



PART A

The Blueprint for Generational Equity

Community Engagement

Summary Report

March 2023

ENGAGEMENT SUMMARY REPORT

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ENGAGEMENT SUMMARY REPORT

INTRODUCTION

This summary report is Part A of the Future Strategies Community Engagement Report. It covers community feedback on the draft Blueprint for Generational Equity, which is one of three strategies in the Future Strategies suite.

This summary report should be read in conjunction with the Future Strategies Community Engagement Report; which reports on engagement methods, activities, statistics and key outcomes across all three strategies.

About the draft Blueprint for Generational Equity

The most liveable, sustainable and innovative place in Australia.

The Blueprint for Generational Equity is our elected representatives plan for our future. It's designed to connect our strategies and plans and will continue to develop with each Council and their term. The Blueprint lays out a plan for the region's future, our key drivers for change and our community's aspirations and key priorities.

The Blueprint's Key Focus Areas and the ambitions we aim to deliver:

- Focus Area 1 - Corporate Planning
- Focus Area 2 - Master Planning
- Focus Area 3 - Land Use Planning
- Focus Area 4 – Infrastructure

Each area sets out immediate key actions from our strategies and plans that we need to prioritise, set targets for and measure overtime to continue delivering meaningful and relevant outcomes for now and for future generations to come. It helps us determine our priorities against the strategies and draws upon and highlights the key focus areas, challenges and actions we need to implement as we face ongoing changes of our business. Designed for continuous improvement, it will evolve as we continue to monitor performance and capabilities relative to our strategies and goals.

COMMUNITY ENGAGEMENT: FEEDBACK

We received 17 submissions in response to the draft Blueprint for Generational Equity, with the majority coming through our Have You Say online engagement platform.

Feedback was also gathered during a combined community and industry workshop session, which attracted 18 attendees. As acknowledged in the Community Engagement Report, we received a relatively low number of responses however, the majority of those were informative and comprehensive.

Feedback across all three strategies was qualitative; we simply asked respondents to share opened ended feedback on each strategy. This form of data delivers extensive and detailed

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information specific to each strategy however, it is typically difficult to analyse and in this case, responses don't fit into standard categories.

One of the challenges in presenting this type of feedback is in identifying key issues without bias. The following section presents observations around some of the strongest themes, with examples of feedback. We have included verbatim responses in Appendix 1 and encourage readers to view this for details.

In some instances, feedback was supplied as a marked up document. It is not practical to copy these submissions into the appendix however; all feedback will be considered when updating the strategy.

Feedback Summary

Amid the support for the clarity of the Blueprint, a number of respondents questioned the purpose of the strategy - how it fits with Council's delivery and operation plans and how it demonstrates generational equity.

There is some despondency in the community around being asked to give feedback on another planning document compounded by a perception of a lack of action.

The omission of a climate change response is a common thread across all of the Future Strategies.

Observations that some key actions are clearly defined and measurable (like infrastructure) others are more general or omit key drivers, such as tourism.

Feedback examples and extracts are shared below.

1. Intention, purpose and use: mixed response as some described a confusion in relation to the intention and purpose of the document whilst others applauded the documents clarity.

"It's not clear why the document is called this, when it really doesn't commit to, let alone talk about, either generational equity or intergenerational equity at all."

"When accessing the PMHC website to provide feedback on these documents the link said 'Strategies for our future' but the Infrastructure Strategy and the Regional Integrated Transport Strategy I understand, however the Blueprint does not seem to be a strategy and nor should it be referred to as one."

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"Generational equity is a great concept. People have different needs at different ages. They all should be able to access economic and cultural resources. They need to be part of education in preserving those valuable resources."

"This document is easy to read and has the rate payer and customer in mind when it was developed. Why can't other key strategies and documents be more user friendly like this document."

2. Council plans: A number of respondents questioned how the document sat within Councils additional plans and strategies:

"Council has many strategies and plans, particularly the Community Strategic Plan - Imagine 2050, which already feed into a 4 year Delivery Program. This is the document that should be updated once the Infrastructure and Regional Integrated Transport Strategies have been adopted."

