



MEETING OF THE PORT PHILLIP CITY COUNCIL

AGENDA

3 JUNE 2026



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MEETING OF THE PORT PHILLIP CITY COUNCIL 3 JUNE 2026



Welcome

Welcome to this Meeting of the Port Phillip City Council.

Council Meetings are an important way to ensure that your democratically elected representatives are working for you in a fair and transparent way. They also allow the public to be involved in the decision-making process of Council.

About this meeting

There are a few things to know about tonight's meeting. The first page of tonight's Agenda itemises all the different parts to the meeting. Some of the items are administrative and are required by law. In the agenda you will also find a list of all the items to be discussed this evening.

Each report is written by a Council officer outlining the purpose of the report, all relevant information and a recommendation. Council will consider the report and either accept the recommendation or make amendments to it. All decisions of Council are adopted if they receive a majority vote from the Councillors present at the meeting.

Public Question Time and Submissions

Provision is made at the beginning of the meeting for general question time from members of the public.

All contributions from the public will be heard at the start of the meeting during the agenda item 'Public Questions and Submissions.' Members of the public have the option to either participate in person or join the meeting virtually via Teams to ask their questions live during the meeting.

If you would like to address the Council and /or ask a question on any of the items being discussed, please submit a 'Request to Speak form' by midday on the day of the meeting via Council's website:

[Request to speak at a Council meeting - City of Port Phillip](#)





MEETING OF THE PORT PHILLIP CITY COUNCIL

To Councillors

Notice is hereby given that a **Meeting of the Port Phillip City Council** will be held in **St Kilda Town Hall and Virtually via Teams** on **Wednesday, 3 June 2026 at 6:30pm**. At their discretion, Councillors may suspend the meeting for short breaks as required.

AGENDA

- 1 **APOLOGIES**
- 2 **MINUTES OF PREVIOUS MEETINGS**
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- 3 **DECLARATIONS OF CONFLICTS OF INTEREST**
- 4 **PUBLIC QUESTION TIME AND SUBMISSIONS**
- 5 **COUNCILLOR QUESTION TIME**
- 6 **PETITIONS, JOINT LETTERS & DEPUTATIONS**
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The information contained in the following Council reports is considered to be Confidential Information in accordance with Section 3 of the Local Government Act 2020.

17.1 *St Kilda Marina: Evaluation Plan*

3(1)(a) *Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.*

Reason: Contains commercially and probity sensitive information relating to an upcoming market testing process, the release of which would undermine that process.



1. APOLOGIES

2. MINUTES OF PREVIOUS MEETINGS

RECOMMENDATION:

That the [minutes of the Meeting of the Port Phillip City Council held on 20 May 2026](#) be confirmed.

3. DECLARATIONS OF CONFLICTS OF INTEREST

4. PUBLIC QUESTION TIME AND SUBMISSIONS

5. COUNCILLOR QUESTION TIME

6. PETITIONS, JOINT LETTERS & DEPUTATIONS

Nil

7. PRESENTATION OF CEO REPORT

Nil

8. A HEALTHY AND CONNECTED COMMUNITY

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8.2 *St Kilda Police and Community Youth Club (PCYC)* 24



8.1 ROYAL COMMISSION ON ANTISEMITISM AND SOCIAL COHESION SUBMISSION

EXECUTIVE MEMBER: KYLIE BENNETTS, GENERAL MANAGER, COMMUNITY WELLBEING

PREPARED BY: JOSH BADENOCH, COORDINATOR DIVERSITY, EQUITY AND INCLUSION
KATHRYN KELLY, COORDINATOR DIVERSITY, EQUITY AND INCLUSION
CHRISTINE DENING, MANAGER COMMUNITY BUILDING AND INCLUSION
EWA ZYSK, DIVERSITY, EQUITY & INCLUSION SENIOR ADVISOR

1. PURPOSE

1.1 To present for Council endorsement the City of Port Phillip submission to the Royal Commission on Antisemitism and Social Cohesion (Attachment 1).

2. EXECUTIVE SUMMARY

- 2.1 The Royal Commission on Antisemitism and Social Cohesion has invited submissions from the public and institutions by 14 June 2026.
- 2.2 Port Phillip is home to one of Victoria's most visible Jewish communities. Jewish residents and leaders make a significant contribution to our community.
- 2.3 In recent years, with a notable escalation since late 2023, local experiences of antisemitism have increased in frequency and severity, impacting safety, wellbeing and participation in public and community life.
- 2.4 The City of Port Phillip submission shares insights gained on local experiences, the role of local government and recommendations to combat antisemitism.

3. RECOMMENDATION

That Council:

- 3.1 Endorses the City of Port Phillip submission to the Royal Commission on Antisemitism and Social Cohesion (**Attachment 1**) to enable submission prior to 14 June 2026.
- 3.2 Authorises the Chief Executive Officer, or their delegate, to make minor amendments to the submission that do not materially alter its intent.

4. KEY POINTS/ISSUES

- 4.1 The City of Port Phillip submission responds to the Royal Commission's Terms of Reference by outlining the insights Council has gained on the local experience of antisemitism, its impacts on community safety and participation, and the role of local government in prevention, response and recovery. It draws on Council data, community engagement findings, place-based planning work, and dialogue with Jewish and multicultural stakeholders. The submission has been developed with reference to the Jewish Community Council of Victoria's *Victorian Antisemitism Report 2025*, and in collaboration with the City of Glen Eira.



- 4.2 The City of Port Phillip is home to one of the most visible Jewish communities in Victoria, with Jewish life embedded in everyday neighbourhood activity, particularly in Ripponlea, Balaclava and St Kilda East. Jewish residents make a significant contribution to the municipality's social, cultural and economic life through religious practice, family life, education, volunteering, business ownership and community participation. Port Phillip is the home of important and long-standing institutions, including synagogues, community organisations and the Jewish Museum of Australia.
- 4.3 Over recent years, and with notable escalation since late 2023, antisemitism within Port Phillip has intensified both in frequency and severity. This escalation includes repeated incidents of harassment, intimidation, vandalism and antisemitic graffiti, alongside serious incidents. The December 2024 terrorist attack on the Adass Israel Synagogue in Ripponlea, disrupted religious practice, family life and children's wellbeing, and reinforced fears about safety and visibility in public and community spaces.
- 4.4 Local experiences together with national incidents such as the Bondi terrorist attack in December 2025 and global incidents have amplified fear and anxiety.
- 4.5 Feedback from community engagement undertaken to develop the Multicultural Strategy, Ripponlea Place Plan and Community Safety Plan highlights that antisemitism is experienced not only as isolated acts, but is cumulative, and is influencing everyday behaviour. Fear of harassment or attack can lead people to avoid certain locations or times, reduce participation in cultural and religious life, and limit expression of identity in public spaces, with consequent impacts on wellbeing, mental health and community connection.

5. CONSULTATION AND STAKEHOLDERS

- 5.1 Council through the development of its Multicultural Strategy, Ripponlea Place Plan and Community Safety Plan, has undertaken extensive community engagement to understand how safety, inclusion and social cohesion are experienced in everyday life, including within Port Phillip's Jewish communities. This provides important insight into how issues of safety, identity and belonging including antisemitism are experienced in community life.
- 5.1 Council maintains ongoing dialogue with Jewish community organisations through established governance and engagement mechanisms, including the Port Phillip Multifaith Network, which brings together more than 60 faith leaders and community members, and the soon to be re-established Multicultural Advisory Committee.
- 5.2 Council is a member of the State Government Local Escalation and Help Group (LEAH) that provides a direct line of communication between government departments, local councils and Jewish community groups to support the Jewish community at a local level and combat antisemitism.
- 5.3 Council works closely with the City of Glen Eira on combatting antisemitism reflecting the cross-boundary nature of Jewish community life.

6. LEGAL AND RISK IMPLICATIONS

- 6.1 There are no specific legal or risk implications arising from the submission.

7. FINANCIAL IMPACT

- 7.1 There are no direct financial implications arising from the submission.



- 7.2 Advocacy positions and commitments align with existing and planned work under the Multicultural Strategy, Community Safety Plan and place-based planning processes. Any future funding considerations would be subject to Council budget processes.

8. ENVIRONMENTAL IMPACT

- 8.1 There are no direct environmental impacts arising from the submission.
- 8.2 Indirectly, place-based safety and public realm initiatives referenced in the submission are aligned with broader urban design and activation objectives that support well-used, inclusive and welcoming public spaces.

9. COMMUNITY IMPACT

- 9.1 The submission reflects Council's commitment to combatting antisemitism and supporting social cohesion and inclusion.

10. GENDER IMPACT ASSESSMENT

- 10.1 A comprehensive Gender Impact Assessment was completed for the Multicultural Strategy development and Community Safety Plan, with findings from both community engagement processes informing this submission. A Gender Impact Assessment was not specifically completed for this submission.

11. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 11.1 The submission to the Royal Commission on Antisemitism and Social Cohesion aligns to the Council Plan under strategic directions 1 – A Healthy and Connected Community and 3 – A Safe and Liveable City.

12. IMPLEMENTATION STRATEGY

12.1 TIMELINE

- 12.1.1 Council officers to submit the endorsed submission to the Royal Commission on Antisemitism and Social Cohesion prior to 14 June 2026.

12.2 COMMUNICATION

- 12.2.1 The City of Port Phillip submission to the Royal Commission on Antisemitism and Social Cohesion to be made available on Council's website.

13. OFFICER MATERIAL OR GENERAL INTEREST

- 13.1 No officers involved in the preparation of this report has declared a material or general interest in the matter.

ATTACHMENTS 1. Royal Commission Antisemitism Proposed Submission  

St Kilda Town Hall, 99a Carlisle Street, St Kilda, Victoria 3182
ASSIST Customer Service 03 9209 6777

proudly portphillip.vic.gov.au   



[Date]

Dear Chair of the Royal Commission,

City of Port Phillip submission to the Royal Commission on Antisemitism and Social Cohesion.

I write on behalf of the City of Port Phillip to submit this response to the Royal Commission on Antisemitism and Social Cohesion.

The City of Port Phillip is home to a large and highly visible Jewish community, one of the largest in Victoria. At the 2021 Census, 3,408 residents identified Judaism as their religion, representing 3.3 per cent of the local population, compared with 0.9 per cent across Greater Melbourne. Our submission is grounded in the local and lived experiences of people who live, work and visit our municipality. It reflects the growing impact of antisemitism on people's sense of safety, dignity and belonging in everyday public life.

The submission draws on demographic data, community engagement, Council records, our crisis management response to the terror attack on the Adass Israel Synagogue in 2024 and statewide reporting to illustrate how rising antisemitism undermines people's confidence to move through our city, visit public spaces, and practice and show their faith openly. It highlights changes in behaviour being driven by fear, anxiety and distress.

This is completely unacceptable.

In a municipality where Jewish life is visible and woven into neighbourhoods, the City of Port Phillip stands in solidarity with our Jewish community and speaks out against hate and antisemitism.

Our submission outlines the practical actions Council is taking through place-based planning, community safety initiatives, partnerships and visible leadership. It also identifies gaps where additional support is required. Our recommendations call for coordinated action across all levels of government, including improved data, sustained prevention and education, culturally appropriate wellbeing supports, and locally delivered support and safety responses grounded in lived experience.

Council acknowledges the Royal Commission's Interim Report on Antisemitism and Social Cohesion, particularly its emphasis on improved coordination, preparedness and effective implementation across institutions. Council's submission highlights the role of local government in translating these priorities into practical action at the local level. This reflects the role of local government as part of the coordination and implementation solution, supporting effective responses on the ground.

We have developed our submission in coordination with the City of Glen Eira to reflect shared local government experiences and a consistent approach to addressing



antisemitism and strengthening social cohesion. Our combined leadership includes collaboration on a joint Statement of Solidarity condemning antisemitism (Appendix 1), which was endorsed by approximately 85 per cent of Victorian councils in December 2025, as well as the Victorian Local Government Forum on Antisemitism and Social Cohesion which was held February 2026.

More recently, the City of Port Phillip is now requiring funding recipients to commit to the Victorian Values Statement enabling mechanisms to address concerns around inclusion should they occur.

These are just three examples of how local government can support the Commonwealth and State Governments in addressing antisemitism.

Our submission details targeted recommendations to:

- Improve data and reporting
- Strengthen prevention and education
- Support community safety and wellbeing
- Enhance coordination across government
- Recognise and resource local government
- Strengthen institutional capability and accountability
- Invest in long-term social cohesion

Through this work, we seek to have a city and a society where people feel safe, included and able to participate fully in civic life, and where trust in public institutions is maintained and strengthened.

Should you require further information on anything outlined in this submission, do not hesitate to contact my office at mayor@portphillip.vic.gov.au.

Yours sincerely,

Cr Alex Makin

Mayor, City of Port Phillip

St Kilda Town Hall, 99a Carlisle Street, St Kilda, Victoria 3182
ASSIST Customer Service 03 9209 6777

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Australian Royal Commission on Antisemitism and Social Cohesion

Submission by the City of Port Phillip

May 2026

St Kilda Town Hall, 99a Carlisle Street, St Kilda, Victoria 3182
ASSIST Customer Service 03 9209 6777

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Introduction – Local context

The City of Port Phillip is home to one of the largest and most visible Jewish communities in Victoria. At the 2021 Census, 3,408 residents identified Judaism as their religion, representing 3.3 per cent of the municipal population, compared with 0.9 per cent across Greater Melbourne. In particular, significant Jewish populations exist within Ripponlea, Balaclava and St Kilda East, where Jewish life is a visible and everyday part of neighbourhood activity.

The City of Port Phillip has been shaped by over 150 years of Jewish settlement, reflecting multiple waves of migration that have contributed to the municipality’s social, cultural and economic life. From early settlers in the nineteenth century through to refugees arriving before and after the Second World War, Jewish migrants established strong place-based communities centred around St Kilda, Ripponlea, Acland Street and Carlisle Street. These areas supported religious practice, kosher food and retail, family life and community connection, with later waves of migration from Europe, South Africa, Israel and elsewhere continuing to sustain vibrant Jewish life.

Jewish residents make a significant contribution to Port Phillip’s social, cultural and economic life through religious practice, family life, education, volunteering, business ownership and community participation. The municipality includes a substantial concentration of Jewish religious, cultural and community infrastructure, supporting worship, education, cultural continuity and strong community connection. Jewish community life involves regular use of local schools, childcare services, community facilities, cultural programs, events and public spaces, alongside active participation in broader multicultural and interfaith activities.

Council recognises the diversity of Jewish communities in Port Phillip, encompassing a wide range of faith practices, migration histories, languages, ages and socioeconomic circumstances, as well as diverse gender identities and sexual orientations. This includes residents of public and social housing, Russian speaking Jewish migrants, long-established families, older and younger residents, Orthodox communities such as Adass Israel, and progressive and synagogue-based communities. The municipality also hosts inclusive Jewish spaces, including Temple Beth Israel and its Pride and LGBTIQ+ Jewish community.



Key issues in Port Phillip

In recent years, there has been a clear escalation in antisemitism across the City of Port Phillip, including:

- acts of terrorism
- intimidation
- harassment
- vandalism
- repeated antisemitic graffiti

These incidents are most visible in areas with a significant Jewish community presence, including Ripponlea and Balaclava.

According to the Victorian Antisemitism Reports published by the Jewish Community Council of Victoria (JCCV) and the Community Security Group (CSG), 86 antisemitic incidents were reported in Port Phillip in 2024, rising to 104 incidents in 2025, with approximately 18.4% of all antisemitism incidents in Victoria in 2025 occurring in Port Phillip.

The terrorist attack on the Adass Israel Synagogue in 2024 and the Bondi terrorist attack in 2025 have had a significant impact on Port Phillip's Jewish community.

The targeting of vehicles and public infrastructure has further heightened concerns within our community, with recent serious incidents involving occupants in cars abusing, intimidating and threatening Jewish residents, reinforcing concerns about safety in public spaces.

Following the Adass Israel attack, Council worked closely with community leaders from Adass Israel to support recovery and address emerging issues. This included appointing a culturally sensitive dedicated liaison officer as a seamless, central point of contact to troubleshoot concerns, escalate matters efficiently within Council, coordinate permitting and recovery processes, and facilitate temporary arrangements for prayer and worship where required.

Council leadership has taken a clear public stance condemning antisemitism, recognising the importance of visible leadership in reassuring communities. Notably, in 2025 the City of Port Phillip and Glen Eira City Council jointly coordinated a statewide mayoral statement condemning antisemitism, endorsed by approximately 85 per cent of Victorian councils. This collective action reinforced the leadership role of local government as a credible and trusted tier of government during periods of heightened social tension.

Further examples of Council's action are outlined in this submission.



Community voice

“You stop wearing things that show your identity because you feel afraid.”

De-identified feedback from City of Port Phillip Multicultural Strategy engagement (March 2026).

Council through the development of its Multicultural Strategy, Ripponlea Place Plan and Community Safety Plan, has undertaken extensive community engagement to understand how safety, inclusion and social cohesion are experienced, including within Port Phillip’s Jewish communities. This provides important insight into how safety, identity, belonging and antisemitism are experienced in everyday community life

Responses through this wider community engagement underscored the seriousness and harmful impact of antisemitism on Jewish residents, while also highlighting a strong message from some participants about the importance of avoiding narrow or single-issue approaches to discrimination. Community members noted that responses perceived as selective may risk undermining social cohesion by creating perceptions of inequity. At the same time, there was strong support for whole-of-community approaches that respond decisively to specific harms such as antisemitism while reinforcing shared responsibility for inclusion, belonging, safety and respect across communities.

Jewish voices were heard directly through these broader community engagement processes through the participation of residents, traders, institutions and young people in Ripponlea, an area with a significant and visible Jewish presence. Engagement included students and Jewish residents who use the precinct daily for worship, education, shopping and travel, and feedback linked to the rebuilding of the Adass Israel Synagogue and the design of surrounding public spaces.

Across these conversations, community members described antisemitism and visible hostility as shaping daily routines, movement through neighbourhoods and decisions about visibility in public spaces. Some community members described not wearing or covering visible symbols of their faith and culture, while others have experienced fundamental changes to daily life by not visiting certain places or being able to practice their faith and culture in the ways that would ordinarily have.

Safety emerged as a central concern throughout engagement on these broader strategies and plans. Through the Ripponlea Place Plan alone, approximately 333 community members participated, with safety identified as a core priority. Participants emphasised the need to feel safe and secure in public spaces throughout the day, alongside consistent expectations for clean, graffiti free streets. Children from Jewish and government schools identified lighting, safe crossings and barriers between pedestrians and vehicles as their highest priorities, highlighting how safety concerns are experienced by families and young people. The Community Safety Plan and Multicultural Strategy engagement reinforced that fear of harassment or hate incidents can lead people to



avoid certain places or times of day, withdraw from public space and community activities, and participate less openly in community life.

Participation in this broader engagement also captured heightened anxiety and strain following events since 7 October 2023, when a large-scale attack by Hamas in Israel and the subsequent conflict led to increased global and local tension. In the local context, community members described this period as marking a noticeable escalation in antisemitism, fear, misinformation and polarisation, alongside heightened concern within other communities, affecting relationships, perceptions of safety and social cohesion at a neighbourhood level.

While there was strong support for multiculturalism through the Multicultural Strategy engagement, community members expressed a clear expectation that Council prioritise everyday interaction and relationship building between communities, rather than symbolic gestures or one-off events. Participants consistently noted that when regular opportunities for connection are limited, fear, misinformation and stereotyping are more likely to take hold, particularly during periods of heightened social tension. Concerns extended beyond antisemitism to include Islamophobia and broader intercommunity discrimination, reinforcing the importance of shared spaces and visible local leadership that support routine, positive contact.

Across engagement forums, including the Multicultural Advisory Committee and Multifaith Network, community fatigue was raised repeatedly. Jewish community members, faith leaders and multicultural stakeholders described exhaustion from being asked to recount experiences of fear and harm across multiple consultations and crisis responses without clear feedback on outcomes or system level change. Since 7 October 2023, multifaith leaders in particular reported emotional strain associated with ongoing crisis response and expectations to act as informal mediators and spokespersons. There was a consistent call for clearer communication, better coordination across Council and other levels of government, and engagement processes that demonstrate how community input translates into action.

Engagement also highlighted the role of misinformation in driving fear, polarisation and erosion of trust across communities. Participants noted that misinformation circulates both within and between communities, disproportionately affecting visibly Jewish residents, older community members and LGBTIQ+ individuals. Jewish multicultural seniors and LGBTIQ+ Jewish community members described fragmented service responses, often falling between multicultural, ageing, mental health and LGBTIQ+ systems, limiting access to culturally safe and appropriate support.

Taken together, these insights demonstrate how antisemitism operates not only as discrete incidents, but as sustained pressures on confidence, connection and participation in public life, with broader impacts on community cohesion.



Key recommendations

Below is evidence, current City of Port Phillip actions and recommendations to address gaps, aligned with four (4) key matters outlined in the Royal Commission's Terms of Reference.

1. The nature and prevalence of antisemitism in institutions and across society

Evidence: Council records, service requests, and community reporting show an increase in antisemitic graffiti, vandalism, and intimidation within the City of Port Phillip, particularly in areas with high Jewish visibility. In the last 12 months (1 April 2025 to 30 March 2026), Council received 3,273 graffiti removal requests, of which 565 were considered racist, antisemitic, sexual in nature, or similar. Council records indicate repeated antisemitic graffiti incidents rose across the municipality during 2024–2025.

This local evidence aligns with state-level reporting. The *Victorian Antisemitism Report 2025*, published by JCCV and CSG, documents a continued, record-level increase in antisemitic graffiti, vandalism, and intimidation targeting Jewish institutions and visibly Jewish areas across Victoria. The report highlights that these incidents demonstrate that antisemitism is not experienced as isolated events, but as a cumulative pattern that undermines safety, wellbeing and confidence.

What we do: Council responds rapidly to antisemitic graffiti to prevent normalisation and reduce fear, monitors incident patterns through service requests, and works closely with Victoria Police and Jewish community organisations on local safety responses. Council escalates emerging issues through regional and State forums (for example, the Municipal Association of Victoria, M9), through the State Government LEAH Taskforce and provides visible public leadership by condemning antisemitism through statements and advocacy.

Recommendations:

- Improve antisemitism data collection and reporting, including:
 - Consistent reporting frameworks across police, councils and community organisations.
 - Tracking of repeat and cumulative incidents, not only serious offences.
- Strengthen institutional capability through funding for antisemitism awareness and cultural safety training across government agencies and publicly funded services.
- Support coordinated local–state–federal responses, recognising antisemitism as a systemic issue rather than isolated incidents.
- Recognise local government as a frontline responder to antisemitism in public spaces and provide direct resourcing to councils to enable them to respond quickly and effectively.



2. Recommendations to counteract and prevent antisemitism

Evidence: Engagement undertaken as part of the City of Port Phillip Multicultural Strategy highlights the importance of education, early intervention and interfaith connection as key prevention tools. These findings align with Victorian Multicultural Commission guidance, which identifies culturally informed education and relationship-building as essential to preventing racism and antisemitism before it escalates.

What we do: Council is implementing a Multicultural Strategy focused on safety, inclusion and addressing discrimination, supporting interfaith networks, hosting community events such as a local Interfaith Festival, and funding community-led social cohesion initiatives through an allocated Social Cohesion budget.

We are requiring recipients of Council funding to commit to the Victorian Values Statement, and we are also fostering ongoing collaboration with the City of Glen Eira to share experiences in preventing antisemitism.

Recommendations:

- Sustain and expand prevention-focused funding for culturally informed and inclusive education and anti-racism programs, including early intervention initiatives delivered across schools, community settings and public institutions.
- Invest in community-based approaches that strengthen belonging, critical thinking and resilience to extremist ideology across the lifespan, including outreach and partnerships in informal settings such as sporting, fitness, cultural and youth-focused spaces.
- Provide dedicated funding for interfaith and multifaith networks to deliver dialogue, relationship-building and community connection initiatives.
- Enable regional collaboration between councils particularly where Jewish life and community networks cross municipal boundaries, to ensure consistent and visible prevention efforts.
- Invest in long-term social cohesion initiatives, rather than short term or reactive programs, to prevent escalation and polarisation.
- Require organisations receiving government funding to demonstrate an ongoing commitment to social inclusion, safety and non-discrimination, including clear actions to prevent and respond to antisemitism.



3. The impact of antisemitism on the daily life, health and wellbeing of Jewish Australians

Evidence: Jewish residents participating in the City of Port Phillip’s Multicultural Strategy engagement described making practical changes to their daily behaviour due to fear and concern for personal safety. This included being more cautious about when and where they move through public spaces, limiting attendance at community or religious activities, and being more alert to their surroundings when travelling to and from work, school or local shops. Some participants spoke about modifying how openly they express their Jewish identity in public, such as being more discreet about religious clothing or symbols, to avoid unwanted attention.

The firebombing of the Adass Israel Synagogue in Ripponlea in December 2024 destroyed the congregation’s only place of worship and will force the community to relocate to temporary locations for years. This has disrupted regular faith activities and reduced families’ ability to practise their religion safely and as part of daily life. National evidence shows this type of targeted community violence can harm children’s mental health and wellbeing. The National Children’s Mental Health and Wellbeing Strategy (National Mental Health Commission, 2021) identifies exposure to violence and loss of safe community spaces as risks to children’s sense of safety, belonging and wellbeing. The Australia’s Children – Justice and Safety report (Australian Institute of Health and Welfare) also finds that exposure to crime can lead to fear, social withdrawal and reduced participation in everyday community life, particularly for children and families.

These lived experiences reflect broader findings across Victoria, documented in the Victorian Antisemitism Report 2025 by JCCV and CSG, which shows that rising antisemitism is affecting mental health, identity expression and sense of belonging, with cumulative impacts on confidence, wellbeing and participation in everyday community life.

What we do: Council embeds antisemitism considerations into place-based planning and public space design through Crime Prevention Through Environmental Design (CPTED) principles, including hostile vehicle mitigation, lighting, sightlines, activation and passive surveillance in areas of high Jewish visibility.

These approaches are integrated with municipal emergency management planning and community safety responses to ensure preparedness, coordination and clear communication during incidents.

Recommendations:

- Fund culturally appropriate and inclusive mental health and wellbeing support pathways for Jewish communities affected by antisemitism, recognising the varied and intersectional impacts on:
 - Anxiety and fear
 - Identity expression



- Sense of belonging and community participation
- Fund place-based safety and reassurance measures in areas of high Jewish visibility, such as visible Victoria Police patrols and community presence, to reduce fear, support continued daily and religious life and rebuild confidence in public spaces.
- Enable councils to deliver and administer place based, culturally appropriate safety infrastructure by making local governments eligible for targeted State and Federal funding in areas of high community impact.
- Recognising heightened vulnerability, isolation and fear among older cohorts, provide sustained support for older Jewish residents, including extending the Multicultural Seniors Support Program to a multi-year model.
- Integrate wellbeing and recovery into community safety responses, not solely physical security or enforcement measures.

4. Opportunities to enhance the responses of governments to antisemitism

Evidence: Local government plays an established role in delivering place-based services and infrastructure that support community connection, participation and safety. In Port Phillip, this includes libraries, neighbourhood houses, community venues, festivals, events and interfaith networks, which provide regular opportunities for interaction between diverse communities.

Council's experience through community engagement, service delivery and partnerships demonstrates that social cohesion is most often experienced through these every day, local settings. Programs such as the Port Phillip Multifaith Network, local events and community facilities create ongoing opportunities for relationship building, dialogue and inclusion.

Council's coordination of a statewide mayoral statement condemning antisemitism in 2025, further demonstrates the role of local government in providing visible civic leadership and facilitating collective responses.

What we do: Council works closely with neighbouring councils, particularly the City of Glen Eira, participates in State led taskforces such as the LEAH Taskforce, and aligns local strategies with broader State and national frameworks where possible. In 2025, the City of Port Phillip and the City of Glen Eira jointly led a mayoral statement condemning antisemitism, endorsed by approximately 85 per cent of Victorian councils, demonstrating a strong, shared commitment across the sector to collective action and advocacy.

The City of Port Phillip is incorporating the Victorian Government's Values Statement and Commitment to Social Cohesion, as reflected in the Victorian Common Funding Agreement, into its grants and funding frameworks. This provides a practical mechanism to set clear expectations for inclusion, cultural safety and non-discrimination across



Council-funded organisations and activities, strengthening accountability and prevention-focused responses to antisemitism and other forms of hate.

Council recently commissioned a review of its arts and cultural programming processes, to improve our internal processes in relation to how we balance artistic independence, including challenging and diverse expression, with Council's responsibility to support participation that is inclusive and free from discrimination, intimidation, vilification or exclusion. Findings from this review will help inform Council's forthcoming creative and cultural strategy.

Council is also providing funding and support to the Port Phillip Multifaith Network to jointly host the Interfaith Festival in November 2026.

In addition, Council funds a dedicated Jewish Immersion Program for staff to increase cultural awareness, understanding of Jewish community life, and capability to respond appropriately to antisemitism and related safety concerns in their roles.

Recommendations:

- Strengthen coordination between governments, police and councils, including:
 - Clear escalation pathways
 - Reduced duplication
 - Shared responsibility for reassurance and recovery.
 - Consistent messaging across all levels of government to avoid fragmented or confusing responses for affected communities.
- Support long-term recovery, resilience and confidence-building, ensuring responses extend beyond immediate incident management, and support ongoing place-based community liaison.
- Invest in government leadership and capability, including:
 - Visible public leadership condemning antisemitism
 - Ongoing cultural awareness programs for public sector staff.
- Formally recognise and adequately fund local government as a key delivery partner in antisemitism and social cohesion prevention, response and recovery.

Conclusion

In closing, the City of Port Phillip submission demonstrates that antisemitism is not an isolated issue, but one that affects community safety, wellbeing and social cohesion in Port Phillip and beyond. Evidence from statewide reporting, local engagement, and Council experience shows that rising antisemitism has tangible impacts on how Jewish residents live, participate, and express their identity, even in communities that value multiculturalism. The City of Port Phillip has outlined the practical actions already underway through integrated strategies, place-based responses, visible leadership and strong partnerships. However, addressing the scale and persistence of antisemitism requires coordinated action across all levels of government and the submission outlines a range of recommendations that can further help to combat antisemitism.



Appendix 1:

Mayors and Councils Stand in Solidarity Against Antisemitism

Published 16 December 2025

The Cities of Glen Eira and Port Phillip, with the support of the Municipal Association of Victoria, have invited Mayors from across Victoria to co-sign a joint statement in response to the tragic mass shooting at Bondi Beach.

This horrific event took place on the first night of Chanukah, a festival that symbolises light and hope for the Jewish community. Our thoughts are with the victims, their families, NSW Police, first responders, Waverley Council, and Jewish communities across Australia who are deeply impacted by this senseless act of violence.

Victorian Councils are standing in solidarity with our Jewish community and are speaking out against hate and antisemitism.

We know this tragedy will be felt profoundly at a local level. We condemn this attack and stand in solidarity with all those affected.

A united voice coordinated through the combined leadership of Port Phillip and Glen Eira sends a powerful message of compassion, resilience, and support for our Jewish communities during this difficult time.

At the time of writing 68 councils, representing over 85% of local governments within Victoria have signed this statement. We acknowledge their commitment and the promptness of their response.

We stand with our Jewish community. We stand in solidarity against hatred and antisemitism.

Joint Statement

We, the undersigned Mayors, stand united in grief and solidarity following the horrific antisemitic terror attack in Bondi. At least 15 lives have been lost, and our hearts go out to the victims, their families, and the Waverley community.

Victoria is home to some of Australia's largest Jewish communities, and many are feeling deeply shaken. We condemn antisemitism and violence in all its forms. Hate has no place in our cities, and no place in Australia.

This tragedy comes as many prepare to celebrate Chanukah, a festival that symbolises light triumphing over darkness. It is heartbreaking that such darkness has overshadowed



the start of this season of hope. Let us honour the spirit of Chanukah by standing together and rejecting hate in all its forms.

To our Jewish community, we say: We see you. We stand with you. This is your home, and you should not feel afraid.

Now more than ever, our role as Councils is clear: to bring people together, promote social cohesion, and build inclusive communities. We will continue to work every day to stamp out antisemitism and hate, and to ensure our cities remain places of safety, respect, and belonging for all. Together, we stand united against hate.

At the time of writing the following Councils via their Mayors had added their support for the joint statement:

- City of Port Phillip
- Glen Eira City Council
- Ararat Rural City Council
- Alpine Shire Council
- Ballarat City Council
- Bass Coast Shire Council
- Baw Baw Shire Council
- Bayside City Council
- Boroondara City Council
- Brimbank City Council
- Buloke Shire Council
- Campaspe Shire Council
- Casey City Council
- Central Goldfields Shire Council
- Colac Otway Shire Council
- Corangamite Shire Council
- Darebin City Council
- Frankston City Council
- Glenelg Shire Council
- Golden Plains Shire Council
- Greater Dandenong City Council
- Greater Geelong City Council
- Hepburn Shire Council
- Hindmarsh Shire Council
- Hobsons Bay City Council
- Hume City Council
- Indigo Shire Council
- Kingston City Council



- Knox City Council
- Latrobe City Council
- Loddon Shire Council
- Macedon Ranges Shire Council
- Manningham City Council
- Mansfield Shire Council
- Maribyrnong City Council
- Maroondah City Council
- Melbourne City Council
- Merri-bek City Council
- Moira Shire Council
- Monash City Council
- Moonee Valley City Council
- Moorabool Shire Council
- Mornington Peninsula Shire Council
- Mount Alexander Shire Council
- Moyne Shire Council
- Murrindindi Shire Council
- Nillumbik Shire Council
- Northern Grampians Shire Council
- Pyrenees Shire Council
- Borough of Queenscliffe Council
- South Gippsland Shire Council
- Southern Grampians Shire Council
- Stonnington City Council
- Strathbogie Shire Council
- Surf Coast Shire Council
- Swan Hill Rural City Council
- Towong Shire Council
- Wangaratta Rural City Council
- Warrnambool City Council
- Wellington Shire Council
- West Wimmera Shire Council
- Whitehorse City Council
- Wodonga City Council
- Wyndham City Council
- Yarra City Council
- Yarra Ranges Shire Council
- Yarriambiack Shire Council
- Municipal Association of Victoria



8.2 ST KILDA POLICE AND COMMUNITY YOUTH CLUB (PCYC)

EXECUTIVE MEMBER: KYLIE BENNETTS, GENERAL MANAGER, COMMUNITY WELLBEING

**PREPARED BY: CHRISTINE DENING, MANAGER COMMUNITY BUILDING AND INCLUSION
DISA LINDEN-PERLIS, COORDINATOR COMMUNITY & SOCIAL PLANNING**

1. PURPOSE

- 1.1 To seek a Council decision on a request for financial support from the St Kilda Police and Community Youth Club (PCYC).

2. EXECUTIVE SUMMARY

- 2.1 The new Board of St Kilda PCYC has lodged a request for one-off Council funding of \$205,000 to help stabilise their service (Attachment 1). This has been received by Council and treated as a community submission to the 2026/27 Budget.
- 2.2 The new Board has advised it is experiencing significant financial challenges and are projecting their reserves to be exhausted by March 2027 without intervention. As a result, the new Board have requested earlier consideration of their request for support by Council and met with Councillors on 27 May 2026. At that meeting the new Board indicated their priorities were \$22,000 to complete priority maintenance work to re-open the community gym and funding to support youth program delivery.
- 2.3 The new Board, appointed in February 2026, has developed a reform and sustainability plan, which they advise includes reopening the community gym as a social enterprise and implementing a range of other improvements.
- 2.4 To enable the community gym to reopen in a safe and compliant condition, the new Board has indicated it requires \$22,000 to complete priority maintenance works. They advise these works include mould remediation, flooring replacement, electrical repairs, power point maintenance, glass repair, and removal of an unsafe fountain. They advise that reopening the community gym will reinstate the revenue stream needed to support delivery of their youth program in the longer-term.
- 2.5 The new Board advise the youth program is currently operating at a monthly deficit of \$12,000 and they believe this cannot be sustained without a profitable community gym operation. Accordingly, the new Board has requested funding to support continuation of this program until community gym operations are reopened and stabilised.

3. RECOMMENDATION

That Council:

- 3.1 Endorses the allocation of \$22,000 to St Kilda PCYC from the 2025/26 Social Cohesion Budget to support priority building maintenance works to enable the safe reopening of the community gym, subject to St Kilda PCYC:
- 3.1.1 Providing Council with a re-opening plan, outlining key milestones, indicative timeframes for works completion and a pathway to resuming community gym operations and membership.



- 3.1.2 Agreeing to provide reasonable access to the facility for Council community programs, to be further defined in consultation with Council officers as part of finalising a funding agreement.
- 3.2 Notes that consideration of allocation of up to a further \$60,000 to St Kilda PCYC will be considered as part of finalising the 2026/27 Council Budget.
- 3.3 Endorses St Kilda PCYC as an advocacy priority for Council and notes that Council will continue to advocate to relevant external partners, including the Victorian and Australian Governments, Victoria Police and potential philanthropic partners, regarding the value, benefits and ongoing needs of St Kilda PCYC.

4. KEY POINTS/ISSUES

Background

- 4.1 St Kilda PCYC was established in 1947, with a primary purpose of providing a youth hub and community gym for people living in the City of Port Phillip.
- 4.2 St Kilda PCYC operated a community gym until August 2025. When the community gym was open, the St Kilda PCYC advise they served 400 members and provided a safe space for 120 young people every week. St Kilda PCYC also provided specialist fitness classes for priority communities, including older people, people with Parkinson's, and Koori young people.

Previous Council Support

- 4.3 Council has provided competitive grant funding of approximately \$148,000 over the past four years to St Kilda PCYC.
- 4.4 Throughout 2025, Council engaged with St Kilda PCYC to explore opportunities for support. While St Kilda PCYC did not submit a formal funding application through the 2025/26 Council Plan and Budget process, Council assessed feasibility of providing financial assistance, given the importance of the community infrastructure. At the time the support level sought to prevent the community gym closure exceeded Council's capacity to provide resourcing without significantly impacting other priorities. Council also facilitated introductions with neighbouring councils and explored options to support PCYC clients following the community gym closure to minimise disruption to access and participation.

St Kilda PCYC's Financial Position & Financial Sustainability Plan

- 4.5 The new Board of St Kilda PCYC have provided information about their financial position and financial sustainability plan to Council as outlined in Attachment 1. The financial position and whether the sustainability plan is sufficient to stabilise the service has not been verified by officers.
- 4.6 The new Board of St Kilda PCYC met with Councillors on 27 May 2026 to discuss their request. At that meeting the new Board clarified priorities of \$22,000 to support the safe re-opening of the community gym and funding to support delivery of the youth program in 2026/27 until the community gym has been reopened and membership stabilised.
- 4.7 The new Board indicated a willingness to provide community access to the facility as part of any funding agreement. The exact details of this have not been confirmed at this stage.



Strategic Alignment and Service Model

- 4.8 Council's Community Infrastructure Plan identifies youth centres and spaces as priority community infrastructure needs. By 2056, the municipality is projected to require the equivalent of approximately 3-4 additional youth centres and more than 25 youth friendly spaces.
- 4.9 Population growth among young people and families is expected to be concentrated in Fishermans Bend, Port Melbourne and South Melbourne, increasing demand for youth specific infrastructure in those locations. Youth friendly spaces are especially important in growth areas and areas with pockets of higher disadvantage, including South Melbourne and St Kilda Central where PCYC is located.
- 4.10 Council has adopted a place-based approach to youth service delivery rather than maintaining a single dedicated youth centre. Existing provision includes outreach services, partnerships, and informal youth spaces such as skate parks and community facilities.
- 4.13 The new Board have advised the community gym operates as a primary engagement point, attracting young people who may not otherwise access support services. They highlight that the facility provides a supervised, low-cost and youth-friendly environment that enables relationship-building with trusted workers and other community gym users. Through this engagement, they connect young people to broader supports, including outreach services, referrals, structured programs and have access to a range of role models and people with diverse experiences.
- 4.14 In some ways this model is comparable to Council's Adventure Playgrounds, where the environment functions as a gateway to deeper engagement and support as well as a playground for families and children to enjoy.
- 4.15 The new Board have advised that the loss of the community gym reduces their ability to engage and retain young people, particularly those experiencing vulnerability or disengagement. Through the community gym St Kilda PCYC also provides services to other vulnerable community members. The new Board believe that having community gym facilities that are utilised by a wide range of Port Phillip residents from all walks of life encourages social connection and cohesion.

Recommendation

- 4.16 St Kilda PCYC is an important community service and providing some financial support to help stabilise this facility, aligns with priorities in Council's Community Infrastructure Plan. There are currently unallocated funds in the 2025/26 Social Cohesion Budget, and given this service aligns with the intent of this funding, officers recommend that Council allocates \$22,000 in 2025/26 to provide the new Board with an opportunity to implement its financial sustainability plan. Given it will take time for the community gym to re-open and membership to stabilise, officers also recommend that Council considers making a further allocation of up to \$60,000 as part of finalising the 2026/27 Council Plan and Budget, subject to consideration of other community needs and reopening of the community gym.
- 4.17 It is also recommended that Council continues to advocate to relevant external partners, including the Victorian and Australian Governments, Local Members and Victoria Police, to seek financial support for St Kilda PCYC. This reflects the shared interest and community benefit of youth engagement, early intervention, community safety and social cohesion outcomes delivered through PCYC programs.



5. CONSULTATION AND STAKEHOLDERS

5.1 The new Board met with Councillors on 27 May 2026 to discuss their submission and have provided information and met with officers to support briefings of Councillors and the preparation of this report.

6. LEGAL AND RISK IMPLICATIONS

6.2 6.1 There is a risk that funding may not result in improved organisational sustainability. While a new Board and reform plan are in place, these arrangements are untested and have not been independently verified by officers. Council approval of funding outside established budget processes may create expectations from other organisations. There are no specific legislative barriers identified; however, any funding decision must align with good practice.

7. FINANCIAL IMPACT

7.1 \$22,000 could be funded from Council's 2025/26 Social Cohesion budget, which with one month left in the financial year has \$51,500 currently unallocated.

7.2 Consideration of any additional funding in 2026/27, including the potential allocation of up to \$60,000, should be subject to finalising the 2026/27 Council Plan and Budget process and other relevant conditions, including the successful reopening of the community gym.

8. ENVIRONMENTAL IMPACT

8.1 There is no identified environmental impact of this report.

9. COMMUNITY IMPACT

9.1 St Kilda PCYC provides services that support vulnerable and at-risk community members, particularly young people who may be disengaged from education, employment or stable family environments. When fully operational, the service indicates it engaged up to 120 young people weekly, providing an accessible point for early intervention and community connection.

9.2 PCYC continues to deliver and develop partnerships to support youth engagement, including collaboration with local service providers such as Better Health Network and activities delivered at Barak and Deacon Street. The organisation indicated that it has also secured philanthropic support for initiatives such as a Mobile Activity Centre and is pursuing additional grant funding.

9.3 Retaining St Kilda PCYC presents an opportunity to maintain a locally based service that supports social inclusion, health and wellbeing outcomes. Conversely, loss or reduction of the service may reduce access to informal support pathways and place additional pressure on other youth and community services within the municipality.

9.4 In considering this request Council needs to balance the potential community benefit of sustaining the service with the need to ensure equitable allocation of Council resources across broader community priorities. This is in addition to balancing the risk that any funding provided may be insufficient to stabilise the operating model.

10. GENDER IMPACT ASSESSMENT

10.1 A Gender Impact Assessment is not required for this funding request.



11. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 11.1 This report aligns with the strategic directions of a Healthy and Connected Community, a Safe and Liveable City, and a Vibrant and Thriving Community. St Kilda PCYC contributes to these outcomes by providing locally accessible services that support youth engagement, community connection and wellbeing.
- 11.2 The report is consistent with the Community Infrastructure Plan, which identifies youth spaces and services as an ongoing priority, particularly in areas of growth and areas where there are pockets of disadvantage such as St Kilda.
- 11.3 In making its decision Council needs to balance investment in place-based, community-led services with its broader policy commitments, including equitable access, social inclusion, and responsible allocation of public resources.

12. IMPLEMENTATION STRATEGY

12.1 TIMELINE


- 12.1.1 If the funding of \$22,000 is endorsed, an agreement with St Kilda PCYC will be created to address the deliverables and Key Performance Indicators identified through the proposal by end June 2026. The project will be delivered according to milestones set out in the agreement.
- 12.1.2 Consideration of any future funding would be subject to the 2026/27 Council Budget timelines.

12.2 COMMUNICATION

- 12.2.1 PCYC will be notified of Council's decision by email 4 June 2026.

13. OFFICER MATERIAL OR GENERAL INTEREST

- 13.1 No officers involved in the preparation of this report has declared a material or general interest in the matter.

ATTACHMENTS 1. St Kilda Police and Citizens Youth Club Submission  



Submission to the City of Port Phillip

St Kilda Police and Citizens Youth Club



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EXECUTIVE SUMMARY

St Kilda PCYC was founded in 1947 and provides a youth hub and community gym for people living in the City of Port Phillip. When the gym was open, the PCYC served 400 members and provided a safe space for 120 young people every week. St Kilda PCYC also provides specialist fitness classes for older people, people with Parkinson's, and Koori young people.

Current state

The community gym is currently closed, costing St Kilda PCYC \$400k per annum in lost revenue. This significantly impacts our ability to continue to provide youth programs: the number of programs and number of young people engaged by the PCYC has declined since the gym closed. In addition, the gym building has significant maintenance issues estimated to cost \$97k.

St Kilda PCYC is facing a challenging financial situation and unless the gym is returned to full operation, it is projected to exhaust its cash reserves by March 2027.

Positive change

An entirely new Board has been appointed by the members of St Kilda PCYC (see Appendix). The Board has deep experience across governance, financial management, working with young people, exercise and fitness, and public health. The Board is energised and is meeting weekly to address the challenges facing St Kilda PCYC. It has communicated its work to members and the broader community.

To improve governance, the Board is proposing to take to the next AGM, a change of constitution by adopting the Victorian Government's model rules for incorporated associations.

The gym will be reopened as a social enterprise, with its profits used to support the delivery of services and programs for young people. Members confirmed in a recent survey their willingness to accept higher membership fees.

A new volunteer organisational model is being implemented with support and advice from Mark Campbell (founder of ClubMap). This will lower PCYC's

employment costs and extend our capacity to provide services to the community and young people.

Additional financial improvements are being implemented to place St Kilda PCYC in a sustainable financial position by 30 June 2027.

Partnership with the City of Port Phillip

Our offer to Council: We are one of the only youth facilities and community gyms in the LGA. We can support the City of Port Phillip by making our facilities available to Council to deliver services for young people, older people, people with disabilities, and First Nations people.

Funding request: St Kilda PCYC is requesting one-off funding of \$205k: \$97k to complete essential building maintenance and \$108k to support the operating costs of our youth programs for 9 months while the gym is returned to financial viability.

COMMUNITY IMPACT



- St Kilda PCYC was founded in 1947. We are an incorporated association that primarily exists to support young people and children in the City of Port Phillip and City of Stonnington.
- The PCYC provides outreach support, a safe drop-in space for young people, school holiday programs, an indoor basketball court, and a community gym.
- When the gym was open, the PCYC was used by approximately 120 young people per week.
- The PCYC delivers 5 youth programs that currently support 36 young people every week.
- The PCYC employs 2 qualified youth workers who provide specialist support to young people who are particularly at-risk.
- The PCYC also supports vulnerable community members (eg people with Parkinson's disease, older people, and NDIS users) with specialist fitness classes.
- The PCYC gym had more than 400 members, half of whom were concession card holders.

COMMUNITY IMPACT: A CASE STUDY

- 13-year-old young person living with her mother in public housing.
- Mother battling addiction and significant mental health issues.
- The young person experienced an unsafe home environment, chronic neglect, food insecurity, and was not attending school. She was homeless for periods of time.
- She connected with St Kilda PCYC through the outreach youth program and began using the PCYC building as a safe space.
- Youth workers built a trusted relationship that enabled disclosure of home circumstances.
- Youth workers connected the young person to support services, including Victoria Police.
- PCYC organised enrolment into Oakwood School, providing a flexible community-based education program; the young person is now attending school regularly 3 days per week.
- PCYC provided meals, food support referrals, transport assistance, birth certificate application, TFN application, Centrelink support, and referral to stable housing.
- With PCYC support, the young person disengaged from peer criminal influences and built healthy friendships through PCYC youth programs.
- PCYC referred her to housing providers and supported her to establish herself in new safe living arrangement.
- Youth workers supported the young person to develop her employment skills.

Outcomes

- Safe and stable living arrangements
- Attending school
- Improved food security and overall health
- Positive peer connections
- Employment readiness

STRONG ALIGNMENT WITH COUNCIL PRIORITIES

St Kilda PCYC's facilities, services and community impact are aligned to the City of Port Phillip's 2025-2035 priority areas, including:

1. A healthy and connected community
2. A vibrant and thriving community
3. A safe and liveable city

To support these priorities, St Kilda PCYC provides:

1. An inclusive community gym that welcomes everyone, including older people, people with disabilities, and young people, improving their physical wellbeing and social connections.
2. Youth programs, basketball court, youth space, youth workers, and the gym to support young people, particularly those who are at-risk or vulnerable. The PCYC also improves the social connections for young people, and improves their physical wellbeing through fitness activities and by providing healthy meals.
3. Employment pathways for at-risk young people improve their skills, confidence, social connections while reducing the risk of justice system involvement.



CURRENT STATE

Governance: An entirely new volunteer Board was appointed for St Kilda PCYC at the AGM on 21 February 2026. The new Board has strong connections to the local community and are long-standing members of the PCYC. The Board members have deep experience in financial management, governance, working with young people, exercise and fitness, and community health (see Appendix). The Board is committed to supporting local young people and retaining the PCYC as a community asset and is meeting weekly.

Management: The Board is in the process of appointing a new General Manager to lead the operations and staff of St Kilda PCYC.

The gym: The gym was closed in August 2025 by the previous Board. At the time of closure, PCYC had approximately 400 members and the closure has had a significant negative impact on members and the local community. Young people have also been negatively impacted with a decline in the number attending programs. The gym was a key source of recurring revenue, generating approximately \$400k pa. The new Board is working on options to reopen the gym and former members have indicated support for this, with many respondents to a recent member survey stating they will return and are willing to pay higher membership fees. However, it will take months to rebuild the membership.

179 Inkerman St building: The building has accumulated maintenance issues, including flooring, roofing, plumbing, and ventilation. The building also needs to have a mould inspection completed. The total cost of these works is being finalised, but it is estimated that the cost will be \$97,000. The PCYC does not have sufficient reserves to pay for these repairs, but most are essential to ensure a safe building and to allow for the gym to reopen.

Youth services: since the gym closed there has been a reduction in the number of programs being delivered and the number of young people being engaged. The new Board is prioritising expanding youth services, and the professional development and support of our youth workers.

Financial position: The financial position is a significant challenge. On current projections, with the gym closed, St Kilda PCYC will exhaust its cash reserves

by March 2027. However, once the gym is successfully reopened, there is a pathway to a financially sustainable position by 30 June 2027.

For its youth programs, St Kilda PCYC needs council support to bridge the financial gap for the 2026-27 year until gym operations are once again able to financially support these programs; currently, there is a monthly shortfall of \$12,000.

CURRENT YOUTH PROGRAM FUNDING SHORTFALL

Youth Program Funding

FNA	\$25,000
Girls Group (GG)	\$25,000
Koori Boot Camp (KBC)	\$37,000
Leaders	\$19,000
Mobile Activity Centre (MAC)	\$35,000
Breakfast Club - Dept Families, Fairness & Housing (DFFH)	\$82,000
NEL Holiday Program	\$26,500
Youth Boxing/ Fitness	\$20,000
3-on-3	\$3,000
Total Youth Funding	\$272,500
Total Employee Cost	\$303,654
Total Youth Running costs	\$114,082
Net Youth Programs	(\$145,236)
<i>Net Youth Program per month</i>	<i>(\$12,103)</i>

A FINANCIALLY VIABLE COMMUNITY ORGANISATION

The Board has a number of initiatives in the pipeline to improve the financial sustainability of St Kilda PCYC. These include:

1. Reopening the gym as a social enterprise. The gym was generating approximately \$400,000 pa; we have surveyed members and there is willingness to both return to the gym and pay higher membership fees (with a discounted fee for concession and youth members). That said, the PCYC Board expects it will take more than 6 months to rebuild the membership to its previous level. To support membership growth, a marketing strategy will be developed; the PCYC has members with significant marketing experience who have offered to volunteer to develop the marketing strategy and support its delivery.
2. An application was made for a 2026-27 Victorian Government grant of up to \$100,000. Unfortunately, this submission was unsuccessful. However, the Board will continue to work with John Berger's office to identify any other community funding that might become available from the State Government.
3. Improving the PCYC lottery revenue by an estimated \$50,000 pa. We intend to switch from the current NSW PCYC lottery scheme to an alternative lottery used by ACT and Tasmania PCYC.
4. Comprehensive spending review to save an estimated \$50,000 pa. We have identified a number of cost saving opportunities that will be implemented (eg merchant fees, software costs, staffing costs).
5. Mark Campbell (Founder of ClubMap) is supporting St Kilda PCYC to develop a new operating model and organisational structure. A key outcome of this will be a strong volunteer workforce that brings a range of

skills to the organisation and provides sustainable staffing across a broad range of activities.

6. As part of its new volunteer organisational model, St Kilda PCYC is establishing dedicated roles responsible for philanthropic and community fundraising.

ENHANCED GOVERNANCE

The AGM in February 2026 resulted in a new Board focussed on re-establishing St Kilda PCYC as a vital contributor the health and wellbeing of the community. As already noted, Board members bring strong backgrounds relevant to effective governance (see Appendix).

The Board is meeting weekly to address the significant challenges that currently face St Kilda PCYC, including our financial position, the operation of our youth programs, and building and equipment maintenance. So far, it has undertaken a careful analysis of our financial position and developed financial modelling of our options in moving forward. It has undertaken a full building maintenance review to ensure a safe environment for members and staff. It has surveyed past members about whether they would return when the gym is re-opened, and has communicated its work so far in an update to all members, and another to the broader community, in April; it is committed to regular communications.

The Board is establishing committees and working groups to support its work. It has created Terms of Reference for a Finance and Insurance Committee (that is meeting fortnightly), an Audit and Risk Committee, a Children and Young People Safety Committee, a Community Fundraising Committee, a Facilities Management working group, and a Staff and Volunteers Liaison Group. It is working with the founder of ClubMap, Mark Campbell, to establish a strong volunteer structure that will support effective and efficient operations of the Club, with focussed groups and volunteer roles, supported by clear role descriptions and appropriate support.

It is also undertaking an ongoing review of current policies and work processes. The initial focus is on ensuring we meet all requirements for child safe operations and have effective financial management processes.

To further improve governance, at the next AGM, the Board will ask members to approve St Kilda PCYC moving from its current constitution to the Victorian Government's model rules for incorporated associations.

PARTNERSHIP WITH THE CITY OF PORT PHILLIP

OUR OFFER TO COUNCIL

We are one of the only youth facilities and community gyms in the LGA. We can support the City of Port Phillip by making our facilities available to Council to deliver services for young people, older people, people with disabilities, and First Nations people.

FUNDING REQUEST

We are seeking Council's support as a key partner in preserving St Kilda PCYC's future. Without this support St Kilda PCYC will not be able to continue operating.

We are seeking support in two priority areas:

1. **Building maintenance funding - \$97,000**

\$77,000 - BSS building maintenance report

\$10,000 - mould inspection by Biological Health Services

\$10,000 - estimate for floor repairs - formal quote is pending.

2. **Youth program operating costs support - \$108,000**

\$12,000 per month for 9 months as transitional funding to bridge the PCYC youth program shortfall until the gym revenue can provide sustainable funding.

This investment of \$205,000 preserves youth services, reactivates a community asset, and creates a pathway to financial sustainability.

SUPPORTING DOCUMENTS

The following documents can be provided to Council immediately on request:

1. Building maintenance reports and quotes.
2. Financial statements.
3. Cashflow projections
4. Member survey results
5. Member and broader community update

APPENDIX: BOARD MEMBER PROFILES

President: Bernie Marshall

I have been a member of PCYC for about six years, attracted by its clear commitment to meeting the needs of its diverse community and its attention to, and support of, those with particular needs or facing particular hurdles

My professional background is in health promotion and public health, and I have worked across many relevant health areas including community mental health, social cohesion, health promoting schools, men's health, and violence against women. The focus of all this work has been on establishing effective community partnerships and networks to create health-supportive opportunities and environments.

I also bring extensive experience in management and governance in the higher education sector and currently work as a consultant and auditor in higher education, particularly in ensuring institutions have effective governance and meet their regulatory obligations.

Vice President: Glen Macann

I have been a long-standing member of the PCYC and have previously volunteered in the youth programs and open days.

Professionally, I bring more than 20 years of senior leadership experience in wealth management. I have experience working closely with boards on strategy, financial performance, governance, and risk management.

I joined the Board because I believe in the St Kilda PCYC and the positive difference it makes to our community. My key priorities include strengthening governance, financial sustainability, the gym being a viable community facility, supporting our youth programs, and growing our volunteer and member engagement.

Treasurer: Tammy Lidano

I have lived locally to St Kilda PCYC for almost 30 years, and with my husband and daughters actively involved for the past three years. What initially drew us to PCYC was the strong sense of community and the genuine dedication of the staff and trainers. Over time, it has become much more than a place we attend — it is where we have built meaningful friendships and a deep connection to our local community.

I strongly believe in the impact St Kilda PCYC can have in delivering inclusion, support, and engagement for the wider community. Alongside this personal connection, I bring extensive corporate experience across Retail, Wholesale and Manufacturing, with strengths in Finance, Product, Supply Chain Operations, and Integrated Business Processes. My priority is to apply these skills to help revitalise St Kilda PCYC through sustainable growth, ensuring it continues to thrive as a welcoming and impactful community organisation.

Board Member: Victoria Hartcup

I have lived in Elwood for 34 years, with my husband and two sons who went to school locally.

As an artist and teacher of children and adults for 45 years, including in youth justice settings in Victoria and Western Australia, I have developed a passion for how young people can learn to engage with their world in a safer, kinder and creative way. PCYC was a community hub where I say this was happening. All ages can participate side by side, learning more than they anticipated.

Now I am honoured to be part of the community that has made it so valuable to so many locals and visitors. As a member of the Board, I am determined to make sure PCYC thrives by gathering all who value and wish to support all that PCYC stands for.

Board Member: Phil Seymour

I have a long and extensive clinical background in allied health, especially in spinal and musculoskeletal injury. I also have an extensive background in course development and unit design in the health sciences within tertiary education.

My focus as a Board member is to ensure that the medium to long term future of the organization is guaranteed through good governance and sound financial management. It is important to maintain a safe and attractive training environment for people who use the facilities at PCYC. This also applies to the wide range of different health professionals who use the facilities at PCYC for their clients. Proper maintenance of the building and equipment plays an important role in this.

It is important the Board helps PCYC maintain its reputation as a safe, welcoming and inclusive environment whilst always looking at new ways of expanding the range of activities and programs it can offer its members and the local community.

Board Member: Stevie Hill

I have a long-standing connection with St Kilda PCYC, first joining in 2010 and volunteering on youth programs. The PCYC offered me an opportunity for paid employment, and I began working at the club from 2014 to 2019. During this time, I led fitness programs and supported a wide range of youth and community initiatives, including programs for children and young people, and individuals experiencing complex challenges such as homelessness and abuse.

I have strong experience in youth program delivery, with a focus on supporting children and young people from diverse backgrounds. The PCYC helped me to build my skills and confidence and, professionally, I now work as a Process Improvement Specialist with RACV, specialising in improving systems, strengthening data-driven decision-making, and enhancing stakeholder engagement. I remain actively involved in the community through volunteer work with the Salvation Army and I am passionate about ensuring PCYC continues to be a safe, inclusive, and empowering space for young people and the broader community.



9. AN ENVIRONMENTALLY SUSTAINABLE AND RESILIENT CITY
9.1 *Urban Forest Strategy Annual Update* 47



9.1 URBAN FOREST STRATEGY ANNUAL UPDATE

EXECUTIVE MEMBER: KYLIE BENNETTS, GENERAL MANAGER, COMMUNITY WELLBEING

PREPARED BY: CLAIRE ULCOQ, COORDINATOR OPEN SPACE
ROCHELLE FERNANDO, SENIOR ADVISOR TO THE GENERAL MANAGER
DANA PRITCHARD, MANAGER OPEN SPACE RECREATION AND COMMUNITY RESILIENCE

1. PURPOSE

- 1.1 To provide Council with an update on the implementation of the [Urban Forest Strategy 2024 – 2040](#) and request that Council endorses and adopts updates to actions in the implementation plan; and to provide Council with an update on the review of Council's *Nature Strip Guidelines* and *Community Garden Assessment Guidelines*.

2. EXECUTIVE SUMMARY

- 2.1 The *Urban Forest Strategy 2024–2040* (UFS) provides an integrated, long-term framework to guide the planning, provision, protection and management of the urban forest across the City of Port Phillip.
- 2.2 The UFS was adopted in 2024 and includes an Implementation Plan comprising 42 actions, delivered through a five-year action cycle from 2024 to 2029. The UFS is currently in its second year of implementation.
- 2.3 Implementation is progressing well. As at Year 2, the status of the UFS actions is: 1 complete, 28 on track, 7 off track, 2 at risk and 4 not commenced.
- 2.4 Strong progress has been achieved across key areas, including canopy expansion, biodiversity, community engagement and improved urban forest management.
- 2.5 Key achievements to date include:
- More than 900 trees planted in the current financial year, with additional planting scheduled this year.
 - Adoption of the Urban Forest Precinct Plan (UFPP) for Balaclava/St Kilda East at the 20 August 2025 Ordinary Meeting of Council.
 - Finalisation of the UFPPs for St Kilda/St Kilda West and Albert Park/Middle Park (*to be presented to Council for endorsement and adoption at the 17 June 2026 Ordinary Meeting of Council*).
 - Integration of tree canopy and biodiversity outcomes into major streetscape and public space projects.
 - Continued growth in community participation through planting days, community gardens and education initiatives.
- 2.6 While overall progress is positive, five actions require adjustments to delivery timeframes (section 4.8) and two actions require amendments to scope (section 4.30).



3. RECOMMENDATION

That Council:

- 3.1 Notes the progress of the *Urban Forest Strategy 2024 - 2040*.
- 3.2 Endorses the reforecasting of seven actions in the *Urban Forest Strategy 2024 – 2040* (as outlined in section 4.8 to 4.29 of this report).
- 3.3 Endorses a change to the scope of two actions in the *Urban Forest Strategy 2024 – 2040* (as outlined in section 4.30 to 4.37 of this report).
- 3.4 Endorses retaining the current *Nature Strip Guidelines*, noting that Council officers will make improvements to the materials on Council's website, including more resources for planting, and sets a new review date for 2030 (as outlined in section 4.38 to 4.43 of this report).
- 3.5 Endorses retaining the current *Community Garden Assessment Guidelines* and sets a new review date for 2030 (as outlined in section 4.44 to 4.48).
- 3.6 Supports the continued delivery of the current five-year action cycle (2024 - 2029).
- 3.7 Authorises the Chief Executive Officer, or their delegate, to make the updates to the *Urban Forest Strategy 2024 – 2040* to reflect this resolution.

4. KEY POINTS/ISSUES

UFS background

- 4.1 The UFS gives Council an integrated, long-term framework to guide the ongoing planning, provision, protection, integration, and management of the urban forest across the City of Port Phillip (CoPP), so it can grow and thrive into the future.
- 4.2 The UFS includes 42 actions organised under five objectives, including:
 - Increased canopy cover
 - A cooler, greener city
 - An engaged and informed community
 - A well-managed urban forest
 - A biodiverse and connected environment.

