



GLEN EIRA CITY COUNCIL

ORDINARY COUNCIL MEETING

TUESDAY 27TH FEBRUARY 2018

AGENDA

**Meeting to be held in the Council Chambers,
Corner Hawthorn & Glen Eira Roads, Caulfield
At 7.30 pm**

*"The primary object of a Council
is to endeavour to achieve
the best outcomes for the local community
having regard to the
long term and cumulative effects of decisions."*

- s3c(1) Local Government Act

Councillors: The Mayor, Councillor Tony Athanasopoulos
Councillor Clare Davey
Councillor Mary Delahunty
Councillor Margaret Esakoff
Councillor Jamie Hyams
Councillor Jim Magee
Councillor Joel Silver
Councillor Dan Sztrajt
Councillor Nina Taylor

Chief Executive Officer: Rebecca McKenzie

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**ITEM 9.1 STRUCTURE PLAN AND QUALITY DESIGN GUIDELINES
CONTEXT REPORT**

Author: *Aidan Mullen, Manager City Futures*
 Sophie Holdsworth, Coordinator City Strategy and Place Planning

File No: 16/25193

Attachments: 1. Glen Eira Housing Opportunity

PURPOSE AND SUMMARY

The purpose of this report is to set the context for Items 9.2 - 9.5 of the Agenda for the 27 February 2018 Ordinary Council Meeting which seek the adoption of *Structure Plans* for Bentleigh, Carnegie and Elsternwick, and Item 9.5 which seeks adoption of the *Quality Design Guidelines*.

This report outlines the extensive community engagement and significant strategic work that has been undertaken to reach the current stage, and how the outcomes that have been achieved align with the vision and objectives that were set in the *Activity Centre, Housing and Local Economy Strategy 2017* adopted by Council in July 2017.

RECOMMENDATION

That Council:

- notes and considers this report and background information when considering adoption the *Structure Plans* and *Quality Design Guidelines*;
- acknowledges the extensive community input in the development to the *Structure Plans* and *Quality Design Guidelines*, and thanks those who have contributed to the more than 4,400 submissions and 980 appearances at community forums; and
- notes that the *Structure Plans* and *Quality Design Guidelines* demonstrate that the aspirations of the community can be met while still achieving the objectives of State Government.

BACKGROUND

In 2016, Council carried out extensive community engagement for the purpose of a Planning Scheme Review and the community's concerns were clearly expressed. It was clear that protecting valued heritage areas, and addressing overdevelopment and loss of neighbourhood character in Glen Eira's activity centres was — and still is — a clear priority for our community. Structure planning was also a prominent project called for in the feedback.

Since that time, Council has embarked on a comprehensive strategic planning program to ensure the aspirations of the community are achieved while also ensuring that our responsibility to uphold the objectives of the State Government with regard to the growth of Melbourne is fulfilled.

Glen Eira was the first Council to implement the reformed residential zones in 2013, securing maximum building heights across the majority of the municipality. Since that time, external pressures, including rapid population growth, the Melbourne housing boom and multiple level crossing removals have led to an increase in the rate of development in our commercial

areas. Change occurring at this rate can be unsettling, especially when the shared long-term vision for these areas is undetermined or unclear.

Previously, long-standing local policies have been sufficient tools to manage development in Glen Eira's activity centres. However, as the external pressures have increased, more contemporary strategic planning is required to ensure that a shared vision positively guides future change.

Following the 2016 Planning Scheme Review Council adopted an extensive and comprehensive work plan. The work plan aims to update Glen Eira's strategic vision which guides the future planning of the city, and to undertake a new focus on planning for Glen Eira's activity centres.

Council's July 2017 adoption of the *Activity Centre, Housing and Local Economy Strategy*, along with the subsequent development of the *Bentleigh, Carnegie and Elsternwick Structure Plans*, and *Quality Design Guidelines* are the first stage in achieving this objective.

Integrated Strategic Planning Program 2017

The end of 2016 marked a unique and golden opportunity for Council to work closely in collaboration with the community to visualise what Glen Eira will look and feel like in 2031. This community led process saw more than 5,400 submissions or forum attendees, and informed the preparation of new future vision of the City and of all of its 18 neighbourhoods.

