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**CITY OF PORT PHILLIP**  
COUNCIL PLAN 2009 - 2013



On behalf of the City of Port Phillip, the council pays its respects to the people and elders, past and present, of Yalukit-Willam and the Kulin Nation. We acknowledge and uphold their relationship to this land.

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## A MESSAGE FROM THE MAYOR



On behalf of the councillors of the City of Port Phillip, I am very pleased to present the Council Plan 2009-2013. This four year plan sets out council's strategic directions and actions, and provides practical indicators which will help you to measure our progress. We have spent the first seven months of our term developing the Council Plan, and its completion is a significant milestone for us.

The Council Plan is a 'living' document which, in partnership with the community, will be continually reviewed and improved during our four year term. During and since the election, we have been listening to the interests of people in the community. We held several conversations with the community in February, March, May and June, and our draft Council Plan was available online. We were delighted to receive so many comments on our strategic directions and proposed actions, and these have helped us to shape this document.

Restoring the community's trust and confidence in the council is a key driver of the Council Plan. Implementing sound governance practices, including consulting and engaging with our community, will be fundamental to getting our decision-making right. Climate change is a major concern for the community and we are committed to taking real action in response to it.

We recognise that people having a strong sense of belonging and connection to where they live is vital to the health and wellbeing of our community. Ensuring that our city is a place where creative, active and culturally diverse life can flourish is part of this. Open space and streetscapes must be preserved and our village and neighbourhood character must be maintained while we continue to welcome visitors to the many attractions our city offers. We want to influence and shape the future design of the city to maximise liveability for all.

Council's role will vary in delivering the Council Plan. There are great opportunities and big challenges ahead. Ultimately, the success of the Council Plan will depend on working with the community, key partners and other levels of government. This Council Plan is not the end point; it is the beginning of ongoing conversations with the community which will help us to positively shape the future of our city.

Cr Frank O'Connor  
Mayor



## MEET YOUR COUNCILLORS

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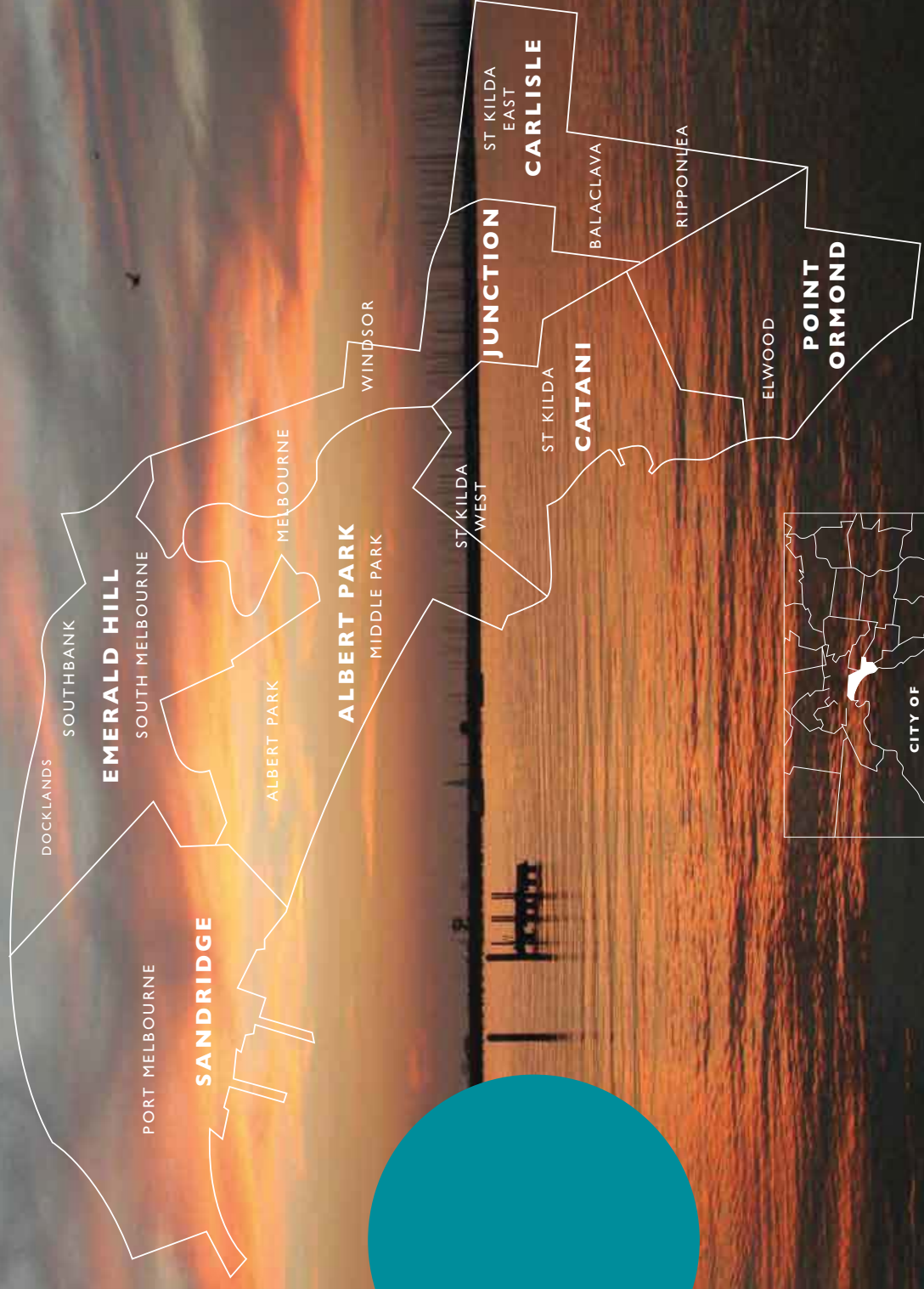
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# CITY OF PORT PHILLIP PROFILE

## - A SNAPSHOT



## THE PLACE

The City of Port Phillip is located on the northern shore of Port Phillip Bay, south of the Melbourne city centre. One of the oldest areas of European settlement in Melbourne, Port Phillip is known and treasured by many for its urban village feel with its magnificent heritage buildings, strip shopping, tree-lined streetscapes and artistic expression. This has helped shape Port Phillip as a city of defined neighbourhoods.

