Our Future Assembly

Our Future Assembly findings

June 2017

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Our Future

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Executive summary

The purpose of *Our Future* is to describe a 30-year community vision for what Greater Geelong should be like in 30 years, highlighting our current challenges and opportunities.

The resulting vision, *Greater Geelong: A Clever and Creative Place* will be the key resource for the incoming City of Greater Geelong Council when it formulates its next Council Plan, and for all other stakeholders planning initiatives for our region.

The *Our Future* Assembly was the culmination of nine months of engagement with the Greater Geelong community. This significant community engagement harnessed the collective ideas and strength of the Greater Geelong community.

During the two stages of engagement, about 16,000 members of our community had their say about the ideas and elements that they view as important for our region's development and prosperity.

The full day *Our Future* Assembly was held at The Pier, Geelong Waterfront on Saturday 6 May 2017.

Assembly facts and figures

- 360 attendees (includes nominees, stakeholders and staff)
- 234[1] voters
- 67 per cent of participants self-nominated
- 33 per cent of participants were invited
- Ranking of the four scenarios

    1st - Clever and Creative City-region

    2nd - Trading City-region

    3rd - Caring City-region

    4th - Lifestyle City-region

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[1] The number of voters was lower than the total number of participants due to: a percentage of participants choosing not to vote, some participants not in the room when voting occurred, and City staff were ineligible to vote.

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The vision of Greater Geelong as a **Clever and Creative City-region** emerged as the preferred future scenario, receiving 37 per cent of the first-round of votes. Through the table discussions, participants told us that when transforming Greater Geelong into a Clever and Creative City-region we must also introduce key elements of the other scenarios including: a strong trading base, caring for vulnerable members of our community and ensure we have a vibrant and well cared for environment.

This *Our Future* vision provides a clear direction for developing policies and making decisions supporting Greater Geelong's future.

This vision will be built-on and further elaborated in *Greater Geelong: A Clever and Creative Place,* to be released in August 2017, which will provide a key resource for the incoming Council.

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1. Introduction

The *Our Future* Assembly was the culmination of nine months of conversations with the Greater Geelong community. The four scenarios debated at the Assembly were shaped by the key themes identified in the contributions of 10,097 people during Stage 1 engagement.

On Saturday 6 May, 2017, 360 people from across the Greater Geelong community gathered at The Pier on the Geelong Waterfront for the *Our Future* Assembly. The objectives of the day were to:

- have a cross-representation of Greater Geelong community members and leaders actively involved in shaping the region's future

- determine through discussion and voting, the best-suited future for the Greater Geelong region, and

- develop community and stakeholder ownership of the 30 year vision for Greater Geelong.

Partner Group

The *Our Future* project involved contributions from a number of local stakeholders, who supported a community-led vision for Greater Geelong and participated in the *Our Future* Partner Group.

The Partner Group included:

- Committee for Geelong
- Deakin University
- Department of Environment, Land, Water and Planning
- Department of Health and Human Services
- G21 Agribusiness Forum
- G21 Geelong Region Alliance
- Geelong Chamber of Commerce
- Geelong Environment Council
- Geelong Football Club
- Geelong Sustainability Group
- Give Where You Live
- National Trust of Australia
- Regional Development Victoria
- The Gordon
- Tourism Greater Geelong and The Bellarine
- Urban Development Institute of Australia

Nous Group partnership

To deliver the Assembly, the City partnered with facilitator and Greater Geelong local, Tim Orton of Nous Group. The Nous Group is an Australian consultancy with offices in five Australian capital cities, and London.

The Nous Group provided significant pro-bono support to *Our Future*, assisting in finalising the scenarios, as well as the planning and facilitation of the Assembly.

2. Setting the scene

Why scenario planning?

Scenario planning is a method used to develop hypothetical but plausible scenarios for the future to inform present decision-making. Scenarios are not predictions, but are a way of exploring plausible futures. The method differs from traditional strategic planning as it allows the exploration of many factors simultaneously. It incorporates local knowledge and expectations to produce a framework that defines and then examines a range of possible futures.

This process allows people to explore the impacts and consequences of a range of different future pathways, both positive and negative. It is an exploratory exercise, focusing on learning, awareness-raising, stimulation of creative thinking and investigating the interaction of societal processes.

