Glen Eira City Council

Draft Community Infrastructure Plan 2026–2030

GLEN EIRA
CITY COUNCIL

BENTLEIGH
BENTLEIGH EAST
BRIGHTON EAST
CARNEGIE
CAULFIELD
ELSTERNWICK
GARDENVALE
GLEN HUNTLY
MCKINNON
MURRUMBEENA
ORMOND
ST KILDA EAST



Acknowledgement of Country

Glen Eira City Council acknowledges the Boon Wurrung/ Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past and present. We acknowledge and uphold their continuing relationship to land and waterways.

Council extends its respect to all Aboriginal and Torres Strait Islander peoples. Council honours the rich histories and cultures of First Nations peoples and recognises and values the important contribution of Aboriginal and Torres Strait Islander peoples in enriching our community.
We support the Uluru Statement from the Heart and are committed to a *Reconciliation Action Plan* which is underpinned by the principles of self-determination. We work towards improved outcomes and long-term generational change, and to consolidate Glen Eira as a culturally safe place for Aboriginal and Torres Strait Islander peoples. We are committed to achieving equality for Aboriginal and Torres Strait Islander people to live healthy and prosperous lives and to improve life outcomes for current and future generations.

Glen Eira resides on country that always was, and always will be, Aboriginal land.

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Foreword from the Mayor

Community infrastructure plays an integral role in everyday life.

It includes the places where people learn, connect, participate and access support. Our libraries, community centres, kindergartens, neighbourhood houses and other shared spaces help bring people together and support the wellbeing, inclusion and resilience of our community. These places help make Glen Eira a vibrant and connected City.

As Glen Eira continues to grow and change, it is important that we plan carefully for the future. More people will call Glen Eira home in the years ahead. Our community will become increasingly diverse, and the way people access services and use community spaces will continue to evolve.

At the same time, we face real challenges. Land is limited, many community facilities are ageing, and the cost of maintaining and improving infrastructure continues to increase. This means we need to make thoughtful, evidence-based decisions about how we use our resources and where we invest for the greatest benefit.

The *Draft Community Infrastructure Plan 2026–2030* is Glen Eira's first comprehensive plan for community infrastructure. It provides a clear framework to help Council make consistent, transparent and informed decisions about community facilities and spaces over the long term. It sets out the principles that will guide future planning, identifies priorities and opportunities, and helps ensure our investments support current and future community needs. It has been informed by extensive research, data analysis and community feedback.

Importantly, this *Plan* recognises that strong communities are supported through more than buildings alone. Community infrastructure is also about partnerships, services, programs and the many organisations that contribute to life in Glen Eira. By working together and making the most of existing assets, we can create a network of places and spaces that support connection, belonging and participation across our City.

Cr Dr Simone Zmood
Glen Eira **Mayor**

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Executive summary

Glen Eira's first ever *Community Infrastructure Plan 2026–2030* provides a clear framework for planning, improving and investing in community infrastructure across the City. It will help Council make consistent, transparent and well-supported decisions about what community infrastructure is needed, how existing facilities can work better, and where future investment should be focused.

The *Plan* provides a practical pathway for Council to improve access to services, strengthen community participation, make better use of existing facilities, support our partnerships and manage the long-term costs of community infrastructure.

Why a Plan is needed

The *Plan* has been developed because Glen Eira's community infrastructure is under increasing pressure. Population growth, demographic and housing change, and new ways of delivering services are increasing demand. At the same time, Council has limited land, constrained funding and many ageing buildings. This means Council needs to make the best use of existing facilities, improve access and functionality, and invest where it will deliver the greatest community benefit.

What the Plan covers

The *Plan* looks at community infrastructure as a **connected network**, rather than as separate buildings or sites. This includes Council-owned facilities, non-Council owned facilities, shared spaces and non-building approaches such as outreach, digital access and hybrid service delivery. This approach recognises that people access services in different ways and often use facilities in neighbouring suburbs and communities.

The community facilities and spaces covered by the *Plan* includes:

- Kindergarten and Maternal and Child Health
- Libraries, arts and cultural spaces
- Playgroups, toy Libraries, occasional care
- Community centres, neighbourhood houses, community hubs
- Older adults, youth and community spaces
- Community halls and multipurpose spaces

What influences the Plan

The *Plan* is influenced by Glen Eira's inner-urban setting, limited land supply, population growth, changing community needs, community feedback, the condition and functionality of existing facilities, and access to services in neighbouring communities. It also reflects the way services are changing, the need for more flexible and shared spaces, and Council's financial capacity to renew, upgrade and invest in community infrastructure over time.

Together, these influences show that future planning needs to focus on how well the whole community infrastructure network supports access, participation and service delivery. This means:

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- **making better use of existing buildings;**
- **improving spaces so they are practical and fit for purpose;**
- **strengthening hubs and partnerships; and**
- **focusing investment where it will create the greatest community benefit.**

Our Plan for the future

Our vision is to enable an integrated, future-ready network of community infrastructure that responds to community need, supports wellbeing and connection, enables effective service delivery, and is financially and operationally sustainable over the long term.

Six principles will guide future decision making about community infrastructure:

1. Needs-based and equitable
2. Accessible, inclusive and culturally safe
3. Multi-use and adaptable
4. Well-located and network-based
5. Renewal first, and built to last
6. Clear Council roles and partnerships.

Community hubs will form an important part of future planning for community infrastructure because they bring together services, programs, meeting spaces and informal gathering places in locations that are easy to reach, and they give people more reasons to visit and more ways to become involved in their community.

Decisions about investing in community infrastructure

Council will use a clear five-step process to consider community infrastructure proposals. This will help identify the best response to each need, whether that means improving an existing space, changing how it is used, working with others, advocating for investment, or investing in something new. The same process will be used for proposals of all sizes to support fair, transparent and well-explained decisions. The steps involve:

1. Starting with an idea
2. Checking it makes sense
3. Weighing it against clear, fair standards
4. Deciding if it's ready to be implemented
5. Choosing how to deliver it

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Recommendations

The recommendations set priorities for the four-year life of the *Plan*, while allowing Council to respond to changing needs, new evidence and future funding opportunities.

Over the next four years, Council will focus on:

- **making better use of existing facilities and improving access to flexible, program-ready community spaces;**
- **strengthening Glen Eira's community infrastructure network by building on Caulfield's existing civic role and progressing future hubs in Carnegie and Elsternwick, where accessibility, growth and existing Council-owned facilities create opportunities for integrated services;**
- **improving libraries, community spaces and support for older adults and young people to respond to changing needs;**
- **increasing kindergarten capacity and improving Maternal and Child Health facilities so they are suitable for contemporary services and growing demand; and**
- **working with community organisations, other levels of government, schools and developers to deliver shared facilities, services and community outcomes.**

Capital proposals identified in the *Plan* will remain subject to further prioritisation, planning, assessment, funding and Council approval.

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Part 1. Purpose and focus of the Plan

The Glen Eira Community Infrastructure Plan helps Council make clear, evidence-based decisions about what community infrastructure is needed, why it matters and the role Council should play.

This is the first time Council has prepared a *Community Infrastructure Plan*. It provides a strategic approach for planning community infrastructure by:

- explaining Council's **role** in community infrastructure;
- setting out the **principles** and **directions** to guide decisions;
- identifying how Council will **prioritise** projects; and
- identifying **future needs**, **opportunities** and **preferred directions** for community infrastructure in Glen Eira.

The Plan has been developed because Glen Eira's community infrastructure is under increasing pressure.

Demand is increasing as our population grows and changes, as Victorian State Government led planning and housing policies are implemented, and as services are delivered in different ways. At the same time, Council has limited land, constrained funding and many ageing buildings. This means Council needs a clear plan to make the best use of existing facilities, respond to changing needs and guide future investment.

By developing and implementing the Plan, we can improve access to important services, make better use of existing spaces, identify partnership opportunities and manage the cost pressures of ageing or unsuitable facilities.

The *Plan* has been developed with a **10-year outlook** and will be **reviewed every four years** to make sure we can respond effectively to changes in our community, State Government policies, community and service priorities and our financial capacity.

1.1 Structure of the Plan

The *Plan* is organised in four parts.

- **Part 1** explains the purpose of the *Plan*, what community infrastructure includes and Council's role.
- **Part 2** summarises the key influences on future community infrastructure needs, including population change, community feedback, local catchments and the condition and functionality of existing facilities.

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- **Part 3** sets out the principles, decision-making approach and recommended actions that will guide future planning and investment.
- **Part 4** explains how the *Community Infrastructure Plan* will be used, monitored and reviewed over time.

The *Community Infrastructure Plan* is supported by three detailed documents:

1. ***Community Infrastructure Evidence and Strategic Context Report***, which provides the fuller evidence, planning context, methodology, locality analysis and decision-making framework used to develop the *Plan*.
2. ***Early Years Network Plan: Evidence and Analysis Report***, which is Council's detailed network plan for infrastructure supporting kindergarten, Maternal and Child Health, playgroups, toy libraries and occasional care. It includes early years network directions, recommendations and longer-term opportunities and can be used to support service planning, funding applications and advocacy.
3. ***Community, Libraries and Cultural Spaces Network Plan: Evidence and Analysis Report***, which provides detailed evidence and analysis of libraries, arts and culture, older adults, young people, community and program spaces, and community hubs.

These documents provide the detailed evidence and analysis supporting the *Community Infrastructure Plan*. The *Early Years Network Plan* also provides the more detailed early years directions and recommendations needed for service planning, funding and advocacy.

1.2 Community Infrastructure and why it is important

Community infrastructure underpins daily life in Glen Eira. Libraries, early years facilities and community spaces support learning, connection and service delivery across all stages of life. They:

- Provide spaces which are welcoming, accessible, safe and inclusive of all;
- Help create social connections and a sense of belonging;
- Support health and wellbeing by proving access to local services and activities;
- Provide spaces which support community groups to thrive;
- Provide spaces that help build resilience in response to climate change and hard to predict events.

Community facilities and spaces work as a connected network, rather than as separate buildings or sites. For this reason, the Plan looks at Council-owned, non-Council and shared facilities together. It considers that community benefits are shaped by:

- how people access services across the City;
- how infrastructure supports service delivery in practice; and
- how facilities work together across Glen Eira.

