

Creative and

Prosperous City Strategy

2018-2022

Womin jeka

Council respectfully acknowledges the Yalukut Weelam Clan of the Boon Wurrung.

We pay our respects to their elders both past and present.

We acknowledge and uphold their continuing relationship to this land.

Message from the Mayor

The Councillors and I are pleased to release this draft of the Creative and Prosperous City Strategy 2018-2028. This strategy sets out our creative, cultural and economic development objectives for Port Phillip, to achieve strategic direction four in our Council Plan – *We thrive by harnessing our creativity*.

As our population becomes denser, more people use our city, its creative and economic life become key to its future amenity. This means that Council needs to better leverage the assets and places it has, identify new clusters of job growth and creativity, and help facilitate and foster their development. Among the many initiatives that will make this happen, some of the key priorities include:

- a ‘placemaking” approach that brings together residents, property owners, businesses and place users into a process that agrees a future vision and new place identity for our shopping precincts and which trials policy changes, uses temporary activation and events, and minor works to ensure these places are vibrant centres for our residents and visitors.
- a comprehensive mapping of the innovation and creative industries in the municipality to help Council develop ways to address affordability and availability of space for entrepreneurs and start-ups, facilitate the clustering of similar industries and leverage investment, particularly in Fishermans Bend.
- leveraging our assets, festivals and events to create a balanced calendar of opportunities for the community and visitors to participate in our rich cultural life.
- and delivering a Game Action plan, and a Live Music plan that responds to historic and new community strengths and industries.

We are excited to present this draft strategy, and we welcome your feedback.

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Executive Summary

What is the Creative and Prosperous City Strategy?

The Creative and Prosperous City Strategy outlines the cultural change and collaborative actions required over the next four (4) years across a range of council services including: arts, culture and heritage, economic development and tourism, festivals, libraries, markets, city planning and urban design to create a thriving social, cultural and economic future for the City of Port Phillip.

Why is it important?

The City of Port Phillip has always been a bold, living, caring and beautiful place. Our history and heritage remind us we have long been Melbourne's creative playground. Arts, creativity and innovation are in our DNA. Our diversity and inclusiveness is our future. However, we face both challenges and opportunities from urban development and growth which mean we need to be more considered and proactive to ensure the social, cultural and economic wellbeing of our community, and to think differently about how best to support accessibility and diversity. Some of the important challenges we face include those of densification which can create tension between competing land uses, and we see this acutely when managing the local impacts of festivals, events and live music. Gentrification, escalating land values and the rising cost of rent also present a challenge for creative practitioners, entrepreneurs and small businesses. The changing retail environment, rise of the sharing economy and flexible employment models are driving an evolution of our places and the experiences people have in our city. Meanwhile, there is also increased competition for federal and state government and private support for arts and cultural funding, which drives demand for local government support.

Where do we want to be?

We are looking to harness the creativity of the City of Port Phillip and will seek to achieve this by creating a city of dynamic and distinctive places and precincts; building a prosperous city that connects and grows business as well as bringing arts, culture and creative expression to everyday life and contributing to Melbourne's livability.

What will be different by 2019/20 and 2021/22 as a result of Council investing in this strategy?

- Leveraging of Council's current investments to better support creative industries.
- Delivery of a concentrated placemaking effort and investment with significant activation of precincts in Fitzroy Street, Waterfront Place and Clarendon Street
- Strengthening of South Melbourne and Fishermans Bend as our creative industry clusters and recognise the opportunity of other emerging clusters such as William Street in Balaclava
- Increased access to affordable spaces and funding for the local creative industries

- Plan for adequate employment land across the City to facilitate local jobs and support the creative industries
- Delivery of a Game Action Plan, a 4 year plan addressing access to space and affordability, Creative Sector prospectus, a Live Music Action Plan and new 3yr St Kilda Festival Plan.

What does success look like?

At the end of the four (4) year strategy implementation:-

- Business and creatives are saying that the City of Port Phillip is the place to be to work, create and innovate;
- Community is saying that Council is maximising our opportunities; that we have really thought about this and have deliberately acted in a strategic and collaborative way;
- Councils' role has expanded, leveraging more from what we own and directly do, in addition to facilitating, brokering, co-creating with community to empower a sustained sector;
- The City of Port Phillip is known as punching above our weight in contributing to the state's cultural economy.

