

Number	Submitter	Summary
1		<p>Requested to additions to Heritage Pillar in existing Community Vision:</p> <ul style="list-style-type: none"> • The south end of Hesse Street, needs to be named the Bull Ring • The Former Horse Racecourse deserves to be part of the Heritage Pillar <p>The submission included an attachment outlining the history of the Bullring.</p>
2		<p>Our Vision Statement should be a commitment to prioritise and progressively complete the work that has been under discussion for the past five to fifteen or more years. (see below)</p> <p>If necessary, the community should be reminded that our new Council comprises four local residents who campaigned and were elected on a back-to-basics platform. You do have a mandate to review.</p> <p>We do not need new ideas; you will receive plenty of new ideas in the feedback presented and workshopping that might occur later. We do not need new ideas about urban forests, overtaking the Fort, or the perceived importance of the CERP. The Fort is owned by the Commonwealth, and that was made very clear just a few years back. The CERP needs extensive review. We need a commitment to prioritise and progress the work under discussion over the last two decades.</p> <p>We need a realistic assessment of what could be achieved in a four-year term or over the next ten years.</p> <p>The year 2020 saw five issues collide: (1) the new LG Act, (2) the perception that both State and Federal governments were not taking climate issues seriously, which led to a groundswell of pressure from within Queenscliff for some action, any action that might seem helpful. At the same time, (3) we</p>

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		faced the Covid-19 pandemic, (4) a newly elected council, and (5) in late 2019 to early 2020, a new CEO.
		In that context, the 2021 – 2031 Community Vision was compiled by a small group of individuals— <i>ideas from 264 people</i> —with those <i>ideas workshopped by only 25/30 people</i> . A further 33 people shared their thoughts on the draft, and that feedback was used to finalise the draft. It was an aspirational document, a dream list, that had little relevance to the realities of the smallest LG administration, and/or how to improve business opportunities within Hesse Street. No understanding was given to the extremely tight financial constraints under which this council operates.
		The existing Vision Statement and Council Plan contain motherhood statements throughout their five pillars, giving little attention to the significant financial constraints under which this council operates. Ultimately, it amounts to little more than a broad dream list, lacking strategic guidance on achieving any of those dreams, or assessing whether it is viable to undertake some of the suggestions contained in the CERP, the ATS, the RAP, or other documents.
		<p><u>CERP – including the RAP.</u></p> <p>The Climate Emergency Response Plan has been the tail wagging the dog. That statement was agreed upon and understood by previous councillors and mayors. The CERP needs a thorough and honest review across each of its pillars. The Council is required under legislation to consider the impacts on future generations, which is integral to its day-to-day operations. The most significant progress toward zero carbon will come from changes made in private homes and businesses, as well as in the daily lives of families. The Council has limited ability to influence outcomes given the minimal revenue base of the QBC. This is not meant to disrespect the work by the group QCAN. Still, their efforts within</p>

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		<p>the community and with private families could continue without burdening the Borough administration with such a heavy financial and time burden.</p> <p>The RAP documentation was approved without considering the financial impacts on current or future budgets, or, in some instances, whether the Wadawurrung had the capacity to undertake any of the proposed works outlined in the Draft Coastal Management Plan.</p> <p>You were elected on a back-to-basics platform. Do not be distracted by the activism, and the CERP documentation that rightly needs a review.</p>
3		<p>The 2021 Vision and Pillars are not too bad, but need some changes to be relevant now. We should include three words which have grown in importance in recent years – safe, sustainable and respect</p> <p>My recommended vision and pillars are shown, then as “track changes” on the 2021 versions to demonstrate the changes.</p> <p>OurThe Borough is a special and restorative place, renowned for its distinctive coast, rich living heritage and vibrant culture. Our prosperous and caring community lives sustainably and safely. We is caring, and welcomeing to visitors. We have a deep respect for the Wadawurrung People and are taking action to we work with them to protect Country.</p> <p>Protecting country and our natural environment We live sustainably and mitigate and adapt to the risks of climate change while and preserving our ecosystems and biodiversity</p>