Scenario planning process

Four plausible and alternative future Greater Geelong scenarios were presented to the participants to explore, debate, deliberate and vote. Participants were sent pre-reading material prior to the *Our Future* Assembly. The purpose of the pre-reading was to provide enough information to allow participants to start thinking about some of the concepts, ideas and issues that would be discussed and debated during the Assembly. This included a taste of what different future scenarios might mean to Greater Geelong and how the city-region could look in 30 years.

The *Our Future* pre-reading material can be accessed here.

Developing the four scenarios involved listening to our community's ideas about what is important to the future of Greater Geelong during the initial phase of *Our Future* engagement.

The scenario scoping also reflected on the five elements of a successful community (prosperous, connected, designed for people, sustainable and resilient, and creative) that were identified while the planning for the *Our Future* project. Each scenario was described as they might apply in a Greater Geelong context to ensure the scenarios were consistent and comparable.

In addition, the scenarios addressed the global changes that every community in the world needs to plan for including the continuing shifts in technological advancements, demographics, the economy and climate change (refer to Figure 1).

For further detail on the community's shaping of the four scenarios, refer to the *Stage 1 Engagement Data Report* here.

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Figure 1
**Five elements of successful cities and the four global influences
impacting Greater Geelong**
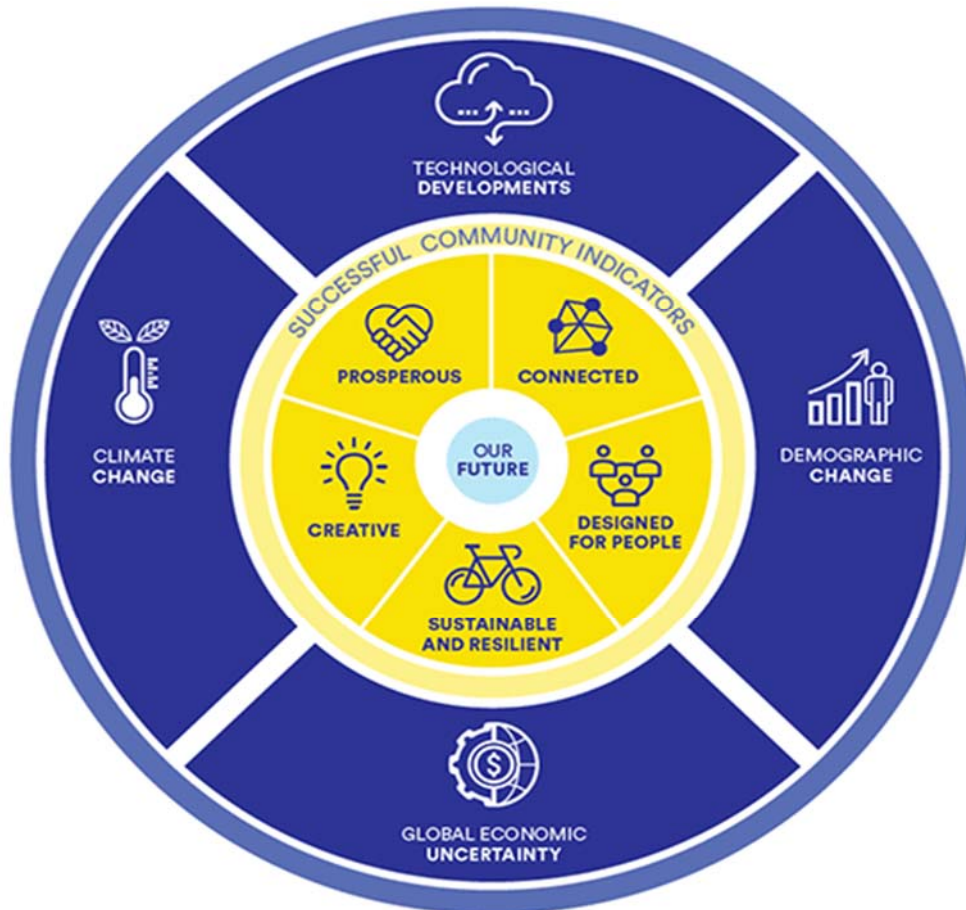
Feedback from specialist City staff and the Partner Group ensured a holistic narrative was developed for each scenario including the benefits and potential drawbacks.

The four possible future scenarios for Greater Geelong were presented at the Assembly as:

- Clever and Creative City-region
- Trading City-region
- Caring City-region, and
- Lifestyle City-region.

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Six scenarios were originally developed. This included 'clever' and 'creative' as separate scenarios. However, it was decided that these two scenarios were mutually supportive, created synergies and a much stronger future.

