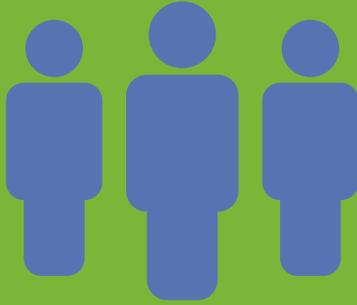


Empowering



Citizens.

Building a



sustainable community.



CAPP Policy Framework July 2017



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CAPP 2017 POLICY SUMMARY

BUILD A BETTER COUNCIL

- Review spending priorities and cost controls to keep Council expenditure within CPI limits.
- Benchmark Council's financial goals and performance with other local governments to ensure residents and businesses receive maximum value for their rate dollar
- Demonstrate leadership in deliberative and participatory democratic governance using technology, citizen panels and other means to 'hear the breadth and depth' of the community concerns and enable residents and businesses to contribute to the 'big issues'
- Undertake bold advocacy to State and Commonwealth Governments on planning, housing, schools and child care, transport, environment and cultural issues to improve the quality of life, sustainability and affordability of Port Phillip

ACT FOR THE FUTURE

- Create a Port Phillip Energy Foundation to promote composting, grey water recycling, rain water collection, solar energy and energy efficiency programs to residents and businesses
- Introduce a green waste household bin program
- Power South Melbourne with its own solar panel array
- Water capture and release programs to protect the Shakespeare Grove and Elster and Elwood Canal precincts from flooding
- Boost Council investment in safe cycling and walking modes and advocate for improved public transport for residents and visitors

- Support key elements of the Fishermans Bend Network vision, with a precinct of mixed density, quality design, affordable housing and community infrastructure of transport, schools and child care designed for a real city with a living soul
- Challenge the dominant model of skyscrapers with their stacked, gated communities

HOLD ON TO OUR BEAUTIFUL CITY

- Protect the village ethos of the Middle Park, Albert Park, Ripponlea, Ormond Road, Clarendon and Carlisle Street shopping strips
- Celebrate the unique South Melbourne market – maintaining its affordability, preserving its attractiveness and viability
- Call a summit of landowners, traders and residents to develop a comprehensive vision and plan to revitalise Fitzroy and Acland Streets with attractive retailers and culture – not just new street beautification
- Implement a main street program to encourage a more robust, diverse and attractive mix of traders through active Council involvement
- Investigate consequences for retail sites left vacant without reasonable cause over the long-term (more than 12 months). Examine possible Council and State Government options to deter this behaviour
- Implement the Carlisle Street Structure Plan
- Embark on a new vision for the St Kilda Junction – advocate to government for a fully planned approach to the Junction rather than issuing individual permits in an ad hoc manner
- Work with the community, the State Government and others to deliver a beautiful cultural asset on the St Kilda Triangle site. If that takes time so be it. Better to get it right rather than achieve mediocrity



PROMOTE COMMUNITY SAFETY

- Co-operate with local police and local communities to ensure all citizens are safe and secure on our streets
- Lobby for increased local police presence in areas of high crime or a high risk of crime
- Strictly control the irresponsible provision and consumption of hazardous quantities of alcohol at hours and places threatening reasonable expectations of civic peace
- Support programs that adopt harm minimisation and ameliorative responses to drug and alcohol issues

INVEST IN PEOPLE

- Advocate strongly for additional government investment in local schools
- Develop a Port Phillip Youth Charter to affirm young people as a valued part of the Port Phillip community
- Support our great youth and local sports clubs in South Melbourne and St Kilda – advocate for clubs facing rising rents, loss of access and damage to grounds in Albert Park and elsewhere
- Promote local arts, music, galleries and rehearsal and workshop spaces through investment and better use of under-performing Council and community assets
- Ensure that the community has priority access to all public spaces and that they are not enclosed for private uses. Any use of public spaces for events should be in the public interest
- Maintain direct provision of Council Aged Care Services and invest in their expansion and improvement
- Directly provide children's services to the community and support and resource community managed services including child care centres, kindergartens, family day care, after school care, teenage and holiday programs

- Establish high quality playgroup, parent groups and maternal health services to meet the city's growing population
- Increase the proportion of social housing dwellings in Port Phillip as a percentage of all dwellings in the municipality over the next eight years, ensuring our community is a place for everyone



GOOD GOVERNANCE

KEY PRINCIPLES

- Representative and participatory local government characterised by openness, accessibility and transparency
- Ensuring that Councillors have the capacity to fulfil a genuinely representative and advocacy role
- Ensuring that advisory and participatory structures enable an active and empowering role for residents in the governance of Port Phillip
- Facilitating Councillor collaboration and independence
- Enhancing and valuing voluntary contributions, community organisations, the strengthening of civil society, and the cultural richness of Port Phillip
- Leadership in community participation, strategic planning and advocacy to other levels of government and accountability to the community
- Strategic alliances with other governments and agencies, and community organisations elsewhere in Victoria and Australia, and when necessary challenging state and federal government policies

KEY ACTIONS

A focus must be on being an exemplary Council, one where the primacy of the elected members is recognised.

The overarching lesson of previous years is that the leadership role of Councillors is essential. The Executive and senior staff must work closely with Councillors and follow their direction, if the goals of the elected Council are to be achieved.

The establishment of citizen panels in key areas of council business and policy development is essential for the achievement of genuine community empowerment and engagement.

