

# Placemaking Action Plan

2018 to 2021

# Overview

## The Approach

Placemaking is an action learning process that enables all parts of the community and Council to work together to create great places.

It is a process that has been used for years in cities throughout the world.

The process is based on the philosophy that those who use a place are often in the best position to know what a place should look and feel like and should have input into the way places are planned, funding is allocated and services are provided.

This means looking at, listening to and asking questions of the people who live, work and play in a district or place to discover their needs and aspirations and developing and implementing solutions as well as resolving conflicts over the use of public space together.

The process seeks to answer three (3) key questions:-

1. What has been the identity, history and importance/value of the place in the past?
2. What is the current identity and value of the place to different place users?
3. What is the desired future identity of the place that meets the needs of most place users and how can place users work together to create or curate this desired identity?

## The Outcomes

We want a city that is full of dynamic and distinctive places and precincts. This means each precinct has its own character, which is the focal point for local residents, retail activity, entertainment, hospitality, community cultural activities, social connection, small businesses, entrepreneurs and start-ups.

To achieve the above aspiration, specifically through the *Art and Soul Strategy 2018-2022*, Council plans to:-

- Work collaboratively with local place users to co-create and implement four (4) year plans to revitalise three (3) priority places being Fitzroy Street, Waterfront Place and South Melbourne;
- 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;
- 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;
- Continue to support and renew existing special rates for marketing and development and explore opportunities for South Melbourne.

## The Purpose of this Plan

The Placemaking Action Plan describes the seven (7) key actions and resources required to achieve Council's placemaking aspirations as described in the *Art and Soul Strategy 2018-2022*. This plan also outlines specific key deliverables at a place level.

## The Benefits

A placemaking approach is community-driven, adaptable, inclusive, focused on creating destinations, context-specific, dynamic, trans-disciplinary, transformative, flexible and collaborative.

*Source: Project for Public Spaces New York*

*The placemaking approach is defined by the recognition that when it comes to public spaces, “the community is the expert.”*

Placemaking and the future of Cities –  
UN Habitat & PPS

# Overview

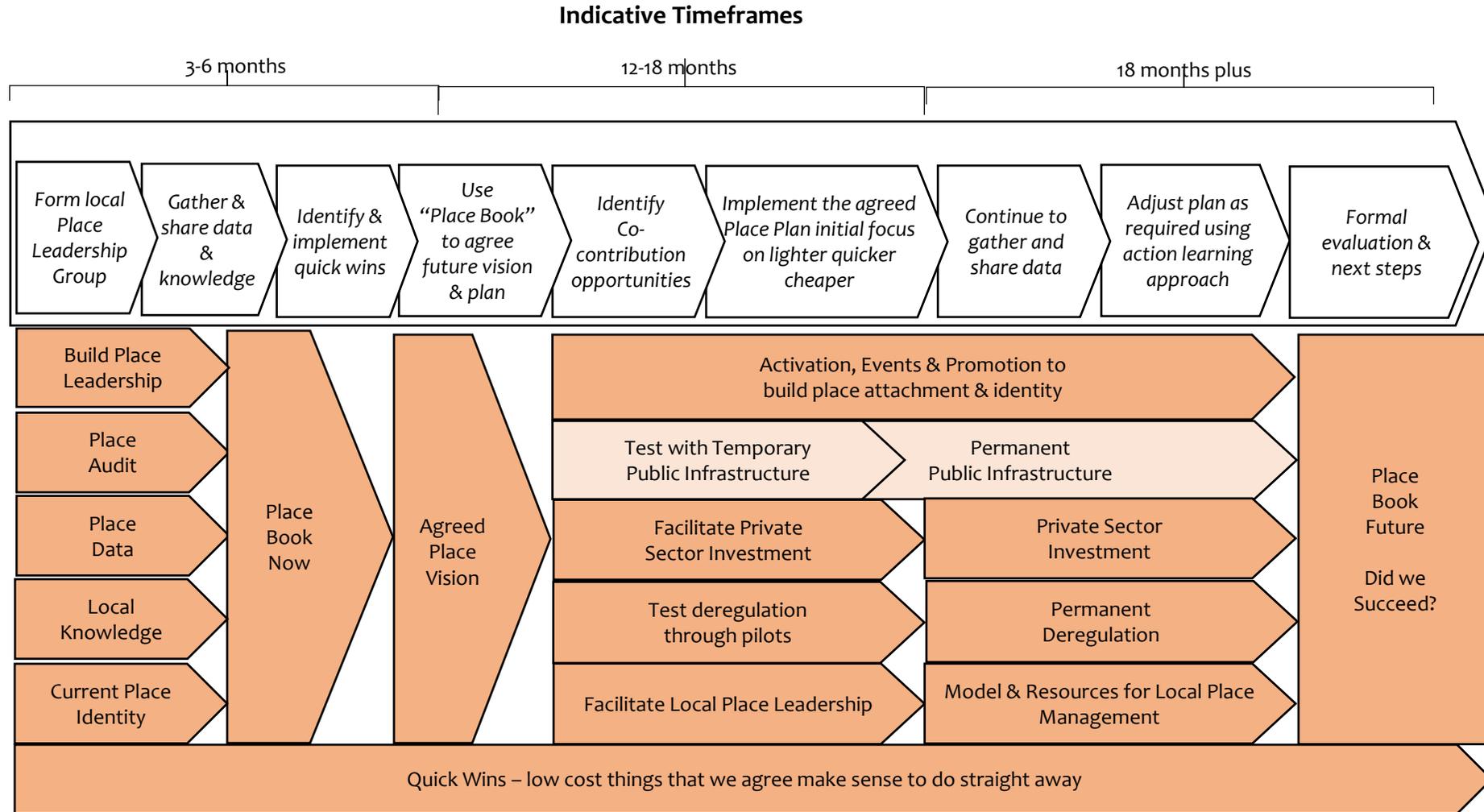
The Placemaking Action Plan provides detail around what will be done and the resources required to achieve Council’s placemaking aspirations in the *Art and Soul Strategy 2018-2022*. It also highlights key deliverables at a place level, with more detailed actions in the short, medium and longer-term forming part of specific place plans prepared for each designated placemaking area. As placemaking is dynamic and iterative, the Placemaking Action Plan and the place plans developed as a result, will continually evolve and adapt over this timeframe.

