Stage 1 Engagement Report

Bayside Retail Commercial and Employment Strategy

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Executive Summary

Council is developing a Retail, Commercial and Employment (RCE) Strategy to ensure that the future needs for the sector can be well managed through its planning policy frameworks.

In order to do this, an analysis of the sector has been undertaken so a comprehensive understanding of the issues and opportunities can be addressed and harnessed. In addition, an engagement process has been undertaken so that community and stakeholders can assist in determining what the appropriate responses might be in light of these issues and opportunities and what would need to be considered from a community perspective.

This report presents the findings of the engagement thus far, which has had a three-stream approach:

- Community Representative Group (CRG) – A demographically and interest based representative group which has served as a "mini public" and had the opportunity to deliberate on the issues and opportunities
- Wider Community – For any resident who is impacted or interested by the project
- High Interest Stakeholders – Businesses, individuals and groups likely to be impacted by the project have been encouraged to contact Council to keep up to date with the project.

The engagement for this project is in two stages. The first stage, which this report presents, has run from November 2015 to January 2016 and has sought to meet the following objectives:

- To inform and educate the community about the process and the project
- To seek input to develop options and issues
- To seek feedback on options and issues

The second stage of the engagement is scheduled for April 2016 and will involve returning to community and stakeholders to seek feedback on the then to be completed Draft Strategy.

A summary of the sentiment from stakeholders in relation to the major themes can be found below and is also included in the report at the end of each section.

RETAIL GROWTH CONCLUSIONS
Previous engagement with the community has revealed that the Bayside community values the village feel of their local shopping activity centres with their small retailers and this is still very much the case. Not quite half of the wider community think that allowing larger retailers into the activity centres is a good idea, although CRG support increased (to two thirds) when the idea of putting restrictions on how larger retailers would blend into street fronts was discussed. The different result between the wider community and "mini public" of the CRG is mostly likely because the group were asked to consider the option in response to the call to "future proof" the retail sector and the ensuing discussions. These findings suggest that the community continues to prefer small retailers in their village like

centres and that they are protective of the character of the centres. Should Council consider larger retailers, some of the opposition from the community may be addressed by ensuring that character is retained in the activity centres and by having location specific engagement with affected community and stakeholders.

ACTIVITY CENTRE CONCLUSIONS

Roughly two thirds of those consulted would like to see more activation in activity centres after business hours and CRG participants unanimously supported the idea to encourage more arts, hospitality and entertainment activity.

CRG participants strongly prefer shopping areas that aren't dominated by signage although when a wider sample was asked through the online survey if Council should use signage to promote business in shopping activity centres, 55% of all participants were supportive, suggesting this is a contentious issue.

Similarly, car parking is likely to remain a contentious issue with community members split over whether or not pedestrian and cycle activity should be prioritised over car parking.

Overall it appears that people are generally supportive of a bit more hustle and bustle in the activity centres although use of signage and car parking are contentious. This means that should Council decide to alter its approach to signage and parking, further location specific engagement with affected community and stakeholders should be undertaken to identify acceptable solutions.

BBEA CONCLUSIONS

The BBEA is the key site for commercial and employment opportunities in the Bayside area. The approach for its management into the future is one where four options have been identified and assessed by the authors of the background report as well as the engagement participants.

By assessing the benefits and disadvantages of each of the options as well as the conditional votes, Council has a better understanding of what risks, considerations and challenges lay with each option.

The options along with a summary of the outcomes of their engagement are:

- Option 1 – "Business as usual" – Even divide for and against from the CRG making it the most contentious of the options.
- Option 2 – "Advanced Manufacturing" – Two thirds of the CRG and online survey participants preferred this option making it the most popular of the options.
- Option 3 – "Residential Development" – Strong opposition from the CRG. Just over half of the wider community were supportive of this option.
- Option 4 - "Hybrid Development" – Most conditional votes from the CRG with conditions a mix of: form of residential, green and open space and type of commercial.

While "advanced manufacturing" is the most preferred option, the results are not overwhelming.

"Residential development" and "Business as usual" created the most division and "Hybrid" was hugely conditional.

HEALTH SECTOR CONCUSIONS

The health sector is the biggest employer in Bayside and that trend is set to continue. When considering where to locate health services, the results of the engagement suggest the community is open to small health facilities located in activity centres and health services being clustered together.

When asked if Council should encourage a large health facility, such as private hospital, the majority of participants were supportive.

SMALL AND HOME BASED BUSINESS CONCLUSIONS

The changing nature of small and home based business means that space and services will need to remain adaptable.

The majority of participants are supportive of encouraging co-working and serviced offices in Bayside.

In terms of support and products offered to small and home based business, there is not a large amount of support for Council facilitating finding co-working spaces for small businesses but there is support for Council to continue to offer products and services such as networking opportunities and promotional leaflets to support local businesses.

On the larger question of whether Council should support small and home based businesses there is less support indicating there may be space for Council to determine the needs of small and home based businesses and/or better promote its services, programs and role in this area.

COUNCIL ASSETS CONCLUSION

Participants of the CRG were supportive of using underutilised council assets for either small business and tourism or community uses. They concluded that the foreshore was particularly well suited to tourism and hospitality.

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1 INTRODUCTION

In June 2015, Bayside City Council commenced work on the development of a Retail, Commercial and Employment (RCE) Strategy to help guide the development of these sectors. A community and stakeholder engagement process was designed to provide input into the strategy. This report presents a summary of the engagement process and findings to date.

1.1 PROJECT BACKGROUND

The Retail, Commercial and Employment Strategy is intended to provide a holistic analysis of current and future needs for retail, employment and commercial services within Bayside, and will include an analysis of the existing suite of applicable planning controls and policies over commercial uses, including BBEA activity centres.

1. To provide a comprehensive understanding of current and future Retail, Commercial and Employment opportunities and constraints within Bayside.
2. To inform the review of the Structure Plans for Bayside's four Major Activity Centres.
3. To provide advice and recommendations on the existing planning policy framework and necessary changes to maximise and manage commercial, employment and retail opportunities within Bayside.
4. To inform Council's strategic land use decision making to maximise and manage commercial, employment and retail opportunities within Bayside to 2030 and beyond.

1.2 ENGAGEMENT OBJECTIVES

The purpose of the engagement has been to gain input and feedback to assist in the development of the strategy.

This is being achieved through the following objectives:

1. Inform and educate about the process and the project
2. Seek input to develop options and issues
3. Seek feedback on options and issues
4. Seek feedback on draft strategy
5. Communicate final options and how input and feedback influenced these

This report is being compiled at the completion of the third objective. Feedback on the draft strategy will be sought when the draft is ready in April 2016.

1.3 REPORT STRUCTURE

The report is structured as follows:

- Section 2 outlines the process and methods
- Section 3 presents the findings of the engagement
- Section 4 provides a conclusion to the report by means of a series of considerations

The appendix contains reference documents and the raw data.

2 ENGAGEMENT PROCESS & METHODS

On 25 August 2015, Council endorsed a three-stream engagement process to ensure that community and stakeholders could participate in ways useful to them and that would also give the organisation the information they require to assist in the development of the strategy. The three streams are:

- A Community Representative Group (CRG) – The rationale of using such a group is to create a representative reference group or "mini public" that discuss and debate the issues in more depth due to the additional time they have available.
- Wider community – It was important to Council to give anyone who wanted the chance to participate the opportunity to do so. Online and face-to-face methods were run to allow for this.
- High interest stakeholders – Community and stakeholder analysis showed that there were some stakeholders with considerable interest in this project and as such Council provided the opportunity for them to meet with staff as and when appropriate.

2.1 ENGAGEMENT SCHEDULE

The table below shows the major project stages with the engagement program.

Table 1: Engagement Program Schedule

Month	Project Stages	Engagement
June 2015	1 – Start Up	Meetings with Major Activity Centre (MAC) Trader Representatives One on one meetings as requested in response to mail out
July 2015	2 – Data analysis and background	
August 2015		
September 2015	3 – Issues and Opportunities Identification	
October 2015		
November 2015		Input on issues and opportunities - CRG Workshop 1 - CRG Workshop 2 - Community Workshop (CW) - Online forum (OF) - One-on-one meetings
December 2015		- Online forum (OF)
January 2016 – April 2016	*4 – Strategy Development*	- *Online survey (OS)* - *One-on-one meetings*
April/May 2016		*Feedback on draft Strategy* - *CRG Workshop 3 (Proposed)* - *Community Workshop (Proposed)* - *One-on-one meetings* - *Online forum (Proposed)*
June 2016	*5 – Strategy Finalisation*	

2.2 PROMOTION OF THE ENGAGEMENT

To ensure participation, the engagement opportunities were promoted a number of ways. The table below presents a summary of the promotion methods and their reach.

Table 2: Engagement Promotion Methods

Date	Purpose	Channel	Reach	Resulting participants
September 2015	Call for nominations for CRG	Email blast	1000+	31 nominations
		Facebook advertising	1300-3400 per day	
January 2016	Promote online survey	Email blast	912	93 participants

2.2.1 WEBSITE

The project's online engagement page at www.yoursaybayside.com.au has served as an important anchor during the course of the project, where people have come to nominate to participate in activities, download reports and participate in online forums. A full report of the web analytics is provided in the appendix with a brief summary presented in the table below.

Table 3: Website Statistics

MEASURE	NUMBER
Total visitors to the website	958
Online participants - Completed a survey or participated in the forum	134
Downloaded the *Background Issues and Opportunities Paper*	51

2.3 COMMUNITY REPRESENTATIVE GROUP (CRG)

2.3.1 PURPOSE

The purpose of the CRG has been to provide input and feedback to assist in the development of the strategy.

2.3.2 ACTIVITIES

Thus far two workshops have been held to allow the CRG to engage with the information and give their input and feedback. Outlines of the workshop sessions are as follows.

Session 1

The initial session of the CRG was held on Thursday 12 November, 2015 from 6.30-8.30pm at the Bayside City Council offices. An outline of the agenda is below.

- Welcome and Hellos
- Presentation of the project from Council Staff
- The role of the CRG
- Presentation of key data and research from technical consultants
- Smaller and larger group discussions of “big picture” issues and opportunities
- Wrap Up

Session 2

The second session of the CRG was held on Thursday 12 November, 2015 from 6.30-8.30pm at the Bayside City Council offices. An outline of the agenda is below.

- Welcome and reorientation
- Q&A Session – Report, Project or anything else
- Issues and Ideas – Levels of Support Activity
- BBEA – Introductory presentation
- BBEA – The 4 Options Activity
- Feedback and Wrap Up

2.3.3 PARTICIPANTS

The Community Reference Group (CRG) was designed to have a total membership of 20 participants, 10 of whom are representative of “everyday citizens” and 10 of whom hold an interest in the project: such as land holders, business owners and other key interest group representatives.

The mix of “general interest” and “specific interest” was incorporated into the design to ensure not only the voice of the “everyday citizen” but also the knowledge and experience of those directly involved in the day to day aspects of the strategy.

