



Dendy Beach Visitor Management Plan

June 2024

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Disclaimer:

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1. Executive Summary

The Visitor Management Plan (VMP) outlines a strategic roadmap for Bayside City Council (BCC) to manage heritage and visitor engagement sustainably, aligning with its dedication to safeguarding and enhancing the area's natural, cultural, and historical assets. Addressing key aspects such as visitor experience, marketing, facility and traffic management, waste disposal, wayfinding, accessibility, and environmental sustainability, the VMP aims to create a cohesive and coordinated approach toward managing this tourist key attraction and its surrounds.

The key objectives of the VMP include:

- Enhancing Visitor Experience
- Preserving and Protecting the Natural Environment
- Balancing Stakeholder Needs, and
- Delivering Sustainable Tourism and Economic Viability

To realise these goals and deliver on the aspirations set out in this plan, the Council recognises the necessity of forging partnerships with private sector businesses, government entities, neighbouring local councils, community groups and tourism operators. These collaborative efforts are essential for the holistic development and implementation of the VMP. In the short term, the VMP identifies the following actions as critical for addressing a number of pressing challenges:

- Implementing temporary carparking changes for bus parking and reinforce use of existing bus parking at Green Point as an overflow
- Incorporate temporary pictogram wayfinding to support visitors from diverse backgrounds to navigate to Dendy Beach prior to the implementation of permanent wayfinding signage.
- Commence traffic and pedestrian surveys to determine capacity and trends for a minimum of 12 months

Looking Forward

In the longer term, the VMP proposes the concept of 'bookending the precinct' as its core pillar. This approach is designed to address multiple challenges within the precinct by distributing visitor flow more evenly across the area.

The successful implementation of the opportunities proposed within this plan hinges on thorough project planning. This includes extensive community consultation, obtaining necessary approvals from coastal and regulatory bodies, and integrating these initiatives within the Council's budgetary frameworks to secure funding.

In essence, the VMP represents a comprehensive strategy that underscores BCC's commitment to effectively manage Dendy Beach for the community. It acknowledges the complexity of managing a dynamic and diverse environment and outlines a clear, actionable path forward, rooted in collaboration, sustainability, and strategic planning.

2. Introduction

The City of Bayside, often simply referred to as 'Bayside' is a popular coastal destination along Victoria's expansive coastline. With a population of just over 100,000 residents, Bayside is home to the iconic Brighton Bathing Boxes, the region's most visited tourist attraction, drawing an estimated 1,000,000+ visitors annually, the typical visitor demographic is composed of:

- 70% Local,
- 20% Interstate and Regional, and
- 10% International.

For most of its 17-kilometre journey the Bayside foreshore faces west-ward offering expansive views across Port Phillip Bay and the distinctive You Yangs mountain range. The beaches, cliff-top paths and promenades present a perfect view of the setting sun and city skyline, drawing locals and tourists alike.

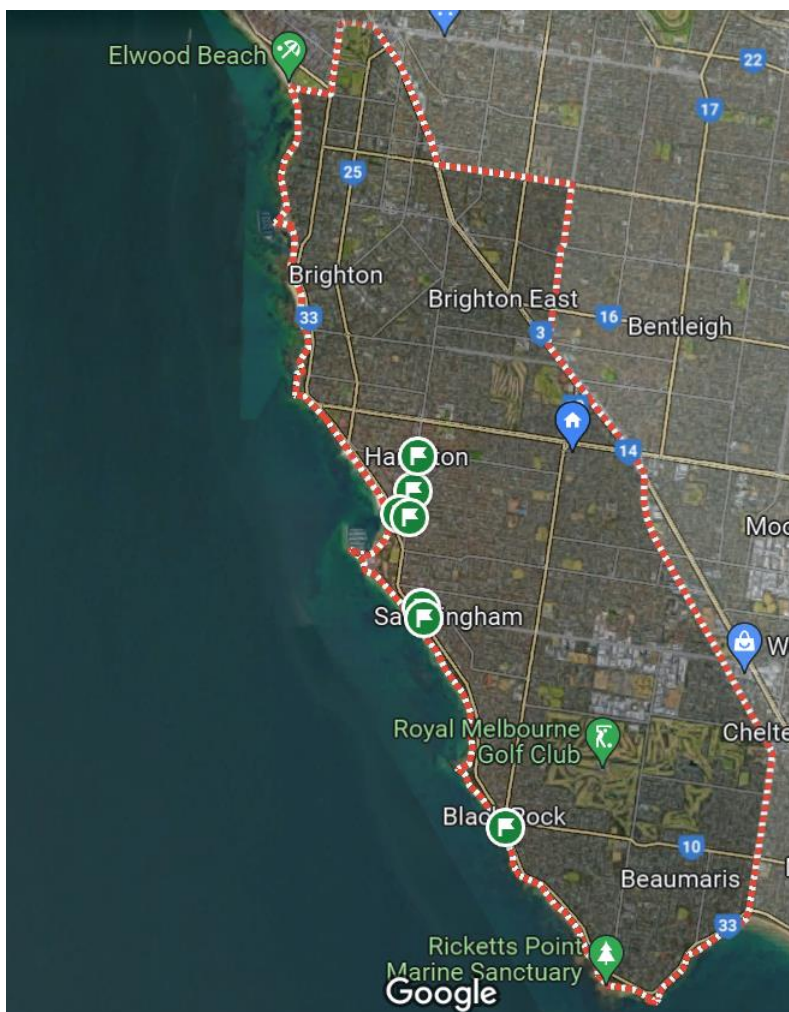


Figure 1: City of Bayside referred to as 'Bayside'

This document provides an overview for the Dendy Beach Visitor Management Plan (VMP), which covers the extent from and including Royal Brighton Yacht Club and Middle Brighton Baths on the northern end, Brighton Bathing Boxes in the center, and Green Point at the southern end. This extent will be referred to as ‘the Foreshore’. Over the years the Foreshore has experienced a significant increase in visitor numbers, which has led to various challenges in managing the beach effectively. This VMP aims to address these challenges and enhance the overall visitor experience while ensuring the long-term sustainability of the Foreshore.



Figure 2: The study area or ‘the Foreshore’ encompassing the area from The Royal Brighton Yacht Club, The Baths, Dendy Beach to Green Point

2.1. Purpose Statement

The purpose of the VMP is to:

establish a comprehensive strategy for visitor experience and sustainable management of all visitors to the Foreshore.

Sustainable visitor management means managing the protection, recreational use and development of natural, cultural and historic heritage to engage the visitors of today while also safeguarding options for future generations.

2.2. Objective of the Plan

In doing so it is envisaged the VMP, will:



Enhance Visitor Experience



Preserve and Protect Natural Environment



Balance Stakeholder Needs



Deliver Sustainable Tourism and Economic Viability

Goal 1: Enhance Visitor Experience

Alignment: Place

- Develop and implement initiatives to improve visitor services, facilities, and amenities at Dendy Beach.
- Provide clear and accessible information to visitors regarding beach rules, safety measures, and available facilities.
- Create engaging programs and events that cater to the diverse interests and needs of visitors.
- Offer diverse activities and experiences for visitors.

Goal 2: Preserve and Protect the Natural Environment

Alignment: Planet

- Implement sustainable practices and initiatives to minimise the environmental impact of visitor activities.
- Promote responsible behaviour among visitors through education and awareness campaigns.
- Enhance waste management systems to ensure proper disposal and recycling of waste generated at the beach.
- Protect and preserve the biodiversity and natural habitats in and around The Foreshore.

Goal 3: Balancing Stakeholder Needs

Alignment: People

- Creating a destination that is welcoming for diverse communities and people ensuring The Foreshore is inclusive, respectful and accessible
- Respecting traditional landowners and cultural heritage, as well as amenity of local residents and bathing box owners

Goal 4: Deliver Sustainable Tourism and Economic Viability:

Alignment: Promise

- Develop a comprehensive communication and marketing strategy to channel and leverage existing visitation to benefit the broader Bayside economy, while celebrating cultural and heritage significance.
- Uphold The Foreshore as a sustainable world class tourism destination, highlighting its unique natural and cultural assets.
- Monitor and assess the economic impact of tourism on the local economy and ensure its long-term viability.
- Support local businesses and initiatives that contribute to the vibrancy and sustainability of the precinct.

By aligning the VMP objectives with the four overarching goals outlined in the Bayside City Council Plan 2021-2025, Dendy Beach can be managed effectively, ensuring a positive visitor experience, environmental sustainability, and community satisfaction.

2.3. Plans and Policies

- Dendy Beach Conservation Management Plan
- Council Plan 2021-2025
- Bayside Integrated Transport Strategy
- Bayside Walking Strategy
- Bicycle Action Plan 2019–26
- Bathing Box and Boatshed Policy 2010
- Property Strategy 2022–26
- Bayside Road Management Plan
- Public Toilet Strategy 2019-2023
- Innovate Reconciliation Action Plan
- Bayside Open Space Strategy
- Bayside Open Space Strategy: suburb analysis and action plan
- Dendy Street Beach Masterplan
- North Road Foreshore Masterplan
- Shared Trail Upgrades
- Significant Trees Management Policy 2020
- Recycling and Waste Management Strategy 2018–27
- Bayside Tree Strategy
- Bayside Urban Forest Strategy 2022-40
- Parking Strategy 2023-33

2.4. Concurrent Projects

- Bay Trail Duplication Project
- Dendy Beach Pavilion
- Dendy Beach Erosion Mitigation Project
- Public Toilet and Shower Renewal (Norwood Avenue/Kinane Street)
- Coastal and Marine Management Plan/Coastal Management Plan

2.5. Regulatory Compliance and Strategic Alignment

The implementation of the VMP is subject to a compliance check against relevant legislation and policy, particularly concerning actions within the coastal and marine planning domains. The feasibility of delivery on the VMP's actions is dependent on attaining the necessary permits, approvals and authorisations during the project planning stage.

Therefore, actions proposed within the VMP are provisional, with an understanding that they may need to be adjusted or, if necessary, discontinued by Council, in order to conform with regulatory standards or meet legal requirements.

Additionally, the VMP seeks to align with the emerging Coastal Marine Management Plan (CMMP), which is currently under development. This proactive alignment ensures that the VMP will not only meet current regulatory and legislative standards but also seamlessly integrate with the broader strategic environmental and coastal management goals embodied by the CMMP.