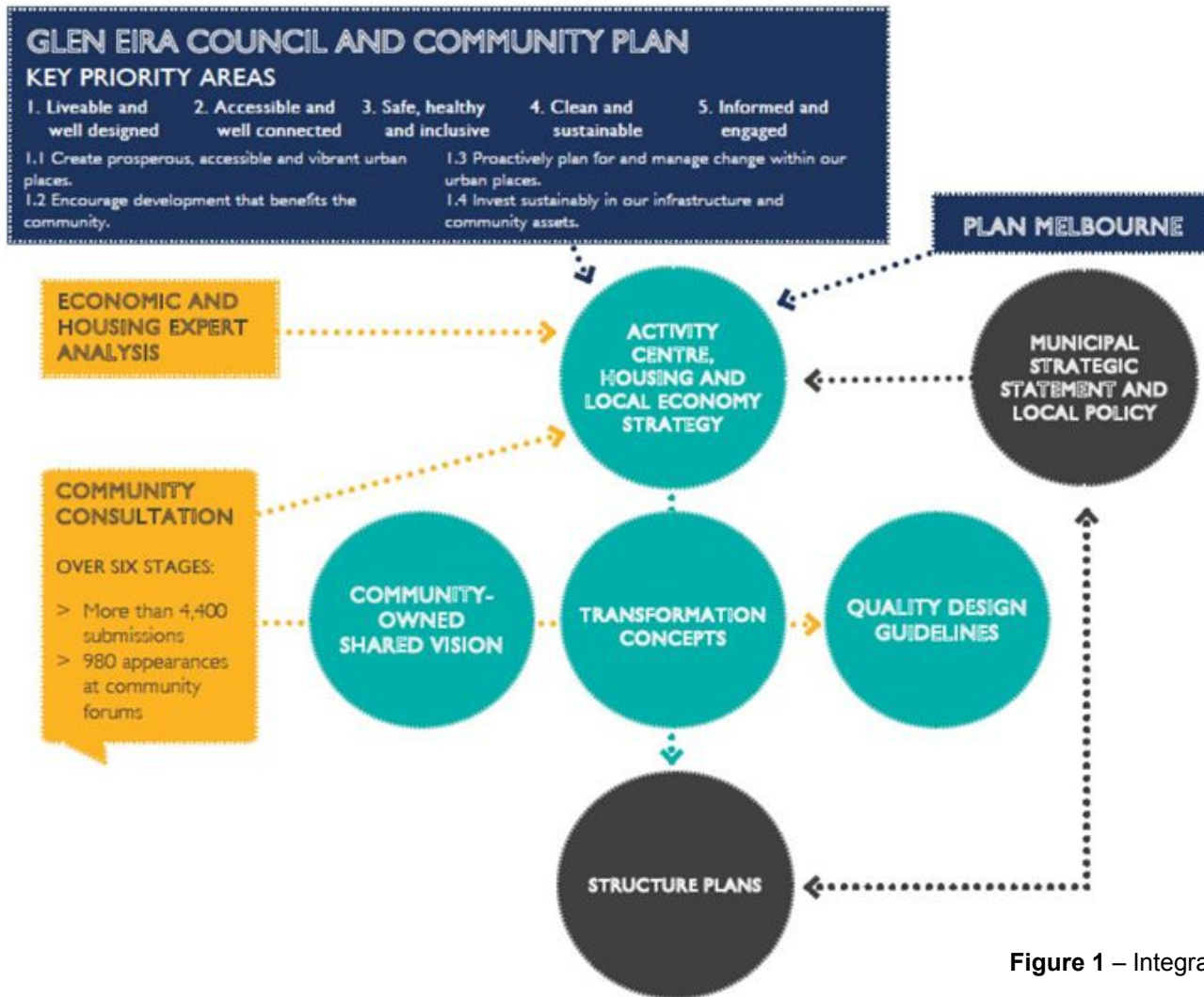


Figure 1 – Integrated strategic planning program

An integrated strategic planning program (Figure 1) was undertaken to deliver on this new community vision, including the following inter-linked projects:

1. *Activity Centre, Housing and Local Economy Strategy*
2. *Bentleigh, Carnegie and Elsternwick Structure Plans*
3. *East Village Structure Plan*
4. *Quality Design Guidelines*

1. Activity Centre, Housing and Local Economy Strategy

In July 2017, Council adopted the *Activity Centre, Housing and Local Economy Strategy* which sets a new vision for the future of the municipality and will inform the update to Council's Municipal Strategic Statement (MSS).

To help build strong local communities, it is important that local household growth is matched by local job growth. Glen Eira's activity centres are ideal locations to provide for growth in household and job numbers and are therefore considered to be areas for managed change.

The *Strategy* lays the strategic groundwork for Council's *Structure Plans* and *MSS* update by highlighting the correlations between the community's vision for Glen Eira and that of the State Government (*Plan Melbourne 2017-2051*):

- Community: seeking to better manage the impact of population growth and development on residential neighbourhoods.
- State Government: seeking greater urbanisation in Melbourne's inner suburban areas (such as Glen Eira).

The *Strategy* outlines how Glen Eira will proactively manage and accommodate population growth by considering the future needs of the community, including housing and social infrastructure needs, and the economic viability and accessibility of each centre. By establishing a long-term strategic framework which caters for the community's needs, the *Strategy* ensures the valued amenity and local character is maintained and respected.

The *Strategy*, which is underpinned by extensive economic research and consultation with local trader groups, promotes place-making in Glen Eira's shopping strips as a way of addressing the future impacts of digitalisation and online retailing. This can be achieved through facilitating a shift from pure retail experiences to a broader focus on facilitating greater community interaction and human experiences in our activity centres. The *Structure Plans* seek to deliver this through new community hubs, community markets, cultural precincts, public plazas and parks.

The *Strategy* also informs the development of *Structure Plans*, by outlining the strategic context, vision and objectives for each activity centre across Glen Eira and guides where to focus housing and commercial developments.

2. Bentleigh, Carnegie and Elsternwick Structure Plans

Structure Plans are critical to the future planning of our centres to ensure clear objectives are set for the community, businesses, landowners, Government and developers alike. A *Structure Plan* achieves this by setting a long-term shared vision for the local area. Without a clear shared future vision for a centre, changes can occur in an ad-hoc manner.

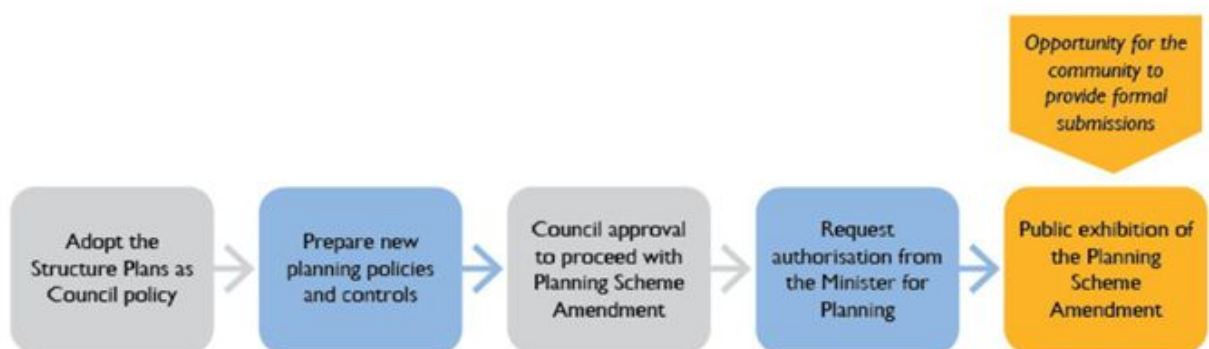
It guides future economic investment, population growth, development, land use, public realm upgrades, transport improvements and heritage protection, ensuring that proposed changes in the area are tested against and aligned with the future shared vision.

Importantly, the *Structure Plans* seek to leave a lasting legacy for the current and emerging communities by:

1. Harnessing development and population growth as a positive opportunity for our community, rather than a negative tension.
2. Transitioning our traditional retail centres to a broader community experience, with a focus on how we continue to provide opportunities for community connections and prepare for a less retail intensive future.
3. Proactively planning for the needs of our community including open space, transport and community uses.

The Bentleigh, Carnegie and Elsternwick *Structure Plans* have been developed based on themes that have emerged through early stages of engagement, with initiatives and projects undergoing further testing and refinement with each additional stage. The process undertaken has provided Council with an opportunity to work with local communities and stakeholders to discuss and carefully plan for the future. Each *Structure Plan* is explained in more detail in each of the relevant reports.

The process following Council consideration of the *Structure Plans* is outlined in the diagram below.



3. East Village

The East Village *Structure Plan* project has followed a similar community engagement process to the Bentleigh, Carnegie and Elsternwick *Structure Plans*. Once an important industrial area, the East Village precinct has seen the departure of many large-scale manufacturing businesses in recent decades. There is now an opportunity to renew the precinct and allow East Village to become an environmentally sustainable and innovative mixed-use area with a focus on employment, education and a diversity of housing that responds to community needs. Council officers are currently working closely with the Victorian Planning Authority to prepare the needed technical work before presenting a report to Council in coming months.

4. Quality Design Guidelines

The *Quality Design Guidelines* were produced to:

- Respond to the aspirations of the Glen Eira community regarding neighbourhood character and to deliver on the vision for our neighbourhoods.
- Encourage a high level of architectural design in new developments.
- Provide clarity and certainty about Council's expectations for new developments.
- Support and supplement existing design guidance provided by the *Glen Eira Planning Scheme* and relevant State Government initiatives.