The other change was to remove a 'green/eco' city as a stand-alone scenario. Community feedback told us that the environment was rated so highly that caring for the environment should be embedded in all of the scenarios.

Creating narratives for each scenario

During engagement the community made it clear that there were non-negotiables, things the Greater Geelong region must have in the future, regardless of the scenario chosen.

They included things like on-going employment opportunities, preparing for the challenges of climate change and population growth, protecting our local heritage and natural environment, facilitating an inclusive and safe community, a people-centred approach to planning and design, and linkages to the global economy.

Narratives were created for each of the four scenarios. A brief summary of each is below. For more detailed information refer to the *Our Future Assembly pre-reading* here.

Clever and Creative City-region

Clever and creative city-regions address their challenges by avoiding a business-as-usual approach to problem solving, and adapt to global shifts so they continue to thrive economically, culturally and socially.

Curiosity, imagination and innovation are the foundations of clever and creative city-regions, because they harness the community's potential and highlight what is special and distinctive about a region and its people.

Clever and creative city-regions promote lifelong learning and link education to the needs of industry and jobs. The environment is at the forefront of a clever and creative city-region, particularly innovative approaches to reducing carbon emissions and adopting renewable energy.

Trading City-region

Trading city-regions build on regional opportunities and create jobs by making the products and providing the services that people all around the world want to consume. Trading city-regions think globally, attracting international investment and innovative business start-ups.

While growth is a feature of a trading city-region, so too is being a good corporate citizen. Businesses are environmentally conscious and responsible, socially focused, and often partner with government and community to drive social outcomes.

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Lowering carbon emissions and adopting renewable energy alternatives are also features of a modern trading city-region. In addition to utilising traditional forms of infrastructure (roads, port, rail and buildings), trading cities have become increasingly dependent on digital technology.

Caring City-region

A caring city-region looks after its people and environment, transforming its urban areas through environmentally-friendly and people-oriented design.

A caring city-region promotes social equity and inclusion, as well as gender and cultural diversity. It supports its vulnerable residents, including people experiencing unemployment, those living with disability, the aged, individuals whose education or skills need updating, and provides opportunities for all to excel.

A caring city-region also looks after its environment because the quality of natural assets have an impact on the people and community wellbeing.

Lifestyle City-region

A lifestyle city-region offers an affordable quality of life in well-serviced residential areas, including older and newer suburbs, villages and coastal towns.

People are attracted to live in or visit a lifestyle city-region because it includes elements that they believe are important to the quality of their lives. These could include the environment, employment, arts activities, public events and high-quality educational, health, cultural and professional services.

Since people are attracted to live in a lifestyle city-region, population growth supports a diverse employment base with strengths in tourism, education, human services and residential development. Lifestyle city-regions are also easy to travel within and are well connected to larger economic centres.

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3. Process

The agenda

The Assembly focused on learning, debating, deliberating and voting on the four possible future scenarios for Greater Geelong.

The *Our Future* Assembly agenda included:

- presentations on each of the scenarios (including the characteristics and benefits/rewards for each scenario and Greater Geelong's current strengths and assets for each scenario) by four City of Greater Geelong senior managers and executives as scenario experts
- structured table conversations about each of the scenarios (coordinated by a City of Greater Geelong table facilitator and captured by a scribe)
- feedback on the key themes arising from table discussions
- two rounds of voting to determine the preferred scenario(s), and
- making the preferred scenario a reality – discussion.

Questions asked at the Assembly

In exploring each of the scenarios, the following questions were asked of participants:

- What do you like about this scenario and who benefits from it?
- What don't you like about this scenario and who might be disadvantaged by it?
- How does this change Greater Geelong?
- Are there other things you need to know about this scenario?

After the lunchbreak the scenario experts recapped on each of the scenarios, highlighting to the room the key themes arising for each scenario from table discussions earlier in the day.

After the scenario expert re-capped each scenario, and participants were asked:

- How does the information you've heard change your views on this scenario?

For the preferred scenario, participants were asked:

- How do we make this scenario a reality?

Technology and data analysis

Scribing

Table scribes used laptops and the program Loop (www.loophq.io) to compile data from the discussions (i.e. responses to the questions above). This was digital version of traditional butcher's paper scribing.

The data was able to be reviewed and synthesised in real time by City of Greater Geelong and Nous Group data analysts.

