

September 2014

# City of Melbourne

Ten-Year Financial Plan

Wider Engagement Feedback

*Workshops and Discussion Groups*



mosaicLAB

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In preparing this report, MosaicLab has relied upon the information provided by the participants in the workshops and discussion groups.

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MosaicLab is a Victorian based consultancy specialising in the areas of community engagement, strategy, facilitation, evaluation, project management and leadership coaching.

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## 1. Executive Summary

The City of Melbourne is developing their inaugural ten-year financial plan and is undertaking an extensive community engagement process to support the development of the plan. The primary engagement activity is a People's Panel that will deliberate over several months and provide direct advice to the Council. The Council has also provided an opportunity for other members of the community to participate in this project through an online forum, on street interviews (pop ups), two 'special interest group' workshops and three focused discussion groups. This report outlines the approach and key findings for the workshops and discussion groups.

The results from this engagement will be used to inform the People's Panel about the broader communities' views when it comes to spending and revenue priorities for the City of Melbourne.

The key purpose of the workshops and discussion groups was for community members to provide advice on what they think the Panel should be looking at in terms of Council services: what to do more of, what to keep the same (what they value) and where to look for savings (less of).

Sixty people attended a workshop (35 people) or a discussion group (25 people). The special interest group workshops were openly advertised workshops that any community member or business representative could attend and invitations were sent to all residents groups. The discussion groups were designed for smaller numbers of people and for those who might be less inclined to get involved in large workshops.

Of the sixty participants, 48 people provided demographic data. A slight majority of participants were male (51%) and the age mix was evenly spread across all the target age brackets. The most highly represented postcode in the workshops and discussions groups was North Melbourne. Carlton, Kensington and Melbourne areas were equally represented with a total of 6 people from each of these areas. People living outside the city also attended. The majority of participants represented those who worked (25 respondents) or lived (20 respondents) in the City.

All comments recorded at the workshops and discussion groups (including both comments made in small group discussions and by individuals) have been themed under the service streams. Participants came up with many ideas for the city and while the following list has the greatest level of support, many individual ideas in the report are worthy of consideration.

The two service streams most valued by participants (and hence worth spending more money on) were 'delivering community services and 'design, build and manage assets'. The emphasis on community services is interesting given the higher number of workers (as

opposed to residents) who participated in these sessions. In particular, participants valued the following matters.

‘Delivering community services’:

- Supporting people who are vulnerable (25 comments)
- Investing in and engaging with a diverse city and community (18 comments)
- Engaging with and caring for seniors and people with a disability (14 comments)

‘Design, build and manage assets’, in particular:

- Create sustainable infrastructure and communities (21 comments)
- Create more open spaces and better access (12 comments)
- Upgrade current facilities (12 comments)

In terms of saving money, participants considered that savings could be found in the following areas:

- ‘Activate the city’ - reducing expenditure on marketing and branding (13 comments)
- ‘Regulate’ - reduce regulation to remove barriers (7 comments)
- ‘Advance Melbourne’ - rethink how Council outsources activities (5 comments)

At the end of each workshop or discussion group people were invited to provide individual comments. In terms of spending more money, the highest level of support was for Delivering Community Services (78% wanted to spend more money) and this was followed by 73% wishing to spend more on ‘design, build and manage assets’. On the savings side, 22% of participants considered that savings could be found in the ‘activate the city’ service stream and 18% in ‘advance the city’.

## 2. Introduction and Background

The City of Melbourne is developing their inaugural ten-year financial plan and is undertaking a participatory budgeting (community engagement) process to support the development of the plan. The primary engagement activity is a 46 person People’s Panel that will deliberate over several months and provide direct advice to Council on the financial plan.

A suite of wider engagement activities were established to facilitate opportunities for the wider community to put forward views on the financial plan, in particular: how Melbourne can remain one of the most liveable cities in the world while maintaining our strong financial position into the future. A series of two special interest group workshops and three focused discussion groups were established as part of the wider engagement process. This report outlines the approach and key findings for these components of the broader community engagement.

The results from this engagement will be used to inform and advise the People's Panel about the broader communities' views when it comes to spending and revenue priorities for the City of Melbourne.

### 3. Methodology

This report outlines the feedback received from two 'special interest group' workshops and three invitation only 'discussion groups'. A total of 60 people attended either the special interest group workshops (35 or 58%) or the discussion groups (25 or 42%). The report includes the demographics of those people who participated in these events, the key findings (or themes) for each of the spending categories within each of the five service streams. Appendix I outlines the detailed raw feedback grouped by themes against each of the spending preferences and each of the five service streams.

#### 3.1. Aims of the workshops and discussion groups

The aims of the special interest group workshops and the discussion groups were:

1. For participants to provide advice on what they think the Panel should be looking at in terms of - what to do more of, what to keep the same (what they value) and where to look for savings (less of)
2. For participants to feel that they have been able to make a contribution to this important topic - their input is valuable and valued
3. For participants to hear and appreciate the diversity of views of their fellow community members

#### 3.2. Approach for the workshops and discussion groups

The rationale behind the approach taken with the face-to-face activities was to provide both an opportunity for individual learning but to also create a mini-deliberation. This sort of mini-deliberation provides a taste of the complexities associated with making compromises to suit different community needs and across all services.

#### 3.3. Activities and Events

##### 3.3.1 Special Interest Group Workshops

The Special Interest Group workshops involved a four-step process:

1. An overview of the financial pressures and a chance to ask questions of senior council staff
2. Small group discussions about the five service streams separately. Including group discussions about what should receive more funding, less funding or stay the same into the future

3. Small group discussions across all five service streams collectively. One or two representatives from each single stream group from step 2 were asked to come together to form a group where all five service streams were compared and contrasted. Group feedback was sorted by what should receive more funding, less funding or stay the same.
4. Finally individuals were asked to give their own feedback about the priorities for spending across all five service streams. This information provided us with a chance to collect feedback that was linked to the demographics of the participants.

There were two Special Interest Group Workshops:

Date	Time	Location
18 <sup>th</sup> August	6:00pm - 8:30pm	Multicultural Hub Melbourne
26 <sup>th</sup> August	9:00am – 12:00pm	Multicultural Hub Melbourne

### 3.3.2 Discussion Groups

The Discussion Groups were designed for smaller numbers of people and for those who might be less inclined to get involved in large workshops. These more informal discussions were low-key and followed a more conversational style. The participants were asked to consider as many of the service streams as they could in the time allowed. They were asked to respond with comments about what they valued and thought should get more funding into the future, and if there were areas that could have less spent on them.

There were three Discussion Groups undertaken:

Date	Time	Location
19 <sup>th</sup> August	2:00pm -4:00pm	Boyd Community Hub, Southbank
21 <sup>st</sup> August	10:00am–12:00pm	North Melbourne Community Centre
27 <sup>th</sup> August	10:00am–12:00pm	Koori Heritage Trust, Melbourne

## 4. Key Findings

The process of analysing the feedback involved reviewing all comments provided by participants and assigning each key point to (a) one of the five service streams, (b) whether it was spend more, less or the same, and finally to (c) a descriptive and informative theme. Against each theme a 'number of comments' is provided to enable readers to see at a glance the amount of conversation and/or support for each theme.

The process of classifying comments and grouping them means any attribution of these comments to any one individual or organisation has been removed and the responses can be considered in their entirety.

The comments and feedback received through the five face-to-face events (workshops and discussion groups) revealed some key insights about the areas where people wanted more, less or the same money spent in the future.