The major village precincts of Bay Street (Port Melbourne), Clarendon Street (South Melbourne), Fitzroy and Acland Streets (St Kilda) and Carlisle Street (Balaclava) provide a variety of retail, leisure and entertainment experiences, each with their own character and cultural expression.

A number of significant employment areas also sit within Port Phillip, including the

St. Kilda Road office district and the industrial, warehousing and manufacturing districts in South Melbourne and Port Melbourne.

The foreshore that stretches over 11 km and a network of public open spaces makes the city a desirable place for residents and visitors alike to enjoy. It is well served by public transport with a substantial network with the St Kilda and Port Melbourne light rail lines and two stations on the Sandringham rail line.

As a sought-after inner city area of Melbourne the physical environment is subject to change. The city continues to experience significant residential development with an estimated increase of 18,000 households (28,000 people) over the next 20 years. Valuing the history, ensuring a sense of place and planning for the future in a dynamic and evolving city will continue to present a positive challenge.

## THE PEOPLE

The City of Port Phillip is a diverse community and has experienced changes over time. Over 90,000 people now live in the City of Port Phillip. St Kilda is the largest of Port Phillip's neighbourhoods and South Melbourne is the smallest.

A closer look at the City of Port Phillip's resident population shows that the biggest age group is the 25-34 year olds (28.1%) closely followed by the 35-49 year olds (25.5%).

Residents in the 60+ age bracket make up 13.5% of the population. The number of young people from the 5-17 age group has declined slightly in recent years; however, the 0-4 age group has remained constant representing just over 4% of the population.

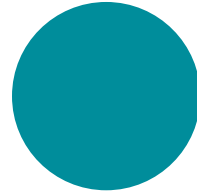
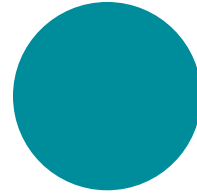
There are over 18,000 families in the City of Port Phillip and the average household size is approximately two people. Port Phillip is one of the most highly educated communities compared to other metropolitan councils. While there are a number of wealthy

households, approximately 20% of households are classified as low income.

Those persons from a non-English speaking background have remained fairly constant, making up 16% of the population. While there has been a decline in the population made up of traditional post-war countries of migration (i.e. Greece, Poland, and Italy) there has been an increase in the number of residents born in India, China and Malaysia.

Today over 30% of the City of Port Phillip's residents own or are purchasing their own home, 41.9% of residents are renting and the city attracts approximately 4 million visitors each year.

Of course, these demographics only provide a narrow description of the people within our community. The rich diversity and depth of community, individual experience and contribution is the greater story that brings life and expression to the City of Port Phillip and will remain significant in shaping its future.







WHAT IS THE COMMUNITY PLAN 2007 - 2017?



The Community Plan 2007-2017 was informed by conversations with the community held throughout 2006 and 2007 and a Community Summit held in April 2007.

Council acknowledges the great work that people have already contributed to the development of the Community Plan, the ten-year vision and the priorities for action. The Community Plan informs and guides the Council Plan. Many of the strategies and actions contained within the Council Plan will support the achievement of the community's longer-term vision.

## THE COMMUNITY PLAN VISION

The Community Plan provides a ten-year vision for the future of the City of Port Phillip. The vision states:

The goals of social equity, economic viability, environmental responsibility and cultural vitality remain central to our desire to foster a sustainable and harmonious future.

We acknowledge there is a shared responsibility to ensure everyone, regardless of age or cultural or socio-economic background, can access services that meet their needs and can participate in community life.

We want our council to demonstrate leadership in community participation, strategic planning, advocacy to other levels of government and accountability to the community.

## THE COMMUNITY PLAN TOP TEN PRIORITIES:

- 1 Transform public transport planning, capacity, reliability & incentives for use
- 2 Manage water use and re-use, planting and park usage for prolonged drought
- 3 Continue to support the disadvantaged, disabled and low-income to remain in the city and support affordable housing, even as the city grows more affluent
- 4 Encourage environmentally sustainable design, while advocating for mandatory state government controls to reduce greenhouse emissions and water consumption
- 5 Develop a sustainable bayside city planning scheme as a model to other councils. Highlight environmental sustainability, economic development, quality urban design and social and community amenity
- 6 Make the physical environment support community "claim our streets", e.g. street parties, better lighting (to improve safety at night), spaces for young people, extend community bus, use public gardens, better public transport, better spaces for pedestrians
- 7 Require new developments to be self-sufficient in parking and invest in non-car transport options, e.g. bike racks, public transport
- 8 Improve event management to reduce environmental impact and better manage the effect on the community
- 9 Develop safe and affordable cultural events and entertainment opportunities, involving people across age and interest groups providing alternatives to licensed venues
- 10 Reduce impact of major events (e.g. Grand Prix) on parks



WHAT IS THE CITY OF PORT PHILLIP'S

COUNCIL PLAN 2009-2013?





## DEVELOPING COUNCIL'S NEW PLAN

Each newly elected council is required by legislation to develop a new Council Plan. Prior to last year's election many of the candidates made public commitments to improve accountability, transparency, governance and community consultation. Last December, the new council reaffirmed this commitment.

The Council Plan 2009-2013 has been informed both by councillors' election platforms and conversations held within the community in February and March 2009.

