



# Toward a Community Vision

## Council Plan 2021-2031

Summary of community engagement findings to assist the development of a Community Vision



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# Introduction

## The Council Plan 2021-2031

The Council Plan is the City of Port Phillip's 10-year strategic plan. It provides the foundation for the rollout of projects, services and initiatives that go to the heart of Port Phillip's vision.

The Council Plan 2021-31 will need to meet the challenges and opportunities posed by social, economic, political and environmental factors over the next decade. It will also be shaped by recent challenges, including the enormous impact of the Coronavirus (COVID-19) pandemic.

The following themes will guide its development:

- **Social change and community wellbeing:** addressing community cohesion, disadvantage, homelessness, health, economic and social impacts of COVID-19
- **Customer expectations and diverse customer needs:** continuing to build new technologies to transform how our community engages with Council
- **Government and legislative change:** providing high quality, efficient public services with strong communication and engagement; ensuring transparency and preparing for legislative change
- **Climate change and the environment:** continuing to prepare for and mitigate climate change impacts, reduce carbon emissions, provide effective waste management and mitigate environmental contamination
- **Economic and technological change:** addressing the economic impact of COVID-19 on our City, rebuilding our economy, preparing for and mitigating cybercrime and establishing a 'clever' City through technology
- **Population growth and urbanisation:** addressing the COVID-19 impacts on how we live and planning for the significant long-term population growth
- **Transport, parking and mobility:** addressing how we can safely get around our City with minimal environmental impact and responding to how the pandemic has impacted travel patterns.

## Legislative requirements

The *Local Government Act 2020* and *Public Health and Wellbeing Act 2008* require that all Victorian councils undertake the following activities:

- develop and maintain a Community Vision of at least 10 years that describes the community's future aspirations for the municipality by 31 October 2021
- prepare a Municipal Health and Wellbeing Plan of at least four years by 24 October 2021
- develop and adopt a Financial Plan of at least ten years by 31 October 2021
- develop and adopt an Asset Plan of at least ten years by 30 June 2022
- prepare and adopt a Revenue and Rating Plan of at least four years by 30 June 2021
- prepare and adopt an annual Budget by 30 June 2021
- develop the Community Vision, Council Plan, Financial Plan and Asset Plan in accordance with the Council's deliberative engagement practices.



# Developing the 10-year Community Vision

## What is a Community Vision?

According to the *Local Government Act 2020*, the Community Vision must describe the community's aspirations for the municipality's future.

By industry standards, the Community Vision should:

- be authentic and meaningful to the community, Council and staff
- be aspirational – stretch our thinking around the possibilities
- be unique to Port Phillip.

Typically, a Community Vision has an overarching statement supported by a series of messages that describe the intent and detail of the future state.

As a guiding tool, Council will reflect on the Community Vision and assess whether their decisions help move forward to that vision.

## Role of community engagement

The *Local Government Act 2020* (the Act) mandates deliberative engagement as the engagement method required to develop the Community Vision. The Act does not define deliberative engagement. It requires each Victorian council to prepare a Community Engagement Policy that defines its approach to deliberative engagement.

Key characteristics of deliberative engagement are:

- authentic engagement with the community
- a good representation of the community has participated in engagement activities
- clear demonstration of how all views have been considered
- accessible and relevant information is available to the community to ensure the decision-making process and the community's level of influence are clear in each instance and participants are fully informed
- transparency is key to an effective process.

## Report purpose

The City of Port Phillip Council (Council) engaged Capire Consulting Group (Capire) to assist in the design and delivery of an integrated community engagement program to:

- build the foundations for the Community Vision
- test and validate the draft strategic directions that will guide the Council Plan.

Engagement activities included:

- a workshop with Councillors to explore their aspirations for Port Phillip's future
- recruiting a diverse and more representative assembly of residents, business owners and ratepayers from across the City to explore the vision and draft strategic directions over two sessions.

This report provides a summary of the process and outcomes of these activities.

# Engagement design

The following section provides an overview of key engagement activities delivered.



## Community Engagement Policy

In February 2021, Council endorsed its Community Engagement Policy. This policy has guided the development of the engagement program in line with *Local Government Act 2020* requirements.

The policy describes deliberative engagement as:

*Deliberative engagement is an engagement process that enables individuals to draw on collective wisdom and expert advice to work through issues and explore potential solutions together to reach a shared recommendation. Deliberative engagement can be scaled to a project depending on factors such as community impact, interest, complexity and polarised views.*

Some of the key criteria for delivering deliberative engagement activities include:

- sharing the problem and working towards consensus / majority view and recommendations to decision-makers
- randomly selecting a representative sample recruited to participate based on criteria that broadly reflects the demographic profile of the City.

## Participant selection

A sample of the community was selected to best represent the diversity of Port Phillip's community.

The selection process sought to achieve diversity across cultural backgrounds, age, suburb, household type, employment industry and connection to Port Phillip.

Participants were selected to represent themselves, not those of an organisation, community group or business.

The selection process was managed solely by Capire, independent of Council.

## Councillor workshop

Port Phillip City Councillors joined a two-hour workshop to develop key messages that they would like to see at the heart of the Community Vision.

Councillors first drafted their vision for Port Phillip individually. They then worked in pairs and then in groups to share their visions. Through their sharing, they sought to understand each other's intent, values and aspirations.

As a group, they then identified areas of agreement and potential differences.

## Community engagement

The engagement program was designed over two sessions, one of which was a full-day session. These sessions were supported by pre-reading materials, a participant survey and data capture throughout.

The objectives of the community engagement were to:

- build the knowledge of participants to support informed participation
- identify and agree the foundation topics for the Community Vision and prepare corresponding future aspirations
- review the draft set of strategic directions and explore service and asset priorities to deliver the strategic directions.

Table 1 provides an overview of the key activities undertaken.

Table 1 Key engagement activities

Activity	Objectives	Activity details
<p><b>Pre-reading pack</b>  <b>Emailed to participants in advance of the first session</b></p>	<ul style="list-style-type: none"> <li>• To start to build participant knowledge around Council's role and responsibilities</li> <li>• To help build the communities understanding of the challenges</li> </ul>	<p>Information provided:</p> <ul style="list-style-type: none"> <li>• Council Plan 2017-27</li> <li>• Current challenges facing Port Phillip</li> <li>• Draft strategic directions</li> <li>• Health profile</li> <li>• Council service profiles</li> </ul>
<p><b>Community Session 1</b>  <b>Tuesday 23 February 2021</b>  <b>Two-hour online webinar</b></p>	<ul style="list-style-type: none"> <li>• To introduce participants to the role of a Council Plan and accompanying plans</li> <li>• To provide an overview of the operational challenges faced by Council</li> <li>• To build participant knowledge through a series of expert presentations</li> </ul>	<ul style="list-style-type: none"> <li>• Council staff provided extensive background information to participants on the following topics:                             <ul style="list-style-type: none"> <li>– Council's operating context</li> <li>– Financial context</li> <li>– Health and wellbeing context</li> <li>– Asset management</li> </ul> </li> <li>• Question and answer forum</li> </ul>
<p><b>Participant survey</b>  <b>Emailed to participants to complete between sessions</b></p>	<ul style="list-style-type: none"> <li>• To support participants to reflect on their learnings between sessions</li> <li>• To start to shift their thinking from challenges to opportunities</li> <li>• To identify common themes around the opportunities</li> </ul>	<p>Questions included in the survey:</p> <ul style="list-style-type: none"> <li>• What stood out or surprised you most about the challenges?</li> <li>• What do you see as the biggest opportunities to tackle these challenges in the next 10 years?</li> </ul>
<p><b>Community Session 2</b>  <b>Saturday 27 February 2021</b>  <b>Full day in-person workshop</b></p>	<ul style="list-style-type: none"> <li>• To come up with key topics for the Community Vision and 10-year aspirations</li> <li>• To explore the draft strategic directions of the Council Plan</li> <li>• To identify service and assets priorities to deliver on these strategic directions. To identify service and assets priorities to</li> </ul>	<p>Activities included a series of group discussions, individual reflections, world cafe ideation and voting.</p> <p>Key questions asked:</p> <ul style="list-style-type: none"> <li>• What are the 'topics' you want to be highlighted in the Community Vision?</li> <li>• In 10 years, what do we want to have achieved?</li> </ul>

Activity	Objectives	Activity details
	deliver on these strategic directions.	<ul style="list-style-type: none"> <li>Describe your lived experience under each strategic direction</li> <li>What are the services and assets required to deliver on your lived experiences?</li> </ul>

## Engagement limitations and general observations

There are several limitations regarding the engagement methodology and analysis of findings that should be acknowledged when reading this report. These are outlined below.

- It was taken with good faith that the demographic information participants provided in their Expression of Interest (EOI) forms about their demographics was accurate, along with any declared perceived conflicts of interest.
- The ability of participants to understand and interpret information varied. Effort was made to ensure all participants understood the information and had the opportunity to ask questions or request further information.
- The participants were selected to represent the demographic profile of Port Phillip. However, the final participant mix is not necessarily a statistically accurate sample of the whole population, due to people dropping out or lower registrations for some demographic categories. While the participant mix delivered a strong cross-section of views from across the City, it cannot be guaranteed that the complete set of community views were represented at the sessions.
- Some participants dropped out during the process. It is normal for participants to drop out between selection and delivery of sessions. When this occurs, these places are typically filled through subsequent rounds of recruitment, but time constraints limited the team's success in filling any gaps. Reasons for dropping out included health changes; the process was not what they expected or family commitments.
- Participants were asked to self-select to join the process, meaning the process was limited to those who chose to nominate to participate.
- This engagement took place during a global (COVID-19) pandemic. Some participants did not feel safe participating in a face-to-face event and resigned from the process.
- Participant discussions were, to some degree, participant-led. Some participants may have chosen to contribute to some activities and topic areas, and not others, resulting in some variance in the number of responses recorded per activity.
- Comments recorded during the engagement activities have been faithfully transcribed. While Capire staff take great care while transcribing, the accuracy of all notes cannot be guaranteed. However, Capire is confident that the full range of ideas, concerns and views expressed have been captured in this report.