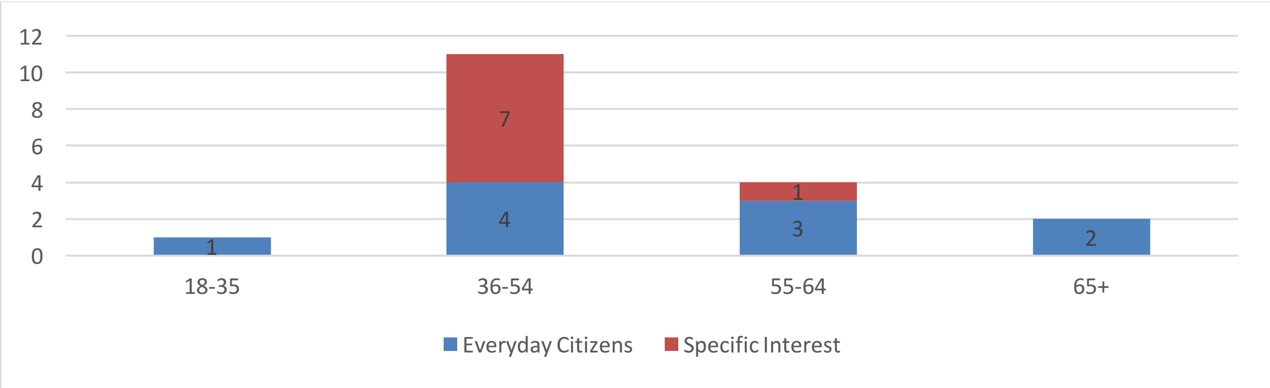
A total of 31 people nominated for the Community Reference Group, of these 14 were “everyday citizens” and 17 were “specific interest”. Participants were selected ensuring as great a spread of location (ward), gender and age group as was possible from the nominations. Specific interest participants were also selected ensuring a spread of interests. Of the 11 unsuccessful nominations, three went on to participate in the community workshop.

A Terms of Reference and Participant Agreement was developed and signed by participants which outlined the role and terms of the group. A copy is in the appendix.

Of the selected 20 members, two of the "specific interest" participants failed to attend either of the first two sessions, leaving 18 total participants. Of the 'specific interests' there were: three business owners, two real estate agents, two trader association representatives and a community association representative. Demographic details of the participants are provided as follows.

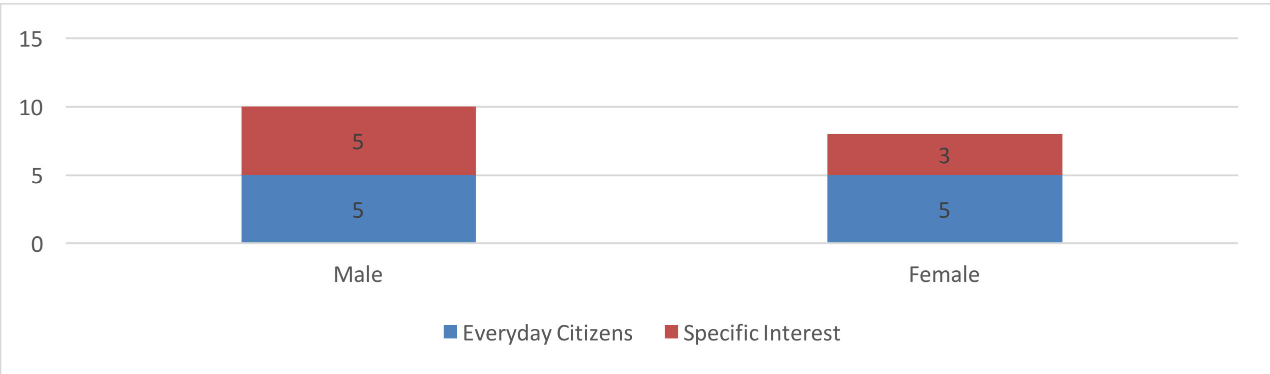
The spread of ages of participants is relatively reflective of the overall community, which has a median age of 42, higher than its metropolitan neighbours. Unfortunately, there was little interest from those aged under 35 to participate.

Figure 1: Age Groups of CRG Participants



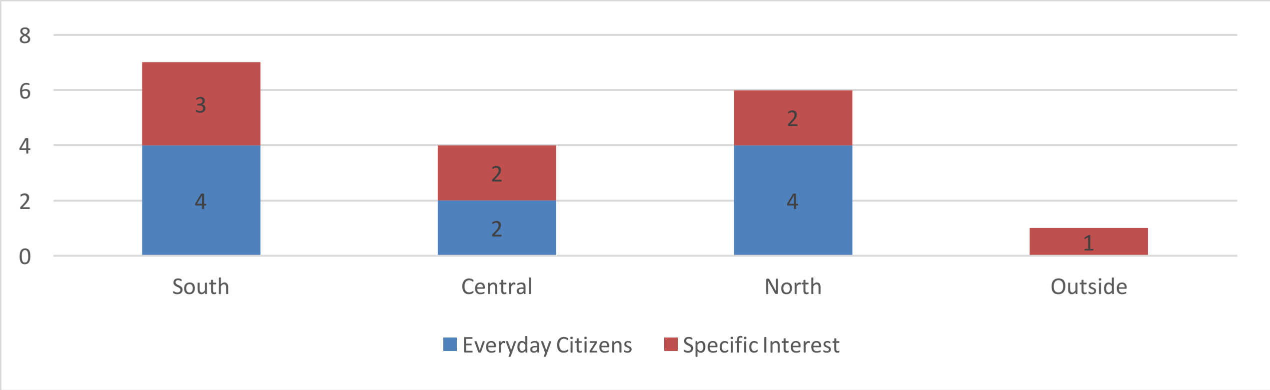
The mix of genders was equal for the everyday citizens however there was considerably more nomination from males for those with specific interests.

Figure 2: Gender of CRG Participants



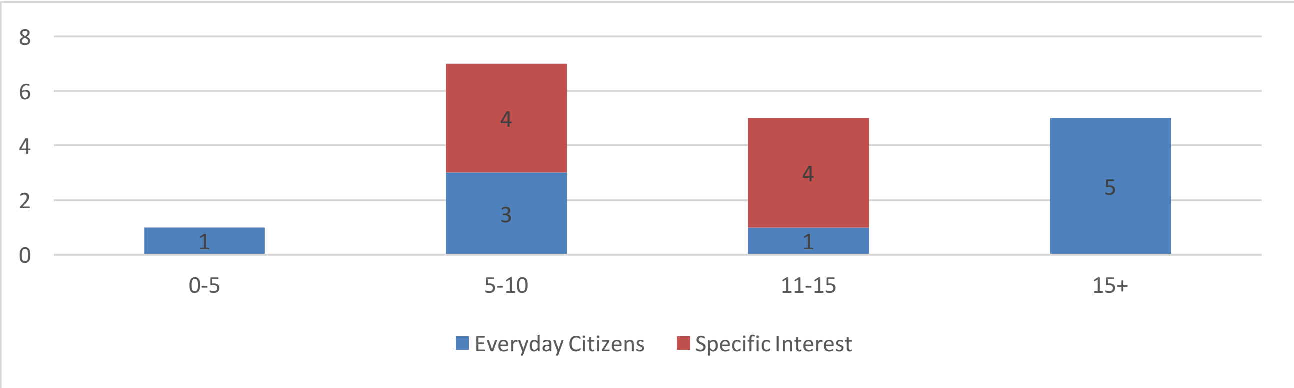
Participants were also selected to be representative of the three wards. One of the specific interest members was a former long term resident.

Figure 3: Home Location of CRG Participants



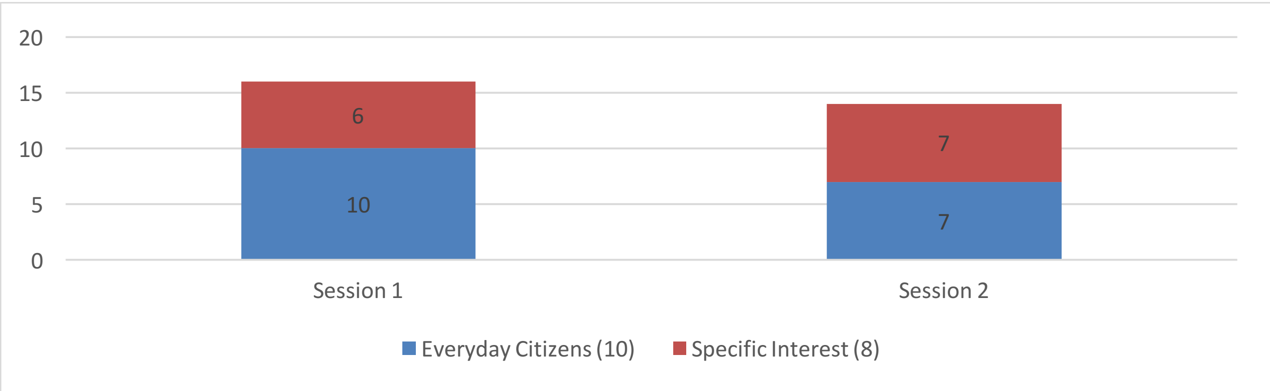
The majority of participants have lived in the area more than five years, with five of the 'everyday citizens' residents for more than fifteen years.

Figure 4: Years Living in Bayside - CRG Participants



Participation at the workshop sessions stayed high: at 89% for the first session and 78% for the second session. The 18 participants attended a minimum of one session.

Figure 5: Attendance of CRG Participants



2.4 WIDER COMMUNITY

2.4.1 PURPOSE

Issues relating to retail, commerce and employment are relevant to all residents, whether they be business owners, land owners or shoppers. The purpose of providing an opportunity for the wider community to participate was the same as it was for the CRG, for community members to provide input and feedback into the development of the strategy.

2.4.2 ACTIVITIES

To ensure accessible participation, the engagement program was designed to have a face-to-face opportunity (a community workshop) and an online opportunity (online forum and online survey).

Community Workshop

The community workshop was held on Saturday 28 November from 9am-12noon. The format was similar to that of the CRG and an outline of the session is as follows:

- Welcome and Hellos
- Presentation of the project from Council
- Presentation of key data and research
- Issues and Ideas – Levels of Support Activity
- BBEA – Introductory presentation
- BBEA – 4 Options Activity
- Feedback and Wrap Up

Online Forum

The broad question of "What could council do to better support our local retail and commercial sectors?" was asked to people who visited the website.

Online Survey

After the CRG and Community Workshop were held, it was decided that it would be useful to have input from a larger group on topics where opinions were divided in the smaller representative group. For the first two weeks of January, an online survey was conducted, which sought levels of support for the identified issues and opportunities.

