



GLEN EIRA LOCAL ECONOMY AND PLACE MAKING ACTION PLAN 2020–2025





The *Glen Eira Local Economy and Place Making Action Plan 2020–2025* was endorsed by Glen Eira City Council at a Council Meeting on 5 May 2020.

Glen Eira City Council acknowledges the Boon Wurrung people of the Kulin Nation as the traditional landowners and the historical and contemporary custodians of the land on which the City of Glen Eira and surrounding municipalities are located.

We acknowledge and pay tribute to their living culture and their unique role in the life of this region.



BACKGROUND	4
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ACTION PLAN

GOAL	12
GUIDING PRINCIPLES	13
THEME 1: PLACE MAKING	14
THEME 2: DESTINATIONS	16
THEME 3: SMALL BUSINESS	18
THEME 4: LOCAL JOBS	20

A SHARED VISION FOR GLEN EIRA

SHARED VISION STATEMENTS	26
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COUNCIL'S MAJOR PROJECTS WITH AN ECONOMIC FOCUS

CAULFIELD STATION PRECINCT	30
EAST VILLAGE	32
EAT STREET — BENTLEIGH	34
ELSTERNWICK CULTURAL PRECINCT	36
CARNEGIE COMMUNITY SPACE	38

CASE STUDIES

PLAY ME — COMMUNITY PIANO	8
CARNEGIE REFRESH	8
BRIGHTENING BENTLEIGH	9
BUSINESS CONCIERGE AND CURATING SERVICE	17
PARTY HIGHER	19
SPECIAL RATE SCHEME	21
TAUBE PILATES	22
CORE PHYSIO + PILATES	23

BACKGROUND

AN ACTION PLAN FOR ECONOMIC AND JOBS GROWTH

The *Glen Eira Local Economy and Place Making Action Plan 2020–2025 (Action Plan)* outlines priority actions and additional detail about how specific objectives of the *Glen Eira City Plan* (formerly the *Activity Centre, Housing and Local Economy Strategy*) will be achieved.

This *Action Plan* builds on the overall economic objectives outlined in the *Glen Eira City Plan* to further refine Council's actions and priorities to support economic growth and the creation of local jobs in Glen Eira.

Together with Greater Melbourne, Glen Eira is currently experiencing a time of significant change, with transport upgrades, population expansion, shifting land use and changes to the way people work and do business. All these changes highlight the importance of ensuring that household and population growth is matched by a growth in local jobs and opportunities for community connection.

A CHANGING ECONOMY

The Victorian economy is changing, influenced by global trends. Over the past decades technology has transformed it from one based on manufacturing and agriculture to one based on high skill, knowledge-intensive industries and services.

These sectors have different needs and drivers compared to traditional industrial or population-serving employment. Knowledge-intensive activities require access to deep and diverse skills and client bases to enable them to specialise and build resilience.

The promotion of economic sustainability of a municipality is a core principle of Local Government as listed in the *Local Government Act 1989* and in the *Local Government Bill 2018*.

In line with Victoria's changing economy, the approach taken by local Councils to support the local economy has also changed over time.

COUNCIL'S ROLE IN ECONOMIC DEVELOPMENT AND PLACE MAKING

While Council's direct impact on the local economy is limited, it does play an important strategic role in creating the environment and places to support activity centres and businesses to thrive.

Council's role includes:

- > Enhancing interest and amenity of activity centres, making them attractive places to shop, visit and do business.
- > Create effective links to encourage business growth and development.
- > Assisting businesses to work with each other and Council.
- > Attracting new businesses which add value to the emerging economic profile of the City.
- > Effective development and maintenance of physical infrastructure and cleaning schedules.
- > Providing simple and consistent processes to support new businesses to establish and grow in Glen Eira.
- > Providing opportunities for businesses to network and come together to share knowledge and experience.
- > Developing a community vision and strategic policy for each activity centre.

Glen Eira is home to a highly skilled workforce, with the largest employment sector for Glen Eira residents being professional, scientific and technical services.

Analysis of where employees live shows us that a relatively high proportion of local jobs are held by residents. However, the proportion of Glen Eira residents who work in the municipality is one of the lowest in Victoria.

There are also significantly fewer jobs available in Glen Eira (44,053), compared to the number of residents currently employed (69,641). These trends suggest there would be strong demand for additional local jobs. In particular 'professional, scientific and technical services industry' jobs which is currently not well represented by the jobs currently available in the municipality.

WHERE RESIDENTS WORK 2016*

Local government area of resident	Local jobs in local government area held by local residents (%)	Local residents who work within their own local government area (%)
Glen Eira	40%	22%
Bayside	40%	26%
Monash	22%	29%
Kingston	8%	30%

*Source: Australian Bureau Statistics Census 2016.

HOW WE GOT HERE

Through community consultation we built and refined a picture of the issues and opportunities for economic development in Glen Eira. Some changes have already been implemented as a result of this consultation with positive responses received. See case studies in this document.

Recent consultation has focused on further exploration of the principles which guide the *Action Plan* and testing some of the key assumptions the *Action Plan* is based on to ensure the priority actions are reflective and responsive to community needs.

COMMUNITY CONSULTATION

	DETAILS	PURPOSE/OUTPUTS
Part 1 <i>City Plan (formerly the Activity Centre, Housing and Local Economy Strategy)</i>	Consultation undertaken December 2016 to February 2017.	Develop a community vision and strategic direction for each activity centre.
Part 2 <i>Tell us what you love about your shopping strip survey</i> November 2016 to February 2017	Survey undertaken in each activity centre with over 2,100 responses in total.	Understand community vision for each centre. Development of Principles.
Part 3 <i>Women's Business Network Review</i> 2017	Survey and follow up workshop which explored survey responses.	Review current program delivery. Re-focus wider Economic Development Program.
Part 4 <i>Better Approvals Program</i> October to December 2018	Intensive six week program with a Council departments working group, led by consultants to review Council processes.	Recommendations to improve processes for new businesses in dealing with Council through the permit process.
Part 5 <i>Community Voice survey</i> February to March 2019	Survey testing key assumptions, eg. Would prefer to work closer to home if they had the opportunity.	Test key assumptions of the <i>Glen Eira City Plan</i> and the <i>Glen Eira Local Economy and Place Making Action Plan</i> .
Part 6 Targeted focus groups with local traders and Traders Associations March 2019	Two focus groups held — one with a range of selected local businesses, the other with Traders Associations.	Further explore the identified principles. Gain a better understanding of the issues and opportunities facing local businesses and shopping strips.

WHAT WE HEARD

CHALLENGES

- > Major interruptions to activity centres eg. Major works, level crossing removals and maintaining visitors/supporting businesses throughout these times.
- > The changing way that people shop and the changing role of activity centres.
- > The isolating nature of working alone.
- > Business operators are time poor.
- > Competition with major shopping centres such as Chadstone.
- > Access to adequate car parking in our activity centres for both visitors and employees.
- > Attracting foot traffic to our activity centres.
- > Getting buy-in from landlords to improve the appearance of their property and attract the right businesses.
- > Filling long term vacant shops.
- > Lack of diversity in shopping strips and the losing traditional high street shops such as butchers, bakers, fruit shops etc.

STRENGTHS

- > Council's business concierge service.
- > High level of skills and experience held within the community.
- > Family friendly nature of our activity centres.

OPPORTUNITIES

- > Share resources (including Council).
- > Collaboration and networking.
- > Make centres more pedestrian and cycling friendly.
- > More capital expenditure in activity centres.
- > Access to one off use of services and advice eg. employment and legal services.
- > Innovative ways to facilitate business to business connections.
- > Create pathways from higher education into local business to retain knowledge and skilled employees locally.
- > Provide incentives to set-up businesses locally.
- > Expansion of Council's Business Concierge Service to provide specialist knowledge and advice.
- > Create an X factor that draws people away from large shopping centres.