Surveygizmo for voting, demographic and evaluation surveys

Online survey software Surveygizmo was used for the demographic and evaluation surveys. These were accessed via communal tablets at the tables as well as individual's own devices.

Surveygizmo was also used for the two rounds of voting. The cumulative style of voting used (also known as *plumping)* is a system of voting in which each voter is allowed a number of votes, and may allocate them all to one option or divide them among a number of options. This allowed participants to allocate 10 points across the four scenarios as they saw fit, i.e. each scenario was allocated a number between 0-10, the total of which should equal 10.

Graphic recorders

Graphic recorders Sarah Firth and Jessamy Gee graphically recorded the key points from the discussions throughout the day on large sheets of paper at the front of the room. Graphic recording is a tool for turning the intangible into the tangible. The graphic recorders transformed the spoken word into the visual by listening intently to the conversation and illustrating what they heard using pictures, words and colour.

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Figure 2
Graphic recording - welcome

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Figure 3
Graphic recording – presentation of the four scenarios

For a complete record of the graphic recordings from the day click here.

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4. Profile of participants

We aspired to have a diverse range of participants at the *Our Future* Assembly including representation across all age groups, suburbs and gender, and with a range of ties to Greater Geelong. This was achieved.

Our Future Assembly participants included invited stakeholders (33 per cent of participants) and self-nominated community members (67 per cent of participants). Participants were asked to complete a demographics survey at the event. 206 of the participants completed the survey, which asked participants' age, gender, suburb and connection to Greater Geelong.

The age group most represented at the *Our Future* Assembly was 35-49 year olds at 24.8 per cent followed closely by 50-59 year olds at 24.3 per cent, 55.2 per cent of participants were female, and 88 per cent of participants said that they were a full time resident of Greater Geelong with participants living in more than 45 suburbs across the municipality.

The suburbs represented at the *Our Future* Assembly were:

Suburb	%	Suburb	%
Armstrong Creek	2.5%	Lovely Banks	0.5%
Barwon Heads	2.0%	Manifold Heights	1.0%
Bell Park	0.5%	Marcus Hill	1.0%
Bell Post Hill	2.0%	Marshall	0.5%
Bellarine	1.0%	Moolap	0.5%
Belmont	4.0%	Newcomb	0.5%
Clifton Springs	3.0%	Newtown	8.5%
Connewarre	0.5%	Norlane	2.5%
Corio	5.5%	North Geelong	0.5%
Drumcondra	2.0%	North Shore	0.5%
Drysdale	3.5%	Ocean Grove	4.0%
East Geelong	3.5%	Point Lonsdale	1.5%
Fyansford	0.5%	Portarlington	3.5%
Geelong	6.5%	Rippleside	0.5%
Geelong West	4.0%	South Geelong	1.5%
Grovedale	2.5%	St Albans Park	1.0%
Hamlyn Heights	2.0%	St Leonards	0.5%
Herne Hill	1.0%	Thomson	1.0%
Highton	7.0%	Wandana Heights	1.0%
Indented Head	2.5%	Waurn Ponds	1.5%
Lara	3.0%	Whittington	0.5%
Leopold	3.5%	Other	5.0%
Little River	0.5%		

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The following figures further detail the demographic breakdown of participants:
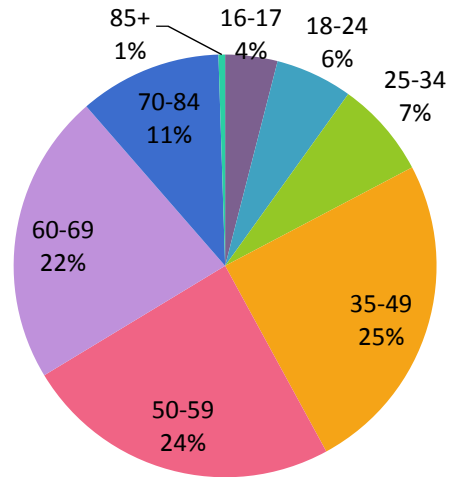
Figure 4
Age breakdown