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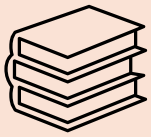
Community infrastructure – a connected network

The community facilities and spaces covered by this *Plan* include:

Kindergarten and Maternal and Child Health



Libraries, arts and cultural spaces



Playgroups, toy Libraries, occasional care



Community, centres, neighbourhood houses, community hubs



Older adults, youth and community spaces



Community halls and multipurpose spaces

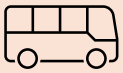


The *Plan* also covers non-building infrastructure that helps people access services and supports effective service delivery. This includes:

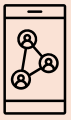
Digital access and online services



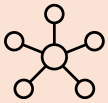
Outreach or mobile services



Hybrid — physical and virtual



Shared use of spaces



1.3 Council's Role

Community infrastructure in Glen Eira is delivered by many different organisations including:

- Glen Eira City Council;
- State and Federal Government agencies;
- Not-for-profit and community organisations;
- Faith-based and cultural organisations; and
- Private and institutional providers.

Our role is to make sure community infrastructure supports access to services, participation and wellbeing in Glen Eira.

Our role changes depending on the service, delivery model, location and community need. Depending on the circumstance and need, our role will include one or more of the following:

Planner	Provider	Facilitator	Partner	Advocate
Planning for and prioritising the community facilities, regardless of ownership	Owning and operating community facilities	Supporting delivery by others through land, buildings, planning controls or shared use	Co-investing or co-locating with other organisations	Seeking State or Federal investment, reform or service provision

Council-owned community facilities support a wide range of services, programs and activities delivered by Council, community organisations and other service providers. These include:

- libraries, arts and cultural activities;
- early years education and family services;
- neighbourhood houses and community learning;
- older adults, youth, cultural and wellbeing programs;
- volunteer-run clubs and associations; and
- community support and emergency relief services.

1.3.1 Supporting community participation through Council owned land and buildings

Council supports community participation by making many Council-owned land and buildings available to community and not-for-profit organisations at nominal rents.

These organisations include early years providers, neighbourhood houses, toy libraries, older adults and cultural groups, emergency relief and community support services, and volunteer-run clubs and associations. They deliver services, programs and activities that support Council's priorities and contribute to learning, wellbeing, inclusion, social connection and community resilience.

Providing low-cost accommodation is a significant form of Council support. It allows organisations to direct more of their resources towards community services and activities rather than commercial rent.

Through these arrangements, Council retains significant responsibilities for maintaining and renewing facilities, ensuring facilities are safe and meeting compliance standards, meeting insurance and administration obligations, and delivering the best outcomes for the Glen Eira community. Council's approach to leasing and licensing is a key part of managing these responsibilities

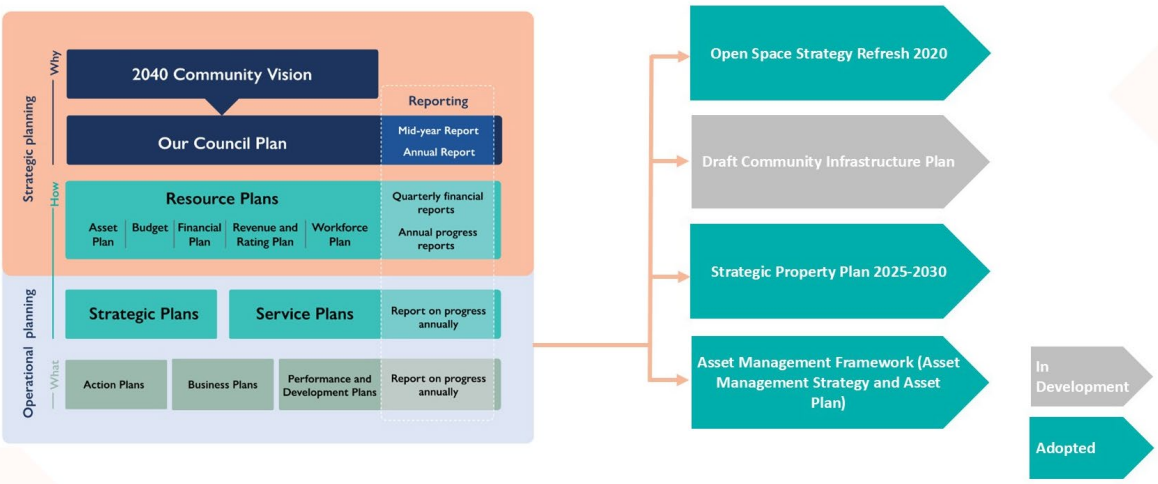
1.4 How planning for community infrastructure fits with other Council planning

The *Community Infrastructure Plan* forms part of Glen Eira's ***Integrated Strategic Planning Framework***. The *Plan* aligns with the *Council Plan 2025–2029*, *Community Vision 2040*, *Financial Plan 2025–2035* and *Asset Plan 2025–2035* and is supported by the *Strategic Property Plan*, *Open Space Strategy*, *Financial Sustainability Strategy* and *Climate Emergency Response Strategy*.

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- the *Community Infrastructure Plan* identifies community infrastructure need, Council's role and priority;
- the *Asset Plan* guides how assets are maintained and renewed to meet agreed service levels;
- the *Strategic Property Plan* governs decisions about the use, optimisation or disposal of land and buildings; and
- Council's capital planning and budget processes determine funding and delivery.

Integrated Planning Framework



The *Community Infrastructure Plan* will be embedded into Council's existing planning and decision-making processes by:

- using the *Plan* to inform capital works planning;
- aligning priorities from the *Plan* with service planning, asset management and financial planning;
- planning for specific service and infrastructure type e.g. early years facilities; and
- making changes to services, partnerships or delivery models where more effective community outcomes can be delivered compared with new or upgraded infrastructure.

Part 2. What influences our planning for community infrastructure

Planning for community infrastructure is influenced by many things including:

- The inner urban nature of Glen Eira and the limited land available;
- The make-up of our community and way it is growing and changing;
- What the community believes is important;
- Our existing community facilities and how effectively they support services and activities; and
- Access to services and facilities in neighbouring communities.

This section outlines the key influences, highlights what the evidence tells us, and what it means for future community infrastructure planning.

2.1 What this means for planning

Glen Eira needs to plan community infrastructure as a connected, flexible network with future decisions focusing on how well facilities support access, participation and service delivery and not just how many facilities exist.

This means making better use of existing buildings, improving spaces so they are fit for purpose, strengthening hubs and partnerships, and targeting investment where it will create the greatest community benefit. The key areas for Council to focus on as part of future planning for community infrastructure are:

1. **Plan the network, not just individual facilities:** Community infrastructure needs to be planned as a connected network across Glen Eira, including Council-owned, non-Council, shared facilities and neighbouring communities and activity centres.
2. **Demand is changing, and existing facilities and spaces can help meet future needs:** Growth, the age profile of our community, changing household structures, and different service models are increasing demand. Many needs can be met by improving, adapting or sharing existing spaces.
3. **Location and access matter:** Facilities need to be easy to reach by walking, public transport and everyday travel patterns. This is especially important in areas with limited local infrastructure or growing populations.
4. **Facilities need to work well in practice:** Some buildings are safe and usable but some no longer work well for current community and service needs. Layout, accessibility, storage, flexibility and management affect whether spaces can effectively support programs and services.

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5. **Community hubs and activity centres are important anchors:** Well-located hubs can bring services, programs and informal spaces together, helping Council make better use of limited land and creating stronger community outcomes.
6. **Under-use does not always mean surplus**: Some spaces are under-used because they are hard to access, poorly configured, not program-ready or not well matched to community needs.
7. **Future planning must respond to uneven growth and local differences**: Population growth and service demand are not the same across Glen Eira. Some areas have strong growth or limited facilities, while others need a focus on renewal, access and fit-for-purpose spaces.
8. **Partnerships will be essential:** Council cannot meet all needs alone. Schools, faith-based organisations, community groups, not-for-profits, neighbouring councils and State Government all contribute to the broader infrastructure network.
9. **Investment needs to be evidence-based and financially realistic**: Future decisions should focus on need, access, functionality, community benefit, long-term sustainability and alignment with other Council plans.

2.2 The evidence

2.2.1 Our City and our community[1]

A highly developed and busy inner urban City		
7 Major activity centres	**11** Neighbourhood centres	**36** Local centres
4 Hospitals	**39** Schools	**1** University
17,000 Local businesses	**48,000** Local jobs	**59,792** households

A growing population		
160,500 residents in 2026	**182,000** projected residents in 2036	**198,500** projected residents in 2046
Growth and change will be uneven across Glen Eira. The strongest pressures are expected around activity centres and major redevelopment areas, including Elsternwick–Gardenvale, Caulfield North–Caulfield East and Bentleigh East. The timing and scale of some growth, particularly at East Village, remain uncertain and will be monitored through future reviews of		

[1] **Source for tables in Section 2.2:** Australian Bureau of Statistics Census 2021; .id Community population and household forecasts, prepared September 2024; Glen Eira City Council data, 2025–26

the Plan. State Government Housing Targets and Activity Centre initiatives will be the key driver of growth.

A diverse community		
37.5% residents born overseas	**54.5%** Of the Vic. Jewish population live in Glen Eira	**411** Aboriginal and / or Torres Strait Islander residents
120 Different cultural backgrounds	**14.1%** Adults identify as LGBTIQA+	**4.8%** residents with a disability

Mix of household types		
40.3% Households with children	**27.3%** Lone person households	**24%** Couple households without children

2.2.2 Our local catchments

Glen Eira is compact and well connected, but community needs and pressures vary across the municipality.

Glen Eira covers about 39 square kilometres. Its suburbs and activity centres are close together, and around 76 per cent of residents have regular public transport within 400 metres. Rail and tram corridors provide strong access across much of the municipality, supported by bus services and walking connections. Access is less consistent in some areas, particularly Bentleigh East, which has no train station and is more reliant on buses and private vehicles.

Local differences still matter. Population and housing growth, State Government activity-centre planning, apartment development, population ageing, transport access and the location and suitability of existing facilities create different pressures across Glen Eira.

The locality profiles in the **Appendix** summarise:

- how each locality is changing;
- examples of Council and non-Council community infrastructure; and
- the main pressures and issues Council needs to consider in future planning.

The facilities shown are examples, not complete inventories. Access to non-Council facilities varies.

The profiles help Council understand local pressures without assuming that every suburb needs the same facilities. They inform planning for a connected community infrastructure network across Glen Eira.

2.2.3 Regional context

Glen Eira's community infrastructure network extends beyond its municipal boundary.

Residents also use services and community facilities in neighbouring municipalities. These cross-boundary connections are influenced by proximity, transport, everyday travel patterns and whether facilities are available and suitable.

The map below highlights the strongest connections between parts of Glen Eira and nearby activity centres. It is not a complete inventory, and access to external facilities does not remove the need for accessible community infrastructure within Glen Eira.

Considering the regional context gives Council a more realistic understanding of how people access services and the contribution that adjoining activity centres and service networks make to community access.