2.6. Funding and Budgetary Considerations

All initiatives outlined in this Visitor Management Plan are subject to Bayside City Council's budgetary framework and funding allocation processes. The implementation of these strategies will be prioritised based on available resources, fiscal considerations, and strategic alignment with the Council's broader objectives. Funding approval for each initiative will be sought through the Council's established budgetary procedures to ensure financial sustainability and strategic investment in the precinct's future.

2.7. Heritage Overlay Across the Foreshore

- The Foreshore has a heritage overlay across much of the Foreshore.
- The proposed initiatives shown below will need to consider heritage impacts and ensure that the developments align with the heritage requirements.
- As part of early planning, advice from Heritage Consultant should be sought to determine the extent of works that could be granted along The Foreshore.

2.7.1 Exemptions to Heritage

General exemptions apply to all places and objects included in the Victorian Heritage Register (VHR) and allow certain works and activities to proceed without a permit.

Established under s.92(1) of the *Heritage Act 2017* (Vic), general exemptions are designed to ensure that everyday management, maintenance and upkeep of registered places and objects can take place without having to apply for approvals from Heritage Victoria. Works and activities covered by general exemptions must not harm the fabric of the registered place or object, and should positively contribute to its management.

Specific exemptions may also apply to the object or place and should be checked prior to proceeding with works. If there is an inconsistency between specific exemptions and works or activities permitted by general exemptions, then exemptions specific to the place or object prevail. Works cannot be undertaken in accordance with general exemptions if they contravene specific exemptions.

General exemptions are designed to maintain and preserve the heritage significance of your place, and cover common works across a range of categories:

1. Maintenance and cleaning
2. Minor repairs
3. Painting and wallpapering
4. Internal fit outs
5. Testing, survey and exploration
6. Services
7. Safety and security
8. Cemeteries and burial sites
9. Vegetation and landscape management
10. Temporary events and structures
11. Signage
12. Transport operations (rail and road)
13. Agricultural operations.

More information on exempt works and activities, minor repairs, notification requirements and record keeping of general exemptions are identified in the [*General permit exemptions December 2022 guidelines*](#).



3. Visitor Management Experience

STRATEGIC FOCUS: *Position the visitors and local community at the heart of a sustainable and positive experience.*

3.1. Key Elements of Visitor Experience

When considering the visitor experience to The Foreshore, several critical factors come into play. Addressing these ensures that visitors have a memorable, safe, and enjoyable time. It also provides a comprehensive strategy, to consider elements that can impact the visitor experience.

Key Elements		Why is it important?
1	Marketing and Branding	- Effective marketing is needed to leverage existing visitation to benefit the entire municipality - Collaborations with private tourism operators assists in the management of crowd numbers, congestion, and guiding visitor behaviour. - To effectively target and engage individuals across different cultures, backgrounds and age demographics.
2	Facility Management	- Clean and safe facilities and amenities provide a positive tactile experience for locals and visitors - Continuous and effective asset maintenance proves to be more cost-effective over time
3	Traffic Management	Managing the flow of traffic, including cars and tourist buses is critical to avoid overcrowding during the peak periods of summer.
4	Waste Management	Effective waste management protects the natural environment but also guides visitor behaviour
5	Wayfinding and Signage	- Clear signs and maps provide a safe and clear path for visitors to their destinations. - Information about local flora and fauna, safety guidelines, historical or cultural significance, improve visitor understanding and appreciation.

	Key Elements	Why is it important?
6	Accessibility	To accommodate the accessibility needs of individuals with disabilities, the ageing population, and people of diverse gender identities
7	Environment and Sustainability	To minimise the environmental footprint, promote sustainable practices, and educate visitors on respecting nature contribute to a responsible and enriched experience.

3.2. Visitors to the Foreshore

In developing the VMP, understanding the diverse categories of visitors is critical to enabling a plan that navigates various needs and requirements. Through a preliminary view, the visitors to the Foreshore can be categorised in these four groups, each with slightly differing focus.

3.2.1. Brighton Bathing Boxes Owners and Bayside Local Residents

Both groups frequently visit Dendy Beach. They have a vested interest in the upkeep and policies governing the area. Their feedback is key to supporting community-based initiatives and maintaining local culture. They likely visit the Foreshore regularly throughout the week.

In addition, the Bathing Box owners, who hold leases to these iconic structures, play a pivotal role in the beach's appeal. They are committed to protecting their asset (the bathing box) from damage or misuse.

Their typical activities may include walking, jogging, cycling, dog walking, picnicking, socialising, sunbaking, water activities, and photography.

3.2.2. Greater Melbourne

Includes people who frequent Dendy Street Beach for leisure. They are likely to be familiar with the area. They may visit the Foreshore on weekends.

Some of the key activities they may undertake also include walking, jogging, cycling, dog walking, picnicking, socialising, sunbaking, water activities, and photography.

3.2.3. Regional and Interstate

Visitors from both regional areas and other states often come to Dendy Beach and the Brighton Bathing Boxes, either as first-timers or returning after some time away. Interstate visitors may already be somewhat familiar with the area from previous visits.

These visitors play a significant role in boosting the local economy by spending on accommodation, dining, and various activities. Typically, their visits are brief, focused on enjoying the sun, scenic views and photography.

3.2.4. International

International visitors to Dendy Street Beach, often experiencing the area for the first time, may not be familiar with the local context. Many use the Brighton Bathing Boxes as a picturesque stopover en route to destinations like Phillip Island. For some of these visitors, English might not be their preferred language.

Currently, their contribution to Bayside's local economy is modest, however the plan identifies potential to value capture by creating opportunity for greater spending on dining, tourism merchandise and other activities.

Typically, their visits are brief and focus on enjoying the scenic views, capturing photos, and quick toilet stops.

3.3. Foreshore Anchors and Attractions

The below key attractions along the foreshore serve as integral anchors. Strategically positioned, these four key attractions, frame and enhance the visitor experience, by providing visitors areas to enjoy the Foreshore and explore the beaches and surrounding areas.

3.3.1. Brighton Bathing Boxes

The Brighton Bathing Boxes stand as Bayside's premier tourist attraction. Comprising 93 brightly coloured beach huts along Dendy Beach, these iconic structures possess uniform Victorian features, painted weatherboards, and corrugated iron roofs. The immense popularity of these boxes is a central factor prompting the need for a comprehensive Visitor Management Plan.

3.3.2. Dendy Beach Pavilion

The new Dendy Beach Pavilion stands as the centrepiece upgrade aimed at improving the visitor experience of this iconic precinct. The redevelopment includes:

- a modern pavilion including public toilets, facilities for Brighton Life-Saving Club including a lifesavers' beach observation area, a versatile training space and a small café offering coffee and refreshments with level access from the car park
- remediation of unsightly storm water outfall

- enhancements to the car park, shared trail and beach access pathways.
- Creation of new lower and upper forecourts, contributing to an overall enriched environment

3.3.3. The Baths Middle Brighton

For over 140 years, The Baths has stood as an iconic epicentre for local recreation in Bayside, Melbourne. As one of only two remaining Sea Baths in all of Victoria, Brighton Baths has transformed from a swim-club to an all-inclusive, one-of-a-kind destination for Lifestyle, Wellbeing and Fitness. The Baths also hosts the northern public carpark

Prior to the construction of the new Dendy Beach Pavilion it was the exclusive provider of hospitality in the precinct. With an indoor dining room and rear deck offering panoramic views of the Port Phillip Bay, and a front deck fish and chip shop kiosk.

3.3.4. Royal Brighton Yacht Club

Established in the late 1800s the Royal Brighton Yacht Club today is one of Australia's premier yacht clubs, offering a wide range of sailing events and activities year-round. Its marina offers berthing for sailing and motor yachts up to 60ft in length. The Olympic Restaurant and Bar, Members' Bar, and Bayview room offer stunning views of Port Phillip Bay.

3.3.5. Green Point

Renowned for its picturesque clifftop lookout showcasing views of the iconic Brighton Bathing Boxes and Melbourne's city skyline, Green Point is situated just south of Dendy Beach. The features expansive, lush grassy spaces, amenities for picnics, and serves as an on-grade foreshore carpark.

3.4. Strategic Bookending of Dendy Beach

The concept of 'Strategically Bookending' Dendy Beach forms the core of the VMP, operating in synergy with other strategies to holistically address the precinct's ongoing challenges.

The above existing developments present opportunities as anchors to guide visitors in a strategic approach which will empower the Council to efficiently manage the surge of visitors, whilst simultaneously elevating the visitor experience. Strategic Bookending not only redistributes visitor concentration from the overcrowded bathing boxes to other areas within the precinct but also facilitates a natural flow for tour operators.

Along with the proposed expansion of parking facilities at each bookend, this strategy has the potential to alleviate traffic congestion, prevent buses from parking in residential areas, and stimulate the local economy. Ultimately, Strategic Bookending serves as a comprehensive solution,

significantly enhancing the visitor experience and contributing to the sustainable management of Dendy Beach. The following three initiatives outline our approach to implementing the bookending strategy:

3.4.1. Initiative 1: Revitalisation of The Baths Middle Brighton outdoor area

- The St. Kilda and Port Phillip area is a hub of nightlife, clubs, and bars. Although it hosts the St Kilda Baths, the demographic and attraction of The Baths is distinct to Bayside.
- There is a clear opportunity to brand the Foreshore as a hub for health and well-being, by enhancing The Baths' core function.
- By further uplifting the first landmark of Bayside as a hub for health and well-being, the Council can look to develop alternative to the restaurant style approach undertaken by Elwood Bathers and St. Kilda Baths.
- There is an opportunity to increase car and bus parking at the site (refer to section 7: Traffic Management)
- This development would also assist in book-ending the Bathing Boxes, drawing the attention on either side by attracting visitors to other locations in the Foreshore.



Figure 3: The Baths outdoor area for revitalisation.

3.4.2. Initiative 2: Hardscape and Landscape integration between The Baths and Dendy Beach Pavilion and improved connectivity to Green Point

- Developing the connection between The Baths and Dendy Pavilion would encourage tourists to start their 'journey' from The Baths car park and end at Green Point (refer next section).
- To improve the connectivity between the Baths and Dendy Pavilion it is recommended to utilise the existing hardscaped pathway along the foreshore, making this the primary route. This would assist in drawing away tourists from the Esplanade alleviating the interactions with locals and cyclists.
- To develop the connectivity between Dendy Pavilion and Green Point, it would be recommended to utilise the opportunities presented:
 - by the Bay Trail Duplication project, or
 - a boardwalk along the foreshore commencing from Norwood Avenue beach steps to Green Point.
- It is not recommended:
 - that both the Bay Trail Duplication and boardwalk are undertaken due to the likely substantial loss of vegetation.
 - to develop a boardwalk between Dendy Pavilion and Norwood Avenue beach steps, as it would draw further tourist toward the Bathing Boxes.
- The marketing of this journey would assist collaboration with the tour operators to drop off their customers at The Baths and pick them up from Green Point. This operation would alleviate the congestion at the Dendy Pavilion/Keith Court car park, the smallest of the three car parks, as well as surrounding residential streets.
- The improvement between the Baths and Dendy Pavilion would;
 - offer commercial operators in the area further opportunities for revenue generation, along with the Council.
 - provide opportunity to install temporary / mobile food and beverage points during peak summer period would assist in generating revenue from visitors.



