



Bayside Community Plan 2025

Building a better Bayside



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Message from the Mayor and Councillors

On behalf of the Bayside community, welcome to the Bayside Community Plan 2025, we hope you find it informative and engaging.

The purpose of this plan is to capture our community's long-term goals for our municipality and to help realise those aspirations.

In 2011, Bayside City Council adopted The Community Plan, *Our City Our Future Bayside 2020*. It expressed a vision for Bayside for the next ten years, anticipating how Bayside will react to a changing world while valuing the natural, built and community assets that characterise the municipality. The Plan guided the next Council Plan, ensuring the views and aspirations of our community were reflected in the strategic goals that directed Council's activities, resources and performance from 2013 to 2017.

In 2014, emerging pressures on local government became evident, including the introduction of rate capping, amendments to the *Local Government Act* and increasing transparency on accountability and performance. The revised *Bayside Community Plan 2025* presents an opportunity to provide insights into the future of Bayside as our community would like it to be. In the face of increased scrutiny, the need for an ever-increasing focus on performance, efficiency and public value, these insights will help to give Council a clear mandate and inform the development of the next Council Plan 2017–21.

Through the development of this plan, over 1200 people contributed their thoughts and ideas about what would make Bayside a better place. The results of this feedback speak to the strong connection that our community has to Bayside, from its natural beauty to its sense of shared identity.

It is Council's role to balance the differing interests of our community while working to improve the Bayside experience.

Development of the *Bayside Community Plan 2025* has been supported by members of the Community Reference Group. This group played an important role in guiding the development of the document so that it can best serve our community.

We would like to send our sincere congratulations and appreciation to both the Community Reference Group and to everyone in our community who shared their thoughts, aspirations and ideas. Your contributions have been truly invaluable.

Processes like these provide everyone with the opportunity to reflect on what makes Bayside a great place and what is needed to make Bayside an even greater place.

Council and community are well placed to work in partnership to ensure that by 2025 Bayside is an even better place to live, work and visit.

Mayor and Councillors

A photograph of a woman with long dark hair, wearing a grey and white striped shirt and an orange and white patterned scarf, holding a young girl with brown hair and bangs. The girl is wearing a blue dress with white polka dots and a blue sash. In the foreground, a young boy with short brown hair is looking at a book. The background shows shelves with various books and toys.

Thank you

Bayside City Council would like to thank and acknowledge the community members who formed the Bayside Community Plan Reference Group for their support and guidance in developing this Community Plan.

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SECTION 1

The Bayside Community



Bayside's natural environment is blessed with beautiful bays, beaches and open spaces that provide residents and visitors with recreational opportunities and a unique sense of place.



Beach life and lifesaving are both large parts of community life.

Bayside today

Bayside's natural environment is blessed with beautiful bays and beaches that provide residents and visitors with recreational opportunities and a unique sense of place. The local economy is strong, with employment rates well above average, and a mix of established and exciting new local businesses creating a retail environment that is diverse and attractive to residents and visitors. Excellent health care is nearby for almost all residents, and a range of aged-care facilities means Bayside offers residential choices for many people later in their lives.

As shown in the map overleaf, the City of Bayside includes the suburbs of Beaumaris, Black Rock, Brighton, Brighton East (part), Cheltenham (part), Hampton, Hampton East, Highett (part) and Sandringham. The northern boundary is a mere 9 kilometres from Melbourne's CBD; quality of life in Bayside is greatly enhanced as a result of this access to central Melbourne's employment, educational and cultural infrastructure.

The most recent comprehensive demographic data comes from the 2011 Census. On Census night, there were 90,475 persons counted in Bayside. The Australian Bureau of Statistics estimates the figure being closer to 101,321 in 2015.

The main characteristics of those residents included:

- an average age of 42 (six years above Melbourne average)
- 38% of residents aged 50 and over
- couples with children as the most common household type
- a majority of Australian-born residents (71%) with 12% of residents born in a non-English speaking country
- Greek, Italian and Russian as the main non-English languages spoken, plus a small but increasing number of Mandarin speakers.

There are several key indicators in which Bayside differs markedly from the Melbourne average. For example, the median weekly household income in Bayside in 2011 was \$1826 compared to \$1333 in Melbourne as a whole. The number of households renting is 21% in Bayside compared to 27% Melbourne-wide and the number of people with further education (bachelor degree or higher) is 35% compared to 24%.

Economically, the gross regional product of Bayside in 2015 was estimated to be worth \$4.24b (National Institute of Economic and Industry Research forecast) with almost 31,000 local jobs, 12,500 local businesses, and 49,745 residents in employment. The largest employment sector in Bayside is health care and social assistance.

Economically, the gross regional product of Bayside in 2015 was estimated to be worth \$4.24b.





This multi residential development in Dudley Street Brighton won the Best Medium Density Housing at the 2015 Bayside Built Environment Awards for its high quality and harmonious setting in the existing urban landscape.

Bayside's population is forecast to increase to 112,968 people by 2026, representing 10% growth over the decade.

Bayside tomorrow

Bayside's population is forecast to increase to 112,968 people by 2026, representing 10% growth over the decade. By number, the greatest growth will occur in Sandringham, Highett, Hampton and Brighton, but in percentage terms, the largest changes will be in Cheltenham, Highett and Sandringham.

A growing population obviously means a need for more housing. With land at a premium, Bayside will contain more apartments and townhouses

than today, so development will continue to be a major talking point within the community. Bayside will also have increasing proportions of group households, single-person households and couple households (without dependents) by 2026.

The age profile of Bayside will change. Significant growth is forecast in three age groups: 70–84, 18–24 and 25–34 years. As a result, health and allied care for older residents will become a major priority, as will the creation of jobs in the creative and service industries,

and more leisure-based businesses, particularly for young adults.

The changes within the make-up of the community will see the local economy change. In line with national trends, knowledge-based services will be dominant, and within Bayside, health care is expected to be the largest growth sector. Unsurprisingly, there is likely to be a decline in traditional manufacturing, while changes are expected to continue in retail and hospitality, including online retail, casual dining and new supermarkets.

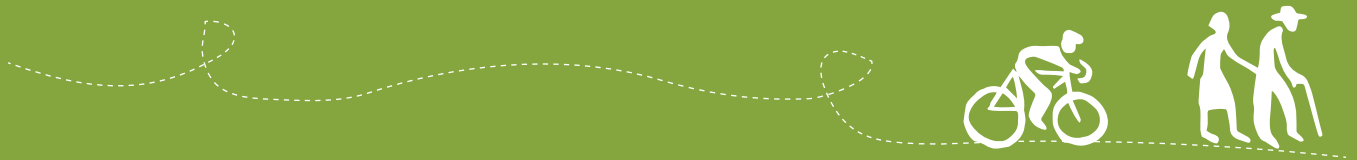


Tree lined streets are a characteristic of Bayside.



SECTION 2

Background to the Bayside Community Plan 2025



The *Bayside Community Plan 2025* takes into account the varying views and aspirations of the Bayside Community and connects this with Council's strategic planning framework.

We gathered feedback from more than 1200 people across a broad range of ages and backgrounds, through surveys, face-to-face engagement and online forums.



Consulting with community at a listening post.

Why a Community Plan?

Bayside City Council is legislated to provide public value to the community through a range of services and facilities. Local government's delivery of non-legislated services is tailored to the health and wellbeing needs of each local government area. Many matters outside of local government's direct responsibility can be influenced by advocacy or partnership with other government or private organisations.

Council's role as described in the Victorian *Local Government Act 1989* includes an objective to 'achieve the best outcomes for the local community' and includes promoting 'the social, economic and environmental viability and sustainability of the municipal district'. Local governments therefore undertake extensive research with residents, particularly people expressing direct interest in the various matters under review. These views are considered in context with each council's legal, financial and resource capabilities. Bayside City Council's purpose, as stated in the Council Plan Making Bayside a Better Place 2013–17, is to 'work with the community to make Bayside a better place'.

In 2011, Bayside City Council adopted a community plan, *Our City Our Future Bayside 2020*. This plan expressed a vision for Bayside for the next ten years, anticipating how Bayside will react to a changing world while valuing the natural, built and community assets that characterise the community. The Plan guided the 2013–2017 Council Plan, ensuring the views and aspirations from

the Bayside community were reflected in the strategic goals that directed Council's activities, resources and performance from 2013 to 2017.

In 2014, emerging pressures on local government became evident, including the proposal for rate capping, amendments to the *Local Government Act 1989* and increasing transparency on accountability and performance. Council has developed the *Bayside Community Plan 2025* to ensure its focus is directed toward creating public value for the Bayside community.

The objectives of the Bayside Community Plan 2025 are:

- To affirm Council's commitment to public participation and to enable effective future planning that is evidence-based and is driven by an understanding of what is valued.
- To capture the community's views and to reference activities that focus on what is valued, in order to highlight where to invest and prioritise.
- To effectively engage the community in development of the plan, through positive public participation and increasing the community's influence on decision making.

Diagram 1: Connecting community aspirations with Council planning



In many cases, Council will play a number of roles to contribute to the overall vision of making Bayside a better place.



Council has a strong advocacy role in public transport for the municipality.

The *Bayside Community Plan 2025* is designed to capture the diverse views of the community. It takes into account varying views and aspirations, competing priorities of different sections of the wider Bayside community, and the social and economic context of greater Melbourne.