Staffing & Contracts

The CEO should inform and reflect Council decisions to take bold but well-reasoned steps, encouraging staff to think laterally to work effectively and respectfully with Council and the Community:

- Ensure appropriate performance standards and benchmarks for senior staff, including the CEO. Seek management values and style passionate about open, transparent governance; prudent financial planning and practice; and maximum citizen involvement in decision-making
- Maintain the focus on best practice contracting, tendering and due diligence with strong probity, disclosure rules and procedures
- Develop public interest tests in determining contracts and tenders that include
 - o adherence to relevant Awards and Enterprise Agreements
 - o environmental standards and reduced greenhouse gas emissions
 - o commitment to training and apprenticeships
 - o a focus on using local expertise and services where appropriate
- The FOI protocol must set high standards for disclosure of Council operations and policy while safeguarding personnel and commercial-in-confidence materials
- Whistle-blowing policies and practices be in place to safeguard against corruption and malpractice and must be respected

Council & Community

- Organise a comprehensive and independent induction program for Councillors in governance, planning, finance, assets, environmental issues and community services



- Port Phillip should be a leader in deliberative and participatory democratic governance using technology and a wide variety of modalities to 'hear the breadth and depth' of the community capacity to contribute to the 'big issues'
- Reconsider the allocation of portfolio or lead Councillor responsibilities balanced against each Councillor's skills, interests and ward needs. This is to ensure all services and activities are monitored and informed by Councillors with an opportunity to best use their own skills and expertise whilst not surrendering their need to be part of decision-making related to their own ward. Councillors will need creative ways to reduce timewasting activities, manage life-work balance and attend to the detail when required
- Re-introduce the employment of a full-time senior policy officer working exclusively with the Mayor and Councillors. A key role for the officer is to advise on advocacy strategy. The officer would have the right to attend meetings of the senior executive of the Council, other strategic internal policy meetings, and would assist all Councillors to engage with the community on key issues and emerging priorities. This would ensure Councillors can remain in touch with their constituency, and have access to independent policy development and advice
- The Council must continue to have a strong voice at State and Federal levels of government on issues impacting on its citizens
- Council needs to be a powerhouse of ideas and action. Councillors should lead and facilitate public debate on pressing local issues, facilitating expert comment and input from within and beyond Port Phillip on key issues to raise the level of debate

Finances

- Review spending priorities and cost controls to keep Council expenditure within CPI limits
- Benchmark Council's financial goals and performance with other local governments to ensure residents and businesses receive maximum value for their rate dollar
- Facilitate local citizens input into developing service specifications and performance monitoring
- Fund long-term municipal assets through an inter-generational financing strategy that recognises the costs and benefits accruing over time. A plan of renewing and managing Council's civic assets and major landholdings is essential
- Specific purpose special levies should be used to fund particular infrastructure and services improvements where warranted and appropriate
- Maintain Council's new initiative of the 10 year financial plan
- Maintain Mayor and Councillor representation on the Audit Committee
- Ensure Councillors have the opportunity for a confidential session with the Audit Committee Chair on a regular basis
- Ensure good faith bargaining underpins the industrial relationship with staff
- Further assist low-income property owners disproportionately disadvantaged by rate obligations by increasing pensioner rebate and deferment schemes



A SUSTAINABLE PORT PHILLIP

Melbourne is experiencing unprecedented growth creating pressure on infrastructure, from housing to open space and public transport. With the additional impact of climate change pressures, there are particular challenges facing the City of Port Phillip.

Increasing density requires transformative changes in the way we live, work and move around. We need to preference walking, cycling and public transport over private vehicle transport. Our existing houses and all new housing stock as well as our public buildings need to be more environmentally friendly. Our public spaces need to be welcoming as well as able to respond effectively to increased flood events and heatwave episodes.

Council's main sustainability programs are embodied in two major reports, Towards Zero (2007) and Towards a Water Sensitive City (2009). These reports established benchmarks for interim targets to be achieved by 2020 by the Council. The current Council will have to re-focus on achieving these targets, in order to achieve milestones that should already have been achieved. To take one example, Council's own corporate emissions, the most controllable area for Council action, are only about 20% along the pathway towards zero emissions by 2020.

KEY PRINCIPLES

- A sustainable Council leading the way through its operations, services and strategic and statutory planning for the municipality
- Re-activate community engagement through both informal consultation and formal ongoing community committees and expert panels
- Targeted information provided to the key components of the Council's demography e.g. households, commercial or retail areas

- Transparent reporting based on measurable indicators
- Transparent reallocation of resources to achieve sustainability outcomes especially in the area of capital works, engineering and tender processes
- Advocacy and cooperation through a variety of structures including regional co-operation, all levels of government and business, to support local change. Funding incentives will be an important component of this

Good governance to support sustainability

Council effectiveness and efficiency requires clear identification of issues, followed by outcome focused actions and transparency in information exchange.

KEY ACTIONS

- The 2017 four-year Council Plan should express community action on sustainability developed through a deliberative community engagement framework. This should enable the meeting of the goals set in 2007.
- Within an integrated strategic planning and reporting framework, provide an Annual Report on Toward Zero Carbon Emissions and Towards a Water Sensitive City which include measurable annual targets. It is imperative that these reports enable assessment and modification through on-going community engagement mechanisms.
- Provide this information through a public forum with an annual "State of the Port Phillip Environment Report" that provides independently validated assessments of benchmarks and achievements across the household, business and Council sectors.
- Regional co-operation allows program development and benchmarking. The Council should give its active support to various mechanisms such as the South Eastern Councils Climate Change Alliance (SECCCA), Fisherman's Bend Hub and regional alliances for water management as proposed by Melbourne Water.