2.4.3 PARTICIPANTS

Community Workshop

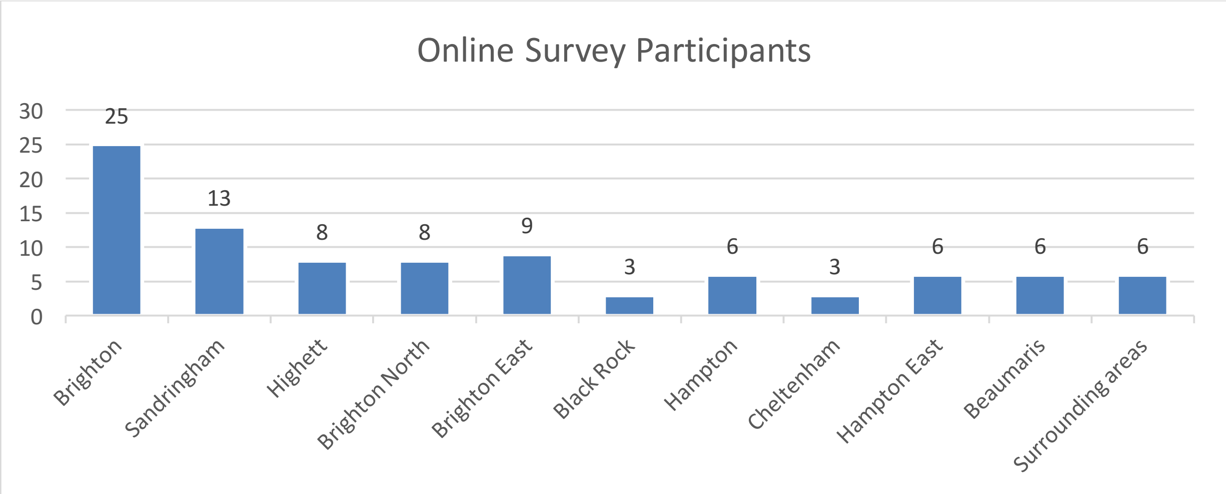
A total of 12 community members nominated for the workshop. Of these only 7 attended. Of the seven, five could be classed as "everyday citizens" and two were representing developers. There were 3 females and 4 males.

Online Forum

A total of 9 comments were received from seven different participants. Participants were from Highett (2), Sandringham (2), Brighton (1), Brighton East (1) and Hampton (1).

Online Survey
A total of 93 community members participated in the survey. Participants were from across the local government area (shown below) with over a quarter from Brighton.

Figure 6: Location of Online Survey Participants



2.5 HIGH INTEREST STAKEHOLDERS

With the potential to impact business owners and the owners of large land holdings, steps were taken to encourage these groups and individuals to participate and learn more about the project. These steps included:

- Direct mail to land owners and occupier within the BBEA
- Invitations to meet to traders associations, key developers and key real estate agents
- Email blasts to Traders Associations
- Distribution of flyers in Activity Centres

During this first stage, a total of 12 informal meetings were held with agents, business owners, developers and interested parties. In addition to phone enquiries, two formal submissions were received by town planners on behalf of their developer clients.

Meetings provided information on the project and gave stakeholder the opportunity to ask questions about the process.

3 ENGAGEMENT FINDINGS

This section presents the findings of all of the engagement activities: CRG workshops, community workshop, online survey and online forum.

While care has been taken to ensure that the report reflects the views of those who participate, there are some limitations and some things to keep in mind when reading the results. These are:

- Many of the graphs reflect levels of support for particular options. These options came from two places: the *Background Issues and Opportunities Paper* and the results of the discussion of the CRG on how to address the emerging issues.

- Fewer questions were asked in the online survey. There were two reasons for this. The first is that it was important the survey was not too long so people would complete it. The second is that no further exploration was required when the CRG had provided a response that was overwhelming supportive or unsupportive.

- The CRG (and community workshop) participants had the opportunity to discuss and deliberate whereas the online survey participants did not. This is important for understanding why the results may differ between the "mini public" and the "greater public". Much has been written on deliberation in public decision making and studies reveal that the opportunity to discuss, deliberate and question will lead groups to more sustainable decisions, as they are more likely to listen and reflect on others thoughts and make decisions in the interest of the wider group rather than themselves. So where the data is different in this respect, it give us insight to the broader communities "first response" (online survey) and "considered response" (CRG). This obviously has implications for how Council decides to use the information and communicate it.

- There is a chance that CRG and community workshop participants participated in the online survey as well however we estimate that it is only a few people. Given the large response to the online survey, it is not likely that it has skewed the data to a degree of any significance.

- Some of the totals in the charts total 101% instead of 100%. This is due to a common rounding issue. The tables could be presented in decimals but it was decided that this would make the data set appear bigger than it is and it also makes them more difficult to read.

- There is more detail in the appendices. The purpose of this report is to provide a themed summary rather than a detailed account of everything that was said. Those developing the strategy will be looking carefully at the report and all of the comments and notes.

3.1 RETAIL GROWTH

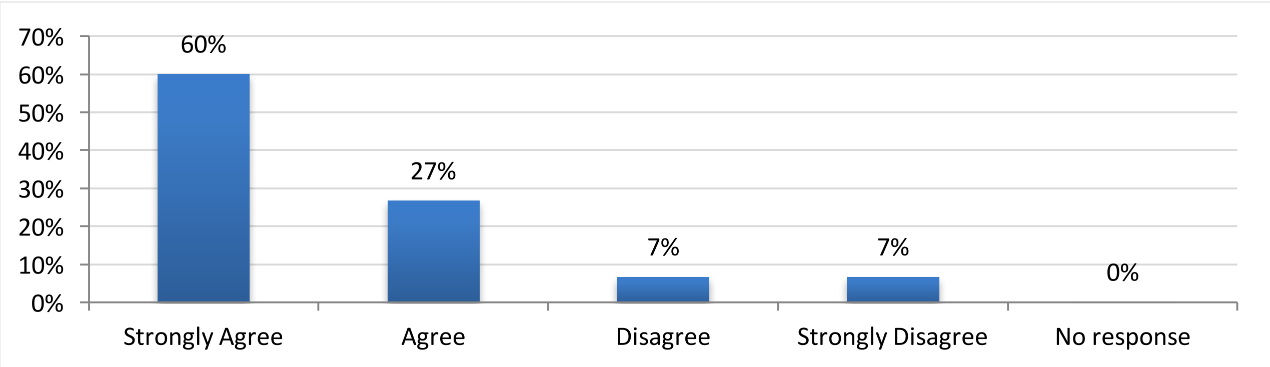
One of the overarching themes identified in the *Background Issues and Opportunities Paper* was how retail growth could be managed in Bayside into the future. This was also an issue that was raised in all of the engagement activities.

The results of community engagement activities over recent years, such as the Housing Strategy Health and Wellbeing Plan and Small Neighbourhood Activity Centres Strategy, have identified that the Bayside community values the village feel of the local shopping areas. Past engagement has also revealed that the community is keen to future proof the retail industry and ensure amenity and accessibility to retail and employment.

To test that this was still the case, participants were asked about their desire to "stay small" and whether larger retailers in activity centres should be encouraged.

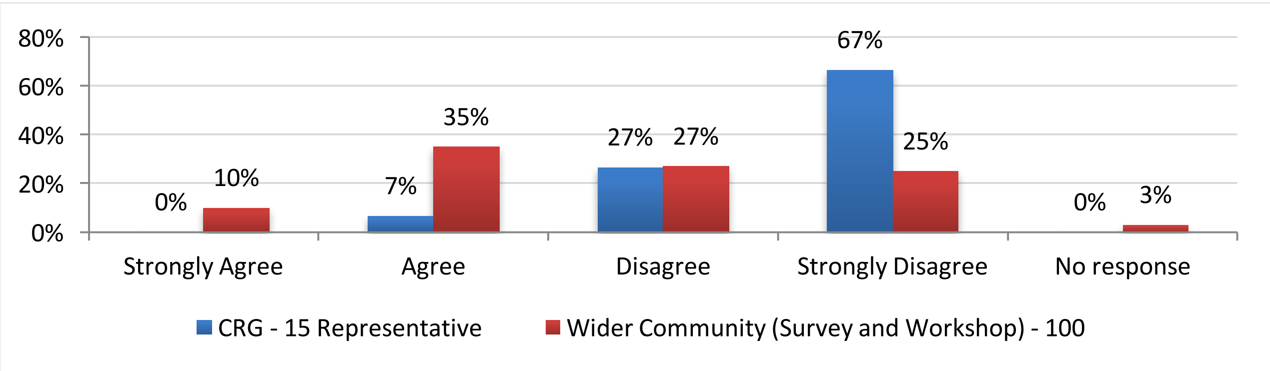
As the figure below shows, participants of the representative CRG were generally supportive of the centres with smaller retailers with only two of 15 (14%) people disagreeing or strongly disagreeing.

Figure 7: "The activity centres have small and old buildings that suit smaller retailers which suits us" (CRG)



A similar question was asked of the group as well as the online survey and community workshop participants, to test the representative group's response with a larger sample. As the figure below shows, 45% of the wider community are supportive of larger retailers being located in the activity centres, which is considerably higher than the CRG group although not quite half.

Figure 8: "Council should make it easy for larger retailers and shops to locate in our activity centres within the existing business zoned areas"



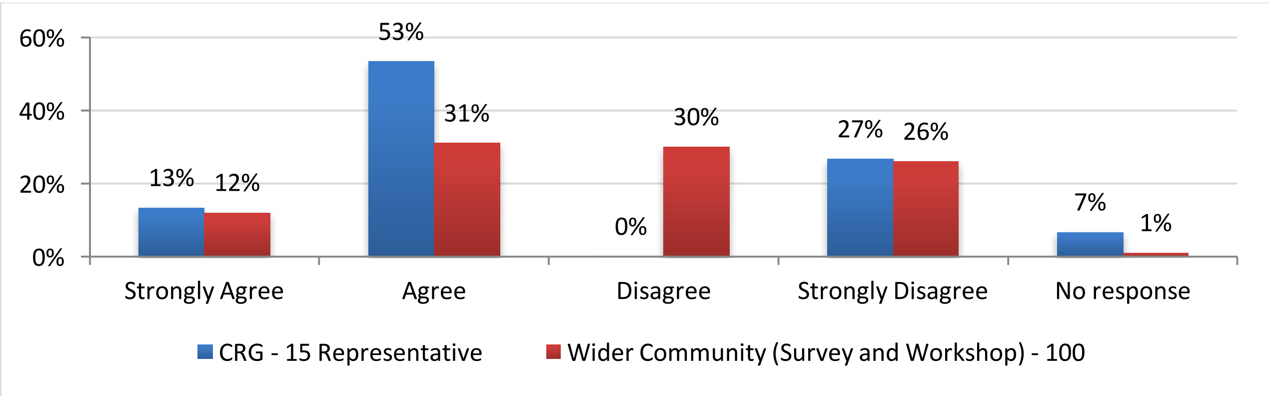
Discussions from the CRG indicated that larger retailers may be appropriate if they blended in with their surrounds. Consequently, participants were asked how supportive they would be of this option.

As the figure below shows, two thirds (66%) of the representative CRG group were generally supportive of this option with the remainder strongly disagreeing or not responding.

Participants of the online survey (93 people) and the community workshop (7 people) were asked the same question and were less supportive with only 43% supportive of this option.