Malvern Activity Centre

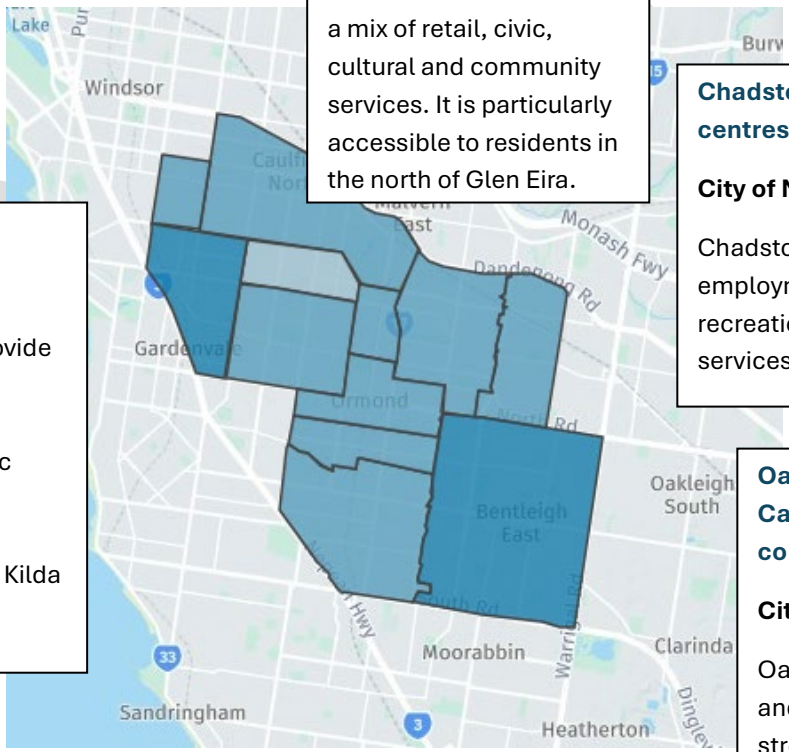
City of Stonnington

Centred on Glenferrie Road and Malvern Station, Malvern provides strong train and tram access and a mix of retail, civic, cultural and community services. It is particularly accessible to residents in the north of Glen Eira.

St Kilda and Balaclava

City of Port Phillip

St Kilda and Balaclava provide retail, health, recreation, cultural and community services with strong public transport access. These centres are particularly relevant to residents of St Kilda East and Elsternwick–Gardenvale.



Chadstone and nearby Monash centres

City of Monash

Chadstone provides major retail, employment, health, education, recreation and community services.

Oakleigh and the Carnegie–Oakleigh corridor

City of Monash

Oakleigh is a major rail and bus centre with a strong retail, cultural and civic role. The corridor through Carnegie, Murrumbeena and Hughesdale gives residents in eastern and southern Glen Eira access to a wider network of services and facilities.

Moorabbin Activity Centre

City of Kingston

Moorabbin provides strong train and bus access and a mix of civic, cultural, education, health and recreation facilities. Its catchment extends into Bentleigh, Bentleigh East, McKinnon and Ormond.

2.2.4 What our community says is important

The *Community Infrastructure Plan* is informed by extensive community engagement over several years and this has provided Council with a strong understanding of how community facilities and spaces are valued, used and experienced over time. Key messages include:

Community infrastructure is highly valued It is seen as being essential to wellbeing, social connection and identity. This includes Libraries, community centres, older adults facilities, early years facilities, parks and multipurpose spaces.	**Maintain and upgrade existing facilities** This is preferred before building new ones. Poor maintenance, neglect or loss of local services attract the strongest negative feedback, while well-maintained and well-used facilities receive positive feedback.
Accessibility and inclusion is critical Barriers identified by people of all ages, backgrounds and abilities include physical access, transport, affordability, opening hours and having facilities which are culturally appropriate.	**Strong support for flexible, multi-use spaces** Spaces that can be used by different groups and programs are strongly supported. Along with community hubs and co-located services where these improve access, provide clear community benefit and are introduced openly.
Social connection and wellbeing matter Community infrastructure is more than buildings. It helps people connect, supports mental health and builds resilience. Less access to social spaces can increase isolation, especially for older residents, young families and more vulnerable groups.	**Financial realism is understood** The community recognises Council's financial limits. It supports careful asset management, better use of existing infrastructure, partnerships and alternative delivery models, and avoiding unnecessary expansion that could add pressure to future budgets.

2.2.5 Community facilities

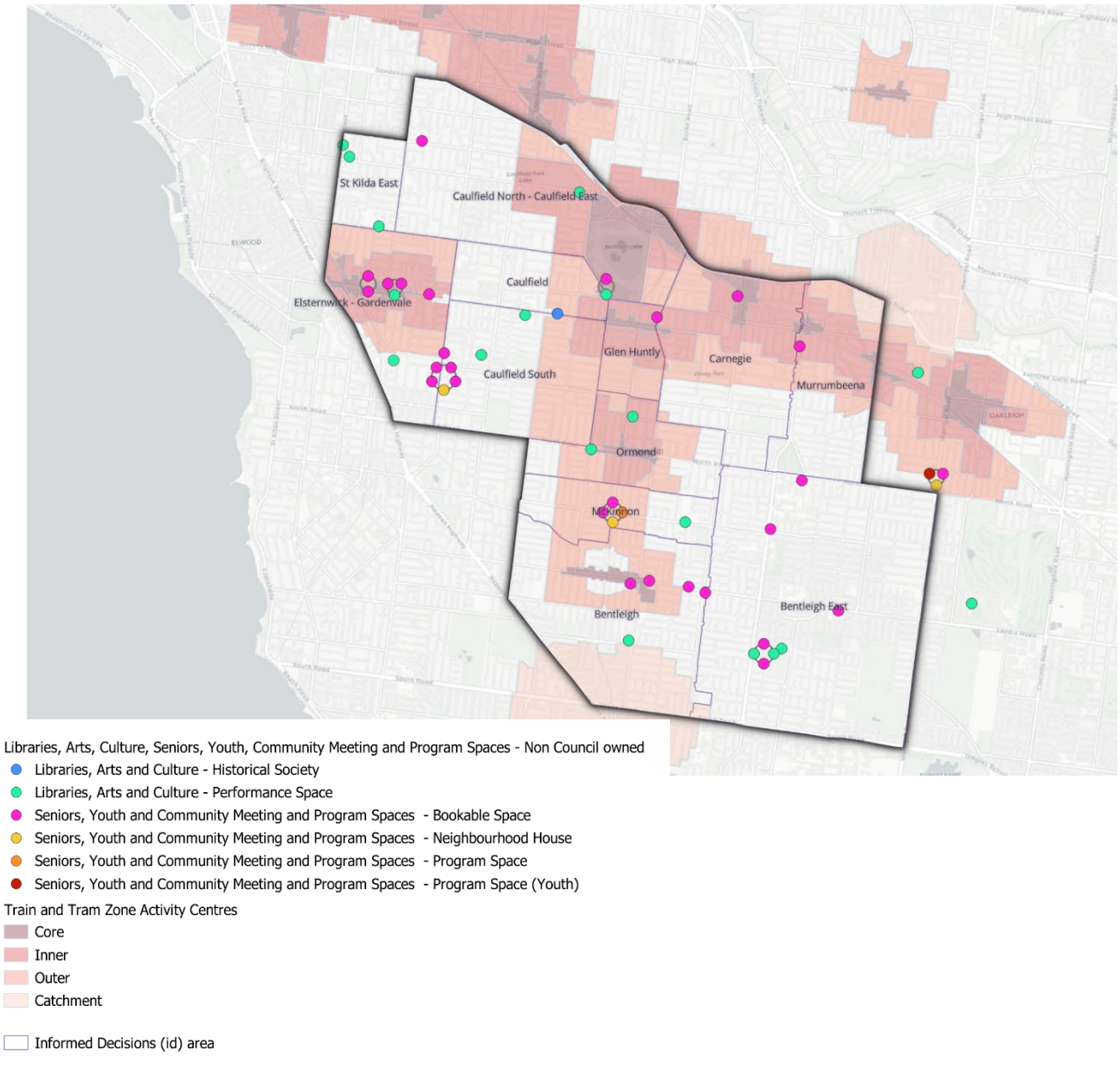
Most Council owned community buildings are safe and usable, but some no longer work well for current community and service needs.

The main issue is often not building condition, but whether spaces are accessible, adaptable and suitable for the programs and services they are expected to support. Key issues include:

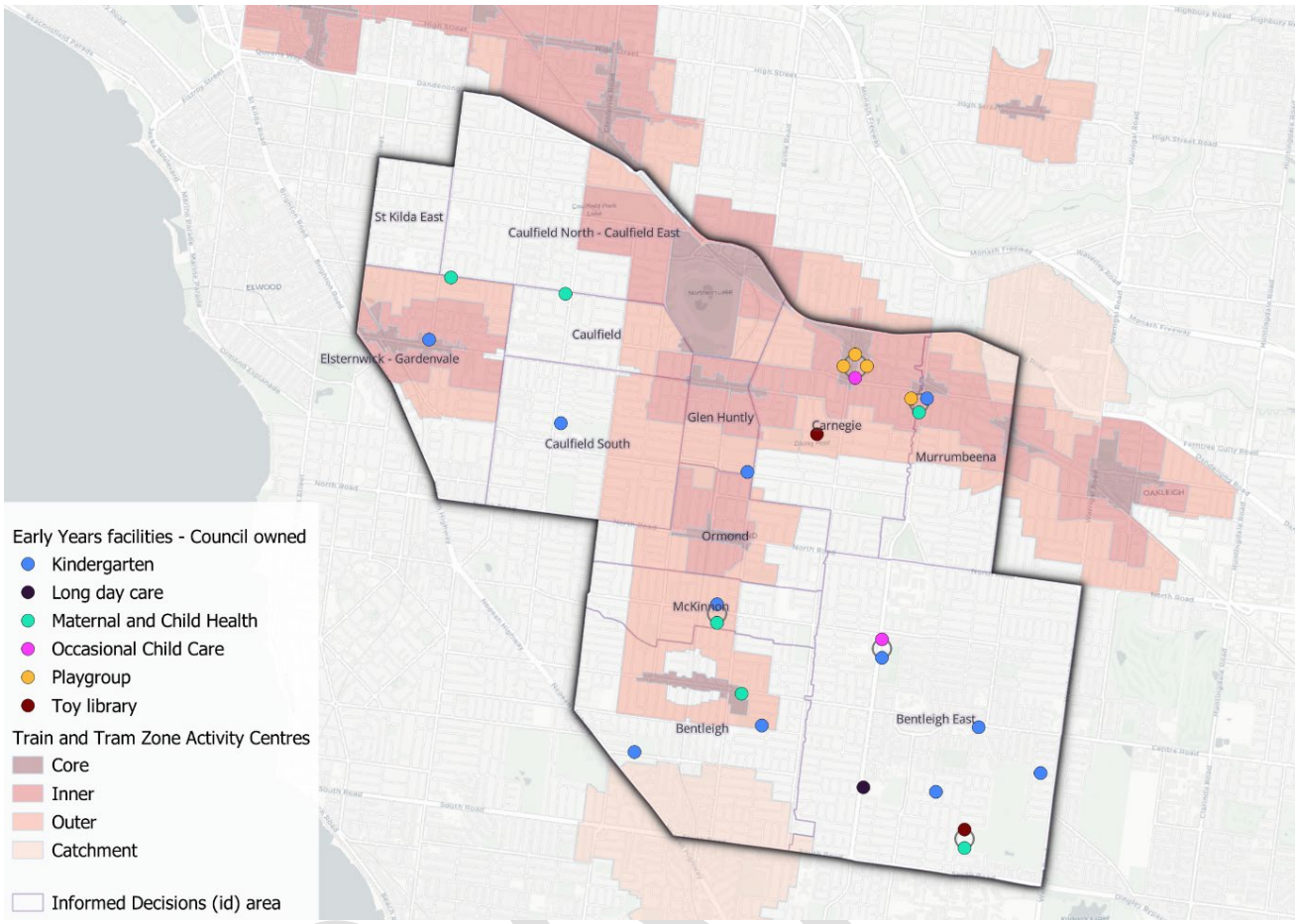
- layouts that do not support regular programs or multiple users;
- some buildings have limited or poor accessibility for people with disability, older residents or families;
- not enough storage, flexible rooms or adaptable spaces;
- 'multipurpose' spaces that are difficult to use in practice;
- standalone or single-room buildings that limit how services can be delivered; and

