



# **Community Plan**

## **Project Proposal**

# REDLANDS CITY COMMUNITY PLAN PROJECT PROPOSAL 18 March 2008

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**Project Sponsor:**

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**Project Manager:**

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**1. Purpose of this document**

To provide a project proposal for the development of a new Redland City Community Plan 2030 which will contain a strategic vision for the City and key themes, outcomes and targets derived from broad-based community and Council engagement.

**2. Project Rationale**

Redlands' previous vision setting document, "*Vision 2005 and Beyond*" was developed through an extensive consultation process undertaken between 1999 and 2001. Much has changed since that time – the Shire has become a city, the population has increased by approximately 30,000 new residents, and the Redland Planning Scheme and Local Growth Management Strategy have provided a framework for building a strong, economically sustainable community within a contained urban footprint.

Redland Shire Council's Corporate Plan 2006-2010 is based on "*Vision 2005 and Beyond*". A new community plan is required to ensure that the new Corporate Plan which will be developed in 2010 is based on the values, views and experience of the City's residents, responds to needs and expectations, and has a strong evidence base.

Throughout the development and implementation of the Community Plan a partnership approach will be undertaken and will be a valuable tool in building strong communities and establishing shared responsibilities with other levels of government.

**3. Corporate Plan Objectives**

Redland City Council Corporate Plan 2006 – 2010

- Governance 6.4 – To provide leadership that promotes community views and interests

**4. Definitions**

A community planning process brings interested parties together to explore current issues and future aspirations and goals.

A community plan sets out a clear vision, themes, outcomes and targets around which interested parties can develop action plans, partnerships and commitments to respond to needs and fulfill aspirations and goals.

## 5. Project Scope

### Planning Function:

The Community Plan has three functions. It provides a vision for what the community aspires to be; it outlines key goals and indicators that will inform Council's Corporate planning and policies; and it provides the grounds on which the community and other partners can base future endeavors.

### Planning Horizon:

The Community Plan will look forward to 2030 to coincide with the planning horizons of the LGMS and SEQ Regional Plan. This planning horizon is supported by the cycles of ABS census data to inform and measure outcomes.

### Drivers:

Local Government Act 1993 and Finance Standard  
 Redland City status conferred 15<sup>th</sup> March 2008  
 Redlands Planning Scheme Review commencing 2009  
 Local area plans and structure plans  
 Strong Communities Framework  
 Social Infrastructure Plan  
 Sustainability 2030  
 State of the Environment Report  
 Community Engagement Policy and Guidelines  
 Corporate Plan 2010

### Themes:

Sustainability and Strong Communities will be the overarching propositions guiding the community planning process which will address the four themes of critical interest to the community and Council as outlined below:

<b>COMMUNITY ASPIRATIONS, GOALS, PRIORITIES, TARGETS</b>			
<b>ECONOMY</b>	<b>ENVIRONMENT</b>	<b>SOCIETY</b>	<b>GOVERNANCE</b>
Sustainable opportunities for enterprise and employment	Sustainable and balanced management of natural resources	Sustainable, responsive and resilient communities	Sustainable civic engagement
<b>Redlands Culture: values, expression, ideas, diversity</b>			

<b>Topics to be addressed within these themes</b>	
Arts and Heritage	Infrastructure
Biodiversity	Learning
Built Environment	Materials & Solid Waste
Decision making	Partnerships
Energy	Physical activity
Economic Prosperity	Recreation and leisure
Finance	Transport
Health and Housing	Visitor Experience
Land and Sea Natural Areas	Water

The themes need to consider strategic partnerships as well as local level planning and direction. A significant element of the process will be to develop an integrated approach to the themes.

#### Civic Dialogue and Education:

It is essential that the community and Council develop a more sophisticated understanding of the complex issues associated with planning and decision making in regard to growth and development. Therefore the community planning process needs to build in civic dialogue and community education with an explicit purpose to develop an understanding of the local and regional factors, the constraints as well as the opportunities and needs, that impact on decision making to achieve identified priorities.

#### Capacity building

The community planning process will be a community building process. It will draw on the Strong Communities Framework, the Cultural Plan and the Community Engagement Policy and Guidelines to utilise a range of engagement processes that bring communities together in ways that build skills and are welcoming, forward thinking, and make connections between people, places and organizations.

#### **6. Out of scope**

*Vision 2005 and Beyond* used planning processes which ultimately resulted in a Community Action Plan, however experiences in the Redlands and in other jurisdictions indicate that action plans developed in this way can lead to unfulfilled community expectations. Furthermore action plans can deflect from the outcomes that the community wants to see achieved. It is proposed not to develop an action plan as part of the Redlands City Community Plan.