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		<p>Supporting business and community prosperity We have a thriving local <u>sustainable</u> economy and a which supports a -community <u>prosperous community that is underpinned by high quality infrastructure and services</u></p>
		<p>Encouraging an inclusive and engaged community We have a welcoming, connected, <u>engaged and</u> diverse <u>and safe</u> community that is supported by inclusive and consultative leadership</p>
		<p><u>Respecting, p</u>rotecting and celebrating Waddawurrung and <u>other</u> Borough heritage <u>and culture</u> Our cultural and built history is <u>respected,</u> conserved and celebrated</p>
		<p><u>All of our Pillars are supported by high quality infrastructure and services and inclusive and consultative leadership by Council.</u></p>
4		<p>Proposed Vision</p> <p>“Our historic Borough continues as an independent local government entity renowned for its stunning natural environment, distinctive heritage buildings, rich maritime and military history and its caring and welcoming residents.</p> <p>Ours is safe, diverse and respectful community whose citizens are well informed, enjoy good health and good services. We will continue to ensure the Borough is an attractive and appealing place for tourists and local people alike.”</p> <p>Our vision is to be Victoria’s premier coastal community by:</p>

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		<ul style="list-style-type: none"> Protecting our independence as Australia's last remaining Borough Protecting our natural environment and historic heritage buildings and precincts <p>promoting good health, improved services and community prosperity</p> <ul style="list-style-type: none"> Respecting the views and interests of all residents, businesses and the Wadawurrung people Providing good governance and leadership through well informed and inclusive decision making <p>Given the Community Vision is in part a promotional document for the Borough, Councillors might consider a review of the pictures. Amongst the 9 pictures there seems to be a fascination with pictures of local piers (4 of) which are not really all that inspiring.</p>
5	QCAN	<p>Queenscliffe Climate Action Now (QCAN) supports our 2021 - 2031 Community Vision for the Borough. We do not believe any change is required to the current Vision.</p> <p>The ten year Community Vision was developed by our community in 2021 following an extensive consultation process. Over 260 community members provided ideas, which were used by a community panel to prepare a draft vision. The draft Community Vision was then finalised by Council after further community feedback.</p> <p>The Community Vision is intended to provide a consistent long-term vision for our community's future that successive councils and our community can work towards. A vision developed by our</p>

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		community, for our community. Little has changed since 2021 to suggest it needs to be altered, less than half way through the ten year vision term.
		It is clear from our Community Vision that climate action and reconciliation with Wadawurrung People are important priorities for our community.
		QCAN believes that the current Community Vision remains relevant to our community and continues to reflect our community's aspirations and priorities for Council. Furthermore, given the thoroughness with which the Community Vision was created it is incumbent upon anybody wishing for change to lead an equally thorough process to develop those changes with the community.
		No change is required to the current 2021 - 2031 Community Vision.
6	QCOF	QCOF members would like to see in our Community Vision, the ongoing commitment to respect the Wadawurrung people and Country, and the continuation of Council actions that protect Wadawurrung Country, the land on which we live; and to protect and celebrate Wadawurrung heritage within the Borough.
		We believe this view is consistent with the majority of people within the Borough, as evidenced by the strong YES vote within the Borough at the 2023 Australian Indigenous Voice Referendum, with over 64% of votes cast at Point Lonsdale and Queenscliff booths supporting the referendum.
		We are asking that Council continue to demonstrate leadership on this important issue, and through this leadership show support for the work our organisations are doing to respect, value and learn from Traditional Owners.
		The QCOF membership encompasses numerous local community organisations that significantly contribute to the vibrancy of the Borough and the realisation of our Council Vision. The current Vision,