We also hope to see an increase in the number of visitors to the City of Port Phillip; industry and business growth; a reduction in commercial vacancy rates as well as an increase in resident, business and visitor satisfaction levels. It is important to highlight that investment in this strategy alone may not be sufficient to shift these particular measures as there are a range of other external factors that may influence them. However, by tracking these measures we can reflect and adjust the strategy and try new things if the interventions don't appear to be making a significant difference.

Why we need this strategy

We thrive by harnessing creativity.

Strategic Direction 5, 2017-2027 Council Plan

This Creative and Prosperous City Strategy provides a blueprint for Council, community and business to work together to create a thriving social, cultural and economic future for Port Phillip.

Port Phillip is a bold, living, caring and beautiful place. Our history and heritage remind us that we have long been Melbourne's creative playground. Arts, creativity and innovation are in our DNA. Our diversity and inclusiveness is our future.

As our city continues to grow at an unprecedented rate we need to look at all we do, all we will need to do and how we can best deliver value for our community. In a time of growth, densification and gentrification we could so easily lose our identity and the things we hold most dear. There is a sense of nostalgia about what has already been lost, and a sense of excitement about the future. Doing more of the same is the same as doing nothing - this is not an option.

The City's cultural ecosystem makes a powerful contribution to our identity, our happiness and wellbeing, our lifestyles and our economy. This strategy sees council and our diverse community working together to co-create the future, while honouring the Boon Woorung people of this place.

It is Council's role to facilitate and support this ecosystem, to partner, broker, promote and advocate, and to ensure that everyone in our community is empowered to share, create and participate equally in our cultural and economic prosperity. Our community's sense of belonging, its diversity, access and inclusivity are central to this strategy. We will need to fight harder to retain and reinvent this place that we love and for it to continue to be a significant contributor to Melbourne's world most liveable city status.

It is essential that the Council leverages more from current investment and takes a more active role; one that reimagines the way we collaborate with and support our communities. We must recognise and create greater opportunities to connect the diverse range of participants in our creative economy, from large institutions and retailers, designers and makers, hobbyists and professionals, arts practitioners and arts organisations, consumers and audiences, micro-businesses and commercial industries.

It is equally important that Council works with its partners in the Federal and Victorian governments, and the private sector, to attract investments of metropolitan, regional and State significance, from the St Kilda Triangle to Fishermans Bend.

A creative and prosperous city is not a destination, it is journey; an iterative and dynamic process, where we can find space for everyone from all backgrounds to contribute meaningfully to a shared vision. It will support the regeneration of our places and help us create bold futures.

This strategy is intrinsically connected to the Public Spaces Strategy, Environmental Sustainability Strategy and the Integrated Transport Strategy.

Challenges we face

The City of Port Phillip faces several long term challenges that have been identified in the Council Plan 2017-27. These challenges also provide us with opportunities to think differently about how we respond to the pressures from urban development and growth. We need to be more considered and proactive to ensure the social, cultural and economic wellbeing of our community is not only maintained but enhanced.

The challenges identified in the Council Plan all have a particular impact on this strategy:

- **Population growth** - We are already Victoria's most densely populated municipality, and resident growth is projected to increase by 23% by 2027. This densification and the gentrification that comes with it creates tension between competing land uses, and we see this acutely in trying to manage the local impacts of festivals, events and live music.
- **Transport and parking** – The ease with which we can move around the municipality will play a part in where and how people choose to work and recreate. Encouraging more people to work closer to home or transport, and clustering employment opportunities to respond to this will be important.
- **Urbanisation** – Equity and access to arts and culture for all members of our community are also affected by gentrification and increased competition for services. For creative practitioners, entrepreneurs and small businesses, escalating land values and the rising cost of rent makes it difficult for them to locate where they want to be, especially when the current land use trends favour residential developments (with ground floor retail) in the City's core commercial and mixed-use areas. This is especially true in Fishermans Bend which has a diminishing supply of remaining industrial land, ageing industrial buildings, smaller land holdings and high land prices following its rezoning.
- **Rapid evolution of technology** - Changes to technology and the digital environment are accelerating, sometimes with unanticipated consequences. However, these could also be opportunities for new industries and creative expression.
- **Legislative and policy influence** – There are increasing costs for the security of events and festivals due to changing public safety and security concerns.