**Key Outcome: - A city full of dynamic and distinctive places and precincts**

Key Strategies	Key Actions	Key Deliverables at Place Level
<ul style="list-style-type: none"> <li>• <b>Strategy 1</b> - Work collaboratively with local place users to co-create and implement four (4) year plans to revitalize three (3) priority places: Fitzroy Street, Waterfront Place, Clarendon Street;</li> <li>• <b>Strategy 2</b> - 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</li> <li>• <b>Strategy 3</b> - 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;</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Action 1</b> – Place Planning &amp; Place Leadership</li> <li>• <b>Action 2</b> – Communication &amp; Engagement</li> <li>• <b>Action 3</b> – Evaluation</li> <li>• <b>Action 6</b> – Internal Engagement &amp; Capacity Building</li> <li>• <b>Action 7</b> – Governance &amp; Resourcing</li> </ul>	<p><b>FITZROY ST</b> (Place Plan developed and commence implementation within 12 months)</p> <p><b>CLARENDON ST &amp; SOUTH MELBOURNE</b> (Place Plan developed and commence implementation within 18 months)</p> <p><b>WATERFRONT PLACE</b> (Place Plan developed and commence implementation within 18-24 months)</p>
<ul style="list-style-type: none"> <li>• <b>Strategy 4</b> - Continue to support and renew existing special rates for marketing and development and explore opportunities for South Melbourne.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Action 4</b> – South Melbourne Special Rate</li> <li>• <b>Action 5</b> – Existing Special Rate Management &amp; Renewals</li> </ul>	<ul style="list-style-type: none"> <li>• Explore, consult and implement if sufficient support</li> <li>• Management of existing special rate &amp; renewal of Bay Street</li> </ul>

# The Process

The general process we will use to progress our placemaking activities and indicative timeframes for each phase are outlined in the diagram below. Key terms are outlined in the Glossary included as **Attachment 1**.



# The Process – Place Book

## 6. HOW WELL ?

### (Place Capital Data & Trends)

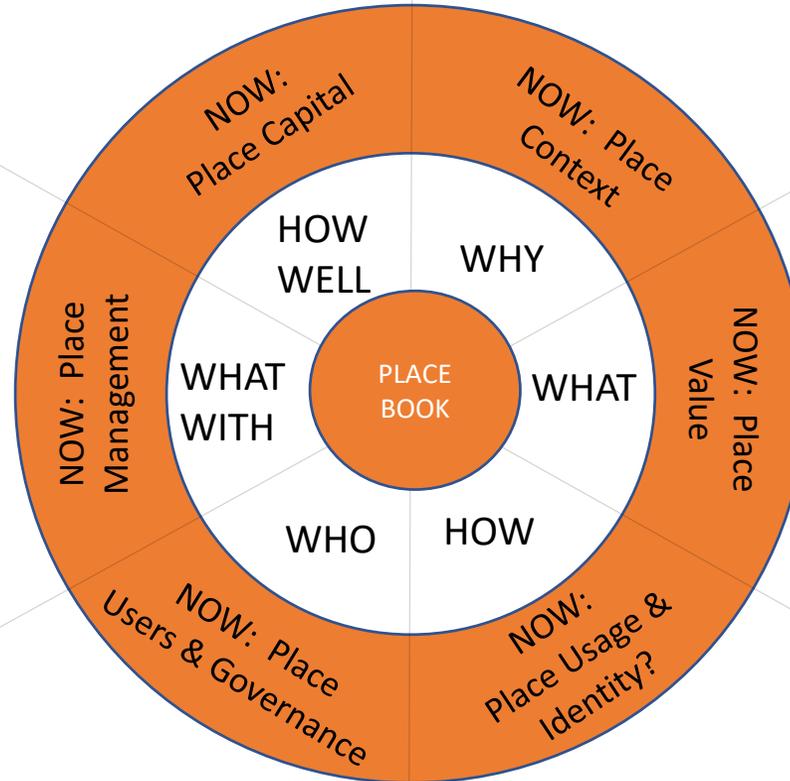
- What is the current Place Capital? (Economic, Social, Cultural, Environmental, & Physical)
- Data analytics

## 5. WHAT WITH:

- What resources are used to manage and maintain the place?
- What are the place assets (if any) that can produce revenue?
- What is the mix of private assets and/or businesses that occupy or adjoin the public space?
- What resources are used to activate and market the place?
- What are the policy levers available? Do they enable or constrain?
- What other Council programs or projects could contribute?

