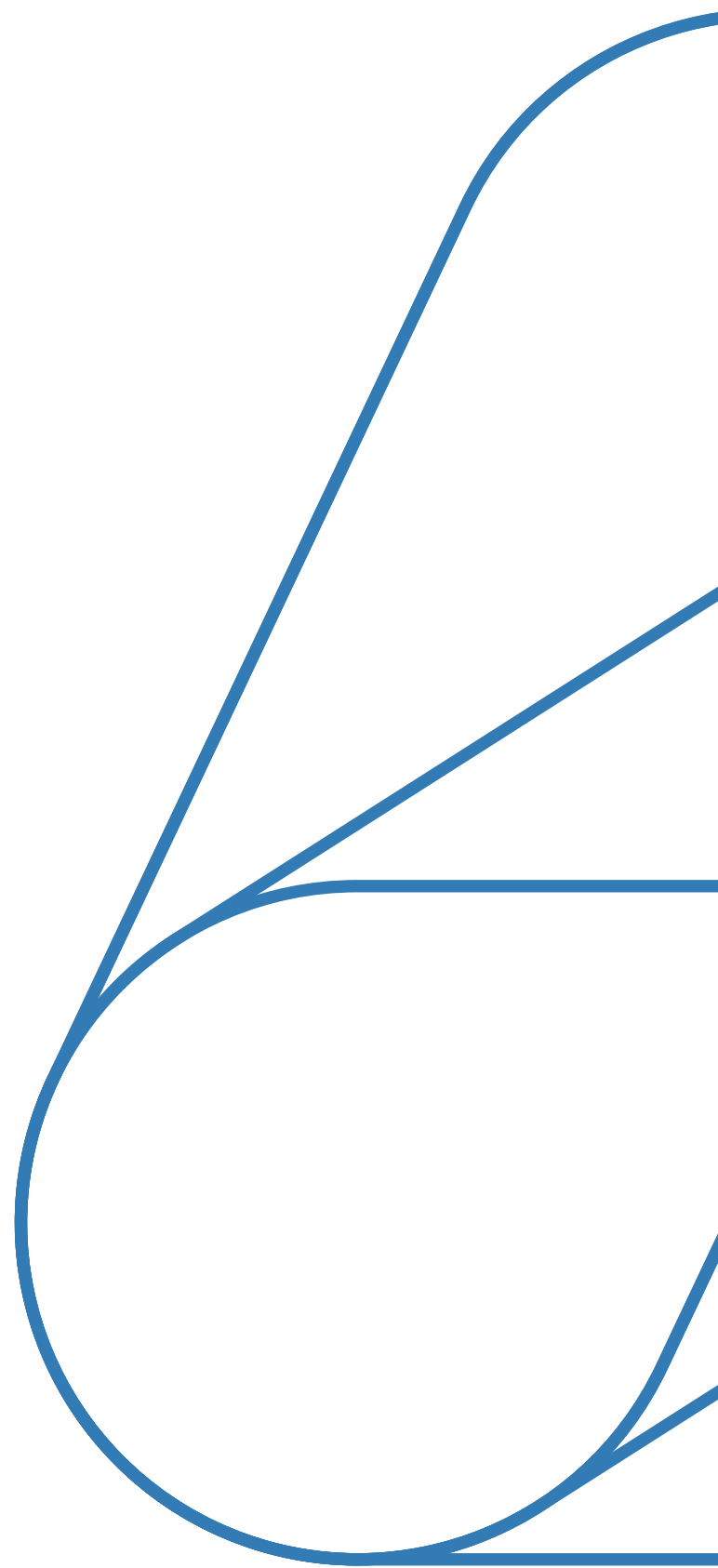
The evaluation analysed value for money delivered by the Suburban Revitalisation Boards and their interventions, their appropriateness as a policy response and their alignment with the current Victorian Government place-based reform approach.

It also identified lessons for implementing further funding of this program or similar programs in the future. These were represented in the evaluation sections of: justification, effectiveness, funding and delivery, efficiency and risk of cessation.

The evaluation was informed by interviews with Board chairs, survey of Board members and outreach to subject matter experts on place-based reforms, key staff and executives in DJPR and Department of Environment, Land, Water and Planning (DELWP and delivery partners.