# Overview of participants

**160**

Expression of Interests

**41**

Selected participants

**33**

Participants completed the process

## Participants represented the following suburbs:

Albert Park, Balaclava, Elwood, Melbourne (St Kilda Road), Middle Park, Port Melbourne, Ripponlea, South Melbourne, Southbank, St Kilda and St Kilda East.

## Age profile of participants:

Figure 1 compares the breakdown of participant age groups compared to the City. For example, 9% of the City's population is aged 18 to 24 years and 9% of the participants were also aged 18 to 24 years. Figure 2 provides a breakdown of participants' gender.

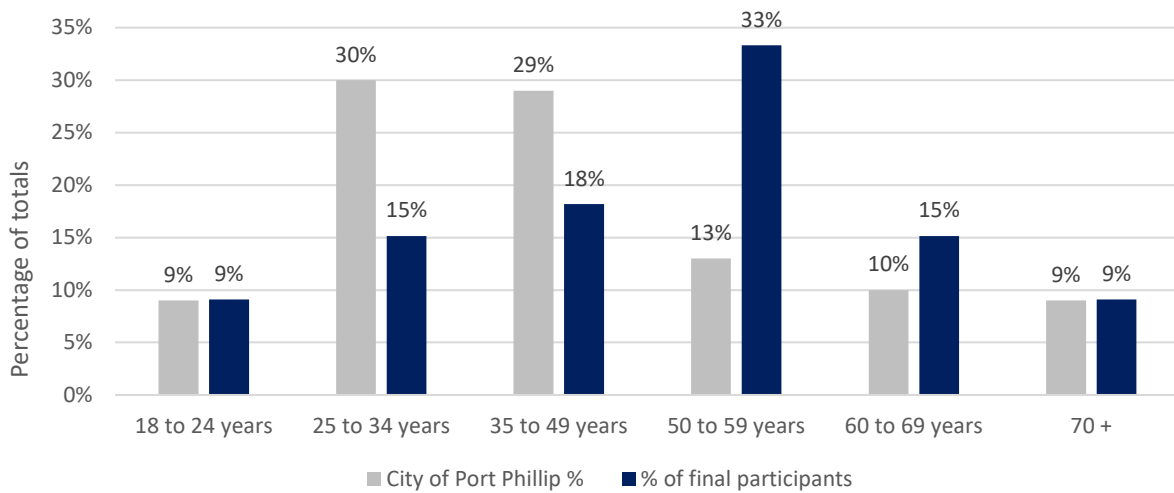


Figure 1: Age of participants compared to the City's demographic (n=33)

## Participant genders represented:

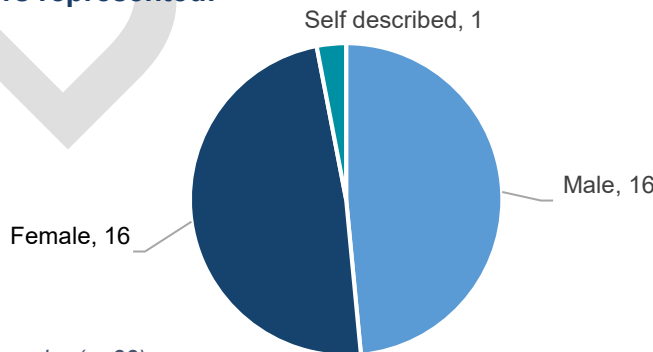


Figure 2: Participants' gender (n=33)

## Cultural diversity of participants:

A total of 39% of the participants were born outside Australia.



# Community Vision insights

## Confirming vision topics

Community participants developed a series of key topics that they want to see included in the Community Vision. These topics were used as building blocks to start to work on their future aspirations for the City.

### The process at a glance:

- Participants reflected on themes that emerged through the participant survey and brainstorm priority topics at their tables.
- The whole group then combined, debated and agreed on the final priority topics.

### Confirmed vision topics developed and agreed by participants:

1. Social amenity and safety
2. Community connectedness and responsibility
3. Healthy Environments (built and natural)
4. Climate and sustainability
5. Financial stewardship and responsibility

## 10-year achievements

The purpose of this activity was for community participants to identify the future achievements that they wanted to see for the City. These achievements were developed to support Council in finalising the Community Vision.

### The process at a glance:

- A station was set up for each vision topic.
- In small groups, participants rotated around the stations making suggestions, debating and discussing their aspirations.
- At the final rotation, participants worked to refine their aspirations into three core overarching '10-year achievements' for each topic that they want Council to consider for the Community Vision.
- A gallery wall was set up to display the three core 10-year achievements for each topic.
- All participants deliberated, debated and eventually voted against each of 15 achievements.
- Each participant voted 'Yes' or 'No' against each achievement on a "**Can you live with it?**" basis.

The following pages detail the final three achievements for each topic and the voting results. Final numbers show that many of the co-authored achievements received near-unanimous support. All received at least a minimum of 75 per cent support. Participants who voted 'No' were invited to describe why, so Council could gain a better understanding of their concerns regarding that achievement.

### Vision topic 1: Social amenity and safety

Social amenity and safety was identified as a key topic for addressing drug use concerns, anti-social behaviour, and impacts of tourism and homelessness.

Table 2: Voting results for Vision topic 1: Social amenity and safety

10-year achievements <b>Social amenity and safety</b>	Can you live with it?	
	Yes	No
1. We can all walk down the street and feel safe in a place that doesn't encourage anti-social behaviour	29	0
2. When problems happen, we can respond quickly and effectively	25	0
3. Targeted programs assist vulnerable people to live their best life	28	0

### Vision topic 2: Community connectedness and responsibility

Community connectedness and responsibility was identified as an overarching key topic for social inclusion, community diversity, cohesion, connectedness and equity.

Table 3: Voting results for Vision topic 2: Community connectedness and responsibility

10-year achievements <b>Community connectedness and responsibility</b>	Can you live with it?	
	Yes	No
1. Welcoming all to be part of community life	24	0
2. Celebrating and highlighting inclusivity and diversity	26	0
3. Mix of affordable and social housing	23	4*

\*Some participants expressed concerns on the impacts of bring more social housing and wanting to see a greater focus on safety and helping those who are already here in Port Phillip.

### Vision topic 3: Healthy environments (built and natural)

Healthy environments (built and natural) was identified as an overarching key topic for wildlife protection, providing quality open space, walkability and limiting densification.

Table 4 Voting results for Vision topic 3: Healthy Environments (built and natural)

10-year achievements <b>Healthy environments (built and natural)</b>	Can you live with it?	
	Yes	No
1. Improve walkable environment by increasing tree canopies to 40% coverage	25	0
2. Revitalise indigenous environmental stewardship practices; protecting waterways, landscapes, flora and fauna in old and new spaces	24	1*
3. 100% of residents to have access to open green space within a 5-minute walk	25	4^

\*One participant had concerns about using the word 'indigenous' and noted that existing practices are effective.

^One participant noted that they are unsure about the cost vs benefit of this achievement. Another participant questioned whether this level of provision is reasonable.

### Vision topic 4: Climate and sustainability

Climate and sustainability was identified as an overarching key topic for climate change, sustainability, waste management, and economic and social resilience.

Several participants placed their votes on the dividing line between 'Yes' and 'No' to indicate that they were not sure. These votes have been recorded as 'Not sure'.

Table 5 Voting results for Vision topic 4: Climate and sustainability

10-year achievements Climate and sustainability	Can you live with it?		
	Yes	Not sure	No
1. Energy and transport: Zero emissions by Council, businesses and community	19	2	5*
2. Waste: All single-use plastic and waste has been eliminated	15	3	6^
3. Update the planning scheme to require the highest sustainability standards, such as a 9-star rating	26	1	2+

\*Some participants commented that it is costly to implement and difficult to prove.

^Some participants commented that this is not a Council issue, should be private-sector driven.

+Some participants commented that it is costly, should advocate to state.

### Vision topic 5: Financial stewardship and responsibility

Financial stewardship and responsibility were identified as an overarching key topic for Council's financial management, and the need for diversified revenue streams and innovative revenue opportunities.

Table 6 Voting results for Vision topic 5: Financial stewardship and responsibility

10-year achievements Financial stewardship and responsibility	Can you live with it?	
	Yes	No
1. We deliver the basics well, in an efficient and equitable way	18	1*
2. Smarter, more diverse and increased revenue streams to decrease costs on the local community; and ensure there's a buffer against shock	24	0
3. Clear transparency, best practice targets that ensure we meet community expectation on expenditure and efficient service delivery	26	1^

\*One participant commented that Council should deliver 'all services' well, not just the 'basics'.

^One participant commented that 'best practice' is a nebulous term.

# Council Plan insights

Participants were presented with the following draft strategic directions that set the foundation for the Council Plan.

## ***Inclusive Port Phillip***

Port Phillip is a place for all members of our community, where people feel safe and supported, respected and comfortable being themselves and expressing their identities.

## ***Liveable Port Phillip***

Port Phillip is a great place to live, where our community has access to high quality public spaces, development and growth is well managed, and it is easy to connect and travel within.

## ***Sustainable Port Phillip***

Port Phillip has a sustainable future, where our community benefits from living in a bayside City that is cleaner, greener, cooler and more beautiful. The importance of action in this area is emphasised by Council declaring a Climate Emergency in 2019.

## ***Vibrant Port Phillip***

Port Phillip has a flourishing economy, where our community and local business thrives, and we maintain and enhance our reputation as Melbourne's cultural and creative heart. The importance of action in this area is emphasised by Council declaring an Economic Emergency in 2020.