Figure 4: Potential hardscape/landscape integration between The Baths and Dendy Pavilion

3.4.3. Initiative 3: New viewing platform and enhancement of the picnic area at Green Point

Green Point is a popular sunset viewing destination. A number of locals and tourists alike undertake evening visits.

This area also serves as a start or end to commence the Bathing Boxes journey.

The area is popular with families who picnic in the green and the adjacent beaches.

Considering the scenic outlook of the city skyline and bathing boxes is the premier attraction of this viewpoint, it is advisable to incorporate a photo opportunity frame on the deck.

- By enhancing this area's facilities, the area would further draw the focus from the Bathing Boxes and instead create a journey from The Baths to Green Point.
- An installation of temporary / mobile food and beverage point during peak summer period could be considered to generate revenue.
- There is an opportunity to increase car and bus parking at the site (refer to section 7: Traffic Management)



Figure 5: Location for viewing deck at Green Point

3.3 Leveraging Bathing Box Visitation

The significance of Melbourne's tourism industry to Victoria's economy is undeniable, with a valuation of A\$21.7 billion and the creation of over 210,000 jobs. The comprehensive visitor expenditure, amounting to \$20.3 billion for the year ending December 2019, underscores tourism's pivotal role in generating employment for approximately 130,000 individuals. The contribution of international visitors, who spent \$8.2 billion during their stays, alongside the noteworthy expenditures by holidaymakers and domestic visitors, illustrates the profound impact of tourism on the local economy.

In order to maximise the benefit to Bayside's local economy from tourism, the goal is to leverage the Bathing Boxes to increase visitation stay and spend and improve engagement with the surrounding Bayside local businesses. It is expected that this approach may also assist alleviate the stresses at the Bathing Boxes.

Desired Outcome	Approach
Visitors increasing length of stay	• Develop a range of quality, innovative and authentic products, services and experiences; • High quality customer service; • Tourism Ambassador Program; and • Assisting businesses such as motels to develop strategies to encourage an increased stay or return visit
Visitors visiting other areas within Bayside	• Revitalise existing facilities or develop new facilities to attract tourists • Focussed marketing and branding strategy • Collaborate with tour operators



THE BATHS

MIDDLE BRIGHTON
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4. Marketing and Branding

STRATEGIC FOCUS: *Leverage existing visitation for broader benefits and explore opportunities to partner with tourism operators and local businesses for sustainable tourism.*

This section focuses on managing, distributing and deriving benefit from current visitation while not solely focusing on escalating tourism to the foreshore. The communication and marketing strategy is designed to uphold sustainable tourism, foster business engagement, and support the local community. The objective is to balance the amenity of local residents, the interests of local commercial operators and the preservation of the surrounding natural environment.

4.1. Sustainable Tourism

Sustainable tourism is important for several key reasons:

Focus	Why is this important?
Environmental Protection	Sustainable tourism helps to minimise the ecological impact of travel, conserving wildlife, and natural resources for future generations.
Cultural Preservation	It supports the preservation of local cultures and traditions, ensuring that tourism does not lead to cultural homogenisation or loss.
Economic Viability	By focusing on long-term profitability rather than short-term gains, sustainable tourism can provide stable economic benefits to communities without degrading their resources.
Community Well-being	It prioritises the quality of life for local residents, ensuring that tourism does not disrupt local living conditions but instead contributes positively.
Education and Awareness	Sustainable tourism educates tourists about the importance of conservation, cultural sensitivity, and environmental issues, fostering a more responsible and informed visitors.

Potential options for promoting sustainable tourism include:

Initiatives	How can these be implemented?
Develop Sustainable Tourism Policies	Establish guidelines that focus on minimising tourism's negative impact on the environment, culture, and local communities
Promote Eco-friendly Accommodations	Encourage hotels and accommodation providers to adopt green practices such as reducing waste, conserving water, and using renewable energy sources.
Support Local Economies	Encourage tourists to buy local products and use local services, which helps to ensure that the economic benefits of tourism are distributed within the community.
Educate Visitors	Provide information on how to travel responsibly, respect local cultures, and protect natural resources.
Encourage Off-Season Travel	Promote travel during off-peak times to reduce the pressure on destinations during high seasons, leading to better experiences for visitors and less stress on localities.
Implement Sustainable Transportation Options	Promote the use of public transportation, cycling, walking, and other low-carbon modes of transport.
Promote Conservation Efforts	Work with conservation organisations to protect natural areas and wildlife and involve tourists in these efforts through volunteer opportunities or educational tours.
Monitor and Manage Visitor Numbers	Implement measures to control the number of visitors in sensitive areas to avoid over-tourism and its associated negative impacts.
Certifications and Labels	Obtain sustainability certifications from recognised organisations to build trust with consumers who are interested in sustainable travel.
Partnerships and Collaboration:	Work with local communities, tourist operators, and businesses to create a united front for sustainable tourism practices.
Digital Marketing for Sustainability	Use digital platforms to highlight sustainable practices and educate potential tourists. For instance, sharing images and stories of sustainable tourism practices on social media can raise awareness and influence traveller choices.

4.1.1. Digital Marketing

Digital marketing provides a cost effective and responsive method of managing, targeting and leveraging visitation for engagement with the broader Bayside economy:

Type	Method
Retargeting through pay-per-click Advertising (PPC):	Platforms like Google and Facebook Ads to run targeted ads, promoting alternate bayside offerings for those searching for terms relating to The Brighton bathing boxes
Social Media Marketing	Create engaging tourism content on platforms like Facebook, Instagram, Twitter
Email Marketing	Use Bayside's existing newsletters and publications to promote sustainable tourism content and initiatives.
Content Marketing	Use blogs, videos, and other content forms to provide value and disburse visitors.
Affiliate and Influencer Marketing	Collaborate with popular figures and local influencers to promote Bayside and other areas.
Analytics	Track and analyse behaviour and refine marketing strategies accordingly.

4.1.2. Traditional Marketing

In addition to digital marketing, traditional forms of marketing could be considered relevant in the promotion of surrounding attractions, seasonal events and activities, local shopping precincts and businesses.

Type	Method
Print Media	Use brochures, flyers, posters, and postcards for advertising.
Broadcast Media	Advertise on radio
Billboards and Outdoor Ads	Display advertisements in strategic locations.
Direct Mail	Send promotional materials directly to potential visitors' homes.
Events and Sponsorships	Sponsor or host events that resonate with the Foreshore's offerings.

4.2. Partnerships and Collaborations

The strategic aim of forging collaborations and partnerships is to ensure the Council achieves effective management of the Foreshore, financially sustainable outcomes and strengthens its capacity for safe, long-term operations.

Engaging with businesses and other organisations is crucial for enhancing tourism management at The Foreshore, providing visitors with enriching experiences while adhering to safety standards and Council guidelines. Possible partnership and collaborations include:

Partnership	Purpose	Benefit
Traders Associations	To promote local businesses to tourists, integrating them into the overall visitor experience.	Stimulates the local economy by driving visitor traffic to local shops, cafes, and services, fostering community prosperity.
Environmental Conservation Groups	To implement sustainable tourism practices that protect and preserve The Foreshore's natural environment	Ensures the long-term viability of the beach as a tourist attraction while promoting environmental stewardship
Tourism Operators	To manage tour bus operations, effectively communicate with international visitors, and understand visitor numbers	Mitigate issues that stem from traffic congestion and bus parking, convey important safety information, behavioural guidance and sustainability standards with visitors, and resource visitation effectively
Government Agencies	To secure funding, permits, and support for infrastructure projects and tourism initiatives	Facilitates the development of visitor amenities and services, ensuring compliance with regulations and standards
Commercial Operators	Collaborate with local operators to create products, services and experiences	Creates revenue opportunity for the Council while stimulating the local economy

Each of these partnerships and collaborations brings unique strengths to the management of tourism at The Foreshore, creating a comprehensive approach that addresses financial sustainability, safety, environmental preservation, and visitor satisfaction. By working together with these entities, the Council can ensure a vibrant, accessible, and sustainable future for The Foreshore as a premier destination.

4.3. Tourism Merchandise

The introduction of official Bayside tourism merchandise represents a strategic initiative within the Visitor Management Plan to enhance the visitor experience and contribute to the economic and brand vitality of the Bayside area. Emphasis is placed on selecting the most environmentally preferable options in alignment with Bayside’s commitment to sustainable outcomes.

This section outlines the multifaceted benefits of implementing such merchandise, alongside a proposal for distribution and a preliminary list of merchandise items for consideration.

4.3.1. The Benefits of Implementing Merchandise:

- **Brand Strengthening:** Official merchandise will serve as a tangible representation of the Bayside brand, reinforcing its identity, values and its commitment to sustainability. Each item will act as a brand ambassador, spreading awareness and fostering a sense of connection among visitors and residents alike.
- **Revenue Generation:** Merchandise sales offer a direct financial benefit Council and local businesses, creating an additional revenue stream that can support further tourism and community development initiatives.
- **Enhancing Visitor Experience:** Providing visitors with the opportunity to purchase unique keepsakes contributes to making their visit to Dendy Beach and other Bayside attractions memorable. Merchandise can encapsulate the essence of their experience, allowing them to take a piece of Bayside home.
- **Local Business Engagement:** By proposing that the merchandise be sold on consignment through participating local businesses, this initiative supports local commerce, driving foot traffic and potentially increasing sales of other products and services.

4.3.2. Distribution Strategy

The merchandise will be made available through a network of local businesses, sold on consignment to maximise reach and engagement. This approach ensures that the benefits of this initiative—both financial and brand-related—flow through to the local community and economy, fostering a collective commitment to sustainability.