Status of the UFS

- 4.3 As at Year 2, the status of the UFS actions is: 1 complete, 28 on track, 7 off track, 2 at risk and 4 not commenced.
- 4.4 Key progress includes:
 - 941 new trees planted in 25/26, with a further 700 trees ordered for planting this year.
 - Endorsement of the Balaclava/St Kilda East UFPP.
 - Finalisation of the Albert Park/Middle Park and St Kilda/St Kilda West UFPPs (*to be presented to Council for endorsement and adoption at the 17 June 2026 Ordinary Meeting of Council*).



- Submission to the 2026 Electrical Line Clearance Review.
 - Integration of tree canopy and biodiversity outcomes into major projects.
 - Continued growth in community engagement, including planting days, communal garden beds and citizen science initiatives.
 - Streetscape upgrades improving canopy and walkability, including targeted work in high heat vulnerability areas.
 - Delivery of new communal garden beds at Jim Duggan Reserve in St Kilda and Hewison Reserve in St Kilda East.
 - Expanded partnerships supporting education and biodiversity outcomes.
 - Continued advocacy to external stakeholders to grow canopy cover on our streets.
- 4.5 The following actions are in progress and will continue into the next financial year:
- Delivery of UFPPs for St Kilda Road, Sandridge/Wirraway, South Melbourne, Port Melbourne, Montague and Elwood/Ripponlea.
 - Development of Plane Tree and Palm Tree Management Plans.
 - Streetscape and park design for Alexandra Street, Fulton Street, Brighton Road and Princes Street.
 - Updated Nature Strip Guidelines and online resources.

Progress towards 2029 targets

- 4.6 The Strategy includes a monitoring framework with short and long-term targets, supported by annual reporting and five-year reviews.
- 4.7 Most annual measures are tracking positively and are expected to meet or progress towards 2029 targets. Progress towards 2029 targets includes:
- 1,639m² of additional native vegetation.
 - 941 trees planted.
 - 91% of trees assessed as in good or fair health.
 - 14 community events delivered to date.
 - Feasibility work commenced in 2 of 9 high heat vulnerability areas.

Changes required to the timeframes of actions in the UFS

- 4.8 Council officers are recommending several changes to the timeframes associated with the below actions in the UFS. These changes are required to reflect the actual status of these projects.

Action 11

- 4.9 Action 11 in the UFS is to *undertake feasibility for canopy target to achieve on streets by 2040, aiming for 30%*.
- 4.10 Predicting future canopy in dense urban areas is complex and is reliant on UFPP analysis and current tree audit data. All UFPPs are scheduled for adoption by June 2027 and the mapping and analysis from these plans will provide the evidence base needed to assess how the 30% canopy target can be achieved.



- 4.11 The workplan for this action will be delivered in line with the adopted UFPPs and availability of a full tree audit dataset.
- 4.12 Council officers recommend that the timeframe for delivery of this action be extended from Year 1 across all years to Year 5.

Action 14

- 4.13 Action 14 in the UFS is to *increase urban greening in private developments via planning tools*. Recent statewide planning scheme updates have introduced new canopy requirements, changing the policy context for this action.
- 4.14 Council officers recommend that the timeframe for this action be brought forward from Year 5 to Year 3, to span Years 3 – 5. This will allow for a feasibility assessment and identification of alternative mechanisms to encourage greening on private land.

Action 15

- 4.15 Action 15 in the UFS is to *protect significant trees and vegetation in private realm via suitable planning tools*.
- 4.16 This action has been delayed due to prioritisation of planting and greening initiatives in the public realm. Given recent statewide planning changes, the action now requires a revised scope to reassess feasibility and ensure alignment with updated requirements.
- 4.17 Council officers recommend that the timeframe for this action be pushed back to commence in Year 3 and span Years 3 – 5.

Action 34

- 4.18 Action 34 in the UFS is to *develop a pest and disease database*.
- 4.19 Work on this action commenced in Year 1 and a draft database is currently under review.
- 4.20 Council officers recommend that the timeframe for this action be extended to span Years 1 – 3.

Action 37

- 4.21 Action 37 in the UFS is to *review the establishment and maintenance programs and policy guidelines for trees and vegetation*.
- 4.22 Initial work has focused on improving tree planting and establishment practices, and further development of associated policy guidelines will continue into Year 3.
- 4.23 Council officers recommend that the timeframe for this action be extended to span Years 1 – 3.

Action 31

- 4.24 Action 31 in the UFS is to *develop and implement a Plane Tree Management Plan*.
- 4.25 The background information and context have been completed, and management options are currently being assessed, however additional time is needed to test the effectiveness of different management approaches.
- 4.26 Council officers recommend that the timeframe for this action be extended to span Years 1 – 5.



Action 32

- 4.27 Action 32 in the UFS is to refine and implement a Palm Tree Management Plan.
- 4.28 An operational palm tree management plan is already in place to manage Fusarium Wilt and guide safe work practices, and a strategic management plan is currently being finalised.
- 4.29 Council officers recommend that the timeframe for this action be extended to span Year 1 – 3.

Changes required to the scope of actions in the UFS

Action 17

- 4.30 Action 17 in the UFS is to *develop irrigation strategy to optimise potable water use*.
- 4.31 This action was a joint initiative with Council's *Act and Adapt: Sustainable Environment Strategy 2023 – 28* and *Places for People: Public Space Strategy 2022 – 32 (PSS)*.
- 4.32 Focus is now shifting towards the development of a Water Sensitive City Plan, which provides a broader and more integrated approach to water management. Work on the Plan is already underway and is scheduled for completion by December 2026.
- 4.33 Council officers recommend that the scope of this action be changed to *develop a Water Sensitive City Plan*.
- 4.34 A dedicated irrigation strategy may be considered in the next phase of the implementation of the UFS (Years 6–10), once the Water Sensitive City Plan is in place.

Action 29

- 4.35 Action 29 in the UFS is to *conduct annual tree audits to assess health of Council owned trees*.
- 4.36 Annual audits were delayed in Year 1 but have since been completed. In line with Council's new Tree Maintenance Contract, not all trees will be audited annually.
- 4.37 Council officers recommend that the scope of this action be changed to align with the new audit cycle and be updated to *Conduct tree audits in accordance with the Tree Maintenance Contract to assess the health and condition of Council-owned trees and implement improvements to practices and guidelines to support tree health*.

Review of Council's Nature Strip Guidelines

- 4.38 Council's [Nature Strip Guidelines](#) (NSG) were adopted at the 3 August 2022 Council meeting. Development of the NSG was a short-term priority action in Council's PSS.
- 4.39 The NSG provides direction on how the community can plan, plant and maintain nature strip gardens safely and without requiring a permit. The NSG aim to support community gardening while ensuring nature strips remain functional for walking, parking and service access.
- 4.40 The NSG were originally adopted for two years, with the review deadline extended to 30 June 2026.
- 4.41 Council officers from the Urban Forest, Local Laws, City Permits and Site Contamination teams have undertaken a desktop review of the NSG. The desktop review included:
- workshops on the practical application of the NSG



- review of customer feedback, noting common issues included:
 - obstructions from large objects (signs, bins, planter boxes, temporary fencing, swings, items in trees or on fences)
 - overgrown or invasive vegetation encroaching on paths
 - tools left on nature strips
 - dumping of soil and mulch
 - watering practices making footpaths slippery
 - review of the glossary and definitions.
- 4.42 The desktop review found that the NSG generally work well and would benefit from clearer wording on raised edges, maintenance, space for vehicle access, space for bins and objects placed on nature strips.
- 4.43 Council officers recommend that the desktop review of the NSG is sufficient at this point and a further review be undertaken in 2030. Council officers will make improvements to the materials on Council’s website, including more resources for planting, to support the NSG.

Community Garden Assessment Guidelines

- 4.44 Council’s [Community Garden Assessment Guidelines](#) (CGAG) were adopted at the 20 May 2020 Council meeting.
- 4.45 The CGAG help community groups understand responsibilities and processes for establishing licensed community gardens on Council owned or managed land.
- 4.46 The CGAG are scheduled for review by 30 June 2026.
- 4.47 Council officers have revised the CGAG and consider that the CGAG remains effective and continues to guide all current licensing processes.
- 4.48 Council officers recommend that no changes are required to the CGA

5. CONSULTATION AND STAKEHOLDERS

- 5.1 Extensive community engagement was undertaken to develop the UFS. Community engagement included community workshops in May and October 2023, and stage one of community engagement in July and August 2023. Stage two of community engagement on the draft UFS was held in June and July 2024.
- 5.2 Community engagement on the draft Balaclava/St Kilda East UFPP was held between 12 April and 14 May 2025.
- 5.3 Community engagement on the draft St Kilda/St Kilda West and Albert Park/Middle Park UFPPs was held between 23 February and 20 March 2026.
- 5.4 Community involvement remains a strong feature of the Strategy and continues to expand. Key activities include:
- Community planting days, including a planting day with the Ada Mary A’Beckett Children’s Centre at Fred Jackson Reserve in Port Melbourne, the Canterbury Road Urban Forest, West Beach and Lagoon Reserve.
 - Community-led planting supported at Gibbs Street, Lalor Street, Mary Kehoe Reserve, Alma Park Community House and the Salvation Army.



- Expansion of community garden infrastructure.
- Development of educational resources for residents.
- Ongoing support for community-led greening initiatives.
- Partnerships with schools, community groups and research organisations support participation and innovation.

5.5 Community engagement on the draft NSG was undertaken between 17 June and 8 July 2022.

5.6 Community engagement will be undertaken on individual capital projects.

6. LEGAL AND RISK IMPLICATIONS

6.1 Legal and risk implications associated with each action in the UFS are assessed on an individual project basis.

6.2 Risks such as extreme weather, tree failure, vandalism and disease are actively managed through Council's operational programs.

7. FINANCIAL IMPACT

7.1 The actions in the UFS will be delivered through existing Council funding streams.

7.2 The draft Budget for 2026 - 27 includes \$1.194M for implementation of the UFS in 26/27.

7.3 An additional \$420K is included in the draft Budget for 2026 - 27 for the Public Tree Canopy Protection Program.

8. ENVIRONMENTAL IMPACT

8.1 The UFS aims to:

- increase canopy cover on streets to 30%
- plant 1500 trees annually
- plant 50,000 biodiverse vegetation per annum that support biodiversity
- de-pave 19,000sqm of non-permeable surfaces.

8.2 The UFS will protect and enhance biodiversity, strengthen ecological resilience and support a more balanced and sustainable urban forest. It will help mitigate urban heat, support habitat and wildlife, protect established trees, strengthen climate resilience and increase greening across the municipality.

9. COMMUNITY IMPACT

9.1 The UFS aims to create benefits across the community including:

- reduced urban heat and improved thermal comfort
- improved biodiversity and ecosystem health
- reduced flood risk through increased greening and permeability
- increased community participation and education
- improved amenity, sense of place and social connection
- improved health and wellbeing outcomes



- expanded opportunities for community-led greening.

10. GENDER IMPACT ASSESSMENT

10.1 To meet the requirements of the *Gender Equality Act 2020*, a gender impact assessment (GIA) was undertaken during the development of the UFS.

10.2 All related capital projects will undertake a GIA prior to design.

11. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

11.1 Delivery of the UFS is a priority under Strategic Direction 2 (An environmentally sustainable and resilient City) of the *Plan for Port Phillip 2025 – 35*.

12. IMPLEMENTATION STRATEGY

12.1 Priority implementation activities for the remainder of this financial year and next financial year include:

- Presentation of the Albert Park/Middle Park and St Kilda/St Kilda West UFPPs to Council for endorsement and adoption at the 17 June 2026 Ordinary Meeting of Council
- Delivery of UFPPs for St Kilda Road, Sandridge/Wirraway, South Melbourne, Port Melbourne, Montague and Elwood/Ripponlea
- Development of Plane Tree and Palm Tree Management Plans
- Streetscape and park design for Alexandra Street, Fulton Street, Brighton Road and Princes Street
- Updated Nature Strip Guidelines and online resources.

12.2 Throughout 2026 and 2027, Council will prioritise key enabling actions required to support long-term delivery. These include:

- Finalisation of tree audit data and integration into asset management systems to support evidence-based planning
- Completion of Plane Tree and Palm Tree Management Plans
- Development of the Water Sensitive City Plan to guide integrated water use and irrigation planning
- Continued development and rollout of biodiversity mapping and habitat integration into projects.

12.3 Over Years 3 to 5 (2026 to 2029), implementation will focus on scaling delivery across the municipality, including:

- Full implementation of all UFPPs
- Expansion of canopy and greening outcomes through streetscape upgrades, capital works and public space transformation
- Increased integration of greening requirements into planning, development and infrastructure projects
- Continued advocacy and partnerships with State Government and key agencies to deliver greening on transport corridors and State-managed land.

MEETING OF THE PORT PHILLIP CITY COUNCIL

3 JUNE 2026



12.4 Monitoring and reporting will continue annually, with a comprehensive review of targets, measures and actions scheduled for 28/29, informed by updated canopy mapping, biodiversity data and performance outcomes.

12.5 The outcomes and implications of this report will be communicated through existing Council communication channels, with information tailored for both the community and internal stakeholders.

13. OFFICER MATERIAL OR GENERAL INTEREST

13.1 No officers involved in the preparation of this report has declared a material or general interest in the matter.

ATTACHMENTS

Nil



10. A SAFE AND LIVEABLE CITY

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10.1 ST KILDA MARINA: ENDORSEMENT OF THE (UPDATED) SITE BRIEF

EXECUTIVE MEMBER: BRIAN TEE, GENERAL MANAGER, CITY DEVELOPMENT

PREPARED BY: ANTHONY SAVENKOV, HEAD OF REAL ESTATE PORTFOLIO (DEVELOPMENT & TRANSACTIONS)

REG MAUDERER, PROPERTY DEVELOPMENT ASSOCIATE

1. PURPOSE

- 1.1 To present an updated version of the St Kilda Marina Site Brief to Council for endorsement.



2. EXECUTIVE SUMMARY

- 2.1 This report recommends adoption of a revised and updated St Kilda Marina Site Brief in preparation for the commencement of the leasing campaign of this strategic asset.
- 2.2 In doing so, it retains the Site Vision and the Objectives outlined in the Site Brief, but contemporises its content, and makes adjustments intended to viability and therefore leasing and lease outcomes.
- 2.3 Principally, those adjustments are removing the requirement: to consider a bridge over harbour inlet; to remove the petrol station; and to include a 100 person venue.

3. RECOMMENDATION

That Council:

- 3.1 Notes that the Site Brief as a fundamental reference point for the upcoming market engagement process to secure the long-term leasing of the St Kilda Marina.
- 3.2 Endorses the amended St Kilda Marina Site Brief as outlined in **Attachment 1** including the removal of the requirement in the current site brief to:
- 3.2.1 consider a bridge over the harbour entrance; and
- 3.2.2 include a 100 person venue.



- 3.2.3 remove the petrol station;
- 3.3 Authorises the CEO (or their delegate) to make changes to the Site Brief, to reflect this resolution and minor editorial changes that do not materially alter its intent.

4. KEY POINTS/ISSUES

The Site Brief

- 4.1 The purpose of the Site Brief is to:
- build a shared understanding of the site; and
 - articulate the Vision and Objectives for its redevelopment.
- 4.2 It supports the leasing process, by providing clarity about the intended future of the site.
- 4.3 It also forms the basis of a planning scheme amendment process, to support delivery of the Site Vision and Objectives.
- 4.4 Extensive community consultation informed the development of the Site Vision and Objectives, and the design criteria in the Site Brief through the involvement of a panel of 23 community members working with technical consultants and Council officers from August to December 2018 to identify the mandatory and desirable attributes for the site.
- 4.5 The Site Brief was endorsed by Council at its Ordinary Meeting of 15 May 2019.

The revision

- 4.6 The Site Brief is a key document guiding the future of the site, yet some of its content is not current. For instance, it refers to:
- superseded technical reports;
 - superseded Australian Standards;
 - Marina sub-tenants who have departed the site – specifically Rollo’s Kiosk, The Great Provider, the shipwright; and
 - the leasing campaign completed in 2022, without noting the upcoming one (and its timing).
- 4.7 Given the Site Brief retains its importance to the upcoming leasing campaign, it has required updating and some revision to reflect current standards and legislation, changed arrangements onsite (such as the loss of sub-tenants) and the deletion of 3 elements in order to maximize the commercial development potential of the site (being “The Bridge”, “100 person facility” attached to the Australian Volunteer Coast Guard), and the requirement to remove the petrol station.
- 4.8 The updated version is at **Attachment 1**. The previous version is available here: <https://www.portphillip.vic.gov.au/media/1t4fs3g3/st-kilda-marina-site-brief-final-0619.pdf>.

The bridge

- 4.9 The Site Brief previously included a reference to a potential bridge over the inlet canal at the Marina entrance, with a possible alignment of the Bay Trail to utilise the bridge.



- 4.10 Advice from the existing Marina lessee and other marina experts has been that this outcome would be deleterious to marina operations, both in terms of restricting vessel access in and out of the marina and its impact on the adjacent hardstand footprint used for boat storage, given the substantial elongation of structure required to ensure bridge accessibility for pedestrians and cyclists as required by current Australian Standards.
- 4.11 Further, a high-level Quantity Surveyor assessment has costed a bridge design at \$6million+, without including soil and footings issues and environmental impacts. The total cost could exceed \$10million.
- 4.12 To facilitate a more commercial offering that has a realistic chance of proceeding successfully, it is recommended that this element is removed from the revised Site Brief.

The 100 Person Venue

- 4.13 The Site Brief included a reference to a flexible meeting venue for community and Australian Volunteer Coast Guard use, to suit 100 people for regular and seasonal events.
- 4.14 The size of this facility is not specified but can be assumed to be approximately 1,000 m² (accommodating necessary facilities such as commercial kitchen, toilet facilities, accessibility requirements etc).
- 4.15 Indicative costs of \$4+ million would be incurred to develop such a facility, that would significantly impact the hardstand area utilised for marina boat storage. There is no certainty in terms of income stream to payback the asset cost.
- 4.16 While a future potential respondent may consider developing such a facility based on its own financial assessment, removing the requirement from the revised Site Brief ensures the broadest possible consideration by the market upon the launch of the leasing campaign.

The Service Station

- 4.17 The service station, located within the Marina precinct on Marine Parade (previously BP, now OTR/Shell) operates under a sub-lease to the St Kilda Marina lessee.
- 4.18 Under current arrangements reflected in the previous Site Brief and lease, there is a requirement for the service station to completely cease operations and be removed/remediated from the site.
- 4.19 The current Lessee has entered a long term sub lease with the new operator (OTR/Shell) in the expectation that the service and revenue provided by this sub-tenant will continue.
- 4.20 The service station provides significant and important fuel to the Marina filling station (one of the few locations on the eastern side of the bay boat users from within both the Marina and generally can take on fuel for their vessel) and provides passing vehicle traffic with the only fuel and convenience location for approximately 10km along the Marine Parade/Esplanade foreshore.
- 4.21 Further, the sublease offers the future Marina lessee a significant cashflow that will be an important fillip in the early years of any marina redevelopment.
- 4.22 For these reasons, it is recommended that conditions that require the service station to cease operations be removed from the Site Brief.



5. CONSULTATION AND STAKEHOLDERS

- 5.1 The Australian Volunteer Coast Guard has been engaged and made aware of the proposed Site Brief revisions, with conversations and meetings ongoing.
- 5.2 As at the time of writing this report, Officers are contacting community members who have provided their email addresses via the relevant previous “Have Your Say” campaign, and community panel members who participated in the consultation process that informed the Site Brief version 1.0, to advise of the Site Brief update.

6. LEGAL AND RISK IMPLICATIONS

- 6.1 The St Kilda Marina is on reserved Crown land and is controlled by City of Port Phillip as Committee of Management.
- 6.2 In its role as Land Manager, City of Port Phillip is responsible for managing, controlling, maintaining, and improving the land, including through leasing out the land.

7. FINANCIAL IMPACT

- 7.1 A long term lease is anticipated to deliver rental income to Council.

8. ENVIRONMENTAL IMPACT

- 8.1 The updated Site Brief retains the objective of ensuring a net positive environmental outcome, the opportunities related to that outcome, and the associated design criteria.

9. COMMUNITY IMPACT

- 9.1 The St Kilda Marina is a key part of Victoria’s boating network. It is valued by boat owners, marine and foreshore enthusiasts, and the broader community.
- 9.2 The revised Site Brief retains the Vision and all the Objectives of the previous Site Brief.

10. GENDER IMPACT ASSESSMENT

- 10.1 A gender impact assessment will be considered as part of the project underlying the lease transaction.

11. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 11.1 Securing a new long term lessee for St Kilda Marina is identified as a strategic outcome for Council in the 2026/27 year.

12. IMPLEMENTATION STRATEGY

12.1 TIMELINE

- 12.1.1 The current lease of the St Kilda Marina ends in September 2028.
- 12.1.2 The process to identify a tenant for a new lease is anticipated to commence in June 2026 and take approximately 18 months.
- 12.1.3 Upon completion of the marketing campaign and Request for Information and Request for Tender process, all compliant responses will progress through an Evaluation assessment.
- 12.1.4 Responses will be assessed on a range of criteria, and key to this is how each address or is consistent with the Site Vision and Objectives, informed by the revised St Kilda Marina Site Brief.



12.1.5 The ultimate outcome sought is for Council to secure a long term lease, preferably a development lease that offers a revival of the St Kilda Marina Precinct. If this is not achieved, the process allows for a fallback option of a long term operating lease to be considered.

12.2 COMMUNICATION

12.2.1 Upon Council endorsement of the revised Site Brief, a Communications Strategy will be developed to inform the community and internal staff.

12.2.2 The St Kilda Marina Project webpage has been updated.

12.2.3 Key messages will initially focus on the campaign to secure a new lessee.

13. OFFICER MATERIAL OR GENERAL INTEREST

13.1 No officers involved in the preparation of this report has declared a material or general interest in the matter.

13.2 Chief Executive Officer Chris Carroll has noted that he does not have an interest in the Marina, but has disclosed that:

- his domestic partner is a managing director at TEG Sport and Experiences, a live event promoter with operations in and outside Australia;
- one of the co-Directors/investors holding the current lease of St Kilda Marina is the Managing Director of TEG Van Egmond, a company owned by TEG;
- TEG do not have an interest in the Marina; and
- neither his partner nor he have any personal relationship with the Managing Director of TEG Van Egmond, and their professional work is very separate.

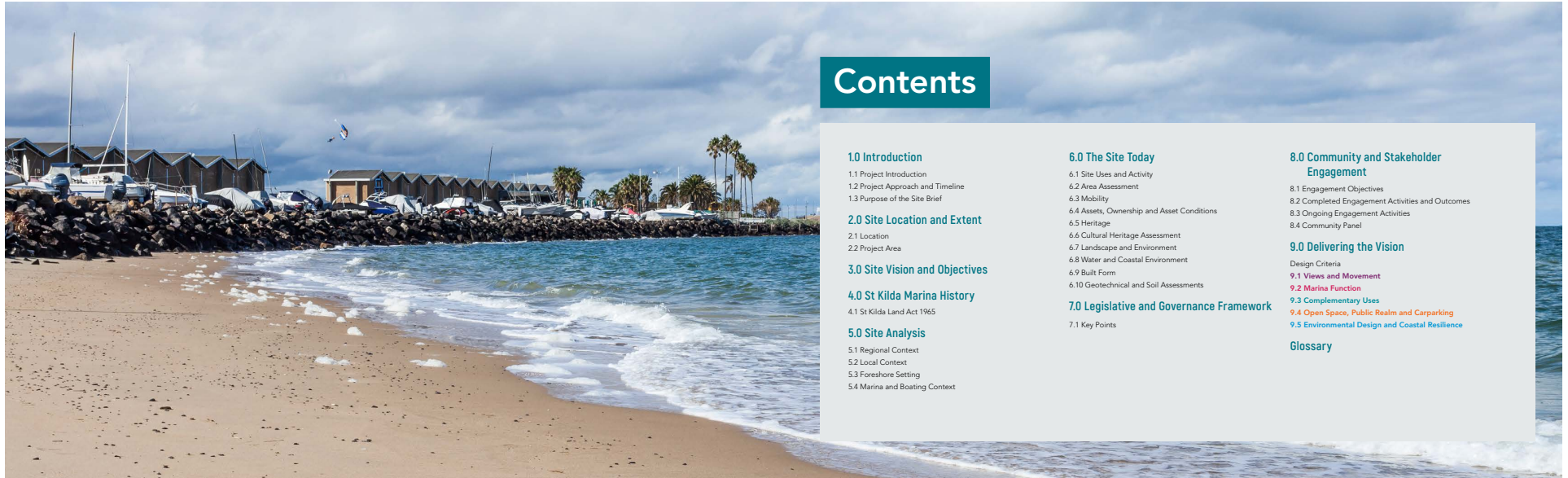
ATTACHMENTS 1. St Kilda Marina Site Brief Final Draft  

St Kilda

Marina Project

Site Brief





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Glossary





6 CITY OF PORT PHILLIP ST KILDA MARINA PROJECT

1.1 PROJECT INTRODUCTION

The lease of the St Kilda Marina is coming to an end, presenting an exciting opportunity to reimagine the future of this site. The possibility now exists to unlock the full potential of this working marina and its surrounds as a key destination for locals, Melburnians and national and international visitors.

Council is embarking on a significant project to procure a new long-term lease arrangement for the site.

In June 2026, Council resolved to undertake a competitive selection process for a new long-term lease arrangement for St Kilda Marina. Project Approach, which describes the key project stages, activities and deliverables, and associated timeline. This is provided in the next section.

The Site Brief has been informed by investigations by council officers and technical consultants and a comprehensive community engagement program to develop the site vision and objectives. With the support of the community and endorsement by Council the vision and objectives have guided the outcomes of the various steps in the project approach and will inform the outcome for the site.

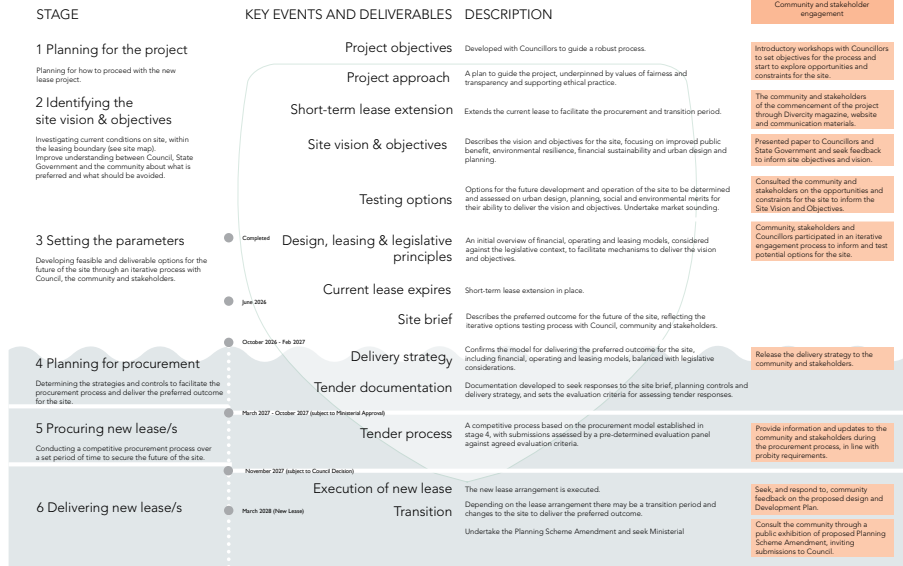
The next stage of the project established the parameters for the site through collaboration between Council, technical consultants and a panel of 23 community members representing diverse demographics and interests. The broader community was also invited to participate in the panel process through an online survey testing approaches and options for the various key site elements, including the working marina, views, open space, walking and cycling trails, commercial components and built form.

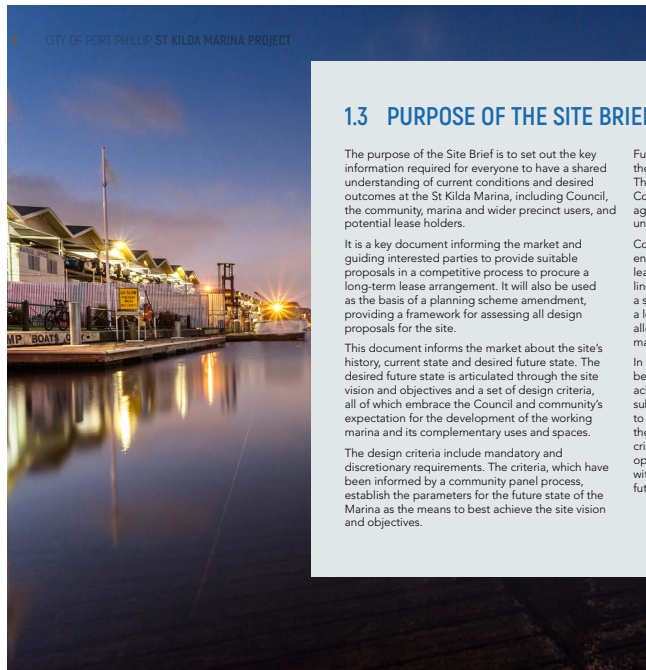
A key outcome of Stage Three, and in particular the Community Panel, was the determination of design criteria to inform this Site Brief. The design criteria are grouped into five categories:

- Views and Movement
- Marina Function
- Complementary Uses
- Open Space, Public Realm and Carparking
- Environmental Design and Coastal Resilience

Each category includes a set of mandatory and discretionary requirements provided further in this document, and through various components of the tender documentation.

1.2 PROJECT APPROACH AND TIMELINE





1.3 PURPOSE OF THE SITE BRIEF

The purpose of the Site Brief is to set out the key information required for everyone to have a shared understanding of current conditions and desired outcomes at the St Kilda Marina, including Council, the community, marina and wider precinct users, and potential lease holders.

It is a key document informing the market and guiding interested parties to provide suitable proposals in a competitive process to procure a long-term lease arrangement. It will also be used as the basis of a planning scheme amendment, providing a framework for assessing all design proposals for the site.

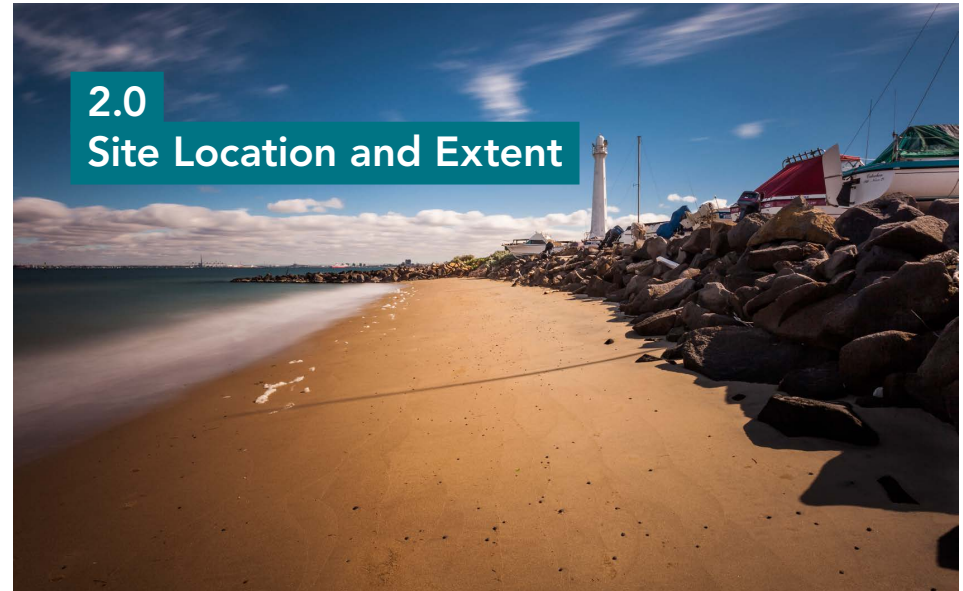
This document informs the market about the site's history, current state and desired future state. The desired future state is articulated through the site vision and objectives and a set of design criteria, all of which embrace the Council and community's expectation for the development of the working marina and its complementary uses and spaces.

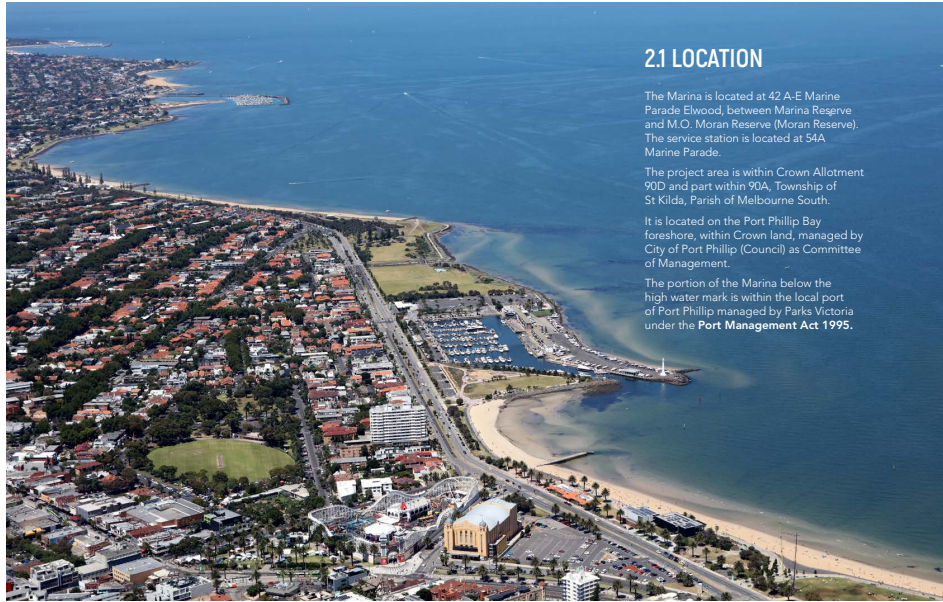
The design criteria include mandatory and discretionary requirements. The criteria, which have been informed by a community panel process, establish the parameters for the future state of the Marina as the means to best achieve the site vision and objectives.

Fundamentally, the market is asked to advance the Council and community's vision for the site. The Site Brief provides a clear framework for Council to assess and compare all submissions against this vision, and for the community to understand Council's decision-making process.

Council is seeking to go to market with a view to entering a long term development lease (that is, a lease that allows the lessee to develop the site in line with the vision), or if Council is unable to identify a suitable lessee for a development lease, entering a long term operating lease (that is, a lease that allows the lessee to operate the site with associated maintenance obligations in line with the vision).

In the procurement process, submissions will be evaluated against multiple criteria, including achievement of vision. For development lease submissions, the criterion assesses the extent to which the proposed development achieves the vision. For operating lease submissions, the criterion assesses the extent to which the proposed operations and maintenance program is consistent with the vision and preserves the opportunity for future development.





2.1 LOCATION

The Marina is located at 42 A-E Marine Parade Elwood, between Marina Reserve and M.O. Moran Reserve (Moran Reserve). The service station is located at 54A Marine Parade.

The project area is within Crown Allotment 90D and part within 90A, Township of St Kilda, Parish of Melbourne South.

It is located on the Port Phillip Bay foreshore, within Crown land, managed by City of Port Phillip (Council) as Committee of Management.

The portion of the Marina below the high water mark is within the local port of Port Phillip managed by Parks Victoria under the **Port Management Act 1995**.

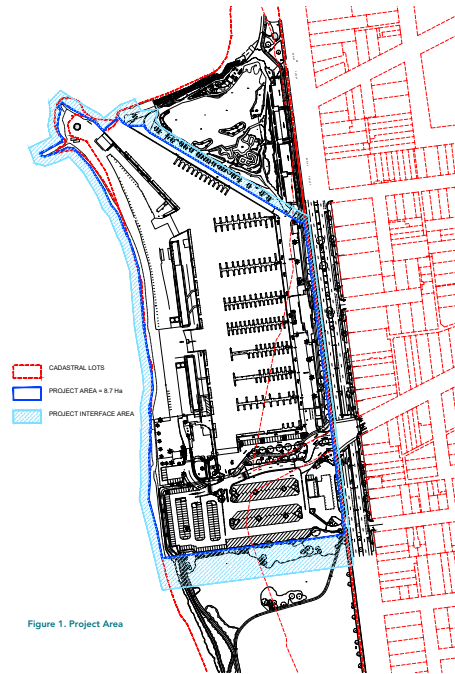


Figure 1. Project Area

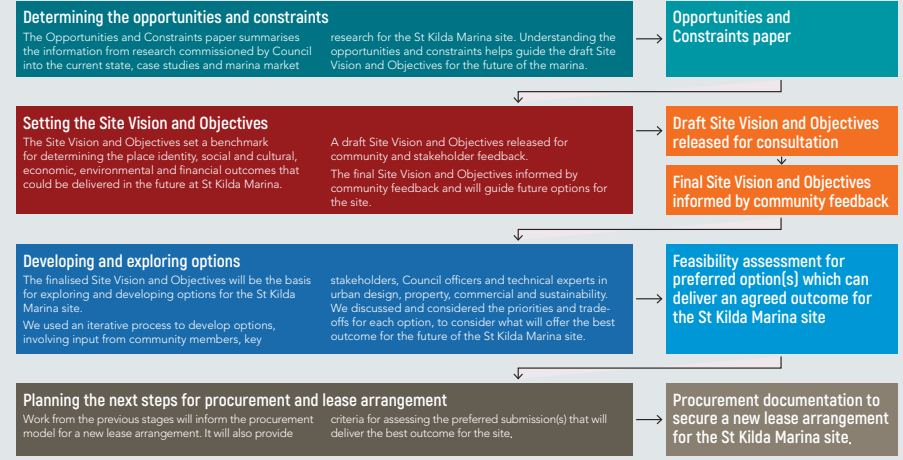
2.2 PROJECT AREA


The Project area comprises a site area of approximately 8.7 Ha (inclusive of land, seawall and marina water).

The project area describes the extent for new uses associated with the Marina. The 'project interface area' as shown in figure 1 acknowledges the proposed works required to integrate a successful masterplan with adjoining reserves, seawall and road reserves.



PROCESS AND PURPOSE





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

Comprehensive studies were undertaken about the site and the marina market, to help understand the site's opportunities and constraints. The resulting Opportunities and Constraints paper informed the development of the site vision and objectives. The tables below and on page 17 demonstrate how the opportunities and constraints relate to the site's objectives, which in turn inform the vision. The opportunities and constraints are not ranked or prioritised in the tables.

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.			✓	✓



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4.1 ST KILDA LAND ACT 1965

The **St Kilda Land Act 1965** was enacted to enable the creation of the St Kilda Marina. Under this Act, the former St Kilda City Council (now part of the City of Port Phillip) and the Melbourne and Metropolitan Board of Works reclaimed the land to create a harbour. St Kilda City Council constructed the boat harbour, including the concrete seawalls and three slipways.

As a result, the St Kilda Marina is governed by its own piece of legislation. With the passing of the **St Kilda Land Act 1965**, the City of St Kilda became empowered to "lease the said land to any person to be used only for the purposes of a marina".

The Act stipulates that the area is reserved for a marina and provides facilities for the recreational convenience of boat users and the public. It enables the grant of a lease for up to 50 years subject to approval by Governor in Council. The original lease was granted under this Act.

Since the creation of the **St Kilda Land Act 1965**, a number of other Acts have come into play that have implications for the site. Refer to Section 7 of the Site Brief for further detail.

The State government recently reviewed Victoria's public land legislation. The review included public consultation, and may ultimately result in legislative changes relating to the administration of public land - potentially including the St Kilda Land Act 1965.

The **St Kilda Land Act 1965** can be found in this link: http://classic.austlii.edu.au/au/legis/vic/consol_act/skda1965117/

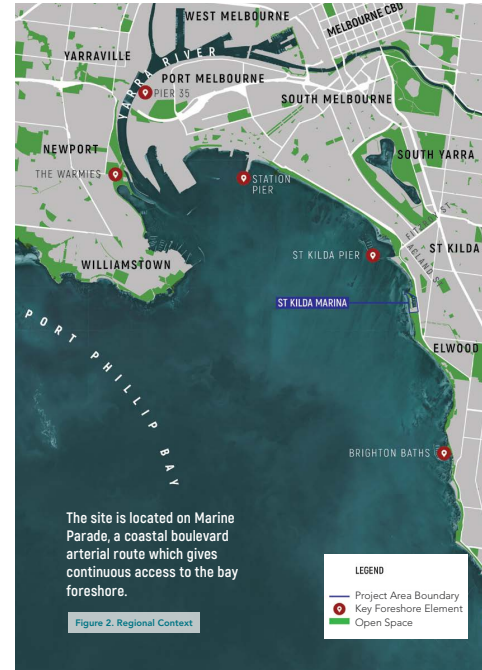


Figure 2. Regional Context

5.0 Site Analysis

5.1 REGIONAL CONTEXT

St Kilda Marina is located within the northern beaches of Port Phillip Bay. The Marina is a significant scaled site within the City of Port Phillip urban coastal parkland located between St Kilda and Elwood beaches. The continuous foreshore is both a significant bio-diversity shoreline while being part of the metropolitan recreational beach facility. A diversity of regional activities contributes to the popularity of the foreshore area such as the Bay Trail, St Kilda Beach promenade and St Kilda Pier (Parks Victoria managed). Acland and Fitzroy Streets dining facilities are proximate to the site, attracting metropolitan visitors.

St Kilda Marina is a significant recreational boating facility as identified in the Victorian Recreational Boating Strategy 2021-2030. The Marina provides an important safe harbour access for the public to launch trailer boats, anchorage for the Australian Volunteer Coast Guard, marine services, in addition to the private wet berth and dry storage facilities. The nearest comparable public launching facility is The Warmies in Newport.

The site is located on Marine Parade, a coastal boulevard arterial route which gives continuous access to the bay foreshore.

5.2 LOCAL CONTEXT

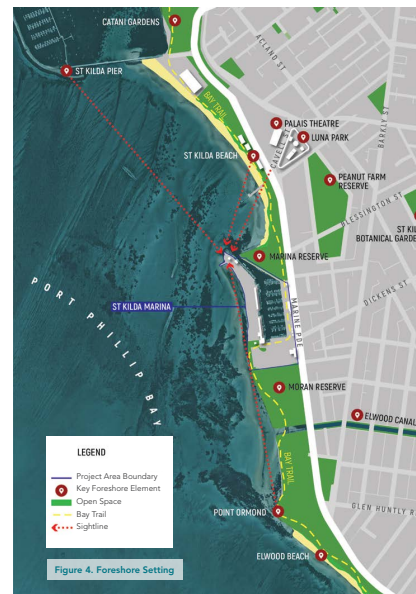
The St Kilda Marina is in a prominent location within the foreshore parkland and beach reserves and lies at the junction between the bayside neighbourhoods of St Kilda and Elwood. The adjoining land uses are a mix of single dwellings and apartments, typically three levels maximum in height. Within a walkable proximity the active Acland Street retail uses and foreshore dining at St Kilda beach are easily reached.

The established network of open spaces reflects the history of the area as Melbourne's seaside resort. Catani Gardens, St Kilda promenade and Elwood Beach are active regional facilities. The liveable neighbourhoods are distinguished by the Peanut Farm Reserve, St Kilda Botanic Gardens, linked to the Marina site by Blessington and Dickens Streets. These streets and the Elwood Canal have been identified as priority Bicycle Corridors in the Move, Connect, Live: Integrated Transport Strategy 2018 - 2028 and is aligned with the Places for People: Public Space Strategy 2022 - 2032.

Significant local facilities are located close to the Marina, informing the foreshore character and supporting local amenity to St Kilda and Elwood. The St Kilda foreshore includes the adjoining Royal Melbourne Yacht Squadron, St Kilda Lifesaving Club, St Kilda Sea Baths and a number of cafes and restaurants. The Palais Theatre and Luna Park are also important destinations for locals and visitors. The Elwood area provides a community facility cluster including the Elwood Lifesaving Club, Elwood Beach Community Centre plus club buildings for sailing, angling and Sea Scouts.



For public transport, the site is connected through high quality walkable streets to the no. 246 high frequency bus route along Barkly Street and the No. 95 St Kilda to Brunswick light rail tram on Acland Street. Council's Transport Strategy (2018) identifies the bus services along Barkly Street (to City Street) as a priority high frequency route.



5.3 FORESHORE SETTING

The St Kilda foreshore is a significant destination and home to a number of Victoria's tourist attractions. Within the City of Port Phillip municipality, the foreshore stretches approximately 11.5 km from Elwood to Port Melbourne. Port Melbourne is a gateway for national and international cruise ships.

The St Kilda to Elwood foreshore presents as a coastal parkland environment interspersed with public activity precincts. The location of the Marina is significantly positioned at the gateway between the two precincts. The Marina is a barrier to the contiguous foreshore experience due to expansive carparking, private uses and fencing. While the Elwood foreshore is an altered environment, it has an important ecological significance as habitat for migratory birds and marine species. Nearby Point Ormond is identified as a former indigenous site for food collection.

The Marina has an extensive 350 m frontage to Marine Parade, a high-volume coastal drive and one of the grand streets of the City of Port Phillip providing access to the regional foreshore for a metropolitan population. Various food and beverage businesses and community buildings are positioned along the Bay foreshore length within the municipality. Marine Parade is popular for road cycling and supported by marked cycle lanes. Recent state policy initiatives (Victorian Freight Plan 2025 - 2030) seek to restrict freight vehicles using this road.

Policy direction for foreshore management of public realm, social infrastructure and environmental sustainability is guided by the approved Foreshore Management Plan 2012 (City of Port Phillip) and the draft Our Coastal Future Foreshore Management Plan 2026. Several initiatives from this plan have been completed or are underway, enhancing the amenity of the foreshore for local and regional visitors.

The following foreshore sites are relevant to the Marina:

Marina Reserve

Completed in 2013, this reserve includes a skate park, picnic facilities, toilets and beach showers, dog off leash area, separated Bay Trail and public carpark. Consultation with the community highlighted the high visitation of the reserve by visitors and local residents.

Moran Reserve

A flexible active and passive coastal park and shoreline. The reserve is popular with fitness groups, kite carting and kite flying. The quality and management of vegetation is identified for upgrading in the Foreshore Management Plan.

St Kilda Pier

Managed by Parks Victoria, this is an important tourist destination. The upgraded pier and breakwater was opened in late 2024, with a communal seating terrace, a lower boat landing, expanded walking paths, and improved conservation protections for the local Little Penguin colony. The pier currently provides the bay ferry service to Williamstown and Port Melbourne (over Summer).

Brookes Jetty


The rebuild and upgrade of the Brookes Jetty was completed in early 2022 and now benefits from a 20m viewing platform and seating. The Shakespeare Grove Main Drain outlet repairs and upgrades have also been fully completed by Melbourne Water.

St Kilda triangle

A masterplan for redevelopment was adopted in 2016 by Council following a community engagement process. Council's main focus is to achieve support and funding from the State Government for the approved business case, while pausing other project work on the site.

Elwood Canal (Elster Creek)

Revegetation works along the length of the canal have created a green link to the foreshore for wildlife. As the area is subject to both stormwater flooding and seawater intrusion, Council is working with Melbourne Water and the community to identify and implement flood reduction options. Water quality in the canal is compromised due to sediment and nutrients entering via the stormwater system. Water quality is monitored by Melbourne Water.

 The Marina site, including the dry storage roof profile and Beacon marker, is visible from vantage locations on the St Kilda and Elwood foreshore. These include views from St Kilda Pier, St Kilda Beach (near Donovan) and Point Ormond lookout. The Marina site has an influence on the legibility of the foreshore, shoreline and bay when approaching from neighbouring streets. Cavell, Blessington and Dickens Streets are important mobility links to the site. Longview sightlines from the foreshore paths, in particular the Bay Trail, identify the opportunity for the Marina to improve a coastal sense of place.



5.4 MARINA AND BOATING CONTEXT

Recreational boating is a growth industry, underpinned by strong future demand. Boat registrations are growing, there is high occupancy across all marinas in Australia and the population in Melbourne is increasing, particularly in a demographic that is attracted to boating as recreation (males aged 40 to 60 who are a key market for the marine industry).

St Kilda Marina plays an important strategic role in the Victorian Government's network of boating facilities. The Central Coastal Board Coast Action Plan 2015/2016 (CCBCAP) sets out a vision and guiding principles for boating facilities for Port Phillip Bay, extending from Breamlea in the west to Inverloch in the east.

The CCBCAP recognises St Kilda Marina as a regional boating facility that provides services for a large catchment and is a significant boating destination. The marina and its boat ramp facilities are an important community asset which facilitate access to the bay for recreational fishing, particularly during snapper season (September to December) and holiday periods.

It provides a safe haven, quick and efficient access to and from open water, public access to a boat ramp, boat and trailer parking, and petrol to fuel boats. There are various services catering for a wide range of boating activity and skill levels in a location that is well connected by various modes of transport.

St Kilda Marina is well utilised with low existing berth vacancy rates, indicating a high level of demand for the facility. St Kilda Marina compares favourably with other major marinas in terms of the range of facilities and services provided, indicating the Marina is in a solid competitive position in the regional market. Notably St Kilda Marina is the only commercial marina at the top end of the bay with direct access to Port Phillip Bay.

Boating continues to be a popular recreational activity for Victorians. Boating registrations typically grow in line with population growth. Analysis of boat registration data from the Annual Maritime Safety Report – Actual data from June 2012-2017 reflects continued growth in boat registrations with a strong bias towards open vessel motor boats.

The 2012-2017 information in this table is derived from the latest Annual Report prepared by Maritime Safety Victoria (2016-17), noting that as of April 2019, the 2017-18 Annual Report had not yet been issued. Note: Future demand has been estimated based on forecast population projections prepared by Plan Melbourne and by applying a consistent rate of boat ownership on a per capita basis.

	JUNE 2012	JUNE 2017	ESTIMATED DEMAND JUNE 2025
VIC Population as at June (ABS)	5,651,091	6,321,648	7,389,262
Maritime Safety Victoria Registrations			
Total Boats	171,527	193,346	228,319
Open Vessels	118,195	130,776	147,318
Yacht (Keel Boats)	2,567	2,782	3,134
Registrations Per Population			
Total Boats	32.9	32.7	
Open Vessels	47.8	48.3	
Yacht (Keel Boats)	2,201.4	2,272.3	

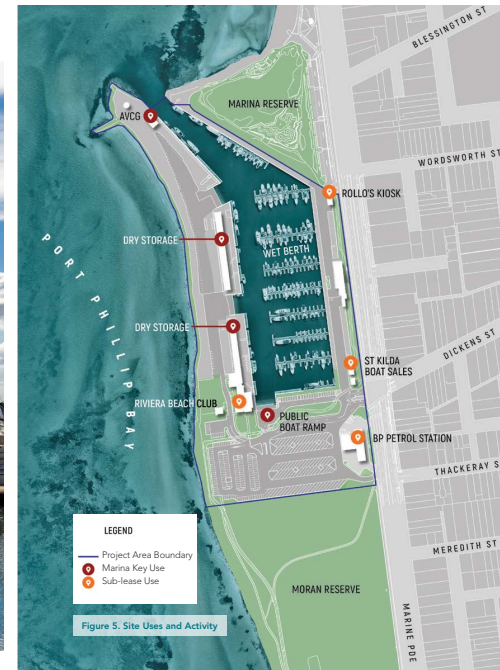


Figure 5. Site Uses and Activity

6.1 SITE USES AND ACTIVITY

The current St Kilda Marina precinct comprises, for the most part, a mix of boating and marina-related uses. Other uses or activities on the site either reflect the public recreation opportunities of the foreshore, including walking, running, bike riding, fishing and skydiving, or provide complementary services that make use of the opportune foreshore setting and the attraction of the Marina (predominantly food and beverage offerings). A service station provides utility and convenience predominantly for Marine Parade drivers, or neighbours.

6.1.1 Boating and Marina Services

Essentially operating as a self-contained "one-stop shop", St Kilda Marina currently offers the following boating and marine services.

<p>1 public boat ramp accommodating launching of 4 vessels</p>	<p>2 private boat ramps</p>	<p>125 wet berths</p>
<p>135 dry dock boat and jet ski storage spaces</p>	<p>168 boat and trailer storage spaces (can vary depending on operational needs)</p>	<p>79 public car and trailer parking spaces next to the public boat ramp (with parking fees covered by the boat launch fees)</p>
<p>Public boat refuelling facility with direct access from the harbour</p>	<p>Australian Volunteer Coast Guard</p>	<p>Boat sales</p>
<p>Boat washing, maintenance, repairs, trimming and detailing</p>		

The following details summarise the boat storage and launch provisions:

Wet berth

The average water depth in the harbour ranges from 2 m to 2.5 m. Floating pontoons are constructed from timber deck, fibreglass and concrete posts. At present there are 125 berths accommodating vessels ranging in size from 6.7 m to 22.8 m.

Dry storage

The storage is a partially enclosed structure exposed to the east, incorporating a number of in-fill structures and the Riva function centre expansion. The internal covered dimension is 5.8 m in depth, with columns at 8.3 m centres and a clear height of approximately 7.7 m. There are currently 14 bays used for vessel storage. Currently vessel sizes range from 5.2 m to 8.2 m in length. Vessels are loaded with a manually operated forklift over a concrete apron on the western edge of the marina water.

Hardstand for permanent trailer boats

There are 168 spaces adjacent to the peninsula on an open area with bitumen base.

Public boat ramp

This ramp provides a basic level of amenity for smaller trailer boats, with a capacity of up to four vessels at one time. There are 79 public parking spaces, with parking fees covered by the boat launch fees. Adjacent to the ramp the Marina provides waterside queuing for four vessels on floating pontoons to assist loading and unloading.

6.1.2 Australian Volunteer Coast Guard

The Australian Volunteer Coast Guard (AVCG) is a marine search and rescue organisation comprised entirely of volunteers and recognisable for its distinct yellow vessels. Operating under State and Territory Emergency Management frameworks, the volunteers respond to a variety of marine incidents, rescuing thousands of people each year. They also work in support of other agencies in response to events such as marine fire and medical evacuation from vessels.

In addition to marine search and rescue responsibilities, the AVCG is a Registered Training Organisation with the capacity to deliver accredited training to volunteers and the public.

Services offered by the AVCG include:

- marine search and rescue
- offshore vessel tracking
- recreational vessel monitoring
- marine assist membership
- marine radio monitoring
- public education, including marine licence, marine radio licence and coast navigation
- community events
- memorial services.

The AVCG will continue to have a base at the St Kilda Marina. It will need to be accommodated as part of the development. It currently occupies a single wet berth for its rescue vessel (8.5 m length) adjacent to a portable building on the peninsula. The facility comprises a multi-purpose space, offices, kitchen storage and toilet within 135 sqm of floorspace, in addition to a deck of 40 sqm on the eastern side. The AVGC does not pay fees to occupy the site.

6.1.3 Other Services and Facilities

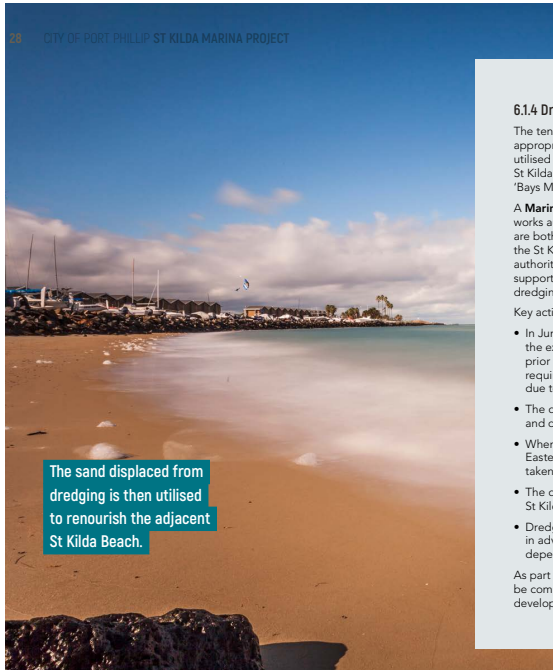
A range of retail and recreation services are currently provided at St Kilda Marina.

Retail services include restaurant, bar, nightclub and function space (Riviera Beach Club), cafe and event space and a kiosk. Riviera Beach Club includes an expansive outdoor area used predominantly for events and functions organised by Riviera Beach Club. Current non-marina commercial uses occupy approximately 3,600 sqm of floor space, which varies depending on the use of portable and non-permanent structures.

Recreation activities often include sky diving and boat charters, as well as those inherently provided by the Bay Trail (walking, running, cycling etc).

On grade public carparking offers a further 166 spaces to patrons (in addition to the 79 spaces next to the boat ramp). Some of these are ticketed parking bays.

In addition, a petrol station (OTR) located at the entry to the Marina provides fuel and convenience store services to passing traffic and pedestrians, as well as visitors to the St Kilda Marina.



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6.1.4 Dredging

The tenant is responsible for dredging within the Marina lease area to provide appropriate navigable depths. The sand displaced from dredging is then utilised to renourish the adjacent St Kilda Beach North. The approaches to St Kilda Marina, outside the lease area, are not covered by the local port 'Bays Maintenance Dredging Program - Long Term Management Program'.

A **Marine and Coastal Management Act 2018 (MACA)** consent and a works authority under the Port Management (Local Ports) Regulations 2025 are both required for dredging of the entrance, the approaches to, and within, the St Kilda Marina. MACA consent is typically issued for five years. Works authorities can be issued to 'run with' the term of the MACA consent. Both are supported by an Environmental Improvement Plan which details how and when dredging is to be undertaken.

Key activities and milestones to note associated with dredging include:

- In June or July each year a bathymetric survey is undertaken to determine the existing depth of St Kilda Marina and whether dredging will be required prior to the peak boating season (summer). Generally dredging has been required every second year for the last few years although this can change due to weather conditions.
- The decision on whether to dredge must be made by about July each year and cannot be revisited again until after Easter of the following year.
- When dredging does occur, it needs to be undertaken in the period after Easter and before 30 September each year. Recent dredge events have taken place in August and early September.
- The dredge material is tested for contamination and then spread on St Kilda Beach north of Shakespeare Grove.
- Dredging is a costly exercise that needs to be planned a few months in advance. The operation of the dredge once it is on site is weather dependent which can be problematic.

As part of the new lease arrangement, a dredging assessment will need to be completed and assessed in terms of any limitations it may place on the development of marine infrastructure.



CITY OF PORT PHILLIP ST KILDA MARINA PROJECT 29

6.2 AREA ASSESSMENT

The following approximate areas are illustrated in figure 6.

Marina land (Includes dry storage, office, private carparks, boat sales, servicing, controlled circulation.)	20,465 sqm
Marina water (Includes floating pontoons.)	31,345 sqm
Leasehold buildings, and licence area extents (Indicative only; includes Riviera Beach Club with outdoor area, petrol site, AVCG with berth.)	6,835 sqm
Commercial space footprint area	3,600 sqm
Public boat ramp and trailer parking	8,165 sqm
Publicly accessible area (Some parts have restricted hours.)	4,570 sqm
Verge, landscape and public circulation, seawall and services (Includes promenade and Bay Trail.)	7,055 sqm
Open Space (Refers to island separating road.)	1,175 sqm
Public vehicle circulation and carparking	8,115 sqm



30 CITY OF PORT PHILLIP ST KILDA MARINA PROJECT

6.3 MOBILITY

6.3.1 Walking

Large numbers of pedestrians pass through the site, especially over the weekend. The Bay Trail is an important route for walkers and joggers, including locals and visitors to the area. The route currently bisects the site at the south in a shared path arrangement (with bike users) then continues as a separated footpath within a widened road reserve along Marine Parade.

The high volume of Bay Trail users is reflected in the survey results with an increase in weekend use (2500+ pedestrians on Saturday compared to 1500+ on a weekday). The active travel users describe the diverse use of the 'pedestrian pathways' on the site. Walkers, joggers, inline skaters and bicycle commuters all share use of pathways.

The beach foreshore is a distinctive and popular City of Port Phillip recreational facility. The recently completed promenades at St Kilda and Elwood beaches encourage foreshore activity in the area supporting a range of recreational users. From the Marina, key destinations are easily reached by foot. For example, The Palais is a 10-minute journey and Elwood Beach is a 25-minute journey. High quality and connected streets provide local residents with good walking access to the Marina.

Council has endorsed the Move, Connect, Live Integrated Transport Strategy (2018 - 2028) identifying a number of place initiatives for improved walking networks.

Site surveys and observations have concluded the current perimeter fencing and uninviting street interfaces makes the Marina feel private. The publicly accessible promenade (secured after hours) at the Marina water edge is not readily used due to poor legibility and vehicle obstructions.

The following issues relate to walking access and amenity:

1. Dickens Street site entry

There is conflict between pedestrian cross movement and quicker Bay Trail bike riders. In addition, the intersection footprint for vehicle access results in a hostile walking environment. The blind corner due to the electrical substation is a site access constraint for walkers.

2. Northern site entry (near Rollos)

There is conflict between pedestrian cross movement, Bay Trail biker riders and vehicles accessing the Marina and Marina Reserve carpark.

3. Boat Ramp

There is conflict between the shared Bay Trail and loading operation of the boat ramp.

4. Riviera Beach Club path

There is conflict between walkers and bike users sharing the Bay Trail. The 'S' alignment reduces safety.

5. Peninsula access

The current dedicated 'hardstand boat trailer' restricts public access to the seawall and the Beacon destination.

6. Reserve and street connections

There is opportunity for improved connections to the Marina water from Marina Reserve, Moran Reserve, Blessington Street and Dickens Street.

7. Bay Trail safety

Managing access, including separating the bike and walking lanes, to allow for speed variances in bike riders and walkers.

6.3.2 Bike Riding



Figure 7. Walking



Figure 8. Bike Riding

There are three bike user groups passing through the site: recreational, fitness and commuters. The Bay Trail supports the cycle link through the site with perimeter north-south access for on-road bike riding on Marine Parade. Survey results confirm 2500+ riders use the Bay Trail through the site on a Saturday compared to 1500+ on a weekday, highlighting the popularity of the route for recreational and fitness users.

Council has endorsed the Move, Connect, Live Integrated Transport Strategy (2018-2028) identifying a number of initiatives for improved bike riding networks.

There are conflict locations with walkers at the Marina, as identified in 6.3.1.

The following issues also relate to bike riding access and amenity:

1. Boat ramp

There is conflict between the shared Bay Trail and loading operations of the boat ramp.

2. Bay Trail

Safe use for commuter cyclists (the fastest bike user group) is impeded by right angle corners, windblown sand on the path and lateral pedestrian movement across the Trail.

3. Carpark circulation

There is conflict between vehicles entering the site and bike riders, particularly due to the poor visibility of the Bay Trail route.

4. Marina destination

Bike riders are less inclined to stop at the Marina due to a lack of bike storage facilities, rest areas, public access to the foreshore, and complementary uses.

6.3.3 Vehicles

The current extent and layout of roads and carparks on site has resulted in an unattractive built environment and does not contribute to the public enjoyment of the foreshore. Private vehicles have good access to the site through the signalised intersection on Marine Parade.

Access to the site for regional visitors, using arterial roads, is available directly from both Marine Parade and Barkly Street via Dickens Street 300m from the site.

There is both public and private carparking on site, in addition to the boat and trailer parking (discussed in 5.4). The small public carpark by the Marina waterfront has 27 parking spaces (currently not metered) and has a high occupancy rate. However, the metered public carpark near the foreshore and Riva has 139 parking spaces and has a low occupancy rate (the survey in November 2017 on a Saturday recorded an average occupancy rate of 14 per cent between 8 am and 5 pm). Private marina carparking, within fenced areas, has provision for approximately 73 cars.