The plan will establish a process for engagement in a positive and constructive way around issues that require consideration and direction setting and will have a set of performance indicators to measure progress against outcomes.

## 7. Project Outcomes

1. A vision for the City with clear goals and outcomes
2. Indicators to measure progress
3. Active participation by all sectors of the community
4. Community and Council commitment to the Community Plan
5. Preparation for strategic alignment of Council's Corporate Plan to the Community Plan
6. An integrated approach to planning
7. Enhanced community capacity, knowledge and understanding at City-wide and local levels
8. A framework for future local and neighbourhood planning
9. Identified opportunities for partnership and ongoing collaboration with community, government and industry stakeholders
10. Excitement generated by new relationships between Council and the community

## 8. Proposed Model

The proposed model for preparing the Community Plan has been developed after extensive research and consultation by the Steering Committee and senior managers between November 2005 and February 2007.

Research has included:

- Review and audit of *Vision 2005 and Beyond*, RSC 2001
- Participation in United Nations /Queensland Government "Engaging Communities Conference" Brisbane 2005
- Options paper for Redland Shire Council on Community Futuring, Ibis Consulting 2005
- Pathways to the Future, Redland Shire Council Senior Managers' Workshop 2006
- Redlands Community Futures 2026 Project Outline 2006
- Redland Shire Council Community Engagement Policy and strategy 2007
- Port Phillip City Council Community Plan facilitation training 2007
- Redland Shire Council Community Connections Workshops 2007
- Community Planning Literature Review, Bernard Houston RSC 2007

After considering some well known examples such as the Noosa Community Governance Project, the Imagine Chicago model, Scenario Planning, Brisbane CityShape 2026, City of Port Phillip Community Plan, Wyndham Quality Community Plan and others, the recommended model for the Redlands City Community Plan uses a modification of the comprehensive community visioning process of the "Oregon Model".

The "Oregon Model" crystallizes the community's preferred future through a series of four key questions:

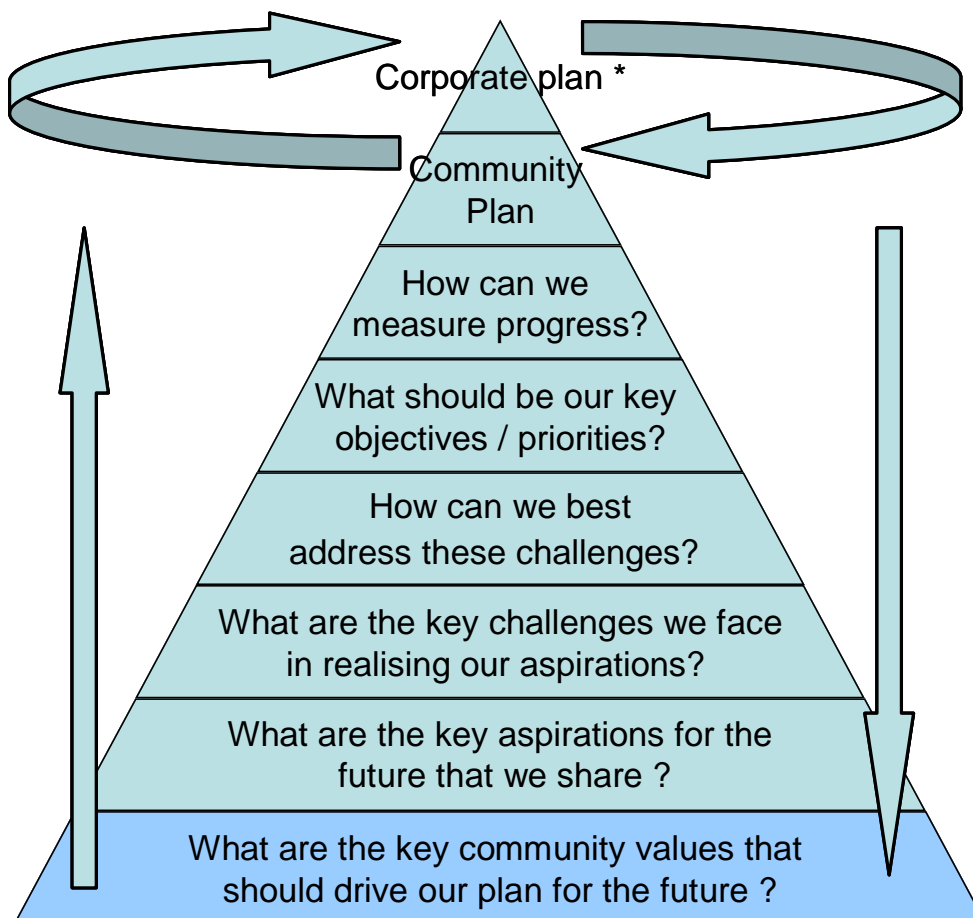
1. **Where are we now?**
2. **Where are we going?**
3. **Where do we want to be?**

#### 4. How do we get there?

These questions are answered using appreciative enquiry methodology that focuses on positive outcomes and statements rather than collecting a list of issues.