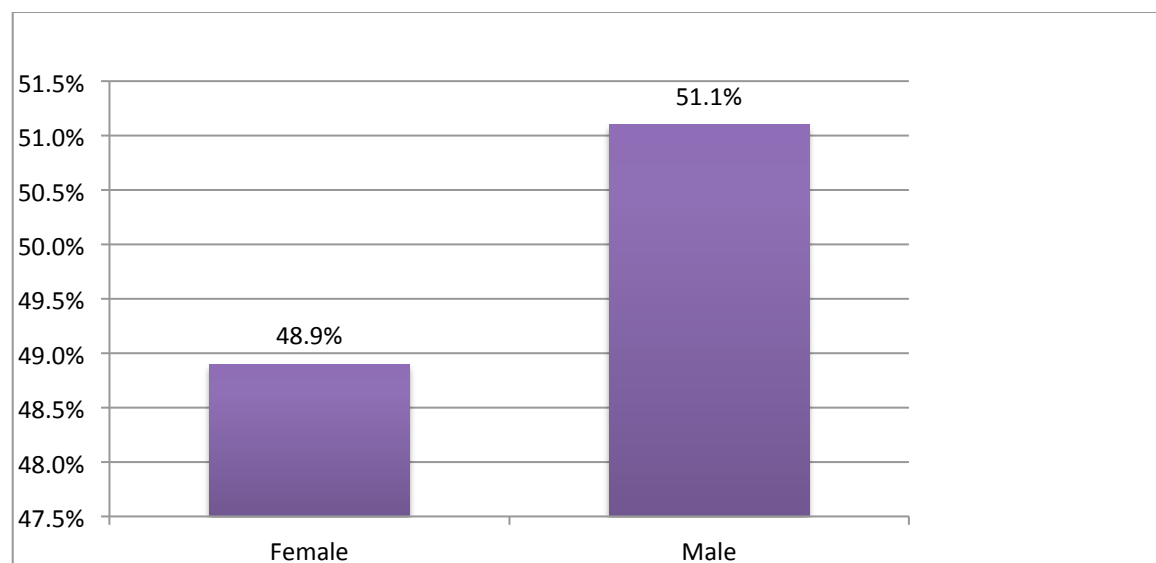
#### 4.1. Engagement Reach

The following figures provide an overview of who was involved in the workshops and discussion groups.

##### 4.1.1 Gender of Participants

Of the 48 respondents who responded to the individual demographic questions a slight majority were male (51%).

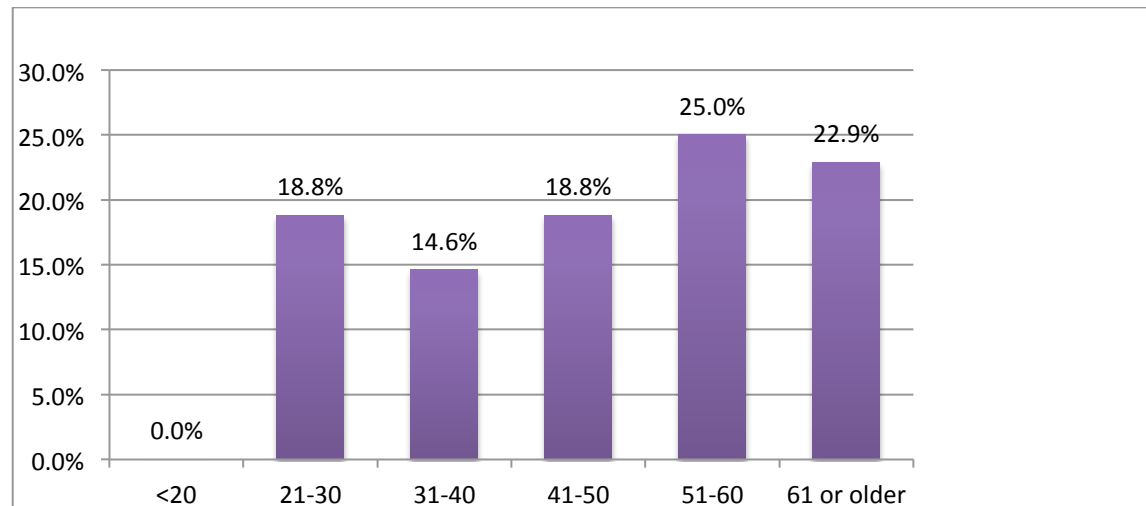
**Figure 1: Gender Mix of Workshop and Discussion Group Participants**



### 4.1.2 Age of Participants

The age mix of participants in the workshops and discussion groups was quite evenly spread across all the target age brackets. Young adults and school children were not the focus of these elements of the engagement.

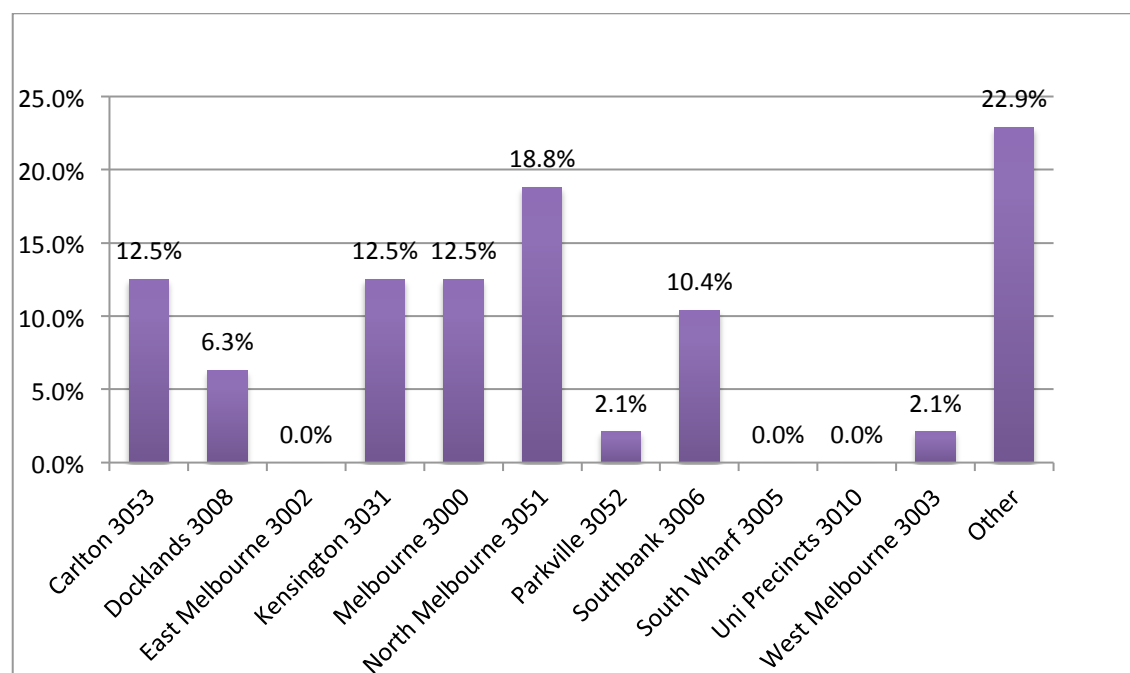
Figure 2: Age Breakdown of Workshop and Discussion Group Participants



### 4.1.3 Where Participants Live or Work

The most highly represented postcode in the workshops and discussions groups was North Melbourne. Carlton, Kensington and Melbourne areas were equally represented with a total of 6 people from each of these areas. The University Precincts, South Wharf and East Melbourne were not represented at these events. Those who indicated 'other' were mostly from outside the city.

Figure 3: Where Participants Live or Work in the City of Melbourne



#### 4.1.4 Participants' Relationship to the City

The majority of participants represented those who worked (25 respondents) or lived (20 respondents) in the City. The smallest representation came from the students and visitors both having only 2 people representing this relationship category.

Please note that when asked about their relationship to the City participants could choose more than one option.