- designs that do not support current service standards, regulations or modern ways of working.

Figures below show where Council owned community facilities covered by this Plan are located.



Location of Council owned facilities supporting libraries, arts, culture, seniors, youth, community meeting and program spaces Glen Eira, 2026



Location of Council owned facilities supporting Kindergarten, Maternal and Child Health, playgroups, toy libraries and occasional care, Glen Eira, 2026

2.2.6 How community infrastructure supports our community

To understand how well existing community infrastructure supports our community, information has been gathered about how much facilities are used, the role they play in supporting the community, how they compare with other councils and relevant industry benchmarks, and the availability of like facilities and services in Glen Eira.

Libraries

Council's four Libraries are some of the most highly used community facilities in Glen Eira. They support learning, participation and social connection for people of all ages, abilities and backgrounds and are especially important for residents who face financial, digital or social barriers.

Key Stats			
4 libraries Caulfield, Elsternwick, Carnegie, Bentleigh	**1,118,504** loans	**580,000** visits	**52,687** program attendances
Demand			

- Consistent growth in visitation (34 per cent) and loans (24 per cent) since 2022–23
- Strong growth in study, digital access, programs and informal use, along with lending of traditional collection items.
- High demand in the afternoon, evenings and when school, TAFE or university exams are happening.

Key things to know

- **Council owned libraries are the primary access point for study, digital access and programs even when there are other services or facilities nearby.**
- **Demand suggests that we don't need more libraries, but we do need libraries to be well located, close to activity centres and public transport, and with flexible spaces that are well set up to support:**
  - **Programming as well as informal use**
  - **Multiple uses happening at the same time**
  - **High levels of use at peak times e.g. after school, evenings and exam periods.**

Arts and cultural spaces

Arts and cultural participation in Glen Eira is delivered through the Glen Eira Gallery, libraries, civic buildings, parks, open spaces and non-Council venues.

The Glen Eira Gallery within Glen Eira Town Hall is Council's main dedicated exhibition space. It supports visual arts, performances, workshops, talks and community events. Council also delivers festivals, concerts, heritage programs and cultural events at locations across the city.

Key Stats

39,131 visits to the Glen Eira City Council Gallery in 2025–26, an increase of more than 25 per cent from the previous year.	**16 exhibitions** featuring works by approximately **800 artists** in 2025–26.	Approximately **20,364** attendances at Council arts and cultural events in 2025–26.

Demand

- Gallery use is shaped by exhibitions, workshops, performances, talks and other public programs.
- Demand for events and performances varies according to programming, location, timing and weather.
- Participation extends beyond Council buildings, with parks, open spaces, libraries and other venues supporting festivals, concerts and cultural activities.
- Accessible, welcoming and well-programmed spaces are important to encouraging participation and reaching different audiences.

Key things to know

- **The Glen Eira City Council Gallery is Council's principal visual arts venue and recorded strong growth in visitation during 2025–26.**
- **Glen Eira Town Hall is Council's main civic and cultural precinct, bringing together the Gallery, Auditorium, Theatrette and other community spaces.**

- **The Town Hall precinct has opportunities to support increased visitation, longer stays and a broader mix of exhibitions, performances and community events. This includes investigating improvements to cultural spaces and the feasibility of complementary food and beverage facilities.**
- **Benchmarking indicates that Glen Eira has fewer galleries and exhibition spaces than comparable municipalities. However, facility numbers alone do not reflect the quality, size, programming, visitation or wider role of existing venues.**
- **Performance spaces are influenced by programming, partnerships, technical capability and access to school, private and regional venues. Numerical benchmarks do not, by themselves, establish a need for new standalone facilities.**
- **The Glen Eira Historical Society is the principal community custodian of Glen Eira's local history collection. Council will work with the Society to identify fit-for-purpose accommodation that supports collection care and public access and aligns with Council's civic, library and property planning.**

Older adults

Council's existing dedicated facilities retain their formal names as Senior Citizens Centres. In this Plan, 'older adults' is used when referring more broadly to people, services, programs and future facility planning.

A network of spaces supports older adults, including five dedicated facilities in Bentleigh, Bentleigh East, Caulfield South, Ormond and Moorleigh, libraries and civic spaces, community and program spaces, and facilities and activities which are not provided by council such as U3A, neighbourhood houses, clubs, faith-based and community venues. Spaces supporting older adults play a key role in social connection, participation, lifelong learning and health and wellbeing across later life stages and provide familiar and trusted places for groups to meet and activities to occur.

Key Stats

50–83 Average weekly hours of use— older adults centres	**175** Courses run by Bentleigh U3A in 2024–25

Demand

- By 2046, more than 35.7 per cent of Glen Eira residents are expected to be aged 50+, with the strongest growth in the 70–84 and 85+ cohorts.
- The suburbs with the highest proportions of residents aged 50+ is expected to include Bentleigh, Bentleigh East, McKinnon, Murrumbeena and Ormond.
- The needs and expectations of older residents are changing. While existing spaces are highly valued, emerging and younger older adults have a stronger interest in community learning, digital access, structured programs like U3A, and in staying well and physically active, and a preference for flexible and informal spaces.

Key things to know

- **Glen Eira provides more older adults centres per target population than like councils. This, along with the changing needs and expectations of older adults highlights that we don't need more spaces, rather we need spaces which are fit for purpose, well located and encourage social connection.**
- **Participation by older adults in community life is increasingly bundled with everyday trips such as appointments, errands, meeting with friends, highlighting how important it is to have spaces that support activities for older adults in activity centres and community hubs.**

Young people

Youth services support young people aged 10 to 25 to participate, connect and thrive. The service focuses on wellbeing, inclusion, belonging, creative expression and positive pathways to adulthood. Services are delivered through targeted programs, informal and drop-in activities, school-based engagement, and shared community spaces such as libraries and activity centre venues.

Key Stats			
1 Dedicated youth space in Bentleigh	**1,258** attendances Council youth programs	**2,649** attendances youth programs in schools	**4,676** attendances youth special events

Demand

- Demand is strongest after school, during school holidays and in the evenings.
- Young people value both structured programs and informal, welcoming spaces.
- Access is strongly influenced by public transport, walkability, visibility and the ability to reach services independently.

Key things to know

- **Council's youth service is constrained by the size and configuration of its Bentleigh space.**
- **Shared library space is important but does not always provide reliable access for young people during busy study and exam times.**
- **The immediate priority is to improve current access and functionality, while a youth service review determines the preferred longer-term mix of dedicated, shared and outreach-based provision.**

Community and program spaces

Community and program spaces include Council-owned rooms and multipurpose spaces in libraries, civic buildings, neighbourhood houses, halls and pavilions. They also include spaces provided by schools, faith-based organisations, clubs and not-for-profit groups. These spaces support community connection, participation and local activity. While they are often described as rooms, halls or bookable venues, their real value is in what they make possible — giving people places to meet, learn, volunteer, celebrate, organise and access support.

Key Stats	
10–40 per cent typical utilisation rate	**4** neighbourhood houses in Caulfield South, McKinnon, Bentleigh, Bentleigh East
Demand • Data about use of facilities is fragmented and inconsistent. • Some facilities are underused while a small number of rooms and locations are consistently in high demand. • Demand is driven by room type, location and how facilities are operated.	
Key things to know • **Glen Eira has a broad supply of rooms and venues, but not all are suitable for regular programs.** • **Program-ready spaces are accessible and adaptable rooms that groups and services can use regularly, with suitable layouts, storage and reliable access. This is different from a standard bookable room designed mainly for short or one-off activities.** • **The key gap is small to medium-sized program-ready spaces that can support groups of around 20 to 50 people.** • **Some underused rooms may require changes to their layout, accessibility, storage, booking arrangements or management before they can meet community needs.** • **Neighbourhood Houses and other program providers need reliable access to suitable spaces, not simply any room that is available to book.**	

Kindergarten

Kindergarten plays a critical role in a child's life, supporting learning and development through play-based learning. Council has a significant role in kindergarten in Glen Eira by providing facilities in 12 locations and operating a central registration system for kindergarten enrolments. Council's role is particularly significant in supporting the delivery of community based sessional kindergarten.

Key Stats		
12 Council owned sites supporting kindergarten	**2,765** children attending in kindergarten in Glen Eira	**1,000–1,100** children attend kindergarten in a Council building
Demand • There is clear evidence of current and forecast unmet demand for kindergarten, particularly for sessional kindergarten. An additional 21-22 program rooms, each licensed for 33 places will be needed in Glen Eira by 2036 to address the overall unmet demand.		

- Demand for kindergarten is increasing because of the State Government Best Start Best Life reforms which will means children have access to 15 hours of three-year-old kindergarten and 30 hours of four-year-old kindergarten.
- The biggest increase in demand for kindergarten will be in the northern parts of Glen Eira – Caulfield South and Carnegie.

