



Creative and Prosperous City strategy 2023-2026

Version 1, August 2022

City of Port Phillip

99a Carlisle Street, St Kilda, VIC 3182

📞 ASSIST 03 9209 6777

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Purpose

The Creative and Prosperous City Strategy 2023-2026 is designed to deliver on the Vibrant Port Phillip Strategic Direction of Port Phillip's Council Plan 2021-31.

A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs.

The Strategy outlines Council's deep commitment to create a thriving social, cultural and economic future for the City of Port Phillip and a continued focus on economic development and tourism, festivals, events, live music, our screen industry (including film and gaming) and arts, culture and heritage. It outlines the actions Council will take over the next three years in close collaboration with community, business, entertainment venues and our creative organisations.

Current landscape

Port Phillip has an established social, cultural and economic heritage, with a proud tradition of supporting the arts, culture, tourism and events.

Our cultural life is highly regarded, and together with our strong history of diversity and inclusion, is an essential part of our City.

The City is a connected series of local, unique places; some globally famous, some nationally iconic, some local and anonymous. All play a crucial role in our community's prosperity.

Port Phillip has a number of key industries, assets, opportunities and clusters including:

- Screen (gaming, filming and film pre and post-production)
- Live music
- Cultural Organisations
- Festivals & Events
- Business and economic development
- Tourism
- High Streets
- Visual art and Heritage

Outcomes

The outcomes this policy seeks to achieve are:

- A City of dynamic and distinctive precincts and places
- A prosperous City that attracts and grows businesses

- A City where arts, culture and creative expression are part of everyday life
- A City where community, creativity and business are connected and engaged

These outcomes will be achieved through a focus on supporting, partnering and advocating for initiatives and activities that:

- Enhance the prosperity of retail precincts and places by focussing on what makes each precinct and place special and how this can be leveraged through public space activation and other innovative initiatives
- Grow the visitor economy across the municipality and retain and strengthen Port Phillip's historical brand as being 'Melbourne's playground' through a range of initiatives and activities
- Ensure businesses find the City of Port Phillip an easy location to set up, continue to do business and prosper
- Attract and grow our business sector with a focus on Fishermans Bend and opportunities for creative and innovative industries
- Link and leverage our arts and entertainment institutions, festivals and events to create a diverse range of opportunities for the community, visitors and local businesses to participate in
- Continue to support, develop and further grow our key creative industries of live music, gaming, film as well as allied and emerging industries
- Ensure funded arts activity is focussed on generating local visitation and community participation
- Connect and engage our creative and business sectors through partnership, sponsorship and promotion
- Potentially leverage the opening of Anzac Station in 2025 to capitalise on business attraction and retention and activation in the Domain Precinct.

Scope

Council will work with the community and our partners to achieve this strategy, through:

- providing direct support for the arts, cultural and creative sectors through funding, promotion and facilities
- attracting investment from other levels of government, private and not-for-profit sectors
- trialling new policies and streamlining regulatory processes to encourage investment and activity in our City and improve local amenity
- brokering and facilitating partnerships to build a strong, resilient and sustainable ecosystem

- connecting, communicating and co-creating with our communities for place development, accessibility and sustainable activation to build future economic, cultural and social benefit.

OUTCOME 1 – A City of dynamic and distinctive places and precincts

- *Enhance the prosperity of retail precincts and places by focussing on what makes each precinct and place special and how this can be leveraged through public space activation and other innovative initiatives*
- *Grow the visitor economy across the municipality and retain and strengthen Port Phillip's historical brand as being 'Melbourne's playground' through a range of initiatives and activities*

Port Phillip is a City of dynamic neighbourhoods, each with its own distinctive character.

Our neighbourhoods are the focal points for where residents and visitors can gather and connect. The destinations for local retail activity, entertainment, hospitality, community and cultural activities, small businesses, entrepreneurs and start-ups.

The COVID-19 pandemic has changed the face of retail and hospitality and the long road to recovery continues. On the plus side, there is a commitment to hyper local living that didn't exist prior.

Council is committed to ensuring enhanced prosperity and economic development for retail strips by continuing to work with traders and landowners to build on the unique character of each precinct. Using a place-based approach will ensure the empowerment of communities within these precincts as we collaborate and co-create our future.

Encouraging and accommodating the return of tourism is a key priority. Tourists make a significant contribution to our local economy and lifestyle by providing local jobs, sustaining our vibrant hospitality and cultural sector and ensuring a reliable and regular public transport service. A focus for Council is working with business to grow the visitor economy while maintaining the City's diversity and accessibility and ensuring the safety and quality of life for our residents.