"The Blueprint provides an important link between the vision outlined by the community and how PMHC have interpreted that to create a future direction or strategy."

3. What's missing? Some areas such as tourism and libraries are lacking.

"Decades of Council resource and funding has been dedicated to Tourism development and management with great results. This Blueprint now appears to be overlooking it completely without consideration for planning and managing tourism in our region for generational equity."

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COMMUNITY & INDUSTRY WORKSHOP: FEEDBACK



The workshop sparked critical thought and discussion among participants and staff. The following comments were recorded during the 1.5hr session.

- Ambition statement - what does this mean?
- Thought it describes issues, doesn't provide details
- Can't work out what 'master planning' means?
- "Visual map - not really a strategy what are our true priorities"
- Its placement is under the strategies
- What isn't in the Blueprint?
- Missing logical flow i.e. corporate planning is a major thing for the organisation not for the community
- Where does the Blueprint sit in the Strategy suite documents?
- "Four key focus areas
 - how do we measure achievement of these objectives and goals?
 - KPIs
 - Plain outline of the challenges
 - Business excellence should adopt the backwards approach - look at where you want to be in 2036 and work back from there and what the milestones are"
- Blueprint is consistent with our business
- Communities within communities
- One stop shop for residents / businesses
- Connectivity - local
- Maximising the real estate footprint
- Partner with stakeholders - State Government, etc.
- Look at the big picture including all the impacts of development i.e. Parking
- Growth forecasts - are these realistic? We are exceeding the forecasts
- "Masterplanning - a need exists to ensure we stage milestones appropriately
 - what are the trigger points for infrastructure provision, housing supply"
- 10 year land supply / housing (or longer) - emphasis on need to plan for
- Review framework

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- Assess milestones
- strategies and plans
- reporting on"
- Priority - add in telecommunications - need to engage on this - business / WFH model has changed
- Density / in fill development - this will change demands on infrastructure - how do we accommodate this
- How does this fit in with other strategies?
- Masterplan: how do we report on achievements outside of the MP space?
- Trigger points of infrastructure
- Additional density in housing, demands on infrastructure, Accommodate growth
- What will be the Milestones?
- Creating happy communities within communities
- Local connectivity remains important
- Partner with state government to achieve

INDUSTRY SUBMISSIONS

Greater Port Macquarie Tourism Association

- Seeking clarification on the intent of the Blueprint as opposed to Delivery and Operational Plans.
- Lacks detail and clarity around deliverables
- Overlooks economic development and visitor economy in the focus areas but does cover sport and recreation advisory group.
- Our federal and state governments are very active in the tourism space and have set clear targets for our region, yet not covered in the Blueprint.

See Appendix 2 for submission.

NEXT STEPS

All submissions received will be considered during the next revision of the Future Strategies. The final reports will be tabled at the April 2023 Ordinary Council Meeting for consideration for adoption.

If you would like to view the final documents, the Council Meeting agenda or speak at a public forum please head to our [website](#) for this information or contact our customer service team on 6580 8111 or council@pmhc.nsw.gov.au.

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APPENDIX 1: VERBATIM FEEDBACK