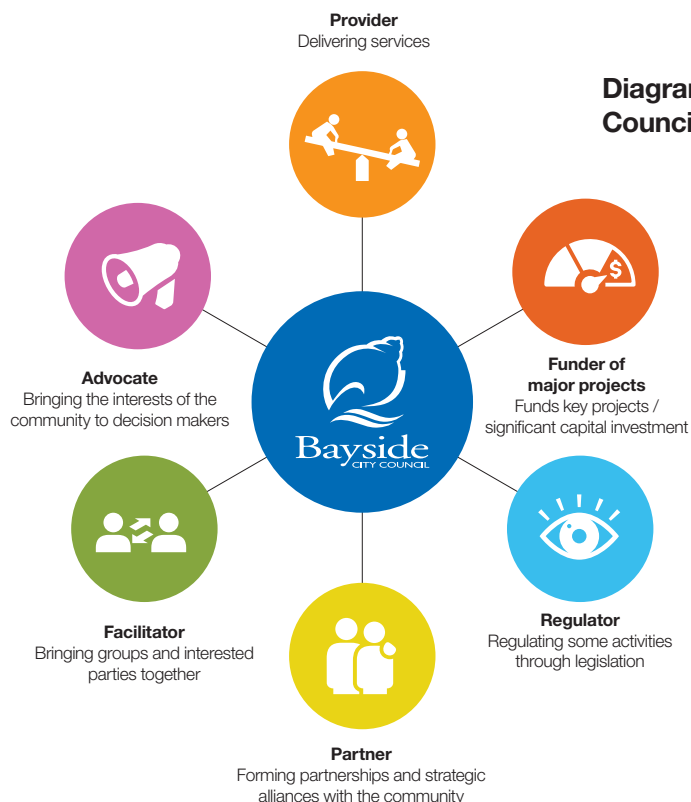
Diagram 1 (page 13) shows how the Community Plan is integrated into Council's strategic performance planning framework, called the Better Place Approach.

The Better Place Approach focuses Council's performance across four key result areas (KRAs) to achieve its purpose of making Bayside a better place. The KRAs – Liveability, Service, Efficiency and People – align Council's strategies, efforts and improvements, with performance measures to monitor progress towards achieving Council's purpose.

The Community Plan acts as a guide for the development of the four-year Council Plan. After the 2016 local government election, the *Bayside Community Plan 2025* will be available

to inform the new Council as it sets priorities and commitments for its four-year term in its Council plan. The Council Plan is a key influence on Council's services, facilities and advocacy.

Whether the Community Plan directly informs the services and infrastructure provided by Council, or is used by Council and others to advocate for change, the *Bayside Community Plan 2025* is intended to be a valuable reference point for all who have an interest in making Bayside a better place.





Council delivers a range of services to enhance community connection.

Our libraries are important hubs of learning and social connection.

Building a better Bayside together

The role of Bayside City Council is to create a liveable city that successfully deals with change. Bayside is characterised by quality residential areas, a variety of businesses, a sustainable environment, good leisure spaces (outdoor and indoor), heritage buildings, quality health care and outstanding educational opportunities. Needs and expectations change over time, and it is necessary to monitor how access and opportunity are provided; recognising the need to transition these features from the profile and needs of today's community to the profile and needs of future communities.

Creating a liveable city through Bayside's natural, built and social environments involves:

- Providing services, events, facilities and opportunities for community involvement and participation.
- Advocating for the needs of the Bayside community.
- Encouraging and supporting behaviour change for social and environmental benefit.
- Promoting Bayside business and tourism.
- Explaining Council's decisions and the impact of decisions.

Council will play a number of roles to contribute to the overall vision of making Bayside a better place. In some cases, Council will be a provider or key funder. In other cases, it may advocate, regulate or form partnerships.

Other community stakeholders will have a responsibility to deliver and fund some elements of the Plan, including other government agencies, business partners and community groups. The many roles of Council are shown in diagram 2.

Developing the Bayside Community Plan 2025

Over the past nine months, Council has conducted a process to engage and listen to the needs and aspirations of the Bayside community, with the aim of understanding what the community believes is needed to make Bayside a better place. Refer to Appendix 1 for the engagement process, activities and key findings.

The conversations have focused on key features (domains) of the community that, when working well, make Bayside a great place to live, work and visit. These domains are drawn from the *World Health Organization's Age Friendly Cities Framework*, *Community Indicators Victoria Data Framework* and the University of Melbourne's

Place, Health and Liveability Research Program. Each of these discuss key markers essential to building a healthy, liveable and sustainable community.

The seven domains of liveability that are the focus of the *Bayside Community Plan 2025* are:

- Open Space
- Transport
- Local Economy and Activity Centres
- Housing and Neighbourhoods
- Environment
- Community Health and Participation
- Infrastructure.

By using a liveability framework the Community Plan will, over time, provide the Bayside community and Council with information to measure community wellbeing within the municipality and compare changes across other local government areas.

Information gathered will help to:

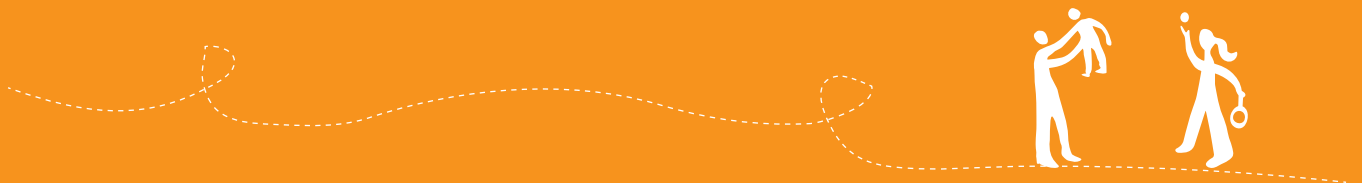
- inform planning and delivery of community infrastructure
- inform service design and delivery
- inform policy
- build healthy and sustainable communities.

More than 1200 people across a broad range of ages and backgrounds participated in developing the *Bayside Community Plan 2025* through surveys, face-to-face engagement and online forums. This consultation provided valuable insights into what residents value and what is needed to improve the liveability of Bayside. Council also canvassed the tensions and conflicting views that exist within any community.

Over the past nine months, Council has conducted a process to engage and listen to the needs and aspirations of the Bayside community.

SECTION 3

The Bayside Community Plan 2025



Not everyone in Bayside wants the same thing. Those who work full-time may have different priorities for Bayside to those who are retired or who work part-time.

Bayside is a place where residents can enjoy local entertainment and recreation options.



Local activity centres are enjoyed by our community.

Different needs, different views

Not everyone in Bayside has the same needs. Those who work full-time may have different priorities for Bayside to those who are retired or who work part-time. The same applies to families compared to single or two-person households, older residents to younger residents, business owners to employees, students to retirees, and homeowners to renters.

The one thing that just about everyone agrees on is that Bayside should be the most liveable city it can possibly be. It is Council's role to listen to the community's views, consider the various tensions that exist because of personal needs and preferences, and then manage the tensions in these aspirations and expectations to the best of Council's ability.

For the purpose of the *Bayside Community Plan 2025*, community views, aspirations and priorities are organised into the following domains of liveability:

1. Open Space
2. Transport
3. Local Economy and Activity Centres
4. Housing and Neighbourhoods
5. Environment
6. Community Health and Participation
7. Infrastructure.