A Sustainable Council and Community

ENERGY

Progress towards Council's target for reaching zero net corporate emissions by 2020 has been measured through the use of Green Power and more recently Offsets. CAPP believes there is scope to work beyond this approach. Since 2007 Council's gross emissions have only been reduced by about 20% (from 15,085tCO₂e in 2006/07 to approx. 12,000 tCO₂e in 2015/16 - final figures are not yet available). Similarly, there has been little progress in respect of community emissions, and the number of programs being operated by Council has reduced significantly over the past four years.

The framework proposed in the Council Report "Toward Zero Energy Program" (September, 2016) identifies Council's key building assets that are suitable for solar rooftop installation, or energy efficiency retrofits. However, the program outlined is indicative only, is uncoded or depends on external grants, or depends on the completion of an Energy Performance Contract being carried out on an unspecified number of Council Buildings. These issues must be addressed.

KEY ACTIONS

1. Corporate emissions – Council must give the highest priority to finalising this program, setting stringent annual targets for each of the next four years, and ensuring that adequate financial and staffing resources are made available to guarantee on-time completion. Alongside this process Council must maintain full commitment to the Melbourne Renewable Energy Project.
2. Community emissions – Requiring a longer term vision, a new start is needed. Community endorsed programs are needed with enhanced capacity to meet the complex and multi-faceted challenges ahead using the best examples of community interventions to reduce community and corporate emissions. This process would benefit from the creation of a Port Phillip Energy Foundation as has been done by Moreland and Yarra Councils both of whose corporate emissions are also now carbon neutral.
3. An Energy Foundation would undertake the following key initiatives –
 - Research and identify major commercial, industrial and residential greenhouse gas emitters in Port Phillip
 - Develop energy efficiency and production programs focused towards low income and at risk households and individuals
 - Foster Environmental Upgrade Agreements to assist commercial building owners and tenants.
 - Develop programs to facilitate neighbourhood and precinct energy production, storage and exchange systems for both residential and commercial users, including micro grids and solar bulk buys
 - Dedicate resources to assist owners' corporations, landlords and tenants to reduce emissions, water usage and waste production, including resolving legal and regulatory obstacles to better progress in this area
 - Support action for community proposals such as the South Melbourne Market and identifying a number of key demonstration projects to foster community interest and support in renewable energy
 - Establish a technical support role in Fishermans Bend to ensure best practice environmental outcomes for precinct energy and water use
4. Port Phillip Eco Centre – The Eco Centre has had worldwide recognition acknowledging its community education programs for sustainable living in all its aspects. It has been on the tail end of funding for the last 5 years. Recreational facilities have been supported with funding for millions of dollars for new and upgraded facilities. It is time for a similar effort to properly house this community based educational facility.



Sustainable Environment

Working towards establishing a Water Sensitive City in Port Phillip started with high aspirations and ground breaking work on the impact of Climate Change in the City of Port Phillip done with the cooperation of the CSIRO in 2007.

Since then there has been catastrophic flooding of the Elster Creek catchment and the Elwood area in 2011 followed by reports and recommendations on issues of water management.

However, some progress has been made in some areas of the city relating to water sensitive urban design in streets. Additionally, there has been a general reduction in water usage due to behavioural change established during the drought years.

However the city has increasing areas of private and public impervious surfaces, increasing levels of pollution to the bay. Areas within the city that have been identified by the Council and Melbourne Water as falling into the extreme risk of flooding category, are in the vicinity of Shakespeare Grove catchment and the Elster Creek catchment. These areas are also subject to impacts from climate change.

KEY ACTIONS

The Council 2015/16 Sustainability Report lacks measurable and transformative projects to meet the 2007 expectations for a Water Sensitive City. Immediate action is needed in the two key areas of the city. We therefore support the following proposals from the Port Phillip Alliance for Sustainability (PPAS):

Shakespeare Grove: Water Capture and Release Schemes

Council should commit to at least two schemes in the city to meet the 2020 targets. Specifically we propose that the Council create an environmental precinct and water safe area in the St Kilda Town Hall precinct.

Elster Creek and Elwood Canal: Up Stream flood

mitigation is essential to mitigate flooding and to effectively use water capture schemes. Effective action requires co-operation with Melbourne Water and other Councils in the catchment. Advocacy through catchment-based integrated water management is essential to achieve agreed outcomes.

- Efforts to reduce heat island effect through Council's urban forest strategy need to be accelerated
- Additional open space purchases will be needed in high density areas such as Fishermans Bend. A fully accountable and transparent management plan should be developed for Open Space contributions and their use
- Maintain and extend community garden programs and measures to increase local food production, including support for and expansion of the activities of community-based organisations such as the Port Phillip Eco Centre, Veg Out and Earthcare
- Improve consultations on streetscape development including furniture, tree planting, removal and replacement
- Use drought resistant planting and grey water capture for open spaces

Sustainable Building and Planning

Since the last Council elections there have been major changes in planning legislation. The Council has had to operate in an increasingly pro-development environment with major changes to planning rules in density in key areas of the city including Fishermans Bend and St Kilda Road North.