4.3.3. Preliminary list of Merchandise for consideration

The Council could explore implementing the following or similar merchandise:

Item	Description
Biodegradable Postcards	• Featuring iconic Bayside landmarks, made from recycled or plant-based materials

Item	Description
Puzzles / Toys	Puzzles and toys made from recycled materials featuring Bayside landmarks or icons.
Reusable Tote Bags	Crafted from recycled materials, adorned with local art celebrating Bayside's natural and cultural heritage
Sustainably Sourced T-shirts	Partnering with eco-conscious brands to offer apparel that showcases Bayside through sustainable fabrics and ethical manufacturing practices.
Stainless Steel Water Bottles	Durable, reusable bottles branded with Bayside imagery to encourage reduction in single-use plastic consumption.

4.4. Tour Bus Operator Permits

International visitors to Dendy Beach represent an estimated 10% of total visitation (approx.. 70,000 – 100,000 visitors per annum), the majority of whom arrive via. bus tours.

It is advised that the Council explore the introduction of tour bus operator permits. These permits are not only a potential revenue source for the Council but also offer several benefits in effectively managing the precinct, they include:

- They would allow BCC to better regulate and manage the influx of tourist buses and visitors to Dendy Beach, ensuring a sustainable visitation pattern
- The permits would enable a direct communication channel with operators, by creating a database of all tour companies frequenting Dendy Beach. This will assist in disseminating information related to traffic management, as well as conveying expectations and distributing visitor information material on behavioural guidelines, safety and environmental preservation
- Furthermore, the initiative would facilitate the gathering of accurate data regarding visitor numbers, aiding in future planning and resource allocation.

It is recommended that the Council explore the potential for a partnership with Bass Coast Shire to introduce a joint tour permit, recognising that a significant proportion of tour operators visit the Bathing Boxes as a stopover en-route to Phillip Island.

Council should look to update existing or implement new tourism materials to include visitor information that outlines behavioural guidelines, safety and environmental preservation.

A guide to implementing the permits is outlined below.

Category	Stage	Description
Application Process	Online Portal	Develop a digital portal where bus operators can apply, renew, and pay for permits.
	Documentation	Require operators to submit necessary documentation, including bus details, company information, driver credentials, and insurance proof.
	Review	Set a timeframe (e.g.; 28 days) for BCC to review applications and approve or deny based on criteria.
Permit Pricing Structure	Tiered Pricing	Consider charging based on bus size or passenger capacity.
	Duration	Offer annual or pro-rata permits to cater to different operator needs.
	Peak and Off-Peak	Implement higher fees during peak tourist seasons or times to manage congestion.
	Discounts	Offer discounts for operators promoting eco-friendly buses or off-season travel.
Restrictions and Regulations	Timings	Specify arrival and departure timings to avoid congestion during peak hours.
	Bus Zones	Designate specific zones for tourist buses for parking or pick-up/drop-off.
	Stay Duration	Limit the time a bus can remain parked in the area. e.g: “Two min drop off and pick up zone”
Revenue Utilisation	Infrastructure Maintenance	Use a portion of the revenue for maintaining and enhancing bus zones and related infrastructure.
	Sustainability Projects:	Invest in eco-friendly projects or facilities upgrades, enhancing the overall visitor experience.

Category	Stage	Description
Monitoring and Compliance	Inspections	Conduct random inspections to ensure buses and operators comply with permit regulations and park legally
Tourist Operator Engagement	Feedback Mechanism:	Allow bus operators to give feedback on the permit system, identifying areas of improvement.
	Regular Updates	Keep operators informed about any changes in rules, pricing, or schedules.
	Collaborations	Engage with large tour companies for potential partnerships or bulk permit deals.
Marking and Signage	Signage:	Install clear signs indicating bus zones, timings, and rules.
Periodic Review	Data Analysis:	Evaluate the number of permits issued, revenue generated, and any reported issues or violations.
	Strategy Adjustments	Based on the review, adjust pricing, regulations, or timings to better suit the evolving needs of Brighton Beach and the Council.

4.5. Events and Programs

Melbourne's dynamic culture, arts scene, and coastal attractions, present numerous event opportunities to enhance tourism. The rationale behind proposing events aligns with our strategy to disperse visitor concentration away from purely Dendy Beach.

By spotlighting various other sections of the foreshore and different areas within Bayside, we aim to alleviate overcrowding and enhance the overall visitor experience. Furthermore, events and activations capitalise on existing visitation, funnelling economic benefits into Bayside's local economy and directing foot traffic toward our local businesses.

4.5.1. Summary of current events

The City of Bayside hosts a variety of beach and water-related events throughout the year. Some of the highlighted events include:

Event	Description
Bathing Box Classic, Brighton Beach	The Bathing Box Classic is the annual swim event for Brighton Life Saving Club. The event is part of the Great Vic Open Water Swim and takes place in February each year.
Bayside Farmers' Market, Sandringham	Held on the fourth Saturday of every month, this farmers' market brings local produce and goods to Trey Bit Reserve near Jetty Road, Sandringham, offering a shopping experience close to the beach from 25th November 2023 to 24th August 2024.
2XU Triathlons, Green Point & Sandringham Foreshore	This triathlon series is sporting occasion that involves swimming, biking, and running and is expected to draw participants and spectators to the Bayside beaches.
The Great Bayside Swim	Held on Australia Day, this has become an iconic community swim event organised by the Brighton Rotary Club and attracting hundreds of participants and spectators, with all funds raised going back to the community.
IRONMAN Melbourne 70.3	This triathlon event is a significant sporting occasion that involves swimming, biking, and running and is expected to draw participants and spectators to the Bayside beaches.
Cerberus Swim Classic, Half Moon Bay	The Cerberus Swim Classic is an open water swim at Half Moon Bay. The event usually facilitates approximately 600 participants across the day, with all water safety provided by Half Moon Bay Surf Life Saving Club members.

In addition to the above events, below are some events that Council could consider to leverage tourism, alleviate congestion away from the Bathing Boxes, and direct it towards other parts of beach foreshore or Bayside.

These events could be strategically implemented in various Bayside locations during peak visitation periods. Council could either independently organise these events, or instead explore partnerships or sponsorships with existing events to take place in bayside.

4.5.2. Considerations for general population events across Bayside

These events are suitable for groups of all ages to attend from youth to seniors.

Event	Description
Sustainable Living Expo	Host workshops, talks, and stalls promoting sustainable living, including eco-friendly products and organic food.
Race Events	Organise annual sporting events, comprising swimming in the bay, cycling through scenic routes, and running along the coast.
Vintage Car Rally	Attract car enthusiasts by hosting a vintage car exhibition and rally.
Food and Wine Festival	- Celebrate the diverse culinary scene with local restaurants and cafes. - Taking a cue from the Melbourne Food and Wine Festival in Port Phillip, the Council could host its own showcasing local and international cuisines, which can significantly contribute to local businesses and council revenue.
Heritage Walks	Organise guided tours emphasising Bayside's history, architecture, and cultural landmarks.
Beach Volleyball Tournament	Given the expansive beaches, a beach sports event can attract both participants and spectators.
Eco Conservation Day	- Emphasise the importance of dune conservation, coastal vegetation, and marine life protection through workshops and hands-on activities. - Eco-tours, snorkelling, and guided walks, akin to those offered in Sydney's coastal councils, could capitalise on Bayside's natural coastline and marine life.
Seaside Literature Festival	Organise a literature festival with book launches, author panels, and poetry readings, leveraging the calm seaside backdrop for inspiration.
Outdoor Film Theatre	Watching films in a drive-in car park

4.5.3. Health and Wellness events

To cement the status of Bayside as a health and well-being hub in Melbourne, it would be vital to host related events. The Council could consider some of the following events in other areas of Bayside, leveraging the visitation numbers from the Bathing Boxes.

Event	Description
Yoga and Meditation Retreats:	Continue promoting the yoga sessions at The Baths

Event	Description
	Multi-day events focusing on yoga practices, guided meditation sessions, and workshops on holistic health.
Mental Health Workshops	Events that focus on mental health topics, featuring psychologists, therapists, and survivors sharing their experiences and coping strategies at locations such as Brighton Savoy
Health & Fitness Festivals	Celebrate fitness with diverse workout sessions, such as HIIT, Zumba, Pilates, and dance at The Baths or any other facility.
Nutritional and Cooking Workshops	Hands-on sessions teaching attendees to cook healthy and nutritious meals. Dietitians can provide guidance on balanced diets
Health Screenings & Fairs:	Offer basic health screenings, such as blood pressure checks, glucose tests, and vision tests.
Mindfulness & Stress Reduction Seminars	Workshops focusing on mindfulness techniques, deep breathing exercises, and strategies to manage and reduce stress
Wellness Retreats	Multi-day events in nature-centric locations, offering detox diets, spa treatments, therapy sessions, and nature walks
Therapeutic Art & Craft Workshops	Hands-on workshops focusing on therapeutic arts and crafts like pottery, painting, or knitting
Beach Walks	Organised beach walks or hikes, focusing on the therapeutic benefits of nature.
Sound Healing & Music Therapy Sessions	Sessions using sound bowls, therapeutic instruments, and music to promote emotional and mental healing.
Self-care & Resilience Building Workshops	Workshops teaching attendees the importance of self-care, setting boundaries, and building resilience.
Sleep & Insomnia Workshops	Experts provide tips on sleep hygiene, the importance of rest, and coping mechanisms for insomnia

4.5.4. Events for the Ageing Demographic

Organising events for the older adults requires considering factors like mobility, interests, cognitive functioning, and the potential for social interaction. The Council could consider the following events in other areas of Bayside, leveraging the visitation numbers from the Bathing Boxes.

Event	Description
Gentle Exercise Classes	Sessions such as Tai Chi, chair yoga, or water aerobics designed to be low impact but beneficial for flexibility and balance.
Memory Workshops	Activities that stimulate the brain, such as puzzle solving, memory games, or trivia quizzes.
Art and Craft Sessions	Workshops teaching skills like painting, knitting, pottery, or scrapbooking
Book Clubs or Reading Groups	Monthly or weekly gatherings to discuss a chosen book or share personal readings.
Musical Events	Choir sessions, karaoke, or simply listening to live music or performances from earlier eras.
Gardening Clubs	Activities centered around planting, maintaining, and enjoying community gardens.
Cooking or Baking Classes	Sessions teaching how to prepare simple dishes, revisiting traditional recipes, and explore different cuisines.
Board Game or Card Game Afternoons	Regular meetups to play classics like chess, checkers, bridge, or bingo
Digital Literacy Workshops	Teaching the elderly how to use technology, such as smartphones, tablets, or social media.
Dance and Movement Therapy	Encourage movement, rhythm, and dance in a therapeutic setting



5. Facility Management

STRATEGIC FOCUS: *Create a well-maintained, sustainable, and welcoming environment that caters to the diverse needs of visitors and locals. This will be achieved through best practices that enhance the longevity, utility, and accessibility of facilities, while making the location a safe and prime destination.*

Well-maintained, safe and accessible facilities are directly linked to visitor satisfaction and play a pivotal role in ensuring the Foreshore's sustainability. Moreover, effective facility management not only preserves the destination's appeal and longevity, but also proves to be more cost-effective over time.

