



IMAGINE 2030

COMMUNITY PLAN

Published July 2010



LET'S TAKE THE JOURNEY TOGETHER



PEOPLE
PLACE
OPPORTUNITY



COMMUNITY PLAN 2030

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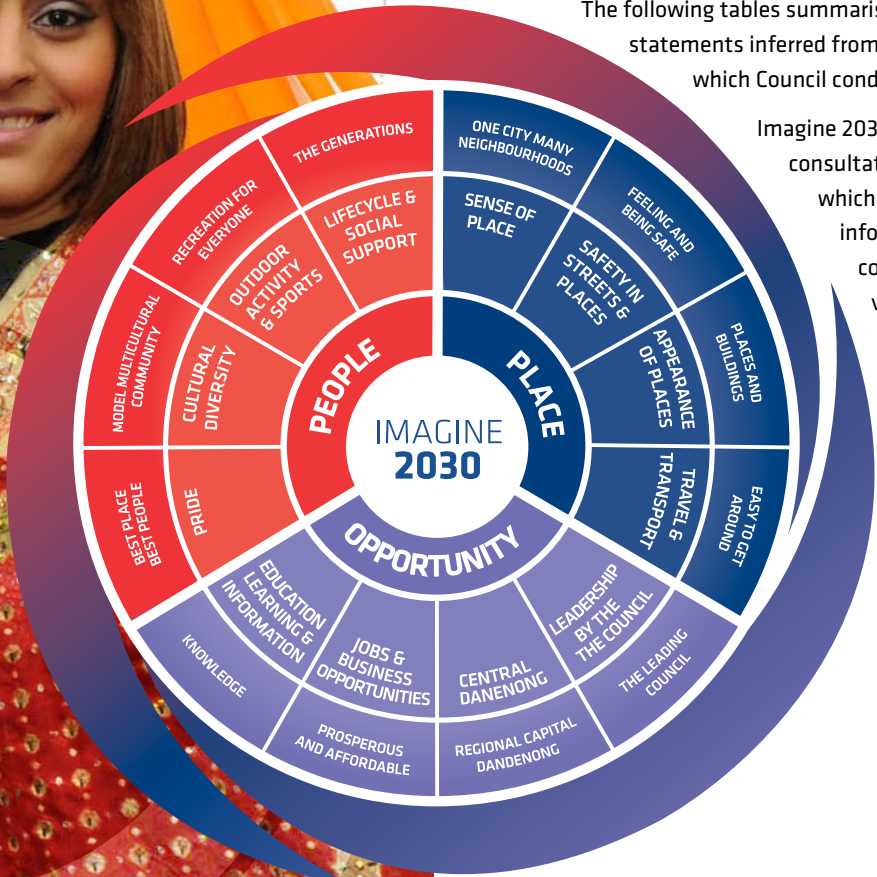
METHODOLOGY

This document presents a set of visions for the year 2030 uncovered during community consultation and research during 2008 and 2009, and details on the findings which led to these visions.

The City of Greater Dandenong Council endorsed this Community Plan 2030 on 22 February 2010.



COMMUNITY VISIONS



COMMUNITY VISIONS

The following tables summarise a set of vision statements inferred from the Imagine 2030 Project which Council conducted in 2008-2009.

Imagine 2030 was a community consultation and research program which gained a wealth of information about the community's aspirations and views about what kind of future they want for the city in the year 2030.

These can now guide the community and council for building a great future.



THEME	OUTCOME
PRIDE	BEST PLACE BEST PEOPLE
SENSE OF PLACE	ONE CITY MANY NEIGHBOURHOODS
TRAVEL AND TRANSPORT	EASY TO GET AROUND



THE CITY OF GREATER DANDENONG IN 2030

- > Residents, workers and visitors will want to talk about the good things in Greater Dandenong, and promote its attributes and features to others.
- > We will have a positive and sought after identity that sets us apart from other communities.
- > People's pride in the unique identity of their local neighbourhoods will be second to none.
- > We will have sustainable and diverse travel and transport options, with excellent public transport services, stations and stops.
- > To Melbourne, Australia and the world, we will be known as a city of opportunity, with a strong economy and friendly, innovative and energetic people.
- > When people think of Greater Dandenong, they will think of a place where people of all backgrounds and circumstances
- > Investment in local communities, shopping strips, activity centres and public facilities will match the needs people need close to home.
- > Our roads will be without railway crossings, will be used exclusively by environmentally friendly vehicles, provide good connections within Greater Dandenong, with nearby suburbs and the rest of Melbourne.
- are respected and included in community life.
- > We will live in a harmonious community where people respect themselves and each other.

COMMUNITY VISIONS



THEME	OUTCOME
JOB AND BUSINESS OPPORTUNITIES	PROSPEROUS AND AFFORDABLE
EDUCATION, LEARNING AND INFORMATION	KNOWLEDGE
LIFECYCLE AND SOCIAL SUPPORT	THE GENERATIONS SUPPORTED
SAFETY IN STREETS AND PLACES	BEING AND FEELING SAFE
APPEARANCE OF PLACES	PLACES AND BUILDINGS

THE CITY OF GREATER DANDENONG IN 2030

- > Greater Dandenong will be affordable because people are prosperous, and those not so well resourced still have affordable options for accommodation, food, shopping and the necessities of life.
- > Greater Dandenong will be known for its diversity of products and services, innovation, use of environmentally sustainable technologies, and the entrepreneurial spirit and attitude of its employers and employees.
- > Employment rates will be better than the Melbourne average, and many people will choose to both live and work in Greater Dandenong.
- > Greater Dandenong will have effective pathways from education into the local workforce, especially for young people and migrants.
- > We have the direct participation of companies and potential employers in linking education and training with skills, qualifications and employment.
- > Our local community will be well informed and government agencies will be able to deliver information as and when needed.
- > We will have the programs and resources to accommodate all who seek education and training.
- > People of all ages and backgrounds will have accessible and inclusive community and social service support in times of need.
- > Each stage in a person's life, from childhood to old age, will have the benefit of services, resources, facilities and education to ensure everyone can reach their potential and contribute to a prosperous community.
- > People will feel safe because everyone is friendly, inclusive and respectful, and people do not feel threatened by each other.
- > People will be safe because there is effective policing, places of activity are designed to be safe, crime levels are lower in general, and people are just friendly, helpful and respectful.
- > Our outdoor and neighbourhood places are beautiful, safe, and litter free, and people take responsibility for the look and cleanliness of their homes, properties and surroundings.
- > The city's activity and shopping centres, buildings, streets, footpaths and places of gathering are modern, attractive and inviting
- > There will be green and open spaces close to everyone's home.

COMMUNITY VISION STATEMENTS



THEME

OUTCOME

OUTDOOR ACTIVITY AND SPORTS

RECREATIONAL FOR ALL

CULTURAL DIVERSITY

COMMUNITY OF DIVERSITY

CENTRAL DANDENONG

REGIONAL CAPITAL DANDENONG

LEADERSHIP BY THE COUNCIL

THE LEADING COUNCIL



THE CITY OF GREATER DANDENONG IN 2030

- > Sport and recreation opportunities will be affordable, diverse and accessible to all, especially for young people, families and those less well off than others. There will be opportunities for people of all backgrounds and ages to take part.
- > Local sports and recreation clubs will be thriving centres of social activity and gathering across all cultures and generations.
- > Locally based premier league teams will be successful and part of the city's identity, with a steady flow of talent, ability and interest from the community to continue being champions.
- > Everyone in Greater Dandenong will have access to parks and open spaces in their localities to enjoy and recreate in.
- > Greater Dandenong will be a model multicultural community - a leading example of how to work with the challenges which migrant and indigenous communities face.
- > Our community will be considered the leading example of one that has successfully blended the benefits of migration and multicultural backgrounds with community life and the local economy.
- > Dandenong will be Melbourne's capital of the southeast, and a significant contributor to the Australian economy.
- > The Central Dandenong activity district will be a well connected pedestrian focussed expanse of business, shopping, dining and entertainment places; with lots of colour, movement and buzz; places to sit and gather; public and recreational facilities nearby;
- > Central Dandenong and Springvale will be places embraced by the wider region as business districts, "on the doorstep", offering anything you need.
- > The Greater Dandenong Council will be known as a leading Council with a long term vision, and for its advocacy for generally held community priorities, balancing the interests of all people, neighbourhoods and affiliations.
- and good public transport connecting Central Dandenong with the rest of the city and metro Melbourne.



DIRECTIONS FROM THE COMMUNITY

DISCUSSION PAPER ON COMMUNITY RESEARCH AND CONSULTATION FOR THE IMAGINE 2030 PROJECT

PART 1 INSIGHTS

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IMAGINE 2030

Travel and Transport

Livelihood – Jobs & Business

Education, Learning & Information

Safe Streets & Places

Friendly and Helpful People

Outdoor Activity & Sport

Families

Appearance of Places

Pride in the City

Capital Dandenong

The Suburbs

Cultural Diversity

Identity and Perceptions

Leadership by Council

Reaching Potential



INTRODUCTION



IMAGINE 2030

Imagine 2030 was a community consultation and research project which started in October 2008.

As the name suggests, Imagine 2030 looked at the long term 20 year future of the City of Greater Dandenong and its community.

This discussion paper gives a summary of what we have learnt, and presents insights and interpretations drawn from the information.

Part 2 of this document describes the research in more detail, covering the stages the project went through, e.g. surveys and focus groups, with particular attention to what different sectors said, namely migrant cultures, young people and business interests.

Throughout the project, regardless of consultation method, we asked three core questions.

THE CORE IMAGINE 2030 QUESTIONS

- > **What is most important** to your life and wellbeing?
- > **What do you like most** about the city and neighbourhood (what is good and works well now)?
- > **What would make the city a great place to live in 2030**, and what would it look like?

FOR THE COMMUNITY, BY THE COMMUNITY

Imagine 2030 is not about the Council, even though it will influence the Council's work in the future.

We asked the community – individuals and groups – about themselves, their experience of Greater Dandenong, the best things about the place which we can build on, and what picture they have of Greater Dandenong in 2030.

By knowing people's shared and common hopes and perspectives in this diverse and complex city, our aim was to put these into simple words and ideas that describe the long term directions which most people want to go in.

PARTICIPATION IN IMAGINE 2030

Over the course of the Imagine 2030 project we have:

- > Collected over 3000 individual comments and statements.
- > Carried out surveys, focus groups, workshops, interviews and general engagement based on the three core questions, and additional information about wellbeing and cultural diversity from focus groups.
- > Engaged with people from a range of generational and cultural backgrounds.
- > Used seven languages other than English.
- > In total, involved around 1700 individuals through surveys, forums and other engagement.

INTRODUCTION



COMMUNITY PLANS

In local government language, Imagine 2030 is the starting point for a “Greater Dandenong Community Plan”. A plan “for the community, by the community”.

STEP BY STEP

But this is the first time we have tried such a project. Council’s role is to get this going by firstly discovering what people’s common priorities are, then unearthing the themes people talk about when they imagine life in 2030.

So, Greater Dandenong’s first community plan is not really a “plan” – it is a set of ideas, values and future directions.

IDENTITY AND THE COMMUNITY PLAN

One thing the community plan must do is describe a future community and city in a way which people relate to and believe is possible.