The “Oregon Model” utilizes research to provide a picture of the current situation; analyses trends and projections to create the pictures and develop views of possible and probable scenarios for the future; and engages diverse participation in identifying a preferred future. The fourth step which involves strategy development is best served by setting the targets which will readily identify if the goals are progressively being met.

The “Oregon Model” is the preferred model because it provides a reliable framework for planning and enables community participation at all entry points. The model acknowledges the economic, environmental, social, and governance elements of planning, based on the community’s culture, knowledge, values, and aspirations.



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Community plans that are actively used by their sponsoring councils are generally positioned at the apex of the strategic planning process. This diagram reflects the interactivity between the Community Plan and the Corporate Plan. There is a similar interactivity between the community planning process and the plans produced by the community sector and stakeholders based on the Community Plan.

## 9. Methodology

The Steering Committee and Senior Managers' Workshop have proposed a phased methodology in which sectors of the community are engaged in all stages of creating the Plan.

<b>Stage 1</b>	
Phase 1	Inception and Governance (June 08 – August 08)
Phase 2	Investigation and Exploration (August 08 – Mar 09)
Phase 3	Broad-based and Targeted Consultation (Sept 08 – Mar09)
Phase 4	Deliberation and Resolution (Feb 09 – June 09)
<b>Stage 2</b>	
Phase 5	Launch and Ongoing Engagement (July 09 – onwards)
Phase 6	Corporate Planning and Implementation(July 09 – onwards)

Redland City clubs, community organizations, parks, shopping centres, schools and cultural institutions will come alive with a diverse program of creative activities involving talks, debates, films, exhibitions, performances and hands on art- making that reflect and examine local values, needs and aspirations. Seeking creative solutions to complex local challenges will also be an important focus of the program.

Council's Information and Technology and Marketing and Communications Groups will assist to ensure that all levels of the community are involved through a combination of newsletters, on-line and interactive consultation, snapshot papers, surveys, forums, neighbourhood planning events and a community summit.

A consultancy firm will be appointed to detail the methodology within the proposed budget to apply the "Oregon Model" and deliver the outcomes as described above.

## 10. Timeframe

The Community planning process will formally commence in 2008 and run for at least a twelve month period covering phase 1- 4 until 2009 with a further six months for phases 5 and 6.

**11. Performance Measures**

<b>Success criteria</b>	<b>Responsibility</b>	<b>Target</b>
Diversity and depth of engagement	Project team Project coordinator Consultant	All demographic groups and localities are represented equitably in consultation process reflecting the demographic profile and geographic composition of our city.  Variety of mechanisms inviting people to take part in the process over an extended period of time.  Process allows all residents to take part in creating the community plan.  Diversity of stakeholders participating in all stages of the process
Project is completed on time and within budget	Project Control group Project coordinator Consultant	Draft Community Plan completed by June 2009  Project completed within budget allocation
Council commitment to process	Council staff ELG Project control group Consultant Councillors	Council staff engaged in all stages of the community planning process  Councillors engaged in all stages of the community planning process  Corporate Plan reflects Community Plan  Operational Plan and Group Business Plans reflect priorities of the Corporate Plan
Strong community, strong city	Council staff Community ELG Council	Post planning evaluation indicates high level of satisfaction with outcomes and processes  Community is better informed, more skilled, more connected and better able to plan

## 12. Project Structure

The recommended project structure comprises a project control group, project team, consultancy firm and project manager

The Project Control Group giving overall project direction will include:

- Roberta Bonnin, Manager Community and Social Planning
- Luke Wallace, Manager Corporate Planning Performance and Risk
- Kerry Phillips, Manager Finance
- Kathy Petrik, Manager Marketing and Communication
- Phil Bucknell, Manager Information Management
- Greg Jensen, Manager Customer and Community Services
- Gary Photinos, Manager Environmental Management
- Judy Spokes, Senior adviser Cultural services
- Bernard Houston, Community Engagement Officer
- Colette Torrance Community Plan Project Manager

An internal team will be established to assist in delivering the project with the consultancy firm and will include representatives from:

- Community Development
- Cultural Services
- Human Services
- Land Use Planning
- Environmental Management
- Information Management
- Marketing and Communications
- Customer Services
- Other areas as nominated

The Senior Managers Group will be asked to provide input into the planning and delivery stages of the project process including participation in all phases outlined in the Methodology

Project outputs at critical milestones and the final outcomes will be referred through the General Manager Planning and Policy for consideration by Executive Leadership Group (ELG) and the CEO before being referred to Council.