The implementation of the *Quality Design Guidelines* addresses the *Planning Scheme Review 2016 Work Plan* action to implement a *Neighbourhood Character Policy*.

ISSUES AND DISCUSSION – HOUSING OPPORTUNITY

Local Government has a responsibility to align with and respond to State Government objectives on the accommodation of population growth. However, Local Government can influence how these broader State objectives are implemented in practice. This means that Council has the opportunity to place the right buildings in the right locations while also meeting State housing targets.

By implementing the entire strategic planning program across the City of Glen Eira, it is estimated that there would be a 5% increase in the municipal housing opportunity, which would come close to meeting the target of 28,000. Further detail can be found at Attachment 1 to this report.

Through the current strategic program, Council has worked closely with the community to develop a local plan that minimises adverse impacts on Glen Eira's existing community and upholds the principles and outcomes the community desires in terms of built form.

Put simply, the plans place the right buildings in the right locations, in a way that delivers the community's and State Government's objectives.

It is considered that the structure plans successfully deliver a plan that places 'the right buildings in the right locations', while being a significant step toward meeting our current housing requirements and addressing the key community concerns regarding development.

FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS

The majority of projects to be completed within the current financial year will be carried out in-house and within the existing budget parameters. However, some projects will require input from external specialists and will be taken into account during the upcoming Council budgeting process.

POLICY AND LEGISLATIVE IMPLICATIONS

The policy and legislative implications are outlined in each relevant report.

COMMUNICATION AND ENGAGEMENT

Traditionally, councils engage with the community separately on each individual project in a linear fashion. This approach can work well when there are limited projects occurring and when projects are tangible for the community, such as a public park upgrade.

However, with such significant strategic work being undertaken from a municipal-wide and place-based approach, a different process was undertaken where feedback was sought concurrently on multiple projects over the last 12 months with the following principles in mind:

- Foster an ongoing two-way conversation with the local community.
- Communicate in a way that makes sense to the community.
- Co-ordinate community feedback across all projects.
- Inform long-term thinking, not just immediate project needs.

Initially, a dedicated online community forum was established for each of Glen Eira's 17 shopping strips. As engagement progressed, further initiatives were undertaken for each round of engagement mentioned above, including:

- online forums and surveys;
- drop-in and pop-up engagement in each centre;
- workshops and information stands at key periods;
- print media for each round including *GE News*, social media and Council's website; and
- meetings with key stakeholders.

The engagement program has been specifically designed to ensure that community feedback can be harnessed to its full potential, in shaping and developing a number of inter-related projects occurring concurrently, including the documents that are presented for adoption – the *Bentleigh Structure Plan*, the *Carnegie Structure Plan*, the *Elsternwick Structure Plan* and the *Quality Design Guidelines*.

In total, more than 5,400 community submissions or forum attendees has provided valued input as outlined below:

STAGE ONE: Tell us what you love about your shopping strip

- Key aim: to determine the community's vision and objectives for each centre.
- More than 2,100 surveys completed for 17 activity centres.

STAGE TWO: Transforming our neighbourhoods together

- Key aims:
 - o Test draft vision and objectives with the community.
 - o Test concept ideas for major projects which were developed based on the feedback received in the first stage of consultation.
- More than 1,000 online surveys, 50 submissions, 150 people attended drop-in sessions.

STAGE THREE: Activity Centre, Housing and Local Economy Strategy and early structure plan exploration

- Key aims:
 - o Seek feedback on the draft *Activity Centre, Housing and Local Economy Strategy*, which was developed based on previous feedback and external consultant input.
 - o Further test visions for Bentleigh, Carnegie and Elsternwick.
- 64 submissions, 119 people attended community forums.

STAGE FOUR: Quality Design Principles

- Key aims:
 - o Set clear building design principles.
 - o Test and refine various building types to be applied across the municipality.
- 96 submissions.

STAGE FIVE: Draft Concept Plans for Bentleigh, Carnegie and Elsternwick

- Key aims:
 - o Test the proposed framework to locate the right buildings in the right locations.
 - o Seek feedback on building heights and building types as applied in these areas, as well as more detailed transformation projects.
- 473 submissions, 224 people attended community forums.

STAGE SIX: Draft Structure Plans for Bentleigh, Carnegie and Elsternwick, and Quality Design Guidelines

- Key aims:
 - o Seek feedback on draft *Structure Plans*, including refined content and additional movement sections.
- 692 submissions, 493 people attended community forums/drop-in sessions.

For further information on the extensive engagement that was undertaken, visit www.gleneira.vic.gov.au/yourneighbourhood

LINK TO COUNCIL AND COMMUNITY PLAN

Theme one: *Liveable and well designed*

- Create prosperous, accessible and vibrant urban places.
- Encourage development that benefits the community.
- Proactively plan for and manage change within our urban places.
- Invest sustainably in our infrastructure and community assets.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

CONCLUSION

A significant amount of strategic work has been undertaken to address community concerns regarding development in Glen Eira. The documents proposed for adoption in the following agenda items later in this meeting Agenda – *Bentleigh Structure Plan*, *Carnegie Structure Plan*, *Elsternwick Structure Plan* and *Quality Design Guidelines* – have been produced through extensive community engagement. Should the documents be adopted, officers will commence the preparation of statutory implementation to achieve the objectives of the *Plans*.

It should be noted that further strategic work is to be undertaken for East Village and the remaining activity centres in Glen Eira, as well as a number of other projects that were adopted as part of the 2016 Planning Scheme Review. Implementation of this further work will be undertaken through a precinct-by-precinct approach as outlined in the *Activity Centre, Housing and Local Economy Strategy*. This place-based work is important to ensure the strengths and opportunities for each centre are considered when determining a future vision for these areas.

ATTACHMENT 1 – GLEN EIRA HOUSING OPPORTUNITY

Plan Melbourne (State Government) 2051 Household Targets

Plan Melbourne 2017-2051 outlines new housing targets for each region. The Inner South East Region (Glen Eira, Bayside, Boroondara and Stonnington) have a base and aspirational housing target for 2051 of:

- 110,000 (based on State Government housing projections - Victoria In Future 2016)
- 125,000 (aspirational target)

Plan Melbourne does not break this regional housing target into individual Council targets. As such, there are a number of ways that this may be calculated:

Based on Glen Eira's percentage of households in region (approximately 26%), the 2051 housing target would be:

- 28,600 (base case)
- 32,500 (aspirational target)

If the target was calculated on Glen Eira's percentage of household increase over the last 15 years (23%), the 2051 housing target would be:

- 25,300 (base case)
- 28,750 (aspirational target)

Until the State Government confirms municipal household targets, it is recommended that a target of 28,000 is sought, which sits in the middle of the range.

Glen Eira Household Base Case

Before considering how to reach the municipal housing target, it is important to firstly understand what Glen Eira's current planning framework would accommodate by 2051. To do this, demographic experts, ID Consulting, were engaged to establish a robust methodology to determine Glen Eira's base case for future housing numbers. The *City of Glen Eira – Analysis of Housing Consumption and Opportunities Report* has now been updated in December 2017 to reflect updated ABS data and is available on Glen Eira's website.