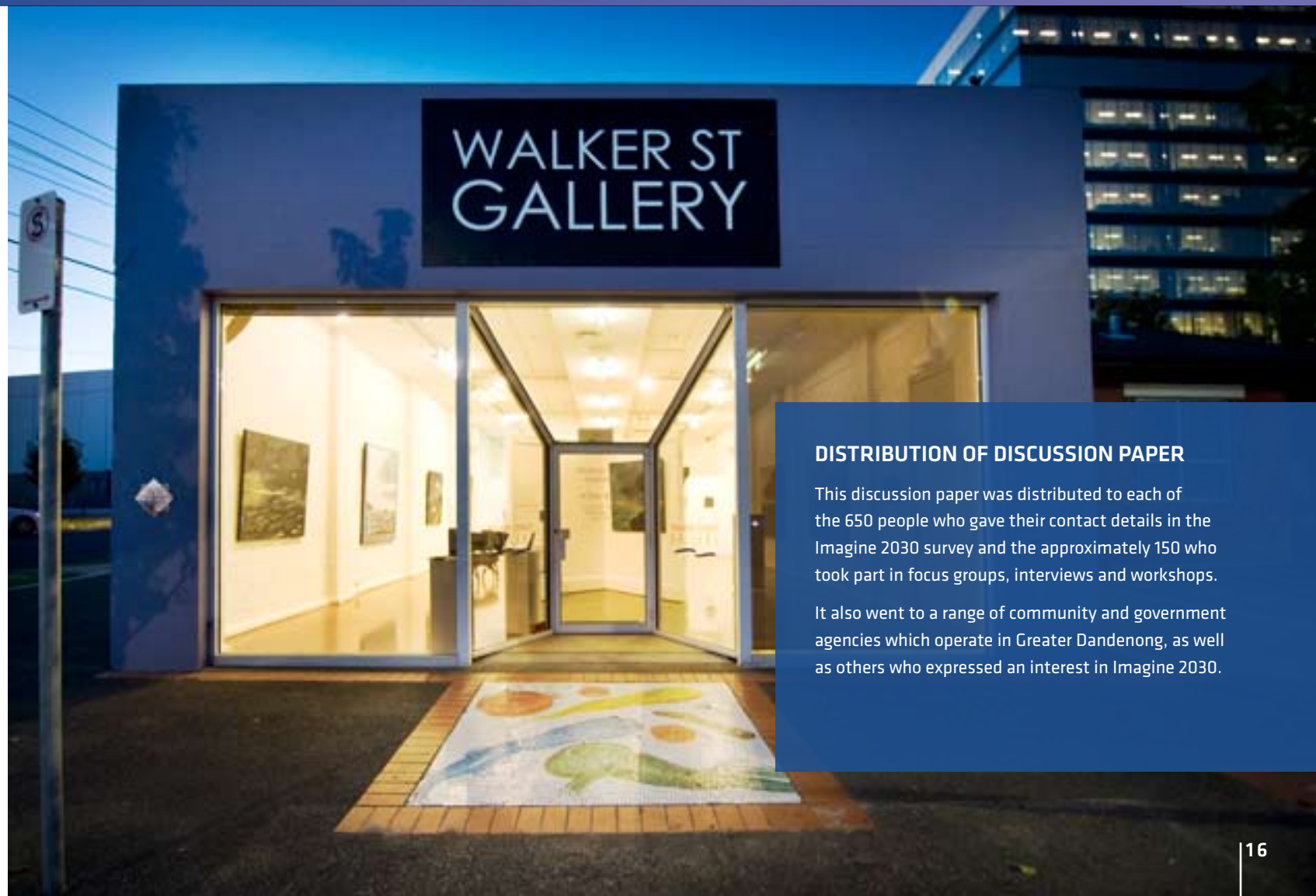
In this way the community plan describes the community’s “identity” – its hopes, aspirations and values, as well as the opinions we hope people will have when they think of Greater Dandenong, whether they are residents or live elsewhere.

There are two sides to 2030 – What kind of society and people will we be then? And what kind of places and degrees of prosperity will we have?

As a community, how do we expect people to behave with each other? Will we have the kind of places where people can behave well with each other? How will life be better, and assuming it will be, what should we focus on to make it so?

Imagine 2030 has been looking for the common ground, shared values, to gain a better understanding of what makes us and others think well about our lives and neighbourhoods in Greater Dandenong.

This paper describes the important themes and the kind of future Greater Dandenong can aspire to for 2030.



DISTRIBUTION OF DISCUSSION PAPER

This discussion paper was distributed to each of the 650 people who gave their contact details in the Imagine 2030 survey and the approximately 150 who took part in focus groups, interviews and workshops.

It also went to a range of community and government agencies which operate in Greater Dandenong, as well as others who expressed an interest in Imagine 2030.

COMMUNITY PLAN 2030

THE COMMUNITY'S PRIORITIES

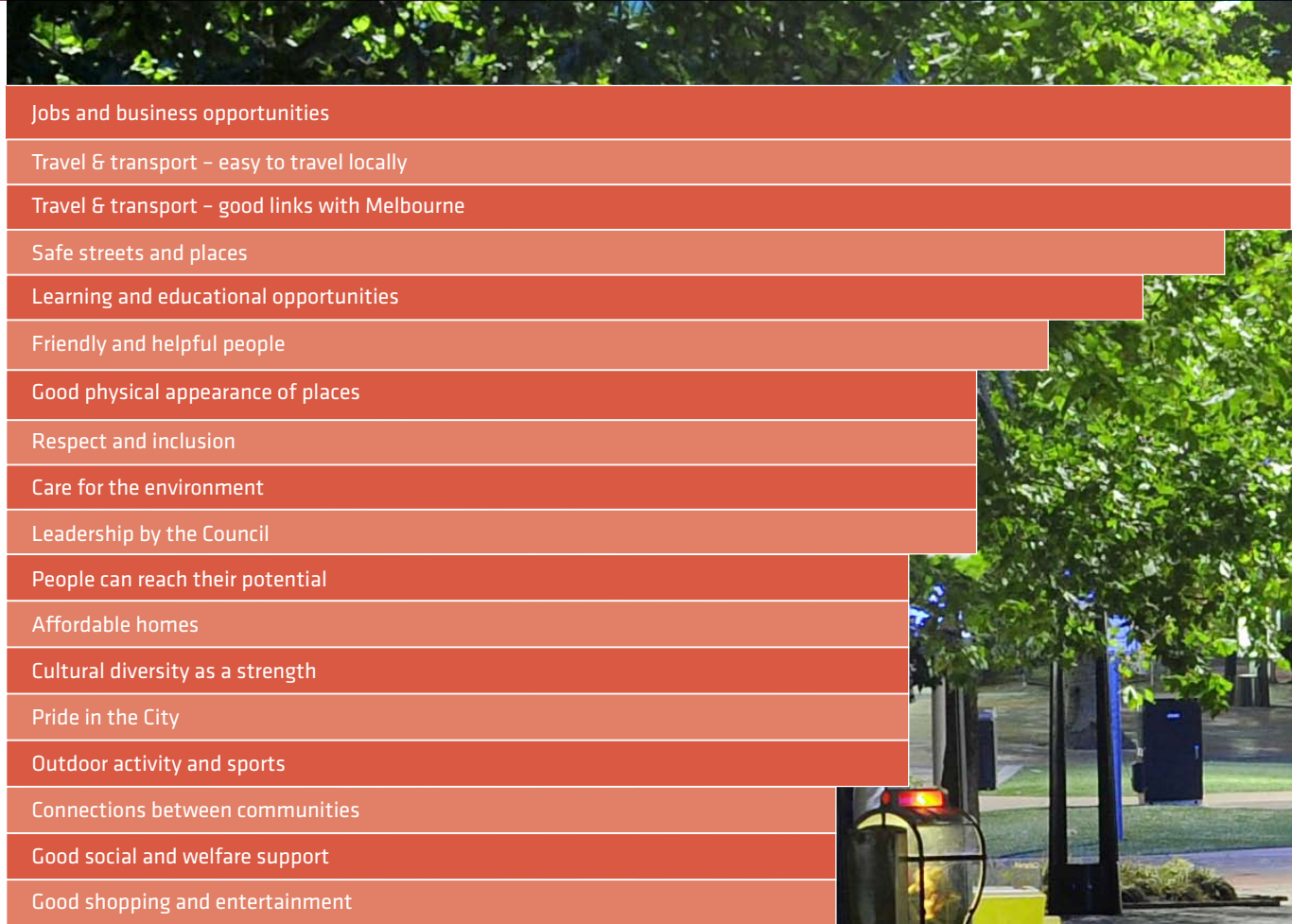
Imagine 2030 participants were asked to rank each of 18 priority topics as very important, middle important or less important (i.e. they are all important).

This list of 18 was developed at the beginning of the project after reviewing a range of Council documents and the results of community consultation done in the past.

By asking people to think about the list and rate them as very, middle or less important, we were able to discover the topics which are most "top of mind".

Knowing what the community's priorities are helps understand what aspirations people generally share.

The table on the right compares the community priorities across all groups and methods.



The top five in this list were agreed across the majority of survey sectors, regardless of consultation methods.

NB: The two aspects of travel and transport have been combined.

METHODS

For details on methodology, please refer to the Methodology section. This contains detailed accounts of the various methods used.

INFORMATION

The Imagine 2030 project collected over 3000 individual comments in response to the core questions, through use of a survey, a series of focus groups and a number of workshops, presentations and interviews.

We were able to distinguish comments between sectors, namely young people, businesses and CALD (culturally and linguistically diverse) groups, as well as Council staff and web users.

TOP PRIORITIES

Of course, every topic in the list of 18 is important. We were looking for common themes, and although expecting consistency across demographics, we were intrigued and pleased with how much the priorities were shared.

The top shared community priorities in Greater Dandenong are:

- > **Livelihood** – Employment, business opportunities and pathways to each.
- > **Travel and transport** – Local travel choices and travel to outside Greater Dandenong.
- > **Feeling and being safe** - Safety in streets and public places, and improving perceptions of safety.
- > **Education and information** – Pathways to jobs, information for personal and community wellbeing, and for literacy.
- > **Friendly and helpful** people.

SECTOR PRIORITIES

Certain sectors gave their own flavour by adding to these priorities.

- > **Multicultural** groups added “respect and inclusion”, “pride in the city” and “affordable homes”.
- > **Indigenous consultation** raised respect and inclusion and pathways to jobs as of primary concern.

- > **Young people** added “reaching one’s potential” and “outdoor activity and sports”.
- > **Business and industry** added “respect and inclusion” and “care for the environment”, amongst others (see Part 2).

SECONDARY PRIORITIES

We also measured “middle importance” (in the survey only). The results were enlightening.

The top four middle priorities scored across all groups were:

- > **Pride** in the city
- > **Cultural diversity** as a strength
- > **Connections** between communities.
- > **Outdoor** activity and sports.

Our interpretation of what middle importance priorities represent are the more atmospheric aspects of life – those that influence people’s sense of wellbeing, belonging and security. Clearly, the more social aspects of life come through at this level. Overall, these middle priorities talk about community identity – able to be proud of where you live, how people regard each other and behave, how to make the most of opportunities, including those presented by the diversity Greater Dandenong has. It is no accident that “friendly and helpful people” - one of the top priorities - makes a link with these middle priorities.

COMMUNITY PRIORITIES

WHAT PEOPLE LIKE

Regardless of background, people had very similar answers to this question. People who like things about Greater Dandenong like the following most.

ACTIVITY

- > Shopping, shopping centres and shopping strips.
- > Community and recreational facilities.

LIVELIHOOD

- > Affordability.
- > Diversity of options and choices.

SOCIETY AND COMMUNITY

- > Friendliness.
- > Cultural diversity (foods, colours, variety, customs).

PLACES

- > Parks and open spaces.
- > The local neighbourhood and neighbours.

SHOPPING

At the top of everyone's list is shopping. There is strong demand for affordable shopping in large and small retail and shopping precincts.

SOCIETY

Young people spoke a lot about society and community, connections between people and the opportunities offered by cultural diversity.

This is not surprising, as the young people surveyed and who took part in focus groups were of mixed cultural backgrounds and gender (except for the single gender "young mums" focus group).

We should note the obvious, that young people represent the future demographic of Greater Dandenong (assuming they all get jobs here and stay in the neighbourhood).

THE GOOD THINGS

THE GREAT OUTDOORS

Although parks and open spaces got regular positive mentions, many multicultural groups placed special value on the opportunities which parks, outdoor facilities and green spaces give for family and social activity.

This links with the strong custom of gathering socially in public places - "street life" - which characterises many migrant cultures.

As it is, the call for more street activity in centres, especially at night, was a comment made frequently throughout the research - it is not just the multicultural communities longing for the "Lygon Street" touch.

EVERYTHING YOU NEED

Another theme was the idea that you can get most of what you need in the city. For residents this meant shopping, activities, facilities and services. For businesses this also meant that the services and suppliers they need for their business are all handy locally or via the freeway network.

CULTURAL DIVERSITY IS VALUED

Cultural diversity is a significant topic in Greater Dandenong.

The city has one of the most culturally diverse communities in Australia in terms of arrivals from overseas and their children.

With 55% of residents born overseas, and 70% of young families headed by someone born overseas, there are associated challenges related to resettlement, such as language barriers, access to services, ageing within culture, and for new arrivals, establishing themselves in a new country.

The middle importance data shows that cultural diversity is important to people, backed with what they liked about Greater Dandenong.

It may not be a top community priority, but cultural diversity is recognised as an important aspect, and is valued by many. It is also a fact of life which many adults and most young people are living and embracing right now.

Migrant cultures value Greater Dandenong's cultural diversity for similar reasons to others – choice, foods, variety and identity.

Business people valued cultural diversity because it gives Greater Dandenong an identity and speciality, and business opportunities, and manufacturers saw migration as an

essential “feeder” into the labour pool, if only we can get the training and apprenticeship pathways right.

Another value given to cultural diversity is its artistic side – that having so many cultures here must offer some great opportunities for cultural and artistic expression, and add to Greater Dandenong's attractions.

DIVERSE CHALLENGES

But it is clear that for many migrant adults, adjusting to Australian society is difficult, and sometimes just doesn't happen.

For instance, there were a few comments expressing isolation by older women of multicultural backgrounds who have been in Greater Dandenong for years. There are also differences in child rearing norms, with the possibility of generational conflict and a serious philosophical dilemma for the parents holding traditions and faiths dear.

That multicultural focus groups rated “affordable homes” almost at the top of the community priority list reflects the experience of establishing foundations for a secure future.

Understandably, people of a minority in a strange place will form strong social and community bonds with each other. People from all cultural backgrounds sometimes see this as a threat. But many others have a great desire to find ways to connect all our cultures together.



ABOUT CULTURAL DIVERSITY



It is interesting that when there were negative comments about cultural diversity, it was usually about society's capacity to handle migration and the arrival of refugees, not the cultures themselves. The frequent view was that migration needs to be managed and supported better by governments and community service organisations.