A temporary project manager position will be created in Community and Social Planning to work across Council to manage the project together with the appointed consultancy firm.

## 13. Stakeholders

A directory of stakeholders will be compiled and will include:

### Internal

- Councillors
- ELG
- Senior managers
- Senior Advisers
- Customer service centre managers
- Library management team
- IT and Marketing and Communications officers

External

Community organizations  
 Chambers of commerce and business community  
 Tourism industry  
 Neighbouring local governments  
 State and Federal agencies  
 Youth, Disability, Indigenous and Seniors sectors  
 Peak bodies

**14. Communications**

A communications plan will be developed to support the community planning processes. It will use communications channels and processes that best meet the needs of diverse stakeholders.

**15. Resources**

The Community Planning process will draw heavily on internal resources through Executive, councillor and officer contributions, use of Council facilities, websites and customer service centres.

Project costs will be refined following the acceptance of a consultancy contract and are estimated in the table below. No revenue is anticipated.

Project budget – Stage 1

<b>Cost area</b>	<b>Expenditure \$</b>
Consultancy firm	70,000
Advertising	10,000
Printing	15,000
Materials and services <ul style="list-style-type: none"> <li>• Data collection and analysis</li> <li>• Documentation</li> <li>• Editing</li> <li>• Design</li> <li>• Facilitation</li> </ul>	40,000
Creative processes (schools, youth etc)	50,000
Web and online technology	30,000
Venue Hire	10,000
Catering	5,000
Fees and gratuities	20,000
<b>TOTAL</b>	<b>\$250,000</b>

Project budget – Stage 2

<b>Cost area</b>	<b>Expenditure \$</b>
Consultancy	10,000
Advertising	5,000

Printing	10,000
Materials and services <ul style="list-style-type: none"> <li>• Documentation</li> <li>• Editing</li> <li>• Design</li> <li>• Facilitation</li> </ul>	10,000
Creative processes	5,000
Web and online technology	10,000
Venue Hire	5,000
Catering	5,000
Fees and gratuities	5,000
<b>TOTAL</b>	<b>\$60,000</b>

Salary and oncosts for the appointment of a temporary project manager will be identified through project reallocations and savings within the C&SP annual operational budget.

## 16. Key Tasks and Milestones

Project Activities	Sub Activities	Proposed Timeframe
Project Plan finalisation	Prepare draft Project Plan GM P&P Consultation P&P Managers consultation Senior Managers input Project Plan finalisation	March 2008
Engage with potential consultants	Develop consultancy brief and tender documents Advertise tender Interview and shortlist	April – May 2008
Confirm Project Scope and commitment	Councillor workshop Budget finalisation	May 2008
Establish project management	Recruit project coordinator Establish Project team Develop stakeholder directory	May-June 2008
Inception	Engage consultant Finalise planning processes Develop Communications Plan	June 2008
Launch Community Planning Process	Councillor/community events Media Releases Website established Timetable and methodology confirmed	July 2008
Project implementation	Stage 1 Phases 1-4	July 2008 – June 2009

	Stage 2 Phases 5-6	July 2009 – Dec 2009
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## 17. Risk Analysis

There are many challenges in undertaking the community planning process to achieve all of the intended outcomes for the Community Plan. A critical challenge is in meeting the internal requirements for Executive, councillor and officer contributions to the project. This requirement will need to be achieved through cross-Council acknowledgement of the magnitude and importance of the project, reinforced by business planning processes already under way for 2008/09.