Key findings resulting from the evaluation included:

- More time to develop and implement strategic projects
- Deepen relationships and community engagement to address local challenges
- Membership, roles and governance processes are aligned with the principles of place-based approaches
- Review Board terms of reference to more clearly outline roles of members including state and local government
- Further develop monitoring and evaluation frameworks.



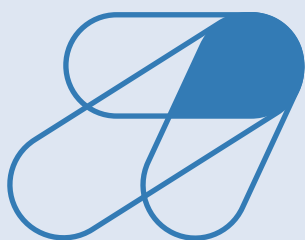
Strategic Directions



Our forward look

These strategic directions represent the Board's high-level, immediate to longer-term recommendations for Broadmeadows. They are informed by current strategic plans and scenarios, including the work of the previous Board.

The strategic directions provide broad policy and planning goals to improve specific revitalisation outcomes.



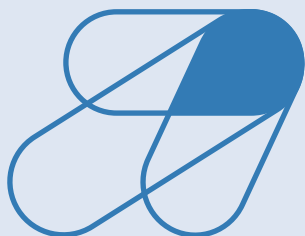
Promote the Broadmeadows Model and the unique partnerships it can facilitate, including with the University of Melbourne and Hume City Council

The Broadmeadows Model will unlock additional private investment across Broadmeadows, and it will aid the development of additional fit-for-purpose community infrastructure.

Partnerships are vital to this process of facilitating employment, education and community engagement opportunities.

The Board recommends building on the work already underway via the Broadmeadows Model to implement this strategic direction.

In particular, Melbourne University's proposed expansion to Broadmeadows will boost the community's revitalisation by providing educational opportunities for the workforce of the future.



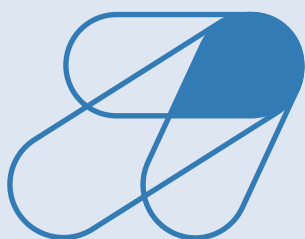
Improve access to affordable and social housing in Broadmeadows, especially Banksia Gardens Estate

Social housing in Broadmeadows is a top priority for the Board, and the culturally diverse Banksia Gardens Estate should be the starting point for this work.

The Board believes the estate is under-resourced, not fit-for purpose, lacking a consistent community voice and without necessary community amenities.

This provides an opportunity for affordable and social housing projects to work in collaboration with other community service providers, to ensure wrap-around services for the community.

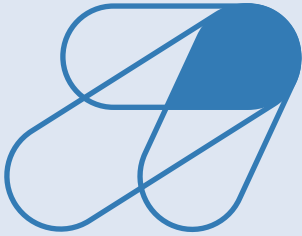
The Board also commends Banksia Gardens Community Service for its tireless work to serve the Banksia Gardens Estate and the Board's existing work through the Greening and Activation Hub and the Connections Program has improved outcomes for the community.



Improve access to health services in Broadmeadows

Timely access to health services in Broadmeadows is a significant challenge in Broadmeadows, with COVID-19 highlighting the disproportionate level of care available.

With investments announced to deliver improvements to healthcare in Broadmeadows, the Board recommends leveraging partnerships between government, health providers and community to advocate for vital services such as mental health to be prioritised in the delivery plan.



Improve employment opportunities through partnerships with key local employers, including Melbourne Airport

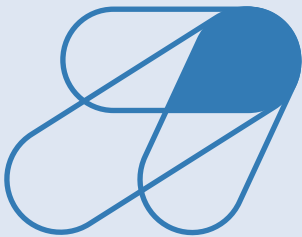
The Board recommends pursuing a further relationship with Melbourne Airport and other large employers to ensure Broadmeadows residents receive priority access to employment opportunities.

These employment opportunities are especially important for vulnerable groups, including refugees and those with a disability.

A clear policy that targets local employment across Broadmeadows will allow for greater engagement with the community. It will also give the community time to prepare and respond to local workforce needs.

This strategic direction is also an opportunity to connect Broadmeadows employment services with emerging job opportunities and employers. This will ensure members of the Broadmeadows community can be matched with job opportunities throughout their career journey.

It will also allow for the formation of long-term partnerships, particularly in relation to providing targeted and holistic support for people to transition to the workplace.