The difference between the CRG and wider community is likely to be a result of the CRG having the opportunity to discuss the issue and possible solutions before deciding their level of support.

Figure 9: "It might be nice to have some larger format stores so we don't always have to go to Southland. Perhaps we can have a few and put restrictions on how they present to the street to make them blend in"



RETAIL GROWTH CONCLUSIONS

Previous engagement with the community has revealed that the Bayside community values the village feel of their local shopping activity centres with their small retailers and this is still very much the case.

Not quite half of the wider community think that allowing larger retailers into the activity centres is a good idea, although CRG support increased (to two thirds) when the idea of putting restrictions on how larger retailers would blend into street fronts was discussed. The different result between the wider community and "mini public" of the CRG is mostly likely because the group were asked to consider the option in response to the call to "future proof" the retail sector and the ensuing discussions.

These findings suggest that the community continues to prefer small retailers in their village like centres and that they are protective of the character of the centres. Should Council consider larger retailers, some of the opposition from the community may be addressed by ensuring that character is retained in the activity centres and by having location specific engagement with affected community and stakeholders.

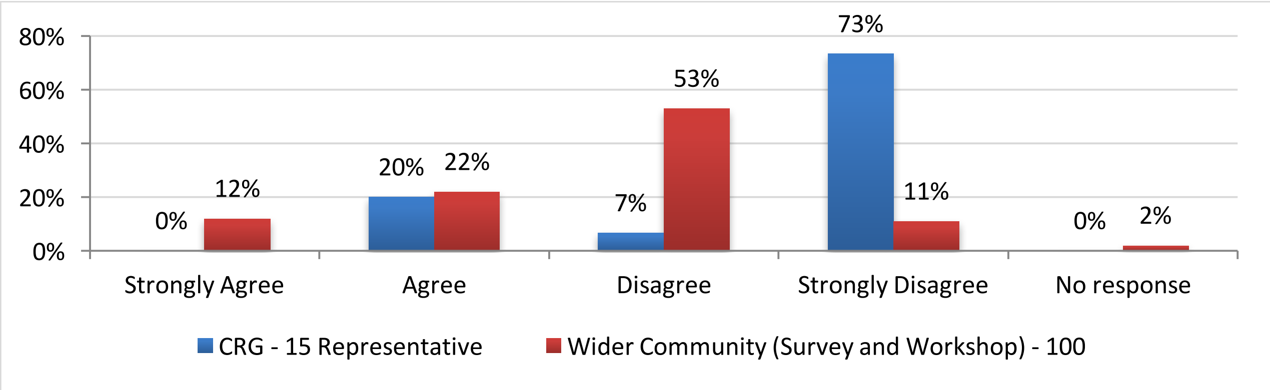
3.3 ACTIVITY CENTRES

3.3.1 NIGHT ECONOMY

Along with retail growth in the activity centres, the background research and the conversation in the CRG, raised the issue of making the activity centres more vibrant, particularly at night.

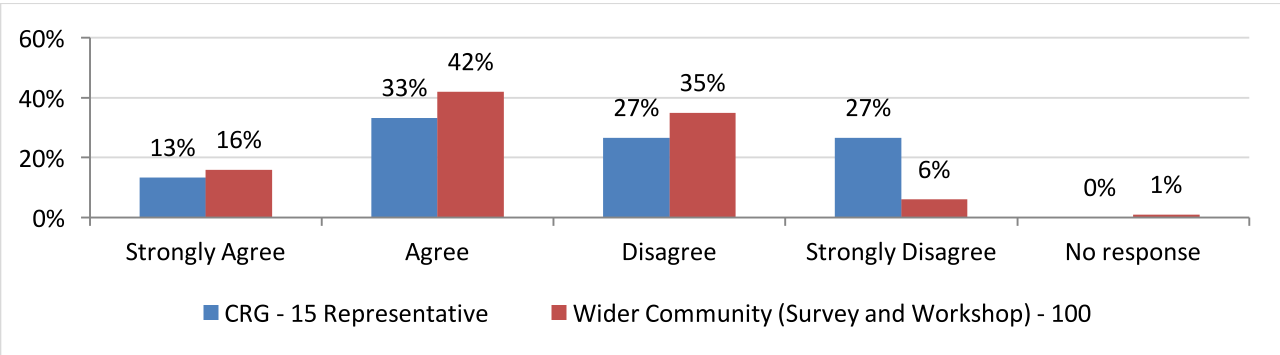
To test the appetite for more lively activity centres at night, two questions were asked. The first question asked for support for the activity centres staying quiet after business hours and two third of all participants disagreed indicating they would like more action outside of business hours.

Figure 10: "Bayside's shopping activity centres are quiet outside of business hours and that's just the way we like them"



When asked the consequential question of encouraging traders to stay open later, support remained the same. There was very strong support during the CRG sessions to encourage the arts, hospitality and entertainment sectors to energise the activity centres at night.

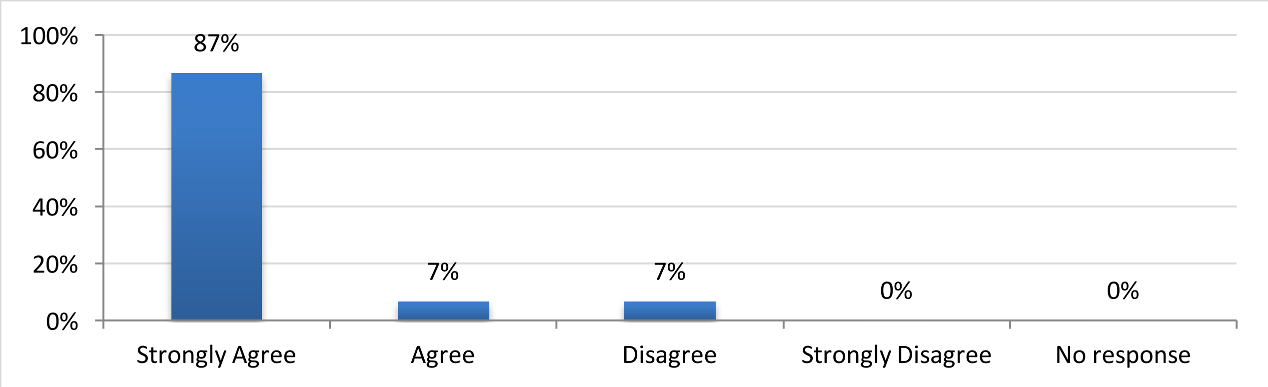
Figure 11: "Council should encourage traders in our shopping activity centres to stay open later"



3.3.2 SIGNAGE

The issue of how to ensure signage in retail and commercial areas could be effective but not overwhelming was raised and discussed by the CRG. When asked about dominating signage and all but one person agreed that shopping areas look best when not dominated by signage.

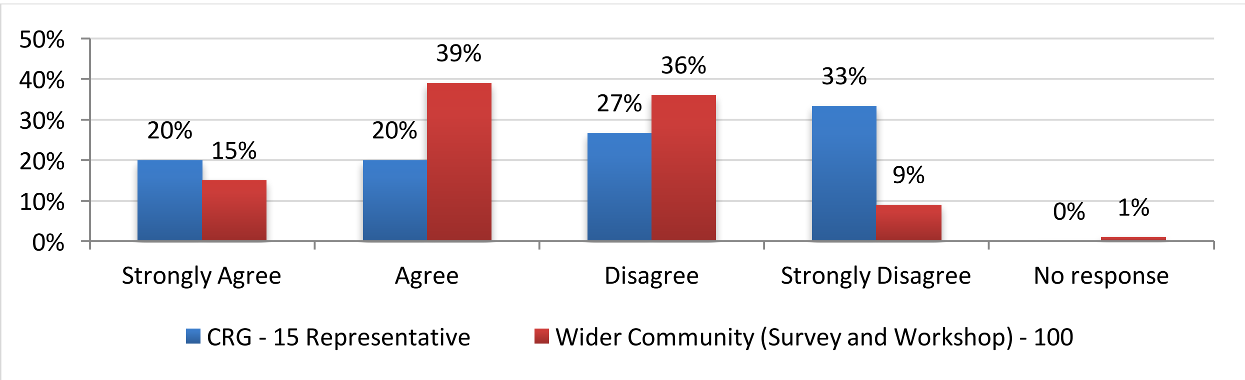
Figure 12: "Shopping areas look best when building aren't dominated by signage" (CRG)



The question of whether Council should promote businesses in shopping areas using signage was asked to the CRG, the community workshop and the online survey participants.

Here results were more mixed with, 40% (6 of 15) of CRG and 54% of survey and workshop participants agreeing. This totals 63 of 115 (55%) overall, and suggests that the approach is likely to be contentious with some people. Without further exploration it is difficult to know if these view relate to the role of Council in providing signage or the use of signage itself.

Figure 13: "Council should promote businesses in shopping activity centres using signage"



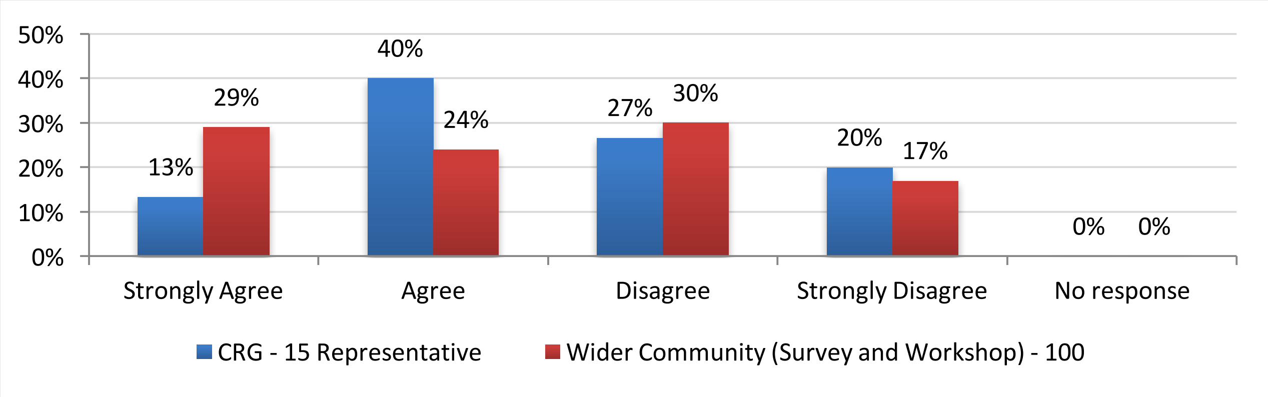
3.3.3 CAR PARKING AND PEDESTRIAN AND CYCLE PRIORITISATION

For many years, car parking has remained one of the most contentious issues in Bayside. In considering how to best plan for our activity centres, the question of whether walking and cycling should be promoted over car parking was asked to all three groups[1].

After discussion, 53% (8 of 15) of the CRG participants were supportive of prioritising walking and cycling over car parking. Of the online survey and community workshop participants, the results were the same with 53% of participants supportive. These figures indicate that the prioritisation of car parking is likely to remain a contentious issue.

