

# St Kilda

# Marina Project

## Site Vision and Objectives



The St Kilda Marina new lease project contributes to the City of Port Phillip Council Plan 2017-27 Direction Four - We are growing and keeping our character.

Since 1969, St Kilda Marina has occupied approximately 8Ha (80,000m<sup>2</sup>) of foreshore Crown Land at 42 A-E Marine Parade, Elwood. Council manages the long-term lease for St Kilda Marina, which will expire on 30 April 2019.

St Kilda Marina is a significant asset in Council's property portfolio. Council is aiming to improve social and cultural, economic, environmental and financial benefits that can be delivered by the St Kilda Marina site in the future.

Our planning process informs the Site Vision and Objectives, which will guide the development of potential options for the site. This work will help determine the best model for competitively procuring a new long-term lease arrangement for St Kilda Marina.

## PROCESS AND PURPOSE

### Determining the opportunities and constraints

The Opportunities and Constraints paper summarises the information from research commissioned by Council into the current state, case studies and marina market

research for the St Kilda Marina site. Understanding the opportunities and constraints helps guide the draft Site Vision and Objectives for the future of the marina.

### Opportunities and Constraints paper

### Setting the Site Vision and Objectives

The Site Vision and Objectives will set a benchmark for determining the place identity, social and cultural, economic, environmental and financial outcomes that could be delivered in the future at St Kilda Marina.

A draft Site Vision and Objectives released for community and stakeholder feedback.  
The final Site Vision and Objectives informed by community feedback and will guide future options for the site.

### Draft Site Vision and Objectives released for consultation

### Final Site Vision and Objectives informed by community feedback

### Developing and exploring options

The finalised Site Vision and Objectives will be the basis for exploring and developing options for the St Kilda Marina site.

We will use an iterative process to develop options, involving input from community members, key

stakeholders, Council officers and technical experts in urban design, property, commercial and sustainability. We will discuss and consider the priorities and trade-offs for each option, to consider what will offer the best outcome for the future of the St Kilda Marina site.

### Feasibility assessment for preferred option(s) which can deliver an agreed outcome for the St Kilda Marina site

### Planning the next steps for procurement and lease arrangement

Work from the previous stages will inform the procurement model for a new lease arrangement. It will also provide

criteria for assessing the preferred submission(s) that will deliver the best outcome for the site

### Procurement documentation to secure a new lease arrangement for the St Kilda Marina site





## SITE VISION

**A special place on the foreshore for everyone that welcomes a diversity of sustainable uses anchored by a working marina.**

The vision for the St Kilda Marina has been developed through the community and stakeholder engagement process and the detailed background investigations undertaken. The vision aims to reflect the aspirations of the community, key stakeholders and Council. The following clarifies the meaning and intention behind key words in the vision.

“A special place for everyone” – A place that is utilised, admired or remembered for reasons unique or personal to the individual or groups from wide backgrounds having diverse interests visiting the site.

“...that welcomes” – A place that is open and inviting, easy to access and move through.

“...a diversity of sustainable uses” – A wide range of opportunities, resolved through effective design, that enable passive and active recreation, that are programmed or a consistent part of the marina, and cater to a diversity of activities or desires for the site. “Sustainable” embraces environmental, social, financial and economic resilience or sustainability.

“...anchored by a working marina” – The working marina will remain a key component and feature of the site.

## SITE VISION AND OBJECTIVES

A special place on the foreshore for everyone that welcomes a diversity of sustainable uses anchored by a working marina.

### Place identity

Develop the identity of St Kilda Marina through:

1. Creating a destination along the bay trail that complements and strengthens the foreshore and local activity centres.
2. Creating welcoming and accessible spaces that strengthen connections to, through and within the site.
3. A scale of development that is appropriate to the context of the site.
4. Built form that respects the coastal open space and public views, and contributes to the character of the area.
5. Showcasing the foreshore and a working marina through innovative design.

### Social and cultural

Improve the social and cultural contribution of the site to the municipality through:

1. Creating opportunities and flexible spaces for active and passive recreation, quiet enjoyment and culture, welcoming people to spend more time and build community connections.
2. Acknowledging history and heritage in design and place experience, including enhancing the existing place identity as a working marina.
3. Balancing the relationship between public and commercial uses across the site.