## ***Well Governed***

Port Phillip is a leading local government authority, where our community and our organisation is in a better place as a result of our collective efforts.

## **Strategic directions: lived experiences**

Participants were invited to individually reflect on the spirit and intent of the five draft strategic directions, as presented by Council. They then imagined their 'lived experience' in 10 years if the strategic directions were realised.

Participants were provided with prompts including '*My family will...*', '*I will...*', '*My neighbours will...*' and so on.

These imagined lived experiences were often ambitious, frequently heartfelt and sometimes written on behalf of others or those not in the room. They can serve as a signpost reference when the strategic directions are refined and finalised.

The complete collation of imagined experiences is provided in a separate database to serve as a reference for future use. Over the page is a summary of samples drawn from over 160 lived experiences written by participants on the day.

### **The process at a glance:**

- Participants described their lived experience in 10 years' time under each strategic direction and wrote them on a card.
- Galleries were then set up around the room for these lived experiences to be displayed for everyone to read.



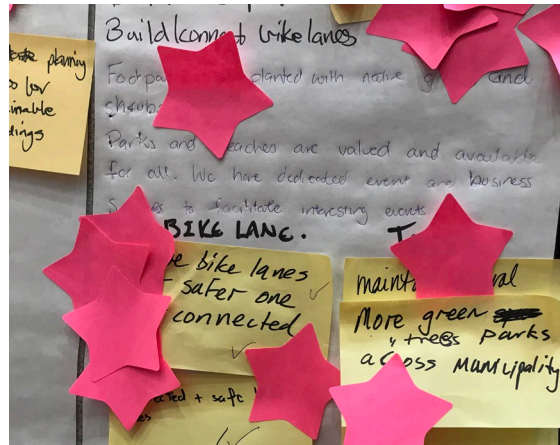
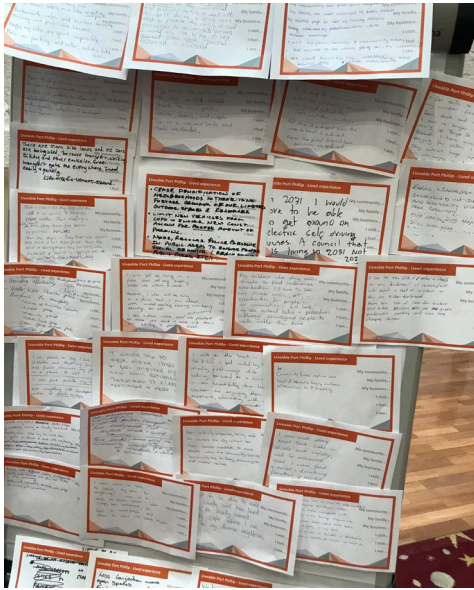


Figure 3 (Left) Lived experiences posted on the Gallery

Figure 4 (Above) Participants voted for five priority assets and services

Below are some quotes from imagined lived experiences for each draft strategic direction.

**Inclusive Port Phillip**

*'As a migrant choosing to live in Port Phillip, I am welcomed warmly into the community.'*

*'I can leave my front door unlocked and can walk by myself after dark anywhere in Port Phillip.'*

*'It doesn't matter that I am old or young, female or male, and any nationality, I feel that I am an important member of the community.'*

**Liveable Port Phillip**

*'I can walk along Albert Park Lake in shade and safety and be reassured that I can find a toilet and drinking fountain.'*

*'I see tree-filled streets. New apartments covered with solar panels and are 9-star developments. Full of lanes for scooters, bikes, and parking and charging for electric cars.'*

*'No cars being used because walking, biking and other emission-free transport gets me everywhere.'*

**Sustainable Port Phillip**

*'A city that promotes a carbon-neutral municipality.'*

*'Dolphins and fish are in abundance in the bay. The air is clean, and the noise from traffic is gone.'*

*'I'm able to reuse or recycle all of my household waste.'*

*'Residents are offered incentives to use clean energy and energy-efficient means to maintain their homes.'*

*'I want to pay low rates while having a world-class recycling system.'*

**Vibrant Port Phillip**

*'Thriving businesses, amazing art and culture.'*

*'We all enjoy being able to shop locally, greeting neighbours and supporting traders.'*

*'In 2031, Port Phillip is known across Victoria/ Australia as having the best annual events.'*

*'I feel that I don't need to leave Port Phillip to find things I need or have a good time.'*

**Well Governed Port Phillip**

*'Ratepayers get value for money!'*

*'Council is transparent with its processes, budgets, finances and dealing with its stakeholders.'*

*'I see better indigenous peoples representation.'*

*'I can speak to City of Port Phillip via the staff at our local libraries.'*

One hundred and sixty-one lived experiences were recorded; these have been provided as Appendix 1 to this report.

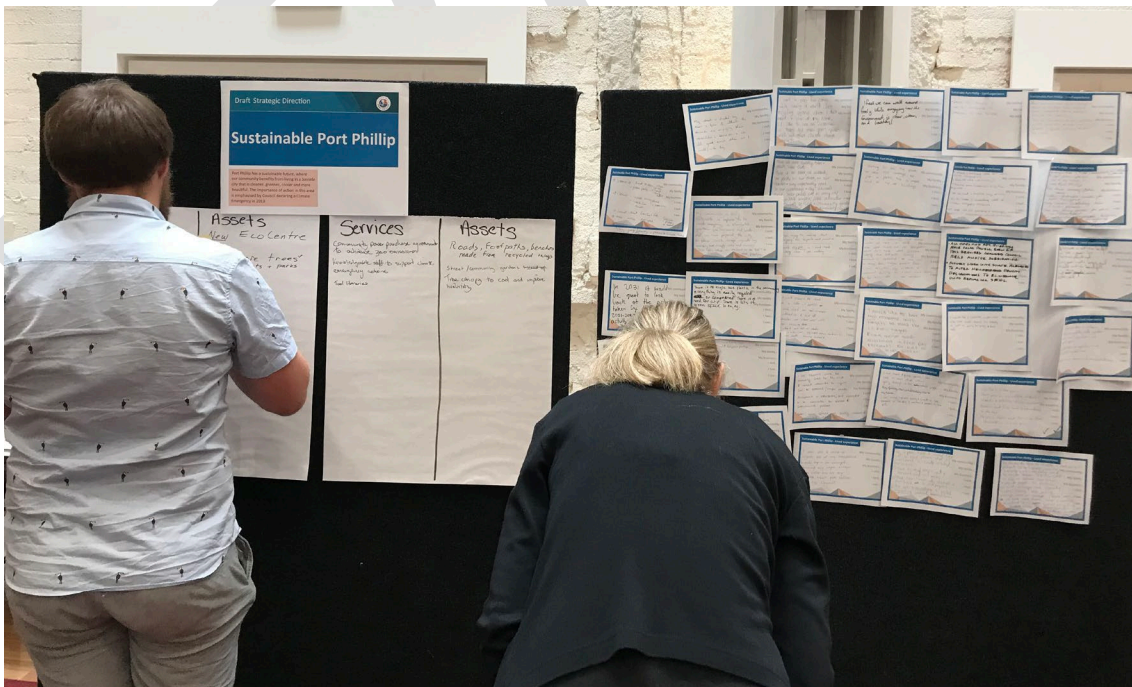
## Strategic directions: asset and service priorities

Participants walked around the room to read the lived experiences and brainstorm the assets and services required to realise these strategic directions.

Then, armed with a deeper understanding of Council's challenges, its role and responsibilities, and the aspirational achievements, participants were asked, **'How should Council prioritise its efforts?'**

All assets and services identified by participants through this activity are provided as Appendix 2 to this report.

The following tables list the assets and services identified on the day that received priority votes. These have been listed under the relevant Council service profile area, based on service profiles shared with participants as part of the pre-reading pack and available on Council's website. The number of votes is shown in brackets.



### Affordable housing and homelessness

Assets	Services
<ul style="list-style-type: none"> <li>Homes for the homeless (2)</li> <li>More social and affordable housing (1)</li> <li>More social housing (1)</li> </ul>	<ul style="list-style-type: none"> <li>"Value-for-Money" on council rates: waste management; roads and paths; cleaning services; support for vulnerable people (5)</li> <li>Less social housing. More affordable housing for low-income workers (2)</li> <li>More support for drug users, more support for the homeless (1)</li> </ul>

### Ageing and accessibility

Assets	Services
<ul style="list-style-type: none"> <li>More supported age care services (1)</li> </ul>	<ul style="list-style-type: none"> <li>"Value-for-Money" on council rates: waste management; roads and paths; cleaning services; support for vulnerable people (5)</li> </ul>

### Community programs and facilities

Assets	Services
<ul style="list-style-type: none"> <li>Develop hubs to meet local community needs (2)</li> <li>Create an innovation hub in St Kilda that advises, helps and supports local businesses and council to continue being ahead (1)</li> </ul>	<ul style="list-style-type: none"> <li>Support community-led street garden initiatives (6)</li> <li>New residents welcome packet and greeting (4)</li> <li>Make St Kilda safe, the families are the vulnerable members of the community (3)</li> <li>Iconic dining/music districts are thriving: no drug camps; plenty of car parks (2)</li> <li>Enforce the 'Move On' bylaws for drug users and illegal campers (1)</li> <li>Provide more community education to help us understand each other/our connections (1)</li> <li>Advocate for safe injecting rooms in every council in the state. Much less desire in City of Port Phillip (1)</li> <li>Sharing shed for tools and equipment (1)</li> </ul>

### Transport and parking management

Assets	Services
<ul style="list-style-type: none"> <li>More bike lanes, increased connectivity of bike lanes (7)</li> <li>Increased in minimum car parking and loading bay requirements (2)</li> </ul>	<ul style="list-style-type: none"> <li>Iconic dining/music districts are thriving: no drug camps; plenty of car parks (2)</li> <li>Reduce traffic along the beach through public transport, encouraging electric scooters and buses (1)</li> </ul>

