



*Bayside 2020 Community Plan*  
**Working together to  
make a better Bayside**







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# Message from the Mayor and Councillors

*The Bayside 2020 Community Plan expresses a vision for Bayside for the next ten years. Based on an extensive and ongoing community engagement process, it sits at the heart of Bayside's planning framework, providing an essential reference for all of Council's plans, policies and strategies and an orientation to community engagement, now and into the future.*



Bayside 2020 is future focussed, anticipating how Bayside will react to a changing world but valuing the natural, built and community assets that characterise our community. It identifies six Key Priority Areas that cover issues as diverse as Community Connection to Recreation Arts and Leisure.

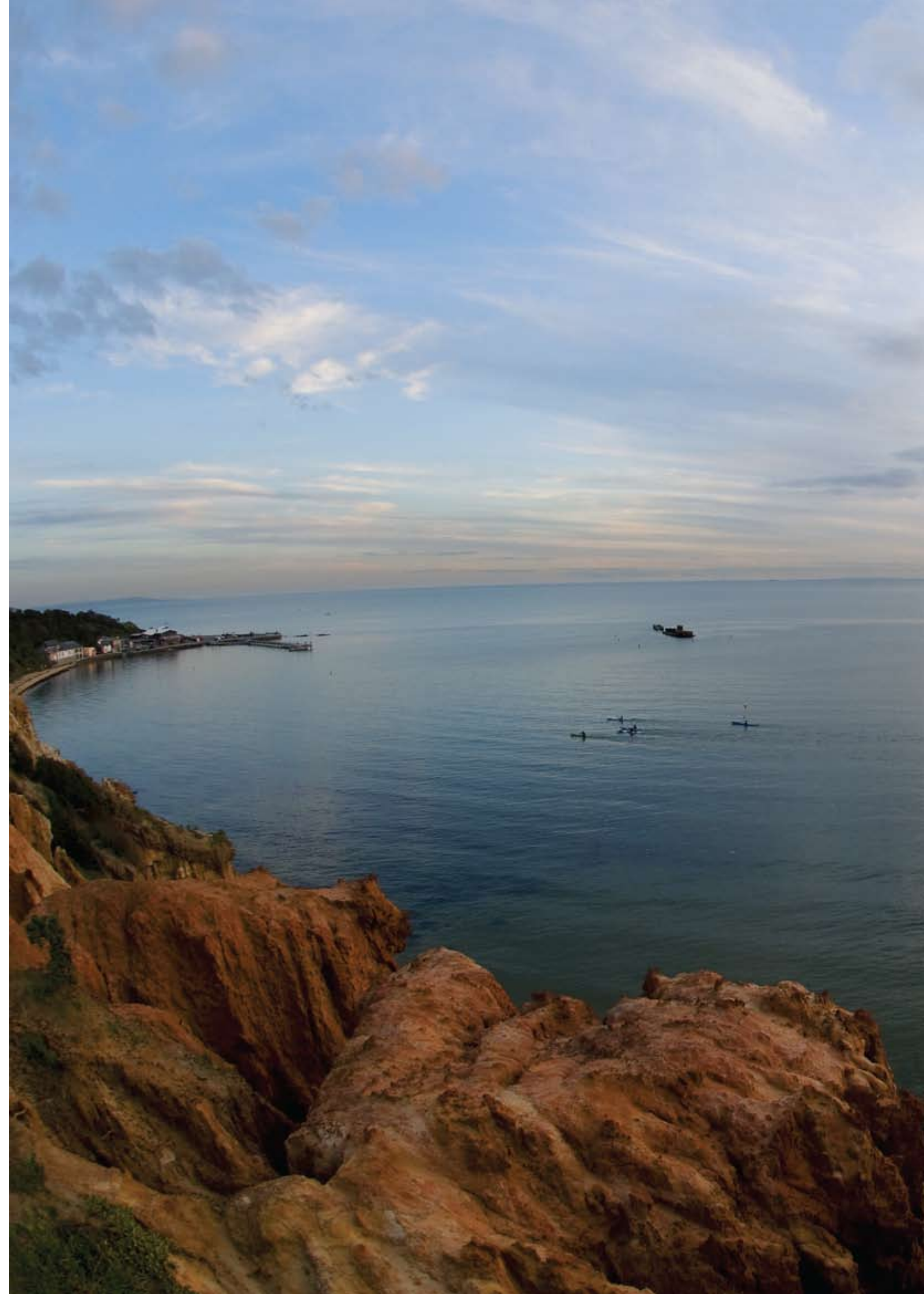
Recognising the diversity of Bayside's community, a portfolio of techniques were used to engage with the community. These included:

- Appreciative Inquiry interviews
- Community forums
- Surveys
- Fieldwork
- Youth surveys
- Focus groups
- Staff forums

The community planning process begins rather than ends with the publication of the Bayside 2020 Community Plan. It sets a clear direction for community engagement at Bayside and for how we work together to make Bayside a better place.

While Bayside City Council has led the development of our Community Plan, the vision belongs to the whole community. Developing Bayside 2020 would not have been possible without the efforts of community members generously giving their time to support the project through attending consultation events and submitting responses. We offer our thanks to the members of the Bayside 2020 Community Plan Steering Group and to all members of the community who contributed to our shared vision.

**Mayor and Councillors**





# The planning process

*Creating the Community Plan required input from a broad cross section of the community. Bayside City Council formed a Steering Group to guide the development of this plan. The Steering Group consisted of 12 community members, along with the Mayor and two Councillors.*

Members of the group were well connected to the community through a series of networks. Their role was to suggest approaches to effectively engage the community in ways that aligned with Bayside's existing community engagement approaches.

The community planning process used a wide range of tools and techniques to enable community input. Approaches were based on Appreciative Inquiry, an approach that focuses on identifying and building on positive individual and community strengths and capacities. Appreciative Inquiry also allows participants to be heard and for key stories to emerge.

The planning process actively promoted participation opportunities. Significant effort was made to engage with key stakeholders, from residents to community organisations and other levels of government. Over 1,140 people from Bayside participated in a variety of surveys, forums,

interviews, online surveys, Facebook or focus groups. It was considered vital that the community planning process also engaged younger members of the Bayside community and it was encouraging that over 320 young people from the area participated in the process.

## Guiding Principles

The Steering Group developed the following principles and priorities for the community planning process.

### Principles

- A sense that community is important, a sense of belonging
- The plan should belong to the entire community
- Process and outcome are both equally important

### Priorities

- Take a holistic approach that is meaningful to people at a personal level
- Create community conversations, listen and encourage people to engage with local issues

- Enhance local democracy
- Create a sustainable city where people value, protect and enhance our environment
- Utilise our spaces and resources wisely and share this beautiful place with others
- Develop our local economy and foster local business
- Work across the different life stages and embrace diversity in all its forms
- Deliver on our commitments and produce visible outcomes

**From left to right:**  
Steering Group members Cr Clifford Hayes, Terry O'Brien, Suresh Suttrave, Robbie Nyaguy, Pam Morris, Cr Felicity Frederico and Ron Stark. Missing from the photo are Cr Louise Cooper-Shaw, Olivia Nakiwala, Vicki Mitchell, Garry Allan, David Stewart, Dr Sally Cockburn, Elisabeth Jensen and Michael Nugent.





## Our future

# Vision for a better Bayside

*In 2020, Bayside will be a truly interconnected community with support for people of all ages and stages in their life.*

The planning, infrastructure and transport for the City of Bayside will have been maintained and improved to cope with rising population while protecting and enhancing Bayside's natural environmental assets. Through embracing of arts and culture and promoting recreation in Bayside, the community is linked through shared values and experience.

Through promotion and networking, businesses will thrive and job opportunities will be generated. Six key priority areas were identified from early consultation by the Steering Committee to create the framework for the Community Plan 2020.