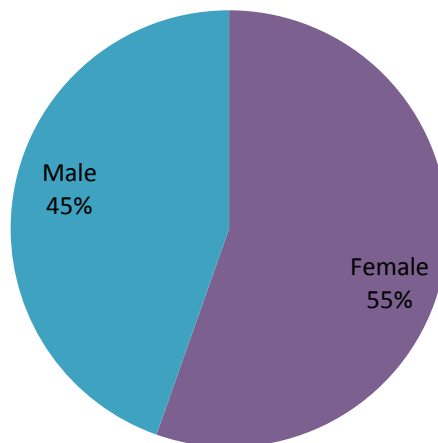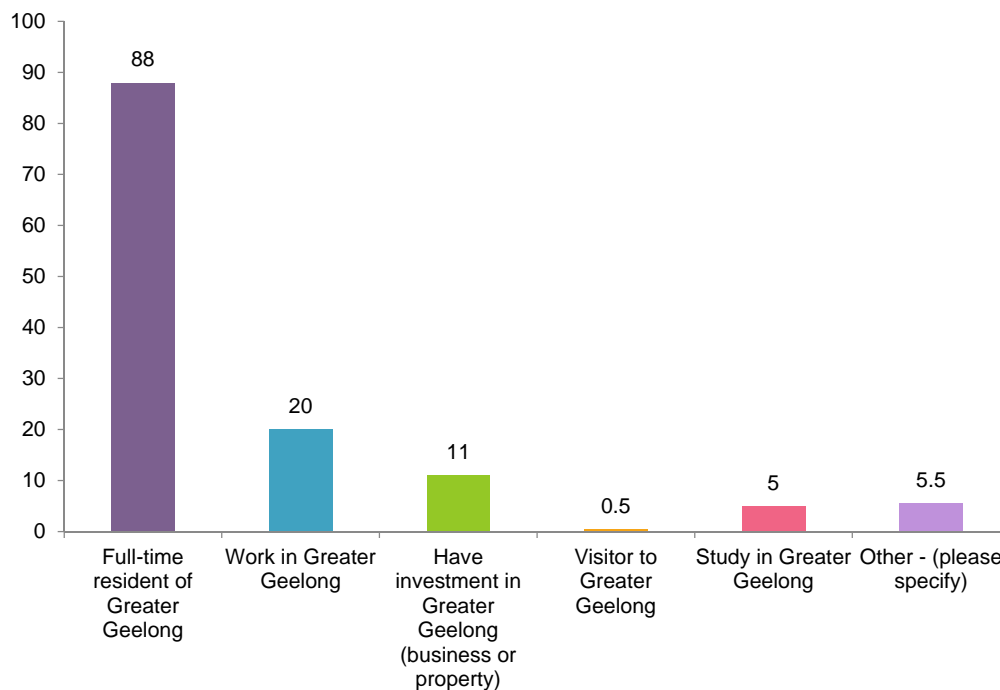| Age	%
16-17	4%
18-24	6%
25-34	7%
35-49	25%
50-59	24%
60-69	22%
70-84	11%
85+	1%

Figure 5
Gender

Male 45%

Female 55%

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Figure 6
Connection to Greater Geelong[2]

Comparing the ages of *Our Future* Assembly participants to the age structure of residents within Greater Geelong, the following age groups had a higher representation:

• 50-59 year olds (12 percentage points higher)
• 60-69 year olds (10 percentage points higher)
• 35-49 year olds (3 percentage points higher)
• 70-84 year olds (2 percentage points higher)
• 16-17 year olds (1 percentage point higher)

The age groups with lower representation at the *Our Future* Assembly include:

• 25-34 year olds (4 percentage points lower)
• 18-24 year olds (3 percentage points lower)
• 85 and over age group (2 percentage points lower)

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[2] Participants were asked 'what best describes your connection to Geelong' and were able to select multiple options. It may not have been clear multiple options were possible and therefore results may not be a complete reflection of participants relationship with Geelong.

Nomination process

Online and hard copy nomination forms as well as promotional posters were developed to spread the word about the event. The event was promoted through:

- Radio advertising
- City News advertising
- Letterbox drops
- Emails
- Community events
- *Our Future* engagements
- Stakeholder networks
- Council facilities including customer service centres, leisure centres, libraries, child care centres
- Public spaces and businesses including cafes
- High school principals
- Leaders of the Culturally and Linguistically Diverse community (CALD)

All self-nominees were invited to participate and the majority chose to attend the Assembly.

Invited stakeholders

Stakeholders involved with the Greater Geelong region were invited to attend the Assembly. The stakeholders included:

- Partner Group members
- Local business leaders
- Local community leaders
- Local and Victorian politicians
- Local media personalities
- Media

5. Scenario discussions

The four scenarios were discussed in table groups for 30 minutes per scenario. The key themes and the sentiments for each scenario were captured in real time and presented back to participants by the scenario experts.