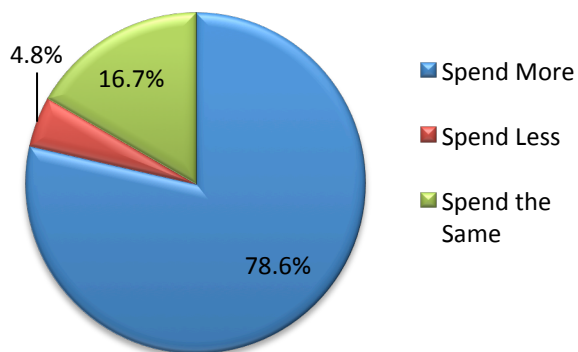
Figure 4: Participants' Relationship to the City of Melbourne



#### 4.2. Overall (Individual) Feedback Across Service Streams – Spending Preferences

The following graphs outline the overall spending preferences from *individuals* across the five service streams. The comments that participants provided against these preferences have been summarised in Section 4.3.

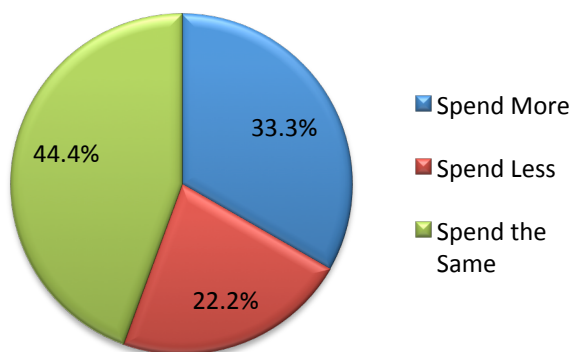
**Figure 5: Individual Feedback 'Deliver Community Services'**



42 participants answered this question. Overall the feedback indicated that the majority of participants (78.6%) wanted significantly more money spent on 'delivering community services' (33 people) compared with 7 wanting to spend the same and 2 to spend less.

This service stream had the highest proportion of respondents indicating that more money should be spent on this part of the business.

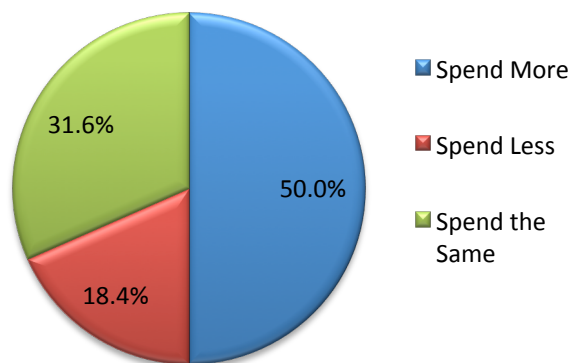
**Figure 6: Individual Feedback 'Activate the City'**



Of the 36 participants who responded to this question there was a close split between those who thought more (12) or the same money (16) should be spent on activating the city. There were significantly less people (8) who thought that less money should be spent on this area of the business.

Across all the service streams 'activate the city' had the greatest proportion of respondents indicating that the same money should be spent in this area of the business.

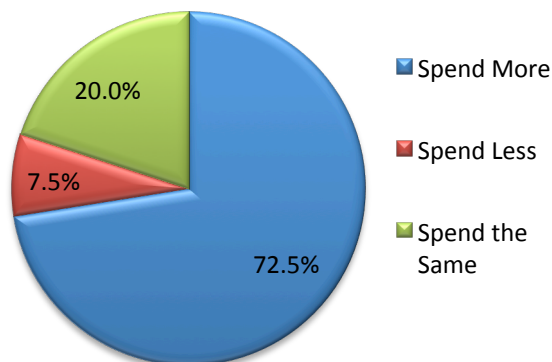
**Figure 7: Individual Feedback 'Advance Melbourne'**



Of the 38 participants who responded to this question a majority of 50% (19) thought that more money should be spent on the service stream 'advancing Melbourne'.

This service stream had the second highest proportion of respondents indicating that the same money should be spent on this area of the business.

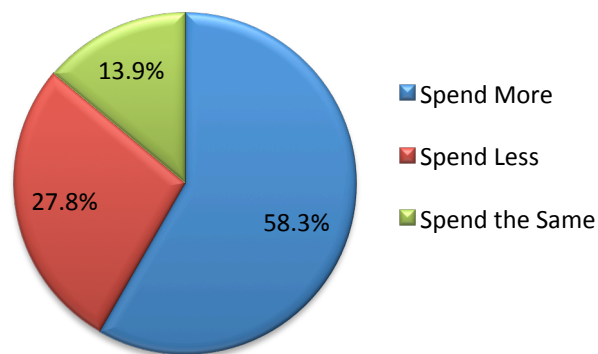
**Figure 8: Individual Feedback 'Design, Build and Manage Assets'**



Of the 40 people who responded to this question a majority of 29 people (72.5%) indicated they would prefer more money being spent in this area of the business.

This service stream had the second highest proportion of respondents indicating that more money should be spent on this part of the business.

Figure 9: Individual Feedback 'Regulate'



Of the 36 participants who responded to this question the majority - 21 people (58.3%) - preferred spending more on the regulate service stream. Only 5 people (13.9%) wanted to spend the same and 10 (27.8%) spend less.

Compared with the other four service streams 'regulate' had the highest proportion of respondents indicating that they would prefer less money being spent on this area of the business in the future.

### 4.3. Key (Individual and Group) Feedback Across Service Streams – Comment Themes

The following table outlines the top comment themes identified under each of the spending preferences for each of the five service streams. The 'top' areas were identified from those themes with the greatest number of comments from all sources (eg. workshop group sessions, workshop individual feedback, discussion group whole group feedback and discussion group individual feedback). Some themes were not included in this succinct list below as they did not stand out as having a high number of comments. The complete set of data and the number of comments for each theme are included in Appendix I.

#### 4.3.1 Overall Assessment of Key Themes Across Service Streams

The following table outlines all the top themes from each spending preference in each service stream and compares the number of comments made by all participants. This table indicates that service stream 'deliver community services' received not only the largest number of comments overall, but also three of the top 5 commented upon themes when viewed across all service streams. 'Design, build and manage assets' was the second most commented service stream and again the overwhelming number of comments suggested more money should be spent on this area of the business.

**Table 1: Number of comments across the top themes in all service streams<sup>1</sup>**

Service Stream	Spending Preference	Theme	Count
Activate the City	Spend Less	Reduce expenditure on marketing and branding	13
	Spend More	Developing creative diversity through arts and culture	7
		Events and marketing to engage people	7
		Providing visitor or tourist services	6
	Spend Same	Tourist services, arts programs and events	7
Advance Melbourne	Spend Less	Rethink how Council outsources activities	5
		Analysis of statistics	1
		Maintaining international relationships	1
	Spend More	Better forward planning and planning controls	17

<sup>1</sup> The highlighted rows are the highest commented themes across all the feedback.

Service Stream	Spending Preference	Theme	Count
		Climate change action and building a sustainable city	7
		Employment, business innovation and traineeships	6
	Spend Same	Utilise assets and resources more effectively	4
		Public toilet facilities	1
Delivery Community Services	Spend Less	Leverage community skills to solve problems	4
		Be innovative with current spending rather than spend more	2
		Less free services for those who can pay	2
	Spend More	Supporting people who are vulnerable	25
		Investing in and engaging with a diverse city and community	18
		Engaging with and caring for seniors and people with disabilities	14
	Spend Same	Maintain existing facilities	2
		Managing how waste is collected	2
		Access to grants	1
		Maintain current community services	1
Design, build and manage assets	Spend Less	Cleaning of the City	2
		Expensive facilities (slightly less expensive materials)	2
		Increase developer contributions to developments	1
	Spend More	Create sustainable infrastructure and communities	21
		Create more open spaces & better access to public areas	12
		Upgrade current facilities	12
	Spend Same	Ensure open space areas are retained	1
Regulate	Spend Less	Reduce regulation to remove barriers	7
		More efficient collection of data and fines	3
	Spend More	Planning & sustainable design	8
		Education and engagement about laws	5