Overall feedback from the community conversations suggested that the majority of participants agreed with council's proposed four strategic directions as important and a priority. These are:

1. Engaging and Governing the City
2. Taking Action on Climate Change
3. Strengthening Our Diverse and Inclusive Community
4. Enhancing Liveability

Of the comments received some core themes emerged and have informed council's Council Plan. Some of these include: an improved emphasis on community engagement and support for community leadership; a focus on providing more 'community friendly' council meetings and improving council's communication; a new direction added on 'a commitment to service'; a separate strategic focus on the importance of engaging youth; an emphasis on protecting and preserving local environments (in particular a focus on maintaining trees and open space); and the notion of 'stewardship' has been changed to 'managing for the longer term' to better represent the intent of council's role in responsibly managing community assets.

## A COMMITMENT TO GOOD GOVERNANCE

In March 2009 council adopted a Governance Statement outlining a set of principles to guide the quality of decision-making by council and its organisation.

The Governance Statement acknowledges that the central purpose of sound governance practices for local democracy is high quality, well informed, responsive and accountable decision-making in the best interests of the community.

The Governance Statement acknowledges that

the Council Plan is council's overall statement of its vision, strategic objectives, priorities and values, aspiring to serve the best interests of the Port Phillip community. The Council Plan will go beyond statutory requirements as the major governance document for the City of Port Phillip and will be maintained as a rolling forward plan to be reviewed annually in consultation with the community.

For a full copy of the Governance Statement, visit the City of Port Phillip website at: [www.port Phillip.vic.gov.au](http://www.port Phillip.vic.gov.au)





## WHAT IS COUNCIL'S ROLE?

Council's role	Council will	Example
Leader	Lead by example	Take a leadership role in the adoption of sustainable procurement practices
Service Provider	Fully or partially fund service	Ensure the maintenance of existing trees on key boulevards
Partner	Contribute funds or other resources	Support local businesses by developing action plans in partnership with others to ensure viable strip shopping precincts
Facilitator	Bring stakeholders together	Work with other organisations to continue to deliver and support council's youth services and facilities
Regulator	Take direct legal responsibility	Strengthen heritage controls by reviewing council's heritage planning overlays
Advocate	Proactively make representation	Advocate for the recognition of community voluntary action in reducing carbon emissions
Funder	Provide funds or other resources	Divert waste from landfill to meet government targets



# OUR PLANNING AND REPORTING

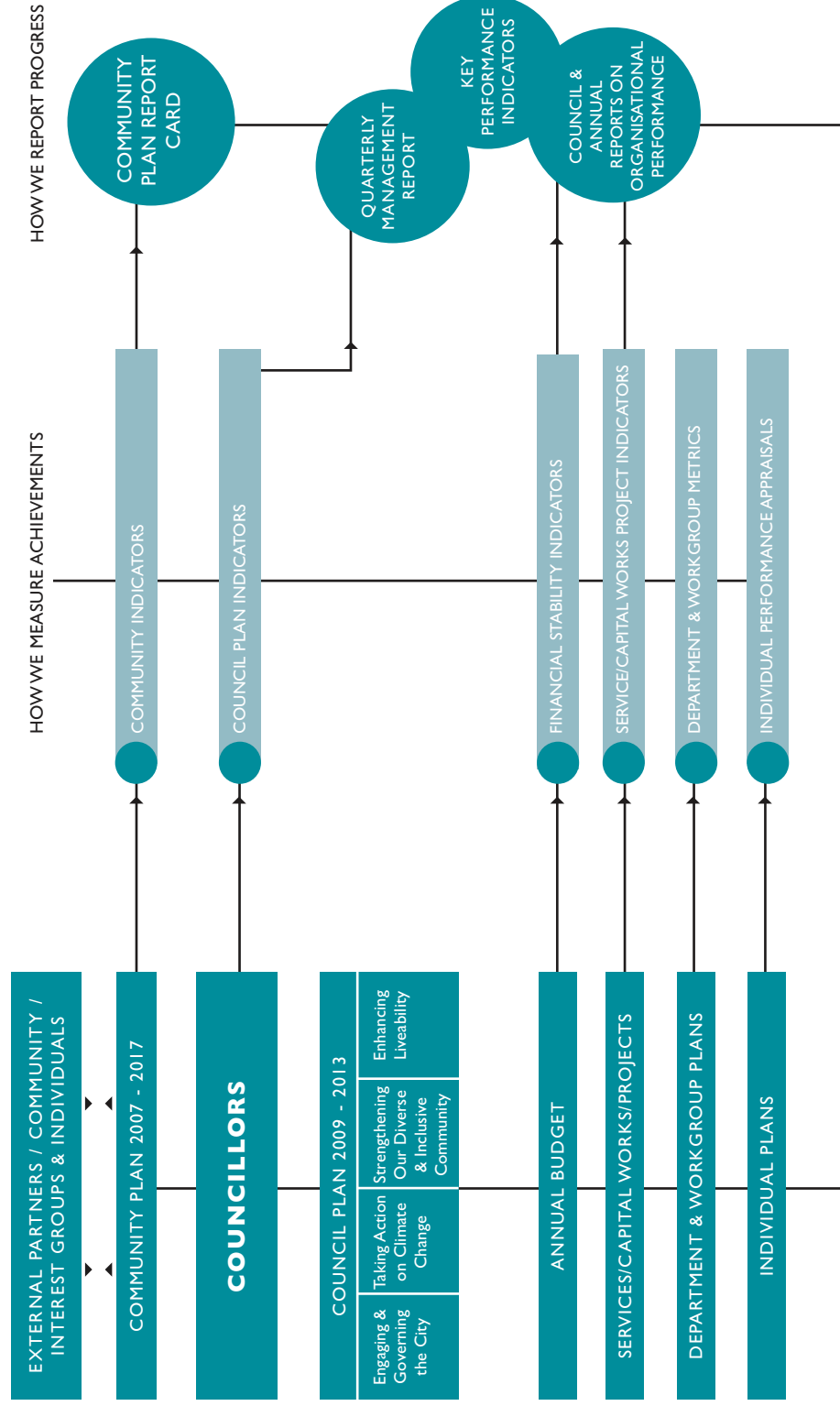
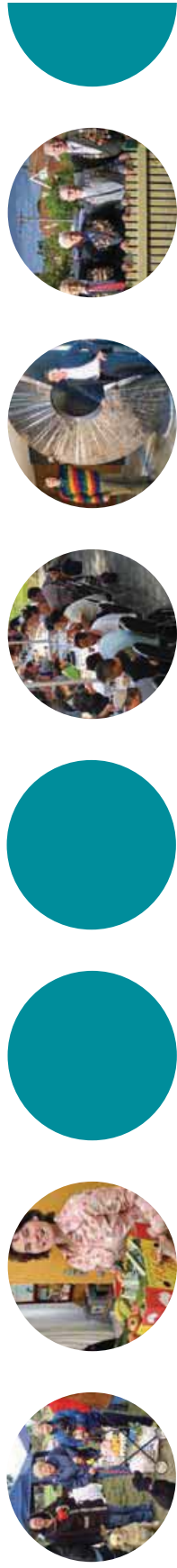
## FRAMEWORK



