

An aerial photograph of a coastal town, likely Bayside, showing residential buildings, a road, a beach, and the ocean. The image is overlaid with a blue gradient and a white text box.

Bayside City Council Economic Development, Tourism and Placemaking Strategy 2024–2029

June 2024

Acknowledgement of Country

Bayside City Council proudly acknowledges the Bunurong People of the Kulin Nation as the Traditional Owners and Custodians of this land, and we pay our respects to their Elders, past, present and emerging.

Council acknowledges the Bunurong's continuing relationship to the land and the waterways and respects that their connection and spiritual identity is maintained through ancient ceremonies, song lines, dance, art and living culture.

Council pays tribute to the invaluable contributions of the Bunurong and other Aboriginal and Torres Strait Island elders who have guided and continue to guide the work we do.

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Executive summary

Bayside is located in Melbourne's south-east and is an established and prosperous area known for its natural assets, vibrant community and network of activity centres.

This Economic Development, Tourism and Placemaking Strategy (the Strategy) builds on past work, adapts to current economic conditions and community feedback to set out a new vision and plan to ensure Bayside continues to grow and be prosperous long into the future.

Central to the Strategy is a thorough understanding of the local context, including strengths, gaps, and opportunities. This was achieved through extensive data analysis, research and stakeholder engagement to shape the Strategy's final vision, objectives and actions.

Aligned with the Bayside 2050 Community Vision, the Strategy focuses on four objectives.

Objective 1: Proactively address climate change assisting local businesses in transitioning to a sustainable economy.

Objective 2: Enhance Bayside's dynamic centres through strategic, customer-centric placemaking, to support local economic growth and cultivate a deep connection and identity of place within the community it serves.

Objective 3: Develop a nuanced visitor offer, which enhances the natural, cultural and heritage assets of Bayside while respecting the diverse interests of all stakeholders.

Objective 4: Cultivate a thriving and robust local economy, creating job opportunities for a skilled workforce, nurturing a responsive local business community attuned to community needs, and being agile in adapting to changing economic circumstances.

The Strategy will be implemented through a detailed action plan with various stakeholders to ensure it meets both immediate and future needs.

1. Introduction

1.1 Scope and purpose of the Strategy

Background

Bayside City Council (Council) is preparing an Economic Development, Tourism & Placemaking Strategy (EDTPS) to provide clear direction and focus for achieving increased economic activity, sustainable tourism, and vibrant and attractive activity centres. Key priorities will create the conditions for a strong, adaptive, sustainable, and thriving future-focussed economy within Bayside. The Strategy will also provide guiding principles to promote sustainable tourism and create engaging, safe and inclusive places and spaces throughout Bayside's activity centres where people want to live, work, play and learn.

The key purpose of this Strategy is to:

- Build on the actions delivered through the 2014-2019 Economic Development Strategy and 2013-2018 Tourism Strategy.
- Incorporate placemaking as a tool to drive economic activity, tourism, amenity and connectedness for Bayside's activity centres.
- Reflect the changing economic conditions and opportunities facing Bayside including:
 - Industry disruptors – current and future trends;
 - Economic and job growth;
 - The unique economic development effects that Covid-19 has on the global, Australian and local economy;
 - Regional opportunities, and
- Articulate Council's role and the focus for economic development, tourism and placemaking for the period 2024 – 2029.



Image caption: Two locals walking down high street.



Image caption: Barista making coffee.

Bayside in context

Bayside is located in Melbourne's south-east, around 8km from the Melbourne CBD. Bayside is bounded by Port Phillip Bay in the west and the Nepean Highway and Frankston railway line to the east, covering an area of 37 square kilometres. Over 102,000 people reside in Bayside (ABS Estimated Resident Population data, 2022) representing one of the most affluent socio-economic demographics in Melbourne. The local government area is home to some of Melbourne's iconic natural assets along its foreshore, coast and parks.

Bayside contributes to the wider economic region on the south-east primarily through Major Activity Centres (MACs) across Bayside. The EDTPS focuses on four MACs including Bay Street, Hampton Street, Church Street and Sandringham Village, the BBD as well as three Large Neighbourhood Activity Centres (LNACs) Gardenvale, Black Rock Village and Beaumaris Concourse.

Each of these are considered 'Activity Centres'. Activity Centres are defined in Plan Melbourne, a Victorian State Government strategy intended to regulate development and growth across Metropolitan Melbourne, as mixed-use Centres. Activity Centres are found across all Melbourne in different sizes and scales, often containing a combination of retail, commercial and residential uses. Plan Melbourne establishes a hierarchy of Centres based on their size, scale and role across the city. At the top are Metropolitan Activity Centres. These are supported by

Major Centres and Neighbourhood Centres. Bay Street, Church Street, Hampton Street and Sandringham Village are considered "Major" Activity Centres and Martin Street, Black Rock Village and Beaumaris Concourse are considered "Large" Neighbourhood Activity Centres (LNACs).

Highbett and Hampton East are two Centres where the functional activity area traverses municipal boundaries. Consequently, it is considered they require a coordinated approach with the relevant neighbouring Councils

Hampton East is considered a MAC and is currently ear-marked by the Victorian Planning Authority (VPA) as an area for future development. The VPA are undertaking the development of Hampton East via their Activity Centre Program, part of the Housing Statement, encouraging the development of 60,000 new homes across 10 activity centres throughout Melbourne. Council will work with the VPA alongside Kingston and Glen Eira Councils to ensure the Centre review is undertaken to align with Council's policies and priorities and any resulting new planning controls and provisions, as part of this process.

It is acknowledged that the Bayside economy is made up of a larger network of 5 Major Activity Centres, Local Neighbourhood Activity Centres (LNACs) and Small Neighbourhood Activity Centres (SNACs), and the BBD as shown in the map below.

FIGURE 1: BAYSIDE'S ACTIVITY CENTRES

Legend

- Commercial areas
- Bayside business district
- Major Activity Centres
- Large Neighbourhood Activity Centres
- Small Neighbourhood Activity Centres

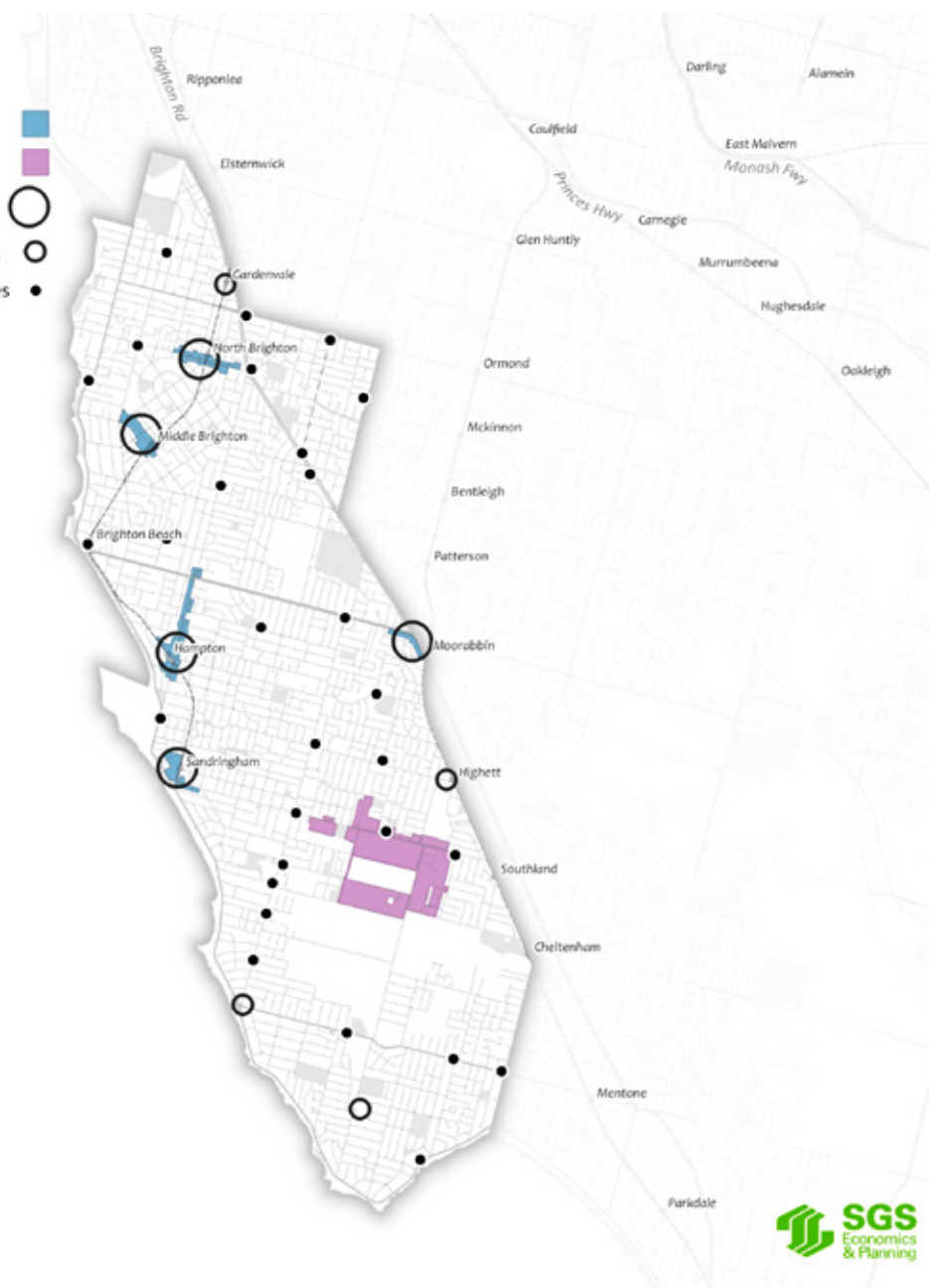




Image caption: View of the beach with Melbourne in the background.

1.2 Local economic development tourism and placemaking as a concept

Economic development typically refers to growing a local economy. This means growth in economic activity, such as more exports of locally manufactured products, or more visitors spending money on retail and hospitality offerings. Growth, in turn, allows businesses to invest in new equipment, hire more people and pay higher wages. Greater economic activity also means higher government revenues and more money to spend on better quality services for the community. Economic development enables a higher standard of living for people in Bayside.

Understanding how well a local economy functions also goes beyond growth measures and the number of jobs. Economic development must include a fair distribution of wealth, be environmentally sustainable and pursue climate action. Economic prosperity is closely linked to liveability and an equitable distribution of opportunity. Supporting local activity centres, community events, and access to high-quality infrastructure and services enables a strong economy and great communities.

Tourism is a key contributor to economic development in local economies. Tourism attracts visitors into the area and generates income, employment and investment. A tourist or visitor is any person travelling for business or leisure. Tourism brings broader benefits to the local economy and stimulates other businesses and sectors such as hospitality, retail and entertainment services.

In 2019 tourism was estimated to be worth \$9,090 million to Greater Melbourne's economy (in direct and indirect Gross Regional Product), representing 2.7 per cent of the region's economy. In 2020 visitor spending in the region from domestic tourism fell by 70 per cent, from \$20,341 million to \$6,198 million (Tourism Research Australia, 2021, National Visitor Survey, Regional Expenditure

Model (REM)), while international expenditure came to a halt due to the closure of Australia's international borders. Since then, expenditure has rebounded strongly, with Tourism Research Australia expecting a full recovery, however concerns remain for the largest tourism cohort, that is Chinese visitors, and the strength of the Chinese economy. Concerns also exist with inflationary pressures abroad and the disposable income available to international tourists.