### Our Future Direction

When viewed individually, each of the future directions in this document will guide Bayside forward to be the best municipality it can be. When viewed holistically, these directions create a better future for the City of Bayside, which will benefit generations to come.



### Community connection

Bayside's community wants opportunities for groups and individuals with related interests and aspirations to come together and share experience, resources and wisdom. Council has the potential to play an enabling role by providing participation opportunities and connections within and between sectors. It is vital to break down any barriers between the community, Council and other stakeholders and create transparent and productive relationships. These will support us to address issues such as liveability, climate change and ageing, supporting the disadvantaged, and protecting our heritage and our amenities.



### Life stage issues

Bayside's community comprises a range of ages, genders, abilities and interests. Services and facilities need to be family friendly, fit for purpose and able to provide age appropriate services including more spaces for younger people. The outdoor areas, festivals and events create opportunities for everyone to connect and stay healthy. It is agreed that a community that supports a mix of people of all ages and abilities is to be desired.



### Planning, infrastructure and transport

Bayside's community values the unique character of the municipality including the streetscapes, shopping strips and heritage buildings. It was noted that everyone wants the Bayside community to be environmentally sustainable, safe and inclusive. Development should be carefully managed and built assets should be accessible for everyone. Advocacy to other levels of government for the things that are important to the community is a must, including; traffic management, public transport and the management of facilities.



### Our Environment

Bayside is gifted with fabulous natural assets that need to be protected and enhanced. There is also a need to find ways of making the best use of open spaces and to ensure that all interests have fair access. Bayside City Council can be a leader in this area, demonstrating best practice in environmental sustainability, leading by example, educating the community and facilitating partnerships between relevant groups and organisations.



### Recreation, leisure, arts and culture

Recreation leisure, arts and culture are a strong focus of community interest. Collaborative approaches should be fostered to ensure participation by all age and interest groups. Nurturing a sense of ownership amongst the users of all arts leisure, recreation spaces and facilities will link the community through events, festivals, films and exhibitions and involve the whole community in active participation.



### Local economy

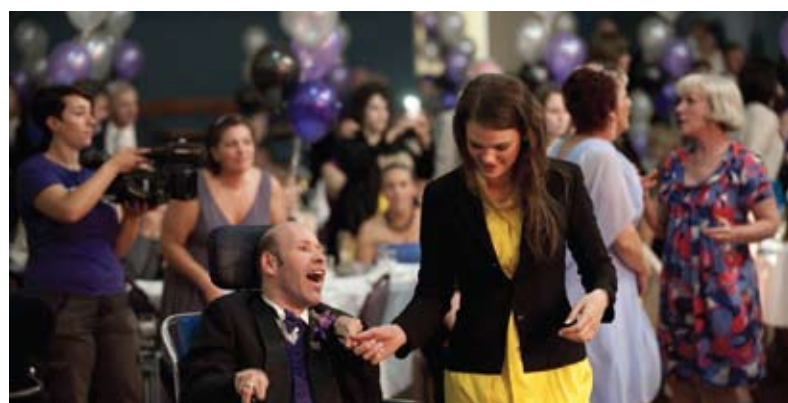
A strong local economy and local jobs market matters to the Bayside community. Community and business groups need opportunities to come together and develop new initiatives, share experience and offer support. Leadership, from an economic development viewpoint can involve addressing climate change, being innovative and supporting knowledge-based industries. The City of Bayside can collaborate to enhance the infrastructure, investment, employment opportunities, economic development and liveability.



## Our future

# Community connection

*Creating and sustaining partnerships between the community and Council can create the collaborative municipality vital for Bayside's future. The goal is to have a Council that genuinely listens, understands and acts for the best interests of the community by acting as a facilitator and enabler. The community must be offered the opportunity to participate in initiatives that affect their lives such as climate change, ageing, social exclusion and protecting our heritage and amenities.*



### Council Connecting

The role of Council can be as a facilitator and enabler to connect different groups and organisations and to foster and encourage partnerships, alliances and collaboration to achieve goals. Interconnectedness within the community can be improved by promoting conversations amongst the Bayside community, regardless of cultural or economic differences.