Increasing competition for federal and state government, and private sector funds for the arts and creative sector is driving demand for increased local government support.
- **Changing economic conditions** - The changing retail environment, the rise of the sharing economy and flexible employment models are driving an evolution of our places and the experiences people have in our city. We also have to increasingly compete with other parts of Melbourne and Australia to attract the creative sector, arts, festivals and events.

Conscious of all of these challenges, The Creative and Prosperous City Strategy will work to ensure development and opportunity is shared across the council area and responds by creating an enabling environment for business, arts, culture, and innovation to partner easily with Council.

Where are we now?

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 is a highly-sought location to live, and St Kilda is the second most visited place in Victoria, with more than 3.4 million visitors per year. We are centrally located, with excellent transport links to most areas, and with a significant price advantages over the CBD.

Council has invested in social, cultural and economic assets that will form a strong foundation for the future, including:

- unique and iconic locations, places and spaces that engage locals and attract visitors
- strong, contemporary local industries that support creativity, attract innovation and networks
- visible cultural heritage and identity that is a mecca for creativity, the arts and live music
- established and emerging creative industries that account for one-third of local economic activity and the highest percentage of employment in creative industries in Victoria
- a growing cluster of high-tech and digital industries in South Melbourne
- active and ongoing council support for creative industries and community organisations, including events and festivals, libraries, cultural facilities, galleries, arts development programs and funding, social enterprises, business development and tourism promotion.

Port Phillip is home to a highly educated, creative and diverse population, providing an opportunity to grow industries that can deliver future employment.

Fisherman's Bend is a catalytic opportunity for Port Phillip. The precinct will be the primary source of population and business growth in the City through the planned development of new higher density and mixed use neighbourhoods. We are focused on making smart investments in infrastructure that will attract local investment and stimulate economic growth, and ensuring a genuinely mixed-use precinct that supports knowledge jobs, businesses that capitalise on the proximity to the CBD, attractive residential development and supporting infrastructure such as regular public transport.

We will work with private and government partners to explore cultural and innovation hubs, creative transitional use and reuse of spaces. We will also investigate how we might deliver Council services and facilities, like libraries, differently in the precinct to support creative, interactive and practical programs.

Creative industries make a significant contribution to our economy		
Direct employment: 12,700 jobs	Indirect employment: 14,100 jobs	
Creative industries account for around 35% of economic activity in Port Phillip \$2.2 billion directly each year and \$1.6 billion indirectly		
Highest contribution from software development and interactive content (\$1.2 billion directly, \$700 million indirectly)	Significant contribution from architecture, design and visual arts, advertising and marketing (\$850 million directly, \$825 million indirectly)	
Port Phillip has the highest concentration of creative industries employment in Victoria¹		
Port Phillip 15% of total jobs	City of Melbourne 9% of total jobs	Metropolitan and state less than 5% of total jobs
Port Phillip accounts for nearly 13% of Victorian creative industry jobs (but less than 4% of total Victorian employment)		
<p>Council currently invests (2017/18) approximately \$24 million in arts, culture and economic development.² Through mapping the creative ecosystem, we will seek to leverage this investment, particularly in places like South Melbourne which already has one of the highest concentration of creative industries in Australia.</p>		

¹ City of Port Phillip Creative Industries Economic Benefit Analysis Report 2013.

² City of Port Phillip Council Plan 2017-27, including South Melbourne Market and resourcing.

Listening to our community

We have listened to the community to help shape this strategy.³

Through the engagement and consultation for the 2017–2027 Council Plan, The Arts Service Review Report (2016) and Creative Soundings (2017), we've listened to residents, workers, students, visitors, artists, arts workers, entrepreneurs, arts organisations and centres, festivals and business. Our discussions were also informed by the technical analysis of the COPP Economic Development Directions paper (2016), the Port Phillip City Council - 2017 Events Survey Report and the Port Phillip City Council - 2017 Events (St. Kilda Festival) Survey Report.