5.1. Assessment and Inventory

- Conduct a thorough audit of all existing facilities, noting their current conditions, age, utility, and capacity.
- Catalogue and prioritise facilities based on usage frequency and importance to visitors.
- Engage a specialised team to survey and document each facility using standardised templates.
- Use drone imagery or GIS (Geographic Information System) mapping for a comprehensive view.
- Implement an inventory management software to update and track facilities in real-time.
- Engage an expert team to survey facilities, utilising drones for aerial views. Introduce an inventory management software for real-time updates, categorising facilities based on usage and condition.

5.2. Maintenance and Inspections

- Develop a digital maintenance calendar specifying check dates, responsible personnel, and the nature of maintenance required.
- Engage contractors for routine and preventive maintenance tasks.
- Store a reserve of critical parts and materials for quick repairs.
- Utilise a ticketing system where staff or visitors can report issues requiring attention.

5.3. Continuity Planning

- Stay updated with global trends in beach facility management through memberships in related associations or forums (ie. Great Ocean Road Coast & Parks Authority)
- Organise a task force every 5 years to envision the future landscape of the Foreshore facilities.
- Collaborate with urban design students from local universities for fresh, innovative ideas.

5.4. Daily Operations

- Implement a mentorship system where seasoned staff can guide and train newer members.
- Identify skill gaps among staff and tailor training modules accordingly.

5.5. Technology Integration

- Identify suitable IoT solutions and oversee their installation.
- Develop a central dashboard where real-time data from sensors is displayed and analysed.
- Periodically update technology infrastructure to ensure compatibility and security.

5.6. Safety

- Organise regular safety drills for staff, including fire evacuation, first aid, and emergency protocols.
- Install tamper-proof and weather-resistant security cameras.
- Engage local law enforcement in periodic workshops to brief them on facility layouts and potential risks.

5.7. Facility Management Regimes

Based on the preceding factors the below table proposed a list of regimes to improve and maintain the Foreshore conditions.

Area	Regime	Requirements
Restroom Maintenance (public toilets)	Cleaning Schedules	Regular cleaning and maintenance of restroom facilities to ensure cleanliness, hygiene, and proper functioning.
	Plumbing System Inspections	Regular inspection of plumbing systems.
	Supply Replenishment	Replenishment of supplies such as toilet paper and hand soap.
	Prompt Repairs and Maintenance	Regularly inspecting restroom facilities for any signs of damage, wear and tear, or maintenance issues.
Waste Management	Placement of Waste Bins	Ongoing assessment of appropriate and adequate locations within the precinct for waste bins based on user traffic and convenience.

Area	Regime	Requirements
	Litter Removal	Implementing a regular cleaning schedule to remove litter from picnic areas, including tables, benches, and barbecue facilities.
	Regular Waste Collection and Disposal	Ensuring regular waste collection and disposal.
	Promoting Recycling and Waste Segregation	Install clear signage and labels on waste bins to educate users about proper waste segregation. Subsequently review to track implementation.
	Monitoring and auditing	Regularly monitoring waste management practices to ensure compliance with established procedures.
Picnic Area Maintenance	Inspection and Repair of Furniture	Conducting routine inspections of picnic equipment, such as tables, benches, and barbecue facilities, to identify any damage or maintenance issues.
	Environmental Maintenance	Maintaining the surrounding environment of the picnic areas by mowing grass, trimming vegetation, and removing any hazardous or obstructive objects.
	Visitor Experience Enhancement	Maintenance of shelters, seating, and shade structures in picnic areas to offer protection from the weather and enhance visitor comfort.
	Seating and Shade Sails	Regularly inspecting and maintaining seating areas and shade structures to address any damage, wear and tear, or safety concerns.
Pathway and Trail Maintenance	Surface Inspection	Conducting visual inspections of pathways, trails, and boardwalks surfaces to identify any cracks, potholes, or uneven areas that require maintenance or repair

Area	Regime	Requirements
	Trapping Hazard Mitigation	Addressing any identified tripping hazards promptly, such as filling cracks or potholes, leveling uneven surfaces, or repairing loose boards.
	Lighting Maintenance	Checking the functionality of lighting fixtures along pathways, trails, and boardwalks.
	Accessibility Assessment	Evaluating the accessibility of pathways, trails, and boardwalks for visitors with disabilities or mobility challenges.
	Collaboration with Relevant Authorities	Collaborating with relevant authorities or agencies responsible for public works and infrastructure to address any major repairs or renovations required.
	Documentation	Maintaining a record of inspections, maintenance activities, and repairs performed on pathways, trails, and boardwalks.
Beach Cleaning	Signage and Markings	Checking the visibility and condition of signs and markings along pathways, trails and boardwalks.
	Litter Removal	Establishing a routine cleaning schedule to regularly remove litter from the beach area.
	Seaweed and Debris Management	Monitoring the beach area for the accumulation of seaweed, driftwood, or other manmade debris. Seaweed and driftwood clean-up to be undertaken periodically.
	Beach Sand Maintenance	Assessing the quality of the sand periodically, checking for signs of erosion or contamination.
	Beach Erosion	Implementing measures to prevent or mitigate beach erosion, such as sandbag installations, dune restoration, or beach nourishment projects.

Note that the Facilities Management for The Baths and the Dendy Pavilion will be undertaken and determined by the operators under their commercial lease agreements.



6. Accessibility

STRATEGIC FOCUS: *Align with best practices in access and inclusion, aiming to make the Foreshore more accessible and welcoming to the diverse groups and needs of its users,*

6.1. Proposed Improvements

Accessibility issues can significantly impact the experience of individuals with disabilities, older adults, families with young children, and tourists from diverse cultural backgrounds. The below table suggest a list of actions that can be explored by council to improve each area:

Ref	Area	Solution	How does it help?
1	Beach Foreshore	Install DDA-compliant ramps with a gentler gradient. Consider the use of beach matting to provide a firm surface for wheelchairs and strollers. Further assessment to be undertaken to determine appropriate location and feasibility. Based on preliminary assessment, this could be undertaken at the following locations: • Access ramp from Middle Brighton Pier or adjacent to the Pier. • Review of the beach area and access in front of the new Dendy Pavilion • Holloway Beach, via SSS Holloway Scout Hall	Enhances beach and water access for persons with disabilities and mobility challenges.
2	Brighton Beach and Dendy Beach	Regular maintenance to clear sand from tactiles. Implement tactile ground surface indicators (TGSIs) that are less prone to being obscured.	Improves safety and navigation for the visually impaired
3	Beach foreshore	Upgrade signage with clear, large fonts and universally recognised symbols. Include directional signs to key locations.	Assists visitors in navigating the Foreshore more easily.

Ref	Area	Solution	How does it help?
4	Beach foreshore	Conduct a thorough assessment to identify uneven surfaces and natural features that could pose a risk. Install warning signs and consider re-paving where necessary.	Reduces trip hazards, improving safety for all visitors.
5	Beach foreshore	Introduce QR codes with access to languages most commonly spoken by visitors. Use pictograms where possible.	Accommodates non-English speakers and enhances the experience of international tourists. People with disabilities and people with diverse backgrounds
6	The Esplanade	Implement traffic calming measures such as speed humps, better lighting at crossings, and convex mirrors at blind spots. Consider pedestrian overpasses or underpasses at high-traffic points.	Mitigates safety risks for pedestrians crossing the Esplanade.
7	All areas outside carpark	Review existing and implement environmentally friendly lighting where possible, such as motion-sensor LED lights, to illuminate paths while minimising light pollution.	Improves visibility and safety during night-time without disturbing wildlife.
8	the Foreshore	Increase the number of benches and rest areas, ensuring they are well-maintained. Include seating options with back support and armrests.	Provides ample and comfortable resting spaces for elderly visitors and those needing frequent breaks.
9	the Foreshore	Implementation of public fitness equipment	Promotes community health and wellness
10	the Foreshore	Develop a boardwalk with a suitable surface finish to allow access for all groups. The boardwalk must be considered in association with the Bay Trail Duplication Project, to avoid significant loss of native vegetation.	Access to beach for diverse groups.



7. Traffic Management

STRATEGIC FOCUS: *Provide smooth, safe, and continuous improvement of operations, while alleviating congestion and enhancing accessibility.*

Effective traffic management is key to addressing several critical issues persisting at the Foreshore, like traffic congestion, vehicles encroaching on residential streets, and pedestrian safety when crossing the Esplanade.

As the Esplanade management falls under the Department of Transport and Planning, it limits the Council's implementation capabilities in some circumstances, instead requiring strong advocacy. By promoting these measures, we aim to enhance visitor access, ensure safety, and reduce the impact on local residents, maintaining Dendy Beach as a safe, accessible destination while preserving local community well-being.

Outlined below is a summary of the issues and initiatives pertaining to traffic management.

7.1. Current Observations and Proposed Solutions

Ref	Area	Current Issue	Solutions
1	The Baths	There are only two-signalised intersections with pedestrian crossings along Beach Road between the Baths and Green Point meaning pedestrians may jaywalk to access site. It also creates safety issues due to blind spots.	Consider advocating for a signalised intersection as the access point attracts a significant number of visitors
2	All car parks	The Precinct typically operates satisfactorily outside of peak periods, during seasonal peaks (i.e. summer) it is considered the Precinct operates at or above capacity.	Review car parking lay outs to provide additional parking.
4	The Baths	Conflicts between pedestrian and cyclist lanes	Review of existing signage and layout. Advance warning required. Advance warning may include speed humps / signage / rumble strips / flashing lights.
5	Bay Trail	Undersized bike paths and share paths were noted throughout	Review bay trail

Ref	Area	Current Issue	Solutions
6	The Baths	Incorrect parking of bikes on infrastructure due to lack of available bike racks	Strategically place bike racks near The Baths. Provide signage around not parking bikes on infrastructure
7	The Esplanade	Pedestrians were seen crossing Beach Road (at no signalised/ zebra crossing) at points where they had direct access to the Dendy Beach	Advocate for up to two pedestrian crossings. The location of these crossings and typology is to be determined through further assessment. However, preliminary assessment suggest locations at Park & Wellington Streets
8	The foreshore	Tour buses on Beach Road and surrounding local streets blocking streets and private driveway	Consideration can be given to introducing seasonal parking restrictions within adjacent local residential streets
9	The foreshore	Vehicles blocking private roads and driveways on Beach Road and local streets accessing Beach Road	Install signs for no parking
10	All	Pedestrian desire lines	Consider providing footpath connection.