Housing opportunity assesses housing supply in a way that is linked to location attractiveness and likely development uptake. It attempts to quantify how land will be developed in a realistic way for the foreseeable medium-term. Housing opportunity differs from housing capacity in that:

- not all land is likely to be developed;
- not all land will be developed to its maximum capacity; and
- some areas will experience higher levels of development based on their relative attractiveness, which affects market demand.

The report states that based on the current planning controls, *conservatively, the City of Glen Eira has development sites available to provide a net gain of 25,970 dwellings.*

Based on the number of dwellings counted in the Census in 2011 and 2016 (an additional 3,545 dwellings over five years, or approximately 709 per annum), this represents about 36 years of supply.

Essentially, the report suggests that Glen Eira's *Planning Scheme*, unchanged, would see an additional 26,000 dwellings by 2051 which is 2,000 dwellings short of the 28,000 municipal target.

It is important to note that the case for *Structure Plans* is not just meeting State Government housing targets, but also responding to community concerns regarding the location of housing growth, as allowed under the current planning scheme.

Strategic planning program household numbers

Council officers have used this same methodology (and further refined it where required), determining that the three *Structure Plan* areas will deliver a similar housing opportunity to the layout of the existing zones.

The three *Structure Plans* deliver an additional 1,440 dwellings, as shown in Table 1.

Activity centre	Existing zones	Structure Plan	Change
Bentleigh	1,972	1,622	-350
Carnegie	3,189	3,599	+410
Elsternwick	3,062	4,442	+1,380
Total	8,223	9,663	+1,440

Table 1 – housing opportunity (dwellings) in *Structure Plan* areas

Council is also currently working with the Victorian Planning Authority, on a *Structure Plan* for East Village that would increase housing opportunity by up to 3,000 dwellings.

In addition, should the *Quality Design Guidelines* be implemented across Glen Eira (in residential and commercial zones), this would decrease housing opportunity across the municipality by around 3,054 dwellings in comparison to existing zoning. This is depicted in Table 2.

Activity centre	Existing zones	Existing zones + All QDG changes + East Village	Change
East Village (draft <i>Structure Plan</i>)	95	3,095	+3,000
All other centres (applying <i>Quality Design Guidelines</i>)	17,772	14,718	-3,054
Total	17,867	17,813	-54

Table 2 – Housing opportunity (dwellings) for other centres

Therefore, by implementing the entire strategic planning program, it is estimated that there would be a 5% increase of the municipal housing opportunity, which would come close to meeting the target of 28,000. This is depicted in Table 3.

Activity centre	Existing zones	Proposed changes (<i>Structure Plans</i> and QDG)	Change
Total	26,089	27,476	+1,387

Table 3 – Housing opportunity (dwellings) for Glen Eira

Officers recommend implementation of the *Quality Design Guidelines* for residential zones as a first step. Further place-based work is to then be undertaken in the future to implement the objectives within commercial zones for remaining activity centres.

ITEM 9.2 BENTLEIGH STRUCTURE PLAN

Author: Aidan Mullen, Manager City Futures

File No: 16/25193

Attachments: 1. *Bentleigh Structure Plan 2018-2031*
2. *Bentleigh Draft Structure Plan Consultation Overview*

PURPOSE AND SUMMARY

The purpose of this report is to seek Council adoption of the *Bentleigh Structure Plan* and to immediately commence statutory implementation of the *Plan*.

This report outlines how the *Bentleigh Structure Plan* addresses the key concerns raised over the final two rounds of community engagement, as well as the how the *Plan* aligns with the shared future vision for Bentleigh which was adopted by Council in July 2017.

RECOMMENDATION

That Council:

1. adopts the *Bentleigh Structure Plan 2018-2031* as Council policy;
2. requests Council officers to commence preparing the statutory documentation, and any further supporting documentation required, to implement the *Bentleigh Structure Plan 2018-2031* into the *Glen Eira Planning Scheme* through a future Planning Scheme Amendment;
3. requests Council officers to seek updated interim planning controls that implement all relevant built form measures as outlined in the *Bentleigh Structure Plan 2018-2031* and *Quality Design Guidelines* into the *Glen Eira Planning Scheme* through a Planning Scheme Amendment in accordance with Section 20(4) of the *Planning and Environment Act 1987*;
4. begins the development of a detailed implementation plan that will inform future Council capital budgets;
5. undertakes appropriate communications that:
 - a) acknowledges and thanks all submitters, stakeholders and members of the wider community for their significant contribution to the preparation of the *Bentleigh Structure Plan 2018-2031*;
 - b) outlines Council's resolution on the *Bentleigh Structure Plan 2018-2031*;
 - c) outlines how the adopted *Bentleigh Structure Plan 2018-2031* addresses the key concerns raised in consultation; and
 - d) outlines the next steps, in particular the future Planning Scheme Amendment timeframes.

BACKGROUND

In July 2017, following three rounds of community engagement, Council adopted a shared, long-term vision for Bentleigh, which states that:

'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, all of which will meet the needs of a diverse community.'

This shared future vision has strongly guided the development of the *Bentleigh Structure Plan 2018-2031* (attachment 1).

The *Bentleigh Structure Plan* outlines a new plan for 2031 that guides future land use, buildings, public spaces, parking and movement in line with the community's shared future vision.

While the *Bentleigh Structure Plan* seeks to achieve many important objectives, at its core it achieves the following critical milestones for the current and future community:

1. Reducing development pressure in residential streets;
2. Creating a new 'eat street' to create a grid of public spaces instead of a strip; and
3. Addressing the future car parking needs.

1. Reducing development pressure in residential streets

Bentleigh is a major activity centre with a distinctly low-scale suburban character. The key aim of the *Bentleigh Structure Plan* is to manage growth in a way that is respectful of this context.

Community feedback has clearly shown that the Bentleigh community is seeking an alternative way of managing apartment development that does not conflict with the existing character of Bentleigh's long, quiet, residential streets.

The current zoning in Bentleigh applies an approximate 400 metre circle from the train station that allows 4 storey apartment developments. While this circle may make sense on a map, the transition of zones in the middle of residential streets has been an issue of community concern.

The *Bentleigh Structure Plan* seeks to significantly re-address the configuration of zoning in Bentleigh to remove, where possible, apartment development proposals in long residential streets and instead locate this development along Centre and Jasper Roads or in defined precincts close to the train station.

2. Creating a new 'eat street' to create a grid of public spaces instead of a strip

The Bentleigh retail 'centre' is defined by the very long, linear shopping strip along Centre Road. Bentleigh is a centre which has unique community feel and has traditionally preformed a strong retail role serving a large residential catchment. However the next 15 years presents significant challenges for retail across all traditional centres, as it is ever increasingly disrupted by online shopping and home delivery.