We have heard that our community values diverse and vibrant neighbourhood centres and the cultural and creative heritage of Port Phillip and would like to see a better balance between activation and amenity for residents, workers and visitors.

Our community wants a more coordinated and participatory approach to supporting creative and economic activity. The creative and business sectors want clear policies to guide decision making and seamless processes for interacting with council.

What we've heard

We've heard that people value:

1. opportunities to develop spaces for creativity and innovation
2. agile and easy to navigate policy, procurement and permitting
3. partnerships to facilitate community outcomes
4. balancing amenity impacts to minimise the perception and reality of conflicts
5. brokering opportunities that build capacity to self-manage and promote innovative placemaking
6. protecting and enhancing our social and cultural heritage.

Emerald Hill is home to a number of creative industries who collaborate with the community and each other to enrich and activate this cultural precinct.

In 2016, Phillip Adams Ballet Lab established their new company headquarters and studios at South Melbourne's historic Temperance Hall. This now offers international artists and local creatives an inspiring heritage space for creation, participation and engagement.

³ Arts Service Review sector forums 2016, Economic Development Directions Paper 2016, Events Strategy, St Kilda Festival and Creative Soundings consultations 2017, Council Plan 2017-2027 consultation 2017.

Our partners

To achieve a creative and prosperous Port Phillip we need to work in partnership with others. The community, state government partners, the arts and creative industry sector, and private industry all play a critical role in our success.

Our city is affected by Federal and State legislation and policies, the actions of neighbouring councils, the businesses and organisations that operate within our boundaries and everyone that lives, works and visits here.

This presents both opportunities and challenges for delivering the actions in the plan. In some instances, we will have direct control over specific actions, especially those relating directly to Council operations. In other cases, we will advocate to other levels of government for change and leverage opportunities to benefit our community. We will also work with organisations, businesses and individuals showing leadership to implement solutions and

Council's partners include:

- community
- Victorian Government particularly, Creative Victoria and Tourism Victoria
- our neighbouring Councils
- arts and creative sector organisations and practitioners
- live music industry
- Games industry

Council's role

- **Trusted service provider:** Providing high quality assets and services that are managed sustainably to ensure we minimise environmental impact.
- **Trusted partner and broker:** Cultivating relationships and partnerships with State, Federal and other local governments, and the creative industries sector to maximise the community benefit of our activities.
- **Trusted advisor and agent:** Working to achieve the City Plan vision and strategic directions through delivering programs that promote the creative industries and employment.
- **Trusted steward:** Being a sector leader through our own operations, festivals and events.
- **Monitoring and Reporting:** Monitoring and reporting against the key measures outlined in this Strategy to share our progress and identify opportunity areas for further improvement.

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, the private and not-for-profit sectors
- trialing new policies and streamlining regulatory processes to encourage investment and activity in our City and improving local amenity.
- brokering and facilitating partnerships to build a strong and resilient ecosystem.
- connecting, communicating and co-creating with our communities for place development and sustainable activation to build future economic, cultural and social benefit.

What will be different

Our vision is to be a city that is beautiful, liveable, caring, inviting, bold and real. We thrive by harnessing our creativity⁴. We will realise this by facilitating and co-creating these outcomes with our community and partners.



Image to be inserted for final document

This strategy embeds cultural change and collaborative actions across a range of council services including: arts, culture and heritage, economic development and tourism, festivals, libraries, markets, city planning and urban design to deliver on these outcomes.

⁴ Strategic Direction 5 in We Are Port Phillip, Council Plan 2017-2027.

Outcome 1: A city of dynamic and distinctive places and precincts

Port Phillip is a city of dynamic neighbourhoods. Much more than just local shopping strips, our precincts provide opportunities to be inclusive and welcome all residents and visitors. They are key public spaces that are increasingly rare in our growing city.

Each precinct has its own character, which is the focal point for local retail activity, entertainment, hospitality, community cultural activities, social connection, small businesses and start-ups.

We know that the retail sector is challenged by changing shopping patterns, in particular the rise of online retail and new suburban and inner city competition.

The Port Phillip of the future will see enhanced prosperity for shopping precincts by council working with traders and landowners to build on the unique character, vitality and retail offer of each precinct by managing growth, protecting heritage values and creating 10-minute walking neighbourhoods.

