

21.0623/08/2013
C110**BUSINESS****21.06-1**02/06/2011
C75**Overview**

Consolidation and enhancement of the three urban villages (Bentleigh, Carnegie and Elsternwick) plus the enhancement of smaller neighbourhood centres is to be achieved by developing Bentleigh, Carnegie and Elsternwick as Urban Villages, as indicated on the Framework Plan. The following strategies support the development of Urban Villages with consolidation of community facilities at these locations as well as streetscape, traffic and parking improvements proposed to further enhance some centres.

The future of the smaller centres, where retailing is declining, also needs to be addressed. Controls proposed will allow for the restructuring of these centres to cater for a wider variety of commercial use while retaining a hub of convenience shops.

Provisions to ensure proper planning of non-retail uses and the designation of areas where a mix of uses, including office and/or light industrial would be appropriate also need to be considered. The encouragement of residential development within and around commercial centres is a key strategy aimed at giving additional support to centres.

Retail centres

Glen Eira is recognised as having some of Melbourne's premier strip shopping centres. These are prime areas on which to create a focus for the local community, especially if combined with other community services, entertainment and cultural facilities. Historically, strips are dominated by food and convenience shops - they need to exploit these areas of convenience and appeal to local loyalty as their competitive advantage. Centres may also create specialised markets to counter any negative impacts of expanding regional centres such as Chadstone and Southland.

Traders/landlords and regulators need to adapt to innovation and change, such as 24 hour trading, and keep abreast of successful initiatives elsewhere. Through the implementation of its Business Development Strategy, Council's Business Development Unit can play a proactive role in ensuring this occurs.

Changing role of smaller retail centres

Some smaller retail centres have changed over time and provide local employment opportunities for small business/industry. Many of the municipality's smaller centres are facing pressure caused by technological changes, increased competition for household spending, the centralisation of retailing into regional and sub-regional centres and de-regulation of trading hours. Many of Glen Eira's smaller centres, especially those without a strong food role or market niche will continue to lose much of their retail role.

Where a small retail centre is in danger of losing its retail role, alternative land uses should be encouraged to fill vacant premises. Favourable consideration should be given to uses such as small business, clean light manufacturing, service business, residential and community use. This is particularly the case in centres such as McKinnon, Murrumbeena, Hughesdale and a number of local centres (such as Patterson).

Peripheral trading

New forms of retailing are emerging such as the growth of "peripheral sales" outlets which include "category killers", big box retailers and superstores. These retailers generally require large land sites with low rentals and prefer to locate along main roads with high exposure. The larger operators are a destination in themselves and do not require any co-location with other traders.

These new forms of retailing are putting added pressure on the traditional retailer located along a shopping strip. Council recognises however that if such operators do not locate in Glen Eira, they are likely to locate close by outside the municipality. It is therefore necessary to encourage their growth in limited locations such as at the edge of existing centres where hopefully they will bring extra trade or in locations along the Nepean Highway or Dandenong Road which already contain similar operations and where a synergistic relationship can develop. Such uses should be discouraged from locating on freestanding sites surrounded by residential areas.

The role of offices

Much of Glen Eira's office activity is contained within existing commercial centres. It is considered appropriate that offices remain as secondary uses, which complement the retail function of these centres. Offices may be encouraged to locate at first floor level in such centres or on the fringe of centres away from the retail hub. Caulfield Park commercial centre is a notable exception where office activity forms the dominant use along the Balaclava Road section of the centre.

Virginia Park business centre is an important employment node which provides opportunities for further commercial land use and development. Virginia Park business centre is distinct from the municipality's other retail based centres as it has historically accommodated employment activities such as industry and warehousing. Offices and supporting activities are encouraged to locate at Virginia Park business centre to strengthen and diversify this employment node. Some limited retail activity is considered appropriate to serve the needs of existing and future workers and visitors only, where there is no impact to the existing activity centre hierarchy within the municipality.