MIGRATION AND CULTURAL DIVERSITY

One insight from this work is to distinguish between migration and cultural diversity. Although one leads to the other, each also offers a different set of opportunities and challenges for the community.

Cultural diversity grew from, and continues to grow with the many waves of migration Greater Dandenong has experienced over the years.

Migration brings with it a rich source of skills, workers and entrepreneurs, and enthusiasm for prosperity in a new home. Humanitarian arrivals (refugees) face greater challenges than most, but in time can bring similar benefits to the community.

All people want to secure their livelihoods, and some also want to carry on and create wealth and prosperity for themselves and others.

One particular aspect of how migrant communities create the cultural diversity we now see, and their own livelihood, is the family business model. The extended family helps set up businesses (often a shop) one-by-one for family members.

This is a pattern of prosperity repeated all over Australia over many years.

Business people want to tap into this hard working entrepreneurial spirit which arises from migration, not just the labour.

Business and young people in particular seem highly aware that the answer is in strengthening bridges between local education and local employment.

THE BOTTOM LINE

Thanks to the consistency of the information, we can be sure that the top community priorities are generally shared as “top of mind” across the community, and are essential features for wellbeing and security for now and into the future.

As a reminder, these top priorities are:

- > **Livelihood** – Employment, business opportunities and pathways to each.
- > **Travel and transport** – Local travel choices and travel to outside Greater Dandenong.
- > **Feeling and being safe** – Safety in streets and public places, and improving perceptions of safety.
- > **Education and information** – Pathways to jobs, information for personal and community wellbeing, and for literacy.
- > **Friendly and helpful** people.

We can also be sure that underlying this is a desire for a harmonious community, to live in a place one can be proud of, and to have a range of opportunities for activity, gathering, and raising a family.

THE FUTURE

Of the 3000 and more comments recorded through the project, around 1000 specifically answered questions such as “What should Greater Dandenong be like in 2030?” or “What do you want for 2030 in Greater Dandenong?”

Responses to other questions also give an indication of the kind of future we hope for, for instance whatever is good now can be built upon, and what needs improvement.

On the following pages, for each of the top priorities and a number of other emerging topics, highlights from the research are given.

IMAGINE ... TRAVEL AND TRANSPORT

People appreciate the road networks and the city’s good connectivity to other parts of Melbourne, and expect these to improve and have clean energy vehicles on them by 2030.

Many saw a future with fewer cars, environmentally friendly cars, more and better public transport, an extensive bike path network that takes in urban and natural areas, and facilities within walking distance if possible (e.g. milk bars, parks, shops, venues).



IMAGINE 2030

Others saw free parking, lots of parking, and a car friendly city in the future, but even they agreed with limiting environmental impacts.

One thing people do not want to see in 2030 is anymore railway level crossings - specifically mentioned were at Springvale station, Lightwood Road, and Chandler Road.

Most train stations were mentioned in relation to safety and travel options, particularly Dandenong, Springvale, Noble Park and Yarraman stations. Better public transport came up repeatedly, especially better inter-suburban routes, safety and choices. To focus on better public transport was a constant theme.

One thing that will define 2030 in Greater Dandenong is how travel and transport has developed, the kind of public transport we will have by then, how we deal with cars, and what kind of vehicles we will be using.

IMAGINE ... LIVELIHOOD - JOBS AND BUSINESS OPPORTUNITIES

Many themes came up for this priority. Discussed here are: affordability, smart industry, pathways to jobs, and the idea of “apprentice city”.

AFFORDABILITY

No surprise that everyone wants security in terms of income, employment, career, home, family and so on.

The affordability of homes, food and shopping were seen as good features of living in Greater Dandenong and hopefully will still be in 2030. But we know that housing affordability is decreasing in real terms at the moment, and might it not be more expensive living in a busier, modern and sought after city in 2030? A key challenge is to balance affordability with prosperity.

SMART INDUSTRY

The manufacturers we spoke with talked about Dandenong as an internationally known centre for clever, innovative and specialty manufacturing in 2030.

They said that there are already success stories which could be promoted as role models to the wider Australian community.

Businesses viewed Greater Dandenong as a place “you can get what you need” to run the business, as well as being able refer specialty customers to each other.

This would be even more the case in the future, as Dandenong establishes itself as Greater Dandenong’s CBD, and the “capital of the south east” – the hub of social and economic activity for the region.

PATHWAYS TO JOBS

Already mentioned is the suggestion that migration can be seen as a feeder for growing the local economy, if we can get the training and educational pathways right.

Young people would use similar pathways, from school to education and training, then to employment.

When Imagine 2030 participants mentioned education, it was often about vocational and higher education, not schools.

More about this is given under “EDUCATION, LEARNING AND INFORMATION”.

APPRENTICESHIP CITY

Because Greater Dandenong is one of Victoria’s major manufacturing bases and needs a range of technical and tradesperson skills to grow it, tapping into the many people available for apprenticeships and technical training makes sense.

But some say the link between education and industry needs improvement, as do the type and volume of suitable education, training and apprenticeship opportunities.

IMAGINE ... EDUCATION, LEARNING AND INFORMATION

As noted, in terms of formal education, the focus was on higher education more than secondary and primary.

INFORMATION PLEASE

A theme that came through from multicultural focus groups in particular was access to information, seminars and the like, regarding health, personal wellbeing, social activity, and recreational opportunities.

Although libraries were often mentioned as part of this, there seems a need for better “multicultural communication” from the health and recreational services in particular.

This is only partly a matter of language. It seems it could also be a matter of accessibility and suitability of how information is spread.

PATHWAYS TO JOBS

Already mentioned is the business community’s concern about getting migrants and young people skilled up to be part of local industry and commerce.

There was agreement between businesses and the general community that to have a sustainable and thriving economy

in 2030, the city will need more effective tertiary education for getting skills and qualifications in professional, vocational and trades areas.

Technical and apprenticeship based education was put as one direction we should focus on, because Greater Dandenong is an industrial, manufacturing and retail centre.

Business people acknowledged they have a part in developing this too, not just educational institutions and governments.

To have these education resources locally may also increase the number of people who choose to both live and work in Greater Dandenong.

IMAGINE ... SAFE STREETS AND PLACES

PLACES

When people spoke of feeling unsafe, specific references were made to walking streets at night, train stations, parks, shopping centres, drugs, crime, gangs, hoons and alcohol.

No surprises there - everyone expects 2030 to be free of these ills, as well as free of the subtler ones such as gambling, abuse in the family and discrimination. The expectation is of a harmonious community where people respect themselves and each other.

Infrastructure is an important part of this, including safety measures at public transport hubs and stops, and people seemed to want public lighting at night everywhere. Perhaps in 2030 Greater Dandenong will be a “well lit city”, using renewable energy of course.

FEELING SAFE

Often expressed was a desire for more policing, for presence and sense of safety as much as for enforcement.

This highlights that feeling safe is a personal experience as much as a lack of threats.

This is probably why “friendly and helpful people” is one of the top priorities. With friendly people around, perceptions of safety improve.

Enough people commented that generally, they do feel safe in their neighbourhoods.

However, night time, activity centres and hubs like shopping strips and railway stations were identified as threatening.

IMAGINE 2030



IMAGINE ... FRIENDLY AND HELPFUL PEOPLE

The idea of “friendly people” is basic. It is well known that the more connected communities are, there are benefits in terms of health and wellbeing. Perhaps when the community’s priorities are achieved by 2030, there will be no room for unfriendly people.

RESPECT AND INCLUSION

The friendliness of people is directly related to how respectful and inclusive people are with each other.

Migrant communities rated “respect and inclusion” as a top priority. Consultation with the indigenous community suggests this is a primary concern, with the sense that indigenous culture could have a higher profile in the community.

IMAGINE ... OUTDOOR ACTIVITY AND SPORTS

THE GREAT OUTDOORS

We have already mentioned the importance to most people of parks and open spaces, including streets and plazas, for recreation, walking, gathering and space.

PERSPECTIVES

Comments from some particular groups add to this.

Young people placed importance on the affordability of recreation, especially organised sports.

Sport was also seen as a pathway to city pride. More than one participant said that to have a successful premier team based in and using a name associated with Greater Dandenong would be very helpful in this respect – something to rally around, or at least identify with as a community.

We are also aware that a number of sport and recreation clubs in Greater Dandenong have a desire to increase the membership of multicultural communities and their children.

IMAGINE ... FAMILIES IN 2030

Family needs were raised in many ways, particularly in relation to education, children's services, children's health, and opportunities for family based activity, entertainment and recreation.

As a topic of discussion for Imagine 2030, families were like an extension of oneself, and what aspirations one had as an individual were also those for immediate families. Understandably, the Greater Dandenong of 2030 would be a city geared to the needs of families and children.

IMAGINE ... THE APPEARANCE OF PLACES

Although not a high priority, the appearance of places has a significant effect on sense of safety and belonging, and on pride of place. Feeling safe and secure is closely linked to the look of your surroundings.

Economic prosperity for livelihood and business opportunities also depends on a place that looks pleasant, inviting and functional, and attracts new residents, workers and businesses to stay.

IMAGINE ... PRIDE IN THE CITY

AN ASPIRATION

Pride in the city was high on the "middle level" priority list, and was especially highlighted by multicultural and young people's focus groups.

The priority was closely associated with "connections between communities" and "cultural diversity as a strength", as well as respect for heritage (shared by multicultural groups and the broader community) for Indigenous, European-Australian and multicultural heritage.

UNFAIR REPUTATION

Many Imagine 2030 participants felt that Greater Dandenong has a bad image. The majority felt it was an unfair image, and that it got in the way of promoting and talking up the good things about Greater Dandenong, its features and achievements.

Some blamed the media, others suggested that crime, drugs, public safety and social problems are real and prevalent, but that a better response would improve the situation.

Others said these things happen anywhere and that they did feel safe in their neighbourhood. This is a complex issue, and people's experiences and perceptions are different.

IMAGE FACTORS

Safety is not the only image factor. For instance, some see the working class industrial image as a negative one. To be seen as industrial and successful might turn this around.

How local people talk about Greater Dandenong to others also has a bearing, and of course the power of the media to influence a community's image must never be underestimated.

Overall though, it seems that the people of Greater Dandenong do know it is better here than some may think. Combining this with a tangible sense of opportunity, the seeds for growing city pride are there.

Most aspire to live in a city respected by outsiders.

IMAGINE 2030

IMAGINE ... CAPITAL DANDENONG

CAPITAL OF THE SOUTH EAST

Many recognise that Central Dandenong is the growth and activity centre in which the Victorian Government is investing. This is to make Dandenong an economic hub for not just Greater Dandenong, but all of Melbourne's central and south eastern suburbs, eastern Victoria, and with ever improving road and transport, most other places in Australia.

CENTRAL BUSINESS DISTRICT

There were many comments about Central Dandenong being Greater Dandenong's central business district. Often mentioned was a desire for government offices to base themselves in Central Dandenong or nearby. There were a few reasons, including access to services and employment opportunities.

IMAGINE ... THE SUBURBS

Imagine 2030 did not delve into differences between suburbs, but a number of points came to light. What is clear though is that people relate to their local suburb more than Greater Dandenong as a whole, and some are particularly disparaging of other suburbs, e.g. Springvale vs. Dandenong.

EQUITY

While "Capital Dandenong" may be the future, right now the amount of focus and investment on Central Dandenong causes some in other suburbs to feel left behind.

By 2030 they expect the focus to be on having equal attention paid to the wellbeing of each neighbourhood, shopping strip and hub of community activity.

While everyone appreciates parks and the great outdoors, some areas (specifically mentioned was Springvale) lack these features compared to other parts of Greater Dandenong, and would like to see that improved by 2030.

Noble Park was very focussed on the appearance and safety of places, especially in the shopping areas, and expect a thriving, safe and pristine place in the future, with more open spaces.

CONNECTIVITY

Travel between suburbs was also a theme. Improvements will have to happen by 2030.

IMAGINE ... CULTURAL DIVERSITY IN 2030

We asked about cultural diversity a great deal. Here are the key themes that emerged.

ECONOMY

In 2030, people expect a community thriving on the opportunities cultural diversity offers, including the international links that we can draw on.

Multicultural communities are by definition connected to the rest of the world, and business interests especially might make good use of this.

Migration has always been a feature of Greater Dandenong, for better and worse, and in 2030, it will be a positive asset which characterises the community.

HISTORY

Like other waves of migration have done before - such as from the United Kingdom and Europe, from South America, then Vietnam, Cambodia, Chinese countries and India, and now from Afghanistan, Burma, Pakistan, Sri Lanka and the Horn of Africa - people will adapt and make it work.

That is generally the Australian experience, and compared to other nations and even municipalities, Greater Dandenong will

be seen as having a unique community, thanks to migration and the choices and diversity this creates over and over.

With years of experience, we should be able to deal with migration and cultural diversity better in 2030 than ever before.

RESPECT AND INCLUSION

Respect, inclusion, knowledge, and acceptance of each other as individuals with genuine intentions and something valuable to offer, will have grown from the challenges and opportunities posed by rapid migration and, along with the indigenous community, of many cultures living together.