Using a place-based approach will ensure the empowerment of communities within these precincts as we collaborate and co-create our future.

Tourism makes a particularly significant contribution to our local economy and lifestyle by providing local jobs, sustaining our vibrant hospitality 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.

Port Phillip is defined by its commitment to diversity and inclusion. Our investment in the Victorian Pride Centre, to be built in Fitzroy Street, St Kilda will deliver enduring benefits to Victoria's LGBTQI community and to local residents, traders, artists and visitors. The Centre is expected to deliver \$46 million of socioeconomic benefits to the precinct over the next 20 years including:

- new local jobs at the Centre and during construction
- an increase in daytime trade for retailers from new staff, and volunteers
- an increase in visitors, tourists and shoppers drawn to a safe and vibrant destination
- a more diverse mix of retail and other businesses for locals and visitors because of interest in and activities at the Pride Centre.

Measuring progress

Outcome	Indicator	2015/16 result	2018/19 target	2020/21 target
A city of dynamic and distinctive retail precincts and places	Residents who are satisfied that their local area has a good range of business services and local conveniences	94%	90%	90%
	Visitors to the City of Port Phillip ⁵	3.4 million	3.5 million	3.6 million
	Residents who are satisfied with visitor management	92%	>90%	>90%

What needs to be done and how we will do it

Actions	Timeline		
	2018/19	2019/20	yrs 3&4
1. Work collaboratively with local place users to co-create and implement 4-year plans to revitalize three priority places: Fitzroy Street Waterfront Place Clarendon Street			
2. Develop and implement an activation program including trials of policies that streamline Council processes to promote street activation, accessibility, a more agile response from the organisation and opportunities to try new ideas			
3. Engage and collaborate with local industry associations, trader associations, real estate agents, local communities and community organisations to co-create (and co-contribute to) place activation and governance.			
4. Continue to support and renew existing special rates for marketing and development and explore opportunities for South Melbourne			

⁵ Includes overnight stays, daytrip visitation (including visitors within 50km and people attending festivals).

<p>5. Develop a strategic vision and business case for the South Melbourne Market to develop it as a place anchor, shape future investment, and plan for and deliver renewal works</p>			
<p>6. Leverage the opportunity of the proposed supermarket redevelopment, tram stop upgrade and Marlborough Street to improve the public realm in Carlisle Street retail precinct</p>			
<p>7. Work with inner Melbourne councils to develop consistent and progressive approaches to better manage licensed premises and entertainment precincts</p>			
<p>8. Develop a process to require developers to work with council to commission art on hoardings.</p>			

Outcome 2: A prosperous city that connects and grows business

The economic future of Port Phillip is exciting.

Competitively situated with a high growth population, centrality, and offering cheaper options than the CDB, it is home to a unique mix of successful businesses, from start-ups and sole traders to large multinational corporations.

A strong, future-facing local economy will be nurtured by robust creative and cultural industries, where dynamic new processes, products, services and ideas are formed. Innovation and creativity drive prosperity.

There are currently more than 19,000 active businesses in our city generating over 87,000 jobs and employing almost 70,000 local residents. Sectors include knowledge-based and creative industries, such as professional and scientific services, technology, 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 creative and innovation industry clusters in South and Port Melbourne. The Game Developers Association of Australia is based in Port Phillip at The Arcade, Australia's first not-for-profit, collaborative work space specifically for developers and creative companies using gaming methodologies and technologies.

There are also other emerging creative industries clusters such as Williams Street, Balaclava.

Attracting more creative enterprises, and more digital and tech entrepreneurs, small businesses and start-ups will drive further innovation and investment.

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

- traditional and emerging
- commercial and not-for-profit
- participatory, amateur, student and professional
- 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.

Council's #exploreportphillip destination marketing campaign featured more than 90 local businesses and attracted more than one million engagements through Facebook in its first month. The full digital campaign uses video and images, and targets social media influencers Broadsheet and Melbourne Girl to promote our city and reach our audience in a creative and engaging way.

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.