CASE STUDY

PLACE MAKING PLAY ME — COMMUNITY PIANOS

Three *Play Me* community pianos were installed in Carnegie, Murrumbeena and Bentleigh between June 2017 and September 2019.

The older recycled upright pianos were colourfully repainted by local community groups and students and repurposed into accessible public open spaces, designed to start conversations, activate the area and encourage passers-by to play and listen.

The pianos were well received with positive feedback:

“Thank you so much for the piano that sits by the tree outside Carnegie Library. As I write this letter to you a year 12 schoolgirl is playing a Chopin piece so beautifully, and with such feeling. The piano is old, weathered honky-tonk with a wee picture of Queen Victoria near the sheet-music shelf, but it’s perfect. The atmosphere this girl is creating with her music is gorgeous. What a lovely asset to our community.”



CASE STUDY

PLACE MAKING CARNEGIE REFRESH

The Carnegie refresh project aims to provide a visual refresh to the Koornang Road activity centre, making the centre feel fresher, safer and more vibrant.

Street furniture has been electrostatically painted in bright colours, blending with and complementing the colour palettes of the new Carnegie station precinct and the recent Carnegie library rebrand, creating a cohesive look and feel for the centre and taking another step towards uniting the north and south sides of the activity centre, begun by the level crossing removal.

Feedback from the community:

“Just wanted to thank Council for the great work they’ve done with the new bench seats down Koornang Road, they have a brilliant finish!”

“Just writing to say I love the new street furniture colours on Koornang Road. It brightens up the whole street. Good job”.

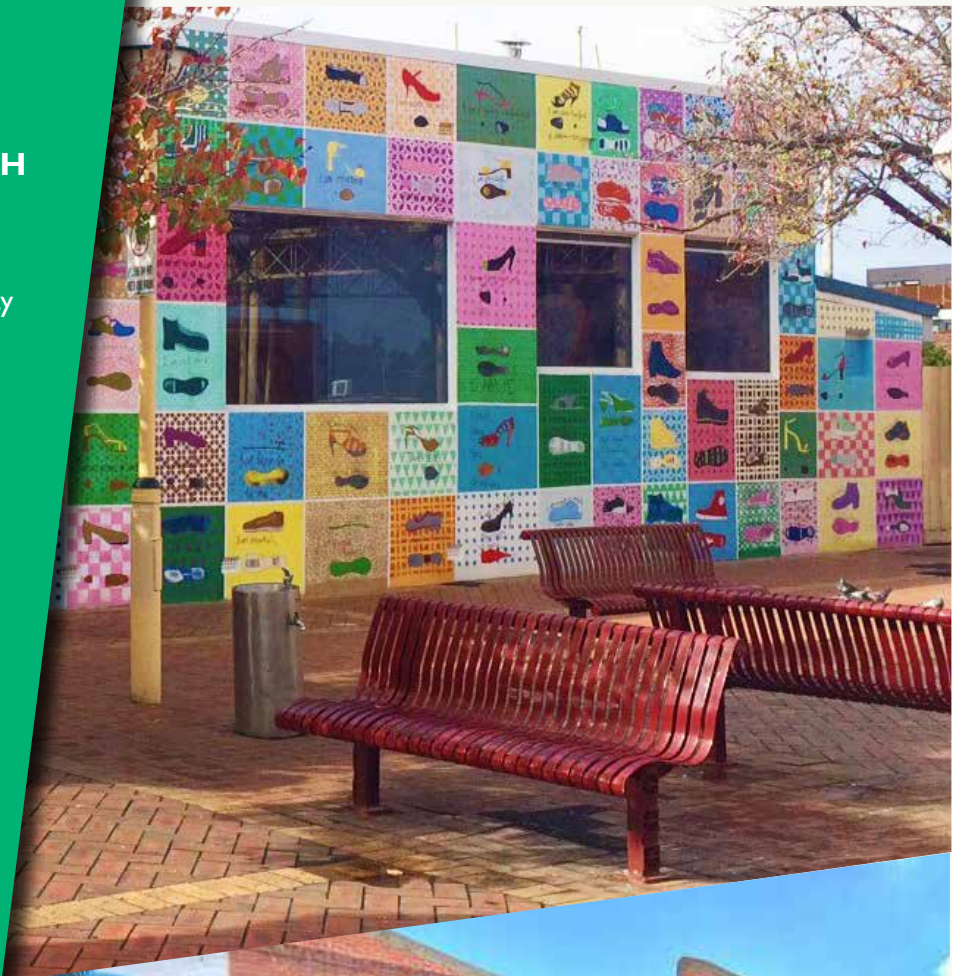


CASE STUDY

**PLACE MAKING
BRIGHTENING BENTLEIGH**

The brightening Bentleigh project's aim is to increase community confidence in the safety and security of public places in Bentleigh. The project focused on the installation of two large scale multi coloured murals by artists Hayden Dewar (below) and Carla Gottgens (right). These were installed on walls that were well known graffiti sites and to date has greatly improved the visual amenity and vibrancy of the activity centre. The project was implemented with assistance from the Department of Justice.

Along with the mural installations graffiti prevention education was undertaken with 750 local high school students and young adults from Council's *Girl Up* program and Taskforce. Discussions ensued on how young people can feel empowered to say no to behaviour they don't want to take part in such as graffiti tagging. Following the education sessions, students and young adults indicated a greater awareness and understanding of illegal graffiti and its consequences and impact on the community.



A photograph of a woman with dark hair, wearing a pink long-sleeved shirt and blue jeans, sitting at a white wooden desk in a modern office. She is looking down at a laptop. The office has large windows, indoor plants, and other people working in the background. A green diagonal graphic element is overlaid on the right side of the image.

ACTION PLAN



ACTION PLAN

GOAL

Strive for 10,000 more jobs in Glen Eira by 2031 with a focus on creating the right circumstances for the types of jobs to suit our population.

Increasing local employment is the main goal of this *Action Plan* with a target of 10,000 more jobs by 2031, working from the September 2019 end-of-year figures. While forecasting suggests that this target is achievable, the bigger challenge for Council is in fostering the right types of jobs to suit the Glen Eira community. As such, a large focus of the *Action Plan* will be on creating the right conditions for additional office, co-working and flexible working spaces and by taking a more pro-active role in attracting future investment in relevant industries and sectors.

Council is best placed to achieve this goal by nurturing the right economic conditions to make Glen Eira a great place to work, shop, visit and invest. The *Action Plan* therefore focuses on these four elements but does recognise there are many contributing factors outside Council's direct control, which require partnership with local business, industry sectors and the broader community.

Traditionally, local government economic development strategies have focused directly on business and industry growth.

Glen Eira's commercial demographics are comprised primarily of centre-based businesses (retail and service), home-based businesses, small offices, and three large employers (Caulfield Hospital, Monash University and Glen Eira City Council), with only a small and declining industrial constituent (Virginia Park).

Adopting a broader view of local economy development that incorporates liveability, amenity and community connection, is highly applicable to our municipality.

GUIDING PRINCIPLES

The following principles will guide how we implement our *Action Plan* over the next five or more years.

LOCAL JOBS:

Creating more opportunities for local people to work close to home.

EXPERIENCES:

Creating community rich experiences in our activity centres which cannot be acquired online.

CONNECTIONS:

Connecting people and utilising the skills and knowledge within the community to build the capacity of local businesses.

SENSE OF PLACE:

Fostering a strong sense of place and connection to our centres.

COMMUNITY LEADERSHIP:

Creating opportunities for the community to take the lead on projects within their local centres.

ACTIONS

The following section details the actions which will be undertaken, grouped into the following four themes:

PLACE MAKING:

Vibrant places to shop and meet

DESTINATIONS:

Exciting places to visit

SMALL BUSINESS:

Connected and supported places to work and do business

LOCAL JOBS:

Attractive places to invest

THEME 1: PLACE MAKING

VIBRANT PLACES TO SHOP AND MEET

As our local centres become more affected by globalised and mobilised markets, it is even more important to create community rich experiences within these centres that cannot be acquired online.