### Sustainability

Assets	Services
<ul style="list-style-type: none"> <li>New Eco Centre (5)</li> <li>Storm-water capture and reuse (2)</li> <li>Increase solar installation supply (1)</li> <li>Stormwater used to water trees and parks (1)</li> </ul>	<ul style="list-style-type: none"> <li>Community power purchase agreement to achieve zero emissions (5)</li> </ul>

## Waste management

Assets	Services
No votes	<ul style="list-style-type: none"> <li>Green bins (7)</li> <li>More diverse waste streams (green, food, paper, glass) (3)</li> <li>Improved waste management, minimise landfill, promote recycling (2)</li> <li>Officers to enforce proper disposal of waste at bins (1)</li> <li>Compost drop-sites (1)</li> <li>Adopt overseas "Best-in-Class" recycling techniques (1)</li> <li>Accessible recycling drop-off points at commonly used areas (1)</li> </ul>

## Amenity

Assets	Services
<ul style="list-style-type: none"> <li>Toilets and libraries (5)</li> <li>More beachfront mixed/temporary use is like Beach Pub in Port Melbourne, markets, outdoor preferences (2)</li> </ul>	No votes

## City planning and urban design

Assets	Services
<ul style="list-style-type: none"> <li>Mixed density housing to accommodate a range of people (7)</li> </ul>	<ul style="list-style-type: none"> <li>Limit densification, preserve public space (4)</li> <li>Sustainable planning (2)</li> </ul>

## Development approvals and compliance

Assets	Services
<ul style="list-style-type: none"> <li>Mixed density housing to accommodate a range of people (7)</li> <li>Use of underutilised shopfronts for artistic and creative projects - see Renew Newcastle for example (2)</li> </ul>	<ul style="list-style-type: none"> <li>Limit densification, preserve public space (4)</li> <li>Increased state advocacy and increased regulations to limit densification (1)</li> </ul>

## Local laws and animal management

Assets	Services
No votes	<ul style="list-style-type: none"> <li>Increased police or other council-supported personnel (residential patrols) to enhance security and ensure positive social interaction (4)</li> <li>More compliance officers with increased powers (1)</li> <li>Officers to enforce proper disposal of waste at bins (1)</li> </ul>

## Public space

Assets	Services
<ul style="list-style-type: none"> <li>More trees and parks (12)</li> <li>Buy more land in amongst apartment blocks for green space and playgrounds (2)</li> </ul>	No votes



### Arts, culture and heritage

Assets	Services
<ul style="list-style-type: none"> <li>• More free or subsidised artist spaces (4)</li> <li>• Use of underutilised shopfronts for artistic and creative projects - see Renew Newcastle as an example (2)</li> <li>• More beachfront mixed/temporary use is like Beach Pub in Port Melbourne, markets, outdoor preferences (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Use of council spaces for artists and musicians. Preservation of local arts organisations like Theatreworks, Palais, ANAM (4)</li> <li>• Less social services and more support for the arts and culture (2)</li> <li>• Iconic dining/music districts are thriving: no drug camps; plenty of car parks (2)</li> <li>• Funding for culturally diverse festivals and events. Partnership formed with commercial organisations to provide the above (1)</li> <li>• More low key/small venue live music (1)</li> </ul>

### Economic development and tourism

Assets	Services
<ul style="list-style-type: none"> <li>• Create an innovation hub in St Kilda that advises, helps and supports local businesses and council to continue being ahead (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Use of council spaces for artists and musicians. Preservation of local arts organisations like Theatreworks, Palais, ANAM (4)</li> <li>• Less social services and more support for the arts and culture (2)</li> <li>• Iconic dining/music districts are thriving: no drug camps; plenty of car parks (2)</li> <li>• Funding for culturally diverse festivals and events. Partnership formed with commercial organisations to provide the above (1)</li> <li>• More low key/small venue live music (1)</li> </ul>

### Libraries

Assets	Services
<ul style="list-style-type: none"> <li>• More accessible library services including open outside of work hours (6)</li> <li>• Libraries and other facilities/activities are accessible in terms of a range of opening days/times, e.g. late opening once a fortnight or once a month and so on (5)</li> <li>• Public facilities: toilets; libraries (5)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased library funding (2)</li> </ul>

### Finance and project management

Assets	Services
<p>No votes</p>	<ul style="list-style-type: none"> <li>• Have "opt-in" payment options for council projects (like the EcoCentre) (2)</li> </ul>

# Measuring the success of the engagement

The following section details the community participants evaluation of the engagement process. The evaluation happened over two activities – the pre- and post- perceptions surveys, and the evaluation survey. The following pages detail the findings from these surveys.

## Benchmarking survey

Before joining the first community session, participants were given a pre-process benchmarking survey to indicate their current knowledge and perceptions of the Council. The initial survey results formed the baseline data. After completing the second session, participants answered the same questions again to capture the panel process's impact.

In the benchmarking survey, participants indicated their level of agreement with the following statements:

1. I am aware of the key challenges facing the City of Port Phillip.
2. I believe the City of Port Phillip is planning for the long-term needs of the municipality.
3. I believe that Council actively supports community involvement in decision-making.
4. I am confident engaging in Council decision-making processes.
5. I value the diversity and perspective of community members in decision-making processes.
6. I feel I have the skills and knowledge to contribute to the City of Port Phillip's decision making process.

A total of 37 participants completed the pre-process survey, and 31 participants completed the post-process survey. The following two figures illustrate the results.

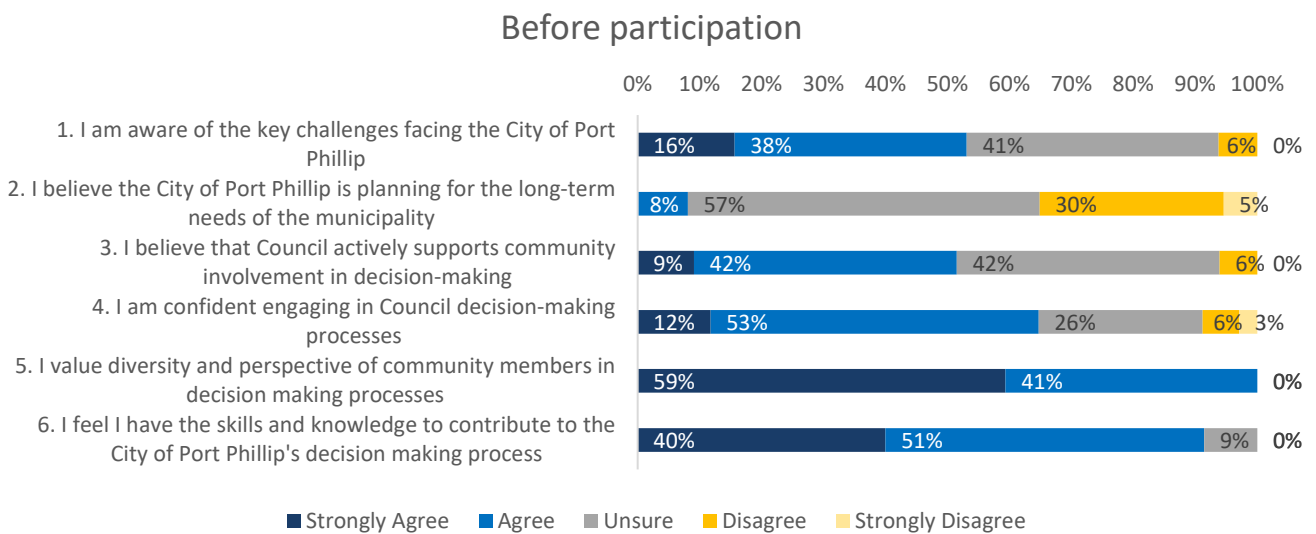


Figure 5: Benchmarking survey results before participation (n=37)

After participation

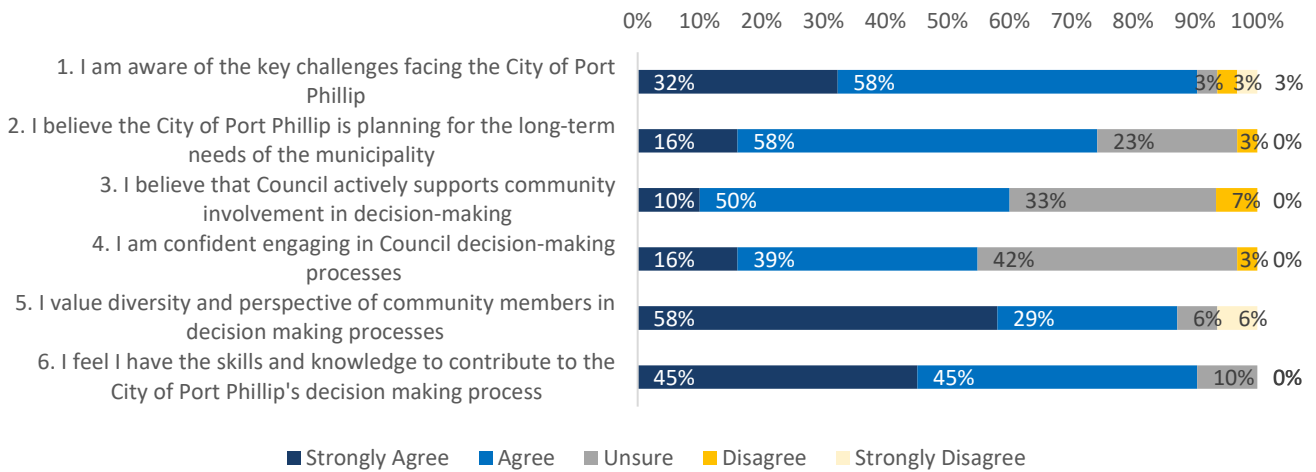


Figure 6: Benchmarking survey results after participation (n=31)

It is clear that many participants experienced an increase in knowledge due to the process (before 53%; after 90%). There was also an increase in the proportion that agree that the City of Port Phillip is planning for the municipality's long-term needs (before 8%; after 74%).