Measuring progress

Outcome	Indicator	2015/16 result	2018/19 target	2020/21 target
A prosperous city that connects and grows business	People employed in the top five industries as a proportion of total employment in the municipality	-	>54%	56%

What needs to be done and how we will do it

Actions	Timeline		
	2018/19	2019/20	yrs 3&4
9. Map the innovation and creative ecosystem including infrastructure assets such as buildings, creative spaces, studios, work spaces; and social assets such as community groups, school communities, not for profit organisations, businesses, philanthropic and interest groups.			
10. Develop and implement a 4 year action plan addressing affordability and availability of space for entrepreneurs and start-ups, clustering and council's role in securing and leveraging investment			

opportunities, including opportunities during the transition of Fishermans Bend.			
11. The innovation and creative ecosystem mapping will provide the basis for funding these activities in years 3 and beyond.			
12. Work with inner city councils and state government to protect, promote and grow the local creative and innovation economy			
13. Explore a range of planning controls to protect and advance South Melbourne as a creative industries cluster and innovation district			
14. Develop a Game Action Plan that leverages existing investment and activity to position City of Port Phillip as the games capital of Victoria			
15. Identify, connect and regularly engage with creative clusters and emerging industries to understand and support their needs and future directions and encourage collaboration, networking opportunities, industry experience and future employment			
16. Explore opportunities to facilitate Fisherman’s Bend as a creative innovation district that brings together diverse creative practitioners, entrepreneurs and businesses.			
17. Plan for adequate employment land across the City to facilitate local jobs and support creative industries.			
18. Publish a creative sector prospectus that will help potential investors and expanding businesses build their business plans and strengthen Port Phillip as a key player in Melbourne’s creative eco-system			
19. Develop and implement an Advisory Panel to connect and promote key creative clusters and strategic investment into the creative sector			
20. Develop and implement a marketing and communications plan to promote the local environment, attractions and events to locals and visitors.			

<p>21. Connect community and volunteer organisations such as the Port Melbourne Waterfront Welcomers with the broader visitor economy.</p>			
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Outcome 3: Arts, culture and creative expression are part of everyday life

Arts and culture are part of what makes our city unique.

Our inclusive definition of arts and culture includes cultural heritage, literature, contemporary art and performance, live music, digital and screen media, arts, libraries, festivals and events. Our goal has always been to encourage participation in, diversity, inclusion and access to arts and culture, and we continue to have an explicit commitment to Indigenous art and cultural celebration and participation.

According to the Australia Council's 2016 National Arts Participation Survey, Arts are critical to social cohesion and reflect Australia's diversity, shape and express identity, create empathy, understanding and connection.

In 2016, the Victorian Government launched Creative State 2016-2020, which outlines the importance of the creative industries to the economy and to social connectedness. Artists are fundamental to the creative industries, as important chroniclers and interpreters of local environments, communities and experiences.

Libraries are also an important community asset and hub that can support emerging creative industries and that make a significant contribution to the economy in their own right. Our objective is to provide an innovative, well-resourced and effectively managed library service that supports lifelong learning, builds connections and closes the digital divide.

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.

The City of Port Phillip has a dynamic music scene which could be better supported by a live music action plan incorporating all facets of the industry - from emerging to professional - and council's role in facilitating, connecting and showcasing our City's talent.

Festivals and events have also been a cornerstone of our commitment to arts and culture. We need to ensure that they build community engagement, 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 scale, nature and impact of events to maximise the positive community benefits and minimise potential disruption.

Measuring progress

Outcome	Indicator	2015/16 result	2018/19 target	2020/21 target
Arts, culture and creative expression are part of everyday life	Resident satisfaction with delivery of arts and festivals	97%	90%	90%
	Residents who agree they have the opportunity to participate in affordable local community events and activities	90%	92%	95%