In the future, traditional retail centres will need to be adaptive and explore ways to address this change, mainly by:

- Moving towards a more 'experience' focused, rather than 'transactional' focused centre
- Retreating back to a strong retail core, surrounded by active but non-retail uses
- Identifying emerging precincts to co-locate like uses
- Look to community and cultural uses to act as new 'anchors' for visitation

Unlike similar sized centres which are a grid of urban streets, Bentleigh's layout as a very long, linear strip may prove challenging in responding to this future disruption.

The Bentleigh *Structure Plan* seeks to significantly address this concern, by creating a strong retail core defined by a new grid of streets. This grid is defined by a new 'Eat Street' and plaza space which is a pedestrian priority area.

The project will also involve a complete redesign of the existing rotunda and the closure of Vickery Street. By extending the plaza space across Centre Road to incorporate Vickery Street, this will add depth the linear retail strip.

This new 'eat street' will be an inviting green space with large canopy trees, outdoor seating and activated by cafes, restaurants and bars, with increased trading hours. The vision of 'eat street' is to be a catalyst for an emerging cafe and restaurant culture in Bentleigh, which in turn supports interweaved retail offerings, with improved larger retail anchors.

This type of space, responds to the community desire for Bentleigh to have new open space, places for people to meet and gather and a broad range of local businesses.

3. Addressing the future parking needs

Bentleigh is the primary shopping destination within the Glen Eira municipality, with more residents traveling to the Bentleigh centre to do their weekly shop than any of the other local shopping strips. As Bentleigh serves a large regional catchment, there is a strong need for car parking.

The *Bentleigh Structure Plan* outlines a plan to increase Bentleigh's provision of public car parking by an additional 264 spaces, which is an approximately 28% increase from current numbers. This future increase is expected to meet and exceed Bentleigh's future parking demands.

In order to meet half of this increase, the *Structure Plan* proposes to develop a new multi-level car park on Horsley Street to cater for the current and future supply of car parking. It is anticipated this multi-level car park will provide a total of 480 public car parking spaces. This redevelopment provides a significant opportunity for a new retail anchor at ground floor and to create a new open space on the Godfrey Street car park.

State and Council Policy

Council has a responsibility to both implement the vision and objectives of the community as set out in the *Glen Eira Council and Community Plan 2017-2021* while also being required to align with strategies and directions set out in the State Government's planning strategy – *Plan Melbourne 2017-2050*. In July 2017, Council adopted the *Activity Centre, Housing and Local Economy Strategy 2017* which seeks to create a strong link between the community's and the State's aspirations.

The *Glen Eira Council and Community Plan 2017-2021* outlines a clear direction for Glen Eira, in particular the *Liveable and well designed* theme states the following objectives:

- Create prosperous, accessible and vibrant urban places.
- Encourage development that benefits the community.
- Proactively plan for and manage change within our urban places.
- Invest sustainably in our infrastructure and community assets.

The State Government's *Plan Melbourne 2017-2050* is the metropolitan planning strategy that sets the vision and policy direction for managing growth across Melbourne. Consistent with longstanding State policy, the revised *Plan Melbourne* shows a plan to accommodate population growth across the state, by focusing greater development opportunities in major centres within the inner and middle regions that are in close proximity to well-serviced public transport and employment areas.

Plan Melbourne identifies Bentleigh as a major activity centre that should accommodate increased housing and employment growth. This is due to its location in an established area with good access to public transport and other services.

The *Activity Centre, Housing and Local Economy Strategy* provides Council with an integrated plan to successfully accommodate this growth in a way that revitalises and strengthens our local neighbourhoods and their surrounding communities.

The *Strategy* establishes a new policy direction for the future planning of Glen Eira, in particular it separates major centres into two categories, major centres and major centres with urban renewal opportunities.

The *Activity Centre, Housing and Local Economy Strategy* identifies Caulfield Station, Carnegie, Elsternwick and East Village all as centres that have urban renewal opportunities and as such can accommodate greater development growth.

The *Strategy* identifies Bentleigh simply as a major centre, meaning it may have the same economic focus as these other centres but not the same development focus. This change in policy classification importantly recognises that Bentleigh is a long commercial strip surrounded by low scale suburban residential areas.

ISSUES AND DISCUSSION

Consultation on the Draft Concept and Draft Structure Plans

At the 25 July 2017 Council Meeting, Council endorsed the release of the *Draft Bentleigh Concept Plan* for two rounds of community engagement.

Subsequently, Council officers undertook two rounds of consultation, between July and December 2017, firstly on the *Draft Concept Plans* and then on an updated *Draft Structure Plan*.

The key issues raised by the community during these two rounds of consultation are further discussed below:

1. Building heights on Strategic Sites

Community feedback:

Community feedback on the *Draft Concept Plan* which proposed up to 8 storeys on strategic sites, clearly showed that the idea of taller buildings is not supported in Bentleigh. The updated *Draft Structure Plan* outlined a 5 storey height limit across strategic sites and the central commercial area, which was largely supported in the feedback received.

Clarification of heights proposed along Centre Road was also sought.

Officer recommendation:

Following community feedback on the *Draft Concept Plan*, officers updated the *Draft Bentleigh Structure Plan* to show a maximum of 5 storeys in the centre. The lowered building heights recognised that community feedback was in line with Council's new policy position as outlined in the *Activity Centre, Housing and Local Economy Strategy*. The *Strategy* outlines that Bentleigh has a lower development focus than centres with urban renewal opportunity. This position was also informed by the consideration of overshadowing on public spaces, such as the new plaza.

2. Building heights on Centre Road

Community feedback:

The community sought further clarification of the heights proposed along Centre Road as the *Draft Structure Plan* described a range of 3 to 5 storeys.

Officer recommendation:

Officers have updated the plans to identify a maximum height for all commercial properties along Centre Road. The heights vary, largely depending on their immediate context including a maximum height of:

- 3 storeys where immediately abutting a residential heritage area;
- 4 storeys where abutting an established residential area; and
- 5 storeys where abutting a street or public space.

The allocation of these heights seeks to provide an appropriate transition along Centre Road.

While this methodology was generally followed, a number of exceptions must be noted:

- The residential heritage area between Burgess and Daley Streets is buffered by existing car parking land and as such 4 storeys was deemed acceptable.
- A number of sites identified as 5 storeys have some residential interface, including the eastern end of Centre Road, and southern end of Vickery and Oak streets. While these sites do have some sensitive interfaces, it was deemed that 5 storeys was appropriate due to their prominent location within the centre.

3. Car parking

Community feedback:

Many community members raised questions regarding the anticipated staging of future development and how it will affect car parking availability. Community concerns were also raised about managing the impact of traffic to access the future consolidated car parking locations.

Officer recommendation:

The key considerations for the existing Coles car park site have been updated to make the sequencing and interdependencies of the projects clearer to readers. That is, Coles car parking on Council land will not be removed without implementing measures to manage car parking in the area.