Migration has defined Greater Dandenong's history and economy for over 100 years, and there have always been new arrivals in the community.

Whatever problems we think this produces now will be solved and the community will adapt. The community can be confident of this because by and large that is what has happened so far, even if some do not think it has been perfect.

IMAGINE ... IDENTITY AND PERCEPTIONS

There were many comments about Greater Dandenong's identity, especially its reputation.

Negative perceptions seem related to safety, crime, violence, drugs, alcohol and hoons, and a "lower class" or industrial image.

Overall though, large numbers of Imagine 2030 survey and focus group respondents painted a more positive picture. Many said they felt safe. Most liked their neighbourhoods. Most thought people were friendly. Many loved the diversity of foods, shopping and people around.

Everyone agrees we have problems and challenges, but so have others. It is how the community responds to this which will impress others in the future.

IMAGINE ... LEADERSHIP BY THE COUNCIL

In the survey, which was the first body of research done for Imagine 2030, leadership by the Council came up as one of the top five community priorities, now reflected in the Greater Dandenong Council Plan 2009-2013.

Research since then put other priorities ahead of this one, but overall there were a number of comments about the kind of Council Greater Dandenong wants in 2030.

IMAGINE ... REACHING POTENTIAL

Regardless of any negative aspects raised, there was a general sense of opportunity in the research, and most people have expectations for the future which they believe to be achievable.

Youthfulness

Young people put "reaching your potential" high on the list of priorities, and generally seemed optimistic.

Young people are also representative of our future demographic, the diversity of people, races and backgrounds who will populate Greater Dandenong in 2030. That is, if the young people of today choose Greater Dandenong as their long term home.

Cultural barriers are hardly an issue for well supported and involved young people, and if anyone will be the role models to take us to 2030, it will be the young people of today.



DIRECTIONS FROM THE COMMUNITY

DISCUSSION PAPER ON COMMUNITY RESEARCH AND CONSULTATION FOR THE IMAGINE 2030 PROJECT

PART 2 DETAIL SUMMARY OF RESEARCH

CONTENTS

THE SURVEY

Community priorities
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What people like

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Community priorities
Discussing importance
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YOUNG PEOPLE'S FOCUS GROUPS

Community Priorities
Like Want Need

BUSINESS AND INDUSTRY

Community Priorities
Future of industry

This document provides detail on the various stages of research and consultation carried out for the Imagine 2030 project. The information here supports the insights and summaries presented in Part 1.

Part 2 describes results from:

- > The Imagine 2030 survey.
- > Focus groups in languages (with migrant communities).
- > Focus groups with young people.
- > Views expressed by the manufacturing and commercial sector.



IMAGINE 2030 SURVEY

THE IMAGINE 2030 SURVEY

October 2008 to April 2009

The Imagine 2030 project began with a survey widely distributed across the City of Greater Dandenong. The survey was published as a “reply paid” brochure and on-line.

The purpose was to set a benchmark and get a basic understanding of community sentiment for later consultation and research. It also strongly influenced the creation of the Greater Dandenong Council Plan 2009-2013, which outlines what Council will focus on over its four year term.

Survey respondents were asked to rank each of 18 priority topics as “very important, middle important or less important” (i.e. they are all important).

People were also asked if any major topics were missing from the list of 18. There were few suggestions, though health and the arts are worth noting.

The two questions - what you like now, and what you want for 2030 - were left to open ended written responses.

In the first survey wave, 1200 came back containing 1800 comments. All in all, we received 1300 surveys with almost 1900 written comments.

Targets: The survey was distributed to all residential and shopfront properties, older residents, centres, community groups, users of Council services, young people, business networks and Council staff. There is a bias toward older people,

Anglo backgrounds, and those able to write in English. However 20-25% gave non-European surnames.

COMMUNITY PRIORITIES

The community priorities represent what is “top of mind” and “in your face”.

We were able to compare responses from four sectors - the general population, young people, business people, and Council staff. After scoring relative rankings, the top priorities came through clearly, unanimously and consistently across all groups.

- > Shared at the top were: safe streets and places, transport and travel, learning and education, and employment opportunities.
- > The top six overall (i.e. shared by at least two groups) added “friendliness of people” as very important.
- > Young people added “reaching potential”, Council staff added “care for the environment” and “good physical appearance of places”, and survey respondents in total added “leadership by the Council”.

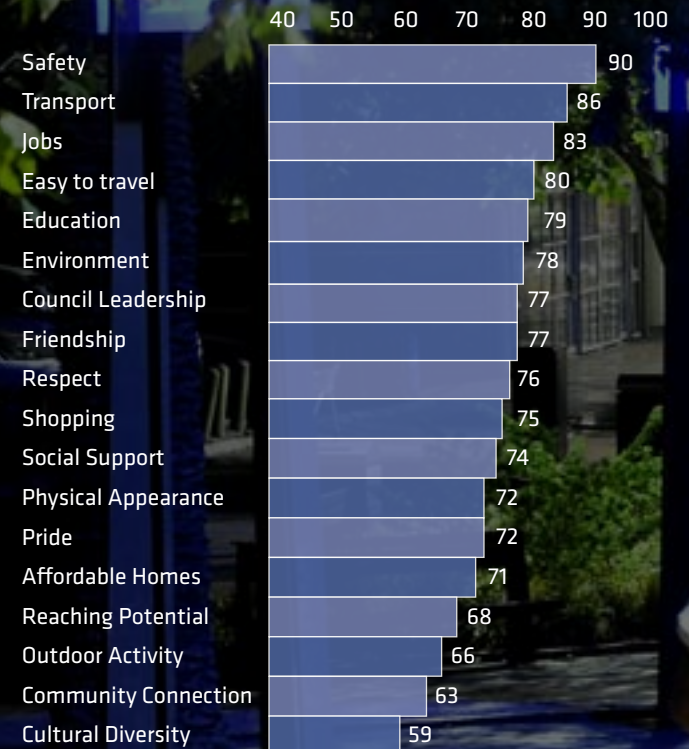
COMPARING SUBURBS

Geographically, the variation across suburbs was modest. For example, the score for ‘safe streets and places’ ranged from 84 in Dandenong, to 94 in Keysborough. Safety and travel – the top two priorities overall – were rated as the most important two issues by all suburbs.

COMMUNITY PRIORITIES “VERY IMPORTANT”

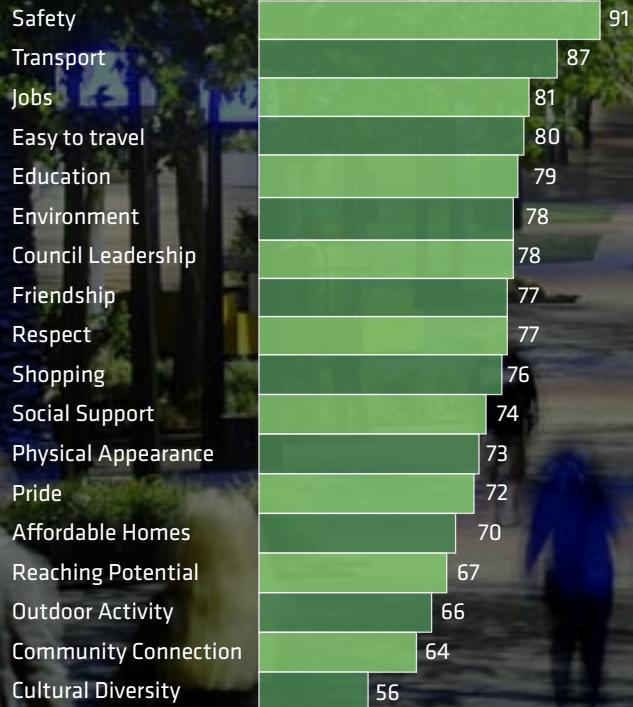
COMBINED COMMUNITY PRIORITIES

ALL RESPONSES



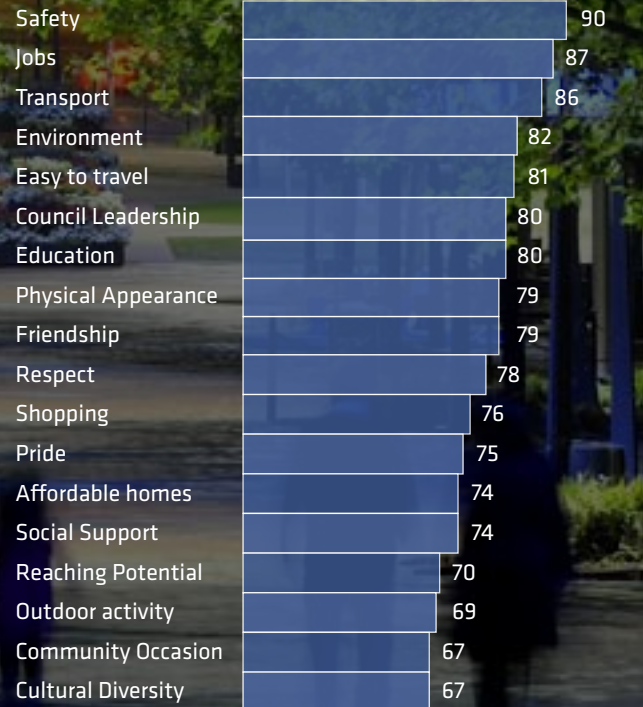
RESIDENTS

40 50 60 70 80 90 100



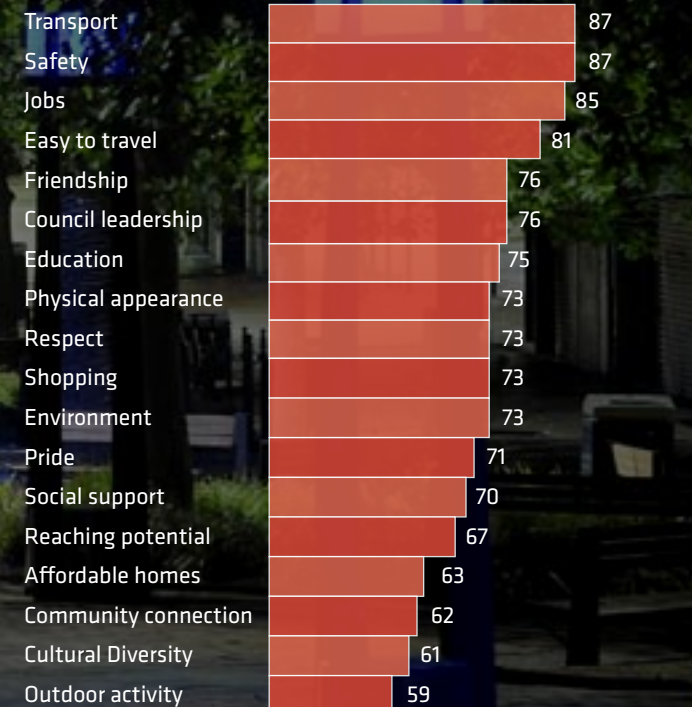
WORKERS

40 50 60 70 80 90 100



BUSINESS

40 50 60 70 80 90 100



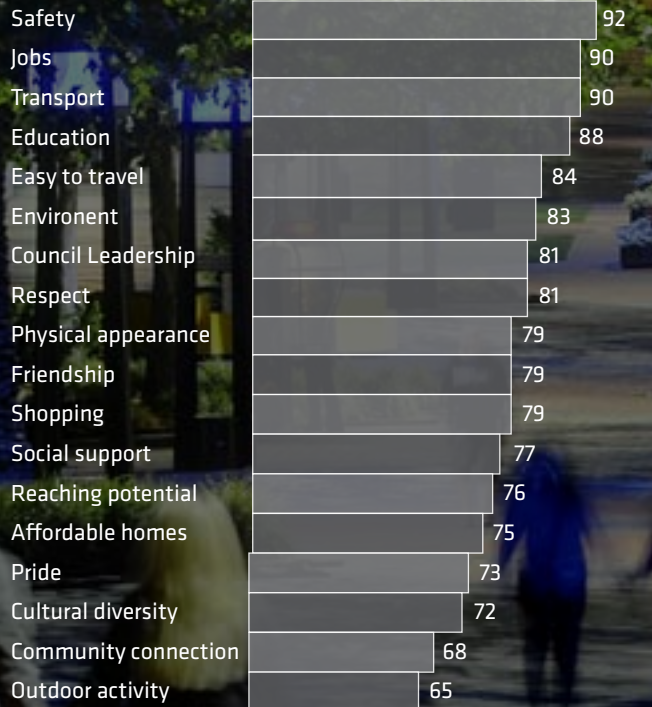
IMAGINE 2030 SURVEY

COMMUNITY PRIORITIES “VERY IMPORTANT”

TOP 2 COMMUNITY PRIORITIES BY SUBURB

VISITORS

40 50 60 70 80 90 100



SAFE STREETS

78 80 82 84 86 88 90 92 94 96



TRANSPORT

40 50 60 70 80 90 100



SURVEY - WHAT PEOPLE LIKE

What people like about Greater Dandenong was also consistent across groups.