KEY ACTIONS

Key ingredients for policy development in this area require:

- Finding a balance and ensuring livable environments



- Preserving the existing foreshore controls, balancing heritage against making buildings sustainable and resolving issues of medium rise controls vs pressure for intensive development will need a thoughtful and considered Council and community response
- Advocating for affordable housing, sustainable design and better open spaces as key elements of “Plan Melbourne Refresh”
- Greater capacity to advocate and work with other local governments will be essential to establish a role for the City of Port Phillip and work towards best practice in city building and developing an exemplary public realm

Sustainable Transport

Port Phillip benefits immensely from a twentieth century legacy of a rich public transport infrastructure – it is imperative that we use it more efficiently to meet the needs of today and tomorrow.

KEY ACTIONS

- Establish and support a local public transport citizens lobby to advocate for more integrated, better used and more effective public transport services in Port Phillip
- Commit a fixed portion of Council’s car parking and parking fine revenue to the development of improved public transport and alternative transport modes (e.g. cycling, and walking) for residents and visitors, including weekend ‘park and ride’ schemes to popular Port Phillip destinations
- As a priority, advocate for more frequent and reliable peak hour tram services on key routes including tram services 1, 12, 16, 64, 69, 79, 96 and 109, and on bus networks in Elwood and East St Kilda
- Work with the State Government to enhance local public transport networks, specifically:
 - o Connect the Park Street (South Melbourne) tram route with the St Kilda road spine
 - o Create an Upper Esplanade, Carlisle Street, Brighton Road and Fitzroy Street tram loop
 - o Enhance the 606 and other bus services
 - o Establish an effective express tram shuttle for St Kilda Road through priority traffic lighting
- Dedicate resources to a public marketing campaign aimed at a significant lift in weekend public transport services to Port Phillip during summer months – to reduce local parking and traffic congestion and improve the visitor experience
- Develop and promote community and neighbourhood walking groups
- Maximise bike route accessibility (i.e. traffic protection, crossovers etc.)
- Continue to provide secure bicycle racks in retail centres and at public transport stops.
- Require bike facilities to be provided in all new apartment buildings
- Separate cyclists from motorists by creating Copenhagen bicycle lanes in St Kilda Road and other major thoroughfares – particularly the St Kilda Junction area
- Continue to review parking needs as the municipality changes – i.e. more flexible parking options such as short term during business hours and permit overnight for residents
- Ensure parking permit costs are more sensitive and proportionate to specific vehicle-type emission and fuel energy consumption ratings
- Implement the parking precinct strategies developed by Council in 2012
- Advocate in conjunction with other local governments for a relative shift of State and Commonwealth road funding to public transport over the next four years



AFFORDABLE HOUSING

Key principles

Publicly-funded community and social housing and affordable mixed housing development incentives and other policies are essential to relieve accommodation pressures and social exclusion and disadvantage.

Focus on the energy sustainability issues confronting the 60 percent of the city's population living in apartments.

Key actions

- Advocate for the expansion of secure and supportive housing for the homeless rather than crisis accommodation. Promote a co-ordinated response that addresses the needs of people experiencing homelessness
- Take a leadership role in the development of a regional homelessness action plan
- Provide strong support for the highly successful partnership between Council and the Port Phillip Housing Association (PPHA) through the Port Phillip Housing Trust (PPHT) over the next four years, including the deployment of under-performing Council assets for social housing through the Trust and the re-establishment of the annual grant from council of \$500,000
- Increase Council expenditure on social housing and in particular increase the amount of direct grant money from the current \$500,000 to \$1 million
- Work with the Port Phillip Housing Association to ensure the Trust continues to be highly transparent and accountable
- Increase the proportion of social housing dwellings in Port Phillip as a percentage of all dwellings in the municipality over the next eight years from the current 7.2% to 10%
- Provide additional support for Southport Community Housing and St Kilda Community Housing to extend their ability to purchase housing. Provide direct council grants totalling \$500,000 to both housing groups
- Increase Council funding for social and community housing
- Encourage new initiatives by local public and community-based housing providers. Seek much greater involvement in local affordable housing by the private sector
- Encourage affordable housing dwellings in new residential developments at locations readily accessible to public transport, shops and services. Integrate economic, environmental and cultural objectives into social housing provision
- Advocate strongly for the adoption of an inclusionary zoning overlay to encourage developments of more than 20 units to include affordable housing, using either community housing mechanisms or other appropriate means
- Work with the State Government and the City of Melbourne to make housing affordable in Fishermans Bend through an inclusionary overlay, a major priority
- Investigate affordable housing developer contributions or levies and make appropriate representations to MAV/VLGA and State Government
- Work with the proposed Port Phillip Energy Foundation, community housing providers, private landlords and business owners to significantly improve energy efficiency, water use and clean energy use



ECONOMIC DEVELOPMENT

Key Principles

Municipal economic development which promotes local employment across all socioeconomic groups with support for the disadvantaged and maintains a balance between commercial, industrial and residential interests.

