

# Borough of Queenscliffe *Community Vision and Council Plan*

## Development of a Community Vision



≧ June 2021 ≦

## Using this document

Discretion should be exercised in making decisions based on the data in this report. Kismet Forward was engaged to prepare this report based on three workshops with the Community Panel.

Significant effort has been made to accurately reflect the contribution of people who took part in this consultation.

The feedback by its nature is subjective and not always consistent. It cannot *necessarily* be construed to be an accurate reflection of the weight of broader community or stakeholder opinion.

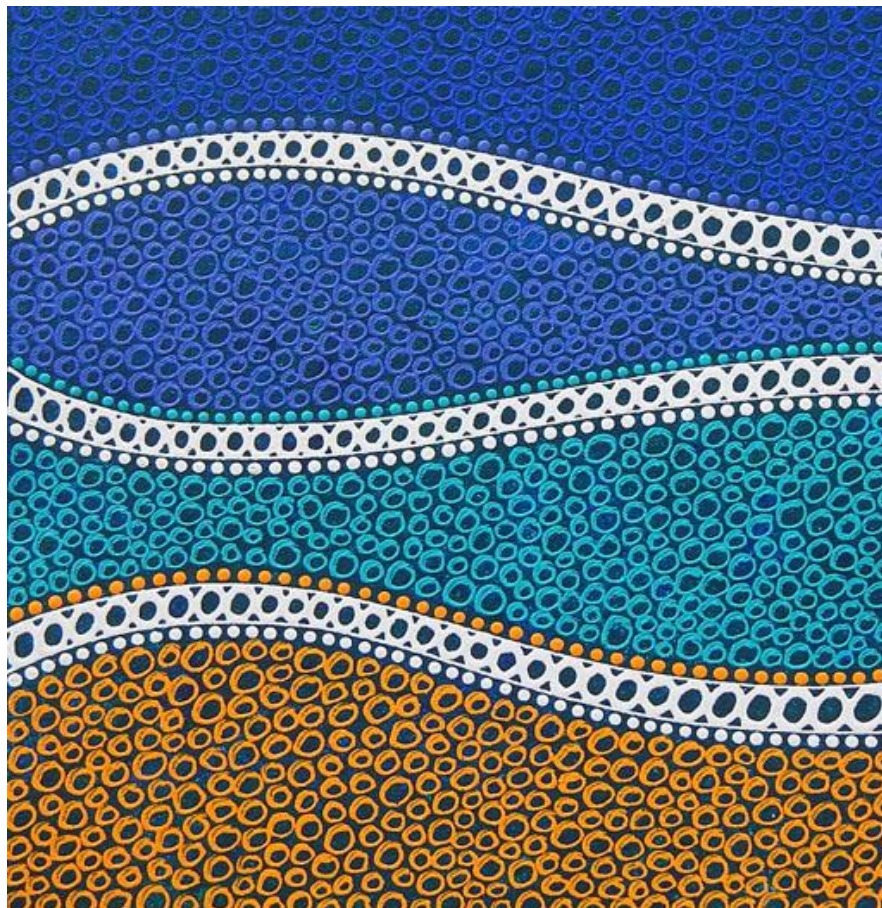
No responsibility or liability can be taken for errors or omissions, or in respect of any use of or reliance upon this report by any third party.

The cover photo was provided by the Borough of Queenscliffe

## Abbreviations used in this document

BoQ	Borough of Queenscliffe
CoGG	City of Greater Geelong
The Act	Local Government Act 2020

*It was acknowledged Community Panel members were on the traditional lands of the Wadawurrung people.*



Source: <https://doongal.com.au/content/ocean-beauty-0>

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Image taken of open house contribution 23/3/21

## 1. Introduction and Background

At the start of every new term, Council produces strategic documents that guide the Borough's priorities for the ensuing years. The new Community Vision and the Council Plan are being developed by a Community Panel representing the demographics and interests of the broader BoQ community.

The Community Vision is a long-term vision document that sets out a long-term vision for what we want the Borough to be like in the future. Council has an important role in achieving this vision; the document will also be a useful reference point for everyone in the Borough<sup>1</sup>.

Section 88(3) of *Local Government Act 2020* (the Act) states that the Community Vision must describe '*the municipal community's aspirations for the future of the municipality*'.

The Act also requires Councils to undertake deliberative engagement practices that have the following characteristics:

- authentic engagement with the community;
- good representation of the community in engagement activities;
- clear demonstration of how all views have been considered;
- accessible and relevant information available to the community to ensure the decision-making process and the community's level of influence is clear in each instance and that participants are fully informed<sup>2</sup>.

<sup>1</sup> Borough of Queenscliffe (2021) *Community Vision and Council Plan – Community Panel Information (Pack 1)*.

<sup>2</sup> <https://www.localgovernment.vic.gov.au/council-governance/local-government-act-2020/principles-of-the-local-government-act-2020>

Join a community panel and help create our

# Community Vision & Council Plan

**Help us set a vision for the Borough's future**

At the start of every new term, Council produces strategic documents that outline the focus of our work for the entire term. In line with new Victorian Government legislation, we're developing two separate documents that plan for the future – the Community Vision and the Council Plan. Community ideas are central to the creation of both these documents.

**Thanks for sharing your ideas so far**

Hundreds of community members shared their ideas with us during the first round of consultation. We heard that your priorities included a healthy local environment and high-quality public spaces. You can read the full consultation report on Council's website at [queenscliff.vic.gov.au/plan](https://queenscliff.vic.gov.au/plan)

**A community panel will refine these priorities into goals and specific actions**

We're now looking for volunteers to join a community panel to take what we learned in the first stage of consultation and turn those ideas into the specific goals, actions and pillars that will form the Community Vision and Council Plan. Applications are open to all residents and ratepayers in the Borough.

**How to apply to join the panel**

25 participants will be randomly selected from applicants. You don't need to be an expert, and you can apply even if you haven't taken part in Council consultation before.

**Take part in four workshops**

Workshops will be held at 6pm on:  
Monday 31 May, Tuesday 1 June,  
Monday 7 June, and Tuesday 8 June.  
Sessions will be held in person in Queenscliff.

**Participants receive a \$50 gift voucher**

If you're selected to take part, you'll receive a \$50 gift voucher after you attend at least three sessions.

**Apply now online**

Visit [queenscliff.vic.gov.au/plan](https://queenscliff.vic.gov.au/plan) to apply today!

Applications close 11:59pm on Sunday 16 May.  
More information about the community panel, as well as the project overall, is available on Council's website at [queenscliff.vic.gov.au/plan](https://queenscliff.vic.gov.au/plan)



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 **Borough of Queenscliff**  
Queenscliff & Point Lonsdale, Victoria, Australia

Newspaper advertisement

## 2. Creating a draft vision for the Borough

In March 2021 Council convened four open houses and opened a survey, asking participants to '*share goals they thought our community should work towards achieving together*'<sup>3</sup>.