### Risk matrix

POTENTIAL RISK	PROPOSED MANAGEMENT STRATEGY
Consultancy firm may not be available to undertake project	Distribute tender to a wide range of consultants
Data, trends and analysis are weak	Ensure adequate lead up time and clear understanding of requirements
Project not completed on time	Project plan milestones to be realistic and monitored by project coordinator and Project Control Group
Limited internal resources due to competing priorities'	Project to feature in Operational Plan with group milestones as per project plan. Senior managers to incorporate in business plans
Community engagement is limited	Use proven engagement practices relevant to local characteristics
Budget allocation insufficient	Preliminary estimates will be reviewed through tender process
Council staff may not participate in Community Plan activities	Early engagement of key stakeholders is under way
Council may not commit to Community planning processes and outcomes	Workshop scope of project to gain Council commitment and reinforce the imperative for councillor participation
Low community take-up and support	Build strategies into the process which will embed community take-up and implementation

## 18. Evaluation

The consultancy firm will be asked to build evaluation into all stages of the project. A formal post-project review will also be undertaken to provide a report debriefing the processes and commenting on the application of the frameworks, the success of the methodology and the achievement of project outcomes.

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### **Attachments**

1. Vision 2005 and Beyond – Audit (*to be provided*)
2. Community Plan Literature Review 2007
3. Redland Shire Council Engagement Policy 2007 (*to be inserted*)

**ATTACHMENTS****Community Plans Literature Review**

**Prepared by Bernard Houston  
Marketing and Communications  
February 2008**

**Introduction**

The process of creating a community plan provides councils with an opportunity to ensure their strategic vision is soundly based on evidence and takes into account the views and experience of its residents. Community planning also provides an opportunity to ensure that citizens impacted by council activities feel they have had their say and interests taken into account in council's strategic planning process.

These opportunities build community faith in council's planning process and also provide additional opportunity to generate an ongoing community engagement framework.

Brisbane City Council regards their community plan as a corporate document; Wyndham City Council sees their plan as belonging to the wider community and includes outcomes not only relating to local government but also to other levels of government and community organisations.

Despite this community plans generally share common features. Community plans sit at the apex of council's strategic planning process; community plans are created through extensive public consultation; they contain clear themes, goals and targets; there is demonstrated commitment to the plan by council and they are succinct.

This paper briefly describes the common features of community plans and also includes an annotated bibliography that describes the key features of the council community plans examined in this study.

**Community plans sit at the apex of councils' strategic planning processes.**

Community plans typically fulfil two key functions. They provide a vision for what the community aspires to be and they outline the key strategies that the council will employ to meet this vision.

Brisbane City Council's (BCC) Vision 2026 has eight key strategic themes such as "clean and green city" and "safe and friendly city". Each theme

contains a list of bold aspirations. BCC's bold aspirations for a clean and green city in 2026 include:

- a green and bio-diverse city;
- a healthy river and bay;
- clean air;
- moving towards zero waste;
- sustainable water use;
- learning and informed communities; and
- connected and engaged communities.

These aspirations do provide specific targets where appropriate (for example a 50% reduction of CO<sub>2</sub> emissions by 2026) and broadly outline how BCC will achieve this goal.

Vision 2026 is positioned at the apex of BCC's strategic planning process and all council activities must demonstrate how they will deliver the communities vision.

Unlike Redland's Vision 2005 Brisbane 2026 does not contain a detailed action plan.

## **Community plans are built through extensive public consultation.**

Community plans generally follow the Oregon model for community visioning. Born from a successful land use planning method in the early 1970's this model poses four key questions.

- Where are we now?
- Where are we going?
- Where do we want to be?
- How do we get there?

These questions are answered using appreciative enquiry methodology that focuses on positive outcomes and statements rather than collecting a list of issues.

### **1. *Where are we now?***

This first step profiles the local community. In developing their social plan Noosa Shire Council analysed demographic trends in their local community. This demographic analysis highlighted a range of significant social issues that Noosa used to initiate public discussion and other planning activities.

As part of Vision 2026 BCC created a range of public and internal papers that focused discussion on a range of trends including climate change; peak oil and sustainable housing.

### **2. *Where are we going?***

The second step examines where the community is headed if current trends and activities continue.

In 2005, Councillors from BCC's Civic Cabinet, as well as the organisation's senior executives participated in a strategy workshop that examined the key drivers of change and their anticipated impact on Brisbane in the next 20 years. Then in late 2005 all of Brisbane's elected members gathered for a one-day workshop to re-examine the existing community plan and test its robustness in light of these anticipated drivers of change in future years.

This thinking formed a significant part of Brisbane's refreshed vision and also helped elected representatives to anticipate and manage this change in council's focus pro-actively.

### **3. *Where do we want to be?***

The next step in the Oregon model involves actually developing a vision for the future. Port Phillip hosted a community summit to bring all sorts of people together to discuss, listen and learn about what the shared priorities for the next ten years would be. The day focussed on round table discussions helped by trained volunteer facilitators. Each table's ideas were sent to a central coordination group that collated the results and presented them back for review.