Council policy supports the supply of carparking infrastructure to promote multiple uses. A site such as the Marina which has different peaks and troughs of use supports shared use carpark infrastructure. The utilisation of public

carparking available on the Marina site indicates additional uses can be accommodated with this carpark provision.

Discussions with VicRoads to review opportunities for improvements to the Marina vehicle access location and design from Marine Parade have identified additional traffic and pedestrian volume split data required to progress the assessment.

The following issues relate to managing the impact of vehicles:

Dickens Street signalised intersection

There are conflicts and restrictions with multi-direction active travel users.

Vehicle driveways

The vehicle route on site restricts site planning opportunities and walking/ cycling access to the foreshore.

Marina promenade (parallel to Marine Parade)

Vehicle access and private parking discourages public use of the pathway.



Figure 9. Vehicular Movement

6.4 ASSETS, OWNERSHIP AND ASSET CONDITIONS

The current lease and subleases for the site require that at the end of the lease period (September 2028) the tenant returns to Council the land and all tenants' improvements (other than the wet pens, and relocatable structures, which the tenants are entitled to remove). These assets must be repaired and maintained in a safe, undefaced and fit-for-use condition.

However, the majority of the tenants' improvements are in fair to poor condition and significant change may be required to meet the design criteria and achieve the site vision and objectives. Refer to the Asset Condition Report in the Technical Specifications.

The following assets must be returned to Council under the conditions of the current lease:

- two dry boat storage buildings
- the beacon which has a local heritage citation
- the two-storey Riviera Beach Club building
- the single-storey cafe adapted in the 1990s from an amenities block
- the current petrol station
- the public toilet block next to Riviera Beach Club.

The wet pens, associated security fencing and dry storage building boat mounts will be returned to Council at a cost. Consequently, under the new long-term lease arrangement, these critical items of marina infrastructure can be utilised.

An asset condition assessment of all infrastructure on the site has been undertaken and is provided in the Technical Specifications document. This assessment includes ratings and expenditure projections for renewals and maintenance for the next 10 years for permanent buildings, marine infrastructure, and services both inground and as part of the buildings.

The current lessee is responsible for managing and/or insuring the operations and maintenance of all facilities within the lease boundary including but not limited to:

- all buildings whether permanent or portable, and all support infrastructure including lighting, sewer, water supply, electrical and mechanical reticulation and equipment
- all marine infrastructure
- all carpark areas, including enforcement of parking restrictions (note: the paid parking is accessible via a boom gate)
- waste management and removal
- Bay Trail and street reserves
- site security. Note: In addition to the physical security barriers (two layers of fencing to the wet berth precinct, and fencing to the peninsula which accommodates the dry boat storage and hard stand boat storage), a security guard is employed for increased security overnight.

6.4.1 Issues for Marina Operations

Current issues with existing marina operations are summarised as follows:

Public access at Marina entrance

Conflict exists between swimmers and shoreline anglers obstructing the passage of vessels in and out of the Marina. Fenced and signposted 'no access areas' have been used to reduce this occurrence.

Seawall shelter

There is impact to vessels stored on the hardstand from extreme weather, associated salt spray and water overtopping the seawall.

Boat ramp

There is congestion in the marina basin fairway between queuing boats accessing the public ramp, dry storage loading and wet berth manoeuvrability. In peak summer season there is traffic congestion for boat and trailer vehicles accessing the site from Marine Parade. Where the Bay Trail path crosses the access point to the public boat ramp, there are safety issues and delays for boat users and cyclists.



Figure 10. Marina Operations

6.5 HERITAGE

A Heritage Assessment was completed in January 2018 by Built Heritage. The report is included in the Technical Specifications document.

The summary of findings from the statement of significance concluded:

- The Marina is significant at the local level for associations with the post-war boom of recreational boating, a sub-set of the broader recurring theme of maritime activity in the municipality.
- The Marina is significant as a unique example of a purpose-built marina that was developed from scratch as a cohesive and self-contained facility. It follows the latest American examples at the time.
- The significant fabric is defined as the extent of the original development, comprising the harbour and its infrastructure, two dry boat storage buildings, pilot beacon, former amenities block, substation and toilet block, plus a curtilage extending to the boundaries of the 20-acre site.
- The Marina is significant for the distinctive expression of some of its components, notably the two dry boat storage buildings, with iconic zigzag roofs (symbolic of ocean waves) and the pilot beacon.

- The Marina is significant as a major project by prominent and award-winning Melbourne architect Don Fulton.
- A Heritage Overlay applies to the beacon only (HO187) as a significant heritage structure that contributes to the maritime character of the foreshore area.

A subsequent Heritage Impact Assessment was prepared in April 2019. Refer to the Technical Specifications document.

Recommendations include:

- The site's history and existing conditions can be recorded in a range of ways to preserve architectural and historical information, including photos and drawings (and insights gained through the demolition process).
- The new dry boat storage building has the potential to be designed with clear reference to the functional, compositional and architectural principles underlying the 1968 Don Fulton-designed building.
- Interpretation of the site, both on and off site, can be deployed to document and inform the public and others about the site's history, early form and use.

6.6 CULTURAL HERITAGE ASSESSMENT

A Cultural Heritage Assessment was completed in January 2018 by Biosis. Refer to the Technical Specifications document.

A due diligence assessment found that it is unlikely that Aboriginal cultural heritage material exists on the site, as the Marina was constructed on reclaimed land. The assessment found that there is no requirement for a mandatory Cultural Heritage Management Plan (CHMP), unless future activities impact beyond the reclaimed land and into the seabed.

However, there are opportunities to work with Traditional Owners in any future development and employ interpretive strategies to reference the wider significance of Port Phillip Bay and Point Ormond (located just south of Elwood Canal toward Elwood Beach).



Figure 11. Landscape and Environment

6.7 LANDSCAPE AND ENVIRONMENT

The current site has a range of vegetation types that hold different ecological value and support a range of animals, including native and migratory birds and insects. There is an area of high value native vegetation to the south of the carpark bordering Moran Reserve. This area has a high diversity of trees, shrubs and ground species.

There are a number of *Ficus macrophylla* in the carpark area which are all in good health and provide canopy but are likely to cause issues and damage to the surrounding footpaths and carparking area in the long term. The trees that create the boulevard along Marine Parade are in good condition and add to Port Phillip's distinct urban character.

Coastal saltbush has colonised in and around the seawalls. This hardy shrub is suited to this area tolerating salt, wind, waterlogging and dryness. Apart from this coastal saltbush, most other vegetation in the immediate vicinity of the water will not tolerate the saltwater intrusion. The impact of sea-level rise on existing vegetation depends upon the level of inundation and potential elevation of saline groundwater¹.

The following are approximate annual rates of waste removal, energy and water use for the site (as measured from 1 August 2017 to 31 July 2018):



1. St Kilda Marina Environmental and Coastal Hazard Assessment, Water Technology, April 2018

6.8 WATER AND COASTAL ENVIRONMENT

Water quality within the Marina and surrounding area is impacted by two stormwater outlets that drain two small catchments at the north and south of the Marina, as well as stormwater runoff from the roads and carparks. All of this stormwater is currently untreated and drains directly into the bay. Although the hardstand area on the peninsula that currently stores boats is not sealed, heavy compaction of this area results in limited ability to retain water.

Water within the Marina has very low clarity. This is due to stormwater discharge and lack of flushing of the marina area. The species found within the Marina are typical of artificial environments in northern Port Phillip Bay. The most common species are introduced.

Adjacent to the Marina, the in-water habitat is in good condition and is predominately unvegetated sandy seabed with small areas of patchy sea grass and hard seabed. The fauna species present in the area outside the Marina are typical of such habitats in northern Port Phillip Bay, comprising mostly of native and endemic species with a portion of introduced species widely distributed in the Bay.

The seawall that protects the site on the northern side has a varying crest level of approximately 2.5 m AHD. While the crest of the seawall on the south of the marina is approximately 1.5 to 2.0 m AHD.

The northern seawall appears to be in relatively good condition with no evidence of significant scour or overtopping. The vegetation behind the seawall is in good health. The western seawall and groyne is in poor condition, and rehabilitation of parts of it is currently underway. It is of varying structural standard comprising of a range of rock sizes that seem to have been tipped onto the foreshore with no apparent care taken with placement. The rocks are not well interlocked and appear unstable with erosion of the armour layer evident. There is also evidence of erosion scarp at the rear of the wall indicating overtopping during storm events. The southern seawall in front of Moran Reserve leading to Elwood Canal is in a similar condition to the western seawall.

The predicted sea level rise for the lease area is 0.8 m above AHD at 2100. This is using the most recent modelling projections for Australia. At present the site is not significantly inundated by Mean High High Water (MHHW). Even at 2100 the MHHW does not cause inundation. At 1% AEP storm tide levels at the site would cause inundation of hardstand areas and marina access roads. At a 2100 1% AEP storm tide levels show major inundation of the boat sheds, car park and hardstand area. At this level the floating pontoons would be reaching their level limit.



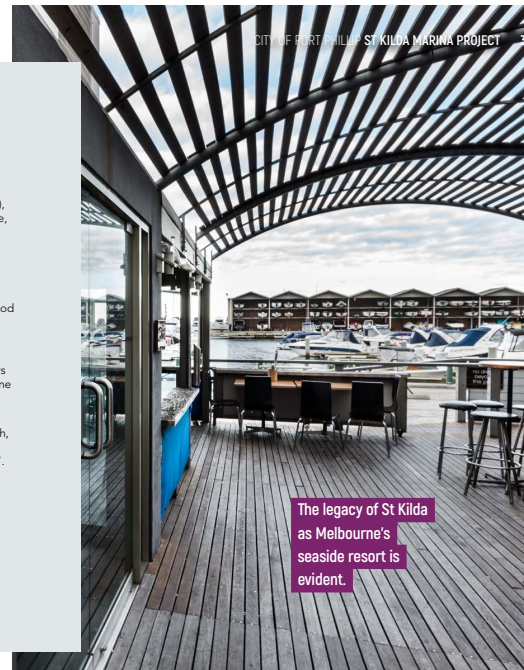
6.9 BUILT FORM

The esplanade foreshore setting includes a variety of built form types between St Kilda and Elwood. The legacy of St Kilda as Melbourne's seaside resort is evident in a precinct comprising the St Kilda Pier and pavilion (single level, on the pier), St Kilda Sea Baths (mixed use assembly), Melbourne Yacht Squadron (multi level) and Palais Theatre (iconic frontage, skyline roofscape). Elwood Beach forms a coastal precinct of sporting grounds, single and double level sporting clubs, community facilities and cafes.

The esplanade buildings respond to a varied landscape setting, including parkland, formal gardens, urban beach and native vegetation groupings, all of which contribute to a rich coastal character. Marine Parade and Elwood residential buildings support an urban 'edge' to the linear, reclaimed esplanade near the Marina.

Views from the Marina towards landmark buildings and markers affirm its unique sense of place within the foreshore setting. Equally, foreshore views towards the site, identified through the Pilot Beacon and dry storage skyline reinforce a place identity.

The Marina design was by Don Fulton, a well-known Melbourne architect, who described the approach "to create a series of buildings, each of which, while having an architectural identity expressing its particular function, relates to the other in character, giving a unity to the whole development". Fulton also noted that the buildings would "convey a sense of shelter". The distinctive zigzag rooflines of the dry boat storage buildings and petrol station were intended to symbolise ocean waves. All buildings and structures were designed "to embrace adequate means to modify the impact of climatic extremes and for protection against the added effects liable from a seaside site".



The legacy of St Kilda as Melbourne's seaside resort is evident.



6.10 GEOTECHNICAL AND SOIL ASSESSMENTS

6.10.1 Geotechnical Assessment

A geotechnical assessment is provided in the Technical Specifications document.

6.10.2 Soil Contamination Assessment

A soil contamination assessment has been undertaken. Refer to the Technical Specifications document.

7.0 Legislative and Governance Framework

7.1 KEY POINTS

A more comprehensive summary of the legislative and governance framework is provided in the Technical Specifications document. In brief, the key points to note are:

Committee of Management

1. The City of Port Phillip is the Committee of Management for this significant piece of foreshore Crown Land.

St Kilda Land Act 1965 and Crown Land Reserves Act 1978

2. The lease for the St Kilda Marina was granted by Council as the Committee of Management under section 4 of the **St Kilda Land Act 1965**. The Act stipulates that the area is reserved for a marina and provides facilities for the recreational convenience of boat users and the public. Specifically, it defines activities on the site as an area where:
 - Facilities are provided for boating and associated activities.
 - Facilities are provided for the parking of motor vehicles and trailers.
 - Facilities are provided for the recreation, comfort and convenience of boat users, motor vehicle users and members of the public.

3. The **St Kilda Land Act 1965** pre-dates the **Crown Land Reserves Act 1978** (CLRA) and relates specifically to the site and adjoining parcels. Despite this, it is generally consistent with the CLRA in terms of ongoing leasing requirements.
4. Council can grant leases for up to 50 years for the purpose of a marina subject to approval by Governor in Council (a legislative governance instrument to ensure appropriate use of land).

5. Because the **St Kilda Land Act 1965** has special leasing powers applicable to the St Kilda Marina land, the generic leasing powers contained in the **Crown Land Reserves Act 1978** are not applicable.

6. However, other than the leasing power, the provisions of the **Crown Land Reserves Act 1978** do apply to the St Kilda Marina land. For example, the role which council undertakes in managing the land is as a committee of management under the **Crown Land Reserves Act 1978**.

Planning and Strategic Context

7. A planning scheme amendment is required to ensure the scheme can best address the design criteria and deliver the site vision and objectives.
8. The Planning Report in the Technical Specifications sets out the pathway and tools by which the amendment can be achieved to support the design solution for the site.

9. State and local planning policies do not explicitly state what can be built on the St Kilda Marina site. However, they set parameters for its future use and development.

10. A summary of various policies and controls is provided in the Technical Specifications document.

Other Relevant Legislation

Other relevant legislation is detailed in the Technical Specifications. This includes but is not limited to:

- **Marine and Coastal Act 2018**
- **Retail Leases Act 2003**
- **Port Management Act 1995** (Vic)
- **Marine Safety Act 2010**
- **Fisheries Act 1995**
- **The Heritage Act 2017**
- **Environment Effects Act 1978**
- **Climate Change Act 2017**
- **Environment Protection and Biodiversity Act 1999**
- **Flora and Fauna Guarantee Act 1988**
- **Aboriginal Heritage Act 2006**



8.0 Community and Stakeholder Engagement

The City of Port Phillip is committed to engaging the community and stakeholders throughout the St Kilda Marina project. We aim to understand and explore community and stakeholder ideas, feedback and opinions to shape future outcomes for the St Kilda Marina site.

The St Kilda Marina project community and stakeholder engagement plan aligns with the project objectives and approach.

8.1 ENGAGEMENT OBJECTIVES

Throughout all stages of the St Kilda Marina project, we aim to deliver a process that has a high level of public and stakeholder understanding and confidence by:

- Designing an engagement program that offers genuine opportunities for community feedback to shape the outcome for the site.
 - Developing a tailored approach to project governance and probity that supports Council's need to communicate while maintaining ethical practice and values of fairness and transparency.
 - Involving Victorian Government agencies throughout the process, recognising the State will approve the lease arrangement.
- We will deliver these objectives through engagement by:
- Ensuring that stakeholders and the community are well informed about the project and the opportunities to seek information and engage.
 - Building community and stakeholder understanding of the opportunities and reasons for change at the St Kilda Marina site and facilitate meaningful engagement to shape future change.
 - Building community and stakeholder understanding of and support for the preferred outcomes for the St Kilda Marina site.
 - Understanding the views and values of stakeholders and community to inform future choices and options for the site.
 - Building Victorian Government understanding of and support for the preferred outcomes for the St Kilda Marina site.

8.2 COMPLETED ENGAGEMENT ACTIVITIES AND OUTCOMES

PROJECT STAGE	ENGAGEMENT PURPOSE	COMMUNITY AND STAKEHOLDER ENGAGEMENT	GOVERNMENT ENGAGEMENT	ENGAGEMENT OUTPUTS
STAGE 1 Planning for the project	<ul style="list-style-type: none"> • Project introduction • Introduced stakeholders and community members to the project. • Built community and stakeholder interest in participating in future engagement. 	<ul style="list-style-type: none"> • Introduced the project through Council website and Diversity magazine • Established an email database of interested community members and stakeholders. • Conducted intercept surveys at the Marina to inform the opportunities and constraints paper. 	<ul style="list-style-type: none"> • Initial meetings with Victorian Government agencies to introduce the project and agree on a working relationship. • Engaged with City of Port Phillip internal stakeholders including Councillors in planning the approach to the project. 	<ul style="list-style-type: none"> • Community and key stakeholders informed of the Project Approach. • Feedback about community members' experience of the marina site from intercept surveys recorded and reviewed.
March 2018				
STAGE 2 Identifying the site vision and objectives	<ul style="list-style-type: none"> • Consultation on opportunities and constraints for the site to inform site vision and objectives • Built stakeholder and community understanding of the opportunities and constraints. • Sought feedback on the draft site vision and objectives. • Set the scene for Stage 3 engagement. 	<ul style="list-style-type: none"> • Sought feedback from community and stakeholders on the draft vision and objectives and ideas for how to make St Kilda Marina a great place through a four-week consultation period, using an Opportunities and Constraints Paper to inform the community and stakeholders about the site, case studies and Marina viability. <p>The following community engagement activities were completed:</p> <ul style="list-style-type: none"> • Two community pop-up sessions in St Kilda and Elwood • St Kilda Marina Project Community Open Day • Community drop-in session • Survey tool on Council's Have Your Say • 425 community members actively participated via either face-to-face events or via the online survey tool. • Admitted the expression of interest process for community members and stakeholders to participate in the Community Panel for Stage 3. 	<ul style="list-style-type: none"> • Established a working group of Council and Victorian Government officers to be consulted through each stage of the project. • Continued to work with officers from DELWP to undertake a review of government and legislative requirements for the project. • Meetings with Victorian Government ministers as planning progressed. 	<ul style="list-style-type: none"> • Engagement report summarising key feedback themes. • Feedback used to refine and finalise the site vision and objectives.
June 2018				
STAGE 3 Setting the parameters	<ul style="list-style-type: none"> • Iterative engagement to test options for the site • Iteratively tested ideas and solutions for the site for suitability against the site vision and objectives. • Worked with a community representative panel to explore and test options. • Broader community engagement provided input into the decisions being explored by the community representative panel. • See item 8.4.4 for more information about the Community Panel. 	<ul style="list-style-type: none"> • Recruited a representative sample of community members and key stakeholders through an expressions of interest process to participate in a community representative panel. • Twenty-four community members were recruited with one person deciding not to continue at the beginning of the first session. • Panel members met on six separate occasions. • Panel members worked with urban design, property, commercial and sustainability advisors to explore potential options for the site and test them against the site vision and objectives. • The wider community were invited to share their feedback on the ideas being explored in the Community Panel workshops. • In total, 308 people completed the survey. • A community drop-in session will be conducted following the endorsement of the Site Brief at an Ordinary Meeting of Council. 	<ul style="list-style-type: none"> • Continued working group meetings with officers from Victorian Government agencies on the options being explored and not supported by through the panel process. • Continued to work with officers from DELWP to undertake a review of government and legislative requirements for the project. • Meetings with Victorian Government ministers as planning progressed. 	<ul style="list-style-type: none"> • Engagement report summarising key feedback themes and describing options supported and not supported by community, stakeholders and government. • Updated design criteria forming the basis of the Site Brief to guide the future site development based on working sessions with community and stakeholders.



8.3 ONGOING ENGAGEMENT ACTIVITIES

Council will inform the community and stakeholders of project progress. Communication methods will include regular project update emails to our interested parties database, and updates via the web page and other channels. Further community engagement will be determined as the project progresses.

Council officers will continue to work with Victorian Government agencies to inform key stakeholders and progress project planning.

8.4 COMMUNITY PANEL

The St Kilda Marina Project Community Panel (Community Panel) was formed in Stage Three of the project and was a key part of Council's commitment to engaging with the community.

A key outcome of the panel process was the determination of a set of design criteria, which form a key part of this Site Brief and will guide the long-term leasing strategy and any future development at the St Kilda Marina.

Pictured here are two members of the Community Panel.

8.4.1 Approach

Alongside Council and specialist consultants, the Community Panel members engaged in an iterative design process over six sessions. The sessions helped to build knowledge of the project, inspire creative thinking about the site's potential and, finally, to develop a set of design criteria.

The broader community had the opportunity to follow the Community Panel's journey through regular updates and were invited to provide input into preliminary options.

The Community Panel was made up of 24 community members that represented the diversity of relationships to the St Kilda Marina and the diversity of the City of Port Phillip community. The Community Panel was selected via a public expression of interest process. Panel members were made up of an even split of men and women across a range of ages, postcodes and socioeconomic indicators who represented as best as possible the Port Phillip community and the relationships people had with the Marina including:

- nearby residents
- visitors to the Marina
- private boat owners
- recreational users.

At the beginning of session one, one Panel member decided not to continue with the process, leaving 23 Panel members who continued until the end of the process.

Independent facilitators were used to lead the discussions and the Panel process. The process included whole group conversations, small group work and individual reflection. A private online portal was made available to facilitate Community Panel interaction between sessions.

8.4.2 Sessions

Each of the six sessions had a unique purpose, outlined as follows:

Introductory session

A meet and greet session to orientate panel members to the project, the team and each other. Panel members received an information kit to prepare them for Session One.

Session One

A full day dedicated to building understanding of the project constraints and opportunities through the presentation of high level scenarios and to generate dialogue about how the site's vision and objectives could be realised. Panel members' concerns and aspirations were explored.

Session Two

Another full day to expand learning, continue dialogue and commence critical thinking about the site's opportunities. Panel members deliberated on the 'big decisions' for the site. (After this session, these 'big decisions' were also tested with the broader community in a survey hosted on Council's Have Your Say webpage).

Session Three

This final full day session was dedicated to assessing how well the ideas being tested responded to the site's vision and objectives. The outcome was the identification of areas of agreements, concerns and opportunities/constraints to be addressed in the development of the design criteria.

Session Four

A shorter session to review and seek agreement on the design criteria. A survey was developed for Panel members to complete individually as a final contribution to the design criteria.

Wrap Up Session

Panel members presented their findings to Council, in particular the design criteria and their experience of the process. The presenters explained areas that received unanimous agreement and areas where the Panel was divided and therefore may require further investigation.

8.4.3 Building the Community Panel's Capacity

Building the Community Panel's capacity was an important part of the process. The following demonstrates ways in which the process sought to provide the Panel with relevant information and knowledge to build their capacity to input into decision making.

Information Kit

At the introductory session the Community Panel received an information kit outlining the process. The kit included the following background documents:

- St Kilda Marina Project Opportunities and Constraints Paper
- St Kilda Marina Site Vision and Objectives
- St Kilda Marina Project Stage Two Community Engagement Report.

The Panel members were expected to familiarise themselves with the documents prior to the first session. In addition, a series of supporting documents were uploaded to the private online portal throughout the process, some at the request of Panel members.

Presenters

External experts presented key information about the site and project context, and to generate dialogue about how the site's vision and objectives could be realised.

Session One presentations built the Community Panel's knowledge of the site and generated discussion through:

- the project site walk 'n' talk guided by Council's Strategic Planning Advisor and was supported by representatives from the Port Phillip EcoCentre
- a presentation about the changing nature of cities and the need to think differently about the spaces we have, delivered by a representative from Urban Apostles.

Session Two presentations built the Community Panel's knowledge of the project planning context and best practice marinas through:

- a presentation on the relevant Crown Land requirements for the site, delivered by a representative from the Department of Environment, Land, Water and Planning (DELWP)
- a presentation on the coastal planning requirements for the site, delivered by a representative from DELWP
- a presentation on best practice marinas, design elements and examples, delivered by a representative from International Marina Consultants.

Council and the technical consultants

Council's project team and the technical consultants worked closely with the Community Panel during the sessions. The project technical team consisted of:

- an urban design team, including Council officers and Tract consultants
- an environment and sustainability team, including Council officers and AECOM consultants
- a finance and economics team, including Council officers and Urbis consultants.

All contributors shared relevant information and answered questions to support the Community Panel in their understanding of, and deliberations on, the project.

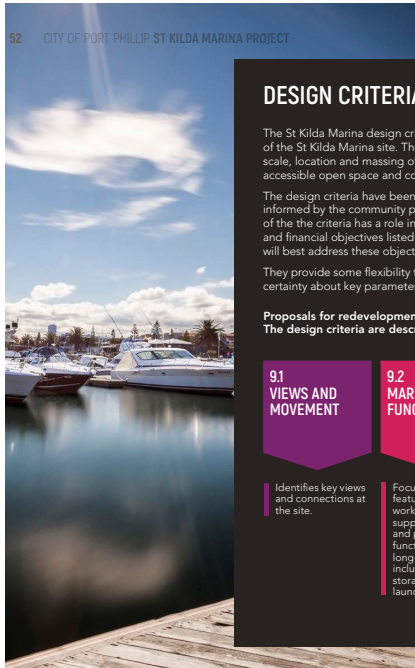
8.4.4 Areas of agreement and contention

As identified in the Stage Three Community Engagement Report (available in the Technical Specifications document), it became evident during the Community Panel process that there were clear areas of both agreement and contention. Adhering to best practice environmental standards was considered a 'no brainer' by Panel members and obtained early consensus. Another area of agreement that was gradually articulated throughout the process was a sense that 'less is more'. A strong majority of Panel members held a preference for low impact, high quality development. Members voiced fear of larger commercial development and the belief that this would irrevocably change the look and feel of the area, and impact negatively on the overall quality of experience.

The contentious areas predominantly related to the detail within the design criteria. While the majority of Panel members supported an increase in dry boat storage, the footprint (height and width) was the subject of much debate and Panel members maintained differing views throughout. Similarly, the extent of commercial footprint on site was contentious, as was the type of potential commercial mix. The size, location and design of a carparking facility to support commercial development was also contentious. Panel members were also divided on their level of comfort with the inclusion of a pedestrian bridge and agreed to let the market decide the viability of a bridge. Members indicated a trend towards a conservative and 'safer' approach to development on site, indicating that this was in response to managing the 'unknown'.

The Stage Three Community Engagement Report provides extensive detail on the outcomes from the Community Panel and the broader community engagement. It is in the Technical Specifications document.





DESIGN CRITERIA

The St Kilda Marina design criteria (the design criteria) provide a framework for the future redevelopment of the St Kilda Marina site. They include guidance on the site's future form and function, the height, scale, location and massing of new buildings and requirements for the location and quality of publicly accessible open space and connections.

The design criteria have been developed to deliver the site vision and objectives and have been informed by the community panel process, technical input and feasibility testing. In every category, each of the the criteria has a role in delivering the place identity, social and cultural, economic, environmental and financial objectives listed on page 15; therefore responses must be considered in terms of how they will best address these objectives.

They provide some flexibility to inspire a range of innovative development outcomes while facilitating certainty about key parameters as determined through the Community Panel process.

Proposals for redevelopment of the site will be assessed against the design criteria. The design criteria are described under the following categories:

9.1 VIEWS AND MOVEMENT

Identifies key views and connections at the site.

9.2 MARINA FUNCTION

Focuses on the features of the working Marina to support effective and progressive function and long-term viability, including boat storage and launching facilities.

9.3 COMPLEMENTARY USES

Outlines other uses that will complement the Marina and create a dynamic precinct with an effective mix of businesses and experiences, activating the site throughout the day and year.

9.4 OPEN SPACE, PUBLIC REALM AND CARPARKING

Guides solutions to maximise the site's public and open space.

9.5 ENVIRONMENTAL DESIGN AND COASTAL RESILIENCE

Requirements for the environmental design of any new infrastructure, including the seawall and features for mitigating against coastal hazards.

9.1 VIEWS AND MOVEMENT

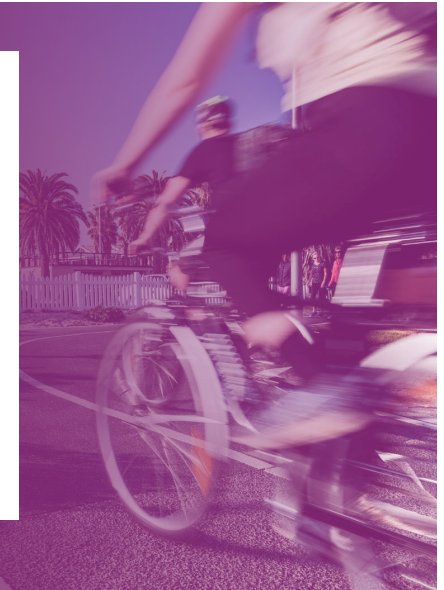
Key Considerations

The St Kilda Marina is part of the foreshore open space that extends along Port Phillip Bay, however, it currently feels disconnected from the adjoining public spaces. A new lease arrangement should address this and create an exciting new destination on the bay.

A potential point of difference for this site, compared to other parts of the foreshore, is the ability to see into the working Marina. Views into and across the Marina are critical. An activated promenade along the Marina edge will contribute to making the Marina an inviting destination.

Similarly, connections to Marina Reserve and Moran Reserve need to be more open and permeable. However, pedestrian and cycle conflicts with the Bay Trail also need to be managed.

A revitalised beacon could be a marker both for boat navigation and as a destination on the expanded esplanade open space network.





Views criteria

Mandatory (Must Have)

- 9.1.1 Protect and enhance all views identified in figure 12.
- 9.1.2 Locate buildings to avoid obstructing sightlines as identified in figure 12.
- 9.1.3 Create views of the Marina activity from within public spaces on the site to reinforce its place identity as a working Marina.
- 9.1.4 Building design must respond with active frontages opening onto high quality public open spaces that contribute to the identified views in figure 12 (in particular Marina approach, Marina activity and outlook sightlines).

- ① Blessington Street - On approach to the Marina from Blessington Street a view of the beacon and horizon should be created for a sense of connection to the Bay.
- ② Dickens Street - On approach to the Marina from Dickens Street a view corridor should be created through the primary pedestrian entry towards the shoreline and to allow views to the horizon. This is to signify the entrance, main pedestrian route and public space.
- ③ From entering the site from the north along the Bay Trail there is an opportunity to maintain a longview through the site for a seamless connection of the foreshore.
- ④ From the primary pedestrian entry, along the Bay Trail there is an opportunity to open up views of Marina and public space activity.
- ⑤ From southern approach along the foreshore (Moran Reserve) create continuity of path sightlines and views to public spaces and the beacon.
- ⑥ From southern approach through Moran Reserve create continuity of path sightlines and views to the Marina and public space activity from Point Ormond.

→ Views towards the Bay
- - - Views to Marina activity
▲ Marina approach views
- - - Views to markers and/or outlook to landmarks
 Marina activity view zone
 Project area boundary
● Beacon

Figure 12. Views

Bay Trail criteria

Mandatory (Must Have)

- 9.1.5 Relocate Bay Trail to remove conflict with the loading activity of the boat ramp. Locate so that walkers and cyclists can safely access key areas of the site.
- 9.1.6 Provide clearly legible, separated walking and cycle paths in high traffic areas.
- 9.1.7 The Bay Trail separated paths must achieve minimum path widths of 3 m for walkers, a 0.5 m separator, and a bidirectional cycle path of 3.5 m.
- 9.1.8 Where there is adjacent on-street vehicle parking an outer separator of 1 m is required.
- 9.1.9 Provide clear lines of sight for trail users and walkers at pedestrian crossings.
- 9.1.10 Demonstrate a wayfinding strategy that promotes legibility and through the site for walkers, cyclists and drivers in the design response.
- 9.1.11 Design pathways and public realm to improve safety at conflict locations (Refer 6.3, Mobility) between different users (walkers, bike riders, vehicles and boat ramp users).

Discretionary (Desirable)

- 9.1.12 Upgraded Bay Trail to provide sightlines to Marina activity.



— Bay Trail
— Peninsula promenade (shared use)
— Marina promenade (shared use)
→ Primary pedestrian connection
- - - Secondary pedestrian connection
 Project area boundary

Figure 13. Movement

Other Walking and Cycling Connections criteria

Mandatory (Must Have)

- 9.1.13 Remove fencing and provide high quality links from Marine Parade and Marina Reserve to the Marina promenade, as described in the Movement diagram (figure 13, page 55).
- 9.1.14 Enhance pedestrian amenity and safety with a design that allows for a slower walking environment along the Marina promenade (figure 13). Incorporating passive design measures to restrict active travel users (i.e. bike riders, inline skating). Incorporate areas of shade along the Marina promenade.
- 9.1.15 Create a primary walking and cycling entry at the Dickens Street approach into the Marina site.
- 9.1.16 Investigate public realm enhancements resulting from the potential modification or relocation of traffic signals to St Kilda Marina.
- 9.1.17 At Marina approach and activity view locations (figure 12, page 54), accessing the site from all Bay Trail, primary and secondary connections (figure 13), provide sightlines to the Marina, activity and key public places.
- 9.1.18 Provision of bike parking must exceed the requirements set out under Planning Scheme Clause 52.34.

Discretionary (Desirable)

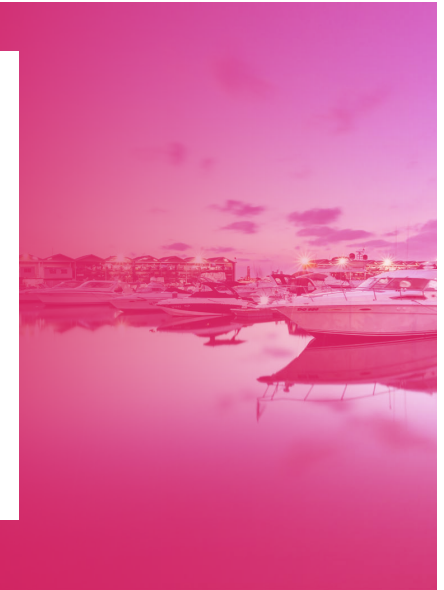
- 9.1.19 Improve access for walking and cycling connections from Blessington Street into the site.
- 9.1.20 Improve cycling amenity such as end of trip and cycle repair facilities.
- 9.1.21 Relocate electrical substation away from the primary entry at the Dickens Street approach.

9.2 MARINA FUNCTION

Key considerations

Enhancing the long-term viability and operational function of the Marina is a goal for Council. Furthermore, the Marina provides an important role for public trailer boat access to the bay. There are few locations along the foreshore which provide recreational boating facilities.

The St Kilda Marina is identified as an important regional asset, providing storage and launching facilities, primarily for motor boats. Market research has confirmed that modern dry storage requirements are not met by the existing structure in terms of safety, ability to house modern boats, and weather protection. The opportunity to improve dry storage can be staged to support expansion of the current facility capacity. The expanded dry storage building and its location will influence the land available for other purposes, such as recreation, habitat or other marina-related uses.



Dry Storage criteria**Mandatory (Must Have)**

- 9.2.1 Dry storage facility to be a maximum of 15 m high above ground.
- 9.2.2 Dry storage to be a maximum of 6,500 sqm in footprint area, up to a maximum building width of 40 m, with a total maximum volume of 97,500 m³.
- 9.2.3 Dry storage facility does not obstruct defined view lines (figure 12, page 54).
- 9.2.4 Up to 300 boats (dry storage only) allowable in stage 1.
- 9.2.5 Must demonstrate design excellence responding to its visual prominence on the esplanade and visibility from key public places in the Marina. The dry storage must be constructed from durable, high-quality materials.
- 9.2.6 Must demonstrate building and landscape design in response to its location within a significant coastal landscape and the environmental requirements identified in this brief.
- 9.2.7 Elements of internal dry storage operations, to reinforce the Marina identity, are clearly visible from key sightline approaches including: Marine Parade, from the peninsula approaching the beacon and other key public areas.
- 9.2.8 Expand the range of storage facilities to support small craft (SUP/kayak), with the provision of a safe launching area.
- 9.2.9 Prepare a wind engineering report to confirm there is no loss of Marina functionality due to proposed changes. In addition, suitable wind effect studies are required to confirm the amenity of public spaces.

Discretionary (Desirable)

- 9.2.10 Highly desirable for the dry storage building footprint to be smaller than the described envelope.
- 9.2.11 Highly desirable for staged development approach, while maintaining design excellence.
- 9.2.12 An additional 100-boat dry storage capacity is permissible subject to Council approval, with evidence of sustainable market demand.
- 9.2.13 Footprint area of dry storage can be increased to a maximum of 7,000 sqm, if complementary uses are incorporated.
- 9.2.14 Architectural features such as domes, towers, masts and building services, including enclosed stairwells, can exceed the maximum height of the dry storage facility to a maximum of 3 m. The floor area of these features must not exceed 20 per cent of the gross floor area of the top building level.

Public Boat Ramp and Trailer Parking criteria**Mandatory (Must Have)**

- 9.2.15 Provide safe public boat ramp(s), with minimum four-vessel capacity at the current location or alternative location(s) suitable to provide equivalent vessel loading amenity (on land and marina water).
- 9.2.16 Boat ramp functionality to meet best practice outcomes as identified in the AS 3962-2020 Guidelines for design of marinas for safe water, vessel and vehicle access.
- 9.2.17 Create a safe, high quality environment for walkers. Support primary and secondary connections for walkers (figure 13, page 55).
- 9.2.18 Provide a minimum of 80 public trailer parking spaces within proximity of the public boat ramp.
- 9.2.19 Trailer parking area to have safe walking connectivity and public access.
- 9.2.20 Investigate carparking systems to increase efficiency of land dedicated to parking. Demonstrate alternative uses (of trailer parking area) in the boating low-season.
- 9.2.21 Trailer parking area must incorporate landscaping and water sensitive urban design (WSUD) principles to increase surface permeability and improve place amenity when not in use.

Discretionary (Desirable)

- 9.2.22 Provide additional capacity for public boat launching in peak periods, ensuring this does not compromise safety, queuing or safe water practice and functionality.
- 9.2.23 Improve the efficiency of boat ramp operations for vessel launching and retrieval.
- 9.2.24 Reduce traffic congestion on Marine Parade caused by peak boat ramp use periods.
- 9.2.25 Trailer parking integrated to an improved interface with Moran Reserve can be investigated; see investigation zone (figures 14 and 15, page 60). However, existing high value vegetation to be retained.
- 9.2.26 Boat ramp design to optimise 'all weather' safe haven and reduce congestion of the marina water.

Public boat ramp and trailer parking



9.3 COMPLEMENTARY USES

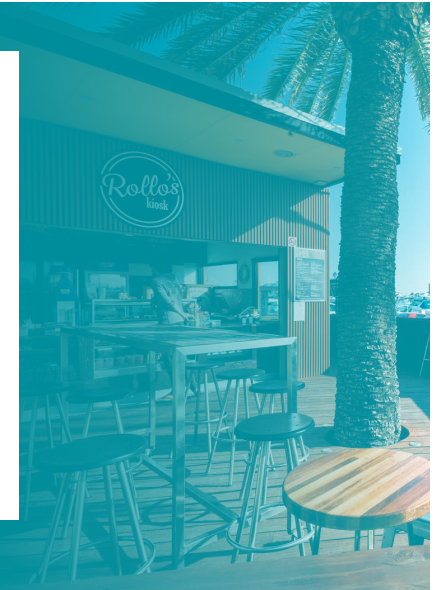
Key considerations

A new lease is an opportunity to consider what types of complementary uses might be co-located at St Kilda Marina. Year-round activation is highly desirable, improving public engagement with the Marina as an important tourism asset that appeals to local, national and international visitors. The diversity, character and quality of businesses is an important part of describing a unique marina character.

The Marina already supports approximately 3600 sqm of floor space serving complementary uses, such as a service station and venues like Riva. There is an opportunity to enhance the food and beverage offer, and other businesses that support the Marina and the foreshore, for example through the creation of an eat street/promenade. Whether these are consolidated or located across the site needs consideration.

The built form context is informed by the existing low-scale buildings on the esplanade. The siting of new buildings will be influenced by the opportunity to frame and respond to key views.

There is an opportunity to consolidate and reduce the impact of on-grade parking.



Complementary Uses criteria

Mandatory (Must Have)

- 9.3.1 Up to 3600 sqm of leasable commercial and retail floor area.
- 9.3.2 Commercial uses to demonstrate a coastal or tourism dependency, reflecting the site's coastal foreshore location or recreational marina function.
- 9.3.3 Mix of uses to activate the precinct, provide a unique experience different to nearby foreshore destinations, and provide a diversity of offers to support a wider demographic.
- 9.3.4 Uses to activate the site year-round, particularly for key public spaces.

Allowable uses include:

- Restaurant and function space
- Cafe and takeaway
- Boat sales
- Sport/recreation based tenancies
- Kiosk
- Tavern
- Boat chandlery
- Kayak, SUP, dive centre
- Marina service centre
- Office – Marina related
- Convenience store
- Marine related education / research

Uses not permitted include (but not limited to):

- Accommodation
- Gambling premises
- Adult sex product shop
- Brothel
- Beauty salon
- Bottle shop
- Dry cleaning agent
- Department store
- Hairdresser
- Laundromat
- Restricted retail premises
- Supermarket
- Cinema-based entertainment facility
- Corrective institution
- Display home
- Funeral parlour
- Industry
- Saleyard
- Transport terminal
- Veterinary centre
- Warehouse (other than store)

Discretionary (Desirable)

- 9.3.5 Additional 1400 sqm commercial and leasable area (in addition to 3600 sqm) subject to Council approval and demonstration of demand.
- 9.3.6 Preferred alternative site locations for improved public access identified in Australian Volunteer Coast Guard (AVCG) functional brief.
- 9.3.7 Creating a dynamic environment through a mix of uses and activities, influenced by the Marina or the coastal environment.
- 9.3.8 Increased employment compared to current condition.
- 9.3.9 Buildings are flexible to allow for adaptation to suit a diverse range of different uses over time.
- 9.3.10 Social enterprise businesses or community uses.

Built Form Envelopes – Built Form criteria*

Mandatory (Must Have)

- 9.3.11 Built form is within the extents described at figure 16, and demonstrates design excellence in response to its coastal location, visual prominence on the foreshore, sightlines and history
- 9.3.12 Commercial and retail buildings (exclusive of dry storage) to be no more than 12 m in height (inclusive of all roof structures) above ground level.*
- 9.3.13 All built form to incorporate durable, high-quality materials and display design excellence appropriate to sensitive coastal location.
- 9.3.14 Buildings on Marine Parade respond to the scale and rhythm of adjacent built form.
- 9.3.15 Buildings on the peninsula set back a minimum 15 m from the crest of the seawall.
- 9.3.16 Commercial and retail buildings (excluding dry storage) fronting onto key public spaces and primary and secondary connections have active frontages, refer figure 16. All built form along Marine Parade must include active frontages addressing both Marine Parade and the marina water.

- 9.3.17 The dry storage buildings must showcase the working marina either through active frontages or visual connections between the interior of the buildings and key public spaces, and primary and secondary connections.
- 9.3.18 Built form between Marine Parade and the marina water to occupy a maximum of 50 per cent of the Marine Parade frontage to allow for sightlines and site permeability.
- 9.3.19 Minimum setback of 4 m from Bay Trail on Marine Parade to accommodate sufficient area for sightlines, entries, walking and landscaping.

Discretionary (Desirable)

- 9.3.20 A collection of smaller interrelated buildings is preferred creating diversity of public spaces with extensive areas of publicly accessible ground floor interface.

5 TYPES OF VIEWS HAVE BEEN ESTABLISHED:

- ← Views to the Bay
- ← Views to Marina activity
- ▲ Marina approach views
- ← Views to markers and/or outlook to landmarks
- ▲ Marina activity view zone
- Project area boundary
- Beacon
- ⋯ Envelope for 'civic heart'
- Built form envelopes
Sites suitable for future buildings.*
- Built form envelope (Marine Parade only)
Site suitable for buildings, with maximum 12m building frontage.*

*Refer to pages 58 and 62 for height and floor area criteria.

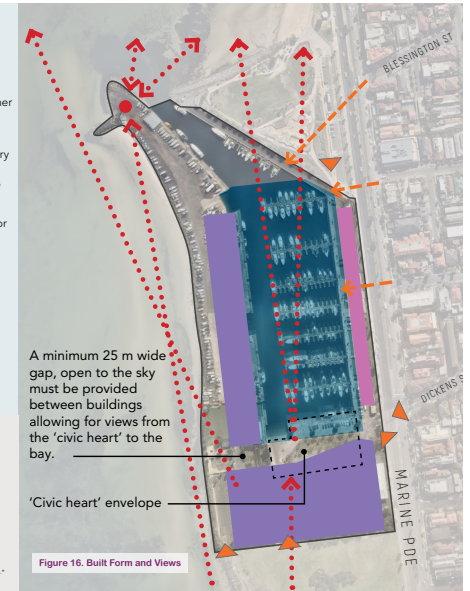


Figure 16. Built Form and Views



9.4 OPEN SPACE, PUBLIC REALM AND CARPARKING

Key considerations

The Marina's open spaces today are either secured or have unclear public access. The spaces, in particular the carparks, are not designed to support a variety of uses.

A strong connection to the Marina and the water should be facilitated through generous and publicly inviting promenades. The path to the beacon will be welcoming and accessible leading to a green parkland space. The Marine Parade edge will be more open, showcasing the Marina's use and identity and establishing it as a public destination drawing people into the site.

A free public gathering space or 'civic heart' should be created, catering for a diversity of uses which complement the waterfront setting and encourage social exchange.

The Marina should be promoted as a destination for active public use, including promenading, outdoor dining, passive recreation, play, events and participating in the spectacle of a marina. A density and diversity of year-round compatible activities should offer settings for true public engagement.

Consolidation of public and private (marina, tenant) carparking is required to improve the functional usability of shared infrastructure. This will further support an improved distribution and quality of public realm. A consolidated carpark layout will enable efficient vehicle circulation, reducing conflicts with walkers and cyclists.

Peninsula Open Space criteria

Mandatory (Must Have)

- 9.4.1 Integrate the design of the peninsula with restoration of the seawall, with high quality public access comprising the minimum of a peninsula promenade and open space incorporating the beacon.
- 9.4.2 Restore the beacon and maintain for the term of lease.
- 9.4.3 Maintain and enhance the landmark role, destination and setting of the beacon and marina water when viewed from coastal view lines (see figure 12, page 54).
- 9.4.4 Establish and improve habitat for native flora and fauna across the site through planting native vegetation and create a continuous vegetation corridor along the breakwater.
- 9.4.5 Incorporate marina heritage significance, local Aboriginal cultural heritage and biodiversity knowledge into design through wayfinding, activation, infrastructure, information or art.

Discretionary (Desirable)

- 9.4.6 Incorporate publicly accessible open space reflecting the distinctive foreshore of St Kilda 'resort beach' to Elwood 'coastal parkland'* as a network of active, passive, and viewing places.
- 9.4.7 Incorporate intuitive wayfinding design strategies to reinforce the legibility for public access along the peninsula.
- 9.4.8 Paths along the foreshore to the beacon are designed to reduce impact on flora and fauna.

* As identified in the City of Port Phillip Our Coastal Future Draft Foreshore Management Plan 2026.

Other Public Open Space criteria

Mandatory (Must Have)

- 9.4.9 Provide a diverse network of publicly accessible places to suit a variety of needs and user groups, including: activity-based (strolling), events (seasonal) and quiet public places throughout the Marina site. Publicly accessible open space equivalent to an area of 20 per cent of the total unencumbered land area within the Marina project area.
- 9.4.10 Provide a free, publicly accessible and active 'civic heart' of a minimum 700 sqm area, with shelter and a connection to the water and boating activities within the envelope shown on Figure 16, or an alternate location providing an equivalent level of amenity.
- 9.4.11 Provide activated frontages to buildings adjoining key public places, for example, for outdoor dining opportunities.
- 9.4.12 Provide a sense of connection to the waterside through public seating and active uses.
- 9.4.13 Incorporate wayfinding design strategies to reinforce the legibility for public access along the peninsula and between the seawall and Marine Parade.
- 9.4.14 Provide clear, legible connection to Marina Reserve and Moran Reserve through design.
- 9.4.15 Provide sightlines to the marina water, key public places, from identified approach view lines.
- 9.4.16 Establish and improve habitat for native flora and fauna across the site through planting native vegetation and create a continuous vegetation corridor along the breakwater.
- 9.4.17 Provide accessible toilets and associated amenities for use by the public, independent of those provided by the commercial operations.

Discretionary (Desirable)

- 9.4.18 Respond to micro-climate conditions of the coastal location, and the proposed function of each open space.
- 9.4.19 Marina operations are visible from key public spaces.
- 9.4.20 The marina water edge is designed to encourage a diversity of public uses and user groups, including places for young people and places of quiet contemplation.
- 9.4.21 Additional open space beyond 20 per cent of the total unencumbered land area, and a diversity of spaces.
- 9.4.22 Places which can be used for temporary events.

Carparking criteria

Mandatory (Must Have)

- 9.4.23 A shared-user carpark management system to reduce total quantity of public, business and marina carparking to achieve a minimum of 30 per cent reduction of car bays from the typical statutory provision (in the planning scheme).
- 9.4.24 Carpark structures and on grade parking to be designed for whole of life outcomes, including future conversion to alternative uses. For carparking structures, ground level heights minimum of 3.3 m and other levels 3.0 m.
- 9.4.25 Design on grade carpark infrastructure for temporary activation off-season and incorporate soft landscape elements.
- 9.4.26 Visible carparking structures must demonstrate design excellence and incorporate high quality screening.

Discretionary (Desirable)

- 9.4.27 Recognise in the provision of carpark infrastructure, the regional role of the Marina site, and its role for non-local visitors.
- 9.4.28 Central carpark infrastructure to be partially or fully below grade. Note that environmental constraints (including potentially contaminated land and flooding) will need to be mitigated.
- 9.4.29 Minimise the requirement for mechanical ventilation of carpark structures.
- 9.4.30 Minimise visibility of on grade carparking where visible from streets and pathways.
- 9.4.31 Structured carparking to be sleeved with active uses when addressing key public spaces.

9.5 ENVIRONMENTAL DESIGN AND COASTAL RESILIENCE

Key considerations

The environmental sustainability of the Marina and bay is as important as the sustainability of the business.

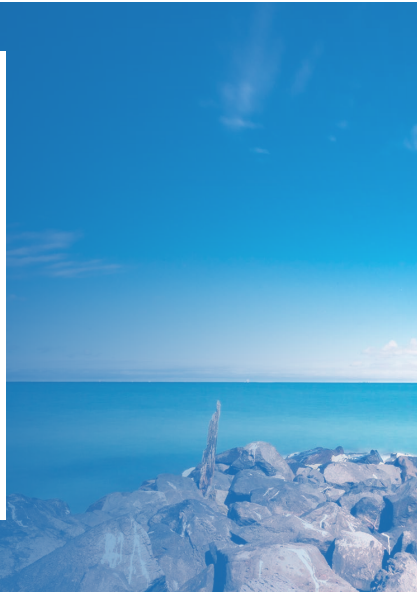
High energy efficiency and integrated water management is expected across the site, and improvements to the seawall are required to ensure the site remains safe and able to function as sea levels rise.

The Marina redevelopment represents an opportunity to reintroduce endemic coastal vegetation and enhance local biodiversity by protecting and creating marine, intertidal and on land habitats, particularly for bird species.

A sea level rise (SLR) of no less than 0.8 m by 2100 should be planned for. This target recognises that emissions are tracking above those used to identify current modelled SLR estimates, meaning SLR projections may be revised upwards during the Marina's design life.

Ecological engineering approaches, such as living breakwaters, can assist to protect and enhance habitat. The ecological impact of extending the breakwater may be reduced by building platforms on piles over the water.

The coastal location assists to moderate the Urban Heat Island effect.



Seawall and Coastal Resilience criteria

Mandatory (Must Have)

- 9.5.1 Protect and seek opportunities to enhance the natural environment, such as by planting saltbush along the seaward edge of breakwater and creating vegetation connections with Elwood Canal.
- 9.5.2 Repair or replace seawalls and internal marina walls for storm protection, and to accommodate projected sea level rise (0.8 m by 2100).
- 9.5.3 Repair or replace seawalls to ensure intertidal areas are not less than present day extent and are preserved for projected water levels in 2070 (anticipated seawall design life) to accommodate bird roosting.
- 9.5.4 Provide water quality systems (including WSUD) for stormwater outfalls within the Marina lease area to exceed current standards.
- 9.5.5 Protect land, water and air from pollutants associated with boat maintenance, repair and cleaning as well as from spills, leaks or breakdowns in accordance with State environmental protection policies.
- 9.5.6 Provide effective litter control through avoidance of wind-blown litter, regular litter sweeping of water, or sea bins.
- 9.5.7 Design, construction and use must minimise environmental impact on surrounding coastal environment.

Discretionary (Desirable)

- 9.5.8 Identify and protect sensitive marine habitats potentially impacted by modifications to the seawall.
- 9.5.9 Manage the control of marine pests within the marina water.
- 9.5.10 Repair internal marina walls using alternative treatment to increase habitat amenity.

Environmental Design criteria

Mandatory (Must Have)

- 9.5.11 Site powered by 100 per cent electricity. Provide on-site renewable energy supply sufficient to meet or exceed site requirements. Solar PV to be provided to a minimum 50 per cent of all roof area.
- 9.5.12 Provide waste management systems (separation, litter reduction, sewerage pump-out or interceptor pits).
- 9.5.13 Demonstrate low carbon, energy and water efficient building design and operations.
- 9.5.14 Sustainability plan demonstrating how Council's sustainability targets will be achieved or exceeded (refer to the Act and Adapt Sustainable Environment Strategy 2018-28).
- 9.5.15 Environmental Management Plan (as a lease condition).
- 9.5.16 Provide bicycle facilities to exceed 5 Star Green Star equivalent for staff, marina users and visitors.
- 9.5.17 Upward light output ratio must be less than five per cent for all external lighting.

Discretionary (Desirable)

- 9.5.18 Equivalent 5 Star Green Star Communities equivalence or higher.
- 9.5.19 Closed loop systems for integrated ESD for water, waste and energy.
- 9.5.20 Waste treatment and re-use on site.
- 9.5.21 Virtual power plant.

GLOSSARY

Active frontage

Building facade facing the public realm that allows for visual and/or social interaction between people outside buildings (on streets and in publicly accessible open spaces) and people inside buildings. This is achieved through clear glazed windows, doors and balconies within building facades; the arrangement of furniture; and activities inside buildings close to windows and/or activities which spill out onto the footpath (for example, outdoor dining). Active frontages help to create vibrant and interesting streets and public spaces and increase perceptions of safety through passive surveillance.

Design excellence

Criteria informed by: strength and clarity of design concept; raises the expectations of built form; degree of innovation and creativity; sensitive use of new technologies; functional and enduring design; displays qualities that contribute to sense of place and community; is forward thinking, inspires or educates; integral innovative environmental sustainability. Undertaken a design process led by appropriately qualified design professionals.

Key public place

Important meeting place or marina experience place including the 'civic heart', promenades on the peninsula, and the marina water.

Outlook

A place from which a view is possible; a vantage point.

Public open space

A place of public resort or recreation which is publicly owned. A public open space may be provided as a plaza, park and square. Public space, pathways and trails outside of larger open space areas are typically not considered public open space. A minimum dimension of 10 m in any direction is typically required to be considered open space.

Publicly accessible space

An area in the public realm, privately owned or managed that is open to public access and provides a public use or recreation function.

Public realm

Spaces and places that are privately or publicly owned, and which are open and freely accessible to everyone, regardless of their economic or social conditions. These spaces can include streets, laneways and roads, parks, public plazas, waterways and foreshores.

Pathway

A pedestrian path, bicycle path or other area for use by people but not by motor vehicles.

Safer design

Specific public space design responses aimed at promoting personal safety and reducing people's fear of and vulnerability to crime. Design actions focus on improving safety in places by increasing informal surveillance and community usage of public spaces, reducing opportunities for crime and antisocial behaviour, and creating connected and integrated streets and public places.

Sightline

Lines of clear, uninterrupted sight from a viewer's location to other locations and distances.

Wayfinding

The act of finding one's way around an area, and the experience of orientation and choosing a path within the built environment. Wayfinding can be aided by logical space planning and a consistent use and organisation of definite sensory cues, such as visual, audible or tactile elements along paths and at destinations. Signs can aid wayfinding.

Micro-climate design

Refers to passive design principles to manage the effects of solar load and strong winds for user comfort.

Building footprint

The area of land taken up by leasable, back of house and structured carpark uses.

Building envelope

The allowable extents of buildings and structured carparks permissible within the lease land area.

Leasable area

Refers to the income-earning internal area of commercial or retail uses. It excludes back of house, loading, plant room and carpark areas.

Structured carpark

Refers to an above or below ground multi-level carpark building.

On grade/at grade carpark

Single-level carpark on natural ground.

Passive design

Experiential changes in materials, location of street furniture and the siting of buildings to assist public realm function and safety.

Water Sensitive Urban Design (WSUD)

WSUD embraces a range of measures that are designed to avoid, or at least minimise, the environmental impacts of urbanisation. WSUD recognises all water streams in the urban water cycle as a resource. Rainwater (collected from the roof), stormwater (collected from all impervious surfaces), potable mains water (drinking water), greywater (water from the bathroom taps, shower, and laundry) and blackwater (toilet and kitchen) possess an inherent value.

Permeability (water)

The ability of a surface to allow water to pass through it to enter the soil and reduce water runoff to the stormwater system.

Permeability (spaces)

The ability of a site to allow people to walk in and through with ease.





10.2 PUBLIC SPACE STRATEGY ANNUAL UPDATE

EXECUTIVE MEMBER: KYLIE BENNETTS, GENERAL MANAGER, COMMUNITY WELLBEING

PREPARED BY: CLAIRE ULCOQ, COORDINATOR OPEN SPACE
DANA PRITCHARD, MANAGER OPEN SPACE RECREATION AND COMMUNITY RESILIENCE

1. PURPOSE

- 1.1 To provide an update on the progress of the *Places for People: Public Space Strategy 2022 – 32* and request that Council endorses and adopts updates to the [Action Plan](#).

2. EXECUTIVE SUMMARY

- 2.1 The *Places for People: Public Space Strategy 2022 – 32* (PSS) sets the vision and blueprint for the future of public spaces in the City of Port Phillip ([Places for People: Public Space Strategy - City of Port Phillip](#)). It is one of Council's core strategies and delivers on Strategic Direction 3 (A safe and liveable City) of the *Plan for Port Phillip 2025 – 35*.
- 2.2 The PSS was adopted in 2021 and has 125 actions, with medium-term actions commencing in 2026.
- 2.3 The status of the PSS Action Plan is 31 actions complete, 55 on-track, 10 off-track, 10 at-risk and 19 not commenced.
- 2.4 It is recommended that the PSS Action Plan is updated to:
 - include four new actions (section 4.12)
 - remove two actions (section 4.14)
 - reforecast the timeframes of six actions (section 4.20).
- 2.5 In the 2023/24 financial year, Council invested approximately \$4M in delivering actions from the PSS. Expenditure this financial year is forecast to be \$5M.
- 2.6 Council have received \$1.5M in Pick My Park funding to progress six public space projects.

3. RECOMMENDATION

That Council:

- 3.1 Adopts the inclusion of four new actions into *Places for People: Public Space Strategy 2022 – 32* action plan including:
 - 3.1.1 Ripponlea Place Plan – Develop a masterplan to identify opportunities and priorities for staged public realm improvements around the Ripponlea Precinct.
 - 3.1.2 Lakeside Place Plan – Develop a plan for the Domain and Queens Lane precincts to set out a vision, guiding principles and identify opportunities for public realm improvements.
 - 3.1.3 Fennell Reserve fenced dog off-leash area – Delivery of a new fenced dog park in Fennell Reserve in Port Melbourne.



- 3.1.4 Alexandra Street Green Corridor – Delivery of a green corridor on Alexandra Street in St Kilda East to increase urban greening, improve pedestrian amenity and enhance the local streetscape.
- 3.2 Endorses the removal of two actions from the *Places for People: Public Space Strategy 2022 – 32* including:
 - 3.2.1 Action 60 - Investigate the potential to expand the size of Eastern Reserve North through conversion of part of the adjoining road reserve in conjunction with the current Park Street tram extension. Identify options for the most appropriate design and future use in consultation with the local community. This includes identifying if dog off-leash can continue to be supported in part of the reserve.
 - 3.2.2 Action 89 – Temporary closure of Blessington Street between Peanut Farm and Renfrey Gardens to link the two public spaces.
- 3.3 Endorses the reforecasting of four actions in the *Places for People: Public Space Strategy 2022 – 32* action plan including:
 - 3.3.1 Moving actions 81 (Acland Street Plaza planting), 82 (St Kilda Pier Landside Extension), 113 (Play Space Strategy), 114 (Sport and Recreation Strategy) and 119 (School Use of Public Open Space Guideline) from short term (2022 – 25) to medium term (2026 – 29)
 - 3.3.2 Bringing forward action 86 (St Kilda Botanical Gardens play space upgrade) from long term (2030 – 32) to medium term (2026 – 29).
- 3.4 Authorises the Chief Executive Officer, or their delegate, to make the updates to the *Places for People: Public Space Strategy 2022 – 32* action plan (to reflect this resolution).

4. KEY POINTS/ISSUES

Background

- 4.1 The PSS sets the vision and blueprint for the future of public spaces in the City of Port Phillip - [Places for People: Public Space Strategy - City of Port Phillip](#). It is one of Council's core strategies and delivers on Strategic Direction 3 (A safe and liveable City) of the *Plan for Port Phillip 2025 – 35*.
- 4.2 The PSS outlines the challenges, outcomes and actions required to realise the full potential of Council's public space network of parks, gardens, streets, the foreshore, and urban spaces. It comprises three volumes and includes an Action Plan to guide Council's investment in public spaces across the municipality over a period of 10 years, until 2032.
- 4.3 The PSS was adopted in December 2021 and will be reviewed after five years. A light touch review of the PSS will be completed in 26/27.

Challenges we are facing

- 4.4 The City of Port Phillip has over 353 hectares of public open space, including Albert Park Reserve, and this will increase as new spaces are delivered in St Kilda, St Kilda East and Fishermans Bend.



- 4.5 Our public open spaces support a range of uses including playgrounds, event spaces, dog off-leash areas, sports grounds and fitness equipment and spaces for people to socialise, meet and interact.
- 4.6 The combined challenges of limited land availability, increasing population growth, societal shifts since the COVID-19 pandemic, cost of living crisis, climate change, ageing assets and an increase in people living in high density dwellings means that our public open spaces need to be everything for everyone. We are seeing increasing requests for a range of items including dog off-leash areas, shade and fences in playgrounds, calls for more open space, mixed views on use of public space by schools and calls for more regular maintenance and better accessibility.
- 4.7 Our open spaces are also being used more frequently by user groups including schools, community groups, sporting clubs and event providers. Each year we get over 5 million visitors to the Foreshore including locals, domestic day trippers and overnight visitors, contributing significantly to the total tourism sales in the municipality. This means our spaces and playgrounds need to work harder and be maintained more frequently, with the operational costs of maintaining our spaces increasing significantly.

Strategy progress

- 4.8 The status of the PSS Action Plan is 31 actions complete, 55 on-track, 10 off-track, 10 at-risk and 19 not commenced.
- 4.9 To date, the following actions have been completed or are due for completion this financial year:
- Gasworks Arts Park upgrade
 - Expansion of Pakington Street Reserve
 - Sol Green Reserve playground upgrade
 - St Vincent Gardens playground upgrade
 - Jim Duggan Reserve community garden beds
 - Foreshore Management Plan.
- 4.10 The following actions are in progress and will continue into next financial year:
- Advocate to VicTrack and Metro Trains Melbourne to green the Sandringham Rail Corridor
 - Port Melbourne Light Rail Linear Parks Plan
 - St Kilda Botanical Gardens play space upgrade
 - Clarke Reserve play space upgrade
 - 14 Lansdowne Road new public open space
 - Carlisle Street Streetscape Plan
 - Cobden Street Pocket Park
 - Sandridge Recreation Precinct
 - Burnett Gray Gardens playspace upgrade
 - Johnson Street Park



- Smith Street Park
- 15 Marriott Street new public open space
- 30 Kalymna Grove new public open space
- Extension of Pakington Street Reserve
- Pedestrian crossing over Alma Road to Alma Park
- Sport and Recreation Strategy.