Placemaking

Placemaking is an internationally accepted term as defined by various authorities such as The Council of Europe and Melbourne University. It is an approach to designing public spaces that prioritises people. It aims to create vibrant and welcoming public spaces that promote social interaction and cultural exchange. Placemaking recognises that public spaces play an essential role in the social and cultural life of communities, and that they are critical to creating a sense of place and identity. Placemaking applies creative, playful, engaging and inspiring uses of everyday space complementing the specific needs and goals of a community. Some examples of placemaking projects might include creating public art installations, adding seating or lighting to a park or centre, or organising community events.

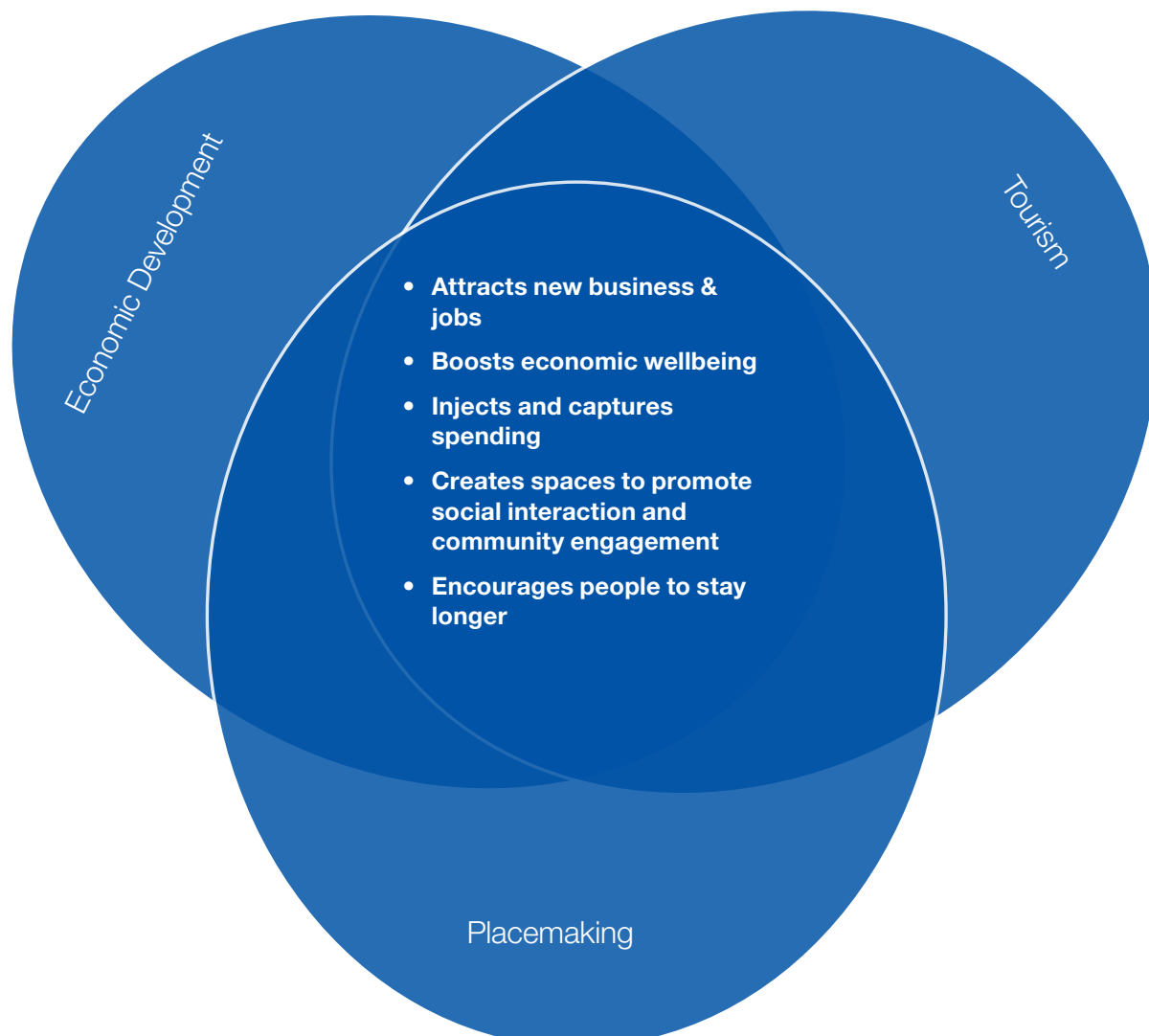
The goal of placemaking is to create public spaces that are not just functional, but also foster a sense of community and social connection. By creating places that people want to spend time in, placemaking can help to improve the health and wellbeing of the community and create a stronger sense of belonging and connection to ensure long-term sustainability and prosperity. Successful placemaking not only generates important social outcomes for the community but provides real economic benefit.

1.3 Local economic development, tourism and placemaking working together in Bayside

It is recognised that the areas of tourism, economic development and placemaking are strongly interlinked. Economic development fosters initiatives that incentivise and attract new businesses and jobs to improve the economic wellbeing of a community. Tourism stimulates local economies by injecting and capturing spending from outside of the local area. Placemaking creates public spaces that promote social interaction and community engagement, attracting tourists, encouraging them to stay longer, and enhancing the health and wellbeing of the community.

Converging the three components of tourism, economic development and placemaking in this Strategy provides a strategic holistic approach and sets a vision in delivering future economic, community and environmental benefits to Bayside.

FIGURE 2: THREE COMPONENTS OF THE STRATEGY



1.4 Strategic alignment

The Bayside 2050 Community Vision is an aspirational view of a desired future for Bayside that sets out the key priorities and values that Council and the community will use to help make decisions to shape the future of Bayside. Through this, Council and community developed a community vision statement:

“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.”

Bayside Council Plan 2021-2025

The Council Plan sets Council’s vision goals, strategic objectives and strategies over a four-year period.

Bayside City Council’s vision is to:

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

The Plan aims to deliver on this vision through four focus areas or goals. Each of the goals strategically align with the themes developed in the Bayside 2050 Community Vision.

GOAL 1: OUR PLANET

Lead better, smarter and sustainable futures.

GOAL 2: OUR PEOPLE

Nurture all people and thriving healthy communities.

GOAL 3: OUR PLACE

Foster Bayside’s liveability, open space and exceptional places.

GOAL 4: OUR PROMISE

We promise open and accountable civic leadership.



Image caption: store owner standing in doorway of cafe

Other Council policies and strategies

Local economic development involves numerous functions within the Council, including specific projects and programs, as well as more indirect policies and actions aimed at fostering various economic benefits such as transportation improvements, land use planning, and the enhancement of community health and well-being. The EDTPS maintains a mutually beneficial relationship with these strategic plans. It draws insights and analysis from these documents while simultaneously establishing goals and a framework for economic development.

Other Council policies and strategies considered in forming this Strategy include:

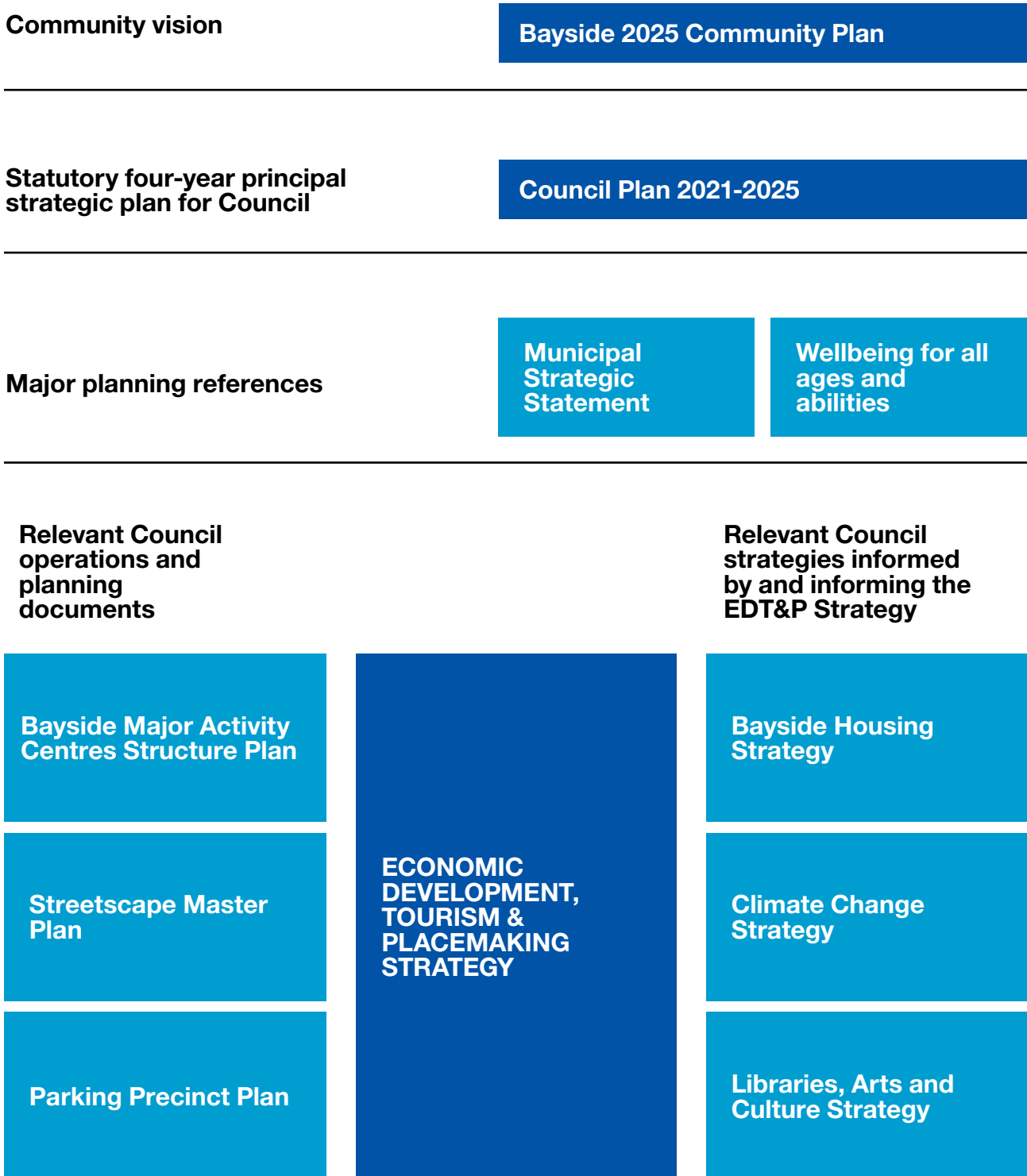
- Economic Development Strategy (2014)
- Bayside Tourism Strategy (2013)
- Bayside Arts, Culture and Libraries Strategy (2023–2027)
- Bayside Open Space Strategy
- Retail, Commercial and Employment Strategy (2016-2030)
- Bayside Small Activity Centre Strategy (2014)

The Strategy is also informed by the Bayside Business Monitor (Attachment 1.3). The Business Monitor has been produced by Council on an approximate five-year cycle to provide analysis of the physical and economic characteristics and changes of Bayside's commercial precincts. The Business Monitor informs Council's economic development interventions and Action Plan. It is intended to undertake the Business Monitor at the close of the Strategy in 2029.