Service Stream	Spending Preference	Theme	Count
		Pollution & congestion management	4
	Spend Same	Local laws	3
		Build community partnerships to educate people and ensure regulations are adhered to	2

### 4.3.2 Service Stream: Activate the City

Table 2: Key themes and descriptors for 'Activate the City'

Spending Preference	Theme	Description	Count
Spend Less	Reduce expenditure on marketing and branding	Participants who said this indicated they would like less money spent on marketing the city as a whole and more on individual events themselves. Let the events and culture of Melbourne sell the city; suggestions included diverting money from marketing to support the arts programs that Melbourne is known for; greater scrutiny on this area of work; more rigorous assessment of the return on investment; and more communication directly with the people.	13
Spend More	Developing creative diversity through arts and culture	Comments here included: The arts and culture programs of the city speak for themselves; Docklands needs to be included in the array of arts programs; some grants are hard to access for small groups and individuals.	7
	Events and marketing to engage people	Comments here were about spending money on more effective marketing that interacts with more people and leveraging off corporates to enable low-income people to attend events. A lot of comments here were about supporting events to engage people, create a great 'vibe' in the city and create a sense of belonging.	7
	Providing visitor or tourist services	This feedback included: longer opening hours; late night activities (eg. white night); nightlife generally being supported in order to boost the economy of the city; and support for tourists and international students.	6
Spend Same	Tourist services, arts programs and events	Review the spending on events to ensure efficiency but generally happy with the level of expenditure. Comments also included: that further expenditure here would yield diminished gains; and keep the same level of funding but possibly think about more diverse tourism options (i.e. not just fireworks).	7

### 4.3.3 Service Stream: Advance Melbourne

Table 3: Key themes and descriptors for 'Advance Melbourne'

Spending Preference	Theme	Description	Count
Spend Less	Rethink how Council outsources activities	Reduce the amount of money going to outsourced activities (eg. research) by collaborating with other councils or universities.	5
	Analysis of statistics	Less statistical analysis. Develop partnerships to share and reduce cost.	1
	Maintaining international relationships	Less international relationships.	1
Spend More	Better forward planning and planning controls	Creating a bold vision for the City and for new developments that ensures there are no dark, damp tunnels towered over by tall buildings. Ensure spaces for parks, facilities, sports and recreation etc. And enable a diversity of housing options to develop. Move industry away from the banks of the Maribynong River, ensure liveable corners and vibrant areas to cater for the growing population. Ensure we forward plan for new trends.	17
	Climate change action and building a sustainable city	The City of Melbourne needs to be a leader in climate change action and sustainability to ensure a better future/quality of life for the next generation. Ensure there are prescribed building standards that support energy efficiency and encourage sustainable design.	7
	Employment, business innovation and traineeships	Provide employment and traineeships for the young people; provide effective zoning to support local business; encourage development and entrepreneurial activity; and protect, support and give opportunities to social and community enterprises and the self-employed.	6
Spend Same	Utilise assets and resources more effectively	Use current assets and resources more effectively eg. a balance between residential and office use (eg. Docklands) and the city circle trams.	4
	Public Toilet facilities	Public toilets – especially at events	1

#### 4.3.4 Service Stream: Deliver Community Services

Table 4: Key themes and descriptors for 'Deliver Community Services'

Spending Preference	Theme	Description	Count
Spend Less	Leverage community skills to solve problems	Ask community to assist with equipment needs for community programs, and to be flexible with locations for services; and privatise some services to other providers in the community.	4
	Be innovative with current spending rather than spend more	Reduce staffing inefficiencies and get creative about garbage collection and compliance.	2
	Less free services for those who can pay	Increase the services to vulnerable and marginalised groups in order to be more equitable and make better use of resources. Possibly means test for things such as Art Play.	2
Spend More	Supporting people who are vulnerable	Provide affordable infrastructure, services and employment for people who are more vulnerable; care for people who are older and/or homeless. Continue to assess people's needs to ensure the right people are getting support and ensure public housing is provided to those in need. Improve long term integration of different communities in order to improve the mental health outcomes and reduce long term health costs. This will ensure we build an inclusive, welcoming, caring and friendly city – 'Melbourne a Moral City' will have economic as well as social benefits.	25
	Investing in and engaging with a diverse city and community	Providing services that support culturally and linguistically diverse communities, the elderly, women, youth and indigenous communities. Bringing the community together to provide a healthy and connected city. Making it affordable for people to come together at activities, to help with cultural learning, social cohesion and cultural empowerment.	18
	Engaging with and caring for seniors and people with disabilities	More aged care and disability services to ensure Melbourne is a city that is friendly and safe for all abilities.	14
Spend Same	Maintain existing facilities	Maintain cost effective access to existing facilities (eg food preparation and library services).	2
	Managing how waste is collected	Use the waste management model to make money i.e. sell food waste to farmers.	2
	Access to grants	Good access to grants for purposeful activity	1
	Maintain current community services	Maintain community services to retain this great city	1

#### 4.3.5 Service Stream: Design, build and manage assets

Table 5: Key themes and descriptors for 'Design, build and manage assets'

Spending Preference	Theme	Description	Count
Spend Less	Cleaning of the City	Innovate the way city cleaning is undertaken (eg. Vancouver Model) and have citizen participation in the cleaning of the city.	2
	Expensive facilities (slightly less expensive materials)	Invest in slightly less expensive materials that have lower maintenance, replacement and upgrade costs (e.g. concrete foundations under bluestone and low cost sports facilities)	2
	Increase developer contributions to developments	Spend less council dollars by taxing developers/increasing developer contributions.	1
Spend More	Create sustainable infrastructure and communities	Better design for new developments that engage people, are sustainable and create more and better public/open spaces. Support sustainable designs for playgrounds and child care centres and provide spaces for community organisations. Ensure design reduces carbon and is also diverse in nature providing houses for families not just students, public and private and integrates other services (eg. GP, allied health, restaurants etc) to reduce social isolation.	21
	Create more open spaces & better access to public areas	Create more public open spaces that engage people and are sustainable. Create more public access to key areas eg. market and better utilise the artistic parklands. Create more parkland with flexible ovals, in and around the CBD.	12
	Upgrade current facilities	Create more useable sports facilities that can handle the growing population; ensure the sewerage system can handle the increased people; more cold storage around the market; and more public toilets.	12
Spend Same	Ensure open space areas are retained	Ensure area for open space is retained for new developments – enhance developer contributions.	1

### 4.3.6 Service Stream: Regulate

Table 6: Key themes and descriptors for 'Regulate'

Spending Preference	Theme	Description	Count
Spend Less	Reduce regulation to remove barriers	Remove barriers and streamline the regulation process to focus on the substance or intent of laws. Don't restrict innovation and entrepreneurial activities through too much regulation.	7
	More efficient collection of data and fines	Seek creative ways to gain money from those who are being regulated, rather than the rate payer being the one paying, eg people violate planning, local laws (street activities) should pay a higher price (fines) to offset the cost of the regulation activities.	3
Spend More	Planning & sustainable design	Regulating the building industry to ensure poor quality apartment towers are not built and not built in inappropriate places – darkening the city skyline. Ensure apartment blocks that are built have a green outlook and are accessible for all; design for more street activation; and make open space a compulsory element of new developments.	8
	Education and engagement about laws	Provide education for people to understand and apply the local laws; ensure liaison and collaboration with local community groups to help groups innovate alongside meeting the regulations.	5
	Pollution & congestion management	Implementing a congestion charge for the CBD to reduce carbon and pollution.	4
Spend Same	Local laws	Enforce current regulations: there are local laws that aren't being enforced eg no skate boarding in Lincoln Square.	3
	Build community partnerships to educate people and ensure regulations are adhered to	Developing good working partnerships with community to ensure regulation standards are achieved.	2

## 5. Appendices

### 5.1. Appendix I: Detailed Raw Data

The following table outlines the raw feedback grouped under the five service streams and the three different spending preferences. All data has been faithfully transferred into this report. Only minor changes have been made to correct and spelling mistakes.