### **4. *How do we get there?***

Once the vision has been developed an action plan can be created to achieve it. For Vision 2026 BCC officers collated responses from a range of community engagement activities to distil eight vision themes.

These themes included a strategies and targets for achieving these goals. These were presented as a draft document that was given first to elected councillors and then to the general public for comment.

## **Community plans contain clear themes, goals and performance indicators.**

Wyndham City Council's Quality Community Plan has five key themes:

- growth;
- community;
- learning for life;
- people; and
- the environment.

Each theme contains vision statements; guiding principles; an action plan; and milestone dates for completing significant actions. For example, the Quality Community Plan's growth theme states fifty percent of residential areas will be located with fifteen minutes walk of basic shopping, health and school facilities by 2012.

This community plan also gives performance indicators for each theme. The key performance indicators for growth are the:

- percentage of people in new growth areas finding Wyndham a good or excellent place to live; and
- resident satisfaction with infrastructure provision.

BCC's Vision 2026 also sets clear goals. For example under the "Green and bio-diverse city" theme BCC sets a target of restoring 40% of mainland Brisbane to natural habitat. Under "Clean air" BCC states its intention to reduce green house emissions by 50% by 2026 and to also have 100% reuse of waste water.

Clear goals and strong performance indicators build community faith in council strategic planning process. They help dispel the notion that community planning is a token activity.

## **Councils demonstrate their on-going commitment to their community plan.**

Councils demonstrate their strong commitment to community plans to staff and to the public by:

- actively promoting the community plan to the public through a variety of media and outlets;
- actively promoting the community plan to staff;
- incorporating the community plan as an integral part of the council's strategic planning process; and
- demonstrating progress against the community plan.

All councils examined in this study distributed printed copies of their community plan through libraries and customer service centres. These councils also hosted their community plans within one click of their internet home page.

These councils generated public awareness of the community plan through a highly visible engagement program. Gold Coast City Council has produced regular updates on the community planning process in local newspapers; through council notices and direct mail outs; and on their internet page.

BCC successfully generated organisational awareness of Vision 2026 by involving staff from all areas of council in the community planning process. These members of staff became community plan champions who worked directly with their supervisors to incorporate the outcomes of the community plan in their unit's business planning.

All BCC projects and policies must show how they deliver the communities vision.

Wyndham City Council produces an annual report card that objectively tracks council's progress against the community plan. BCC is currently developing performance indicators for all areas of council that can be used to deliver a similar report.

## **Community plans are succinct.**

All community plans examined were succinct. The Southbank (Melbourne) Community Plan is only two pages long. A community plan is primarily a strategic planning document rather than a detailed action plan of activities.

## Annotated bibliography

Document name	Document summary	Notable features	Key themes	Development process	Integration in council process
Redland Shire Council Vision 2006 and Beyond	This plan probes community expectations of the future and includes a comprehensive action frame work that identifies the measures and means that the vision can be achieved over time.	Detailed activities action plan	<ul style="list-style-type: none"> <li>• The natural environment.</li> <li>• Community character and lifestyle.</li> <li>• Safe equitable and supportive community.</li> <li>• Efficient effective and sustainable transport system.</li> <li>• Quality essential services.</li> <li>• Business, employment and economic development.</li> </ul>	<p>Mayor, other elected representatives &amp; council officers developed preferred outcomes in areas of lifestyle, conservation, development, infrastructure, commerce and industry.</p> <p>Community asked to give feedback on these through newsletters; newspaper advertisements; face to face surveys; public meetings; and focus groups. This was synthesised into a shire vision.</p> <p>Community attitude survey.</p> <p>All of this used to identify key themes.</p> <p>A detailed action plan was then developed with consultation through panel</p>	<p>Responsibility of delivering plan not only rests with local government, but also with other levels of government and community organisations.</p> <p>Community plan is referenced by RSC corporate plan as part of the broader, external context that council exists in.</p>