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		along with its supporting pillars and goals, provides a clear and effective framework for Council interaction and support to community organisations, enhancing our collective capacity to collaborate. While there may be some minor adjustments to the Community Vision, QCOF strongly recommends maintaining the core intent and context of the current Vision document.
7	Swan Bay Environment Association	<ul style="list-style-type: none"> • The Community 2021-2031 Vision was based on extensive community consultation • The statements and pillars are still relevant and should be retained • The premise was that this was a community vision, not a council vision • We would like to see next steps be taken to continue to develop the Reconciliation Action Plan • The survey only allowed for limited responses not allowing for more complex responses to complex matters.
8		<p>I fully acknowledge the importance of addressing climate change and honouring the traditional custodians of this land—the Wadawurrung People. My concern lies in ensuring these issues are approached with genuine substance rather than symbolic gestures.</p> <p>I suggest a more inclusive and meaningful revision:</p> <p><i>“The Borough is a special and restorative place, renowned for its striking coastline, vibrant culture, and rich living heritage. We are a caring community that warmly welcomes visitors. We deeply respect the Wadawurrung People and are committed to learning about and understanding the impact our culture has had on their community, while working to protect and honour what remains of Country. We are equally committed to respecting, preserving, and celebrating our own recent rich heritage for future generations.”</i></p> <p>As for the fifth and final pillar, I shared this observation:</p>

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		<i>“Regarding this pillar about the Wadawurrung People, the Borough of Queenscliffe currently appears to be placing greater emphasis on appearances rather than genuine substance and truth. A more meaningful approach would be to embed this commitment as a core value—such as by incorporating it into the Borough’s Constitution— rather than presenting it as a standalone pillar.”</i>
9		<p>The Community Vision should establish standards of delivery which will deliver quantifiable benefits to the Borough of Queenscliffe and its community, within the established time frame, budget, and capacity of Council, given the Borough of Queenscliffe is the smallest local government area in Victoria.</p> <p>Given this is the case, it is noted that our Vision is framed over a 10-year period which is not the case with all Councils. For the City of Darebin and the City of Bayside, their Community Vision is framed over 20 and 30 years respectively.</p> <p>Are we trying to over achieve with our Vision and our numerous strategies?</p> <p>I believe it is important for Council to provide regular updates on the progress and achievements against the Vision. These need to be verifiable and supported against determined targets, parameters, cost projections and perceived benefits. For all BOQ projects, there is a distinct lack of measurable indicators and targets. Without them it is impossible to determine the status of goals, evaluate progress of implementation, or efficiently allocate resources.</p> <p>This process should be considered for the multitude of plans, strategies and studies in existence, awaiting delivery by the Borough. In some, time frames and ranking of elements exist. Where this is the case, the status of these elements need to be reported and, where they have not been achieved, the document needs to be regularly updated, ideally noting why the items were not achieved, and potentially modifying the expectations of the project to fit the stated delivery date.</p>

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		I am mindful, given the size of the Borough, and the stated tight financial environment to balance the budget, that we seem to have too many projects in the pipeline at any one time which cannot, realistically, be managed and, which seem to grow exponentially against the number of projects actually completed. This does not represent sound business practices or an efficient use of resources.
		Given the heavy workload of statutory reporting imposed on the Borough, without necessarily considering its size and capacity, there needs to be a rationalisation of “putting a peg in the ground” and start focusing on achieving results from existing strategies, not merely creating new ones, which may impose impossible workloads and expectations on the BOQ work force and our financial situation.
		As part of introducing a new Plan or Strategy, there needs to be a realistic assessment of officer time capacity. If there is not the capacity to introduce a new strategy or respond to a plan, it should either be shelved, or the elements reduced, until there is available capacity. Future capacity would come from the on-time completion of plans and strategies according to the timetable and requirements of the plan or strategy.
		In order for the community to reconcile the resources being applied for all plans and strategies, this should be provided progressively showing cumulative cost and achievement status.
		The Community Vision 2021-2031 is strategically important to the Borough of Queenscliffe as it gives relevance to how we focus on ensuring it maintains its status of one of Victoria’s premier tourist destinations and maintaining the health and wellbeing of its residents and its environment.