Key things to know

- **Addressing unmet demand will require the combined efforts of Local and State government, private schools, faith-based organisations, and not for profit and for profit long daycare providers.**
- **To maintain a similar number of children participating in kindergarten in a Council building, Council will need to provide an additional 7–8 programs rooms by 2036.**
- **Council-owned kindergarten facilities do not necessarily match where future demand will be highest. There are fewer Council-owned kindergarten facilities, with less opportunity to expand in the northern parts of Glen Eira, where demand for kindergarten will be highest. More facilities with more opportunities to expand are located in the south, where demand is expected to be lower.**

Maternal and Child Health

Maternal and Child Health (MCH) services provide vital support and resources to families as they navigate the transition to parenthood and the early years of a child's life. Services are located in Caulfield, Elsternwick, Murrumbeena, Glen Huntly, Bentleigh, McKinnon and Bentleigh East and are located to make it easy for families to access the service close to home.

Key Stats

7 Maternal Child Health Centres	**1,463** Birth notices in 2025–26

Demand

- Demand for MCH services is growing as birth notices increase. Between 2023 and 2025 birth notices remained steady at 1,300 to 1,400 but increased in 2025–2026 to 1,463 and are projected to increase up to 2,000 by 2036.
- The biggest increase is expected to occur in the catchments supported by the Elsternwick, Caulfield and Murrumbeena MCH centres.
- Rising birth notices will increase demand for all MCH programs including Key Ages and Stages visitations, new parent groups, breast feeding support services, parent education programs, Enhanced MCH, outreach programs.

Key things to know

- **More infrastructure will be needed to support the increased demand for MCH services and programs including consulting rooms, flexible program space and administrative space.**
- **The condition and functionality of some existing facilities compromise Council's ability to support contemporary and high-quality services.**

- **There is opportunity to co-locate and integrate MCH services with complementary services and activities to improve the accessibility of services.**
- **The key area of need in the short term is Caulfield and Elsternwick. In Elsternwick a replacement premises needs to be found for the leased premises the service operates from, and in Caulfield increased service capacity and infrastructure is needed.**

Playgroups, toy libraries, occasional care

Playgroups, toy libraries and occasional care services support families with young children. They give families low-cost and flexible ways to connect, help children learn and develop, and provide parents and carers with support close to home. Council directly delivers occasional care services and some playgroups. Toy libraries and a number of playgroups operate in Council buildings and are community run or supported by other organisations.

Key Stats

20 playgroups in Glen Eira	**10** playgroups in Council buildings	**2** toy libraries — Carnegie and Moorabbin Area (Bentleigh East)	**2** occasional care services — Carnegie and Bentleigh East (GESAC)	**6,289** booked sessions for occasional care in 2025

Demand

- Demand for playgroups is likely to increase as the population grows, but this will also be impacted by changing community needs and interests e.g. work commitments of parents.
- Demand for toy libraries is expected to increase as the population grows, but this does not mean more facilities will be needed.
- Demand for occasional care has been stable in the last two years but more broadly has reduced over the last decade as the needs of families have changed, long daycare availability has improved, and kindergarten has become more available.

Key things to know

- **Playgroups, toy libraries and occasional care services often need dedicated storage facilities but otherwise they can operate from shared, multipurpose spaces.**
- **Half the playgroups in Glen Eira operate from church and school halls or other non-Council community spaces and the other half operate from Council multipurpose activity spaces like Carnegie Library and Community Centre, Carnegie Children's Multipurpose Room, Glen Huntly MCH Centre, and Moorleigh Community Village. This shows Council does not need to be the only one providing spaces for playgroups.**
- **Pursuing opportunities to co-locate playgroups, toy libraries and occasional care with complementary services and activities is a priority, especially when Council is planning for new or redeveloped community facilities.**

Part 3. Our plan for the future

Vision: To enable an integrated, future-ready network of community infrastructure that responds to community need, supports wellbeing and connection, enables effective service delivery, and is financially and operationally sustainable over the long term.

3.1 Principles

These principles **have been developed in consultation with Council's community advisory committees and councillors**. Their purpose is to provide guidance for Council in its decision making about community infrastructure.

Needs based and equitable	We will prioritise community infrastructure where there is the strongest current and projected need, recognising that needs differ across places, communities and life stages.
Accessible, inclusive and culturally safe	We will ensure community infrastructure is welcoming and usable for as many people as possible, including people with disability and neurodiverse communities.
Multi-use and adaptable	We will favour community facilities that can be used by different groups and services across the day and week and can adapt as needs change.
Well-located and network-based	We will plan community infrastructure as a connected network of facilities and service access points, so people can reach what they need more easily now and into the future.
Renewal first and built to last	We will look after and improve existing community facilities first—by prioritising planned renewal, preventative maintenance and essential upgrades that keep facilities safe, accessible and fit for purpose. This includes actively progressing improvements within the current planning period through expansion, reconfiguration and better use of existing infrastructure where feasible.
Clear Council role and partnerships	We will be clear about when we will deliver directly, and when we will support delivery through partnerships, shared use or advocacy, so the community understands who is best placed to provide what.

3.2 How we will apply the principles in practice

Here we outline how the principles can guide decisions about community infrastructure as needs change and financial pressures increase. It provides a practical way to assess priorities, investment options and delivery approaches, without committing Council to specific projects or funding.

How we will apply the principles	What this means
Improve equity through network performance, not equal distribution	We will focus on having a network of facilities which together meet the needs of our community rather than duplicating facilities across every suburb in Glen Eira.
Prioritise fit-for-purpose, program-ready spaces	We will assess whether spaces support ongoing use in practice, not just whether they exist or meet technical standards. Our focus will be on improving functionality such as layout, accessibility and storage, with the aim of supporting repeat programs and shared use.
Align infrastructure with service delivery and operating models	We will link infrastructure needs with how services operate in practice. We recognise that consideration of how access occurs, governance, programming and operating models is key to achieving outcomes.
Plan and manage infrastructure as a network	Council will assess facilities as part of a broader system, focusing on how sites work together to support access, service delivery and community outcomes, prioritising network outcomes over site-by-site responses.
Concentrate investment in well-located, integrated sites	We will identify priority locations for investment, particularly in activity centres and highly accessible locations. Our focus will be integrated, multi-service responses over dispersed or standalone facilities.
Support a hub-based approach	We will have a clear description of the role and hierarchy of community hubs. As part of this we will be clear about the difference between hub sites, local facilities and destination sites, and prioritise hub-based, integrated responses where it makes the most sense.
Optimise existing assets before expansion	We will identify how existing Council-owned and partner facilities can be better used, by encouraging increased use, reconfiguring spaces to make them easier to use and supporting shared use or co-location. Expansion is only supported where there is a clear gap in the network.
Ensure long-term financial sustainability	We will strive to avoid incremental expansion and be clear where continued investment in existing facilities may not represent long-term value. Our focus will be on staged delivery, feasibility testing and alignment with Council's financial capacity.

How we will apply the principles	What this means
Work in partnership	We recognise the role of non-Council providers and will focus on shared use, partnerships, leasing and advocacy, rather than Council-only delivery.

3.3. Types of community facilities

There are many different types of community facilities, and this section outlines how they are categorised for the Community Infrastructure Plan.

Type of Community Facility		Description
	**Municipal civic and community hub**	A major civic and community location that supports services, programs and activities for people from across Glen Eira. It combines municipal functions, community facilities and shared spaces in a highly accessible setting.
	**Activity centre community hub**	A well-located hub in or near an activity centre that brings together services, programs and shared spaces in a place people already visit for transport, shopping, work and daily needs.
	**Local community facility (network anchor)**	A facility or group of facilities that provides important services, programs and meeting spaces for surrounding neighbourhoods. These facilities complement the larger hubs and help maintain local access.
	**Destination or attractor site**	A location people visit because of a specialised service, activity, heritage feature or setting. These sites complement the hub network but do not provide the same range of everyday services and programs.

3.4 Community hubs

Community hubs are an important part of good community infrastructure planning because they do more than provide physical space. They help people connect, take part in community life, feel included and access services that support health and wellbeing.

Hubs bring together services, programs, meeting spaces and informal gathering places in locations that are easy to reach. This gives people more reasons to visit and more ways to become involved. Their value is not just that different services are located together, but that they are deliberately grouped to create stronger connections between people, programs and organisations. This can lead to shared activities, intergenerational connections, new partnerships and outcomes that may not happen in separate facilities.

Hubs matter in Glen Eira because they can help to:

1. **Make better use of limited land and buildings***:* By bringing several services and programs together in well-located places, hubs can increase use, reduce duplication and create more capacity without needing more buildings.
2. **Support services to change and improve***:* Flexible, shared spaces allow services to change, grow or work together over time as community needs, participation and expectations change.
3. **Support partnerships***:* Hubs give Council, community organisations and other providers a place to share space, work together and deliver services, rather than relying on Council to build and operate everything on its own.

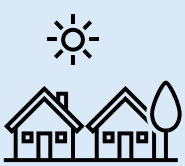
In Glen Eira, a community hub will be defined as a place that combines four elements:

- **Place:** A clear, welcoming location that is easy to access, preferably walkable and well connected to public transport;
- **Function**: A clear role in the wider network, such as providing higher-order services, supporting programs for different age groups or acting as a civic anchor;
- **Operating model**: Active management that supports shared use, programming and fair access, rather than just room hire; and
- **Relationships and partnerships**: A platform for Council, community organisations and other providers to deliver connected or complementary services and activities.

3.4.1 Community hubs and important local facilities

The locations below have different roles within Glen Eira's community infrastructure network. Some are established hubs, while others are locations where future integrated hub planning is proposed. Any major investment remains subject to further investigation, Council prioritisation and funding decisions.

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Location	Type of community facility	Why this role suits the location	What Council will focus on
Caulfield Civic Precinct	**Municipal civic and community hub** 	Caulfield brings together the Town Hall, Gallery, Library, Maternal and Child Health services and other civic and community spaces. It is highly accessible and serves people from across Glen Eira, as well as the surrounding community.	Strengthen Caulfield as Glen Eira's main civic and community hub. Make better use of existing Council buildings and spaces, address service and program space needs, and improve how the precinct works.
Carnegie	**Activity centre community hub Priority for future planning** 	Carnegie is a busy and accessible activity centre with strong public transport, an established library and community centre, and continued population growth. Council-owned land around the existing facilities provides an opportunity to bring more services and spaces together.	Plan for a future integrated community hub around the library and community centre. Further work will determine what the hub could include, how it could be delivered over time and who Council could partner with.
Elsternwick–Gardenvale	**Activity centre community hub Priority for future planning** 	Elsternwick–Gardenvale is one of Glen Eira's fastest-growing and most accessible areas. Existing community services are spread across different locations, and some operate from constrained or leased premises. The library precinct and other Council-owned land in this locality provide an opportunity to bring services and spaces together.	Plan for a future integrated community hub. Further work will consider community, existing library, cultural, early years and shared program spaces, subject to feasibility, Council priorities and funding.
Bentleigh	**Local community facility (network anchor)** 	Bentleigh has an established group of facilities, including the library, youth centre, older adults centre and Maternal and Child Health centre. These facilities provide important services for Bentleigh and nearby neighbourhoods.	Maintain Bentleigh as an important local centre for community services. Improve existing facilities, shared use and the way services and spaces work together, rather than developing another large community hub.