[1] Strategic consideration of car parking in the activity centres is being dealt with as a separate project by Council.

Figure 14: "Walking and cycling to our shopping activity centres should be given priority over car parking"



ACTIVITY CENTRE CONCLUSIONS

Roughly two thirds of those consulted would like to see more activation in activity centres after business hours and CRG participants unanimously supported the idea to encourage more arts, hospitality and entertainment activity.

CRG participants strongly prefer shopping areas that aren't dominated by signage although when a wider sample was asked through the online survey if Council should use signage to promote business in shopping activity centres, 55% of all participants were supportive, suggesting this is a contentious issue.

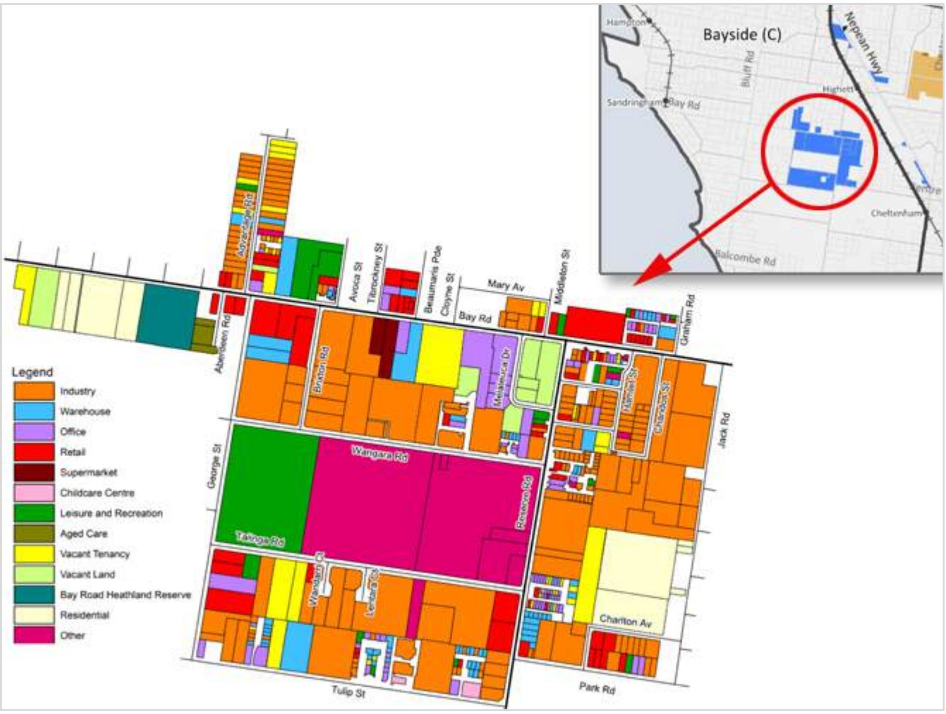
Similarly, car parking is likely to remain a contentious issue with community members split over whether or not pedestrian and cycle activity should be prioritised over car parking.

Overall it appears that people are generally supportive of a bit more hustle and bustle in the activity centres although use of signage and car parking are contentious. This means that should Council decide to alter its approach to signage and parking, further location specific engagement with affected community and stakeholders should be undertaken to identify acceptable solutions.

3.4 BBEA

One of the key areas for the RCE Strategy is the future of the Bayside Business Employment Area (BBEA). The BBEA is the mostly commercial and industrial pocket in Sandringham, Highett and Cheltenham. It is shown on the map below.

Figure 15: Map of the Bayside Business Employment Area (BBEA)



The *Background Issues and Opportunities Paper* identifies four possible options for this area:

- Option 1 – "Business as Usual" The area would continue to grow with improvement as and when needed, with limited intervention by Council;
- Option 2 – "Advanced Manufacturing" The precinct would become a 21st century globally competitive employment precinct that would require significant investment and partnerships in order to be successful;
- Option 3 – "Residential Development" The area would be entirely converted to residential in the longer term along with appropriate provision of neighbourhood scale retail and community service facilities;
- Option 4 – "Hybrid Development" The area would combine residential and commercial land uses by rezoning a portion or by mandating floor spaces on rezoning applications (which would require larger sites).

During the second CRG session, participants were presented with an overview of the area and the options and the opportunity to ask questions so they felt comfortable with what was put forward. They were then asked to identify the benefits and disadvantages of each of the options as a group. Once this had been done they were asked to vote on each option with a "Yes", "No" or "Maybe on the following condition _____". The activities were replicated in the community workshop and the results can be found in the appendix[2].

[2] The benefits and advantages of the community workshop are presented but the votes can be found in the appendix. This is because there were only six participants at the community workshop for this activity, two of whom declared they were present on behalf of their employers who represented developers located in the BBEA. These two participants did not influence other participants during discussions. The author felt including the data of either the four or six participants alongside the CRG results would be misleading to the reader.

Additionally, the online survey participants were asked two questions in relation to the BBEA, one which aligns to Option 2 – Advanced Manufacturing and one which aligns to Options 3 and 4 which both incorporate the introduction of residential development.

The identified benefits and disadvantages[3] from both the CRG and community workshop, along with the preference votes and online survey question results are grouped under each of their respective options below.

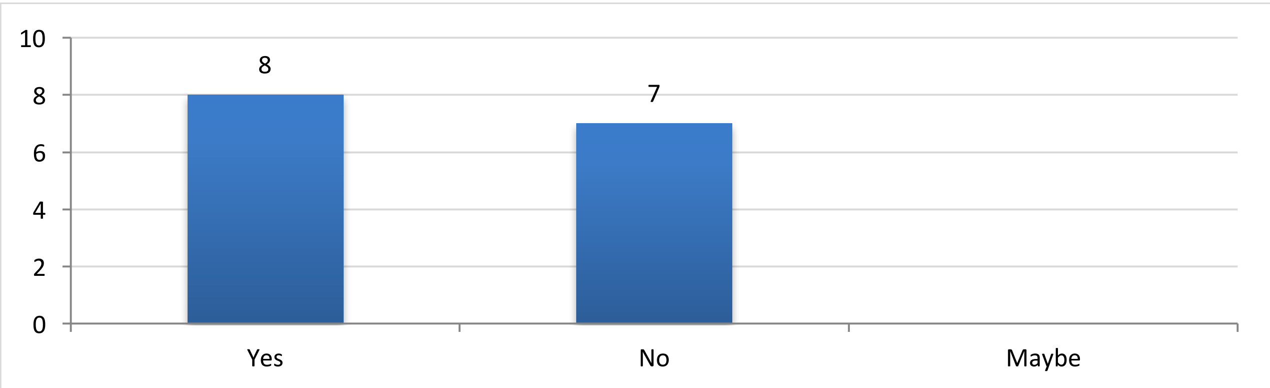
3.4.1 OPTION 1 – BUSINESS AS USUAL

The benefits and advantages identified by the groups are self explanatory and shown below.

	Benefits	Disadvantages
CRG	Character of area maintained Organic growth	No pain, No gain (Council and employment opportunities) Residential will squeeze other opportunities
Community Workshop	*Market driven* *Lowest cost option*	*Not controlled* *Shorter term visions* *Minimizes clustering*

The CRG was nearly equally split on the "Business as Usual" option when asked if they supported it.

Figure 16: Support for BBEA Option 1 (CRG)



[3] Participants were also given the opportunity to individually identify benefits and disadvantages and these can be found in the appendix. They are not included in the table above as they are not reflective of the conversations had in groups where a degree of consensus was reached.

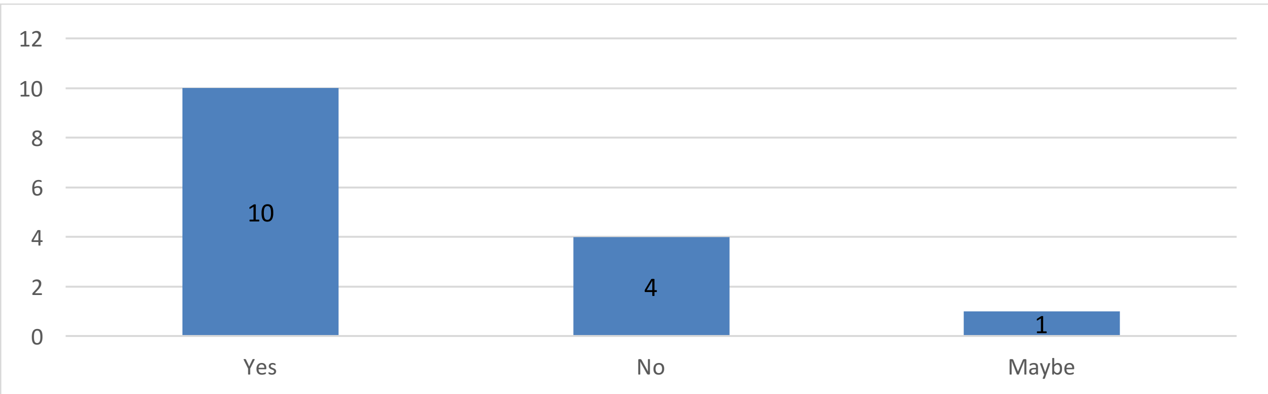
3.4.2 OPTION 2 – ADVANCED MANUFACTURING

Once again, the benefits and advantages identified by the groups are self explanatory and shown below

	Benefits	Disadvantages
CRG	Huge opportunity for increased employment and from local resources Attract potentially high end research facilities and pharmaceutical companies and graduate jobs for youth sector by default Services the entire community Positive for Bayside image for other large organisations Clean industry Doesn't need to be public funds therefore as would attract private industry eg. Googleplex - attracts a hub of similar types	Risky (in terms of success) competitive and costly If over developed could create an industrial wasteland
Community Workshop	*Employment for professionals suit Bayside demographic* *Future trend/growth for employment* *Attracts investment*	*Significant cost to attract* *Health facility dependent on cars* *Trucks limited by Bay Rd bridge therefore needing to take alternative route*

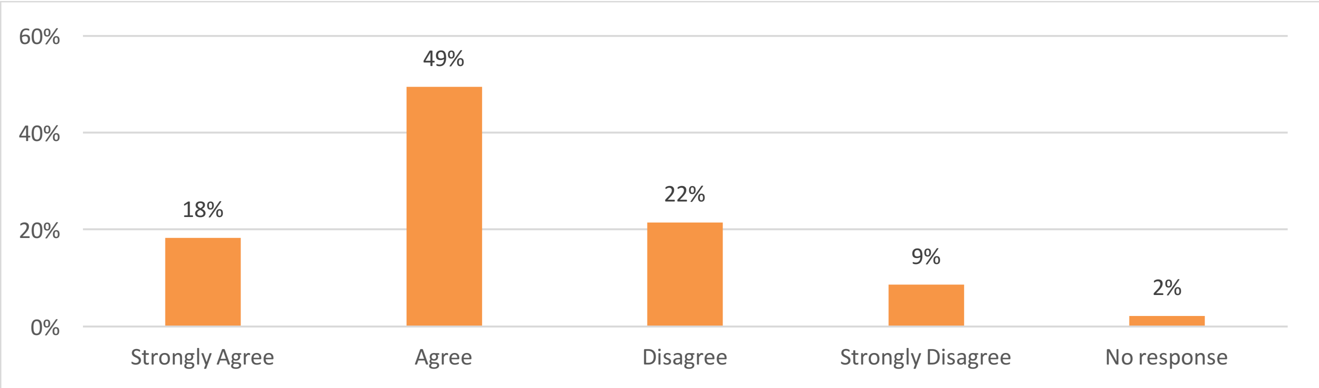
Option 2 "Advanced Manufacturing" was the most preferred option of the CRG with two thirds voting "yes". The one "maybe" response was conditional on "Pharmaceutical company could be located in the current BBEA set up. Already have a health facility - need to improve on existing service".