The process did not seem to change participants' perceptions of whether Council actively supports community involvement in decision-making (before 52%; after 60%).

There was a slight decrease in participants feeling confident engaging in Council decision-making processes after participating in the engagement (before, 65%; after, 55%), but similar responses in participants feeling they had the skills and knowledge to contribute to the process (before 91%; after 90%)

When asked if participants value community members' diversity and perspective in decision-making processes, fewer participants agreed with this statement after participating in the engagement (before, 100%; after, 87%). Two participants said they 'strongly disagree' after participation.

## Evaluation survey

Participants evaluated how well the community sessions were organised. They indicated their level of agreement to the following statements:

1. I felt the recruitment process was clear.
2. I had many opportunities to express my opinion and views.
3. I felt that the information provided allowed me to form an opinion.
4. I felt that the session was well organised.
5. I would like to take part in similar community engagement activities.

A total of 24 participants completed this survey. Figure 7 below illustrates the results.

### Evaluation Survey

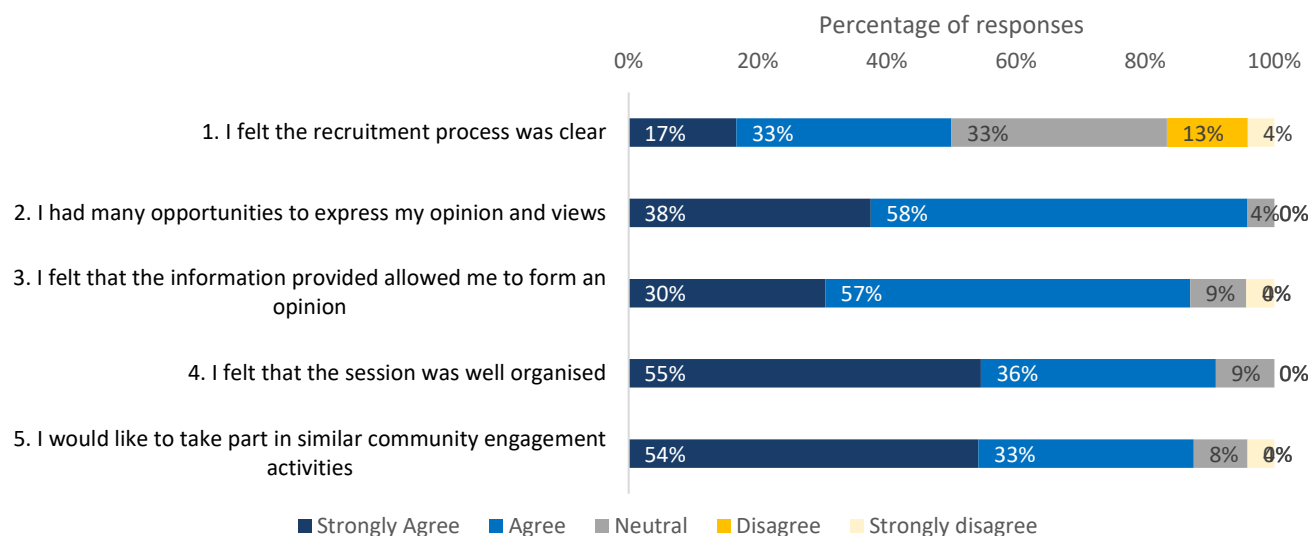


Figure 7: Evaluation survey results (n=24)

Overall, most participants who completed this survey were positive about the process. The recruitment process received the lowest level of support (50%).

Some participants provided further comments about the overall process:

- A few participants commented on the lack of time for the whole process. They would like to have had more time for questions and answers with Council staff, more time to read the information provided, and more time for grouping similar ideas.
- Several participants noted the need for improvements to the recruitment process to ensure greater participant diversity and limit the ability for any organised group to have a strong representation in the final participant numbers.
- Two participants recommended randomising participants at tables to avoid members of the same organised groups sitting together and help individuals feel more comfortable to participate.
- Some participants felt the need for greater transparency around participants' affiliations with organisations.
- Participants wanted greater clarity on how the results will be used (with particular concern around whether the ideas that did not receive a vote would be shared with Councillors).
- Provide clarity on the roles and responsibilities of Council, State Government, and other authorities (for instance, Victoria Police).
- Provide clarity on how the different engagement activities related to one another, particular how the vision work related to the strategic direction discussions.
- Some participants would like to see the use of a local catering company at engagement events to support local businesses.
- A number of participants requested to see the engagement findings report.



# Appendices

## Appendix 1: Workshop participants' imagined lived experiences

I want to feel safe and listened to when I encounter abusive people on the streets and at the shops. Or even better not encounter these abusive people! I'd also like council to have an official violence strategy
I greet backpackers and other visitors on the street with a smile as we're all enjoying the wonderful green and calm environment that we step out into
That my community does not discriminate when I visit somewhere, no-one is excluded... it's for everyone
I feel that PP is overall very inclusive. However, I feel it is increasingly polarising down political lines. Instead, this diversity should be celebrated. Councillors should be reigned in when trying to score cheap points at elections, thus polarising the community. Another issue is the homeless/safety issues - 2 mutually exclusive issues that have become divisive. (Multicultural, economic diversity and age diversity)
I hope to feel safe in my local area. A few years ago, I was followed from the tram almost to my home, I crossed the street, I walked faster/slower and I knew I was being followed. Almost to the corner of my street, I decided to run however so did the person. They grabbed my bag and ran off after knocking me to the ground. I don't know if they were following me home and just grabbed the bag instead. But to this day, I am nervous, off the tram to home. I hope in the future this could be a safe walk
My communities are connected, through organisation such as: tennis clubs, English Second Language classes, and outdoor BBQ days. My family are friendly with neighbours. My business has vibrant, regular and interesting visitors. I visit the synagogue churches to live in harmony with my community. I feel surrounded by locals, visitors and amenities like all day public toilets for safe use. I see weekend pride marches, late nights and parties
I can walk the streets and see busy and full shopping strips with diverse outlets, inclusive programs stemmed from council encouraging and helping entrepreneurs start businesses
People meet and greet and eat throughout this city. We all feel equal with community places to be doing this life
I have lived and interacted with people from all walks of life, both from here as well as visitors from interstate as well as overseas, and we all agree that this small part of the world is one of the very best. A top spot
Eliminate drug users in the community, so no fear of crime or negative interaction for families and younger, school age children. No more spending on some social programs, because root issue has been eliminated, e.g. homelessness programs to help those homeless to get back into a home, without attracting homeless from other areas
As a migrant, recently arrived in Australia and choosing to live in Port Phillip, I am welcomed warmly into the community and provided quick and easy access to council amenities and info
It doesn't matter that I am old or young, female or male and any nationality, I feel that I am an important member of the community. I am not judged for wrongs of the past and/or my ancestry. I am free to decide what I want to think, do and how I live in the community. I feel safe and happy to be me

<p>Our community is a close knit group where many of us know each other. There are multiple groups or clubs that many people are involved in. People are often out in the community sharing time with people they know</p>
<p>I can leave my front door unlocked, leave my garden tools, bike, etc unattended. I can walk by myself after dark anywhere in the CoPP</p>
<p>In 10 years time I would like to see the following achievements in social integration in PP: 1) All foreign born residents speak English or have access to English language instruction, so that they can fully participate in daily life 2) There are no drug addicts menacing people on Fitzroy St or in St Kilda because CoPP and/or the VIC gov't have reduced drug use and improved drug rehab</p>
<p>My family is safe to walk the streets of St Kilda; My community has introduced support for all members and ages, and is supported by council; I visit all parks, gardens, high streets in CoPP; I feel comfortable to grow old in St Kilda; I see clean streets, no graffiti, no drug affected and mentally unwell individuals</p>
<p>As an older member of the community I feel safe walking around my local area, no matter the time of day. I have an opportunity to connect with a diverse range of other community members through events and festivals. I also have the opportunity to enjoy a wide range of creative/arts experiences as CoPP offers a wide range of free and paid arts</p>
<p>I see a diverse range of people and businesses in the community, as well as support services for all of them. I visit festivals celebrating our diversity</p>
<p>My community is welcoming to all, not just culturally diverse but also to those who may have once not been able to afford to live here. I feel safe but also value that those struggling with addiction, homelessness, and other challenges, are embraced by the community and offered services they need without judgement or criminalisation</p>
<p>My 14 year old daughter has recently declared her bisexuality. I want her to grow up in a community where she can express herself, be herself and not feel vulnerable, ostracised, targeted or victimised. CoPP can have a big role to play to promote, celebrate diversity, and call out those who do not support our community vision and goals</p>
<p>My grandchildren can enjoy exploring the beautiful play spaces near my apartment block, safely</p>
<p>My community can afford to pay rates without having to reverse mortgage their homes; Can walk street without being abused by people using drugs; I feel safe, and believe I'm getting value for money from my rates. I see a healthy, vibrant community where people are not categorised politically</p>
<p>Enjoy the company of friends in the community every day and night. I visit lots of local music venues for live performances. Able to enjoy parks and other open spaces</p>
<p>My neighbours welcome me in their homes. There is a strong sense of unity and cooperation and self-help in my community. Cultural diversity is embraced and celebrated</p>
<p>I will be 80 years old. I have support from neighbours, friends, council-funded community services and council services (if I need it). To either live in my own home that has been adapted to my needs, or live in a good community/venue that has a mix of old and younger people with support if needed. Have good library, community garden, and volunteer opportunities. Volunteer in gross-generational organisations</p>
<p>My children walk to schools, with other kids from diverse backgrounds, and they all have equitable opportunities and community integration</p>
<p>Port Phillip is a complex community that has a broad cross-section of society living visible lives in a municipality rich in built and natural resources. It is a hope that the future will see this society become more supportive of each other, rich and poor, etc. A society of access, acceptance, and opportunity</p>
<p>My community knows me and I know them. My family can come visit me and there are facilities to allow us to spend time together. I can work from home or near home</p>
<p>My partner feels safe at night cycling to and from the shops</p>