### Economic

Derive improved economic benefit from the site through:

1. Drawing people from within and outside Port Phillip with a unique offer on the foreshore for work and play.
2. Creating a dynamic precinct with an effective mix of businesses and experiences, activating the site throughout the day and year.
3. Increasing St Kilda Marina's contribution to recreational boating in Victoria through improved infrastructure and services and increased opportunities for a range of water craft.
4. Viable businesses that provide ongoing employment opportunities on the site.

### Environment

Ensure a net positive environmental outcome for the site and surrounds through:

1. Protecting and seeking opportunities to enhance the natural environment.
2. Incorporating progressive environmentally sustainable design principles in built form and landside and waterside infrastructure and management.
3. Building resilience to climate change and considering coastal vulnerability.
4. Seeking opportunities to support the achievement of flood mitigation objectives for the area through an integrated water management approach.

### Financial

Achieve financial sustainability for the site by:

1. Achieving an appropriate level of return for Council, proportionate to the level of commercial activity that considers other non-financial benefits derived for the community.
2. Flexibility in contractual arrangements that are responsive to future changes, challenges and opportunities.

## LINKING THE OPPORTUNITIES AND CONSTRAINTS TO THE SITE OBJECTIVES

The opportunities and constraints below are not ranked or prioritised. The colours show how the opportunities and constraints have informed the Site Vision and Objectives.

Opportunities	Place identity	Social and cultural	Economic	Environmental	Financial
Encourage people to spend more time at St Kilda Marina by improving access to, through and within the site and creating welcoming spaces and activities for the community to enjoy.	✓	✓			
Maintain public views and open up new viewing experiences for the public, including views from the peninsula toward St Kilda and Melbourne.	✓	✓			
Connect public spaces to the water's edge via a promenade allowing pedestrians to view and experience the working marina, the foreshore and Port Phillip Bay.	✓	✓			
Create a seamless connection to the foreshore and surrounding activity centres and destinations through wayfinding.	✓	✓			
Celebrate the heritage significance of marina landmarks through preservation or adaptive re-use.	✓	✓			
Review, remove and/or rebuild existing buildings and assets that have no identified heritage value and that are at the end of their useful life.	✓	✓			
The underutilised open space, such as the foreshore car park, could provide better public benefit.	✓	✓			
Effective relationships with State Government to work through site options and implications for applicable property related legislation and processes.	✓	✓			
Opportunities	Place identity	Social and cultural	Economic	Environmental	Financial
Retain, improve and potentially grow the working marina component of the site, as recreational boating has been identified as a growth industry with strong demand predicted for the future.	✓	✓			
The need to rebuild the sea walls could allow a rethink of the extent and use of the peninsula.		✓		✓	
Significantly improve the economic and financial benefits that can be derived from the site.			✓		✓
Adopt a long-term lease arrangement, to provide a viable operating model and financial return for a leaseholder with specialist expertise.			✓		✓
Adopt a leasing and operating model from various options (including single and multiple operator leases limited or extensive local government involvement longer and shorter options etc) to determine the best model to deliver the Site Vision and Objectives.			✓		✓
Coastal and environmentally sustainable tourism is supported in local planning policy.				✓	
Integrated coastal and environmental management should be exemplified and celebrated.				✓	

Constraints	Place identity	Social and cultural	Economic	Environmental	Financial
Victorian legislation, Victorian Government planning and policy guidelines and local government planning scheme, policies and planning controls that govern the use, development, leasing, planning, coastal and environmental management of the site.	✓	✓		✓	
New development should be sympathetic to the low-rise built environment of the area and coast and respect the scale, prominence, distinctive forms and landmark qualities of the marina.	✓	✓		✓	
Local policy states that any development should not increase traffic congestion, parking, pedestrian or cyclist circulation issues.	✓	✓			

Constraints	Place identity	Social and cultural	Economic	Environmental	Financial
The heritage significance that has been identified in elements of the original marina design needs to be considered in further planning.	✓	✓			
Environmental studies would be required to assess the impacts of any development. The Minister for Planning would decide if an Environmental Effects Statement is required.				✓	
High costs of renewing and maintaining marine infrastructure.			✓		✓