ACTIONS

1. Implement a revised Outdoor Dining strategy that has a strong focus on achieving greater aesthetic outcomes for each retail strip.
2. In collaboration with traders, develop initiatives to improve the public realm in the Carlisle Street retail precinct.
3. Implement the Acland Street Retail Mapping Mix trial which aims to influence retail mix and offering within the Street.
4. Based on the San Francisco model, create a kerbside usage strategy that reflects how varying functions and users of kerbs can be prioritised in different land use contexts.

5. Create vision statements and a brand personality for each neighbourhood with a priority list developed for the course of the Strategy. Use this to best tailor activations and activity to fit
6. Identify opportunities for activation that are currently hampered by lack of infrastructure such as power and lighting and address these over the course of the Strategy via inclusion in the capital program where possible and subject to available funding
7. Use the South Melbourne pilot to trial night-time evening economy projects in other identified areas
8. As part of the First People's Arts Strategy, explore and communicate the cultural heritage of each neighbourhood and highlight this in overall vision.
9. Develop wayfinding plans for each Neighbourhood and implement these over the course of the Strategy in line with established wayfinding guidelines and available funds.
10. Develop and implement an activation program including trials that streamline Council processes to promote street activation, accessibility, a more agile response from the organisation and opportunities to try new ideas.
11. Consolidate an approach to Tourism that considers gaps in the current tourism offering, visitor experience and servicing, destination marketing, partnership opportunities, attracting major events and activities to Port Phillip, and capacity building of Port Phillip's visitor economy sector.
12. Advocate and where possible seek to encourage creative opportunities alongside infrastructure upgrades and new developments where relevant and possible.

OUTCOME 2 – A Prosperous City that attracts and grows business

- *Attract and grow our business sector with a focus on Fishermans Bend and opportunities for creative and innovative industries*
- *Ensure businesses find the City of Port Phillip an easy location to set up, continue to do business and prosper*
- *Potentially leverage the opening of ANZAC Station in 2025 to capitalise on business attraction/retention and activation*

Port Phillip is home to a unique mix of successful businesses, however, COVID has changed the mix with more people working from home and all central precincts competing to draw visitors and workers.

A strong, future-facing local economy will be nurtured by robust creative and cultural industries, where dynamic new sustainable processes, products, services and ideas are formed. Innovation and creativity drive prosperity. Sectors include knowledge-based and creative industries such as professional and scientific services, technology and innovation, health, education, arts and media, and customer and visitor-focused businesses such as retail, hospitality and accommodation.

An agile and diverse local economy provides more opportunity for our community to work locally in high quality employment, better product and service offerings, and vibrant precincts where residents can connect and feel a sense of belonging. There are established and growing arts, creative and innovation industry clusters in South and Port Melbourne and the Live Music Action Plan will consolidate St Kilda as the home for live music.

Fishermans Bend is Australia's largest urban renewal project, in the heart of Melbourne and includes Wirraway, Sandridge and Montague within the City of Port Phillip. A diverse and mixed-use precinct, Fishermans Bend offers modern inner-city neighbourhoods, celebrating the area's significant cultural and built heritage and network of gritty streets and laneways, plus includes small parks and playgrounds throughout. The transformation of Fishermans Bend is guided by the Fishermans Bend Framework to ensure liveability as the precinct grows over the next 30 years. With 480 hectares of land within five kilometres of the CBD, this precinct will eventually be home to 80,000 residents and support 80,000 jobs.

Port Phillip's strategic location, unique activity centres and cultural assets provide a competitive advantage to attract new business that meet the needs of the local community and visitors, including business services and quality retail and hospitality.

Retaining our creative enterprises, digital and technology entrepreneurs, small businesses and start-ups will drive further innovation and investment and is a priority.

The creative industry ecosystem is a mix of creative enterprises including:

- Traditional and emerging
- Commercial and not for profit
- Micro, bespoke and mass-appeal

- The individual artist and the peak organisation.

We are committed to fostering the right conditions to sustain a thriving creative ecosystem. One critical condition for this is access to affordable, suitable space for the creative sector. Space is at a premium in Port Phillip, and increasingly creatives are looking outside our City to find suitable development, rehearsal and presentation spaces. Temporary spaces to test ideas, innovate and activate places are also in demand from the business, cultural and creative sectors.

Council can directly influence the environment for investment and growth. Local policy, planning and regulatory frameworks influence business innovation, investment and industry growth through land use permissions, development approvals, providing appropriate supporting infrastructure, marketing local precincts, and tourism promotion.