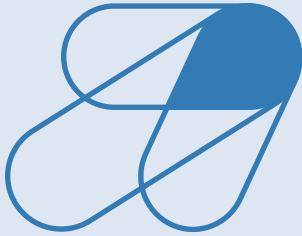
Promote the expansion of Stage 2 at Kangan Institute's Broadmeadows Campus

The Broadmeadows community needs opportunities to gain job-ready skills, particularly given its relatively young median age.

Kangan Institute has achieved strong results in Broadmeadows, and there is a clear demand for a Stage 2 expansion and the inclusion of a technical school.

The Board recommends a Stage 2 expansion at Kangan Institute to ensure that Broadmeadows has facilities that meet the community's current and future needs.

This could include an Assistive Technology Centre or Advanced Manufacturing Hub at Kangan Institute, as proposed by the Assistive Technology Feasibility Study.



Encourage the redevelopment of infrastructure, including the Merlynston Creek Road Crossing, Broadmeadows Railway Station and Maygar Barracks

The Board is determined to see key infrastructure across Broadmeadows upgraded, redeveloped and re-purposed to meet the needs of the community, its residents and businesses.

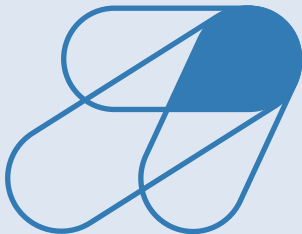
It recommends redeveloping three sites: Broadmeadows railway station, Maygar Barracks, and Merlynston Creek Road Crossing.

While all three are critical to Broadmeadows revitalisation, Broadmeadows railway station remains the most important.

The Board recommends considering opportunities for linking the railway station with the Suburban Rail Loop and the Airport Rail Link.

The Board should support any redevelopment of Maygar Barracks for either community or industry purposes, given the limited accessibility of industrial land across Melbourne's north.

Redeveloping this public infrastructure will improve economic outcomes for Broadmeadows and open up new opportunities for Broadmeadows residents.



Co-design an Economic Inclusion Plan with the Broadmeadows community

The Board recommends driving economic inclusion by continuing its initial work on the Broadmeadows Economic Inclusion Plan.

This work will respond to Broadmeadows stagnant economic participation rates.

Co-designing the plan with Broadmeadows stakeholders will mean the whole community has a role in driving economic inclusion and participation for all Broadmeadows residents.

Vision objectives and priority actions

These key outcomes are the Board's recommendations for the work that is the most critical in the next phase.

They are supported by priority actions, which are place-based actions that can be delivered within the next 12 to 36 months to make a positive impact for Broadmeadows.

Renew urban housing

Affordable and social housing in Broadmeadows is not fit for purpose. Our suburb needs 21st century housing that reflects the community and incorporates its proud history.

In addition, many people who need affordable and social housing in Broadmeadows are from culturally diverse and refugee backgrounds.

The Board recommends unlocking urban housing opportunities, starting with the Banksia Gardens Estate, where the majority of residents live below the poverty line.

This process to boost affordable and social housing across Broadmeadows will also need additional support services in the form of integrated and holistic community services.

Invest in revitalising the Broadmeadows town centre

Revitalising the Broadmeadows town centre is crucial for the community and its future aspirations.

The Board recommends enabling revitalisation by investing in a community-led process to create additional health, education and job opportunities and amenities across Broadmeadows.

Broadmeadows railway station is a high priority for the community in this process. It ensures adequate linkages with precincts across Broadmeadows including Banksia Gardens Estate and Broadmeadows Hospital.

Priority action: Advocate for investment in the redevelopment of the Broadmeadows Railway Station and Suburban Rail Loop

Broadmeadows cannot afford to wait 20 years for the delivery of the Suburban Rail Loop with a critical need for immediate investment.

The Board, in partnership with Hume City Council, will continue to advocate for priority investment for this much needed infrastructure to provide additional connectivity for locals.

Collaborate on health infrastructure investments and prioritise access to Health Services

The Board recommends incorporating Dianella and Plenty Valley (DPV) Health's 15-year master plan relevant to Broadmeadows to ensure that strategies are aligned and can complement existing objectives and priorities.

The Board will continue to support and collaborate on investment for hospital and community health to ensure that access to key health services are prioritised urgently to address shortfalls in health care highlighted through the pandemic.