### Living Plan

The Community Plan needs to be a dynamic blueprint that is continually updated to reflect an ongoing community dialogue. It needs to be explicitly linked to Council's planning framework and systems and processes that allow the Plan to be monitored and evaluated against key criteria need to be put in place.

### Community Equality

A better gender balance in community participation and decision-making was highlighted as an aspiration. At the time of this plan being written, most of the volunteer base within the community is female. The Council is committed to identify, celebrate, nurture and mentor women in the community as well as creating more inter-generational and inter-gender activities which cement communities.

### Cohesive Community

Currently in the Bayside community, there are small but active groups of volunteers who do a commendable job but often work in isolation. It is a goal to help the residents work together as a community, instead of just a range of interest groups. The vision would be for a self-confident community that is comfortable about who and what it is. It is also vital that the Council mediates and advocates for people with disability within the Bayside community.

### Addressing Disadvantage

There remain distinct pockets of disadvantage in Bayside where collaboration, volunteering and community building will greatly assist. It is important that services and support for disadvantaged people and areas in Bayside continue to be developed and enhanced. Council could maintain and further develop its role in community building to assist vulnerable people of all ages.

### Building Community

The idea of community is perceived to have changed over the years. Where formerly churches or club would create community, nowadays these are less attractive options for many people due to changing belief systems and different lifestyle choices. Greater community interconnectedness has the potential to fill this void and to decrease isolation in the community.

### Connecting Causes

Common goals and causes create community connections. One issue that is significant for Bayside residents is 'liveability'. Liveability can include issues such as climate change and ageing, supporting the disadvantaged, providing resources for families and young people protecting the heritage and amenities. These are just some of the issues that bind people together regardless of economic or cultural differences.

### Fostering Involvement

People become involved in issues and causes when there is identified need or personal attachment to the outcome. This model of thinking can build platforms for action, create connections within the community and promote the benefits of being involved.





## Our future

# Life stage issues

*The Bayside community values its family friendly services and centres. There is a need to further promote wellbeing and aged services and create more spaces for younger people. The outdoor spaces and events create opportunities for everyone to connect and stay healthy. A well functioning community is one that supports a mix of people, of all ages and abilities.*

### Youth Connections

Bayside is a community that has many motivated younger people who are articulate and realistic about how they would like to see their community develop in the future. They often have similar views to older people in the community. Many care about the environmental issues, over-development and maintaining the community atmosphere that they love but they need to be heard. Being valued and respected is important for young people to feel connected and engaged in their community. They also need to feel a sense of ownership for the community they are a part of.

### Family Connections

Bayside values its family friendly community values but there is also loneliness and isolation among some residents. Events and festivals

that create an atmosphere that families and individuals enjoy are very well attended and widely enjoyed. These help to strengthen the Bayside community and provide opportunities for people to connect. Families also value local services and recreation centres that are family and child friendly.

### Ageing Well

Older adults are typically active in our community undertaking volunteering in environmental and community services areas for example as well as holding vast knowledge of how our community has grown. With the ageing of the population, some older people will also need support and services. Bayside can be a leader in offering support for people at all life stages and support volunteering and ageing. Bayside should become an Age Friendly City. <sup>1</sup>

### Community Wellbeing

Council can facilitate partnerships with the community to create a city that is respectful of everyone and their ideas, is safe and supports families and the environment. A holistic community planning approach, involving working with other community providers is required to optimise health and wellbeing.