What people like most are shopping, and shops (with special mention of Dandenong Market), community and urban facilities, friendliness, diversity of options, cultural diversity, parks, the neighbourhood and neighbours.

A measure of “above average” keyword mentions in written responses suggests that when talking about the good things, people often refer to diversity in all its forms, shopping, transport, and friendliness of the place.

At the next level, people added two other aspects.

- > The environment, facilities and parks.
- > Cultural diversity, the choices this offers, and a sense of opportunity.

ATMOSPHERE AND SENSE OF PLACE

Middle Importance

The community priority ratings also measured “middle importance”.

As mentioned in Part 1, this describes the more atmospheric aspects of life and what influences people’s general sense of wellbeing and belonging. The “Middle Importance Table” tells the story.

Although not critical to life, having pride of place and community was universally regarded as important.

COMMUNITY PRIORITIES

Middle Importance Table

Rank	Middle Important	Who said so
1	Pride in the City	Everyone
2	Outdoor activity and sports	Community, business, Council staff
2	Cultural diversity as a strength	Community, business, Council staff
2	Connections between communities	Community, business, Council staff
3	Good physical appearance of places	Community on-line, business, youth
3	Good social and welfare support	Community, business, Council staff
4	People can reach their potential	Community, staff, business
5	Learning and educational opportunities	Business
5	Leadership by the Council	Young people
5	Good transport links	Young people
5	Good shopping and entertainment	Business
5	Affordable homes	Community on-line

Tied in with this at the next level, are the two sides of experiencing community – place and people. Places for activity and recreation, and people who are friendly, respectful and in some way connected with each other.



IMAGINE 2030 FOCUS GROUPS

IMAGINE 2030 FOCUS GROUPS

JUNE TO SEPTEMBER 2009

The Imagine 2030 survey gave us a wealth of information to design a consultation method which could engage two “hard to reach” sectors, namely CALD (culturally and linguistically diverse) communities, and young people.

With CALD communities, language and in some cases genders have to be considered. With young people, finding ways and opportunities of meaningful engagement is the challenge.

FOCUS GROUPS IN LANGUAGES

Nine CALD focus groups were conducted in their respective languages and reported back in written English.

Local people recruited by the Council facilitated the groups, after being given expert training in facilitation and the Imagine 2030 model.

Their task was to recruit a note taker in language, recruit focus group participants, conduct the focus groups in language, and provide detailed conversation notes in English.

Over 900 individual comments were recorded in the English transcripts.

YOUNG PEOPLE

Four focus groups were held in English with young people involved in a range of Council and associated youth programs. These were largely multicultural groups of teenagers both attending high school and not. One of the four was a “young mums” group.

Almost 400 comments were recorded.

THE FOCUS GROUP MODEL

We developed a focus group script and model specific to Imagine 2030. This asked Imagine 2030’s three core questions about what is important, what you like and what you want for 2030.

Added to these questions were “what do you need for a good and/or healthy life”, as well as questions about cultural diversity in the present and what it means for 2030.

PRIORITY CARD EXERCISE

The script included a “priority card exercise”. Each of the 18 priorities used in the Imagine 2030 survey were produced as a card.

The exercise involved laying these out on the floor and debating which the top six are.

In this way we could compare results with the survey data, and the conversations recorded during the exercise also gave many other insights. The priority card exercise did not measure middle or lesser importance.

For CALD focus groups, these cards were in the appropriate language.



THE MULTICULTURAL PERSPECTIVE ON COMMUNITY PRIORITIES

WE ALL AGREE

Comparing the community priorities chosen by CALD focus groups with what we learnt from the Imagine 2030 survey, we start getting a picture of what people have in common despite different backgrounds.

We also learnt what the multicultural perspective adds to the mix.

CALD communities agree with the wider community that the top four community priorities are:

- > Jobs and business opportunities
- > Travel & transport
- > Safe streets and places
- > Learning and educational opportunities

CULTURAL DIVERSITY

That cultural diversity hardly rated a mention by CALD groups is no surprise, knowing that this was a middle priority in the survey.

But connections between communities was a topic that often came up in conversation, and perhaps this is the other side of cultural diversity – the side that talks about how all that diversity fits together, while retaining individual identities.

There was a high recognition that cultural diversity offered opportunities in terms of lifestyle and livelihood, but it also creates difficulties around language, knowledge and customs.

OTHER PRIORITIES

Overall, the multicultural focus groups added three more priorities as very important – “respect and inclusion”, “pride in the city”, and “affordable homes”.

Respect, inclusion and pride

These priorities make a statement of values. They probably echo the experience of being culturally different from the majority of the population. Naming this could also reflect a degree of cultural loneliness or isolation amongst CALD communities, certainly for the newer arrivals.

That pride in the city is important is a very positive message for the future.

Affordable homes

Rating “affordable homes” almost at the top reflects the settler experience of getting a foothold and laying the ground for a good life.

FOCUS GROUPS IN LANGUAGES

DISCUSSING IMPORTANCE

We paid particular attention to the discussion and comments made during the priority card exercise. Here are a few observations about their “top four” community priorities.

JOBS AND BUSINESS OPPORTUNITIES

Getting a job, getting training for a job, having good enough English for a job – these were the recurrent themes.

While there is a sense of opportunity, there is also a sense of difficulty – that this priority is not an easy one to work with.

Clearly, putting affordable homes high on the list is directly related to getting jobs and creating a livelihood. With 70% of Greater Dandenong’s young families headed by a person born overseas, you can understand the significance.

TRAVEL & TRANSPORT

As in the survey, the general feeling about local transport was on the positive side, with a few key exceptions.

On the down-side, focus groups talked about inadequate inter-suburb links (this was also raised by business and young people) and about bus frequency. Railway station amenity and security was also a frequent mention – specifically named were Dandenong, Yarraman, Noble Park and Springvale stations.

On the up-side, connections with other parts of Melbourne were seen as good (rail and road), and the bus services were praised.

SAFE STREETS AND PLACES

Safety was discussed from many angles, especially in relation to parks, places of entertainment and gathering, transport hubs and stations, and of course the local neighbourhood.

There were some pockets of “fear”, especially of being in urban activity centres, railway stations and areas without many people around (e.g. parks and streets at night). But as the survey showed, the community’s sense of safety is not in a dire state, with enough comments saying that people did feel safe in Greater Dandenong to confirm there are two ways people regard safety – perception and reality.

Seeing other cultures as a threat was hardly mentioned, though there was recognition that cultural gatherings in public places (and young people too) may be feared simply because of people’s ignorance, assumptions or prejudices.

LEARNING AND EDUCATIONAL OPPORTUNITIES

The resounding theme here was not about primary and high school education but about vocational education and general access to information and knowledge useful to individuals and special interests.

In particular, information, training and other opportunities for personal wellbeing and health were often mentioned as well as information about services, and notably, information about the Greater Dandenong community itself.

There were a few comments about equity in schools, but overall pre-tertiary institutions hardly got a mention.

LIKE AND WANT

All focus group comments were entered into a spreadsheet for analysing keyword mentions and to code details about each comment. From this, a number of other themes and insights came to light.

LIKE ABOUT GREATER DANDENONG

These were basically the same as the survey showed, especially shopping, foods, the cultures around, and the “great outdoors”.

INFORMATION PLEASE

A frequent topic was about getting information - about health choices, personal wellbeing, community activities, gathering opportunities and community services.

This does not just appear to be a language issue. Availability and awareness of how to get the information is part of this – the demand for information may not be being met with an appropriate supply, and perhaps the pathways by which people get information best are not being used properly.

RESPECT, PRIDE AND CONNECTION

Linked to using the outdoors and open spaces is the notion of connecting between communities and learning about each other, as well as the desire to gather within cultural groups. This includes social opportunities, street life, general activity, and events for connection. Public places and facilities are recognised as key opportunities for building respect, pride and connection.

There seemed to be a high recognition across most groups that the community needed to be a connected one for a good future.

SOCIAL AND WELFARE SUPPORT

Access to social and welfare support was mentioned by many, but not as an immediate need or one of the top priorities - more as something that should be easily available when you need it, and perhaps more of it. Health services were mentioned more often than welfare.

Not surprisingly, ageing in a culturally suitable way was seen as important, reflecting the ageing nature of all sectors in the Australian population.

Health came up frequently in terms of having good medical services and opportunities to keep fit and well.

THE GREAT OUTDOORS

The other major theme that came through was how highly open spaces, parks, street life and outdoor gathering are valued. This came through in the survey as well, though CALD feedback adds a strong social dimension to the outdoors.

DIVERSITY OF LIFESTYLES

One interpretation is that many migrant cultures, whether recently settled or a generation or two here already, brought with them a more outdoor based way of socialising. As well as in the home, social gathering is favoured in public places, plazas, on the street, or in the park.

It was also commented by recent arrivals that family walking, and walking in general is a cultural norm.

It is quite clear that many migrant communities appreciate and hold dear the open spaces, places to walk and places to gather that Greater Dandenong offers.

On a more practical level, the most frequent public facilities mentioned were lighting, seating, toilets and meeting places.

OUTDOOR ACTIVITIES & SPORTS

Comments about this came through talking about the context in which outdoor activity happens, e.g. open spaces, city places, venues and facilities.

Parks, their use and facilities, maintenance, safety and the community benefit they offer was a consistent theme across cultural groups.

With regard to sport and recreation, these were seen very much in terms of family and gathering opportunities rather than just for getting fit.

A similar sentiment came from young people, but named the affordability of recreation as their main issue.

IMAGINE 2030 AND YOUNG PEOPLE

YOUNG PEOPLE'S COMMUNITY PRIORITIES

WE ALL AGREE

Combining young people's focus group information with survey returns from young people, they agree with everyone else with their top four community priorities:

- > Jobs and business opportunities
- > Travel & transport
- > Learning and educational opportunities
- > Safe streets and places

Jobs and business opportunities were clearly at the top of the list.

DISCUSSING IMPORTANCE

Regardless of some adults' opinions, young people expressed a strong sense of place and community, and talked about the importance of connections between people, the fact of cultural diversity, and ways to make life better.

Being active, open spaces, recreation and sports opportunities, and being able to gather without getting negative and fearful reactions came out in discussions about importance.

Another theme was the affordability of sport and recreation – the basics, such as memberships, fees, uniforms and equipment.

Young people also talked about wanting modernisation, better buildings, streets, centres and transport. These sentiments were also expressed in the survey and by CALD focus groups.

OTHER PRIORITIES

Overall, young people added other priority areas as very important.

- > Friendly people (this was also added by community survey respondents).
- > At the next level, opportunities to develop potential, engage in activity and sports, and cultural diversity.

MIDDLE IMPORTANCE

Through the survey we also have middle importance information – the themes which describe the atmosphere people are looking for.

For young people the top middle priorities were, in no particular order:

- > Pride in the City
- > Connections between communities
- > Good physical appearance of places
- > Cultural diversity as a strength
- > Leadership by the Council

Again, social connection is a major theme, as is having pride in the city, and expectations about the Council's role as a leader and advocate.

Wanting a good looking environment also links to the two themes of good recreational spaces, and looking forward to a modern city.

LIKE WANT NEED

With regard to what young people like about Greater Dandenong, clearly the cultural diversity of the place and shopping came at the top.

Regarding aspirations, as an example, the discussion around "what do you need for a good life" is revealing. Through spreadsheet analysis, we grouped focus group comments under a set of headings that seemed to cover the information, and made a note of what each was about.

For this particular question the results are given in the next table.

Young people are looking for a voice and acceptance, want opportunities to grow and prosper, places for entertainment and gathering, good facilities, and they expect respect.

Much like anyone else.

YOUNG PEOPLE'S COMMENTS

WHAT DO YOU NEED FOR A GOOD LIFE?



HEALTH & SAFETY	No conflict. Feeling safe. Safe places. Drug & alcohol free. Policing. Safe streets. Health care. Safety. Public lighting. Public toilets. Syringe disposal. Safe toilets.
TRAVEL	Fix roads. Public transport longer hours & frequency. Public transport cross-suburb. Better train stations. Parking insufficient.
LIVELIHOOD & ECONOMY	Money. Good income. More public housing. Affordable places. Jobs. Employment. Good home.
LEARNING & EDUCATION	Education is the key of life. Education. Promo of sport clubs. Information about services, notice boards.
ENVIRONMENT & PLACE	Comfy neighbourhood. Safer stations; better lighting. Fences around parks. Meeting places. Good environment. More parks. More corner milk bars. Young peoples' venues. Entertainment. Parks lighting. Public toilets. Syringe disposal.
FACILITIES & SERVICES	Access to services. Programs for children. Sport facilities. Dandenong station refurb. Young peoples' venues. Entertainment. Sport clubs.
ACTIVITY SHOPPING & ENTERTAINMENT	Entertainment makes you happy. Underage entertainment.
FAMILIES, GENDER, AGE	Programs for children. Job to support families. Indoor play areas for kids.
PEOPLE & CONNECTION	Comfy neighbourhood. No conflict. Work-life balance. Sense of belonging. Community is important. Being heard. Not judged by others. Stronger community ties. Neighbourhood interaction. Knowing people in n'hood. People from same community. Opportunities for connection. Peace.
EQUITY, PRIDE, RESPECT	Respect for self & community. Self esteem. Mutual respect. Dual citizenship.