# HOW WE PLAN

Council recognises that it cannot deliver on the community vision and the Council Plan alone. The diagram illustrates that success of building a positive future for all is dependent on working with our community, our key partners and other levels of government. Councillors accept their responsibility for, and are committed to fulfilling their duty of, elected leadership of the community.

The Council Plan will provide the primary strategic direction for council and the organisation. Council is committed to measure and report on the progress of the implementation of the Plan and will review on an on-going basis to ensure it is relevant and responsive to community needs and emerging issues. A commitment by council and the organisation to continuous improvement will ensure a cycle of improved planning and processes to ultimately achieve the Council Plan.





## **OUR DIRECTIONS**

- 1. ENGAGING AND GOVERNING THE CITY**
  - 1.1 Value and utilise skills and knowledge in the community*
  - 1.2 Governing*
  - 1.3 Commitment to service*
  - 1.4 Managing for the longer term*
  
- 2. TAKING ACTION ON CLIMATE CHANGE**
  - 2.1 Reducing consumption and emissions*
  - 2.2 Changing transport priorities*
  - 2.3 Adapting and sustaining*
  - 2.4 Working together*
  
- 3. STRENGTHENING OUR DIVERSE AND INCLUSIVE COMMUNITY**
  - 3.1 Pursuit of social equity*
  - 3.2 Creative, active and culturally diverse life*
  
- 4. ENHANCING LIVEABILITY**
  - 4.1 A sense of place*
  - 4.2 Shaping the future of our city*
  - 4.3 Caring for our natural environment*
  - 4.4 Major city projects*



# I. ENGAGING AND GOVERNING THE CITY

## I.1 Value and utilise skills and knowledge in the community

We will draw on the expertise within the community. We will listen and have real conversations with our constituents, and will use their advice to inform our decision-making.

Achievement will look like Community that feels valued, consulted, heard and informed  
Ongoing active involvement by groups and individuals in the life of our community

Indicator of achievement Increase in the community's satisfaction with council's engagement in decision-making on key local issues

### Strategy

**Action**

I.1.1 Enhance council's engagement with the community by maximising community feedback to ensure open and inclusive decision making

- Develop an engagement framework incorporating community forums, seminars, ward based meetings
- Ensure that there is a matching culture throughout the organisation
- Provide relevant information to assist the community to understand areas of local government activity and services
- Continue and expand support for a wide range of community engagement programs especially those which connect young people and are intergenerational
- Provide some activities to increase community engagement on public housing estates
- Ensure responsive handling of community petitions

I.1.2 Strengthen relationships with those who impact the Port Phillip community

Review and develop protocols and practices for council's relationships with those whose decisions can affect the wellbeing of the Port Phillip community

I.1.3 Continue to develop and encourage community leadership

Create opportunities to ensure that leadership and skills development within the community continues



## I.2 Governing

We are committed to good governance and transparent decision-making. We will ensure that all decisions are fair and in line with our democratic and statutory obligations.

Achievement will look like Council has an enhanced reputation (trustful, truthful, transparent, ethical, responsible, informed decision-making)

Indicator of achievement Improvement in the community's perception of council's reputation

### Strategy

**Action**

I.2.1 Promote a culture of good governance

- Formally adopt and publicly commit to a set of Governance Principles as part of council's suite of governance matters
- Undertake a review of all council's delegations
- Review and develop an FOI Protocol to reflect council's commitment to transparent decision making
- Review the processes for preparation of agendas, timing and preparation of reports, and drafting of recommendations and resolutions
- Do an early evaluation of council and management performance against governance performance criteria, followed by an annual appraisal process
- Ensure that an independent audit committee operates to manage risks across the organisation, and reports regularly to council
- Review local laws, meeting procedures and standing orders to ensure good governance

I.2.2 Provide for more 'community friendly' council committee structures and council meeting arrangements

Review locations, logistics and types of meetings

Review existing council committees and advisory bodies

Review existing protocols at council meetings to improve opportunity for community input

Ensure that appropriate meeting space is made available for councillors in all council's offices





- 1.2.3 Provide an appropriate council planning cycle that maximises community comment and input
  - Ensure that community input is used to guide council's direction and that cohesive council/staff processes are reflective of agreed directions
  - Develop Council Plan targets that are measurable and meaningful to the community to serve as a gauge of council's/local government performance
- 1.2.4 Maintain proper and formal arrangements for council's relationship with the CEO and officers
  - Review councillor Code of Conduct for effective communication and access between councillors and staff
  - Implement an Officers' Code of Conduct that promotes council's primary governance role
- 1.2.5 Communicate clearly, on at least an annual basis, council's directions and budget for the coming period
  - Clearly communicate council's directions on the occasion of adoption of the annual Council Plan and Budget
  - Improve the readability of the Council Plan and Budget
- 1.2.6 Provide seamless and consistent information to the community
  - Review the existing communication and media policies
  - Move to one integrated website to provide a transparent and comprehensive picture of council's operations



### 1.3 Commitment to service

We are committed to providing quality service to the community. Our services will be equitable, accessible and responsive to the community's needs.