225 survey responses and 14 written submissions were received. In addition, 55 people attended the open house sessions, at which they were asked the same questions as those in the survey.

### The Community Panel

In May 2021, Council brought together 25 residents who expressed interest in crafting the Vision and Council Plan using community feedback. Notice about the Panel was provided from the start of the project, including the advertising for the first consultation stage. A second round of ads focused on the Panel, via

- Newspaper ads
- Social media ads
- Social media posts
- Emails to people who have previously taken part in Council consultation

To ensure that the Panel was largely representative of the broader BoQ community, Council ensured that membership had an equal number of participants aged under 60 and 60+, and that there were at least 40% men and 40% women. Any demographic characteristics beyond that were randomly selected.

<sup>3</sup> Open house participants and survey respondents were also asked questions to inform the development of the Council Plan, which will be discussed in a later report.

The first task of the Community Panel was to use the community feedback from the survey, submissions and open houses to draft a Community Vision that could be taken back to the broader Borough community for review.

## Principles

In Workshop 1, the Community Panel decided that the community vision statement will be an overarching statement, supported by *pillars* that group together key community elements. These discussions were assisted by reviewing a variety of vision statements from other municipalities.

The Panel, together with council officers, outlined that the vision will:

- Articulate the community's priorities
- Help focus individuals' and groups' efforts towards broader community aspirations
- Help Council shape its work to achieve the aspirations outlined
- Direct Council to make decisions about the next 4 years (through the Council Plan), including prioritising budget allocation
- Be intergenerational, have longevity (although it might be tweaked along the way, especially through the pillars)

The Panel also agreed on the following principles for creating the new vision:

- Have a short statement that brings together the pillars (not too many)
- The pillars should be forward-thinking, with achievable dot points

- Pillars: describe key values, add clarity, respond to the different elements in the community – planning follows the pillars
- Include historical values, Wadawurrung, innovation, advocacy, prosperity, protecting what we have
- Not too many words/too wordy – needs to be easily communicated and accessible
- Visually appealing – needs to appeal to a broad audience. Some graphics to support the words (but needs to read well without graphics)
- The vision is about the whole Borough, not the individual towns of Queenscliff and Pt Lonsdale

## The Central Statement

Working with the above, in Workshop 2 the Panellists commenced work on the overarching or central statement. In doing so, they considered the previous vision for the Borough, i.e.

*Inspired by the Borough's Latin motto, **Statio Tutissima Nautis**, that translates as 'the safest anchorage for seafarers', our vision for the future is that: The Borough remains a safe haven defined by its unique heritage, rich culture and significant natural environment. It is a special and restorative place for an involved and caring community and our visitors.*

It was thought that the following keywords were important inclusions: culture/creative, community, heritage, environment, unique, future/optimism, special, coastal, liveable, involved community, restorative, ...and our visitors, safe haven/safety, First Nations, business, services, thriving/vibrancy.

Seven options, including the previous version, were proposed by the group. The statements shared many of the keywords listed above; all are listed in the Appendix.

The following option received the most support by the group (5 Panellists listed it as their first preference, 6 members as their second):

The Borough continues to celebrate a thriving, connected coastal community defined by its living heritage, rich culture and special natural environment, which is liveable, sustainable, unique and a creative place for an inclusive and caring community.

The previous vision statement was the third most supported option (5 members nominated it as their first preference, none as their second).

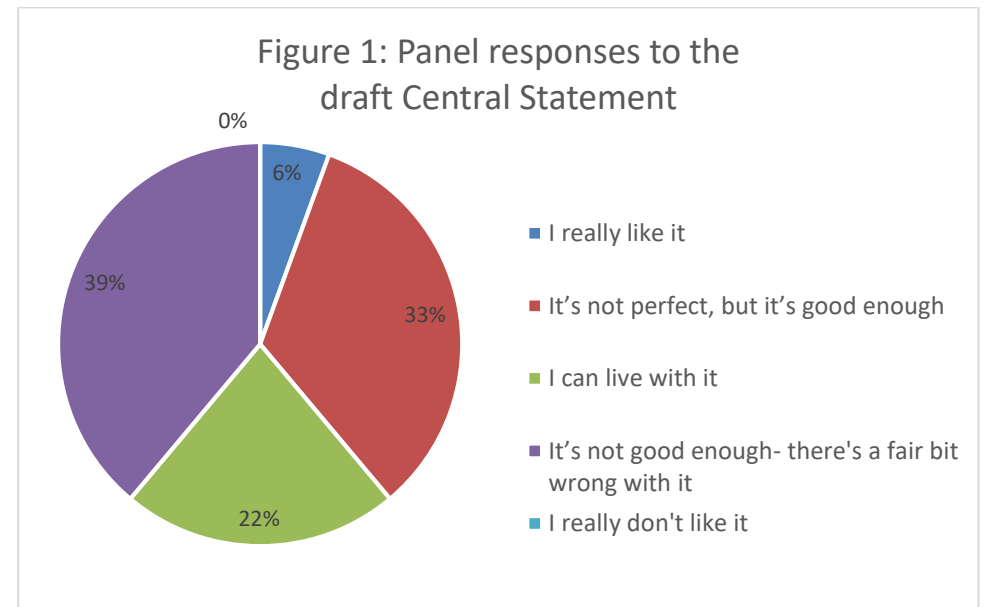
As consensus had not been reached on the vision by the end of Workshop 2, an additional workshop (2b) was convened to progress the central statement and the pillars.

Discussion in the workshops led to the following redrafted statement, which was redistributed to panellists via Survey Monkey for feedback.

In 2031, the Borough is a progressive, inclusive, coastal community, renowned for its rich living heritage and vibrant culture. We have a deep respect for the Wadawurrung People and their Country, and we are proudly taking action to protect our distinctive natural environment. It is a special

and restorative place, with an involved and caring community that welcomes everyone.

Eighteen responses were received (including three emailed), as summarised in Figure 1.



As shown in Figure 1, 61% (11 of the 18 respondents) could at least live with the draft statement. Seven respondents felt that substantial work to the statement was required, although no one indicated they 'really didn't like it'. Comments and changes suggested as part of this feedback are shown in the table below. (Numbers next to the ticks correlate with the comments in the left column).