## 4. WHO :

- Who are the place users? When do they use it? What for? (Informal, Events, Markets)
- Who governs the place? Who are the champions?
- Who has a stake in the place? (External and Internal)
- Who else could contribute? (External & Internal)
- Who is not involved that needs to be?



## 1. WHY IS THIS PLACE IMPORTANT ?

- In terms of the City? (Economic, Social, Cultural, Environmental Political)
- In terms of its identity, history and heritage?
- In terms of its location within the city and connection to other places?
- For other reasons?

## 2. WHAT IS THE VALUE?

- To the City?
- Over time? (Past vs Present)
- To the people who use it? (Financial, Emotional, Cultural, Social, Spiritual)
- To the people who have invested in it? (Financial, Emotional, Cultural, Social, Spiritual)
- What is the current vision/goals for the Place? (Political, Administrative, Business, Community)

## 3. HOW IS IT USED ? HOW ATTACHED ARE PEOPLE TO IT?:

- How is the place used now at different times of the day and night? How has the use of the place changed over time? (Past and present)
- How is the place programmed or activated (informally, formally, not at all)?
- How is the place designed to support current use?
- How strong is the Place Identity? What is its reputation?

# The Process – Place Plan

## HOW WELL ?

- How will implementation of the Place Plan be tracked?
- What will be the measure of success?  
(Economic, Social, Cultural, Physical, Environmental)
- How will this information be shared?

## WHAT WITH: (12 months, 3 years)

- What Council resources do we need to implement this plan ?
- What can we do to leverage revenue from the place assets to fund this?
- What would encourage co-contribution from others?
- What resources do we need to activate and market the place?
- What are the changes to Council policy and regulation that would help?
- What is the contribution we need from other Council programs or projects?

## WHO :

- Who will be the future place users? Why?
- Who do we need to get involved and how do we do this?
- Who are not there now?
- Who can we encourage to be “champions”? How?
- Who can co -contribute? How? (External & Internal)
- Who (from the community) could be involved in leading the place in the future?

## WHY ? (The Case for Change)

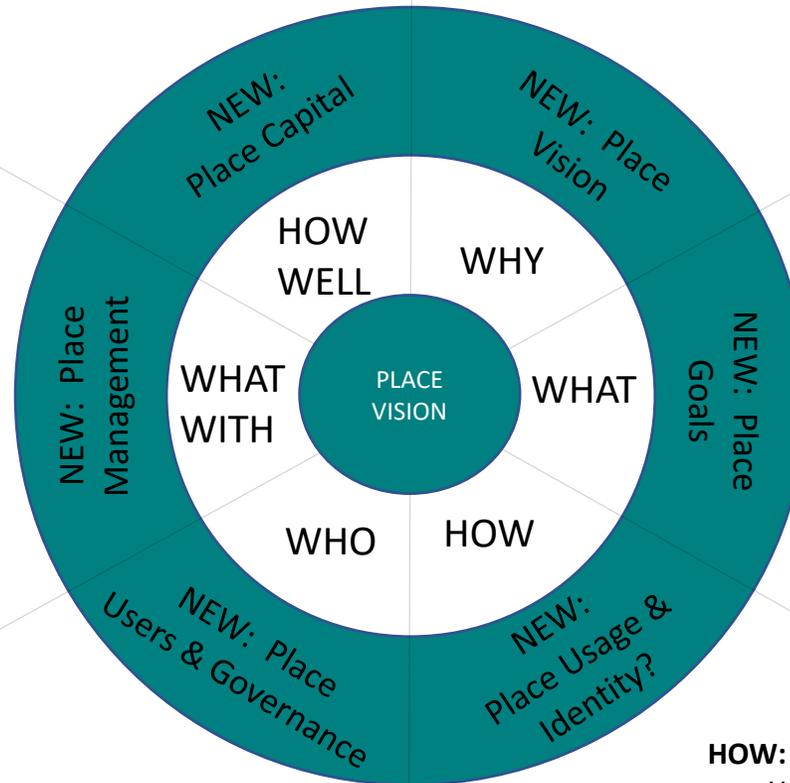
- Why is this place important to the City ?
- Why is it urgent or important that we act now?  
(Economic, Social, Cultural, Environmental, Political)
- Why is this urgent or important for stakeholders ?

## WHAT IS THE FUTURE VALUE?

- What is the agreed Place Vision?
- What is its future identity?
- What are the agreed goals for the Place?
- What is the future value from the place for:
  - The City and city community
  - Place users
  - Stakeholders
  - Businesses
  - Land and property owners

## HOW: (Next 12 months, 3 years plus)

- How do we strengthen place attachment and the Place Identity ? (Activation, capital works, events, markets, private sector investment etc.)
- How can we increase demand, usage and activation?  
(informally, formally, at different times of the week, day & night)
- How do we market the place and communicate about it?



# Areas of Focus

## Selection of Focus Areas

Placemaking is an intensive place-based process.