Glen Eira's activity centres provide more than just places to purchase daily essentials, our municipality is made up of local shopping strips with no major shopping centres or malls. These strips provide a focal point for building community identity and increasingly, residents expect these strips to provide spaces and opportunities to share experiences with friends, family and connect with community.

In terms of job growth, the focus for retail is around maintaining retail needs to serve the local population and as the population grows so too will the demand for retail. However, a focus of this Action Plan will be on retaining local consumer expenditure and creating centres which contribute to local residential and business amenity.

ACTION	MEASURE	TIMEFRAME
1.1 Undertake engagement and involve the community and stakeholders in large place making projects.	All major projects to include community engagement.	Ongoing
1.2 Explore the possibility of a Community Grant for community-led place making projects.	Confirm the feasibility of a Community Grant.	Years 2–3
1.3 Facilitate Special Rate Scheme for Bentleigh, Carnegie and Elsternwick and consider implementing new schemes.	Special rate schemes renewed, and new schemes implemented.	Ongoing
1.4 Implement a range of permanent (eg. public art, lighting, laneway activation) and temporary/pop-up (eg. community piano) place making projects.	Permanent place making projects implemented	Years 1–5
1.5 Review Hiring Policy for public spaces in activity centres to encourage more events and activities.	Hiring Policy reviewed and changes implemented.	Years 2–4
1.6 Engage with leasing agents, property owners and innovative retail and hospitality businesses and anchors to promote and activate commercial spaces.	Engagement plan developed.	Ongoing
1.7 Create and promote activities that are provided at night within Council owned or supported facilities and spaces in activity centres.	Night time economy activity program developed and implemented.	Ongoing
1.8 Facilitate regular round table of Traders Associations with different areas of Council attending to provide information and hear concerns.	Round table timetable developed.	Years 1–2
1.9 Develop and implement a Centre Activation Policy and strategy including food trucks, markets and busking.	Centre Activation Policy developed.	Years 2–3
1.10 Work with traders to trial tailored extended trading hours.	Extended hours trialled.	Years 2–5
1.11 Work with Traders Associations in Bentleigh, Carnegie and Elsternwick to ensure best value from Special Rate Schemes.	Annual survey of all traders undertaken and reported on by Traders Associations.	Ongoing
1.12 Support and encourage Traders Associations and community organisations to hold events in activity centres.	Increased number of events and activities in each centre.	Ongoing
1.13 Ongoing renewal program for footpaths in activity centres.	Renewal program in place.	Ongoing
1.14 Ensure activity centres remain clean and attractive.	Activity centre servicing schedule in place.	Ongoing
1.15 Trial a smoke-free zone in an activity centre following the adoption of the Smoke-Free Outdoor Policy.	First Glen Eira smoke-free zone in place, concurrent with the development of the Local Law.	Years 1–2

THEME 2: DESTINATIONS

EXCITING PLACES TO VISIT

Creating regional destinations is a new focus for Council, recognising the changing nature of our activity centres provides opportunity to create and promote destinations which attract people to our municipality.

An economic impact assessment of the proposed Elsternwick Cultural Precinct predicts it will create a \$1.8 million uplift in visitor spending each year and 30 additional jobs in the centre.

With renowned culinary destinations such as Koornang Road Carnegie and a growing list of world class attractions including Booran Reserve, Caulfield Racecourse and the Elsternwick Cultural Precinct, there is a strong base to further grow the tourism sector as a complementary part of the local community.

Creating additional destinations and harnessing the spending of visitors attracted to these destinations will have a direct impact on increasing jobs in Glen Eira.

ACTION	MEASURE	TIMEFRAME
2.1 Identify opportunities for food trucks or markets in areas with little night-time or weekend activity, to initiate more permanent activity in the future.	Appropriate areas identified and promoted.	Years 2–3
2.2 Identify the top ten Glen Eira experiences — based on a community vote and promote them.	Top ten experiences identified and promoted.	Years 1–3
2.3 Promote Elsternwick as a cultural destination.	Promotional materials developed and implemented.	Ongoing
2.4 Identify opportunities to promote Carnegie as a culinary destination.	Opportunities identified.	Years 1–5
2.5 Identify opportunities to promote Caulfield as a 24/7 activated destination for Melbourne’s south-east for recreation, education and leisure.	Opportunities identified.	Years 3–5
2.6 Work with businesses to foster the development of Eat Street in Bentleigh.	Traders Association and traders, involved in strategic vision and implementation of the Eat Street Precinct.	Years 1–5

CASE STUDY

BUSINESS CONCIERGE AND CURATING SERVICE

Glen Eira City Council's Business Concierge Service is a one stop shop for people looking to start or expand a small business in Glen Eira. The service was developed through assistance from Small Business Victoria's, *Better Approvals Program*, with the aim of reducing the time and complexity of permit application processes in Local Government.

The Concierge and Curating Service was launched in February 2019 and to date has assisted more than 60 business on their small business journey.

Citizen Café in Murrumbeena was the first business to be assisted by the Service, requiring Planning, Public Health and Footpath Trading permits. They opened their doors to the public only 16 weeks from the initial enquiry.



THEME 3: SMALL BUSINESS

CONNECTED AND SUPPORTED PLACES TO WORK AND DO BUSINESS

In recent times, Council reframed our small business program and events to focus on connection of people in business. Glen Eira is uniquely placed to harness the skills and experience of a highly educated and civic minded community, to network and share their skills and knowledge.

Council provides a range of business support services including; a Business Concierge and Curating Service, *Mentor Partners Program* (with Kingston Council), *BusEd Program* (with Monash University, Swinburne University and Holmesglen), Connection Economy events and Business Women's Networks.

Connecting businesses provides a supportive environment for sharing information and ideas, allowing small businesses to stay up to date with new trends, overcome common issues and potentially share resources.

These programs are intended to positively influence future job numbers by enabling new businesses to be well equipped with knowledge and support to flourish, be sustainable and grow.

ACTION	MEASURE	TIMEFRAME
3.1 Facilitate the creation and development of Women's Business Network events.	Network events developed and implemented.	Years 1–5
3.2 Develop and provide a range of connection economy events to help local business owners and professionals to establish new connections and valuable business relationships.	Events developed and implemented.	Years 1–5
3.3 Deliver the <i>Mentor Partners Program</i> to eligible businesses.	<i>Mentor Partners Program</i> delivered.	Years 1–5
3.4 Provide <i>BusEd Program</i> to local business owners to support their development and growth.	<i>BusEd Program</i> delivered.	Years 1–5
3.5 Provide a business concierge service to support new businesses in establishing.	Business concierge service developed and implemented.	Years 1–2