Updates required to the PSS

New actions recommended for inclusion in the PSS

4.11 The following public open space projects are projects in the *Plan for Port Phillip 2025 – 35* and have commenced. These projects were not actions in the PSS, and the Action Plan should be updated to include these projects as new actions:

- Ripponlea Place Plan – Develop a masterplan to identify opportunities and priorities for staged public realm improvements around the Ripponlea Precinct.
- Lakeside Place Plan – Develop a plan for the Domain and Queens Lane precincts to set out a vision, guiding principles and identify opportunities for public realm improvements.
- Fennell Reserve fenced dog off-leash area – Delivery of a new fenced dog park in Fennell Reserve in Port Melbourne.
- Alexandra Street Green Corridor – Delivery of a green corridor on Alexandra Street in St Kilda East to increase urban greening, improve pedestrian amenity and enhance the local streetscape.

4.12 Council officers recommend that Councillors adopt the inclusion of these four new actions into the PSS.

Actions recommended for removal from the PSS

Blessington Street, St Kilda

4.13 Action 89 in the PSS is the *temporary closure of Blessington Street between Peanut Farm and Renfrey Gardens to link the two public spaces.*

4.14 This part of Blessington Street provides critical parking capacity for weekend sport and market days, and the action is no longer deemed feasible.

4.15 Council officers recommend that Councillors endorse the removal of this action from the PSS.

Eastern Reserve North, South Melbourne

4.16 Action 60 in the PSS is to *investigate the potential to expand the size of Eastern Reserve North through conversion of part of the adjoining road reserve in conjunction with the current Park Street tram extension. Identify options for the most appropriate design and future use in consultation with the local community. This includes identifying if dog off-leash can continue to be supported in part of the reserve.*

4.17 Due to the location of the tram line and the volume of traffic that utilises Park Street, this action is no longer deemed feasible.



4.18 Council officers recommend that Councillors endorse the removal of this action from the PSS, noting that Council officers will continue to look at ways to uplift the Reserve.

Changes required to timeframes in the PSS

4.19 Council officers are recommending several changes to the timeframes associated with the below actions in the PSS. These changes are required to reflect the actual status of these projects.

4.20 The timeframes for the following actions are recommended to be moved from short term (2022 – 25) to medium term (2026 – 29):

- Action 81 - Acland Street Plaza planting. This project has not been delivered in the short-term due to further revisions to the project scope and changing conditions in the Acland Street precinct. This project will be re-baselined through the business case.
- Action 82 - St Kilda Pier Landside Extension. This project is scheduled to be completed in 2026. The project program was extended for this project as the Parks Victoria Pier project was extended and due to the extended approvals process and latent conditions on site.
- Action 113 – Play Space Strategy. This project will be informed by data from asset audits and completed in the coming years, following the completion of the PSS review and other strategy work. This action has commenced but has not been completed within the short-term timeframe due to resourcing required for other projects.
- Action 114 - Sport and Recreation Strategy. This project commenced in the short-term timeframe and is scheduled to be completed in Q3 of 2026.
- Action 119 - School Use of Public Open Space Guideline. This is anticipated to be completed in 2026 (subject to engagement with Council and other stakeholders). This action has commenced but has not been completed within the short-term timeframe due to resourcing required for other projects.

4.21 The timeframe for action 86 (St Kilda Botanical Gardens play space upgrade) is recommended to be brought forward from long term (2030 – 32) to medium term (2026 – 29). Playground audits have resulted in the removal of some play equipment, increasing the need for earlier delivery of this project.

5. CONSULTATION AND STAKEHOLDERS

5.1 This financial year, Council officers have engaged the community on the following actions:

- Port Melbourne Light Rail Linear Parks Plan
- St Kilda Botanical Gardens play space upgrade
- Clarke Reserve play space upgrade
- 14 Lansdowne Road new public open space
- Burnett Gray Gardens play space upgrade
- Foreshore Management Plan and Coastal Adaptation Plan
- Carlisle Street Streetscape Plan



- Yani Barripbarriput masterplan implementation
- Sport and Recreation Strategy
- Foreshore Management Plan.

5.2 Council officers have also engaged the community on the following public open space projects which were not actions in the PSS:

- Ripponlea Place Plan
- Alexandra Street Green Corridor
- Proposed changes to dog on and off-leash restrictions (Fennell Reserve, JL Murphy Reserve, North Port Oval, Robinson Reserve, Howe Crescent Reserve West, Port Melbourne Beach, Elwood Beach, Point Ormond Reserve, Kirrip Park, Anzac Gardens and Clarke Reserve).

5.3 Community engagement will occur on any new projects approved through the 26/27 budget process.

5.4 Council officers will continue to engage with, and advocate to, State Government stakeholders to realise opportunities in the PSS including VicTrack, Metro Trains Melbourne (MTM), Parks Victoria, Department of Transport and Planning, Department of Education and the Department of Energy, Environment and Climate Action.

6. LEGAL AND RISK IMPLICATIONS

6.1 Legal and risk implications associated with each PSS action are assessed on an individual project basis.

7. FINANCIAL IMPACT

7.1 In the 2024/25 financial year, Council invested approximately \$4 million to deliver actions from the PSS (excluding the acquisition of land for new public open space).

7.2 Expenditure this financial year to deliver actions from the PSS is forecast to be \$5 million (excluding the acquisition of land for new public open space).

7.3 The financial impacts of the PSS are considered on an individual project basis.

7.4 Council was successful in obtaining \$250,000 for each of the following projects through the State Government's Pick My Park program (\$1.5M in total):

- Alexandra Street Green Corridor
- Burnett Gray Gardens Play Space Upgrade
- Clarke Reserve Play Space Upgrade
- Fennell Reserve fenced dog off-leash park
- Pakington Street Reserve Expansion
- St Kilda Botanical Gardens Play Space Upgrade.

8. ENVIRONMENTAL IMPACT

8.1 Our public open spaces help minimise the impact of the urban heat island effect, enhance wildlife habitat and strengthen biodiversity within our City's highly urbanised environment.



9. COMMUNITY IMPACT

9.1 The PSS guides Council in providing equitable access to high quality public open spaces, creating well connected networks of public spaces that nurture and support the health, wellbeing, social connection, creative expressions, economy and environment of our community.

10. GENDER IMPACT ASSESSMENT

10.1 The PSS aims to ensure that everyone, no matter their age, gender, ability or background, feels welcome in public spaces.

10.2 To meet the requirements of the *Gender Equality Act 2020*, gender impact assessments (GIA) are undertaken for each PSS action. Council officers are in the process of preparing a retrospective GIA for the PSS to reduce the need for a GIA for each individual public open space project.

11. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

11.1 The PSS guides the delivery of Strategic Direction 3 (A safe and liveable City) of the *Plan for Port Phillip 2025 – 35*.

12. IMPLEMENTATION STRATEGY

12.1 TIMELINE

- Updates to the PSS will be made following endorsement and adoption of these changes.
- The delivery of PSS actions that are currently in progress will continue in line with project timeframes.
- A light touch review of the PSS will be completed in the 26/27 financial year.

12.2 COMMUNICATION

- The updated PSS will be published on Council's website.

13. OFFICER MATERIAL OR GENERAL INTEREST

13.1 No officers involved in the preparation of this report has declared a material or general interest in the matter.

ATTACHMENTS

Nil



11. A VIBRANT AND THRIVING COMMUNITY

11.1 *Draft Multicultural Strategy* 107
11.2 *Draft Creative Port Phillip Strategy for community consultation* 207



11.1 DRAFT MULTICULTURAL STRATEGY

EXECUTIVE MEMBER: KYLIE BENNETTS, GENERAL MANAGER, COMMUNITY WELLBEING

PREPARED BY: EWA ZYSK, DIVERSITY, EQUITY & INCLUSION SENIOR ADVISOR
JOSH BADENOCH, COORDINATOR DIVERSITY, EQUITY AND INCLUSION
CHRISTINE DENING, MANAGER COMMUNITY BUILDING AND INCLUSION

1. PURPOSE

- 1.1 To present to Council the draft Multicultural Strategy 2026-2031 and seek Council's endorsement for public exhibition.

2. EXECUTIVE SUMMARY

- 2.1 The City of Port Phillip is developing the Multicultural Strategy 2026–2031 (the Strategy) as a key delivery action under the Plan for Port Phillip 2025–2035.
- 2.2 In November and December 2025, Council undertook Phase One community engagement, reaching approximately 375 residents through multilingual surveys, place-based outreach and co-design workshops.
- 2.3 Feedback identified consistent priorities across communities, including safety and antiracism, accessible information and services, welcoming and inclusive spaces, cultural recognition, social connection and meaningful participation in local decision-making (documented in Attachment 1).
- 2.4 The draft Strategy is structured around five objectives: Safe and Cohesive Port Phillip; Belonging and Community Connection; Accessible Information and Trusted Support; Empowering Diverse Communities; and Driving Participation and Opportunity (Attachment 2).
- 2.5 These objectives and actions were directly shaped through community input and are grounded in multiculturalism, intercultural practice, intersectionality and First Nations sovereignty.
- 2.6 A draft Days of Significance Calendar has been developed alongside the Strategy through targeted community engagement (Attachment 3).
- 2.7 Implementation of the Strategy is proposed to be supported through existing Council resources, the Community Grants Program, and the Social Cohesion budget.
- 2.8 Subject to Council's decision, the draft Strategy will be released for community engagement from 8 June to 19 July 2026 (Phase Two), to test the draft with the community before it is finalised and adopted in October 2026.

3. RECOMMENDATION

That Council:

- 3.1 Thanks community members, stakeholders and organisations who participated in Phase One community engagement for the Multicultural Strategy 2026–2031 and notes the community engagement report (**Attachment 1**).



- 3.2 Endorses the release of the draft Multicultural Strategy 2026-31 for the next phase of community engagement which includes the public exhibition of the draft Strategy (**Attachment 2**) and draft Days of Significance Calendar (**Attachment 3**).
- 3.3 Authorises the Chief Executive Officer, or their delegate, to make minor changes to the draft Strategy and Days of Significance Calendar to prepare and present these for community consultation as long as any change does not materially alter the intent of either document.
- 3.4 Endorses an allocation of \$30,000 from the social cohesion budget in 2026/27 to fund early implementation of the Multicultural Strategy 2026-31, given it won't be formally adopted by Council until later in 2026.

4. KEY POINTS/ISSUES

- 4.1 The Strategy is being developed through two phases of community and stakeholder engagement. Phase One focused on broad community engagement and codesign, while Phase Two focuses on testing the draft with the community. This approach supports Council endorsement of the Strategy in October 2026.
- 4.2 The Phase One codesign process ensured the work was genuinely community led with people from diverse cultural and religious background.
- 4.3 Think HQ led the co-design process and drafted the Strategy, supported by Council-led engagement activities delivered across the municipality.
- 4.4 The Days of Significance Calendar was developed alongside the Strategy, with cultural and religious days identified primarily through targeted, place-based outreach with communities.

Draft Multicultural Strategy

- 4.5 The draft Strategy (Attachment 2) reflects community engagement and co-design, with objectives and actions aligned to identified community priorities.
- 4.6 The vision for the Strategy was shaped through a community-led and co-design process, grounded in the lived experiences of Port Phillip residents.
- 4.7 Building on this work, the Strategy's objectives and actions were informed by broad community engagement and co-design, ensuring they reflect community priorities and key insights gathered throughout the engagement process. A summary is provided below.

Objectives	Actions
Objective 1: Safe & Cohesive Port Phillip	1.1 Build a respectful and inclusive community by addressing ethnic, religious and race-based discrimination through education, awareness campaigns, and co-designing safe ways to report incidents and access support with communities.
	1.2 Develop multicultural inclusion guidelines for Council services, facilities and public space design that ensure spaces are welcoming, safe, accessible and responsive to the cultural and faith-based needs of residents of all ages, including considering important cultural and religious periods and how Council services can be responsive.

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Objective 2: Belonging & Community Connection	1.3 Strengthen intercultural and interfaith connections to build understanding and social cohesion.
	2.1. Build community awareness of Port Phillip's Traditional Owners and provide opportunities for First Nations education.
	2.2 Strengthen multicultural leadership and representation in decision making to drive social inclusion and community belonging through Council governance structures.
Objective 3: Accessible Information & Trusted Support	2.3 Reduce social isolation by supporting community-led support networks that build belonging and community care, ensuring people of all ages and cultural backgrounds including new migrants and older people are supported to stay connected.
	3.1 Remove language and communication barriers to ensure all residents have equitable access to Council information and services.
	3.2 Increase the visibility and accessibility of Council support services in neighbourhoods with high levels of new migrant settlement, including St Kilda Road, South Melbourne, and public housing estates, so residents can more easily find and access support.
	3.3 Ensure access to programs that foster connection through a review of Council-funded programs, identifying participation gaps, removing barriers and expanding partnerships with community providers.
Objective 4: Empowering Diverse Communities	3.4 Facilitate a smooth transition for newly arrived residents to Port Phillip by providing proactive support and information on available community and government services.
	4.1 Facilitate opportunities for community awareness and recognition of significant days of celebrations and shared traditions, including how Council may need to respond in its planning and service provision.
	4.2 Activate public spaces through multicultural programming that celebrates cultural expression.
	4.3 Facilitate opportunities for education and language preservation.
Objective 5: Driving Participation & Opportunity	4.4 Enable a sustainable and resilient multicultural sector through long-term partnerships and a multicultural lens applied to Council funding and events.
	5.1. Strengthen Council's internal capability to support an inclusive workplace and to deliver culturally sensitive and inclusive services across all areas of Council.
	5.2 Strengthen pathways to Council civic participation through leadership training, mentoring and tailored support for residents.



5.3 Promote existing employment pathways and skills development opportunities to support inclusive employment outcomes for newly arrived residents.
5.4 Advocate to the Victorian and Commonwealth Governments for coordinated and well-funded changes across government to address ethnic, religious and race-based discrimination, build social cohesion, and ensure all communities can participate fully, including through place-based and community-led approaches.

- 4.8 Feedback through development of the draft Strategy indicates preference for a five-year timeframe, rather than the four-year period outlined in the Council Plan, to support effective implementation and align with the allocated social cohesion budget.
- 4.9 Delivery will be supported by an annual implementation plan, with regular reporting to Council to support transparency, accountability and continuous improvement. Progress will be tracked using both community-wide and Council-led measures. Community experience will be monitored through outcomes captured in Council’s Customer Satisfaction Survey, which reflect how residents experience belonging, safety and inclusion in Port Phillip.

Objective	Shared Measures (apply across all objectives)
Objective 1: Safe & Cohesive Port Phillip	<p>Average community rating for agreement with the statement ‘Port Phillip is a welcoming and supportive place for everyone including people from varied cultural and religious backgrounds, ages, genders and sexual orientation’ measured on a 0-10 scale.</p> <p>Average community rating for agreement with the statement ‘I feel proud of, connected to, and enjoy living in my neighbourhood’ measured on a 0-10 scale.</p> <p>Average community rating for agreement with the statement ‘I have a sense of safety and security in Port Phillip,’ measured on a 0-10 scale.</p> <p><i>* Measures are derived from Council’s Community Satisfaction Survey and are used to track overall trends and progress over time. Changes in these indicators reflect the combined impact of Council actions and broader system level influences.</i></p>
Objective 2: Belonging & Community Connection	
Objective 3: Accessible Information & Trusted Support	
Objective 4: Empowering Diverse Communities	
Objective 5: Driving Participation & Opportunity	

Guiding Principles: Multiculturalism, Interculturalism and First Nations Sovereignty

- 4.10 The acknowledgement of First Nations sovereignty and intersectionality are foundational to the draft Strategy. They are demonstrated through:
- A vision that articulates being grounded in First Nations sovereignty;
 - The integration of First Peoples’ education and visibility across actions; and



- The consistent application of an intersectional lens, reinforced by the Gender Impact Assessment across all themes, objectives and key actions.
- 4.11 The draft Strategy adopts an intercultural approach alongside multiculturalism, recognising that meaningful inclusion is strengthened through everyday interaction, mutual understanding, dialogue and shared responsibility across cultures and faiths, rather than communities existing side by side.
- 4.12 These guiding principles have been strengthened through extensive community consultation, the Gender Impact Assessment, and alignment with recognised policy frameworks and good-practice approaches at the State and Commonwealth level. These include the Federal Multicultural Framework Review, the National Anti-Racism Framework, Victoria's Anti-Racism Strategy 2024–2029, and the Welcoming Cities Standards, as well as more recent national work on understanding antisemitism in Australia.

Draft Days of Significance Calendar

- 4.13 The Days of Significance Calendar provides a coordinated approach to recognising cultural, religious and social dates important to Port Phillip's diverse community (Attachment 3).
- 4.14 The Calendar was developed through a two-stage process, combining an internal policy and best-practice review with community engagement undertaken as part of the Strategy engagement (Phase One, Nov–Dec 2025).
- 4.15 It was not possible for the Days of Significance Calendar to include every cultural, religious or social date identified through consultation. Community members and organisations are invited to provide feedback as part of Phase 2 consultation on the draft Calendar. The draft Calendar also recognises that communities may wish to organise their own activities to mark dates that are important to them. Where these align with the Strategy and Council Plan, Council may provide support through mechanisms such as community grants. This approach allows flexibility for communities to acknowledge a broad range of cultural and religious traditions, including those that may be smaller or less widely recognised, while maintaining a consistent and transparent framework for Council.

5. CONSULTATION AND STAKEHOLDERS

- 5.1 The draft Strategy was shaped through extensive community engagement and codesign with local residents. Between 10 November and 14 December 2025, 375 residents were engaged through multilingual surveys, interactive library installations, targeted outreach and deep dive workshops to understand diverse lived experiences (Attachment 1).
- 5.2 Engagement followed a two-stage approach: broad community participation followed by a focused codesign process involving residents, community leaders and local organisations. Multiple methods were used, including online and hardcopy surveys, targeted outreach sessions such as citizenship ceremonies, and local schools, submissions and emails, codesign workshops, and a popular world map activity in libraries.
- 5.3 To ensure inclusion, we tailored our approach for communities who face barriers to participation. This meant meeting people where they already are, for example, connecting with public housing residents at Skinner's Playground, newly arrived



migrants through English language learning groups, and culturally diverse families at South Melbourne Primary School, where 68% of families are born overseas.

- 5.4 Four codesign workshops with residents and organisational stakeholders helped refine priorities, actions and the overall strategic direction. Participants were recruited through the broader engagement to ensure intersectionality and strong representation. Strategic recruitment ensured key lived experiences were included, for example, Women’s Health in the Southeast for gender perspectives and the Jewish Community Council of Victoria for cultural and faith representation.
- 5.5 Engagement was promoted across multiple channels, including newsletters, social media, postcards, library and school outreach, in a range of languages, stakeholder packs and direct invitations. Collectively, these activities reached an estimated 40,000–45,000 people across the City of Port Phillip and surrounding networks.
- 5.6 Participation across all engagement activities is summarised in the table below:

Engagement method	Participation	Notes
Online survey	69	Translated into 8 languages
Hard copy surveys	31	30 Russian, 1 Spanish
Targeted sessions & outreach	10 (250 participants)	Citizenship ceremonies, multilingual Storytimes, English language learning groups, Youth Advisory Committee, Port Phillip Multifaith Network, primary schools, Skinner’s Playground, Park Towers Housing Estate, multicultural seniors’ groups
Codesign workshops	23	2 sessions (community + stakeholders)
Submissions/emails	2	Space 2b Social Design and Ethnic Discussion Club
Library world map activity	506	Cultural background dots

- 5.7 Participants reflected a diverse mix of cultural, religious and language backgrounds, including older people, young people, newly arrived migrants, public housing residents and people of diverse faiths.
- 5.8 A visual world-map activity helped track who we reached, with 506 dots recorded across three installations: Africa (74), Americas (104), Asia (179), Europe (111) and Oceania (38). The highest country-level responses (excluding Australia) came from Indonesia (27), India (22), the United States (21), China (19) and Brazil (17), broadly consistent with ABS data.
- 5.9 Engagement with Jewish communities was supported by strong early outreach, including direct invitations, engagement through the Port Phillip Multifaith Network, contact with Jewish schools, and promotion across community used social media platforms. While participation during the mid engagement period was lower than hoped, ongoing review of engagement data enabled Council to quickly identify opportunities to strengthen representation. In response, recruitment was undertaken to increase Jewish community participation in the co-design phase, alongside further consultation with the



Jewish Community Council of Victoria to help guide next steps and shape culturally appropriate engagement pathways.

What we heard

5.10 Community feedback highlighted clear priorities, including safety and antiracism, accessible information, welcoming and inclusive spaces, cultural recognition, belonging and equitable participation. A summary of the key themes identified by community is provided below:

Theme (Highest to Lowest)	What people want
Welcoming spaces & hubs (48 comments)	More community hubs, safe spaces, prayer spaces, neutral “drop in” places, accessible facilities.
Access to information & services (46)	More multilingual information, help to navigate services, digital inclusion support, more translated materials at libraries.
Understanding, respect & cohesion (33)	More opportunities for dialogue, fairness, respect, and learning across cultures.
Support for families (31)	Culturally safe maternal/child health, homework support, settlement support.
Cultural celebration & visibility (27)	More multicultural events, visible cultural recognition, community led celebrations.
Social connection (26)	Low barrier activities to meet people; word of mouth and human connectors still crucial for migrants.
Council supported cultural programs (23)	Multiyear grants, simpler processes, volunteer support, help with event compliance.
Participation & belonging (21)	Advisory groups, more involvement of diverse resident in decisions, feedback loops.
Anti racism & safety (18)	Strong stance against racism, better safety in public places, education for young people.
Fair job opportunities (9)	Recognition of international experience, clearer pathways for newcomers.
Respect for First Nations people (7)	Multilingual Treaty materials, stronger visibility, cultural learning.

5.11 The table below summarises what community said is needed across key themes. Within the role of local government, Council should respond to community priorities by strengthening safety and antiracism initiatives, improving access to information and services, creating welcoming and culturally inclusive spaces, enhancing social connection, increasing cultural visibility, and ensuring fair participation and economic opportunities for all residents.



Theme (Highest to lowest)	What community said is needed
Programs & strategic partnerships (31)	Longer term funding, cross council collaboration (e.g. Glen Eira, Stonnington), leadership succession support for multicultural senior groups.
Information access & digital inclusion (29)	Community connectors, easier ways to find info, better communication across channels.
Welcoming places & accessible spaces (23)	Walkable hubs, easier venue booking, activation in St Kilda Rd corridor, safe youth spaces.
Safety, inclusion & cohesion (20)	Anti racism education, clear reporting channels, interfaith/intercultural dialogue.
Leadership & advocacy (20)	Cultural competency for staff, inclusion in decision making, strong public stance against hate.
Community voice & local decision making (19)	Advisory groups, transparent processes, youth voice.
Cultural calendar & celebrations (19)	Visibility of key cultural days, cross cultural learning, decorations and local activation.
Social connection (16)	Buddy systems, low barrier social events, intergenerational programs.
Employment & economic participation (10)	Inclusive recruitment, support for migrant entrepreneurs.

5.12 Co-design participants emphasised the importance of genuine co-design, strong representation, clear accountability and trusted relationships in shaping Council's approach.

5.13 Community engagement highlighted the intersecting nature of ethnic, religious and race-based discrimination and confirmed that these forms of discrimination, while connected, are experienced differently across communities. Participants expressed a strong preference for inclusive language that does not prioritise one form of discrimination over another. In response, the Strategy uses the collective term ethnic, religious and race-based discrimination, while recognising the distinct impacts of specific forms of discrimination, and commits to community-specific co-design as the primary way tailored and effective responses will be developed and delivered.

Draft Days of Significance

5.14 Community feedback emphasised the importance of visible, inclusive and respectful recognition of significant days, with a strong preference for a calendar that supports cultural learning, represents both established and emerging communities, and enables community-led activation rather than a fixed or exhaustive list.



Phase 2 Community Engagement

- 5.15 Subject to Council endorsement, the draft Strategy will be released for Phase Two community engagement from 8 June to 19 July 2026.
- 5.16 Phase Two engagement will seek feedback on the draft Strategy and will mirror Phase One engagement methods, including translated materials, targeted outreach, visual tools and accessible formats to reduce barriers to participation.
- 5.17 The engagement will continue a co-design approach, with a stronger focus on working alongside Council’s Multicultural Advisory Committee, noting the Committee is in the early stages of establishment.

6. LEGAL AND RISK IMPLICATIONS

- 6.1 There are no identified legal implications arising from the draft Strategy.
- 6.2 Key risks relate to delivery and implementation, including capacity across service areas, coordination with partners, and managing community expectations following strong engagement. These risks will be mitigated through phased implementation, clear accountability, cross-organisational coordination and ongoing monitoring and reporting.
- 6.3 There is a risk associated with balancing the diverse needs and expectations of all communities. This risk will be managed through inclusive language, community-specific co-design, and clear engagement with communities of interest.

7. FINANCIAL IMPACT

- 7.1 The development of the Strategy is supported by a \$60,000 allocation in the 2025/26 budget, enabling community engagement, strategy development and preparation for implementation.
- 7.2 Delivery of the Strategy will be resourced through a combination of Council’s existing operational budgets, the Community Grants Program, and allocations from Council’s \$250,000 allocation to Social Cohesion initiatives as part of the Plan for Port Phillip 2025–2031 as per the summary below:

Funding source	Purpose
Social Cohesion Budget	Delivery of key priority initiative and early actions
Community Grants Program	Community-led initiatives
Existing operational budgets	Ongoing delivery across libraries, community engagement, events, customer service and community development
Strategic partnerships (pilot)	Transition from annual grants to multi-year partnerships for priority multicultural organisations

- 7.3 The City of Port Phillip has committed funding to strengthen social cohesion and address discrimination, loneliness and social isolation. In 2025/26, funding has supported volunteering, multicultural engagement, interfaith connection and community safety.
- 7.4 Officers will present a comprehensive implementation plan alongside the final Strategy. This will outline a staged approach to delivery, including sequencing and prioritisation.



- 7.5 In the interim, it is proposed that Council endorse an allocation of \$30,000 from the 2026/27 social cohesion budget to support early implementation activities, given the Strategy itself will not be adopted by Council until September / October 2026.
- 7.6 The Strategy will be delivered over a five-year horizon, supported through a combination of existing operational budgets, the Community Grants Program and the Social Cohesion budget. Future funding requirements will be considered through annual budget processes and brought back to Council.

8. ENVIRONMENTAL IMPACT

- 8.1 There are no direct environmental impacts associated with the Strategy.
- 8.2 Some actions, such as community-led activations and improved use of public spaces, may indirectly support more inclusive and well-used neighbourhood environments.

9. COMMUNITY IMPACT

- 9.1 The Strategy aims to deliver positive outcomes for residents by strengthening safety, inclusion, belonging and participation across the municipality.
- 9.2 The Strategy responds directly to community-identified priorities, supporting equitable access to services, improved social connection, cultural recognition and opportunities for community voice and leadership.

10. GENDER IMPACT ASSESSMENT

- 10.1 A Gender Impact Assessment (GIA) was embedded from the commencement of the Strategy project to inform engagement design and embed gender and intersectional equity throughout the project.
- 10.2 The GIA informed strategy development and engagement delivery, with community insights analysed through a gender equity lens and engagement activities adapted to support inclusive participation, including women-only opportunities, culturally safe approaches, targeted outreach, and participation from LGBTIQ+ and multicultural women's organisations.
- 10.3 Women and gender diverse people reported lower feelings of safety, higher experiences of discrimination, and greater barriers to accessing services particularly among public housing residents, and Jewish and Muslim women.
- 10.4 Men most frequently raised concerns about public safety, social cohesion and fairness, demonstrating different gendered perspectives on inclusion.
- 10.5 Data highlighted significant intersectional impacts for older multicultural women, young people, LGBTIQ+ residents, people with disability, and faith communities experiencing ethnic, religious and race-based discrimination. The GIA recommended embedding gender equity throughout the Strategy. It also recommended the need for gender segregated outcome measures.

11. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 11.1 The City of Port Phillip is developing a Multicultural Strategy aligned with the Plan for Port Phillip 2025–2035, particularly under Strategic Direction 4: A vibrant and thriving community.

12. IMPLEMENTATION STRATEGY

- 12.1 TIMELINE



12.1.1 Subject to Council resolving to release the draft Strategy for Phase two community engagement, the following implementation steps will occur:

Timing	Activity
8 June – 18 July 2026	Draft Strategy released for Phase 2 community engagement to seek community and stakeholder feedback on the proposed vision, objectives and actions.
July 2026	Consideration and analysis of submissions and feedback received during Phase 2 engagement.
August 2026	Updated draft Strategy and summary of engagement outcomes presented at a Councillor Briefing for feedback.
September / October 2026	Final Strategy presented to Council for endorsement and adoption. Engagement findings made publicly available.

12.2 COMMUNICATION






12.2.1 A targeted communication and engagement approach will support Phase 2 community engagement and ensure accessible and inclusive opportunities for participation. Key audiences include culturally and linguistically diverse communities, faith groups, community organisations, partner agencies and the wider community.

12.2.2 The communication approach will include:

- Direct engagement through Council officers’ networks and community partners
- Promotion through multicultural, interfaith and community organisations
- Digital communications, including Council’s website and social media channels
- Inclusion in Council newsletters and community information channels
- Accessible and translated materials where appropriate.

13. OFFICER MATERIAL OR GENERAL INTEREST

13.1 No officers involved in the preparation of this report has declared a material or general interest in the matter.

- ATTACHMENTS**
1. **Multicultural Strategy:Community Engagement Report**  
 2. **Draft Multicultural Strategy 2026-2031**  
 3. **City of Port Phillip: Days of Significance Calendar**  



MULTICULTURAL STRATEGY

Engagement Summary Report

March 2026





Acknowledgement of Country

Wominjeka. Council respectfully acknowledges the Traditional Owners and Custodians of the Kulin Nation. We acknowledge their legacy and spiritual connection to the land and waterways across the City of Port Phillip and pay our heartfelt respect to their Elders, past, present, and emerging.

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City of Port Phillip **Multicultural Strategy** Engagement Report

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Introduction

Project background

City of Port Phillip is committed to creating a city where people of all cultural and religious backgrounds feel respected, valued, and safe. For this reason, we are developing a Multicultural Strategy to strengthen inclusion, belonging, and cultural safety across our diverse community. The strategy will be grounded in the enduring presence and cultures of First Nations peoples, whose sovereignty and histories span over 65,000 years, and will guide Council's actions to:

- Celebrate and promote our cultural diversity
- Build stronger social connection
- Address ethnic, religious and race-based discrimination
- Make services easier to access for all residents

The community consultation for this strategy was open from 10 November to 14 December 2025. It is acknowledged that the day the engagement closed coincided with the tragic Bondi Beach shooting in Sydney, an event that deeply impacted communities across Australia and reinforced the importance of fostering safety, inclusion, and resilience in our local context.

What we set out to achieve

Through this engagement project, we wanted to learn from our community about what matters most for multicultural inclusion. We aimed to find out:

- What future goals Council should work towards to better support multicultural communities.
- Which priorities are most important for the next four years.
- What actions Council can take to strengthen inclusion and participation.



- Which cultural events and significant dates Council should celebrate and acknowledge.
- What should be included in Council's new commitment to people from cultural and religious backgrounds.

We especially wanted to hear from people with diverse cultural and religious backgrounds to ensure these insights reflect the voices of our community.

About this report

This report provides an overview of the community engagement process. It explains:

1. What we did: the activities and methods used to gather input.
2. Who we heard from: the people and groups who shared their views.
3. What we heard: the key themes and insights from the community.

Before reading this report

- The findings are based on qualitative feedback from people who chose to take part. This means the views shared are not statistically representative of the whole community and may only reflect a portion of local voices.
- While we aim to include diverse perspectives, some community members may have faced barriers to participation, including people with disability, multicultural communities, older people, and Aboriginal and Torres Strait Islander people.
- 'Participants' refers to everyone involved in the engagement; 'respondents' refers to those who answered a specific question or activity.
- The report summarises what we heard. Feedback has not been independently verified, so some comments may be incorrect, unachievable or outside the project scope. Not all individual comments



are shown; themes, quotes and numbers are used to reflect the range of views.

- Some people may have contributed more than once across different activities, which may result in unintentional double-counting.
- Demographic data was not collected consistently across all activities, which limits our ability to analyse differences between groups.
- The report covers Council-led engagement activities only and does not include community-run or third-party events, surveys or petitions.
- This report was developed through a combination of human analysis and artificial intelligence (AI). Human analysts conducted the primary data analysis. AI tools were used to process and analyse large datasets, identify trends, and generate some preliminary findings. Any AI-generated findings were subsequently reviewed, validated, and interpreted by human analysts with expertise in the subject matter. The final conclusions and interpretations presented in this report represent the considered judgment of these human analysts, even where AI contributed to the data processing.



Figure 1: This picture shows participants of the second stakeholder codesign workshop facilitated by Think HQ






What we did


Between 10 November and 14 December 2025, we delivered a range of communications activities to let the community know about this engagement project and collected feedback through a mix of engagement activities.

Communications activities

To increase awareness of the engagement process, we did the following:

Method	Details	Reach
 'Have your say' webpage	<p>Council's dedicated engagement webpage, 'Have your say' included a page for this project, with information on the process, a timeline, contact details, and opportunities to engage.</p> <p>Responses could be submitted in video or audio format, and in any preferred language.</p> <p>Translations were provided in Arabic, Simplified Chinese, Greek, Hindi, Portuguese, Russian and Spanish.</p>	<p>1,060 views</p> <p>849 visits</p> <p>484 visitors</p>
 Postcards	<p>Postcards were distributed to the local community, explaining the engagement process and inviting people to provide feedback.</p> <p>Translations are provided in simplified Chinese, Hindi, Spanish, Greek, and Russian.</p>	<p>50 distributed via the library</p>
 Newsletters	<p>Project information and an invitation to engage was included in multiple Council newsletters, including:</p> <ul style="list-style-type: none"> Community Sector News (19 November, 9 December) 	<p>Community Sector News) – 1,261 recipients</p> <p>Youth e-bulletin – 443 recipients</p>




Method	Details	Reach
	<ul style="list-style-type: none"> ● Youth E-bulletin (3 December) ● Business news (24 November) ● South Melbourne Market Trader e-newsletter (24 November) ● What’s on at libraries (21 November) ● Divercity (28 November) ● Help shape Our City (18 November) <p>Several non-Council organisations also shared the information in their newsletters and networks, including:</p> <ul style="list-style-type: none"> ● City of Port Phillip Multifaith Network ● Council of Christians and Jews Victoria newsletter ● Elwood Primary newsletter ● Glen Eira Interfaith Network ● Inner South Multicultural Network ● Jewish Care – social media ● Jewish Community Council – social media and Sunday message ● Port Melbourne Primary newsletter ● Port Phillip Zero ● St Mary’s Catholic Primary newsletter ● St Mary’s School newsletter 	<p>Business News (2905 recipients)</p> <p>South Melbourne Market Trader e-newsletter (213 recipients)</p> <p>What’s on at the Libraries e-newsletter– 6,938 recipients</p> <p>Divercity e-newsletter– 15103 recipients</p> <p>Help Shape Our City engagement e-newsletter– 4,280 recipients</p>
 <p>Social media posts</p>	<p>Social media posts were included on Facebook and Instagram to promote the engagement opportunity.</p>	<p>Stand-alone posts (Collaboration with Libraries):</p> <p>Instagram: 1,071 reach, 55 likes, 3 comments</p> <p>Facebook: 1,195 views, 7 reactions, 1</p>



Method	Details	Reach
		comment, 9 link clicks Broader engagement-related posts: Instagram: 611 reach, 14 likes, 1 share Facebook: 654 reach, 8 likes, 1 comment South Melbourne Market Facebook post (21 November): 1,557 views
Emails to networks & Stakeholder packs	<p>We sent emails to many stakeholders relevant to the project.</p> <p>This included 'Stakeholder packs' that were developed and distributed, containing translated materials, culturally appropriate images, and inclusive messaging to ensure accessibility and resonance across diverse communities.</p> <p>Translations were provided in simplified Chinese, Hindi, Spanish, Greek, Russian and Portuguese.</p> <p>Stakeholders were encouraged to amplify the reach of this information by sharing it through their networks, including social media platforms, translated posters and WhatsApp groups.</p> <p>This included:</p> <ul style="list-style-type: none"> Participants of previous related engagement who had indicated 	N/A







Method	Details	Reach
	<p>interest, such as the Plan for Port Phillip</p> <ul style="list-style-type: none"> • Toy libraries, playgroups and community managed children and family services • Community Grants recipients (400 plus grant recipients) • Former Multicultural Advisory Committee members • Multicultural Senior Groups (18 groups) • Members of the Port Phillip Multifaith network (65 members) • Inner South Multicultural Network (90 members) • Direct invitations were issued to key organisations (see Appendix 2 for the full list). • Port Phillip Councillors • Participants in Co-design Sessions for Multicultural Strategy 	
<p>Map installation</p> 	<p>A large world map was displayed at the St Kilda and Emerald Hill libraries for people to mark their cultural background and share ideas. The map was also used at targeted activities, South Melbourne Primary School, citizenship ceremonies, and library installations, to capture cultural background information and link people to the survey via QR code.</p>	<p>Approx. 506</p>



Engagement activities



To collect feedback from the community we did the following activities:

Method	Details	Participation
 Survey	<p>Our survey collected ideas and priorities for the Multicultural Strategy, as well as demographic information from participants.</p> <p>It was available online via the Have Your Say webpage, could be downloaded in hard copy, and was also available from ASSIST customer service desks and at the libraries.</p> <p>It was available in English, Arabic, Chinese, Greek, Hindi, Portuguese, Russian and Spanish.</p> <p>A copy of the survey in English can be found at Appendix 1 on page 53</p>	<p>Online survey: 69</p> <p>Hard copy survey: 31 (including 30 Russian and 1 Spanish)</p>
 Targeted conversations, interviews & activities	<p>Targeted engagement activities occurred to capture the ideas of diverse groups who may not participate in other engagement activities. This included:</p> <ul style="list-style-type: none"> • Citizenship Ceremony at St Kilda Town Hall • Hindi Storytime at St Kilda Library • Mandarin Storytime at Port Melbourne library • Multicultural senior groups at Betty Day Centre at Betty Day Centre (Polish, Russian and Jewish groups) • Multicultural senior groups from Greek background in Port Melbourne • Park Towers Management • Port Phillip’s Multifaith Network 	<p>Approx. 250</p>



Method	Details	Participation
	<ul style="list-style-type: none"> • Port Phillip’s Youth Advisory Committee • Skinner’s Playground • South Melbourne Primary school (68 percent of students are born overseas) • Space2B • St Kilda Library ESL groups <p>Targeted engagement activities were designed around priority populations who experience barriers to accessing Council information for example, residents in public housing, people with low digital literacy, and groups requiring gender-specific engagement.</p> <p>At targeted engagement activities, we also shared information about the role of local government and how feedback would be used, with all materials available in multiple languages.</p>	
 <p>Submissions, emails and uploads</p>	<p>Community and organisational submissions were received via email and through uploads on the Have Your Say webpage.</p>	<p>2</p>
	<p>We invited people from diverse cultural backgrounds, and local organisations/groups to participate in four interactive sessions to help shape key</p>	<p>Community session 1: 13 participants Community session 2: 6 participants</p>



Method	Details	Participation
Codesign Sessions	elements of the strategy. Community members received a \$50 Coles Myer voucher per hour for sessions they attended.	Group and organisational session 1: 10 participants. Group and organisational session 1: 6 participants.

Who we heard from

Community participants

Through our survey and some other engagement activities we asked questions about community participants demographic details. Of the total participants (approx. 375), 53 people shared all or some of their demographic information with us. Demographics were not collected from all participants as it was not considered appropriate or feasible to do so in all settings. The following explores the demographic information that we collected.

Cultural background

We asked participants of our online survey and Have Your Say webpage uploads to describe their cultural background. The 50 people who told us are represented in the word cloud below. The larger the word appears, the more times it was mentioned.

There were also many targeted activities (listed in the 'what we did section page 8) where we did not ask specifically for peoples' cultural background.

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Figure 2: This picture shows families participating in a targeted session at Skinners playground, families mainly reside at local housing estates.

Figure 3 (below): This photo shows the world-map exercise where residents were invited to mark their cultural background. This map is from our targeted outreach session at South Melbourne Primary School, where 68% of students are born overseas.





Figure 4: This photo shows the world-map exercise where residents were invited to mark their cultural background. This map was created at the Australian Citizenship Ceremony, where more than 200 people took part on the day



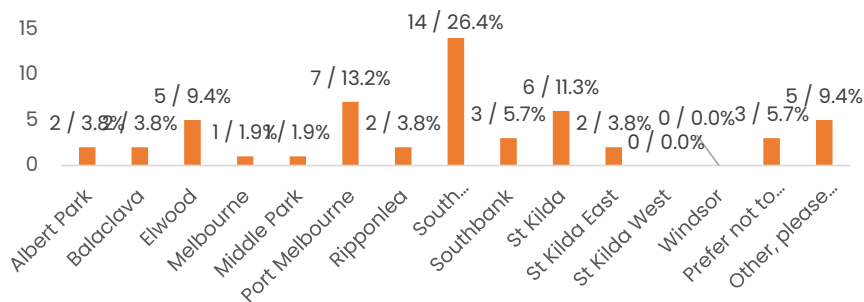
Figure 5: This photo shows the world-map exercise where residents were invited to mark their cultural background. This map comes from the St Kilda and Emerald Hill Libraries, where it was installed for one week.



In addition, as part of the Codesign Sessions (see page 37 for details) we engaged with community members from a range of cultural and religious identities.

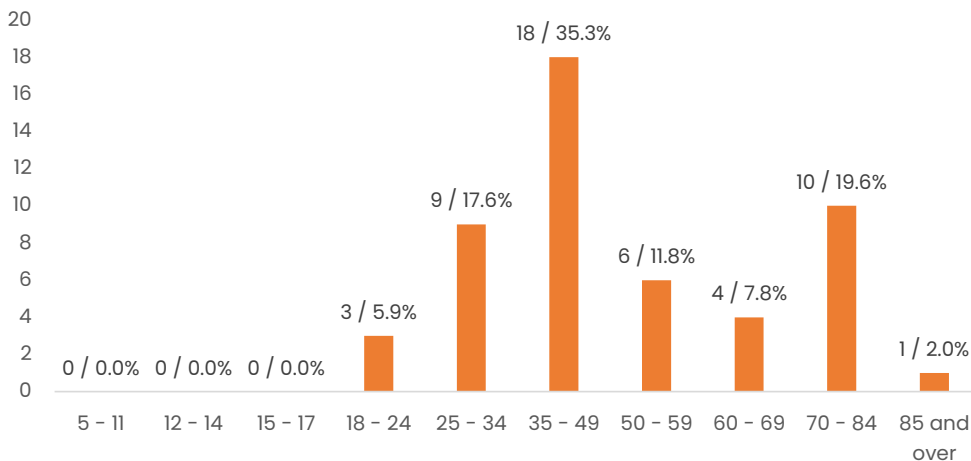
Suburb

We asked people the suburb they live in. Of the 53 people who responded, the largest group (14 people/26.4%) lived in South Melbourne. The next largest were Port Melbourne (7 people / 13.2%) and St Kilda (6 people / 11.3%). No one said they lived in St Kilda West or Windsor.



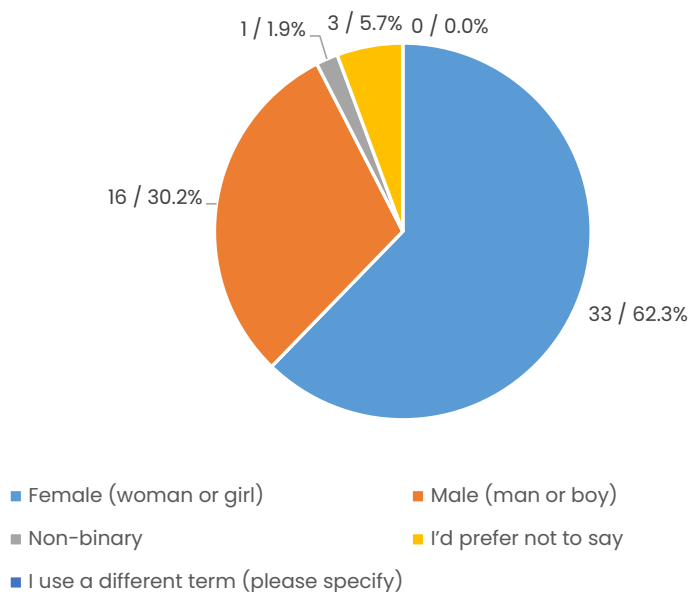
Age

We asked people to identify their age group. Of the 51 people who responded, the largest proportion was aged 35–49 years (18 people, 35.3%). The next most common age groups were 70–84 years (10 people, 19.6%) and 25–34 years (9 people, 17.6%). No respondents were aged 17 or under; however, we engaged with younger people through other mechanisms, including the Youth Advisory Committee and South Melbourne Primary School.



Gender identity

We asked people their gender identity. Of the 53 people that responded, the majority (33 people/62.3%) identified as female (woman or girl). 16 people / 30.2% identified as male (man or boy). 1 person identified as non-binary and 3 people (5.7%) said they would prefer not to say.





City of Port Phillip **Multicultural Strategy** Engagement Report

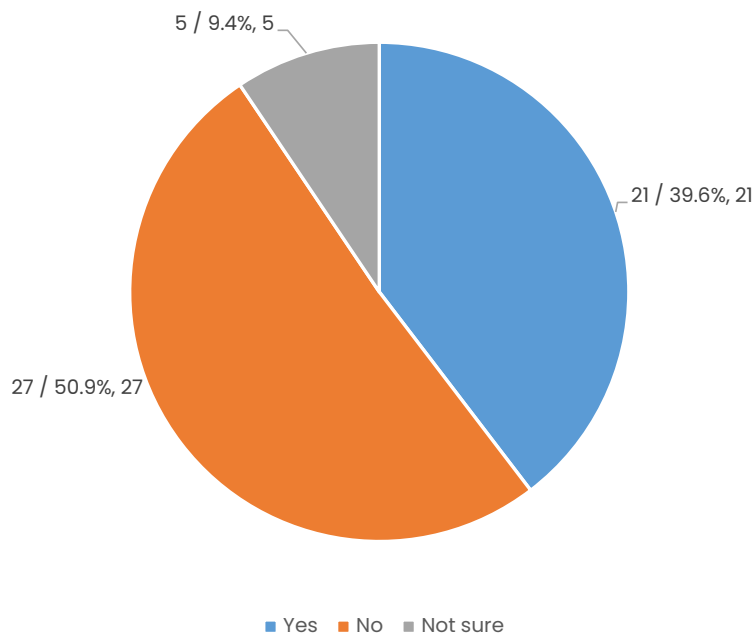
Diversity and inclusion

We asked people if they identified with any of the following statements. These included:

- 'I speak a language other than English at home' (28 responses).
- 'I am a person with disability' (5 responses).
- 'I identify as LGBTIQA+' (3 responses).
- 'I am from an Aboriginal and/or Torres Strait Islander background' (0 response).
- 'I'd prefer not to say' (10 responses)
- None of these apply to me (10 responses)

Past engagement

To help us understand if we were engaging with new community members, we asked participants had provided feedback on any other Council projects in the past 12 months. 27 people (50.9%) said they had not, and 21 people (39.6%) said they had. 5 people (9.4%) were not sure.





Codesign Sessions

Codesign Sessions were delivered at the end of the engagement period in order to gather in depth advice and ideas to shape key elements of the strategy. These were smaller, interactive sessions facilitated by communications agency Think HQ.

The sessions comprised of two groups, with two sessions for each group. The two groups included:

1. Community representatives
2. Community stakeholders (including organisations and groups)

Recruitment for these sessions took place throughout the broader engagement period. As engagement progressed, it became apparent that responses from the local Jewish community were limited despite extensive outreach. To address this gap and ensure equitable representation, additional targeted recruitment efforts were undertaken, particularly for the stakeholder session. These efforts helped secure strong participation from Jewish community representatives, ensuring that the voices, experiences, and priorities of all parts of the community were reflected in the development of the strategy.

COMMUNITY REPRESENTATIVES

These sessions brought together a highly diverse group of community members with cultural backgrounds including Polish, Somali, Chilean, Indian, Bulgarian-Greek, Japanese, Sri Lankan, French, Singaporean and mixed heritage. Participants shared a range of religious and cultural identities, including Jewish, Muslim and Christian backgrounds. This diversity provided a rich foundation for exploring how residents from different cultural communities' experience life in Port Phillip and what they need to feel safe, included and connected.



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Residents primarily lived in St Kilda and Balaclava, with others travelling from South Melbourne. Their time in Australia ranged from more than 30 years to just a few months, and many shared complex migration journeys spanning multiple countries. The group included parents, retirees, volunteers, workers and recently arrived migrants, providing a broad cross-section of community perspectives. Participants also spoke a wide range of languages including Polish, Somali, Arabic, Hindi, Spanish, Greek, Bulgarian, Japanese, French and Russian.



Figure 6: This picture shows participants from the first stakeholder codesign workshop

GROUP AND ORGANISATIONAL SESSIONS

These two sessions brought together representatives from a wide range of community organisations, service providers and advocacy groups. These included Alfred Health – Mental and Addiction Health, Australian Jewish News, Better Health Network, Council of Christians and Jews, Elevate Voices for Change (Women’s Health in the Southeast), Jewish Community Council of Victoria, the Jewish Museum, Polaron Translations and Interpreting, and Women’s Health in the Southeast.

Other groups and organisations



A total of 40 survey participants listed the organisations they were representing. In addition to this, we also had a range of community groups attend the different targeted engagement activities, including

These included:

- ABRISA – Brazilian Association
- Alfred Health – Mental and Addiction Health
- Association of Former Inmates of Nazi Concentration Camps and Ghettos from the Former Soviet Union
- Australian Jewish News
- Better Health Network
- Council of Christians and Jews
- Elevate Voices for Change (Women’s Health in the Southeast)
- Galini Greek Senior Citizens Club
- Jewish Community Council of Victoria
- Jewish Museum
- Kastellorizian Association of Victoria Inc.
- Polaron – Translations, Interpreting & EU Citizenship
- Polish Australian Port Melbourne community (member of)
- Polish Senior Citizens Club of St Kilda ‘Astry’
- Port Melbourne Greek Community Senior Citizens Club
- Port Phillip Multifaith Network (65 faith organisations are represented, including Christian (Catholic, Anglican, Salvation Army, Pentecostal and Baptist), Hindu, Buddhist and Jewish groups)
- Rawcus Theatre Company Inc.
- Sephardi Association of Victoria
- Share & Swap Shop (community group run by people from multicultural backgrounds)
- South Melbourne Greek Women’s Club ‘Olympia’
- Space2b Social Design



- Women’s Health in the Southeast

What we heard

Community feedback

Below is an overview of what we heard through our engagement activities including our survey, targeted conversations, interviews & activities and submissions/emails.

In the future, what should Port Phillip be like so people of all cultures, religions and languages feel welcome?

We asked people what they thought Port Phillip should be like so people of all cultures, religions and languages feel welcome. We received 294 comments, from which the following themes and sub-themes emerged from most to least comments received.

Theme	Participant quotes
<p>Create welcoming spaces and hubs (48 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> • Community hubs & neutral drop-ins • Youth-friendly spaces • Outdoor & coastal activation • Safety-by-design & access • Inclusive facilities & prayer spaces • Digital-ready places 	<p>“Creating safe spaces for young people...spaces you can be loud, talk to friends and be with friends is central.” <i>(Source: Targeted outreach)</i></p> <p>“Muslim prayer space is needed; we travel to the city to pray.” <i>(Source: Targeted outreach)</i></p> <p>“Welcoming spaces must explicitly address discrimination.” <i>(Source: interview)</i></p> <p>“Multiple small, local nodes (not just a single central hub) make participation feasible for isolated groups and families without transport.”</p>



City of Port Phillip **Multicultural Strategy** Engagement Report

Theme	Participant quotes
	<i>(Source: interview)</i>
<p>Accessible information, services access and language support (46 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Multilingual access & formats ● Library hubs & collections ● Digital inclusion & literacy ● Human connectors & help desks ● Regional partnerships & channels 	<p>“Provide information in multiple languages, including Farsi.” <i>(Source: Targeted outreach)</i></p> <p>“Libraries could serve as community hubs... provide translated materials for early childhood, health, and education.” <i>(Source: Targeted outreach)</i></p> <p>“Printed materials and digital literacy training... many seniors struggle to access online info.” <i>(Source: Targeted outreach)</i></p>
<p>Understanding, Respect & Social Cohesion (33 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Dialogue & learning ● Shared identity & non-divisive messaging ● Counting all voices (incl. non-religious) ● Fairness between groups ● Trust-building practices 	<p>“We need open conversations... spaces where people can ask questions to build understanding and respect.” <i>(Source: Targeted outreach)</i></p> <p>“Make people feel like we are all Australian... embrace our similarities not our differences.” <i>(Source: Online survey)</i></p> <p>Participants need to know they will be respected regardless of identity, faith, or language, and that unwelcoming behaviours are not tolerated. <i>(Source: Interview)</i></p>
<p>Support for families and carers (31 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Citizenship & settlement supports ● Homework & learning support 	<p>“The cost of childcare for non-residents is a barrier, and it prevents mothers accessing employment and social connection” <i>(Source: targeted outreach)</i></p> <p>“Maternal health is central for families, but it would be good if they were upskilled in cultural competency be culturally informed</p>



City of Port Phillip **Multicultural Strategy** Engagement Report

Theme	Participant quotes
<ul style="list-style-type: none"> ● Early childhood access & affordability ● Parenting & life skills ● Maternal & child health 	<p>and understand cultural needs.” (Source: targeted outreach)</p>
<p>Celebrate cultures and diversity (27 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Cultural content in schools & libraries ● Inclusive celebration calendar ● Arts and culture for inclusion ● Equitable representation & messaging ● Decorations & place-making 	<p>“More multicultural events and celebrations—want to learn more about other culture.” (Source: Targeted outreach)</p> <p>Culture on display creates home: when residents share their cultural practices publicly and see appreciation, belonging accelerates. (Source: interview)</p> <p>Community-led events are pivotal: hosting and teaching the broader community fosters pride and mutual understanding. (Source: interview)</p>
<p>Social Connection and Informal Networks (26 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Multilingual access & formats ● Library hubs & collections ● Digital inclusion & literacy ● Human connectors & help desks ● Regional partnerships & channels 	<p>“Word-of-mouth remains a key channel for migrants.” (Source: Targeted outreach)</p> <p>“More social groups for new residents so they can get information.” (Source: Targeted outreach)</p> <p>“Connection is the core outcome. People must feel safe, seen, heard, and not judged the moment they enter a space.” (Source: interview)</p>
<p>Council-supported cultural programs (23 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Grants & resourcing 	<p>“Shift from short grants to strategic partnerships... multi-year agreements where Council and organisations co-plan annual programs aligned to the Strategy.” (Source: Interview)</p>



City of Port Phillip **Multicultural Strategy** Engagement Report

Theme	Participant quotes
<ul style="list-style-type: none"> ● Volunteer & succession support ● Food/event compliance support ● Partnerships & logistics ● Program transparency & reporting 	<p>“Support community groups’ volunteers to run the community led activities... simplify process for using community spaces.” <i>(Source: Targeted outreach)</i></p> <p>“Access to grants for community groups... funding currently barely covers meals— need more resources for meaningful activities.” <i>(Source: Targeted outreach)</i></p>
<p>Participation and belonging (21 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Advisory & local decision groups ● Civic pathways ● Orientation & connectors ● Co-design & governance posture ● Transparency & feedback loop 	<p>“Getting new migrants involved in local decision making can we create a local decision group?” <i>(Source: Targeted outreach)</i></p> <p>“Run a ‘Welcome to Port Phillip’ tour for newcomers.” <i>(Source: Targeted outreach)</i></p> <p>“Can we create a local decision group that can plan out activities for the local community?” <i>(Source: Targeted outreach)</i></p>
<p>Stand against racism and hate (18 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Community safety & incident response ● Anti-racism standards ● Psychological safety norms ● Design for safety ● Community education 	<p>“Schools have a big role to play around anti-racism education... the library is a great place of education.” <i>(Source: Online survey)</i></p> <p>“Our children see a lot of things that are scary. How do we deal with it? How do we build their skills and resilience to deal with it?” <i>(Source: targeted outreach)</i></p> <p>“I am deeply concerned about young men and sons and their safety as young people of colour” <i>(Source: targeted outreach)</i></p>

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Theme	Participant quotes
	"You stop wearing things that show your identity because you feel afraid." (<i>Source: targeted outreach</i>)
<p>Fair job opportunities for everyone (9 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Job-seeking orientation & norms ● Inclusive recruitment & recognition of experience ● Entry pathways & temporary roles ● Workplace multilingualism & inclusion ● Bridging skills & English for work 	<p>"Recruitment should value international experience, not just local experience." (<i>Source: Online survey</i>)</p> <p>"We need mentoring and help with CVs because job-seeking norms here are very different." (<i>Source: Targeted outreach</i>)</p> <p>"Temporary jobs should be advertised in one central place for newcomers." (<i>Source: Targeted outreach</i>)</p>
<p>Respect and recognition for First Nations people (7 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Treaty & multilingual education ● On-Country learning & environment ● Active visibility in civic life ● Co-design & leadership 	<p>"First Nations people are not just another group in a multicultural society. They are the Traditional Owners of unceded lands. Council should develop educational material that draws on the Victorian Treaty and distribute it in all languages present in our community" (<i>Source: Online survey</i>)</p> <p>"Celebrate First Nation culture and history actively in public spaces, events, storytelling, and decision-making." (<i>Source: Online survey</i>)</p>

A small number of survey participants were not supportive of the question: *'In the future, what should Port Phillip be like so people of all cultures, religions and languages feel welcome?'*



What would need to change to make this happen?

Following on from the previous question, we asked people what they thought Port Phillip should be like so people of all cultures, religions and languages feel welcome. We received 210 comments, and from which the following themes and sub-themes emerged.

Theme	Participant quotes
<p>Programs, Funding & Strategic Partnerships (31 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Simplified Funding Processes ● Commissioning Model for Multi-Year Partnerships ● Regional Collaboration across other LGAs ● Capacity Building to support leadership succession and community led activities 	<p>“Partner with neighbouring LGAs (e.g., Stonnington) to co-fund and scale programs that mirror real community flows across borders.” <i>(Source: Interview)</i></p> <p>“More funding for multicultural education and activities.” <i>(Source: Online survey)</i></p> <p>“Shift from short grants to strategic partnerships: multi-year agreements where Council and organisations co-plan annual programs aligned to the Strategy.” <i>(Source: Interview)</i></p>
<p>Information Access, Navigation & Digital Inclusion (29 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Multilingual and multiformat information delivery ● Digital Literacy Support ● Trusted Community Connectors ● Innovative Technology Solutions ● Orientation & Welcome Programs 	<p>“Establish a trusted community connectors to share accurate information and support residents.” <i>(Source: Targeted outreach)</i></p> <p>“Better communication so all residents know what is happening in the area”. <i>(Source: Online survey)</i></p>
<p>Welcoming Places and Accessible Spaces (23 comments)</p> <p><u>Sub-themes:</u></p>	<p>“Ensure community facilities have adequate amenities, tables, chairs, setup assistance—and are fully accessible, especially for older members (70+), as</p>



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Theme	Participant quotes
<ul style="list-style-type: none"> ● Neighbourhood hubs within walking distance ● Inclusive Design ● Accessible amenities and simplified venue access & booking ● Corridors specific outreach to areas such as St Kilda Road, South Melbourne etc. ● Safe Youth Spaces ● Activation of green & public Spaces for multicultural events 	<p>physical setup is becoming increasingly challenging.” (Source: targeted outreach)</p> <p>“Expand services along St Kilda Road by providing Council-led outreach, including a toy library and other community programs.” (Source: targeted outreach)</p> <p>Community programs in libraries and schools can create spaces for shared learning and cultural exchange. (Source: Online survey)</p>
<p>Safety, Inclusion & Social Cohesion (20 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Anti-Discrimination Policies ● Community Education: ● Positive Messaging: Council-led campaigns promoting diversity and harmony. ● Intercultural/interfaith dialogue ● Visible Anti-Racism Messaging in Public Spaces ● Clear Reporting Channels for Discrimination 	<p>Publishing success stories of newcomers in local media promotes cultural pride and community celebration, (Source: Online survey)</p> <p>Teach respect and inclusion in the community. Have clear rules against racism and inappropriate comments. (Source: Online survey)</p> <p>Council should show strong commitment to anti-vilification. Share policies publicly and make sure they are followed. (Source: Online survey)</p> <p>Anti-racism education in schools promotes inclusion and reduces discrimination. (Source: Online survey)</p> <p>“Organise information sessions/tours that are headed by appropriate representatives to better understand a</p>



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Theme	Participant quotes
	specific religion, culture and/or language.” <i>(Source: Online survey)</i>
<p>Leadership, Commitment & Advocacy (20 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Cultural competency for councillors and staff. ● First Nations Recognition ● Advocacy for Equity: ● Stand again racism and hate ● Monitoring & Reporting on Strategy Progress ● Diverse representation in leadership/workforce; advisory committees (incl. youth); transparent sponsorships/decision making 	<p>Council to advocate for groups to State Government. <i>(Source: targeted outreach)</i></p> <p>A welcoming slogan for Port Phillip. A welcoming statement. E.g. "City that welcomes everyone" <i>(Source: targeted outreach)</i></p> <p>Promote awareness about traditional custodians of the land. Provide easy-to-understand guides on respect and inclusion. <i>(Source: Online survey)</i></p> <p>Advocates for systemic change in recruitment practices to ensure equity and inclusion. <i>(Source: Online survey)</i></p>
<p>Community Voice & Local Decision-Making (19 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Advisory groups and local decision groups and structured feedback loops. ● Codesign process ● Youth representation ● Transparency & Feedback ● Capacity building for governance and advocacy 	<p>“Can we create a local decision group that can plan out activities for the local community?” (Source: Targeted outreach)</p> <p>“Strengthen community capacity in governance, safety, and resilience.” (Source: Targeted outreach)</p> <p>“Regular consultations with new migrants about what they want” (Source: Targeted outreach)</p> <p>“Stop treating us as if we are not smart, remember it took many years of organising, coordination and advocacy to</p>



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Theme	Participant quotes
	come and live in Australia.” (Source: Online survey)
<p>Cultural Calendar, Events & Celebration (19 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Annual Cultural Calendar ● Community-Led Celebration ● Inclusive Programming ● Promotion & Visibility: Marketing campaigns to raise awareness of events ● Heritage recognition 	<p>Run programs and events that celebrate cultural diversity. Focus on what brings people together. (Source: Online survey)</p> <p>Street decorations in all suburbs' shopping strips. (Source: Online survey)</p>
<p>Belonging Through Social Connection (16 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Buddy Systems ● Interest-Based Groups ● Intergenerational Activities ● Low-Barrier Social Events 	<p>“Language practice woven into activities (craft, lunch, retail/market prep, studio tasks) reduces anxiety and builds confidence. (Source: Interview)</p> <p>“Facilitate environments for organic connection”. (Source: Interview)</p>
<p>Employment Pathways & Economic Participation (10 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> ● Inclusive Recruitment Policies ● Skill Development Programs: ● Support for Migrant Entrepreneurs ● Fair Access to Job 	<p>Creative social enterprise opportunities (craft/food markets, micro-commissions) provide purpose, routine, and self-worth, even if income is modest. (Source: Interview)</p> <p>Environmental volunteering and cultural programs can lead to skill-building and community-based employment opportunities (Source: Online survey)</p> <p>More people from different backgrounds working together at the Council (Source: Online Survey)</p>



Theme	Participant quotes
<p>Families, Early Years & Parenting Support (10 comments)</p> <p><u>Sub-themes:</u></p> <ul style="list-style-type: none"> • Childcare affordability & access • Parenting skills & family resilience • Early years navigation • Cultural Competency • Culturally appropriate activities for families 	<p>“Intergenerational programs that include families and children in cultural and environmental activities.”- <i>(Source: Online survey)</i></p> <p>Clear info on schools, kindergartens, after-school programs. <i>(Source: Targeted outreach)</i></p>

A small number of survey participants who completed the survey were not supportive of Council taking steps to ensure people of all cultures, religions and languages feel welcome.