An objective has been added which states to *Minimise traffic impacts on surrounding residential streets, including Horsley Street.*

FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS

A more detailed implementation plan will be developed following adoption of the *Bentleigh Structure Plan*. The detailed implementation plan will guide future project bids as part of Council's budget processes and priority setting.

Council will need to work with a range of stakeholders, either through advocacy or partnership to deliver the identified projects. This will ensure that the streetscape and public space improvements outlined in the *Bentleigh Structure Plan* are carried out in an orderly and staged manner and in a way that is affordable for the community. Stakeholders and project partners include the local community, local traders, landowners, VicRoads, and Public Transport Victoria.

POLICY AND LEGISLATIVE IMPLICATIONS

To ensure that the land use and development outcomes outlined in the *Plan* are delivered and enforceable, the objectives need to be translated into the *Glen Eira Planning Scheme*.

The *Scheme* guides decision-making on planning permit applications and governs issues such as design and development; land use; heritage; neighbourhood character; and amenity.

This statutory translation is achieved by undertaking a Planning Scheme Amendment, which involves 'statutory' community consultation. The Amendment process will commence following Council's adoption of the *Structure Plan*. As part of this translation process, the specific statutory tools and mechanisms will be developed to best translate the relevant objectives of the *Structure Plan*. Potential statutory implementation measures are listed in the relevant sections of the *Plan*.

COMMUNICATION AND ENGAGEMENT

The development of the *Bentleigh Structure Plan* has been an iterative process, driven by community feedback and expert review, six rounds of consultation, with more than 941 submissions received for *Bentleigh*.

The comprehensive consultation process undertaken with the *Bentleigh* community is outlined below:

STAGE	DATES	FEEDBACK RECEIVED	SECTIONS OF THE STRUCTURE PLAN INFLUENCED
1 Tell us what you	28 November 2016 - 19 February 2017	Surveys: 443 Facebook comments: 80	<ul style="list-style-type: none"> • Vision • Public Spaces

love about your shopping strip			
2 Transforming our neighbourhood together	10 March - 9 April 2017	Surveys: 122 Drop-in sessions: 77 Email/mail submissions: 6 Facebook comments: 6	<ul style="list-style-type: none"> • Vision • Public spaces
3 Activity Centre, Housing and Local Economy Strategy and early Structure Plan exploration	24 May - 13 June 2017	Online feedback forms: 38 Email submissions: 26 Forum attendees: 39	<ul style="list-style-type: none"> • Vision • Land use
4 Quality Design Principles	26 July- 3 September 2017	Online forum: 82 Facebook comment: 5 Submissions: 9	<ul style="list-style-type: none"> • Buildings
5 Draft Concept Plan	26 July - 3 September 2017	Online surveys: 60 Online forum comments: 3 Concept plan document downloads: 569 Facebook comments: 28 Email/mail/phone submissions: 31 Community forum attendees: 58	<ul style="list-style-type: none"> • Land use • Buildings • Public spaces • Parking and movement • Urban renewal
6 Draft Structure Plan/Quality Design Guidelines	30 October - 11 December 2017	Email submissions: 28 Surveys: 42 Online forum comments: 5 Facebook comments: 10 Bentleigh forum attendees: 42 Drop-in sessions: 60 Quality Design Guidelines submissions: 46	<ul style="list-style-type: none"> • Land use • Buildings • Public spaces • Parking and movement • Urban renewal

The *Bentleigh Draft Structure Plan Consultation Overview* (attachment 2) provides a concise summary of the six stage consultation process that informs the development of the *Bentleigh Structure Plan*.

Detailed reports of the six stages, including the community submissions received, have been made publicly available throughout the process and can be found online at www.gleneira.vic.gov.au/Bentleigh

Detailed consultation reports include:

- Stage one: *Tell us what you love about your shopping strip consultation summary*
- Stage two: *Transforming our neighbourhoods together consultation summary*
- Stage three: *Activity centre, housing and local economy strategy and early structure plan exploration consultation summary*
- Stage four: *Quality Design Principles consultation summary*
- Stage five: *Bentleigh draft concept plan consultation summary*
- Stage six: *Bentleigh draft structure plan consultation summary*

If Council adopts the *Bentleigh Structure Plan*, officers will undertake further communication to:

- acknowledge and thank all submitters;
- outline the Council decision and provide a link to the new *Structure Plan*;
- outline how the adopted *Structure Plan* addresses the key concerns raised in consultation; and
- outline the next steps, in particular the future Planning Scheme Amendment timeframes.

LINK TO COUNCIL AND COMMUNITY PLAN

Theme one: *Liveable and well designed*

- Create prosperous, accessible and vibrant urban places.
- Encourage development that benefits the community.
- Proactively plan for and manage change within our urban places.
- Invest sustainably in our infrastructure and community assets.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

CONCLUSION

Council has the challenging task of accommodating future growth and new development, while protecting Bentleigh's low scale suburban character. The *Bentleigh Structure Plan* provides a shared future vision and robust plan that balances the current and future community needs, while also creating a vibrant and successful centre.

ITEM 9.4 CARNEGIE STRUCTURE PLAN**Author:** Aidan Mullen, Manager City Futures**File No:** 16/25193**Attachments:** 1. *Carnegie Structure Plan 2018-2031*
2. *Carnegie Draft Structure Plan Consultation Overview*

PURPOSE AND SUMMARY

The purpose of this report is to seek Council adoption of the *Carnegie Structure Plan* and to immediately commence statutory implementation of the *Plan*.

This report outlines how the *Carnegie Structure Plan* addresses the key concerns raised over the final two rounds of community engagement, as well as the how the *Plan* aligns with the shared future vision for Carnegie which was adopted by Council in July 2017.

RECOMMENDATION

That Council:

1. adopts the *Carnegie Structure Plan 2018-2031* as Council policy;
2. requests Council officers to commence preparing the statutory documentation, and any further supporting documentation required, to implement the *Carnegie Structure Plan 2018-2031* into the *Glen Eira Planning Scheme* via a future Planning Scheme Amendment;
3. requests Council officers to seek updated interim planning controls that implement all of the relevant built form measures as outlined in the *Carnegie Structure Plan 2018-2031* and *Quality Design Guidelines* into the *Glen Eira Planning Scheme* via a Planning Scheme Amendment in accordance with Section 20(4) of the *Planning and Environment Act 1987*;
4. begins the development of a detailed implementation plan that will inform future Council capital budgets;
5. undertakes appropriate communications that:
 - a. acknowledges and thanks all submitters, stakeholders and members of the wider community for their significant contribution to the preparation of the *Carnegie Structure Plan 2018-2031*;
 - b. outlines Council's resolution on the *Carnegie Structure Plan 2018-2031*;
 - c. outlines how the adopted *Carnegie Structure Plan 2018-2031* addresses the key concerns raised in consultation; and
 - d. outlines the next steps, in particular the future Planning Scheme Amendment timeframes.

BACKGROUND

In July 2017, following three rounds of community engagement, Council adopted a shared, long-term vision for Carnegie, which states that:

‘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 entertainment, shopping and employment, supporting a range of businesses and interconnected community spaces that meet the needs of the local community.’