- Firstly, I'd like to express my frustration to be spending time doing more community input after having spent many hours providing community input during the previous Council term and this current Council choosing to throw away so much hard work. That was simply wasteful, exactly what this Council claims to oppose; and a real slap in the face to the many community members who generously volunteered their time and expertise (expertise which in many cases this Council simply does not have without that community input - so you're working much less smart).
- In regard to "The Blueprint for Generational Equity": It's not clear why the document is called this, when it really doesn't commit to, let alone talk about, either generational equity or intergenerational equity at all.
- It's a strategic planning document, which is fair enough, but the idea that its primary purpose is to foster equity just doesn't come through. (And the implication that this is the planning document that will be imposed on the future is just arrogant. It simply feels like this particular group trying to put their stamp on Council into the future –a power grab.)
- Calling it "Generational Equity" is just using buzzwords without doing duty to the actual meaning of the concept.
- The one place where the term is actually used in the body of the document is in "Ambition Statement 2", "We lead through a visionary lens to create generational equity that drives market demands." ... which means what exactly? (by the way, "driving market demands" is one of the primary causes of inequity)
- This probably seems like a slight detail, but including a Nelson Mandela quote on the cover, as well as quotes from Helen Keller and Mahatma Ghandi within the document, is pretty wild! This document isn't about helping oppressed people to overthrow their colonisers, it's just a local government strategic plan, made by and for mostly safe, mostly rich, mostly white people.
- Yes I'm one of those people and I'm grateful for that, but I would never dream to compare the challenges we're talking about in this document to those faced by Keller or Ghandi!
- I wonder how Dr Mandela would feel about his words being borrowed to try to add legitimacy or an inspirational feel for this purpose. It cheapens the real meaning of those quotes and is really "on the nose".
- This document characterises Council as a business / corporate ... yes, it needs to operate in a financially responsible manner, and borrowing some ideas from business approaches can help with this. But Council is not a business, it's an arm of government, a public service, and it should act in the public interest. That said, one of Council's roles is to support actual businesses and I would love to see Council interact in a more respectful and productive manner with Business Port Macquarie.

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	<ul style="list-style-type: none"> • By far the single greatest issue of intergenerational equity is climate change, which receives two super quick mentions in this document, neither of which is explained, elaborated, or backed up by any kind of discussion at all. • They feel perfunctory, so that Council can say "it's in there". The latest and best available science tells us that we are in genuine trouble in the coming decades and we need to do much, much better on both adaptation for climate change that is already unavoidable, and mitigation to prevent it getting much worse. • In other words, "business as usual" is stealing our children's and grandchildren's future. This is not discussed at all, which is bizarre for a document that includes generational equity in the title.
	<ul style="list-style-type: none"> • The purpose of my submission is to specifically identify my property {redacted} which is identified in Council's UGMS as a future investigation area and request my property is included within the Blueprint as a property well positioned for a rezoning to residential (R1). • ... as being a Medium-Term priority, within years 4-5, which equates to 2021-22. This time is now upon us, and no planning has commenced to my knowledge by Council. A major factor for me purchasing the property was the estimated timeframes noted within the UGMS of the investigation being completed by this time. • STRATEGIC PLAN identifies high-level actions that are required, to deliver on the strategic objectives identified in the LEAD or THEMATIC LEAD STRATEGIES. They identify broad works projects and programs required to deliver on these high-level actions and may include indicative costing and resourcing requirements and delivery time frames. • Actions are accompanied by target implementation timeframes defined as follows: <ul style="list-style-type: none"> - Short: 1-2 years - Short-medium: 3-4 years - Medium: 5-7 years - Medium-Long: 8-10 years - Long: > 10 years • To embed the detailed actions in long term strategies does have the weakness that long term strategies have a long lead time and that exposes them to a lack of responsiveness. • Given the acknowledgement of the current challenges which will greatly impact the region's future, other than reviewing the Imagine2050 at each new Council term to determine if any actions are taking place, what communication and or mechanism can be provided to the community on an annual basis? • As you are aware, significant growth has been occurring in the Lake Cathie/Bonny Hills area and looks to continue over the next 20+ years.