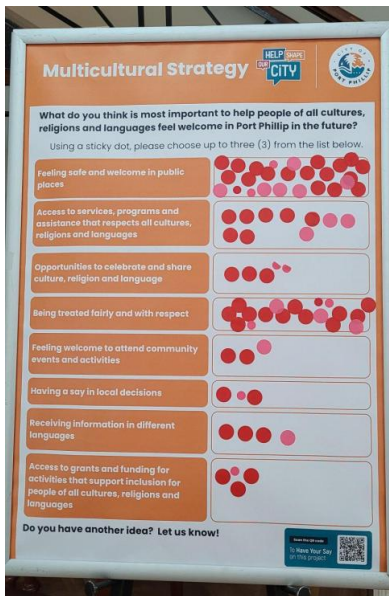


Figure 7: This picture shows an engagement activity from the Citizenship ceremony

What do you think is most important to help people of all cultures, religions and languages feel welcome in Port Phillip in the future?

Through many of our engagement activities, we asked people to choose 3 of the options they thought was most important.

People were also offered an opportunity to provide a different response to those listed. We received 514 responses to this question.



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Theme	Number of dots
Feeling safe and welcome in public places	162
Being treated fairly and with respect	91
Having a say in local decisions	58
Access to services, programs and assistance that respects all cultures, religions and languages	53
Opportunities celebrate and share culture, religion and language	52
Feeling welcome to attend community events and activities	42
Access to grants and funding for activities that support inclusion for people of all cultures, religions and languages	39
Receiving information in different languages	17

What special days from your culture or faith do you recognise and want others to know about?

For many of our engagement activities, we asked people what they thought Port Phillip should be like so people of all cultures, religions and languages feel welcome. We received 134 comments, and from which the following themes and sub themes emerged.

Theme	Subthemes
Religious and Spiritual Observances (55 comments)	<p>Islamic: Ramadan (month of fasting), Eid al-Fitr (end of Ramadan), Eid al-Adha (Festival of Sacrifice), Muharram (Islamic New Year), Hajj (pilgrimage).</p> <p>Hindu: Diwali (Festival of Lights), Holi (Festival of Colours), Dussehra (victory of good over evil), Onam (harvest festival), Ugadi (New Year for Telugu/Kannada communities).</p> <p>Jewish: Passover, Purim, Hanukkah, Sukkot.</p> <p>Sikh: Vaisakhi/Baisakhi (harvest and Khalsa foundation), Gurburab (birth anniversary of Guru Nanak).</p> <p>Christian: Christmas (birth of Jesus), Easter (resurrection), Advent (season of hope), Pentecost (40 days after Easter), Orthodox Christmas/Easter (observed by Eastern churches).</p>
Cultural & Heritage Festivals (by region) (37 comments)	<p>East Asia: Lunar/Chinese New Year (family reunions, travel), Dragon Boat Festival (boat races), Mid-Autumn Festival (mooncakes, lanterns), Tomb Sweeping Day.</p>

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Theme	Subthemes
	<p>South Asia: Diwali and Holi (also cultural), Onam (Kerala harvest), Ugadi, Baisakhi, Indian Festival Day.</p> <p>Middle East/Central Asia: Nowruz (Persian New Year), Nauryz (Kazakhstan spring festival).</p> <p>Europe: St Patrick's Day (Irish heritage), Italian Festival Day, Guy Fawkes Day (UK), Oxi Day (Greece), Greek Independence Day (Greece)</p> <p>Americas: Brazilian Carnival (parades, samba), Thanksgiving (USA).</p> <p>Oceania: Matariki (Māori New Year)</p>
Community Priorities, Participation and Access (10 comments)	<p>Learning & Recognition: Interest in learning about other cultures and Australian traditions.</p> <p>Inclusive Practices: Open invitations (e.g., Ramadan/Eid), inclusive days vs private celebrations.</p> <p>Safety & Accessibility</p> <p>Education: Teach cultural/religious stories in schools (e.g., Christmas roots).</p> <p>Visibility & Data Equity: "No data on Muslim population" → feelings of invisibility.</p> <p>Small Community Recognition: Japanese community wants acknowledgment despite size.</p> <p>Operational Needs: Micro-grants, logistics, promotion, multiple neighbourhood touchpoints.</p>
Local & First Nations Observances (8 comments)	<p>Local: Australia Day (Jan 26), ANZAC Day (Apr 25).</p> <p>Aboriginal & Torres Strait Islander: Day of Mourning (Jan 26), Reconciliation Week (May), National Sorry Day (May 26), NAIDOC Week (July).</p> <p>Māori: Matariki (New Year)</p>
Community and Family Days (8 comments)	<p>Family Roles: Mother's Day, Father's Day, Parents' Day, Children's Day.</p> <p>New Year</p>
Awareness & Inclusive Days (7 comments)	<p>Gender Equality: International Women's Day (Mar 8).</p> <p>Cultural Diversity & Anti-Racism: Harmony Week / Cultural Diversity Week (around Mar 21).</p> <p>Age Inclusion: Seniors Week.</p>



Theme	Subthemes
	<p>Migration & Inclusion: International Migrants Day (Dec 18). Peace & Cohesion: International Day of Peace (Sep 21)</p>
National Days & Independence Celebrations (6 comments)	<p>Global Independence Days: USA (Jul 4), Greece (Mar 25), France (Bastille Day, Jul 14), Chile (Dec 18), South Sudan Independence Day. Victory Day (9 May), World War II Remembrance (11 November)</p>
Seasonal & Nature-Based Observances (3 comments)	<p>Solar Markers: Solstices (summer/winter), Equinoxes (spring/autumn). Harvest: Baisakhi, Onam. Lunar Phases: Holi (full moon of Phalgun). Light & Lanterns: Diwali, local light festivals.</p>

Codesign Sessions

This section brings together the outcomes of four collaborative sessions facilitated by communications agency Think HQ. Thirteen local residents and ten stakeholders participated. Central to this process was a codesign approach, which moved beyond traditional consultations to actively partner with the community in building the strategy’s foundation. By engaging both stakeholders and community members, this



Figure 8: This picture shows participants from the first co-design workshop with community members



ensures that future actions are not just informed by the community but created with them.

WORKSHOPS 1 AND 2 (STRATEGY CONSULTATION PHASE)

Throughout both sessions, discussion questions were used as a launch pad to facilitate conversation and unpack the themes and key areas for the Multicultural Strategy.

Discussion 1: *What does multiculturalism mean to you?*

Key themes

1. From acceptance to greater understanding

True multiculturalism is a shift from passively coexisting with others to actively valuing, respecting and celebrating the richness that diversity brings.

- Beyond the minimum by moving past baseline tolerance or 'tick box' exercises towards genuine appreciation and celebration of the diverse community.
- Validating cultures that have historically faced exclusion and moving beyond occasional festivities to daily respect.
- A paradox of unity stating, 'we are all the same because we are all different,' suggesting that the shared humanity is found within our unique differences.
- Providing opportunities to learn about other cultures to build genuine respect for people in the community, facilitating meaningful interactions.

2. Identity, safety and belonging

The discussion explored elements of Multiculturalism highlighting the right to be oneself without fear.

- Ensuring psychological and physical safety in public spaces.
- The freedom to define one's own identity and stay connected to heritage without assumptions or discrimination.
- Creating 'third' spaces where people feel seen, celebrated and safe to express their authentic selves.
- The search for belonging and inclusion within the community whilst balancing the desire to maintain a unique cultural distinctiveness.



3. Power dynamics and systemic awareness

A significant portion of the discussion focused on the work that needs to be done to celebrate multiculturalism and the structures that hold it back.

- Analysing the power and responsibility of the 'mainstream' culture to create space for others.
- Using an anti-racist lens to address systemic inequalities and the social structures that perpetuate racism.
- Recognising that multiculturalism is intersectional with culture overlapping with age, class, gender and ability, requiring a nuanced approach to meeting community needs.

4. Shared values and intercultural growth

Multiculturalism is defined by diverse communities who can learn from one another.

- Approaching different cultures with curiosity and love to learn.
- Finding common ground and shared values with neighbours to create a 'shared culture' whilst respecting each other's differences.
- Shifting from living side-by-side to interacting and influencing one another through daily experiences.

5. Practical commitment

For multiculturalism to thrive, it must be embedded in how people live.

- Ensuring commitment to diversity is reflected in policies and community capabilities.
- Having the courage to engage in difficult dialogues that lead to community growth and deeper understanding.
- Acknowledging that the definition of multiculturalism changes based on a person's peer group, needs, and lived experience.

6. Interculturalism in relation to multiculturalism

The concept of interculturalism was explored as closely connected to, but distinct from, multiculturalism. Participants discussed interculturalism primarily as a practice or approach, rather than as a direct replacement for multiculturalism.



- Interculturalism was seen as building on multiculturalism, moving from recognition of diversity to active interaction, relationship building and mutual learning between cultures.
- Participants described multiculturalism as the foundation (who is here), with interculturalism focusing on how people live, connect and problem solve together in everyday life.
- Interculturalism was viewed as addressing the limitations of multiculturalism when it remains symbolic, event based or surface level, without deeper engagement or structural change.
- Unlike multiculturalism, interculturalism places stronger emphasis on shared responsibility, including the role of mainstream culture, active engagement across communities and shifting power dynamics to foster genuine belonging.

Discussion 2: *What does success look like in 10 years for a truly inclusive Council?*

Key themes

1. Representation in Council

Success is a council that mirrors the community it serves, both in its workforce and its decision-makers/process.

- Council composition and leadership genuinely reflect the diversity of residents in the Port Phillip Community.
- A whole-of-council approach that applies an intersectional lens to all the work.
- Utilising community demographic data to upskill staff and reduce bureaucratic barriers, ensuring policy is respectful to everyday needs.
- Establishing strong trust-based relationships that eliminate us vs them dynamics.

2. Safety and accessible infrastructure

A successful council ensures that the physical environment removes barriers rather than creating them.



- Services function as a 'one-stop shop' where language, disability, age, and gender are never barriers to participation or support.
- A community with reduced crime and discrimination, where safe housing and public spaces allow all residents to thrive.
- High visibility for diverse languages through signage and communication, signalling a sense of welcoming.
- Addressing the inequalities that prevent stable accommodation and access to council-led opportunities.

3. **Belonging and cultural strength**

In 10 years, multiculturalism has moved from the periphery to the centre of Port Phillip's identity.

- A genuine sense of belonging for everyone, specifically centring those who traditionally lack a voice, such as youth and older people.
- Cultural diversity is positioned as a reason Port Phillip is a desirable place to live.
- Moving from one-off events to consistent, year-round platforms for communities to showcase heritage and engage in cross-cultural learning.
- A community connected to culture that honours its history while moving forward in harmony.

4. **Community spaces**

Success is defined by how people interact in the 'third spaces' of Port Phillip.

- Public spaces, local businesses, and beachfronts are better utilised to encourage gathering and interaction.
- Policy and programming are created using codesign principles, ensuring community voices and needs are at the heart of every initiative.
- Collaboration with schools and local partners to promote cultural understanding from a young age.
- Active efforts to bridge social and geographic divides within the Council area to foster true harmony.

5. **Collaborative leadership**

The Council acts as a facilitator for knowledge and power-sharing.



- Creating greater knowledge-sharing loops between diverse groups, stakeholders, and community partners.
- Council takes the lead on inclusivity initiatives to ensure the burden of change does not fall solely on minority communities.
- A visual identity for the City of Port Phillip that actively makes all people feel included and valued.

Discussion 3: *What should the council prioritise over the next 4 years?*

Key themes

By bringing together the stakeholder and community priorities, there are key themes that can create a focus for a four-year plan. This combined vision balances the community's desire for visible, local belonging with the stakeholders' focus on evidence-based, structural safety.

1. **Safety and protection:** Implement comprehensive anti-racism strategies and education to ensure physical, emotional, and cultural safety in all public and private spaces. This includes intersectional approaches to preventing gender-based violence and protecting the rights of all religious and ethnic groups.
2. **Accessible and inclusive spaces:** Transform libraries and public spaces into accessible, 'walkable' community hubs (both physical and online) that serve as 'one-stop shops' for services, cultural activities, and hearing community voices.
3. **Visibility through arts and education:** Activate local precincts and commercial areas through public art, storytelling, and high-profile festivals that increase the visibility of diverse communities and foster cross-cultural understanding.
4. **Targeted support:** Provide specialised outreach and guidance for new migrants, international arrivals, and isolated individuals to build independence and a sense of belonging.
5. **Evidence-based communication and access:** Improve services to have inclusive navigation through centralised information hubs and community boards that are translated. Use data collection and consultation that values lived experience to ensure policies reflect the specific needs of underserved communities.



- 6. **Cultural recognition:** Create and protect dedicated spaces for daily cultural practices and workshops where family traditions and norms can be shared and respected as a community strength.

WORKSHOPS 3 AND 4 (STRATEGY FEEDBACK AND VALIDATION PHASE)

Key elements of the draft Multicultural Strategy (Including themes, strategic intents and actions based on input from community engagement and the first two co-design sessions) were presented in these sessions for feedback. The elements were interrogated using a traffic-light system, allowing participants to share what they supported, flag areas for improvement and propose new ideas.

WORKSHOP 3 (STAKEHOLDERS)

Theme	Feedback on Name & Strategic Intent	Feedback on Proposed Actions
Theme 1: Safe & Cohesive Port Phillip	<ul style="list-style-type: none"> • <u>Language and definitions:</u> <ul style="list-style-type: none"> ○ Need to shift to action-focus language. ○ Too broad and needs to be connected to current progress. ○ Request for a glossary to define what safety and cohesive means. • <u>Responsibility:</u> <ul style="list-style-type: none"> ○ Questioned the accountability of the intent. 	<ul style="list-style-type: none"> • <u>Framing:</u> <ul style="list-style-type: none"> ○ Need to apply an intersectional lens, taking diverse lived experience into account. ○ Highlighting the importance of community-led and co-designed approaches. ○ Identifying the most effective anti-racism mechanism (framework, roadmap etc). • <u>Transparency:</u> <ul style="list-style-type: none"> ○ Need for explanation on how these actions will be addressed.
Theme 2: Belonging & Community Connection	<ul style="list-style-type: none"> • <u>Language and framing:</u> <ul style="list-style-type: none"> ○ Suggestion to update the term 'empower' to 'amplify'. ○ Need for further clarity ○ Suggestions for language such as 'build'. 	<ul style="list-style-type: none"> • <u>Relevance:</u> <ul style="list-style-type: none"> ○ Feedback that Action 3 does not align with the theme. ○ Identification of crossover between Theme 1 and 2. • <u>Language and framing:</u>



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	<ul style="list-style-type: none"> ○ Suggestion for title: Belonging, connection and community. ○ Taking an intersectional lens to participation. ● <u>Tone:</u> <ul style="list-style-type: none"> ○ Positive feedback about aspirational tone. 	<ul style="list-style-type: none"> ○ Replace 'accessible' with 'low barrier.'
Theme 3: Accessible Information & Trusted Support	<ul style="list-style-type: none"> ● <u>Scope and definitions:</u> <ul style="list-style-type: none"> ○ Need for clarification of key terms. ○ Participants questioned the core focus. ● <u>Interconnection:</u> <ul style="list-style-type: none"> ○ Note that Themes 1, 2 and 3 are interconnected rather than stand-alone issues. ● <u>Tone:</u> <ul style="list-style-type: none"> ○ Suggestion that strategic intent should be 'positive' and strengths-based. 	<ul style="list-style-type: none"> ● <u>Hub Locations (Action 2):</u> <ul style="list-style-type: none"> ○ Challenged limiting hubs to libraries. ● <u>Orientation Content (Action 4):</u> <ul style="list-style-type: none"> ○ Suggested the "Welcome to Port Phillip" program should be broader than just services, potentially including "cultural info about their new community." ● <u>Methodology:</u> <ul style="list-style-type: none"> ○ Request to use trauma-informed approaches and ensure initiatives are co-designed and community-led. ● <u>Accessibility:</u> <ul style="list-style-type: none"> ○ A strong call for "more in-person options, especially for elder accessibility," rather than relying on online pathways.
Theme 4: Diverse Port Phillip	<ul style="list-style-type: none"> ● <u>Language and framing:</u> <ul style="list-style-type: none"> ○ Some wording (specifically "Activate") suggested the community is passive. Language should reflect working "with and for" communities. 	<ul style="list-style-type: none"> ● <u>Language and definitions:</u> <ul style="list-style-type: none"> ○ Need to define what is meant by neighbourhood. Specific request to change the word Fund to Support regarding community-led cultural events. ○ Highlighting that the promise of simplified processes for events needs to be 'looked at further' due to its high importance.



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	<ul style="list-style-type: none"> ○ Suggestions included renaming the theme to <i>Strong/Enabling Diverse Communities</i> or Celebrating Diversity to be more outcome based. 	<ul style="list-style-type: none"> ○ Identification that Themes 1, 2 and 3 are highly interconnected and interdependent.
Theme 5: Representation & Opportunity	<ul style="list-style-type: none"> ● <u>Language and framing:</u> <ul style="list-style-type: none"> ○ Requested a specific change to the strategic intent, replacing filled with opportunity with filled with opportunities for personal and professional growth. ○ Suggested the current name was "not fitting" and proposed alternatives like "Inclusive / enabling Participation and Opportunity." 	<ul style="list-style-type: none"> ● <u>Inclusive language:</u> <ul style="list-style-type: none"> ○ There was a request to remove migrants from the text (specifically regarding economic participation). ● <u>Governance:</u> <ul style="list-style-type: none"> ○ Focus on accountability, calling for a "MEAL Framework" (Monitoring, Evaluation, Assessment, and Learning) and "Continuous improvement" mechanisms. ○ Correction of phrasing "Advocate on Council," suggesting it be replaced with "Championing" priorities. <u>New Action:</u> ○ A new action was proposed to explicitly state: "The local economy reflects the diversity of the community."

Prioritisation

In an additional activity, stakeholders reviewed the proposed themes to prioritise them. It is noted that Theme 2 (Belonging & Community Connection) received the highest level of support, while Theme 5 (Representation & Opportunity) received the lowest during the stakeholder voting session.

- Theme 1 (Safe & Cohesive): 2 votes
- Theme 2 (Belonging & Connection): 6 votes
- Theme 3 (Accessible Information): 2 votes



- Theme 4 (Diverse Port Phillip): 3 votes
- Theme 5 (Representation & Opportunity): 0 vote

WORKSHOP 4 (COMMUNITY MEMBERS)

NOTE: Slight adjustments to language were made based on feedback from Workshop 3.

Theme	Feedback on Name & Strategic Intent	Feedback on Proposed Actions
Theme 1: Safe & Cohesive Port Phillip	<ul style="list-style-type: none"> • <u>Language and definitions</u> <ul style="list-style-type: none"> ○ Request for glossary of terms to define safety. ○ Suggestion to incorporate the word 'foster' to take a proactive, strength-based approach. • <u>Responsibility</u> <ul style="list-style-type: none"> ○ Questioned the accountability of the intent. • <u>Clarity</u> <ul style="list-style-type: none"> ○ Some felt the strategic intent was not clear how to action it. ○ Requested that 'racism' be addressed alongside 'discrimination.' 	<ul style="list-style-type: none"> • <u>Transparency (Action 1)</u> <ul style="list-style-type: none"> ○ Request to "promote transparency around the anti-racism strategy". ○ Question around the correct anti-racism mechanism to use as a first step (strategy, road map, statement etc). • <u>Holistic Safety (Action 2):</u> <ul style="list-style-type: none"> ○ Recognition that safety must be paired with cultural & community activity, not just enforcement. ○ Suggestion to highlight welcoming spaces for newcomers. • <u>Definitions (Action 4)</u> <ul style="list-style-type: none"> ○ Requested more detail on what partnership entails.
Theme 2: Belonging & Community Connection	<ul style="list-style-type: none"> • <u>Renaming for impact</u> <ul style="list-style-type: none"> ○ Suggestion to expand the name to 'Belonging & Community Emotional Connection' to link with social cohesion. 	<ul style="list-style-type: none"> • <u>Accountability (Action 1)</u> <ul style="list-style-type: none"> ○ Strong demand to "Sharpen the relationship between advice given & advice enacted" and "Increase accountability & make transparent the impact of advice on council."



City of Port Phillip **Multicultural Strategy** Engagement Report

	<ul style="list-style-type: none"> • <u>Strength-Based Language</u> <ul style="list-style-type: none"> ○ Challenged the word "isolation" in the intent, suggesting to "take a strengths-based approach instead" and warning the intent should "not [be] too idealistic." • <u>Target Demographics:</u> <ul style="list-style-type: none"> ○ The intent specifically mentions "ethnic minorities" and "stressing new arrivals & their needs." • <u>Year-Round Visibility</u> <ul style="list-style-type: none"> ○ Emphasised that "year-round cultural visibility is needed, not just festivals" and should focus on "Flourishing communities built on a rich history & data." 	<ul style="list-style-type: none"> • <u>Representation (Action 1 and Action 4)</u> <ul style="list-style-type: none"> ○ Some noted the current advisory structure is "Not representative." ○ Called for "Agility and more input from diverse communities." ○ Request to interrogate "why certain groups haven't been consulted? who's missing?" and "Build connections between unrepresented gaps." • <u>Intersectionality (Action 3)</u> <ul style="list-style-type: none"> ○ Specifically requested adding "women" to the target groups and urged Council to account for intersectionality. • <u>Evaluating Feedback (Action 4):</u> <ul style="list-style-type: none"> ○ Dislike of the term 'feedback loops', suggestion for a clearer framework such as "PDCA (plan, do, act, check)" as a positive, constructive alternative. ○ Participants heavily emphasised measurement.
<p>Theme 3: Accessible Information & Trusted Support</p>	<ul style="list-style-type: none"> • <u>Inclusivity</u> <ul style="list-style-type: none"> ○ Request to explicitly add "for everyone" to the theme name. • <u>Promoting Awareness:</u> 	<ul style="list-style-type: none"> • <u>Strong support for Hub Locations and Language Access Policy (Action 1 and 2)</u> <ul style="list-style-type: none"> ○ Emphasis on identifying "what the first places new arrivals go to engage." ○ Request that hubs be "multilingual / accessible (IT)



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	<ul style="list-style-type: none"> ○ Suggestion to expand the strategic intent to actively "Promote awareness" alongside ensuring services are barrier-free. 	<p>hubs" catering to those of non-English speaking background.</p> <ul style="list-style-type: none"> ○ A specific addition was made to Action 1 to ensure "professional" translation and interpreting across Council services. ● <u>Orientation Phrasing (Action 4):</u> <ul style="list-style-type: none"> ○ The language "orientation programme" was flagged as potentially "off putting." ○ Participants also questioned target definitions, asking who 'new residents' refers to. ● <u>Refining Programs (Action 3):</u> <ul style="list-style-type: none"> ○ This action was noted as "Too vague." ○ Feedback suggested shifting the focus from addressing the "risk of exclusion" to actively asking to "facilitate inclusion?" through "tailored funded programs + facilities" for "specific communities."
<p>Theme 4: Enabling Diverse communities</p>	<ul style="list-style-type: none"> ● <u>Positioning</u> <ul style="list-style-type: none"> ○ Preference from one resident that this be the first theme. ● <u>Language</u> <ul style="list-style-type: none"> ○ Some critique of the word 'enabling', challenging this by stating "But I already feel enabled." ○ Suggestions for alternatives included empowering. 	<ul style="list-style-type: none"> ● <u>Calendar Visibility (Action 1):</u> <ul style="list-style-type: none"> ○ Participants added that Council must "Develop and maintain" the calendar. ○ There was a strong call for offline promotion, suggesting "Printed versions of the calendar in key locations e.g. at shopping centres" and "Increasing awareness" ● <u>Grant Transparency & Tokenism (Action 2):</u> <ul style="list-style-type: none"> ○ Participants asked for a clear "Framework for deciding," questioning "How are grants allocated? By whom?"



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	<p>Suggestion to incorporate 'life-long learning community.</p> <ul style="list-style-type: none"> ● <u>Refining Intent</u> <ul style="list-style-type: none"> ○ Edits were made directly to the text to include "participation" (alongside celebration) and "decision-making" (alongside education and events). ○ Notes also emphasised "Making cultures visible for the benefit of all" and building "flourishing communities." 	<ul style="list-style-type: none"> ○ They also explicitly warned against reducing multiculturalism to "spaghetti & polka" i.e. tokenistic cliché events." ● <u>Storytelling & Coordination (Action 3):</u> <ul style="list-style-type: none"> ○ Participants added "oral histories" to the list of multicultural programming and called for a plan that co-ordinates key actions e.g. grants & storytelling. ● <u>Library Inclusion (Action 4):</u> <ul style="list-style-type: none"> ○ A specific request was made to "emphasise small minorities". Practical suggestions included a "Book sharing programme for small language groups. ○ Suggestion for intergenerational connection.
<p>Theme 5: Enabling Participation & Opportunity</p>	<ul style="list-style-type: none"> ● <u>Renaming</u> <ul style="list-style-type: none"> ○ Participants suggested adding "Decision-making" to the title. ● <u>Refining Intent</u> <ul style="list-style-type: none"> ○ Direct edits were made to the text to explicitly include removing barriers to "decision-making" and ensuring the local economy "and services" reflect the diverse community. ● <u>Advocacy Role:</u> 	<ul style="list-style-type: none"> ● <u>Awareness & Support (new action):</u> <ul style="list-style-type: none"> ○ Suggestions included a focus on "1:1 peer support," building "awareness of existing programs," and creating "hubs in every city centre drop-in --> using available spaces". ● <u>Council Recruitment (Action 1):</u> <ul style="list-style-type: none"> ○ Request for a "Recruitment policy for CoPP to be representative of its community." ● <u>Grant Models & Jargon (Action 2):</u>



	<ul style="list-style-type: none"> ○ Participants questioned the boundaries of Council's role. 	<ul style="list-style-type: none"> ○ The wording was heavily criticised as "too much jargon." ○ Participants warned that multi-year partnerships could be potentially exclusive and favour more experienced groups. ○ Suggestion for a model including short & long-term grants depending on project. ● <u>Employment (Action 3):</u> <ul style="list-style-type: none"> ○ Edits shifted the focus to "strong employment" specifically for "CoPP residents." ● <u>Civic Participation (Action 5):</u> <ul style="list-style-type: none"> ○ Desire for "Educating for involvement in council decision making & allocating seats at the table." ○ Practical ideas included: starting small with committees, counsellor mentoring opportunities, open day etc. ○ A "service navigator" role was again highlighted to bridge the gap between federal and local levels.
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Differences in feedback across genders

Across gender identities, respondents consistently highlighted the importance of feeling safe, respected, and welcomed in public spaces. Safety concerns featured prominently, including issues such as street crime, antisocial behaviour, discrimination,



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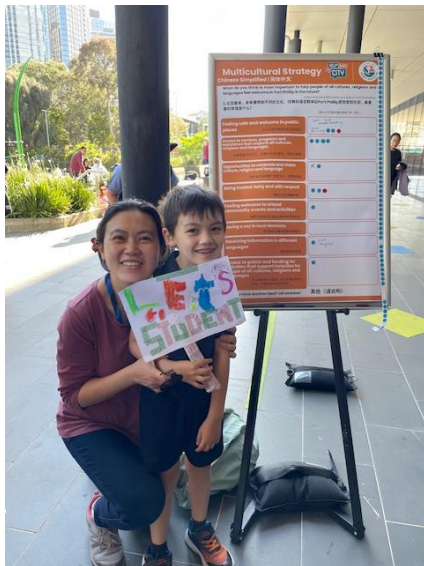


Figure 9: This picture shows a family who provided feedback at South Melbourne Primary School

and racial or religious harassment. Respondents across all genders also expressed a strong desire for inclusive services, clearer communication from Council, and more opportunities to celebrate and connect across cultures. These shared priorities reflect a broad, cross-gender emphasis on belonging, visibility, and everyday safety in Port Phillip.

Female respondents

Respondents who identified as female frequently raised themes relating to family wellbeing, children’s education, and access to culturally safe services. Many women described needing support with early childhood education, maternal and child health, homework help, and language inclusive programs. Female respondents also

raised the importance of community connection, including women’s groups, cultural activities, festivals, and social spaces where they could meet others from similar backgrounds. A number of women emphasised the value of representation, noting that seeing people from their background in Council or community leadership would improve trust and inclusion.

Male respondents

Respondents identifying as male often focused on issues relating to public safety, social cohesion, and fairness. Several male respondents emphasised concerns about rising hate-based behaviour, street crime, and the need for stronger Policing or community protective measures. Many men expressed a desire for equal treatment across cultural and religious groups, voicing concerns about bias or “overemphasis” on certain groups, and calling for a balanced approach to inclusion initiatives. This reflects a gendered pattern in the data: male respondents tended to frame inclusion through the lenses of security, equity, and social order rather than family service-oriented needs.



Non-binary respondents/preferred not to state gender

Respondents who identified as nonbinary, preferred not to state their gender, or used other identities frequently emphasised inclusion, equitable access, and the need for Council to recognise diverse worldviews. Several highlighted the importance of ensuring that people across religious and nonreligious identities feel seen particularly humanists, atheists, or those who felt overlooked in multicultural frameworks. Their comments focused strongly on equal recognition, transparent communication, fair representation in decision making, and ensuring that services do not privilege one belief system or cultural group over another. These respondents tended to frame inclusion through respect, fairness, and the removal of structural or symbolic barriers.



Next steps

Information from this report will be used to inform the development of the final Multicultural Strategy, which will be presented to Council for adoption in October 2026.

We would like to thank all participants who have contributed to the development of the Multicultural Strategy.



Figure 10: This picture shows participants from a targeted sessions with community leaders from Greek background.



Appendix 1. Multicultural Strategy Survey

(English, hard copy version)

About the project

We are committed to creating a city where everyone feels respected and safe, no matter their culture or religion. To support this, we are developing a Multicultural Strategy to strengthen inclusion, belonging, and cultural safety in our community.

This four-year strategy will guide Council's actions to:

- Celebrate and promote our cultural diversity
- Build stronger social connection
- Address ethnic, religious and race-based discrimination
- Make services easier to access for all residents

About the survey

This plan will reflect the real experiences and needs of people across Port Phillip's diverse community. Your feedback will help us create a strategy that makes everyday life better for everyone.

Share your ideas for the Multicultural Strategy by completing this survey.

Return your completed form by **5pm, Friday 12 December 2025**:

- Take it or mail to: Diversity, Equity & Inclusion team, St Kilda Town Hall, 99A Carlisle St, St Kilda 3182
- Email to: diversity@portphillip.vic.gov.au
- Upload it in the 'Upload your feedback' section at haveyoursay.portphillip.vic.gov.au/multicultural-strategy



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We can assist with translation or help you complete the survey.
To ask questions or request a copy of the survey, contact us:
(03) 9209 6777 (ask for the Diversity, Equity and Inclusion team)
diversity@portphillip.vic.gov.au.

Find out about workshops and other ways to participate, go
to haveyoursay.portphillip.vic.gov.au/multicultural-strategy.

Survey

1. **In the future, what should Port Phillip look like so people of all cultures, religions and languages feel welcome?** Required

Tell us your ideas below.

2. **What would need to change to make this happen?** Required

Tell us your ideas below.

3. **What do you think is most important to help people of all cultures, religions and languages feel welcome in Port Phillip in the future?**

Choose up to three (3) options from the list below.

<input type="radio"/> Feeling safe and welcome in public places
<input type="radio"/> Access to services, programs and assistance that respects all cultures, religions and languages
<input type="radio"/> Opportunities to celebrate and share culture, religion and language
<input type="radio"/> Being treated fairly and with respect
<input type="radio"/> Feeling welcome to attend community events and activities
<input type="radio"/> Having a say in local decisions
<input type="radio"/> Receiving information in different languages
<input type="radio"/> Access to grants and funding for activities that support inclusion for people of all cultures, religions and languages



Something else (Please tell us)

About you

Visit haveyoursay.portphillip.vic.gov.au/privacy-policy to learn how your information will be used.

4. Are you representing a group or organisation?

Please tell us the name of your group or organisation below.

5. How would you describe your cultural background?

You may like to include information such as where you were born, your religion, the language you speak at home, or anything else you feel is important.

6. Which gender do you identify with? Required

Select one answer only
Female (woman or girl)
Male (man or boy)
Non-binary
I'd prefer not to say
I use a different term (please specify)

7. What is your residential suburb?

Select one answer only
Albert Park
Balaclava
Elwood
Melbourne
Middle Park
Port Melbourne
Ripponlea



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South Melbourne
Southbank
St Kilda
St Kilda East
St Kilda West
Windsor
Prefer not to say
Other, please specify

8. Please indicate your age group. Required

Select one answer only
5 - 11
12 - 14
15 - 17
18 - 24
25 - 34
35 - 49
50 - 59
60 - 69
70 - 84
85 and over
I'd prefer not to say

9. Please tick any of the statements that apply to you. Required

Select as many as apply

Select all that apply
I am from an Aboriginal and/or Torres Strait Islander background
I speak a language other than English at home
I am a person with disability
I identify as LGBTIQA+
I'd prefer not to say
None of these apply to me



10. Have you provided feedback on any other City of Port Phillip projects in the past 12 months? Required

Select one answer only
Yes
<input type="radio"/> No
<input type="radio"/> Not sure

11. Are you happy for us to include quotes from your survey in Council reports or other public facing content?

Select one answer only
<input type="radio"/> Yes
<input type="radio"/> No

12. Would you like a copy of your responses posted or emailed to you?

If yes, write your email or postal address below.

Thank you for taking this survey. Please return your completed form by **5pm, Friday 12 December 2025:**

- Take it or mail to: Diversity, Equity & Inclusion team, St Kilda Town Hall, 99A Carlisle St, St Kilda 3182
- Email to: diversity@portphillip.vic.gov.au
- Upload it in the 'Upload your feedback' section at haveyoursay.portphillip.vic.gov.au/multicultural-strategy



Appendix 2. Organisations that received direct invitations

Organisation	Category
ABRISA Brazilian Association	Cultural Associations
Action on Disability within Ethnic Communities	Disability & Inclusion
Adass Israel	Faith-Based / Multifaith
Alfred Health – Mental and Addiction Health	Health & Mental Health
Artbus	Arts, Culture & Social Enterprise
Australian GLBTIQ Multicultural Council	Multicultural Peak & Advocacy
Australasian Zionist Youth Council	Multicultural Peak & Advocacy
Better Health Network	Health & Mental Health
Brigidine Asylum Seekers Project	Housing, Asylum & Community Services
C Care	Food Relief & Social Support
Catholic Parish of Sacred Heart and St Columba	Housing, Asylum & Community Services
Chabad St Kilda	Faith-Based / Multifaith
Council of Christians and Jews	Faith-Based / Multifaith
Department of Families, Fairness and Housing (Park Towers)	Government & Agencies
Elwood + St Kilda Neighbourhood Learning Centre	Housing, Asylum & Community Services
FoodFilled	Food Relief & Social Support
Glen Eira Adult Learning Centre	Education & Training
Hare Krishna Temple	Faith-Based / Multifaith
Jewish Care	Jewish Community Organisations & Museums
Jewish Community Council of Victoria	Jewish Community Organisations & Museums
Jewish Museum	Jewish Community Organisations & Museums
Launch Housing	Housing, Asylum & Community Services
Melbourne Holocaust Museum	Jewish Community Organisations & Museums
Melbourne Polytechnic (Adult Migrant Program)	Education & Training
Mount Scopus Memorial College	Schools
OneBall	Sports & Health Promotion
Polaron	Migration / Language / Multilingual Services
Sassoon Yehuda Sephardi Synagogue	Faith-Based / Multifaith
See Yup Society	Faith-Based / Multifaith

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Services Australia (Multicultural Unit)	Government & Agencies
South Melbourne Primary School	Schools
Southport Community Centre	Housing, Asylum & Community Services
Space2b	Arts, Culture & Social Enterprise
St Kilda Shule	Faith-Based / Multifaith
Temple Beth Israel	Faith-Based / Multifaith
The King David School	Schools
Victoria Police – Multicultural Unit	Government & Agencies
Women’s Health in the South East	Health & Mental Health



Acknowledgement of Country

Council respectfully acknowledges the Traditional Owners and Custodians of the Kulin Nation. We acknowledge their legacy and spiritual connection to the land and waterways across the City of Port Phillip and pay our heartfelt respect to their Elders, past and present.



City of Port Phillip

99a Carlisle Street
St Kilda VIC 3182

Phone: **ASSIST** 03 9209 6777

Email: portphillip.vic.gov.au/contact-us

Website: portphillip.vic.gov.au

Diversity

Receive the latest news from your City and Council portphillip.vic.gov.au/divercity



National Relay Service

If you are deaf or have a hearing or speech impairment, you can phone us through the National Relay Service (NRS):

TTY users, dial 133677, ask for 03 9209 6777

Voice Relay users, phone 1300 555 727,

then ask for 03 9209 6777.

relayservice.gov.au



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Vision

Our vision is a Port Phillip where multiculturalism is lived every day, grounded in the enduring sovereignty of First Nations peoples. We imagine a community shaped by trust, safety and fairness, where diversity is valued beyond celebration and embedded in everyday life. A place where people connect across cultures, feel heard and supported, and live free from discrimination and exclusion. A municipality where every resident feels welcome, has a voice, and truly belongs in the City of Port Phillip. Belonging is strengthened through intercultural understanding and respect, supported by leadership across the city that actively addresses discrimination and advances equity for all.

Outcome Measures

The Strategy aligns with five overarching objectives. Each of the objectives have a success measure associated with it ensuring the strategy is monitored to create lasting change. Further information for monitoring and evaluation is found on page 15.

Objective	Shared Measures (apply across all objectives)
Objective 1: Safe & Cohesive Port Phillip	Average community rating for agreement with the statement 'Port Phillip is a welcoming and supportive place everyone including people from varied cultural and religious backgrounds, ages, genders and sexual orientation' measured on a 0-10 scale. Average community rating for agreement with the statement 'I feel proud of, connected to, and enjoy living in my neighbourhood' measured on a 0-10 scale Average community rating for agreement with the statement 'I have a sense of safety and security in Port Phillip,' measured on a 0-10 scale. <i>* Measures are derived from Council's Community Satisfaction Survey and are used to track overall trends and progress over time. Changes in these indicators reflect the combined impact of Council actions and broader system-level influences.</i>
Objective 2: Belonging & Community Connection	
Objective 3: Accessible Information & Trusted Support	
Objective 4: Empowering Diverse Communities	
Objective 5: Driving Participation & Opportunity	

Introduction

The City of Port Phillip is one of Victoria's most culturally rich and vibrant municipalities, founded on the rich culture of the Traditional Custodians of the land, the Peoples of the Kulin Nation.

Today, our city is a thriving multicultural hub, home to people from 164 countries who speak 126 languages and dialects. With one in three residents born overseas, multiculturalism is both a demographic reality and central to our municipality's identity.

We know that inclusion requires far more than simply celebrating diversity; it requires deliberate, structural action to remove barriers and build equity. The City of Port Phillip Multicultural Strategy

(Strategy) is our plan to achieve these aims. It seeks to ensure that Council's services, policies, and community spaces are inclusive, accessible, and as responsive as possible to the ever-changing needs and aspirations of all residents.

This Strategy sits at the heart of the *Plan for Port Phillip 2025 - 2035*, directly supporting our community vision for a welcoming, safe, and connected city. It works alongside our Reconciliation Action Plan, recognising that multiculturalism in Australia is built on the enduring cultures and sovereignty of First Nations peoples, who have lived on this land for more than 65,000 years. Throughout, it applies a rigorous intersectional lens, recognising that a person's cultural background intersects with other aspects of identity such as gender, age, ability, and faith, which all play a role in shaping everyday experiences.

This is a Strategy shaped by our community, in consultation with and co-designed by the people who know our city best. In late 2025, we engaged with 375 community members. Through multilingual surveys, interactive library installations, targeted outreach in high-density precincts, and deep-dive co-design workshops, we listened to the lived experiences of people from across our diverse communities.

They told us clearly what true multiculturalism looks like: moving past passive tolerance to foster genuine belonging, dismantling structural inequalities, and ensuring every resident is safe to be their authentic self.

Guided by these voices and informed by their contributions, this Strategy focuses our efforts across five key themes.

Our Strategic themes

- **Safe & Cohesive Port Phillip:** Proactively addressing discrimination and fostering a culture of mutual respect and safety.
- **Belonging & Community Connection:** Moving beyond simple participation to ensure true equality of representation and deep community bonds.
- **Accessible Information & Trusted Support:** Removing language barriers and creating accessible hubs to meet residents where they are.
- **Empowering Diverse Communities:** Celebrating our linguistic and cultural richness through sustainable partnerships and community-led programming.
- **Driving Participation & Opportunity:** Strengthening our internal cultural competency, supporting active citizenship, and advocating for systemic change.

Through this Strategy, the City of Port Phillip is working together with our community, local services and other governments to build a city where diversity is valued, and everyone feels welcome and treated fairly.

Why do we need a Multicultural Strategy?

Cultural diversity and social inclusion are fundamental to community wellbeing, fostering a vibrant and cohesive society where all residents can safely contribute and thrive. Council has a proud

three-decade legacy of championing these values through milestone achievements, including declaring the city a Refugee Welcome Zone, establishing the Port Phillip Multifaith Network, and delivering multilingual library programs and community grants.

However, with over a third of residents now born overseas, a dedicated Multicultural Strategy is needed to address the changing demographic landscape, bridge emerging service gaps for new migrants in high-density areas, and confront complex rising challenges such as social isolation, financial stress, risks to social cohesion and race, ethnic and faith-based discrimination. The strategy adopts an intercultural approach, recognising that meaningful inclusion is strengthened through everyday interaction, mutual understanding and shared responsibility across cultures, rather than communities existing side by side. Recognising that a person's experience of Multiculturalism is heavily shaped by intersecting factors like gender, age, and living situation, this strategy explicitly addresses compounded challenges, such as safety and language barriers for multicultural women, underemployment for skilled migrants, and isolation for gender-diverse individuals.

Context

Multiculturalism is a shared commitment to an inclusive and cohesive society that recognises and values cultural, linguistic and religious diversity, grounded in fairness, equality and respect. For our local community, multiculturalism is defined as a shared commitment to an inclusive, fair and cohesive place that recognises our diversity. It is lived every day through feeling safe and welcome in Port Phillip, being treated with respect, having a voice in decisions, and building shared connections while maintaining cultural identity.

Multiculturalism is supported by all levels of government, and each has an important role to play. The federal government sets national policies and manages immigration, state governments provide services and support programs, and local councils help people feel included through community events, services, and antiracism work. Community organisations, faith groups, and local clubs also help by creating welcoming spaces and supporting people to connect and belong in their community.

To better understand the role of federal, state and local government and the roles and responsibilities in supporting multiculturalism, refer to **Appendix C**.

Our Community

[to be designed into an infographic]

The City of Port Phillip is one of Victoria's most culturally diverse areas and has a long history that begins with its First Nations peoples, who are the Traditional Owners and custodians of the land. During the gold rush in the 1850s, many people from around the world came to Victoria, and temporary places like Canvas Town were set up in what is now South Melbourne to house new

arrivals. Later, Station Pier in Port Melbourne became a key entry point for migrants, including Greek families who settled in Port Melbourne and waves of Jewish migration that established strong roots in St Kilda. Chinese migrants also formed enduring connections to South Melbourne, reflected in the construction of the See Yup Temple in 1856.

Today, this history continues, with South Melbourne (including upper South Melbourne), Montague (Southbank area), and Lakeside (St Kilda Road area) being some of the most culturally diverse suburbs, where around 35–38% of residents were born overseas, including many new migrants, creating a vibrant and diverse community.

- 33.1% of residents were born overseas
- Port Phillip residents come from 164 countries
- Port Phillip residents speak 126 languages
- 21% Port Phillip residents speak a language other than English at home.
- Females represent 50.38% of the population compared to 49.62% for males.
- The top 10 countries of birth from non-English speaking countries are:
 - India - 2131 people (2.1%)
 - China - 1,658 people (1.6%)
 - Greece - 1,071 people (1.1%)
 - Malaysia - 894 people (0.9%)
 - Colombia - 865 people (0.8%)
 - Italy - 861 people (0.8%)
 - South Africa - 821 people (0.8%)
 - Germany - 702 people (0.7%)
 - France - 675 people (0.7%)
 - Philippines - 643 people (0.6%)
- The top 10 languages spoken (excluding English) are:
 - Greek - 2,590 people (2.5%)
 - Mandarin - 2,130 people (2.1%)
 - Spanish - 1,920 people (1.9%)
 - Italian - 1,244 people (1.2%)
 - Russian - 1,149 people (1.1%)
 - French - 1,026 people (1.0%)
 - Hindi - 731 people (0.7%)
 - Cantonese - 725 people (0.7%)
 - German - 638 people (0.6%)
 - Portuguese - 612 people (0.6%)
- The top 10 faiths are:
 - Catholic - 16,897 (16.6%)
 - Anglican - 5,787 (5.7%)
 - Greek Orthodox - 3,626 (3.6%)
 - Judaism - 3,408 (3.3%)
 - Hinduism - 2,103 (2.1%)
 - Buddhism - 1,750 (1.7%)
 - Christian - 1,524 (1.5%)
 - Islam - 1,365 (1.3%)

- Uniting Church - 1,235 (1.2%)
- Presbyterian and Reformed - 832 (0.8%)

Reflecting this rich diversity, Port Phillip currently delivers a wide range of multicultural programs including multilingual Storytime, cultural festivals, and targeted grants for multicultural seniors. It also provides translation and interpreting services, supports the Port Phillip Multifaith network, and partners with organisations that serve diverse communities. These initiatives are complemented by inclusive library services, community grants, and civic engagement opportunities that foster belonging and participation.

While there is significant support for cultural diversity in Port Phillip, there have been notable challenges to achieving social cohesion, including:

- An increase in racism and antisemitism, evidenced by 104 locally reported antisemitic incidents in 2025, alongside ongoing community impacts from the Adass Israel terrorist attack in 2024
- Women living in public housing, particularly in high-density estates like Park Towers have faced compounding challenges including social isolation, financial hardship and safety concerns.
- Service gaps are most pronounced in areas with high settlement activity, such as South Melbourne, Montague, and the St Kilda Road precinct, where many newly arrived migrants live but where multicultural infrastructure and ethno-specific services remain limited.

The Strategy aims to address these challenges, and build on current strengths, establishing a shared vision that honours First Nations sovereignty and reflects a shared, inclusive understanding of multiculturalism.

Policies, legislative context and who does what

- This Strategy is guided by state, national and international policies and laws promoting multicultural inclusion in Victoria and Australia. Refer to **Appendix A** for a full list.
- This Strategy aligns with a range of other Council Strategies supporting inclusion, belonging and community connection in Port Phillip. Refer to **Appendix B** for a full list.

What we did

Strategy consultation

Between 10 November and 14 December 2025, we asked people across Port Phillip to share their ideas for the Multicultural Strategy. During this time, we reached 375 people through surveys, conversations, library activities and workshops. This included broad community consultation, followed by a codesign process where we worked closely with community members to fine-tune the key ideas and priorities.

To ensure we heard from a broad and diverse range of voices, we used a mix of broad communications and targeted, translated activities.

Our engagement approach included:

- Community surveys: 100 responses collected online and in hard copy, available in eight languages.
- Targeted outreach: Face-to-face conversations with around 250 people at citizenship ceremonies, multilingual Storytimes, English-language learning groups, the Youth Advisory Committee, the Port Phillip Multifaith Network, primary schools, Skinner's Playground, Park Towers Housing Estate, and multicultural seniors' groups.
- Library installations: Interactive world maps at local libraries where 506 dots were placed by residents to represent their cultural heritage.
- Co-design sessions: Four workshops with 23 key community stakeholders, service providers, and a diverse group of residents to collaboratively build the strategy's focus areas.

Strategy feedback and validation

Following the initial phase of engagement, we consolidated community insights into a visual summary. This was returned to our co-design participants to review, ensuring their perspectives were captured accurately and providing a further opportunity to refine the direction before drafting began.

Guided by these confirmed insights, we developed a first draft of the Strategy. In the week commencing 16 February 2026, this draft was presented back to our two dedicated co-design groups for critical review.

(For a comprehensive breakdown of our engagement activities and participant demographics, please refer to the full Community Engagement Report in [Appendix X](#))

What we heard

Our community shared a strong vision for a city where people of all cultures, religions, and languages feel safe, welcomed and celebrated.

Six core themes emerged from the feedback, which have directly informed the priorities of this Strategy:

- **Respect and recognition for First Nations People:** Feedback called for active visibility, truth-telling and Treaty education to be central to the strategy, grounding Port Phillip's multicultural identity in the enduring sovereignty of the Traditional Owners, while also recognising and respecting Aboriginal and Torres Islander people living in Port Phillip who come from other Nations and lands.

- **Welcoming spaces and accessible hubs:** A desire for inclusive "third spaces" and community facilities that act as safe, barrier-free hubs for people of all ages, cultures, and abilities.
- **Accessible information and trusted support:** The need for information in multiple formats and languages, coupled with trusted human connectors to help residents easily navigate local services.
- **Anti-racism, safety, and respect:** A call for Council to actively address discrimination through clear reporting channels, open dialogue, and anti-racism education to ensure everyone feels psychologically and physically safe. Residents expressed a strong preference for inclusive language that does not elevate one form of discrimination over another. Council recognises that racism, antisemitism, and other forms of ethnic, religious, and race-based discrimination are interconnected but experienced in distinct ways. The Multicultural Strategy therefore uses the collective term ethnic, religious and race-based discrimination for strategic consistency, while explicitly acknowledging the specific impacts of different forms of discrimination. Council commits to community-specific co-design as the primary mechanism for developing targeted, culturally informed responses.
- **Celebrating culture and diversity:** Strong support for year-round, community-led events, arts, and cultural programs that foster pride, understanding, and a deep sense of belonging.
- **Fair job opportunities and economic participation:** A focus on inclusive recruitment that values international experience, alongside mentoring and support for migrant-owned businesses to ensure fair economic participation.
- **Community voice and shared leadership:** A request for diverse communities to have a direct say in local decision-making, moving beyond consultation to a model of collaborative leadership where power is shared.
- **Interculturalism alongside multiculturalism:** Strong support for interculturalism as a practice-based model that complements multiculturalism, moving beyond recognition of diversity to actively fostering everyday interaction, relationship-building and mutual learning between cultures.

(For a comprehensive breakdown of what we heard, please refer to the full Community Engagement Report in [Appendix X](#))

Our plan

We see a future where we move past simply co-existing to actively valuing, respecting and celebrating the richness of our collective diversity. A municipality where every resident is safe to be their authentic self and feels a sense of connection and belonging that enables them to participate fully in the City of Port Phillip.

Objectives and key actions

The following section outlines the City of Port Phillip's plan for the next five years, structured across five themes. These objectives and key actions have been directly shaped by community feedback and co-design with the community and are designed to build a municipality that is inclusive and equitable.

A core principle is the recognition that there is no one size fits all experience of multiculturalism. A person's cultural background does not exist in isolation, it overlaps with various aspects of identity such as gender, age and religion.

Objective 1: Safe & Cohesive Port Phillip

To proactively address discrimination while fostering a culture of safety, inclusion, and mutual respect for all Port Phillip residents.

Action	Year Commenced
1.1 Build a respectful and inclusive community by addressing ethnic, religious and race-based discrimination through education, awareness campaigns, and co-designing safe ways to report incidents and access support with communities.	Years 1 (Ongoing)
1.2 Develop multicultural inclusion guidelines for Council services, facilities and public space design that ensure spaces are welcoming, safe, accessible and responsive to the cultural and faith-based needs of residents of all ages, including considering important cultural and religious periods and how Council services can be responsive.	Year 2 (Ongoing)
1.3 Strengthen intercultural and interfaith connections to build understanding and social cohesion.	Year 1 (Ongoing)

Objective 2: Belonging & Community Connection

To amplify meaningful community connections that foster trust, reduce isolation, and ensure diverse representation in everyday life.

Action	Year Commenced
2.1. Build community awareness of Port Phillip's Traditional Owners and provide opportunities for First Nations education.	Years 1 (Ongoing)

2.2 Strengthen multicultural leadership and representation in decision making to drive social inclusion and community belonging through Council governance structures.	Year 1 (Ongoing)
2.3 Reduce social isolation by supporting community-led support networks that build belonging and community care, ensuring people of all ages and cultural backgrounds including new migrants and older people are supported to stay connected.	Year 2 (Ongoing)

Objective 3: Accessible Information & Trusted Support

To ensure services and connections are barrier free and tailored to the unique needs of Port Phillip.

Action	Year Commenced
3.1 Remove language and communication barriers to ensure all residents have equitable access to Council information and services.	Years 1 (Ongoing)
3.2 Increase the visibility and accessibility of Council support services in neighbourhoods with high levels of new migrant settlement, including St Kilda Road, South Melbourne, and public housing estates, so residents can more easily find and access support.	Year 1 (Ongoing)
3.3 Ensure access to programs that foster connection through a review of Council funded programs, identifying participation gaps, removing barriers and expanding partnerships with community providers	Year 2 (Ongoing)
3.4 Facilitate a smooth transition for newly arrived residents to Port Phillip by providing proactive support and information on available community and government services.	Year 3 (Ongoing)

Objective 4: Empowering Diverse Communities

To celebrate the diverse communities and create connections through inclusive education, events and programs.

Action	Year Commenced
4.1 Facilitate opportunities for community awareness and recognition of significant days of celebration and shared traditions, including how Council may need to respond in its planning and service provision.	Year 1 (Ongoing)
4.2 Activate public spaces through multicultural programming that celebrates cultural expression.	Year 2 (Ongoing)
4.3 Facilitate opportunities for education and language preservation.	Year 3 (Ongoing)
4.4. Enable a sustainable and resilient multicultural sector through long term partnerships and a multicultural lens applied to Council funding and events.	Year 3 (Ongoing)



Objective 5: Driving Participation & Opportunity

Embed inclusive practices into Council and remove barriers to participation, ensuring Port Phillip is filled with opportunity and the local economy reflects the diverse community.

Action	Year Commenced
5.1 Strengthen Council's internal capability to support an inclusive workplace and to deliver culturally sensitive and inclusive services across all areas of Council.	Year 1 (Ongoing)
5.2 Strengthen pathways to Council civic participation through leadership training, mentoring and tailored support for residents.	Year 2 (Ongoing)
5.3 Promote existing employment pathways and skills development opportunities to support inclusive employment outcomes for newly arrived residents.	Year 3 (Ongoing)
5.4. Advocate to the Victorian and Commonwealth Governments for coordinated and well-funded changes across government to address ethnic, religious and race-based discrimination, build social cohesion, and ensure all communities can participate fully, including through place based and community led approaches.	Year 1 (Ongoing)

Tracking progress

A critical aspect of future work is accountability and transparency. Progress will be checked through regular reporting, including quarterly CEO Reports and the annual report, and information from the first year of actions will help improve the Strategy as it continues. These processes help Council track what is working, see where more support is needed, and make changes if things take longer than expected.

Implementation and monitoring

The Multicultural Strategy 2026–2031 will be delivered through a dedicated Implementation Plan, supported by annual service plans. These plans will set out clear actions for each strategic theme and will be reviewed every year.

Each annual review will look at:

- what was completed,
- what was not completed and why, and
- what should continue, change or stop in the next year.

Progress will be tracked using a mix of existing Council data and targeted measures, drawing on the Plan for Port Phillip 2025–2035, Council's Community Satisfaction Survey, and Council's Diversity, Equity and Inclusion (DEI) Framework. Progress will also be monitored through internal DEI Framework reporting, supported by an annual implementation plan and six-monthly reporting, to maintain strong baseline results and achieve continued improvement over the life of the strategy.

Where possible, data will be broken down by cultural background, language, gender and other factors to help identify gaps and improve responses. Council will also use tools and benchmarks from recognised frameworks such as Welcoming Cities, Intercultural Cities, and the Belong Network (UK).

Outcome indicators and performance measures

The success of the Multicultural Strategy will be measured through three strategy-wide outcome indicators derived from Council's Community Satisfaction Survey. These indicators reflect the combined impact of actions delivered across all objectives and focus on whether Port Phillip is experienced as a welcoming and supportive place, whether residents feel a sense of belonging and connection to their neighbourhood, and whether they feel safe and secure. The strategy aims to maintain strong baseline results and achieve continued improvement over its life.

Strategy-wide outcome indicators

Strategy-wide outcome indicators capture the combined impact of all objectives and actions and are therefore monitored at a whole-of-strategy level.

Indicator	Measure	Target	Data source
Port Phillip is experienced as a welcoming and supportive place for everyone	Average community rating for agreement with the statement 'Port Phillip is a welcoming and supportive place everyone including people from varied cultural and religious backgrounds, ages, genders and sexual orientation' measured on a 0-10 scale.	Maintain and improve (target >8.1) (baseline 2025 – 8.1)	Community Satisfaction Survey*
Residents experience belonging and connection to their local neighbourhood.	Average community rating for agreement with the statement 'I feel proud of, connected to, and enjoy living in my neighbourhood' measured on a 0-10 scale	Maintain and improve (target >8.0) (baseline 2025 – 8.0)	Community Satisfaction Survey*
Residents experience a sense of safety and security in Port Phillip.	Average community rating for agreement with the statement 'I have a sense of safety and security in Port Phillip,' measured on a 0-10 scale.	Maintain and improve (target >7.1) (baseline 2025 – 7.1)	Community Satisfaction Survey*

Funding approach

Delivery of the Multicultural Strategy will be resourced through Council's existing operational budgets, Community Grants Program and Community Connection and Social cohesion budget allocation as part of Plan for Port Phillip 2025-35.

To improve financial sustainability and outcomes for multicultural community groups, a key initiative under Theme 5 of the Strategy is to design and pilot a transition from short-term annual grants to multi-year strategic partnerships. This approach is intended to strengthen the stability of community organisations and ensure long-term community impact.

Appendices

Appendix A: Policies and legislative context

The work of multicultural inclusion in Victoria and Australia is guided by important international, national and state policies and laws. These documents support human rights, celebrate cultural diversity and help ensure everyone can participate equally. While councils do not have to follow every policy, using them as guidance shows a strong commitment to fairness and inclusion.

The tables below list the key policies, strategies and laws that support multiculturalism and anti-racism.

Level	Policy / Strategy	Summary
International	UNESCO Universal Declaration on Cultural Diversity (2001)	Says cultural diversity is important and should be protected and celebrated.
International	Universal Declaration of Human Rights (1948)	States all people have equal rights and freedoms.
National	The People of Australia – Multicultural Policy (2011)	Australia's multicultural policy supporting fairness, inclusion and social cohesion.
National	Multicultural Access and Equity Policy	Ensures government services are fair and accessible for all Australians.
National	National Anti-Racism Strategy (2012)	A national plan to prevent racism, raise awareness and support people experiencing discrimination.
National	National Anti-Racism Framework (AHRC – ongoing)	National framework being developed to address racism and strengthen responses.
State	Multicultural Victoria Act (2011)	Sets multicultural principles and creates the Victorian Multicultural Commission.
State	Victoria's Multicultural Review (2024–2025)	Calls for stronger anti-racism action and community-led decision-making.
State	Victoria's Anti-Racism Strategy 2024–2029	Five-year statewide plan with goals for challenging racism and improving safety.
State	MAV Statement of Commitment to Cultural Diversity (2012)	Supports councils to lead and promote cultural diversity and inclusion.
State	Local Government Act (2020)	Sets responsibilities for councils including engagement and transparency.

Level	Law	Simple Summary
National	Australian Human Rights Commission Act (1986)	Makes racial discrimination unlawful and supports human rights protections.
National	Racial Discrimination Act (1975)	Protects people from unfair treatment because of race, ethnicity or national origin.
State	Victorian Charter of Human Rights (2006)	Requires public authorities to consider human rights in all decisions.
State	Racial and Religious Tolerance Act (2001)	Makes racial and religious vilification illegal.
State	Equal Opportunity Act (2010)	Protects people from discrimination in work, education, services and housing.

Appendix B: Alignment to Council Strategies

The following strategies and plans work alongside the Multicultural Strategy and help guide how Council supports inclusion, belonging and community connection in Port Phillip.

Strategy / Plan	What it is	How it connects
Plan for Port Phillip (Council Plan)	The long-term vision for our city.	Guides our work to build a welcoming and inclusive community.
Reconciliation Action Plan (RAP)	How Council works respectfully with First Peoples.	Supports cultural learning and strong relationships with First Peoples.
Accessibility Action Plan	Makes services and spaces easier for people with disability to use.	Helps ensure access for everyone, including people from diverse backgrounds.
Community Safety Plan	A plan to keep the community safe and connected.	Supports work to reduce racism and build trust and safety.
Positive Ageing Policy	Supports older people to stay healthy, active, and involved.	Helps older residents from all cultural backgrounds take part in community life.
Children, Young People and Families Policy	Supports children, young people and families to thrive.	Helps families from different backgrounds feel welcome and supported.
LGBTIQA+ Action Plan	Supports safety, inclusion, and equality for LGBTIQA+ communities.	Promotes safe, welcoming environments for people of all cultures, genders, and sexualities.
Gender Equality / Gender Action Plan	Promotes fairness and equal opportunities for all genders.	Ensures programs and services are safe and inclusive for everyone.
Library Action Plan	Guides how libraries support learning and connection.	Provides multilingual resources, cultural programs, and inclusive spaces.

Events Strategy (Festivals and Celebrations)	A plan for how Council supports and delivers festivals and major events.	Helps celebrate cultural diversity and create welcoming events for the whole community.
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Appendix C: Who Does What

Council and Government Roles

Multiculturalism is supported by all levels of government, and each plays an important role. Local councils are closest to the community and help build inclusion through social policies, community events, accessible services, anti-racism work, partnerships, and celebrating cultural diversity.

The table below shows how the federal, state, and local governments work together to support multicultural communities and strengthen social cohesion

Responsibilities Across Government

Category	Federal Government	State Government	Local Government
Multicultural Policy & Planning	Creates national multicultural policies and frameworks.	Adapts national policies to the state context.	Develops local multicultural strategies and community engagement programs.
Immigration & Citizenship	Manages visas, immigration rules, and citizenship.	Provides settlement support and citizenship education.	Hosts citizenship ceremonies and provides welcome information in different languages.
Funding & Investment	Funds settlement services and national multicultural programs.	Funds state multicultural initiatives and infrastructure.	Provides local grants and supports community programs.
Service Delivery	Delivers national settlement and immigration services.	Delivers education, health, and community support services.	Runs libraries, children and family services, outreach programs, and support for local residents.
Community Engagement & Harmony	Provides national advice and research on multicultural issues.	Engages multicultural and multifaith communities and funds community programs.	Delivers cultural celebrations, anti-racism campaigns, advisory committees and local partnerships.
Social Cohesion & Anti-Racism	Develops national anti-racism frameworks.	Leads state anti-racism strategies and legislation.	Delivers local anti-racism initiatives and support

Roles Played by Other Organisations

Community organisations in Port Phillip provide important support by helping people connect, access information, and take part in local life. These groups offer programs, services, and welcoming spaces that reflect the strengths and diversity of our community. Even so, local community groups, faith communities, neighbourhood houses, and seniors' clubs all make a strong contribution to inclusion, participation, and wellbeing.