Domains of Liveability



Open Space



Transport



Local Economy and Activity Centres



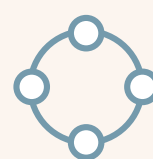
Housing and Neighbourhoods



Environment

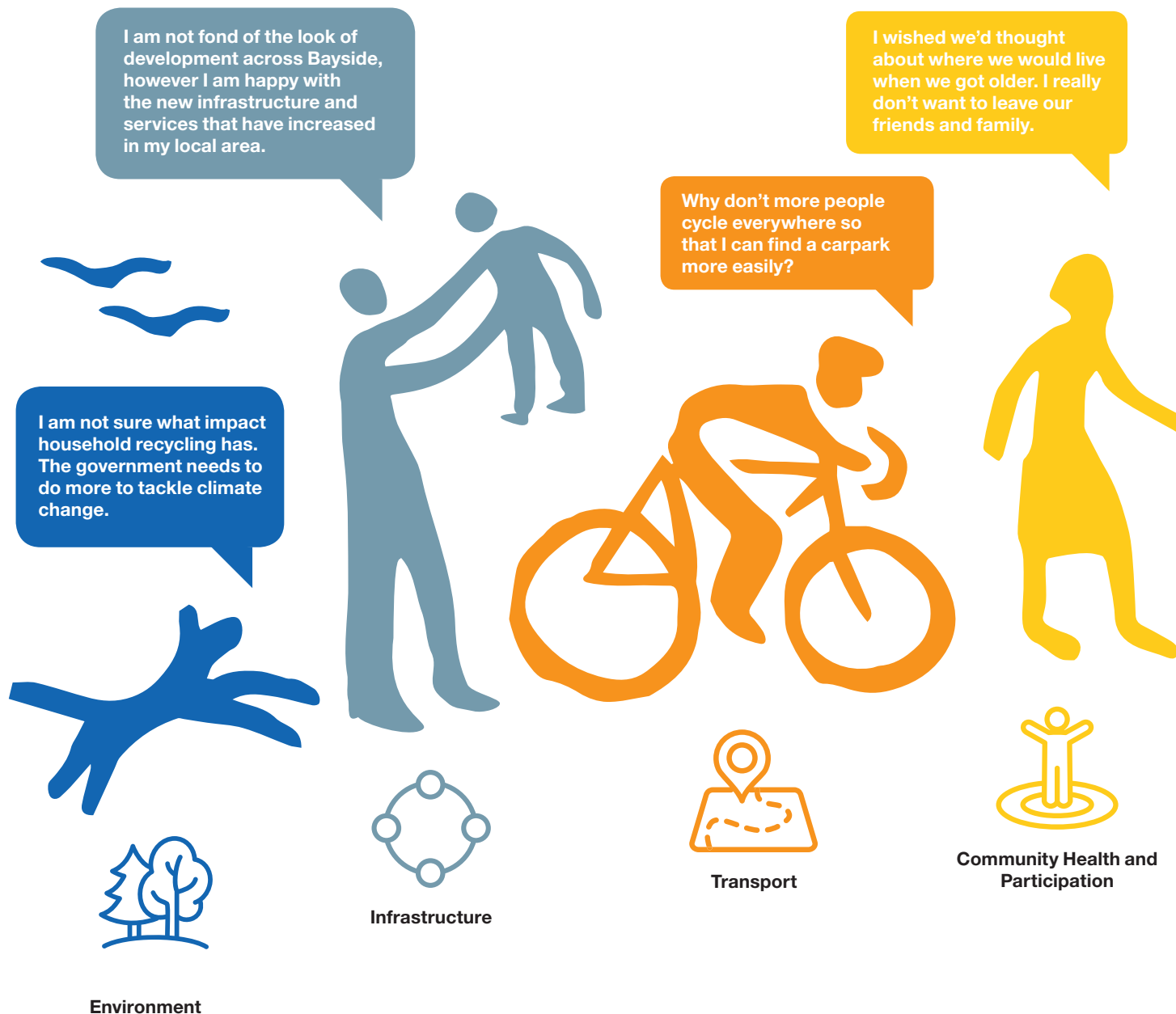


Community Health and Participation



Infrastructure

Capturing our community's aspirations, competing priorities, tensions and dilemmas



During the consultation, members of the Bayside community provided valuable insight into what is most valued and what is needed to improve the liveability of Bayside.

Council also gained a better appreciation of where the tensions and conflicting views exist; for example the desire to get around Bayside easily and

conveniently by car can conflict with the desire to reduce traffic congestion and protect the environment through better air, water and land use.

Below are key tensions that exist within the community, which will be explored further through the domains of liveability.





1. Open Space

What our community values

Open space is one of the key attractions to living in Bayside. With over 17 kilometres of coastal features and sea views, the beaches and foreshore, in particular, are synonymous with Bayside. They support a range of activities and opportunities for enjoyment.

Bayside's parks and gardens are well used for leisure and recreation and provide opportunities for tourism, weddings and other events.

The importance of supporting the natural ecosystem is broadly recognised by residents, particularly the necessity to protect vegetation along the foreshore to help with cliff stabilisation and erosion.

Residents also value the planned upgrading of sporting facilities that are accessible and promote gender equality. These upgrades will be achieved while protecting and respecting the natural environment.

Tensions and dilemmas

The more that people are drawn to Bayside's open spaces, the more pressure is placed on those spaces. While all members of the community enjoy their access to open space, there are competing views on how it should be used and/or protected.

Some members of the community argue that redevelopment along the foreshore is acceptable, provided it does not go beyond the footprint of what is currently there – but they oppose new expanded developments. Others are happy to see some new development along the foreshore, so long as it is for environmental or community-safety related purposes, such as a lifesaving club or conservation facility. Some may consider a broader range of new developments to be acceptable.

Even the use of open space is open to debate. Dog owners want more off-leash areas, parents of young children want more fences around playgrounds, some beach users want the beach cleaned regularly while others prefer a natural 'feel' be retained.



Built, shared space.



Natural open space.

Our community's
aspiration

By 2025, access to Bayside's foreshore, beaches, parks, gardens and bushlands will continue to be enjoyed and distributed equally across the community. Facilities and infrastructure provided within these public spaces will be of high quality and promote sustainability.



Each beach scene is someone's ideal beach experience.

1. Open Space

The table below outlines the community aspirations for this domain, how changes are measured by both Bayside City Council and Community Indicators Victoria, as well as the lead agencies responsible for delivering these improvements and the key role played by Council.

Community Aspiration	Indicators
<p>It is easy to get to a local park or reserve for a walk or some exercise.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> • Visitor car parking is controlled during peak times. • Investment in facilities is spread equally across Bayside. • I bring my friends and family to experience Bayside's parks. • I am able to share the park or facility with users on the weekend or weekday. • All users are respectful of other users (responsible pet ownership, removing rubbish and sharing facilities). 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> • Number of residents who participate in recommended physical activity. • Annual net increase or decrease in open space supply. • Amount of open space per capita for each Bayside suburb. • Community satisfaction with the availability and access to open space. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> • Proportion of local government area classified as open space. • Proportion of people that participate in regular physical activity. • Number of parkland and garden public open spaces. • Number of natural and semi-natural areas of public open space.
<p>The parks and foreshore spaces that I visit will be well-kept and with good facilities.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> • Public parks have facilities that are in good condition and enhance my experience. • I bring my friends and family to experience Bayside's parks. • Use and access of the outdoors is balanced between different users. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> • Amount spent on maintenance and repairs as a result of vandalism. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> • No relatable indicators.
<p>Sporting facilities and grounds I visit are fit for purpose and are in good condition.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> • I am proud of our sporting facilities. • Sporting facilities are accessible. • Visitor car parking is controlled during peak times. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> • Number of players at tenant sporting clubs. • Number and utilisation rates of sporting clubs (uses, users) across Bayside. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> • Proportion of people that participate in regular physical activity. • Number of organised recreation areas of public open space.
<p>Protect sensitive areas like our bushland, while still encouraging people to enjoy and appreciate these sites.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> • The need to protect Bayside's bushland and heathland is valued • Heathlands do not need to be fenced in order to thrive. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> • Total membership of Friends of Bayside groups'. • Number of volunteers involved with the bushland and heathland reserves. • Extent of tree/vegetation planting in bushland reserves. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> • No relatable indicators.
<p>Tree canopy continues to increase in public open space.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> • The right trees are planted in public spaces so they don't need to be removed because of property damage. • The use of chemicals to control weeds is minimised. • Mature trees and garden landscapes are protected and enhanced. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> • Number of trees planted in streets, parks, foreshore and bushland reserves. • Percentage of new trees planted on nature strips that are indigenous species. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> • Proportion of local government area classified as open space. • Proportion of local government area with tree canopy cover.



Lead Agencies	Council's Role	Council Outputs
Bayside City Council	Funder Service Provider	<ul style="list-style-type: none"> • Provide open spaces that are in accordance with, or better than, the relevant Australian Standard and in line with Council's current <i>Disability Strategy and Action Plan</i>. • Provide better connected open spaces and key community destinations to encourage walking and cycling. • Improve the connectivity of the open space network. • Encourage the use of the open space network by promoting the range of spaces, connections and attractions offered. • Monitor the supply and location of open space and investigate means of addressing areas with deficiencies. • Engage and consult the community on shared use of open spaces for the enjoyment of everyone. • Provide playgrounds that offer something for everybody and encourage play experiences that promote independence for people of all abilities. • Maintain the quality, cleanliness and safety of parks and foreshores through management of infrastructure, contracts and services.
Bayside City Council Parks Victoria State Government	Funder Service Provider	<ul style="list-style-type: none"> • Maintain the quality, cleanliness and safety of parks and foreshores through management of infrastructure, contracts and services.
Bayside City Council State Government	Funder Service Provider Advocate	<ul style="list-style-type: none"> • Provide service and facility management, and maintenance for Council sporting facilities. • Partner with user groups to maintain and improve sporting facilities. • Provide adequate lighting that ensures that sporting reserve floodlighting meets Australian Standards. • Advocate to the State Government for funding to improve and renew Bayside's sporting facilities. • Develop and implement long-term plans and programs for the upgrade of infrastructure and facilities to ensure the community's changing needs are met.
Bayside City Council Parks Victoria	Service Provider Regulator Advocate	<ul style="list-style-type: none"> • Increase community participation in biodiversity conservation. • Promote the visitation of bushlands and heathlands to schools and groups for conservation/education purposes. • Partner with community volunteers and interest groups to participate in weeding/planting.
Bayside City Council Energy Safe Victoria	Service Provider Regulator Advocate	<ul style="list-style-type: none"> • Maintain natural biodiversity assets and increase conservation effort. • Regulate tree removal and pruning of trees on private property. • Provide a service for the provision of permits and approvals for the planting and removal of trees on private land. • Plant and manage trees and vegetation in public open space and on nature strips.



2. Transport

What our community values

Metropolitan Melbourne is under growing transport pressure. The Bayside community enjoys access to a variety of transport options and the convenience that this choice provides, however this access varies across Bayside.

Walking and cycling are preferred for exercise. Commuters use the frequent train services for work and education. Private cars are used by residents for distances more than a kilometre or two for social and shopping trips, school times and general access outside the municipality.

The Bayside community seeks safer and more convenient infrastructure for cyclists and pedestrians; safer streets and less congestion in residential areas; and the need to encourage and improve public transport use and access, particularly in Beaumaris. Car parking is nevertheless an important issue for Bayside residents, especially with commuters parking in Bayside's residential streets, and with the increasing numbers of multi-car families.

Tensions and dilemmas

Despite Bayside's apparent transport options, the community faces a number of challenging issues to ensure continued growth does not inhibit mobility in and around Bayside. For example, the areas of Bayside that have been best served by public transport have, unsurprisingly, become the focus of residential and commercial development.

While Bayside residents are clear that they support less reliance on cars so as to reduce their impact on the environment and encourage greater social interaction, this causes issues with pathways shared by pedestrians and with cyclists converging on road lanes.

Car parking is another contentious issue for Bayside residents, especially for those commuters using Bayside streets, and for multi-car families. Suggestions for improvement include removing parking restrictions in the activity centres to support commercial growth, but imposing greater parking restrictions in residential streets near train stations. Others value the higher turnover of parking in activity centres, as it encourages economic trade.