Achievement will look like An organisation that delivers high quality services to the community  
 An organisation that values service to the public and the concept of public good

Indicator of achievement Increase in the community's satisfaction with the overall service performance of council

#### Strategy Action

- 1.3.1 Develop a strong organisational culture of service quality and excellence
  - Ensure an integrated approach in providing services to the community
  - Gain a high level of understanding of what the community values and requires
- 1.3.2 Review services to ensure they meet community needs
  - Review and continuously improve our service delivery to balance community expectation, value for service and council's capacity to deliver
  - Strengthen our commitment to the Service Promise
  - Ensure community engagement in the planning and delivery of services
- 1.3.3 Communicate council's priorities and services more effectively
  - Develop a Communications Strategy for the City of Port Phillip

#### **I.4 Managing for the longer term**

We are committed to responsibly managing our community assets and resources now and into the future.

Achievement will look like

Sound financial position  
Well maintained assets  
A healthy organisational culture

Indicator of achievement Maintenance of council's liquidity – the ability of council to pay its liabilities within one year

#### **Strategy**

#### **Action**

I.4.1 Ensure robust financial management and accountability through the annual budget process and public reporting

Ensure that financial information is provided in a style which is both professionally acceptable and comprehensible to the community  
Council to meet with the external auditor prior to signing off Annual Report

I.4.2 Ensure a strong commitment to ethical behaviour and a culture of compliance with legislation

Immediately carry out extensive review of council's purchasing and tendering processes  
Respond to any issues arising from the Ombudsman's Report

I.4.3 Ensure that the City of Port Phillip is an employer of choice

Support the development of policy frameworks for a workplace that is safe, healthy and supportive and has a positive and constructive culture in which contributions are valued, collaboration is encouraged and difference respected







I.4.4 Maintain council and community assets to a standard that matches industry best practice	Provide formal annual statement on the state of council's assets compared to the industry benchmark
I.4.5 Ensure council's leadership and governance capacity	Initiate formal development for councillors focusing on issues of governance and statutory planning responsibilities including: <ul style="list-style-type: none"> <li>• identify appropriate training and education opportunities</li> <li>• develop a comprehensive plan for this development</li> <li>• strengthen the planning knowledge of councillors</li> <li>• statutory planning and other training for all councillors (AICD or similar accredited)</li> </ul>

## 2. TAKING ACTION ON CLIMATE CHANGE



### 2.1 Reducing consumption and emissions

We will reduce water use, energy use and waste, while increasing the use of renewables in both council operations and the community. We will actively seek and build alliances with the community and other organisations to achieve this goal.

Achievement will look like Reduction in the organisation's non-renewable energy and potable water consumption  
Reduction in the community's non-renewable energy and potable water consumption  
Indicators of achievement Reduction in council's water consumption  
Reduction in council's carbon emissions

Strategy	Action
2.1.1 Reduce council's non-renewable energy use	Conduct and publish an energy and GHG audit of all council buildings to determine improvements to be made Review council's fleet policy Ensure better use of renewable energy in council's facilities Work with stakeholders to improve sustainable street and public lighting Take a leadership role in the adoption of sustainable procurement practices for council's purchasing needs
2.1.2 Reduce council's potable water use	Develop a sustainable water management strategy

**2.1.3 Facilitate community action in reducing potable water and non-renewable energy use** Provide environmental resource management information, advice and support to households, businesses and investment properties

Consolidate and broaden the role of the EcoCentre

Develop environmental education campaigns for strengthening leadership and innovation

Encourage and support community environmental groups

Consider supporting low-income households and landlords providing housing for low-income households through a socially equitable approach to addressing climate change

Partner and invest in wastewater and stormwater recycling

Advocate for the recognition of, and seek funding support for, community voluntary action in reducing carbon emissions

## 2.2 Changing transport priorities

We will advocate the use of sustainable transportation in our operations and in the community.

Achievement will look like Increased use of sustainable transport options within the community  
Reduced greenhouse gas emissions from council travel

Indicator of achievement Increase in the number of people using sustainable transport

## Strategy

## Action

**2.2.1 Promote transport modes that minimise energy use**

Review and implement council's Walking & Cycling Strategy

Develop a public transport advocacy statement

Increase the availability of public transport options within and across the city

Enable and advocate for community access to sustainable transport options

Use parking management as a means to support sustainable transport outcomes (for example, incentives for smaller, more fuel-efficient vehicles)

Share fairly the limited parking spaces available

Improve walking and cycling access for Queens Rd

Promote reduced car dependency through actions such as holding an annual car free day in City of Port Phillip

## 2.3 Adapting and sustaining

We will prepare the community and our assets for a different climatic future. We will advocate for change and will provide the community with quality information and advice.

Achievement will look like An increased community uptake of water and energy efficient technologies

Council's assets are more resilient to a different climatic future

Council's services are responsive to the impact of the changing climate

Indicator of achievement Reduction in residential waste collection volume per bin



### Strategy

2.3.1 Improve community understanding and build resilience in responding to the impacts of climate change

Work with the community to develop a strategy to build community resilience

Provide environmental resource management information, advice and support to households, businesses and investment properties

Proactively seek federal and state funding to support community adaptation to the impacts of climate change

### Action

Research and consider alternative asset management and construction approaches in response to climate change

Establish a community garden policy in relation to climate conditions and water shortages

2.3.2 Investigate and manage the impact of climate change on the city's assets and infrastructure

Develop and encourage local community food production for future food security and healthy homes and public spaces

2.3.3 Encourage and support community gardening initiatives in the city

2.3.4 Seek opportunities for council and the community to produce renewable energy

2.3.5 Further advance the move from waste management to resource recovery

Investigate extending the range of recycling services

Increase diversion from landfill to meet government targets

Consider opportunities for increased advocacy on waste management

## 2.4 Working together

We will be innovative and strategic in our partnerships, and will advocate for sustainable solutions. We will work with the community and build alliances to implement effective change.