The Board will continue to advocate for a joint strategy for local health and wellbeing outcomes, including alignment with the Kangan Institute Health and Community Centre of Excellence to deliver a skilled workforce into the future for the community.

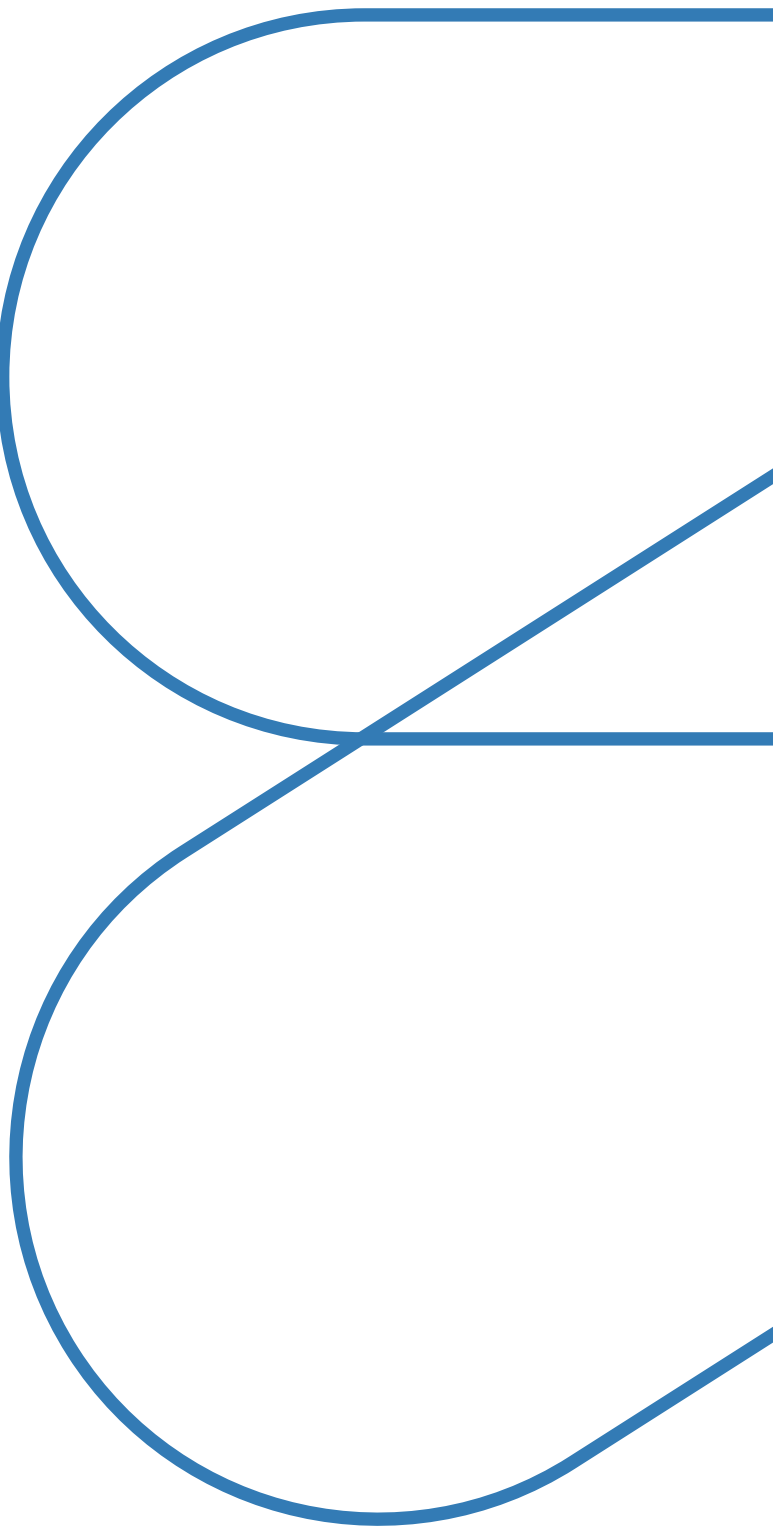
Priority action: Establish an additional mental health support site in Broadmeadows

It is critical that the Broadmeadows community continues to have adequate access to community services, with mental health being the most pressing support need (especially since mental health issues have been exacerbated by the COVID-19 pandemic).