Service Stream	Spending Preference	Theme	Comments	Count
Activate the City	Spend Less	Reduce expenditure on marketing and branding	<p>Spend less on too much marketing and branding. Speak and communicate directly with the people of Melbourne.</p> <p>City marketing – focus on marketing individual events, programs rather than the CoM as a whole</p> <p>Especially if we are seeking to maintain a diverse city. Not spend more – get lord Mayor to “walk the room” to get corporates to contribute.</p> <p>Greater scrutiny on marketing Budget and decrease Less \$ for marketing though.</p> <p>Less on marketing - the events will speak for themselves.</p> <p>Less on marketing more on the event itself, especially those that build community cultural and social capital.</p> <p>Less on unnecessary marketing only.</p> <p>Marketing</p> <p>Marketing – greater transparency and a more rigorous assessment of R.O.I</p> <p>Marketing - let the events and the culture sell the city - not advertising execs.</p> <p>Marketing.</p> <p>Perhaps divert money from marketing to support what the CoM is famous for i.e. Arts.</p>	13

Service Stream	Spending Preference	Theme	Comments	Count
		Providing free services for tourists	Spend less on free transport for tourists: user pays should apply, reduces economic benefits of tourism by occupying tourists for time they would otherwise be in shops	1
		Reduce number of events	Less events	1
		Select what we do - don't do everything	More selective activities. Not be a 24 hour city - not consistent with being a more liveable city.	1
	Spend More	Creating creative diversity through arts and culture	Arts and culture program: incorporate Docklands Arts and culture programs Arts and culture programs they will speak for themselves Arts grants – so many grants lots of money for events but not accessible for individuals and small groups. Hard to access these grants if a small organisation. More money spent on Arts program More on Arts and Culture programs - more creative diversity. Perhaps divert money from marketing to support what the CoM is famous for i.e. Arts.	7
		Marketing and events to engage people	City marketing needs to be more effective - interact with more people. Does council leverage off its corporates to enable low-income people to attend these events (recognise that city puts on free events). Events are important for the community and create a sense of belonging. Marketing and events: events are key to engagement and make the city 'vibe' Programs and events: provide opportunities for engagement and empowerment Provide more free events in city	7

Service Stream	Spending Preference	Theme	Comments	Count
			Something more creative than fireworks	
		Providing visitor or tourist services	<p>Provide a free tour service to visitors around Melbourne</p> <p>To include and think about visitors and international students who live in the city – creating impact on the local economy.</p> <p>Tourist services</p> <p>Tourist services</p> <p>Tourist services (hours, international students, nightlife) – boost economic activity</p> <p>Tourist services: longer opening hours attractive to tourists, international students, turn out at white night for example</p>	6
		Activating the residential areas around the CBD	<p>Not too much more, but more to focus on areas of the city which are not activated/dead. Focus on street activation.</p> <p>Residential suburbs - majority of activity is very CBD focused.</p> <p>Safe, accessible, affordable for people to activate city particularly Docklands</p>	3
		Building indigenous welcomes and profile	<p>Arts and culture – key events. Having more ‘fresh’ indigenous events and indigenous involvement in existing events.</p> <p>Better indigenous signs around the city would be great eg noting particular buildings is on Wurr_land(?) or specific events</p> <p>NAIDOC events are important to this group – bringing people into the city</p> <p>Can we involve indigenous people more into events – let our people know? Proper welcoming and profile.</p>	3

Service Stream	Spending Preference	Theme	Comments	Count
		Providing improved public transport options	Extend city and circle tram (especially for events)  -Improve low cost transport options – expensive transport and long travel times reduce economic participation Transport at night (public buses, trains, trams) - to activate businesses and also people who work at late hours/early morning can use public transport to increase their eligibility for some jobs	3
		Supporting the disadvantaged	Does council leverage off its corporates to enable low-income people to attend these events (recognise that city puts on free events). Events – often is expensive. And low-income people can't go. Initiative to encourage businesses to offer discounts to vulnerable members of the community	3
		Activating the public spaces	The random activation in public spaces is what makes it fun to live here. Very active and admired city, more community accessibility could be a valuable focus.	2
		Creating flexible 'open-for-business' hours	Flexible working hours, open business longer Longer operating hours	2
		Engaging the youth and seniors	Aged and youth services Can mandate to engage and empower youth in inclusive and accessible manner	2
		Providing more public facilities	More public toilets	1
		Supporting business startup	Potentially on business start up	1
	Spend Same	Tourist services, arts programs and events	Events Events Happy with level of spending on events	7

Service Stream	Spending Preference	Theme	Comments	Count
			Melbourne currently has an effective plan for encouraging arts, tourism etc. Without greater infrastructure investments increased spending will yield diminished gains. Same but more wisely spent: review spending on events by using cost effectiveness and relevance/person eg fireworks overdone. Should especially aimed at tourism. Same on tourist services, events - everyone seems to be happy Tourist services	
Advance Melbourne	Spend Less	Rethink how Council outsources activities	Contracting/outsourcing where possible – open-mindedness to seeking resources outside CoM, collaborating with other councils Less on outsourcing research and collaborate with other councils. Outsource city research Outsource or collaborate with other councils/universities for city research. Outsourcing city research more	5
		Analysis of statistics	Less statistical analysis. Develop partnerships to share and reduce cost	1
		Maintaining international relationships	Less international relationships.	1
	Spend More	Better forward planning and planning controls	Advocate for DCPs for CBD and across the city and increase level of DCP -Bold vision around Fishermans Bend/New development i.e. Medium density, shared housing, public spaces/community But keep pace with changing population numbers and demographic	17

Service Stream	Spending Preference	Theme	Comments	Count
			<p>Don't allow our city to be shaped by investors and tall towers. Melbourne is a great city to experience and 'own'. You can't love a city of mud tunnels and lack of sunshine, where there the owners interests are only about \$</p> <p>Encourage development and entrepreneurial activity</p> <p>Focus forward planning on Fisherman's Bend and E-gate and the Port to ensure space for parks facilities, sports, rec and arts.</p> <p>Forward planning around population trends and their impact (urban growth)</p> <p>Improve affordability of services/spaces to populations</p> <p>Liveable corners, vibrant areas at all times</p> <p>More on DCPs More on ESD More on planning for public spaces and community facilities in places like E-gate, Fisherman, Bond and move industry away from banks of Maribyrnong money.</p> <p>-More on design standards, development plans etc around Fishermans Bend so that it reflects CoM vision i.e. public space, community spaces, sustainability, mixed demographics</p> <p>-More planning for facilities for population growth</p> <p>Open spaces and schools be part of planning amendments</p> <p>Planning that is future focused. Always important.</p> <p>To stay ahead (or catch up) we need to plan for the next big thing.</p> <p>Urban planning amendments to include infrastructure rather than simply developer options</p> <p>We need to prepare for rising population and infrastructure.</p>	

Service Stream	Spending Preference	Theme	Comments	Count
		Climate change action and building a sustainable city	<p>City sustainability - to make the CoM a clean and sustainable city that contribute towards people's quality of life</p> <p>CoM needs to be a leader in climate change action and ensure better future for next generation</p> <p>Increase: triple bottom line for sustainability = longer term \$ savings.</p> <p>Leadership and innovation in city sustainability</p> <p>More on sustainable initiatives.</p> <p>Prescribed building sustainability standards.</p> <p>Supporting energy efficiency in highrise buildings i.e. ensuring 5 star – more money advocating for environment + sust. design regulation/planning</p>	7
		Employment, business innovation and traineeships	<p>Employment is a big service for our young people – traineeships are important. What can the city contribute</p> <p>-Effective zoning: eg commercial activity on weekend in Docklands, support local businesses.</p> <p>Encourage development and entrepreneurial activity</p> <p>More community enterprises will do just that!</p> <p>Protecting and giving opportunity to small scale enterprises/self employed/start ups that give character to out city. Social enterprise – we are keen to maintain the character, charm and diversity of the city and the experience of Melbourne – good use of unused space and a vibrant economy</p> <p>Self employed innovative need support - learning opportunities made available</p>	6
		Workable public transport	<p>Better planning for public transport to provide short distance eg city circle trams should be increased (eg parking on periphery of city only).</p>	5

