

# St Kilda Marina Project

Draft opportunities and constraints paper



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**The 50 year lease of the St Kilda Marina is coming to an end.**

**This presents an exciting opportunity to work together to reimagine the future of this site.**

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

We pay our respects to their Elders, both past and present.

We acknowledge and uphold their continuing relationship to this land.



## DELIVERING ON THE COUNCIL PLAN

The St Kilda Marina project is recognised in the Council Plan as a priority and is specifically intended to deliver Strategic Direction 4, "We are growing and keeping our character". It supports the delivery of the Council Plan key outcome, "a city of diverse and distinctive neighbourhoods and places".

Due the importance of this site, however, the project has benefits identified that extend beyond Strategic Direction 4. Consequently, it will also deliver strategic directions 1, 2, 3 and 5, and a number of the underpinning outcomes.

### DIRECTION 1

**We embrace difference, and people belong**

#### OUTCOMES BY 2027

- A safe and active community with strong social connections
- An increase in affordable housing
- Access to services that support the health and wellbeing of our growing community
- Community diversity is valued and celebrated

### DIRECTION 2

**We are connected and it's easy to move around**

#### OUTCOMES BY 2027

- An integrated transport network that connects people and places
- The demand for parking and car travel is moderated as our City grows
- Our streets and places are designed for people

**TRANSFORMING TRANSPORT AND PARKING**

### DIRECTION 3

**We have smart solutions for a sustainable future**

#### OUTCOMES BY 2027

- A greener, cooler and more liveable City
- A City with lower carbon emissions
- A City that is adapting and resilient to climate change
- A water sensitive City
- A sustained reduction in waste

**TRANSFORMING WASTE MANAGEMENT  
TRANSFORMING WATER MANAGEMENT**

### DIRECTION 4

**We are growing and keeping our character**

#### OUTCOMES BY 2027

- Liveability in a high density City
- A City of diverse and distinctive neighbourhoods and places

**TRANSFORMING FISHERMANS BEND**

### DIRECTION 5

**We thrive by harnessing creativity**

#### OUTCOMES BY 2027

- A City of dynamic and distinctive retail precincts
- A prosperous City that connects and grows business
- A City where arts, culture and creative expression is part of everyday life

### DIRECTION 6

**Our commitment to you**

#### OUTCOME BY 2027

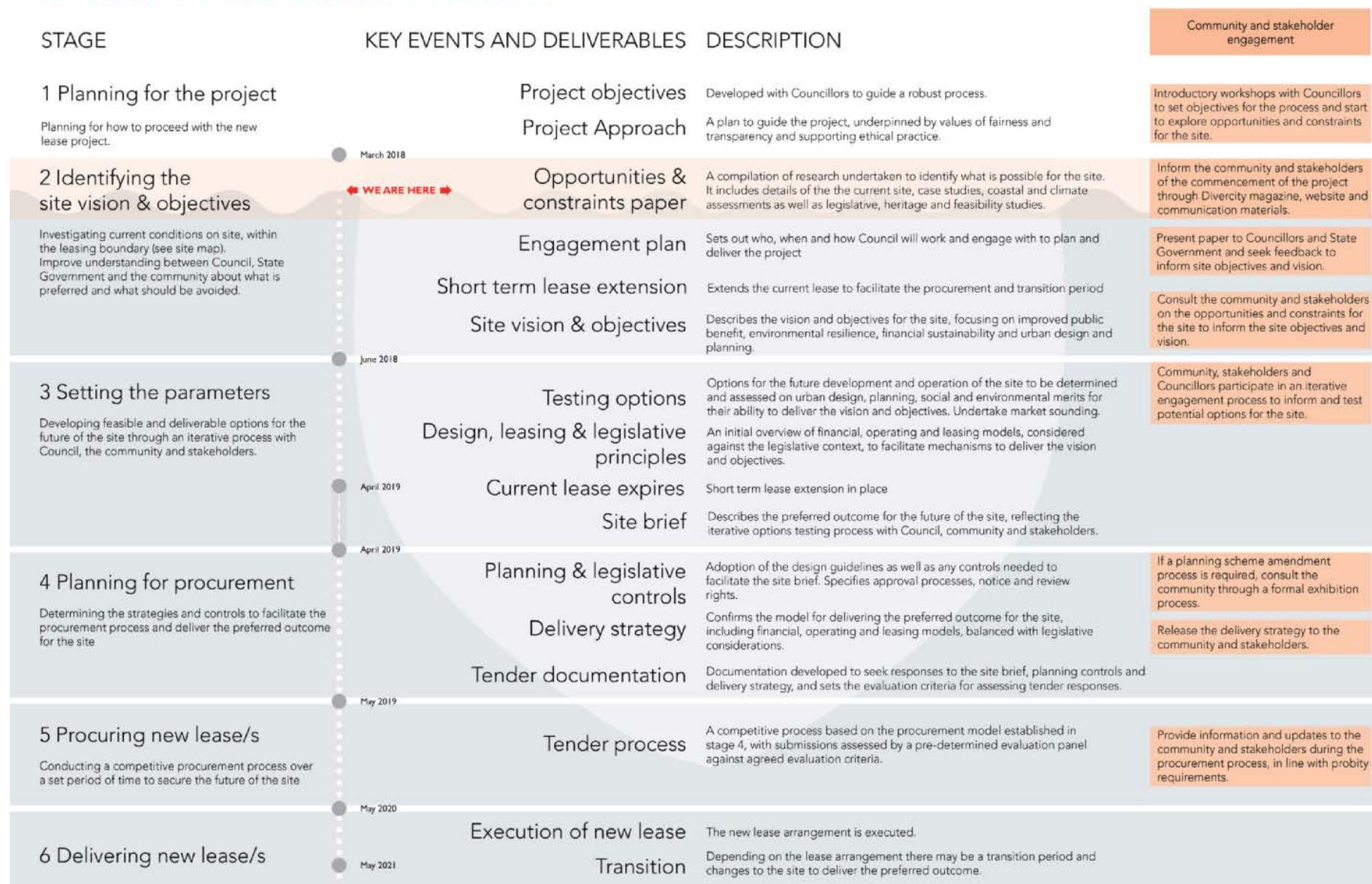
- A financially sustainable, high-performing, well-governed organisation that puts the community first