These dilemmas do not translate into a need for more parking places, but the need to efficiently manage the available parking while encouraging other ways to get around Bayside.



Our community's
aspiration

By 2025, it will be safe and convenient for the Bayside community to choose their preferred mode of transport. Bayside will be more easily accessed on foot and on bike, and road users will consider the safety of others when sharing the road network.



Enabling members of our community to have the choice and convenience to use their preferred mode is possible. We all need to consider the safety of others when sharing the road network.

2. Transport

The table below outlines the community aspirations for this domain, how changes are measured by both Bayside City Council and Community Indicators Victoria, as well as the lead agencies responsible for delivering these improvements and the key role played by Council.

Community Aspiration	Indicators
<p>Public transport is safe and accessible regardless of where you live in Bayside.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> It is convenient to leave the car at home. Bus timetables connect with train timetables. I can park my car close to the train station. Police Officers will not be needed at train stations. Owning a car is not necessary as there will be bike and car share facilities available. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Criminal offences against the person (per capita). Residents who feel safe or very safe walking alone in their local area at night/ during the day. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Average distance to nearest public transport stop including tram, bus and train stops. Recorded offences for crimes against the person. Proportion of local government area within 400m of a bus or tram stop or within 800m of a train station.
<p>It is safe and convenient to walk and ride around Bayside regardless of the time of day.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> It is easy to ride to activity centres. It is safe to cross the road on foot or on bike. It is convenient to leave the car at home. Footpaths are flat, surfaces are smooth and installed in my area. Cars no longer park on footpaths. It is safe to ride a bike. I can ride safely without running into a pedestrian or dog walker. Pedestrians and cyclists are separated on major paths. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Number of pedestrian casualty accidents. Number of bicyclist casualty accidents. Residents who feel safe or very safe walking alone in their local area at night/ during the day. Percentage of persons who walk or cycle to work. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Total kilometres of dedicated walking and cycling trails. Percentage of people who feel safe or very safe walking alone in the local government area at night/during the day. Recorded offences for crimes against the person.
<p>Finding a carpark at the local shopping centre is easier.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> I can park my car easily around Bayside. Accessibility in shopping centres is improved. 	<p>Bayside City Council Indicators</p> <ul style="list-style-type: none"> Community satisfaction with the car parking across municipality. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> No relatable indicators.



Lead Agencies	Council's Role	Council Outputs
<p>Metro</p> <p>TransDev</p> <p>State Government</p> <p>Bayside City Council</p> <p>Victoria Police</p> <p>VicTrack</p>	<p>Advocate</p> <p>Service Provider</p>	<ul style="list-style-type: none"> • Advocate for improved seating/shelter at bus stops. • Advocate for improved safety and security at train stations. • Advocate and provide for adequate lighting and sealed roads in and around train stations. • Advocate for improved commuter parking opportunities at train stations. • Advocate for amenity and security improvements at commuter car parks. • Advocate for improved bus connections and services (routes and time) within Bayside. • Advocate for increased train frequency on the Sandringham line on weekends and peak times.
<p>Bayside City Council</p> <p>VicRoads</p> <p>State Government</p> <p>Victoria Police</p>	<p>Funder</p> <p>Service Provider</p> <p>Advocate</p>	<ul style="list-style-type: none"> • Provide adequate footpath treatments across Bayside to ensure equal access and opportunities to pedestrians of all abilities. • Install and design pedestrian crossings within local roads ensuring location and safety of pedestrians. • Provide support for walking for all abilities, such as more shaded seating, improved lighting, and pram ramps on footpaths. • Regulation of obstacles or impediments on footpaths (hard waste, footpath trading, bin placement, illegal car parking, temporary closures). • Pedestrian routes connect easily with other forms of transport, such as public transport stops and stations. • Advocate for improved and secure bike parking at train stations. • Minimise potential conflict between pedestrians and cyclists on off-road paths and trails through line marking, signage and increasing path widths.
<p>Bayside City Council</p>	<p>Service Provider</p> <p>Regulator</p>	<ul style="list-style-type: none"> • Regulation and management of public parking (eg. time restrictions, fines) to ensure shared and fair access to activity centres. • Monitor car parking availability at major activity centres to understand occupancy and turnover rates and develop strategies to manage parking demand.



3. Local Economy

What our community values

Bayside wants a thriving local economy that provides employment and opportunities for recreation and entertainment during daylight and evening hours. Such an economy depends on several factors, including local support for local businesses, a mix of commercial businesses and easy access for residents and visitors.

The areas that are thriving do so because of strong local support. Here residents identify strongly with their neighbourhood and actively support local businesses. They welcome the opportunity to socialise and conduct business within their community and value the retention of the local character of each activity centre.

The benefits of having a vibrant and service-rich activity centre extend across several liveability indicators. Increased levels of walking and cycling are indicators of health and wellbeing and these may be enhanced if residents live within walking distance of a shopping centre.

Retention of commercial land within the Bayside Business District and local activity centres strengthens the local economy, increasing both access to local employment adding to the vibrancy and mix of commercial business services available.

Tensions and dilemmas

Consider the possible effect if Bayside's entire population (100,000 +) committed to shopping locally. It would greatly benefit the local economy, provide local jobs, facilitate better health outcomes and aid the environment. Many people do have such a commitment, yet others find that shopping locally at smaller retailers is more expensive than visiting major chains and therefore something they are unable to support. Less flexible trading hours or limited choice can also be barriers to shopping locally.

There is relatively positive support for so-called shop-top living in activity centres. However, the views of community members are tempered with provisos that the look and feel of the 'village' is maintained, experiences are maintained, and adequate car parking for local residents is provided.



Our community's
aspiration

By 2025, Bayside's local economy will better reflect the skills and diversity of the Bayside community. Local activity centres will offer variety in the services and experiences they provide, while maintaining the 'local village' character.



A vibrant local economy provides more than just a place to purchase milk and bread; they are important hubs of social connectivity.

3. Local Economy

The table below outlines the community aspirations for this domain, how changes are measured by both Bayside City Council and Community Indicators Victoria, as well as the lead agencies responsible for delivering these improvements and the key role played by Council.

Community Aspiration	Indicators
<p>It feels safe walking in and around local shopping strips during the day and night.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> Police presence is no longer required. More lighting is installed within activity centres. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Perceptions of safety and security from shoppers and visitors to activity centres recorded through the Business Monitor. Community satisfaction with the appearance of public areas. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Perception of safety during the day and night in public areas. Recorded offences of crime against the person (within activity centres).
<p>There are plenty of choices for food and entertainment in the local area.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> I don't have to leave Bayside for a night out. I can buy the basics from my local centre (fruit, meat and groceries). There are a selection of outlets offering cheap eats. It is convenient to shop locally at any time of day. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Customers and visitors satisfaction with the range of retail and commercial offerings as identified in the Business Monitor. Number of events conducted in activity centres. Number of partnership opportunities facilitated between traders and community groups. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> No relatable indicators.
<p>Work is available in the local area.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> My children can find work close to home. It is not necessary to commute for work. Co-working spaces are created around the municipality, providing places for people to work from. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Availability of commercial land for retail and commercial use recorded through the Business Monitor. Changes to the unemployment figures across Bayside's demographic. Amount of floor space available for commercial use in retail areas. Youth employment rate. Number of business to business connections established at Bayside Business Network events. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Percentage of residents working within the local government area. Percentage of people not fully engaged in work or study. Percentage of people who disagree that work and family life often interfere with each other.



Lead Agencies	Council's Role	Council Outputs
Victoria Police VicRoads Bayside City Council	Funder Service Provider Advocate Partner	<ul style="list-style-type: none"> • Ensure that design principles to reduce crime are incorporated into planning policy development and design guidelines for activity centres to ensure passive surveillance and active street frontages at key pedestrian location are provided. • Facilitate the creation of attractive streetscapes consistent with Council's adopted vision for activity centres and the Bayside Business District. • Improve the quality of public street lighting. • Regulate footpath trading to ensure it is easy for people of all abilities to move around activity centres. • Work with trader associations to encourage greater night time activity and trading opportunities.
Bayside City Council	Service Provider Regulator Advocate Funder	<ul style="list-style-type: none"> • Monitor the performance and retail offering of activity centres. • Encourage the establishment of traders' associations to support new and existing businesses and where possible facilitate connections with community groups. • Implement regular theming and coordinated events in activity centres. • Develop structure plans for activity centres to ensure sufficient commercial floor space is provided to meet community needs over time.
Bayside City Council State Government	Service Provider Regulator Advocate	<ul style="list-style-type: none"> • Ensure commercial floor space within activity centres and the Bayside Business District is protected to meet the needs of the future population. • Maintain and continuously improve the Bayside Business Network. • Reduce the level of isolation for small business owners and micro businesses through participation in the Bayside Business Network. • Continue supporting the annual Bayside Business Network awards for academic excellence in business studies for year 11 VCE students of Bayside. • Undertake a feasibility study to establish an incubator for home-based businesses.



4. Housing and Neighbourhoods

What our community values

Living in Bayside is a deliberate and highly-valued lifestyle choice for many residents. They chose this location to enjoy the natural environment that Bayside is blessed with and the recreational opportunities this access provides. Many residents live within walking distance to a range of established and successful local businesses and have access to excellent health care providers. They value the benefits of living in Bayside, whether it is raising a family, enjoying retirement or finding independence as a young person.

Residents value Bayside's proximity to Melbourne and the network of roads and public transport that provide convenient access into the CBD. For many, Bayside is the best place in which they could imagine living.