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	<ul style="list-style-type: none"> I am concerned that these Draft Strategy will be discouraging greenfield development [in the] Bonny Hills Strategic Planning Area, which is much needed in the area to address housing demand and affordability. Given the extensive timeframes to achieve a rezoning of land, a blanket discouragement of greenfield development is short sighted and will exacerbate the housing crisis and supply issues currently being experienced.
	<ul style="list-style-type: none"> My major concern is the comment that Council is a business. This is not true, Council exists to serve the needs of the electorate. It is important to be fiscally responsible, but that does not mean it needs to be "a business". This Council needs to focus on delivering service rather than concerning itself with financial constraints. I note also that the Blueprint questions sources for finance. This is what rates are for. Raise rates, provide service and be a good Council. Finally, the traffic congestion cannot be solved without a bypass. Council made a populist move to dismiss the "ring-road" idea. Admit your short-term strategic manipulation of your constituent, and reinstate that as a priority.
	<ul style="list-style-type: none"> It has already been suggested that the Blue print reference Intergenerational Equity rather than Generational. We certainly need to link the land use planning with the Master planning, the rezoning of areas to higher density is having impact on the sewer network with capacity issues being flagged at the time of development.
	<ul style="list-style-type: none"> There is barely a mention of libraries in any of these documents. If talking about generational equity, libraries live and breathe it every day.
	<ul style="list-style-type: none"> The purpose of the Blueprint is confusing. It seems to cut across the strategy papers currently up for public comment. Is it meant to be a vision statement? A summary? In either case it seems to pre-empt the outcome of more detailed planning.
	<ul style="list-style-type: none"> I consider the Blueprint to be a complete waste of Council's resources and the document should be scrapped. Council has many strategies and plans, particularly the Community Strategic Plan - Imagine 2050, which already feed into a 4 year Delivery Program. This is the document that should be updated once the Infrastructure and Regional Integrated Transport Strategies have been adopted.
	<ul style="list-style-type: none"> This document is easy to read and has the rate payer and customer in mind when it was developed. Why can't the council's other key strategies and documents be more user friendly like this document.
	<ul style="list-style-type: none"> The Blueprint provides an important link between the vision outlined by the community and how PMHC have interpreted that to create a future direction or strategy.

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	<ul style="list-style-type: none"> The document provides the opportunity to really shoot high with its relatively long timeframe of 10 - 20 years. The document needs to investigate what the vision of "the most livable, sustainable and innovative place in Australia" really means. Wording like "We will bring our infrastructure planning and maintenance to a state which is fit for purpose" is not looking at the opportunities that may not be possible now but can be included as a long-term goal. The section on 'Current Challenges' is important but should be less detailed and come second to the 'Community Needs' and potential additional section to this of "Opportunities" - what are other centres in Australia and abroad doing, what is best industry practice or sustainable and innovative that we can draw inspiration from. We seem to jump straight from 'vision' to the 'plan' stage without taking the time to explore options on how we deliver the vision. The 'Community Needs' is easily understood and clearly outlines the communities' priorities. How these are applied in the proceeding Focus Areas is less clear. Each priority should be clearly listed under the Focus Area. It is important that these key items, along with the vision are keep in the loop all the way down the hierarchy of strategies to the individual plans. The Key Actions within the Infrastructure Focus Area are well defined and measurable with direct links to 'traffic congestion, safety and footpath' priority of the community. The other Focus Areas are more general and it is unclear how the Blueprint vision is applied to the various plans etc. mentioned.
	<ul style="list-style-type: none"> The roads are an absolute disgrace
	<ul style="list-style-type: none"> The roads, pedestrians and road signs need to be improved.
	<ul style="list-style-type: none"> Generational equity is a great concept. People have different needs at different ages. They all should be able to access economic and cultural resources. They need to be part of education in preserving those valuable resources.
	<ul style="list-style-type: none"> The recent census data has identified that the Port Macquarie-Hastings LGA grew by 8,223 people in the 5 years to the 2021. That is 1,645 per year. The blueprint refers to NSW Department of Planning and Environment population projections which are planning for 12,188 additional people to 2041, a growth rate of 610 people per year over 20 years, which is well below the previous 5-year trend. Council should continue to lobby the Department to adjust its population projections for the area to a more realistic figure to assist with State Government consideration of the infrastructure that will be required to support growth.
	<ul style="list-style-type: none"> I strongly question the time cost and energy put into this document. It is clear from following council meetings that this Blueprint was a project of

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the Mayor's team and has been costly and actually held up the actioning of some council projects.