The EDTPS sits beneath the Council Plan and aligns with and supports Council and community ambitions in many existing strategy areas.

For alignment of Council policies and strategies see Figure 3, below.

FIGURE 3: ALIGNMENT OF THE EDTPS WITHIN COUNCIL POLICIES AND STRATEGIES



1.5 The Role of Council

Under the Local Government Act (2020) Councils are charged with providing good governance in their municipalities for the benefit and wellbeing of the municipal community. Moreover, the Act points to governance principles that Councils are expected to adhere to including:

Prioritising the best outcomes for the municipal community, including future generations;

Promoting the economic, social, and environmental sustainability of the municipality; and

Engaging in strategic planning and strategic decision making after considering state, national and regional plans.

Given the nature of the challenges and opportunities facing the economy, it is important to be clear about Council's agency and the impact it can make.

Firstly, Council provides a range of services directly to local business to simply meet the standard expectations of support held by the business community. These services include regulations and local laws, capital works, business support and advice, training and skills development for business owners/managers, promotion campaigns and capacity building initiatives such as staging of local events.

Examples of these services are:

- Business newsletters with current seminars, workshops and training information as well as providing a Business Concierge service and a liaison for each MAC.
- Promotional campaigns such as:
 - "The Whole Picture" exhibition, an art installation of historical Brighton images displayed along the walls of Bay Street Brighton; and
 - The social media campaign "The Faces Of" where local business owners in MACs and LNACs share their stories with the local community via social media platforms.

Supporting local events including the Sandringham Festival at Sandringham Village, a program of Activity Centre Christmas activations and themed events such as the Hampton Street Car Rally, Hampton.

Other direct services include the provision of commercial and industrial zoned land, infrastructure services (local roads, drainage etc.), streetscape improvements, investment attraction and business site brokerage, street cleansing and waste management and the provision and management of economic assets like visitor centres, libraries, and art centres.

Examples of these direct services are:

- Promotional campaigns such as:
 - Delivery of expanded capital works programs such as the Dendy Beach Pavilion and associated Visitor Management Plan
 - Centre footpath maintenance and upgrade program
 - Weekly Centre footpath and street cleaning and monthly pressure cleaning

Council also advocates on behalf of the community for funding and the delivery of services or infrastructure that are not the direct responsibility of Council to deliver. Council can also advocate for behaviours and actions from the community and businesses to better Bayside.

Examples of these are:

- Buy local campaigns ran across Bayside however specific to each Centre
- Encouraging behaviour change by promoting green initiatives via Council newsletters
- Securing funding to improve Council processes for the provision of permits.

Council also often facilitates outcomes for its community through building partnerships, changing regulations, promoting opportunities, and building the capacity of community members and organisations.

Examples of community outcomes facilitated by Council:

- Regular business networking opportunities through the Bayside Business Network (BBN)
- Partnerships with Rotary Clubs to deliver community events including The Bayside Art Show, The Great Bayside Swim and local farmers' markets
- Support Trader Associations to deliver themed events to their Centre.

The Strategy is a tool for both advocacy and facilitation. The Strategy provides a vision for the future of the economy, which aims to galvanise and harmonise the economic development activities of all stakeholders, including the Commonwealth and State Governments and their agencies, local business leaders, local institutions, and the general community.



Image caption: People buying fresh produce at market.

2. How the Strategy was prepared

Approach to the task

Understanding the local Bayside context and economy, including its strengths, gaps and opportunities for the community, was at the project's core. The local context was explored through stakeholder engagement and utilising Council's strong understanding of the local business community. Other inputs in drafting this Strategy include SGS's background economic analysis on the state of the economy and global and national trends, background information on the Bayside Business District (Attachment 1 - 1.1), a previously completed Night Time Economy Study (Attachment 1 – 1.2), an updated Bayside Business Monitor (Attachment 1 - 1.3), Tourism Background Analysis (Attachment 2) and a Placemaking Background Analysis (Attachment 3). A focus on what is important right now, as well as taking a global perspective was a feature of the process.

Extensive community consultation was undertaken with the local business community as well as the wider population in the process of formulating the Strategy's objectives, and actions (Attachment 4 – Community Engagement Report).

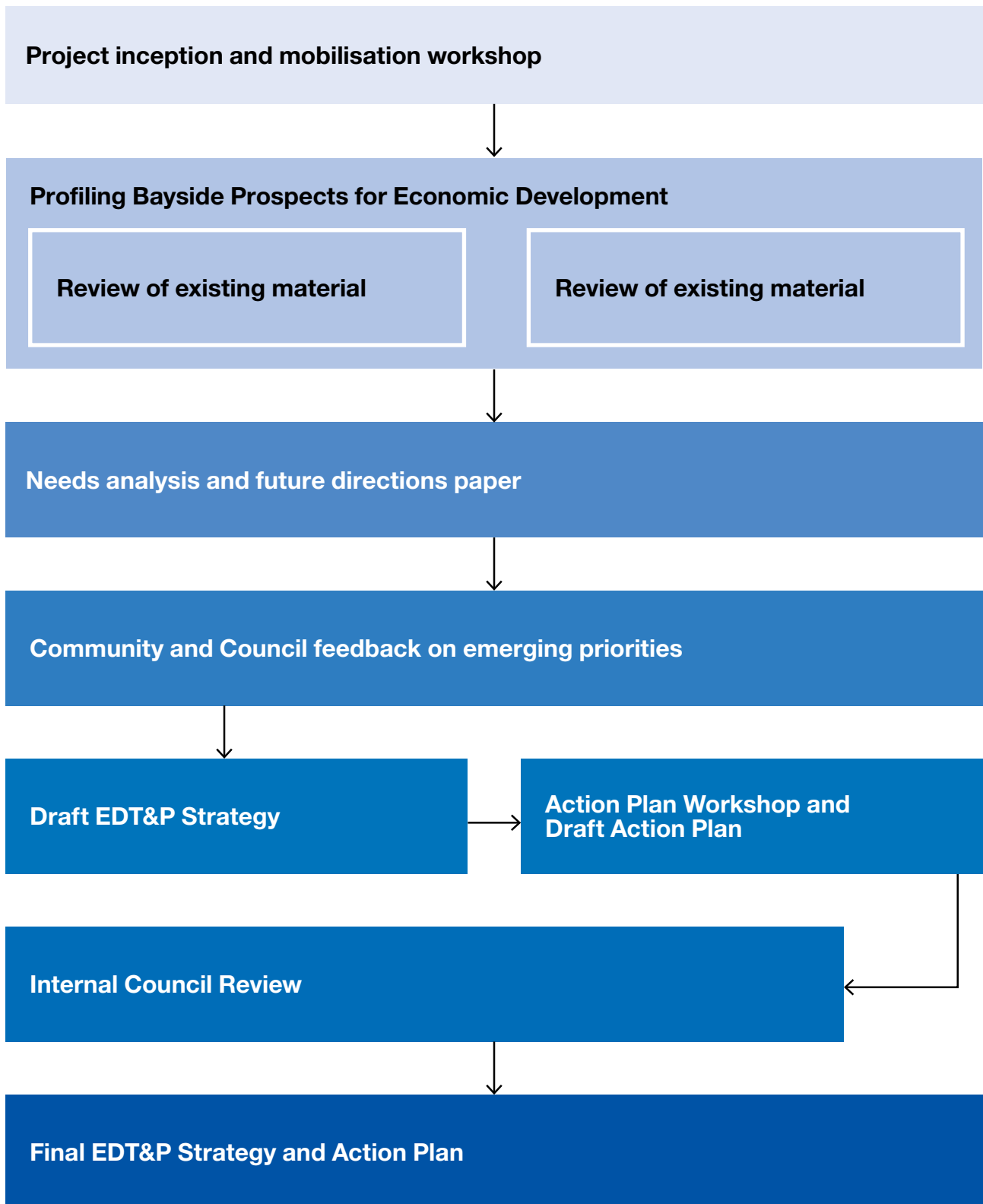
The Strategy that has emerged demonstrates rigorous economic analysis and carries the local context of Bayside. The aim is to generate a Strategy supported with an Action Plan that is financially responsible in a constrained fiscal environment that is innovative and practically prioritised to deliver over five years. The Action Plan is also targeted, realistic, achievable and represents Council's contributions in setting Bayside up for future prosperity.

The work was completed in stages, as shown in the figure below.



Image caption: Grandmother and grandson sitting on park bench.

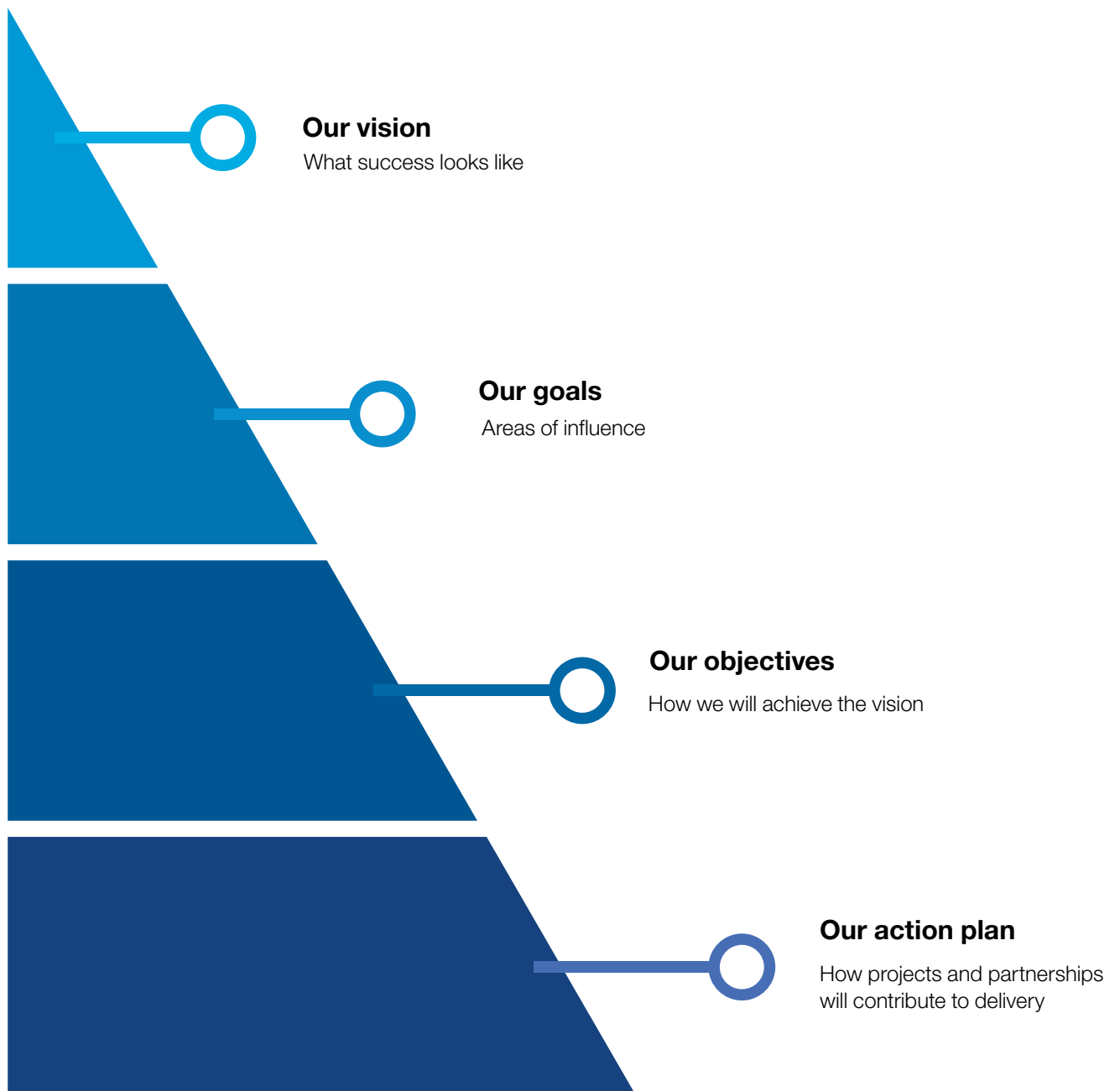
FIGURE 4: PROJECT PROCESS DIAGRAM



Structure of the Strategy

The figure below outlines how the Strategy is structured and linked together. The Strategy outlines our ambition for Bayside, followed by how we will achieve this.

