

# **Bayside City Council**

## Draft Council Plan 2021–2025



# Table of Contents

Message from the Mayor.....	3
The Bayside 2050 Community Vision.....	4
New Council's vision .....	6
Context and structure of the Council Plan .....	7
Goal 1: Our Planet.....	9
Goal 2: Our People.....	12
Goal 3: Our Place.....	15
Goal 4: Our Promise.....	18

## Acknowledgement of Traditional Owners

Bayside City Council respectfully acknowledges that the original inhabitants of this land that we call Bayside were the Boon Wurrung people of the Kulin nation and we pay our respects to their Elders past, present and emerging leaders.

We acknowledge that they loved this land, they cared for it and considered themselves to be part of it. We acknowledge that we have a responsibility to nurture the land and sustain it for future generations.

## Message from the Mayor

I am pleased to present the draft Council Plan for 2021-2025 for your review and feedback.

This plan is a roadmap for how Council will work with our residents over the next four years to achieve the community's longer term aspirations for the future. These are articulated in our Bayside 2050 Community Vision:

*Bayside in 2050 leads the way demonstrably as a diverse, healthy and liveable place. We value economic and cultural progress, environmental sustainability and protection of open spaces and coastline, and we nurture inclusiveness, safety, accessibility, community vibrancy, creativity and innovation.*

To reflect the Vision, this Council will focus on a range of priorities, programs and capital investment over the next four years.

The plan includes an overarching focus on our role as custodians of the “community of life” that we are part of in Bayside. This embraces acting more ambitiously on the Climate Emergency; enhancing biodiversity; and protecting the wonderful natural environment that we all enjoy in Bayside.

Our four-year plan includes:

- protecting open spaces and reserves, foreshore, natural habitats and species including increasing access to green spaces
- conserving our unique places and heritage
- managing sustainable population growth and fostering a vibrant local economy with strong transport connectivity
- ensuring all who live and work here are able to live life to their fullest potential
- building a strong relationship of trust and partnership between community and Council to address the challenges of the future together.

My fellow Councillors and I look forward to receiving your feedback on our draft Council Plan for 2021-2025.

**Cr Laurence Evans OAM**

**Mayor**

# The Bayside 2050 Community Vision

In 2020, Council worked with our community to develop a vision for the future of our municipality. This vision is a guiding framework that Council and the community can use to inform our decision-making so it moves us closer to our desired collective future.

The new Council formally adopted the Bayside 2050 Community Vision on 16 February 2021.

The vision prioritises the key ingredients our community sees as fundamental to Bayside in 2050. It emphasises leading the way in taking action to address the Climate Emergency, while safeguarding our greater community of life and much-loved, iconic, natural environment.

It focuses on creating an inclusive and liveable place, where all residents can contribute; live rewarding, healthy and connected lives; and benefit from our vibrant, creative and engaged community. This includes mobilising our community to build? connection, capacity and resilience to address the challenges we face together.

The Bayside 2050 Community Vision outlines 10 themes:

## **Theme 1 The living environment/natural environment**

Bayside will mitigate coastal erosion and protect and enhance indigenous biodiversity from the effects of climate change in the natural environment.

## **Theme 2 Increase and enhance open space**

Bayside will ensure open space and its protection and amenity is a priority for 2050.

## **Theme 3 Transport walkability and rideability**

Bayside will support provision of effective, sustainable and inclusive transport services and infrastructure.

## **Theme 4 Community feel and direction**

Bayside will be a city that is greener and has more open space, and creates a community that is inclusive, respectful and accessible.

## **Theme 5 Nurturing creativity**

Bayside will nurture creativity.

## **Theme 6 Promoting innovation**

Bayside will nurture innovation to encourage a thriving and vibrant community.

## **Theme 7 Council operations and accountability**

Bayside City Council serves the needs of its communities; engaging with them; reflecting their desires and aspirations in its activities; and including, where appropriate, encouragement for community members to drive the vision.

## **Theme 8 Access and inclusion**

Bayside will be inclusive and accessible for all.

## **Theme 9 The built environment**

The built environment includes residential and commercial properties, roads and transport infrastructure and all aspects that a Council would 'build'/'rate' as part of the overall environment across Bayside.

## **10 Tourism, commercial and economic opportunities**

Bayside encourages a vibrant commercial sector of environmentally compatible industries, including tourism and high-tech and commercial activities to underpin the economy of the city.