CASE STUDY

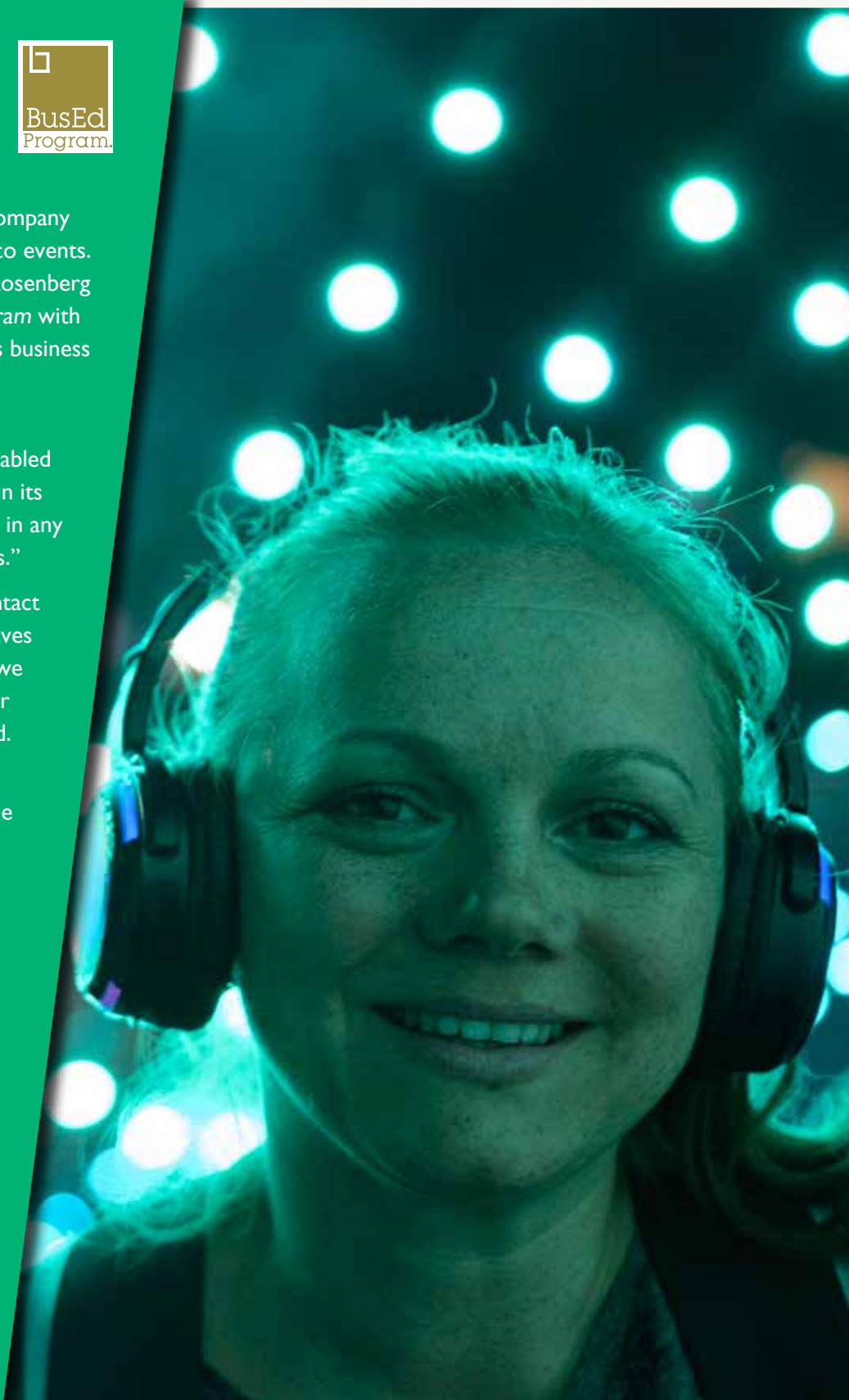
**BusEd PROGRAM
PARTY HIGHER**

Party Higher is an events company that specialises in silent disco events. Last year its founder Paul Rosenberg applied for the *BusEd Program* with the hope of streamlining his business processes.

He said “ Monash students developed software that enabled the company to securely run its wireless headphone system in any location, including outdoors.”

“They also developed a contact management system that saves us a lot of time in the way we manage our quoting and our customer service,” Paul said.

“They came up with new ideas and possibilities for me to consider, and delivered a result above and beyond what I had expected.”



THEME 4: LOCAL JOBS

ATTRACTIVE PLACES TO INVEST

To maintain strong activity centres, we need to ensure that they are places where our community feel connected and where businesses want to invest. While Council has limited control of what is in a centre, it plays a vital role in communicating the vision and strengths of each centre and fostering an inviting public realm to encourage potential businesses.

The creation of more jobs in Glen Eira will provide more opportunities for residents to work locally. However, given that the types of jobs currently available in Glen Eira are not strongly aligned with our residents, focusing on creating jobs alone is not sufficient. We must also consider and foster the right types of jobs and working opportunities to suit our population.

Having a clear vision and policy which encourages investment and employment will help to support the creation of more jobs, along with taking a proactive approach in engaging property owners, real estate agents, major employers and potential investors to identify future opportunities and guide their locations.

Council also has an opportunity to lead the way with future developments in our activity centres, such as the Elsternwick Community Hub which have scope for the inclusion of office and flexible working spaces.

Council recognises that there is work being undertaken at a regional level which will help to guide local level action.

ACTION	MEASURE	TIMEFRAME
4.1 Identify preferred Glen Eira model for co-working and flexible working spaces, including opportunities for Council led/partnered spaces.	Co-working/flexible working model developed and implemented.	Years 2–3
4.2 Establish a CEO round-table forum or similar where key local employers can come together regularly.	Forums in place and run regularly.	Years 2–3
4.3 Identify opportunities for office, employment, co-working and flexible working in future Council developments and facilities in major activity centres.	Opportunities identified.	Ongoing
4.4 Explore feasibility of establishing program to support new entrepreneurs to set up in Glen Eira.	Feasibility study undertaken.	Years 2–3
4.5 Develop Council procurement policies that encourage the use of local services and suppliers and promote local employment opportunities.	Key policies developed.	Years 2–4
4.6 Explore opportunities to encourage young entrepreneurs in Glen Eira.	Young entrepreneurs initiative developed and promoted.	Years 2–3
4.7 Explore the possibility of Community Grants to support community oriented organisations which will foster a greater business mix.	Confirm the feasibility of a Community Grant for community oriented organisations.	Years 2–5

CASE STUDY

SPECIAL RATE SCHEME

The Special Rate Scheme has been in place in three of Glen Eira's major activity centres — Centre Road, Bentleigh; Koornang Road, Carnegie; and Glen Huntly Road, Elsternwick — since 1994.

Funds collected from this Special Rate are provided quarterly to each Traders Association to assist with the marketing and promotion of the activity centre, which may include events, special promotions, competitions, activities, training opportunities, and online communications such as website and social media.

Our City Economy and Place Making team works closely with Traders Associations and traders to encourage residents to shop locally and to ensure our activity centres are vibrant and engaging places for the whole community.

Bentleigh Traders Association held their second Bentleigh Street Festival in November 2019, closing off Centre Road and providing an opportunity for local businesses to engage with the community through street stalls and activities. The event attracted more than 45,000 people.



CASE STUDY

BusEd PROGRAM

TAUBE PILATES



Louise Taube of Taube Pilates worked with Swinburne students to upgrade two websites and integrate her client booking system and client database. She was impressed with the students and excited about the business outcomes.

“The new websites look fantastic and fresh, and the functionality will make it much easier for me to interact with my clients and keep the content up to date,” Louise said.

Student Aaron Harkness was also extremely positive about the experience.

“It has been a fantastic opportunity to work with Louise, to be able to apply what we have learnt from our studies and at the same time be able to help someone’s business.”





CASE STUDY



CORE PHYSIO + PILATES

MENTOR PARTNERS PROGRAM

Lee Ajzenman, founder of Core Physio + Pilates in Elsternwick had a clear vision when she established her business in 2008.

Backed by her experience, passion and support from her family, Lee quickly grew the business to a two level studio with 14 staff, and hundreds of clients.

Whilst Lee's hard work and vision had taken her this far, Lee felt that it was time to stop and objectively assess the direction of her business. She applied for assistance from Council's *Mentor Partners Program* and was matched with business mentor Leon Kurop.

"It was fantastic to have someone with so much success in business, help me assess my business performance and identify ways to improve and grow my business," said Lee. "I am now much more aware of the strengths and weaknesses of my business and how to objectively monitor how it is going.

"When I applied, I didn't know what to expect, but the *Program* far exceeded my expectations in terms of the practical guidance I received. I would definitely recommend the *Program* to other business owners."

Leon, who has a wealth of experience and success in managing and building businesses across many industry sectors, enjoyed mentoring Lee.