The key themes are detailed below as they were presented on the day.

Clever and Creative City-region

What do you like and who benefits
- Builds on the strong education base already in place
- Provides variety of new business opportunities and encourages industry diversity
- Creates job opportunities for young people
- Future focused
- Stops the skills drain – opportunities for young people to stay in Geelong
- Attracts creative minds
- Technology is a key enabler
- Everyone can contribute and benefit
- Makes Greater Geelong an agile city-region
- The synergy between arts and science
- Encourages social, employment and business diversity

What don't you like and who loses
- Might be perceived to be too 'arty' and IT focused
- The focus to be shared between the arts and sport
- People who don't use technology might get left behind
- Support for creativity is needed and a change of mindset to value arts
- People who are not *clever* or *creative* might miss out – may be polarising
- People will need to embrace change
- Older people might miss out
- Traditional trade jobs lost
- Housing affordability

How this changes Greater Geelong
- Greater Geelong will be more vibrant
- Take risks
- Globally connected
- People will be inspired and connected by art
- We'll attract and retain talent
- Increased wealth and opportunities
- Life-long learning
- Education system delivers clever and creative students
- Urban design a priority
- Attractive to visitors

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Trading City-region

What do you like and who benefits
- Employment creation
- Diversity of opportunities
- Outward looking – positions Greater Geelong globally
- Small, medium and large businesses and industries supported
- We already have a great starting point
- Economically viable, prosperous
- Strong history in this space
- Ideal location for trading
- Focus on innovation

What don't you like and who loses
- Increase in trade does not guarantee increase in jobs
- Will impact lifestyle – not enough balance
- The impact on the environment
- Might leave people behind – particularly the disadvantaged
- Don't want to be driven by money and focus too much on growth
- Need to think about who we're competing with/against
- Don't want to become another Melbourne

How this changes Greater Geelong
- More money into the city-region will attract more people
- Follows our history – need to ensure we continue to progress
- We will need to be a trading city that cares about people
- We'll be a 24 hour, global city
- Need to build confidence and recognition in how much of this we already do
- Infrastructure and transport will need to improve
- Innovation and creativity required to succeed

Caring City-region

What you like and who benefits
- Connection to community - makes the community stronger and builds connections
- Employment opportunities
- Collaboration – everyone working together
- Builds on existing strengths
- Social equity and participation – everyone benefits
- Inclusive of all generations, abilities and cultures
- Embraces diversity

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What don't you like and who loses

- Concerns about costs – who will resource this?
- Not enough job creation
- Too focused on people and not enough on the environment
- Reliant on government funding and welfare
- High-flyers might lose out
- This should be a given in the other scenarios, not a choice
- Young people – greater focus on the older population

How this changes Greater Geelong

- It will improve and build on our existing sense of community
- Might reduce unwanted behaviours – e.g. crime, discrimination
- People will feel safe
- Will attract diversity
- People may become more engaged and connected. This should be the foundation of all of the scenarios
- No one will be left behind
- The environment will be cared for as well as the people

Lifestyle City-region

What do you like and who benefits?

- Work / life balance
- Sense of community and belonging
- Employment opportunities
- Everything on our doorstep – gateway destination due to proximity to key assets and locations
- People focused
- Connectivity and accessibility
- Visitors and tourists attracted to our region
- Strong connection to the outdoors and natural assets and recognise their value
- Choice of diverse lifestyle options available – city, suburb, coast and rural
- Social and health benefits of having a well-being and outdoor lifestyle focus
- Quality of life supported by infrastructure
- Family friendly
- Underpins and connected to all of the scenarios

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What don't you like and who loses
- Employment opportunities may be narrower
- Affordability will be impacted – not everyone will be able to afford the lifestyle
- May not encourage investment
- Narrows employment opportunities
- Doesn't connect people
- The impact of tourism (positive and negative)
- Lose rural aspect
- Pressure on the natural environment and infrastructure
- The disadvantaged not supported
- Economic growth not a strong focus
- Young people may have to go elsewhere for education and employment opportunities
- Preservation of current lifestyle at risk
- Developers must be on board

How this changes Greater Geelong
- Planned approach to growth
- An enhanced version of what we have today
- Attractive to visitors and new residents – leading to increased visitor numbers and population
- Infrastructure to improve and support sustainable, fast travel in, out and around Greater Geelong
- Green space protected
- More accessible facilities
- Leisure facilities improved – safe and accessible
- Too much growth could impact the lifestyle currently enjoyed
- Natural environment is a tourism asset
- Natural assets – coast, waterways and rural – and open space recognised, preserved and enhanced
- Sense of pride and valuing of the lifestyle attributes

6. Outcomes

The preferred scenario for a future Greater Geelong

Our Future Assembly participants voted for Greater Geelong to be internationally recognised as a Clever and Creative City-region that is forward looking, enterprising and adaptive, and cares for its people and environment.