DELIVERING ON THE COUNCIL PLAN

We are growing and  
keeping our character



# ST KILDA MARINA PROJECT APPROACH



## INTRODUCTION

**There is an opportunity to unlock the full potential of this working marina as a key destination for locals, Melburnians and visitors.**

The 50 year lease of the St Kilda Marina is coming to an end, presenting an exciting opportunity for Council, the Victorian Government, community, users of the marina and other key stakeholders to work together to reimagine the future of this site. There is an opportunity to unlock the full potential of this working marina as a key destination for locals, Melburnians and visitors.

### The location

The Marina is located at 42 A-E Marine Parade Elwood, between M.O. Moran Reserve and Marina Reserve. It occupies approximately 8 Ha (80,000 m<sup>2</sup>) of foreshore Crown land, managed by Council as Committee of Management. The Bay Trail passes through the marina, providing an essential connection for people moving to and through the site to Elwood and St Kilda and beyond.

### The destination

The site, as well as being itself a destination, with restaurants, cafes, recreational activities and the spectacle of a working marina, is a short walk from other local destinations including Elwood Beach, St Kilda Beach, the Palais Theatre and Luna Park, as well as the Acland Street and Fitzroy Street activity centres. It is also a short drive from Melbourne's city centre and from public transport to other regionally significant attractions.

### The journey

In September 2016, Council resolved to undertake a competitive selection process for a new long-term lease arrangement for St Kilda Marina. In February 2018, Council approved the Project Approach, which describes the key project stages, activities and deliverables, and associated timeline.



**This paper is a key deliverable for Stage 2 of the project. It details the context and key opportunities associated with the site and surrounding precinct, as well as any known or potential constraints.**

The report has been developed to help build a shared understanding between Councillors, the community and key stakeholders, of the opportunities and constraints for the St Kilda Marina site. It has informed the development of a draft vision and objectives for the site that are inspirational, forward thinking and achievable.

The opportunities and constraints for the St Kilda Marina site have been identified through site analysis and research commissioned by Council. Full reports and studies are available for further information.

There are three key sections in this report:

#### **Part one**

**Describes site context and background.**

#### **Part two**

**Describes the urban and environmental context and highlights opportunities and constraints associated with development of the site.**