Location	Type of community facility	Why this role suits the location	What Council will focus on
Murrumbeena	**Local community facility (network anchor)** 	The Murrumbeena Family Centre and nearby facilities provide important early years, family and community services. The location has strong public transport access and complements the wider range of services available in Carnegie.	Maintain Murrumbeena as an important local centre for early years and community services. Support better shared use, co-location and modest improvements where there is clear need and enough space.

3.5 Destination and attractor sites

Some places play an important role because of their specialised services, activities, heritage or setting. These destination and attractor sites complement community hubs but do not provide the same broad mix of everyday services or rely on the same activity centre access.

Moorleigh Community Village is one of Council's largest community facility clusters and supports older adults, early years services, a toy library, community programs and other activities. It is heavily used and important to Bentleigh East, but its location and transport access mean it does not perform the same role as an activity centre community hub. Council will undertake strategic planning to clarify Moorleigh's long-term role, future investment needs and how the site can better support the wider network.

Elsternwick Club is a heritage and open space destination that can support minor community use, events and local activation, with the primary function as **open space**. It complements the proposed Elsternwick community hub but is not intended to take on the hub's broader service and program role. Future use will be considered through appropriate planning, partnership and operating arrangements.

3.6 How we decide to invest in community infrastructure

Council will use a clear five-step process to consider all community infrastructure proposals.

This will help identify the best response to each need, whether that means improving an existing space, changing how it is used, working with others, or investing in something new. Using the same process for proposals of all sizes will support fair, transparent and well-explained decisions. This process helps Council balance community infrastructure needs with its other wider priorities and direct limited resources where they will provide the greatest community benefit.

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How We Decide, Step by Step

Not every good idea can happen straight away, and not every need means building something new. Every proposal — big or small — goes through the same five steps, so decisions are consistent and easy to explain.

1

We start with an idea

Ideas can come from area plans, resident feedback, a building that needs updating, or a chance to team up with someone else. We look at these across a whole area, not just one site at a time.

2

We check it makes sense

We ask simple questions: is there a real need, is this something Council should be doing (or is a partner better placed), does it fit with our plans, and can we actually afford it.

3

We weigh it against clear, fair standards

No single factor decides an idea on its own — we weigh a consistent set of standards every time:

- Community benefit
- Equity & fair access
- Value for money, long term
- Fit with our strategic priorities
- What happens if we don't act

4

We decide if it's ready

Depending on how well an idea stacks up, it lands in one of three places:

Ready to go
Moves into detailed planning and funding

Needs more work
Refined, staged or investigated further

Different approach
We look at partnerships or other types of support

5

We choose how to deliver it

Delivery depends on what best suits the project — sometimes more than one option is used together:

- Council delivers it directly
- Partner with a developer or organisation
- State or Federal Government funding
- Shared-use or partnership arrangements

OPEN ABOUT TRADE-OFFS

We explain how these standards have been weighed, including the trade-offs involved and what happens if we don't act — so limited resources go to the ideas that are well aligned, affordable to run long term, and deliver lasting benefit for the community.

3.7 Recommendations

This section outlines the recommended priorities and actions for our community infrastructure. They are structured to include:

Strategic directions	**set out the long-term direction and intent.**
Capital planning and investment priorities	**identify matters that require investigation, planning or future funding consideration.**
Operational actions	**can be progressed through service planning, partnerships, existing programs or operating budgets.**

Inclusion in this *Plan* does not mean every capital priority is funded or ready to proceed. Capital priorities will be assessed through Council's investment, business case and budget processes.

The recommendations and actions set priorities for the four-year life of the *Plan*. They help Council to be ready to respond to emerging needs, updated evidence and future funding opportunities as they arise.

Strategic directions		**Community Infrastructure**
1.1	**Use Council-owned spaces first when supporting council services and community organisations.** Avoid leasing private premises for council services and community organisations where a suitable Council-owned space or another form of support is available.	Council-wide
1.2	**Advocate for community infrastructure, flexible program spaces and shared facilities to be included in major developments**, particularly where new development will increase demand for community services and activities.	Council-wide
1.3	**Plan libraries as flexible civic and community spaces** that support learning, culture, multi-generations, community programs and informal use, and can adapt as needs change.	Libraries

Strategic directions		Community Infrastructure
1.4	**Use a planned and respectful process for any changes affecting older adults centres**, including early engagement with existing users and culturally safe participation.	Older adults
1.5	**Expand Council-owned kindergarten facilities where feasible** so they continue to support around 37 per cent of children attending sessional kindergarten in Glen Eira.	Kindergarten
1.6	**Advocate to the Victorian State Government about increasing the availability of kindergarten on school sites** in Glen Eira and partnering with developers to include kindergarten as part of new residential developments	Kindergarten
1.7	**Advocate to and partner with the Victorian State Government to secure funding** to implement Council's preferred strategic direction for kindergarten.	Kindergarten
1.8	**Maintain Murrumbeena as an important local centre for early years and community services**, complementing the broader community hub role proposed for Carnegie.	Community facilities
1.9	**Plan MCH facilities as a connected network**, with larger service locations in Bentleigh, Caulfield and Glen Huntly, supported by smaller locations in Elsternwick, Murrumbeena, Bentleigh East (Moorleigh) and Carnegie.	Maternal and Child Health
1.10	**Co-locate playgroups, toy libraries and occasional care with related services where practical**, using flexible, shared spaces with the storage and other facilities needed to support these activities.	Playgroups, toy libraries, occasional care

Capital planning and investment priority		Community Infrastructure
2.1	**Undertake targeted accessibility, functionality and 'fit for purpose' assessments of community buildings that Council expects to retain or adapt for future use.** Use the findings to	Council-wide

Capital planning and investment priority		Community Infrastructure
	prioritise practical improvements to layouts, accessibility, storage, amenities and shared program spaces so these buildings can better support regular community activities and changing service needs.	
2.2	**Renew or reconfigure existing libraries where they can support future library and community hub needs.** Where this is not practical, consider library services as part of planning for an integrated community hub.	Libraries
2.3	**Relocate the Glen Eira Historical Society from commercially leased premises to a suitable Council-owned civic or cultural location**, preferably connected with a library or the Caulfield Civic Precinct.	Libraries, arts and culture
2.4	**Undertake feasibility work to guide future decisions about older adults facilities after the review of Council's long-term approach to supporting older adults has confirmed the future service model.** The feasibility work will consider how spaces are used, when demand is highest, accessibility and functional suitability, and opportunities for shared and intergenerational use, operating and renewal costs, and whether facilities remain suitable for current and future needs.	Older adults
2.5	**Improve existing small and medium community rooms, multipurpose spaces and suitable pavilion spaces so they can support regular programs and shared community use.** Priority will be given to spaces for around 20 to 50 people that are accessible and provide suitable layouts, storage and reliable access.	Community and program spaces
2.6	**Strengthen Caulfield Civic Precinct as Glen Eira's main civic and community hub** by adapting and making better use of existing Council-owned buildings and spaces before considering expansion.	Community hubs
2.7	**Progress staged planning for future community hubs at Carnegie and Elsternwick**, centred on existing Council-owned land and facilities. Planning will consider libraries, cultural activities,	Community hubs

Capital planning and investment priority		Community Infrastructure
	community programs, shared spaces and early years services where needed.	
2.8	**Undertake a staged service, use and site review for Moorleigh Community Village, followed by a strategic plan.** First confirm the services, programs, user needs and community activities Moorleigh should support, including which uses should remain, expand, share space or be considered through other Council facilities and future community hubs. Use this work to prepare a long-term strategic plan for the Village covering its future role, mix of uses, operating approach, site options, investment needs and staged implementation.	Community hubs
2.9	**Increase kindergarten capacity at the former Carnegie Early Learning Centre and Bentleigh West Kindergarten**, subject to feasibility, demand and funding.	Kindergarten
2.10	**Plan for an additional kindergarten program room at Brady Road and Bentleigh West Kindergartens**, subject to feasibility, demand and funding.	Kindergarten
2.11	**Address the condition and functionality of existing Maternal and Child Health facilities and increase facility capacity to more effectively support the community and deliver a more sustainable service model.**	Maternal and Child Health
2.12	**Address the short-term need for suitable MCH facilities in Caulfield and Elsternwick.** Where program space is included, design it for flexible and shared use where this is compatible with MCH services.	Maternal and Child Health
2.13	**Investigate upgrades to Glen Eira Town Hall's gallery and cultural spaces to support increased use, stronger programming and a more welcoming visitor experience, in line with community needs and contemporary arts and cultural sector expectations.** This will include assessing the feasibility of food and beverage facilities, including a bar, to support exhibitions, events and other cultural activities.	Libraries, arts and culture

Operational actions		Community Infrastructure
3.1	**Develop guidance for the future role of libraries** to inform library renewal and community hub planning. The guidance will describe the role, size, mix of spaces and operating needs for libraries in different parts of Glen Eira.	Libraries
3.2	**Review library and civic space opening hours, booking arrangements and access** so these spaces can better support community programs, informal use and fair access.	Libraries, arts and culture
3.3	**Review Council's long-term approach to supporting older adults. Review how Council supports older adults through facilities, programs, grants and partnerships.** The review will consider changing community needs, participation patterns and how older adults centres, libraries, community hubs and other spaces can work together to support ageing well.	Older adults
3.4	**Improve equity, transparency and consistency of access and support** Review venue allocation, fee and grant processes for older adults groups to ensure decisions are fair, transparent and applied consistently across Council facilities. Changes will consider equitable access, community benefit and culturally appropriate participation.	Older adults
3.5	**Establish a short-term Older Adults Working Group to guide development and early implementation of the review of Council's long-term approach to supporting older adults.** The Working Group will bring together relevant Council services and community perspectives, help test the future service model. The Working Group will provide advice but will not replace Council's formal decision-making or engagement processes.	Older adults
3.6	**Improve access to suitable youth spaces in the short term,** including practical improvements to the Bentleigh youth space and reliable alternative arrangements during peak library study and examination periods.	Young people

Operational actions		Community Infrastructure
3.7	**Review Council's long-term approach to youth services and spaces,** including the preferred mix of dedicated spaces, shared facilities and outreach services across Glen Eira.	Young people
3.8	**Help Neighbourhood Houses respond to growing program demand** by exploring opportunities to use suitable community spaces at other locations where their existing premises cannot meet demand.	Community and program spaces
3.9	**Make community spaces easier to find, book and use.** Review booking systems, venue information, access arrangements and existing allocations that may limit community use.	Community and program spaces
3.10	**Bring information about building condition, accessibility, bookings, programs and use into one evidence base** to support consistent decisions across the community infrastructure network.	Community and program spaces
3.11	Review agreements with kindergarten service providers to maximise the number of kindergarten places that can be delivered from Council-owned facilities.	Kindergarten
3.12	**Undertake further planning to confirm the pipeline of capital works initiatives for kindergarten and lay the groundwork to secure capital funding, including by seeking a Building Blocks Planning Grant from the Victorian State Government.**	Kindergarten
3.13	**Explore opportunities for MCH facilities to support related services and activities when rooms are not required for MCH delivery**, where this is appropriate and does not affect access to MCH services.	Maternal and Child Health
3.14	Work with Carnegie and Moorabbin Area Toy Libraries to improve the visibility and accessibility of their services for families.	Toy libraries

Operational actions		Community Infrastructure
3.15	Engage early with early years' service providers and community organisations when proposed infrastructure changes may affect their services, activities or communities.	Early years
3.16	**Improve information about when, how and by whom community spaces are used** so future decisions are based on reliable evidence.	Council-wide

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Part 4. Putting the Plan into practice

This section explains how the *Community Infrastructure Plan* will be used, monitored and reviewed over time.