I would like to walk to an excellent library. I think that lots of people are there from different backgrounds, doing things. I would like to understand and other people's lives
My business is supported by the council but also its residents. The council encourages my business to grow and retain itself as part of the community. My son can safely walk to and from school. My son doesn't find syringes on the ground. My son can go kick the footy/soccer ball at a local park. I can access a library after hours/on weekends and they know my name
I feel that it is a welcoming environment, that is accepting of all its diverse community
Live music venues abound. The businesses available near provide all my needs, allowing me to shop, eat, do everything local. There are regular events and gatherings
A self supportive community that is a destination for a broad range of reasons/purposes, but, always mindful of priorities of residents who see this as their home, their safe place, their community
Over the past 20 years when we moved into this community, we have seen a deterioration in business retail spaces. Iconic bars, restaurants, retailers, have been replaced by cheap trashy take-away shops (except for Vic Av in Albert Park). In Port Melbourne, we need nice footpath, trees, shops other than nail parlours and Botox clinics. How can CoPP help retail business that offer distinctive, quality merchandise (i.e. chocolate shop, shoe shops) and fewer cheap takeaway shops. PS. People stop picking on soccer i.e. Port Melbourne Sharks. I feel that poor club struggles to be heard and carries a stigma that it doesn't deserve
Many artists studios subsidised by council - no St Kilda Festival instead; Council support for smaller cultural venues. Council supports start-ups that enhance sustainability - e.g. repair shops, recycling businesses, etc
Our business producing sustainable products is one of many in the area. I see many people walking around or electric scoots to get to local businesses
My community is thriving economically and people are a community! We do not want Port Phillip to become a slum for drug users/unemployed. I am concerned the State Government want to concentrate vulnerable people in Port Phillip
My community has an LGA that supports small business. My family has a value for money return on rates and not subsidising pet vanity projects. My business is supported by CoPP LGA. I visit profitable cafes, restaurants, live music venues. I feel I am getting value for rates spent. I see tangible measurable results from my rates
My community fosters art and culture, rejecting gentrification. My family is vibing with better environment. My business is embraced by natural decoration like trees. I visit weekly festivals in what used to be car parks. I feel safe walking around drunk to home. I see people who invite strangers around
I can take part in a vibrant and exciting and safe entertainment and night scene, that is also sustainable economically long timer, i.e. have stuff people want to pay for and charge them for it
I want a balance between private business success and the ownership over public (and car) space which everyone can use. I want to live where all cultures have a place to celebrate with full council support
I feel the bustle of residents around the city as people shop locally, and use common facilities like parks and libraries to enrich their lives
I'd like to see smaller friendly gatherings with my neighbours and local community on my street, at my vibrant local shops, and at our world class tourist destinations. I'd like to celebrate Christmas, Easter and Ramadan
The arts and creative industries are a feature of PPC. Artists/musicians/writers and other creatives are able to access affordable studio/workshop spaces and are encouraged to exhibit their products with the public. This abundance of arts and cultural encourages tourism and is a boost to the economy

<p>Music and the arts are still going strong - and so am I. Facilities and community involvement are encouraged</p>
<p>A vibrant Acland and Fitzroy Street - interesting shops for locals (like Fitzroy and Brunswick). More of an emphasis on arts and cultural (support for local artists) - such as AVAM, Theatreworks. Local repairs business. Less chain shops, emphasis on independent shops</p>
<p>Lots of religious and cultural festivals are celebrated. Residents and businesses are open to change and new ideas or ways of living. Creativity and innovation are rewarded and celebrated in schools, social groups, businesses</p>
<p>In 10 years time, I would like to see an environment that supports business and arts by: 1) Creating sufficient and not unattractive parking structures to accommodate patrons; 2) Reducing the red tape that makes operating expensive and [...]; 3) Promoting partnerships, with staff and private enterprise to remake certain commercial areas to accommodate more modern retail and service provision space</p>
<p>Businesses may be different/shopping centres smaller but not in a depressing way. Rather shared spaces/permanent outdoor spaces. Creative activities included in street scape</p>
<p>I visit a range of shops, cafes, arts performances and festivals all within the City of Port Phillip. I feel like I don't need to leave the City of Port Phillip to find things I need, or to have a good time</p>
<p>I can go down Fitzroy St and feel the vibrancy of a bustling, enjoyable environment, where people of all ages can participate</p>
<p>The businesses in Port Phillip are supported and encouraged so that the place is buzzing/thriving. That visitors can access venues without bringing more cars into the area. That all services I require are accessible within Port Phillip. That the arts and culture aspects of Port Phillip have flourished and been encouraged</p>
<p>My community is now much better balanced between the needs of the business and tourism community and locals. We have a lot more family events which have less focus on activities which bring with them anti-social behaviour. Council officers are responsive and have the right regulations to help residents when there is an issue. My neighbours are from interesting places. We live in an interesting place</p>
<p>Visually/aesthetically more appealing/creative. I don't get sick of my surroundings. When I see an event on that I know what it's about and what is being celebrated; Leveraging spaces that are pending a lease to use for socialise events/creative arts/pop-ups</p>
<p>There is no economy. We are the economy so no wage theft. Increased street art asking young/disabled/women what creations they want to see. Live music across the city</p>
<p>Flourishing and sustainable economy and businesses. Take-away has now become bring-your-own-containers so no single use anymore. Less "throw-away" products but instead more repair shops and garage-sale type exchanges</p>
<p>In 2031 Port Phillip is known across Victoria/Australia as having the best annual events, e.g. Summer Food Truck Month; Up-and-Coming Muso Month</p>
<p>My family, children, and elderly parents can enjoy the restaurants, the street, attend events, put on by my creative son. Arts is flourishing and community supporting the upcoming talent. More spaces for arts and creative spaces</p>
<p>We all enjoy being able to shop locally, greeting neighbours and supporting traders, thankful that we don't need to drive to buy the things we need</p>
<p>I am going to a theatre festival which takes place in the streets of Port Phillip</p>
<p>Thriving businesses arranging art and culture. The community prospering and growing together</p>
<p>Allow local restaurants to maintain their outdoor seating, but this means changing parking rents around retail areas; Better/more frequent public transport options to allow visitors to come and leave easily with minimum impact on locals (garage, noise, toilet, etc)</p>



<p>Since the introduction of robot process automation, AI and quantum computing the need to spend 8 hours a day in a city office is gone. Hence we have more time to enjoy life and the food and entertainment on offer in the community</p>
<p>I would like to have real outcomes with targets to meet the CC Paris targets. Being cooler needs investment in trees not pavement. We need to use desal water</p>
<p>I live in a community and streets which all have a 60% tree cover. There are no footpaths which don't have native grasses edging the footpath. Every resident is restricted to one car or they face huge permit fees. I can recycle my rubbish at communal facilities as I don't have room for four ins. Litter is non-existent</p>
<p>In 2031 it would be great to look back at the actions taken by the council in 2021-2023 that have actually delivered measurable results from action. Not just words</p>
<p>There is no single use plastic in the community. Everything is easily recycled or composted. There is no need for a tip. There is lots of green space to enjoy</p>
<p>As I walk around the streets I see no litter or graffiti. The leafy streets are shady in summer and attractive to look at. The beaches are clean and with families enjoying them. The streets are full of electric scooters and electric cars. No more noisy motorcycles or teen youths hooning around</p>
<p>We can enjoy the resources without damaging our bayside and amenities. Reduced dog poo so I don't have to worry where I am walking</p>
<p>My community is truly sustainable. In response to the climate emergency, we eliminated greenhouse gas emissions and waste, and we have prepared the city for future climate change impacts by increasing tree canopy cover and ensuring low lying areas are resilient to sea level rise and flooding</p>
<p>Greener: street trees; green paths; mitigate urban heat island effect. Cleaner: waste management (green bins); rubbish-free streets. Council divert from fossil fuels (greenline project be realised). More active transport. Storm water harvesting. Increased surface permeability (mitigate flooding).</p>
<p>My street is shaded by trees, and free of rubbish. The tenants are enjoying their verandas and terraces and we all greet each other as I walk/ride by</p>
<p>Starting to see the growth on new tree coverage, not just in parks, but in streets and on top of buildings</p>
<p>My community is retrofitted with 21st century sustainable infrastructures. My family are well educated. My business takes responsibility for my waste. I visit the land and respect my place. I feel the council is responding well to climate mitigation actions. I see people who are sponsored through employed relationships in vulnerable circumstances</p>
<p>Waste management means I do not contribute to damage to the climate</p>
<p>I want to pay low rates while having a world class recycling system where I don't need 4 bins at my home. I'd like to see an increase in trees and green open spaces which will offset climate change impacts</p>
<p>Near zero-emissions from businesses and residents. Clean renewable energy is cheap and easy to access. Residents are offered incentives to use clean energy and energy-efficient means to construct and maintain their homes. Lots of green open spaces for residents to enjoy</p>
<p>My community is filled with folks riding bicycles and street trees (canopies) everywhere</p>
<p>Has many green spaces and sporting courts. Can see the benefits of any investment. Has benefited from fiscal spending on climate. Parks and gardens that have been build. That council have met their tangible goals. More trees, more parks, less reports and education</p>
<p>That the planning laws in the last few years have ensured that any recently developed new or improved properties meet extremely high standards (ratings) and that the canopy has increased. Also that the planting has been related to alleviate allergies and that more community space, footpaths etc is encouraged. Also that fewer cars are on the road</p>