Mixed use activity within commercial centres

The fast growing light industrial and services sectors do not necessarily need to be separated from residential areas, and these industries are suited to mixed use areas of urban villages. Some such areas include transitional industrial sites on the periphery of commercial centres. Additional areas will become more apparent as Urban Village Structure Plans are implemented.

Public transport, higher residential densities and urban villages

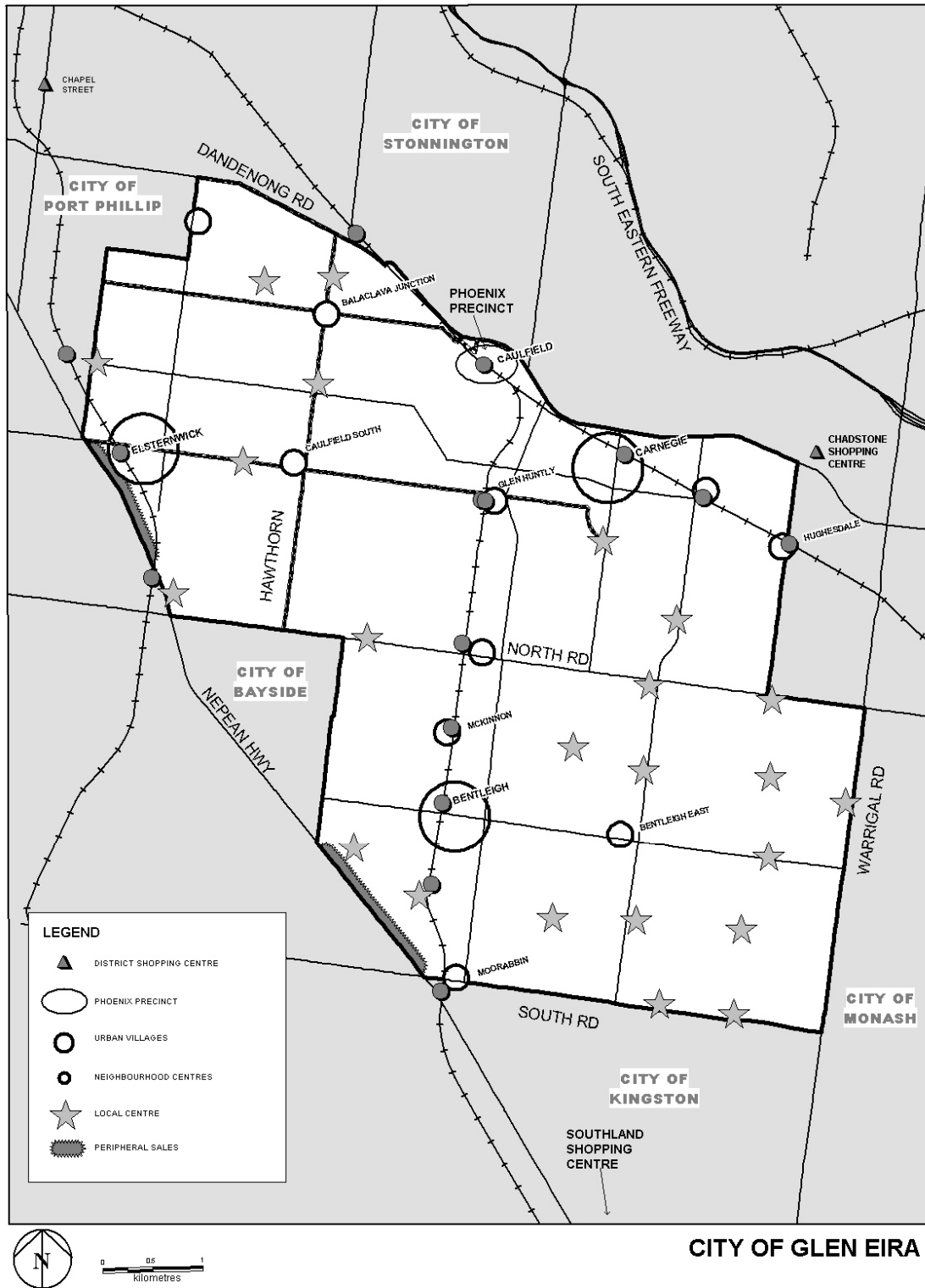
Each of Glen Eira's three largest commercial centres (Bentleigh, Carnegie and Elsternwick) has excellent accesses to public transport. Each of these centres features a well-patronised railway station with numerous connecting services. The Caulfield East/Derby Road centre (Phoenix Precinct) features Caulfield Station, which contains a suburban rail network junction of the Melbourne to Frankston and Melbourne to Dandenong lines. V-Line and tram services also connect at this station.