It is not surprising then that as Bayside's population increases, the community is keen to see these valued attributes enhanced and protected. These attributes vary across Bayside as residents strongly identify with the individual character of their neighbourhoods.

Tensions and dilemmas

While many Bayside residents value the look and feel offered by larger format houses set on larger tree-lined blocks, growth and development affords property owners the opportunity to subdivide, and enables others entry into an otherwise unaffordable, highly sought after market.

Despite community preferences, growth is a part of Bayside's future. Residential development is largely guided by the State Planning Policy Framework, making it difficult for Council to achieve all the aspirations of all Bayside residents. However, it is Council's responsibility to determine where housing will be provided within the municipality, taking into account local trends, conditions and community aspirations. Growth and development is being focused around major activity centres and along rail corridors, offering residents the opportunity to live close to transport and shopping centres, perhaps without the need to own a car.

It is not surprising that most Bayside residents have a strong desire to see neighbourhoods protected, with development sympathetic or responsive to the natural and built environment. Residents living in areas experiencing growth are concerned that development may affect access to the facilities and services they currently enjoy. It is Council's role to minimise this impact by regulating planning controls and advocating to the State Government for better planning controls that align with Bayside's Housing Strategy.



Our community's
aspiration

By 2025, members of our community will live close to public transport, in a home that suits their stage of life and is close to the services and facilities needed. Development will be sensitive to the neighbourhood character and will enhance what is currently enjoyed in Bayside.



Well-planned developments can provide and enhance many valued attributes including social connectivity, protection of the natural environment and thriving retail precincts.

4. Housing and Neighbourhoods

The table below outlines the community aspirations for this domain, how changes are measured by both Bayside City Council and Community Indicators Victoria, as well as the lead agencies responsible for delivering these improvements and the key role played by Council.

Community Aspiration	Indicators
<p>High-density developments do not negatively impact my enjoyment of Bayside.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> • Development is kept closer to major activity hubs. • Developers provide car parking for their residents and visitors. • Mature trees and garden landscapes are protected and enhanced. • Preferred neighborhood character is defined for each area. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> • Housing mix (single dwellings, town houses and apartments). • Community satisfaction with Council's planning for population growth, management of traffic and parking. • Development is consistent with preferred neighbourhood character. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> • Perception of neighbourhood appearance. • Population density measured in person per hectare. • Land use mix (evenness of distribution of land-use types).
<p>New developments retain established trees and plant new trees.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> • Mature trees and garden landscapes are protected and enhanced. • Even in built up areas it still feels peaceful. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> • Total vegetation coverage across local government area. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> • Proportion of local government area with tree canopy cover.
<p>It is possible for older people to continue to live in Bayside, retire and maintain their interdependence.</p> <p>There are affordable retirement options for older people.</p> <ul style="list-style-type: none"> • I will be able to subdivide my property. • I will be able to get the support and care I need. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> • Housing mix (single dwellings, town houses and apartments). <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> • Average distance to nearest medical clinic. • Density of access to services for older people by area (per square kilometre). • Average distance to nearest public transport (bus, train).
<p>It is affordable for me to buy a home in Bayside.</p>	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> • Ratio of housing cost to household income. • Housing sales. • Price segment (Census). • Housing mix (single dwellings, town houses and apartments). <p>Community Indicators Victoria</p> <ul style="list-style-type: none"> • Median house or unit/flat price. • Number of households with housing costs of 30% or more of gross income.



Lead Agencies	Council's Role	Council Outputs
Bayside City Council State Government	Service Provider Regulator Advocate	<ul style="list-style-type: none"> Plan for a range of housing types that meets community needs in appropriate locations as identified in the Bayside Housing Strategy. Continue to work with the community to develop local structure plans to guide design and developments in housing growth areas. Ensure that areas and places of heritage, environmental and vegetation significance are protected. Ensure that the density and type of development is in accordance with the growth area designation of the Bayside Housing Strategy. Encourage effective vegetation replanting and tree retention for new developments through the implementation of Bayside landscape guidelines. Advocate community needs as part of influencing changes to state planning policies and controls. Develop and implement long-term plans and programs for the upgrade of infrastructure and facilities to ensure the community's changing needs are met.
Bayside City Council	Service Provider Regulator	<ul style="list-style-type: none"> Protect elements within the built form and natural landscape that have been identified as valued neighbourhood character. Ensure developments incorporate landscaping, particularly along street frontages and in back yards. Provide education through landscape guidelines to encourage effective vegetation replanting and tree retention as part of new developments.
Bayside City Council	Regulator Partner Facilitator Service Provider	<ul style="list-style-type: none"> Locate residential aged/disability care facilities and retirement villages that have good access to a range of community facilities and services. Ensure developments within Housing Growth Areas provide a diversity of housing options including a range of housing types, tenures and a variety of bedroom numbers. Advocate for adequate affordable and social housing to meet the needs of the community.
Bayside City Council	Regulator Partner Advocate	<ul style="list-style-type: none"> Encourage the inclusion of affordable housing in large residential developments. Promote the innovative redevelopment and renewal of older public housing stock in Bayside. Monitor the changing demographic trends and associated demand for housing. Monitor the current and future supply of housing.



5. Environment

What our community values

The Bayside community enjoys living in an area where the air, water and land are free from contaminants and pollutants. Bayside's beaches and foreshores are the most valued environmental asset, with their protection and maintenance a first order priority. There is also a strong desire to protect the biodiversity within marine reserves and along the foreshore, and in bushland and heathland reserves.

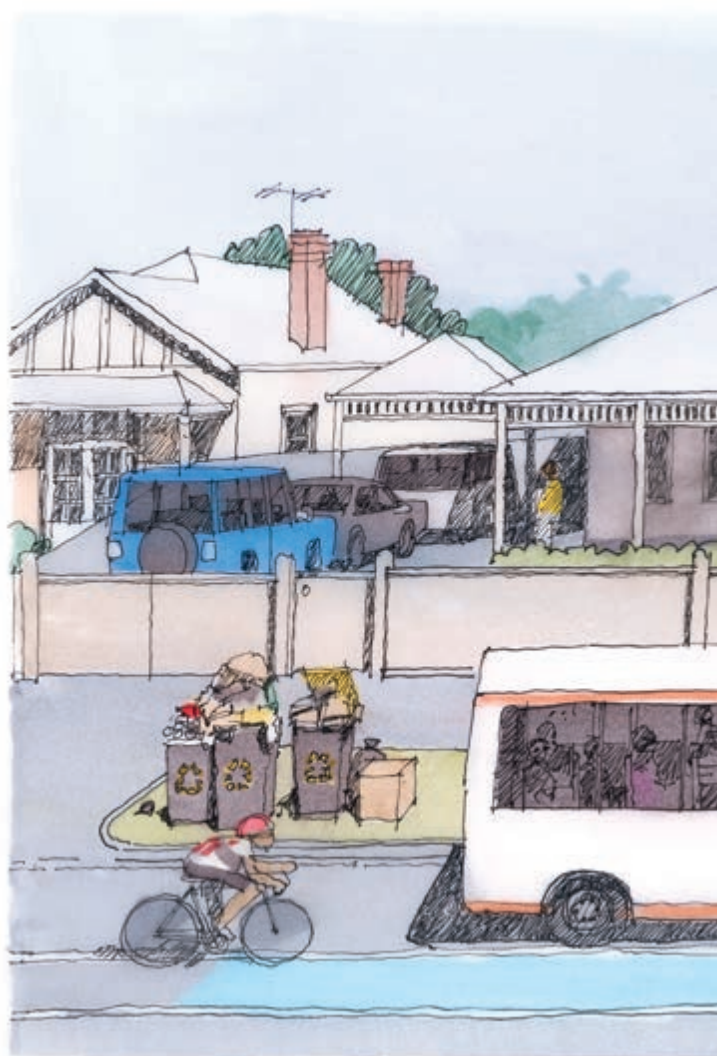
Protection against the loss of trees and vegetation is a growing concern, especially for communities that live closer to developing areas. With an understanding of climate change, the community is aware of the importance natural vegetation and the tree canopy play in preventing soil erosion, providing habitats for animals and decreasing the temperatures in the suburbs and urban areas.

Tensions and dilemmas

Members of the Bayside community recognise that managing the environment requires more than just local effort. They consider a major priority to be greater leadership from all levels of government in relation to climate change in order to make Bayside, Victoria and Australia more sustainable.

At the same time, there appears to be some disconnect between the desire for government action and the realisation that individual actions also have an impact. Bayside produces more household waste per capita (comparatively) to many other municipalities, uses more water and electricity per capita, and has higher levels of car ownership and usage.

There are also conflicting views about the look of the environment – for example, some residents prefer beaches that look 'natural' while others prefer beaches that are 'groomed'. There are also conflicting ideals in the community about how Bayside's natural environment should be utilised and by whom, and how to balance this use with the need to protect our environment for future generations.



Our community's
aspiration

By 2025, both community and Council will be environmental stewards, taking action to protect and enhance the natural environment and balancing appreciation and use with the need to protect natural assets for future generations.



The initiatives of government are only most successful when they are taken up by the community.

5. Environment

The table below outlines the community aspirations for this domain, how changes are measured by both Bayside City Council and Community Indicators Victoria, as well as the lead agencies responsible for delivering these improvements and the key role played by Council.