As a result we have agreed to focus on three (3) designated placemaking precincts over the four (4) year period of the *Art and Soul Strategy 2018-2022*.

The selection of focus areas was made by Council after a consideration of the:-

- Availability of existing networks, stakeholders and interest groups to participate in placemaking activities;
- Ability to socially define an area where the placemaking activities could take place;
- Current perceptions and observations of the place and opportunities to make a positive change through placemaking.

## Designated Placemaking Precincts

The three (3) designated placemaking precincts identified through the *Art and Soul Strategy 2018-2022* include:-

- Fitzroy Street and some surrounding areas in St Kilda;
- South Melbourne, albeit the designated area is yet to be confirmed and will be the subject of further engagement with place users; per the designated area as agreed with the community;
- Waterfront Place in Port Melbourne.

## Application Municipality Wide

While placemaking activities are limited to the three (3) designated placemaking precincts (in the first instance), key learnings will be implemented to Council's policies and processes municipality wide where it makes sense to do so and (if necessary) following appropriate Council endorsement.

The Placemaking Team will also help build placemaking capacity and capability across the organisation, so that a place based approach can be used across a range of Council activities and key priorities including Fishermans Bend.

*A “PLACE” is socially defined  
by the people who use it,  
experience it, attach to it  
and identify with it as their  
place.”*

# Areas of Focus

## Fitzroy Street

The area of focus for the 'Fitzroy Street project' is Fitzroy Street, a main street in St Kilda that leads directly to the St Kilda beachfront. As a key gateway to the area, the Junction and Junction Oval are also included within the designated placemaking precinct.

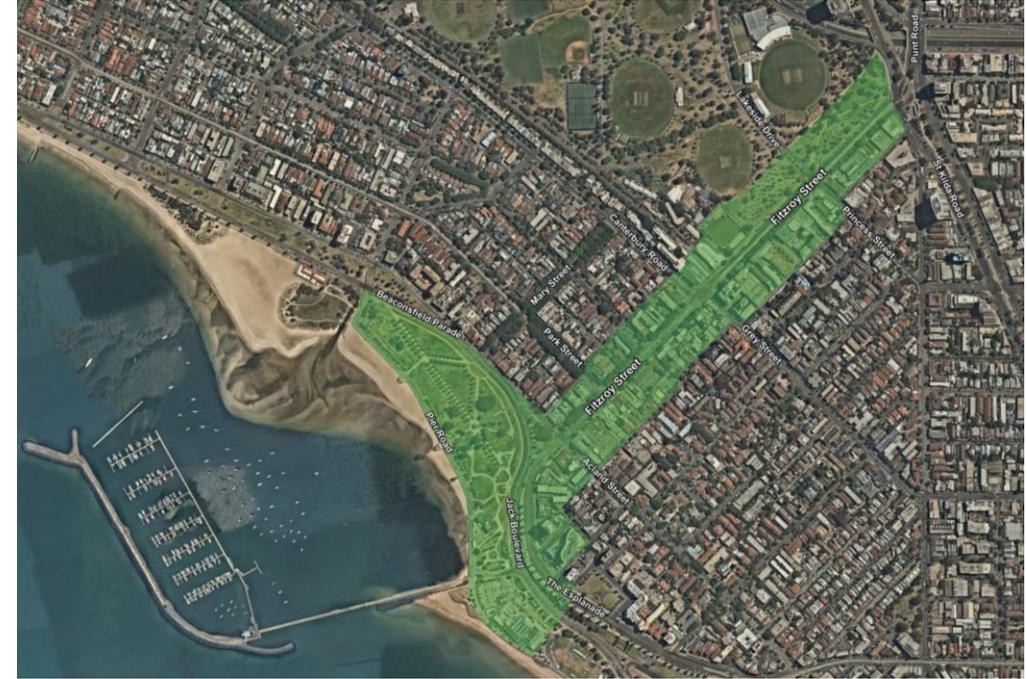
More specifically, the designated placemaking area includes the Fitzroy Street Special Rate Area, the streets and lanes behind the businesses fronting on to Fitzroy Street, Little Grey Street as well as Catani Gardens and the top part of the foreshore.

This area of focus, is a mixture of commercial and residential properties. Of those commercial properties currently occupied, there is a predominant focus on food, beverage and entertainment offerings.

There are a number of housing types directly in and surrounding the designated area as well as a number of service providers supporting people with a range of high needs with housing and other support services.

Junction Oval and the St Kilda Park Primary School are also key places within the designated precinct.

The area is serviced by a tram which runs down the centre of Fitzroy Street.