"Lee was terrific. She always did all her homework in between sessions and it was great to see her learn and take on new ways of approaching her business challenges".



A SHARED VISION FOR GLEN EIRA



SHARED VISION STATEMENTS

The City of Glen Eira is made up of a number of distinct neighbourhoods, each with their own identity. The uniqueness of each place is through a combination of factors, including buildings, public spaces, community services and the people and culture of the area.

The following vision statements were endorsed as part of the *Glen Eira City Plan* (formerly the *Activity Centre Housing and Local Economy Strategy*). These statements will form a 15 year guide for decision-making for both private development and public realm works.

CAULFIELD STATION PRECINCT

will be a regional destination for education, employment and events.

ELSTERNWICK

will be a safe, accessible and liveable centre that embraces its historic character and strong cultural and village feel.

CARNEGIE

will be a safe, connected and welcoming centre that embraces its authentic urban character and cultural identity. The centre will be a destination for night-life, shopping and employment, supporting a range of businesses and interconnected spaces that meet the needs of the local community.

BENTLEIGH

will be an accessible, local shopping destination with a vibrant cafe and restaurant culture. It will maintain its community feel with open space, places for people to meet and gather and a broad range of local businesses which meet the needs of a diverse community.

MOORABBIN JUNCTION

will be a vibrant, accessible and safe centre with a strong focus on arts, nightlife and community connections. As an emerging growth hub, the centre will support a diverse range of housing and commercial activity with dining and entertainment options available during the day and into the night.

GLEN HUNTLY

will use Booran Reserve and emerging cultural offerings to become a new, exciting destination that acts as a focal point for the local community with a diverse range of retail and hospitality experiences. The centre will be attractive, clean and safe, and support pedestrian and cycling access.

EAST VILLAGE

will be a sustainable mixed use precinct with a focus on innovative employment and education opportunities. Enhanced by green spaces and places for people, it will be supported by a diverse range of high quality housing and retail that caters for all.

BENTLEIGH EAST

will be a welcoming and connected centre that caters for all. The centre will be enhanced by a range of retail and dining options to meet the everyday needs of its local community.

CAULFIELD SOUTH

will be a convenient diverse and attractive shopping strip that is vibrant both during the day and at night. Enhanced pedestrian and cycling amenity and greenery will foster an active, safe and friendly environment.

CAULFIELD PARK

will be a local hub, which embraces its strong culture and heritage. A transport junction anchored by green open space, the centre will maintain a strong sense of community and connected village feel.

ALMA VILLAGE

will be a charming and accessible local centre with quality shopping and eating options that cater for residents' everyday needs.

GARDENVALE

will be a friendly neighbourhood centre with tree lined streets and public amenity, which supports social interaction. The centre will provide for resident's everyday needs and encourage strong connections between the community and traders.

HUGHESDALE

will be a rejuvenated and inviting centre with a mix of small local businesses, cafes and restaurants boosted by strong transport connections. The family-friendly centre will have a cohesive community feel enhanced by consistent urban treatments, including green spaces and opportunities for social interactions.

McKINNON

will be an accessible centre with a strong village feel, which recognises and celebrates its heritage and local history. With a unique offering of retail and hospitality options, the centre will cater for the local community whilst retaining its charm.

MURRUMBEENA

will be a leafy and green local centre with a strong community and environment focus. With a mix of local businesses to meet residents' daily needs, the accessible, pedestrian-friendly centre will maintain a safe village feel and embrace its local history.

ORMOND

will maintain a local feel with a strong sense of community connection, which is enhanced by greenery and landscaping. Embracing its local character and heritage, the centre will be an accessible and well connected destination for urban retail and dining.

PATTERSON

will be a connected and vibrant hub embracing local art and music. The centre will be enhanced by a leafy green streetscape and lively cafes and restaurants which strengthen the close-knit village atmosphere.

RIPPONLEA

will be an intimate and unique centre, which embraces its culture and heritage charm. The centre will provide a mix of retail and dining offerings creating a vibrant street life and community feel, which is consistent throughout the centre.



COUNCIL'S MAJOR PROJECTS WITH AN ECONOMIC FOCUS



CAULFIELD STATION PRECINCT

WHAT IS THE PROJECT?

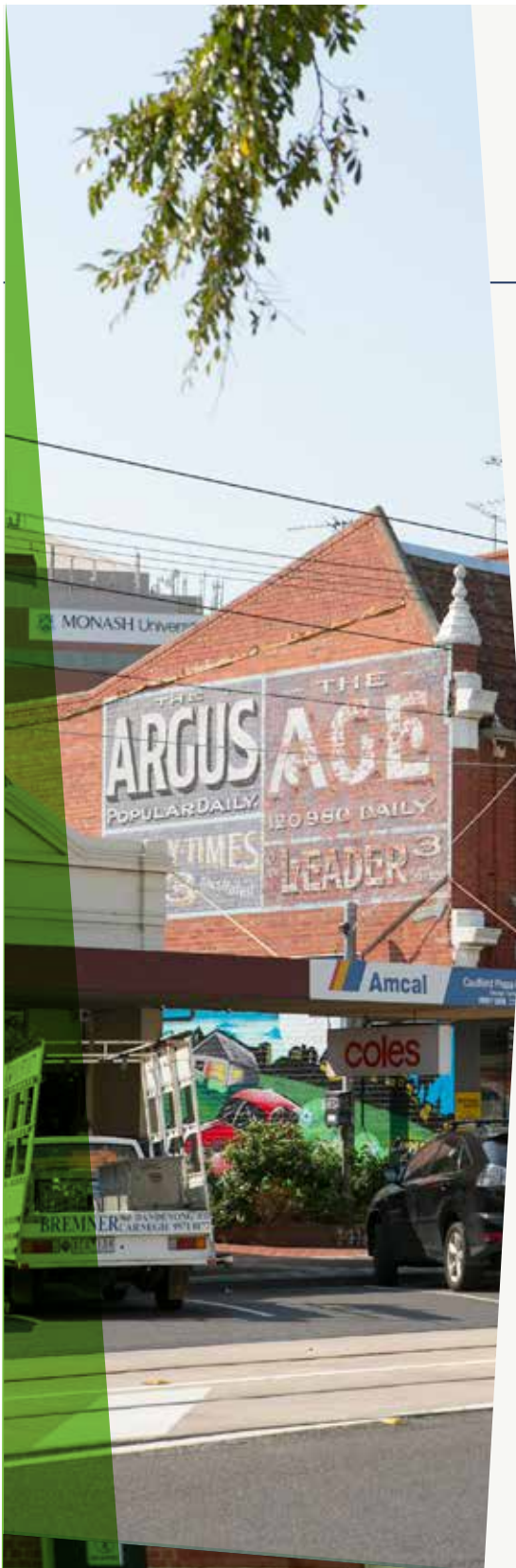
The redevelopment of the area in and around Caulfield Station, including: the Derby road activity centre, Monash University, Caulfield Racecourse and Caulfield Station.