BUSINESS AND INDUSTRY

Engagement with the business community was carried out through small workshops, presentations and interviews.

Greater Dandenong is an industrial and manufacturing centre with excellent road networks to Melbourne and regional Victoria. It also has some strong collaborative business networks.

Interviews with Council's Economic Development Unit staff and at VicUrban (regarding the Revitalising Central Dandenong project), have also provided local and strategic information.

COMMUNITY PRIORITIES

WE ALL AGREE ON MOST

The community priorities shared with other groups are:

- > Jobs and business opportunities
- > Travel & transport
- > Safe streets and places

LEARNING & EDUCATION

Learning and educational opportunities, one of the top four for everyone else, is missing from this list.

This is surprising, because in workshop and interview notes, there is frequent mention of training for jobs, and pathways from education to local employment.

Perhaps for business people, the notion of jobs and business opportunities is intertwined with those of learning and education. There is some evidence for this in the consultation comments.

JOBS AND BUSINESS OPPORTUNITIES

Our impression is that manufacturers at least, see migration as a feeder for the local economy if tapped correctly - meaning pathways from settlement or secondary education, to employability and jobs.

The cultural diversity that surrounds us is seen as a positive, offering business opportunities in terms of innovation, diverse markets, and labour pool.

Overall, notions of Greater Dandenong being a centre for smart, innovative industries, manufacturing and export enterprises came up.

A few comments pointed out that Greater Dandenong was a place with most things you need, either as a business person or an individual. This was seen as a strength, and fits with the theme of valuing diversity in all its forms.

TRAVEL & TRANSPORT

Employers noted that to get people to work, especially recent settlers, apprentices and young people, you need good public transport, and a system that provided good inter-suburb options, an aspect seen as lacking at the moment.

There was consensus that for manufacturers and commercial organisations alike, the freeway and metropolitan transport system was good and getting better. This was also seen as vitally important and a key to growth.

There was still room for improvement for commuter transport into Greater Dandenong, say from central Melbourne, to encourage people to choose employment in Greater Dandenong.

SAFE STREETS AND PLACES

There were very few discussion notes on the topic of safety, but it was scored highly as a priority nevertheless. Although crime and other unsafe behaviours happen, the general feeling was that Greater Dandenong is not especially unsafe, and perceptions play a part.

The safety of employees travelling to and from work was raised as a concern.

AT THE NEXT LEVEL

At the next level of community priorities, businesses added:

- > Good physical appearance of places
- > Respect and inclusion
- > Care for the environment
- > Leadership by the Council

FUTURE OF INDUSTRY

Central Dandenong

Dandenong based business and industry recognise the improvements to central Dandenong which are happening through the Revitalising Central Dandenong project, and noted improvements to the road networks many businesses depend on. For the future, the expectation is that this will continue to improve.

Modernisation

Associated with this is the desire for modernisation and physically presenting the city better. This echoes comments by many others in the research, especially regarding the look of shop fronts.

Industrial directions

While there are differing opinions about the future of industry itself, the lean was towards Dandenong being the centre for small to medium “smart” industries and technology based companies, exporting to the rest of the world and making a name for itself as an international centre of innovation and niche production.

Educational pathways

As noted already, respondents felt there was much more that could be done to integrate educational, training and apprenticeship pathways to gaining employment locally. The sense was that companies themselves have a role

in pursuing this, and it cannot be just left to educational institutions.

Image and identity

Similar to the sentiments of other Imagine 2030 participants, Greater Dandenong’s image and reputation as unsafe and “down market” was seen as a barrier to ensuring a good future, and in any case is not an accurate description of the community. The negative image holds people back from choosing to settle in or seek employment in the city.

Workforce

The fact is that Greater Dandenong has a very low rate of residents who are also employed here. This also needs to be turned around for an economically sustainable future.

Best shot

An understandable outlook by businesses is the idea that if economic growth is successful as envisioned, all other “problems” will be solved.



COMMUNITY RESPONSE

TO THE DIRECTIONS FROM THE COMMUNITY
DISCUSSION PAPER - NOVEMBER-DECEMBER 2009



COMMUNITY RESPONSE



COMMUNITY RESPONSE TO DISCUSSION PAPER

“DIRECTIONS FROM THE COMMUNITY”

Responses were received during the period November-December 2009.

BACKGROUND

The Imagine 2030 project involved broad research and consultation in the Greater Dandenong community to develop a community vision for the next 20 years.

A discussion paper “Directions from the Community” was written in November 2009 summarising the Imagine 2030 research.

This was presented in two parts.

- > Part 1 summarised what we found out from the Imagine 2030 project, and gave a set of “vision statements” describing the future which most people seem to aspire to.
- > Part 2 gave more detail on the research – specific chapters with analyses and conclusions from the following: survey returns; CALD focus groups; youth focus groups; indigenous consultation, and business and commercial interests.

DISTRIBUTION OF DISCUSSION PAPER

The discussion paper was distributed widely.

- > In hard copy – to around 300 from the Imagine 2030 mailing list, all CGD managers, Councillors and a number of staff; focus group facilitators, and other individuals.
- > By email attachment or link – to around 350 from the Imagine 2030 mailing list, and 80 community and government agencies.
- > By accessibility and promotion – CGD website downloads; message to staff via managers.

GETTING FEEDBACK

A short questionnaire was prepared to go with the discussion paper, and to make responding easier. This contributed to a good rate of response (almost 5%, not bad in direct marketing terms).

QUESTIONS ASKED ABOUT THE DISCUSSION PAPER

The discussion paper questionnaire asked the following questions:

1. Any surprises?
2. Anything missing?
3. Seem about right?
4. Suggestions.
5. How it fits with your organisation (if representing one).
6. Other comments.

COUNCILLOR-MANAGER CONSULTATION

A workshop was held on 18 November 2009 with Councillors and managers to become acquainted with the discussion paper, Imagine 2030's findings, and comment as needed.

EXECUTIVE SUMMARY

TONE

Quite a few respondents demonstrated that they had read the discussion paper closely and took the time to respond at length. Others it seems simply commented on the draft vision statements given at the beginning of the discussion paper.

A number of responses were very complimentary of the Council – for the detail and thoroughness of research, and significantly,

that Council would ask these questions and do this kind of work all.

We were pleased to see that most discussion paper responses were indeed about the future and how to get there, rather than about immediate issues or complaints.

ALIGNMENT

There was broad agreement with the vision statements presented in the discussion paper. Amongst all returns, the nearest to negative we got was scepticism that we can actually achieve the future described for 2030.

Two priorities in particular came through as enablers for all the other priorities and visions – travel and transport, and the economy (jobs and business opportunities).

Other priorities mentioned more than once as good ones were pride, cultural diversity, and the way people interact with each other.

GAPS

Some responses identified gaps in the visioning.

- > Insufficient mention of older people and social services.
- > Need more about families and children.
- > Prominence of affordable housing.
- > The significance of religion and belief.

This was taken into account when redrafting the final vision statements.

REPORT CARD

A number of responses also pointed out we should be measuring and reporting on progress toward the visions.

- > Monitoring and reporting on progress is also a community engagement opportunity.
- > There are models for having the community do the measuring and reporting itself, which is in keeping with community planning philosophy, and the value we place on community engagement for community strengthening, as opposed to engagement for Council's services.
- > This in itself would create a link for the next step – community plan actions.

FEEDBACK TABLES

The following Community Feedback Tables list comments received. In addition, each community comment has a written response from Imagine 2030. Most statements are given as received, but for longer responses just relevant parts have been quoted.

IMAGINE 2030 IN GREATER DANDENONG

COMMUNITY FEEDBACK ON IMAGINE 2030 DISCUSSION PAPER

SUMMARY OF COMMENTS RECEIVED VIA DISCUSSION PAPER QUESTIONNAIRE, FAX, EMAIL AND MAIL (NOVEMBER TO DECEMBER 2009).

The questions we asked about the discussion paper, for reference, were:

Any surprises? Anything missing? Seem about right? Suggestions. How it fits with your organisation (if representing one). Other comments.

1. ANY SURPRISES?	IMAGINE 2030'S RESPONSE
The fewness of the replies	We believe Imagine 2030 has produced a good response in local government terms. Over 3100 individual comments were recorded, 1200+ surveys completed, and many people directly involved.
Too much emphasis on multicultural and migration. Need to slow down the migration, so they can be absorbed into the community.	This is an opinion expressed by some. But the overwhelming view was that migration and cultural diversity is either good or potentially so if it is managed and resourced properly.
We all live in a dream if these things happen. Take one day at a time sunshine.	One day at a time is exactly right. Community action works that way.
I was surprised at how often the word 'respect' was used and very much welcome these comments	Respect also features in the Council Plan 2009-2013, which itself was partly based on the results of the Imagine 2030 survey.
It is an ambitious project that needs everyone on the same page working for a common goal with equal emphasis on all suburbs that make up CGD. This is a working class area that will have to rise from its strong pioneering history ...	The working class nature of CGD may be an opportunity for a pragmatic approach to something visionary.
To have a vision for the future is good ... you can change infrastructure , but you can't change people and make them all the same.	People will be people – it seems that the attitudes people have of each other is what needs changing.
It would seem more plausible and considered were some suggestions included as to how these things might be achieved.	Agreed. One of the next steps is to scope a road map for getting to the ideal 2030.

1. ANY SURPRISES?	IMAGINE 2030'S RESPONSE
No and yes ... particularly Council leadership – this is at present lacking – hopefully it improves so that the vision for 2030 will be planned for and come to fruition.	Achieving 2030 will require a partnership between community and Council, amongst many other institutions.
Many surprises, yet none ... leaders come and go, same as changes ...	Change is a fact of life.
It's good to aim high, and not let cynicism override good ideas.	Agreed.
The City of (Greater) Dandenong is the best city in Victoria.	Agreed.
... waiting for a bus ... people spit on our gardens and around bus ... can be daunting	Yes indeed.
No surprises, you seem to have the important ones covered.	Thank you.
Covers all areas I can think of.	Thank you.
Greater Dandenong is doing a great job, at the moment.	Thank you.
2. ANYTHING MISSING?	IMAGINE 2030'S RESPONSE
I can see no reference to services for older people, and the particular needs of older people from culturally diverse background, and note that the baby boomer” generation will be in their 80’s. The last statement “Getting Old in 2030” strikes me as very simplistic.	Lack of specific reference to older people goes along with another similar comment about community services. There probably does need specific reference made in the visioning, along with social support services.
There are a number of references to young people and this is at it should be. Latest information from the Victorian Government Victoria in Future published in October 2008 indicate that by 2026 18.8% of the population of the City of Greater Dandenong will be 65 plus years old. This is an increase from 13.4% in 2006 The only mention that this group got was the fact that they are today’s young people in their middle years and will be celebrating their children’s adulthood. I hope they’ll be doing a little more than that! . There is mention of a Child Friendly City but the WHO has produced material on Aged Friendly Cities the development of which the City of Maribyrnong was heavily involved. There was no statement as to a vision for older people.	See above and below.

IMAGINE 2030 IN GREATER DANDENONG

2. ANYTHING MISSING?	IMAGINE 2030'S RESPONSE
I can see no reference to the importance of community services – and affordable housing.	Community services were often mentioned, but in the context of other topics. A vision for community services in 2030 is probably a good idea, combined with the elders theme. Affordable housing was highlighted as a high priority, especially amongst CALD communities.
A common focus and goal for the whole area because ... [the paper] seems to only identify with Dandenong proper.	Imagine 2030 did cover all suburbs. For 2030, we have assumed that central Dandenong will be the municipality's hub and focus.
Ensure housing affordability by cooperation between authorities investment, meaning plenty variety of accommodation available.	See above.
I was surprised to see no mention of the homeless, the disabled or the mentally ill. These are continuing areas of concern and will not go away just because they are ignored.	See above.
Social & welfare support was low in the priorities.	See above.
Yes, young children and elderly people. Not everyone is sport minded. Social opportunities.	See above.
I have doubts about the Vic Govt's willingness to help as much as these plans need. A lot has to be done to quash rampant violence and drunkenness ... [need] a complete change of attitude by the public, especially the young teens.	This kind of comment was made few times in the research.
The religious dimension, given that the city has such a diverse ethnicity	The religious dimension was mentioned by others, and really is part of the community priorities described as "respect and inclusion", "cultural diversity as a strength", and "pride in the city". CGD also has a strong Interfaith Network. For this reason, there is no need to create a vision statement for religious belief in its own right.