Key Actions

- Work with local businesses, researchers and governments to establish Port Phillip as a significant hub of green technology, innovation, skills and knowledge
- Protect the village ethos of the Middle Park, Albert Park, Ripponlea, Ormond Road, Clarendon and Carlisle Street shopping strips
- Celebrate the unique South Melbourne market – maintaining its affordability, preserving its attractiveness and viability
- Call a summit of landowners, traders and residents to develop a comprehensive vision and plan to revitalise Fitzroy and Acland Streets with attractive retailers and culture – not just new street beautification
- Implement a main street program to encourage a more robust, diverse and attractive mix of traders through active Council involvement
- Investigate consequences for retail sites left vacant without reasonable cause over the long-term (more than 12 months). Examine possible Council and State Government options to deter this behaviour
- Lobby the Victorian Government to ensure that planning controls encourage diverse uses in strip shopping centres. Work with the MAV, VLGA, other local governments and NGOs for planning controls

over excessive growth of restaurants and cafes in strip shopping centres

- Link and network Port Phillip's IT, multimedia, arts, design and cultural industries
- Provide information regarding changing trends in commercial/industrial property rental rates affecting business costs and pricing.
- Initiate a program of business support and mentoring for prospective new and emerging businesses in Port Phillip
- Encourage home offices and improved use of shop-top spaces
- Introduce a dynamic apprenticeship and traineeship program among Council's in-house workforce and as a criterion in the evaluation of external contractors
- Support the Local Learning and Employment Network, local primary and secondary schools and the local provision of vocational education and training
- Partner with local schools and institutes to foster work experience and community work programs for students, provision of information regarding local employment/career opportunities and encouragement for both public and private providers of training and education to cater to local economic needs



JUSTICE AND EQUITY

Key Principles

Community development and service provision respecting cultural, linguistic, and religious diversity compatible with human rights and equality of opportunity.

All residents, including the homeless and people engaged in sex work, have a right to feel safe and be safe on the streets and in the community.

Key Actions

PUBLIC SAFETY

- Conduct a major campaign against ethnic and religious vilification, and the need for respect and tolerance of religious diversity
- Co-operate with local police and local communities to ensure all citizens are safe and secure on our streets
- Lobby for increased local police presence in areas of high crime or a high risk of crime
- Investigate improved lighting of public areas where residents and visitors feel unsafe, or where there is evidence of a higher probability of crime occurrence

REDUCING HARM

- Strictly control the irresponsible provision and consumption of hazardous quantities of alcohol at hours and places threatening reasonable expectations of civic peace
- Review and set new standards for responsible provision and consumption of alcohol, including hours of alcohol trading and numbers and size of alcohol sales outlets
- Initiate a moratorium on supporting new venues seeking liquor licensing until these standards are established
- Encourage small and intimate venues rather than large scale drinking

- Prepare a submission to the Victorian Government to increase local government control over liquor licensing.
- Support programs that adopt harm-minimisation and ameliorative responses to drug and alcohol issues
- Support better community policing of drug or alcohol-related crime
- Investigate whether a supervised research trial of a safe injecting facility providing related health and support services for drug users and help minimise HIV and Hepatitis B and C transmission would be an effective health care step



REDUCING GAMBLING RISKS

- Seek greater Local Government control over poker machine operation in the municipality with a view to reducing current numbers
- Support harm minimisation programs aimed at reducing the effects of gambling and reduce risks for those who are vulnerable to gambling and support those who lose their homes, family and access to the basics of life as a consequence
- Council must redouble its efforts to resist applications for an increase in gambling venues and to fight these cases at VCAT
- Council must publish information to the community about applications for gambling venues and mobilise our residents to challenge State Government pro gambling policies.
- Support more flexible provision of services for people with multiple problems which may include gambling addiction, drug and alcohol abuse, mental illness, or homelessness, as well as providing financial and legal support

STREET SEX WORKERS

- Continue work with residents, local agencies, police and sex workers to minimise conflict and antagonism
- Provide additional street cleaning and street lighting in high use street sex areas as well as safe syringe and condom disposal promotion campaigns
- Facilitate assistance for street sex workers seeking to leave the industry and establish new careers
- Support women coerced into local sex work from overseas who may fear retribution or deportation if they attempt to free themselves from such bondage
- Seek the support of the state government to investigate a safe house facility to enable street workers to service their clients safely and reduce the incidence of sexual activity occurring in residential areas and in other public spaces



OUR CHILDREN, YOUNG PEOPLE & OLDER CITIZENS

Key Principles

- The connections between health, housing, nutrition, education, the environment, safety and community support are vital for the overall well-being of the individual and a healthy, functioning community
- Responsive and accountable community services, informed by social justice principles, prioritising need over capacity to pay and ensuring that user pay pricing practices don't disadvantage or discourage participation
- Direct provision and continuous enhancement by Council of services including child care, aged care, maternal and child health centres, and libraries
- Linking services using contemporary electronic systems and providing advocacy
- Council investment in services should prioritise critical gaps affecting our residents identified in State and Commonwealth programs

Key Actions

CHILDREN AND CHILDCARE

- Promote and advocate for children's services – day care, playgroups, maternal and child health services, kindergartens, after school care, holiday programs, toy libraries and so on – within the community and at State and Federal levels of government
- Ensure subsidy payments and reporting between Council and community-managed centres are simple and transparent
- Increase the affordability subsidy to assist low-income earners in line with CPI each year

- Collaborate with all levels of government and key opinion leaders to improve the quality of programs to achieve real outcomes for children and families
- Council should continue to directly provide children's services to the community and support and resource community managed services including child care centres, kindergartens, family day care, after school care, teenage and holiday programs
- Pioneer the development of new and innovative services in the community
- Report each quarter in a transparent and accurate way the state of the childcare waitlist across Council, community and private child care and early learning services
- Constantly review the location, quality and capacity of services to ensure community needs are met and report service levels to parents and the community
- Consult in a genuine open way with staff of children's services, management committees and parents before amending or developing new and existing policies and practices
- Establish and maintain high quality playgroup, parent groups and maternal and child health services
- Network children's services to provide for the needs and aspirations of families and young people in Port Phillip and to reduce costs and duplication