Within each theme there is a series of community priorities. Over the 30-year period of the Community Vision, Council will address these priorities through the development of on-going, four-year Council Plans.

This draft plan is the first step. It reflects our desire to bring the Community Vision to life, as we implement it over the next four years.

## New Council's vision

As the new Council elected in October 2020, our vision is to:

Partner with our community to protect and care for the community of life in Bayside, making it an inclusive, active, healthy, connected and creative experience for all.

This vision will form Council's response to the community's expectations (expressed in the Bayside 2050 Community Vision) and our shared priorities for the next four years.

It also represents our strongly held belief that we represent a highly engaged and forward-thinking community: a community that expects us to lead and influence change on the big issues that affect all of us in Bayside and the broader global system.

Working with you – the people of Bayside – this draft plan provides the strategic focus for Council over the next four years.

## Development of the Council Plan

Councillors have arrived at this vision and draft plan for the next four years, through consideration of:

- our Community Vision for the future expressed in Bayside 2050
- Councillors' aspirations and ongoing consultation with their constituents.

We now seek to check in with:

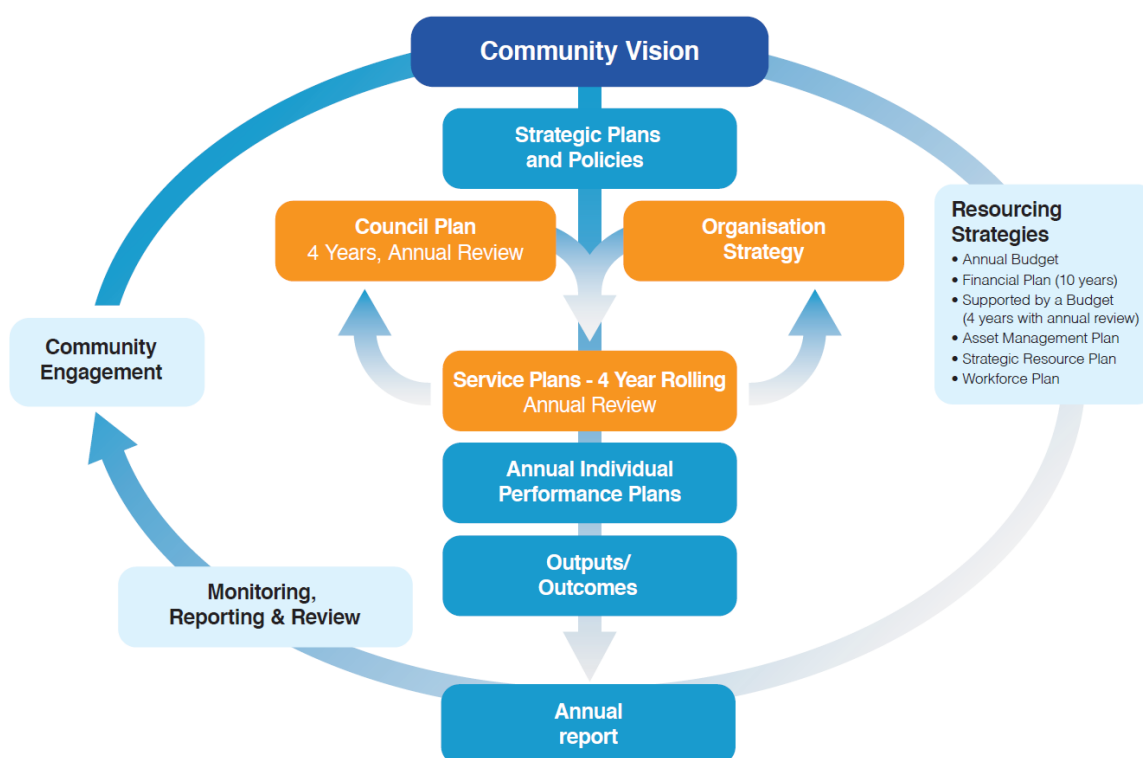
- input from interest groups and stakeholders through public consultation via our online platform [www.bayside.vic.gov.au/haveyoursay](http://www.bayside.vic.gov.au/haveyoursay) community engagement with an independent and representative community panel, deliberating on the priorities in this draft four-year plan (to run 19 April- 3 June).

We will then finalise the four-year Council Plan 2021-2025. This will also influence the 10-year Financial Plan, which will ensure that resources are aligned to delivery of the plan.