Achievement will look like An effective advocate and influential partner in reducing the rate of, and preparing for, climate change

Indicator of achievement Increase in the community's use of water-efficient and energy-efficient technologies

### Strategy

2.4.1 Maximise partnerships and resource sharing in mitigating the impacts of climate change on the community

### Action

Build strategic alliances and actively participate in relevant forums to mitigate the impacts of climate change

2.4.2 Maximise partnerships and resource sharing in response to the impacts of climate change on the community

Actively partner with others and seek resources and investment in response to the impacts of climate change

Work with the community to develop a new advocacy structure on climate change

## 3. STRENGTHENING OUR DIVERSE AND INCLUSIVE COMMUNITY

### 3.1 Pursuit of social equity

We will create a fairer city by promoting diversity, supporting community interaction, and ensuring that our services are accessible, inclusive and equitable.

Achievement will look like Council has a reputation for facilitating and advocating a strong sense of community belonging

Council is a respected and strong advocate for human rights and social justice

Increased community interaction with and respect and support for disadvantaged groups

#### Indicator of achievement

Maintenance of the proportion of the population who believe that Port Phillip is an accepting place for people from diverse cultures and backgrounds

#### Strategy

#### Action

3.1.1 Maintain and seek new emerging opportunities for affordable housing that meets community needs

Continue commitment and take action to increase social and affordable housing

3.1.2 Support ageing well in the City of Port Phillip

Deliver an increase in appropriately located residential aged care places  
Increase socialising and recreation opportunities for older persons  
Advocate, lead and work with others to strengthen services that enable older people to stay at home

3.1.3 Build on local strengths to develop active, connected communities

Continue to provide a targeted community grants program  
Support constructive networking opportunities throughout the city  
Respond positively to initiatives from community members to increase diversity in the forums and discussions that council sponsor

3.1.4 Provide for equitable access to a range of services

Review services and policies to improve relevance, accessibility and affordability (note – economic, disability)  
Review and implement the Disability Action Plan

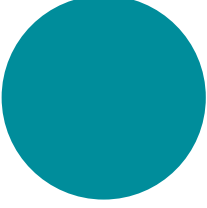
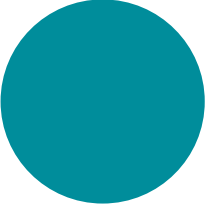
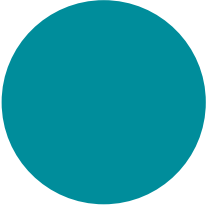
3.1.5 Enable an inclusive, welcoming community that values and celebrates diversity

Provide and support events in celebrating the diversity of community identity  
Review services and policies to improve relevance, accessibility and affordability for established and emerging multicultural groups  
Review council policy on support for refugees

3.1.6 Ensure the quality and accessibility of children's and family services

Review the outcomes, principles and policies of council's existing children's services  
Review kindergarten policies, exploring opportunities for additional hubs, reconfiguration of early childhood services and playgroups  
Advocate for early years structural reform to bring about universal access to early learning programs (0-8 years)  
Consult with children  
Pursue joint partnerships with federal and state government to ensure an integrated approach to quality family and children's services  
Investigate options to assist at-risk and vulnerable children and teenagers  
Complete the redevelopment of the St Kilda Family and Children's Centre  
Complete the redevelopment of the Liardet St Children's Centre  
Provide a diverse range of play opportunities across the city for children and youth





3.1.7 Provide opportunities for positive youth activity and engagement  
Work with other organisations to continue to deliver and support council's youth services and facilities  
Review current youth services and facilities

3.1.8 Continue to strengthen our relationship with Aboriginal and Torres Strait Islanders and actively support reconciliation  
Explore employment opportunities for Aboriginal and Torres Strait Islanders  
Work with local organisations to build awareness, support and understanding for Aboriginal and Torres Strait Islanders  
Enhance cultural and economic development for local Aboriginal and Torres Strait Islanders  
Develop a program for Aboriginal and Torres Strait Islander cultural landmarks  
Review council's Aboriginal and Torres Strait Islander Memorandum of Understanding

3.1.9 Take a leadership role in advocating and promoting social justice and human rights  
Develop a social justice charter  
Actively embrace and implement the Victorian Charter of Human Rights and Responsibilities Act 2006

### 3.2 Creative, active and culturally diverse life

We are aware and supportive of the critical role that arts and culture play in our diverse community. We will support, promote and enhance our creative community and creative places.

Achievement will look like The city has a flourishing arts community with high levels of participation

The city has a dynamic learning and knowledge environment  
Increased participation in recreational and physical activity

Indicator of achievement  
Increase in the proportion of the population who feel they have opportunities to participate in affordable local community events and activities of their choosing

#### Strategy

#### Action

3.2.1 Build an active and creative community  
Review and implement the Active & Creative Framework  
Review the St Kilda Festival 2010 and beyond  
Create opportunities for local events  
Ensure that the city continues to be a vibrant and affordable place for a diversity of artists to work

3.2.2 Encourage and support a variety of recreational and participative learning opportunities  
Continue to maintain and innovate council's library services to optimise their use, including as cultural opportunities  
Work with and support Neighbourhood Learning and other community centres to form a vibrant and welcoming network throughout the city  
Work with and support local schools and post-secondary education providers  
Advocate for and support VET/VCAL expansion at Pickles St

3.2.3 Create and support integrated arts and learning hubs within the city  
Support existing arts precincts across the city  
Investigate the revitalisation of Emerald Hill and Gasworks precincts as integrated arts, learning and cultural centres

## 4. ENHANCING LIVEABILITY

### 4.1 A sense of place

We will improve safety, convenience, and accessibility to our public spaces. We will encourage harmony in our neighbourhoods and the creation of beautiful places while protecting and valuing our heritage.