		Comment made by people who indicated the response....			
Comment		Really like it	Good enough	Can live with it	Not good enough
General comments/overall suggestions					
1. Change tense to the future		1.✓			
2. I don't think it is a very inspiring statement for the future. It doesn't capture everything we wanted to convey with the vision (see the first suggested statement below)					2.✓
3. It does not reflect the agreed principles: Be intergenerational, have longevity, be forward-thinking			3.✓		
4. The importance of the natural environment to the community is not reflected (x2) (see the second suggested statement below)		4.✓			4.✓
5. It has drifted away from Statement A, which had broad panel support					5.✓
6. It needs to be simplified (see the third suggested statement below)					6.✓
7. There needs to be a greater emphasis on the meaning of words in the context of their use to guide councillors in their deliberations				7.✓	
8. It's too long			8.✓		
The first sentence					
1. Delete 'In 2031' (it will be presented as a 10-year vision) (x3)		1.✓	1.✓		1.✓
2. Change to 'Our' Borough so that the whole vision is in first person and sentences link better			2.✓		
3. Remove the word 'coastal'		3.✓			
4. 'Rich living heritage and vibrant culture' is clumsy		4.✓			
5. 'Living' will need an explanation to the broader community			5.✓		



Comment	Comment made by people who indicated the response....			
	Really like it	Good enough	Can live with it	Not good enough
<p>Environment</p> <ol style="list-style-type: none"> <li>1. Add 'distinctive natural environment' to the opening sentence. Matters relating to the natural environment received the highest response in the community (feedback), indicating the significance to the community (x2)</li> <li>2. We do not have a 'distinctive' natural environment</li> <li>3. Delete 'proudly' – could be applied to other parts of the vision</li> <li>4. Change to 'proudly acting'</li> <li>5. Specify that we have adopted a carbon neutral target by 2031 instead of the vagueness of 'taking action'</li> </ol>	5.✓	1.✓   3.✓ 4.✓	2.✓	1.✓
<p>First Nations</p> <ol style="list-style-type: none"> <li>1. We talk about 'their country' in the sentence about the Wadawurrung and 'our distinctive natural environment' in the following sentence – don't we mean the same country? By replacing 'our distinctive natural environment' with 'it', we are providing the necessary linkage and, as a bonus, and getting rid of some words (see second suggestion below)</li> <li>2. We have a deep respect for the Wadawurrung people and our country, and we protect our environment with an involved and caring community that welcomes all</li> <li>3. Our respect is broader than only for the Wadawurrung (see the fourth suggested statement below)</li> </ol>		1.✓   3.✓	2.✓	

Comment	Comment made by people who indicated the response....			
	Really like it	Good enough	Can live with it	Not good enough
<p>Last sentence.</p> <ol style="list-style-type: none"> <li>1. Delete the sentence (x3)</li> <li>2. It reiterates the sentiments of the first sentence</li> <li>3. 'involved' and 'caring' are part of 'inclusive'. The other ideas in that sentence are still relevant and can be included in the pillars</li> <li>4. What is a special and restorative place?</li> <li>5. 'special' is too general and not distinctive from other places</li> <li>6. 'restorative' needs to be clearer</li> </ol>	<p>5.✓ 6.✓</p>	<p>1.✓✓  3.✓</p>	<p>4.✓</p>	<p>1.✓ 2.✓</p>

The following revisions of the central statement were suggested with the feedback:

1. In 2031, the Borough is a progressive, inclusive coastal community, renowned for its living heritage, vibrant culture and restorative ambience. We respect the Wadawurrung people and their country. We are a happy, healthy and caring community who take action to protect our natural environment, foster creativity, support wellbeing and prosperity.
2. Our Borough is a progressive, inclusive coastal community, renowned for its distinctive natural environment, rich living heritage and vibrant culture. We have a deep respect for the Wadawurrung People and their care for Country, and we are taking action to protect it.
3. In 2031, the Borough is a special and restorative place, renowned for its rich living heritage, its caring and welcoming community as well as its vibrant culture. We have a deep respect

for the Wadawurrung People and their Country, and we are proudly taking action to protect our distinctive coastal environment.

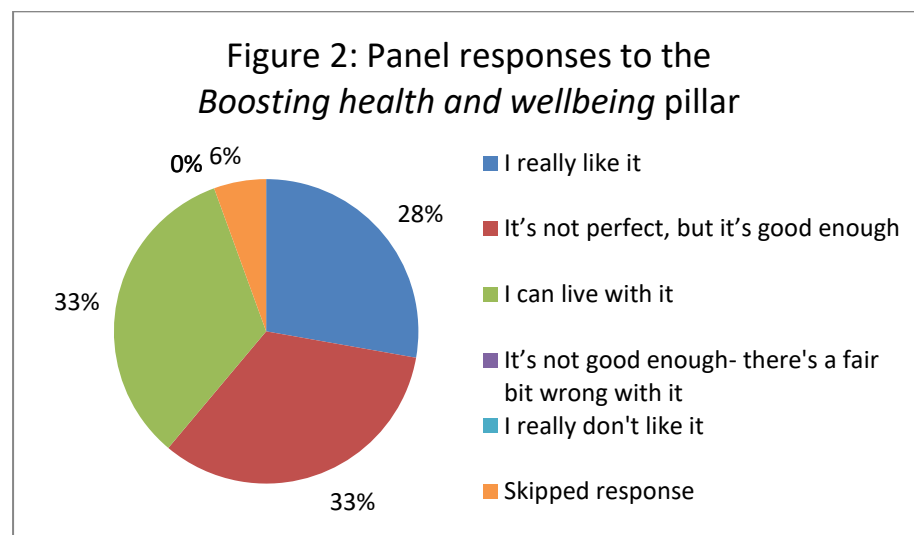
4. A progressive, inclusive, coastal community, renowned for its rich heritage and vibrant culture. We have a deep respect for Country, and we are proudly taking action to protect our distinctive natural environment. It is a special and restorative place, for an involved and caring community and our visitors.

## The Pillars

The Community Panel developed eight pillars to sit under the central (overarching) vision statement. Individual groups developed the draft goals for the pillars. After Workshop 2b, the goals and pillar names were slightly edited for consistency. These edits were presented back to the whole group to review via Survey Monkey. Eighteen Panellists responded; the results are as follows.