FIGURE 5: STRUCTURE OF THE STRATEGY



3. Snapshot of Bayside and the economy



Bayside Snapshot

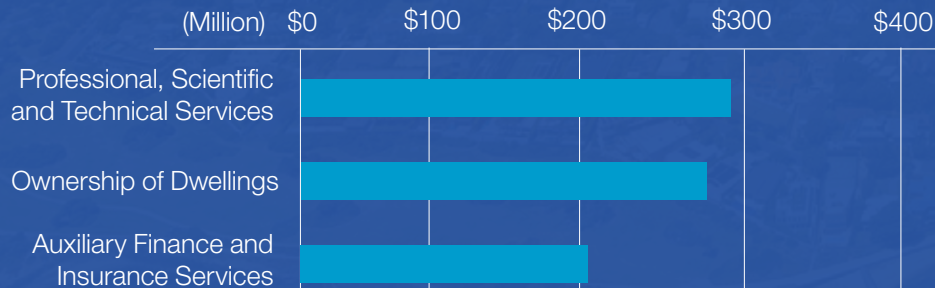
BAYSIDE CITY IN CONTEXT

Bayside is located in Melbourne's south-east, around 8km from the Melbourne CBD. Bayside is bounded by Port Phillip Bay in the west and the Nepean Highway and Frankston railway line to the east, covering an area of 37 square kilometres. Over 102,000 people reside in Bayside and enjoy a high quality of life.

REGIONAL EXPORTS

Professional, scientific and technical services is the largest industry in Bayside generating around **\$300 million** for the Bayside economy in 2020/21. Three other sub-industries have an export value above **\$200 million**: auxiliary financial and insurance services, residential building construction and non-residential property operators and real estate agents.

TOP 3 EXPORTS FROM THE BAYSIDE ECONOMY

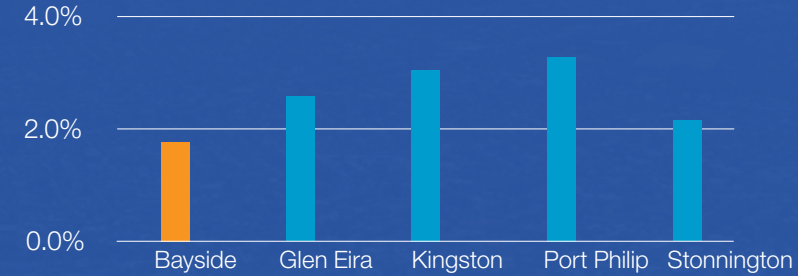


GROSS REGIONAL PRODUCT

Bayside's GRP was \$3.14 billion in 2021, generated by nearly 9,000 local businesses, government institutions and 29,656 workers. Our economic growth has been strong, peaking at 6% in 2022. Our economy has rebounded strongly from the effects of Covid-19 with a GRP growth rate above pre-pandemic levels.



EMPLOYMENT RATE COMPARED TO SELECT LGAS



ECONOMIC PERFORMANCE

Our community is prosperous with **low unemployment**, a **highly skilled workforce** and a diversity in key industries. Bayside has high participation rates from both youth and female workers, pointing to a more inclusive economy.

INFRASTRUCTURE UPGRADES AND INVESTMENT

There are a number of key infrastructure and transport projects that will help to shape Bayside's future. The Suburban Rail Loop (SRL) offers an **opportunity** to link the Bayside economy into the wider region through the nearby Cheltenham station. Level crossing removal projects also provide a chance to **transform activity** centres through urban design upgrades.

OPPORTUNITIES

There are opportunities to improve economic performance, aligned with goals to support and develop local businesses, to responsibly attract investment and to enable innovation.

4. Factors shaping Bayside

Our economy is connected and open. Technological change, national and global events will shape our economic performance. Key factors shaping the economy are set out in this section.

Industry 4.0

The economy is undergoing technological shifts driven by a new wave of advanced technology, including artificial intelligence, machine learning, cloud computing, and robotics, among others. These technological advances are expected to most profoundly impact the manufacturing sector, logistics, healthcare, and energy use and distribution. It is also expected to significantly change the nature of work, as many routine tasks are automated. These trends are not only having significant implications for 'how' people work, but also 'where' and 'when' they work.

The BBD is seeing a shift from traditional manufacturing to knowledge-based industries in line with industry 4.0 trends. This area is a key economic precinct within Bayside.

Ageing population

Like many western countries, the pace of the Australian population is ageing much faster than in the past. People worldwide are living longer. This demographic shift has significant implications for health, policy, social systems and the role of the workforce and economy. Ageing populations require specific services such as targeted health and community infrastructure and services that support in-home care. Economic centres will need to cater to shopping, medical care, social services, recreation, and activities. It is also equally necessary that the built environment, infrastructure, and transport services to these economic centres support their mobility needs. Therefore, this ageing population will require sufficient availability of local services to be distributed throughout local areas to ensure their needs are met.

Bayside is likely to find the challenges of an ageing population more prevalent than in other areas across Greater Melbourne as, compared with Greater Melbourne, Bayside has an older population with a median age of 45, whereas Greater Melbourne has a median age of 37.

The Knowledge Economy

Due to a growing and increasingly affluent and educated population, economic growth in major western countries is increasingly driven by knowledge-based service industries. There is an ongoing transition from 'making and growing things' to a broad portfolio of knowledge sectors. This has been evident in the BBD's transition from a traditional industrial precinct to a business district that has seen increasing growth in knowledge economy related businesses.

The potential of the BBD to transition to its use in the knowledge economy is being curtailed by the significant levels of vacancy in the Melbourne CBD. In February 2024 the CBD vacancy rate was estimated at 16.4%*. This high level of vacancy and the subsequent lower rents contributed to a major employer from the BBD, estimated 600+ employees, recently relocating to the CBD. The CBD vacancy rates are projected to continue as office workers proceed with the hybrid working model.

Bayside has a highly educated workforce with over a quarter of Bayside residents holding a post-school qualification predominantly in management, commerce and health. Bayside has a higher share of residents educated in these fields than across Greater Melbourne.

Growth of the care economy

The care economy is Australia's fastest-growing employment sector, fuelled by population growth and ageing. Health care and social services are essential to the health and wellbeing of the people of Bayside. These services help people to lead the life they want, regardless of age, language barriers or disability. Healthcare, aged care and social services are also major economic sectors. The care and learning economy generates over \$500 million worth of economic activity in the city and is growing. The sector provides jobs, can drive innovation and be an exporter by selling services to the region and products overseas. As such, it has enormous potential to drive inclusive local economic development.

The health care sector is one of Australia's highest-performing sectors, growing at double the pace of Australia's GDP. With an ageing population, new technology innovations and investments post the pandemic, the health care sector can only continue growing.

Bayside's local workforce has a higher specialisation in the health care industry compared to Greater Melbourne due to health care facilities such as Sandringham Hospital and Linacre Private Hospital being located within the municipality.

Major transport projects

Major transport infrastructure projects are underway and mass transit projects like the Metro Tunnel and Suburban Rail Loop (SRL) will transform the city. In particular, the SRL will strengthen the role of major activity centres where new stations will be located, including Cheltenham and the BBD.

As the Level Crossing Removal Project continues across Melbourne, Highett is set to remove two level crossings (Wickham Road and Highett Road) which will bring with it opportunities for a transformation of the Centre.

These major transit projects will greater connect Bayside to surrounding markets, workers and opportunities.

Labour shortages

The demand for workers in specific sectors such as education, health and construction has significantly increased over the COVID-19 pandemic period. The National Skills Commission has identified key occupations to be considered in shortage.¹ Specifically, the need for health professionals increased nationally by 47 percentage points in 2022.² For Victoria, the Commission also identifies strong future demand for registered nurses and general practitioners in the health professional category; software engineers and data scientists in the professional and technical services, and technicians and trade occupations such as electricians and engineers.

As of late 2022, just 1.8 per cent of the Bayside labour force was unemployed.³ This is the lowest unemployment rate in the region. Sharp falls in numbers and rates of unemployment and underemployment are indications that the labour market is tightening rapidly.

^{*}Australian Financial Review Feb 2024 (Property Council's bi-annual CBD's office markets update).

¹Occupations are in shortage when employers are unable to fill or have difficulty filling vacancies for an occupation or cannot meet significant specialised skill needs within that occupation, at current levels of remuneration and conditions of employment, and in reasonably accessible locations. Based on this definition, the primary measure of an occupational shortage is the ability of employers to fill vacancies (known as the vacancy fill rate).

²National Skills Commission, 2022 Skills Priority List Key Findings Report

³ABS Labour Force and National Skills Commission Small Area Labour Market data, 2022.

COVID-19 impacts by industry sector

The economy was disrupted by the COVID-19 global pandemic of 2020-2022. Business owners suffered as they closed to protect the community from illness. The community suffered as well, as day-to-day lives were upended in lockdown, jobs were lost, and studies were undertaken from home. COVID-19 has accelerated trends already occurring across Australia and Melbourne, such as increasing automation, the rise of the digital economy, and the shift towards online retailing. While these macroeconomic trends will drive increasing economic outputs, the short-term impact of COVID-19 has been negative.

Before COVID-19, tourism in Victoria represented 6.4 per cent of Gross State Product (GSP). In 2020-21, it represented only 2.3 per cent.⁴ The sector continues to recover as overseas migration resumes, but it is uncertain how fast the recovery will be as risks in the global economy have emerged with low economic recovery from China and less disposable income from foreigners due to inflationary pressures abroad. The retail trade and arts and recreation industries have not seen the number of businesses rebound to pre-pandemic levels.

Bayside has seen growth in the number of businesses trading within the municipality and in 2022 professional, scientific and technical services, health care and social assistance, accommodation and food services industries were above pre-pandemic levels. During the pandemic, Bayside City Council expanded its social media presence to promote local businesses. Feedback was received that this was extremely impactful work that continues to benefit the local business community.

Working from home

Increased levels of working from home was a trend before the pandemic but accelerated rapidly during COVID-19. For jobs where working from home is possible, most workers now choose to work in a hybrid model, spending a few days in an office and the rest at home and in their local communities. Most businesses will still locate in cities because by clustering together, firms and individuals will continue to benefit from knowledge spillovers, labour market interactions/pooling, and linkages between intermediate and final-goods suppliers. However, the shift in working location from the CBD to suburban areas (at least some days a week) is causing a spreading out of economic activity. As residents work online, there will be an increased demand for local healthcare, education, personal services (hairdressers, mechanics etc.), hospitality and retail. Therefore, as fewer people leave the local area for work each day, combined with a growing population, the need for local household serving industries will rise.