Appendix D: Glossary

Term	Simplified Definition
Anti-racism	Actions to stop unfair treatment and discrimination based on race.
Antisemitism	Discrimination, prejudice or hostility toward Jewish people, based on their actual or perceived Jewish identity.
Civic Engagement	Taking part in community activities and local decision making.
Community-led	Programs, decisions or actions that are designed and delivered by community members, based on their lived experience.
Co-design	A collaborative approach where community members and stakeholders work together with Council to create solutions, plans and services based on their lived experience and perspectives.
Cultural Diversity	The existence of a variety of cultural or ethnic groups.
Cultural Events	Celebrations that celebrate or honour different traditions and beliefs.
Equity	Fairness in outcomes, recognising that different people may need different levels of support to have the same opportunities.
Ethnic, religious and race-based discrimination	Unfair or harmful treatment of a person or group because of their race, ethnic background, religion or belief, or because they are perceived as belonging to one of these groups.
Gender Impact Assessment (GIA)	A legislative tool used to examine how policies and services meet the needs of women, men and gender diverse people to create better and fairer outcomes.
Inclusion	The ability for everyone to join in and feel welcome and respected.
Interculturalism	An approach that encourages positive interaction, understanding and cooperation between people from different cultures, recognising diversity as a strength and supporting social cohesion.
Interfaith	Activities or approaches that encourage understanding, cooperation and connection between people of different religions and beliefs.
Intersectionality	The recognition that a person's lived experience is shaped by many aspects of identity – such as cultural background, gender, sexuality, age and disability which can impact experiences of discrimination.
Language Access	Helping people who don't speak or have limited English understand and use services, such as through translated materials or interpreters.
Multiculturalism	The coexistence of multiple cultures.
Multifaith Network	A group that brings together people from diverse religious groups.
Social Cohesion	People in a community getting along, building trust, and supporting each other.
Third Spaces	Safe, welcoming, and accessible community hubs or public spaces (outside of home and work) where people of all backgrounds can gather, interact, and express themselves.



City of Port Phillip: Days of Significance Calendar

Version 1, March 2026





City of Port Phillip

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Background

How the calendar was developed

The Days of Significance calendar was developed using two components:

A. Mapping against frameworks and best practice

We reviewed action plans, policies and commitments, and benchmarked with best practice approaches used across government and community organisations. Each date was assessed against criteria to ensure the calendar is meaningful, consistent and achievable:

- Alignment with Council action plans, policies and commitments
- Cultural and religious relevance informed by demographic data
- Long-standing cultural, historical and community traditions
- Awareness days that promote community and workplace wellbeing
- Level of staffing and resourcing required
- Contribution to community needs and service delivery

Note that this mapping was undertaken as part of the internal implementation of Council's Diversity, Equity and Inclusion (DEI) Framework in August 2025, which also included the development of an internal DEI Significant Dates Calendar.

B. Insights from Community Consultation (10 Nov – 14 Dec 2025)

We incorporated feedback from surveys, targeted outreach and co-design with culturally and linguistically diverse and faith communities. Community members identified the observances most important to them and how they prefer these to be acknowledged.

Selection of cultural and religious days was guided by:

- Cultural and religious relevance supported by demographic data
- Frequency of mentions during consultation
- Including the two most significant observances per major faith group

What the Calendar Includes

The calendar includes the following types of cultural, social and community focused dates to ensure broad representation and meaningful connection across Port Phillip:

- Cultural, religious and social observances
- Awareness days, weeks and months that promote diversity, reconciliation, mental health, volunteering, and community wellbeing
- Social and historical traditions (e.g., International Women's Day)
- Long-standing commitments (e.g., Refugee Week through the Refugee Welcome Zone)

Community Feedback – What We Heard About Cultural and Religious Dates

Community feedback highlighted several key considerations that should guide how cultural and religious days are recognised and activated across the municipality:

Learning & Recognition

Community members want more chances to learn about different cultures as well as Australian traditions. People value public acknowledgement that highlights our diversity and helps build shared understanding.

Inclusive Practices

Community feedback was clear that not all dates should be recognised in the same way. Some observances are well suited to open community activities (for example, Eid or Lunar New Year). Others are private, sacred or reflective, and are better marked through quiet, respectful acknowledgement rather than events.

Safety & Accessibility

When recognising cultural or religious dates, people want environments that are culturally safe, welcoming and accessible to everyone.

Education

There is strong interest in simple, accessible explanations of the meaning, history and cultural context behind different observances including well-known ones like Christmas. Schools, libraries and community centres were seen as key places for this.

Visibility & Data Equity

Some communities expressed concern that limited demographic data leads to feelings of invisibility. Including culturally significant dates helps ensure fair representation, even where census data is limited or small community groups are not well captured.

Small Community Recognition

Smaller cultural groups such as local Japanese community members said they value acknowledgment even if their population size is small.

Operational Needs

People want:

- practical support such as micro-grants
- accessible promotion
- activities across different neighbourhoods
- clear logistics and planning support for community-led events

Alignment with the Multicultural Strategy

Objective 1: Safe & Cohesive Port Phillip

To proactively address discrimination while fostering a culture of safety, inclusion, and mutual respect for all Port Phillip residents.

Action	Year Commenced
1.2 Develop multicultural inclusion guidelines for Council services, facilities and public space design that ensure spaces are welcoming, safe, accessible and responsive to the cultural and faith-based needs of residents of all ages, including considering important cultural and religious periods and how Council services can be responsive.	Year 2 (Ongoing)
1.3 Strengthen intercultural and interfaith connections to build understanding and social cohesion.	Year 1 (Ongoing)

Objective 2: Belonging & Community Connection

To amplify meaningful community connections that foster trust, reduce isolation, and ensure diverse representation in everyday life.

Action	Year Commenced
2.1. Build community awareness of Port Phillip's Traditional Owners and provide opportunities for First Nations education.	Years 1 (Ongoing)
2.3 Reduce social isolation by supporting community-led support networks that build belonging and community care, ensuring people of all ages and cultural backgrounds including new migrants and older people are supported to stay connected.	Year 2 (Ongoing)

Objective 3: Accessible Information & Trusted Support

To ensure services and connections are barrier free and tailored to the unique needs of Port Phillip.

Action	Year Commenced
3.3 Ensure access to programs that foster connection through a review of Council funded programs, identifying participation gaps, removing barriers and expanding partnerships with community providers	Year 2 (Ongoing)

Objective 4: Empowering Diverse Communities

To celebrate the diverse communities and create connections through inclusive education, events and programs.

Action	Year Commenced
--------	----------------

4.1 Facilitate opportunities for community awareness and recognition of significant days of celebrations and shared traditions, including how Council may need to respond in its planning and service provision.	Year 1 (Ongoing)
4.2 Activate public spaces through multicultural programming that celebrates cultural expression.	Year 2 (Ongoing)
4.3 Facilitate opportunities for education and language preservation.	Year 3 (Ongoing)
4.4. Enable a sustainable and resilient multicultural sector through long term partnerships and a multicultural lens applied to Council funding and events.	Year 3 (Ongoing)

Cultural & Religious Days – How They Are Activated

Activations for cultural and religious days follow the approach set out in the **Multicultural Strategy**. They are:

- Community led
- Co-designed where possible
- Supported through small grants and practical assistance
- Delivered in partnership with multicultural and faith organisations
- Enabled through simplified processes that reduce barriers to participation

Below is a consolidated statement that reflects all relevant information from objectives 1, 2 and 4.

How Activations Work

Cultural and religious days in the City of Port Phillip are activated in ways that:

- **Celebrate cultural expression** through music, food, art, dance, storytelling, rituals and community gatherings.
- **Support intercultural and interfaith understanding** by partnering with cultural groups, faith leaders and the Port Phillip Multifaith Network to host learning sessions, conversations and shared activities.
- **Create opportunities for belonging and connection** through small local events, cultural exchange activities, shared meals, intergenerational sessions and neighbourhood programs.
- **Promote education and language preservation** via multilingual Storytimes, cultural learning workshops, heritage language sessions and digital literacy programs.
- **Strengthen community leadership** by enabling cultural, faith, youth and seniors' groups to deliver events that reflect their traditions and community identity.
- **Ensure safety, inclusion and accessibility** with culturally safe practices, gender equitable participation, support for older residents, accessible venues and in language communication where needed.

- **Build a resilient multicultural sector** by supporting organisations through multiyear partnerships, capacity building and year-round collaboration.

What This Looks Like in Practice

Depending on the community and the significance of the day, activations may include:

- Community-led celebrations (e.g., Christmas, Easter, Eid, Diwali, Hannukah, Lunar New Year, Nowruz, Orthodox Easter).
- Interfaith and intercultural conversations, tours, or shared rituals.
- Cultural performances, dance, music and art in public spaces.
- Traditional craft, cooking or storytelling sessions.
- Multilingual Storytimes and language-based activities for children and families.
- Community meals, cultural tasting events and shared gatherings.
- Youth-led cultural programs and identity-based workshops.
- Seniors led cultural knowledge sharing (e.g., craft, music, oral history).
- Cultural exhibitions, displays, market stalls or creative installations.
- Social connection initiatives such as conversation circles, neighbourhood activities or cultural exchange nights.

All activities are designed to be low barrier, welcoming, inclusive and reflective of Port Phillip's cultural and religious diversity.

Important Note on Calendar Scope

The **Days of Significance Calendar** does **not** include every cultural or religious day identified through the consultation process. A wide variety of dates were shared by community members; however, not all have been included in the consolidated calendar.

To ensure fairness, flexibility and representation, community members and organisations are encouraged and supported to activate *any* significant day that matters to them through community-led initiatives, supported by Council's grants and simplified event permitting processes.

This enables:

- Autonomy and cultural expression
- Representation of smaller or emerging communities
- Celebration of cultural traditions that may not be widely known
- A community driven approach rather than Council selecting what is "most important"

Days of Significance Calendar

This calendar provides a high-level overview of the cultural, religious and social days that Council publicly recognises. It highlights major observances marked across the municipality through community events, promotions, cultural activities and other visible forms of acknowledgment.

Month	Date	Significant Day	Description
January	19 Jan – 9 Feb	Midsumma Festival	LGBTQIA+ arts, culture and community celebrations.
January	26 Jan	Australia Day	National Day – a day of celebration for some of our community and day of mourning for others. On our national day we can reflect on our complete and complex history and understand that acknowledging and reconciling our past helps lay a path to a stronger future.
January	27 Jan	International Holocaust Memorial Day	A day to remember people who died in the Holocaust.
January	Varies	Lunar / Chinese New Year	New Year festival with family gatherings, food and lanterns.
March	7–23 March	Cultural Diversity Week	Celebrating many cultures living together with events and activities.
March	8 Mar	International Women’s Day	Celebrating women and gender equality.
March	21 Mar	International Day for the Elimination of Racial Discrimination / Harmony Day	Standing against racism, celebrating diversity.
March	21 Mar	Nowruz	Persian New Year celebrating spring and new beginnings.
March	31 Mar	Transgender Visibility Day	Celebrating and supporting transgender people.
Mar–Apr	Varies	Easter (Christian and Orthodox)	Two dates: Western churches and Orthodox churches.
Mar–Apr	Varies	Ramadan begins (Islamic)	Month of fasting, prayer and community.
April	25 Apr	ANZAC Day	Remembering people who served in war.
April	26 Apr	Lesbian Visibility Day	Celebrated annually to raise awareness of the specific issues faced by LBTQIA+ women in workplaces, health, and society.
April	Varies	Eid al-Fitr (Islamic)	Celebration marking the end of Ramadan.
April	Varies	Passover (Jewish)	Festival remembering freedom from slavery.
May	17 May	IDAHOBIT	Standing against discrimination of LGBTQIA+ people.
May	19–25 May	National Volunteer Week	Thanking volunteers for helping the community.
May	26 May	National Sorry Day	Remembering harm to Stolen Generations.
May	27 May – 3 Jun	National Reconciliation Week	Respect and understanding with First Nations peoples.
June	15 Jun	Elder Abuse Awareness Day	Standing against abuse of older people.

June	15–21 June	Refugee Week (includes World Refugee Day)	Learning about refugees and welcoming people seeking safety.
June	20 Jun	World Refugee Day	Honouring refugees, safety and belonging.
June	21 June	Homeless Persons' Memorial Day	Observed on winter solstice to honour those who have died while experiencing homelessness.
July	2–9 July	NAIDOC Week	Celebrating First Nations cultures and achievements.
August	29 Aug	Wear It Purple Day	Supporting LGBTQIA+ young people.
September	All month	Youth Fest	Celebrating young people.
September	21 Sep	International Day of Peace	Promoting peace and unity.
October	All month	Seniors Festival	Celebrating older people.
October	Varies	Diwali (Hindu)	Festival of lights celebrating hope and good over evil.
October	12–18 October	National Carers Week	This week celebrates and thanks the 3 million unpaid carers in Australia.
November	20 Nov	Transgender Day of Remembrance	Remembering trans lives lost to violence.
Nov–Dec	Varies	Hanukkah (Jewish)	Festival of lights celebrating resilience and hope.
Nov–Dec	25 Nov – 10 Dec	16 Days of Activism	Campaign to end gender-based violence.
December	1 Dec	World AIDS Day	Awareness and support for people living with HIV.
December	3 Dec	International Day of People with Disabilities	Promoting inclusion and accessibility.
December	18 Dec	International Migrants Day	Celebrating migrants and multicultural communities.
December	25 Dec	Christmas (Christian and Orthodox)	Two dates: Western churches (25 Dec) and Orthodox churches (early Jan).





**11.2 DRAFT CREATIVE PORT PHILLIP STRATEGY FOR
COMMUNITY CONSULTATION**

**EXECUTIVE MEMBER: KYLIE BENNETTS, GENERAL MANAGER, COMMUNITY
WELLBEING**

**PREPARED BY: ADELE DENISON, HEAD OF ARTS, FESTIVALS AND EVENTS
JESS HALL, COORDINATOR EVENTS, PARTNERSHIPS &
INDUSTRY DEVELOPMENT**

1. PURPOSE

- 1.1 To present the draft Creative Port Phillip Strategy 2026–2030 to Council and seek endorsement to release it for community consultation.

2. EXECUTIVE SUMMARY

- 2.1 The City of Port Phillip is developing the Creative Port Phillip Strategy 2026–2030 (the Strategy) as a key delivery action under the Plan for Port Phillip 2025-2035.
- 2.2 Port Phillip is widely recognised as one of Melbourne’s leading creative municipalities, with a strong history of arts, culture, festivals and creative industries contributing to community identity, wellbeing and economic activity. This reputation has been built over time through a combination of factors.
- 2.3 However, this creative ecosystem is under increasing pressure. Stakeholder engagement undertaken in early 2026 to inform the development of the draft Strategy, confirmed the primary challenge for the sector is the conditions required to support long-term sustainability. The sector indicated it is seeking greater stability, improved access to space, stronger connections, reduced administrative burden and increased visibility of creative activity, amongst other things.
- 2.4 A strong creative ecosystem in Port Phillip relies on the combined contribution of many stakeholders. Creative practitioners, venues and organisations, audiences, the private and philanthropic sectors and all levels of government each play a role in sustaining cultural life. No single person or organisation can address these challenges alone, and long-term resilience of the sector relies on shared effort, investment and coordination.
- 2.5 Creative Port Phillip 2026–2030 outlines Council’s proposed role within the Port Phillip creative ecosystem. The draft Strategy positions Council as a producer, promoter and partner, focused on enabling a sustainable, connected and inclusive creative sector.
- 2.6 The draft Strategy is structured around three objectives:
- 2.6.1 A creative ecosystem that thrives and grows
 - 2.6.2 Creativity in everyday life
 - 2.6.3 A culturally connected and inclusive community.
- 2.7 Actions within the draft Strategy focus on improving access to creative space, strengthening funding and partnerships, building capability across the sector, embedding creativity in everyday places and ensuring inclusive and culturally safe participation.
- 2.8 This report seeks Council endorsement of the draft Strategy to enable broader community consultation prior to finalisation later in 2026.



3. RECOMMENDATION

That Council:

- 3.1 Acknowledges and thanks stakeholders who participated in engagement that helped inform the draft Creative Port Phillip Strategy 2026-2030.
- 3.2 Notes the outcomes of stakeholder engagement as outlined in **Attachment 1**.
- 3.3 Endorses the draft Creative Port Phillip Strategy 2026–2030 as outlined in **Attachment 2** for the purpose of community consultation.
- 3.4 Authorises the Chief Executive Officer, or their delegate, to make minor editorial changes that do not alter the intent of the Strategy to support community consultation.
- 3.5 Notes that community engagement will occur over a five-week period commencing on 4 June 2026.
- 3.6 Notes that funding to support the implementation of the draft Creative Port Phillip Strategy 2026-2030 will be subject to decisions made through the 2026/27 Council Plan and Budget process but is intended to be funded from business-as-usual activity and the reallocation of \$450,000 from the St Kilda Festival per annum.

4. KEY POINTS/ISSUES

- 4.1 Port Phillip has a strong and diverse creative ecosystem, including artists, musicians, performers, designers, writers and creative businesses operating across a range of industries and formats. Creative activity contributes significantly to the municipality's identity, liveability and economy.
- 4.2 Despite this strength, the sector is experiencing challenges. Recent sector engagement identified key pressures including funding constraints, rising costs and limited access to affordable creative spaces amongst other things.
- 4.3 The draft Strategy was informed by stakeholder engagement, as well as industry benchmarking, a review of Council's existing plans and strategies and consideration of the broader legislative, policy and operating environment for the creative sector.
- 4.4 The draft Strategy proposes the following vision: *Port Phillip as a city where creativity and culture are fundamental to community wellbeing and everyday life.*
- 4.5 It outlines proposed roles for Council including:
 - 4.5.1 Producer (delivering programs and events)
 - 4.5.2 Promoter (amplifying creative activity and connecting with the community)
 - 4.5.3 Partner (enabling and supporting the sector)
- 4.6 It outlines a proposed set of guiding principles that explain what matters to Council and how it supports arts, culture and creativity. The intent of these principles is to guide how Council makes decisions and how it works with community and the creative sector. As part of implementing these guiding principles are also outlined.

MEETING OF THE PORT PHILLIP CITY COUNCIL

3 JUNE 2026



4.7 The draft Strategy proposes the following overarching objectives, goals, broad actions and outcome indicators:-

Objective	Goal	Broad Actions	Outcome Indicator
A creative ecosystem that thrives and grows	Port Phillip supports a thriving creative ecosystem where artists, cultural workers and organisations can build sustainable careers. Clear pathways, strong partnerships within the sector and beyond, and reduced barriers enable creative practice to grow, adapt and contribute to community life and the local economy.	<ul style="list-style-type: none"> • Deliver and invest in high quality Council led creative programs that support artists, cultural workers and organisations • Protect and enable critical creative infrastructure • Strengthen sector networks and creative industry pathways • Streamline Council processes for stronger, more effective partnerships within the sector 	Retention, growth and development of cultural organisations, creative spaces and programs in Port Phillip over time
Creativity in everyday life	Creativity is woven into everyday life across Port Phillip. Streets, public spaces, neighbourhoods and digital environments are places for cultural expression, turning daily experiences into opportunities for connection, pride and participation.	<ul style="list-style-type: none"> • Embed creativity into public places and everyday settings • Share and celebrate community histories and stories • Connect creative practice with audiences • Actively pursue creative opportunities in the Fishermans Bend urban renewal area 	Broader geographic spread of creative activity across neighbourhoods
A culturally connected and inclusive community	Cultural life in Port Phillip reflects and celebrates the diversity of our community. Creativity strengthens wellbeing and belonging by supporting access, inclusion, intergenerational connection and multicultural expression, ensuring everyone can participate in and benefit from creative life.	<ul style="list-style-type: none"> • Inclusive, representative and culturally safe programming • Reduced barriers and improved access to participation • Strong engagement, reach and accountability 	Increased participation by priority communities (First Peoples, people with disability, CALD, LGBTIQ+ communities)



- 4.8 Implementation will require cross-Council collaboration, including communications, economic development, planning and community services, as well as external partnerships with the creative sector, and advocacy and collaboration with state and federal governments.

5. CONSULTATION AND STAKEHOLDERS

- 5.1 The draft Strategy was informed by a comprehensive program of stakeholder engagement and research. This included:
- 5.1.1 Workshops and consultations with 19 organisations and more than 20 individual artists and sector representatives
 - 5.1.2 A survey distributed to 134 stakeholders across the creative ecosystem
 - 5.1.3 Targeted engagement across sectors including live music, screen, visual arts, creative industries, traders and First Nations representatives.
- 5.2 Further consultation is proposed through a five-week public exhibition period, including targeted engagement with the creative sector, First Nations communities and the broader community.

6. LEGAL AND RISK IMPLICATIONS

- 6.1 There are no immediate legal risks associated with releasing the draft Strategy for consultation.
- 6.2 Legislative considerations include the Local Government Act 2020 and relevant cultural, planning and human rights frameworks which are outlined in the draft Strategy.

7. FINANCIAL IMPACT

- 7.1 Funding to support the implementation of the draft Creative Port Phillip Strategy 2026-2030 will be subject to decisions made through the 2026/27 Council Plan and Budget process but is intended to be funded from business-as-usual activity and the reallocation of \$450,000 from the St Kilda Festival per annum.
- 7.2 The strategy is designed to balance financial sustainability for Council with the needs of the sector and community benefit.

8. ENVIRONMENTAL IMPACT

- 8.1 There are no direct environmental impacts as a result of this report.
- 8.2 Environmental sustainability will be embedded in program delivery, including sustainable event practices, resource management and reducing the environmental footprint of creative activities.

9. COMMUNITY IMPACT

- 9.1 The Strategy is expected to deliver community benefits by:
- 9.1.1 Increasing access to arts and cultural participation
 - 9.1.2 Strengthening inclusion, cultural safety and representation
 - 9.1.3 Supporting social connection, wellbeing and place identity.

10. GENDER IMPACT ASSESSMENT

- 10.1 A Gender Impact Assessment has been completed, and key findings have been incorporated into the draft Strategy.



10.2 Key findings from the GIA included opportunities to:

- 10.2.1 Improve equity in access and participation
- 10.2.2 Increase representation across programs and funding
- 10.2.3 Address structural barriers within the sector.

11. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

11.1 The strategy aligns with the Council Plan 2025–2035, particularly:

- 11.1.1 Direction 1: A Healthy and Connected Community
- 11.1.2 Direction 4: A Vibrant and Thriving Community
- 11.1.3 Direction 5: An Engaged and Empowered Community

11.2 It positions creativity as a core contributor to community wellbeing and local identity.

11.3 The strategy also aligns with a range of other Council strategies and plans including Reconciliation Action Plan, Multicultural Strategy and Accessibility Action Plan

12. IMPLEMENTATION STRATEGY

12.1 TIMELINE

- 12.1.1 June 2026: Council endorsement for consultation
- 12.1.2 Mid-2026: Community consultation (5 weeks)
- 12.1.3 Late 2026: Final strategy presented to Council for adoption
- 12.1.4 2026–2030: Phased implementation

13. COMMUNICATION

13.1 The communication approach is proposed to include:

- 13.1.1 Public exhibition and consultation
- 13.1.2 Stakeholder engagement through sector networks
- 13.1.3 Promotion via Council channels and events
- 13.1.4 Promotion through major cultural events (e.g. St Kilda Film Festival)

13.2 Key messages:

- 13.2.1 Creativity is fundamental to community wellbeing, identity and the local economy in Port Phillip.
- 13.2.2 The creative sector in Port Phillip is under pressure, and without action the conditions that support creativity will become even more challenging.
- 13.2.3 A strong creative ecosystem relies on the combined contribution of many stakeholders. Creative practitioners, venues and organisations, audiences, the private and philanthropic sectors and all levels of government each play a role in sustaining cultural life. No single person or organisation can address these challenges alone, and long-term resilience relies on shared effort, investment and coordination.
- 13.2.4 As a local government authority, Council cannot resolve all of the challenges, but it can influence the conditions that support creativity to thrive through local leadership, partnerships and support.



13.2.5 The draft Strategy sets out how Council proposes to contribute through roles of producer, promoter and partner, focusing on three objectives: a thriving and sustainable creative ecosystem, creativity in everyday life, and an inclusive and culturally connected community. Council proposes to support these objectives through a mix of financial, access, capability, promotional and strategic initiatives, with decisions shaped by the Strategy's guiding principles.

13.2.6 Council welcomes feedback on the draft Strategy.

14. OFFICER MATERIAL OR GENERAL INTEREST

14.1 No officers involved in the preparation of this report has declared a material or general interest in the matter.

ATTACHMENTS

1. Creative Port Phillip Stakeholder Engagement  [Download](#)
2. Draft Creative Strategy  [Download](#)

City of Port Phillip Stakeholder Engagement –

Creative and Prosperous City Strategy Sector Consultation



PREPARED BY
J9 Consulting
MARCH 2026

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Executive summary

The objective of the City of Port Phillip Stakeholder Engagement project is to understand priorities, challenges and opportunities across the creative ecosystem of the City of Port Phillip. This will ensure the forthcoming Creative and Prosperous City Strategy meets the needs of the sector, and the City of Port Phillip community more broadly. The following report provides a summary of strategic themes which emerged across all sectors, sector-specific feedback and broader survey results and the role of Council in supporting the growth and sustainability of the sector.

It is evident that stakeholders are not simply asking for more activity and project funds. They are seeking a more stable operating environment, cross sector connections and increased visibility of the creative output of the City of Port Phillip.

Key strategic considerations which emerged from consultations for Council include:

- an emphasis on social impact and cultural wellbeing outcomes from culture in addition to economic development
- the retention of existing organisations while supporting new and emerging creative practice
- the balance of supporting a one off event and year round precinct activations across the City of Port Phillip
- free public access to community events which attracts audiences but may devalue live music events if nominal fees are not charged
- development of distinct precincts profiles while raising the overall position of City of Port Phillip as a creative destination
- the positioning of City of Port Phillip based as a heritage story versus a future focused council
- creating cross boundary opportunities while retaining a focus on City of Port Phillip

Stakeholders share the Councillors' vision of a thriving, sustainable sector which balances community wellbeing with economic benefits. This can be achieved with the utilisation of existing infrastructure for "creative hubs", which will reduce social isolation, facilitate cross-sector collaboration and support career pathways for young and emerging practitioners.

The pressures on government funding for the creative sector at all levels is well recognised. In addition to the current funding budget, Council can effectively support the development of a sustainable sector through the facilitation of partnerships, advocacy, leveraging existing assets and reducing or removing bureaucratic requirements. Council was often referred to as "the bridge" during workshops.

Short term actions that Council can take which would have an immediate impact on the sector include streamlining the grant process, increasing the scope of multi-year funding, provision of in-kind production and presentation infrastructure support, assistance with permits and parking, increased utilisation of Council owned spaces and increased promotion.

Issues that need broader advocacy and partnerships are related to communicating the value of the arts, advocacy with state government, property/developer solutions for space and cross boundary positioning.

The sector recognises St Kilda Festival's role as a key event that encourages visitation and provides opportunities for local musicians, while also highlighting the importance of complementing the festival with a broader range of cultural offerings and creative activations across the municipality to build year-round engagement with different market segments and strengthen the city's creative profile.

Background

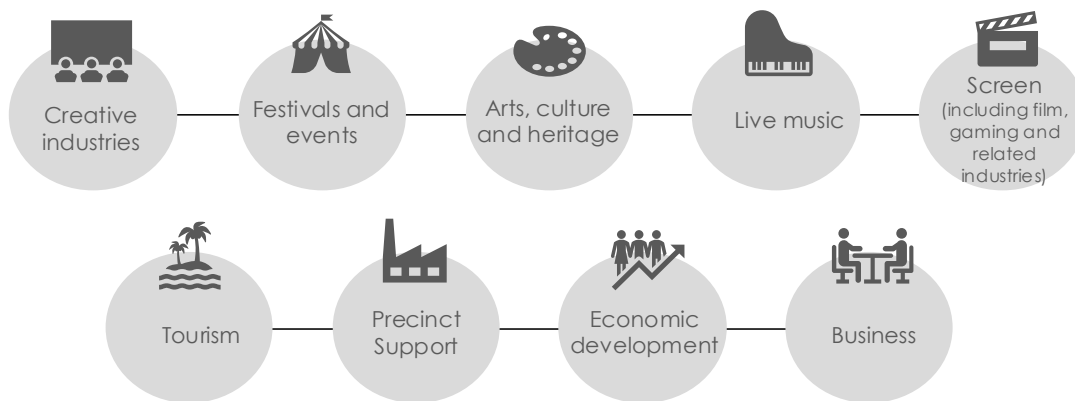
The City of Port Phillip has long been recognised as a cultural destination, known for its community of artists and creative industries, as well as an identity shaped by world-class festivals, events, and iconic built and natural places. Council has a proud history of supporting the creative industries and is seeking to develop an innovative, meaningful, and ambitious strategy through which these vital sectors can continue to thrive in the City.

The City of Port Phillip's Creative and Prosperous City Strategy guides the direction of Council's creative, cultural, and economic development services, and how Council can best support these sectors. It is guided by the Council Plan and sits within the strategic direction of a Vibrant and Thriving Community, which is the core framework guiding this priority for Council. Its scope outlines Council's commitment to supporting and developing focus areas including:

The refreshed Creative and Prosperous City Strategy will be the third edition. Its development seeks to build on the strong foundation created by previous strategies, while taking a fresh approach that recognises the current and emerging challenges and opportunities shaping the sector's evolution.

Separate to the stakeholder engagement for the Creative and Prosperous City Strategy, Council also engaged with industry stakeholders regarding its flagship event, the St Kilda Festival.

While the St Kilda Festival has been running since 1980 and has a broad base of community and industry support, Council is seeking to establish whether the Festival is meeting community needs, supporting the local creative industries, and playing a meaningful role in the development of the local live music and events scene, particularly in artist development.





Key stakeholders

Consultations were held with representatives from the following focus areas:

- City of Port Phillip
- Screen
- Gaming
- Live Music
- Venues
- Traders
- Creative industries
- First Nations
- Accessibility
- Philanthropy
- Migrant and refugee
- Tourism and events
- Precincts

Representatives within the workshops included:

- Independent artists and musicians
- Freelance / independent creative practitioners
- Festival and event workers
- Venue managers, programmers and operators
- Traders and local business representatives
- Community and precinct representatives
- Educational representatives
- Multicultural representatives

See Attachment A for list of stakeholder organisations

Consultation methodology

The following approach was used to engage with stakeholder groups:

- Desk review of relevant current City of Port Phillip strategies
- Meeting with relevant City of Port Phillip Officers
- Consultation with City of Port Phillip Councillors
- Co-design workshops by sector
- Individual in-depth consultations
- Creative Ecosystem Survey

See Attachment B for survey distribution list

Summary of cross sector strategic themes

The operating environment for organisations within the creative ecosystem has changed since the last Creative and Prosperous City Strategy was developed in 2023. Cost of living pressures on community, producers, venues; skills shortages along with reduced employment opportunities; pressures on government funding at all levels; threats to social cohesion, the impact of technology and an unstable economic environment will impact the future of the sector.

The following strategic themes emerged across all sectors after an analysis of both quantitative and qualitative data. These themes will inform the development of the new Creative and Prosperous City Strategy 2027 - 2029.

1. Streamlined grant processes

The strongest shared message is that the next strategy needs to focus on the retention of existing creative organisations while enabling the long-term development of the creative ecosystem and opportunities for emerging, youth and independent practitioners.

While acknowledging that government funding may not increase in the short term, stakeholders called for more flexible and long-term funding support with easier or less frequent reporting on grants

Strategic consideration: Multi-year funding offers organisations the financial security needed to invest in longer term operational costs. This supports long term planning, partnerships and the opportunity to leverage additional funds from other sources. This model provides more stability than short term project funding.

Streamlining grant processes by reducing the frequency and complexity of reporting requirements provides administration savings for under resourced organisations and artists.

"One of the challenges we all have is resourcing isn't secure and the workload involved in application process and acquittal processes can be very hard when working with a small staff."





Summary of cross sector strategic themes

2. Accessible creative hubs

The provision of affordable and accessible space is one of the most consistent challenges across arts organisations, independent practitioners, live music, screen, games and survey respondents.

The creative sector is currently segmented and operating in independent silos across the City of Port Phillip. This restricts opportunities to collaborate, build audiences, develop new projects and activations and leveraging non-government support through showcasing work to industry.

Emerging, young and experienced individual artists as well as organisations without “a home”, are seeking connection with each other. Emerging creatives want to connect with experienced practitioners and industry to develop their skills and seek employment opportunities. Many are also seeking connection to reduce the sense of social isolation which can be experienced in the creative industries.

Some performing arts organisations have the required cultural infrastructure and do not see a need for additional hubs. There is an opportunity for them to extend the utilisation of their space across sectors and boundaries to encourage broader City of Port Phillip collaborations.

Strategic consideration: A co-working space or creative hub will provide opportunities for cross sector networking, creative collaboration, skills development, mentor opportunities for emerging practitioners and presentations to industry.

The provision of resources and administration support by Council will be highly valued. Resource sharing will reduce artists overheads, increase the level of professionalism through efficiencies and collaboration.

“Council has an opportunity to contribute in some kind of development program for artists, at all ages. Give them a space, a place to showcase, a place where people can turn up and build their confidence, connect with promoters, events and audiences.”

Summary of cross sector strategic themes

3. Investment in capacity building

It is evident across all sectors that experienced practitioners are experiencing the impact of technology on the presentation, production and marketing of their work, especially in live music.

At the same time, emerging practitioners are experiencing a lack of career development and pathways in a fragmented creative ecosystem and changing operating environment. Graduates have limited access to employment as the creative industries are sourcing skilled individuals.

However, due to cost and time pressures, they do not have the capacity to train new entrants. The need for investment in mentoring and skills development was a consistent message.

Strategic consideration: Council investment in capacity building through training in small business management, AI, and social media marketing would strengthen the long-term sustainability of the sector. Targeted support in areas such as business skills, digital promotion, audience development, content creation and the use of emerging technologies would help practitioners adapt to changing industry conditions and build more viable careers. Council could facilitate partnerships with institutions such as the Victorian College of the Arts, ACMI or ANAM for this purpose, or engage local practitioners to deliver targeted training and mentoring.

"You can't predict the outcome; if you have more spaces, more workshops, and more voices at the table, you start to formulate the right people."



Summary of cross sector strategic themes

4. Role of Council

Council is considered most effective when it advocates, facilitates partnerships, and provides in-kind support. Multi-year funded organisations were extremely positive about their partnerships with Council officers, particularly their flexibility and willingness to assist with technical, production, and regulatory support where possible.

There is a healthy tension between each municipality developing its own identity and sense of place, while also recognising the increased opportunities for employment and visitation that can come from reducing perceived geographical boundaries.

Stakeholders would like to see stronger promotion of the City of Port Phillip story. This would increase precinct discoverability and year-round visibility of the level of creative activity across the City of Port Phillip, which would in turn benefit local artists, venues, and traders. Stakeholders noted that Council's marketing and use of social media to promote events had improved in recent years, and they would like to see this continue to develop.

Strategic consideration: *The City of Port Phillip is made up of precincts with their own creative offerings and activations which are promoted effectively to local communities. It is Council's role to promote the overall profile of City of Port Phillip and position it as the leader in creativity offerings locally, regionally and interstate. This would increase visitation, activations, the local economy and improve liveability.*

"Council is a bridge. Council could have the role of hosting a space, networking, facilitating, promotion and potentially admin in some kind of capacity."

"Position us as the leading creative cultural council - CoPP was that. That narrative needs to be repositioned and reclaimed; we want to be able to tell that story and tell that value to the broader community."





Summary of cross sector strategic themes

5. Articulating the value of the arts

Across multiple stakeholder groups, the preferred strategy frame is broader than economic development alone: social impact, cultural wellbeing, community connection, diversity and local identity are all central.

Stakeholders emphasised the importance of articulating the value of the arts to the community and all levels of government around the value of the arts which it sees as Council's role through advocacy and storytelling.

Strategic consideration: While it is important to argue the case around return on investment for Council funded activities, it is timely to extend the definition of "value" beyond fiscal returns to overall community benefit provided by the arts. This in turn has positive long-term impacts on other health and well-being services provided by Council and extends opportunities for strategic cross sector partnerships.

"There is a chance to articulate or preference a different form of value. Another route to putting Southside on the map is to facilitate partnerships that are only possible in the South. Partner with other CoPP places that creates links that are greater than ones parts."



Summary of cross sector strategic themes

6. A future focused strategy

City of Port Phillip has a history as a destination in the '80s and '90s as a live music and cultural destination. Many artists have now moved to other areas due to the high cost of housing and a resurgence of arts and live music on the "northside".

All stakeholder groups all raised whether the live music "heritage" positioning of City of Port Phillip's remains relevant to a future strategy. This was particularly relevant between different generations of artists.

Discussions reflected the tensions that can exist in an evolving creative ecosystem which is being impacted by rapid developments in technology.

"Skills development opportunities - business, social media - these strategies are future focused. It's important to be positive."

"The area is everchanging. We're relying on heritage - we need to evolve and talk to young ones' more..."

Strategic consideration: The history of the City of Port Phillip is part of the overall story and unique positioning of the area. However, it is timely for the strategy and story telling to emphasise the emergence of new industries such as gaming in addition to live music. It can also highlight the wide range of offerings in visual arts, performance, community as well as venues, experiences, hospitality, events and one off activations which will appeal to an increasingly segmented market.

"Current strategy is not cultural, it's economic. It's weighted towards traders. Arts and culture are embedded in precinct development strategy. We need a precinct strategy and a cultural strategy."

"Need to show that St Kilda is more than one weekend - it's year long."

"Are we still achieving the vision? It could be timely to review it."

Summary of cross sector strategic themes

7. St Kilda Festival

St Kilda Festival is valued for scale, profile and cultural visibility, but the dominant message is that it should create stronger local benefit for artists, venues, traders and the wider year-round creative ecosystem.

See separate report - Review of St Kilda Festival

"(The Festival) is good for branding – it keeps St Kilda on the map but it leaves the rest of CoPP out."



Stakeholder feedback by sector

Co-design workshops and one-on-one consultations were held with a broad representation of key stakeholders in the City of Port Phillip's creative ecosystem. The following provides a summary of the challenges, opportunities, and the role of Council in developing the future of the arts and creative industries across the City of Port Phillip.

4.1 Traders

Traders share an interest in the number of activations held across the City of Port Phillip. Cultural activations and events are the most effective way to increase visitations, extend local stays, encourage local spending and broader precinct benefits.

Challenges that were raised included road management systems which effectively set up an access barrier to traders, nighttime safety concerns, level of awareness and Council budget allocated to cultural activity in the City of Port Phillip.

Improved economic reporting, marketing, shoulder season activations and better arts and business partnerships were identified as opportunities.

Traders saw Council's role as management of the infrastructure needed to connect traders and events, promotion, and management of partnerships with other government agencies, and Councils, particularly in relation to precincts such as Fishermans Bend and Station Pier.

Traders were supportive of Council's willingness to give local businesses a voice, appreciated the business concierge service, waiving event fees and their social media activity.

Suggestions for the strategy included:

- Develop a strategic approach to marketing which segments audiences and treats precincts as discreet while promoting the City of Port Phillip as a cultural destination which will increase opportunities for discovery across precincts by both visitors and local communities.
- Council plays a role as an advocate with State government and the City of Melbourne and encourages cross boundary dialogue
- Opportunity to activate Station Pier in partnership with the relevant authority
- Fishermans Bend would benefit from Council facilitating support with infrastructure development which will contribute to improved access.
- The shoulder period is quiet and could benefit from a winter activation/event e.g Vivid, White Night.
- Develop a database or directory so that traders can engage directly with local creative talent for activations and build cross sector collaboration through business and arts partnerships
- Improve the reporting on the economic impact of investment in activations and events
- Review how major events, especially St Kilda Festival, affect movement, trade and benefit distribution beyond the immediate foreshore area.
- Increase TikTok presence on social media

Stakeholder feedback by sector

4.2 Live music, venues, promoters and event operators

Live music stakeholders described the sector as segmented and financially fragile for venues, promoters and artists.

Cost of living pressures mean that stakeholders need to articulate the "value" of live music better which is where Council can play an advocacy role.

Technology and sustainable career paths for the next generation of artists are having an impact on the sector in addition to challenges around pay, parking and permits.

Council is recognised as a supporter of live music and has a role in facilitating practical operating conditions and year-round skills development.

Suggestions for the strategy included:

- Develop a model of minimum employment standards for live musicians in the City of Port Phillip with incentives for those venues that adhere to the standards e.g certification process, rate reduction
- Continue to develop the live music locator app which is an effective tool to promote live music
- Marketing would benefit from increased audience segmentation e.g targeting different demographics
- Council is seen as having a key role in positioning Port Phillip as a live music hub within the broader city of Melbourne.
- A "hub" would provide a space for rehearsals, showcases and skills development for youth and emerging artist development, all-ages opportunities and business skills support.

- Stronger recognition and more visible inclusion through Council promotion, communications and support pathways

4.3 Councillors

Councillor discussion framed the strategy as values led with an emphasis on social impact and the value of the arts as well as economic development. Repeated themes included the retention of existing organisations during a wider funding crisis, using Council levers more strategically to support the sector and separating core arts and culture priorities from broader economic development where needed.

Suggestions for the strategy included:

- The strategy needs a clear statement of purpose: social impact, cultural wellbeing and connection came through more strongly than a narrow economic frame.
- There is an appetite for a more explicit public value or wellbeing logic, rather than relying on audience counts or spending alone.
- Stakeholders want clarity on trade-offs, ambition and where activations, economic development and core arts support sit relative to each other.
- Fishermans Bend appeared as a place where arts and culture need to be embedded early, not added later.
- Need to support and grow what already exists
- The ambition is for the City of Port Phillip to become the leading cultural destination
- Opportunity to set up a fund with community contributions for the arts

Stakeholder feedback by sector

4.4 Arts organisations and creative industries

Cultural organisations and institutional partners emphasised the need for stability, infrastructure, and a lower administrative burden. There was a call for increased multi-year support, clearer clustering and precinct thinking, and stronger recognition of existing organisations as core delivery partners for both Council and local business, rather than as peripheral grant recipients. There was also consistent appreciation for the level of support and flexibility shown by Council officers in facilitating activations and projects through reduced bureaucracy, in-kind production support, in-kind space, and promotion.

Suggestions for the strategy included:

- Longer-term agreements, lighter reporting and infrastructure support are seen as high-value interventions by Council.
- There is a strategic case for treating key organisations as delivery partners where they can help achieve Council outcomes e.g Linden Gallery could facilitate the commissioning of public arts projects.
- A stronger cultural tourism and precinct story could help organisations such as Linden, Gasworks and other local venues connect to broader visitation and place identity.
- Consider the strategic role of schools in the strategy through partnerships with cultural organisations
- Maximise the use of existing venues rather than invest in new creative spaces e.g for co-working models
- Introduce a subsidised voucher system like the one provided during covid to encourage audiences impacted by

cost of living

- Support for existing organisations was one of the clearest recurring messages across both notes and survey responses

4.5 Screen and games

Screen and games stakeholders described the sector as fragmented and under-connected, with particular concern about isolation, lack of affordable space, limited internships and employment pathways. They called for regular, inclusive networking, a visible hub or multi-use space, practical skills development and stronger bridges between investors, education and industry which can result in creative migration to the City of Port Phillip.

Suggestions for the strategy included:

- Screen and games input points to a need for sector development infrastructure, not just project grants.
- A physical space, hub, shared space or showcase model could address connection, discoverability and graduate transition through access to Masterclasses, mentors and industry.
- Internship programs could be developed with St Kilda Film Festival and university linked workshops.
- This cohort also reinforced the wider call for Council to act as facilitator, host, bridge and promoter e.g Council can assist in increasing the visibility of the Games sector with investors by investing in a Games Festival which ultimately would reduce the need for government grants, build sustainable sector and promote City of Port Phillip as a destination.

Stakeholder feedback by sector

4.6 First Nations

Use old knowledge in a new way."

First Nations community leaders emphasised legacy, self-determination and the importance of applying cultural knowledge in future-facing ways. The strongest message was that Council can support language, storytelling and cultural continuity while also investing in younger generations through skills development and contemporary creative practice.

Council's support for language programs was viewed positively. The consultations covered key areas such as skills development, access to space, future-facing practice, promotion, collaboration, access to support, the role of local voice in public art commissions, recognition and regular communication.

The consultation highlighted the need to invest in future pathways for young people.

Suggestions for the strategy include:

Bringing elders back into meaningful roles in community such as attending citizenship ceremonies, recording stories and ensuring knowledge is carried forward as part of a lasting legacy.

Council can provide platforms, space and access points through schools, workshops, civic settings and networking opportunities.

Council could do more to promote what First Nations creatives in the community are already doing, clarify what support is available, assist with grant access, and build stronger pathways for collaboration across artists, performers and opportunities to present public art which tells First Nations stories.

There could be more consistent relationship-building with local First Nations stakeholders, clearer communication about what is being planned, opportunities for collaboration and cross promotion and learnings around protocol. This can be achieved with regular quarterly cross department meetings with First Nations communities.



Creative ecosystem survey results

Survey responses: key findings and takeaways

The survey is best read as a directional snapshot that reinforces and tests the consultation themes rather than a representative sample of the whole municipality. Its main value is that it shows which issues recur when stakeholders are asked to prioritise them in a more structured way. The survey was sent out to a total of 134 recipients and 29 responded.

Survey snapshot	Count	Share
Valid survey responses analysed	29	
Responses to broader sector questions (Q5-Q9)	29	
Responses to festival questions (Q10-Q12)	24	
Easy / very easy to engage with Council	19	66%
Neutral on ease of engagement	5	17%
Difficult / very difficult to engage	4	14%

Response profile

Respondent type	Count	Share
Arts or cultural organisation	11	38%
Artist / creative practitioner	7	24%
Festival / event worker	4	14%
Resident / audience member	3	10%
Community organisation	1	3%
Trader / local business	1	3%
Curators	1	3%
Venue operator	1	3%

visual arts (11), live music (9), screen/film/media (7) and creative education (7).

5.1 Broader creative sector findings

- The survey broadly confirms the qualitative notes: funding pressure, affordable space, partnership and stronger long-term support all sit near the top.
- Respondents still see current value in Council support for festivals/events, partnership facilitation, grants, advocacy and access to public space.
- The future priorities are more strategic and structural: support for artists and creatives, more affordable space, long-term cultural planning and support for venues.
- The survey also reinforces a strong appetite for collaboration: respondents most often wanted closer work with Council, state/industry bodies, artists, venues and festival/event producers.

Creative ecosystem survey results

Top issues raised in the survey

Biggest issues facing the sector (Q5)	Mentions	Share
Lack of funding or investment by government	22	76%
Access to affordable creative spaces	17	59%
Rising costs related to production/presentations	12	41%
Lack of promotion / visibility of City of Port Phillip events	8	28%
Limited opportunities for creative industry connection / collaboration eg co-working spaces, networking events	8	28%
Lack for marketing support for audience development	7	24%

Current value from Council (n=29)

Where Council is currently providing value (Q6)	Mentions	Share
Support and promotion of festivals and events	12	41%
Facilitating partnerships	11	38%
Grants and funding	10	34%
Access to public space	9	31%
Advocacy for the arts in the City of Port Phillip	9	31%
Unsure	6	21%

What respondents most want Council to prioritise (n=29)

Priority for the next 3 years (Q7)	Mentions	Share
Support for artists and creatives	18	62%
More affordable creative spaces	15	52%
Long-term cultural planning	13	45%
Support for venues	10	34%
Stronger partnerships	9	31%
Easier Council processes	7	24%

Creative ecosystem survey results

Who respondents most want to work more closely with

Most valuable collaborators (Q8)	Mentions	Share
Council	17	59%
State government / industry bodies	16	55%
Artists / creatives	13	45%
Venues	11	38%
Festivals / event producers	10	34%
First Nations organisations	8	28%

On ease of engagement with Council, 19 of 29 respondents (66%) said it was somewhat easy or very easy, 5 were neutral, and 4 found it somewhat difficult or very difficult. This suggests there is a workable base to build from, but still a meaningful group experiencing friction or uncertainty.



Creative ecosystem survey results

Open-Ended Survey responses to the question:

“Is there one more thing Council should prioritise in the future?”

Arts or cultural organisation:

More support for artists both financial and by providing opportunities for studios and to produce and show their work .

Arts or cultural organisation:

Providing partnerships that have a net financial benefit to event organisers

Arts or cultural organisation:

The St Kilda Festival is very unattractive to local residents and most traders. It needs to get back to its roots as a celebration for local people. Most of my neighbours leave town to escape the festival, and most local shops close as rampant theft occurs in overcrowded small businesses.

Artist / creative practitioner:

Increase funding and opportunity for the arts.

Arts or cultural organisation:

value existing creative organisations and work closely with them to support their needs so they can continue to exist and do what they do best to avoid burn out and disappearing altogether.

Arts or cultural organisation:

Celebration of cultural diversity and increased funding

Artist / creative practitioner:

More ongoing funding for small medium arts organisations and events not one off funding.

Festival / event worker:

Opening more public spaces for activation

Trader / local business:

Connections with local arts and creative businesses

Continued on next page

Creative ecosystem survey results

Open-Ended Survey responses to the question:

“Is there one more thing Council should prioritise in the future?”

Arts or cultural organisation:

I work at Australian Tapestry Workshop and we offer a wide range of services to the local community in our workshops, talks and events and yet we receive a very minimal support.

Curators:

A visible public art presence in the streets such as what is provided by The Big Sculpture St Kilda Trail to elevate the CoPP as a vibrant cultural artistic hub.

Artist / creative practitioner:

Events that enable involvement of the residents in local areas.

Venue operator:

Access to flexible and affordable creative spaces through direct partnerships between property owners, developers and independent creative operators, enabling sustainable, long-term cultural programming within the City of Port Phillip.

Arts or cultural organisation:

Access to flexible and affordable creative spaces through direct partnerships between property owners, developers and independent creative operators, enabling sustainable, long-term cultural programming within the City of Port Phillip.

Artist / creative practitioner:

More frequent funding rounds and small grants with less barriers

Arts or cultural organisation:

It would be great if Council included and supported independent promoters and event organisers based in Port Phillip. I have been working for many years delivering high-quality live music projects and tours for A-list Australian and international artists, but I have received very little support from Council. At the same time, major promoters based outside Port Phillip seem to receive more support and opportunities. As a local business that pays taxes in Port Phillip, I would like to see more support for independent local promoters and producers who are actively creating cultural activity across Australia while being based in Port Phillip.

Continued on next page

Creative ecosystem survey results

Open-Ended Survey responses to the question:

“Is there one more thing Council should prioritise in the future?”

Resident / audience memberL:

I think the creative planning and the vision for CoPP more broadly cannot be separated - we need to support the economic diversity that has always been a feature of this suburb and makes it eclectic and interesting for artists, residents and tourists. This is about creatives, but also about the type and support of local businesses, residential spread, and funding support etc

Resident / audience member:

The early planning and listening to the feedback before having preconceived ideas.

Resident / audience member:

I'd like to see broader promotion of CoPP supported venues - gassworks, Linden, theater spaces etc

Community organisation:

Making Council spaces more affordable

Artist / creative practitioner:

At \$2.6m the St Festival is massively overblown. I suspect it is due to 'improvement creep' - something starts off modestly, things get added and 'improved' till the event becomes overblown and out of proportion. Make it work at \$1m - and spend the additional \$1.6m for annual local creative costs. You'll get better bang-for-buck...

Arts or cultural organisation:

Accessible community hub with co-working space and production space etc

Festival / event worker:

Reducing processes to support creative funding directly to artists

Artist / creative practitioner:

Ensuring local venues are financially supported regarding running costs such as PL insurance, encouraging continuation of live music.

Attachment A

Stakeholder organisations represented through workshops and consultations

This attachment summarises the organisations and representative bodies identifiable in the workshop registration export and named stakeholder consultation notes. Independent practitioners and artists who participated as individuals are noted separately rather than listed by name.

Named organisations and representative bodies

- Arts Access Victoria / The Other Film Festival
- Australian Tapestry Workshop
- City of Port Phillip Councillors / Mayor
- Dinko
- Gasworks
- Hermosa Music
- Linden
- Moment Music Hall
- Palais Theatre
- Rawcus Theatre Company Inc
- Red Stitch Actors' Theatre
- SAE University College
- Southside Community Foundation
- Space2b Social Design
- St Kilda Sea Baths
- St Kilda Tourism & Events
- The Acme Film Company / Label Distribution
- The Astor Theatre
- The National Theatre
- Unicorn Films Pty Ltd
- Additional participant types represented

Attachment B

Survey outreach and respondent profile

Based on the materials provided, this attachment summarises the stakeholder cohorts targeted through the broader survey outreach process and the identifiable organisations or venues named in survey responses. It is framed as an outreach and response profile rather than a literal email distribution list.

Stakeholder cohorts targeted through survey outreach:

- COPPAC local arts organisations
- Port Phillip Film Alliance and broader screen / games stakeholders
- Trader associations, BRG and individual traders / creative businesses
- Event providers (current and prospective)
- Live music industry stakeholders including artists, venues, promoters and event workers
- Traditional Owners and First Peoples arts practitioners
- Art galleries and visual arts organisations
- Freelance or independent arts practitioners
- Local tourist attractions
- Industry organisations supporting creative practitioners
- Existing Council reference groups
- Broader City of Port Phillip creative community including individual artists

Identifiable organisations and venues named in survey responses:

- Australian Tapestry Workshop
- City of Port Phillip Cultural Heritage Committee
- Gasworks (spelled "gassworks" in one response)
- Historical Society St Kilda
- Linden Gallery
- Romulus Folio Gallery
- The Big Sculpture St Kilda Trail
- Survey response snapshot

The survey produced 29 valid responses overall, including 24 responses to the St Kilda Festival questions. The response profile was strongest from arts or cultural organisations, artists / creative practitioners and festival / event workers, with additional responses from residents / audience members, community organisations, traders / local businesses, curators and venue operators.



Contact us

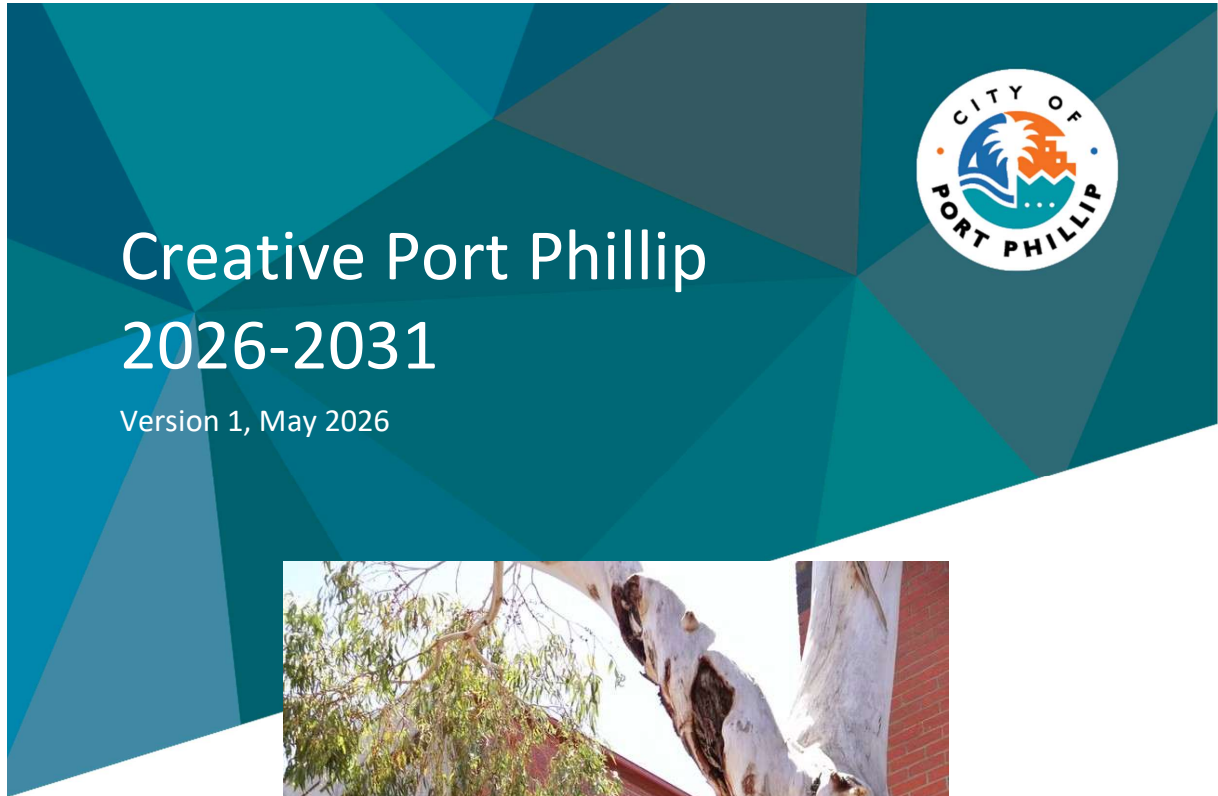
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Acknowledgement of Country

Council respectfully acknowledges the Traditional Owners and Custodians of the Kulin Nation. We acknowledge their legacy and spiritual connection to the land and waterways across the City of Port Phillip and pay our heartfelt respect to their Elders, past, present, and emerging.

We recognise that all storytelling on this land sits within more than 65,000 years of First Peoples' stories, and we acknowledge our responsibility to create, listen and learn in ways that respect that continuing cultural legacy.

Statement of Commitment

The City of Port Phillip is committed to embedding First Peoples leadership, perspectives and cultural authority in our creative life. Guided by our Reconciliation Action Plan, we will support self-determination by ensuring First Peoples artists and cultural practitioners are empowered to lead, define and share their own creative and cultural expressions.

We commit to building respectful, genuine partnerships with First Peoples communities, artists and organisations, grounded in trust, ongoing connection and cultural protocol. We will listen, learn and act in ways that create culturally safe environments where First Peoples can express culture with integrity and authority.

We will champion the visibility, participation and representation of First Peoples across our arts, festivals and events programs, so First Peoples culture is not marginal, but integral to the identity, programming and storytelling of Port Phillip.

We recognise the vital role of arts and culture in strengthening identity, wellbeing and community connection for First Peoples, and commit to creating pathways for creative, professional and economic development that support sustainable careers and thriving cultural practice.

Through our roles as producer, promoter and partner, we will advocate for and invest in First Peoples-led initiatives, amplify First Peoples voices and stories, and embed accountability, transparency and continuous learning in our reconciliation journey.

This statement reflects our responsibility to honour the past, act in the present and contribute to a future where First Peoples culture, knowledge and creativity are respected, visible and part of a thriving, inclusive and culturally connected Port Phillip.



Governance Table

Instrument tier	Strategy
Policy outcome	To provide a coordinated strategic framework that supports a thriving, inclusive and place-based creative ecosystem across the City of Port Phillip.
Responsible division	Community Wellbeing
Responsible department	Community Services & Culture
Policy owner	Adele Denison, Head of Arts, Festivals & Events
Final approver	Council
Version	1
Date approved / adopted	Select date
Planned review date	Select date
Type of review	Refresh
Supersedes	<Search the GIR for the instrument this supersedes, or enter N/A>

Document History

Version	Date	Review type	Changes made	Approved by
<1.0>	29/04/2026	For Council	13/05/2026	<ELT / Council>



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Vision

Port Phillip is a city where creativity and culture are fundamental to community wellbeing and everyday life

Building on our proud creative legacy, our city is shaped by a thriving, connected and resilient cultural ecosystem where artists, creatives and cultural organisations are actively championed as cultural leaders and partners in our city.

We support established and emerging creative practices alongside new industries and digital innovation.

We foster strong connections across artforms, industries and communities, reducing silos and enabling collaboration, innovation and new opportunities for creatives, businesses and audiences.

We actively protect and sustainably grow our cultural sector, so it can endure, innovate, adapt and thrive.

We value audiences and shared experience, and work to ensure opportunities for participation and interaction with the creative sector are readily available and celebrated.

Creativity is embedded across our neighbourhoods, public spaces and daily life. It strengthens our wellbeing, deepens connection and reflects the richness of our community. It contributes to local identity and pride and helps our precincts thrive.

In Port Phillip, creativity is visible, accessible and valued. It defines who we are, shapes our future and positions our city as a distinctive, inclusive place where creativity and culture are not an add-on, but a defining strength.

Progress towards our vision will be monitored through the following outcome indicators:

- Retention, growth and development of cultural organisations, creative spaces and programs in Port Phillip over time
- Broader geographic spread of creative activity across neighbourhoods
- Increased participation by priority communities (First Peoples, people with disability, CALD, LGBTIQ+ communities)
- My local area is vibrant, accessible, engaging, full of energy and life and somewhere I want to be (Customer Satisfaction Measure)
- The City of Port Phillip is a welcoming and supportive place for everyone including people from varied cultural and religious backgrounds, ages, genders and sexual orientation (Customer Satisfaction Measure).

Note: Council can influence but not directly control the above indicators as Council is only one part of a broader creative ecosystem. Progress against these indicators is dependent on a range of factors external to Council, including actions from other levels of government, the creative sector and audiences.

Outcome Measures

The Strategy has three overarching objectives. Each objective has a success measure associated with it ensuring the strategy change. Further information for monitoring and evaluation is found on page 28.

Objective	Goal	Broad Actions
A creative ecosystem that thrives and grows	Port Phillip supports a thriving creative ecosystem where artists, cultural workers and organisations can build sustainable careers. Clear pathways, strong partnerships within the sector and beyond, and reduced barriers enable creative practice to grow, adapt and contribute to community life and the local economy.	<ul style="list-style-type: none"> • Deliver and invest in high quality Council creative programs that support artists, cultural workers and organisations • Protect and enable critical creative infrastructure • Strengthen sector networks and creative industry pathways • Streamline Council processes for stronger more effective partnerships within the sector
Creativity in everyday life	Creativity is woven into everyday life across Port Phillip. Streets, public spaces, neighbourhoods and digital environments are places for cultural expression, turning daily experiences into opportunities for connection, pride and participation.	<ul style="list-style-type: none"> • Embed creativity into public places and everyday settings • Share and celebrate community histories and stories • Connect creative practice with audiences • Actively pursue creative opportunities in the Fishermans Bend urban renewal area
A culturally connected and inclusive community	Cultural life in Port Phillip reflects and celebrates the diversity of our community. Creativity strengthens wellbeing and belonging by supporting access, inclusion, intergenerational connection and multicultural expression, ensuring everyone can participate in and benefit from creative life.	<ul style="list-style-type: none"> • Inclusive, representative and culturally safe programming • Reduced barriers and improved access to participation • Strong engagement, reach and accountability

Introduction

Creative Port Phillip supports our community vision for a welcoming, safe, and connected city. It works with our Reconciliation Action Plan, recognising creativity and culture in Australia are built on the enduring cultures and sovereignty of First Nations peoples, who have lived on this land for more than 65,000 years.