YOUTH

- Develop a Port Phillip Youth Charter to affirm young people as a valued part of the Port Phillip community
- Council must commit to the UN Convention on the Rights of the Child through a Council resolution
- Actively involve young people in planning uses for open spaces



- Encourage and support young people through the Youth Coalition for Climate Change, local schools, the Ecocentre and other community groups to work on practical action to combat climate change through activities such as conducting household energy audits, re-vegetating parks and reserves, and leading debates on environmental issues in Port Phillip
- Hold youth forums and prepare information to encourage youth input into Council consultations, and especially decisions relevant to young people's needs
- Showcase the diverse contributions young people make in the Port Phillip community
- Facilitate use of existing services in the community such as schools and libraries for use out of hours for a wide range of activities

SCHOOLS AND EDUCATION

- Support the Albert Park and Elwood Colleges to meet the educational, social and vocational needs of their students through linking these schools with the arts, sports and recreation, hospitality, community service, environmental, design, ITC and other industry and business sectors of Port Phillip
- Continue to advocate for State Government funding for new primary and secondary schools and expansion of existing schools to meet population growth and ensure the highest standard of public education for our children
- Encourage and support Youth Education Pathways through local provision of VCAL and other education and training initiatives

OLDER CITIZENS

- Support local community-based aged care residential providers to plan services, advocate for funding, improve government policy, build work force capability, generate cost efficiencies and increase capacity where possible

- Facilitate networking of all aged care service providers
- Maintain direct provision of Council Aged Care Services and invest in their expansion and improvement
- Retain the Older Persons Consultative Committee to advise Council on social issues of older persons, and encourage profiling "positive ageing" in the community
- Strengthen access to preventative health programs to maintain mobility, independent living and capacity to contribute to the community for as long as possible; to be achieved by working in partnership with community health services and other health providers
- Support U3A, Linking Neighbours and other learning, socialising and recreation groups and activities for older residents
- Assist frail aged to be involved in joining local groups and activities by assisting with transport, e.g. extend South Port Daylinks and the Community Bus Service across CoPP
- Continue with the ACTIVE CARE model in Home and Community Care (HACC) programs
- Support culturally appropriate HACC services to provide a standard of care and support to local residents encouraging independent living at home



INDIGENOUS COMMUNITIES

Key Principle

Respect for the culture and heritage of indigenous Australians and engagement with the local indigenous community as participants in decision-making.

Key Actions

- Identify levels of Indigenous disadvantage in Port Phillip across education, employment, housing, health, child care and other material needs
- Develop partnerships with local Indigenous communities and community agencies to address these needs
- Resource Port Phillip Citizens for Reconciliation
- Continue to inform Port Phillip citizens of the dispossession, disadvantage and injustices experienced by the Indigenous community
- Develop a trail of markers of significant Indigenous sites in the area
- Sponsor an Indigenous history of Port Phillip
- Resource Port Phillip's Indigenous communities to aid local schools in developing curricula, language and history programs
- Further resource and continue the employment by Council of a full-time Indigenous Policy Officer
- Continue support for NAIDOC WEEK
- Continue with the implementation of the RECONCILIATION ACTION PLAN in partnership with local Indigenous communities and agencies such as the Boon Wurrung Foundation.



ARTS, COMMUNITIES AND RECREATION

Key principle

Sustaining and building on Port Phillip's vitality as a metropolitan, state and national centre for artistic creativity.

Key actions

- Increase and subsidise the number of affordable spaces for performance, rehearsal and artist studios for community art/ performance individuals and groups across the municipality
- Engage local artists/designers/technicians for municipal events and projects
- Showcase the best emerging talents in Council's Festivals program such as the St Kilda Film Festival
- Support a wide range of musical performance in the municipality accessible to a diversity of audiences and their musical preferences
- Develop programs and partnerships that encourage the participation in the arts of indigenous, low income, disabled, disadvantaged and vulnerable individuals and communities
- Encourage innovative partnerships with schools, local businesses, arts groups and community associations for people of all ages in writing, visual and theatre arts. The Seniors Writing Festival and the Yalukit-Willam Festival supported and funded by Council are examples of this.
- Ongoing financial support for Pride Week as a strong expression of Council's commitment to Gay, Lesbian and Trans Gender rights
- Council must continue to advocate for the State Government funded Pride Centre to be located in the Port Phillip municipality
- Hold local neighbourhood events and festivals in Port

Phillip's different neighbourhoods

- Continue and extend Council support for Gasworks Art Park as a multi-arts hub and cultural bridge between arts practice, artists, audiences, and the wider community
- Council has also provided additional ongoing funding for the Linden Gallery and a Councillor has been appointed to the Board. This must be maintained
- Support and encourage Live Music venues to flourish and provide assistance to Operators to meet planning and building requirements
- Continue to work with residents and Live Music operators to balance their needs and concerns
- Redirect some St Kilda Festival funds and create a better balance to enable Live Music and the Arts to grow across the municipality
- Broaden the scope of Council's Live Music Reference Group beyond St Kilda to the whole municipality



Our Community Life

KEY PRINCIPLES

Port Phillip has a network of community centres, neighbourhood houses and local government facilities and buildings that provide meeting points and activities for all residents. These provide a crucial means of connecting residents, facilitating participation and encouraging their empowerment.