Given the residential nature of the municipality, high skill levels and the small economic base, it is not surprising that around half of Bayside's residents work from home.⁵ Co-working spaces appear to be providing a solution to the growing demand for a more flexible work life.

⁴Business Victoria, Victoria's Visitor Economy Performance Results – year ending September 2022.

⁵SABS Travel Method to Work data, 2021 as shown in Figure 36 of Background Analysis Report.

Promoting the circular economy

Economic activity uses resources and generates emissions and waste. Circular economy initiatives addresses these issues by treating waste as a resource, and can therefore enhance profitability as well as lead to lower production and waste management costs. The ‘circularity’ of the economy has profound influences on everything from precinct development, supply chain processes and manufacturing processes. It is, therefore, a concept that can and should underpin economic development to sustain prosperity.

Council is committed to creating a sustainable and resilient community. In response, Council declared a Climate Emergency in 2019 and developed the Climate Emergency Action Plan 2020-2025. The Action Plan emphasises reducing emissions, promoting and encouraging a circular economy and prioritising climate mitigation and adaptation. Following this, Council adopted a community greenhouse gas emissions reduction target of 75% below 2005 levels by 2030, and net zero by 2035. Educating and mobilising the community as partners is central to this effort, and therefore this strategy sets out to educate local business owners on the advantages of circular economy initiatives, supporting their voluntary participation. Council is also contributing through integrated water management, developing an urban forest and supporting better urban design to mitigate climate threats like urban heat island effects. Council plays a critical role in emergency planning and recovery and has both an Emergency Management Plan and a Health and Wellbeing Plan.

Community focused economic development

New economic development thinking focuses on community outcomes. One example is community wealth building (CWB), which is about creating a fairer and more sustainable economy. CWB initiatives aim to retain and build wealth that adds social value from within rather than relying on external inward investment. Anchor institutions who employ and spend a lot of money locally, like hospitals, schools, large businesses and Council itself, have a critical role in this agenda as they are large commercial, public and social sector organisations with a significant stake in a city, distinct from businesses whose capital is ultimately mobile.

A key aspect of building an inclusive economy is a change of mindset. Development is not only about what can be attracted or constructed through external investment but more about what the city already has and how it can be nurtured to build from within.

Bayside’s 2050 Community Vision is an aspirational view of a desired future for Bayside that sets out the key priorities and values that Council and the community will use to help make decisions to shape the future of Bayside.

Tourism 4.0/Experience economy

The term 'Experience Economy' was coined in 1998 by the Harvard Business Review. The phenomenon took off some years later with Millennials in the desire for wanderlust travel through the rise of social media and in the search for happiness and tourism experiences that align with their personal values and interests. Consumer needs have shifted beyond retail goods, with a greater focus on happiness and experiences and expectations for a unique experience. This is also commonly referred to as Tourism 4.0. Tourism 4.0 initiatives aim to reduce the adverse effects of tourism on the environment, increase the use of technology in the tourism sector, and develop cooperation models among partners.

In response, many tourism businesses now aim to provide a more personalised travelling experience. Technology has played a role in this, as consumers have become more educated and can search, validate and communicate their preferences online. As a result, big data analytics play a more vital role within this new ecosystem. To remain agile in this competitive market, businesses must correctly understand and embed the customer base into the experience.

The creative industry also plays a role in tourism by increasing the attractiveness and authenticity within an area and increasing visitation.

In Bayside, our approach to the 'experience economy' focuses on improving the tour experience, by integrating our coastal trails with information on indigenous heritage, history, art and the environment through an innovative guided tour app. This technology enhances visitor experiences while gathering data on preferences and usage, guiding our tourism development. Additionally, Council seeks to better understand tourism spend and its impact across the municipality through spend mapping tools to measure the efficacy of our support initiatives and refine our strategies to leverage a greater benefit from visitation for Bayside's local economy.

The Bayside Tourism Network (BTN), a committee of local tourism experts, meet regularly to provide their local tourism industry expertise on Council's tourism strategies and initiatives, ranging from the Dendy Beach Visitor Management Plan (DBVMP) to international events such as the Tasar World Championships held at Sandringham Yacht Club.

The night-time economy

City centres are now much more than a hub for workers and business activities during 9-5 hours Monday to Friday. In recent years, night-time economies (NTEs) have been increasingly recognised for their importance to a city's social, cultural and economic value. The 24-hour economy balances daytime activities with a vibrant night life from 6pm to 6am. Cities worldwide and within Australia have recognised the great potential for a 24-hour economy to drive economic growth.

The 24-hour economy supports various industries, including live music and music venues, theatres, recreation, transport, gyms, retail, and hospitality. While NTEs help economic growth, there are many other benefits, including improved safety, cultural activation, visitor appeal, increased diversity of experience and improved city reputation.

More broadly, cities recognise the importance of NTEs in creating more economically diverse cities as the world emerges from the COVID-19 crisis. Industries associated with NTEs (e.g. food and beverage services, arts and recreation) were those most severely impacted throughout the COVID-19 pandemic, and 24-hour economy strategies can help facilitate their recovery and development.

New demand for NTE activities in Bayside will be generated through increasing populations in the vicinity of Centres. As both local and state planning policy continues to direct higher density living options around our activity centres and public transport nodes, there will be an increased number of people living in close vicinity to our activity centres, boosting demand for NTE activities and services.

Accessible tourism

As communities seek to improve their inclusion and accessibility, so do tourist destinations. Accessible tourism is another emerging trend, incorporating options and experiences that are open to those with a disability or who have special needs requirements when travelling. People with a disability account for 11 per cent of Australia's overall tourism expenditure, and the benefits of tapping into that market are far-reaching – more people can enjoy travel, and the tourism industry sees more visitation and spending. People with disability spend similar amounts on trips compared to people without. However, their trips tend to have a multiplier effect because they travel in larger groups, making their total trip expenditure greater.

In accessible tourism, information is as important as the spaces themselves. Bayside is extending and improving on accessibility for all abilities, however better communication channels need to be developed highlighting tourism locations that are accessible.

Bayside already offers a range of accessible tourism options, including:

- Ricketts Point beach wheelchair access ramp to the water
- Wheelchair and stroller-friendly walking paths
- Accessible public toilets
- Accessible transport options



Image caption: Wheelchair user at the beach overlooking the sea.

5. Our vision

To create a thriving community that celebrates its natural beauty and cultural richness. We envision a dynamic economy built upon sustainable industries, fostering innovation and job growth while preserving our natural coastal environment. Our commitment to tourism showcases our picturesque landscapes, vibrant local culture and iconic heritage sites, attracting visitors both locally and from around the world. Our public spaces are welcoming, accessible, engaging and safe community hubs that reflect the heart and soul of Bayside.



6. Our objectives

6.1 Overview

Aligned with the Vision, the objectives and actions have been formulated to increase local economic activity. This creates a locally connected economy using a people-centred approach to local economic development and redirecting wealth back into the local economy so that residents and businesses experience greater benefits and control in their economy.

1

Proactively address climate change by assisting local businesses in transitioning to a sustainable economy.

2

Enhance Bayside's dynamic centres through strategic, customer-centric placemaking, to support local economic growth and cultivate a deep connection and identity of place within the community it serves.

3

Develop a nuanced visitor offer, which enhances the natural, cultural and heritage assets of Bayside while respecting the diverse interests of all stakeholders.

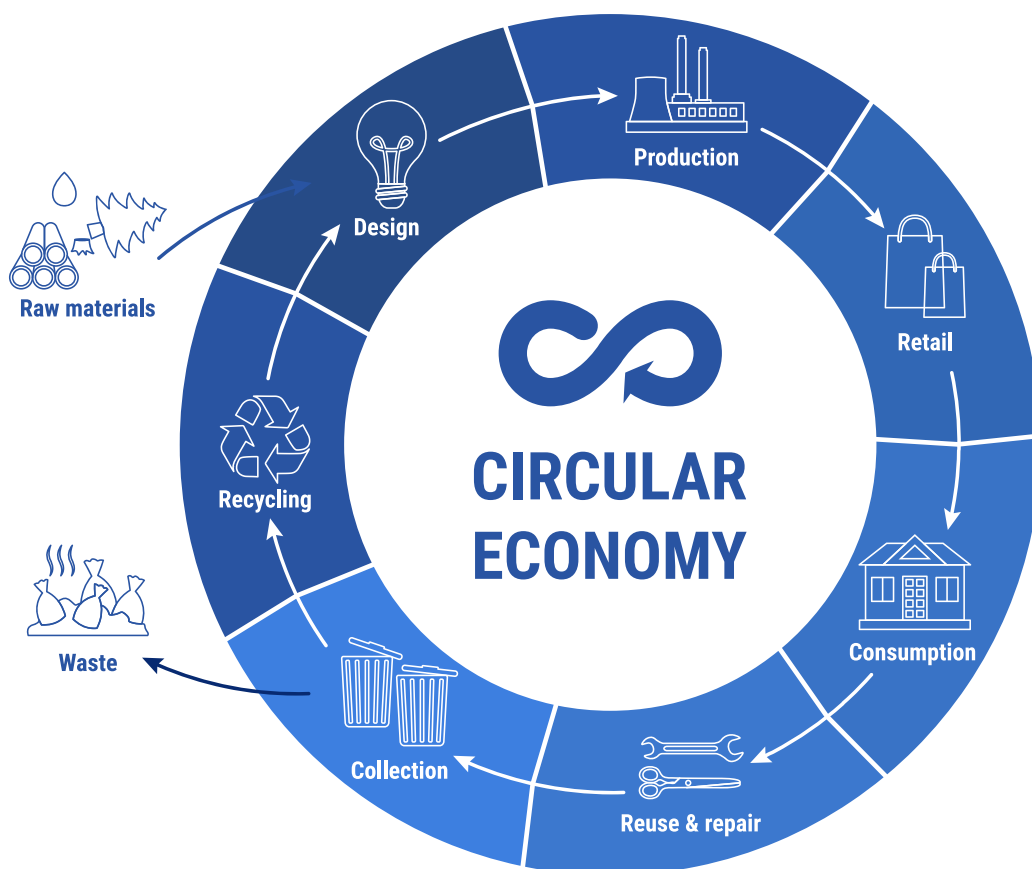
4

Cultivate a thriving and robust local economy, creating job opportunities for a skilled workforce, nurturing a responsive local business community attuned to community needs, and being agile in adapting to changing economic circumstances.

OBJECTIVE 1: Proactively address climate change by assisting local businesses in transitioning to a sustainable economy.

Council is committed to reaching its net emission, zero emissions target and is leading circular economy and sustainability initiatives. In Bayside, the community highly values its beaches, foreshore and open spaces. As a beachside municipality, Bayside is vulnerable to climate change impacts - storm surge, coastal erosion, sea level rise and extreme heat. Therefore, action on the climate emergency is very important for the community's economic future.

From an economic development and tourism perspective, the move towards circular production models and improved management of emissions, resources and waste need to be handled delicately to avoid negatively impacting local businesses. These adjustments should drive profitability and sustainability when aligned with the interests of business owners. Implementing circular economy principles not only fosters investment and innovation, but also can prove profitable for businesses by transforming waste into valuable resources. Furthermore, enhancing climate adaptation and managing climate risks and natural disasters are crucial for securing investment that strengthens industries, infrastructure and community resilience.