4.1 How priorities are delivered over time

Priorities will be presented as proposals, which will be planned and staged over time. Each proposal will be assessed through Council's community infrastructure investment process to decide the best next step. This may mean proceeding, refining the proposal, deferring it, exploring a partnership or advocacy role, or deciding not to proceed.

Some proposals may depend on combining land, redeveloping a site or changing how a site is used. In some cases, this may require Council to assess whether land or buildings continue to be needed for community infrastructure purposes.

Any proposal involving the redevelopment, repurposing or disposal of land would be assessed separately through *Council's Strategic Property Plan* and associated governance processes.

Delivery pathways may include, one or a combination of:

a) direct Council delivery (where financially sustainable);

b) developer-led delivery through growth and land uplift mechanisms;

c) State or Federal Government funding; or

d) partnerships or co-location with service providers or institutions.

4.2 How progress is overseen and reviewed

Council will support consistent and transparent implementation of the *Plan* through:

- **clear governance and reporting**, including oversight through established internal governance forums and Council reporting processes;
- **monitoring** utilisation, service demand, access, costs and facility performance to inform prioritisation and asset decisions; and
- **maintaining an annual implementation outlook and delivery pipeline**, reported to Executive and Council and aligned with Council's planning and reporting cycle.

The *Plan* will be reviewed as part of regular Council's strategic planning cycle to make sure it continues to respond to:

- new or improved evidence;
- State planning reforms;

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- service system pressures; and
- financial conditions.

4.3 Improving our approach over time

To make sure the *Community Infrastructure Plan* remains evidence-led and responsive, Council will continuously monitor:

- changes in community need and service demand;
- the use and performance of existing facilities;
- the effectiveness of non-built and hybrid service delivery models;
- financial impacts, including operating and renewal pressures; and
- outcomes of State-led growth and funding processes.

This monitoring will inform future revisions of the Plan, and ongoing alignment with the *Asset Plan*, *Strategic Property Plan* and capital planning processes.

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Appendix - Glen Eira Locality Profiles

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Bentleigh

A well-established suburb including the Centre Road Neighbourhood Activity Centre, with strong access to rail, retail, services and community facilities. The suburb contains a mix of detached housing, townhouses and mid-rise apartments concentrated around the activity centre.

Between 2025 and 2036:

- Around 900 more homes (↑ 11 per cent)
- Growing 0–4 population (↑17per cent)
- Growing 70+ population (↑ 42per cent)



Key council-owned or managed community facilities and places

- Bentleigh Library
- Bentleigh Senior Citizens Centre
- Bentleigh McKinnon Youth Centre at Hodgson Reserve
- Bentleigh Maternal and Child Health Centre
- Bentleigh Kindergarten
- Bentleigh West Kindergarten
- Godfrey Street Community House
- Halley Park
- Victory Park
- Allnutt Park

Other community infrastructure and providers

- Our Lady of the Sacred Heart College performance space
- Bentleigh Uniting Church community spaces
- Etz Chayim Progressive Synagogue
- St John's Anglican Church Bentleigh
- The Salvation Army Bentleigh Corps
- Other community and private early years providers

Key challenges, pressures and impacts

- State Government activity-centre planning may increase the scale and pace of future growth.
- Growth in both young families and older residents is increasing demand across different services and times of day.
- Higher use of established libraries, youth, older adults, early years and community facilities.
- Pressure on open space and community facilities within a busy activity-centre setting.
- Some existing facilities have limits relating to size, layout, accessibility or ability to support more than one activity.
- Existing facilities need to adapt over time and work together effectively as part of the wider network

Bentleigh East

Located in south-east Glen Eira, Bentleigh East is characterised by detached housing and increasing townhouse development. It is near Monash Medical Centre, serviced by multiple primary and secondary schools, and relies on buses to connect with Bentleigh, Ormond and Murrumbeena stations. Local retail and services focus on the Centre Road Activity Centre. Between 2025 and 2036:

- Growing 60+ year old population (↑24per cent)
- Continued attraction of families and retirees

A major uncertainty is the 24-hectare East Village redevelopment, projected to deliver around 3,000 homes, education, open space and community facilities. But the timelines, scope of the development remains uncertain.



Key council-owned or managed community facilities and places

- Moorleigh Community Village, including:
    - Maternal and Child Health services
    - Moorabbin Area Toy Library
    - U3A Bentleigh
    - older adults, neighbourhood house, community and program spaces
    - Council-managed function hall and meeting rooms
    - sportsground, pavilion, tennis facilities and multipurpose sports facilities
- East Bentleigh Senior Citizens Centre
- Centre Road Kindergarten
- Brady Road Kindergarten
- Glover Street Kindergarten
- Bentleigh East Kindergarten
- East Bentleigh Childcare Centre and kindergarten

Other community infrastructure and providers

- Bentleigh Secondary College performance and bookable spaces
- Southern Autism School facilities
- Bentleigh Synagogue and Mifrah Centre
- Eastleigh Community Church and venue spaces
- Monash Medical Centre and nearby health services
- Moongala Women's Community House (Moorleigh Community Village)
- School, community, faith-based and private early years providers

- Glen Eira Sports and Aquatic Centre, including occasional care
- Bailey Reserve
- Centenary Park
- King George VI Reserve
- Warrawee residential aged care facility

Key challenges, pressures and impacts

- Rapid growth in older residents alongside continued demand from families.
- A large and dispersed suburb with no railway station and greater reliance on buses and private vehicles.
- The suburb's size and travel patterns increase the importance of local access to services.
- East Village could bring substantial housing, employment, education and community uses, but its timing and scale remain uncertain.
- Future growth may not align with the location of existing infrastructure.
- Moorleigh Community Village is heavily used but has ageing buildings, transport limitations and significant future investment needs.
- The suburb contains many early years facilities, but demand, site capacity and opportunities for expansion vary.
- Planning needs to consider local access, nearby centres, services provided by other organisations and changing demand across the wider network.

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Carnegie

One of Glen Eira's most built up and connected suburbs, centred on Koornang Road Activity Centre and Carnegie Station. It operates as a service hub for surrounding suburbs and has many modern community facilities.

Between 2025 and 2036:

- Over 850 more homes
- A mixed age profile with 5.7 per cent aged 0–4 years, 30 per cent aged 35–59 years and 13 per cent aged 70+



Key council-owned or managed community facilities and places

- Carnegie Library and Community Centre, including the Boyd Room
- Carnegie Children's Multipurpose Centre, supporting occasional care and playgroups
- Former Carnegie Early Learning Centre
- Carnegie Toy Library
- Carnegie Memorial Swimming Pool
- Koornang Park
- Packer Park and Pavilion
- Lord Reserve

Other community infrastructure and providers

- Dutch Club Abel Tasman and its community venue
- Community, cultural and faith-based organisations operating in and around the activity centre
- Private, community and school-based early years services
- Nearby education and community facilities along the Carnegie–Murrumbeena–Hughesdale–Oakleigh corridor

Key challenges, pressures and impacts

- Continued housing growth and apartment development are increasing demand on already busy facilities.
- State Government activity-centre planning is expected to support further density and population growth.
- A growing apartment population will have greater reliance on shared community facilities, programs and open space.
- Demand is increasing for flexible, accessible and program-ready community spaces.
- Early years demand is expected to grow, while Council-owned facilities have different levels of capacity and suitability.
- Maintaining access to open space and community facilities will become more important as density increases.

- Strong transport access and an established service role make Carnegie important to how the wider community infrastructure network functions.

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Caulfield

A small suburb with facilities and services that support community activity, health (Caulfield Hospital), employment and education (Glen Eira College) across a bigger catchment i.e. Caulfield, Caulfield North-East and South.
Between 2025 and 2036:

- Around 100 more homes (↑ 4.3 per cent)
- Reducing 70+ population
- Growing 0–4 and 18–24 old population (↑ of 9.5 per cent in each)



Key council-owned or managed community facilities and places

- Glen Eira Town Hall and Council Service Centre
- Glen Eira City Council Gallery
- Town Hall Auditorium and Theatrette
- Town Hall meeting, function and community rooms
- Caulfield Library
- Caulfield Maternal and Child Health Centre

Other community infrastructure and providers

- Caulfield Hospital
- Community, cultural and service organisations operating within the wider Caulfield catchment
- School, faith-based and private early years services in Caulfield and surrounding localities
- Nearby education, cultural and community facilities in Caulfield North and Caulfield East

Key challenges, pressures and impacts

- High use of facilities by people from across Glen Eira, well beyond the suburb's resident population.
- Balancing municipal civic, cultural and service functions with the needs of the surrounding community.
- Population and housing growth in the wider Caulfield activity-centre area will increase demand on existing facilities.
- State Government activity-centre planning is expected to support substantial housing growth and increased apartment living in nearby Caulfield East.
- Limited land, heritage considerations and existing development constrain physical expansion.
- Some existing buildings and spaces are underused, while others experience service, access or functional pressures.
- Planning needs to consider how the civic precinct works as a whole and how existing spaces can respond to changing community and service needs.