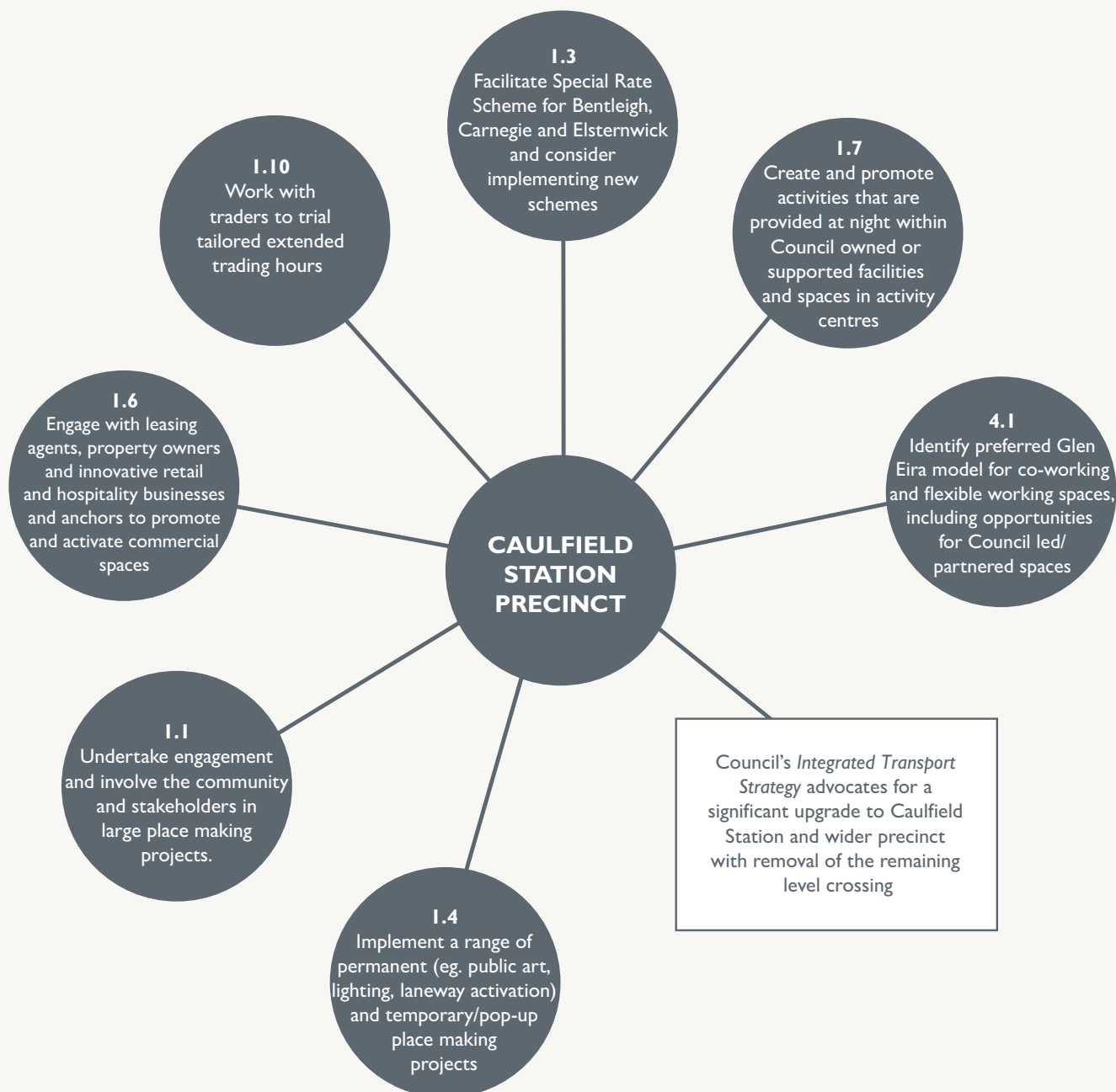
HOW WILL IT SUPPORT AND ENHANCE THE LOCAL ECONOMY?

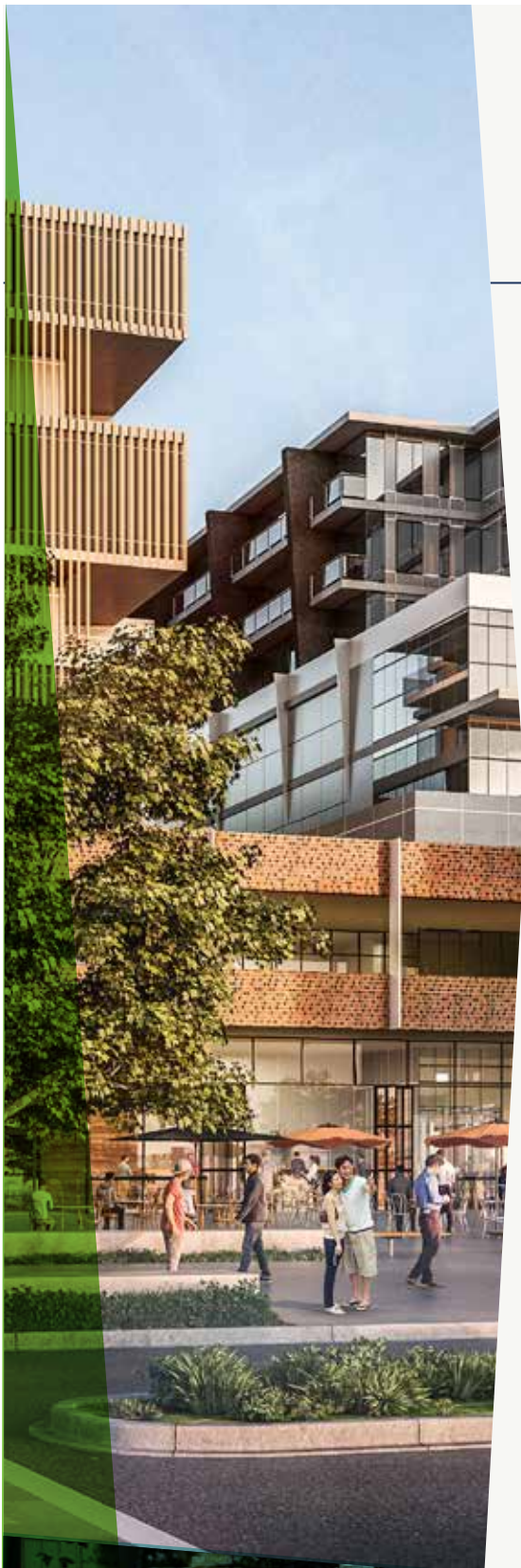
Providing a major public transport hub, a new supermarket and diverse retail, entertainment and hospitality offerings, housing and public open space.

HOW DOES IT ALIGN WITH THE LOCAL ECONOMY AND PLACE MAKING ACTION PLAN?

There are opportunities for this project to include actions outlined in this *Action Plan* and other Council strategies (see diagram).







EAST VILLAGE

WHAT IS THE PROJECT?

The redevelopment of a 25 hectare former industrial site on the corner of East Boundary Road and North Road, into a bustling neighbourhood and community hub.