Community Aspiration	Indicators
<p>Bayside's beaches are never closed due to poor water quality after a storm.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> Ricketts Point Marine Park is clean and protected. There is no unfiltered runoff into the Bay. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Water quality at key beach sites. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Number of days when pollution exceeds recommended guidelines.
<p>Bayside's bushland and heathland reserves are protected and enhanced.</p> <p>Bayside will be better when:</p> <ul style="list-style-type: none"> Indigenous planting is increased along the foreshore and public areas. Ricketts Point Marine Park is clean and protected. The use of chemicals to control weeds is minimised. Foxes and non-indigenous rats are eradicated from the foreshore. Fencing is not needed. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Number of members in Friends of Bayside groups. Number of volunteers involved with the bushland and heathlands. Number of trees in bushland reserves. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> No relatable indicators.
<p>Bayside community is a sustainable and low waste producing community.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> It is convenient to reduce my environmental impact. Household bins are not overflowing or filled with the wrong rubbish. Council will reward and recognise good environmental behaviour. More recycling drop off points are available across Bayside. Fishermen are monitored and their catch limited. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Improved community attitude for environmental sustainability. Reduction in contamination rates of recyclables. Percentage of rubbish diverted from land fill. Use of sustainable transport modes to travel to work. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Average volumes of recyclables and green organics recycled. Total emissions of carbon dioxide per occupied private dwelling. Consumption of gas and electricity per household. Average volumes of non-recyclable garbage generated by households. Number of households collecting waste water.
<p>New developments retain established trees and plant new trees.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> Mature trees and garden landscapes are protected and enhanced. 	<p>Bayside City Council Indicators</p> <ul style="list-style-type: none"> Increase in the number of indigenous plants planted within Bayside. <p>Community Indicators Victoria</p> <ul style="list-style-type: none"> Proportion of all public open space that is green. Proportion of local government area with tree canopy cover.
<p>Bayside City Council is showing leadership and upgrading its facilities to minimise environmental impact.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> Community facilities are collecting rainwater and minimising potable water use. Community and sporting facilities are recycling waste appropriately. Council maintains its facilities to minimise environmental impact. 	<p>Bayside City Council Indicators</p> <ul style="list-style-type: none"> Percentage of Council water use coming from non-potable water sources. Percentage of Council purchases that have considered sustainability. Percentage of waste to landfill from Council operations. Percentage of Council energy produced by renewable energy. Percentage of waste to landfill from public place and sporting facilities recycling bins <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Consumption of electricity in megawatts/hour. Amount of potable water consumed.



Lead Agencies	Council's Role	Outputs
Environment Protection Authority (EPA) Department of Environment, Land, Water and Planning Bayside City Council Melbourne Water Adjoining Councils	Funder Service Provider Regulator Facilitator Advocate	<ul style="list-style-type: none"> • Work with EPA and Melbourne Water to monitor water quality in the bay. • Promote EPA's pollution hotline to report pollution in the bay and littering from cars. • Exercise local laws to protect and enhance amenity. • Provide and maintain litter traps and drainage baskets in storm drains throughout the municipality. • Maintain the quality, cleanliness and safety of foreshores through management of contracts and services.
Bayside City Council Parks Victoria	Advocate Service Provider Partner	<ul style="list-style-type: none"> • Increase community participation in biodiversity conservation. • Respond to customer complaints and service requests regarding the perceived unkempt look of bushlands and heathland reserves. • Council manages its bushlands and reserves to minimise environmental impact. • Promote the visitation of bushlands and heathlands to schools and groups for conservation of education purposes. • Partner with community volunteers and interest groups to participate in the weeding/ planting. • Advocate for an increase of indigenous planting along the foreshore and public areas. • Collaborate and educate community about the benefits of indigenous planting.
Bayside City Council State Government Environment Protection Authority Public Transport Victoria Metro	Service Provider Regulator	<ul style="list-style-type: none"> • Provide waste management service (domestic and hard waste) for the effective removal of rubbish across the municipality. • Provide education and change behaviour programs that educate about the benefits of reducing, reusing and recycling waste. • Exercise local laws to protect and enhance neighbourhood amenity. • Council partners with the community on a reward and recognition program that recognises good environmental citizenship.
Bayside City Council State Government	Regulator Service Provider Advocate	<ul style="list-style-type: none"> • Regulate tree removal and pruning of trees on private property. • Maintain natural biodiversity assets and increase conservation effort. • Provide a service for the provision of permits and approvals for the planting and removal of trees on private land. • Provide education through landscape guidelines to encourage effective vegetation replanting and tree retention as part of new developments.
Bayside City Council	Service Provider Partner Facilitator Advocate	<ul style="list-style-type: none"> • Minimise Council's own ecological footprint through: <ul style="list-style-type: none"> • efficient use of Council's energy, water and waste • increasing Council's use of renewable energy and recycled water • purchasing environmentally sustainable products and services. • Advocate for outcomes that deliver high environmental standards and protection. • Lead by example and demonstrate Bayside City Council's commitment to environmental sustainability. • Use Council's legislated and regulatory authority to deliver required standard of environmental outcomes and protection.



6. Community Health and Participation

What our community values

Encouraging and supporting people to lead healthier lives is a priority for the entire Bayside community. The community recognises that among the key determinants in aiding a healthy lifestyle are opportunities to play sport, walk freely around the municipality and enjoy an enriching social life.

Access to a broad range of health services and social infrastructure directly improves the health and wellbeing outcomes of a community, while increasing the overall liveability of an area. Council is committed to supporting local choices for residents to lead a healthy and well-connected life. It does this through the services and programs it provides and advocates for, and also by encouraging the community to participate in local decision making. Health and social connection, though not solely delivered through infrastructure or services, is also linked to the natural and built environment.

Tensions and dilemmas

Community welfare and health care is related to almost everything we do – and the way that we do it. Choosing to drive instead of walk, choosing to clear vegetation, and choosing how to spend leisure time have implications and consequences. Decisions regarding development can have unconsidered implications on social stress, such as impacting opportunities for young people to enter the housing market or affecting how older people age in a home of their own, in their own neighbourhood.



Our community's
aspiration

By 2025, members of Bayside's community will feel supported and engaged to live an active and healthy lifestyle regardless of age, geographical location, personal circumstance or physical ability.



When older people are able to continue to live on their own or in an area where they have lived most of their lives, there are many positive consequences, such as retention of social connections and familiarity of their neighbourhood.



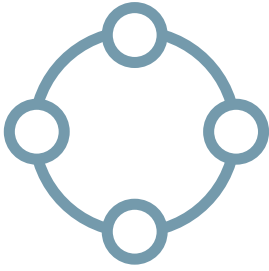
6. Community Health & Participation

The table below outlines the community aspirations for this domain, how changes are measured by both Bayside City Council and Community Indicators Victoria, as well as the lead agencies responsible for delivering these improvements and the key role played by Council.

Community Aspiration	Indicators
<p>There are many opportunities to participate in activities in the local area that are accessible across all life stages, genders, needs and interests.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> I am well informed about activities happening in my local area. Sporting clubs welcome all genders and have gender appropriate facilities. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Number of residents who volunteer. Number of residents who are members of organised groups (sport, religious, community). Number of residents who are on a decision-making board or committee. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Number of active recreation areas in public open space. Number of people engaged in physical exercise. Percentage of people with a library membership. Percentage of people who report they have enough opportunities to participate in arts and culture. Percentage of people who report they have easy access to recreational and leisure facilities.
<p>Help and support is available when needed including when I am unwell or wanting to lead a healthier life.</p>	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Percentage of residents who rate their mental health good or very good. Percentage of residents who agree that there are adequate community services available in the local area. Percentage of residents who receive help from a volunteer-based organisation. Percentage of residents who agree they have access to health and community services. Number of people who report that they completed health checks and cancers screenings. Participation rates in Maternal and Child Health Service and immunisations. The resilience of young people as measured in the Youth Resilience Survey. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Average distance to open space within walking distance. Average distance to nearest medical clinic. Access to services for older people (social clubs, libraries, education centres).
<p>I can have a say or be involved in decisions or projects that are important to me and my family.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> It is well understood how Council makes decisions. It is clear how community engagement is used to inform the decision making process. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Number of residents who participate in a Council engagement activity (meeting, workshop, reference group). Number of subscribers to Have Your Say (Council's online engagement portal). Community satisfaction with Council decisions made in the interest of community. Community satisfaction with Council advocacy on behalf of the community. Community satisfaction with Council's community consultation and engagement. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Percentage of people who are members of a decision-making board or committee. Percentage of people who feel they have a say on important issues. Percentage of people who participated in engagement activities in a 12 month period.
<p>I feel connected to my community regardless of my age, gender, cultural background or relative income.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> I know the names of neighbours. There are more impromptu events happening in the area. I feel safe walking in Bayside Streets parties are held locally. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Number of residents who are satisfied with feeling part of the community. Number of residents who feel a strong sense of belonging in the community. Number of children in years 5–6 who report feeling connected to their school. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Number of people who agree that multiculturalism makes life in their area better. Number of people who report they feel part of the community. Percentage of people who can get help from friends, family or neighbours. Number of people who do voluntary work for organisations or groups.