Figure 17: Support for BBEA Option 2 (CRG)



When the 93 online survey participants were asked if the BBEA should become a 21st century employment precinct, two thirds (67%) agreed or strongly agreed, which matches the CRGs preference for this option even after discussion. The online survey results are shown below.

Figure 18: "Council should invest in the BBEA to create a 21st century employment precinct" (Online Survey)



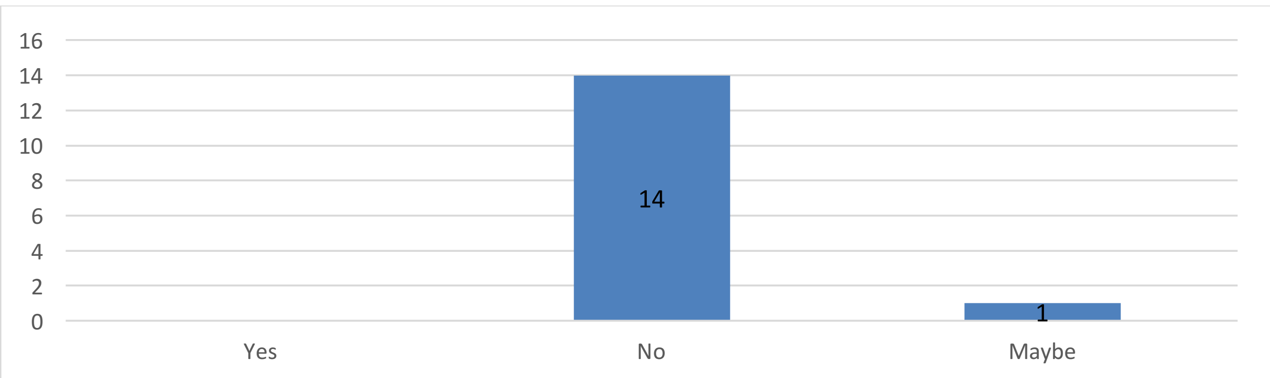
3.4.3 OPTION 3 – RESIDENTIAL DEVELOPMENT

And again, the benefits and advantages identified by the groups are self explanatory and shown below.

	Benefits	Disadvantages
CRG	Slightly more affordable housing Different styles of housing Diversity of people Pressure on golf courses to open up!	Not right next to public transport Height, size, employment, travel Bay Rd traffic Money spend else where Lost jobs, we need local employment Loss of heritage Loss of services
Community Workshop	*Generate rates* *Housing options* *If zoned NRZ, then opportunity for open space, trees etc*	*If zoned RGZ or GRZ, then lots of disadvantages:* *Public open space? The Golf courses cannot/should not be seen as this* *Transport limitations by private car* *Limited type of retail usually end up with coffee shops and hairdressers* *Condensed numbers/population in small area*

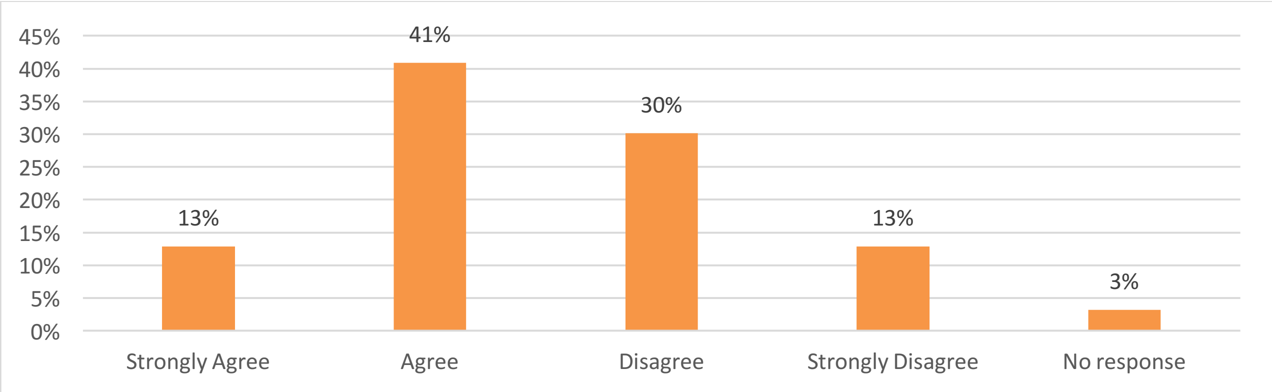
This was overwhelmingly the least popular option for CRG participants with 14 of 15 participants voting "no".

Figure 19: Support for BBEA Option 3 (CRG)



Support for Option 3 from the 93 online survey participants was 54% agreeing or strongly agreeing that the areas should become residential. This is lower than the 67% support they gave to the 21st century employment precinct option but markedly different from the CRG.

Figure 20: "Council should rezone the BBEA toward residential with space for neighbourhood scale retail and community facilities"



3.4.4 OPTION 4 – HYBRID

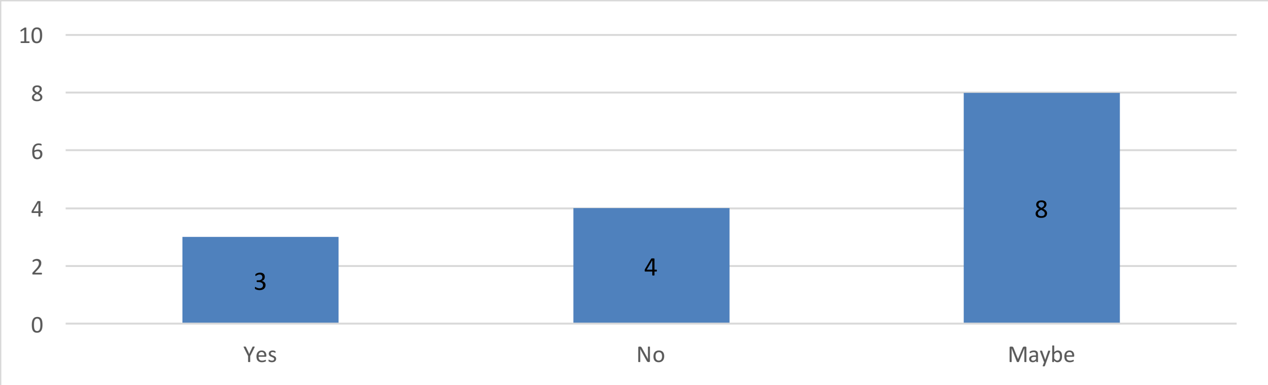
And finally, the benefits and advantages identified by the groups are self explanatory and shown below.

	Benefits	Disadvantages
CRG	Live close to work Diversity of community Mutual benefits if occupants are of similar/like manufacturing services Childcare facilities could benefit residents and workers of this hub Can create a unique identity	Conflict of interests (uses) between residents and manufacturing Aesthetically ugly if poorly designed
Community Workshop	*Best way to utilise land available* *Provides some employment opportunities* *Flexible* *Realistic in terms of resources needed*	*Conflicting uses nearby* *Lack of open space* *Lack of public transport*

The hybrid option received the most "maybe on the condition that_____" responses from the CRG which is not surprising given that this options suggests a blending of two land uses. It would appear the nature of the blending is of the greatest concern to community members and stakeholders. The conditions from this group were:

- Only if it designed to be aesthetically pleasing with lots of trees, flowers and water features/ Green X 2
- Depends on the type of commercial
- Agree if residential is low rise
- Residential must be limited and on mixed use sites

Figure 21: Support for BBEA Option 4 (CRG)



BBEA CONCLUSIONS

The BBEA is the key site for commercial and employment opportunities in the Bayside area. The approach for its management into the future is one where four options have been identified and assessed by the authors of the background report as well as the engagement participants.

By assessing the benefits and disadvantages of each of the options as well as the conditional votes, Council has a better understanding of what risks, considerations and challenges lay with each option.

The options along with a summary of the outcomes of their engagement are:

- Option 1 – "Business as usual" – Even divide for and against from the CRG making it the most contentious of the options.
- Option 2 – "Advanced Manufacturing" – Two thirds of the CRG and online survey participants preferred this option making it the most popular of the options.
- Option 3 – "Residential Development" – Strong opposition from the CRG. Just over half of the wider community were supportive of this option.
- Option 4 - "Hybrid Development" – Most conditional votes from the CRG with conditions a mix of: form of residential, green and open space and type of commercial.

While "advanced manufacturing" is the most preferred option, the results are not overwhelming. "Residential development" and "Business as usual" created the most division and "Hybrid" was hugely conditional.

3.5 HEALTH SECTOR

The *Background Issues and Opportunities* paper identifies the health sector as the largest growth sector for the future due to Bayside's growing and ageing population. As such it will play a key role in the RCE Strategy.

Options for planning for the future of health services in Bayside include the placement of small and large sized facilities. CRG participants were asked if they agreed with small health facilities being located in the activity centres and also whether health services should be clustered. As the figures below show, they are generally strongly supportive of both of these directions.