What needs to be done and how we will do it

Actions	Timeline		
	2018/19	2019/20	yrs 3&4
22. Support the community to plan and produce their own festivals, events and cultural projects			
23. Develop and deliver a Live Music Action Plan, working closely with musicians, venues, events and audiences, to better support, facilitate, regulate and grow a dynamic live music scene, including consideration of Live N Local			
24. Implement a new, competitive multi-year grants program for key arts organisations to meet community arts objectives and retain them in the City of Port Phillip and strengthen their capacity to attract funding			
25. Conduct an Expression of Interest process for the management and operation of Gasworks and Linden to ensure maximum access for local arts organisations, fostering of local arts development, promotion of Port Phillip as a cultural destination, increasing opportunities for community participation and maximizing leverage of Council's investment to attract funding from other sources			
26. Protect and develop the Port Phillip City Collection by acquiring, preserving and exhibiting artworks			
27. Implement the Events Strategy to achieve a balanced events calendar, attract strategic opportunities and			

communicate and promote what's on, to maximise access and opportunities			
28. Review and renew the St Kilda Festival three-year plan to maximise stability for, and benefits from, the event			
29. Commit to regularly reviewing and refreshing our internal events			
30. Continue to use markets, such as the Esplanade Market, as a key activation of public space, as a local asset and visitation attraction, and opportunity for local artists and creators			
31. Update and integrate the Indigenous Arts Plan, including consideration of Yalukut Weelam Ngargee Festival			
32. Continue to invest and maintain public art in accordance with Council's Public Art Strategy			
33. Develop a Library Action Plan that contributes to a creative ecosystem and responds to current and future community needs for programming, collections and emerging technology			
34. Redevelop St Kilda Library and consider community, accommodation and other service requirements			

Measuring and reporting

How will we know we have been successful? In four years' time:

- Business and creatives are saying this is the place to be to work, create and innovate
- Community is saying that Council is maximising our opportunities; that we have really thought about this and have deliberately acted in a strategic and collaborative way
- Councils' role has expanded, leveraging more from what we own and directly do, in addition to facilitating, brokering, co-creating with community to empower a sustained sector
- Baseline measures have been established through the place work, ecosystem mapping and actions plans, and an evaluation framework tracks the City's progress in each of these areas
- City of Port Phillip is known as punching above our weight in contributing to the state's cultural economy.

Outcome	Indicator	2015/16 result	2018/19 target	2020/21 target
A city of dynamic and distinctive retail precincts and places	Residents who are satisfied that their local area has a good range of business services and local conveniences	94%	90%	90%
	Visitors to the City of Port Phillip ⁶	3.4 million	3.5 million	3.6 million
	Residents who are satisfied with visitor management	92%	>90%	>90%
A prosperous city that connects and grows business	People employed in the top five industries as a proportion of total employment in the municipality ⁷	-	>54%	56%
Arts, culture and creative expression are part of everyday life	Resident satisfaction with delivery of arts and festivals	97%	90%	90%
	Residents who agree they have the opportunity to participate in affordable local community events and activities	90%	92%	95%

These measures don't comprehensively map progress against the actions of the strategy. Through placemaking initiatives, CLUE data, creative ecosystem mapping and the development of action plans, other measures will be developed.

⁶ Includes overnight stays, daytrip visitation (including visitors within 50km and people attending festivals).

⁷ In 2016/17 the top five industries in the City of Port Phillip were: Professional, scientific, technical services; construction; finance and insurance; accommodation and food services; and retail

Appendix

Actions and financial overview

Strategy	Actions	Estimated Cost (over 4 years)
Enhance the prosperity and sociability of our shopping precincts and the South Melbourne Market by adopting a place-based approach.	1. Work collaboratively with local place users to co-create and implement 4-year plans to revitalize three priority places: <ul style="list-style-type: none"> • Fitzroy Street • Waterfront Place • Clarendon Street 	\$1.55m
	2. Develop and implement an activation program including trials of policies that streamline Council processes to promote street activation, accessibility, a more agile response from the organisation and opportunities to try new ideas	
	3. Engage and collaborate with local industry associations, trader associations, real estate agents, local communities and community organisations to co-create (and co-contribute to) place activation and governance	
	4. Continue to support and renew existing special rates for marketing and development and explore opportunities for South Melbourne	
	5. Develop a strategic vision and business case for the South Melbourne Market to develop it as a place anchor, shape future investment, and plan for and deliver renewal works	\$0.1m
	6. Leverage the opportunity of the proposed supermarket redevelopment, tram stop upgrade and Marlborough Street to improve the public realm in Carlisle Street retail precinct	\$0.15m
Collaborating to ensure our entertainment and local economies thrive, while ensuring safe, enjoyable places for everyone.	7. Work with inner Melbourne councils to develop consistent and progressive approaches to better manage licensed premises and entertainment precincts	
	8. Develop a process to require developers to work with council to commission art on hoardings.	\$0.03m
Foster the knowledge economy and creative industry clusters	9. Map the innovation and creative ecosystem including infrastructure assets such as buildings, creative spaces, studios, work spaces; and social assets such as community groups, school communities, not for profit organisations, businesses, philanthropic and interest groups.	\$0.05m
	10. Develop and implement a 4 year action plan addressing affordability and availability of space for entrepreneurs and start-ups, clustering and council's role in securing and leveraging investment opportunities, including opportunities during the transition of Fishermans Bend. The innovation	\$0.05m