Creativity is central to what makes Port Phillip distinctive. Creativity shapes local identity and storytelling, connects people to place and to one another, and contributes to community wellbeing, social cohesion and the local economy. From live music and festivals to visual arts, screen, public art, heritage and everyday creative practice, culture is woven through neighbourhoods, public spaces and community life across our municipality.

Port Phillip is widely recognised as a creative hub within Melbourne and beyond. This reputation has developed over time through a combination of enabling conditions, including a historically relatively affordable inner-city location, a strong live music and arts scene, and diverse and inclusive communities. These factors have supported artists, creative workers and organisations to establish, experiment and grow, shaping the city's cultural landscape and reinforcing its ongoing appeal to audiences, visitors and creative businesses.

However, this ecosystem is under increasing pressure. Rising costs of living and production, reduced availability and affordability of creative space and tightening funding across government and other sources are making it harder for artists to sustain their work. Consultation to inform this Strategy confirms the challenge is not a lack of creativity or demand, but the conditions needed to sustain it.

A strong creative ecosystem relies on the combined contribution of many stakeholders. Creative practitioners, venues and organisations, audiences, the private and philanthropic sectors and all levels of government each play a role in sustaining cultural life. No single person or organisation can address these challenges alone, and long-term resilience relies on shared effort, investment and coordination.

At the same time, creativity plays a growing role in responding to social, economic and global changes. Cultural activity supports connection and belonging, helps address isolation and contributes to cultural safety and inclusion. These benefits are critical but becoming more complex to deliver.

As a local government authority, Council cannot resolve all of the challenges identified above, but it can influence the conditions that support creativity to thrive through local leadership, partnerships and support.

Creative Port Phillip sets out how Council will contribute through its roles as producer, promoter and partner, focusing on three objectives: a thriving and sustainable creative ecosystem, creativity in everyday life, and an inclusive and culturally connected community. Council will support these objectives through a mix of financial, access, capability, promotional and strategic initiatives, with decisions shaped by the Strategy's guiding principles and commitment to social inclusion and community cohesion.

Why do we need a Creative Strategy?

Creativity is at the heart of Port Phillip. It brings our streets to life, connects people, tells our stories and makes our neighbourhoods places we love to be. Art, music, events and creative spaces help us feel proud of where we live and connected to each other.

But creativity doesn't happen by chance. Many artists, makers and community groups are facing real challenges, like rising costs, less funding opportunities and fewer affordable spaces. Without a clear plan, some of the things that make Port Phillip special could be lost or become harder for people to enjoy.

Creative Port Phillip presents a framework and pathway for strengthening Port Phillip's creative ecosystem. Supporting creativity is a shared effort. While Council plays an important role, state and federal governments, local businesses, creative and community organisations, philanthropists as well as creative people and audiences all have a part to play.

How we define creativity?

In Creative Port Phillip, creativity refers to the full range of artistic, cultural and creative activity that shapes how people express ideas, tell stories, connect with one another and experience place.

Creativity includes professional and community-based practice across the arts and creative industries - such as live music, festivals and events, visual arts, performance, screen and digital media, games, public art, design and cultural heritage - as well as everyday creative participation that enriches community life. It spans making, presenting, learning, sharing and experiencing culture in ways that are shaped by place and grounded in local identity.

Creativity is both intrinsic and instrumental. It has value in its own right as a form of expression, making meaning and storytelling, and it also contributes to broader social, cultural, economic and wellbeing outcomes. Creative activity supports connection, inclusion and belonging, strengthens local economies, animates and characterises public space and helps communities respond to change.

Creativity is not limited to major institutions or events. It exists across neighbourhoods, public spaces and everyday settings, and can be practiced by people of all ages, backgrounds and abilities. Creative Port Phillip recognises creativity as a shared civic asset - one that flourishes when artists, cultural organisations, communities, businesses and Council work together to create the conditions for it to thrive.

Fundamentally, we honour First People as the original storytellers and custodians of culture on this land. First People perspectives, art and cultural authority are central to our understanding of creativity, guiding respectful practice and embedding enduring connections to Country.

Context

Our Creative Community

Port Phillip is one of Melbourne's most creative municipalities, characterised by a compact inner-city form, high population density and a strong visitor economy that support a visible, diverse and highly connected concentration of creative activity.

The creative community in Port Phillip includes artists, musicians, performers, designers, filmmakers, writers, producers and creative technicians, alongside creative professionals working across education, tourism, digital industries and professional services. Creative practice is largely project based and entrepreneurial, delivered through small businesses, sole traders, collectives and not-for-profit organisations. This reflects broader industry conditions but is intensified by Port Phillip's inner urban context and proximity to central Melbourne.

Creative life in Port Phillip is strongly shaped by diversity and lived experience. More than one-third of residents were born overseas, representing over 160 countries, and creative expression reflects a wide range of cultural perspectives, identities and narratives. First Peoples artists and organisations, LGBTIQ+ creatives, culturally diverse communities and grassroots practitioners play a visible role in shaping contemporary culture. Creativity functions not only as professional practice, but also as a means of expression, connection and civic participation.

Port Phillip is recognised for its creative places and infrastructure, which support activity at both local and metropolitan scales. Long-standing venues such as the Palais Theatre and The Astor Theatre coexist with independent music venues, rehearsal rooms, studios, galleries, community spaces and digital production environments. Creative activity also extends beyond formal venues into streets, parks, foreshore areas, shopfronts and temporary spaces, contributing to an active public realm and reinforcing the City's reputation for experimentation and place-based expression.

The City's creative community is closely linked to its visitor economy. Almost three million visitors are drawn to Port Phillip each year by cultural destinations, events, nightlife and creative experiences. This visitation is underpinned by the local cultural ecosystem benefiting both the community and the visitor economy. Arts and Recreation Services account for more than 600 registered businesses locally, employ over 2,200 people and generate approximately \$570 million in annual sales. Creative activity therefore plays a dual role, contributing to economic output and employment while also shaping the City's identity and appeal.

Creative participation in Port Phillip extends beyond professional practice. Residents engage as audiences, volunteers, learners, collaborators and organisers, contributing to a strong culture of participation and local ownership. Festivals, performances, exhibitions, screenings, markets, public art and temporary activations are a consistent feature of community life, supporting social connection, wellbeing and neighbourhood vibrancy.

Port Phillip's creative ecosystem is sustained by a wide range of stakeholders, including independent artists and arts workers, venues and producers, cultural institutions, community organisations, educators, traders, event organisers, tourism operators and audiences. Creative activity takes place across both formal and informal settings, reflecting a city where creative practice is closely integrated into everyday life.

A sustainable creative ecosystem is the foundation for participation, inclusion and innovation. Without financial and operational stability, the ability for artists and organisations to create, collaborate and engage diverse communities is constrained.

Our Creative Sector

This snapshot provides a high-level picture of the scale, diversity and value of Port Phillip’s creative sector and Council’s relevant services and assets. It brings together available data to complement sector feedback and community stories, and establishes a shared evidence base to inform delivery, advocacy and evaluation of Creative Port Phillip 2026–2031.

The Victorian sector

- The creative industries collectively contribute \$41.2 billion to the state’s economy – representing 8.4% of the total Victorian economy¹
- More than 331,000 Victorians are employed in the creative economy, accounting for 8.8% of the total Victorian workforce²
- In Victoria, the economic contribution of the creative industries increased at an average annual rate of 4.1% over the last seven years, compared to a rate of 2.2% across the broader economy³.

Creative Port Phillip

- Arts and Recreation Services account for 600+ registered businesses in Port Phillip⁴
- The sector employs over 2,200 people⁵
- Creative industries generate approximately \$570 million in annual industry output⁶
- There are more than 200 screen related businesses within the City of Port Phillip

Local visitation and place

- Port Phillip is a high visitation, inner-metro destination, attracting millions of visitors each year. It attracts almost 3 million visitors per year⁷
- Tourism Research Australia and Council economic modelling indicate that visitor demand in inner-urban destinations like Port Phillip is driven by events, leisure and cultural participation, particularly for day visits and repeat short stays.
- Creative and cultural activity is a central driver of the City’s daytime and night-time economy, shaping visitor appeal across key precincts including St Kilda, South Melbourne and Port Melbourne.

¹ Creative Victoria. (2025). Victoria’s creative economy

² Creative Victoria. (2025). Victoria’s creative economy

³ Creative Victoria. (2025). Victoria’s creative economy

⁴ economy.id – Businesses by industry (ANZSIC)
Industry classification: Arts and Recreation Services (Division R)

⁵ economy.id – Employment by industry

⁶ economy.id – Industry output and local sales

⁷ economy.id Tourism sector analysis, City of Port Phillip

- In 2023/24, tourism in the City of Port Phillip generated:
 - \$2.884 billion in total tourism output / sales
 - \$1.485 billion in value added to the local economy
 - 11,359 jobs supported (direct and indirect)⁸

Council creative services and assets

- Council engaged more than 150 First Peoples artists or collectives as part of its creative services in 2024/25
- The Port Phillip City Collection has close to 9,000 items and is valued at \$25,313,479 (2025 valuation). Items within the collection can be categorised as:
 - Contemporary Art, Historical Paintings, & Public Art - 590
 - Historical Photographs – 4,874
 - Heritage Collection – 3,439
- Council's flagship festivals attracted a total of 359,000 attendees (350,000 for St Kilda Festival and 9,307 for St Kilda Film Festival) in 2024/25
- The St Kilda Festival engaged 294 artists and performers on stage in 2025
- The St Kilda Film Festival attracted 874 short film entries and screened 180 in 2025
- Council issued a total of 495 event permits in 2024/25, with a total attendance estimate of 416,906 (excludes Council-produced events such as St Kilda Festival)
- Council issued 183 Filming and Photography permits in 2024/25, which collectively covered 231 days of filming in Port Phillip
- Council commissioned 12 murals on Council owned and private assets in 2024/25
- Council delivered 12 public space activations (creative infrastructure) in 2024/25
- Council delivered 25 guided heritage walks, all of which booked out in 2024/25
- The Cultural Development Fund delivered 32 grants in 2024/25 valued at \$425,000
- Council's screen services supported 273 screen, digital and games practitioners, and had a total attendance at events of 2200 in 2024/25
- Council's live music database featured 244 local musicians and bands to connect with venues, festivals and audiences (cumulative)
- Events contributed an estimated \$64.5m in economic benefit to the municipality in 2024/25
- Total attendance (2024/25) at programmed events at Gasworks (ticketed and non-ticketed) – 72,242 (18,835 ticketed and 53,407 non-ticketed)
- Total attendance in person at Linden (2024/25) – 14,891
- The Council supports 15 multi-disciplinary artist studios annually.
- Council's What's On platform, promoting cultural activity and local business, grew to 12,775 followers from 2024 – 2025.
- Council received an annual total of 4,496 stallholder bookings for the St Kilda Esplanade Market in 2024/25
- More than 17 buildings in the City of Port Phillip participated in Open House Melbourne, attracting more than 1,000 attendees in 2024/25

⁸ economy.id / NIEIR tourism modelling (ABS-based), City of Port Phillip



Creative infrastructure: community-identified needs

While creative participation is strong, access to affordable, fit-for-purpose creative infrastructure has been identified by creative practitioners and organisations as a growing constraint and need.

Council’s Community Infrastructure Plan highlights a need for arts creation spaces, studios for artist tenancies and flexible performance and exhibition spaces. Demand is especially acute in South Melbourne, Port Melbourne and Fishermans Bend, particularly Sandridge, where population and employment growth is not currently matched by creative infrastructure provision. It identifies the following additional creative infrastructure required by 2056:

Facility type	Existing Council Infrastructure	Additional required by 2056
Arts and cultural facilities (all types)	4	+3
Arts and culture hub	1	+1 to 2
Experience and exhibition spaces	3	+2 to 3
Arts creation space	3	+7 to 8

While investment in infrastructure is critical over the long term, immediate access, affordability and activation of existing space remains a priority to respond to current sector pressures.



Policies, legislative context and who does what

This Strategy is guided by state and national policies and laws governing, supporting and promoting creative practice in Victoria and Australia. It also aligns and is informed by a range of other Council Strategies in Port Phillip. Further detail on both is outlined in Appendix A & B. All three levels of Government have a role to play in arts and cultural activity which is broadly outlined below:

Roles of government

Category	Federal Government	State Government	Local Government
Creative Policy & Planning	Establishes national arts and cultural policy, priorities, and funding frameworks.	Develops state-wide creative strategies aligned to national policy and local strengths.	Develops place-based creative and cultural strategies reflecting local identity and community diversity.
Advocacy & Partnerships	Advocates for the creative sector nationally and internationally.	Advocates for the sector at the state level and partners with local government and industry.	Advocates for local creative needs, facilitates partnerships and acts as a connector within the local creative ecosystem.
Creative Infrastructure & Spaces	Invests in nationally significant cultural institutions and digital platforms.	Invests in major cultural venues, creative precincts, and touring infrastructure.	Manages and activates local venues, libraries, community hubs, public spaces, and pop-up creative uses.
Community Engagement & Participation	Supports national research and programs that increase cultural participation.	Engages culturally diverse and creative communities through festivals and programs.	Delivers community-led creative programs, festivals, partnerships, and inclusive participation opportunities.
Social Cohesion, Inclusion & Anti-Racism	Sets national frameworks promoting inclusion, cultural respect, and creative freedom.	Leads state-based inclusion and anti-racism initiatives through arts and culture.	Delivers local creative initiatives that foster belonging, challenge racism, and build social cohesion.
Place, Identity & Storytelling	Shapes national narratives and supports international cultural exchange and cultural diplomacy.	Promotes state cultural identity and creative reputation.	Champions local stories, place-based creativity and cultural identity that reflects local people and neighbourhoods.



Roles of other contributors in the creative ecosystem include:

Contributor	Role in Port Phillip’s creative ecosystem
Philanthropists, trusts and foundations	Provide flexible funding that supports creative experimentation, emerging practice, culturally diverse and First Peoples initiatives, and long-term capacity building beyond government funding cycles.
Creative organisations and institutions	Employ creative workers; commission, produce and present work; provide platforms, infrastructure and professional development; anchor local creative communities and audiences.
Independent artists and creative practitioners	Generate creative content and cultural value; lead innovation and place-based practice; contribute to the local economy through project based and independent work.
Creative businesses and enterprises	Provide creative services, employment and production across arts, design, screen, music and digital industries; contribute to precinct vitality and economic activity.
Community organisations and collectives	Enable grassroots and culturally specific creative participation; support place-based activity, local storytelling and community led practice.
Education and training providers	Build creative skills and pathways through education, training, mentoring and industry partnerships.
Sponsors and commercial partners	Provide financial and in-kind support for events and programs; extend reach, sustainability and audience engagement.
Venues, landowners and property managers	Influence access to creative space through affordability, tenure and adaptive reuse of buildings.
Audiences, participants and volunteers	Sustain creative activity through attendance, participation, advocacy and contribution of time and skills.

What we did

Strategy Consultation

Throughout February and March 2026, an external consultant asked key stakeholders from the creative sector to share their ideas for the Creative Port Phillip Strategy and how it can capitalise on collective strengths and opportunities while working to address challenges. Workshops were held with arts organisations, independent artists, screen practitioners, live music practitioners and local business representatives. Concurrent to discussion with the sector, the same independent consultants undertook specific consultation on the St Kilda Festival, how it fits within Port Phillip's creative offering and how it can strengthen its support for sector priorities.

19 organisations and more than 20 individual artists or sector representatives participated in the above workshops and a survey was sent to 134 recipients.

Prior to finalisation, further consultation will be undertaken on the draft strategy, inviting contribution from the creative sector, the broader community and First Nations people.

What we heard

Across artforms and industries, stakeholders described a creative ecosystem rich in talent and activity, yet fragmented and stretched. While demand for cultural experiences remains strong and pride in Port Phillip's creative reputation is high, rising costs of living and production, limited access to and availability of space, funding uncertainty and administrative burden are challenging the long-term sustainability of creative practice.

A sector seeking stability and connection

The strongest message from the sector was not a call for more one-off activity, but for greater stability, retention and long-term support. Artists and organisations emphasised the importance of multiyear funding, predictable pathways and reduced compliance to enable planning, collaboration and professional development. Many also spoke of fatigue and burnout, particularly among small to medium organisations and independent practitioners who deliver much of Port Phillip's cultural life. There was a clear desire for Council to recognise and support existing organisations as foundational partners within the creative ecosystem.

Alongside stability, stakeholders consistently highlighted a lack of connection. Creatives described operating in silos across artforms, precincts and industries, limiting opportunities to collaborate, share resources, build audiences and develop new work. Emerging practitioners expressed a strong need for connection - to peers, mentors, industry and pathways into employment - as well as a desire to reduce social isolation.

Access to space as a critical pressure point

Affordable and appropriate creative space was identified as one of the most significant challenges facing the sector. Stakeholders across live music, visual arts, screen, games and community-based practice noted that limited access to space directly affects creative output, professional development and wellbeing. Rather than calling for large new facilities, many emphasised the opportunity to better utilise existing spaces, including Council-owned assets, shared and flexible models, and places for co-working, rehearsal, showcasing and networking. Accessible creative hubs were widely seen to support collaboration, skills development and connection.

Creativity as a public good

Stakeholders were clear that creativity delivers value beyond economic outcomes alone. While arts and culture contribute to visitation, employment and local business, participants consistently emphasised the importance of social impact, cultural wellbeing, inclusion, identity and connection to place. Creative activity was seen as essential to community cohesion, particularly in times of social and economic pressure, and stakeholders called for Council to lead in articulating and advocating for this broader public value.

A future focused creative story

Port Phillip's cultural heritage, particularly its legacy in live music and festivals, was acknowledged as a strength, but many stakeholders questioned whether this narrative alone reflects the diversity and future direction of creative practice. There was strong support for a more future focused and inclusive creative identity, embracing emerging sectors such as screen and games, contemporary practice and the diverse communities shaping cultural life today. Creativity was also seen as needing to be visible year-round and across all neighbourhoods, not concentrated in a small number of flagship events or locations.

Council's role

Across consultations, Council was repeatedly described as a vital enabler, connector and advocate within the creative ecosystem. Stakeholders valued Council most when it facilitated partnerships, reduced barriers, provided in-kind assistance, amplified local stories and promoted and advocated for the sector beyond municipal boundaries. There was strong appetite for clear pathways to engage with Council, consistent communication and transparency in decision making.

What this means for Creative Port Phillip

These insights point to the need for a shift from short term, transactional support toward long term enablement of a connected, inclusive and sustainable creative ecosystem. Creative Port Phillip responds by outlining the role that Council can play as part of a broader ecosystem including Federal and State Governments to support stability, access, collaboration and visibility.

Our Plan

How we support culture

Council supports culture through an integrated, organisation-wide approach. While dedicated arts, festivals and cultural programs play a primary role, creativity is also enabled through planning, public space and place management, community services, economic development, communications and partnerships. Creative Port Phillip brings this approach together through three core roles: Producer, Promoter and Partner.

Producer

Council acts as a producer where direct delivery of creative activity aligns with Council priorities, responds to community need or addresses gaps that cannot be met by the sector alone. This includes producing major festivals and events, delivering year-round programs, commissioning and employing artists, supporting First Peoples led cultural activity, and caring for cultural assets, collections and public art. Through this role, Council models best practice in fair pay, accessibility, inclusion and cultural safety.

Promoter

Council acts as a promoter by amplifying the visibility and impact of creative activity across Port Phillip. This includes promoting local events, artists and organisations through Council communication channels, sharing stories that build pride and connection, improving access to information and advocating for arts and culture with partners and other levels of government. Promotion plays a critical role in supporting both flagship events and smaller scale, local creative activity, helping to broaden participation and reach new audiences.

Partner

Council acts as a partner by enabling and supporting community-led creativity and strengthening connections across the creative ecosystem. This includes providing funding and in-kind support, facilitating partnerships, reducing barriers through clearer guidance and processes, supporting professional development and networking, and advocacy for sector priorities and needs. Stakeholders consistently identified Council's role as a connector and facilitator as central to a resilient creative ecosystem.

Guiding Principles

These principles explain what matters to Council and how we support arts, culture and creativity in Port Phillip. They help guide how we make decisions and how we work with our community and the creative sector.

First Peoples First

Council is committed to respecting and supporting First Peoples leadership, culture, stories and traditions. This work is guided by our Reconciliation Action Plan and led by First Peoples as the original custodians of this land.

Creativity Matters

We believe creativity is important for everyone. It makes life richer, helps people express who they are, brings communities together, and supports local jobs and the economy.

Working Together

We work in partnership with artists, community groups, philanthropists, businesses, organisations and other levels of government. Through shared effort, we build a strong and connected creative community that reflects local people and places.

Everyone Is Welcome

Arts and culture should be for everyone. We are committed to making creative activities welcoming, inclusive and accessible, so people of all backgrounds and abilities can take part, connect and feel a sense of belonging.

Distinctly Port Phillip

Port Phillip has a unique creative identity shaped by its people, places and history. We support creative work that reflects our local character and celebrates what makes Port Phillip special.

Responsible Use of Public Money

We invest in arts and culture carefully and responsibly. We aim to deliver strong community benefit while using public money wisely and sustainably over time. We balance artistic ambition with public value and are committed to transparency and accountability in how decisions are made.



Objectives and key actions

The following section outlines our plan for the next five years. These objectives and key actions have been shaped by feedback with the creative sector and are designed to build a city where creativity and culture is fundamental to community wellbeing and everyday life.

A creative ecosystem that thrives and grows

Port Phillip supports a thriving creative ecosystem where artists, cultural workers and organisations can build sustainable careers. Clear pathways, strong partnerships within the sector and beyond, and reduced barriers enable creative practice to grow, adapt and contribute to community life and the local economy.

Deliver and invest in high quality Council led creative programs that support artists, cultural workers and organisations		
1.1 Strengthen flagship festivals by developing and implementing clear, future focused frameworks for the St Kilda Festival and the St Kilda Film Festival that support artistic ambition, inclusion, artist engagement, sustainability and community connection.	Year 1 (Ongoing)	Producer
1.2 In consultation with the sector, improve accessibility, reliability and impact of Council’s creative funding streams to reduce the complexity and administrative burden, maximise relevance and functionality, and best respond to sector needs.	Year 1 (Ongoing)	Partner
1.3 Investigate expansion of multi-year and recurrent funding opportunities for artists and organisations to support long-term planning, workforce stability and ongoing creative practice.	Year 2	Partner
1.4 Explore investment opportunities, including potential future funding mechanisms and partnerships to build sustainability and future-proof the local sector.	Year 1-2	Partner
Protect and enable critical creative infrastructure		
1.5 Explicitly recognise live music venues as critical cultural infrastructure and support their retention through advocacy, planning policy alignment, precinct-based initiatives and cross-Council coordination.	Year 1 (Ongoing)	Partner
1.6 Improve access to affordable and appropriate creative space by investigating and piloting initiatives such as creative space grants, prioritised access and use of suitable Council-owned venues and shared coworking spaces, studios and creative hubs, and partnerships with business or publicly owned facilities that enable broad use and patronage.	Year 1 (Ongoing)	Partner
1.7 Complete the refurbishment of South Melbourne Town Hall to provide a secure, long-term home for the Australian National Academy of Music (ANAM) and major cultural venue for the community (Community Infrastructure Plan).	Year 3	Partner

1.8	Enhance arts and cultural programming at the South Melbourne Town Hall site and in the Emerald Hill creative precinct in partnership with ANAM and other organisations (Community Infrastructure Plan).	Year 3 (Ongoing)	Partner
1.9	Explore potential community / arts and cultural activations for the vacated South Melbourne police station (Community Infrastructure Plan) and investigate opportunities to protect and advance South Melbourne as a creative industries cluster through the South Melbourne Structure Plan.	Year 4	Partner
1.10	Investigate the potential to upgrade and expand the Shakespeare Grove Artist Studios to accommodate additional studios and multipurpose spaces that can be used for community arts and cultural activities (Community Infrastructure Plan).	Year 3 (Ongoing)	Producer
1.11	Optimise investment in our key arts and culture venues, including engaging with operators of Gasworks Arts Park and Linden New Art to ensure we foster access, participation, local arts development and Port Phillip as a cultural destination (Council Plan).	Year 1	Partner
1.12	Develop a coordinated program to simplify access to Council-owned and partner-managed spaces for creative use, for example prioritised booking and creative tenancy opportunities.	Year 2- 3	Partner
Strengthen sector networks and creative industry pathways			
1.13	Strengthen professional, creative and economic pathways for First Peoples artists and cultural practitioners by supporting access to opportunities, resources, grants, skills development and partnerships that enable sustainable creative careers, including financial and promotional support.	Year 2–3 (Progressive)	Partner
1.14	Actively contribute to the cultural ecosystem and harness its strengths to consider new ideas and opportunities by hosting forums or facilitated workshops that invite representatives from across the creative ecosystem.	Year 1 (Ongoing)	Partner
1.15	Strengthen sector connectivity, collaboration and peer support by engaging with local creative networks and alliances, including COPPAC and the Port Phillip Film Alliance.	Year 1 (Ongoing)	Partner
1.16	Lead sector advocacy to state and federal governments, funding bodies and peak organisations for policy, regulatory and funding settings for the creative sector in Port Phillip.	Year 1 (Ongoing)	Promoter
1.17	Investigate opportunities for Council to support local organisations and practitioners to attract additional funding, investment, sponsorship and broader revenue streams.	Year 3 (Ongoing)	Partner
1.18	Create resources that promote awareness and access to local opportunities, building connection within the local sector and encouraging local businesses, events and creatives to prioritise	Year 2 (Ongoing)	Partner Promoter



local artists, stories and partnerships, building on the live music database to include screen and the broader creative sector.		
1.19 Build sector capability and long-term viability by delivering subsidised and targeted professional development for artists and cultural organisations, including business skills, digital capability (including AI), marketing and audience development and undertaking cultural mapping.	Year 1 (Ongoing)	Partner
1.20 Support the development and operation of the St Kilda Live Music Precinct through place-based initiatives, policy alignment and cross-Council coordination.	Year 1 (Ongoing)	Producer Partner Promoter
1.21 Support musicians and our local music industry to ensure live music continues to be an everyday part of life in our municipality (Council Plan).	Year 1 (Ongoing)	Producer Partner Promoter
1.22 Provide opportunities for local screen and games businesses and practitioners to upskill in business and creative practice development through targeted workshops, panels and mentorships.	Year 1-2 (Ongoing)	Producer Partner Promoter
1.23 Create opportunities for business-to-business interaction, coordination, and collaboration in our local screen and games industries. Provide meaningful opportunities through networking events, targeted workshops and panel talks, and industry gatherings for screen and games businesses to connect and engender a sense of community in the City of Port Phillip's screen hubs – South Melbourne and Port Melbourne.	Year 1-2 (Ongoing)	Producer Partner Promoter
1.24 Through the St Kilda Film Festival and year-round activity, create exhibition, distribution and showcasing opportunities for screen and games creatives that connect local emerging practitioners with audiences and significant figures in local screen industries and beyond.	Year 1-2 (Ongoing)	Producer Partner Promoter
Streamline Council processes for stronger, more effective partnerships within the sector		
1.25 Improve navigation of Council processes and partnerships for creatives to support access, advice and cross Council coordination.	Year 2 (Ongoing)	Partner
1.26 Review Council's artist employment and commissioning to ensure best and fair practice, and advocate for the same within the local sector.	Year 1 (Ongoing)	Producer
1.27 Develop and implement a unified Creative Impact Framework across all programs, grants, events and public art to measure social, cultural and economic outcomes, and strengthen Council's ability to demonstrate value and advocate for investment	Year 2 (Ongoing)	Producer

Creativity in everyday life

Creativity is woven into everyday life across Port Phillip. Streets, public spaces, neighbourhoods and digital environments are places for cultural expression, turning daily experiences into opportunities for connection, pride and participation. Audiences are aware of opportunities to access creative content and actively participate in them, shaping and sustaining cultural life.

Action	Year Commenced	Council Role
Embed creativity into public places and everyday settings		
2.1 Work with artists and the creative sector to embed visual art into our neighbourhoods and build on their character, including through murals, public art and creative activations.	Year 1 (Ongoing)	Producer
2.2 Embed creativity into Council capital projects where possible, matched to the neighbourhood, precinct and purpose.	Year 2 (Ongoing)	Producer
2.3 Review developer percentages for public art, including increased contributions and investigation of broader use such as contribution to creative space, ground floor activation or other opportunities for the sector.	Year 2	Partner
2.4 Embed creative and cultural activity across Council services and settings, including libraries, aged care services, community services, place planning and civic events, so creativity is experienced as part of everyday community life.	Year 1 (Ongoing)	Producer
2.5 Grow community engagement and creative connection by hosting mural-making events where residents collaborate with street artists to create murals that reflect local stories, aspirations, and cultural diversity.	Year 1 (Ongoing)	Producer Partner
2.6 Support the community to plan and produce festivals that celebrate local culture and talent (Council Plan).	Year 1 (Ongoing)	Partner
2.7 Renew Council's Events Strategy, continuing to build the sustainability and resilience of the local events program while ensuring it is suited to our places, people and principles to include celebration of diversity and multiculturalism.	Year 1	Producer Partner
2.8 Consolidate aspects of St Kilda Festival to allow more support to be provided municipal-wide and year-round to arts, culture and community-strengthening activities (Council Plan).	Year 1 (Ongoing)	Producer
2.9 Support local businesses and precincts to partner with and leverage cultural activity and events to enhance vibrancy, economic participation and community connection through strategic, operational and promotional support.	Year 2 (Ongoing)	Partner



2.10 Present an annual exhibition and creative arts program in the Carlisle Street Arts Space that features a diverse range of curated exhibitions, activations and public programs; championing the local creative landscape and encouraging innovation in arts practice.	Year 1 (Ongoing)	Producer Promoter Partner
2.11 Continue to seek State Government funding for street art and graffiti mitigation programs on State owned and third-party assets.	Year 1 (Ongoing)	Partner
2.12 Develop a method for cultural mapping that will allow for monitoring of cultural activity and organisations within the municipality.	Year 1 (Ongoing)	Promoter
Share and celebrate community histories and stories		
2.13 Activate the City Art & Heritage Collection to support First Peoples perspectives by increasing the presence of First Peoples works and voices, and commissioning new artworks that reflect collaboration, local connection and Council's reconciliation commitments.	Year 2–3 (Progressive / Staged)	Producer
2.14 Increase access to and interaction with the City Collection through development of outreach programs, including a 'show and tell' of collection items in schools, an online lecture series focusing on artists/stories from the Collection, ongoing digitisation of the heritage collection, and opportunities to engage with larger arts organisations or museums where the Collection can be integrated into telling a bigger story.	Year 3 (Ongoing)	Producer
2.15 Increase local storytelling and celebration of place through implementation of a Cultural Signage Trail: Establish a series of cultural trails through existing online platforms and new interpretive signage or markers throughout Port Phillip's neighbourhoods, providing background on historical sites, stories, public art, and street art murals through clear and accessible language.	Year 2 (Ongoing)	Producer Promoter
2.16 Animate local history through reinstating Council's Heritage Recognition Program which allows community members to nominate buildings or locations they deem to be historically significant to be officially recognised on Council's website and with the installation of a blue heritage plaque	Year 1 (Ongoing)	Producer Promoter
2.17 Build place identity and heritage awareness through yearly pop-up art displays: Introduce rotating day and night art displays in public spaces and on Council assets, using materials and themes that resonate with Port Phillip's character, history, community values, ambitions and challenges.	Year 1 (Ongoing)	Producer Promoter
2.18 Augment Port Phillip's reputation as film friendly, encouraging film production within the city; streamlining filming permits, promoting locations and championing local screen businesses, film friendly businesses and local screen creatives through the development of a 'Filming in Port Phillip' prospectus.	Year 1 (Ongoing)	Producer Promoter Partner

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2.19 Promote the overall profile of Port Phillip and position it as a leader in creative offerings locally, regionally and interstate, including the breadth of offerings across games and film, live music, visual arts, performance, events as well as public spaces, venues and experiences.	Year 2 (Ongoing)	Promoter	
2.20 Celebrate local artists and their stories through naming of public spaces and assets where appropriate	Year 1 (Ongoing)	Promoter	
Connect creative practice with audiences			
2.21 Increase public awareness and recognition of First Peoples culture, artists and storytelling by amplifying First Peoples events, creative work and narratives through coordinated, year-round Council communications channels and platforms.	Year 1 (Ongoing)	Promoter	
2.22 Embed First Peoples perspectives, stories and leadership as foundational to Creative Port Phillip's identity by integrating them into Council programs and storytelling opportunities.	Year 1-2 (Ongoing)	Promoter / Partner	
2.23 Increase the visibility, reach and sustainability of local creative practice by promoting artists, organisations and cultural activity through coordinated Council platforms, including What's on St Kilda & Southside, festival channels and web presence.	Year 1 (Ongoing)	Promoter	
2.24 Work with local business and state government agencies to create and promote cultural tourism opportunities, building place-based narratives and strategic partnerships through implementation of the Destination Marketing Plan.	Year 1 (Ongoing)	Promoter	
2.25 Support local creative practice and pathways by increasing opportunities for local makers and creatives in Council supported markets and programs, establishing and delivering targeted initiatives such as the Nigel Buesst Screen Art Grant, enabling creative activation in partnership with the Places & Precincts program.	Year 1 (Ongoing)	Producer Promoter Partner	
2.26 Leverage flagship events, including St Kilda Festival, as platforms to promote year-round creative activity across all Port Phillip neighbourhoods through integrated digital promotion and programming pathways	Year 2 (Ongoing)	Promoter	
2.27 Partner our key arts organisations and events to enable access to community members who experience barriers in attending activity, including barriers relating to cost, physical or mental health, connection or isolation	Year 1 (Ongoing)	Partner	
2.28 Increase the visibility, accessibility and recognition of local creativity by adopting and rolling out a unified Creative Port Phillip identity across Council communications and cultural platforms.	Year 2 (Ongoing)	Producer Promoter Partner	
2.29 Increase opportunities for musicians to perform and connect with	Year 1 (Ongoing)	Partner	



audiences across Port Phillip, including support for emerging artists, youth pathways and inclusive programming.		
2.30 Create accessible opportunities for residents to connect with art game makers and experimental screen practitioners through exhibitions to experience games and screen works from diverse creatives.	Year 1 (Ongoing)	Partner Producer
Actively pursue creative opportunities in the Fishermans Bend urban renewal area		
2.31 Work with relevant landowners to develop an approach to retain the existing screen industry in Fishermans Bend, and further grow activity through partnership-based approaches, including pilot programs, targeted activations, advocacy and ongoing engagement with screen businesses and practitioners.	Year 2 (ongoing)	Partner
2.32 Work with arts organisations and creative partners throughout the City to establish and encourage early seeding of creative activity in Fishermans Bend and emerging precincts.	Year 1 (ongoing)	Partner
2.33 Explore the feasibility of interim use of spaces by the creative sector while developments are underway in Fishermans Bend.	Year two (ongoing)	Partner
2.34 Incorporate local artists, organisations, heritage and storytelling into public and private developments within Fishermans Bend through ongoing advocacy, developer schemes and Council planning.	Year one (ongoing)	Promoter

A Culturally Connected and Inclusive Community

Cultural life in Port Phillip reflects and celebrates the diversity of our community. Creativity strengthens wellbeing and belonging by supporting access, inclusion, intergenerational connection and multicultural expression, ensuring everyone can participate in and benefit from creative life.

Action	Year Commenced	Council Role
Inclusive, representative and culturally safe programming		
3.1 Embed First Peoples leadership, cultural authority and self-determination across Council's cultural services and programs, ensuring First Peoples decision-making and creative leadership help shape our programs.	Years 1 (Ongoing)	Producer / Partner
3.2 Apply and demonstrate First Peoples led approaches within Council delivered flagship events, including St Kilda Festival and St Kilda Film Festival, through First Peoples led programming, commissioning and co-curating that models best practice in cultural leadership.	Year 2 (Ongoing)	Producer
3.3 Deliver and evolve Council run festivals, markets and public space activations to prioritise access, cultural diversity, intergenerational participation and local expression across neighbourhoods.	Year 2 (Ongoing)	Producer
3.4 Ensure inclusion, accessibility and cultural safety and night-time safety considerations are considered and embedded across all of Council's creative programs.	Year 1 (Ongoing)	Producer
3.5 Establish and implement a Council wide Programming Policy that sets clear expectations for equity, diversity, transparency and culturally safe practice in cultural programming and commissioning, while increasing transparency of programming process and decision making. This approach is intended to strengthen transparency and consistency while preserving appropriate professional discretion and artistic independence. It will outline how programming decisions will be approached, including when objectives are in conflict, and what cultural outcomes Council seeks to prioritise	Year 1	Producer
3.6 Where relevant, implement targets for representative programming in Council services and ensure visible representation.	Year 2 (Ongoing)	Producer
3.7 Partner with Music Victoria to deliver the All-Good program to address and improve cultural safety in live music.	Year 1	Partner
3.8 Implement process updates recommended in the Inclusive Programming Review, including those relating to criteria and assessment of programs and grants, and public art commissions	Year 1-2 (Ongoing)	Producer

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3.9	Reframe artist relationships within Council programs by: <ul style="list-style-type: none"> Informing artists of Council's commitments to diversity, inclusion and cultural safety and setting shared expectations Communicating Council's commitments as part of program-specific documentation 	Year 2 (Ongoing)	Partner Producer
3.10	Provide mentorship, exhibition and targeted showcasing opportunities that tackle gender and cultural diversity inequity in screen and games industries.	Year 1 (Ongoing)	Partner Producer
Reduced barriers and improved access to participation			
3.11	Ensure clear, consistent and accessible information for audiences by standardising the publication of accessibility details across Council cultural platforms and event communications.	Year 1-2 (Ongoing)	Producer
3.12	Expand free, affordable and daytime creative opportunities delivered by Council and supported within the sector to address recognised barriers for audiences and participants.	Year 2 (Ongoing)	Producer
3.13	Monitor inclusion and representation through introduction of respectful demographic data collection and feedback pathways.	Year 2 (Ongoing)	Partner
3.14	Reduce barriers to funding access by simplifying language and processes and providing application support to increase participation from priority communities.	Year 2 (Ongoing)	Partner
Strong engagement, reach and accountability			
3.15	Increase participation and equitable access for priority communities by promoting cultural programs through trusted and targeted community channels, including First Nations, disability, CALD and LGBTIQ+ networks.	Year 2 (Ongoing)	Promoter
3.16	Ensure engagement, decision making and partnerships under Creative Port Phillip are guided by Council's Reconciliation Action Plan, supporting culturally safe practice, shared accountability and transparent governance.	Year 1 (Ongoing)	Partner
3.17	Deliver a Cultural Marketing Plan focused on reach, access and diversity to ensure cultural opportunities are promoted in ways that reflect community needs, improve participation and reduce barriers to engagement.	Year 2	Promoter
3.18	Provide greater access to community members who wish to engage with Council on creative inclusion and cultural safety, through establishment of accessible feedback pathways including clear points of contact and undertaking regular engagement as a core part of creative services.	Year 2 (Ongoing)	Partner

Strategy Evaluation

Delivery of this Strategy and assessment of its effectiveness will be measured by a number of indicators, including establishment of baselines and a review at the midpoint of the strategy to ensure any gaps are addressed and focus increased where required.

Council Plan Measures

Outcome Indicators	Baseline 2025/26
Extent to which residents experience 'cultural facilities such as museums, galleries and festivals in the City of Port Phillip	6.6
Community satisfaction with provision of arts and cultural venues, spaces and facilities	7.9
Community satisfaction with provision of arts and cultural events, programs and activities	8.0

Strategy Specific Measures

Outcome Indicator	Measure	Baseline 2024/25	Midpoint Review Target 2027/28	End Strategy Target 2030/31
Retention and continuity of cultural organisations, creative spaces and programs in Port Phillip over time	Year-on-year retention of flagship festivals and major Council-supported programs	Major programs include St Kilda Festival, St Kilda Film Festival, City Collection, Carlisle St Arts Space, Esplanade Market, Shakespeare Grove Artist Studios	Identified programs retained	Identified programs retained
	Continuity of key cultural organisations supported by Council, with qualitative explanation of exits or closures (where relevant)	9 key arts organisations supported through multi-year funding agreements	9 key arts organisations supported through multi-year funding agreements	9 key arts organisations supported through multi-year funding agreements
	Number funding agreements with partners, including multi-year partnerships	36	38	40
	Number of artists engaged in Council-produced	30	40	45



	programs who are Port Phillip-based			
Broader geographic spread of creative activity across neighbourhoods	Number of Council-supported creative activities delivered by suburb or precinct	Minimum 1 event or activation in each ward	Minimum 5 event or activation in each ward	Minimum 8 event or activation in each ward
	Undertake cultural mapping to understand strengths, gaps and opportunities across the municipality	Methodology developed	Ongoing mapping	Ongoing mapping
	Creative activations delivered in emerging or growth areas (e.g. Fishermans Bend)	2	9	15
Increased participation by priority communities	Number of partnerships with culturally specific and community-led organisations	6	8	10
	Number of Council-produced programs that are free, low-cost or daytime	124	130	140
	Evidence of program adaptation in response to inclusion or access feedback	St Kilda Festival adapted following accessibility audit	Minimum 6 programs audited and adapted (3 per year)	Minimum 12 programs audited and adapted (3 per year)
	Number of months per year with First Peoples cultural activity programmed or promoted by Council	6	12	12
	Presence of First Peoples leadership in flagship festivals	Included as headline programming in both festivals, integrated as well as specifically showcased	Included as headline programming in both festivals, integrated as well as specifically showcased	Included as headline programming in both festivals, integrated as well as specifically showcased

Service Specific Measures

Measure	Baseline 2024/25	Midpoint Review Target 2027/28	End Strategy Target 2030/31
Number of First Peoples artists or collectives engaged as part of creative services (annual)	150	175	200
Number of murals commissioned on Council owned and private assets (annual)	12	15	20
Number of creative activations in public space (annual)	12	14	18
Attendance at heritage activations such as guided walks	345	450	600
Estimated attendance at Council's flagship festivals (St Kilda Festival and Film Festival)	359,000	365,000	370,000
Total number of stall bookings at the Esplanade Market	4,496	4,600	4,800
Number of film and photography permits issued (annually)	183	220	300
Number of event permits issued (annually)	495	500	500
Number of organisations, events or individual artists supported by the Cultural Development Fund	32	35	38

Appendices

Appendix A: Policies and Legislative Context

Creative practice in Victoria and Australia is guided by a range of policies and laws. While Councils do not have to follow every policy, using them as guidance shows a strong commitment to creative practice.

The tables below list the key policies, strategies and laws that support creative practice and endeavour.

Jurisdiction	Policy / Law	Type	Why it Matters for Creative Port Phillip
International	UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005)	Treaty	Supports public investment in local creative industries, diversity of stories, and cultural sovereignty (including First Nations)
International	UNESCO Universal Declaration on Cultural Diversity (2001)	Declaration	Reinforces access, inclusion, participation and equity in creative policies
International	UN Sustainable Development Goals (SDGs)	Global framework	Positions creativity as contributing to economic, social and community wellbeing outcomes
Australia	<i>Revive</i> : Australia's National Cultural Policy (2023–2028)	National policy	Core national alignment document shaping funding expectations and sector reform
Australia	Creative Australia framework (incl. Music Australia, Writers Australia)	National institutions	Influences benchmarks for good practice, fair pay and workforce sustainability
Australia	Copyright Act 1968 (Cth)	Legislation	Governs commissioning, public art, digital content, archives and reuse
Australia	Fair Work Act 2009 (Cth)	Legislation	Underpins ethical commissioning and safe creative workplaces
Australia	Indigenous Cultural and Intellectual Property reforms (in development)	Policy reform	Critical for First Nations-led creative practice and cultural authority



Victoria	Creative State 2028: Creating together for a growing Victoria	State strategy	Primary state-level alignment for all Victorian creative strategies
Victoria	Aboriginal Heritage Act 2006 (Vic)	Legislation	Applies to public art, place-making, events and creative infrastructure
Victoria	Charter of Human Rights and Responsibilities Act 2006 (Vic)	Legislation	Embeds cultural rights in decision-making and policy design
Victoria	Equal Opportunity Act 2010 (Vic) – as amended by the Justice Legislation Amendment (Anti-Vilification and Social Cohesion) Act 2025	Legislation	Requires creative strategies to actively prevent racism, hate speech and vilification in publicly funded or supported creative activity
Victoria	Planning and Environment Act 1987 (Vic)	Legislation	Affects creative spaces, live music venues, events and cultural infrastructure
Victoria	Local Government Act 2020 (Vic)	Legislation	Positions creative strategy as part of community wellbeing and civic planning
Victoria	Crimes Act 1958 (Vic) serious vilification offences	Legislation	Highlights the need for risk-aware programming, artist guidelines and safe public expression in creative initiatives



Appendix B: Links to Council Strategies, Policies and Action Plans

The following strategies and plans work alongside the Multicultural Strategy and help guide how Council supports inclusion, belonging and community connection in Port Phillip.

Strategy / Plan	What it is	How it connects
Plan for Port Phillip (Council Plan)	The long-term vision for our city.	Guides our work to build a creative Port Phillip.
Reconciliation Action Plan (RAP)	How Council works respectfully with First Peoples.	Supports cultural expression and strong relationships with First Peoples.
Accessibility Action Plan	Makes services and spaces easier for people with disability to use.	Helps ensure access for everyone, including people from diverse backgrounds.
Multi-Cultural Strategy	How Council actively values, respects and celebrates the richness of our collective diversity.	Helps residents from all cultural backgrounds take part in community life.
Positive Ageing Policy	Supports older people to stay healthy, active, and involved.	Helps older residents from all cultural backgrounds take part in community life.
LGBTIQA+ Action Plan	Supports safety, inclusion, and equality for LGBTIQA+ communities.	Promotes safe, welcoming environments for people of all cultures, genders, and sexualities.
Gender Equality / Gender Action Plan	Promotes fairness and equal opportunities for all genders.	Ensures programs and services are safe and inclusive for everyone.
Library Action Plan	Guides how libraries support learning and connection.	Provides multilingual resources, cultural programs, and inclusive spaces.

Appendix C: Definitions

Term	Definition
Cultural Safety	Refers to conditions where people can participate without discrimination, intimidation, vilification or exclusion. It does not require or imply that creative work may be free from discomfort, disagreement or challenge.
Connected	A creative ecosystem where artists, organisations, industries and communities are actively linked through collaboration, shared opportunities, communication and promotion, accessible networks and inclusive participation—reducing silos and enabling innovation and growth.
Inclusive	A deliberate approach to ensuring that all people—regardless of identity, background, ability or circumstance can access, contribute to and benefit from creative and cultural life.
Welcoming	The creation of environments where people feel invited, respected and comfortable to attend, participate and express themselves.
Belonging	A sense of connection, acceptance and recognition where individuals and communities feel valued and able to participate authentically in creative and cultural life.
Engagement	The ways people connect with, respond to and interact with creative and cultural activity.
Participation	Active involvement in creative and cultural activity, whether as creators, collaborators, volunteers, learners or audiences.
Visibility	The presence, recognition and representation of creative work, artists and cultural voices across public spaces, including the digital sphere.
Community Connection	The relationships, shared experiences and sense of cohesion built through creative and cultural activity.



12. AN ENGAGED AND EMPOWERED COMMUNITY

Nil

13. A TRUSTED AND HIGH PERFORMING ORGANISATION

13.1	<i>Proposal to Readdress the Hallmark Building</i>	273
13.2	<i>Donovans Restaurant - Capital Building Upgrade and New Lease Proposal.....</i>	280

13.1 PROPOSAL TO READDRESS THE HALLMARK BUILDING

EXECUTIVE MEMBER: ROBYN BORLEY, GENERAL MANAGER, GOVERNANCE AND PERFORMANCE

PREPARED BY: SANDRA GANTZOS, COMPLIANCE & GOVERNANCE PROJECTS OFFICER

1. PURPOSE

1.1 This report seeks Council endorsement to readdress the Hallmark Building from 2–14 Albert Road, South Melbourne to 384 St Kilda Road, Melbourne.

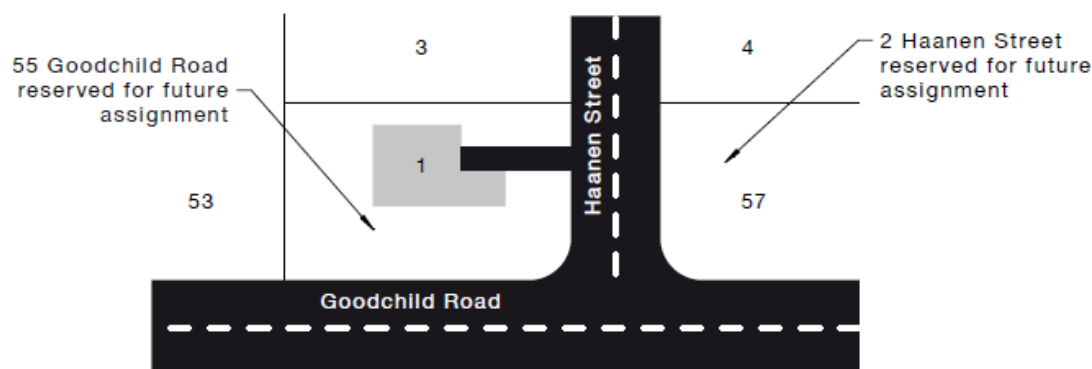
2. EXECUTIVE SUMMARY

2.1 In August 2024, the need to review the Hallmark Building’s address was identified during discussions with Metro Tunnel project team in the context of the ANZAC Station development. This followed reports from occupants of the neighbouring Domain Hill building regarding unsafe delivery practices, arising from changed road layouts associated with the completion of ANZAC Station.

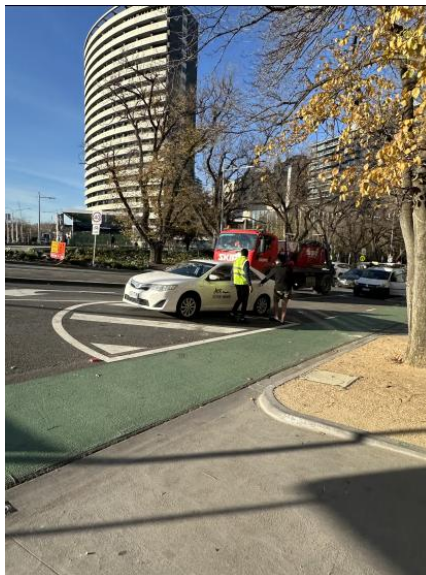
2.2 As a result of these works, the Hallmark Building’s primary access has shifted to St Kilda Road. This change has triggered a standards-based review under AS/NZS 4819:2011, particularly in relation to the addressing requirements for numbering of corner sites and principal access points.

5.8.3 Numbering a corner site

An address site on a corner shall be given an address number on the road with the main access point, in accordance with this Standard. An address number on the other road shall be reserved for that site to allow for future development unless it is assigned as an alternative address (see Clause 5.6). See example in Figure 5.15.



The image below illustrates an example of the safety concerns raised:



- 2.3 Observed safety concerns include delivery vehicles parking illegally in order to locate and access the building. These issues highlight ongoing wayfinding and access challenges under the current addressing arrangement.
- 2.4 Consultation with emergency services has confirmed that the existing Albert Road address may result in delayed response times, as emergency responders are directed to an access point that no longer provides direct entry to the building. Changes to road contours and access points following the ANZAC Station works further exacerbate this issue.

Below are aerial images of the road contour changes as a result of ANZAC Station works.



View 2009



View 2025



- 2.5 Council undertook a 60-day community consultation process, which generated strong and mixed responses. Key themes included:
- Resistance mainly from long-term residents to a change in address;
 - Significant concern regarding administrative burden and associated costs;
 - Questions about impacts on property valuation, legal documentation, and records; and
 - Requests for extended mail redirection and transition arrangements should a readdress proceed.
- 2.6 While a readdress will provide clarity for access, wayfinding, and emergency response, it also presents impacts for residents, businesses, and statutory records.
- 2.7 Given the complexity of the issue, the absence of a clearly preferred community outcome, and the number of potentially impacted individuals, officers have chosen not to utilise their delegated authority and instead bring the matter to Council for a decision.

3. RECOMMENDATION

That Council:

- 3.1 Resolves to proceed with the renaming and readdressing of the Hallmark Building from 2–14 Albert Road, South Melbourne to 384 St Kilda Road, Melbourne, on the basis that the proposed change:
- aligns with relevant Australian Standards,
 - responds to advice received from emergency services; and
 - addresses identified safety and access concerns associated with the current addressing arrangements.
- 3.2 Notes that the proposal will progress in accordance with the *Geographic Names Act 1998* and the *Naming Rules for Places in Victoria 2022*.

4. KEY POINTS/ISSUES

4.1 Background

- 4.1.1 Infrastructure changes associated with ANZAC Station and surrounding streets have altered vehicle movements and building access points. While the primary pedestrian access to the Hallmark Building has always been from St Kilda Road and remains unchanged, the loading bay and service vehicle access is now clearly via St Kilda Road, rather than Albert Road.
- 4.1.2 The Metro Tunnel project team raised concerns regarding unsafe delivery practices, including trucks entering service lanes marked “No Entry” in order to access the building.
- 4.1.3 The Hallmark Body Corporate initially opposed the readdressing proposal and requested that a full community consultation process be undertaken.
- 4.1.4 Emergency services including Ambulance Victoria, Triple Zero, Fire Rescue Victoria, provided feedback that an address correction would improve emergency response accuracy and access.



4.2 Standards & Legislative Requirements

- 4.2.1 AS/NZS 4819:2011 requires a building's address to reflect its primary access point. Based on current access arrangements, this is no longer Albert Road.
- 4.2.2 Council is also bound by the *Geographic Place Names Act 1998* and relevant naming and addressing rules when considering any change to an established address.

4.3 Emergency Services Position

- 4.3.1 Emergency services have consistently advised that:
- paramedics and other responders rely on dispatch and navigation systems rather than local knowledge.
 - the current address may result in responders being directed to Albert Road, which no longer provides direct access; and
 - updating the address would reduce confusion and improve response accuracy.
- 4.3.2 While no emergency incidents have been reported to date, it is prudent for Council to action the advice from emergency services and support outcomes that improve response accuracy.

4.4 Safety and Delivery Access Issues

- 4.4.1 Metro Tunnel and Council officers have documented ongoing safety risks associated with vehicles attempting to access the building from Albert Road, including non-compliant movements through restricted service lanes.

5. CONSULTATION AND STAKEHOLDERS

- 5.1 The following consultation and engagement activities were undertaken:
- A 60-day community consultation process.
 - Engagement with the Hallmark Building Body Corporate.
 - Input from key stakeholders, including Geographic Names Victoria, Triple Zero, Fire Rescue Victoria and Ambulance Victoria.
 - Analysis of sixty public submissions reflecting diverse and strongly held views.
- 5.2 On 25 March 2025, Council officers met with representatives of the Hallmark Body Corporate Committee, the Metro Tunnel project, and Ambulance Victoria (online) to present the proposal and its underlying rationale. The Committee expressed strong opposition to the readdressing proposal and requested that Council consult all 155 apartment owners and residents prior to making any decision.
- 5.3 In response, Council distributed 247 letters to owners and residents inviting feedback and commenced a 60-day consultation period from 22 April to 22 June 2025. Feedback was invited via written submissions and Council's *Have Your Say* engagement platform.
- 5.4 A total of sixty submissions were received with views divided as follows:
- 53.4% opposed the readdressing proposal.
 - 40% supported the proposal; and



- 6.6% requested further information before forming a view.

5.5 Prominent themes arising from the consultation are summarised in the table below and include concerns relating to administrative burden and costs, emergency access and safety, transition arrangements, and the broader impacts of changing an established address.



6. LEGAL AND RISK IMPLICATIONS

- 6.1 Addressing arrangements are expected to align with national addressing standards, including consideration of a building's primary access point. The current addressing of the Hallmark Building presents ambiguity that has been identified as a risk consideration, rather than a non-compliance or unlawful condition.
- 6.2 Emergency services have advised that misalignment between a building's access point and its recorded address can increase risk in emergency response scenarios. While no emergency incidents have been reported to date, this risk remains a relevant consideration for Council when determining the appropriate course of action.
- 6.3 Proceeding with readdressing may expose Council to objections or dispute from affected owners or residents. Any decision to readdress would need to be undertaken in accordance with relevant statutory, procedural and consultation requirements to mitigate potential legal and reputational risk.
- 6.4 Providing financial assistance or transitional support as part of a readdressing process may give rise to precedent and equity considerations, with potential implications for Council's future financial and administrative obligations.

7. FINANCIAL IMPACT

- 7.1 Residents and businesses may incur costs associated with updating legal, financial, and service related records, including identity documents, banking details, insurance policies, and subscriptions.
- 7.2 Australia Post will continue to deliver mail to both addresses for six months at no charge. Council could consider paying for an additional six month redirection period at



a cost of approximately \$11,000; with higher costs applying for business names and international mail forwarding.

- 7.3 The overall cost to Council of mail redirection and administrative support would depend on the number of affected residents and the duration of any transitional arrangements approved by Council.
- 7.4 Property owners have raised concerns that the readdressing proposal will negatively impact their property valuation. Advice from valuers suggests it would be difficult to predict future valuation change due to an address change. Local sales evidence and market movements are stronger indicators of potential change in value.

8. ENVIRONMENTAL IMPACT

- 8.1 The proposal is not expected to result in any material environmental impacts.
- 8.2 Any minor environmental impacts associated with signage or printed materials would be managed in accordance with Council's standard waste reduction and recycling practices.

9. COMMUNITY IMPACT

- 9.1 The community relies on clear and consistent addressing to navigate the built environment and access services safely and efficiently. Accurate and stable addressing supports emergency response, service delivery and public navigation systems.
- 9.2 If Council resolves to proceed with readdressing, some community members may experience short term disruption, including the need to update personal records, adjust wayfinding and adapt to a changed address. Conversely, retaining the current address may continue to present clarity and access challenges for visitors, delivery services and emergency responders.
- 9.3 A clear Council decision will provide certainty for affected residents, property owners, service agencies and other stakeholders, regardless of the option selected.

10. GENDER IMPACT ASSESSMENT

- 10.1 This proposal has been assessed and is not expected to have a differential impact on people based on gender.
- 10.2 Addressing arrangements apply equally to all community members and do not affect access to services, facilities or decision making based on gender.

11. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 11.1 This place naming proposal aligns with several of Council's strategic directions as outlined in the *Plan for Port Phillip (including budget) 2025-35*, including:
 - A Healthy and Connected Community
 - A Safe and Liveable City
 - An Engaged and Empowered community.

12. IMPLEMENTATION STRATEGY

- 12.1 If Council resolves to proceed with the renaming and readdressing, Council will lodge the proposal with Geographic Names Victoria.



- 12.2 Affected residents will be advised of the decision and of their right to appeal to the Registrar of Geographic Names in accordance with the Geographic Names Act and the Naming Rules for Places in Victoria.
- 12.3 Council's Transport team will develop a list of actions, including recommendations for enhanced signage, upgrades to road infrastructure, and other measures to improve site visibility and access. This will present an opportunity for Hallmark to work collaboratively with Council to further refine and progress these recommendations.
- 12.4 To reduce the administrative burden for residents, Council notifies the following agencies and third-party organisations:
- Victorian Register of Land (State Government Titles Office)
 - Australian Electoral Commission (AEC)
 - Triple Zero Victoria
 - Ambulance Victoria
 - Fire Rescue Victoria
 - Australia Post
 - State Revenue Office Victoria
 - Google maps
 - Nearmap
 - Apple Maps
 - Telcos – Telstra, Optus, Vodafone
 - Utilities - Water
 - Utilities - Electricity & Gas
 - Council services (including parking and rates)
- 12.5 Council will also support owners and residents by providing:
- A guide that includes downloadable copies on Council's Have Your Say page:
 - change of address check list
 - Questions and Answers (Q&A) incorporating questions and concerns raised by Hallmark stakeholders and representatives
 - Council contact process
 - Australia Post will continue to deliver mail to both addresses for 6 months to ensure that owners and residents have time to contact their personal agencies and organisations

13. OFFICER MATERIAL OR GENERAL INTEREST

- 13.1 No officers involved in the preparation of this report has declared a material or general interest in the matter.

ATTACHMENTS

Nil



13.2 DONOVANS RESTAURANT - CAPITAL BUILDING UPGRADE AND NEW LEASE PROPOSAL

EXECUTIVE MEMBER: PETER BENAZIC, GENERAL MANAGER, CITY INFRASTRUCTURE

PREPARED BY: VICKI TUCHANT, MANAGER PROPERTY AND ASSETS

LEIGH STEWART, HEAD OF PROPERTY OPERATIONS & FACILITIES

MICHAEL MAJOR, TEAM LEADER PROPERTY OPERATIONS

1. PURPOSE

1.1 To propose that Council consider granting the tenant a new 21-year lease following practical completion of the tenant's proposed capital upgrade.

2. EXECUTIVE SUMMARY

2.1 Donovans Restaurant is an iconic, fine dining establishment situated on St Kilda's renowned foreshore reserve at 36-40 Jacka Boulevard, St Kilda.

2.2 Donovans was established in 1997 by original owners Gail and Kevin Donovan.

2.3 The business was assigned to the current proprietors, Donovans Melbourne Pty Ltd in 2016.

2.4 In 2027, the establishment will celebrate 30 years.

2.5 The current 21-year lease agreement expires on 31 August 2037.

2.6 In accordance with the current lease the tenant is required to "carry out and complete substantial renovation and refurbishment works in relation to the building at the Premises to a value of not less than \$1,300,000 (inclusive of GST)".

2.7 A planning permit (Permit Number: PDPL/00190/2025) has been issued for the tenant's proposed capital upgrade of the premises.

2.8 The tenant has formally requested that Council consider offering a new 21-year lease – to commence following practical completion of their works – in recognition of their capital investment, which is estimated to be in the vicinity of \$1.83M.

2.9 It is estimated that following practical completion of the capital upgrade, the remaining term of the lease will be approximately 10-11 years.

2.10 A new 21-year lease following practical completion would provide the tenant with sufficient time over which to amortise their capital contribution over a longer term.

2.11 Officers recommend that Council considers a proposal to grant the tenant a new 21-year lease following practical completion of the tenant's proposed capital upgrade and commence the statutory process of public advertisement inviting submissions on the proposal.



3. RECOMMENDATION

That Council:

- 3.1 Commences the statutory procedures under section 115 of the *Local Government Act 2020* (the Act) to enter into a lease with Donovans Melbourne Pty Ltd for the occupation of 36-40 Jacka Boulevard, St Kilda, on the following terms:
 - 3.1.1 Lease term: 21-years.
 - 3.1.2 Commencing rental commensurate to a market assessment by a qualified independent certified practising valuer.
 - 3.1.3 Annual rental reviews fixed at 3% per annum.
 - 3.1.4 Market review at the commencement of Year 8 and Year 15.
 - 3.1.5 A new lease will invoke a surrender of the current lease dated 1 September 2016.
- 3.2 Authorises the Chief Executive Officer, or their delegate, to undertake the administrative procedures necessary to enable Council to carry out its functions under section 115(4) of the Act in relation to community engagement on the lease proposed, including giving public notice in 'The Age' newspaper and on its website.
- 3.3 Following the consideration of any submissions, receives a further report at a future meeting of Council.