Council is committed to reducing its emissions and demonstrates this across a number of policies and strategies, including:

- Council Plan Actions and Council Vision
- Climate Emergency Action Plan 2020-25
- Environmental Sustainability Framework
- Integrated Water Management Plan
- Waste & Recycling Strategy
- Urban Forest Strategy
- Built Environment Awards – Sustainable Housing

Council has a key role in promoting circular economy principles across the business network of Bayside.

Examples of relevant actions for this objective include:

Support interested businesses' transition to environmentally friendly practices and sustainable technologies through government programs and initiatives.

Explore circular economy programs and incentives (ie. lower waste and material costs) to encourage sustainable practices and resource efficiency with interested local businesses.

Facilitate interested businesses' transition to green power by offering power purchasing agreements, fostering sustainable energy practices and reducing environmental impact.



Image caption: Recycling centre

OBJECTIVE 2: Enhance Bayside’s dynamic centres through strategic, community-centric placemaking, to support local economic growth and cultivate a deep connection and identity of place within the community it serves.

The existing urban amenity, social infrastructure, transport and placemaking already make Bayside an attractive place to live, visit and work. But opportunities to evolve and improve the function of major and local activity centres needs to constantly be pursued to ensure high footfall to support entrepreneurship and new and thriving businesses.

A strength of Bayside is the well-dispersed and diverse range of Centres. Bayside’s thriving local shopping villages are crucial to the local economy. Activity Centres provide access to local services, community facilities, public transport and employment. The development of Activity Centres has been the focus of prior Council policies and actions. However, place development is ever evolving and remains a critical task for economic development.

Council plays a key role in creating and activating places such as:

- Amenity services and infrastructure: with the provision of essential community infrastructure, services, and amenity within activity centres.
- Placemaking and activation: implementing and supporting placemaking activation to create vibrant, safe and accessible public spaces and places for the community to connect, engage and enjoy.
- Marketing and promotion: promoting activity centres as desirable places to live, work, play, shop and invest.
- Events and programs: delivering and supporting events and programs that have social, cultural, and economic benefit for the community.

Examples of relevant actions for this objective include:

Increased frequency of monitoring and responsiveness to litter, street cleanliness, maintenance and upkeep of street furniture to enhance the aesthetic appeal of the centres.

Explore potential enhancements within the centres including the public art/murals, ambient lighting, centre-branded wayfinding signage and street furniture.

Deliver the Christmas decoration program safely, featuring high-quality and prominently displayed decorations to enhance foot traffic in Bayside’s Activity Centres during the festive season.



Image caption: Mural on building

OBJECTIVE 3: Develop a nuanced visitor offer, which enhances the natural, cultural and heritage assets of Bayside while respecting the diverse interests of all stakeholders.

Tourism relates to people spending money in places they don't usually live or work. This includes residents of Greater Melbourne (not just interstate or international arrivals) travelling to Bayside for day trips. They might visit natural areas, shop, visit arts or hospitality venues, or use local services like health care or education. For example, people visit Bayside for its beaches and walk or bicycle with friends. They then visit a local café for coffee or lunch, spending money in the local economy.

The attraction of tourists generates income for businesses across many sectors, including accommodation, hospitality, retail, transport and food producers (bakeries, breweries etc.). The creative industry also plays a role by increasing visitation through events, markets and activations.

Tourism has the potential to play a larger role in the Bayside economy. Bayside has just under 1,200 people employed in tourism-related industries, 3.5 per cent of total employment. Industries related to tourism also provide export revenue for the local economy, including retail trade (\$114 million), food and beverage services (\$101 million) and sports and recreation (\$76 million).

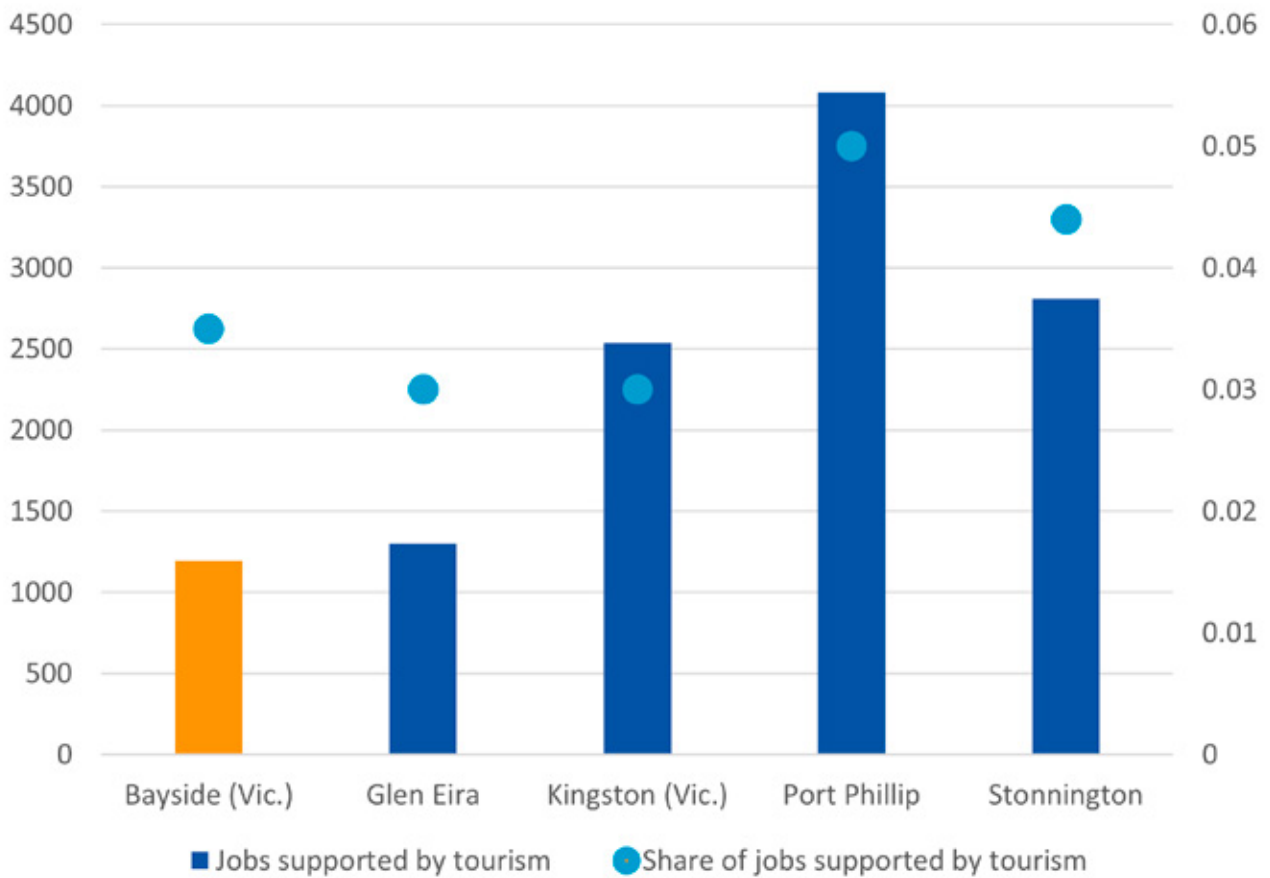
From an artistic and cultural standpoint, Bayside is already home to events like the Sandringham Festival, Bayside Art Show, events held on the grounds of Billilla Mansion, international sailing regattas, international golfing events, local farmers markets, local artists and street festivals. More recently, the Museum of Play and Art opened in Sandringham and has been described as Australia's most acclaimed children's museum by Visit Victoria.

Bayside's coastline is home to the most important urban fossil sites in Australia, and these areas are being surveyed by organisations such as Museums Victoria and amateur enthusiasts. There is an opportunity to further build Bayside's culture, historical and creative tourism offerings, and night-time economy, including celebrating First Nations' culture and traditions. The quality and scale of accommodation supply should also be considered, including the role of AirBnB.

Building Bayside's tourism sector that attracts a sustainable number of visitors and maximises the City's unique location and natural assets is an opportunity for growth in the Bayside economy. There are opportunities to develop and bring together Bayside's unique environmental, cultural, and historical selling points. A cohesive brand and itinerary of attractions can be developed.

Building cultural and environmental tourism aligns with changing consumer demands. Consumers are shifting their spending from goods retailing to a greater focus on experiences. The uniqueness of the offer is essential, and it must be authentic to place and sustainable.

FIGURE 6: JOBS SUPPORTED BY TOURISM, 2021



Source: REMPLAN, economic profiles, using ABS 2021 Census Place of Work Employment.

Coordinate and lead the Bayside Tourism Network (BTN) meetings to strategically guide Council's tourism initiatives.

Distribute tourism collateral to the local community via. the website, local businesses, and to key tourism outlets such as the Melbourne Visitor Centre

Implement initiatives outlined in the adopted Dendy Beach Visitor Management Plan (VMP) to effectively management and enhance visitor experience

OBJECTIVE 4: Cultivate a thriving and robust local economy, creating job opportunities for a skilled workforce, nurturing a responsive local business community attuned to community needs, and being agile in adapting to changing economic circumstances.

Bayside's economic development depends upon the skills of thousands of local business owners and entrepreneurs. Businesses' health and ability to grow, employ people, and develop products is critical to local economic development.

Much of the desired economic growth can come from positive change in businesses already in Bayside. These businesses can become larger, more innovative, productive or export into new markets. The emergence of new local firms is also critical. New firms include businesses moving into Bayside (aided by business attraction and facilitation), start-ups and new entries created locally through entrepreneurship or community projects.

For Bayside, there are tourism, retail, and hospitality opportunities. Other opportunities include supporting the growing knowledge economy and health care catering to local demographics (an aging population). For community support, developing industries in Bayside must be environmentally sustainable, sensitive to the built form of Bayside, not have amenity impacts and align with the Council's vision and plan.

Local government has a unique role in economic development as the level of government that deals most closely with businesses. Local governance, leadership and the quality and diversity of business support services are enablers of economic prosperity.

Although Bayside accounts for 1.6 per cent of Victoria's population, businesses in Bayside generate 1 per cent of the State's income, measured in Gross Regional Product. Given the residential nature of the municipality, high skill levels and the small economic base, it is not surprising that around half of Bayside's residents leave each day for work. How and where people work is undergoing significant structural changes.