2. ANYTHING MISSING?	IMAGINE 2030'S RESPONSE
As a community resident and representative (WHISE); I wish to see greater emphasis on opportunities for young people/ people from minority groups (whether it be people with disabilities or migrants) to have access to quality education and jobs.	Imagine 2030 confirms that this is an important area to focus on, and community organisations have a major role to play in this, especially for motivating and nurturing organised community action.
No mention of the residential expansion to the detriment of the farming areas, which provide food for all these people into and beyond 2030.	An interesting point. There was no reference to this in the Imagine research, but that could be because the message didn't get enough coverage down south.
Agree with the need for more police and security in the city. Well lit streets seem to be the answer.	Quite possibly true, amongst other measures.
What lobbying/plans are being put in place to counteract future (traffic) chaos?	Without judging the result, it is the case that local and state government authorities are constantly planning to minimise "traffic chaos".
Need an enlarged bicycle path network – links to transport, safe streets & places, recreation, healthy exercise.	Better (and preferred) pedestrian, bicycle and public transport travel were often imagined for 2030
Less cars.	The degree to which car use will be reduced will depend on other factors, such as range and quality of travel options, clean energy vehicles, high tech roads.
Goals. Target setting program.	Agreed.
Nothing is missing, all the information you have given me is so correct and positive.	Thank you.
Well covered	Thank you.
Bike riders are still riding on footpaths.	Thank you.
We need more police in the Dandenong station.	Council maintains close liaison with local Police. This is a decision for the Police force.

IMAGINE 2030 IN GREATER DANDENONG

3. SEEM ABOUT RIGHT?	IMAGINE 2030'S RESPONSE
<p>It was very pleasing to see so much positive visioning in relation to multicultural issues. However I wonder if it was only the multicultural focus groups that mentioned the need for better information systems. For those who are not IT literate (and that's a substantial number of older people) this is a real issue as more services etc use the internet to distribute information.</p>	<p>We acknowledge the demand for information comes from all sectors, and in 2030, we expect every one to get information in a way suitable, timely and appropriate to them.</p>
<p>I'm not sure, as it doesn't seem to be telling about certain issues of the area.</p>	<p>Perhaps these are 2009 issues, which will be solved by 2030.</p>
<p>The community priorities do seem about right, except for the mention of creating a better economy by bringing more people to Dandenong to live. We already have issues like boarding houses and unemployment, ... get yourself a real economist and you'll discover your suggestion is limited, short sighted and won't grow the sort of Dandenong you suggest. It's no good putting bums on seats if you don't have a show.</p>	<p>The equation between workers, skills and job availability are not linear. Planned correctly, more population can mean great prosperity.</p>
<p>A lot of work will be needed, especially travel and transport..</p>	<p>Good travel and transport can solve a lot of issues.</p>
<p>Yes – but need emphasis on cultural activities. Currently western Melbourne (Footscray) has community arts festival – not done in CGD. Council allowed the festival of music for youth wither away ...</p>	<p>Festivals and cultural exposes were often mentioned as ways of building pride and connection.</p>
<p>It all sounds about right, only in a real world it takes two people to be friendly and respectful. ... we could practice a bit of give and take, and also work on our manners.</p>	<p>It's a good point that communities need practice in being friendly, respectful and welcoming ones.</p>
<p>I have seen many vision statements come and go with council and councillors ...</p>	<p>Change is a fact of life.</p>
<p>People who are interested in their city appreciate having a voice and this vision for 2030 has covered a wide range of topics and a lot of thought has gone into it.</p>	<p>Thank you.</p>
<p>Education and communication are vitally important.</p>	<p>Agreed.</p>
<p>It is great to see the vision for Dandenong to be the central business district (cbd), enabling the positive development of our city's image; through business investments, job growth, activity and gateway to the rest of Melbourne.</p>	<p>Agreed.</p>

3. SEEM ABOUT RIGHT?	IMAGINE 2030'S RESPONSE
<p>With the ageing population and influx of new residents to Dandenong, effective public transportation needs to be a high priority. People who are aged, people with disabilities, and new mums with out other means of transportation are a high risk of isolation in their homes. Proper PT, catering to there needs is required to link groups such as this with the community.</p>	<p>Agreed.</p>
<p>We need more police particularly the streets after dark.</p>	<p>Council maintains close liaison with local Police. This is a decision for the Police force.</p>
4. SUGGESTION	IMAGINE 2030'S RESPONSE
<p>Religious dimension.</p>	<p>See above (anything missing).</p>
<p>Health issues – will there be no “old’ people in 2030 – will we be forever younger?</p>	<p>See above (anything missing).</p>
<p>What I would like to see the young people that don’t go to work. I like the govt to send them to the army and teach them a trade and get them off the roads especially at the station because people are frightened to go out at night.</p>	<p>Joining the army should be a personal employment choice.</p>
<p>I suggest the council put in trees that are prettier than the ones we have and less dangerous looking when they are in wet areas.</p>	<p>Everyone has his or her own idea of beauty. Council also needs to deal with practical issues, maintenance, cost and ecology.</p>
<p>Shops need to be more accessible for us elderly with walking frames.</p>	<p>Kerbside trading regulations are intended for this.</p>
<p>Where is the pride?</p>	<p>Agreed. that pride is likely to be a significant connector for the 2030 vision (or an outcome).</p>
<p>Festivals like Summation captured the hearty of the community and has been replaced now by art installations, music in the park, etc. Mayoral family fun day was great ... Noble Park Centenary brought community together and instilled pride back into the area and celebrated pioneering history which has long been forgotten.</p>	<p>The research supports the notion of outdoor gatherings and events as a community connector and source of pride.</p>
<p>A lot of these ideas need to be in community now, lower crime, a few more buses ... the community bus is a wonderful thing.</p>	<p>We believe there is enough good and pride in Greater Dandenong now to make the 2030 vision achievable.</p>

IMAGINE 2030 IN GREATER DANDENONG

4. SUGGESTION	IMAGINE 2030'S RESPONSE
Housing – need a stronger emphasis on housing design with passive environmental control and water harvesting – its about sustainable communities.	Agreed.
Put a bit of Dandenong into Springvale and we could have a better ethnic situation.	Could be right.
Keep cars to a minimum – much better public transport connecting across the suburbs.	Agreed.
Greater Dande is growing and Dandenong Hospital is so good with patients and community.	Agreed.
We believe the council to be on the right track.	Thank you.
5. HOW IT FITS WITH YOUR ORGANISATION (IF REPRESENTING ONE)	
<p>Two positive responses (fits well), plus</p> <p>I work for a tertiary teaching organisation and, while you say lovely things about educational pathways to work, the work has to be available first ... get industry /business into the healthiest possible position and everything else will fall in place.”</p>	
6. OTHER COMMENTS	IMAGINE 2030'S RESPONSE
Imagining 2030 seems to cover it all, hopefully it will eventuate.	We hope so too.
The importance of creating an image can never be overstated.	Agreed.
Green areas need to be planned for and set aside now.	Agreed.
Let us hope that all that multiculturalism does not clear Dandenong of its original residents or other original Australians from wanting to live here.	There is indeed the challenge of balance.
There seems to be factories and industry all around Dandenong. What about homes needed to house all these new residents?	Affordable housing is a high community priority.

6. OTHER COMMENTS	IMAGINE 2030'S RESPONSE
The Image for 2030 seems a little utopian considering the time frame.	The timelines can be reviewed as we go. Different priorities will have timelines of their own. Community projects will too. In 2015, we may want to Imagine 2050.
We need help from federal, State governments, plus business councils plus ethnic community leaders.	Advocating to other levels of government requires both community and council leadership. Growing community leadership was mentioned by some in the Imagine 2030 research.
My suggestion on goals and targets for each major item be set, and their results well distributed via council newsletter.	Agreed. there is a need for a report card and community indicator monitoring program.
In Britain, where derelict ex industrial areas have been transformed, in cities such as Manchester, Salford, Glasgow, Birmingham, which all had the features, if not worse, than Dandenong and environs have today, and all with much greater and mixed ethnic populations than here. These cities have maintained their progress.	Revitalising Central Dandenong is a step in this direction. The more suburban parts of CGD do not have the same infrastructure and social issues.
I am very comfortable with walking through Dandenong at anytime. I don't see any trouble. Great people. Always changing the scenery.	Liking the place and feeling ok in it does seem to be the dominant sentiment amongst Imagine 2030 participants.
We are very happy to live in Dandenong. We have been here over 50 years and we love it. We have nice p[arks and very clean city.	As above.
Lived in Dandenong for 58 years – always feel safe.	As above.
A lot of imaginings will rely on State & fed Govts' input /cooperation to actually become real. Some are wishful thinking – “appearance of places”.	The appearance of places is one of the easier aspects to improve, if you have the ideas, funds, partnerships and investment. So this is always an opportunity for early community wins on a neighbourhood level.
Since I am now well into my eighties, I don't expect to be around to experience these improvements.	We all have a part in building a good future.
The travel and transport section for 2030 is optimistic. I use PT (trains) about 6 times a year. Because of the time I travel I found the service good, trains on time, clean.	Optimistic maybe, but good travel and transport solves a lot of other problems, and needs to be tackled.

IMAGINE 2030 IN GREATER DANDENONG

6. OTHER COMMENTS	IMAGINE 2030'S RESPONSE
<p>Who knows where a person will be in 20 years from now. I could be moved out of the area or I could be dead ... All I know is the area I am at the moment has too many druggies and people asking for money, and they usually hit you when you least expected especially on pension week.</p>	<p>We want the city to improve over time, and residents can help make that happen.</p>
<p>I am also fed up with the graffiti that is still being done on the walls and doors of shops .. We should stop the sale of spray paint cans</p>	<p>As above.</p>
<p>A smile goes a long way – try it.</p>	<p>Recording smiles has been used before as an indicator of community wellbeing.</p>
<p>There is clearly a focus on youth. Do the demographic predictions support this priority? What was the proportion of young people contribution to the project? I can appreciate that their input is very important as they will be, as you say in the last statement “Getting Old in 2030”. However, I have a sense of an over-emphasis on the responses of younger people.</p>	<p>Young people were considered a “hard to reach” group for council consultation, so particular effort was put into this sector via focus groups. In actual numbers, they were one of the smallest sectors consulted with around 100 individuals involved in surveys or focus groups.</p> <p>It is true that young people currently tend to leave Greater Dandenong, have relatively low school retention and employment rates, and some are even “at risk”. On the other hand, involvement with CGD youth programs has a high degree of retention.</p> <p>But in 2030 terms, we want young people to stay, go through a full education and training cycle, and gain jobs and careers. We hope that many of CGD’s young people of today will stay in the area and help build that 2030 future.</p>
<p>Was there input from business?</p>	<p>Part 2 of the discussion paper has a chapter on business and manufacturing. There was a specific consultation program. Admittedly, engagement with traders and trader associations was difficult.</p>

6. OTHER COMMENTS	IMAGINE 2030'S RESPONSE
<p>And, as not exactly a climate change sceptic, but one who feels the whole issue is yet another example of political scare mongering, I couldn't find any reference to climate change.</p>	<p>The fact is that climate change was hardly mentioned specifically. There were many comments about renewable energy, sustainability, pollution reduction, less cars, etc. Green spaces, nature, conservation and heritage are also highly valued.</p>
<p>I would suggest that the council should devise a means to measure progress on such issues and provide regular feedback per medium of communications such as the council magazine. Every milestone reached should be celebrated and recognized with moderation.</p>	<p>The option of a "report card" is on the horizon. The notion of the community itself doing the measuring is also under consideration. Agreed we should celebrate milestones along the way to 2030.</p>
<p>There is only so much that can be achieved by the council alone. We should perhaps all borrow John Kennedy's saying "Ask not what your country can do for you but what YOU can do for your country". All we need to do is to substitute the word Country with Council and together we can work wonders for Dandenong</p>	<p>This raises the question of "how do you nurture participation, action and leadership in the community?"</p>
<p>Different cultures are great and have added to the culture of the city, but I can't help feeling the anglo-saxons are discriminated against.</p>	<p>Some do have the perception that multiculturalism takes priority over "anglo-saxons", even though multiculturalism is also seen as having potential benefits.</p>
<p>I cannot imagine "safe streets and places in 2030" – with increase in population you get an increase in crime.</p>	<p>Increase in crime may follow population growth in absolute numbers, but as a proportion of the population, not necessarily.</p>
<p>These top priorities need to be dealt with now, not by 2030.</p>	<p>The priorities are big issues, which is why they will take at least 20 years to get right. Earlier the better though.</p>
<p>Too much emphasis on shopping and shopping centres ... this undermines the connectiveness that Imagine 2030 will try achieve. It undermines family gatherings and being linked to local community groups.</p>	<p>Imagine 2030 discovered "shopping" to be top of what people like about CGD. However, the desire for such facilities to be local (not just centralised and big) was expressed in Imagine 2030. People want both.</p>
<p>Some long standing art works [needed] that celebrate our pioneering history.</p>	<p>Heritage and history are essential components of pride.</p>

IMAGINE 2030 IN GREATER DANDENONG

6. OTHER COMMENTS	IMAGINE 2030'S RESPONSE
I am a 67 yo pensioner ... it is a grand vision for 2030 and The majority of people are nice but our manners have been lost; technology is wonderful but taking away the human touch I know Rome wasn't built in a day but quite a few things could be focussed on. The little things count with people, you then have a happy healthy community.	A wise comment, thank you.
More real effort for sustainable housing solutions - including housing mix that has public housing included.	Agreed.
Stronger council leadership is needed, and they need to match planning and policy development across the broad areas they control, e.g. youth., sport and recreation, cultural policy, planning etc.	Agreed.
Instilling pride is ... a building block that will help the Imagine 2030 project.	Agreed.
Road traffic is increasingly congested. Being a builder and travelling 35K Km pa in my van. To get a reasonable run on the Monash I have to be on the road before 6am. Eastlink & Dandenong bypass are wonderful.	Agreed.
Cultural diversity essential for building stronger community.	Agreed.
Outdoor activities & sport - very important to help young people to join, make friends and belong.	Agreed.
We need jobs for young school leavers, to make them work not sit on centrelink welfare.	Agreed.
Don't have any problems with any of the ethnics in the area.	Neither do we.
The City of Greater Dandenong is to be congratulated on its initiatives. As in many aspects of its citizens lives, it is at the forefront of improvement in quality of life.	Thank you.
Thank you for the opportunity to comment.	You're welcome.
The paper is very comprehensive of the priorities of community members, and sum up the aspiring vision of Dandenong 2030. The results in the paper confirm the hopes, dreams, and aspirations shared by many residents within the municipal city. The amount of time, effort and research put into defining the Vision and Priorities of Dandenong 2030 is clearly evident in the quality of the paper. The paper is very detailed in setting out what Dandenong needs to move forward to achieve the potential that is '2030'.	Thank you.