Service Stream	Spending Preference	Theme	Comments	Count
			<p>Effective support of pedestrian, walker-friendly city (car parks on fringe, plus access to trams etc into town)</p> <p>More accessibility in the CBD for tourist and foreign students. More late night transport services. There's no motivation to visit CBD</p> <p>Myki is a big issue for all concerned.</p> <p>Transport to link tourist destinations</p>	
		Collaboration to leverage experience	<p>Collaboration with other local councils on DCPs</p> <p>Collaboration with other local councils to leverage their DCP experience.</p> <p>More partnerships with councils/collaboration/communication</p>	3
		Arts, festivals and raising Melbourne's profile	<p>Ensure we keep ahead of the game and provide global leadership</p> <p>More on art festivals. More on film festivals. Raising Melbourne's profile.</p>	2
		Green spaces and mixed uses	<p>More green space, quality living balance corporate and residential</p> <p>Parks developed much funding from developers</p>	2
		Maintaining the integrity of Melbourne culture	<p>Keep cultural aesthetic and 'garden city' values</p> <p>We are interested in valuing and maximising use of our existing resources. Keep front of mind what makes Melbourne "special" (small business, history, laneways, and access. Keep our identity. Creative thinking about how to spread of activity across the day, less influence of peak hours?)</p>	2

Service Stream	Spending Preference	Theme	Comments	Count
		Research and innovation to support future needs	Research and innovation - critical for long term future of city, must be the 'fort of knowledge' to lead the debate. Relevant evidence is required to maximise the benefits from investment -Strategies for future -Support to specific business that add to the "vibe" Smarter, stronger, liveable city.	2
		Upgrading technology	On tech. We may spend more to make Wi-Fi free to all Melbourne city	1
		Indigenous culture celebrated	Traditional owner welcome at commencement of Moomba Want to do more welcome at events Melbourne festival: big welcome as well (funded by festival)	1
		Innovative leadership	Innovative generally in all that council - knowledge and digital economy is important. We want to be leaders and trailblazers and not followers!	1
		Maintaining international relationships	International relations: encourage representatives/peers between cultures especially with older communities	1
	Spend Same	Utilise assets and resources more effectively	Better use of existing resources Opportunities to be creative eg city circle trams Same but use wisely: there should be a balance between residential and office use eg wasting Docklands. Utilisation of assets can be improved	4
		Public Toilet facilities	Public toilets – esp. at events	1
Deliver Community Services	Spend Less	Leverage community skills to solve problems	Ask community to assist with equipment and be flexible with locations Boost funding! How work on these issues – how to leverage community skills to solve problems Some services can be privatised.	4

Service Stream	Spending Preference	Theme	Comments	Count
		Be innovative with current spending rather than spend more	Staffing inefficiencies Can we be more innovative eg. Garbage – with a lot of short term they don't care about re-cycling and if education and --- build to encourage compliance	2
		Less free services for those who can pay	Less free activities for those that can pay (increasing services to vulnerable and marginalised groups). We made this choice to be more equitable and better use of resources  More care with resources being spent on people who can afford to pay – eg means test applies eg Art Play	2
		Maintaining building assets (eg. libraries)	Less on libraries, Technology - online access etc.	1
	Spend More	Supporting people who are vulnerable	-Affordable for vulnerable groups (housing, social activities, employment, infrastructure – CALD, disability, older people): people who are included can contribute. Builds inclusive communities it is consistent with Melb being a welcoming, caring and friendly city  CALD community marginalised Care for older people – increased homelessness and high numbers -Continue the work on assisting people who are homeless Continue to assess people with the most needs get supported. Make sure we are looking after the right people. Do more for these more vulnerable people all in the city Health Homeless housing. Too many "sleeping out" Housing commission – this need priority	25

Service Stream	Spending Preference	Theme	Comments	Count
			<p>Important role for the city to give local demographics ie homeless public housing.</p> <p>-Improve long term integration of different communities, improve mental health outcomes and reduce long term health costs</p> <p>Increase available of spaces for food preparation to assist with supporting activities and vulnerable members of our community (Melrose Street)</p> <p>It's the right thing to do. "Melbourne a Moral City". It will have economic as well as social benefits.</p> <p>Marginalised groups</p> <p>Mental health</p> <p>More services and infrastructure for elderly and vulnerable.</p> <p>Need for support of low income people, traditional resident and new/emerging communities/homeless/young people. Work in partners with community groups to assist homeless people and others etc.</p> <p>Need more support for people living on the street and reduce the violence for these people</p> <p>Not a business plan - there is a major disadvantage</p> <p>Seniors, disabled, young people, homeless needs to be addressed</p> <p>Support for homeless services: homeless people often have no voice and so their concerns are rarely heard it is morally correct to help those who are most disadvantaged, especially as they are the most affected by adverse weather (esp. cold and heat) Recognition of refugees: similar to what city of Yarra do - public displays sharing support for refugees and asylum seekers</p>	

Service Stream	Spending Preference	Theme	Comments	Count
			<p>-Supporting ethnic groups, elderly and young people (to find work, inclusive and housing near CBD). - Services and housing near CBD where to prevent the 'urban sprawl' to outer suburbs with no transports and infrastructure or access to jobs.</p> <p>Arts and culture programs to disadvantaged people – we have reached capacity for venues - Boyd, Deakin Edge (bad disability access to stage)</p> <p>Victorian aboriginal legal services – is there any way to give indigenous people support who are going to court. Is there anything that CoM can do to support VALS – we are concerned to keep our people out of jail.</p> <p>Work to reduce social and isolation across all groups eg international students, homeless, seniors, women, survivors, young people etc. by boosting the budget</p>	
		Investing in and engaging with a diverse city and community	<p>CALD backgrounds services</p> <p>Community Support for indigenous people – particularly care for older people is important</p> <p>Q. How many aborigines? A. Staff person: 246 registered residents and (?) people and prisoners and homeless and come into the city from country (not exactly homeless but stay in the city and come into work in (?) and other offices and for events NAIDOC (3000 people)</p> <p>Community support services, social activities for communities and individuals</p> <p>Community support: opportunities to learn and understand a new culture essential to contributing</p> <p>Elderly people and multicultural activities/programs and particularly to make (?) more affordable</p>	18

Service Stream	Spending Preference	Theme	Comments	Count
			<p>Importance of community engagement. Healthy connected community.</p> <p>Important to provide accessible and empowering programs to engage youth</p> <p>Improve meals served to appeal to a wide range of cultures (eg. Elderly Vietnamese)</p> <p>Investment in keeping a diverse city – how to run a good community</p> <p>Look at more affordable housing options by continuing to work with developers</p> <p>Make CoM more user-friendly for CALD people, especially women, for example, fund more activities to reduce isolation like the ongoing women's friendship cafe at the QVWC and the MOSAIC Festival that's partly funded by the OMAC.</p> <p>More encouraging culturally diverse communities to communicate and collaborate: the city, while culturally diverse, would benefit from cross-cultural empowerment</p> <p>Services for children + youth, services for families: I want a residential community is diverse in socio- economic profile and household types. We have fewer families living in our city</p> <p>Social inclusion</p> <p>Support more connection between arts providers</p> <p>The CoM is well served commercially but the community integration now residential population is growing needs improvement.</p> <p>Wellbeing</p> <p>Youth services</p>	