Figure 22: "Council should encourage small health facilities to locate in our activity centres" (CRG)

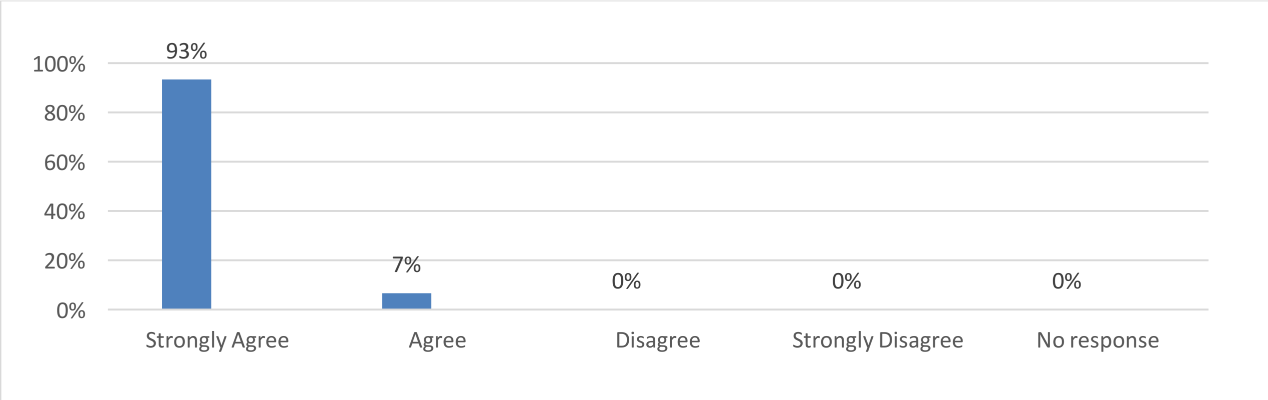
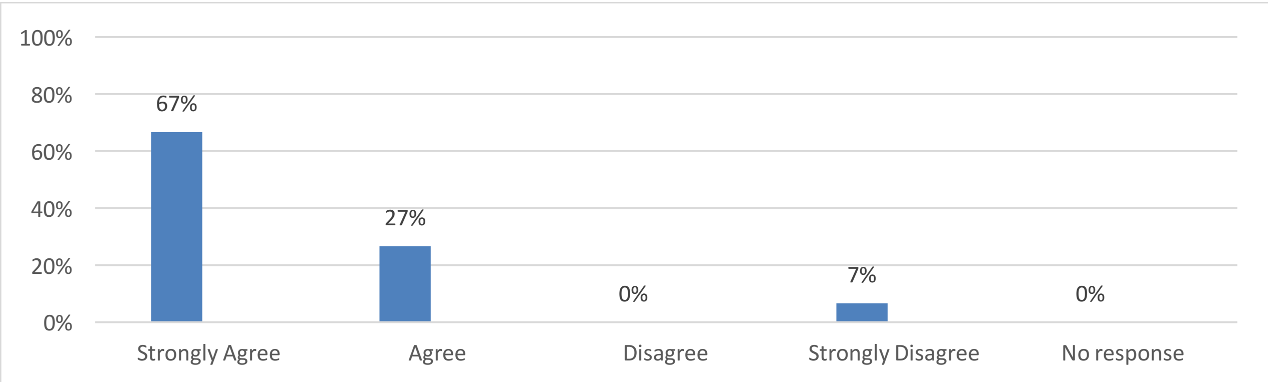
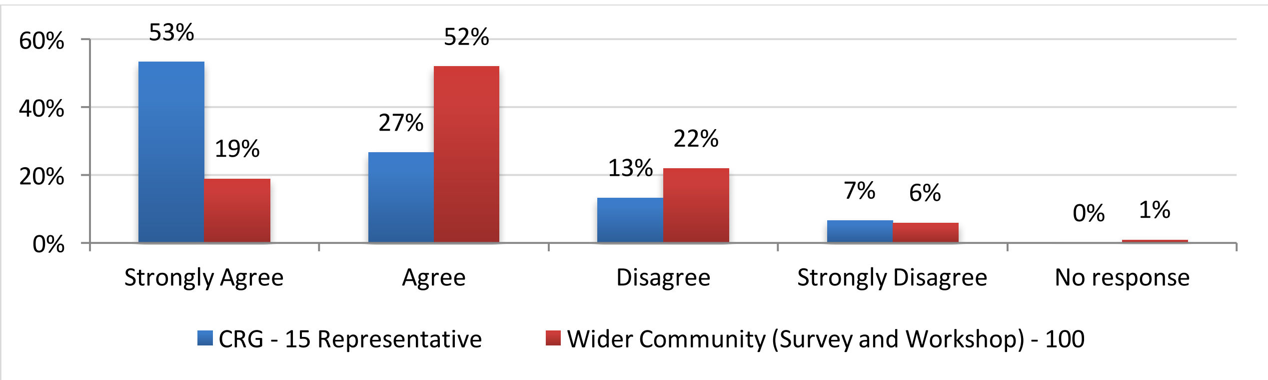


Figure 23: "Council should cluster health uses together to make it easier for patients" (CRG)



One of the considerations of the centralised model is that it would allow a large health facility, such as a private hospital to locate in Bayside. The representative CRG was supportive of this option with 80% agreeing or strongly agreeing to this scenario whereas 71% of online survey participants and community workshop participants were supportive.

Figure 24: "Given the growth of the health sector and our ageing population, Council should encourage a large health facility (such as a private hospital) to locate in Bayside, as long as they provide the right number of car parks and are not near residential uses"



HEALTH SECTOR CONCUSIONS

The health sector is the biggest employer in Bayside and that trend is set to continue. When considering where to locate health services, the results of the engagement suggest the community is open to small health facilities located in activity centres and health services being clustered together.

When asked if Council should encourage a large health facility, such as private hospital, the majority of participants were supportive.

3.6 SMALL AND HOME BASED BUSINESSES

Small and home based businesses constitute a significant proportion of the Bayside working population and trends in employment indicate this is set to continue.

Questions of how space can be better used for small and home businesses along with appropriate levels of support from Council were asked of engagement participants.

3.6.1 SPACE FOR SMALL AND HOME BASED BUSINESS

Participants of the CRG were generally supportive of Council encouraging the creation of co-working space and serviced offices with only two people from the CRG unsupportive of co-working spaces and three people from the CRG unsupportive of serviced offices being located in Bayside as shown in the two figures below.

Figure 25: "Council should encourage co-working spaces to support small and home based businesses" (CRG)

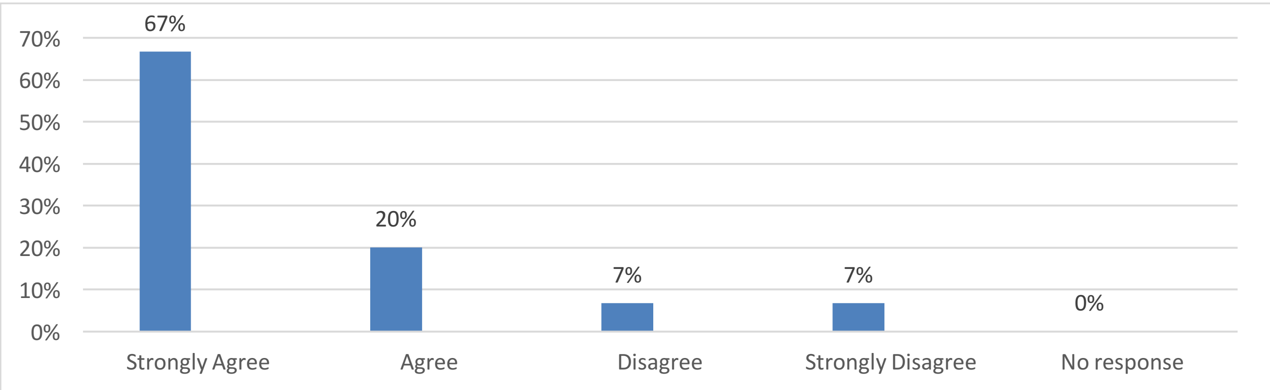
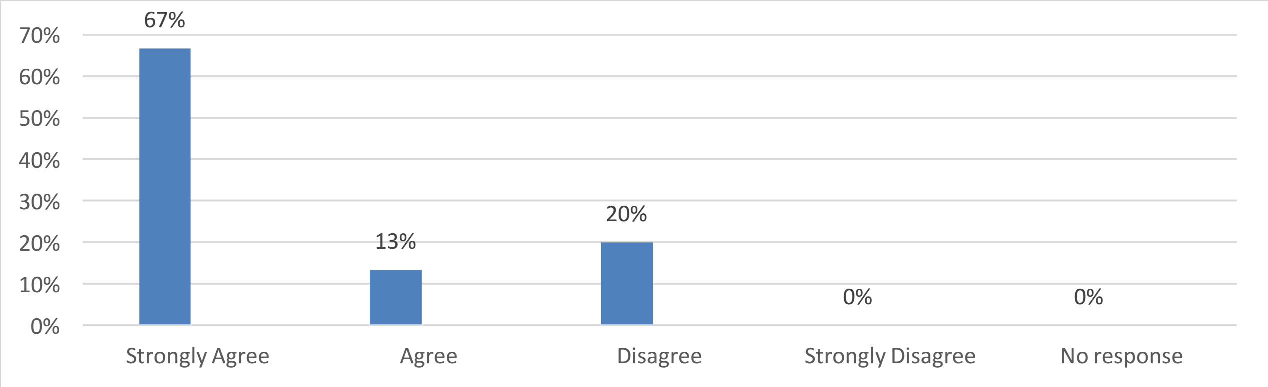


Figure 26: "Council should encourage serviced offices to locate in Bayside" (CRG)



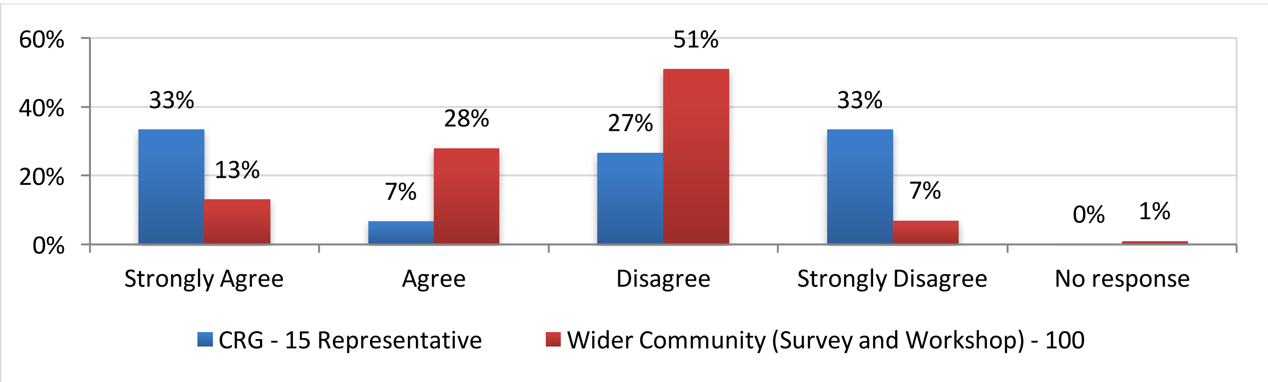
3.6.2 LEVELS OF SUPPORT FOR SMALL AND HOME-BASED BUSINESS

It can sometimes be difficult for Councils to know how much support to give small and home-based businesses as comments and concerns from the community are often conflicting in this space.

To get clearer on the situation in Bayside, three questions were asked about support that Council can give small and home based businesses.