This support needs to be accessible and interconnected with other community services, to provide holistic care.

The Board recommends funding the creation of an additional mental health site in Broadmeadows. This site could be co-located with other community service providers.

Any additional mental health site should have a specific program to support refugees and asylum seekers.



Build people's skills and aspirations

Previous strategic work has emphasised that Broadmeadows needs consistent training and job opportunities to continue building on residents' aspirations.

The Board recommends building on Broadmeadows' tertiary education offerings through the expansion of Kangan Institute and by working in partnership with Hume Multiversity to help residents develop the skills needed for the jobs of the future and lifelong learning.

Members noted that targeted skills-building and improvement opportunities need to be interconnected with local community services to ensure the community is set up for success.

Priority action: Oversee the creation of a Youth Advisory Committee that supports Broadmeadows' young entrepreneurs

Broadmeadows' young people have exciting ideas, but current funding focuses on employment programs rather than supporting people to translate their aspirations into broader projects, social enterprises and even businesses.

The Board recommends working collaboratively with Hume City Council to develop a local Youth Advisory Committee that will listen to and engage directly with Broadmeadows' youth.

Developing this committee would support Broadmeadows' young entrepreneurs to share their views and provide them with a platform to support their dreams and ideas to become a reality.

Priority action: Build a unique brand identity that connects the entire community

A consistent and unique brand identity for Broadmeadows will boost revitalisation, community ownership and attract further businesses to the suburb.

Board members recommend collaborating and connecting with local community members, to understand their views on what makes Broadmeadows unique and how they wish Broadmeadows to be promoted.

An improved identity, both digital and physical, for Broadmeadows will draw more partners to Broadmeadows, creating more employment opportunities.

Priority action: Develop a community program for residents of the Banksia Gardens Estate to capture and activate their voices

Fluid community engagement is needed in Broadmeadows to understand the community's needs and ensure their voices are captured.

Many residents in the Banksia Gardens Estate face significant disadvantage and traditionally have not had the opportunity for their voice to be shared.

The Board recommends developing a program with Banksia Gardens Estate to capture residents' voices so decision-makers can hear them.

The outcomes of this priority action will inform policymaking in the future.

Link people with jobs

Creating job opportunities for the Broadmeadows community will enhance our revitalisation goals. The Board recommends considering sites across Broadmeadows (such as the Ford site) that can be repurposed to house new businesses.

The aim is to transform Broadmeadows from a rust-belt economy to a thriving brain-belt economy. Broadmeadows is strategically placed to access job opportunities at the nearby Melbourne Airport. Securing these jobs for Broadmeadows residents should be a priority focus, as well as ensuring the Broadmeadows community is ready for the jobs of the future in advanced manufacturing, healthcare and construction.

Priority action: Conduct a pilot program that integrates community services, including job pathways for Broadmeadows' diverse communities

Broadmeadows residents need greater access to, and awareness of, the community amenities and social services available to them.

The Board recommends creating a pilot program that integrates community services, so they are accessible and provide holistic care for residents.

This program should use existing, accessible community infrastructure.

Services that may be integrated with the pilot program could include mental health support, primary healthcare, justice support, Centrelink and job agencies.

Priority action: Improve transport connectivity to employment

Broadmeadows needs to expand on the key initiatives outlined in the Building Communities, Connecting People Northern Horizons 2020 report and the Northern region transport strategy to link active public transport routes into industrial areas.

The Board recommends collaborating with key stakeholders to deliver adequate bus links to local industrial/manufacturing employment hubs and removing accessibility barriers into local employment.

Priority action: Co-design the Economic Inclusion Plan to support refugees and asylum seekers in the community

Broadmeadows residents need access to long-term employment opportunities.

Jobs are a vital pathway to revitalisation for Broadmeadows, and employment can drive improved social outcomes.

The Board recommends bringing together community leaders and businesses to discuss economic improvement across the community, specifically for refugees and asylum seekers.

This process will be co-designed with community leaders and businesses to outline an approach for improving job opportunities for Broadmeadow's residents.

In particular, it should include a community-wide commitment to build culturally safe workplaces for Broadmeadows residents.

Co-designing the Economic Inclusion Plan is a sustainable way to ensure the entire community, especially refugees and asylum seekers, have a say in economic improvement and employment opportunities.