### Boosting health and wellbeing

*A community that fosters a healthy lifestyle and nurtures the wellbeing of all.*



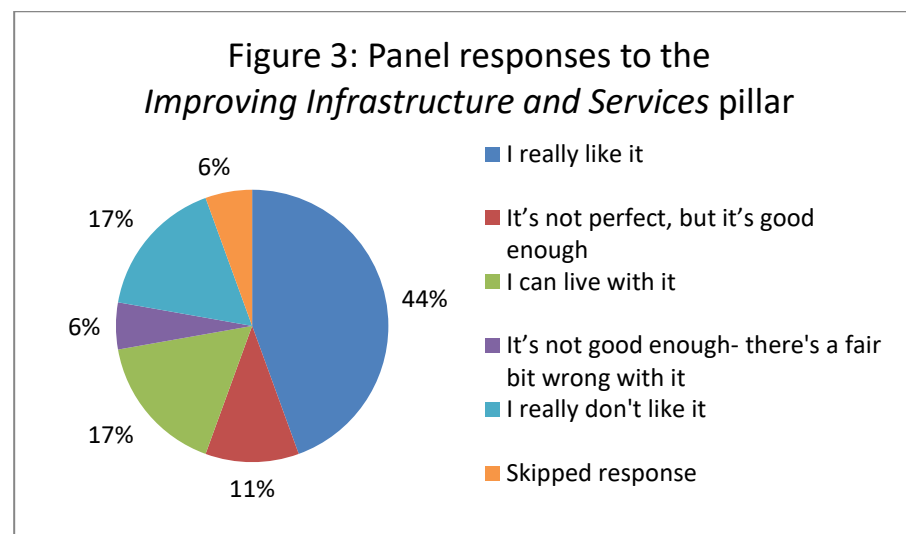
As Figure 2 shows, all respondents indicated that they can at least live with the pillar name and goal. Summarised comments included (see also the 'Opportunities to combine pillars' section):

- add 'restorative'

- Remove 'boosting' (x4) – use 'enhancing', 'supporting and promoting'
- Condense it

### Improving infrastructure and services

*Infrastructure and services that support community needs, liveability and the environment*



As Figure 3 shows, 72% (13 of the 18 respondents) indicated that they can at least live with the pillar name and goal. Four respondents were unhappy with what had been presented. Summarised comments included (see also the 'Opportunities to combine pillars' section):

- supports connectiveness
- I'm very cautious about signing off on the infrastructure element without knowing or understanding what it means or will lead to -

for instance, if it means new bike parks and/or buildings and structures on parkland or open space, I'm very apprehensive about it this. I think the term infrastructure needs to be better defined and more specific.

- The word Infrastructure speaks of the built form, and many will find this statement without detail, a motherhood statement that could cover various 'aspirations'. 'Support community needs' is very non-specific. The detail/specifics come in the next stage; the community will need that explained.
- I see the infrastructure Pillar in 2-3 parts, two of which will be the higher cost projects, requiring extensive community consultation and will rely on state/federal funding:

- Prefer a Zero Carbon Pillar that comes under the scrutiny of 'high level' thinkers (technical, electrical supply and financial people), who can liaise with G21, local member, DELWP, COGG, State/Federal governments and the community, to further those projects. I do not see this section of work being under the leadership of one councillor.

This is significant transition work, requiring expertise and liaison in its planning, resource/funding and execution, and its acceptance by the community.

For the Zero Carbon initiatives, or Pillar, to be successful, and if the intention is to inspire other LG areas to follow the lead, would need a position such as that below<sup>4</sup> for Surf Coast, CoGG and BoQ. The high-cost items in the CERP

can't be achieved without the adjoining Councils; networking with them should be happening.

- The backlog of items that the Council and community aspired to over a 10 year period, that were not delivered in spite of consultant costs. These items tend to be less technical and should be differentiated in a list of high dollar value works that need to be undertaken under the heading of Infrastructure. E.g. the need for six toilet blocks, 2-3 caravan park remediations, Shortland Bluff and Point Lonsdale Defence & Maritime Precinct, Avenue of Honour, upgrade of Hesse Street, including parking.
- The services Council usually provide and are mandated under legislation, e.g. roads, rates, rubbish etc

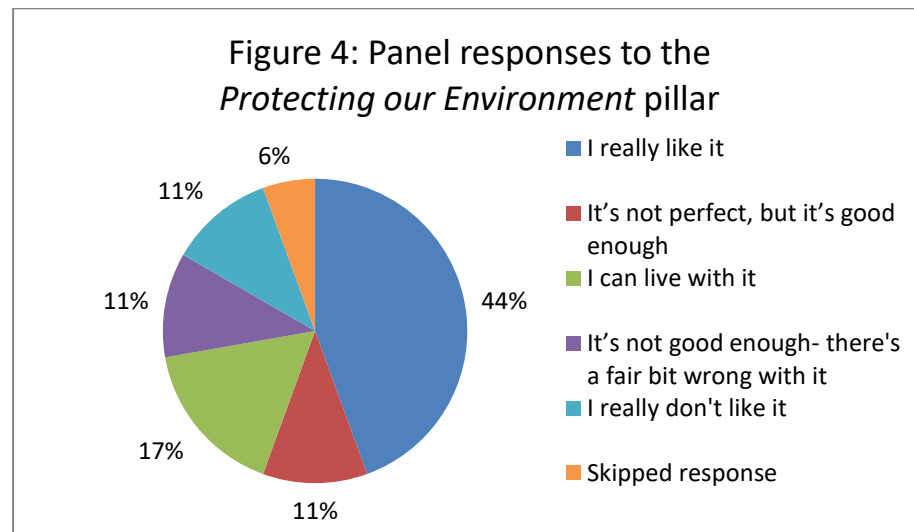
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<sup>4</sup> <https://www.murrindindi.vic.gov.au/Your-Council/Jobs-Tenders/Jobs/Positions-Vacant/Executive-Officer-Goulburn-Murray-Climate-Alliance-GMCA>



## Protecting our environment

*In the face of a rapidly changing climate, our distinctive natural environment is at the centre of all decisions we make.*



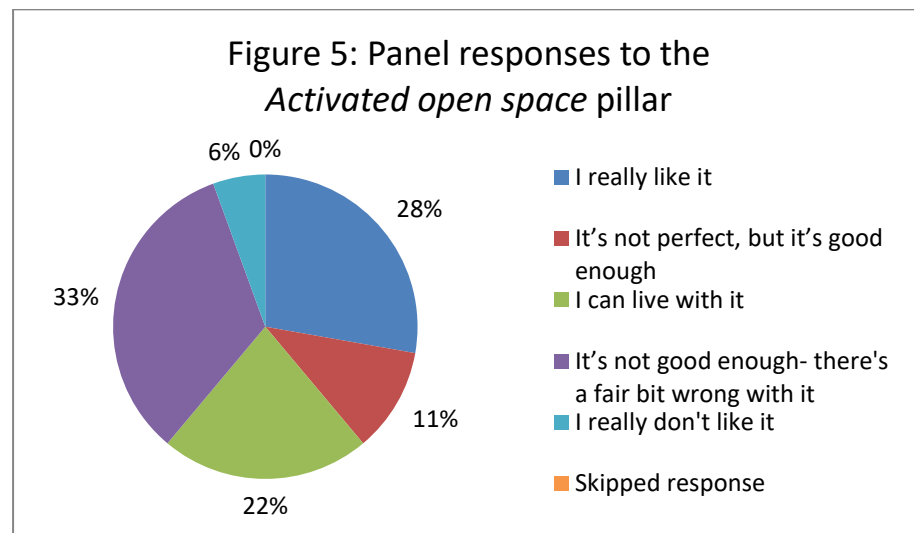
As Figure 4 shows, 72% (13 of 18 respondents) indicated that they can at least live with the pillar name and goal. Four respondents were unhappy with what had been presented. Summarised comments included (see also the 'Opportunities to combine pillars' section):