ACTIONS:

13. Under the Clever Port Phillip program, explore the upgrading of technology in libraries to allow emerging businesses to utilise a range of professional services. Also look at opportunities that may be available in partnership with Council's key arts and cultural organisations.
14. Review spatial use in libraries to identify and explore opportunities to expand services – both cultural and business-focussed
15. Advocate for infrastructure in Fishermans Bend to support technology and innovation, including through digital connectivity
16. Where possible and feasible look for opportunities to retain and expand upon the City's creative organisations by considering accommodation opportunities as part of any development or acquisition made by Council, throughout the life of the plan.
17. As part of the South Melbourne Structure Plan, investigate opportunities to protect and advance South Melbourne as a creative industries cluster.
18. Embed the Victorian Small Business Friendly Charter within Council operations and ensure adherence to the goals within.
19. Review relevant Council grants programs to ensure that audience, community and development outcomes are tangible and measured for both our creative and business communities.
20. Work with relevant landowners to develop an approach to retain the existing screen industry in Fishermans Bend as development continues to displace studios and activity, seeing them transition to Coburg (contributes \$170m per year to economy).

OUTCOME 3 – A City where arts, culture and creative expression are part of everyday life

- Continue to support, develop and further grow our key creative industries of live music, gaming, film as well as allied and emerging industries
- Ensure funded arts activity is focussed on generating local visitation and community participation

The Port Phillip brand is heavily entwined in arts and culture and this is something we're proud of and will fight to retain and grow. Our inclusive definition of arts and culture includes visual art, design, literature, contemporary art and performance, live music, digital and screen media, festivals and events – anything that involves creativity and vibrancy.

Our goal has always been to encourage diverse, inclusive participation and access to arts and culture, and we continue to have an explicit commitment to First Peoples' art and culture. This includes working closely with our many partner organisations to deliver and enhance the outcomes from this Strategy. Artists are fundamental to the creative industries as important chroniclers and interpreters of local environments, communities and experiences.

Continuing to invest in arts and cultural participation and learning through libraries, community centres, exhibition and performance spaces, heritage programs, public art and grants will ensure the ongoing social and economic contribution that artists make to our community.

Championing our 3 key creative industries: gaming, film and live music is paramount.

The Live Music Action Plan has been designed to protect and develop Port Phillip's dynamic live music scene. The successful implementation of this Plan and what lies beyond is a critical focus of the next 3 years.

Festivals and events are a cornerstone of our commitment to arts and culture. We need to ensure that they build economic development and visitation, while maintaining local liveability and amenity. We must take all opportunities to rethink the allocation of Council resources and the use of our Council-owned assets. We need to explore greater independence in the production of our festivals and events to attract greater private and public investment, and to broaden activation across the City and the calendar year. We must also regularly review the breadth of our events to ensure missing elements of the cultural mix are targeted and secured.

ACTIONS:

21. Review Council-owned venues and spaces within the City and explore alternate uses including the Carlisle Street Art Space and Emerald Hill Heritage Centre
22. Develop a pilot to utilise the Port Melbourne Town Hall space as an art and heritage exhibition or mixed creative use opportunity
23. Develop a Screen Action Plan that will act to value, retain and grow the film and games industry from development to creation, production and exhibition,

consolidating the City of Port Phillip as the Screen capital of Victoria. This will also serve as a transitional piece after the Games Action Plan and continue to build on Goals 5 and 6 of the Plan which relate to embedding Games culture into our community and ensuring game makers are supported.

24. As part of the South Melbourne Structure Plan, explore opportunities to create a Collingwood Yards Arts Precinct type model for the Emerald Hill Precinct.
25. Celebrate and include First Peoples content within all Council Festivals
26. Investigate feasibility of a Winter/Spring Festival that utilises unusual spaces around the municipality and invites participation from cultural partners and traders
27. As part of their new funding agreements, engage with the boards of Gasworks and Linden to examine ways to continue to leverage Council's investment in these facilities and, following this engagement, recommend options to Council to ensure maximum access for local arts organisations, foster local arts development, attract funding from other sources, increase opportunities for community participation and promote Port Phillip as a cultural destination.
28. Design and deliver new and ongoing strategies to protect, develop, grow and share the Port Phillip City Collection for the benefit of our community, including public programming, innovative uses of technology and creative engagement. (This incorporates all visual art, public art and heritage items).
29. As part of the Events Strategy implementation, target premium events currently not utilising Port Phillip such as Victoria's major festivals suite. This includes identifying gaps and developing a procurement strategy for those events that would benefit the community and economic growth, and that are not coming directly via the EOI process.
30. Review and renew the St Kilda Festival three-year plan to maximise alignment and stability for, and benefits from, the event
31. Ensure that Council-produced Festivals are meeting the needs of our resident, visitor, creative and trader communities via annual feedback and quantifying the economic impact of Council's investment.
32. Continue to use markets, such as the Esplanade Market and South Melbourne Market as a key activation of public space, as a local asset and visitation attraction, and opportunity for local artists, creators and business
33. Update the Indigenous Arts Strategy, including consideration of First Nations festivals and arts participation
34. Investigate ways to encourage and support the use of Council properties for arts / creative practice
35. Develop and provide design guides to developers in first stages of building planning to guide on providing creative spaces in new developments
36. Explore Testing Ground's relocation to CoPP when it's finished at QVM – particularly the National Theatre sight. This would come with Creative Vic funding for programming.
37. Explore plan for Waterfront Place
38. Explore and develop a future plan for the site of the Shakespeare Grove Artist Studios (ageing building)
39. Undertake new cultural and creative analysis with new census data
40. Subject to available funding, implement and advocate for accessible infrastructure and inclusive services at key venues and event sites for events and festivals