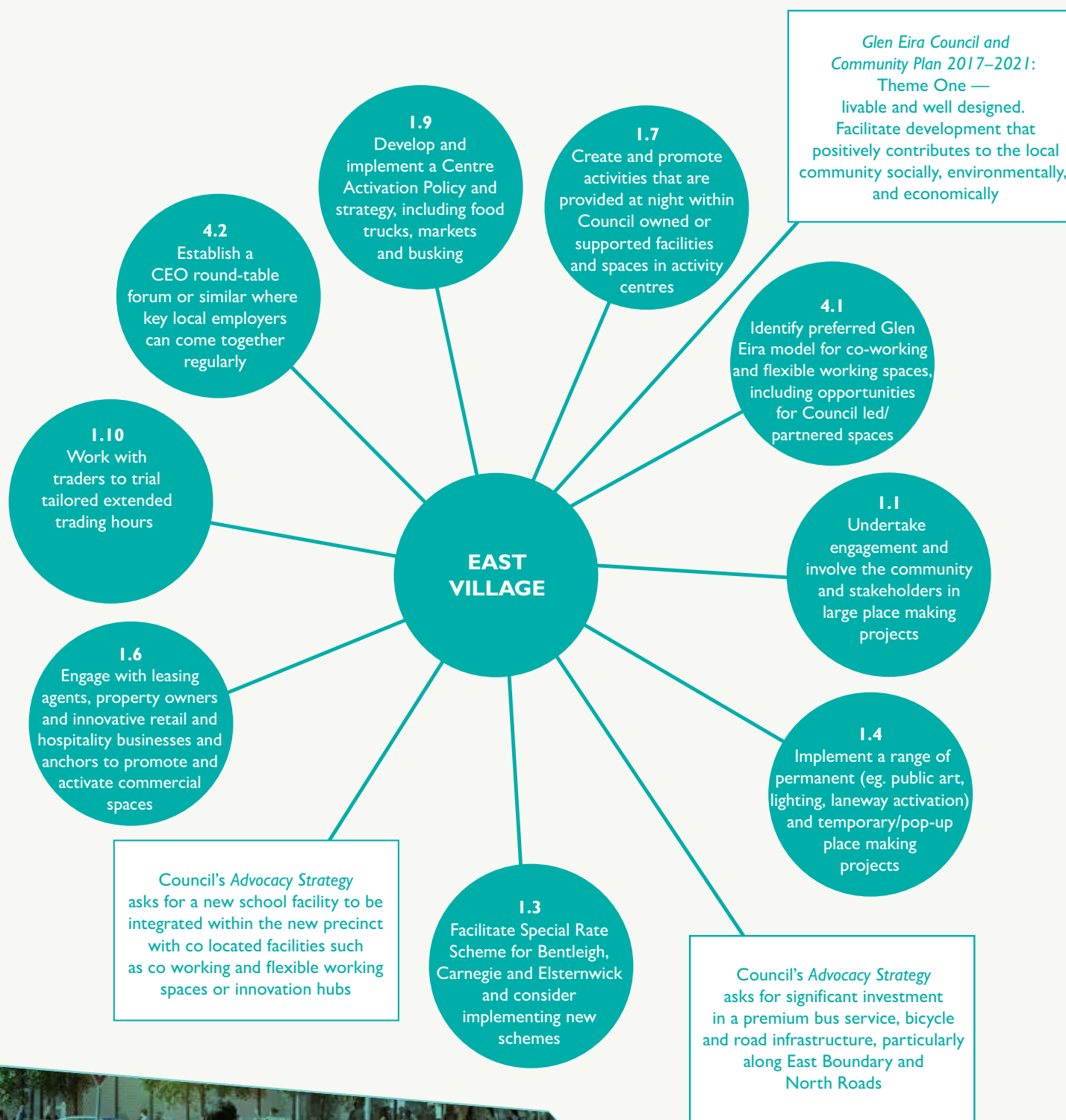
HOW WILL IT SUPPORT AND ENHANCE THE LOCAL ECONOMY?

Providing 4,500 new jobs across a variety of industries and sectors, homes for 6,000 new residents, a new school, retail offerings, public and green spaces.

HOW DOES IT ALIGN WITH THE LOCAL ECONOMY AND PLACE MAKING ACTION PLAN?

There are opportunities for this project to include actions outlined in this *Action Plan* and other Council strategies (see diagram).







EAT STREET — BENTLEIGH

WHAT IS THE PROJECT?

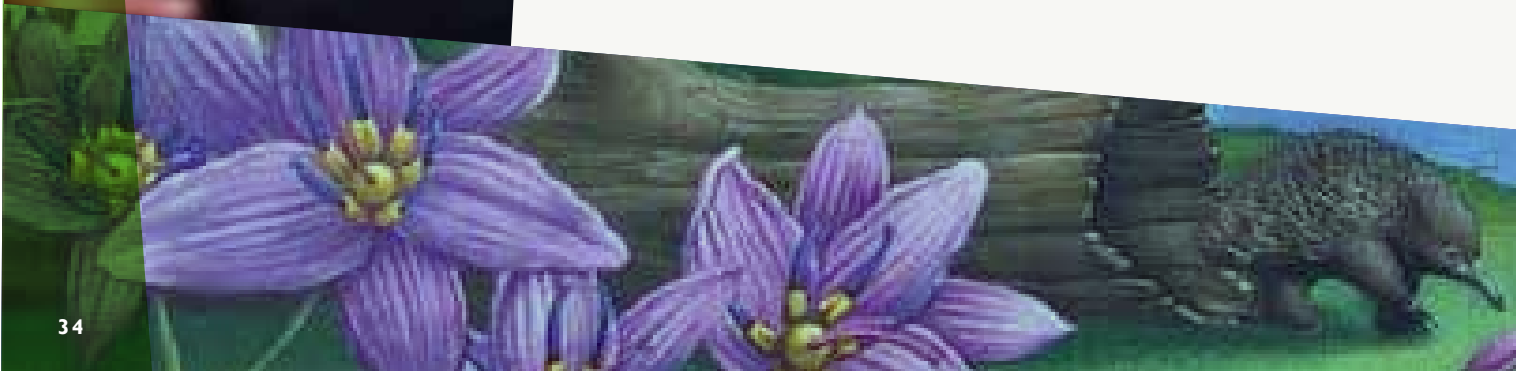
The redevelopment of the Bentleigh plaza and rotunda, a section of Centre Road and Vickery Street Bentleigh, into a vibrant public precinct.

HOW WILL IT SUPPORT AND ENHANCE THE LOCAL ECONOMY?

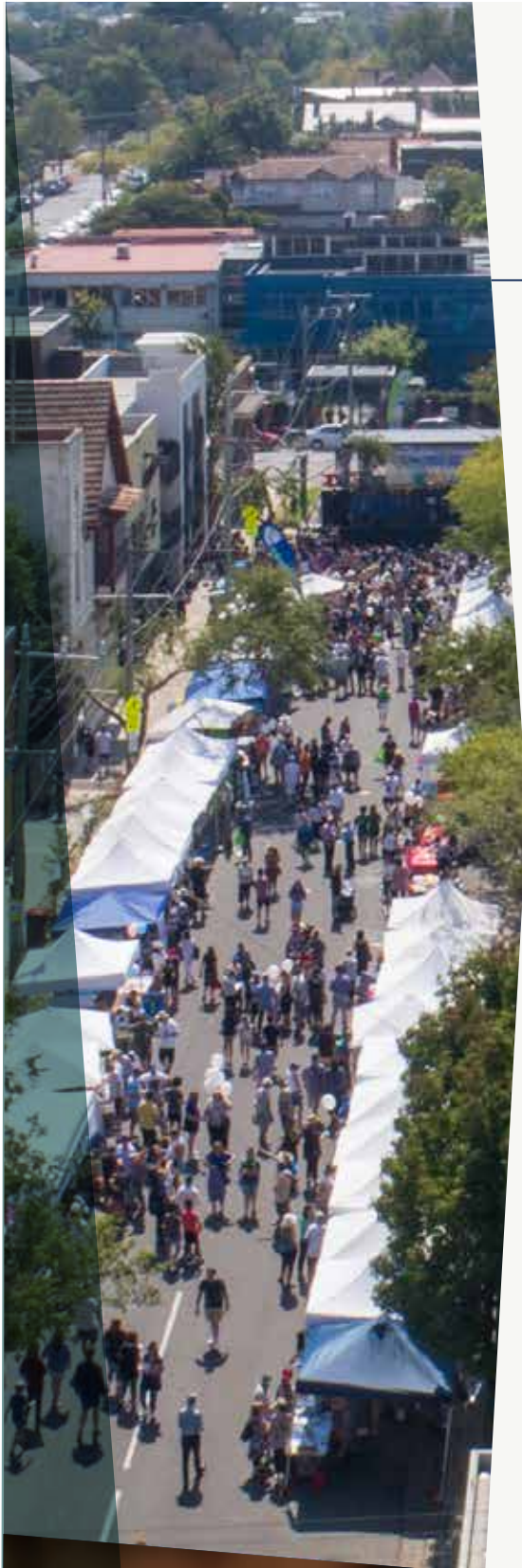
Providing modern multi-functional spaces and opportunities for the community to meet, play and linger.

HOW DOES IT ALIGN WITH THE LOCAL ECONOMY AND PLACE MAKING ACTION PLAN?

There are opportunities for this project to include actions outlined in this *Action Plan* and other Council strategies (see diagram).







ELSTERNWICK CULTURAL PRECINCT

WHAT IS THE PROJECT?