# Integrated Strategic Planning Framework

Under the Local Government Act 2020, the Council Plan must be integrated into the medium and long-term planning and delivery of services to the community.

This diagram below outlines the strategic planning framework for local government and shows where the draft Council Plan sits to deliver our key priorities over the next four years.



This draft Council Plan

- is informed by the Community Vision Bayside 2050;
- will be supported by ongoing community engagement, and other key Council strategic plans
- is supported by a range of other longer-term strategies and policies and a 10-year Financial Plan which describes the financial resources required to deliver the Council Plan and other strategic plans.

The Financial Plan also shows how the viability and financial sustainability of Council will be achieved and maintained over the 10 year period. It helps sets the boundaries for available resourcing and funding activity. However, within these boundaries, the Financial Plan may adjust key levers and areas of focus to reflect community and Councillors' long-term aspirations.



# Context and structure of the Council Plan

Our draft Council Plan 2021-2025 is divided into four goals:

1. **Our Planet** – Lead better, smarter, and sustainable futures.
2. **Our People** – Nurture all people and thriving healthy communities.
3. **Our Place** – Foster Bayside’s liveability, open spaces and exceptional places.
4. **Our Promise** – We promise open and accountable civic leadership.



Each draft goal has its own set of strategic objectives and strategies, that are intended to achieve our vision, but also be sufficiently agile to adapt to the evolving needs of our community over the next four years.

The strategic objectives identify the outcomes to be achieved under each goal, while the strategies specify the broad areas of activity Council will take to achieve these objectives, over four years.

The Council Plan will be supported by an annual Action Plan which will detail the specific actions we commit to deliver each year to achieve the strategic objectives in the short and medium-term across the four years.

Some indicative examples of actions that may be included are provided in this draft to give context.



# Goal 1: Our Planet

## Goal statement

As custodians, we will lead, act and advocate on the critical issues of environmental sustainability and Climate Emergency, and on our shared responsibility to care for and protect Earth's vitality, diversity, beauty, and the community of life.



## What the community said in their Vision for 2050

### Theme 1 The living environment/natural environment

Bayside will mitigate coastal erosion and protect and enhance indigenous biodiversity from the effects of climate change in the natural environment.

This underpins the whole fabric of our vibrant and enjoyable Bayside amenity.

### Theme 2 Increase and enhance open space

Bayside will ensure open space and its protection and amenity is a priority for 2050.

This provides an increased sense of community; places for our community to meet and engage; and improves mental and physical health.

### Theme 6 Promoting innovation

Bayside will nurture innovation to encourage a thriving and vibrant community. We seek to encourage creativity and thinking outside the box to improve problem-solving and the opportunity to have a competitive advantage.

## Council's strategic focus for the next four years

Strategic Objectives	Strategies
1.1. Lead and influence change to address the Climate Emergency and strive to reduce its impact on the health of our community, environment and the planet.	1.1.1. Adopt and champion innovative ways of working and evaluate policy against its climate impact to reduce harm.
	1.1.2. Lead and foster awareness to encourage Bayside residents and visitors to think and act in ways that preserve and enhance environmental sustainability and connection to place.
1.2. Protect and enhance our natural and coastal environments, biodiversity and unique ecosystems.	1.2.1. Protect and enhance the biodiversity and health of our natural spaces and foreshore.
	1.2.2. Enhance vegetation (including the tree canopy) through accelerated planting, and tree protection on public and private land.
	1.2.3 Partner with, and influence, government agencies and other entities about our shared responsibility to protect local green spaces, foreshore and marine environments, biodiversity and habitat health.
1.3. Improve environmental sustainability through a circular economy approach to waste management, recycling and energy use.	1.3.1. Reduce the amount of waste generated and disposed in landfill through initiatives to prevent, reduce, recycle, and reuse waste.
	1.3.2. Continue to promote and explore waste-to-energy projects and alternative energy sources and use.

## Major initiatives

Major initiatives to deliver this goal area would include:

- Implement Council's Climate Emergency Action Plan.
- Finalise, adopt and commence implementation of the Urban Forest Strategy.

## Some indicative actions in 2021-2022

### Under Strategic Objective 1.1

- Establish a Community Grants program to support community initiatives that address climate change mitigation and/or adaptation.
- Increase the number of electric vehicles in Council's fleet.