41. Build on the success of our live music action plan, live music precincts and our reputation as a hub for emerging and established musicians to provide year-round support for the industry including live music venues, artists, events and sector development, including support or incentives for engagement of local artists/musicians
42. Update the 2019 Creative Industries mapping to understand the current mix of practitioners that live and work within our City

OUTCOME 4 – A City where community, creativity and business are connected and engaged

- Link and leverage our arts and entertainment institutions, festivals and events to create a diverse range of opportunities for the community, visitors and local businesses to participate
- Connect and engage our creative and business sectors through partnership, sponsorship and promotion

Every project, event, festival or initiative driven by Council must consider the flow on benefit to our traders, high streets, arts organisations, venues and businesses.

We need to continue to provide a comprehensive visitation opportunity that provides a wide range of participation options across shopping, food & wine, markets, entertainment, open space and that this done over a variety of price points.

In linking our creative and business sectors together, we can capitalise on a broad range of experience, expertise and passion for our community. We can also create efficiencies and better targeting of how we communicate to our community and visitors.

Actions

43. Use communications and promotions strategies to ensure our audiences are aware of all opportunities and programs and access to information about what's on
44. Engage, invest in and collaborate with local industry associations, advisory groups, trader associations, real estate agents, local communities and community organisations to co-create (and co-contribute to) place identity, activation and governance
45. Work with traders to better leverage CoPP's many events and festivals; work with trader associations to enhance capacity and assist opportunities to leverage
46. Implement the Events Strategy to continue to identify and secure outdoor branding and promotional opportunities for Council and strategic partners throughout the municipality
47. Consolidate and expand our sponsorship program to increase strategic and commercial partnerships, to create opportunity and offset the cost of services to Council such as Festivals

48. Engage and partner with key venues and producers on joint promotional opportunities for the City
49. In addition to formal programs, investigate opportunities to activate vacant shopfronts for creative purposes
50. Continue to work with Council's Business Advisory Group to connect business and understand their needs, desires and expectations of Council
51. Identify additional creative promotional opportunities through strategic sites e.g. 96 tram line, digital signage, flags
52. Explore the opportunity of establishing a showcasing event or space or opportunity for local start-ups / creative industry to exhibit to the wider community

Measuring and Reporting

How will we know if we've been successful?

In three years' time:

1. business and creatives will believe that Port Phillip is the place to work, create, partner and innovate
2. our community will see that Council is maximising our opportunities; that we are creating better neighbourhoods for them to live, work and play in and that we have deliberately acted in a strategic and collaborative way
3. Council's role will have expanded, leveraging more from what we own and directly do, in addition to facilitating, brokering and co-creating with community to empower a sustained sector
4. the City of Port Phillip will continue to punch above our weight in contributing to the state's cultural economy and drawing visitation to our City from far and wide

In addition to the measures below, economic impact assessments will be conducted for all appropriate programs and initiatives and success evaluated accordingly.

5 City indicators are listed in the Council Plan 2021-2031 to assess all initiatives against the Vibrant Port Phillip Strategic Direction of which this Strategy links into:

<i>Indicator</i>	<i>Frequency</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>
Proportion of residents who agree Port Phillip has a culture of creativity	Annually	85%	90%	70%
Gross local product of the municipality (\$m)	Annually	11,7112	11,621	11,655
Proportion of residents who are unemployed	Quarterly	4.4%	4.7%	5.6%
Number of people employed by businesses within the municipality	Annually	97,622	98,938	97,306
High street retail vacancies (average % across the high streets)	Biannually	No data	10%	7%