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10	Queenscliffe Reconciliation	<p>Queenscliffe Reconciliation strongly supports the retention of the current Community Vision as is.</p> <p>We believe that our current Community Vision, which was developed by the previous Council after extensive community consultation, is still relevant to our community. Through that consultation process the community made clear that both reconciliation and recognition of the Wadawurrung People as the Traditional Landowners was essential, and therefore reconciliation with Wadawurrung People must be retained as a priority.</p> <p>Our community's commitment was further reinforced by the Borough recording a 2/3 majority YES vote in the Voice Referendum.</p> <p>No change is required to the current Vision.</p>
11		<p>The Vision of the Council Plan should include a vision of where we as a community should like to live in a geographic area – the Bellarine, and our community relationship to other towns and villages.</p> <p>Primarily I think we need to have a vision of a future of our community with well defined preserved buffer rural - zones between ours residential areas inc The Point , and Ocean Grove.</p> <p>As a Vision I think we can also express the Bellarine be an area of independent communities separated with buffer zones of rural separations.</p>
12	QMF	<p>Given the critical importance of arts and culture to the Borough and to building a vibrant culture, we believe consideration should be given to the inclusion of a 6th pillar “Promoting arts and culture”,</p>

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		We see the council has a role to support the development of this arts and culture component of the Borough and respectfully request consideration be given to making this explicit in our community vision.
13	QMM	While the current Vision effectively highlights several of the Borough's strengths, we believe there is an opportunity to more explicitly recognise and elevate our unique cultural and maritime heritage. This heritage is not only a defining feature of the Borough's identity but also a powerful driver of community pride, education, cultural life, and economic development.
		Emphasising Maritime Heritage in the Vision Statement
		We recommend that the Borough's Vision statement includes a more explicit and focused mention of maritime heritage. The rich maritime history of the region, including that of the First Peoples, is integral to the Borough's identity and cultural appeal. To reflect this, we propose the following enhancement to the Vision:
		<i>"The Borough is a special and restorative place, renowned for its distinctive coast, living heritage, and vibrant culture, where our First Peoples, maritime history, and built heritage are integral to the community's sense of place and future prosperity."</i>
		We suggest keeping in place the following: <ul style="list-style-type: none"> • Our community is caring and welcoming to visitors. • We have a deep respect for the Wadawurrung people and are taking action to protect country
		We recommend adding the following to the "Protecting Country and the Environment" pillar:

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		<p><i>"We will integrate the preservation of cultural and built heritage sites, including maritime landmarks, into our climate resilience strategies, ensuring these assets are protected for future generations."</i></p> <p>This will address the dual need for environmental sustainability and the safeguarding of heritage, helping the community adapt to future challenges.</p>
		<p>We propose adding the following to the "Celebrating Heritage" pillar:</p> <p><i>"We will encourage active community participation in the preservation and interpretation of our local heritage through educational programs, public events, and collaborative partnerships with local institutions, such as the Queenscliffe Museums, and the Wadawurrung Traditional Owners."</i></p> <p>This would help ensure the community not only respects but actively contributes to safeguarding its cultural heritage.</p>
		<p>Recommendations to Strengthen the Borough's Goals through Heritage Preservation and Cultural Engagement</p> <p>We commend and support the Borough's existing goals, which demonstrate a strong commitment to community well-being, sustainability, economic vitality, inclusivity, and heritage. These goals are:</p> <ul style="list-style-type: none"> • Our community encourages an active and outdoor lifestyle and nurtures the welfare of all • We mitigate and adapt to the risks of climate change and preserve our ecosystems and biodiversity

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		<ul style="list-style-type: none"> • We have a thriving local economy and community that is underpinned by high-quality infrastructure and services • We have a welcoming, connected, and diverse community that is supported by informed and consultative leadership • Our cultural and built history is conserved and celebrated
		<p>We endorse the Borough’s vision for a vibrant, inclusive, and sustainable future. Integrating maritime and local heritage into goal delivery will reinforce civic pride, stimulate local economic activity, and deepen community identity.</p>
		<p>1. Enhancing Physical Activity through Heritage Trails</p> <p>Existing Goal: Our community encourages an active and outdoor lifestyle and nurtures the welfare of all.</p> <p>Suggested Action: “To promote physical activity while enriching community connection, we will develop a network of heritage-themed walking and cycling trails linking key historical sites across the Borough including the Queenscliffe Maritime Museum, historic piers, lighthouses, and heritage buildings. These trails will invite exploration, foster local pride, and celebrate our shared maritime heritage.”</p>
		<p>2. Fostering Intergenerational Connection through Age-Inclusive Cultural Programs</p> <p>Existing Goal: We have a welcoming, connected, and diverse community that is supported by</p>