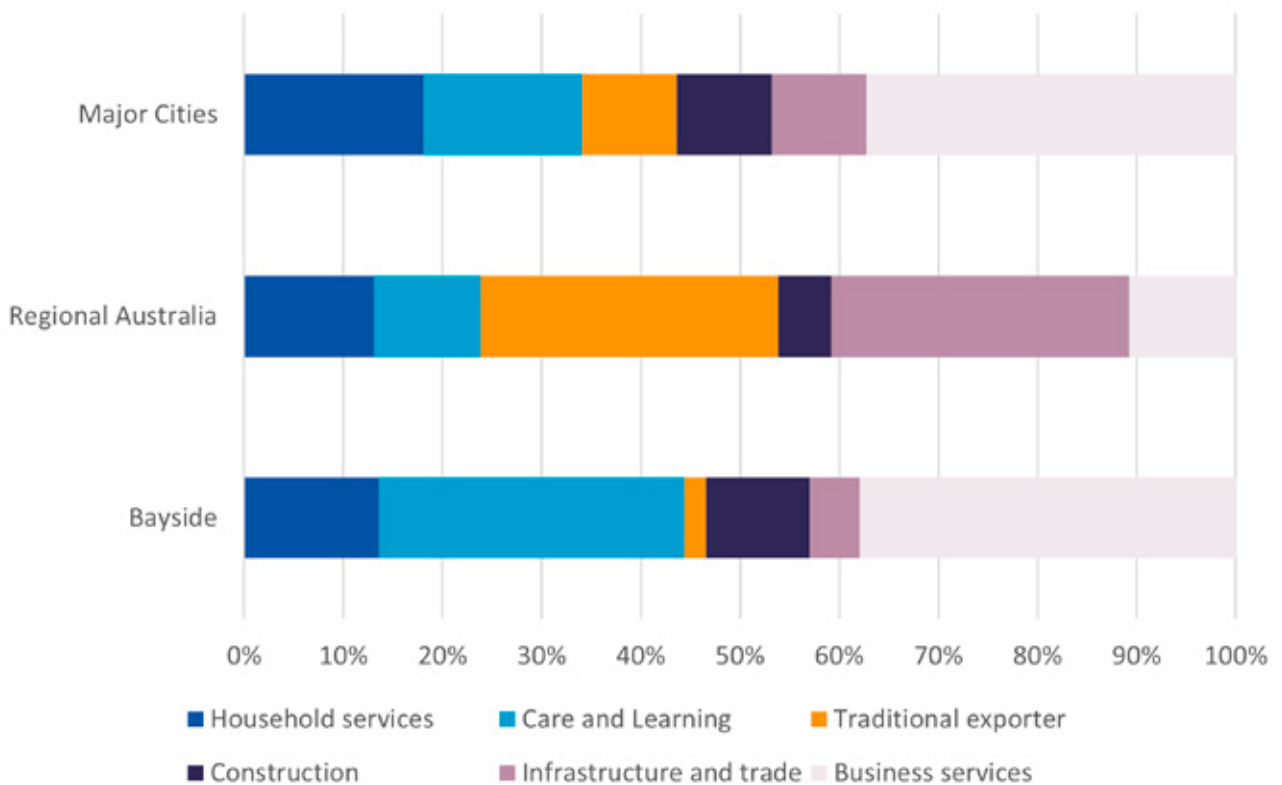
With the rise of communication technology, the use of flexible labour (consultants, freelancers, crowdsourced labour) and workers seeking more flexible lifestyles, where people work has been slowly changing for many years. But COVID-19 catalysed the shift with the forced experimentation of working from home. This has manifested in a spatial redistribution of work across Melbourne by eliminating the 5-day-a-week commute for many workers. Even if residents are employed by employers outside of Bayside, they will spend more time and money in the local economy.

A shift in the working location to suburban areas (at least some days a week) is causing a spreading out of economic activity. As residents work online, there will be an increased demand for local healthcare, education, personal services (hairdressers, mechanics etc.), hospitality and retail. As fewer people leave the local area each day, combined with a growing population, the need for local household serving industries will rise. The shift to working from home also increases the demand for co-working spaces and satellite hubs for large businesses, which Council can look to develop and support.

From these trends, there is an economic base to support vibrant 20-minute economies – where most residents' needs can be accessed within 20 minutes of non-car transport.

From an economic perspective, there is benefit from vibrant local economies of small businesses, as this supports income and wealth retention. Reducing loss of revenue through localised spending patterns and dense local supply chains is an opportunity to grow the local economy.

FIGURE 7: SHARE OF GROSS VALUE ADDED BY CORE AND SUPPORTING ECONOMIES



Source: SGS Economics and Planning (2022) - Australia's Economic Wellbeing Dataset (internal).

Examples of relevant actions for this objective include:

Create social media campaigns for key activity centres, incorporating various channels and strategies to maximise outreach and effectiveness.

Partner with traders' associations to deliver events and activations aimed at increasing visitation, fostering a sense of civic pride and belonging, and promoting social connections within the community.

Work closely with the Suburban Rail Loop Authority (SRLA) on the development of the Cheltenham Precinct Plan for the Bayside Business District (BBD) to ensure positive outcomes for the local community

7. Implementation

This Strategy has been prepared in the context of the municipality's planning framework and Council's broad vision and priorities for the economy and community. The Strategy will be achieved over time in partnership with State and Federal government agencies, businesses, trader associations, service groups and the community.

Implementation of the strategy will be guided by aligning Council's vision, goals and objectives (below) to deliver an informed and curated action plan for Bayside's environmental sustainability and economic growth.

The following principles align with Council's four focus areas and goals developed in the Council Plan 2021-2025:

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

Vision

“To create a thriving community that celebrates its natural beauty and cultural richness. We envision a dynamic economy built upon sustainable industries, fostering innovation and job growth while preserving our natural coastal environment. Our commitment to tourism showcases our picturesque landscapes, vibrant local culture and iconic heritage sites, attracting visitors both locally and from around the world. Our public spaces are welcoming, accessible, engaging and safe community hubs that reflect the heart and soul of Bayside.”



Image caption: View of Bayside coastline from above

Objectives

Objective 1: Proactively address climate change assisting local businesses in transitioning to a sustainable economy.

Objective 2: Enhance Bayside's dynamic centres through strategic, customer-centric placemaking, to support local economic growth and cultivate a deep connection and identity of place within the community it serves.

Objective 3: Develop a nuanced visitor offer, which enhances the natural, cultural and heritage assets of Bayside while respecting the diverse interests of all stakeholders.

Objective 4: Cultivate a thriving and robust local economy, creating job opportunities for a skilled workforce, nurturing a responsive local business community attuned to community needs, and being agile in adapting to changing economic circumstances.

Timeframe

An indicative timeframe and relevant stakeholders are identified for each action in the Action Plan. Timeframes categories are as follows:

- Short term (1 year)
- Medium term (2 – 3 years)
- Long term (3 – 5 years)

Monitoring and evaluation

The implementation of the Strategy should be regularly monitored and evaluated by Council's Economic Development Unit (EDU). The team will work with key stakeholders to undertake an annual review to ensure the Strategy remains relevant and responsive.

An annual progress report on the Strategy's implementation should be considered. Additional information sources that will be used to track progress, include:

- Participant feedback in business and community workshops.
- Business/Traders Associations and group meetings.
- Council's internal information sources.

The Action Plan (below) provides a planned and current list of actions for Council to establish a prioritised response. A comprehensive cost analysis will be undertaken to determine how and when an action will be resourced with appropriate budgets and staffing to enable delivery of the action.

8. Action plan

Objective 1: Proactively address climate change by assisting local businesses in transitioning to a sustainable economy

TABLE 1: OBJECTIVE 1 ACTIONS

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
1.01	Support interested businesses' transition to environmentally friendly practices and sustainable technologies through government programs and initiatives				M	No. of businesses supported in government programs
1.02	Enhance active transport routes, improving connectivity between activity centres, residential areas, and key visitor destinations to promote sustainable mobility and accessibility.				L	No. of people using active transport options Improved connectivity metrics
1.03	Explore circular economy programs and incentives (ie. lower waste and material costs), to encourage sustainable practices and resource efficiency with local businesses.				M	Report on circular economy programs for local businesses observable improvement in resource efficiency
1.04	Promote Council's Business Efficiency Hub as a centralised resource offering information on energy efficiency, electrification, and available grants.				S	No. of businesses accessing the hub
1.05	Facilitate interested businesses' transition to green power by offering power purchasing agreements, fostering sustainable energy practices, and reducing environmental impact.				M	No. of businesses switching to green power through agreements

TABLE 1: OBJECTIVE 1 ACTIONS (CONT...)

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
1.06	Advocate for increased public transport options to connect activity centres and key attractions, improving accessibility and enhancing mobility for residents and visitors alike.				L	Number of new public transport routes, usage rates
1.07	Investigate the opportunity for eco-tourism tours along Bayside's foreshore, to encourage volunteerism in the care of the environment				M	Options for eco-tours investigated
1.08	Encourage businesses to implement responsible waste management practices through Council's regular trader newsletter updates.				M	No. of newsletters distributed

Objective 2: Enhance Bayside’s dynamic centres through strategic, community-centric placemaking, to support local economic growth and cultivate a deep connection and identity of place within the community it serves.

TABLE 2: OBJECTIVE 2 ACTIONS

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
2.01	Increased frequency of monitoring and responsiveness to litter, street cleanliness, maintenance and upkeep of street furniture to enhance the aesthetic appeal of the centres.				S	Improved cleaning regimes implemented
2.02	Deliver the Christmas decoration program safely, featuring high-quality and prominently displayed decorations to enhance foot traffic in Bayside’s Activity Centres during the festive season.				S	No. of people using active transport options Improved connectivity metrics
2.03	Implement a Christmas decoration voucher program to encourage local businesses to decorate their shopfronts, foster a festive spirit and supporting the community’s retail sector.				M	Number of participating businesses
2.04	Launch the Christmas Shops on Show competition, inviting businesses to creatively decorate their windows. Drive foot traffic to activity centres through digital media campaigns.				S	Business participation rate, engagement metrics from social media campaigns
2.05	Implement a shop local campaign that can be replicated across each centre to boost place connection and civic pride.				M	Community feedback on place connection Observable increase in local business support

TABLE 2: OBJECTIVE 2 ACTIONS (CONT..)

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
2.06	Develop guidelines/ specifications to guide the strategic maintenance and renewal of assets within Bayside's activity centres reflective of their scale being Major, Large and Small				L	Guidelines completed
2.07	Investigate options to create safer, pedestrian-friendly activity centres, and provide a greater balance of sustainable transport modes, such as walking and cycling.				L	Options investigated. Opportunities to create safer, pedestrian-friendly centres pursued
2.08	Review parking controls in major activity centres, and explore the roll-out of real-time signage and other technologies to improve parking efficiency in suitable locations				L	Parking controls reviewed and improvements implemented
2.09	Develop an assessment criterion to establish when a Parking Precinct Plan is required to manage existing and future parking demands within each Major Activity Centre (As outlined in Action 2 of the Parking Strategy 2023-2033)				L	Assessment criterion developed
2.10	Consider options to include indigenous cultural history in the development and implementation of Activity Centre interventions.				L	Interventions considered

TABLE 2: OBJECTIVE 2 ACTIONS (CONT..)

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
Martin Street Activity Centre (See: Placemaking Action Plan for details, Pg 28)						
2.11	Explore potential enhancements in the centre by evaluating options for the installation of vibrant murals, strategic placement of planters, ambient lighting, centre-branded wayfinding signage, and engaging historical exhibits to enrich the community's cultural and aesthetic experience.				M	Placemaking initiatives implemented
2.12	Explore the possibility of artwork and signage on the rail bridge and abutment to holistically highlight the Centre's place identity. Reduce the visual dominance of the bridge and function as a gateway.				L	Artwork/signage implemented (subject to Vic Track approval)
Bay Street Activity Centre (See: Placemaking Action Plan for details, Pg 44)						
2.13	Explore the potential for enriching the centre with vibrant murals, decorative planters with integrated seating, centre-branded wayfinding signage, artistic lighting, and lively markets to enhance the community's aesthetic appeal and social vibrancy				L	Parking controls reviewed and improvements implemented
2.14	Investigate options to increase public space and footpath width to create a more pedestrian-friendly place.				L	Opportunities for increased public space and footpath width pursued

TABLE 2: OBJECTIVE 2 ACTIONS (CONT..)