Lead Agencies	Council's Role	Council Outputs
Bayside City Council Sporting and Recreation Clubs Educational Institutions	Funder Provider Partner Facilitator	<ul style="list-style-type: none"> Develop opportunities for volunteering within Bayside and build the capacity of volunteer organisations. Promote and support the delivery of inter-generational opportunities and activities. Ensure art, culture and library services are responsive to changing local needs. Support Council owned community centres. Create lifelong learning opportunities. Develop a Health and Wellbeing Plan that delivers on the community's aspirations across all ages and abilities.
Bayside City Council Southern Melbourne Primary Care Partnership Bentleigh Bayside Community Health Service State and Commonwealth Governments Educational Institutions	Funder Provider Partner Facilitator Advocate	<ul style="list-style-type: none"> Promote positive mental health messages in the community. Improve health literacy awareness with Bayside's older community to encourage increased self-care and health screening participation. Deliver a range of health promotion initiatives in partnership with local agencies. Support groups to deliver programs and events that enhance community connection. Promote healthy relationships and anti-family violence messages. Deliver a range of services to people across all life stages to maintain and improve individual health and wellbeing. Coordinate the delivery of an annual Youth Resilience Survey and support primary and secondary schools to develop and implement interventions. Advocate to State and Federal Governments to maintain the benefits of Victoria's community-based aged care service model.
Bayside City Council Sporting and Recreation Clubs	Facilitator Provider	<ul style="list-style-type: none"> Make it easier for the community to understand and anticipate Council's community engagement and the processes used. Support the Bayside Healthy Ageing Reference Group to be engaged and consulted, in the development of Council strategies and plans. Measure the effectiveness of engagement programs with regards to participation and community involvement and adjust techniques to increase participation. Communicate back to participants how community feedback influenced Council's decision making process.
Bayside City Council	Funder Provider Partner Facilitator	<ul style="list-style-type: none"> Increase participation opportunities for social interaction, for people experiencing mental health issues. Encourage and support inclusive events. Support groups to deliver programs and events that enhance community connection. Deliver a range of services to people across all life stages to maintain and improve individual health and wellbeing. Advocate for affordable, accessible and appropriate services in Bayside.



7. Infrastructure

What our community values

Infrastructure refers to the physical assets Council provides to deliver services to the Bayside Community, including underground drainage services, local roads and pathways and buildings. Community opinion about infrastructure is that it should be invisible as a service, or attractively presented, well maintained and popular with its users, residents and visitors.

Location of infrastructure should be evenly spread across the municipality and conveniently placed for easy access. This particularly applies to community buildings, sporting grounds and playgrounds.

Tensions and dilemmas

While a significant portion of Council's budget is invested in new facilities and maintaining current infrastructure and assets, constant external pressures are placed on Bayside's infrastructure. Increased population and the effects of a changing climate are two such pressures. Greater numbers of people increase congestion on roads and pathways, while severe weather events take a toll on piers, beaches and cliffs.

The Bayside community has a range of sometimes conflicting views on its infrastructure priorities. There are different thoughts on which groups should use particular facilities and whether Council should primarily invest in multi-use or single-use facilities. Some want investment in sporting-related infrastructure, others in infrastructure that addresses gender equality. For some, improving the external appearance of a building is important, while for others, improvement needs to meet relevant accessibility standards. Others want priority given to buildings that are environmentally friendly (for example, solar power, recycled water) and/or sustainable financially.



Our community's
aspiration

By 2025, the Bayside community and Council will work together to plan and deliver community infrastructure that responds to the changing needs of the Bayside community.

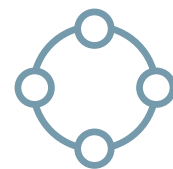


Much of the infrastructure Council provides is a backdrop for other services and activities to take place. There is often a tension as to which use or user should be given priority and how to best balance this request.

7. Infrastructure

The table below outlines the community aspirations for this domain, how changes are measured by both Bayside City Council and Community Indicators Victoria, as well as the lead agencies responsible for delivering these improvements and the key role played by Council.

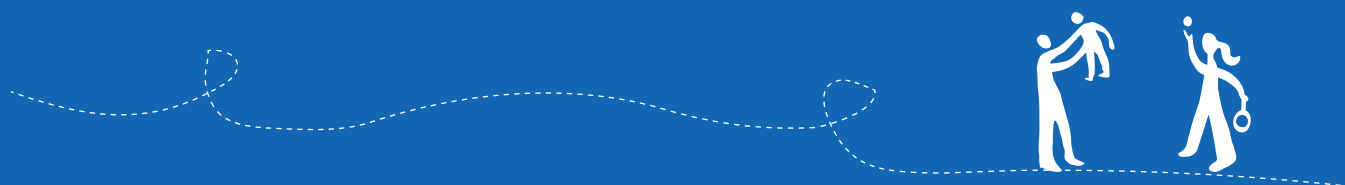
Community Aspiration	Indicators
<p>Community facilities are fit for purpose and well-designed.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> Community facilities are appealing in their design. A range of community facilities are accessible regardless of where you live in Bayside. Investment in community infrastructure is based on community needs and future trends. Infrastructure keeps pace with the growth and development of the area. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Community satisfaction with access to and appearance of community facilities. Number and utilisation rates of community buildings. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Percentage of people who report they have easy access to recreational and leisure facilities.
<p>Community facilities are inclusive, regardless of lifestage, ability or gender.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> All sporting clubs have gender friendly facilities. People with a disability or mobility impairment have equal access to their community and community facilities. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Number of residents who are satisfied with feeling part of the community. Number of residents who feel a strong sense of belonging in the community. Number of playgrounds assessed for accessibility. Number of sporting pavilions with unisex and accessible facilities. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Access to services for older people (social clubs, libraries, education centres). Number of people who they report feel part of the community.
<p>Bayside's drainage system protects my home or business from flooding.</p>	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Number of flooding incidents arising from storm water blockages. Number of incidents affecting individual homes. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> No relatable indicators.
<p>Bayside City Council shows leadership in upgrading its facilities to minimise environmental impact.</p> <p>Bayside will be a better place when:</p> <ul style="list-style-type: none"> Council owned buildings are collecting rainwater and minimising energy use. Community and sporting facilities are recycling waste appropriately. 	<p>Bayside City Indicators</p> <ul style="list-style-type: none"> Percentage of Council water use coming from non-potable water sources. Percentage of waste diverted from landfill from community and Council operations. Percentage of Council energy produced by renewable energy sources. <p>Community Indicators Victoria Markers of Liveability</p> <ul style="list-style-type: none"> Consumption of electricity in megawatts/hour. Amount of potable water consumed.



Lead Agencies	Council's Role	Council Outputs
Bayside City Council	Funder Provider Advocate	<ul style="list-style-type: none"> • Maintain and renew assets to ensure that they meet the required design standard. • Provide safe, effective and affordable assets. • Minimise service failure through the effective management of services and assets. • Maintain and enhance the aesthetic value of the municipality. • Ensure the planning and delivery of community facilities is responsive to changing local needs. • Support Council owned community facilities.
Bayside City Council	Funder Provider Advocate	<ul style="list-style-type: none"> • Ensure Bayside's infrastructure is accessible for people of all ages and abilities. • Advocate for affordable, accessible and appropriate services in Bayside.
Bayside City Council Melbourne Water EPA DELWP Neighbouring councils	Funder Provider Advocate Regulator	<ul style="list-style-type: none"> • Develop flood risk management practices consistent with best practice. • Implement Council's Drainage Strategy. • Fund capital works programs, including collection of Development Contributions to support drainage system improvements.
Bayside City Council	Funder Service Provider Partner Facilitator Advocate	<p>Minimise Council's own ecological footprint through:</p> <ul style="list-style-type: none"> • efficient use of energy, water and waste. • increasing Council's use of renewable energy and recycled water. • purchasing environmentally sustainable products and services. <p>Advocate for outcomes that deliver high environmental standards and protection.</p> <p>Lead by example and demonstrate Council's commitment to environmental sustainability.</p>

SECTION 4

Implementation and monitoring



The *Bayside Community Plan 2025* captures the diverse views of the community, while considering the social, environmental and economic context of greater Melbourne.

Keeping community informed

The *Bayside Community Plan 2025* captures the diverse views of the community, while considering the social, environmental and economic context of greater Melbourne.

After the 2016 local government election, the *Bayside Community Plan 2025* will help to inform the new Council and set priorities and directions for the next four-year Council Plan 2017–2021. It provides a starting point for planning in key spheres of Council influence: social, economic and environmental goals.

The Council Plan guides planning, resource allocation and decisions made by an elected Council to make Bayside a better place. It enables measurement

of Council's performance and ensures outcomes are aligned with community aspirations and expectations and reported through Council's Annual Report.

The collaboration and consultation process used to develop the *Bayside Community Plan 2025* is the early work in a longer term process. Council is committed to reporting performance against the *Bayside Community Plan 2025*, as well as seeking feedback about what can be improved.

Measuring liveability is challenging: change occurs slowly over time and is subject to changes in attitudes, perceptions and individual values. Population based measures track changes to the broader community and

are dependent on the availability of data sources. For example, Census data is collected and reported every five years.

Diagram 3 outlines the journey we will take to keep community priorities high on Council's agenda and sets out how Council will keep the community informed and involved on the journey to creating a better Bayside.

Further outputs will be assigned once the Council Plan 2017–2021 is complete, showing how resources will be allocated to each aspiration.

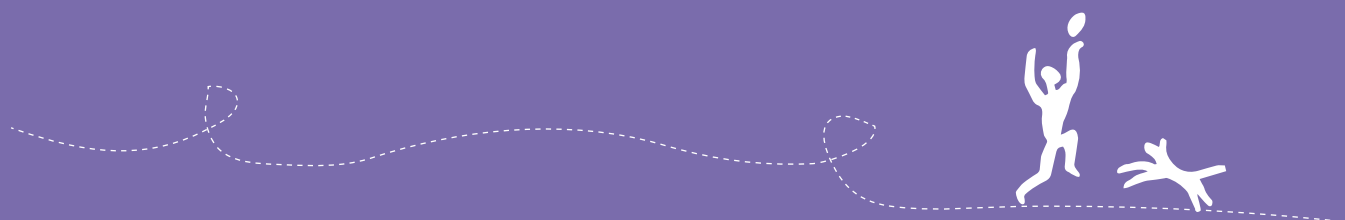
If you would like to find out more information or to join the mailing list, please visit bayside.vic.gov.au/communityplan or call 9599 4444.