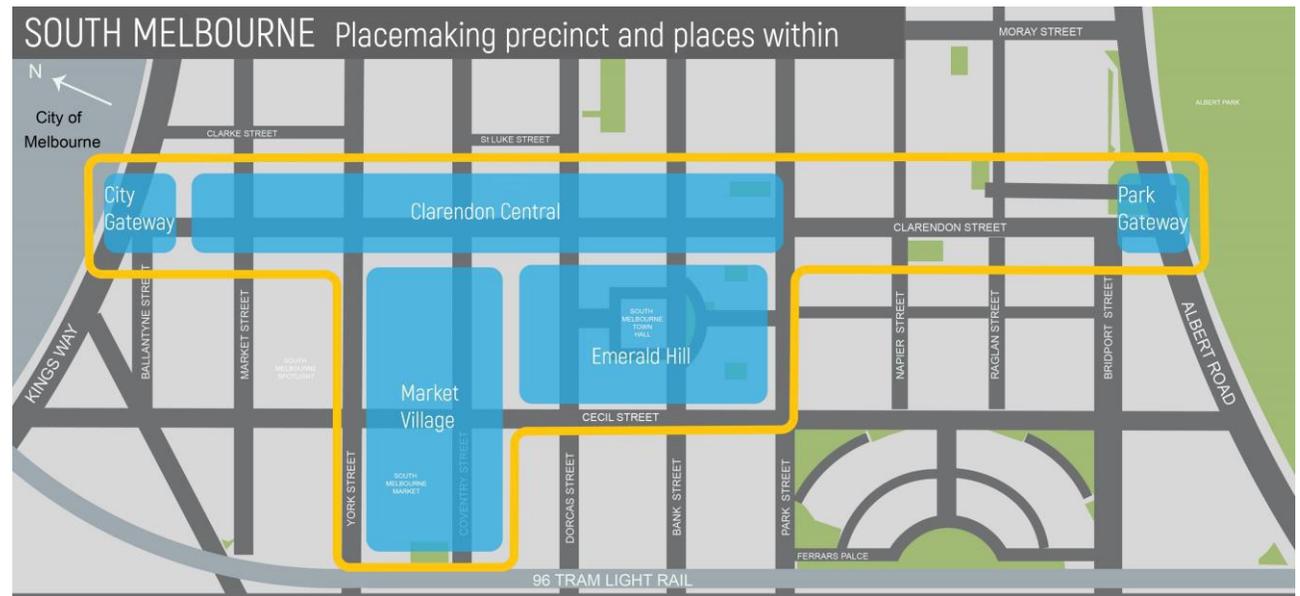
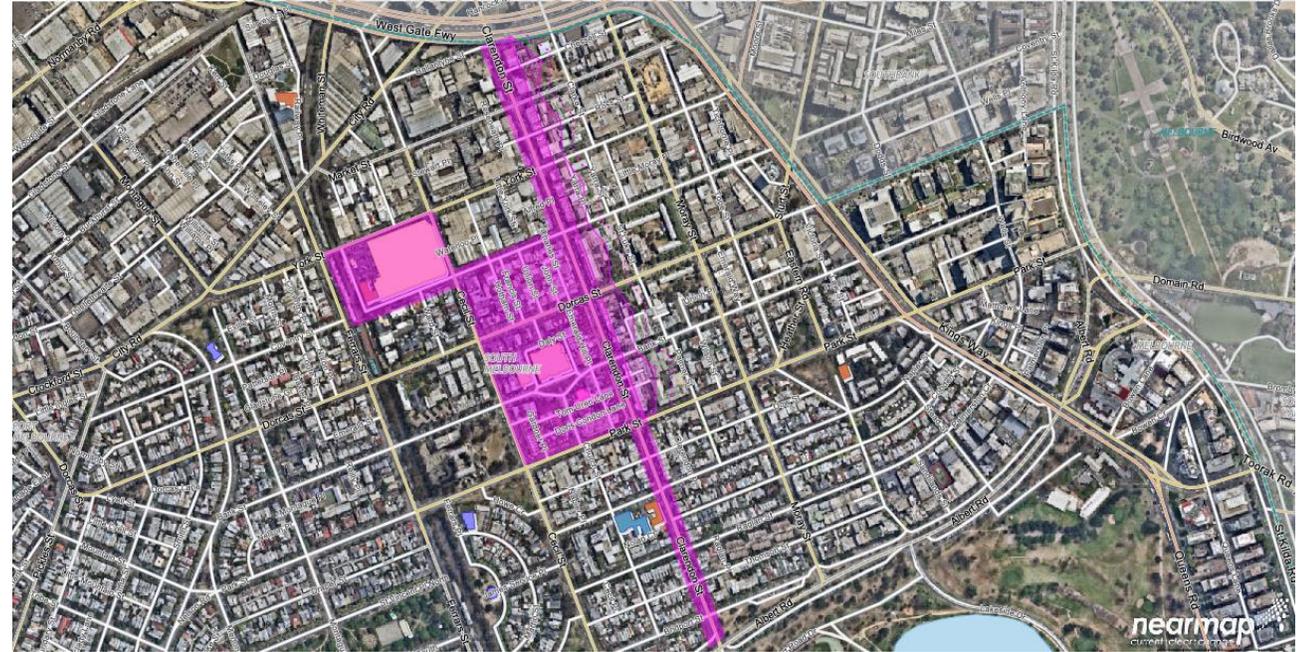
# Areas of Focus

## South Melbourne

The area of focus for the 'South Melbourne project' was initially determined by officers however following the first engagement with place users, it became apparent that further work was required to define the place in a way that was meaningful for place users.

Council delegated to the CEO the ability to define the South Melbourne designated placemaking precinct in collaboration with place users.

This work commenced in November 2018 and was completed in March 2019 and is now confirmed. The working draft of the area of focus is included on the adjacent map and will be further refined (if necessary) following additional feedback from place users prior to being confirmed by the CEO.