I am able to reuse or recycle all of my household waste, for example, reusing my vegie scraps in a little bin on my benchtop, which gets taken away by council
I see trees and green spaces, I can walk to local sops without going through a hot, asphalt jungle. I can bring overseas family and friends to see penguins at the pier, and cockatoos and corellas in the park
I live somewhere where the community cares for the land and council advocates to higher government for external/larger needs. Development is affordable, but restricted to be sustainable for social and environmental purposes. Fresh, open spaces are easily accessed by all!
Over the last ten years, I have seen an incredible reduction in waste and pollution in our environment. Dolphins and fish are in abundance in the bay. The air is clean and the noise from the traffic is now gone
My family try hard to recycle and reduce our footprint. We are five people, one car, four recycle bins and regularly visit the transfer station. I'd love CoPP to help us achieve zero carbon footprint target. To do this, you could encourage more community recycling/sharing; less parking; encourage share car usage. Please can we have more trees, more accessible recycling i.e. 10 special stations along the Coles corridor i.e. for batteries, plastics. Would love every Sunday to be a recycling day, where we put household things no longer needed on our curbs, allowing others to collect and pick up items others don't need (so good waste management)
In 10 years time I would like CoPP to have proven that all investment in climate related activities: 1) have delivered empirically demonstrated outcomes 2) have been financially neutral or profitable to rate payers 3) are not greenwashing or virtue signalling wasteful expenditure
Less waste is sent to landfill and I have a green bin. More trees planted. Is using green waste bins and less waste sent to landfill. I want to see more electric cars
Trees everywhere. Tree canopies in trees and parks. More open green spaces close to my home and across Port Phillip. Bike lanes away from cars. Excellent and extended routes for public transport. Every house and building has solar panels. There are micro-grids for each neighbourhood. Eco Centre has expanded helping community re sustainability, environment
There are now more waste management options in my area. Every apartment block and household has a dedicated area to sort rubbish. There are now several recycling businesses in PPC which turn waste into products and generate economic benefits for council
All homes and apartment buildings have solar panels, even if this requires changed council regs and/or subsidisation
Actively work with state agencies to alter neighbourhood density designations to eliminate units replacing SFHs
I would like a greener, sustainable area, with public space for elderly as well as young to enjoy and feel safe
A city that promotes a carbon neutral municipality with greater access to socially positive and connected spaces. Bike paths that are specific and not impacted by vehicles. Greater social access and connectedness
I feel we can walk around freely while enjoying how the environment is clear, clean, and beautiful
All live in sustainable homes and neighbourhoods with indigenous plantings
My community has a mix of affordable social and regular residences. New developments have complied with ecofriendly urban design requirements. There are more dedicated bike paths and better lighting in in my area. Access for trucks is limited in residential areas - around apartment blocks as well as houses
There are many bike lanes and no cars are being used, because transport, walking, biking and other emission free transport gets me everywhere I need easily and quickly

<p>That I can ride my bike into the CBD or across to Footscray safely. That there is logic with regard to the dog-leash-free beach restriction. That the shops in Bay Street are vibrant once more if not repurchased. That the level of development has not massively increased and that it is appropriate</p>
<p>Housing restrictions on big developments (preserve open space). Better, bigger libraries spread throughout the municipality: source of knowledge/education; social spaces; community groups; study/work spaces. Green spaces (more parks). Cleaner streets (street trees: cooler in summer)</p>
<p>I am proud to say I live in St Kilda and that my family and friends nominate my place as a place to visit. I can park outside my house. Not competing with developers/construction workers for space, parking</p>
<p>I visit my local parks and shops by walking along shady tree-lined streets, then stop by the local bar to grab a drink and chat with neighbours</p>
<p>People with different needs, backgrounds, skills and talents can find their niche in the community. Public and commercial services are easy to access and convenient</p>
<p>Cease densification of neighbourhoods so there is no further grounding of our limited outdoor spaces and resources. Limit new vehicles from CoPP - ensure new construction allows for proper amount of parking. More, regular police presence in public areas to ensure proper social behaviour (beach front, public parks, etc)</p>
<p>In 2031 I would love to be able to get around on electric self driving buses. A council that is living in 2031 not 2022...</p>
<p>My children who play music struggle to find performance opportunities. I'd love to see more diverse music, art, opportunities for people in our communities. I'd love to see extended bike and pedestrian pathways encouraging people to walk rather than drive</p>
<p>I will still be living in a place where all my shopping needs are within a walk. However, I also will be living in a place that I can afford, where mixed density housing can bring security for all. I see a place where cars (and carparks) are prioritised for those who need it most and others can actively or publicly travel</p>
<p>I would like to walk along the street and feel inspired by new well designed feel. Inkerman Street flats are revised and more included</p>
<p>More developments that include private and social housing. More parks across all of the city. Community venues free for use of residents to connect and share</p>
<p>I never want to have to leave my area for anything! I want to be able to access what I want (shops, bars, restaurants) by foot or tram/train and others to want to come in too</p>
<p>I walk to the beach in St Kilda and feel cooled by the shady pathways while looking forward to a swim in our beautifully clean bay. Visitors are enjoying their beach experience, celebrating with games and acoustic music</p>
<p>From a family perspective, being able to access the city without fear. Have services available to move people within the community, such as community bus to library, shopping strips and medical centres</p>
<p>I want to be able to walk down shady cool tree lined streets, to locally owned friendly cafes where I can chat to my diverse neighbours</p>
<p>Less congestion, more open spaces. Fresher air, more friendly environment, great atmosphere</p>
<p>Community buses replace cars. Social and affordable housing continues with renovations to liveability</p>
<p>Cleaner places. More trees. Quiet comfort in shared places. No outdoor smoking = cleaner air</p>
<p>We have somewhere to park our cars. Restaurants, bars, music venues are thriving. My rates are affordable. Safe to walk down the street without being abused</p>
<p>Sitting at an outdoor café, facing out on a closed street with only pedestrians and tram traffic. Live music. Setting sun</p>

I see the tree filled paths and streets. The new development is covered with solar panels and full of windows as they are a 5-star development. There are lots of lanes for scooters and bikes. Electric cars are given preferential parking and have free charging stations
Parks and gardens are increasing in size and availability with more greenery. Off-leash dog areas are still available
I feel safe to walk with my children - free from harassment from drunk and drug affected people. I can no longer hear hoons racing up Bay St or Beaconsfield Parade. I have enough money after paying fair rates. I can see a sky without huge apartment blocks. We all enjoy trips to the library and then eating at a local restaurant. I am proud to live here
My community has green space everywhere. My family are well resourced by public services. My business pays for itself by having al fresco dining celebrated by pedestrianisation which increases patronage. I visit the parks, and community classes. I feel excited to see what's going on the weekend. I see weird activities like rollerblading overtaking cars ... active transport
In 10 years I would like to see well constructed parking structures in key commercial and touristic areas to deal with residents desire to drive cars and to promote the ability of local businesses to accommodate patrons. I would also like to see all the current green space preserved, enhanced, or increased
My community has a greater balance between houses and flats - too many flats. My family can travel safely on a bike or get a car park. Restaurants, cafes and business thriving - thriving and profitable business. I feel happy my rates are spent responsibly. I see more car parking and safe, realistic bike lanes
It is easy to move around within the community as well as in and out of the state and country. But since it is so good here the urge to travel is reduced. Hence the global footprint from emissions are reduced
My family can walk and ride along beautifully shaded streets to local parks, libraries, schools, and shops. The air is cool and birds and insects are abundant
In ten years my hope is that Port Phillip enhances and improves its open space assets as well as adding to this rich portfolio to allow all stakeholders opportunities to interact with quality natural and developed green spaces
I can walk along Albert Park Lake in shade and safety, and be reassured that I can find a toilet and drinking fountain if needed
Innovative methods of revenue raising are encouraged - partnership with social enterprises, recycling industries etc with a view to diversifying income possibilities
The local government has demonstrated leadership and our area is leading in sustainability. Our residents drive electric vehicles (cars, scooters, bikes), supported by the infrastructure the council has installed. Bylaws are actively enforced
I am a volunteer at the local church and give meals to the vulnerable. Council has helped us to set up a food store for supplies
I live in a place where I can afford the rates as they have been well managed by council. City of Port Phillip has been halved because there are so many diverse suburbs and issues that it was easier to focus. Rates are fairly distributed across the suburbs and there is a focus on services to residents. Businesses have had assistance setting up but then they are expected to become financial. I feel supported when I call council with issues about anti-social behaviour
Council has more obvious display of leadership. New initiatives in place for arts programs. Greater access for long term residences to access services in the community
I am proud to live in Port Phillip where I know that the council is careful and responsible with spending, while supporting the health and well-being of our diverse community
I like that we can "speak" to CoPP via the CoPP staff at our local library (Port Melb). I like that CoPP usually answer my e-mails/calls quickly. I like that CoPP regularly encourages us to engage/comment