7.2. Vehicular Traffic Management

There are two different types of vehicles that occupy the parking area at the Foreshore, tourist operated buses and cars. The user-groups have their associated set of unique challenges, including:

- Tour buses parking The Esplanade and side streets, blocking traffic and access to private residences.
- Cars parking in 'No Standing' areas.

The issues are a result of inadequate parking allowances within the Foreshore to cater for summer visitations. The current parking at The Baths, Dendy Pavilion, and Green Point does not allow for bus parking, leading to tour operators parking along The Esplanade and the various side streets. To mitigate these issues, a number of key initiatives are proposed in the subsequent sections.

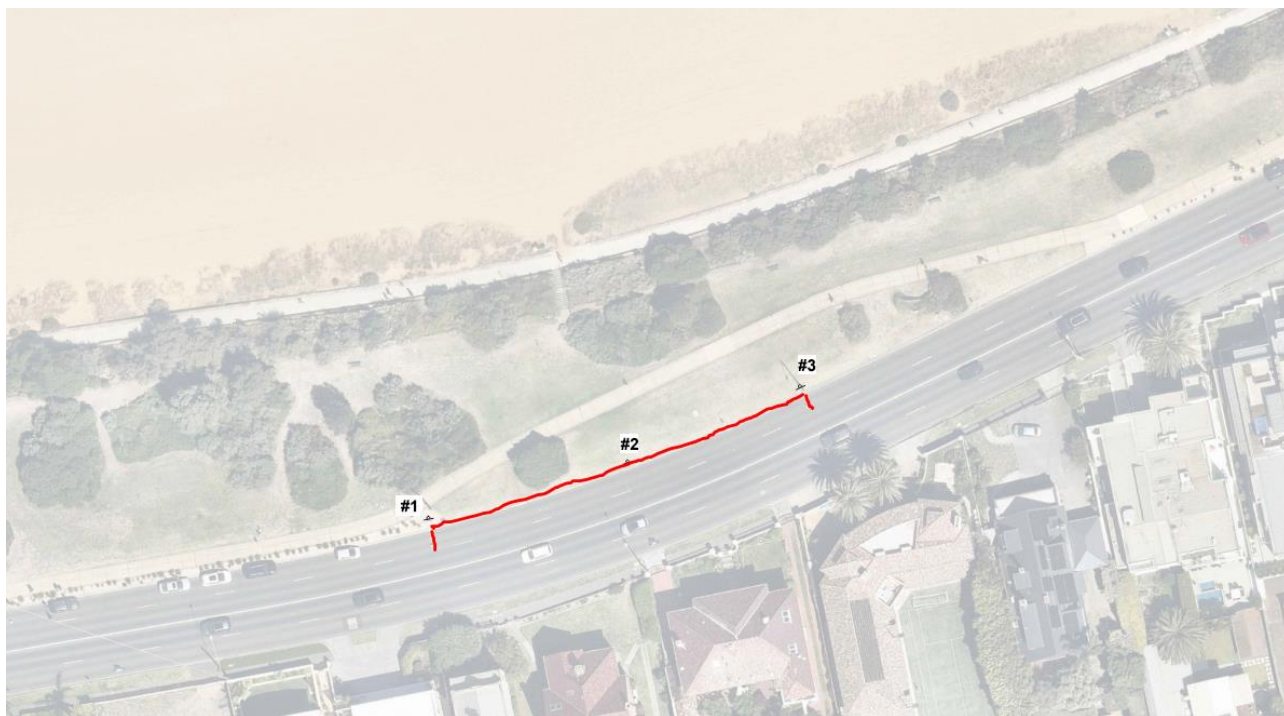
7.2.1 Interim Solutions for Tour Bus Parking

Keith Court car park will remain out of service throughout the summer of 2023/24. Despite its pending reopening, bus congestion due to rising visitation numbers is expected to persist as a significant issue. To effectively address this, a permanent solution is necessary, which will be explored following traffic counts and assessments conducted over a minimum period of 12 months to accurately assess and manage the impact.

In the interim, to mitigate the effects of bus traffic and alleviate the burden on residential streets, two temporary parking solutions have been evaluated. Each option presents a viable means to lessen the impact of tour bus operations in the area. The Visitor Management Plan (VMP) suggests a preferred primary option, which involves allocating bus parking spaces along the Esplanade, and a contingency option if met with unforeseen challenges.

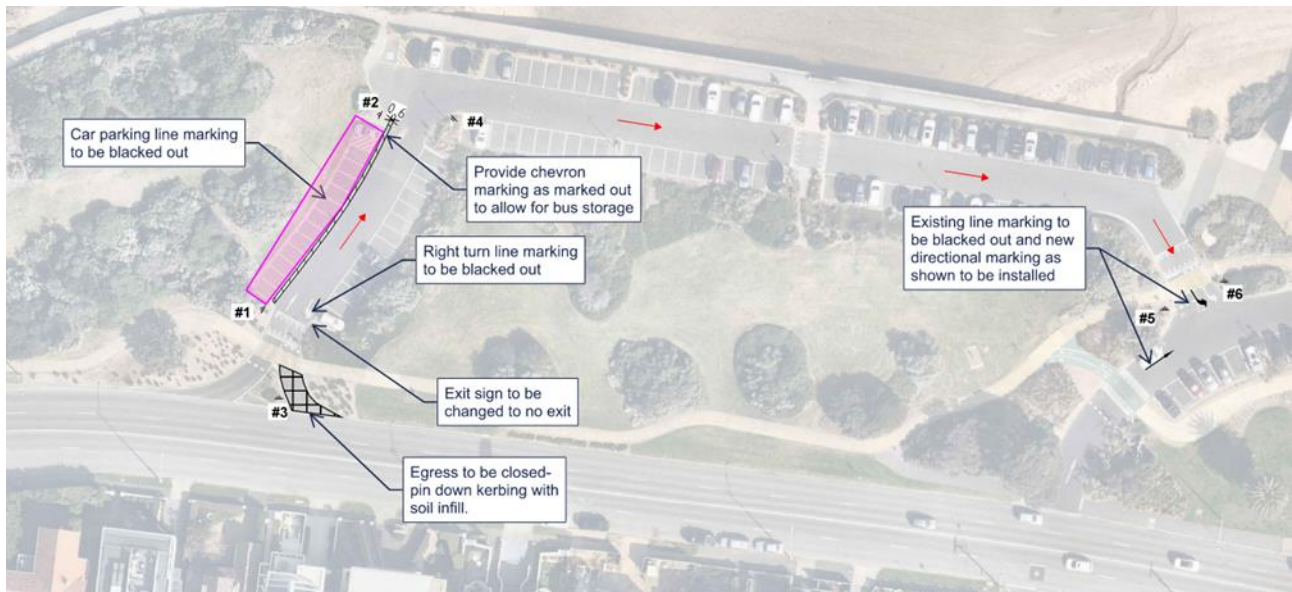
7.2.1.1. Preferred Option – The Esplanade (Opposite 164 Esplanade, Brighton)

It is proposed to utilise existing parking spaces along the Esplanade for bus pick-up/drop-off and parking. This solution is not only simpler to implement but this option offers significant safety advantages by circumventing the challenges of navigating buses through tight turning circles and hazards presented by cars Middle Brighton car park. Additionally, its proximity to the pavilion makes it a much more walkable option.



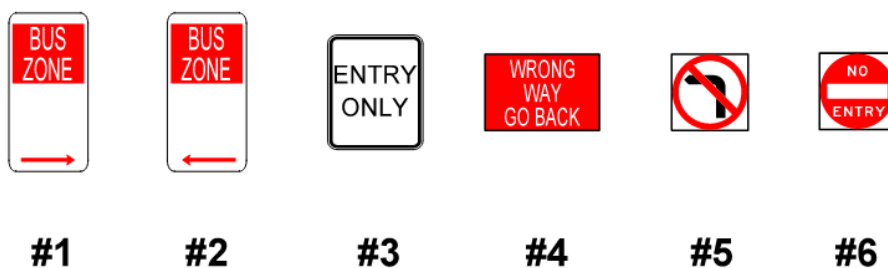
7.2.1.2. Contingency Option – The Baths Car Park

As a contingency option, the Council could consider the temporary conversion of the 13 identified car parking spaces into one designated bus parking spot and one bus pick-up/drop-off zone with 15-minute restrictions. Additionally, pursuing this option would necessitate consultation with the commercial operator of the baths mitigate any potential disruptions.



Due to the possibility of traffic incidents occurring from this change, active traffic management would be required at the entrances and exits of the car park. Temporary LED road sign and other temporary signs will need to inform this change disruptions.