4. KEY POINTS/ISSUES

Background

- 4.1 St Kilda's renowned dining/hospitality venue, Donovans, is located at 36-40 Jacka Boulevard, St Kilda.
- 4.2 The land and improvements are contained within Crown Allotment 102C, Parish of Melbourne South, Municipality of Port Phillip.
- 4.3 Council acts in its capacity as Committee of Management / Public Land Manager on behalf of the Crown.
- 4.4 A Crown Lease (the Lease) between Port Phillip City Council and Shorething Pty Ltd (trading as Donovans Restaurant) was entered into on 1 September 2016 for a duration of 21-years.
- 4.5 A condition of the Lease states:

As soon as practicable following the commencement date, the Tenant must carry out and complete substantial renovation and refurbishment works in relation to the building at the Premises to a value of not less than \$1,300,000 (inclusive of GST) (Tenant's Capital Works). The Tenant must use its best endeavours to satisfy the Approvals Condition as soon as practicable after the commencement date, and in any case within five (5) years after the commencement date. If for any reason, the Approvals Condition had not been satisfied within five (5) years after the commencement date, Council in its capacity as Landlord reserves the right to: terminate the Lease by giving the Tenant written notice to that effect; or by notice in writing to the Tenant, extend the deadline for satisfaction of the Approvals Condition in the Landlord's absolute discretion.



- 4.6 Various factors have contributed to a delay of the Tenant's Capital Works, including the ill-health of the former proprietor Kevin Donovan, and the emergence of the world-wide COVID-19 pandemic. These factors led Council to agree to an extension of the Approvals Condition.
- 4.7 As a result of the agreed extension, a Deed of Variation of Lease between Port Phillip City Council and Shorething Pty Ltd (former tenant) was executed on 22 November 2022 providing the tenant with an extension of time to comply with the Approvals Condition of the Lease relating to tenant's capital works.
- 4.8 A further Deed of Assignment of Lease between Port Phillip City Council, Shorething Pty Ltd (former tenant) and Donovans Melbourne Pty Ltd (new tenant), was executed on 7 September 2023 due to the terminal nature of the former proprietor's health.

Tenant's proposed capital upgrade

- 4.9 A Planning Permit (Permit Number: PDPL/00190/2025) has been issued for the tenant's proposed capital upgrade of the premises (refer Attachment 1). A copy of the Endorsed Plan referred to in the permit is at Attachment 2.
- 4.10 The tenant has also obtained consent to use or develop Marine and Coastal Crown Land from the Department of Energy, Environment and Climate Change (DEECA) (August 2025) (refer Attachment 3).
- 4.11 The value of the tenant's proposed capital works is estimated to be in the vicinity of \$1.83M, which exceeds the minimum value of \$1.3M required under the lease.
- 4.12 The proposed works include:
 - 4.12.1 Extension to the north-west side of the existing building incorporating a new private function room, with an outdoor terrace that aligns with the existing timber decking along St Kilda foreshore frontage.
 - 4.12.2 A new separate entrance from Jacka Boulevard frontage.
 - 4.12.3 A new rubbish store / reconfigured back of house / waste / amenities to Jacka Boulevard frontage.
 - 4.12.4 Display one additional business identification sign at the Jacka Boulevard frontage. Signage will be illuminated from above with LED spot lighting.
 - 4.12.5 Relocation of bicycle parking facilities to the southern end of the site.
 - 4.12.6 Extension of existing red line area to capture the additions.
 - 4.12.7 An increase of gross floor area from 686 square metres to 787 square metres (comprising a 124 square metre expansion of public area (representing an approximate 40 square metre uplift on the current lease footprint) and 23 square metre reduction in back of house areas.
- 4.13 As extracted from the Endorsed Plan, the proposed plan is illustrated below, with the grey shaded area indicating existing conditions to remain:



- 4.18 Officers propose to seek community feedback on the proposed 21-year lease term via a public engagement process in accordance with Council's Public Engagement Policy.
- 4.19 To commence the statutory process in accordance with section 115 of the Act, an advertisement inviting submissions on the proposal would be placed in 'The Age' newspaper and on Council's website.

5. CONSULTATION AND STAKEHOLDERS

- 5.1 Consultation has been undertaken over the past 14 months with relevant internal stakeholders across the organisation. This has included engagement with Executive Management, Property and Assets, Town and Strategic Planning, and Transport, and broader internal stakeholder feedback was sought to inform Council's position.
- 5.2 A confidential briefing was provided to Councillors in early 2025 to present the proposal and seek preliminary feedback prior to formal consideration by Council.
- 5.3 Officers intend to publish a public notice advising of Council's intention to enter into a new 21-year lease to the sitting tenant, inviting feedback on that intention, and advising that Council will consider all submissions before deciding whether to enter into a new long-term lease.
- 5.4 Officers intend to publish the notice in 'The Age' newspaper and on Council's website.
- 5.5 The intended consultation period is a minimum of 28 days.
- 5.6 Officers intend to:
 - 5.6.1 Offer submitters the opportunity to speak to their submission at a future meeting of Council;
 - 5.6.2 Report any submissions at a future meeting of Council; and
 - 5.6.3 Advise submitters of Council's decision and the reason(s) for that decision within five business days following a decision of Council.

6. LEGAL AND RISK IMPLICATIONS

- 6.1 A new Crown Lease agreement would be required should Council support the proprietor's request to enter into a new 21-year at the completion of the building upgrade and fulfilment of its obligations pursuant to *Further obligation 4 – "Tenant's Capital Works" of Schedule 3* of the current Lease agreement.
- 6.2 Donovans, located at 36-40 Jacka Boulevard, St Kilda is situated on Crown Land, with Council as the delegated Land Manager. As such, any proposal to lease the site is subject to approval by the responsible Minister or delegate of the responsible Minister.
- 6.3 Pursuant to section 115(4) of the Act, Council must undertake community engagement in accordance with its community engagement policy in respect to the proposed intention to lease 36-40 Jacka Boulevard, St Kilda for a term of 21-years.
- 6.4 While Council's tenancy agreements typically have terms of up to five (5) years, the policy allows negotiation of non-standard lease terms, stipulating that:

A lease term (including options) cannot exceed the maximum allowed for Crown Land in accordance with the Crown Land (Reserves) Act 1978 and Local Government Act 1989" (p.12).
- 6.5 This proposed term complies with those legislative limits.



7. FINANCIAL IMPACT

- 7.1 The obligation to carry out and complete a substantial refurbishment works of the building at a value of not less than \$1,300,000 (inclusive of GST) will be borne solely by the tenant.
- 7.2 An estimated cost breakdown for the tenant's proposed capital upgrade has been provided at Confidential Attachments 4 and 5.
- 7.3 In accordance with the policy, Council proposes to enter into a lease agreement on commercial terms.
- 7.4 A new agreement and increased building area will trigger the opportunity for Council to conduct a market rental review.

8. ENVIRONMENTAL IMPACT

- 8.1 The revised concept is not considered to have any detrimental environmental impact on the wider Port Phillip Community.
- 8.2 It is planned that two (2) existing palm trees located immediately to the north-west of the proposed extension (beyond the leasehold footprint) would remain in-situ.

9. COMMUNITY IMPACT

- 9.1 The proposed consultation initiative promotes transparent governance and an actively engaged community.
- 9.2 Donovans is widely recognised as part of St Kilda's cultural and social fabric.
- 9.3 The lease supports a sense of place and belonging for residents and visitors, the cultural identity of the St Kilda foreshore as a premium, yet publicly accessible destination and ongoing stewardship of a site that contributes to the area's heritage character.
- 9.4 The long-term lease enables:
 - 9.4.1 Continued investment in building upkeep and design quality;
 - 9.4.2 Alignment with Council's objectives for high-quality, context-sensitive architecture; and
 - 9.4.3 Protection of the foreshore's cultural and scenic values.
- 9.5 A new 21-year lease delivers long-term social, economic and cultural benefits to the City of Port Phillip community by securing the continued operation of a well-established, iconic foreshore venue that contributes to local identity, employment, activation of public space and economic vitality.
- 9.6 A long-term lease provides certainty and stability, enabling sustained investment in the foreshore precinct, improved public amenity, and ongoing community access to a high-quality hospitality offering in a prominent public location.
- 9.7 The impact on the community is positive, with manageable risks that are consistent with existing operations and can continue to be regulated through lease conditions and Council oversight.
- 9.8 A new long-term lease is not considered to introduce new impacts beyond current operations.



10. GENDER IMPACT ASSESSMENT

10.1 The Proposal is not considered to have any detrimental gender implications.

11. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

11.1 The proposal aligns to the strategic direction 6 - '*A trusted and High-Performing Organisation*' ensuring Council's property and assets meet the needs of current and future generations.

12. IMPLEMENTATION STRATEGY

12.1 TIMELINE

12.1.1 Subject to adoption of the officer recommendation, officers intend to commence the community consultation in June 2026.

12.1.2 As noted in Section 5, the intended consultation period is a minimum of 28 days.

12.1.3 Officers intend to report on any submissions received at a future Ordinary Meeting of Council. The timing of the second meeting will coincide with the expected completion date of the project (circa September 2026).




12.2 COMMUNICATION

12.2.1 If this recommendation is adopted by Council, officers intend to undertake public engagement on the proposal to include the publishing of a notice in 'The Age' newspaper and on Council's website.

13. OFFICER MATERIAL OR GENERAL INTEREST

13.1 No officers involved in the preparation of this report has declared a material or general interest in the matter.

ATTACHMENTS

1. Planning Permit - 36-40 Jacka Boulevard, St Kilda VIC 3182  [Download](#)
2. Endorsed Plan  [Download](#)
3. Donovans Restaurant Consent  [Download](#)
4. *Confidential*- DIMPAT Tender Donovan's North West Corner Extension and Fitout
5. *Confidential*- Donovans Project Costs

PLANNING PERMIT

Permit Number: **PDPL/00190/2025**
 Planning Scheme: **Port Phillip**
 Responsible Authority: **City of Port Phillip**



ADDRESS OF THE LAND:

36-40 JACKA BOULEVARD ST KILDA VIC 3182

THE PERMIT ALLOWS:

Planning Scheme Clause	Matter for which the permit has been granted
Clause 36.02-2	Construct a building or construct or carry out works in the Public Park and Recreation Zone (PPRZ)
Clause 43.01-1	Demolish or remove a building in the Heritage Overlay
Clause 43.01-1	Construct a building or construct or carry out works in the Heritage Overlay
Clause 43.01-1	Construct or display a sign in the Heritage Overlay
Clause 43.01-1	Externally paint a building if the schedule to this overlay specifies the heritage place as one where external paint controls apply.
Clause 43.01-1	Internally alter a building if the schedule to this overlay specifies the heritage place as one where internal alteration controls apply.
Clause 43.02-2	Construct a building or construct or carry out works in the Design and Development Overlay (Schedule 10 – Port Phillip Coastal Area)
Clause 43.02-2	Remove or plant any vegetation in the Design and Development Overlay (Schedule 10 – Port Phillip Coastal Area)
Clause 52.05-2	Construct or display a floodlit business identification sign in the Public Park and Recreation Zone (Category 4 – Sensitive Area)
Clause 52.06-3	Reduce the number of car parking spaces required under Clause 52.06-5 or in a schedule to the Parking Overlay
Clause 52.34-2	Vary, reduce or waive any requirement of Clause 52.34-5 Vary, reduce or waive any requirement of Clause 52.34-5 and Clause 52.34-6
In accordance with the endorsed plans.	

THE FOLLOWING CONDITIONS APPLY TO THIS PERMIT:

1. **Amended Plans Required**
 Before the development starts, amended plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plans will be endorsed and will then form part of the permit. The plans must be drawn to scale with dimensions and an electronic copy must be provided. The plans must be generally in accordance with the plans submitted with the application (identified as drawings TP00-TP12, prepared by Red. and dated 26 May 2023 with various revisions dated either 1 April 2025 or 12 May 2025 but modified to show:
 - a) The bin store relocated so that it is not within the Jacka Boulevard frontage of the building, or project beyond the building’s frontage to St Kilda Beach.

14 October 2025

Date issued

Signature for Responsible Authority

PLANNING PERMIT

Permit Number: **PDPL/00190/2025**

Planning Scheme: **Port Phillip**

Responsible Authority: **City of Port Phillip**



- 2. No Alterations**
The layout of the site and the size, levels, design and location of buildings and works shown on the endorsed plans must not be modified for any reason without the prior written consent of the Responsible Authority.
- 3. Satisfactory Continuation and Completion**
Once the development has started it must be continued and completed to the satisfaction of the Responsible Authority.
- 4. No Equipment or Services**
No plant, equipment or domestic services (including any associated screening devices) or architectural features, other than those shown on the endorsed plan are permitted, except where they would not be visible from a street (other than a lane) or public park without the written consent of the Responsible Authority.
- 5. Vehicle Crossings**
Before the occupation of the development allowed by this permit, vehicle crossings must be constructed in accordance with Council's current Vehicle Crossing Guidelines and standard drawings to the satisfaction of the Responsible Authority. All redundant crossings must be removed and the footpath, naturestrip, kerb and road reinstated as necessary at the cost of the applicant/owner and to the satisfaction of the Responsible Authority.
- 6. Landscape Plan**
Before the development starts a detailed Landscape Plan must be submitted to, approved by and be to the satisfaction of the Responsible Authority. When the Landscape Plan is approved, it will become an endorsed plan forming part of this Permit. The Landscape Plan must incorporate:

 - (a) A survey plan, including botanical names, of all existing vegetation/trees to be retained;
 - (b) A planting schedule of all proposed vegetation including botanical names; common names; pot sizes; sizes at maturity;
 - (c) Water sensitive urban design measures;
- 7. Completion and maintenance of Landscaping**
The landscaping as shown on the endorsed Landscape Plan must be carried out and completed to the satisfaction of the Responsible Authority before the occupation of the development and/or the commencement of the use or at such later date as is approved by the Responsible Authority in writing. The landscaping as shown the endorsed Landscape Plan must be maintained, and any dead, diseased or damaged plant replaced in accordance with the landscaping plan to the satisfaction of the Responsible Authority.

14 October 2025

Date issued

A handwritten signature in black ink, appearing to be 'D. W. W. W.', written over a horizontal line.

Signature for Responsible Authority

PLANNING PERMIT

Permit Number: **PDPL/00190/2025**

Planning Scheme: **Port Phillip**

Responsible Authority: **City of Port Phillip**



8. Incorporation and Maintenance of Sustainable Design Initiatives

Prior to the occupation of any /building approved under this permit, the provisions, recommendations and requirements of the endorsed Sustainable Design Assessment/Sustainability Management Plan must be implemented and complied with to the satisfaction of the Responsible Authority.

The ESD initiatives of the endorsed Sustainable Design Assessment/ Sustainability Management Plan must be fully implemented and maintained throughout the operational life of the development to the satisfaction of the Responsible Authority.

9. Incorporation of Water Sensitive Urban Design Measures

Prior to the occupation of any dwelling/building approved under this permit, the provisions, recommendations and requirements of the endorsed Water Sensitive Urban Design Report must be implemented and complied with to the satisfaction of the Responsible Authority.

10. Construction Management Water Sensitive Urban Design

The developer must ensure that throughout the construction of the building(s) and construction and carrying out of works allowed by this permit;

- a) No water containing oil, foam, grease, scum or litter will be discharged to the stormwater drainage system from the site;
- b) All stored wastes are kept in designated areas or covered containers that prevent escape into the stormwater system;
- c) The amount of mud, dirt, sand, soil, clay or stones deposited by vehicles on the abutting roads is minimised when vehicles are leaving the site.
- d) No mud, dirt, sand, soil, clay or stones are washed into, or are allowed to enter the stormwater drainage system;
- e) The site is developed and managed to minimise the risks of stormwater pollution through the contamination of run-off by chemicals, sediments, animal wastes or gross pollutants in accordance with currently accepted best practice.

11. Waste Management Plan

Prior to the endorsement of plans under condition 1, an updated Waste Management Plan including the path of travel for waste pickup from the updated bin store location must be submitted to, be to the satisfaction of and approved by the Responsible Authority. If waste collection is to occur onsite, the WMP must include swept path analysis. When approved the WMP will be endorsed and form part of the permit.

DEPARTMENT OF ENERGY ENVIRONMENT AND CLIMATE ACTION (DEECA) CONDITIONS

12. The works are to be carried out generally in accordance with:

- The plan titled 'DONOVAN'S RESTAURANT', TP00- TP12 dated 20 May 2023, prepared by Red.
- The Marine and Coastal Act consent application received on 5 June 2025.
- Further information received on the 3 July 2025, 11 July 2025 and 14 July 2025

13. Any modification to the works proposed will require further approval by the Regional Director, Port Phillip Region, Department of Energy, Environment and Climate Action (DEECA).

14 October 2025

A handwritten signature in black ink, appearing to be 'D. W. W. W.', written over a horizontal line.

Date issued

Signature for Responsible Authority

PLANNING PERMIT

Permit Number: **PDPL/00190/2025**

Planning Scheme: **Port Phillip**

Responsible Authority: **City of Port Phillip**



14. Prior to works commencing outside the existing lease footprint, a lease must be entered into with the City of Port Phillip that covers the entire works area.
15. Prior to works commencing, a construction environmental management / environmental improvement plan must be prepared to the satisfaction of the City of Port Phillip.
16. All works, including sampling, monitoring, stock piling and disposal of materials, are to be carried out in accordance with the Victorian Best Practice Guidelines for Assessing and Managing Coastal Acid Sulfate Soils 2010.
17. Indigenous vegetation must not be damaged or removed as a result of the works.
18. All planting of vegetation within the coastal Crown land must utilise indigenous species.
19. Any clearing or construction activity associated with the works, should be carried out in accordance with the with EPA Publication No. 275 *Construction Techniques for Sediment Pollution Control* (May 1991).
20. The construction site must be managed in accordance with EPA Publication 1834.1: *Civil construction, building and demolition guide* (12 September 2023).
21. Construction equipment, building materials, refuse and site run-off must be contained and controlled and not permitted to impact on the beach or enter Port Phillip Bay.
22. All works must be completed, the site reinstated, and the works maintained to the satisfaction of the City of Port Phillip.
23. This consent under the Marine and Coastal Act 2018 will expire if the works are not completed within two years of the date of issue, unless an extension of time is applied for and granted by the Regional Director, Port Phillip Region, DEECA.
24. This consent may be revoked at any time at the discretion of the Regional Director, Port Phillip Region, DEECA.

END DEPARTMENT OF ENERGY ENVIRONMENT AND CLIMATE ACTION (DEECA) CONDITIONS

25. **Time for Starting and Completion**

This permit will expire if one of the following circumstances applies:

- a) The development is not started within two (2) years of the date of this permit.
- b) The development is not completed within four (4) years of the date of this permit.

The Responsible Authority may extend the periods referred to if a request is made in writing:

- before or within 6 months after the permit expiry date, where the use or development allowed by the permit has not yet started; and
- within 12 months after the permit expiry date, where the development allowed by the permit has lawfully started before the permit expires.

14 October 2025

A handwritten signature in black ink, appearing to be 'D. W. W. W.', written over a horizontal line.

Date issued

Signature for Responsible Authority

PLANNING PERMIT

Permit Number: **PDPL/00190/2025**

Planning Scheme: **Port Phillip**

Responsible Authority: **City of Port Phillip**



USEFUL INFORMATION:

(the following information does not form part of this permit)

- **Building Approval Required**

This permit does not authorise the commencement of any building construction works. Before any such development may commence, the applicant must apply for and obtain appropriate building approval.

- **Building Works to Accord With Planning Permit**

The applicant/owner will provide a copy of this planning permit to any appointed Building Surveyor. It is the responsibility of the applicant/owner and Building Surveyor to ensure that all building development works approved by any building permit is consistent with this planning permit.

- **Due Care**

The developer must show due care in the development of the proposed extensions so as to ensure that no damage is incurred to any dwelling on the adjoining properties.

- **Days and Hours of Construction Works**

Except in the case of an emergency, a builder must not carry out building works outside the following times, without first obtaining a permit from Council's Local Laws Section:

- Monday to Friday: 7.00am to 6.00pm; or
- Saturdays: 9.00am to 3.00pm.

An after-hours building works permit cannot be granted for an appointed public holiday under the Public Holidays Act, 1993.

- **Drainage Point and Method of Discharge**

The legal point of stormwater discharge for the proposal must be to the satisfaction of the responsible authority. Engineering construction plans for the satisfactory drainage and discharge of stormwater from the site must be submitted to and approved by the responsible authority prior to the commencement of any buildings or works.

- **Noise**

The air conditioning plant must be screened and baffled and/or insulated to minimise noise and vibration to other residences in accordance with Environmental Protection Authority Noise Control Technical Guidelines as follows:

- a) noise from the plant during the day and evening (7.00am to 10.00pm Monday to Friday, 9.00am to 10.00pm Weekends and Public Holidays) must not exceed the background noise level by more than 5 dB(A) measured at the property boundary
- b) noise from the plant during the night (10.00pm to 7.00am Monday to Friday, 10.00pm to 9.00am Weekends and Public Holidays) must not be audible within a habitable room of any other residence (regardless of whether any door or window giving access to the room is open).

14 October 2025

A handwritten signature in black ink, appearing to be 'D. W. W. W.', written over a horizontal line.

Date issued

Signature for Responsible Authority



IMPORTANT INFORMATION ABOUT THIS PERMIT

WHAT HAS BEEN DECIDED?

The responsible authority has issued a permit.

(Note: This is not a permit granted under Division 5 or 6 of Part 4 of the *Planning and Environment Act 1987*)

CAN THE RESPONSIBLE AUTHORITY AMEND THIS PERMIT?

The responsible authority may amend this permit under Division 1A of Part 4 of the *Planning and Environment Act 1987*.

WHEN DOES A PERMIT BEGIN?

A permit operates:

- from the date specified in the permit; or
- if no date is specified, from-
 - i. the date of the decision of the Victorian Civil and Administrative Tribunal, if the permit was issued at the direction of the Tribunal; or
 - ii. the date on which it was issued, in any other case.

WHEN DOES A PERMIT EXPIRE?

1. A permit for the development of land expires if:-
 - the development or any stage of it does not start within the time specified in the permit, or
 - the development requires the certification of a plan of subdivision or consolidation under the *Subdivision Act 1988* and the plan is not certified within two years of the issue of the permit, unless the permit contains a different provision; or
 - the development or any stage is not completed within the time specified in the permit, or if no time is specified, within two years after the issue of the permit or in the case of a subdivision or consolidation within five years of the certification of the plan of subdivision or consolidation under the *Subdivision Act 1988*.
2. A permit for the use of land expires if:-
 - the use does not start within the time specified in the permit, or if no time is specified, within two years after the issue of the permit; or
 - the use is discontinued for a period of two years.
3. A permit for the development and use of land expires if: -
 - the development or any stage of it does not start within the time specified in the permit; or
 - the development or any stage of it is not completed within the time specified in the permit, or, if no time is specified, within two years after the issue of the permit; or
 - the use does not start within the time specified in the permit, or, if no time is specified, within two years after the completion of the development; or
 - the use is discontinued for a period of two years.
4. If a permit for the use of land or the development and use of land or relating to any of the circumstances mentioned in section 6A(2) of the *Planning and Environment Act 1987*, or to any combination of use, development or any of those circumstances requires the certification of a plan under the *Subdivision Act 1988*, unless the permit contains a different provision –

IMPORTANT INFORMATION ABOUT THIS PERMIT



- the use or development of any stage is to be taken to have started when the plan is certified; and
 - the permit expires if the plan is not certified within two years of the issue of the permit.
5. The expiry of a permit does not affect the validity of anything done under that permit before the expiry.

WHAT ABOUT REVIEWS?

- The person who applied for the permit may apply for a review of any condition in the permit unless it was granted at the direction of the Victorian Civil and Administrative Tribunal, in which case no right of review exists.
- An application for review must be lodged within 60 days after the permit was issued, unless a notice of decision to grant a permit has been issued previously, in which case the application for review must be lodged within 60 days after the giving of that notice.
- An application for review is lodged with the Victorian Civil and Administrative Tribunal.
- An application for review must be made on the relevant form which can be obtained from the Victorian Civil and Administrative Tribunal, and be accompanied by the applicable fee.
- An application for review must state the grounds upon which it is based.
- A copy of an application for review must also be served on the responsible authority.
- Details about applications for review and the fees payable can be obtained from the Victorian Civil and Administrative Tribunal of the permit.

Sch. 1 Form 4 amended by S.R. No. 107/2024 reg. 8
Planning and Environment Regulations 2015

PLANNING COMPLIANCE



Common planning compliance issues when developing land

Fact Sheet

Planning and building permit compliance

Building permit plans must match planning permit plans for development. While building permit plans will have more technical and structural detail than planning permit plans, they must be consistent with the endorsed planning permit plans.

Council will enforce compliance with the endorsed planning permit plans, even in cases where an error in the building permit plans causes an inconsistency.

The layout of the site and the size, levels, design, and location of buildings and works shown on the endorsed plans associated with the planning permit must not be modified for any reason without the prior written consent of the Responsible Authority (Council).

Expired planning permits

You must pay careful attention to any conditions relating to the expiration of your planning permit. Once the permit expires you may no longer be able to lawfully commence or continue any building and works allowed by the permit.

You can apply to extend your planning permit by contacting Council's Planning Department. This must be done while the permit is still valid; within six months of the permit's expiry date if the development has not commenced; or within 12 months of the permit's expiry date to complete the development.

Additional reports and documents

Most planning permits require you to submit additional documentation to Council prior to

Typical examples of documents still required after the issue of a planning permit include revised plans, demolition method statements, arborist reports, sustainable design statements and acoustic reports.

Please pay careful attention to the conditions of your permit, as failure to comply with the requirements of these conditions can result in enforcement action being taken with no notice to you.

Demolition with heritage Overlay sites

Heritage Overlays are used to protect sites that have heritage significance and are contained within Council's planning schemes.

Much of the municipality is covered by a Heritage Overlay, and as such, many planning permits deal with partial demolition of protected heritage buildings.

It is essential that you take particular care not to exceed the extent of any demolition that has been allowed by the planning permit. You should ensure that you are familiar with the Demolition Method Statement and the plans indicating the extent of demolition permitted.

Council takes illegal demolition very seriously and offenders may be referred to the Magistrates' Court for prosecution.

Landscaping

Landscaping must be completed in accordance with the permit, usually before or within a set period of time after the occupation of the building.

PLANNING COMPLIANCE



Tree protection

Some planning permits require you to take special measures to protect trees located on your land or on neighbouring properties.

If your planning permit includes conditions regarding tree protection, you must ensure you comply with these conditions. This often means installing protective fencing around trees and maintaining the fence during construction.

You may also be required to employ the services of a qualified arborist to supervise areas of construction near protected trees.

Building heights and setbacks

Floor levels and parapets must comply with the approved heights indicated on the endorsed plans. Over-height buildings are considered a serious breach and can be very expensive to rectify.

Any changes to the height of a building must be approved prior to carrying out any building works, even if these changes are required for technical reasons.

Screening – windows and decks

All privacy screening must be installed as approved prior to occupation of the building. Screening must comply with the conditions outlined in the approved permit and plans including materials, heights, and design.

Generally, windows that require screening must not be able to be opened below a height of 1.7 metres above floor level.

Screening materials must not be altered from those approved without first gaining further planning approval for the alternative screening proposal.

Domestic services

Domestic services shown on the endorsed plans form part of your planning permit, including any proposed screening, and must not be altered without the written consent of the Responsible Authority unless otherwise permitted by the planning permit.

If the associated land being developed is covered by a heritage overlay, domestic services including air conditioners, solar panels, heaters, and hot water services require planning approval if visible from a street (front, back or side) or public park.

Please note a further condition on the planning permit may also restrict domestic services except with further Council consent. Consideration should be given to any noise issues that may result for neighbours from the placing and operation of these types of units.

Finishes on boundary walls

Finishes must be completed to an acceptable standard in accordance with the conditions of the planning permit, prior to occupation.

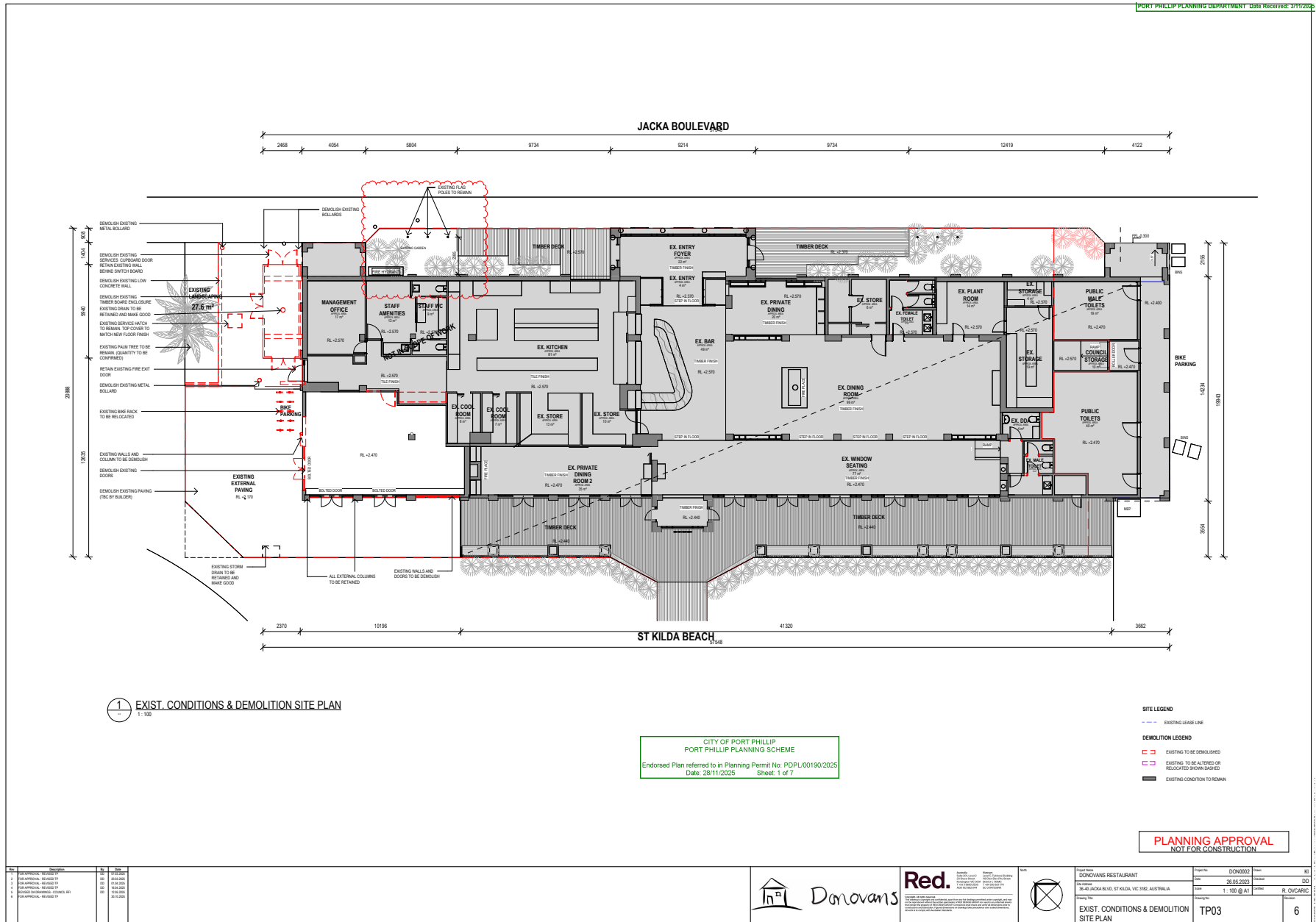
Brick boundary walls must have any excess mortar removed and the brick face cleaned with joints tooled to a consistent finish, prior to occupation of the building.

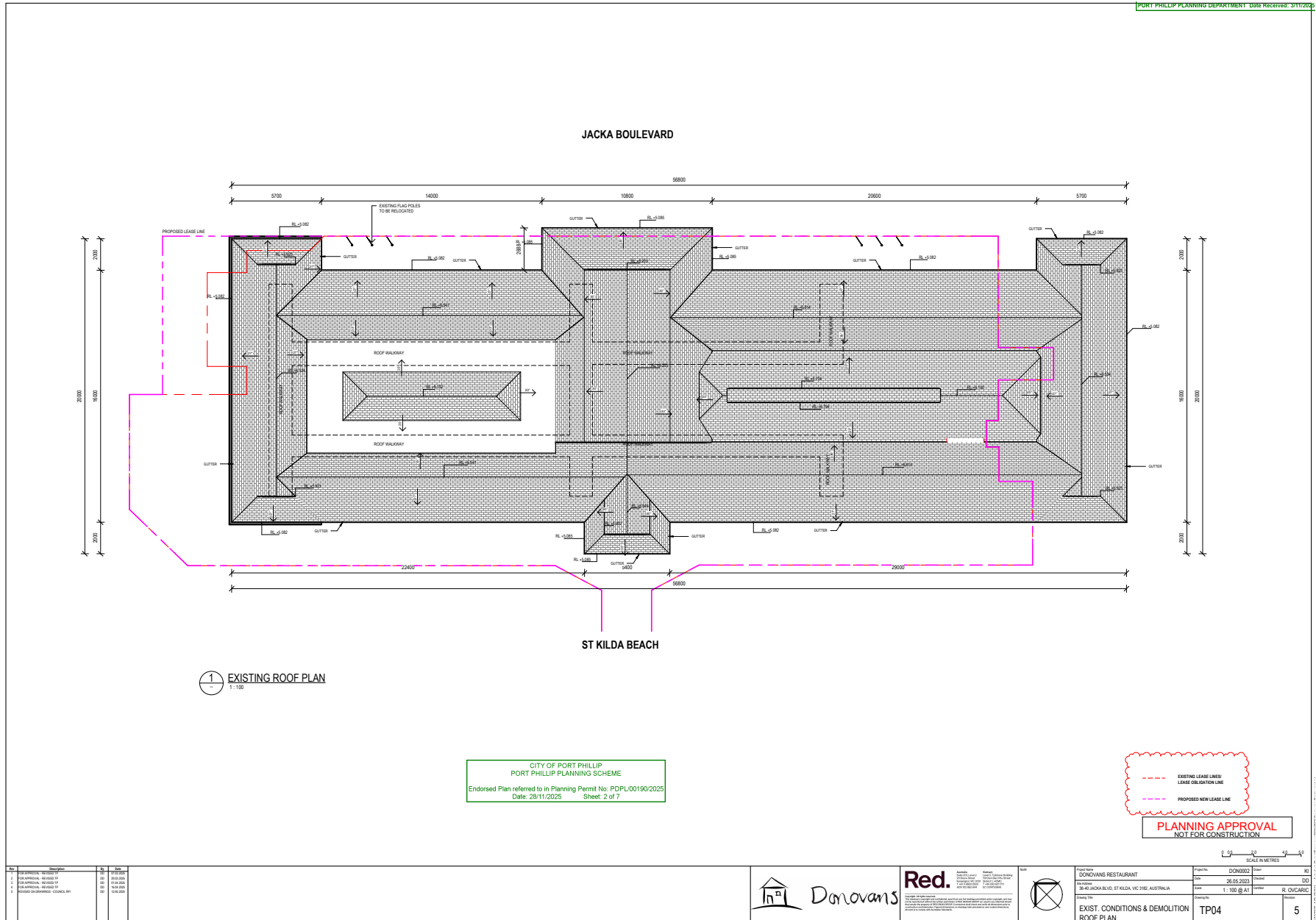
For more information contact

Planning Compliance, St Kilda Town Hall
99a Carlisle Street, St Kilda, Victoria, 3182
Ph: 03 9209 6293

Email:

helpplanningcompliance@portphillip.vic.gov.au





1 EXISTING ROOF PLAN
1:100

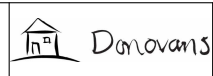
CITY OF PORT PHILLIP
PORT PHILLIP PLANNING SCHEME
Endorsed Plan referred to in Planning Permit No: PDPU/00190/2025
Date: 28/11/2025
Sheet: 2 of 7



PLANNING APPROVAL
NOT FOR CONSTRUCTION

0 1 2 3 4
SCALE IN METRES

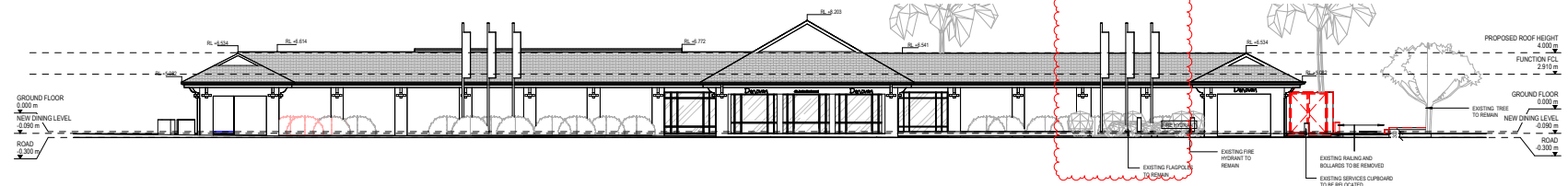
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2	ENDORSED PLAN - 10/11/2025 (P)	00	28/11/2025
3	ENDORSED PLAN - 10/11/2025 (P)	00	28/11/2025
4	ENDORSED PLAN - 10/11/2025 (P)	00	28/11/2025
5	REVISED DEVELOPMENT - 03/04/2024 (A)	00	10/11/2025



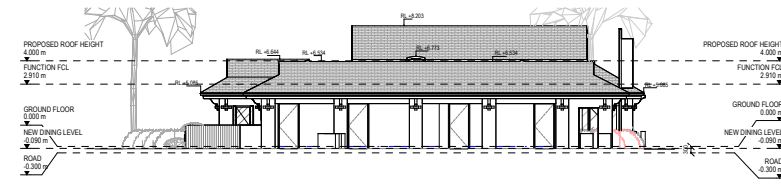
Red.
Architects
177/179 LINDSEY STREET
ST KILDA VIC 3182
PH: 03 9594 1111
WWW.DONOVANSRED.COM.AU

DONOVANS RESTAURANT
36-42 JACKA BLVD, ST KILDA, VIC 3182, AUSTRALIA
1:100 @ A1
R. DVGARIC

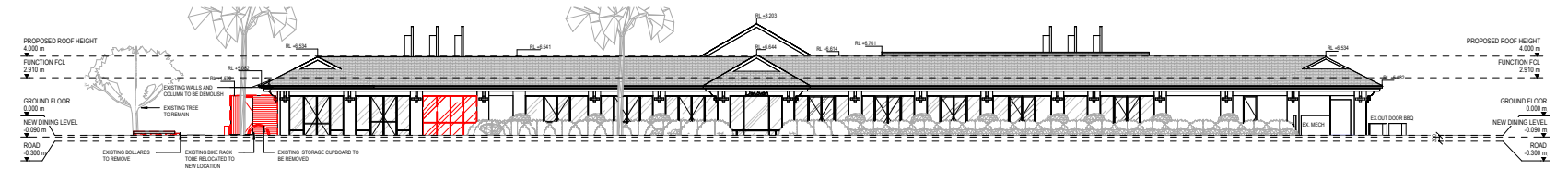
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Date:	26.05.2023	Checked:	DD
Scale:	1:100 @ A1	Author:	R. DVGARIC
Project Name:	EXIST. CONDITIONS & DEMOLITION ROOF PLAN	TP04	5



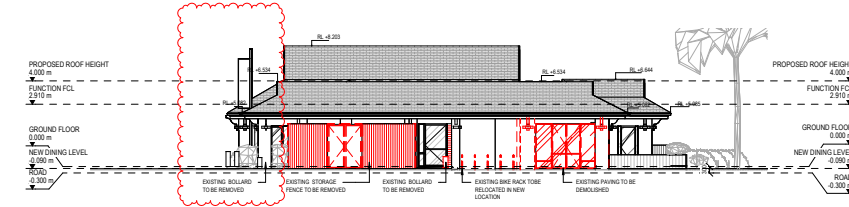
1 EXIST. CONDITIONS & DEMOLITION NORTH ELEVATION
1:100



2 EXIST. CONDITIONS & DEMOLITION EAST ELEVATION
1:100



3 EXIST. CONDITIONS & DEMOLITION SOUTH ELEVATION
1:100



4 EXIST. CONDITIONS & DEMOLITION WEST ELEVATION
1:100

CITY OF PORT PHILLIP
PORT PHILLIP PLANNING SCHEME
Endorsed Plan referred to in Planning Permit No: PDPL00190/2025
Date: 28/11/2025 Sheet: 3 of 7

DEMOLITION LEGEND
 [Red dashed box] EXISTING TO BE DEMOLISHED
 [Red solid box] EXISTING TO BE ALTERED OR RELOCATED (BROWN DASHED)
 [Black solid box] EXISTING CONDITION TO REMAIN

PLANNING APPROVAL
NOT FOR CONSTRUCTION

SCALE IN METRES

NO	DESCRIPTION	DATE	BY	APP'D
1	PRELIMINARY DESIGN	08/01/2025		
2	END APPROVAL - 16/05/2025	08/01/2025		
3	END APPROVAL - 16/05/2025	08/01/2025		
4	END APPROVAL - 16/05/2025	08/01/2025		
5	REVISION (PROPOSED) - 16/05/2025	08/01/2025		
6	END APPROVAL - 16/05/2025	08/01/2025		



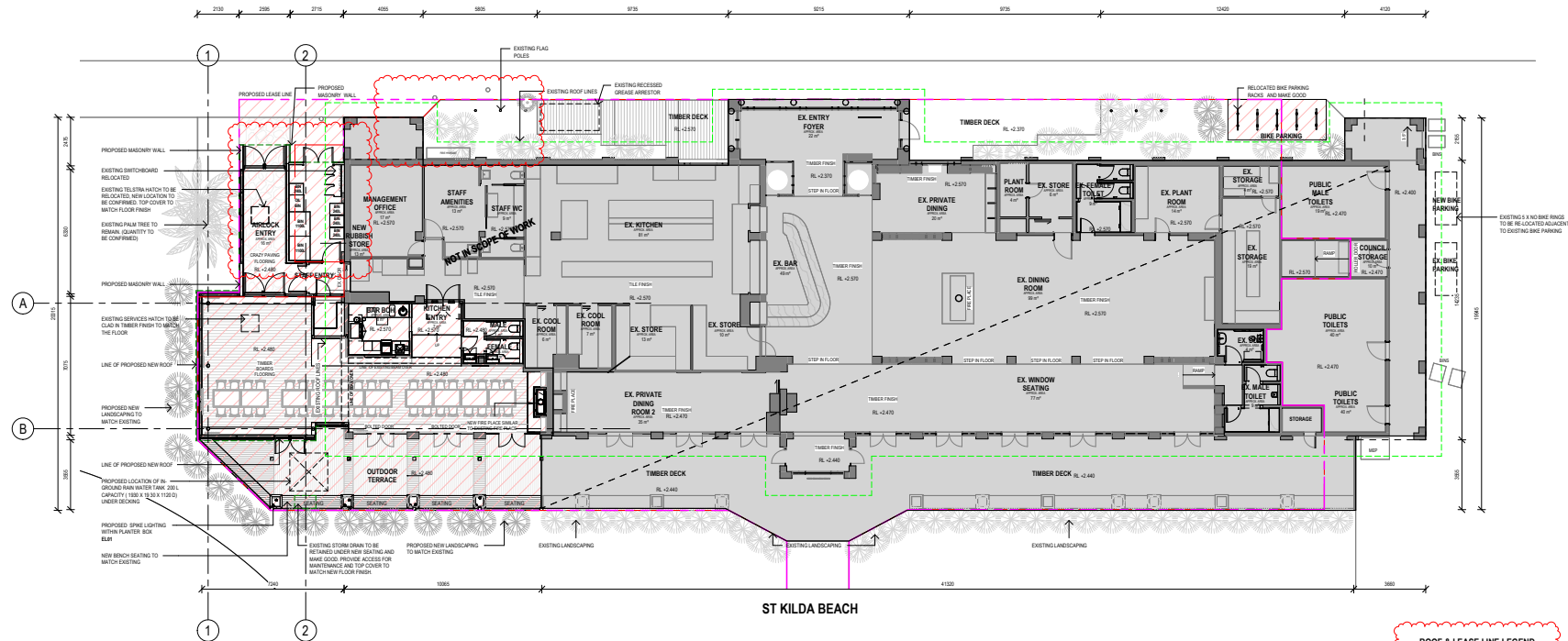
Donovans Red.
 36-47 JACKA BLVD, ST KILDA, VIC 3182, AUSTRALIA
 03 9594 1000
 www.donovansred.com.au

Project Name: DONOVANS RESTAURANT
 Project No: DON0002
 Date: 26.05.2023
 Scale: 1:100 @ A1
 Drawing: EXIS. CONDITION & DEMOLITION ELEVATIONS
 TP05

Drawn	KI
Checked	DD
Approved	R. DVCARIC
Sheet	6

CITY OF PORT PHILLIP
 PORT PHILLIP PLANNING SCHEME
 Endorsed Plan referred to in Planning Permit No: PDP/L00190/2025
 Date: 28/11/2025 Sheet: 4 of 7

JACKA BOULEVARD



1 PROPOSED SITE PLAN
 1:100

ROOF & LEASE LINE LEGEND

- EXISTING ROOF LINES
- NEW ROOF LINES
- EXISTING LEASE LINES
- PROPOSED NEW LEASE LINES
- [] PROPOSED NEW WORKS

PLANNING APPROVAL
 NOT FOR CONSTRUCTION

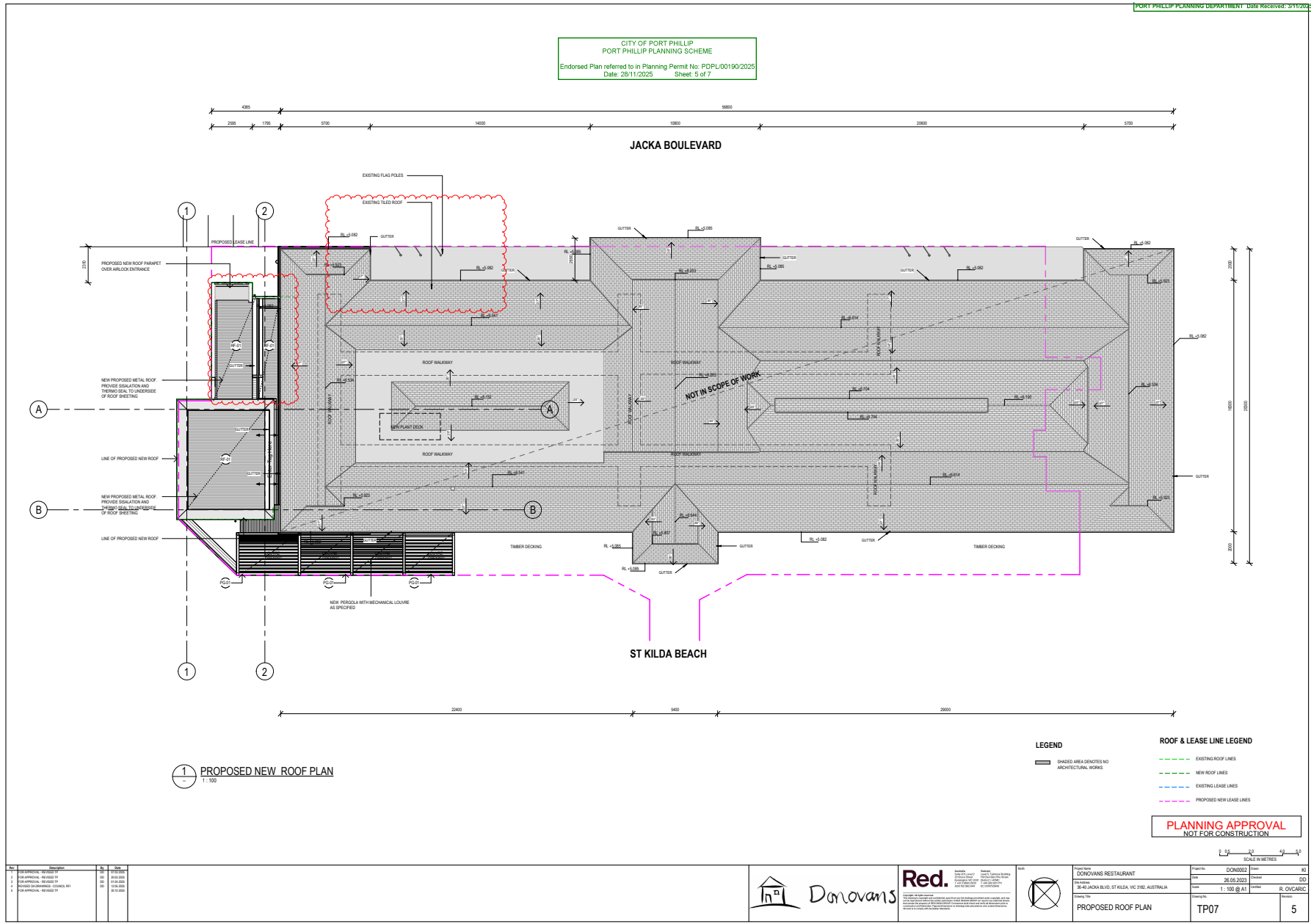
No.	Description	By	Date
1	PROPOSED SITE PLAN	DP	28/11/2025
2	ENDORSED PLAN	DP	28/11/2025
3	ENDORSED PLAN	DP	28/11/2025
4	ENDORSED PLAN	DP	28/11/2025



Donovan's RESTAURANT
 36-40 JACKA BLVD, ST KILDA, VIC 3182, AUSTRALIA
 PROPOSED SITE PLAN

Project No:	DON0002	Drawn:	KJ
Date:	26.05.2023	Checked:	DD
Scale:	1:100 @ A1	Author:	R. DVCARIC
Revision:	TP06	Sheet:	5

CITY OF PORT PHILLIP
 PORT PHILLIP PLANNING SCHEME
 Endorsed Plan referred to in Planning Permit No: POPU00190/2025
 Date: 28/11/2025 Sheet: 5 of 7



1 PROPOSED NEW ROOF PLAN
 1:100

- LEGEND**
- SHADED AREA DEVOTES NO ARCHITECTURAL WORKS
- ROOF & LEASE LINE LEGEND**
- EXISTING ROOF LINES
 - NEW ROOF LINES
 - EXISTING LEASE LINES
 - PROPOSED NEW LEASE LINES

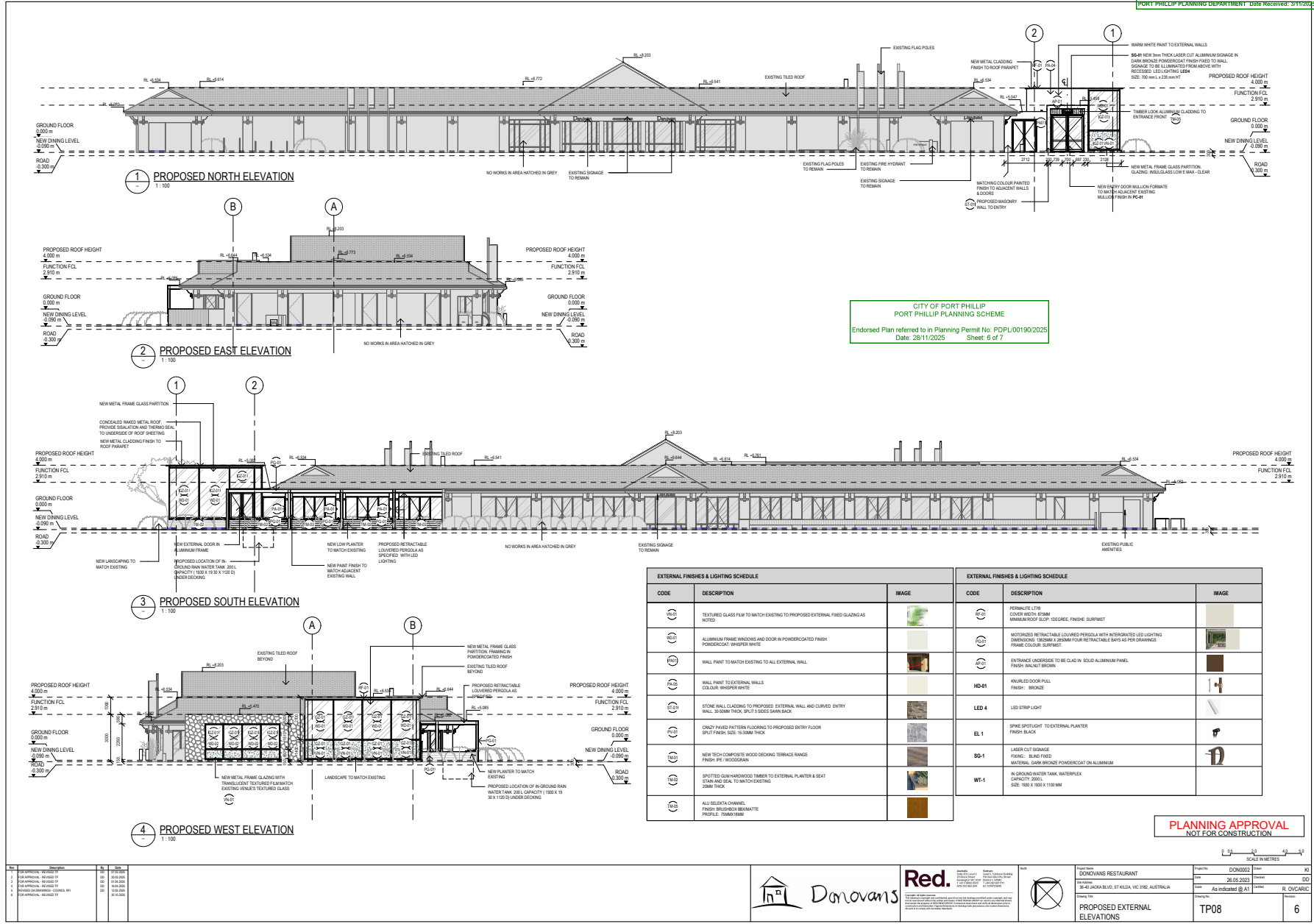
PLANNING APPROVAL
 NOT FOR CONSTRUCTION

No.	Description	By	Date
1	PRELIMINARY DESIGN	DD	20.05.2023
2	ENDORSED PLAN - 10.0000.00	DD	01.10.2023
3	ENDORSED PLAN - 10.0000.00	DD	01.10.2023
4	ENDORSED PLAN - 10.0000.00	DD	01.10.2023
5	ENDORSED PLAN - 10.0000.00	DD	01.10.2023



Red.
 ARCHITECTS
 30-41 JACKA BLVD, ST KILDA, VIC 3182, AUSTRALIA
 TEL: 03 9588 1000
 WWW.DONOVANSRED.COM.AU

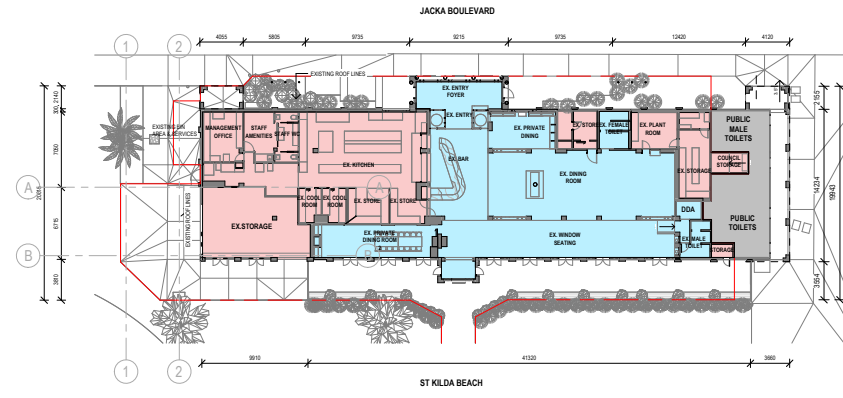
Project Name		Project No.		Scale	
DONOVANS RESTAURANT		DON0002		1:100 @ A1	
Site Address		Client		Designer	
30-41 JACKA BLVD, ST KILDA, VIC 3182, AUSTRALIA		TP07		R. DVCARIC	
Drawing No.		Sheet		Total Sheets	
PROPOSED ROOF PLAN		TP07		5	



NO	REVISION	DATE
1	ISSUED FOR PERMIT	28/11/2025
2	REVISED PERMIT	28/11/2025
3	REVISED PERMIT	28/11/2025
4	REVISED PERMIT	28/11/2025



PROPOSED EXTERNAL ELEVATIONS
 TP08
 6



1 EXISTING FLOOR PLAN
A104
1:200

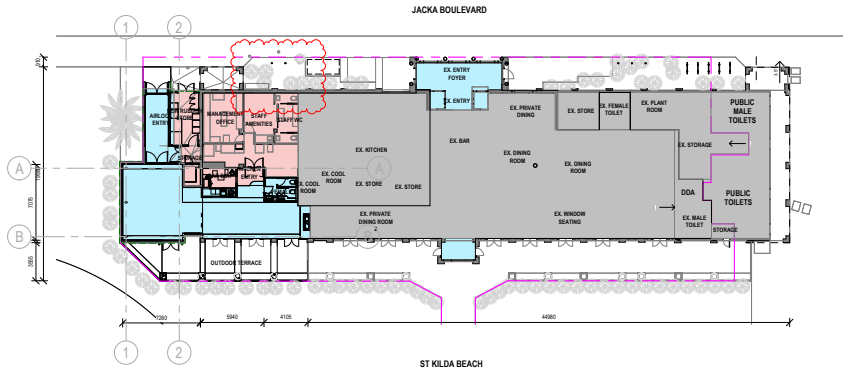
DEVELOPMENT STATISTICS

GFA CALCULATIONS

CATEGORIES	EXISTING GFA	PROPOSED GFA
PUBLIC AREA	365 m ²	485 m ²
BACK OF HOUSE	521 m ²	288 m ²
TOTAL	886 m ²	773 m ²

- SHADED AREA IN LIGHT RED DENOTES AREA OF EXISTING
- SHADED AREA IN LIGHT BLUE DENOTES AREA OF PROPOSED
- SHADED AREA IN GREY DENOTES EXISTING TO REMAIN & NO ARCHITECTURAL WORKS

CITY OF PORT PHILLIP
PORT PHILLIP PLANNING SCHEME
Endorsed Plan referred to in Planning Permit No: PDP/00190/2025
Date: 29/11/2025 Sheet 7 of 7



2 PROPOSED GFA PLAN
A104
1:200

ROOF & LEASE LINE LEGEND

--- (dashed green)	EXISTING ROOF LINES
--- (dashed blue)	NEW ROOF LINES
--- (dashed red)	EXISTING LEASE LINES
--- (dashed purple)	PROPOSED NEW LEASE LINES

PLANNING APPROVAL
NOT FOR CONSTRUCTION

No	Description	By	Date
1	PRELIMINARY DEVELOPMENT	00	20/05/2023
2	ENDORSED PLAN - 16/05/2025	00	16/05/2025
3	ENDORSED PLAN - 16/05/2025	00	16/05/2025
4	ENDORSED PLAN - 16/05/2025	00	16/05/2025



Donovans Red.
38-40 JACKA BLVD, ST KILDA, VIC 3182, AUSTRALIA
1300 762 222
www.donovansred.com.au



Project Name: DONOVANS RESTAURANT
Site Address: 38-40 JACKA BLVD, ST KILDA, VIC 3182, AUSTRALIA
Scale: As indicated @ A1
Author: R. DVCARIC

Project No:	DN00002	Sheet:	K2
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Development Statistic:	TP12	Number:	5



Department of Energy, Environment
and Climate Action

Port Phillip Region
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Private Bag 15, Ferntree Gully Delivery Centre 3156
enviroplan.portphillip@deeca.vic.gov.au
deeca.vic.gov.au

Ref: 1204148 / SP490492

Hannah Wilson
C/- Connor Buckley
Senior Urban Planner
City of Port Phillip
99a Carlisle Street
ST KILDA VIC 3182

Dear Mr Buckley

**APPLICATION FOR CONSENT TO USE OR DEVELOP MARINE AND COASTAL CROWN LAND
DONOVAN'S RESTAURANT EXTENSIONS , CROWN ALLOTMENT 102A, PARISH OF MELBOURNE
SOUTH, TOWNSHIP OF ST KILDA, AT (MELB SOUTH)
ST KILDA FORESHORE/CATANI GARDENS RESERVE**

Thank you for referring the above application to the Department of Energy, Environment and Climate Action (DEECA) pursuant to Section 55 of the *Planning and Environment Act 1987*. Pursuant to Section 68(3) of the *Marine and Coastal Act 2018*, the application is also deemed to be an application for consent to the use and development of marine and coastal Crown land. The application was received on 5 June 2025 and further information was requested on 27 June 2025 and 11 July 2025 and a response was received on the 3 July 2025, 11 July 2025 and 14 July 2025.

The application is for demolition and extensions to the existing Donovan's Restaurant. Proposed works include:

- Extension to the side (north-west) of the existing building incorporating a new private function room, with an outdoor terrace that aligns with the existing timber decking along St Kilda foreshore frontage.
- A new separate entrance from Jacka Boulevard frontage.
- A new rubbish store/ reconfigured back of house/waste/amenities to Jacka Boulevard frontage.
- Display one additional business identification sign at the Jacka Boulevard frontage. Signage to be illuminated from above with LED spot lighting.
- Relocation of bicycle parking facilities to the southern end of the site.
- Extension of existing red line area to capture the additions.
- An increase of gross floor area from 686sq.m to 787sq.m (comprising a 124sq.m expansion of public area and 23sq.m reduction in back of house areas).

Any personal information about you or a third party in your correspondence will be protected under the provisions of the *Privacy and Data Protection Act 2014*. It will only be used or disclosed to appropriate Ministerial, Statutory Authority, or departmental staff in regard to the purpose for which it was provided, unless required or authorized by law. Enquiries about access to information about you held by the Department should be directed to foi.unit@deeca.vic.gov.au or FOI Unit, Department of Energy, Environment and Climate Action, PO Box 500, East Melbourne, Victoria 8002.



OFFICIAL

Pursuant to Section 70 of the *Marine and Coastal Act 2018* and as delegated by the Minister, I consent to the proposed use and development subject to the conditions in the attached consent notice.

This letter also provides Minister's consent for the works in accordance with clause 11.5 of the lease granted under section 17D of the *Crown Land (Reserves) Act 1978*.

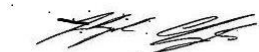
For the purposes of Sections 55 and 61(3) of the *Planning and Environment Act 1987*, the attached consent notice is DEECA's response to the planning permit application and the conditions contained in the consent notice must be included on any planning permit granted. This letter also acknowledges that the applicant has notified the landowner about the proposed development in accordance with Section 48 of the Act.

The Department is a determining referral authority under section 55 of the Act, with the specific referral trigger being Clause 66.04, of the Port Phillip City Council Planning Scheme.

There are no Native Title requirements, and you have advised that a Cultural Heritage Management Plan is not required to be prepared for the proposed works, however you must comply with the provisions of the *Aboriginal Heritage Act 2006* if any Aboriginal cultural heritage is disturbed or uncovered during the proposed works. Enquiries regarding this should be directed to First Peoples – State Relations on telephone 1800 762 003 as the body who is responsible for the administration of cultural heritage.

If you have any further enquiries, please contact Laura McPherson, Land and Built Environment Program Officer, at the Department of Energy, Environment and Climate Action's Port Phillip regional office on 0455 037 548 or email enviroplan.portphillip@deeca.vic.gov.au.

Yours sincerely



STEPHEN CHAPPLE
REGIONAL DIRECTOR
PORT PHILLIP REGION

DATE: 05/08/2025



14. NOTICES OF MOTION

15. REPORTS BY COUNCILLOR DELEGATES

16. URGENT BUSINESS

17. CONFIDENTIAL MATTERS

17.1 *St Kilda Marina: Evaluation Plan* 305

RECOMMENDATION

That Council resolves to move into confidential to deal with the following matters pursuant to section 66(2) of the *Local Government Act 2020*:

17.1 St Kilda Marina: Evaluation Plan

3(1)(a). Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

Reason: Contains commercially and probity sensitive information relating to an upcoming market testing process, the release of which would undermine that process