### Under Strategic Objective 1.2

- Manage coastal erosion at Dendy Street Beach.
- Install stormwater irrigation systems in streetscapes to protect trees.
- Advocate local connections to the South East Water Dingley, Sandringham, Cheltenham recycled water scheme.

### Under Strategic Objective 1.3

- Extend trial of the Food and Green Waste Recycling and separation program in multi-unit developments.
- Finalise upgrading streetlights to LED.

## Goal 2: Our People

### Goal Statement

We will plan and advocate for a Bayside where our diverse communities and people can thrive, live healthy and active lives, fostering inclusion and participation through holistic, innovative approaches to economic and social wellbeing.



### What the community said in their Vision for 2050

#### Theme 4 Community feel and direction

Bayside will be a city that is greener and has more open space, and creates a community that is inclusive, respectful and accessible.

Bayside wants to encourage all residents to participate and feel part of the local community. This leads to social cohesion and hence less crime, cost savings, increased standard of living and achieving community goals.

#### Theme 5 Nurturing creativity

Bayside will nurture creativity.

We celebrate Bayside's leadership in creativity in the arts.

#### Theme 8 Access and inclusion

Bayside will be inclusive and accessible for all.

Bayside values all individuals. Bayside wishes to demonstrate that they value the lived experiences of all cultures and that they want to be inclusive of people of all abilities in the community.

#### 10 Tourism, commercial and economic opportunities

Bayside encourages a vibrant commercial sector of environmentally compatible industries, including tourism, high-tech and commercial activities to underpin the economy of the city.

## Council's strategic focus for the next four years

Strategic Objectives	Strategies
2.1 Nurture healthy people and resilient communities ensuring services and programs are adaptable to meet diverse and changing needs.	2.1.1. Partner with community, agencies and other levels of government to deliver fit for purpose services so all people in Bayside can feel safe and live healthy, resilient, active lives at all ages and stages of their life.
	2.1.2. Facilitate opportunities for people to participate in community life, through volunteering, civic leadership, social programs, to enable inclusion, social connection and wellbeing.
	2.1.3. Respect and care for our First Nation's cultural heritage to build inclusion, celebrate diversity and enhance connection to place.
2.2 Engage with our diverse communities to improve access and inclusion in Bayside.	2.2.1 In partnership with others, facilitate an appropriate mix of inclusive, sustainable and affordable housing, including social housing, to meet the changing needs of people of Bayside.
	2.2.2 Build social policy and strategy to improve equity, inclusion and diversity in our community.
2.3 Foster economic vitality and creativity in the local economy.	2.3.1 Improve the amenity, accessibility and unique sense of place of local shopping strips and streetscapes.
	2.3.2 Foster economic activity and local employment within the Bayside business district and major activity centres.
	2.3.3 Support delivery of events that promote community connectedness and attract economic benefits.

## Major Initiatives

Major Initiatives to deliver this goal area would include:

- Develop and adopt a new Municipal Health and Wellbeing Plan.
- Review Phase 1 and develop Phase 2: Innovate Reconciliation Action Plan.
- Implement the new Affordable Housing Strategy.

## Some indicative actions in 2021-2022

Under Strategic Objective 2.1

- Implement Child Safe Standards 2020-2022.
- Commence brief to inform Hampton Hub and open space.
- Continue to support COVID-19 community recovery.

Under Strategic Objective 2.2

- Implement the new Affordable Housing Strategy.
- Develop a Community Resilience Plan.
- Develop a Gender Equality Action Plan.

Under Strategic Objective 2.3

- Respond to vacancies and changes to the type of use in activity centres and Bayside business district.
- Review footpath trading guidelines.



## Goal 3: Our Place

### Goal Statement

Our open spaces and foreshore, our facilities and the built environment are highly valued, shared and enhanced to ensure their sustainability, use, liveability, character and amenity for current and future generations.



### What the community said in their Vision for 2050

#### Theme 2 Increase and enhance open space

Bayside will ensure open space and its protection and amenity is a priority for 2050.

Increased sense of community provides places for our community to meet and engage and improves mental and physical health.

#### Theme 3 Transport walkability and rideability

Bayside will support provision of effective, sustainable and inclusive transport services and infrastructure.

As population grows, a good integrated transport system will reduce congestion, decrease the need for parking and be better for the environment, enabling residents and visitors to move freely within the community.

#### Theme 9 The built environment

The built environment includes residential and commercial properties, roads and transport infrastructure and all aspects that a Council would 'build'/'rate' as part of the overall environment across Bayside.