- I like it and feel that having witnessed the significance of the breadth of community groups coming together like never seen before in support, it should have its own pillar (x2)
- Could be combined with 'Protecting our heritage and culture'
- Include the Heritage part of Heritage & Culture
- This is covered in the council's environment policy

- The issue is inclusive of and bigger than the environment
- Links in well with the overarching statement, is aspirational, evokes pride
- I do not like the sentence underneath. I know it's from the CERP but it does not explain what this pillar is about. I prefer: 'We value, preserve and restore our ecosystems, to protect biodiversity, mitigate climate change and ensure our community's quality of life now and into the future.'
- Prefer 'In the face of a rapidly changing climate, protecting our distinctive natural environment is at the centre of all decisions we make'
- It's a statement, more than it is a Pillar. It could include the range from simple weeding to mitigation.

## Activated open space

*A strong, integrated network of accessible and unobstructed open spaces for all, which promotes social connection and healthy lifestyles.*



As Figure 5 shows, 61% (11 of 18 respondents) indicated that they can at least live with the pillar name and goal. Seven respondents were unhappy with what had been presented. Summarised comments included (see also the 'Opportunities to combine pillars' section):

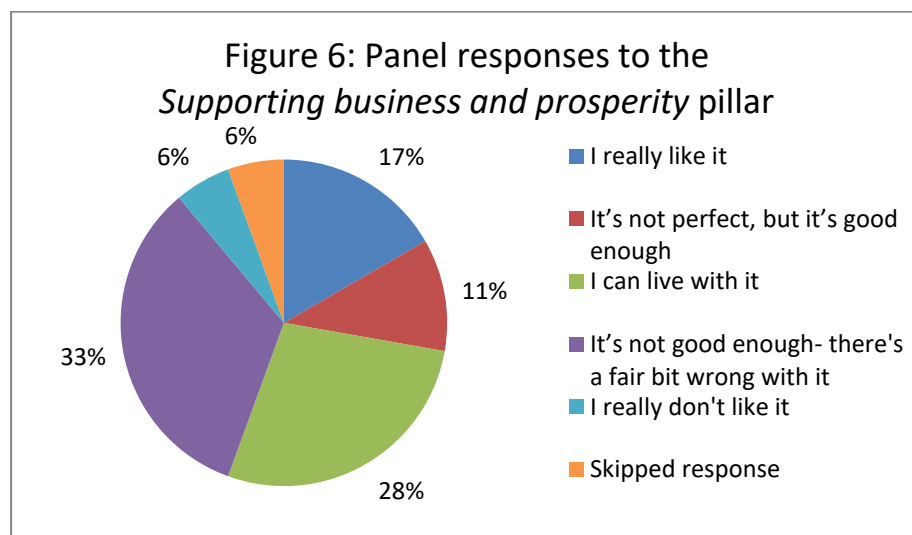
- Change the name to Accessing Open Space. Not sure what activated means (x2)
- Should read 'Activating open spaces' (plural) to keep with the tense of the other pillars (x3)
- Leave out the word 'social'

- I really like thinking about the actions that could fall underneath this pillar - bringing spaces to life in the Borough to connect us as a community by encouraging us to come together in active and creative ways.
- This shows the aspirations for using what we've got whether it be the front beach, parks, open-air cinemas, carols by candlelight, music festivals. I also like how it links to the goal of keeping our community active and safe.
- 'Strong' is not necessary (x2)
- I really dislike the word 'activated' in the heading, especially when referenced to open space - it denotes the development of open space. 'Maintain' or 'Improve' would be better.
- Given coastal open spaces are going to become increasingly more precious, I would prefer 'A strong, integrated network of accessible and undeveloped open spaces, Crown land reserves and parklands for the enjoyment of all'
- There has to be a limit!!
- If accessible means walking path improvements, fine, but what does accessible mean in this context.
- What is meant by 'unobstructed open spaces'? (x2)
- 'An integrated network of open spaces for all, which promotes social connection and healthy lifestyles.'
- There was a statement in the first workshop, and Jen did not know where to place it. The suggestion was an overall town or borough plan. That fits in with the approach being taken with the Coastal Management Plan to develop precinct areas around the coast. That way, when a group wants to raise money for something (as happened with the gym equipment), that precincts have been planned and as and when funds are

available in stages, they can be completed. That might be the addition of a BBQ or seating to gradually remediate the area, as opposed to going after larger-scale projects to do complete overhauls of precincts as we now face with SB and PL D & MP.

#### Supporting business and prosperity

*A prosperous local economy that is enabled by a vibrant business community*



As Figure 4 shows, 56% (10 of 18 respondents) indicated that they can at least live with the pillar name and goal. Seven respondents were unhappy with what had been presented. Summarised comments included (see also the 'Opportunities to combine pillars' section):

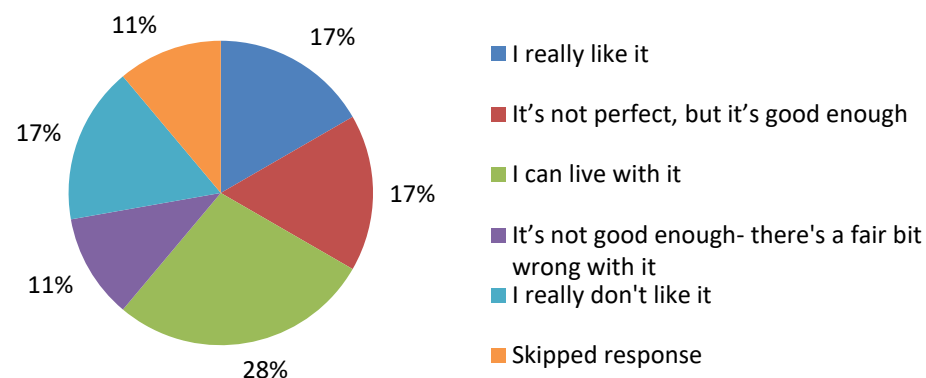
- 'A prosperous and innovative local economy that supports the local community and trades with the region and the world.'