SIGNAGE SCHEDULE





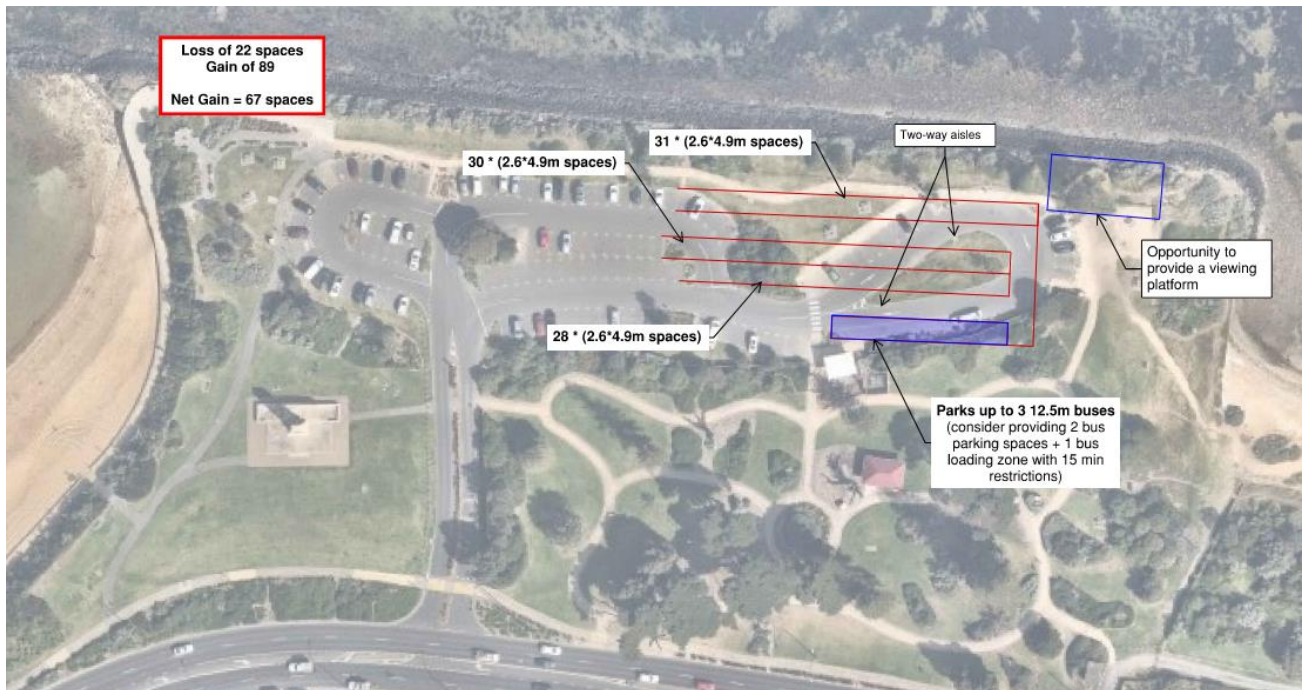
7.2.2 Permanent Changes for Buses and Car Parking

This section proposes expanding existing Council owned car parks at Green Point and Middle Brighton Baths to accommodate more cars and buses, presenting the most practical solution to the address enduring challenges surrounding traffic/parking congestion and the disruption caused to residential streets. These recommendations however are provisional, contingent upon traffic counts and to measure demand and assess potential impacts.

These assessments are critical to confirming the necessity of the parking expansions, ensuring they not only address the community's needs, but also align with Council's commitment to sustainable traffic management, environmental preservation and community well-being.

7.2.2.1. Green Point

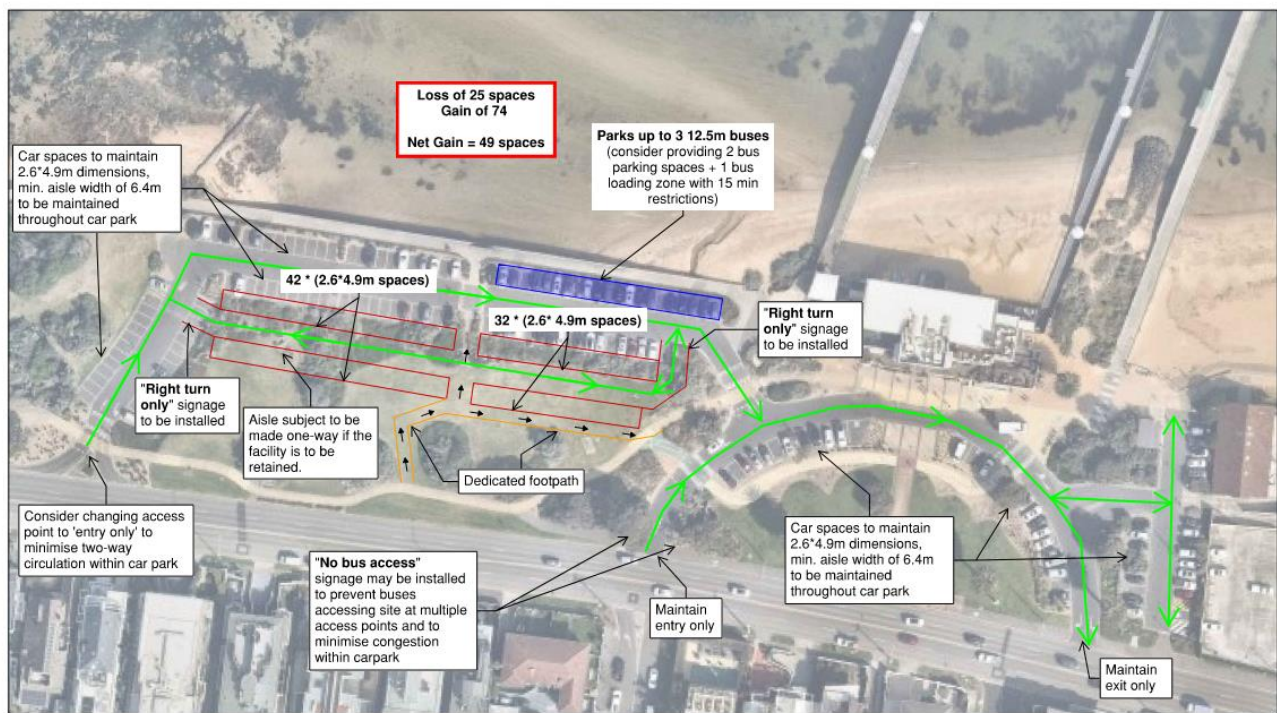
Green Point car park provides an opportunity to maximise the car and bus parking, alleviating the stress at Keith Court carpark and surrounding residential streets. After exploring two options to enhance parking capacity, the following table summarises our findings and recommends one option as a provisional permanent measure.



Option	Net Gain	Impact	Recommendation
1	98 car parks 4 x 12.5m buses	Loss of visitor seating	This option is not recommended as it limits the future use of the site, by placing focus solely on parking. This severely limits the ability of Green Point to function as a destination.
2	67 car parks 3 x 12.5m buses	Nominal	This option is recommended as it rationalises the car park, while retaining the existing seating area. It also supports the opportunity to develop a viewing platform.

7.2.2.2 The Baths

The two options outlined below explore additional car and bus parking. Implementing these changes will alleviate the parking stress at Dendy Pavilion. The below table explores two options and the preferred is dependent on the ability to mitigate traffic hazards within the Baths car park.



Option	Net Gain	Impact	Recommendation
1	70 car parks	Nominal	This option would be recommended should the bus parking not be viable in this car park for operational purposes
2	49 car parks 2 x 12.5m buses	Traffic movement risk of incidents	This layout is recommended, contingent upon Council's ability to effectively address traffic safety risks.

7.3 Uber, Rideshare, and Taxi Drop-off

Integrating Uber and rideshare services with designated carpark bays can improve visitor flow, decrease parking congestion, and enhance the overall experience. By establishing specific drop-off zones within existing carparks, this process can be streamlined effectively. The placement of these bays will undergo further assessment, and it is recommended an initial trial period is undertaken for verify their effectiveness.

Additionally, the allocation of rideshare bays is dependent on demand assessments, and may only be feasible after an increase in overall car park capacity is realised, ensuring that these changes do not reduce parking availability for visitors.

7.4 Technological Improvements

7.4.1 Electronic Parking Overstay Detection System (PODS)

Electronic Parking Overstay Detection System (PODS) could be installed at parking bays. Smart parking systems use sensors to detect the presence or absence of vehicles in car parks as well as overstays. This is expected to mitigate additional congestion within carparks when they are at or nearing capacity.

7.4.2 Automatic License Plate Recognition

Automatic License Plate Recognition (ALPR) system can be an alternative to PODS with assets limited at entrance and exit locations. This would present a lesser asset maintenance.

7.5 Seasonal Parking Restrictions

Implementation of seasonal restrictions will lead to reducing congestion, promoting safety, ensuring buses use designated tourist spots, and preserving the aesthetics of the neighbourhood.

Category	Stage	Description
Data Collection	Traffic Analysis	Conduct studies to understand the current flow of buses and cars, noting peak times and problematic areas.
Restriction Designation	Seasonal Timing	Clearly define the peak season, for example, December to February for summer.
	Specific Zones	Identify side streets where parking restrictions will be imposed. Consider proximity to main attractions and the capacity of alternative parking areas.
Signage and Wayfinding	Bus Parking	Clearly mark and promote areas designated for bus parking. Ensure they are equipped to handle large vehicles and are conveniently located for tourist drop-offs and pickups.
	Car Parking	Expand or promote alternative parking areas for visitors traveling by car, possibly at a distance with shuttle service to the main attraction.
Permits and Pricing	Dynamic Pricing	Implement higher parking fees in unrestricted zones during peak seasons to discourage prolonged parking.
Surveillance and Enforcement	Patrols	Deploy regular patrols, especially during peak times, to monitor compliance and issue fines when necessary.
Feedback	Periodic Review	Analyse the effectiveness of the restrictions at the end of each season and adjust accordingly.
		Allow residents, bus operators, and visitors to provide feedback on the parking restrictions.

8 Waste Management

STRATEGIC FOCUS: *Adopt sustainable waste management practices, to improve recycling and reducing waste.*

The Bayside City Council's strategy to reducing the impact of waste generated by the Bayside community that is disposed to landfill is a commitment to meeting community expectations that are addressed by Goal 1: Our Planet of the Council Plan 2021-2025:

Incorporating effective waste management practices into the visitor management plan for the Precinct is essential to ensure a clean and sustainable environment.

Outlined below is a summary of the issues and initiatives:

8.1 Current Observations

Ref	Area	Current Issue	Why is this an issue?
1	The foreshore	Lack of labelling and signage for waste & recycling	Visitors may be confused about where to dispose of their waste, leading to improper sorting, increased contamination of recyclables, and reduced recycling rates. This can also increase the workload for waste management staff who must sort through improperly disposed items.
2	The Esplanade	Bins not present near the shared path	Due to inaccessible nature of some bins, visitors are more likely to litter, negatively affecting the cleanliness of the area, potentially harming the wild-life and degrading the natural environment and visitor experience.
3	The foreshore	Inconsistent bin types and Information.	Different looking bins with varying information can confuse visitors about waste segregation practices. This inconsistency can lead to waste contamination, reducing the effectiveness of recycling programs and increasing landfill waste.
4	The foreshore	No wayfinding information/ signage provided for visitors to be able to locate the closest bins.	Lack of clear directions to the nearest disposal points can discourage proper waste disposal, leading to littering and an untidy environment. It can also reduce the accessibility of waste facilities for those with disabilities or those unfamiliar with the area.