KEY ACTIONS

- Provide 'whole of life' creative and recreation options for residents including playgroups for children, school holiday programs, sporting activities, relaxation and educational development activities
- Ensure that all facilities are accessible to residents with disabilities
- Maintain and index the community grants program, and encourage much greater local involvement in determining grants and activities
- Fund Port Phillip's historical societies to provide valuable information about the heritage of the community
- Extend community parks and gardens across the municipality
- Provide well maintained, low cost access to sporting, recreation, arts, creative and cultural facilities and programs
- Strengthen partnerships with local religious and charitable organisations, institutions and services contributing to community well-being
- Improve the recognition, conditions and professional development of community volunteers in Port Phillip

Libraries of Ideas and Service

The provision of free public library services is an essential means of ensuring access for all sections of the community to information, entertainment, study and knowledge. Public ownership, democratic control and accountability of the Port Phillip Libraries, and their contribution to the cultural, recreational and educational life of the municipality are core principles.

Access must be equitable for all sections of the community and Council must facilitate the potential of our libraries as community hubs.

Council should encourage the important role of its libraries as contributing to the non-commercial development of new information and new media technologies.

KEY ACTIONS

- Direct Council control of library services – these are not services that will be outsourced
- Maintain the branch library structure in a community hubs framework and, in consultation with user groups, investigate new ways of delivering services including partnerships with other potential stakeholders
- Increase Council's existing recurrent library investment and ensure it is equitably distributed across the communities of Port Phillip
- Increasing the purchasing budget for library materials, with a fair balance in the purchasing of print and non-print / electronic materials
- Active promotion of services to new, disabled (including sight or hearing impaired), children and families, teenagers and high school students, unemployed, home-bound and older residents
- Servicing and supporting community languages and the 'English as a second language needs' of residents through specialist services and purchasing programs



PLACES OF CHANGE AND CHALLENGE

Key Principles

Council must be a steward and custodian for the public good, and accept the obligations that flow from that.

A central issue is the extent to which the community is prepared to pay for the renewal and maintenance of the infrastructure it owns and the extent to which private interests can and should fill the breach.

Periodic collapse in financial markets indicates the inherent risk in outsourcing core public responsibilities, and custodianship of public assets to the market and commercial players. There can be a role for the commercial sector on public land but a crucial step is setting clear public benefit tests to guide the Council and the community.

Council must ensure that the community has priority access to all public spaces and that they are not inappropriately enclosed for private use. Any use of public spaces for events should be in the public interest.

The new financial plan must include capacity to renew and manage Council's civic assets and major landholdings. An approach that elevates the public good will be paramount.

Of key importance is the control that Council must have over the planning process.

The St Kilda Triangle

In 2008 CAPP supported Councillors were instrumental in ending the City's contract with Babcock and Brown/ CITTA (BBC) and the controversial Triangle development plan that went with it.

If this had not been achieved a unique piece of public land would have been converted into a major shopping centre and night club precinct. It would have severely

compromised the panoramic viewing platform of the Upper Esplanade.

CAPP agrees that the greater part of the Triangle surface should be open public space, but the built forms in and around and beneath the public spaces also need a fully articulated vision and coordination.

Unfortunately the 2012/16 Council awarded a long term lease to Live Nation to operate and redevelop the Palais Theatre without reference to how the Theatre would integrate with cultural facilities in a future Triangle site development.

Integral to the vision for the site is the prioritising of the views – the panorama of the foreshore from the Upper Esplanade; the face and substance of Luna Park and the Palais Theatre from the Upper Esplanade; the profile of the Palais Theatre from the foreshore; and the “urban rim” of the Upper Esplanade as seen from the foreshore. In addition the individual vistas of foreshore elements from the Upper Esplanade need to be captured – Catani Arch, St Kilda Pier Kiosk, The Sea Baths Domes, The Stoke House, (a restored) Brookes Jetty and Donovans Restaurant. Views from within the Triangle Site of the foreshore and its surrounds should be maximised. This will require the site to be elevated, sloping gently from the Upper Esplanade down to a level a little above the Jacka Boulevard.

There is a need to directly confront the site's single biggest access issue i.e. how to tackle pedestrian movement across Jacka Boulevard.

Councillors must work with the community, the State Government and others to deliver a beautiful cultural asset on the site. If that takes time so be it. Better to get it right rather than achieve mediocrity.



Balaclava and Ripponlea

The neighbourhoods of Balaclava and Ripponlea continue to grow at a rapid rate, and each has unique characteristics. There are many opportunities to improve the local infrastructure and to create the right urban fabric to ensure these activity centres remain great places to live and do business.

Councillors should continue with the implementation of the Carlisle Structure Plan that oversees development of the Balaclava precinct. Consultation on the design of new DDA compliant tram stops in Carlisle Street is essential. There is considerable development pressure in Balaclava that needs to be contained in order to retain the local nature of Carlisle Street and the variety of its local shops and cafes.

Ripponlea is growing in its popularity as a shopping destination. Councillors should work to promote a balance between providing for local shopping needs and attracting visitors to the area.