The redevelopment of Selwyn Street, Elsternwick into a vibrant world class cultural and community precinct with a diverse range of food, entertainment and cultural offerings.

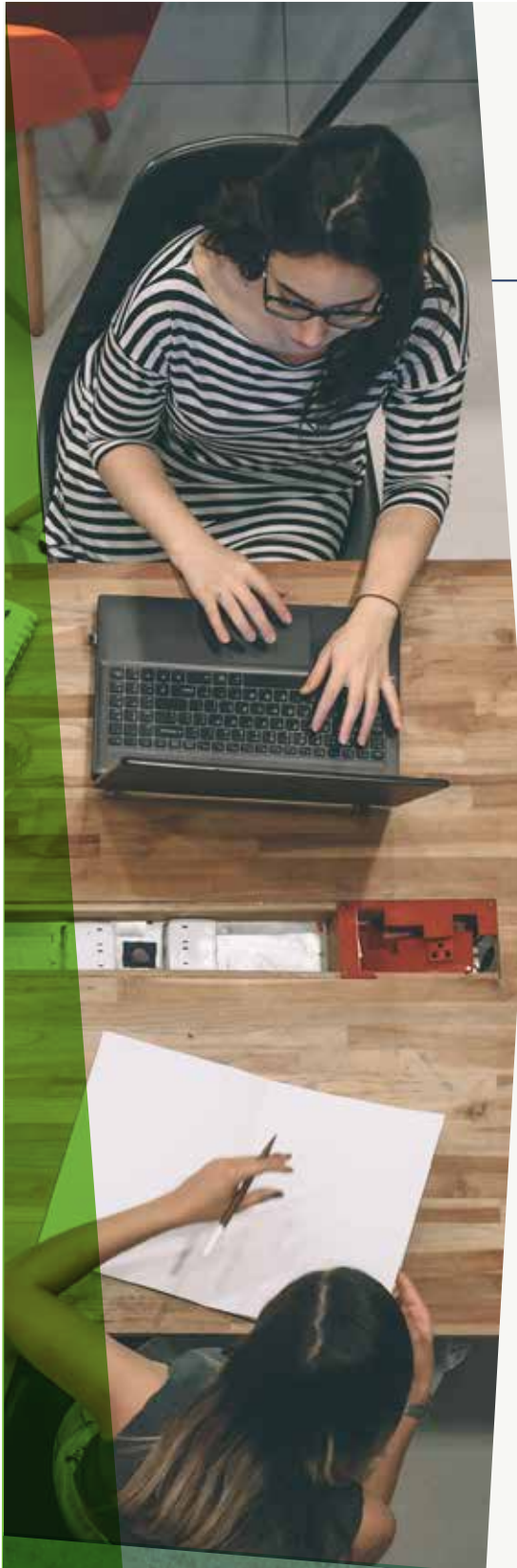
HOW WILL IT SUPPORT AND ENHANCE THE LOCAL ECONOMY?

The precinct will draw local, national and international visitors, providing a gateway to the broader Elsternwick activity centre and its diverse retail and hospitality offerings.

HOW DOES IT ALIGN WITH THE LOCAL ECONOMY AND PLACE MAKING ACTION PLAN?

There are opportunities for this project to include actions outlined in this *Action Plan* and other Council strategies (see diagram).





CARNEGIE COMMUNITY SPACE

WHAT IS THE PROJECT?

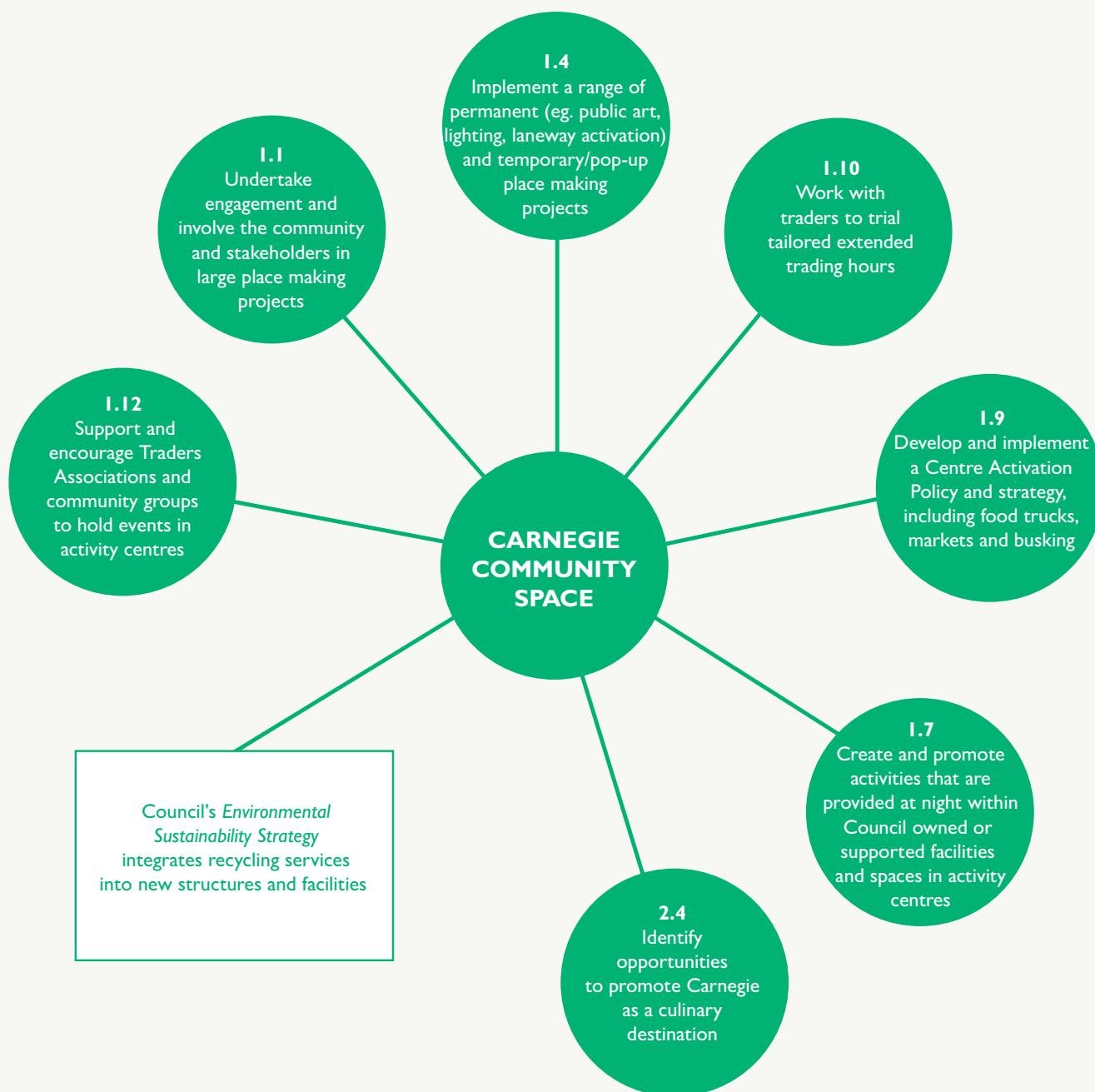
The creation of a multi-use community space on Neerim Road Carnegie, near the corner of Koornang Road and adjacent to the Carnegie Library and Community Centre car park, providing opportunity for place making, community engagement and economic development initiatives.

HOW WILL IT SUPPORT AND ENHANCE THE LOCAL ECONOMY?

A multi-functional space providing open and green space as a gathering place, a venue for community, trader and council led events and activities.

HOW DOES IT ALIGN WITH THE LOCAL ECONOMY AND PLACE MAKING ACTION PLAN?

There are opportunities for this project to include actions outlined in this *Action Plan* and other Council strategies (see diagram).





CONTACT

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