Caulfield North-Caulfield East

Combines Caulfield North's low-rise residential character with Caulfield East's high-intensity institutional and activity precinct, including Monash University Campus, Caulfield Racecourse, Caulfield Village and Hawthorn Road local centres. The area has strong public transport and significant open space assets. Between 2025 and 2036:

- Over 1,300 more homes (↑14 per cent), mostly in Caulfield East.
- Ageing population (13.8per cent aged 70+)
- Notable growth across young and middle-aged cohorts



Key council-owned or managed community facilities and places

- Caulfield Park and Caulfield Park Pavilion
- Caulfield East Reserve and Pavilion
- Glen Huntly Park and Pavilion

Other community infrastructure and providers

- Monash University Caulfield Campus
- Caulfield Racecourse
- Caulfield Village
- Glen Eira College performance and bookable spaces
- Oakwood School performance space
- Caulfield Shule and other faith-based community facilities
- school, community and private early years providers
- nearby facilities and services in Malvern, Caulfield and Elsternwick

Key challenges, pressures and impacts

- Growth is concentrated in Caulfield East because of its activity-centre role, major redevelopment sites and significant education and transport infrastructure.
- State Government activity-centre planning is expected to increase housing density and apartment development.
- Demand varies across the locality, from established residential neighbourhoods in Caulfield North to higher-intensity activity in Caulfield East.
- Large student, worker and visitor populations add to demand from local residents.
- Open space and community infrastructure support local, municipal and wider catchments.

- Council facilities form part of a broader network that includes major education, transport, recreation and faith-based facilities.
- Planning needs to consider how facilities and services work across the wider Caulfield precinct and connect with nearby centres, including Malvern.

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Caulfield South

Mostly low-rise, residential suburb with slower growth than other areas. Growth is concentrated around the Caulfield South Neighbourhood Activity Centre.

Between 2025 and 2036:

- Around 250 more homes (↑ 4.8 per cent)
- Ageing population (13.8per centaged 70+)
- Growth in 0–4 age group (6 per cent of the population by 2036)



Key council-owned or managed community facilities and places

- Caulfield Senior Citizens Centre
- Caulfield South Kindergarten
- Caulfield Recreation Centre
- Princes Park
- D.C. Bricker Pavilion at Princes Park

Other community infrastructure and providers

- Caulfield South Community House
- Glen Eira Historical Society
- Melbourne Montessori College and Japanese School of Melbourne performance spaces
- St Catherine's Anglican Church community spaces
- Other school, faith-based, community and private early years facilities

Key challenges, pressures and impacts

- An ageing population alongside continued demand from children and families.
- Slower housing growth than nearby activity centres, with most change concentrated around the neighbourhood activity centre.
- Maintaining social connection and access to local activities as the population ages.
- Some community organisations and service providers face limits in their current premises.
- Limited opportunities for major redevelopment outside the activity centre.
- Existing facilities need to remain accessible, suitable for contemporary use and able to support changing community needs.
- Local facilities are supported by access to nearby services in Caulfield, Elsternwick and other surrounding areas.

Elsternwick – Gardenvale

Highly accessible inner-urban suburbs on Glen Eira's western edge, centred on the Glen Huntly Road Activity Centre. The area combines heritage housing with significant apartment growth.

Between 2025 and 2036:

- Over 1,400 more homes (↑ 24%).
- Notable growth in 0–4-year-olds and 18–24-year-olds (↑~41%)
- An ageing population (10.5% aged 70+).



Key council-owned or managed community facilities and places

- Elsternwick Library
- Elsternwick Maternal and Child Health Centre
- Elsternwick Club and open space
- Orrong Road Kindergarten
- Hopetoun Gardens
- Harleston Park
- Gardenvale Park

Other community infrastructure and providers

- Caulfield RSL
- 12th Caulfield Scout Group hall
- St John's Uniting Church community spaces
- Adass Israel School and Leibler Yavneh College facilities
- Community, faith-based and private early years providers

Key challenges, pressures and impacts

- Rapid population and housing growth across several age groups.
- Increased apartment living and reduced private space, adding demand for shared community facilities and open space.
- State Government activity-centre planning is expected to support further housing density and change.
- Heritage and site constraints may limit opportunities to expand existing facilities.
- Rising demand for early years, youth, library and general community facilities.
- Community services are spread across several sites, and some operate from leased or constrained premises.
- Strong public transport and accessibility mean facilities in this locality serve both local residents and a wider catchment.

Glen Huntly

A compact suburb with strong transport connections and a small but evolving activity centre. Local open space provision is limited although the suburb has access to the Frankston Rail Trail.

Between 2025 and 2036:

- Modest growth in new homes (↑ 2.4per cent
- Growing 70+ population (↑29per cent)
- Very low growth in 0–4 population (↑0.6 per cent)



Key council-owned or managed community facilities and places

- Glen Huntly Maternal and Child Health Centre
- Community and playgroup space at the Glen Huntly Maternal and Child Health Centre
- Glen Huntly Park and Pavilion
- Garden Avenue Reserve
- Frankston Rail Trail

Other community infrastructure and providers

- Community Information and Support Glen Eira, providing information, referral, emergency relief and support services from Council-supported premises
- Glen Huntly Seventh-day Adventist Church community rooms
- School, faith-based, community and private early years providers
- Nearby library, community and cultural facilities in Carnegie and Caulfield

Key challenges, pressures and impacts

- Rapid growth in older residents and very limited growth in young children.
- Existing Maternal and Child Health and community spaces need to support contemporary services and programs.
- Strong public transport provides access to facilities in nearby centres, particularly Carnegie and Caulfield.
- Future planning needs to balance local service access with the locality's strong connections to the wider network.

McKinnon

A small, high-amenity suburb centred on the railway station and McKinnon Secondary College with limited Council-owned social infrastructure.

Between 2025 and 2036:

- ↑ of 5.5per cent of homes
- Aging population (16 per cent 70+)



Key council-owned or managed community facilities and places

- McKinnon Public Hall
- McKinnon Maternal and Child Health Centre
- McKinnon Kindergarten
- McKinnon Reserve and Pavilion
- Allnutt Park
- Joyce Park

Other community infrastructure and providers

- Glen Eira Adult Learning Centre, providing community education, social connection and neighbourhood house programs from Council-supported premises
- McKinnon Secondary College performance spaces
- Other school, community and private early years facilities
- Nearby community facilities and services in Bentleigh and Ormond

Key challenges, pressures and impacts

- Strong residential demand.
- Continued population ageing and growing demand for accessible learning, social and community activities.
- A small number of well-used facilities carry significant local value.
- The Maternal and Child Health and kindergarten site is a significant Council-owned site near public transport.
- Schools and the Glen Eira Adult Learning Centre are important parts of the wider local network.
- Residents rely on facilities and services in Bentleigh, Ormond and other nearby centres.
- Future planning needs to consider how local facilities function within this wider network and whether existing spaces remain suitable for community use.

Murrumbeena

A leafy suburb with strong access to open space and a modern community hub. Growth is moderate but consistent.

Between 2025 and 2036:

- Around 350 more homes (↑ 7.2 per cent)
- Growing 70+ population (↑16 per cent)
- Growing 0–4 population (↑9 per cent)



Key council-owned or managed community facilities and places

- Murrumbeena Park Community Hub, including community, function and program rooms
- Murrumbeena Family Centre, including Maternal and Child Health and Murrumbeena Road Kindergarten
- Duncan Mackinnon Reserve and Pavilion
- Boyd Park
- Murrumbeena Park

Other community infrastructure and providers

- Murrumbeena Uniting Church community spaces
- School, community and private early years providers
- Community organisations and groups using Council and non-Council venues
- Nearby community and cultural facilities along the Carnegie–Murrumbeena–Oakleigh corridor

Key challenges, pressures and impacts

- Continued residential infill and apartment development near the activity centre.
- Growth in both children and older residents is creating multigenerational demand.
- Increased use of recently improved early years, community and open-space facilities.
- Popular shared facilities need to support different services, programs and users across the day and week.
- The availability and suitability of community-accessible rooms within existing facilities vary.
- Strong rail access connects residents to Carnegie, Oakleigh and other nearby centres.
- The locality's infrastructure needs should be considered alongside nearby higher-order services and facilities, particularly in Carnegie.

Ormond

A transport-rich suburb centred on the North Road activity strip.

Between 2025 and 2036:

- Around 400 more homes (↑ 9.8 per cent)
- Aging population (↑44 per cent in 70+)
- Growing 0–4 population (↑9 per cent)



Key council-owned or managed community facilities and places

- Ormond Senior Citizens Centre
- Ormond Community Kindergarten
- E.E. Gunn Reserve
- Joyce Park

Other community infrastructure and providers

- Kilvington Grammar School performance facilities
- Divrei Emineh facilities
- Community and faith-based meeting spaces
- Private and community early years providers
- Nearby community learning and program facilities in McKinnon and Bentleigh

Key challenges, pressures and impacts

- Rapid growth in older residents.
- Changing housing types and increased density around the activity strip and railway station.
- State Government activity-centre planning may increase housing and population growth.
- Growing demand for accessible places that support social connection, community learning and local activities.
- Existing facilities need to remain suitable for changing community needs and patterns of participation.
- Rail access supports use of nearby facilities in Bentleigh, McKinnon and other centres.

St Kilda East

A small inner-urban suburb with excellent transport access, strong education presence, but very limited Council-owned community infrastructure.

Between 2025 and 2036:

- Around 200 more homes (↑ 11.7%)
- 13.7 per cent ↑ in population size
- Aging population (14.2% aged 70+)



Key council-owned or managed community facilities and places

- Greenmeadows Gardens

Other community infrastructure and providers

- School and community facilities associated with Yeshivah College, Beth Rivkah Ladies College and Caulfield Grammar School
- Ripponlea Kindergarten
- Faith-based and culturally specific facilities serving local and wider communities
- Private and community-based early years services
- Facilities and services in Balaclava, St Kilda, Elsternwick and Caulfield

Key challenges, pressures and impacts

- Reliance on facilities in nearby Glen Eira localities and neighbouring municipalities given its very limited size.
- A growing and ageing population within a small and constrained area.
- Schools, faith-based organisations and culturally specific facilities are important parts of the local network, but availability for wider community use varies.
- Transport access and cross-boundary connections are important to meeting local needs.

GLEN EIRA
CITY COUNCIL

BENTLEIGH
BENTLEIGH EAST
BRIGHTON EAST
CARNEGIE
CAULFIELD
ELSTERNWICK
GARDENVALE
GLEN HUNTLY
MCKINNON
MURRUMBEENA
ORMOND
ST KILDA EAST

Glen Eira City Council

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National Relay Service

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TTY dial 13 36 77 or Speak and Listen dial 1300 555 727 then ask for 03 9524 3333. https://internet-relay.nrscall.gov.au

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www.facebook.com/GlenEiraCityCouncil

@cityofgleneira:
www.instagram.com/cityofgleneira

LinkedIn:
www.linkedin.com/company/glen-eira-city-council

Glen Eira arts, gallery and events:
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