This shared future vision has strongly guided the development of the *Carnegie Structure Plan 2018-2031* (attachment 1).

The *Carnegie Structure Plan* outlines a new plan for 2031 that guides future land use, buildings, public spaces, parking and movement in line with the community’s shared future vision.

While the *Carnegie Structure Plan* seeks to achieve many important objectives, at its core it achieves the following critical milestones for the current and future community:

1. Curating the right retail and employment mix
2. Creating new community spaces that cater for population growth
3. Ensure larger developments provide significant community benefit

1. Curating the right retail and employment mix

Over recent years, Carnegie has evolved to become a vibrant eclectic dining destination. In fact since 2010 the number of cafes and restaurants in Carnegie has grown from 18 to 47, representing a 160% increase (close to double that experienced in Elsternwick or Bentleigh). This growth in hospitality should be supported and has now become a defining feature of Carnegie, bringing visitors from across Melbourne.

While there is still a good offering of daily goods such fresh food in Carnegie, there is strong community concern regarding a future loss and lack of control of daily offerings such as bakeries, butchers and grocers. The next 15 years will prove a challenging time for retail across all traditional centres, as it is ever increasingly disrupted by online shopping and home delivery.

To address this uncertain future, the proposed Carnegie Food Market presents a significant opportunity for Council to curate a food focused market that caters for the community’s needs, both now and into the future. It will provide the opportunity for Council to secure a range of high quality businesses that will complement the existing retail offer within Carnegie.

Office space is proposed on the level above the market, providing needed local employment for Carnegie. This local employment will also help to provide daytime walk-up trade for the Carnegie businesses, helping to balance out the peak period across both day and evening.

Located on the Shepparson Avenue carpark, this new market hub will be a catalyst for adjacent businesses to front it, creating a new active laneway running north to the station precinct.

2. Creating new community spaces that cater to the needs of a growing population

The Carnegie community has experienced significant disruption over recent years with the level crossing removal works and new apartment developments. In fact, the community feedback shows that there is not 'one Carnegie community' and it suggests that a greater focus is required to connect the established and emerging communities of Carnegie.

The *Carnegie Structure Plan* seeks to actively connect the Carnegie community through a number of different civic spaces that promote social interaction, the most important of which is the proposed Carnegie Food Market.

Council run markets have always been highly valued by their local communities as not just serving transactional needs but more importantly serving a social and civic need. Located just south of the Carnegie Library, which already serves a critical civic role, the new market is an opportunity to create a civic precinct which is joined together by a number of small public spaces.

The market and library, along with their small public plazas, will become the new 'heart' of Carnegie and the place where neighbours bump into each other on a Sunday morning, or where friends meet before going out for dinner.

A new park on Kokaribb Road, created by relocating Council's car parks underground, presents a unique opportunity for a new green square. Much like the Elsternwick Plaza, this new green will offer a more relaxed type of community interaction, where office workers lay on the grass in the sun, families sit together to eat lunch or moonlight cinemas are screened.

3. Ensure larger developments provide significant community benefit

Council has clearly heard the community concern regarding development. While most of the community recognise the need for it, the location, design quality and community legacy of the current development has been questioned.

The *Carnegie Structure Plan* seeks to refocus Carnegie's development focus from small, heritage shopfronts or house blocks, to large strategic or urban renewal sites where greater height can be accommodated.

Importantly, with greater opportunity for height comes greater opportunity for development to leave a positive and lasting legacy for the existing and emerging Carnegie community.

The *Structure Plan* establishes a preferred and maximum height for buildings in these precincts. Proposed buildings should not exceed the preferred height. Proposals seeking to extend the preferred height must demonstrate a significant community benefit (to Council's satisfaction) and must not exceed the maximum height.

Community benefit items may include but are not limited to:

- diverse housing mix that responds to an identified community need (affordable housing, aged care, student, short-term accommodation – not just a variety of apartment layouts and sizes);
- additional public parking;
- additional public open space contributions beyond their minimum requirements of the *Glen Eira Planning Scheme* or relevant adopted Council document;
- new street or laneway connections; and
- needed community uses and facilities.

This list does not identify every type of community benefit, but rather notes emerging priority items. Contributions for each development should be determined in consultation with Council for the best strategic outcome and will be clarified through future strategic work.

State and Council Policy

Council has a responsibility to both implement the vision and objectives of the community as set out in the *Glen Eira Council and Community Plan 2017-2021* while also being required to align with strategies and directions set out in the State Government's *Plan Melbourne 2017-2050* strategy. In July 2017, Council adopted the *Activity Centre, Housing and Local Economy Strategy 2017* which seeks to create a strong link between the community and state aspirations.

The *Glen Eira Council and Community Plan 2017-2021* outlines a clear direction for Glen Eira, in particular the *Liveable and well designed* theme states the following objectives:

- Create prosperous, accessible and vibrant urban places.
- Encourage development that benefits the community.
- Proactively plan for and manage change within our urban places.
- Invest sustainably in our infrastructure and community assets.

The State Government's *Plan Melbourne 2017-2050* is the metropolitan planning strategy that sets the vision and policy direction for managing growth across Melbourne. Consistent with longstanding State policy, the revised *Plan Melbourne* shows a plan to accommodate population growth across the state, by focussing greater development opportunities in major centres within the inner and middle regions that are in close proximity to well-served public transport and employment areas.

Plan Melbourne identifies Carnegie as a major activity centre that should accommodate increased housing and employment growth. This is due to its location in an established area with good access to public transport and other services.

The *Activity Centre, Housing and Local Economy Strategy*, provides Council with an integrated plan to successfully accommodate this growth in a way that revitalises and strengthens our local neighbourhoods and their surrounding communities.

The *Strategy* establishes a new policy direction for the future planning of Glen Eira, in particular it identifies urban renewal areas in Glen Eira that have greater capacity for increased residential and employment development, due to their location being adjacent to arterial roads and within established commercial precincts. The identification of these urban renewal areas allows for reconsideration of development planning in residential areas that are more sensitive.

The *Activity Centre, Housing and Local Economy Strategy* identifies Carnegie as a major activity centre with urban renewal opportunities. This new classification recognises that the Carnegie activity centre has significant and well-located commercially zoned land that can accommodate taller development. Development in identified urban renewal and strategic sites should seek to accommodate new employment, diverse housing, open space and other community benefits.

ISSUES AND DISCUSSION

Consultation on the Draft Concept and Draft Structure Plans

At the 25 July 2017 Council Meeting, Council endorsed the release of the *Draft Carnegie Concept Plan* for two rounds of community engagement.

Subsequently, Council officers undertook two rounds of consultation, between July and December 2017, firstly on the *Draft Concept Plans* and then on an updated *Draft Structure Plan*.