<sup>1</sup> Ageing Well in Bayside: An Age Friendly Strategy



## Our future

# Planning, infrastructure and transport

*Bayside's community values the unique character of the municipality including the streetscapes, shopping strips and the heritage buildings. The aspiration is for Bayside to be environmentally sustainable, safe and inclusive. Development should be carefully managed and built assets should be accessible for everyone. Advocacy to other levels of government for the things that are important to the community is a must, including; traffic management, public transport and the management of facilities.*



### Environmentally Friendly

The Bayside community expresses a strong commitment to environmental sustainability. The key is to build mindfully now so as to leave a lighter footprint on the future. Building development that fits in with current housing and is environmentally sustainable is vital. It is recognised that there will always be some division on issues, particularly where the environment is concerned. A way forward is for the council to take on a stronger role in advocacy and facilitation.

### Retaining Amenity

Residents value the Bayside streetscapes, the trees, the built form and the unique character of the shopping strips and the heritage buildings. It is seen as vital that the community is safe, inclusive and accessible. Residents would like to see Bayside continuing to be a wonderful place to live where people have quiet enjoyment without traffic and parking problems. Approaches to planning need to be mindful of these community expectations. However, in striving towards the goal of exceptional liveability the Council should not become too focussed on maintaining the status quo and risk not being future focussed.

### Managing Density

National and global trends mean that it is inevitable that there will be an increase in the Bayside population by 2020. Bayside will prepare for this rise in the population and manage density. Melbourne will get larger but people don't want to feel that they're being crowded in. It is not just a matter of the population; it's what is being built. There is some acceptance that the major activity centres will increase in density, although people think that development should not bleed into the residential areas. Bayside is not opposed to development but many are opposed to high-rise or insensitive developments. Development should be carefully managed to ensure that it has air, light and space and occurs in and around the designated activity centres.

### Inclusive Development

The ageing population wants to remain living in the area and people of all abilities need to be appropriately catered for. Buildings and infrastructure need to be accessible for everyone including parents with prams, older people and people with a disability.

### Improving Advocacy

Too often the other levels of government play a heavy hand, over-ruling our development decisions or making decisions that affect us without talking to the residents and councils first. More effective advocacy to State and Federal governments would benefit the Bayside community.

### Traffic Planning

The competing needs of the Bayside community are often demonstrated on the roads. Traffic management needs long-term solutions in Bayside. Pedestrian paths and bike paths also need to be improved. By learning from other Councils that are managing similar problems both here and overseas, improvements can be made for generations to come.

### Rethinking Roads

Over the long term the changes to traffic and transport patterns by adjusting the mix of streets, gardens and pathways to encourage walking over driving should be made. Public transport can facilitate an environmentally friendly Bayside. It is also noted that residents would like more options for public transport and better linking of current services within the City of Bayside.



## Our future

# Our environment

*Bayside is gifted with fabulous natural assets that must be protected and enhanced and managed in a way that benefits the whole community. Council can be a leader in this area, demonstrating best practice in environmental sustainability, leading by example, educating the community and creating opportunities for participation.*

### Environmental Leadership

While it is acknowledged that the world is a highly consumerist society, the community would like to see Bayside develop as a very environmentally friendly, green city, a healthy environment in which to live. The goal is to be a leader in this area and proactive in environmental sustainability.

### Best Practice

Service providers should now take the time to review international best practice to learn about how other countries are dealing with population pressures and how they deal with the impact this has on the environment. This should guide strategic planning.

### Asset Protection

Residents do not want to lose any green open space. It is important to protect the foreshore from degradation and to protect the natural assets that are irreplaceable. Our remnant vegetation sites, in particular, need to be valued and protected.

### Climate Change

While there are limits to what one community can do about climate change, every resident and business can all make changes that can contribute to sustainability. Highly-visible actions by decision making bodies that are clearly directed at climate change will help overcome barriers that prevent people taking action and help counter inaction at other levels of government.

### Encouraging Environmentally Sustainable Design

New developments should endeavour to meet the highest levels of environmentally friendly ratings possible. There is no desire for an increased development footprint; instead encouraging sympathetic or sensitive green development.

### Enhancing Education

People are better motivated and equipped to change if they understand the full extent of our environmental impact. Environmental education needs to include reference to mitigation; adaptation should mean changing behaviour.