<p>on projects. Thank you. I hope CoPP achieves recognition as a bench-marked council organisation compared to other inner city council</p>
<p>Local laws are enforced and respected by residents and tourists alike. CoPP is a leader in sustainable living = local government, business/industry and the community</p>
<p>Council keeps me fully informed on what it is doing, in all areas of its responsibility - and its challenges and failures</p>
<p>New enhanced revenue sources to limit the need for higher rates - both on a per-resident basis and on higher number of residents. Better action by council to protect the interests of our residents from interests outside our area (e.g. state agencies and zoning regulations)</p>
<p>My community are well informed and council, LGA, government expenses are 100% transparent. My family are safe to contribute in an accessible way to council actions. My business is local and not big corp. I visit places and see council workers and governors who are local. I feel heard by my government. I see better indigenous people's representation</p>
<p>Port Phillip is a well-resourced council because we have found a way to tax the large corporate interests siphoning out of our community. Tax Amazon, Uber, Airbnb, Facebook and Google!</p>
<p>My community has a safe environment from Council Social Amenity bylaws. My family is confident CoPP will enforce Community Safety Principles. My business is supported by CoPP LGA, more private less social businesses. I visit the CoPP site and assist and get a successful outcome. I feel safe in St Kilda due to the council spend. I see community safety and amenity in action</p>
<p>Council is transparent with its processes, budgets, finances, and dealing with its stakeholders. Information about the council's services and programs are communicated clearly to the community</p>
<p>I want to be able to see exactly where council money comes from and where it goes and its impact on me and people and things around me - not just a short blurb in a 100+ page PDF</p>
<p>I'd like to see a council surplus with maintaining low rates. This surplus means in lean years appropriate support to the residents and businesses. I'd like to see all commercial leases occur at market rate</p>
<p>The council and officers engage with the community to respond to their needs and enhance the city for all residents. Council income is raised fairly and distributed to ensure equity across the city</p>
<p>That the efforts at the input of community members at strategy sessions and community focus groups are followed up on and acted upon. That the rolling forecasts, be they financial, demographic or about floods continue and pay off. That the paid council members continue the good work and that the elected council members are less politically motivated and more community minded</p>
<p>Vulnerable people are supported and drug dumps do not exist on the street (look t San Francisco). Rate payers get value for money, and council is efficiently run. Rate payers are not treated like a cash cow! Transparently on council spending.</p>
<p>Hear my friends/family say: "Your area has improved so much", "It's much better now than it was 10 years ago". We have as strong investment portfolio that allows us to give back to rate payers, support businesses</p>
<p>Port Phillip is functioning with the best interests of the community in all aspects. Also, supporting of individuals, groups and clubs to the best they can</p>
<p>In 2031, Port Phillip is the leader in Victoria for -Innovation and Technology -Finances; A council who is known to think outside the box not be slow and ineffective</p>
<p>I live in a place where community input is sought and considered throughout the council processes. The council educates citizens on how they spend and advocate to higher governments</p>
<p>In 10 years time, I would like to see: 1) Rates do not rise so much so fast that people cannot afford to live here 2) Council delivers value for money, provision of the vital few services 3) Revenue is diversified away from depending on rates and parking 4) Services are delivered digitally as much as possible 5) Council/Councillor corruption is kept tightly under control</p>



<p>Council advocates State and Federal government, for example water usage and reuse, statutory planning etc; Community members - all including people born overseas participate to inform council decision making</p>
<p>More community engagements; End to council hubris (councillors must listen to residents); Fiscal responsibility; Council transparency</p>
<p>Best practice is part of way of doing things; Council information is expressed graphically; Targets to be met; Equity is key to decisions</p>
<p>Information is shared in an easily found manner. Fiscal responsibility is a priority and our assets are self-supporting</p>
<p>Through transparency and easy access to information the community and the council can collaborate to achieve the best possible outcomes for all of us. IOT and big data to all on a secure network</p>
<p>My community is getting good value for money, with important services provided, with diverse income streams, and high transparency and accountability</p>
<p>A council that is efficacious, as well as truly connected to their community. A council that doesn't simply pretend to listen! One that does not impede residents to deter achieving their objectives. A council that actually attempts to find solutions where it is reasonable and practical to do so. A council that is true to their mission statement, to serve their community, to enhance the amenity of residents</p>
<p>Port Phillip reclaims leading LGA position as active provider/supporter of community, social housing, which was achieved some decades ago</p>

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## Appendix 2: Workshop participants' suggested asset and service priorities to realise our strategic directions

<b>ASSETS</b>
Libraries and other facilities/activities are accessible in terms of a range of opening days/times, e.g. late opening once a fortnight or once a month etc
Buy more land in amongst apartment blocks for green space and playgrounds
Develop hubs to meet local community needs
Homes for the homeless
More community council aged care supported age care services
Developers have combination of private and social housing
More CCTV and bylaws officers
More community venues for meetings, get together - cheap
Park benches that don't have a bar in the middle
Mixed density housing to accommodate a range of people
More accessible library services e.g. open outside of 9-5
More free or subsidized artist spaces
Use of underutilised shopfronts for artistic and creative projects - see Renew Newcastle for example
More beachfront mixed/temporary use is like Beach Pub in Port Melbourne, markets, outdoor preferences
More social and affordable housing
More social housing
Create an innovation hub in St Kilda that advises, helps and supports local businesses and council to continue being ahead
Council-subsidised community buildings that are accessible to the public
Public theatre support
Open spaces and/or converted "old warehouses" for use by repair trades, and swap products for community
Access to tiny library boxes outside private residences and businesses
Use pending lease frontages as pop-ups/showcase artwork. Negotiate with landlord on rates to use the space
Council/private/state funding to create sufficient parking structures to support business success
Create a hub for artists in old factory areas near Fisherman's Bend
Focus on core priorities
No St Kilda Festival
Public facilities: toilets; libraries
Council ownership of assets
Support residents organisations to communicate priorities
Digitisation of most services
Charge fees but allow use of assets to the public
Better return on buildings, more value for rent
Council presence at community events for greater community reach
New Eco Centre

Increase solar installation supply
Storm water used to water trees and parks
More trees
Flood mitigation in Elsternwick Park
Audit tree health report
Defund Eco Centre and reallocate spending
More native flora
Community gardens and fruit trees
Community consultation prior to removal of play equipment
Preserve buildings of heritage significance
Maintain the resource and recovery centre
Mandate developer-planted trees with new development
More trees and parks
More bike lanes, increased connectivity of bike lanes
Increased in minimum car parking and loading bay requirements
Storm-water capture and reuse
Preservation of natural assets
More car parking
More public toilets
Better transport routes across municipalities
Increased social/affordability housing, and mandatory green space requirements in planning controls
Pedestrian safety in high traffic areas

<b>SERVICES</b>
Increased police or other council-supported personnel (residential patrols) to enhance security and ensure positive social interaction
New residents welcome packet and greeting
Make St Kilda safe, the families are the vulnerable members of the community
A local community volunteer program - one that makes it easy to give back
Enforce the 'Move On' bylaws for drug users and illegal campers
Provide more community education to help us understand each other/our connections
More support for drug users, more support for homeless
Take better care of the elderly. Aged care could be improved by providing assistance for the old to integrate more into the community
Advocate for safe injecting rooms in EVERY council in state. Much less desire in CoPP
Non-English speaking migrants have access to English language instruction to facilitate integration into society
Referrals to medical health services for people who live on the streets
Groups for grandparents that look after grandkids: library meet-ups, council sessions, coffee stops
Limit densification, preserve public space
Increased library funding
Reduce traffic along the beach through public transport, encouraging electric scooters and buses
Increased CCTV and monitoring
Planning proposals focus on: less cars; sustainability
Walking trail guides, community guides
Increased police co-operation with "move-on" orders

Community bus services
Free on-street parking for residents
Increased car parking
Affordable council rates
New sustainability planning regulations
Promotion of rideshare/cycling
Graffiti removal/ punitive measures for graffiti
Increased planting
Green Bins
Support community-led street garden initiatives
Community power purchase agreement to achieve zero emissions
More diverse waste streams (green, food, paper, glass)
Improved waste management, minimise landfill, promote recycling
Sustainable planning
Sharing shed for tools and equipment
Compost drop-sites
Adopt overseas "Best-in-Class" recycling techniques
Accessible recycling drop-off points at commonly used areas
More tree canopy cover
Consultant advice to achieve best practice
Regular hard rubbish
Sustainability-based community education
Meet recycled water targets
More "Men's Shed" type services run by volunteers
Increased support for community efforts
Commercial/business recycling collection
Understand local demographics
Use of council spaces for artists and musicians. Preservation of local arts organisation e.g. Theatreworks, Palais, ANAM
Less social services and more support for the arts and culture
Less social housing. More affordable housing for low income workers
Iconic dining/music districts are thriving: no drug camps; plenty of car parks
Funding for culturally diverse festivals and events. Partnership formed with commercial organisations to provide the above
More low key/small venue live music
More funding to support and community involvement to encourage more frequent events
Take the lead in getting Vic Gov, EPA, etc to cooperate in helping live music venues overcome noise complaints (advocacy)
Gasworks Artists community has a reputation of being 'closed'. This facility needs to be opened up, rotated amongst a diverse community of local artists (maximum 18 month term)
Port Phillip does not become a slum
Performance opportunities for young emerging musicians i.e. teens. They have no where to perform except at school
Beaches should be permanently annexed by business. It is public open space and should be valued and protected as such!
Council-run childcare and kindergarten available
Tax/rates cuts to encourage certain businesses that are currently lacking but desired

Shut down Beach Road once a month (if the weather agrees) and have food stalls, musical events and other performances there
Community theatre groups
Less roadblocks, new hospitality venues e.g. permits for food, street dining
Share cars + active transport
"Value-for-Money" on council rates: waste management; roads and paths; cleaning services; support for vulnerable people
Have "opt-in" payment options for council projects (like the EcoCentre)
Increased state advocacy, and increased regulations to limit densification
More compliance officers with increased powers
Officers to enforce proper disposal of waste at bins
Continued community engagement
Increased visual communication of council information
More community consultation sessions like this one
Resident-centred crowdfunding website
Opportunities for residents for commissioned work
Lobbying state government for a diverse tax base
Council decisions based on long-term stewardship over short-term interests
More officers patrolling the beach
Community education on council spending and value of services
Further development of online newsletter - include bad news as well as good
Government advocacy for owner-occupiers
English Resume classes