# Areas of Focus

## Waterfront Place

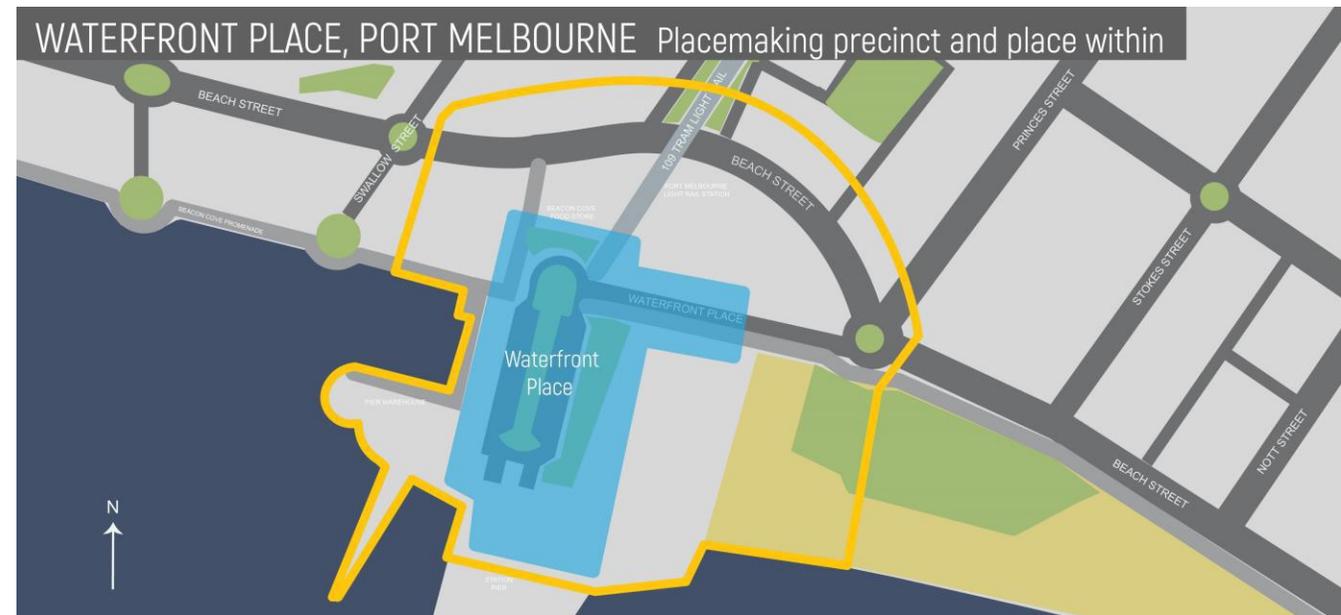
The area of focus for the 'Waterfront Place Project' is the land along the Port Melbourne waterfront, an area of Port Phillip Bay, the foreshore promenade and beach, Princes Pier and Station Pier, the TT-Line freight yard, the property at 1-7 Waterfront Place and residential properties just back from the waterfront, which may be directly impacted by any activity in this area. The area consists of private and public land.

The waterfront is an important visitor gateway to local key activity centres and greater Melbourne. A record number of cruise ships (108) arrived at Station Pier in 2017/18 bringing over 330,000 passengers and crew into the area. Cruise arrivals to Victoria have almost trebled in the past decade. The number of sailings for TT Lines also increased to 859 (from 838 in 2016/17), including 156 day sailings – the highest number of day sailings since 2004. Passenger numbers increased in 2017/18 by 3 per cent to 448,764. Freight volumes were the highest on record at 105,208 twenty-foot equivalent units. Already, the Port Melbourne waterfront and the Waterfront Place precinct have physical challenges in moving large numbers of people and vehicles, and providing adequate public space that supports its role as an international gateway. As such, while continued growth in this area is a key opportunity it is also a key challenge to be addressed.

Waterfront Place is equally important as an area for the local community, surrounding residents, property and business owners. Balancing the use of public space between multiple interests, which at times may be inconsistent, will form a key part of the placemaking process.

For a number of years there has been uncertainty around several key sites in the area and the integration of these sites with the public spaces of the waterfront is also a key opportunity.

In addition, the connection of Waterfront Place to other key activity centres such as Bay Street, will also be an important element of placemaking activity.