Caters for multiple and varying views on how to best develop the built environment across the city to allow for future accommodation increases and protection of the liveability of Bayside.



## Council's strategic focus for the next four years

Strategic Objectives	Strategies
3.1 Open spaces are increased and foreshore is cared for, to support diverse use and connect to community	3.1.1 Our foreshore, open spaces and amenities deliver enhanced functionality for a wide range of uses.
	3.1.2 Focus on increasing open space within key residential growth areas in major activity centres.
	3.1.3 Manage our open spaces and public places to balance the different needs of people who visit, live or work in Bayside.
3.2 Infrastructure and assets are sustainable, accessible and fit for purpose now and for the future.	3.2.1 Plan for and implement effective stewardship of all Council assets to ensure our infrastructure is safe, accessible, adaptable and environmentally sustainable.
3.3 Land use will enhance Bayside's liveability for the community of life and protect the distinctive heritage and character of our various localities	3.3.1 Strategic planning and controls protect and reflect the diverse environmental and heritage values of Bayside.
	3.3.2 Encourage the planning of well-designed new development that is appropriately located and consistent with the preferred neighbourhood character and residential amenity.
3.4 Transport planning and infrastructure facilitates a well-connected, accessible, safe and convenient transport system that contributes to a zero-carbon future and wellbeing.	3.4.1 Integrate our transport planning and traffic management, and employ smart solutions to address changing demand, transport trends and community needs.

## Major Initiatives

Major Initiatives to deliver this goal area would include:

- Heritage Review
- Dendy Street Beach Pavilion
- Integrated Transport Strategy
- Asset Management Plan.

## Some indicative actions in 2021-2022

Under Strategic Objective 3.1

- Continue implementation of the Playground Improvement Plan, including activities for all ages and abilities in some sites.
- Develop and adopt a new Domestic Animal Management Plan, including dogs off leash options.

Under Strategic Objective 3.2

- The design and location of a warm water pool.
- Continue sports pavilion upgrade program.
- Commence construction of the integrated Early Years Children's Centre at Fern Street.

Under Strategic Objective 3.3

- Develop (with the Victorian Government) policy and tools to guide environmentally sustainable design in Bayside.

Under Strategic Objective 3.4

- Continue program for pedestrian refuge islands in busy streets.
- Progress program to increase bicycle parking in key activity centres.

# Goal 4: Our Promise

## Goal Statement

We will engage with and represent for all in our community, and provide ethical, open and accountable stewardship of the Bayside municipality and deliver sustainable services that meets the vision and needs of the current and future generations of Bayside.



## What the community said in their Vision for 2050

### Theme 7 Council operations and accountability

Bayside City Council serves the needs of its communities, engaging with them, reflecting their desires and aspirations in its activities, including, where appropriate, encouragement for community members to drive the vision.

### Theme 6 Promoting innovation

Bayside will nurture innovation to encourage a thriving and vibrant community.

Creativity and thinking outside the box improve problem solving and the opportunity to have a competitive advantage.

## Council's strategic focus for the next four years

Strategic Objectives	Strategies
4.1. Identify an agreed program of advocacy to secure funding and policy reform to be a leading voice for change	4.1.1. Identify an agreed program of advocacy, build relationships with government and partner with others to optimise our effort.
4.2. Ensure flexible and transparent decision-making through open and accountable governance.	4.2.1 Engage with our community, consider all views and report openly enabling people to be informed about and involved in key decisions policies and projects that affect them.
	4.2.2 Model ethical standards and practices and make evidence based decisions to build trust in our leadership.
4.3. Provide customer focussed, effective service delivery and value in all we do.	4.3.1. Ensure integrated planning and sound financial management while allocating resources to meet community needs.
	4.3.2. Provide enhanced online services to our community, placing the customer at the centre of everything we do.

## Major Initiatives

Major Initiatives to deliver this goal area would include:

- Deliver the Annual Budget and the Council Plan.

## Some indicative actions in 2021-2022

Under Strategic Objective 4.1

- Progress our advocacy on addressing the Climate Emergency, a connected sustainable city, and inclusion and accessibility for all.

Under Strategic Objective 4.2

- Deliver and report on (this) Council Plan.
- Establish a framework for Gender Equality Impact Assessments for Council services and policies.

Under Strategic objective 4.3

- Website upgrade for user experience.
- Continue Better Approvals Planning Program.