Ref	Area	Current Issue	Why is this an issue?
5	The foreshore	QR codes to inform council of full bins available at some bins, but not all bins	Without a uniform system to alert council staff to full or overflowing bins, there can be delays in servicing, leading to overflow issues, increased litter, and potential health hazards.
6	The foreshore	Insufficient Sustainable Disposal and Technology Initiatives:	Without a focus on sustainability and technology, waste management practices may not keep pace with environmental standards, leading to increased carbon emissions, higher waste disposal costs, and a failure to meet community expectations for environmental stewardship.

8.2 Proposed Solutions

Ref	Area	Current Issue	Solutions
1	The foreshore	Lack of labelling and signage for waste & recycling	Solution: Implement uniform, clearly labelled signs for all bins. Use colour-coded bins and icons that are universally recognisable. Employ educational signage that illustrates what waste goes into each bin. Sustainability Aspect: Use recycled materials for all signage and bins. Technology Implementation: Include NFC (Near Field Communication) tags or QR codes on signs that link to educational resources about proper waste disposal.

Ref	Area	Current Issue	Solutions
2	The Esplanade	Bins not present near the shared path	Solution: As per the identified strategic locations for bin placement, ensure there's a mix of waste and recycling bins placed at regular intervals. Sustainability Aspect: Incorporate bins made from recycled materials and ensure they are designed to prevent spillage and protect local wildlife. Technology Implementation: Integrate smart sensors in bins to monitor waste levels and optimise collection routes.
3	The foreshore	Inconsistent bin types and Information.	Solution: Standardise bins across the area to ensure consistency in appearance and function. Offer clear, concise information on each bin regarding its use. Sustainability Aspect: Choose bin designs that facilitate easy recycling and are made from long-lasting, sustainable materials. Technology Implementation: Utilise an app that guides users on waste segregation and educates them on the impact of proper waste disposal.
4	The foreshore	No wayfinding information/ signage provided for visitors to be able to locate the closest bins.	Solution: Create a map of bin locations and incorporate it into existing wayfinding systems. Include this information in brochures, apps, and on-site maps. Sustainability Aspect: Ensure all printed materials are made from sustainable, recycled paper and encourage the use of digital formats where possible. Technology Implementation: Develop an interactive map or app feature that allows visitors to find the nearest bin location using GPS.

Ref	Area	Current Issue	Solutions
5	The foreshore	QR codes to inform council of full bins available at some bins, but not all bins	Solution: Standardise the use of QR codes across all bins to report issues like full bins or contamination. Ensure they are highly visible and easily scannable. Sustainability Aspect: The immediate reporting allows for efficient waste management and can help in reducing the carbon footprint of waste collection services. Technology Implementation: Use the data from QR code scans to analyse waste patterns and inform future waste management strategies.
6	The foreshore	Insufficient Sustainable Disposal and Technology Initiatives:	Solution: Introduce initiatives such as 'The Beach Hand Bin'. It is an innovative and convenient device designed to collect and catch small litter while at the beach.

8.3 Smart Waste Bins

In addition to the above Council could consider implementing smart waste bins for enhancing waste management efficiency within the Foreshore. These innovative bins, equipped with sensor technology, offer several compelling advantages that align with environmental sustainability goals and operational efficiency, some these include:

Benefit	Explanation
Optimised collection schedules	Smart bins use sensors to monitor waste levels in real time, enabling waste collection services to respond dynamically. This not only ensures bins are emptied at optimal times, preventing overflow and reducing litter, but also streamlines collection routes to save time and resources.

Benefit	Explanation
Reduced environmental impact	By optimising collection schedules, smart waste bins can significantly decrease the carbon footprint associated with waste management. Fewer collection trips mean reduced emissions from waste collection vehicles, contributing to the council's sustainability objectives.
Cleaner public spaces	Smart bins can be designed to compact waste, increasing their capacity and reducing the frequency of collections needed. This keeps public spaces cleaner and more attractive, enhancing the overall experience for residents and visitors.
Data-driven insights	The data collected by smart bins can provide valuable insights into waste generation patterns, helping the council to make informed decisions about waste management strategies, public education campaigns, and environmental policies.
Cost Savings	Although the initial investment in smart waste bins may be higher than traditional bins, the long-term savings in operational costs can be substantial.

9 Wayfinding and Signage

STRATEGIC FOCUS: *Improve wayfinding and signage to enhance visitor experience and align with Council guidelines*

9.1 Signage Audit

An extensive audit has been conducted on the existing signage within the precinct, focusing on critical factors such as inclusivity and accessibility, the clarity of messaging, and the effectiveness of wayfinding signage for reaching Dendy Beach from key public transport / drop-off points. This comprehensive review was aimed at ensuring that all visitors, regardless of background or ability, can navigate the area easily and safely.

The findings from this audit have identified the necessity for improvements in navigational signage. Specifically, enhancements are recommended for routes leading from Middle Brighton Station to the Esplanade, Brighton Beach Station to the Esplanade, and from Green Point to the Esplanade. To address these needs, the audit led to the formulation of seven overarching strategic recommendations for signage improvement in the precinct. These enhancements are crucial for facilitating a seamless visitor journey, improving the overall accessibility of the area, and reinforcing the precinct's commitment to inclusivity and clear communication.

9.2 Strategic Recommendations

1. Tie into existing networks by aligning with other wayfinding systems in place
2. Create a welcoming experience for visitors to the beach by defining primary and secondary entry points.
3. Incorporate pictograms to support visitors from diverse backgrounds navigate to Dendy Beach.
4. Provide reassurance along key routes and decision points.
5. Ensure regulatory and behavioural information is shown clearly.
6. Revitalise the existing wayfinding and signage across the Foreshore
7. Incorporate QR codes on signage (where viable) with access to other languages to cater to individuals from culturally and linguistically diverse (CALD) backgrounds



10 Environmental Sustainability

STRATEGIC FOCUS: *Prioritise environmental sustainability to protect and enhance the natural coastal environment.*

Environmentally conscious initiatives that aim to reduce energy and water usage save money in the long run. The principles of sustainable development have been translated into the concept of sustainable tourism, which seeks to harmonise tourism and tourism development by improving the quality of the local environment and resources. Core principles of sustainable tourism include:

- improving the quality of life of the host community,
- providing high quality experiences for visitors, and
- maintaining the quality of the local environment on which both the host community and the visitors depend

To maintain an excellent visitor experience, the Council will need to create specific guidelines for environmental sustainability at the Foreshore.

The Council needs to consider sustainability through operations. Within this VMP, several initiatives have been outlined:

Ref	Initiative	How does this assist?
1	Consideration of low footprint mobile vendors	• Reduces the likelihood of impact to the Foreshore environment
2	Recommendation to not develop both a boardwalk and bay trail duplication	• Reduces the likelihood of vegetation loss
3	Operational change to for the bus parking to take priority, prior to implementing physical car park changes	• Reduces the likelihood of vegetation loss
4	Smart and data driven waste management	• Increases efficiencies in operations
5	The Beach Hand Bin	• Supports reduction of waste in the Foreshore
6	Standardisation of waste bins and signage to minimise material wastage	• Assists in improvements to waste management

Ref	Initiative	How does this assist?
7	Optimisation of facilities management procedures to	Increases efficiencies in operations
8	Sustainable cuisine and green retail	Supports reliance of locally derived ingredients and reduces reliance on supply chains.

The following priorities serve as the foundation of the environmentally sustainable approach in this VMP.

Do no harm: includes measures to avoid environmental impact, such as waste run-off into the water.

Waste Management: developing long-term strategies for recycling and addressing challenging waste items.

Energy Resource Consumption: Focusing on infrastructure improvements to enhance energy efficiency.

Education and Outreach: Educating council staff and business operators about their role as stewards of the Foreshore.

These priorities are necessary for successful sustainable tourism. They include both environmental and social facets of sustainability as well as a priority to maintain a successful partnership to achieve sustainability goals. Avoiding conflicts with cultural and historical zones while implementing environmental sustainability initiatives is vital in conserving the environmental character of the Foreshore.

A long-term environmental sustainability strategy should be developed to protect the Foreshore and its amenities. A shared vision and common sustainability objectives between programs within the organisation are critical to creating a cohesive strategy.

10.1 List of further sustainability initiatives for consideration

Ref	Initiative	What needs to be done
1	Beach Clean-Up Programs:	Support and encourage further beach cleanup events through education, awareness and advocacy of community events/initiatives

Ref	Initiative	What needs to be done
2	Dune Restoration and Protection	• Increase indigenous vegetation through planting and working closely with local volunteer groups to manage dune systems. • Investigate ways to protect flora and fauna, and redirect foot traffic where possible, to prevent disruption to dune systems.
3	Marine Life Conservation	• Work with volunteer groups and stakeholders to monitor and protect local marine life. • Work with State Government to implement actions that result from the emerging Coastal Marine Management Plan. • Advocate for areas where fishing and boating are limited/controlled.
4	Stormwater Management	• Introduce initiatives to reduce runoff and improve stormwater systems.
5	Plastic-Free Initiatives:	• Encourage vendors and restaurants to use biodegradable or reusable packaging.
6	Education and Information:	• Provide information for commercial operators and visitors on environmental issues, conservation, sustainability practices, and local ecosystems.
7	Renewable Energy Projects	• Install solar panels on public buildings and amenities where appropriate.
8	Green Infrastructure	• Investigate permeable materials for parking lots to reduce runoff. • Where possible, implement green roofs and living walls on public structures to increase biodiversity
9	Active Transportation	• Encourage the use of bicycles and public transport by improving infrastructure like bike lanes and shuttle services. • Offer electric vehicle charging stations in parking areas.
10	Waste Reduction and Management	• Implement comprehensive recycling programs. • Investigate the implementation of compostable waste bins for organic matter.

Ref	Initiative	What needs to be done
11	Wildlife Protection	- Undertake Investigation to document presence of any native wildlife in the Foreshore and Bayside - Ensure visitor signage highlights the importance of responsible pet control to protect sensitive habitat and wildlife. - Ensure any new lighting design considers impacts on wildlife.
12	Sustainable Fishing and Boating	- Support State Government catch and release programs and sustainable fishing practices. - Encourage the use of eco-friendly boating practices to minimise water pollution.
13	Climate Change Adaptation	- Advocate for state government to assess and reinforce coastal infrastructure to withstand extreme weather and rising sea levels. - Work with state government and relevant authorities to ensure marine ecosystems are adequately planned for in response to climate change and sea-level rise.
14	Community Involvement and Partnerships	- Foster partnerships with local environment groups and businesses for joint sustainability projects. - Promote and engage in existing volunteer citizen scientist programs, and consider new opportunities where possible.