	and creative ecosystem mapping will provide the basis for funding these activities in years 3 and beyond.	
	11. Work with inner city councils and state government to protect, promote and grow the local creative and innovation economy	
	12. Explore a range of planning controls to protect and advance South Melbourne as a creative industries cluster and innovation district	
	13. Develop a Game Action Plan that leverages existing investment and activity to position City of Port Phillip as the games capital of Victoria	\$0.04m
	14. Identify, connect and regularly engage with creative clusters and emerging industries to understand and support their needs and future directions and encourage collaboration, networking opportunities, industry experience and future employment	
	15. Explore opportunities to facilitate Fisherman’s Bend as a creative innovation district that brings together diverse creative practitioners, entrepreneurs and businesses.	
	16. Plan for adequate employment land across the City to facilitate local jobs and support creative industries.	
Facilitate innovation and investment that enables businesses to start-up, connect and grow	17. Publish a creative sector prospectus that will help potential investors and expanding businesses build their business plans and strengthen Port Phillip as a key player in Melbourne’s creative eco-system.	\$0.02m
	18. Develop and implement an Advisory Panel to connect and promote key creative clusters and strategic investment into the creative sector.	
Promote Port Phillip as a visitor destination in a way that respects local amenity and our environment	19. Develop and implement a marketing and communications plan to promote the local environment, attractions and events to locals and visitors.	
	20. Connect community and volunteer organisations such as the Port Melbourne Waterfront Welcomers with the broader visitor economy.	
Promote and celebrate community participation in art, music, culture heritage and festivals	21. Support the community to plan and produce their own festivals, events and cultural projects.	\$0.120m
	22. Develop and deliver a Live Music Action Plan, working closely with musicians, venues, events and audiences, to better support, facilitate, regulate and grow a dynamic live music scene, including consideration of Live N Local.	\$0.230m
	23. Implement a new, competitive multi-year grants program for key arts organisations to meet community arts objectives and retain them in the City of Port Phillip and strengthen their capacity to attract funding.	\$0.720m
	24. In year 2, run an EOI for the management and operation of Gasworks and Linden to ensure maximum access for local arts organisations, fostering of local arts development, promotion of Port Phillip as a cultural destination,	

	increasing opportunities for community participation and maximizing leverage of Council’s investment to attract funding from other sources.	
	25. Protect and develop the Port Phillip City Collection by acquiring, preserving and exhibiting artworks.	\$0.120m
Activate our public spaces and streets through art and cultural events	26. Implement the Events Strategy to achieve a balanced events calendar, attract strategic opportunities and communicate and promote what’s on, to maximise access and opportunities.	
	27. Review and renew the St Kilda Festival three-year plan to maximise stability for, and benefits from, the event.	
	28. Commit to regularly reviewing and refreshing our internal events.	
	29. Continue to use markets, such as the Esplanade Market, as a key activation of public space, as a local asset and visitation attraction, and opportunity for local artists and creators.	
	30. Update and integrate the Indigenous Arts Plan, including consideration of Yalukut Weelam Ngargee Festival.	\$0.02m
	31. Continue to invest and maintain public art in accordance with Council’s Public Art Strategy.	
Modernise our library services and spaces to support inclusive, creative opportunities and learning outcomes	32. Develop a Library Action Plan that contributes to a creative ecosystem and responds to current and future community needs for programming, collections and emerging technology.	\$0.50m
	33. Redevelop St Kilda Library and consider community, accommodation and other service requirements.	\$0.150m