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		<p>informed and consultative leadership.</p> <p>Suggested Action: “We will support the development of age-inclusive cultural programming in partnership with the Queenscliffe Museums and cultural organisations. These may include storytelling sessions, interactive exhibits, guided tours, and workshops tailored for children, families, seniors, and people with disabilities, promoting lifelong learning and intergenerational connection.”</p> <hr/> <p>3. Improving Accessibility to Heritage Sites</p> <p>Existing Goal:</p> <p>We have a thriving local economy and community that is underpinned by high quality infrastructure and services.</p> <p>Suggested Action: “We will improve physical and informational accessibility at key heritage sites, including museums, piers, and lighthouses. Enhancements will include accessible pathways, signage, transport links, parking, and inclusive programming ensuring all residents and visitors can participate fully in the Borough’s cultural life.”</p>

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		<p>4. Positioning Heritage Sites as Dynamic Community Hubs</p> <p>Existing Goal: Our cultural and built history is conserved and celebrated.</p> <p>Suggested Action: “We will activate heritage sites as vibrant community spaces for public talks, cultural festivals, exhibitions, and educational programs. These spaces will serve as focal points for community life, strengthening our connection to local stories and traditions.”</p>
		<p>5. Integrating Heritage into Health and Wellbeing Strategies</p> <p>Existing Goal: Our community encourages an active and outdoor lifestyle and nurtures the welfare of all.</p> <p>Suggested Action: “We will collaborate with health and community organisations to deliver heritage-based wellbeing initiatives such as therapeutic heritage walks, storytelling sessions, and historybased programs designed to support mental health, social connection, and cultural belonging.”</p>
		<p>The Queenscliffe Maritime Museum believes that while our suggested recommendations go beyond the request to comment on the Vision, our recommend changes will strengthen the Borough’s goals and create a more inclusive, sustainable, and culturally vibrant community. By integrating heritage preservation and cultural engagement into the Borough’s planning, we will not only enhance the physical and social fabric of the community but also provide a solid foundation for future economic growth and</p>

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		environmental sustainability.
14	[REDACTED]	The document is very insular with no reference to the world outside the Borough. The success of the Borough vision will be strongly influenced by how well the Council collaborates with adjacent land managers including the City of Greater Geelong. For example, Point Lonsdale is within two local government areas.
		The quotes from participants in the initial consultation for the community vision are somewhat repetitive and create unnecessary padding in the document. It is also unclear how accurately they represent the views of the many who contributed at that time. Because these comments are now five years old, there is little reason for their inclusion in a refresh of the document, which I presume will occur at the end of the consultation process.
		<p>This Vision could be simplified as:</p> <p><i>The Borough is a special and restorative place, with its distinctive coast, Wadawurrung culture and Country, and built heritage recognised, respected and protected. Our community is caring, and welcoming to visitors.</i></p>
		<p>Comments</p> <p>Pillar 1: Enhancing health and wellbeing</p> <p>This connects to the vision's mention of 'restorative.' However, it is somewhat vague as a pillar and should at least indicate who or what's health is to be enhanced. This could be achieved by including the word 'community' after 'Enhancing.'</p> <p>Goal 1: Our community encourages an active and outdoor lifestyle and nurtures the welfare of all.</p>