Service Stream	Spending Preference	Theme	Comments	Count
		Engaging with and caring for seniors and people with disabilities	<p>Aged care infrastructure and services and disability.</p> <p>Aged care services – make sure health housing for the older people is in place – to check in with our older people to make sure they are okay/they get access to these services</p> <p>Childcare, Elderly = better target</p> <p>Developing a diverse community is key to a vibrant Melb. Enabling those on limited incomes to participate fully is vital. So is making the city "friendly for all abilities"! Build for future not the past. All accom towers should include minimum cost nos for people with disability. All towers should be built to accessibility standards - ageing population etc.</p> <p>Elderly people and multicultural activities/programs and particularly to make (?) more affordable</p> <p>Engage more with aged, disability</p> <p>Events for people with disabilities</p> <p>Growing and ageing population</p> <p>Important for older people</p> <p>Infrastructure that supports disability eg Hub</p> <p>More accessible, more facilities</p> <p>More on services and infrastructure for elderly within CoM</p> <p>More services and infrastructure for elderly and vulnerable.</p> <p>Safety, care for older people</p>	14
		Creating smart physical infrastructure & land use	<p>All important but be smarter and targeting money where it needs to be</p> <p>Audit land usage?</p> <p>Community awareness (safety)</p>	10

Service Stream	Spending Preference	Theme	Comments	Count
			<p>Community gardens eg around North Melbourne</p> <p>Do we audit land use?</p> <p>Goals for distribution of land – do we maintain a mix of land usage? ie new road remove parkland. What percentage of land usage in city? Are we becoming a concrete jungle?</p> <p>More of the same like Boyd, use spaces for many things. Boyd full and overflowing. Need this x 10. Want to extend and use others eg. around Ballroom Flinders St Station.</p> <p>-Rethink distribution of service – business opportunity</p> <p>-To reduce cost of physical infrastructure interventions.</p> <p>Increase awareness/access to existing resources</p> <p>Tue (?) seating (eg. Alleyfield centre)</p>	
		Improving family services	<p>Childcare services costly – use aboriginal health services and health services in Fitzroy (out of the city). We need our services to be culturally safe and located in the city – rather than need to travel outside the city for services.</p> <p>Childcare, MCH, family services - smarter, more targeted to high needs, less generic services.</p> <p>Childcare</p> <p>Childcare, Elderly = better target</p> <p>Investigating real incentives/cost savings that deliver social benefit. (E.g. how to spend smartly on child services/care).</p> <p>Services for children + youth, services for families: I want a residential community is diverse in socio- economic profile and household types. We have fewer families living in our city</p> <p>Wellbeing</p>	8

Service Stream	Spending Preference	Theme	Comments	Count
			Workshops and educations: address perceptions about issues -Child (early years) programs: every \$ spent on <5 years old returns \$6 in long term costs to community	
		Highlighting indigenous stories and culture	<p>Aboriginal living culture – indigenous owned and their language</p> <p>Language – more signs in local language. Any (?) that bring language back are really important</p> <p>Like the '(?)' walking trail' – could there be something like this for an indigenous trail – particularly important for international visitors to find out the indigenous stories of Victoria</p> <p>Permanent indigenous 'presence' centrally located destination, plus others physical buildings and programs. Link to hotels and transport providers so that they can refer visitors to this centre. When people come to Melbourne they know there is aboriginal people and culture in Victoria.</p>	4
		Developing more sustainable solutions	<p>Encourage more recycling of kitchen waste</p> <p>More efficient – more productive business model – waste management</p> <p>More on recycling - be more radical in promoting composting, recycling worm farms, community gardens etc.</p> <p>Smarter solutions – green waste, food collection, include high-rise collection</p>	4
		Developing partnerships to expand community services	<p>Enable small enterprises and partnership to improve 'capacity for community to be active in city'</p> <p>Partnerships with corporates to expand community</p>	3

Service Stream	Spending Preference	Theme	Comments	Count
			Vacant council building could be used to deliver progress, utilise assets, more partnership to deliver more services	
		Creating diverse employment opportunities	Mental health and wellbeing - people are facing challenges that put stress on their day to day lives Workshops on access to employment - people from CBD communities are finding it more difficult to find work Vulnerable people CALD: I see the struggles of CALD communities waiting for work, and wanting to contribute to civic life	2
		Creating more public, open spaces	More 'mini' parks Need more public open space – eg, docklands, Southbank	2
		Infrastructure replacement and renewal	More infrastructure replacement and renewal. To meet growth in population (buildings) ageing infrastructure not matched with existing or future populations.	1
		Creating a safe and accessible city	Our community is multicultural aged care group, transport and safety in the city is important.	1
	Spend Same	Maintain existing facilities	Maintain cost effective access to existing facilities (eg food preparations) Library service	2
		Managing how waste is collected	Same on waste management model to become a revenue source i.e. sell food waste to farmers. Waste collection	2
		Access to grants	-Good access to grants for purposeful activity	1
		Maintain current community services	We need to maintain community services to have the great city that we do.	1
	Spend Less	Cleaning of the City	Innovative cleaning models – Vancouver model, funded recycling, underground vacuum disposal (as trialled in Sydney)	2

Service Stream	Spending Preference	Theme	Comments	Count
			Less on cleaning – citizen participation in cleaning, innovative cleaning methods i.e. vacuum cleaning in Sydney.	
		Expensive facilities (slightly less expensive materials)	Lower maintenance, replacement and upgrade costs but ensure quality outcomes (eg concrete foundations under bluestone) Transition to low council cost sports facilities	2
		Increase developer contributions to developments	Spend less council dollars by taxing developers/increasing developers contribution.	1
		Increasing partnerships with community providers	More partnerships with CoM, community housing providers	1
		Planning mistakes and poor decisions	Less mistakes in planning stage: too many buildings are subject to change because of poor planning (trees too close to bike paths)	1
		Roads and pavement areas	Spend Less on roads (pavement total area) Reduce total area of pavement to reduce maintenance costs	1
		Changing the rating legislation to include currently unrateable properties	Tax churches	1
		Selling assets	Asset recycling - sell off the ownership so it can be developed by private sector and just pay lease.	1
	Spend More	Create sustainable infrastructure and communities	eg childcare, playgrounds etc. More \$ for disability Better design for new developments that engage people, are sustainable and more and better public/open space. Buildings space open for community organisation - to improve access to spaces and utilise buildings in a good manner Carbon reduction plans Design and planning for new assets	21

Service Stream	Spending Preference	Theme	Comments	Count
			<p>Council being a provider of affordable housing for homeless and low income households</p> <p>Innovation in city design and planning</p> <p>Facilities for children and youth and the aged</p> <p>Programs for 'vertical neighbourhoods' to creating caring, inclusive communities</p> <p>Design re-evaluation</p> <p>Developers to build homes for families not just students</p> <p>Diversity of accommodation (private and public) with integrated services eg GP, allied health, restaurants to reduce social isolation</p> <p>Greater emphasis on green spaces, environmentally conscious design and build.</p> <p>Increase: green infrastructures (or less, increase \$ from private enterprise).</p> <p>It is fairer and more equitable for new developments to contribute to greater public benefits</p> <p>Large new developments to incorporate community facilities for public use eg Vancouver</p> <p>More affordable housing - want a diverse and inclusive resident community and need to address lack of affordability to live in the city.</p> <p>More for accessibility of public space to vulnerable groups:</p> <p>More on making CoM storm surge proof</p> <p>Encourage more recycling (Vancouver model)</p> <p>New infrastructure - cope with growth.</p> <p>Quality of housing stock: access to quality housing, long term liveability</p> <p>Sustainable infrastructure and communities</p>	