Many of the smaller neighbourhood centres and strip shopping centres throughout the municipality have also evolved along train or tram routes. The encouragement of multi-unit development in the Phoenix Precinct and Bentleigh, Carnegie and Elsternwick urban villages as well as the neighbourhood centres will exploit these transport opportunities as well as increasing the catchment populations served by each centre. The pursuit of urban village principles in each of these centres will promote an increased use of these centres by more local and less car-oriented patronage.

Pleasant public spaces

The physical comfort of a centre is important and requires a co-ordinated approach to traffic management, interface with residential areas, street furniture, infrastructure and physical security. This will assist in developing a sense of a safe and pleasant neighbourhood. Although car trips within each centre should be discouraged, people do come to centres by car, and obviously adequate car parking must be provided for the multiple uses in an area.

BUSINESS



21.06-2 Objectives, strategies and implementation23/08/2013
C110**Objectives**

- To maintain a mix of commercial centres that cater for the needs of the Glen Eira community.
- To enhance and further develop urban villages and neighbourhood centres as the focus for community life.
- To encourage competitive retail outlets in viable, lively and interesting strip shopping centres.
- To maintain pleasant and safe public environments in commercial centres in partnership with business.
- To encourage more local employment and attract more local spending in partnership with business.
- To encourage the restructuring of local and smaller centres where retail use is declining.

Strategies

- Maintain the hierarchy of commercial centres so that centre functions are easily definable and to ensure that retail and other requirements are suitably provided at each level in the hierarchy.
- Retain the highest possible share of retail expenditure of residents through maintenance of the shopping hierarchy and encouragement of viable retail expansion, and particularly different forms of retailing.
- Encourage new and innovative retail and commercial activities to establish in the municipality having regard to the hierarchy of centres as well as opportunities to develop appropriate freestanding sites for suitable retail or commercial use.
- Provide for the growth of bulk stores/peripheral sales along highways or at the edge of commercial centres consistent with maintaining surrounding amenity and the commercial hierarchy.
- Promote small-scale office uses, particularly those that provide services to the surrounding area and ensure that office development is consistent with maintaining the retail function of the commercial centre.
- Maintain a close appreciation of new and emerging trends in the retail industry so that Council is able to take a proactive approach in fostering and accommodating new types of retailing as well as ensuring the continuing viability of existing businesses
- Ensure that new or expanded land uses are able to be accommodated in existing commercial centres, including the encouragement of non-retail businesses, where appropriate.
- Ensure commercial activities in mixed use zone complement other commercial activities nearby and not undermine the commercial hierarchy. Retail uses are not envisaged for these centres except where they complement the surrounding activities or fulfil a local convenience role.
- Ensure that, wherever possible, additional population growth can be accommodated (for example through multi-unit development) so existing facilities in commercial centres can continue to be supported.
- Ensure that commercial centres are accessible to the catchments they serve, including effective parking provision and ease of parking, and that public transport services are made available to serve these centres.
- Ensure that commercial centres have a high standard of urban design and are attractive and appealing to potential customers, traders and investors.

- Ensure that adequate standards are set for on-going maintenance of public space at commercial centres.
- Encourage a close working relationship between Council and businesses so that issues and challenges can be addressed in a positive way to consolidate the operation and viability of commercial centres.
- Encourage a co-ordinated approach to the management, marketing and business planning of centres.