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		<p>Who are the 'all'? Is it just residents and ratepayers? What about visitors to the Borough, who are referred to in the vision? For example, tourists, and those visitors staying at Camp Wyuna and Cottage by the Sea. 'All' could be replaced by 'residents, ratepayers and visitors.'</p>
		<p>Comments</p> <p>Pillar 2: Protecting Country and our natural environment This pillar is far too much like Pillar 5 and the two should be merged, thus providing an opportunity for another targeted pillar. A merged pillar could read as follows:</p> <p><i>Protecting and celebrating our natural, cultural and built heritage environments.</i></p> <p>Goal 2: We mitigate and adapt to the risks of climate change and preserve our ecosystems and biodiversity.</p> <p>This goal is too narrow and should be recast as follows:</p> <p><i>We mitigate and adapt to the risks of climate change and protect, conserve and enhance our natural heritage while building its resilience to environmental weeds, invasive pests and other threats.</i></p>
		<p>Comments</p> <p>Pillar 3: Supporting business and community prosperity</p> <p>This would be limited without federal and state government action. Recast as:</p>

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		<p><i>Working with governments to support business and community prosperity.</i></p>
		<p>Comments</p> <p>Pillar 4 - Goal 4</p> <p>A small addition of ‘collaborative.’ We have a welcoming, connected and diverse community that is supported by informed, consultative and collaborative leadership.</p>
		<p>Comments</p> <p>Pillar 5: Protecting and celebrating Wadawurrung and Borough heritage</p> <p>This pillar is far too much like Pillar 2 and the two should be merged, thus providing an opportunity for another targeted pillar. A merged pillar could read as follows: Protecting and celebrating our natural, cultural and built heritage environments.</p> <p>Goal 5: Our cultural and built history is conserved and celebrated.</p> <p>This would be replaced by the proposed new Goal 2 above, namely: We mitigate and adapt to the risks of climate change and protect, conserve and enhance our natural heritage while building its resilience to environmental weeds, invasive pests and other threats.</p>

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		<p>Comments</p> <p>An alternative Pillar 5</p> <p>New Pillar 5: Building community knowledge and understanding</p> <p>New Goal 5: We conduct research and collaborate with adjoining land managers, the Wadawurrung, community groups and research-based organisations to build community knowledge and understanding of and action for the Borough's natural, cultural and built heritage environments.</p>
15	QLF	<p>Suggestion for a stronger statement</p> <p><i>The Borough is a special and restorative place, renowned for its distinctive coast, rich heritage, artistic enterprise and its welcoming, inclusive and supportive culture, where Wadawurrung and Borough heritage is respected and acknowledged as integral to the community's sense of place and future prosperity</i></p> <p>Pillar 1 suggested change:</p> <p><i>Our community supports the creation of creative, inclusive, safe and supportive environments which promote physical and mental health.</i></p> <p>Pillar 2 suggested change:</p>

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		<i>We mitigate and adapt to the risk of climate change and preserve our ecosystems and biodiversity for the benefit of current and future generations</i>
		<p>Pillar 3 suggested change:</p> <p><i>We have a thriving local economy that is supported by high quality infrastructure, services and organisations which welcome visitors to participate in Borough activities and enjoy our natural and built environments.</i></p>
		<p>Pillar 4 suggested change:</p> <p><i>We have a welcoming, connected and diverse community that is supported by informed and consultative leadership and by community organisations striving to engage residents in voluntary and organisational activities.</i></p>
		<p>The Queenscliffe Literary Festival commends the Council on the current vision and associated pillars and has made comment on areas where the wording in relation to the pillars could be strengthened. As indicated in this submission we believe that the strength of the vision and associated pillars lies in the mutually reinforcing nature of the activity, whereby each pillar is relevant to and strengthens work associated with other pillars.</p>
16		<p>I rated the Central statement as low and rewrote it to read:</p> <p><i>The Borough is a special and restorative place, renowned for its distinctive coast, rich living heritage and vibrant culture. Our community is caring and welcoming to visitors. We have a deep respect for the Wadawurrung People.</i></p>

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		<p>I rated Pillars 2 & 5 low and rewrote them to read:</p> <ul style="list-style-type: none">• (2) “Protecting our natural environment.”• (5) “Protecting and celebrating our heritage.”