6. OTHER COMMENTS	IMAGINE 2030'S RESPONSE
<p>Congratulations on the document you've produced. It's refreshing to have received such a document from Council and to have had the opportunity to comment. We'll now look forward to an implementation plan.</p>	<p>Thank you.</p>
<p>The data is comprehensive and informative and the council's initiative should be applauded in as much as it is an enormous step in the right direction. Much more work remains to be done and important issues assiduously pursued until tangible results are achieved.</p>	<p>Thank you.</p>



METHODOLOGY

ACCOUNT OF RESEARCH AND CONSULTATION PROGRAM
FOR THE IMAGINE 2030 PROJECT
OCTOBER 2008 - DECEMBER 2009



IMAGINE 2030 – PROJECT METHODOLOGY



BACKGROUND

MILESTONES

- > The Imagine 2030 project's job was to establish a CGD community vision.
- > The project commenced in October 2008, culminating in the discussion paper "Directions from the Community" prepared in November 2009.
- > The discussion paper was subject to a Councillor-Manager workshop on 18 November, and sent to all Imagine 2030 participants for whom we had contact details (about 800).
- > A final Councillor briefing on Imagine 2030's findings in February 2010
- > Council endorsement of the community plan on 22 February 2010.

THE COMMUNITY VISION

The Imagine 2030 project's aim was to identify shared values and priorities in the community, and a common view of what the City of Greater Dandenong should or could look like in 20 years time – in 2030. The end result is a set of community visions for 2030, generally known in local government circles as a "community plan".

While CGD carries out regular consultation in the community, Imagine 2030 research has been particularly extensive, and took into account the challenges of engaging with "hard to reach" sectors.

COUNCIL PLAN

Greater Dandenong also needed to produce a new Council Plan for the 2009-2013 period, based on community views.

The principle is that by articulating the community's vision of the future (not the council's), Council gains a framework within which to develop its own plans of action, its operational and policy priorities, and a decision making tool when there is debate within Council.

Imagine 2030's stage 1 phase was designed to provide enough information to develop the Council Plan 2009-2013, as well as start the visioning process off and gain base-line data for guide stage 2 research.

IMAGINE 2030 ACTIVITY CHART

FOCUS GROUPS, WORKSHOPS AND FACE-TO-FACE CONSULTATIONS

Focus Group FG or Forum	Language used	No. participants	Gender mix	Age range approx.	Locations from
Afghan 1 (women) FG	Dari	7	Women only		Dandenong, Noble Park
Afghan 2 (men) FG	Dari	8	Men only		Dandenong
Burmese FG	Burmese	6	Mixed		Mainly Springvale
Chinese 1 FG	Mandarin/Cantonese	6	Mixed	young/mid-age	Springvale area
Chinese 2 FG	Cantonese/Mandarin	6	Mixed	50-75	Noble Park, Dandenong. Keysborough
Croatian FG	Croatian	7	Mixed	50s mainly	Mainly Dandenong
Spanish FG	Spanish	8	50/50	mid.age	Noble Park, Keysborough, Springvale
Sudanese 1 (women) FG	Arabic +	5	Women only		AMES based
Sudanese 2 (men) FG	Arabic	7	Men only		General
Vietnamese FG	Vietnamese	10	Mixed		Mainly Springvale
Multicultural Facilitators FG	English	11	2/3 women	20's to 50's	General
Young Mums (women) FG	English	8	Women only	Teens to early 20s	General
Young Leaders FG	English	22	Mixed culture & gender	Under 18	General
Muso Network FG	English	10	Mixed culture & gender	Teens to early 20s	General
X Space FG	English	11	Mainly Sudanese men	Teens to early 20s	General
Aboriginal men discussion circle	English	10	Men only	Late 20s – 60s	General
Aboriginal women FG	English	11	Women only	Late 20s – 60s	General
SEMMA workshop	English	12	Mixed	Adult	General
Business/manufacturing - presentations and interviews	English	30	Mixed	Adult	General
Disability interests workshop	English	20	Mixed	Adult	General
CGD staff workshop	English	25	Mixed	Adult	CGD employees coordinator
Councillor-Manager workshops x2	English	35	Mixed	Adult	CGD councillors and managers

IMAGINE 2030 – PROJECT METHODOLOGY

IMAGINE 2030 OUTPUTS & OUTCOMES CHART

SURVEY AND FOCUS GROUPS

METHOD or Forum	FORMAT/SECTOR	PERIOD	OUTPUT AND CATCHMENT	OUTCOMES	
Survey	Brochure (reply paid) and On-line. General public.	Oct-Dec 2008	45,000 - All households, shop fronts, centres, council networks, community grants list, outlets, youth programs, Business Networks, etc.	900 surveys returned.	Over 1200 verbatim comments were recorded talking about a range of topics.
	On-line & paper.CGD staff.	Oct-Dec 2008	650 - CGD staff	188 surveys returned from CGD staff.	
	Brochure (reply paid) and On-line. General public.	Jan 2009 to Present	1,000 - Various outlets, focus groups, workshops; Imagine 2030 participants; Facebook; general public.	200 surveys returned.	
Focus Groups	Multicultural focus group model.	Aug-Sep 2009	11 focus groups conducted in over nine languages.	81 participants from nine national backgrounds. Engagement and training of multicultural representatives. Developed multicultural consultation model.	Over 900 comments were recorded by multicultural focus group note takers.
	Youth focus groups and engagement	Aug-Sep 2009	Four focus groups via CGD Youth Services programs and groups.	51 participants from a range of backgrounds. Meaningful engagement with young people. Professional development for Youth Services staff.	Over 400 comments were recorded by youth focus group note takers.
Other	Workshops & mini-consultations	Oct-Nov 2009	Business related groups engaged: SEMMA, Greater Dandenong Retailers Association, Noble Park Traders, Springvale Rotary, SABA.	This led to individual interviews with business representatives.	Over 150 comments recorded.
	Disability interests workshop	Dec 2008	People with disabilities and their carers.	Around 20 participants.	Around 100 comments recorded.
	Discussion circles	Nov 2009	Aboriginal men's and women's groups.	Around 22 participants.	Around 100 comments recorded.

SNAPSHOT STATISTICS

IMAGINE 2030 PROJECT

SNAPSHOT	
Total verbatim statements recorded	3100
Verbatim comments recorded in multicultural and youth focus groups	1300
Surveys returned (paper and on-line)	1300
Focus groups, discussion groups and workshops conducted	25
Languages used in Imagine 2030	9+
Number of Imagine 2030 contacts (Dec 2009)	600
Imagine 2030 Facebook group (Dec 2009)	82





CHALLENGES

COMPLEXITY OF GREATER DANDEONG'S COMMUNITY PROFILE

The main challenge in establishing shared values and priorities is that people are all so different in terms of background, knowledge, traditions, and so on. Wrapped up in this the challenge of engaging with the “hard to reach”, for instance where culture and language is a barrier, or relevance (young people), or just being time poor (business operators).

SOLUTION

Range of techniques:

1. Written survey (paper and on-line).
2. Focus groups conducted in community languages.
3. Focus groups with young people.
4. Workshops and interviews with business representatives.
5. Discussion circles with aboriginal groups.
6. Workshops with CGD staff.
7. Presentation based mini consultations.

The focus group model

An Imagine 2030 focus group model was developed for use with CALD communities and young people.

- > With CALD groups, community representatives were recruited for training in Imagine 2030 focus group facilitation.

- > CALD facilitators were then responsible for recruiting and running focus groups in their own languages, and reported back in English. Nine focus groups were conducted.

- > With young people, Youth Services staff were trained in the Imagine 2030 focus group model, and conducted them with participants in four youth programs and forums.

ENGAGEMENT FOR RESULTS

We took measures to maximise survey returns, and minimise the length of focus groups. The main measure was keeping the Imagine 2030 questions to just three.

The three core Imagine 2030 QUESTIONS

- > What is most important to your life and wellbeing?
- > What do you like most about the city and neighbourhood (what is good and works well now)?
- > What would make the city a great place to live in 2030, and what would it look like?

In the survey, question 1 simply required ticking boxes.

In focus groups and workshops, the “priority card exercise” was usually used to get similar information.

The results gave the community's top priorities, generally deemed as the top six out of the 18 priorities in the list for each survey group or method, and aggregated to identify shared priorities across the community.

Questions 2 and 3 asked for general open-ended comments (verbatim) in the survey, and were questions in their own right in focus groups and workshops.

- > These were analysed for most frequent “keyword mentions” as well as coded for the specific subject of each comment, as far as practical.

SIMPLICITY

These questions were developed based on the following principles.

- > Short and simple, to maximise returns and minimise the complexity of face-to-face consultation.
- > Appreciative and affirmative questions, no negative angles.
- > Minimum personal information requested of survey respondents and focus group participants.

INCENTIVE FOR SURVEY RETURNS

Those who responded to the reply paid or web surveys by December 2008, and provided their contact information, were in the running for a prize (dinner or Drum Theatre show for two). Ten people were awarded prizes, split equally between the two options.

This exercise produced an Imagine 2030 contacts list of 650 by January 2009. This list was used to gain feedback on the discussion paper Directions from the Community.

INCENTIVE FOR CALD FOCUS GROUPS

Focus groups are quite an ask of the facilitators and organisers. CALD facilitators were given free training, paid a nominal amount for their efforts and had a venue and catering budget.

Participants were also given a small gift voucher with covering letter from the Mayor. This was highly appreciated, and made many participants feel proud to have been involved.

KNITTING IT TOGETHER

Because various methods were being used, and much of the information was in the form of open ended statements, the research design needed to identify commonalities and themes, regardless of consultation method or survey group.

Solution: COMMUNITY PRIORITIES

- > Measurement of “top community priorities” as selected by participants from a list of 18 themes.
- > The same list of 18 priorities was used throughout the project, with measurement techniques adapted to the consultation method as needed (e.g. “priority card exercise” in focus groups; tick boxes in survey).
- > The 18 priority themes were developed after reviewing key CGD strategy documents, previous research and other councils’ community plan frameworks.

In this way, we could compare community priorities across groups regardless of method.

Council Plan

Development of the Council Plan mid-way during the Imagine 2030 project also needed a quick way to develop themes, goals and priorities. The scoring and “league table” method of analysing community priorities ticked in the survey helped give the strategic framework for the Council Plan 2009-2013.

Volume of information

Overall, Imagine 2030 collected over 3000 individual statements and comments from surveys and discussion.

This posed a challenge of analysis and finding the big trees in the forest. Two main methods were used to overcome this.

- > Keyword mentions – by doing keyword counts and spot checking their context (in respondents’ statements), we were able to identify recurrent themes and responses to the Imagine 2030 questions.
- > Theme coding – particular sets of statements (e.g. from focus groups) were coded to indicate what topics each statement was about. This allowed grouping of statements, which made it easier to see common themes.

IMAGINE 2030 – PROJECT METHODOLOGY

COVERAGE

Geographical representation was not a major concern, as long as community input was received from most parts of the city. Contact details from the survey indicate this to be the case. Approximate returns were: Dandenong (north & south) 42%; Springvale 13%; Keysborough 9%; Noble Park 24%; Other (mainly outside CGD) 12%.

Participants in focus groups were generally from a particular suburb, with the sum of focus groups also covering most of the city.

For a visioning research program, statistical representativeness is of minor importance than the methods used to identify recurrent themes and honing in on vision statements.

SOME OBSERVATIONS REGARDING THE IMAGINE 2030 SURVEY RETURNS

The elderly

There is no doubt we covered the elderly adequately. Surveys were widely distributed through Council's aged and disability networks. Community feedback to the discussion paper has come from the elderly as well.

Multicultural response

The survey brochure responses leaned toward older people and English speaking people. Nevertheless, a scan of names of respondents providing contact details shows that at least 20% of survey replies were from people of a non-European background.







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