KEY ACTIONS

- Maintaining a long term vision for Carlisle Street
- Council must play a key facilitation role to implement the Carlisle Structure Plan
- Assessment of the planning applications for the Coles/Safeway redevelopment to ensure positive outcomes for our community – residents and business
- Improve the Carlisle Street streetscape – including more trees, improved street furniture
- Further consideration of how to improve safety in Carlisle Street, and reducing anti-social behaviours
- The expansion of the St Kilda Library to meet growing demand
- Ensuring that there is an excellent design outcome achieved for the DDA compliant tram stop next to the station
- For both areas, managing vehicle, pedestrian and cycling in a way which supports access to local business

- Support local business through advocacy with landlords and consultation and co-ordination of public events
- Strive towards a healthy balance between attracting visitors and meeting the needs of residents for local shopping

Fishermans Bend

Fishermans Bend must not become the new Docklands and the Council and community need to resist any moves in this direction. The principles and approach of the City of Port Phillip Montague Structure Plan should underpin all planning decisions and the Council will use the same principles to develop a Fishermans Bend Structure Plan for the future.

KEY ACTIONS

- Ensure that these precincts are the subject of a total planning approach which is driven by excellent urban design
- Ensure that there is real community engagement and involvement in the planning process
- Ensure that these precincts are integrated into the urban fabric of the inner city and not isolated in the way that Dockland has become
- Fight hard to end a planning process that flips properties into development sites with huge profits for a few and with little community benefit

CAPP supports key elements of the platform developed by the Fishermans Bend Network at <http://www.fishermansbendnet.org/library/FBURPS-0115.pdf> including:

- Council must consider all possible funding mechanisms to deliver the new plan for Fishermans Bend such as leveraging increased land values, urban renewal value capture, planning incentives and developer contributions. Development opportunities must be found to serve the public benefit



- Secure key sites for essential infrastructure, community facilities and public open space including future public transport services, schools and community infrastructure, public spaces and new parkland and recreation and environmental reserves. Deliver essential infrastructure early to shape the form and character of this virtual new city
- Plan for best-practice, environmentally sound approaches that respond to the topography and natural features of Fishermans Bend, and to the realities of climate change by designing climate resilience into the renewal area
- Plan for a 21st Century urban transport environment. Council must advocate with the State Government for a fully planned, staged and integrated public transport system, including tram services connecting directly to the CBD and networked to surrounding communities. In addition the focus must be on a low-car dependency supported by prioritising cycling and walking, and a commensurate parking policy, as well as the removal of invasive freight movement from Webb Dock
- Plan for a whole community – a wide demographic, cultural, occupational and socio-economic mix. Innovative planning, design and development tools are needed to ensure housing diversity and affordability for a range of household types and incomes, as well as mixed use development for a rich and sustainable local economy
- Plan for the broadest possible local jobs and services economy. Liveability and sustainability depend on close access to work and services from home. Planning levers are required to ensure Fishermans Bend does not become just a dormitory suburb, and that a diverse and vibrant workplace mix is achieved
- Discard the high-rise tower on podium as the favoured model for urban development in Fishermans Bend and promote development models that prioritise the creation of genuine new homes, communities and diverse living environments

St Kilda Junction

St Kilda Junction should be the jewel in the crown of inner Melbourne, as the termination point at the end of St Kilda Road, the City's grandest boulevard.

The Junction (including Dandenong Rd and St Kilda Rd South) is one of the few areas in our City where creative development – if properly planned – is not only possible, but will have a positive effect on this area. Intensive residential, cultural and strip shopping development would stitch back together the communities split apart by those traffic sewers, and also relieve the pressure of development on the rest of low-rise and heritage-protected St Kilda.

A visionary plan for the future of the Junction is desperately needed. State Government seems intent only on allowing this “urban pothole” to fill up with skyscrapers. Approval of apartment towers in the middle of the St Kilda Junction not only outrages our community but continues to sabotage any future possibility of an orderly, fully planned, visionary transformation of the Junction.

KEY ACTIONS

- Embark on a new vision for the Junction and St Kilda Road South – advocate to government for a fully planned approach to this area rather than issuing individual permits in an ad hoc manner
- Seek to completely reintegrate a new transport hub – a multi-modal interchange and undergrounded throughway traffic
- Seek to create a new urban and cultural precinct that links Chapel Street with Fitzroy Street and the Beach, and joins the communities of St Kilda Hill and Windsor back together again.
- Place an emphasis on expanded public transport and connections across the city. (Road traffic through the junction must continue to be handled efficiently, but its total domination of the landscape must be overturned.)



- Ensure that vibrant street life, pedestrian and cycling permeability is created right across the precinct.
- Work with businesses and residents to ensure the vision retains its sense of local community, history and character.

Emerald Hill

The ongoing development of an arts and community hub around the South Melbourne Town Hall and its re-establishment as the cultural and civic heart of South Melbourne must continue to be supported and implemented with sustainable design principles and practices.

Council must ensure that the financial relationship between ANAM, as the major tenant in the Town Hall, and Council is open, transparent and independently audited.

Albert Park Reserve and the Grand Prix

KEY PRINCIPLE

Sustained protection of all open space within the municipality and continued opposition to the conduct of the Grand Prix in Albert Park.

KEY ACTIONS

- Continue to oppose the conduct of the Grand Prix in Albert Park
- Advocate for an appropriate commercial rent to be paid by the Grand Prix Corporation to provide the Park management with much needed maintenance funds and to enable a reasonable cap to be placed on the rents applied to community-based sporting clubs.
- Protect the interests of community sports clubs suffering the effects of increased rents, loss of access, and damage to their grounds caused by the Grand Prix

- Monitor the effectiveness and usefulness of the Memorandum of Understanding between the park's sporting clubs, Parks Victoria, AGPC and Council with the object of improving access to the park, improving the condition of the park's sporting fields and minimising disruption to other park users and groups caused by the Grand Prix
- Lobby for guaranteed community and amateur access to the State Athletics Centre



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