A Clever and Creative City-region:

- promotes research, innovation, design, science, technology, arts and cultural creativity
- has a global outlook and is connected to the world by communications technology
- is economically viable, environmentally sound and socially responsible
- provides an environment where young people are encouraged to learn and fulfil their creative potential
- encourages its workforce to up-skill and provides skilled employment opportunities
- explores ways minimise its environmental footprint, and
- harnesses the community's imagination and turns ideas into reality.

Greater Geelong as an internationally renowned Clever and Creative City-region:

- supports initiatives already underway, including the City's Digital Geelong project, and will assist the region to expand its expertise in advanced manufacturing, infectious diseases, tech-based food production and agribusiness
- confirms the important roles that our award-winning Geelong Library and Heritage Centre and our internationally recognised education facilities will play in shaping our future, and
- promotes lifelong learning, that means young people will be encouraged to fulfil their potential and the local workforce will be encouraged to up-skill and adapt to changes in technology.

Feedback from the *Our Future* Assembly emphasised that, as Greater Geelong transforms into a Clever and Creative City-region, it must also develop infrastructure that will allow the city-region to trade and interact globally, ensure everyone has access to the opportunities that will be created, and plan things well so that we improve our regional lifestyle and protect our environment.

To make this scenario a reality, participants said the following has to happen:

- a vision and a roadmap for how to achieve it
- good, transparent governance
- visionary leadership
- community and political support and commitment
- understanding and enhancing our current strengths
- a culture of innovation and entrepreneurship
- a united voice – collaboration, partnerships and alignment
- open communication and engagement, transparency and accountability

- encourage and facilitate creativity, uniqueness and sustainability
- leverage current and future technology and ensure equal access for all
- foster new, and support existing, businesses, and
- identify and monitor milestones, targets and responsible parties.
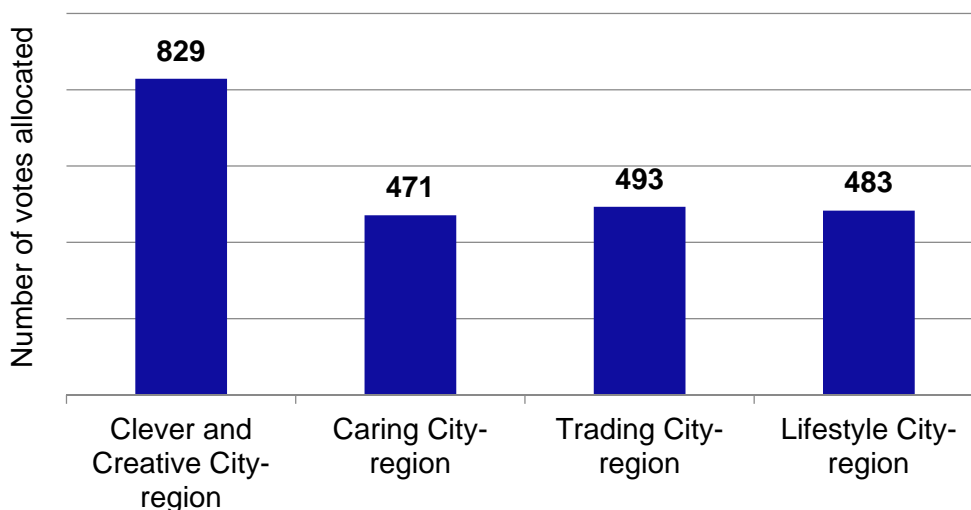
Voting results

Voting round 1 results

234 people voted in round 1 of voting. The scenarios were ranked:

1st - Clever and Creative City-region

2nd - Trading City-region

3rd - Lifestyle City-region

4th - Caring City-region

Please note: several 'partial' votes were incomplete at the time voting was closed off.

See Appendix 1: *Our Future* Assembly - Round 1 voting report attached for the full details of round 1 voting.