Achievement will look like

A safe area to be

Distinct neighbourhoods that people are proud of, connected to and enjoy

Indicator of achievement

Increase in the community's sense of safety and security

#### Strategy

#### Action

4.1.1 Maintain and build upon the unique character of the city's neighbourhoods

Promote a diversity of local services

Integrated approach to the revitalisation of neighbourhoods based on sustainable urban design

Revisit community hubs policy

Actively lobby to change state planning policies to enhance local liveability

Actively pursue Melbourne Water and other stakeholders to ensure that Elwood Canal is clean, cared for, and has increased capacity against potential flooding

Review the implementation of the Activity Centres Strategy

4.1.2 Maintain and enhance streetscapes for improved amenity, character and sustainability

Develop a comprehensive tree strategy with an intent to add more trees

Promote and extend the 'adopt a tree program' across the municipality including nature strips

Further develop sustainable landscape and VVSUD for streetscapes including conversational street seating and provide drinking water fountains/refill stations

Maintenance of existing trees on key boulevards



4.1.3 Ensure that open spaces support active communities through integrated planning and sustainable management

Improve walking and cycling access to Albert Park

Ensure that public spaces are not incrementally degraded by high intensity activities

Ensure the long-term management of Gasworks and other sensitive sites

4.1.4 Improve the interface between residential and visitor impact

Develop and implement strategies to encourage positive behaviour from visitors

Minimise the negative impact of licensed venues

4.1.5 Support opportunities to improve the community's physical, mental, spiritual health and wellbeing

Review and implement the Health & Wellbeing Plan including issues associated with alcohol consumption

Review and implement the toilet strategy with a view to accelerating

Develop and implement a gaming policy

Increase opportunities for men's health and wellbeing

Build on existing networks to develop a more integrated response to alcohol and drug-related issues

Review implementation of council policy on street sex work

Support local initiatives that reduce drug-related harm to members of our community

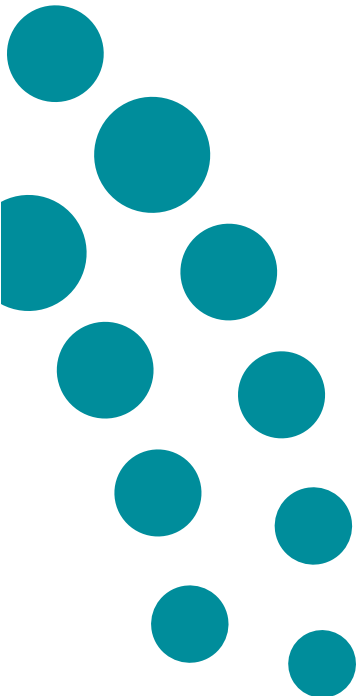
4.1.6 Develop a strong sense of public safety

Promote women's safety

Review public lighting in areas of high risk

Investigate alternative approaches to monitoring and enforcement





**4.1.7 Preserve our heritage, valuing the past and planning for the future**  
 Strengthen heritage controls by progressively reviewing council's heritage overlays (HO3, HO7, HO8)  
 Continue with the heritage recognition program  
 Improve planning to achieve both sustainable design and heritage outcomes  
 Celebrate the 150th anniversary of St Kilda Botanical Gardens in 2010  
 Review and improve the management of heritage gardens

**4.2 Shaping the future of our city**

We will balance community and social planning with future developments. We will use best practice quality urban design to ensure sustainability, to protect our open and public spaces and to create a less car-dependent city.

**Achievement will look like** Suite of integrated strategic planning tools and evidence of them being applied  
 Recognised as Australia's leading city for walking and cycling  
**Indicator of achievement** Increase in the number of planning permit applicants participating in the Sustainable Design Assessment in the Planning Process (SDAPP) program with Port Phillip

Strategy	Action
4.2.1 Lead in sustainable urban design and development	Advocate for state government policy for environmentally sustainable development planning provisions Encourage the uptake of ESD in all new developments Support innovation in buildings for improved environmental performance in council, commercial, residential and multi-unit buildings Explore opportunities for developer contributions for community and built infrastructure Ensure that new development makes a positive contribution to the public realm
4.2.2 Further develop the quality and safety of the city's walking and cycling opportunities	Review and implement council's Walking & Cycling Strategy Promote respectful cycling on shared paths Improve and expand commuter cycling paths Support the implementation of the Victorian Cycling Strategy Lower the speeds of vehicles on shopping strips and residential streets Address high risk intersections to improve safety
4.2.3 Enable and advocate for improved access to sustainable transport options and reduce car dependency	Develop a public transport advocacy statement Increase the availability of public transport options within and across the city Improve accessibility and use of community bus



4.2.4 Facilitate economic development that strengthens and supports a diverse and sustainable community

Review council's economic development strategy and determine priority action

Support local businesses by developing action plans to ensure the viability of strip shopping precincts, supporting working from home businesses and strengthening local business networks

Strengthen links between local community and businesses

4.2.5 Ensure that South Melbourne Market is positioned as Melbourne's premier community market

Develop and implement a South Melbourne Market Strategy



### 4.3 Caring for our natural environment

We will protect and preserve our natural environment and will continue to care for our bays, foreshores and open spaces.