				workshop and a community workshop.	
Brisbane City Council – Vision 2026	<p>Brisbane 2025 is an aspirational document that provides a vision for the city in 2026.</p> <p>It provides clear goals for each vision statement and where appropriate provides performance indicators</p>	<p>This plan had a strong internal and external consultation process.</p> <p>High internal awareness of vision.</p> <p>Development of community plan integrated into city and neighbourhood planning process.</p> <p>Vision is apex of council strategic process.</p>	<ul style="list-style-type: none"> <li>• Friendly safe city</li> <li>• Clean, green city</li> <li>• Well-designed subtropical city</li> <li>• Accessible connected city</li> <li>• Smart prosperous city</li> <li>• Active healthy city</li> <li>• Vibrant creative city</li> <li>• Regional, world city.</li> </ul>	<p>Step 1: Emerging issues and analysis – drivers of change</p> <p>Step 2: Councillors vision for Brisbane</p> <p>Step 3a: Community's visions – what the community values about living in Brisbane</p> <p>Step 3b: Employees vision and engagement</p> <p>Step 4: First draft developed</p> <p>Step 5: Consultation on the draft vision</p>	<p>All policy and program submissions to senior management and civic cabinet must demonstrate how they meet community plan.</p> <p>BCC currently developing performance indicators for areas of council that will measure progress against community plan.</p>
Noosa Social Plan	Evidence base to make informed decisions about social issues.	<p>Very strong analysis of trends affecting the shire.</p> <p>Detailed information about shires demography and social infrastructure.</p>	<ul style="list-style-type: none"> <li>• Key trends and issues</li> <li>• Demographic analysis</li> <li>• Population profile</li> <li>• Education</li> </ul>	<p>Step 1: Demographic analysis of shire highlighting a range of significant social issues.</p> <p>Step 2: Household survey to test the relevancy of these conclusions.</p>	<p>Used to prioritise council programs/ activities</p> <p>Used as evidence base in representing the needs of the Noosa community to other levels of government.</p>

			<ul style="list-style-type: none"> <li>• Employment</li> <li>• Income</li> <li>• Households</li> <li>• Families</li> <li>• Accommodation housing</li> <li>• Health well being</li> <li>• Population survey</li> <li>• Facilities services</li> <li>•</li> </ul>	<p>Step 3: Project working groups consisting of councillors; senior management representative; community representatives and other stakeholders focusing on implications of the demographic analysis.</p> <p>These results also fed to Community Sector Boards.</p> <p>Step 4: World cafes were held at local shopping centres.</p>	<p>Provide context to building social infrastructure necessary for a robust and vibrant community.</p>
Wyndam City Council – Quality Community Plan	<p>The Quality Community Plan;</p> <ul style="list-style-type: none"> <li>• identifies the kind of city the community wants;</li> <li>• what the community wants the city to look like;</li> <li>• is a guide to action for community groups and for government</li> </ul>	<p>Annual report card showing progress on plan.</p> <p>Plan covers with state and federal issues as well as local issues.</p> <p>While plan is regarded as belonging to the community it is integral to council planning process.</p>	<ul style="list-style-type: none"> <li>• Growth</li> <li>• Our community</li> <li>• Learning for life</li> <li>• Our people</li> <li>• Our environment</li> </ul>	<p>Step 1: Questionnaires sent to 2000 randomly selected households. These sought feedback on current plan and on community priorities.</p> <p>Step 2: 2 rounds of surveys again sent to randomly selected households - followed up on feedback from questionnaires</p> <p>Step 3: Facilitated "Talking Points". These groups were made up of invited</p>	<p>Council produces annual report that indicates performance against community plan.</p>

	<p>agencies; and</p> <ul style="list-style-type: none"> <li>contains a profile of the Wyndam community.</li> </ul>			<p>stakeholders and focused on major themes raised in questionnaires and surveys eg. aged care</p>	
<p>The Southbank community Plan ( City of Melbourne)</p>	<p>Addresses current and future needs of residents, traders and other key stakeholders in the Southbank area.</p> <p>Identifies neighbourhood initiatives that will contribute to a strong, vibrant community.</p>	<p>This plan is very succinct (only two pages long).</p>	<ul style="list-style-type: none"> <li>Life stage service planning</li> <li>Open space and urban design</li> <li>Community capacity building and social connection</li> <li>Planning at the neighbourhood level</li> </ul>	<p>Twelve month audit of existing services and facilities.</p> <p>Community forums</p>	<p>Council produces a six month report that shows progress against each action listed in the plan.</p> <p>Council reports every twelve month to the residents association on progress against the plan.</p> <p>Plan is reference tool for developing other council policies and programs.</p>
<p>Camden City Council Community Plan</p>	<p>The community plan identifies what the community would like to see developed, maintained and enhanced within the Camden Local Government Area.</p>	<p>The plan has detailed documentation about each stage of the consultation process available on-line.</p> <p>Contains demographic and social overview of the city.</p>	<ul style="list-style-type: none"> <li>Camden the people the place</li> <li>Promoting the wellbeing of our community</li> <li>Value, concerns and aspirations</li> <li>Directions focus</li> </ul>	<p>Step 1: Develop community profile and Community Survey conducted Review of internal documents and findings from recent consultations.</p> <p>Step 2: Form project working group consisting of; community representatives;</p>	