Figure 7
Round 1 voting results

Voting round 2 results

The highest ranked scenario from round 1 of voting – Clever and Creative City-region – was removed for the second round of voting. The remaining three scenarios were ranked:

> 1st - Trading City-region
>
> 2nd - Caring City-region
>
> 3rd - Lifestyle City-region

Please note: several 'partial' votes were incomplete at the time voting was closed off.

See Appendix 2: *Our Future* Assembly – Round 2 Voting Report, for more detail.

Figure 8
Round 2 voting results
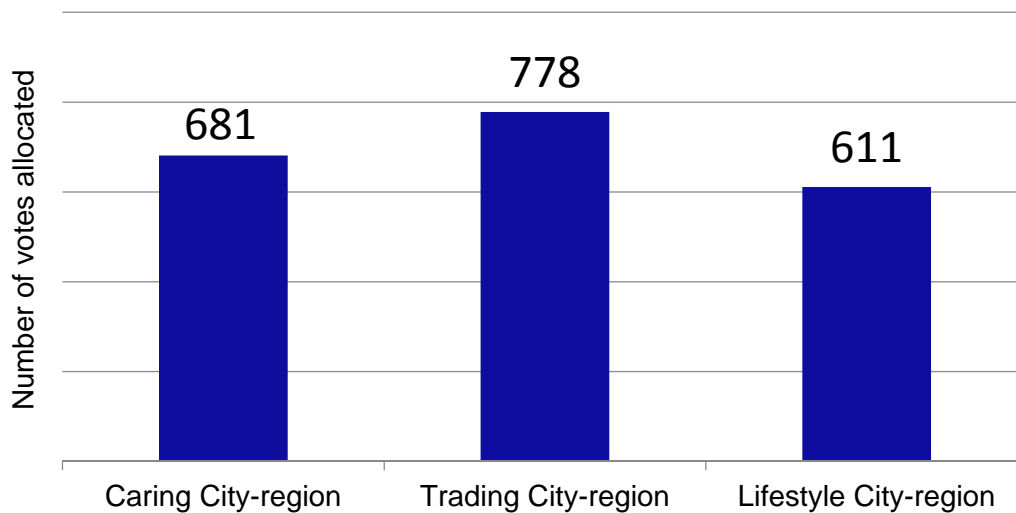
7. Next steps

- Based on the outcome from the *Our Future* Assembly, and after delving back into the detail of the engagements over the last nine months, the *Our Future Vision* will now be drafted.

- The draft *Our Future Vision* will be released online mid-July, prior to being considered by City Administrators at the 25 July Council meeting.

- The *Our Future* Partner Group will be invited to provide comment on the draft *Our Future Vision.*

- A strong emphasis on the implementation phase, will allow *Greater Geelong: A Clever and Creative Place* to be cemented as the over-arching strategic direction for Greater Geelong.

- Perpetual monitoring, review and communication of the *Greater Geelong: A Clever and Creative Place* vision by the City, the community and key stakeholders will ensure the vision remains on-track and reflective of the collective aspirations for Greater Geelong.

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Appendix 1: *Our Future* Assembly - Round 1 voting report

Response statistics

	Count	Per cent
Complete	223	95.3
Partial	11	4.7
Disqualified	0	0
Total	234	

Round 1: Vote for your preferred scenario. You have 10 votes. Cast up to 10 votes by placing a number from 0 - 10 in the boxes next to scenario you wish to vote for. You may cast more than one vote for one or more scenarios, but no more than 10 votes in total. If you exceed a total 10 votes, you will be prompted to change your votes before you submit.

Item	Total responses*
Clever and Creative City-region	213
Caring City-region	190
Trading City-region	185
Lifestyle City-region	192

* The total responses relates to the number of voters who allocated at least one of their 10 votes to a scenario.

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Appendix 2: *Our Future* Assembly - Round 2 voting report

Response statistics

	Count	Per cent
Complete	210	99.1
Partial	2	0.9
Disqualified	0	
Total	212	

Round 2: Vote for your preferred scenario. You have 10 votes. Cast up to 10 votes by placing a number from 0 - 10 in the boxes next to scenario you wish to vote for. You may cast more than one vote for one or more scenarios, but no more than 10 votes in total. If you exceed a total 10 votes, you will be prompted to change your votes before you submit.

Item	Total responses*
Caring City-region	181
Trading City-region	188
Lifestyle City-region	178

* The total responses relates to the number of voters who allocated at least one of their 10 votes to a scenario.

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