- The sentence underneath doesn't make sense in line with the rest of the pillars. Suggest 'A creative business community, promoting a vibrant local economy.'
- add 'enabled by ..... ,an engaged community and thriving tourism '
- We do not have the ability to influence the local economy unless the council policies support local business
- 'I don't like the use of 'enabled' could it be something like: 'A prosperous and vibrant local economy'. As we already mention 'supporting business' in the pillar's title'
- Prosperity is more than just business and economics. It's about education, skills, happiness, self-worth and feeling fulfilled. I see a couple of different options. The prosperity part could go under health and wellbeing or inclusive communities and this pillar could solely be about economics. We need to build into the statement learning, education, training and skills - or do these go under communities?
- Should the word tourism should be here or would that be a dot point under the pillar? 'A prosperous local economy that is underpinned by a vibrant business community, including environmentally friendly tourism'.
- 'Supporting business and community prosperity'
- Given all we need to achieve, I cannot see how Council and community can support business and prosperity. But the devil is in the detail. A strong focus (and funding) for Hesse Street and PL shopping strip might be what is intended here.

## Informed and consultative leadership

*A Council that builds on community knowledge and aspirations in its decision-making*

**Figure 7: Panel responses to the *Informed and consultative leadership by Council pillar***



As Figure 4 shows, 61% (11 of 18 respondents) indicated that they can at least live with the pillar name and goal. Five respondents were unhappy with what had been presented. Summarised comments included (see also the 'Opportunities to combine pillars' section):

- 'A Council that establishes a variety of avenues to enables communication with/from all members of the community to enhance their knowledge and aspirations in its decision-making.'
- I feel this is just doubling up on what is already written into policy for local government, so unless we're going to break away from the strict requirements of local government and write our own policy, I think this is a waste of space. I know some people

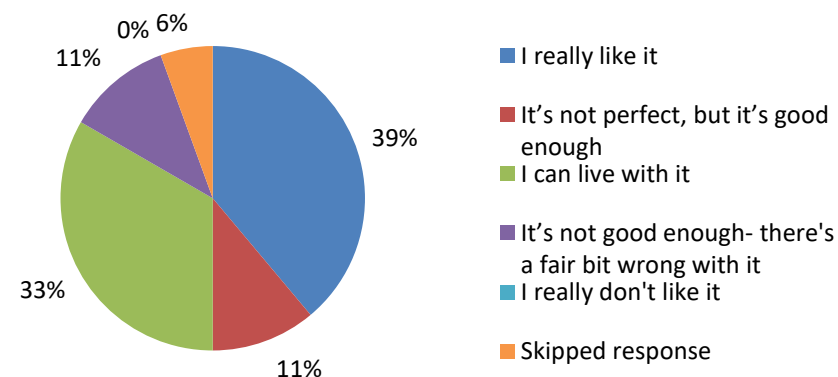
feel strongly about holding the council to their actions which is great but I don't see how this will change or enhance that in any way.

- .....provided Council provides leadership!!!
- 'An engaged community through informed and consultative council leadership'
- 'A Council that builds on community knowledge in its decision-making'

## Inclusive community

*A welcoming, supportive, involved and connected community*

**Figure 8: Panel responses to the *Inclusive community pillar***



As Figure 4 shows, 83% (15 of 18 respondents) indicated that they can at least live with the pillar name and goal. Two respondents were unhappy with what had been presented. Summarised



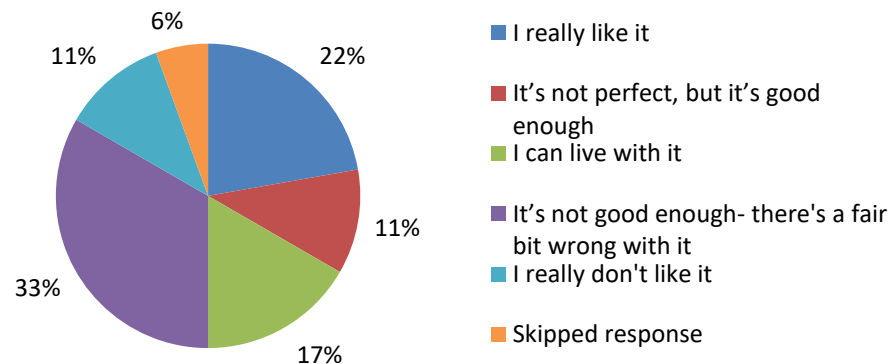
comments included (see also the 'Opportunities to combine pillars' section):

- Create opportunities which create .....
- The heading needs to change to include an active word to keep in line with the rest of the pillars: 'Encouraging an inclusive community'
- 'A welcoming, supportive, involved and connected community who contributes to our local area and celebrates through arts and events.'
- We can probably tick this one off now as achieved.

#### Protecting our heritage and culture

*Conservation, management and maintenance, of built historical and cultural heritage*

**Figure 9: Panel responses to the *Protecting our heritage and culture* pillar**



As Figure 4 shows, 50% (9 of 18 respondents) indicated that they can at least live with the pillar name and goal. Eight respondents were unhappy with what had been presented. Summarised comments included (see also the 'Opportunities to combine pillars' section):

- Change the name to 'Protecting Wadawurrung and post-contact Heritage and Culture' – change to clarify whose H & C
- It should include Wadawurrung more specifically. (x2)
- Add active, respectful use of heritage where appropriate
- 'To conserve, manage and maintain historic buildings and landscape and enrich our engagement with and knowledge of our local heritage'
- Conservation, management and maintenance essentially mean the same thing. I don't think this statement reflects the overarching statement and the lengthy discussions we had about the difference between old buildings, living heritage and Wadawurrung cultural values. I really don't think this reflects that the Borough is 'renowned for its rich living heritage and vibrant culture.'
- 'Conservation, management and maintenance' are all from the same thesaurus search?
- I feel this totally ignores the point that we discussed in depth as a whole group, rather than as 'heritage group', about us wanting a 'living heritage' and something to be enjoyed, experienced and encouraged not 'maintained' like you would a road. Where does our 'renowned for its rich living heritage and vibrant culture' come into this pillar?

- ‘Conservation, management, respect and promotion of built historical and cultural heritage including Wadawurrung traditions and sacred sites.’
- Needs to be extended to ‘built historical and cultural heritage including respect for the traditions of the Wadawurrung People.’
- Conservation, management and maintenance, built from historical and cultural heritage.
- We need a stronger emphasis on culture that is progressive and embraces the future, as well as this statement. It doesn’t capture arts and culture as reflected by QLF, QMF, Sacred Edge, LAC, BLF. This statement is important as it seems more about protecting our buildings and our heritage, both pre and post-settlement.
- I’m not keen on the sentence structure. It sounds disjointed. Remove the second comma?