- To any reader it is not clear why we could not proceed with the CSP being the overriding strategy document for council.
- No other council or Iga I am aware of uses such a document. Can the community be made aware of the cost involved with its production and the time used by council staff whom I understand are over stretched and under resourced.
- The name of this draft blueprint document is strange as the term generational refers to an ongoing thing that will change across generations and yet, this document, if adopted by this current Councillor body, might not be desired by the elected body in the next term of Council. So how can we call it a generational document when we are in no position to suggest it will be an ongoing (generational) piece of work.
- Page 3 suggests that the blueprint combines all of Council's plans and policies into one cohesive document but further along under the four key focus areas it is not clear that all of Council's plans and policies are in fact included.
- Council's plans should come from the Community Strategic Plan – Imagine 2050 along with State Government Regional Plans as well as the current policies and strategies of PMHC that have been developed, or are in development, and exhibited for community feedback to then be adopted by Council.
- Page 5 states that the Blueprint will connect our strategies and plans into a cohesive Blueprint with 4 key focus areas but the true key focus areas for PMHC council need to be the balancing and simultaneous delivery of all aspects of the Community Strategic Plan as are acknowledged on page 15 under the heading of Our Community Needs
- . The Blueprint should not decide the communities' priorities but rather should simply reflect all of them.
- Page 8 says the mission is to provide excellent services and infrastructure for our community but with a comprehensive Infrastructure Strategy on exhibition right now too, what point is there for having a key focus area on infrastructure within the Blueprint? The Infrastructure Strategy is presented as a Lead Strategy within the Strategic Framework of Council and there seems to be no real need for a Blueprint at all as it seems it would simply be a duplication of work.
- When accessing the PMHC website to provide feedback on these documents the link said "Strategies for our future" but the Infrastructure Strategy and the Regional Integrated Transport Strategy I understand, however the Blueprint does not seem to be a strategy and nor should it be referred to as one.

Page 25 states: What's next, and then proceeds to claim that the Blueprint will be implemented by cascading the focus area actions into our internal planning and resource allocation processes. This is not correct or

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	appropriate as the allocation of resources should be determined by the Community Strategic Plan .
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APPENDIX 2: INDUSTRY SUBMISSION

Greater Port Macquarie Tourism Association



**GREATER PORT
MACQUARIE**
TOURISM ASSOCIATION

General Manager/Mayor
Port Macquarie Hastings Council
17 Burrawan Street
Port Macquarie NSW 2444

Blueprint for Generational Equity

Dear Clare/Peta,

Thank you for the opportunity to provide input and comment into the Draft Blueprint for Generational Equity.

The Greater Port Macquarie Tourism Association is an industry organisation that represents the interests of our tourism Industry, and our comments are provide as constructive contributions to the Blueprint document.

For clarity and context, and in ease of assessing the document, we have summarised our understanding of the document in blue text below.

Hierarchy of Council Documents:

1. Community Strategic Plan; Imagine2050: Community's long term vision
 - 1.1. Council Plans and Strategies: Key strategies, plans and goals for the next 1-30 years.
 - 1.1.1. Blueprint for Generational Equity: Connecting strategies and plans into a cohesive Blueprint with key focus areas

Focus Areas:

1. Corporate Planning:
Key Actions:
 - Long Term Financial Plan
 - Asset Management Strategy

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- Workforce Management Plan
 - Delivery Program
 - Corporate Plan
 - Organisational Transformation
 - Customer Experience Transformation
2. Master Planning:
- Key Actions:
- Individual & Employment Precinct Plans
 - Transport Planning
 - City & Towns Master Plans
 - Regional City Action Plan priorities
 - Town entry statements designs
 - City and Town Public Landscaping Master Plans
3. Land Use Planning
- Key Actions:
- Development Contributions Planning
 - Environmental Management
 - Local Environmental Plan & Development Control Plan
 - Local Strategic Planning Statement
 - Land use strategies reviewed
 - Economic development
 - Conservation identification and protection
 - Regional natural disaster mitigations and adaptations for continuous improvement
4. Infrastructure
- Key Actions:
- Roads
- Determining our roads of strategic importance. (Reduce congestion and improve safety)