Achievement will look like A beautiful, well maintained foreshore and network of open spaces

Indicator of achievement Increase community action on caring for our natural environment

Increase in the community's satisfaction with parks and open space and beach cleaning

Strategy	Action
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4.3.1 Ensure integrated planning and management of our foreshore	Pursue an integrated approach to coastal and foreshore management
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Lifesaving clubs: resolve to community satisfaction and high quality built form including environmental outcomes

4.3.2 Protect, preserve and reinstate local natural environments and open spaces within the city	Develop a comprehensive tree strategy with an intent to add more trees
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Promote and extend the 'adopt a tree program' across the municipality including nature strips

Further develop sustainable landscape and WSUD for streetscapes including conversational street seating and provide drinking water fountains/refill stations

Maintenance of existing trees on key boulevards

4.3.3 Promote increased community action in caring for our environment	Promote and extend the 'adopt a tree program' across the municipality including nature strips
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### 4.4 Major city projects



We will strive to ensure that major projects enhance liveability and balance development with community values.

Achievement will look like Every new major project enhances liveability

Indicator of achievement Increased in the proportion of the capital works program that is delivered on time

#### Strategy

#### Action

4.4.1 Strive to ensure that major projects enhance liveability

Consider opportunities and possible partnerships for new major projects

Review the St Kilda Triangle Development

Ensure strong council and community engagement in any redevelopment of the Port Melbourne waterfront to secure a sustainable future for the precinct

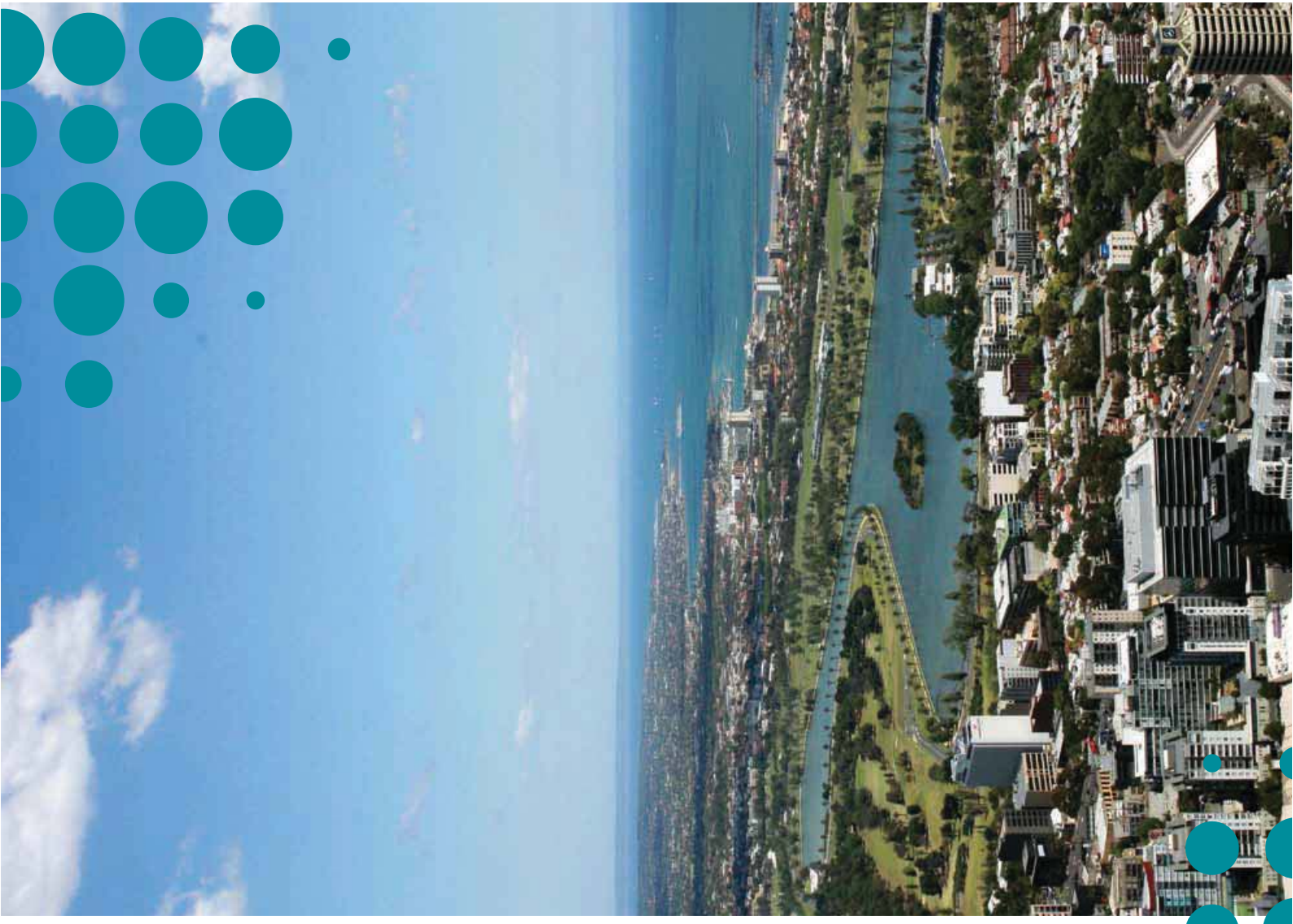
Build a new skate park

Explore options for the Carlisle Street Redevelopment Project

Continue to advocate against the Grand Prix being staged in Albert Park Reserve

Actively engage in the redevelopment of St Kilda Harbour

Continue to advocate for the return of rail freight services to Webb Dock



## **GLOSSARY OF TERMS**

AICD	Australian Institute of Company Directors
Council	An elected body whose role is to provide leadership for the good governance of a municipal district and the local community
Councillor	A person who holds the office of member of a council
ESD	Ecologically sustainable development
FOI	Freedom of information
GHG	Greenhouse gas
HO3	Heritage overlay areas of Albert Park, Middle Park, South Melbourne and West St Kilda
HO7	Heritage overlay areas of Balclava, Elwood, Ripponlea and St Kilda
HO8	Heritage overlay areas of Glenhuntly Rd and Ormond Rd, Elwood
VCAL	Victorian Certificate of Applied Learning
VET	Vocational education and training
WSUD	Water sensitive urban design