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
2.15	Explore partnership opportunities with the art house cinema to activate footpath and rear parking areas with outdoor activities for film festival events. Add parklets to the front of the cinema.				M	Arrange meeting with the cinema to explore activation opportunities
Church Street Activity Centre (See: Placemaking Action Plan for details, Pg 60)						
2.16	Conduct thorough assessments for seasonal activations and the integration of public art, while investigating opportunities to improve infrastructure with the addition of dynamic lighting, clear wayfinding signage, and ample bicycle parking solutions to improve accessibility and engagement				M	Placemaking initiatives implemented
2.17	Seek opportunities to provide more spaces for footpath dining and social gathering.				M	No. of footpath trading permits
Hampton Street Activity Centre (See: Placemaking Action Plan for details, Pg 76)						
2.18	Proactively seek out and assess prospects for creating engaging murals, dynamic community activations, enhanced lighting for safety and ambiance, as well as expanding bike rack installations to support sustainable transportation.				M	Placemaking initiatives implemented

TABLE 2: OBJECTIVE 2 ACTIONS (CONT..)

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
2.19	Improve pedestrian amenities and experience including advocating for safer crossings particularly on Hampton Street/Beach Road, and implementing Centre-branded wayfinding, especially around the Station and access points/intersections with Hampton Street and routes to the beach.				M	Advocacy to be undertaken
Sandringham Village Activity Centre (See: Placemaking Action Plan for details, Pg 92)						
2.20	Explore enhancements in urban aesthetics and functionality through the strategic placement of wayfinding signage, landscaping upgrades, and artistic installations, enhancing pedestrian safety, enhancing ambient lighting, and developing a distinctive beach branding that resonates with both residents and visitors				M	Placemaking initiatives implemented
2.21	Explore initiatives to boost the beach access on Melrose Street such as wayfinding, signage, beach inspired public art to bridge both sides of the Centre – station to the beach, street seating pavilions. Consider roadway artwork, such as eye catching or unique pedestrian crossing marking.				L	Wayfinding options explored and implemented.
Black Rock Village Activity Centre (See: Placemaking Action Plan for details, Pg 108)						
2.22	Examine the potential to elevating place branding, install ambient lighting, and implement intuitive wayfinding signage to guide visitors. Additionally, assess the feasibility of introducing farmers/craft markets to foster community engagement and support local producers				M	Placemaking initiatives implemented

TABLE 2: OBJECTIVE 2 ACTIONS (CONT..)

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
2.23	Work with Black Rock House to collaborate on existing and future activations to increase footfall to the Black Rock Activity Centre.				S	Higher attendance
Positive activation feedback						
2.24	Leverage the art deco and mid-century heritage design to create wayfinding or branding guidelines that could complement the Centre's identity.				L	Deliver wayfinding/ branding guidelines
2.25	Conduct a lighting review to identify areas where ambient lights, sculptural/artistic lights or safety lights could be appropriately installed. This will help grow a night-time economy.				M	Lighting review undertaken
2.26	Investigate opportunities to activate the Reserve Road frontage through gateway art installations, lighting, or utilising the open space for food-trucks, pop up booths, shops, kiosks and the like or to host regular arts and crafts market or farmers market that integrates with the permanent pavilion.				L	Opportunities for activation determined and implemented

Objective 3: Develop a nuanced visitor offer, which enhances the natural, cultural and heritage assets of Bayside while respecting the diverse interests of all stakeholders.

TABLE 3: OBJECTIVE 3 ACTIONS

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
3.01	Coordinate and lead Bayside Tourism Network (BTN) meetings to strategically guide Council's tourism initiatives.				S	No. of meetings held. Initiatives launched.
3.02	Distribute tourism collateral to the local community via the website, local businesses, and to key tourism outlets such the Melbourne Visitor Centre				S	Website traffic, distribution quantity, feedback from local businesses.
3.03	Implement initiatives outlined in the adopted Dendy Beach Visitor Management Plan (VMP) to effectively manage and enhance visitor experience				L	Refer to the Dendy Beach VMP.
3.04	Conduct a comprehensive review of the Architectural Trail and include recipients of the Built Environment Awards where applicable, ensuring alignment with current architectural excellence standards.				M	Number of trail updates. Inclusion of award recipients.
3.05	Sponsor community events that promote visitation to Bayside such as the Great Bayside Swim, Bayside Art Show and national and world championship sailing events.				S	Event attendance figures provided
3.06	Conduct a biennial publicity campaign to raise awareness of the diverse trails within Bayside, enhancing community engagement and promoting local exploration.				M	Campaign Reach (impressions and engagements)

TABLE 3: OBJECTIVE 3 ACTIONS (CONT...)

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
3.07	Organise heritage-focused events in Bayside's activity centres, to cultivate civic pride, encourage community participation, and attract visitation.				M	No. of attendees. Post event satisfaction surveys.
3.08	Expand the Activity Centre Event and Celebration Program (ACECP) to include partnerships with hospitality venues in activity centres, stimulating nighttime activation and fostering vibrant community engagement after hours.				M	No. of partnerships and events hosted/ sponsored. Measurable increase in spend in activity centres.
3.08	Distribute tourism collateral to the local community via the website, local businesses, and to key tourism outlets such the Melbourne Visitor Centre				S	Website traffic, distribution quantity, feedback from local businesses.
3.09	To stimulate Bayside's night-time economy, establish a visitor attraction program featuring local hospitality and entertainment options				M	Participation rates, feedback from businesses and visitors. Increased spend in activity centres during evenings.
3.10	Develop a Visiting Friends and Relatives (VFR) marketing campaign spotlighting Bayside's top attractions. Enhance the overall visitor experience by integrating connections to local shopping precincts and markets, offering a diverse and enriching exploration of the area.				M	Campaign reach. Increase in visitor numbers.

TABLE 3: OBJECTIVE 3 ACTIONS (CONT...)

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
3.11	Establish a spend tracking tool to monitor and analyse expenditure patterns of local activity centres. Use this data to evaluate the efficacy of activations and initiatives, and tailor support to centres to drive increased footfall.				S	Usage of tool, insights gained from expenditure data, and changes in footfall and business support.
3.12	Improve signage at Brighton Beach and Middle Brighton Railway Stations as key entry points to welcome visitors to Dendy precinct, enhancing their arrival experience and promoting exploration of the area.				L	Signage improvements undertaken
3.13	Attract and gain leverage from renowned major events, enhancing Bayside's cultural landscape while fostering economic growth and community engagement.				M	No. of major events attracted. Economic impact on Bayside.
3.15	Develop a range of official Bayside Tourism Merchandise and seek to make it available with participating businesses.				M	Merchandise range developed

Objective 4: Cultivate a thriving and robust local economy, creating job opportunities for a skilled workforce, nurturing a responsive local business community attuned to community needs, and being agile in adapting to changing economic circumstances.

TABLE 4: OBJECTIVE 4 ACTIONS

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
4.01	Facilitate the establishment of a Trader Association and develop a trader database for the Nepean Hwy/South Rd portion of the Hampton East, Major Activity Centre				S	Successful formation of the association.
4.02	Support Trader Associations by facilitating AGMs, actively participating in meetings, and assisting in the development of tailored, centre-specific initiatives to promote the collective interests of local businesses within the centre.				S	No. of AGMs facilitated No. of initiatives contributed to.
4.03	Create social media campaigns for key activity centres, incorporating various channels and strategies to maximise outreach and effectiveness.				S	Refer to the Dendy Beach VMP.
4.04	Promote responsible development practices by organising the Bayside Built Environment Awards (BEA), recognising and celebrating projects that contribute positively to the local built environment.				S	Awards program conducted
4.05	Provide tailored social media & marketing training programs aimed at enhancing the digital skills of local business owners and improving their online presence, with a particular focus on those from Small Neighbourhood Activity Centres.				M	Participation rates.

TABLE 4: OBJECTIVE 4 ACTIONS (CONT...)

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
4.06	Regularly update the Economic Development Dashboard with key economic metrics on a biannual basis to ensure stakeholders have access to current and relevant data for informed decision-making.				S	Timeliness and frequency of updates. User engagement with the dashboard.
4.07	Promote various government grants and support programs to Bayside businesses via Council's website and trader newsletters				S	Newsletter open rate. No. of clicks on grant related information.
4.08	Create a database of businesses involved in the care economy, with the goal of establishing a network of care services to enhance support within the sector.				M	Creation of the database.
4.09	Promote the inclusion of individuals with disabilities in recruitment, internships, and work placements among local Bayside employers, fostering diversity and inclusion in the workforce.				S	Refer to the Dendy Beach VMP.
4.10	Work closely with the Suburban Rail Loop Authority (SRLA) on the development of the Cheltenham Precinct Plan for the Bayside Business District (BBD) to ensure positive outcomes for the local community				M	No. of clicks on promotions
4.11	Facilitate business-to-business networking opportunities through the implementation of the Bayside Business Network (BBN) program of events.				S	Participation rates.

TABLE 4: OBJECTIVE 4 ACTIONS (CONT...)

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
4.12	Provide a "One-Stop-Shop" Concierge service to welcome new businesses, offering guidance on available Council programs and expediting necessary approvals or permits to streamline their establishment process.				S	Timeliness and frequency of updates. User engagement with the dashboard.
4.13	Establish a network comprising key stakeholder groups in the Bayside Business District (BBD) to collaboratively develop a vision and identity for the area following the construction of Cheltenham station.				S	Newsletter open rate. No. of clicks on grant related information.
4.14	Conduct a review of the Bayside Small Activity Centres Strategy (2019) to assess its effectiveness and identify areas for enhancement or refinement.				L	Creation of the database.
4.15	Partner with traders' associations to deliver events and activations aimed at increasing visitation, fostering a sense of civic pride and belonging, and promoting social connections within the community.				M	Identification of strategy effectiveness, revise as required
4.16	Within the context of the SRL Cheltenham station, conduct an analysis of commuter demographics and perform a gap analysis of the current offerings within the Bayside Business District (BBD) to align with the potential new customer base. Identify any gaps and develop an attraction campaign to bring in new and relevant businesses to fill those gaps.				M	No. of clicks on promotions

TABLE 4: OBJECTIVE 4 ACTIONS (CONT...)

Action ID	Action	Related area			Timing (S/M/L)	Measure
		Economic development	Tourism	Placemaking		
4.17	Partner with Kingston and Glen Eira City Councils to advocate for outcomes that align with Council's plans, priorities and community values through the VPA Hampton East (Moorabbin) Activity Centre Review.				M	Participation rates.
4.18	Undertake a consumer behaviour study to increase the competitiveness and growth of local businesses in Bayside Activity Centres.				L	Timeliness and frequency of updates. User engagement with the dashboard.
4.19	Offer business mentoring and training opportunities to local business owners, focusing on areas such as digital skills, financial management, scaling and sustainable business practices				M	Newsletter open rate. No. of clicks on grant related information.
4.20	Investigate the formation of landlord associations to collaborate on strategically enhancing and revitalising activity centres.				L	Creation of the database.
4.21	Establish annual 'listening forums' in Major Activity Centres, coordinating with local stakeholders and traders to promote participation to gather valuable feedback.				M	Annual listening forums are held.



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