			and initiatives.	<p>elected councillor; council staff; and state government representatives.</p> <p>Step 3: Community Consultation – Strategic directions seminar</p> <p>Focus group with community organisations</p> <p>Community Focus Groups</p> <p>Targeted community consultation</p> <p>Step 4: Snap shot papers and emerging themes</p> <p>Step 5: Strategy development forum</p>	
City of Port Phillip Community Plan 2008-2017	Planning and action framework to respond to community agreed priorities.	The development of this plan was linked to another council strategic planning process.	<ul style="list-style-type: none"> <li>• Parking</li> <li>• Building our community – connecting people.</li> <li>• Urban planning and development.</li> <li>• Entertainment and</li> </ul>	<p>Step 1: review of 1997-2007 community plan.</p> <p>Step 2: Community survey.</p> <p>Step 3: Qualitative research undertaken community health plan.</p>	

			<p>residential amenity – managing price of popularity.</p> <ul style="list-style-type: none"> <li>• Public open spaces.</li> </ul>	<p>Step 4: Community summit.</p> <p>Step 5: Neighbourhood forums to discuss outcomes of summit.</p>	
Redcliffe City Council – Community Plan	This stage will involve demographic and socioeconomic research and a city wide community survey.	In development	In development	<p>Stage One - Where are we now? Identify what people value most about Redcliffe describe the trends which are impacting on our City.</p> <p>Stage Two - Where are we going? Describe future scenarios for what the City of Redcliffe could be like in 20 years if current trends continue.</p> <p>Stage Three - Where do we want to be? Consult with the community to determine a vision and preferred future for City. The community and key</p> <p>Stage Four - How do we get there? Identify the steps that the Council can take to achieve our vision for</p>	In development

				Redcliffe.	
Toowoomba 2050	This plan directly follows the Oregon model of community visioning.	This plan features strong youth involvement.	In development	Based on the Oregon Model of community visioning and the concept of Appreciative Inquiry,  Where are we now?  Where are we going?  Where do we want to be?  How do we get from here to there?  How do we measure our progress?	In development

**Other Documents consulted in preparing this document**

Brisbane City Council (2007) 2007 IAP2 Australasia Core Values Awards; Award Nomination for Robust PP Process Our Shared Vision: Living in Brisbane 2026

Brisbane City Council (2007) A review of Your City Your Say – final report with addendum.

Ibis Consulting (2005) Options paper for Redland Shire Council on community futuring.

Redland Shire Council (2006) Community Engagement Strategy.

Redland Shire Council (2007) report on the Redland Shire Council Strong Community Framework

Redland Shire Council (2007) Draft Cultural Plan.

### **Web references**

#### **Local government sites**

[www.redland.qld.gov.au](http://www.redland.qld.gov.au)

[www.brisbane.qld.gov.au](http://www.brisbane.qld.gov.au)

<http://www.noosa.qld.gov.au/>

<http://www.wyndham.vic.gov.au/home>

<http://www.melbourne.vic.gov.au/info.cfm?top=288&pg=1368>

<http://www.camden.nsw.gov.au/>

<http://www.portphillip.vic.gov.au/>

<http://www.toowoomba.qld.gov.au/>

<http://www.goldcoast.qld.gov.au/default.aspx>

<http://www.logan.qld.gov.au/lcc/>

**Other useful sites**

<http://www.communityplanning.net/>

<http://www.futuresearch.net/>

<http://www.nps.gov/phso/rctatoolbox/>

[http://www.well.com/~mb/scenario\\_planning/](http://www.well.com/~mb/scenario_planning/)

<http://www.openspaceuk.com/>

<http://www.cfps.org.uk/improvement/>

<http://www.nif.co.uk/planningforreal/>

[http://ctb.ku.edu/tools/en/sub\\_section\\_main\\_1048.htm](http://ctb.ku.edu/tools/en/sub_section_main_1048.htm)

<http://www.cebsd.org/choice.html>

<http://www.serd.ait.ac.th/ump/html/yellop37.htm>

<http://www.scotland.gov.uk/government/devolution/cpsp-07.asp>

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<http://www.caledonia.org.uk/communit.htm#Community%20Animator>

<http://www.crinfo.org/>

<http://www.beyondintractability.org/action/articles.jsp?nid=5064>

<http://www.communityplanning.net/>

<http://www.cfps.org.uk/improvement/>

<http://www.priority-research.com/>