Service Stream	Spending Preference	Theme	Comments	Count
			<p>This is imperative for an inclusive, sustainable and livable city - building and street design.</p> <p>Youth and children's needs are not being met</p>	
		Create more open spaces & better access to public areas	<p>More \$ for open spaces.</p> <p>Better design for new developments that engage people, are sustainable and more and better public/open space.</p> <p>Better pedestrian access especially around Vic markets.</p> <p>Better utilise Melbourne's artistic parklands</p> <p>Creating more public open space eg flexible ovals</p> <p>Creating/developing open space</p> <p>Especially more parkland on CBD of West Melbourne and North Melbourne.</p> <p>More on open space – mitigate any loss of open space lost to development i.e. East West link. Open space for families and children.</p> <p>More on parks. More on public toilets. Concerned about reducing green spaces. Concerned about public urination. Image of Melbourne.</p> <p>Open space and urban forest strategies.</p> <p>Open space, trees</p> <p>Providing more public open space</p>	12
		Upgrade current facilities	<p>Building more sporting facilities: saturation 'now!' increased population will put further pressure</p> <p>Considered infrastructure spending - sometimes decisions don't appear well considered eg upgrade a library in Errol St (twice) in start time frame</p> <p>-Informed sports facilities eg basketball courts</p> <p>Is the cities sewerage systems capable to support building for the population growth</p>	12

Service Stream	Spending Preference	Theme	Comments	Count
			<p>Major event planning facilities: better run and managed major events</p> <p>More cool stores and parking for the market</p> <p>More drink refill stations</p> <p>More public toilets – better signage to existing toilets</p> <p>More sporting facilities across CoM. Existing facilities are at maximum usage. Council currently is unable to provide more teams a venue. Outside surfaces are in worse condition because over used. -Sporting/recreational clubs need to be better included in decisions re access/parking.tree planting/paths etc</p> <p>Public toilets required</p> <p>Restore and maintain facilities - keeping it all running smoothly and looking good encourages everyone to treat it well.</p> <p>Vic markets needs more cold storage and more car parking as a consequence of the wholesale market going to Epping.</p>	
		Collaborating & educating to solve complex building problems	<p>-Councils and resident groups to work together on objectionable building plans</p> <p>-Education regarding laws</p> <p>Land usage measured and shared with the community to assist with knowledge and understanding of growth goals.</p> <p>Priority access to local recreation facilities for residents</p>	4
		Creating productive partnerships	<p>Increase partnerships between council and community groups</p> <p>New developments are diverse with private and public. Look to research from international experience on collaboration eg Holland have good examples</p>	4

Service Stream	Spending Preference	Theme	Comments	Count
			New large developments to include public/community facilities and public realm improvements Open up to diversity of projects, people and organisations.	
		Pedestrian and cyclist access	Friendly spaces, better pedestrian infrastructure. Improve access for pedestrians and cyclists Pedestrian and cyclist access Spend more on pedestrians and cyclist projects: most efficient transport improvement, very effective transport improvement	4
		Parks and street maintenance	Innovative cleaning More on parks. More on public toilets. Concerned about reducing green spaces. Concerned about public urination. Image of Melbourne. Parks and street maintenance	3
		Encourage development and entrepreneurial activity	Again, encourage development and entrepreneurial activity Smarter choices. Control foreign owned assets and investment.	2
		Facilities for handling population growth	More planning for facilities for population growth New infrastructure to cope with increased pressure due to population growth	2
		Increasing developer contributions	Ensure area for open space is retained for new developments – enhance developer contributions	1
		Traffic management options	Revenue from car parking: boost revenue/user pays/reduce congestion	1
	Spend Same	Ensure open space areas are retained	Ensure area for open space is retained for new developments – enhance developer contributions	1
Regulate	Spend Less	Reduce regulation to remove barriers	Event regulation Planning regulation	7

Service Stream	Spending Preference	Theme	Comments	Count
			<p>Less regulation after community consultation such as today.</p> <p>More collaboration/streamlining with other local councils. People seem more interested in the substance of the regulations than they are in how much is spent on them. Regulations are restrictive to the encouragement to develop and be entrepreneurial.</p> <p>Remove barriers between local-local government and state-local government.</p> <p>Too regulated in some respects.</p>	
		More efficient collection of data and fines	<p>Less infringement notices/fines. More efficient collection of data and fines.</p> <p>Less: seek creative ways to gain money from regulated, rather than the rate payer be the one paying, eg people violate planning, local laws (street activities)</p> <p>Make the regulated pay for their selfishness to offset the cost of regulating</p>	3
		Provide some flexibility in the system	<p>Homeless people living in cars - \$20,000 fines they don't understand, usually mental health issues and never pay. Need some flexibility for these people. Mindful of increasing fees.</p>	1
		Don't police - set standards	<p>Leverage responsibility for these to business owners; set the standards but don't police; private business.</p>	1
		Remove exemptions from rate base	<p>Should universities be exempt from rates? Source of potential revenue.</p>	1
	Spend More	Planning & sustainable design	<p>Apartment towers. Poor quality apartment towers are a blot on Melbourne.</p> <p>Build for future accessibility.</p>	8

Service Stream	Spending Preference	Theme	Comments	Count
			<p>Building regulations need to be strengthened. Build large apartments with green view.</p> <p>Buildings need to be built to accessibility standard</p> <p>No regulation at the moment for accessible buildings</p> <p>Look carefully for this within planning laws</p> <p>Introduce design regulations to assist with ensuring a livable city and design to assist with street activation. But maybe we already spend enough and just need to spend smarter.</p> <p>Needs a large role in planning or level of influence – if not can it fix developments to provide the services and infrastructure that new devt requires – or require more for the community</p> <p>Planning - developers not clear - 100% of a (?) as an open space with planting not childcare. Compulsory open space.</p> <p>Planning - especially liaison between planning and the community.</p>	
		Education and engagement about laws	<p>Allow for small orgs to have a fair go at meeting regulations. State law for food/event regs not national FZANZ.</p> <p>Community access to planners.</p> <p>Education for people to assimilate laws and apply them</p> <p>Planning - especially liaison between planning and the community.</p> <p>Set the tone/enable individuals and small groups to innovate and create social capital.</p>	5
		Pollution & congestion management	<p>Add congestion charge – like London!</p> <p>Carbon and pollution provide great threat to survival of city</p> <p>Congestion charge, DCPs for CBD and city area.</p>	4

Service Stream	Spending Preference	Theme	Comments	Count
			Congestion tax, like London.	
		Food regulation and inspections	Food preservation Food safety: high risk to attitudes about Melbourne Increase inspections and education activity on food safety standards and practices to restaurants/grocers (particularly where importing their own foods) to ensure risks to food poisoning and the community is reduced.	3
		Car park management	Car park spaces and affordable parking Car parks, accessible area Parking fees: users will pay	3
		Road rules and managing mixed vehicle use	Enforce road rules for bike More accessible tram stops meant less tram stops – which creates another problem of having to walk further. Need to enforce road rules for bikes	3
		General regulation standards and triggers	Regulations are in place to respect and protect people's rights. There are community needs that are not being met and as result some regulations are being broken Investigate triggers for lack of enforcement and regulations. Better enforcement of regulations	2
		Remove exemptions from rate base	Regulate \$\$\$. Possible source of revenue i.e. development contribution tax and universities paying rates.	1
	Spend Same	Local laws	Enforce current regulations: there are local laws that aren't being enforced eg no state boarded in Lincoln square In one service area may be creating a problem for a different service area eg supporting disadvantaged/homeless people Local laws	3
		Build community partnerships to	Community access to planners.	2

Service Stream	Spending Preference	Theme	Comments	Count
		educate people and ensure regulations are adhered to	Good working partnerships with community to ensure regulations and maintain standard to be achieved. Keep the collaboration support gang.	
		Building regulations	Building regulations	1
		Car space management	Car space management	1
		Food and public health	Food and public health	1