## Our future

# Recreation, leisure, arts and culture

*The future of Bayside's arts, leisure and recreation activities and facilities can be ensured by thoughtful long term planning. A collaborative approach can ensure access for all age groups and activity types. Nurturing a sense of ownership amongst the users of all arts, leisure, recreation spaces and facilities will link the community through events, festivals, films and exhibitions and involve the whole community in active participation.*

### Collaborative Planning

There is a need to plan and commit to action for the future, plan for changes in the types of user groups and demographics. In general, Bayside needs to aspire to better infrastructure for activities all round. In the context of finite funds and resources, the way forward needs to be through cooperation and collaboration between the community and decision makers to achieve the best outcomes for the whole community.

### Equal Access

Equal opportunity for all ages to Bayside arts, leisure and recreation opportunities, needs to be achieved. Sharing resources and assets as a community is vital. Clubs, organisations and Council each need to engage the community and work together to ensure access for all age groups and activity types to facilities.

### Generations Connecting

By connecting the community through the arts and recreation, it is possible to engage all ages and involve the whole community in active participation. By targeting younger people and engaging them in events, barriers between age groups are broken down.

### Cultural Collaboration

There are great opportunities to link the community through events, festivals, films and exhibitions. Council can facilitate collaboration, cooperation and coordination between local organisations and groups. This will promote the synergies and partnerships between these groups and decision makers, and make for a more empowered community.



## Our future

# Local economy

Community and business groups need opportunities to come together and identify new initiatives. Leadership from an economic development viewpoint includes addressing climate change, promoting innovation and supporting knowledge-based industries. Collaboration between community, decision makers and business can enhance infrastructure, investment, employment opportunities, economic development and liveability.



### Economic Leadership

Council can continue to build its facilitating and enabling role in local economic advocacy. Examples include the work already being done in managing activity centre developments and employment areas and associated implementation through the planning scheme. When Council knows what is important for its community and can support this knowledge through its actions, it creates community support and connections to address the larger issues.

### Village Life

By continuing to enhance and promote the local villages and shopping centres, there is a wonderful opportunity for them to become more vibrant, active and dynamic centres and meeting places for all age groups.

### Sustainable Communities

Promoting sustainable development is not just about the built form of the community. The streets and roads and pathways and lifestyle of the area have changed. There are fewer car parks, more commuting and a disparate sense of community. With the increase in home-based work, Council can support options for living and working in the same area. Working from home is a sustainable concept that can be better recognised by Council.

### Stimulating Tourism

Bayside is a desirable destination, particularly the beach and foreshore. Bayside's tourism industry could be grown through strategies that encourage better use of the foreshore and outdoor spaces, the unique shopping strips and arts and recreation events. This would stimulate the local economy and create more jobs for residents.

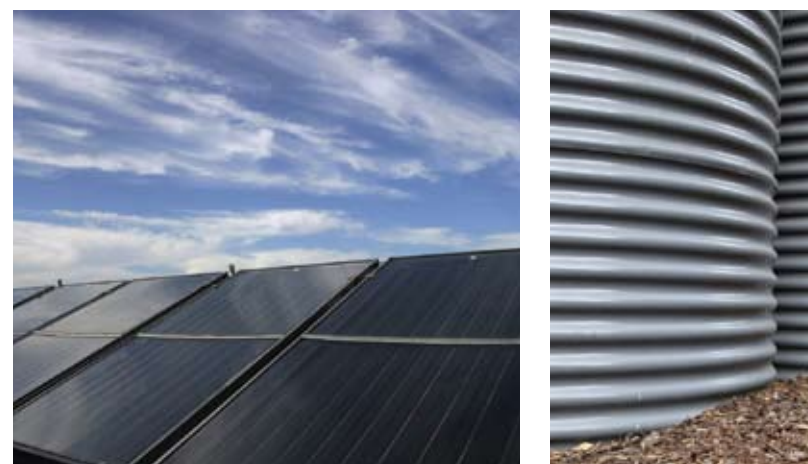


# Top ten areas of focus for Bayside

*The Bayside 2020 Community Plan is strategically focussed and articulates a long term vision for Bayside. In practical terms, the top ten areas of focus for the short to medium term are drawn from the Community Plan Priorities and have a direct relationship to Council's wider planning framework.*