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- Review our road methodology (build to last; factor in changing weather conditions)
- Source and allocate funding

Sewer

- Remediate sewer dilapidation
- New treatment plant Thrumster
- Capacity & system upgrades across LGA

Water

- Trunk main network expansion
- New water filtration plant
- Cowarra Drought management - rainfall independent

Stormwater

- Review stormwater strategy and identified hotspots
- Investigate reuse and diversion opportunities
- Prioritise project list and build funding model

Footpaths & Cycleways

- Review Pedestrian Access and Mobility Plan (PAMP) and Bike Plan
- Prioritise project list and build funding model
- Review AUSPEC & development control plan to prioritise footpaths/cycleway integrated linkages be provided with new development.

Bridges

- Develop and implement audit program for all Council bridges
- Review asset management plans
- Prioritise project list and build funding model

Sports & Recreation

- Review Recreation Strategy and Action Plan
- Establish sport and recreation community advisory group
- Prioritise project list and build funding model (user pay)
- Establish funding model for developer funded maintenance of new/additional open spaces
- Review asset management plans and maintain standards

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Clarifications sought on the Blueprint include:

1. It would be helpful in communicating the intent of the Blueprint to summarise the key strategies, plans and goals that informs the Blueprint and is referenced in the hierarchy of council strategy documents.
2. It is not immediately clear the purpose of the Blueprint from the introductory remarks. In simplistic terms, is it a document which sets out Councils priority actions from the 'Key Strategies & Plans' in the hierarchy, which it turn are informed by the Community Strategic Plan (again as articulated in the hierarchy of documents)? If so, is this not the purpose of Councils 4-year Delivery Plan and 1 year Operations Plan? It is noted that within the Blueprint document is the statement *"Connecting it All Together - The Blueprint lays out and communicates the priority actions from our strategies and plans that need a focused effort to deliver on the community aspirations and priorities for the future."*
3. Specifically, the Blueprint contains the following statements which we seek clarification:
 - i. *"... blueprint that lays out a vision for the region we want to create together".* It is unclear how this vision would or does differ from the vision articulated in the Community Plan?
 - ii. *"... and combine all of Council's plans and policies into one cohesive document with a clear path for the future."* It is unclear how this is being achieved in addition to the actions from the key council strategy documents, referenced previously.
4. *"The Blueprint for Generational Equity is designed to layout the key focus areas from our strategies and plans."* In consideration of the quadruple bottom line principal (governance, economic, social and environment) whilst it is noted and applauded that good council governance is being addressed in the Blueprint (Corporate Planning), it is not apparent how the other areas of economic, social and environmental are being addressed. Specifically, the 5 strategic domains in the diagram 'Connecting it All Together' includes Economic Development, which is overlooked in the Blueprints focus areas.

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5. It is noted, that whilst not questioning their validity, some of the Key Actions identified under the Blueprints Focus Areas are quite low level, i.e. establish sport and recreation community advisory group. The visitor economy, which is now understood to be covered under Council's Economic Development pillar, is of vital interest to our members and has a range of Council programs that are vital to the economic well-being of our region, which we believe should be identified within a Blueprint Focus Area.

It is important that the Blueprint spell out that Tourism is a very strong contributor to the local economy and should be strongly highlighted. Now is not the time to stop actively managing tourism as we saw over tourism impacting many areas during the most recent peak period. This has negative impacts on local business and our community. It is important to be involved and actively engaged in managing and influencing.

Decades of Council resource and funding has been dedicated to Tourism development and management with great results. This Blueprint now appears to be overlooking it completely without consideration for planning and managing tourism in our region for generational equity.

Our federal and state governments are very active in the tourism space and have set clear targets so how our region respond to this imperative noting Council intends to remove Tourism from its portfolio?

Tourism is everybody's business – it supports many small businesses directly and indirectly, to not support this will have significant impacts on our community.

Sincerely,

Janette Hyde

President

3 March 2023

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