#### General comments

In addition to the above, the following comments were not specific to individual pillars:

- I like the active verbs, and these need to be consistent
- The tenses differ, and almost none are sentences
- We think in terms of a Council Plan and Council responsibilities. Other sections of the community may want to see a Pillar that focuses on community safety, e.g. Fire Brigade, Coastguard,

SLSC. The broader community may question how this fits with their perception of traditional Council responsibilities.

#### Opportunities to combine pillars

One of the principles developed in Workshop 1 was that there not be too many pillars; this principle was brought up towards the end of Workshop 2b. With this in mind, panellists were asked whether any of the eight pillars could be logically combined.

Summarised responses were:

- For clarity and to have a set of pillars that can be easily remembered and recalled (important when we want to talk about our Borough), I suggest 5 Pillars, based on retaining all of the presented ideas.
- As the pillar word content has been reduced to a small number of keywords, it is clear across the nine pillars. I would like to keep the 9 with no reduction. You can then work on the nine pillars to achieve positive outcomes across the ten years. Approach key pillar tasks in order of priority.
- Originally I thought there were too many pillars, but I’m starting to think that eight is okay. *(Some suggestions to merge were also provided and have been included in the table below.)*
- Are pillars 6 and 7 needed if there is still a desire to reduce the overall numbers? The key areas to be retained for me are our special environment, open spaces/parkland, health, heritage and culture

Suggestions to merge pillars are shown below; numbers indicate the number of times a suggestion was made; letters refer to notes made (see table below). The cells shaded light blue indicate where the mergers are recommended.

	Health and wellbeing	Infrastructure and services	Environment	Open space	Business and prosperity	(Council) Leadership	Community	Heritage and culture
Health and wellbeing								
Infrastructure and services								
Environment		1						
Open space	12b,j	4d,e	2					
Business and prosperity								
(Council) Leadership		1						
Community	2					6f,g,h		
Heritage and culture		1	7a,k,l				4i,m,p,q	
Remove as a pillar; put in Council Plan		5c,n				6o		

### Explanation comments provided by Panellists

- a. Put the 'heritage' part of 'Heritage and culture' with 'Environment' – Protecting our natural and built environment
- b. Put 'by providing a strong network of accessible open spaces for all' at the end of the Health and Wellbeing Pillar
- c. All the important aspects of this statement are in the other pillars... it's going to be very specific for each dot point underneath, e.g. 'toilet blocks'. It's not part of the big vision (x2)
- d. Incorporate 'Open Space' into 'Infrastructure and Services', e.g. '... community needs, connections, liveability and enjoyment of the environment'
- e. Roll 'Open space' into 'Infrastructure and Services - it is open to many interpretations and overlaps with three other pillars
- f. Include community leadership 'Council Leadership', join with Inclusive Community
- g. Like the concept of Council Leadership, but this description is too narrow, and I'm not convinced it justifies a separate pillar - it could be rolled into 'Inclusive community'.
- h. Combine 'Community' with 'Leadership' pillar, e.g. community with democratic leadership
- i. Combine 'Community' with the cultural part of 'Heritage and Culture'
- j. A community that fosters a healthy lifestyle and nurtures the wellbeing of all, including being a restorative place. Key elements of health and wellbeing are beaches, parks and open spaces. (x2)
- k. In the face of a rapidly changing climate, our distinctive environment is at the centre of all decisions we make. We protect and respect and Wadawurrung & post-contact heritage as part of the total environment
- l. How we manage our natural and built environments interlinked – for example, the Point Lonsdale Lighthouse Reserve
- m. Supporting an inclusive community, its culture and leadership. 'We are a welcoming, connected, culturally rich community supported by sound

leadership from the community and council'. Culture and leadership influences who we are and what we value, so that forms part of our community and its values

- n. Infrastructure and Services essentially sit under every pillar as a way of activating them
- o. there are other processes and documents to ensure this happens, such as the engagement plan stuff that was done last year
- p. A welcoming community that values conservation management & maintenance built from historical and cultural heritage
- q. A council that is informed and engages the community whom it represents will be more inclusive

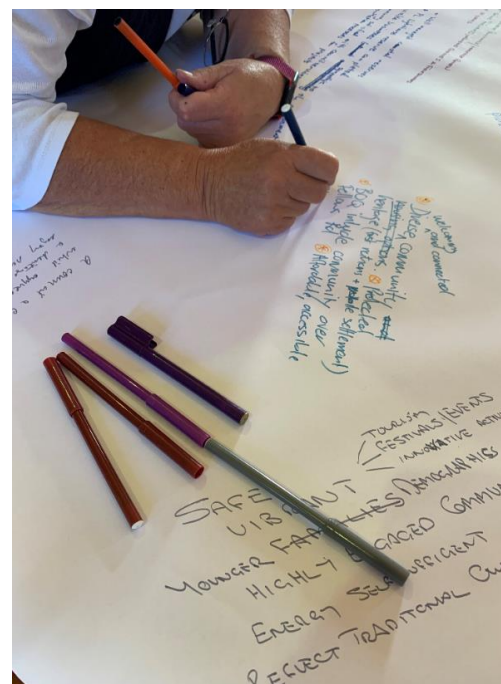


Image of open house contribution 27/3/21



### 3. Recommendations to progress this work

The feedback provided by Panellists has been addressed through the recommendations below.

**Recommendation 1:** Given the extent of panellist feedback, it is timely for the broader community to provide direction regarding some of the issues where the Panel has not reached an agreement. In particular, it is recommended that BoQ community members are asked to review the following draft statement and pillars. It is a combination of panellists' suggestions and addresses the agreed principles.

**Recommendation 2:** The Panel (or Council) needs to resolve where Zero Carbon sits. It doesn't just sit under 'Protecting our environment' – it is also relevant to the other pillars, especially health/wellbeing and prosperity. The importance of working with Surf Coast Shire and CoGG needs to be included.

**Recommendation 3:** Council, in consultation with Wadawurrung Traditional Owners Aboriginal Corporation, needs to identify relevant priorities under the pillars.