Implementation

These strategies will be implemented by:

Policy and the exercise of discretion

- Considering alternative land uses to fill vacant premises (eg. small business, clean light manufacturing, service business, residential and community uses) where a small commercial centre is in danger of losing its retail role.
- Ensuring retailing is the predominant ground floor use in the core of centres designated on the Framework Plan, particularly Bentleigh, Carnegie and Elsternwick, and encouraging offices to upper floors.
- Facilitating the restructuring of local centres to provide a hub of convenience retailing plus a variety of service and residential uses.
- Ensuring new supermarkets and retail developments are located within existing centres (consistent with the identified retail hierarchy) rather than on freestanding sites.
- Facilitating the growth of bulk stores/peripheral sales along highways or at the edge of commercial centres where off site amenity impacts are minimal and where the proposal is consistent with the commercial centre hierarchy.
- Facilitating the establishment of businesses that fill retail gaps.
- Facilitating high standards of urban design.

Zones and overlays

- Applying the Commercial 1 Zone to the core of all urban villages, neighbourhood centres and to local centres to encourage the intensive development of business centres for retailing and other complementary commercial, entertainment and community uses.
- Applying the Commercial 1 Zone to the Caulfield Park commercial centre and to specific office precincts within commercial centres to encourage the development of offices and associated commercial uses.
- Applying the Commercial 1 Zone to part of the Virginia Park business centre to facilitate the limited development of convenience retail facilities to service the existing and future worker and visitor population.
- Applying the Commercial 2 Zone to service business and light industrial sites and precincts in commercial centres to encourage the integrated development of offices and manufacturing industries and associated commercial and industrial uses.
- Applying the Commercial 2 Zone to encourage the growth of bulk stores and peripheral sales activities along highways and at the periphery of centres.
- Applying the Commercial 1 Zone to encourage a mix of office and residential uses in locations at the periphery of centres.

- Applying the Mixed Use Zone to existing mixed use areas on the periphery of commercial centres to provide for a range of residential, commercial, industrial and other uses that complement the mixed use function of the locality.

Further strategic work

- Implementing the Urban Village Structure Plans for Bentleigh, Carnegie and Elsternwick centres. The Urban Village Structure Plans incorporate cultural, leisure and community services to enhance the community focus of the selected centres with new facilities located for convenience, access and the centre's viability.
- Giving effect to the Urban Village Structure Plans in the planning scheme by preparing a local policy.
- Implementing the Phoenix Precinct Urban Design Framework.
- Giving effect to the Phoenix Precinct Urban Design Framework in the planning scheme by preparing a local policy.
- Preparing an advertising signage policy for commercial centres in order to identify the preferred location, scale, size and design of outdoor advertisements.

Other actions

- Implementing the recommendations of the Glen Eira Retail/Commercial Strategy and the Glen Eira Business Development Strategy.
- Undertaking streetscape improvements with entry treatments and urban design themes to give each centre its own identity.
- Implementing a consistent street tree-planting program in each centre.
- Ensuring that buildings in centres with a high proportion of buildings with heritage value are redeveloped and renovated sympathetically.
- Providing advice, planning or financial and/or other forms of positive assistance to owners of commercial buildings for the conservation and enhancement of their buildings. Examples could include the re-instatement of posted verandahs in the Elsternwick and Derby Road centres.
- Facilitating economic development in commercial centres by encouraging and promoting the Main Street/Street life programs.
- Providing advice and investigate incentives to encourage full use of buildings, particularly upper floors.
- Assisting centres to market their particular advantages, particularly service, convenience and accessibility to local communities.

Reference documents

Economic Overview, Henshall Hansen & Associates, 1997

Glen Eira Retail/Commercial Strategy, Essential Economics, 1998

City of Glen Eira Business Development Strategy, 1998

Urban Village Structure Plans, Perrott Lyon Mathieson P/L, 1997

Phoenix Precinct Urban Design Framework, Gerner et al, 1998