The key issues raised by the community during these two rounds of consultation are further discussed below:

1. Urban renewal area and Chestnut Street

Community feedback:

The *Draft Carnegie Structure Plan* sought community feedback on two options for the urban renewal area. Option one sought to retain the Character Overlay control over Chestnut Street and transition the urban renewal built form accordingly, while option two sought to remove the character overlay and include Chestnut Street as an area of change.

During the last round of engagement, 68 submissions were received, which commented specifically on the two options. Of these, 51 submissions supported option one and 17 submissions supported option two. While option one is supported, it is noted that consultation with residents highlighted concern regarding development, such as overshadowing, overlooking, noise, traffic, and visual bulk.

Officer recommendation:

Option one is recommended by officers due to the community feedback and further officer review of the precinct. A key consideration for officers was that the retention of high value character areas has been a core principle of all the *Structure Plans* and following a more detailed review it was felt that the character area and the urban renewal precinct could be both appropriately managed side-by-side.

Principles have also been included in the new *Carnegie Structure Plan* that address concerns such as overlooking, overshadowing and traffic impacts on existing residential areas.

2. Urban renewal area

Officer recommendation:

Officers have undertaken a further detailed review of the urban renewal area and have recommended the following changes:

- Provide a clear transition in height from lower-scale contexts to the east. Building form steps up from interface with Chestnut Street, with 4 storeys to 8 storeys then up to 12 storeys.
- Protect the future open space at Egan and Woorayl Streets, in accordance with Council's *Open Space Strategy*, with no overshadowing for a minimum of 5 hours at the September Equinox (9am to 2pm achieved) and 3 hours at Winter Solstice (11am to 2pm achieved).

- Ensure no overshadowing of residential areas between 9am and 3pm at the September Equinox.
- Focus taller development to sites fronting Dandenong Road and provide a transition in height at its edges.
- Continuation of a lower-scale retail corridor with fine-grain shops fronting Koornang Road lowered to 4 and 5 storeys.

New principles have also been included in the urban renewal section that reflects the concerns and opportunities raised through the community feedback periods. Officers consider that the new plans align with these principles while also providing for reasonable building envelopes at the upper-most floors (avoiding tall and narrow buildings). Further to this, the *Quality Design Guidelines* further outline building design requirements for urban renewal buildings that address concerns of overlooking and visual bulk at residential interfaces.

FINANCIAL, RESOURCE AND ASSET MANAGEMENT IMPLICATIONS

A more detailed implementation plan will be developed following adoption of the *Carnegie Structure Plan*. The detailed implementation plan will guide future project bids as part of Council's budget processes and priority setting.

Council will need to work with a range of stakeholders, either through advocacy or partnership to deliver the identified projects. This will ensure that the streetscape and public space improvements outlined in the *Carnegie Structure Plan* are carried out in an orderly and staged manner and in a way that is affordable for the community. Stakeholders and project partners include the local community, local traders, landowners, VicRoads, and Public Transport Victoria.

POLICY AND LEGISLATIVE IMPLICATIONS

To ensure that the land use and development outcomes outlined in the *Plan* are delivered and enforceable, the objectives need to be translated into the *Glen Eira Planning Scheme*.

The *Scheme* guides decision-making on planning permit applications and governs issues such as design and development; land use; heritage; neighbourhood character; and amenity.

This statutory translation is achieved by undertaking a Planning Scheme Amendment, which will involve 'statutory' community consultation. The Amendment process will commence following Council's adoption of the *Structure Plan*. As part of this translation process, the specific statutory tools and mechanisms will be developed to best translate the relevant objectives of the *Structure Plan*. Potential statutory implementation measures are listed in the relevant sections of the *Plan*.

COMMUNICATION AND ENGAGEMENT

The development of the *Carnegie Structure Plan* has been an iterative process, driven by community feedback and expert review, six rounds of consultation, with more than 780 submissions received for Carnegie.

The comprehensive consultation process undertaken with the Carnegie community is outlined below:

STAGE	DATES	FEEDBACK RECEIVED	SECTIONS OF THE STRUCTURE PLAN INFLUENCED
1 Tell us what you love about your shopping strip	28 November 2016- 19 February 2017	Surveys: 367 Facebook comments: 15	<ul style="list-style-type: none"> • Vision • Public spaces
2 Transforming our neighbourhoods together	10 March- 9 April 2017	Surveys: 122 Drop-in sessions: 52 Email/mail submissions: 1 Facebook comments: 15	<ul style="list-style-type: none"> • Vision • Public spaces
3 Activity Centre, Housing and Local Economy Strategy and early Structure Plan exploration	24 May- 13 June 2017	Online feedback forms: 38 Email submissions: 26 Carnegie forum attendees: 35	<ul style="list-style-type: none"> • Vision • Land use
4 Quality Design Principles	26 July- 3 September 2017	Online forum: 82 Facebook comment: 5 Submissions: 9	<ul style="list-style-type: none"> • Buildings
5 Draft Concept Plan	26 July- 3 September 2017	Online surveys: 44 Forum comments: 4 Concept plan document downloads: 445 Facebook comments: 17 Email/mail/phone submissions: 56 Community forum attendees: 78	<ul style="list-style-type: none"> • Land use • Buildings • Public spaces • Parking and movement • Urban renewal
6 Draft Structure Plan/Quality Design Guidelines	30 October- 11 December 2017	Email submissions: 66 Surveys: 59 Online forum comments: 9 Facebook comments: 5 Carnegie forum attendees: 51	<ul style="list-style-type: none"> • Land use • Buildings • Public spaces • Parking and movement

		Drop-in sessions: 60 Quality Design Guidelines submissions: 46	<ul style="list-style-type: none"> Urban renewal
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The *Carnegie Draft Structure Plan Consultation Overview* (attachment 2) provides a concise summary of the six stage consultation process that informs the development of the *Carnegie Structure Plan*.

Detailed reports of the six stages, including the community submissions received, have been made publicly available throughout the process and can be found online at www.gleneira.vic.gov.au/Carnegie

Detailed consultation reports include:

- Stage one: *Tell us what you love about your shopping strip consultation summary*
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- Stage five: *Carnegie draft concept plan consultation summary*
- Stage six: *Carnegie draft structure plan consultation summary*

If Council adopts the *Carnegie Structure Plan*, Officers will undertake further communication to:

- acknowledge and thank all submitters;
- outline the Council decision and provide a link to the new *Structure Plan*;
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- outline the next steps, in particular the future Planning Scheme Amendment timeframes.

LINK TO COUNCIL AND COMMUNITY PLAN

Theme one: *Liveable and well designed*

- Create prosperous, accessible and vibrant urban places.
- Encourage development that benefits the community.
- Proactively plan for and manage change within our urban places.
- Invest sustainably in our infrastructure and community assets.

OFFICER DECLARATION OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any direct or indirect interest in this matter.

CONCLUSION

Council has the challenging task of accommodating future growth and creating greater local employment, while protecting Carnegie's heritage and residential character. The *Carnegie Structure Plan* provides a shared future vision and robust plan that balances the current and future community needs, while also creating a vibrant and successful centre.