**Recommendation 4:** The Panel should consider addressing the following through the Council Plan:

#### *Enhancing health and wellbeing*

- Appropriate infrastructure to support healthy lifestyles (in agreed locations\*) – as outlined on pg 14, 'bringing spaces to life to connect us as a community by encouraging us to come together, in active and creative ways'
  - \*an overall town/borough plan to identify precincts
- Accessible and undeveloped open spaces where appropriate

- 'Backlog' projects (including those on pg 12), as appropriate
- Community safety

#### *Protecting our environment*

- Reference to Council's Environment Policy
- Infrastructure to support environmental protection (needs to be explained)

#### *Supporting business and community prosperity*

- Define prosperity for this context
- Outlining the role of Council in this pillar
- Tourism initiatives
- The role of creative arts in the local economy
- Supporting trade beyond the Borough
- Hesse Street and Point Lonsdale shopping strip
- 'Backlog' projects (including those on pg 12), as appropriate

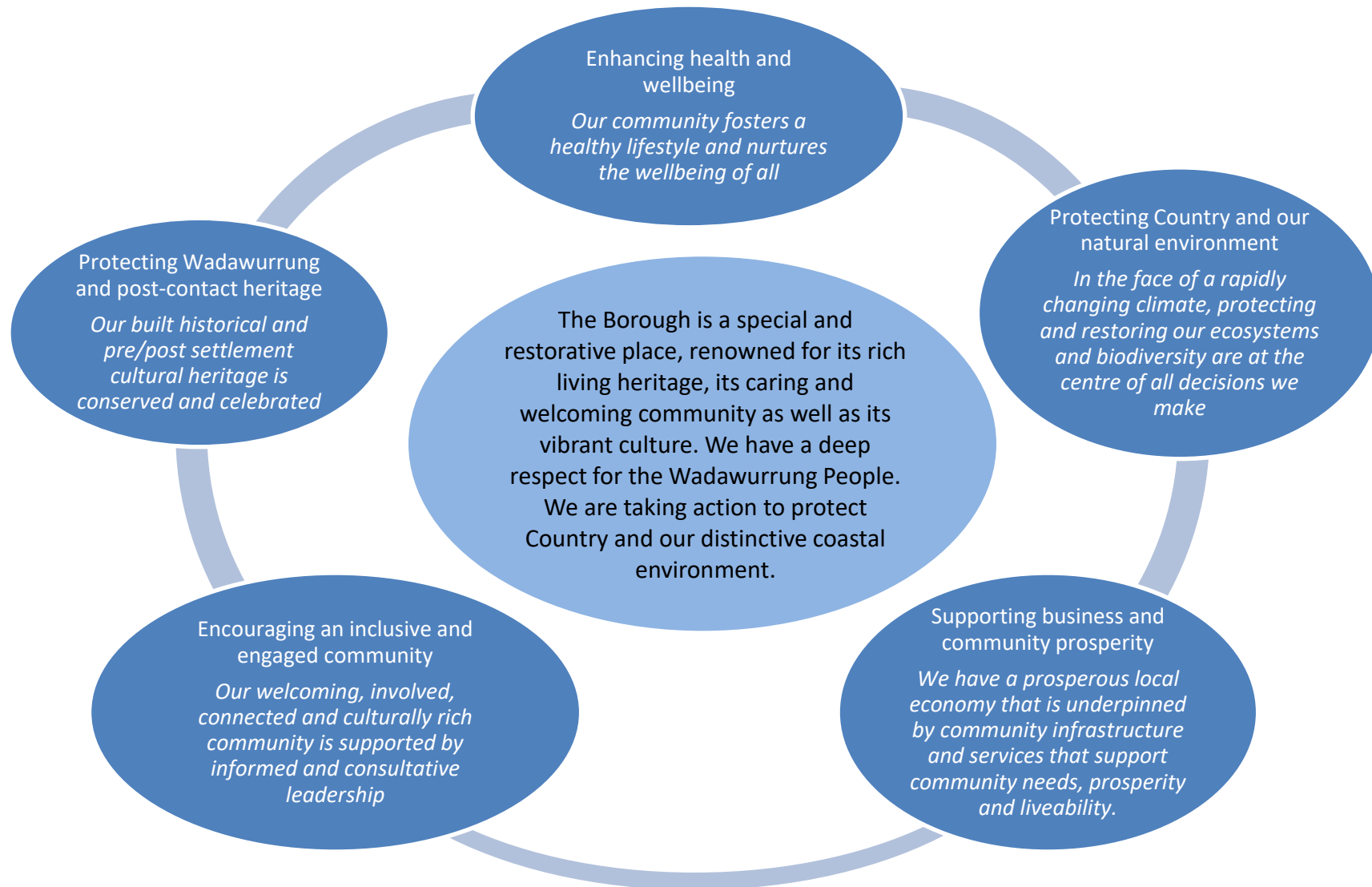
#### *Encouraging an inclusive and creative community*

- Reference to Council's Engagement Plan
- Avenues to enable communication between Council and the community to enhance knowledge and include local aspirations in decision-making
- Community leadership/democratic leadership
- Community arts initiatives

#### *Protecting Wadawurrung and post-contact heritage*

- 'Backlog' projects (including those on pg 12), as appropriate
- Engagement with and knowledge of local heritage
- Realising the aspiration of 'living heritage'

## Our draft Community Vision (for review)



Sample questions for the Community:

1. Is this what you would like BoQ to be in 10 years? Why/why not?
2. Is this vision forward-thinking or aspirational enough?
3. Are the words 'coastal' and 'distinctive' needed in our Vision?
4. Some Panellists were very keen to include 'taking action' regarding the environment in the central statement. Do you agree?
5. What do 'rich living heritage' and 'vibrant culture' mean to you? How do we achieve these?
6. Any other comments about what has been presented?

## Appendix: Options for the overarching statement

In Workshop 2 the following overarching statements for the Vision were developed.

Colours indicate the level of commonality of keywords; numbers in brackets refer to the number of Community Panellists who nominated the option as their (first preference, second preference).

- A. The Borough continues to celebrate a **thriving, connected coastal community** defined by its **living heritage**, **rich culture** and **special natural environment**, which is **liveable**, **sustainable**, **unique** and a creative place for an **inclusive and caring community**. (5,6)
- B. The Borough is a safe haven for all defined by its **unique heritage**, **rich culture** and **significant natural environment**. It is a special and restorative place for an **involved and caring community** and our **visitors**. We are proud to secure a **remarkable and optimistic future**. (6,0)
- C. (*BoQ previous vision*) Inspired by the Borough's Latin motto, Statio Tutissima Nautis, that translates as 'the safest anchorage for seafarers', our vision for the future is that: The Borough remains a safe haven defined by its **unique heritage**, **rich culture** and **significant natural environment**. It is a special and restorative place for an **involved and caring community** and our **visitors**. (5,0)
- D. Keywords: **unique culture**, **connectedness/caring community**, **open and welcoming**, **coastal community**, **progressive action**, **optimism** (0,5)
- E. The Borough is a **welcoming** place that respects our **heritage**, **rich culture** and **significant natural environment** (3,1)
- F. The Borough remains respectful place that **acknowledge our past** that constantly looks for to a **positive future** (0,4)
- G. Queenscliff and Point Lonsdale with their relaxed **coastal lifestyles** are **great places to live**, work and **visit**. Our **enviable lifestyle** is based on **strong community**, supporting businesses and community services and **caring for Country**. (0,4)