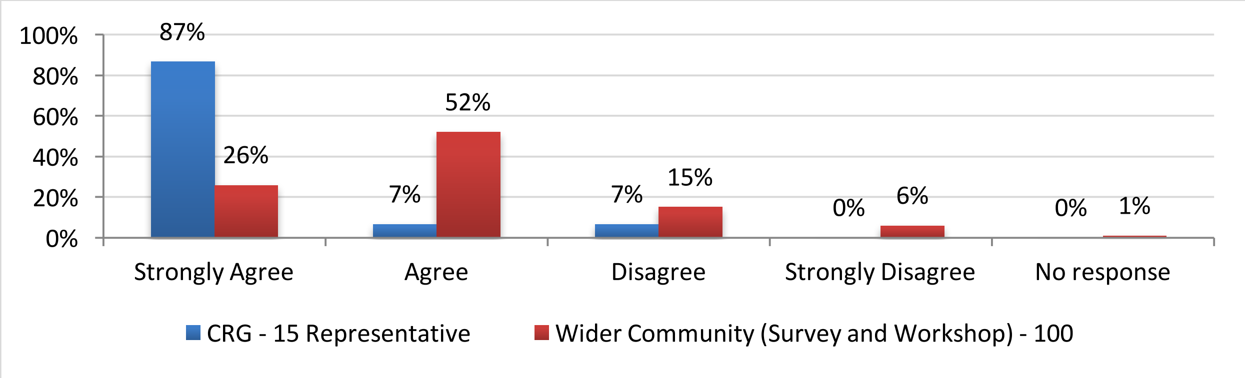
The first question was whether Council should be a facilitator in finding suitable co-location space. In summary: 40% of the CRG agree that it is Council's responsibility; and, 41% of the wider community who participated in the online survey and community workshop agree that it is Council's responsibility.

Figure 27: "It should be Council's responsibility to find suitable co-location spaces for small businesses"



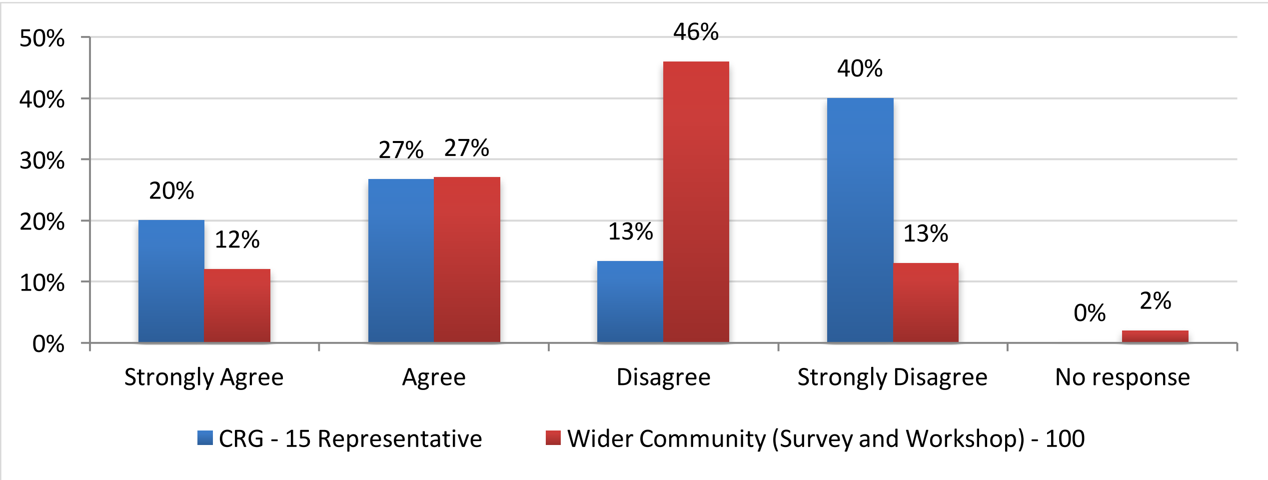
The next question was about services (such as networking and courses) and products (such as promotional booklets) that Council provides to local businesses. In sum: 94% of the CRG agreed that small and home-based business should have access to services and products after discussion and 78% of community workshop and online survey participants agreed.

Figure 28: "Small and home-based businesses should have access to council run services (eg. networking and courses) and products (eg promotional booklets)



Taken a step further, the groups were asked whether Council should be supporting small and home-based businesses or if small businesses should be looking after themselves. In response to this, 53% of CRG participants and 59% of survey and community workshop participants disagreed, meaning they did think there is a role for Council. While the majority of participants think there is a role for Council, the levels of support were not as strong as the previous questions, indicating there may be space for Council to better promote its services, programs and role.

Figure 29: "It's not really council's role to support small and home-based businesses. They should be ok to look after themselves"



SMALL AND HOME BASED BUSINESS CONCLUSIONS

The changing nature of small and home based business means that space and services will need to remain adaptable.

The majority of participants are supportive of encouraging co-working and serviced offices in Bayside.

In terms of support and products offered to small and home based business, there is not a large amount of support for Council facilitating finding co-working spaces for small businesses but there is support for Council to continue to offer products and services such as networking opportunities and promotional leaflets to support local businesses.

On the larger question of whether Council should support small and home based businesses there is less support indicating there may be space for Council to determine the needs of small and home based businesses and/or better promote its services, programs and role in this area.

3.7 COUNCIL ASSETS

While not specifically mentioned in the *Background Issues and Opportunities Paper*, the question of what to do with unused Council assets, such as buildings was an issue that emerged during the initial conversations with the CRG for consideration in the strategy.

The question of whether these assets should be used for small business and tourism or community use was considered by the CRG.

As the figures below show, all but one member of the CRG was generally supportive of both of these types of uses for underutilised assets.

Figure 30: "Council has some underutilised assets and these should be used for small business or tourist opportunities" (CRG)

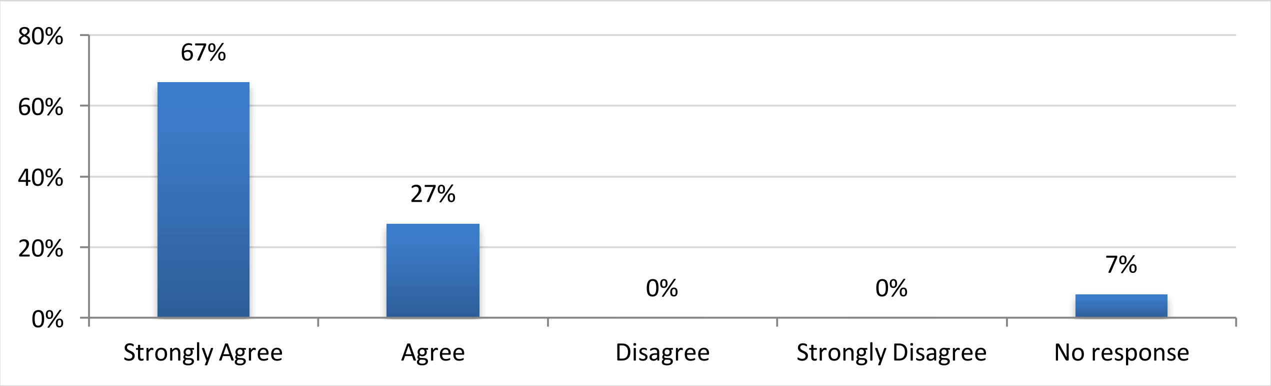
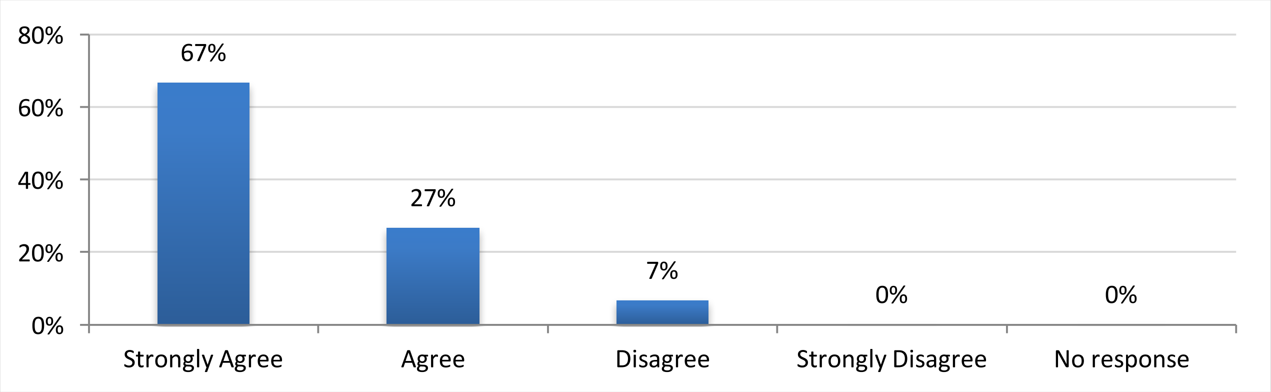


Figure 31: "Council has some underutilised assets and these should be used for community uses" (CRG)



COUNCIL ASSETS CONCLUSION

Participants of the CRG were supportive of using underutilised council assets for either small business and tourism or community uses. They concluded that the foreshore was particularly well suited to tourism and hospitality.

4 CONCLUSION

This report has presented the findings of the first stage of engagement for the Retail, Commercial and Employment Strategy.

The findings have been themed and conclusions drawn on the sentiment in the community for various options the strategy is considering. These are in the body of the report and presented below for ease of reference.

These findings, along with other inputs that related to financial, environmental and technical feasibility will be “put into the mix” so that a draft strategy can be developed.

It is worth commenting that, as with most of the work that happens in local government, there may not be a clear direction on some options. This means that the issues are complex and that a community is made up of individuals. It is the intention of the report to show where there is clear support, division and space where compromise may be sought.

RETAIL GROWTH CONCLUSIONS

Previous engagement with the community has revealed that the Bayside community values the village feel of their local shopping activity centres with their small retailers and this is still very much the case.

Not quite half of the wider community think that allowing larger retailers into the activity centres is a good idea, although CRG support increased (to two thirds) when the idea of putting restrictions on how larger retailers would blend into street fronts was discussed. The different result between the wider community and “mini public” of the CRG is mostly likely because the group were asked to consider the option in response to the call to “future proof” the retail sector and the ensuing discussions.

These findings suggest that the community continues to prefer small retailers in their village like centres and that they are protective of the character of the centres. Should Council consider larger retailers, some of the opposition from the community may be addressed by ensuring that character is retained in the activity centres and by having location specific engagement with affected community and stakeholders.

ACTIVITY CENTRE CONCLUSIONS

Roughly two thirds of those consulted would like to see more activation in activity centres after business hours and CRG participants unanimously supported the idea to encourage more arts, hospitality and entertainment activity.

CRG participants strongly prefer shopping areas that aren’t dominated by signage although when a wider sample was asked through the online survey if Council should use signage to promote business in shopping activity centres, 55% of all participants were supportive, suggesting this is a contentious issue.

Similarly, car parking is likely to remain a contentious issue with community members split over whether or not pedestrian and cycle activity should be prioritised over car parking.

Overall it appears that people are generally supportive of a bit more hustle and bustle in the activity centres although use of signage and car parking are contentious. This means that should Council decide to alter its approach to signage and parking, further location specific engagement with affected community and stakeholders should be undertaken to identify acceptable solutions.

BBEA CONCLUSIONS

The BBEA is the key site for commercial and employment opportunities in the Bayside area. The approach for its management into the future is one where four options have been identified and assessed by the authors of the background report as well as the engagement participants.

By assessing the benefits and disadvantages of each of the options as well as the conditional votes, Council has a better understanding of what risks, considerations and challenges lay with each option.

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COUNCIL ASSETS CONCLUSION

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