Diagram 3 – Keeping Bayside's community engaged on the journey towards 2025



SECTION 5

Appendices



We gathered feedback from more
than 1,200 people across a broad range
of ages and backgrounds

Appendix 1: Community consultation

Building the Plan together

A community engagement and consultation program was developed and delivered over three key stages. (Refer to diagram over leaf)

Stage 1 of the engagement was completed in September 2015. The objective for this stage of the research was to provide a quantitative report that measured satisfaction, priorities and level of investment, helping to understand how people experience liveability across the municipality. Specifically, the quantitative research sought to explore what the community valued, perceived future challenges, satisfaction levels, investment opportunities and relative priority for seven key community themes and their supporting indicators.

Telephone interviews were conducted from 5 to 12 September 2015. In total, 502 people were interviewed. They were recruited using the White Pages and through face-to-face intercept interviews at a number of areas around Bayside, including Middle Brighton and Sandringham Railway stations, Church Street in Brighton, and the Brighton Library.

Stage 2 was completed in October 2015 and its purpose was to unpack the quantitative data collected in Stage 1, and explore 'liveability' and what this means to residents. This stage of the analysis was designed to consider, discuss and gain a greater insight into the results of the Stage 1 quantitative survey. Just under 400 community members were engaged through various activities undertaken in Stage 2. Please refer to the consultation activities and techniques used to inform and engage the community, on the following page.

Stage 3 was completed in June 2016. Its purpose was to test a summary of the Community Plan as well as the community indicators that inform us whether Bayside is becoming a better place.

What we heard What we value

The most valued aspect of Bayside as gleaned from respondents throughout the consultation is undoubtedly living near the coastline. Residents enjoy the bay environment and lifestyle options this provides. They also mentioned Bayside's distinctive retail centres and the village atmosphere these provide: cafes open to the street and our open

spaces with large trees and people enjoying the shade. Supermarkets, professional services and a range of retailers are either within walking distance or accessible by good public transport. Schools and sporting facilities abound, and Bayside has a good reputation for its support to seniors and its disability care. Arts and performances are also strong indicators of Bayside's liveability.

Our concerns

Population growth and overdevelopment, however, were a shared community concern. Many respondents worry about the impact on neighbourhood character, loss of facilities and gardens, replaced by overbuilding and sometimes questionable building designs. Responding to climate change and protection of the natural environment are high priorities, particularly the changes that affect the bay and foreshore.

The responses that follow come directly from conversations with the community. Although these represent only some of the responses, they clearly indicate the concerns and desires of Bayside residents and highlight the differences of perspectives within the community.



Liveability and what this means to residents was explored through the consultation.

Diagram 4 - Community and Stakeholder Engagement process



The quantitative research sought to explore the community's values, perceived future challenges, satisfaction levels and investment opportunities

Comments from community engagement

Below is a sample of comments from conversations in our community

Infrastructure

I would like to see all stormwater ocean outfalls within Bayside to be upgraded to ensure stormwater is cleaned prior to discharge to the bay.

Continue to make sure parks, transport are maintained, bins are not overflowing, taps work. Bayside is clean and user friendly.

There has been good investment in playgrounds. Keep updating children's playgrounds.

Community participation and health

More street and neighbourhood activities like BBQs in the park and street parties.

Most of the events are a bit predictable and not very exciting. They don't push the boundaries of art and culture or allow for the participation of grass roots community groups.

Support community services - childcare, holiday care, elderly care, disability - we are a wealthy area - we can support those with higher needs.

Housing

Have stronger urban design guidelines (streetscape value). Stop modernist architecture.

Stop the amount of subdivisions. Visual impact as well as the population. Keep sense of open space.

Ensure there is sufficient social, including public, housing - and run a campaign to get the State government to use its vast land ownership in Bayside more effectively.

Activity centres

Increase parking hours in local shopping strips, take parking limits away. Stop traffic inspectors stalking people.

Improve public realm, places to sit and rest, more open space within the shopping strip.

'Safety particularly for older people. Safety for women'

Open space

The beaches are one of the best parts about living in Bayside and need to be protected at all costs. That includes marine parks and fossils.

Maintain the level of infrastructure around beaches and foreshore. Continue regeneration and planting. Don't build more.

Community functions and spaces in every suburb. Community meeting places, not just markets but community veg garden spaces.

Transport

There is a lack of bus services and cohesion between train and bus timetables.

Main problem for disabled is transport - little community bus circulating would be good.

Promote the on-road cycling along Beach Road. Stopping parking is great. Educating cyclists and drivers to share would be great.

Environment

Local government needs to show leadership in environmental matters. With bushland reserves being a higher priority, limiting development on foreshore, support for marine reserves.

Promote planting of native trees because it attracts birds.

Protecting the environment should be much lower priority. i.e. yes we need to care about the environment but progress is often thwarted by 'greenies'.

Consultation Activities undertaken in Stages 1, 2 & 3

Engagement Activity	Location	Target participants	Number of participants
Community Reference Group A community reference group was formed by Council at the beginning of the project. Regular meetings were held with the group to provide feedback to the process and progress of the Plan.	Not applicable	Represent a cross-section of the community	10-15
Stage 1 Consultation			
Intercept telephone surveys Telephone surveys were conducted with persons aged 18 and over. Sample size was statistically valid, and was representative of the current demographic profile.	Not applicable	General community	502
Stage 2 Consultation			
Listening Posts Provided an opportunity for the community to obtain more information about the Community Plan and to participate in a short survey or activity.	Bayside City Council Staff Day Sandringham Village Festival Beaumaris Farmers Market Church Street, Brighton	Council staff General community	Staff Day: 80 Sandringham: 69 Beaumaris: 70 Brighton: 48
Online forum A moderated online forum was used to host discussion with stakeholder who have access to the internet and choose to participate.	Not applicable	General community with access to internet	15 participants
Survey A structured survey was developed to obtain detailed feedback from stakeholders about priorities identified in the telephone survey. The survey was available online and hard copy.	Not applicable	General community	Hard copy survey: 17 Online survey: 34
Targeted discussions with hard to reach groups Focus groups were held with 'hard to reach' groups to allow feedback from groups who may not get involved through other activities.	Parent Play Group, Black Rock Adults with a disability Sandringham Secondary College	Hard to reach groups	Adults with a disability: 12 Young people: 16
Bayside Williamson Alumni Forum Provided an opportunity to engage with Bayside leaders	Not applicable	CEOs and business leaders who are recognised Williamson Alumni	40
Stage 3 Consultation			
Listening Posts Provided an opportunity for the community to review the Community Plan Summary and engage through the talking points.	Bayside City Council Staff Day Beaumaris Library Brighton Library Highett Neighbourhood Community Centre Bayside City Council Corporate Centre	Council staff General community	103
Online forum/Survey A structured survey to guide participants through the summary and talking points, with the aim of understanding how the community perceives what a better Bayside would be.	Not applicable	Previously engaged	Survey: 22 Downloads of summary document: 92
Quick Poll Quick questions around key community talking points to gauge an understanding of better. Primary purpose to drive visitation to Online Forum or Listening Post sessions.	Advertised across key locations across Bayside in posters and footpath stickers	General community	11

Appendix 2: Key resources and reference material

Listed below are key internal strategies and plans and external resources used to measure, understand and connect community aspiration into Council planning.

Source/Reference	1. Open Space	2. Transport	3. Local Economy and Activity Centres	4. Housing and Neighbourhoods	5. Environment	6. Community Health and Participation	7. Infrastructure
Relevant Bayside City Council Strategies & Plans							
Ageing Well in Bayside 2008		✓		✓		✓	✓
Bayside Business Monitor (ongoing)			✓				
Bayside Carpark Plans (Major Activity Centres)		✓	✓				✓
Bayside Environmental Sustainability Framework 2016	✓				✓	✓	✓
Bayside Retail, Commercial and Employment Strategy 2016		✓	✓				
Bicycle Strategy 2013		✓				✓	✓
Building Asset Management Plan 2016						✓	✓
Economic Development Strategy 2014			✓				✓
Housing Strategy 2012		✓	✓	✓		✓	
Integrated Transport Strategy 2013		✓				✓	✓
Road Asset Management Plan 2016		✓					✓
Open Space Strategy 2012	✓				✓	✓	✓
Open Space Asset Management Plan 2016	✓				✓	✓	✓
Public Toilet Strategy 2012	✓					✓	✓
Public Transport Advocacy Statement 2016		✓				✓	✓
Recreation Strategy 2013	✓					✓	✓
Road Safety Strategy 2014		✓				✓	✓
Tourism Strategy 2013			✓				✓
Walking Strategy 2015		✓				✓	✓
Wellbeing for All Ages & Abilities 2013				✓		✓	
Bayside City Council Resources							
Annual Customer Satisfaction Survey	✓	✓	✓	✓	✓	✓	✓
Bayside's complaints register	✓	✓	✓	✓	✓	✓	✓
Online participation figures	✓	✓	✓	✓	✓	✓	✓
External Sources of Information							
Australian Urban Research Infrastructure Network	✓						
Bayside Planning Scheme	✓		✓	✓		✓	
Census Australia Bureau of Statistics			✓	✓		✓	
Crime Statistics Agency						✓	
Community Indicators Victoria	✓	✓	✓	✓	✓	✓	✓
EPA Beach Report	✓				✓		✓
EPA Litter report (for Bayside)	✓				✓		✓
Register of Birth, Deaths and Marriages	✓			✓		✓	
VicHealth Atlas – Indicators Survey		✓				✓	
VicRoads (TAC CrashStats)		✓				✓	✓
Victorian Integrated Survey of Travel and Activity		✓				✓	✓
Victorian Population Health Survey						✓	





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Published 2016