## For the short to medium term

- 1 Better systems of public transport for Bayside residents, better traffic flow on the roads and ensuring there is a strategy in place for bikes and pedestrians in the future.
- 2 Managing water as a resource for Bayside through innovative new initiatives including stormwater catchments and water tanks for all new houses built.
- 3 Create community connections for socially excluded Bayside community members.
- 4 Improve Bayside's environment through promoting sustainability in the built and natural environments.
- 5 Create a focus on sustainability that puts the city of Bayside at the forefront of environmental planning.
- 6 Build community cohesion through creating opportunities for individuals and organisations to participate in decision making opportunities.
- 7 Create a vibrant home business culture and leverage the local business community's expertise.
- 8 Develop tourism to create a stronger local economy and more job opportunities.
- 9 Deliver recreation, leisure, arts and culture facilities and resources that meet the needs of the Bayside community.
- 10 Encourage healthy living through the use of Bayside's green spaces and the importance of wellbeing.







# Let's keep talking

*The community planning process has been well supported by the people of Bayside. To ensure that this is a living Plan that adapts to constant change, the process now needs to be undertaken on a rolling basis. The Plan will be updated each year through the annual Community Summit and build on its successes and address areas that need to be strengthened.*

## The Community Plan Review Process

The Council needs to continue to engage and nurture a sense of ownership, understand that being a part of community means to take personal responsibility for their role and their affect on people and the community as a whole. In order to do that, there is a need to make the community accessible by finding better, more personal and targeted ways of communicating.

A sustainable community is one that is a mix of people, of all ages and abilities. Consistently and appropriately engaging with the community helps people feel that it is worthwhile having a say and making a contribution.

The council can link up with community centres, neighbourhood houses and other organisations. By collating information and data from all aspects and parts of the community and formalise user-friendly engagement methods to use in all conversations, Council can be proactive in building the concept that connected communities, prepare, create and grow for the future.

There is also a need to continually develop innovative ways for groups and the community in general to engage in dialogue with Council. Groups need to be able to communicate clearly and directly

with Council through designated officers. The Bayside Business Network annual summit is a model for development in other areas.

Bayside Council can also support structures like advisory groups to make them more proactive. Council can hold regular focus groups to foster collaboration generate ideas and measure results and celebrate success. It can link different groups with synergies, so that those groups can collaborate to achieve mutual goals.

## The Next Steps

The Bayside 2020 Community Plan is an ongoing plan, which is at the forefront of Council's planning framework both in strategic and policy planning for the next ten years.

Working cohesively, all elements of Council communications and planning documents will create a streamlined approach with a clear set of steps to create a Better Bayside as demonstrated in the diagram below.





## Key documents used

This Community Plan was prepared with reference to a number of other current Bayside Council policies and planning documents including:

- Economic Development Strategy 2011
- Bayside City Council Early Years Plan 2010–2013
- The City of Bayside's Health and Wellbeing Plan 2009–2013
- Bayside City Council Disability Strategy 2010–2013
- Youth Strategy and Action Plan 2010–2013
- Ageing Well in Bayside An Age Friendly Strategy; 2008–2018

## Acknowledgements

Community Plan Steering Group Members:  
Cr Clifford Hayes,  
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Cr Louise Cooper Shaw,  
Olivia Nakiwala, Vicki Mitchell,  
Robbie Nyaguy, Garry Allan,  
David Stewart, Ron Stark,  
Pam Morris, Sally Cockburn,  
Terry O'Brien, Elizabeth Jensen,  
Michael Nugent, Suresh Sutrave.

We are most grateful to the community of Bayside who participated in this process, either formally or informally and look forward to working together to create a Better Bayside for all.







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