# Action Plan

## Action 1: - Place Planning & Place Leadership

Activity	Lead	Timeframe
Form, hold regular forums and build capacity of local Place Leadership Groups:- <ul style="list-style-type: none"> <li>Fitzroy Street</li> <li>South Melbourne</li> <li>Waterfront Place</li> </ul>	Placemaking	Aug 2018 – onwards Nov 2018 – onwards Jun 2019 - onwards
Develop approach and methodology for place audits	Placemaking	Oct – Nov 2018 (Complete)
Undertake regular place audits in each of the designated areas as part of the development of Place Book:- <ul style="list-style-type: none"> <li>Fitzroy Street</li> <li>South Melbourne</li> <li>Waterfront Place</li> </ul>	Placemaking	Nov / Dec 2018 (Complete) - onwards Mar / Apr 2019 (Complete) - onwards Jan 2020 - onwards
Develop approach and methodology for capturing broader place data including ways to ensure currency and addition of new data as it becomes available	Placemaking	Feb / Mar 2019 - onwards
Capture place data in each of the designated areas and develop approach to:- <ul style="list-style-type: none"> <li>Fitzroy Street</li> <li>South Melbourne</li> <li>Waterfront Place</li> </ul>	Placemaking	Feb 2019 - onwards Jun / Jul 2019 - onwards Dec 2019 - onwards
Develop approach and template for place plan	Placemaking	July 2019
Develop place plan in each of the designated areas:- <ul style="list-style-type: none"> <li>Fitzroy Street</li> <li>South Melbourne</li> <li>Waterfront Place</li> </ul>	Placemaking	July 2019 Jan 2020 onwards To be determined
Implement place plan in each of the designated areas:- <ul style="list-style-type: none"> <li>Fitzroy Street</li> <li>South Melbourne</li> <li>Waterfront Place</li> </ul>	Placemaking	July 2019 onwards Jan 2020 onwards To be determined

# Action Plan

## Action 2: - Communication & Engagement

Activity	Lead	Timeframe
Provide regular updates on placemaking activities to place users through newsletters, forums and onsite visits	Placemaking	Aug 2018 - onwards
Design and develop an interactive placemaking website to communicate and engage on placemaking activities	Communication & Engagement	Mar 2019
Identify and implement quick wins to build trust and engagement in the placemaking process in each of the designated areas:- <ul style="list-style-type: none"><li>• Fitzroy Street</li><li>• South Melbourne</li><li>• Waterfront Place</li></ul>	Placemaking	Aug 2018 – onwards July 2019 – onwards Jan 2020 – onwards
Promote to Place Leadership Groups and Council staff the role and use of the place facilitator as an ongoing in place presence and single point of contact into the Council	Placemaking	Feb 2019 - onwards

# Action Plan

## Action 3: - Evaluation

Activity	Lead	Timeframe
Adopt an action learning approach and philosophy to all placemaking activities	Placemaking	Feb 2019
Develop an approach to evaluate individual initiatives trialled through the placemaking approach, including engagement with the community in the evaluation process and any learnings that inform how we work in other parts of the City	Placemaking	Mar 2019
Develop an approach to evaluate the implementation of placemaking and specifically the Place Plans in each of the respective areas, including community engagement and involvement as well as learnings that can be applied to how we work in other parts of the City	Placemaking	Oct 2019
Undertake an evaluation of the success of placemaking initiatives and Place Plans, including which elements could transition from temporary to permanent or be applied in other parts of the City:- <ul style="list-style-type: none"><li>• Fitzroy Street</li><li>• South Melbourne</li><li>• Waterfront Place</li></ul>	Placemaking	Dec 2019 and Dec 2020 Dec 2019 and Dec 2020 Dec 2020 and Dec 2021

# Action Plan

## Action 4: - South Melbourne Special Rate

Activity	Lead	Timeframe
Explore with traders and property owners through the Place Leadership Group whether there is interest in the formation of a business association and a special rate	Placemaking	July 2019
Develop a discussion paper which outlines the process for establishing a business association as well as details on what a special rate is and possible options, for further discussion and engagement with traders and property owners through the Place Leadership Group	Placemaking	Sept 2019
Work with traders and property owners to form a business association (if there is interest)	Placemaking	Jul – Nov 2019
Pending feedback to the discussion paper, brief Councillors and subsequent to this, develop a paper endorsing commencement of statutory processes to declare a special rate	Placemaking	Nov 2019
Pending the above, statutory consultation on special rate is undertaken	Placemaking	Feb 2020
Council considers the outcome of the statutory consultation of the special rate	Placemaking	April 2020
Pending the above, Council works with relevant stakeholders to implement governance changes required to administer special rate	Placemaking	May – June 2020
Special rate commences	Placemaking	July 2020

# Action Plan

## Action 5: - Existing and New Special Rate Management

Activity	Lead	Timeframe
Declaration of Acland Street and Fitzroy Street Special Rates by Council	C&ED	Complete
Management of Acland Street and Fitzroy Street Special Rates by Council	Placemaking	Mar 2019 - onwards
Develop approach and establish project plan for renewal of Bay Street Special Rate	Placemaking	Sept 2019
Commence process for renewal of Bay Street Special Rate	Placemaking	Dec 2019
Manage enquiries as they arise from time to time from other groups interested in special rates	Placemaking	Ongoing

# Action Plan

## Action 6: - Internal Engagement & Capacity Building

Activity	Lead	Timeframe
Establish internal Placemaking Solutions Group to find integrated Council solutions to problems and issues identified through place audits and the place planning process	Placemaking	Feb 2019
Hold regular Placemaking Solutions Group meetings	Placemaking	Feb 2019 - onwards
Develop and implement internal engagement and capacity building for placemaking that aligns with the Council's broader internal engagement plan	Placemaking / Comms & Engagement	Apr 2019 - onwards
Map out inter-dependencies and connections between placemaking activities and other Council priorities / business as usual	Placemaking	July 2019 - onwards
Support placemaking activities that may arise in other key Council priorities for example Fishermans Bend	Placemaking	Feb 2019 - onwards

# Action Plan

## Action 7: - Governance & Resourcing

Activity	Lead	Timeframe
Determine designated placemaking precincts <ul style="list-style-type: none"><li>Fitzroy Street and Waterfront Place</li><li>South Melbourne</li></ul>	Placemaking Team	Sept 2018 (Complete) Feb 2019 (Complete)
Review and establish appropriate delegations to support placemaking	Governance	Sept 2018 (Complete)
Establish an appropriate governance process, which enables ideas raised by place stakeholders to be quickly approved by the CEO and facilitate required engagement with Councillors and other key stakeholders	Placemaking Team	Oct 2018 (Complete)
Develop an overarching placemaking work program	Director OCEO	Dec 2018 (Complete)
Finalise an overarching placemaking budget, in line with allocations made through the Art and Soul 2018-2022 Strategy	Director OCEO	Dec 2018 (Complete)
Finalise recruitment, induct and onboard the placemaking team	Director OCEO / Placemaking Program Director	Feb 2019 (Complete)

# Action Plan

## Key Deliverables at Place Level

	2018-2019	2019-2020	2020-2021
<b>FITZROY ST</b> (Place Plan developed and commence implementation)	<ul style="list-style-type: none"> <li>Establish Place Leadership group</li> <li>Full place planning process and Place Plan developed</li> </ul>	<ul style="list-style-type: none"> <li>12 Month evaluation</li> <li>Implement Place Plan</li> </ul>	<ul style="list-style-type: none"> <li>Implement Place Plan</li> <li>Two (2) year evaluation of Place Plan January 2021</li> </ul>
<b>CLARENDON ST &amp; SOUTH MELBOURNE</b> (Place Plan developed and commence implementation within 18 months)	<ul style="list-style-type: none"> <li>Establish Place Leadership group</li> <li>Place audit</li> <li>Commence gathering and sharing of place data and knowledge sharing</li> <li>Explore special rate</li> <li>Identify and implement quick wins</li> <li>Link to South Melbourne Market plans</li> </ul>	<ul style="list-style-type: none"> <li>12 Month review of progress</li> <li>Consult on special rate if sufficient interest from business community</li> <li>Full place planning process with Place Plan by January 2020 or earlier</li> <li>Implement Place Plan from January 2020</li> </ul>	<ul style="list-style-type: none"> <li>Implement special rate if sufficient business support</li> <li>Implement Place Plan</li> <li>12-month evaluation of Place Plan</li> </ul>
<b>WATERFRONT PLACE</b> (Place Plan developed and commence implementation within 18-24 months)	<ul style="list-style-type: none"> <li>Align CoPP and Vic Ports planning and agree timeframe for place planning</li> <li>Establish Place Coordination group</li> </ul>	<ul style="list-style-type: none"> <li>Identify and implement quick wins</li> <li>Place audit</li> <li>Commence gathering and sharing of place data and knowledge sharing</li> <li>12 Month review of progress</li> <li>Full place planning process with Place Plan commencement date to be agreed to complement Vic Ports work</li> </ul>	<ul style="list-style-type: none"> <li>Implement Place Plan following agreement with Vic Ports work</li> <li>Evaluation of work undertaken to date</li> </ul>

# Budget

	2018/19	2019/20	2020/21	2021/22
Placemaking activities	\$300,000	\$300,000	\$300,000	\$300,000
Project FTE	\$130,000	-	-	-
BAU FTE	\$343,000	\$516,000	\$529,000	\$543,000
<b>TOTAL</b>	<b>\$773,000</b>	<b>\$816,000</b>	<b>\$829,000</b>	<b>\$843,000</b>

# Resourcing



# Attachment 1 - Glossary

- **Place** – an area within a city that has been socially defined by the people who use it, experience it, attach to it and identify with it as their place.
- **Place Audit** – an observational study at different times of the day, night and week, about how a place is used and what it looks and feels like, often used to identify quick wins as well as longer term issues that require resolution.
- **Place Book** – a process that is used to help develop the Place Plan. It is a process that helps gather all of what we currently know about a place from a range of perspectives.
- **Place Capital** – the social, cultural, economic, environmental and physical value of a place to place users, the community and the city
- **Place Data** – point in time data, from a range of sources, that provides insight into the social, cultural, economic, environmental and physical health of a place.
- **Place Identity** – how place users identify with the place leading to a social and cultural definition of the place that makes it unique from other places, in the perception of place users.
- **Place Attachment** – the strength of personal attachment place users have for the place.
- **Place Leadership Group** – an external group that meets to develop the place identity / vision and place plan and oversees the implementation of these activities. The group may include a mixture of local residents, property owners, business owners, community organisations and groups.
- **Place Plan** – a Plan that has been developed by the Place Leadership Group which describes the place identity, place vision and key actions in the short, medium and longer-term to achieve these aspirations.
- **Place Solutions Group** – an internal group of officers from Departments right across the Council that meets regularly to develop and implement solutions to issues or ideas that are raised by the Place Leadership Group and or through the place audit and planning process.
- **Place Users** – all the people that use a place, for example visitors, residents, workers, business owners, property owners and students.
- **Place Vision** – aspirations that the Place Leadership Group have for the future look, feel and experiences that can be had at the place.
- **Placemaking** - an action learning process that enables all parts of the community and Council to work together to create great places.