#### **Part three**

**Explores possible lease arrangements and operating models, and potential opportunities for St Kilda Marina.**

## SUMMARY OF OPPORTUNITIES AND CONSTRAINTS

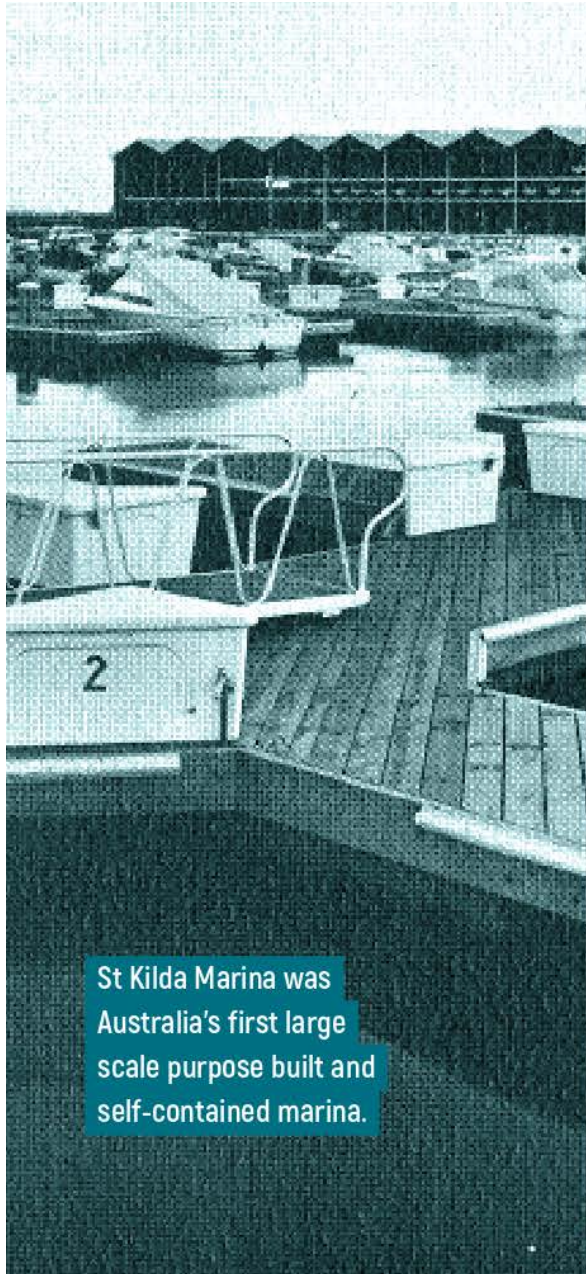
### Opportunities

1. 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.
2. Maintain public views and open up new viewing experiences for the public, including views from the peninsula toward St Kilda and Melbourne.
3. 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.
4. Create a seamless connection to the foreshore and surrounding activity centres and destinations through wayfinding.
5. Celebrate the heritage significance of marina landmarks through preservation or adaptive re-use
6. Review, remove and/or rebuild existing buildings and assets that have no identified heritage value and are at the end of their useful life.
7. Take advantage of underutilised open space, such as the foreshore carpark, to provide greater public benefit.
8. Maintain effective relationships with the Victorian Government to work through site options and implications for applicable property related legislation and processes.
9. 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.
10. Rethink the extent and use of the peninsula as part of the project to rebuild the seawalls.
11. Significantly improve the economic and financial benefits that can be derived from the site.
12. Adopt a long-term lease arrangement, to provide a viable operating model and financial return for a leaseholder with specialist expertise.
13. Adopt a leasing and operating model from various options (including single-operator, multiple-operators and leases, limited or extensive local government involvement, longer and shorter options) to determine the best model to deliver the site vision and objectives.
14. Continue to improve coastal and environmentally sustainable tourism already supported in local planning policy.
15. Exemplify and celebrate integrated coastal and environment management.

## Constraints

1. 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.
2. 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.
3. Local policy states that any development should not increase traffic congestion, parking pedestrian or bike circulation issues.
4. The heritage significance that has been identified in elements of the original marina design needs to be considered in further planning.
5. Environmental studies are required to assess the impacts of any development. The Minister for Planning would decide if an Environmental Effects Statement is required.
6. High costs of renewing and maintaining marine infrastructure.





St Kilda Marina was Australia's first large scale purpose built and self-contained marina.

## HISTORY OF ST KILDA MARINA

It was developed in stages from 1968 to 1969, within a man made harbour built in 1966 from reclaimed land.

### St Kilda Land Act 1965

**The St Kilda Land Act 1965** was enacted to enable the harbour and adjacent land to become the St Kilda 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. 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. St Kilda City Council constructed the boat harbour, including the concrete seawalls and three slipways.

Following this, the current lessee and developer (Australian Marinas Pty. Ltd.) was procured via a tender process in 1967 to create a marina under the Act.



1945 aerial view compared with current aerial view

source: Wood World, August 1969, p 13)

### Development of the site

Australian Marinas Ptd. Ltd. engaged Melbourne architect Don Fulton to design the marina based on his experience masterplanning townships and his knowledge of marinas in California. The brief to Mr Fulton was to design an American-style marina.

#### The project was to be realised in three stages.

During Stage 1 from 1968 to 1969, the wet and dry boat storage, petrol station, toilet block and beacon were built, most of which remain on the site today. The first boats entered the Marina on 14 December 1968.

Stages 2 and 3 originally included plans for a sports centre, convention centre and motel, which were not pursued. The Marina Centre from Stage 2 was built as the southern dry store building, completed by early 1969.

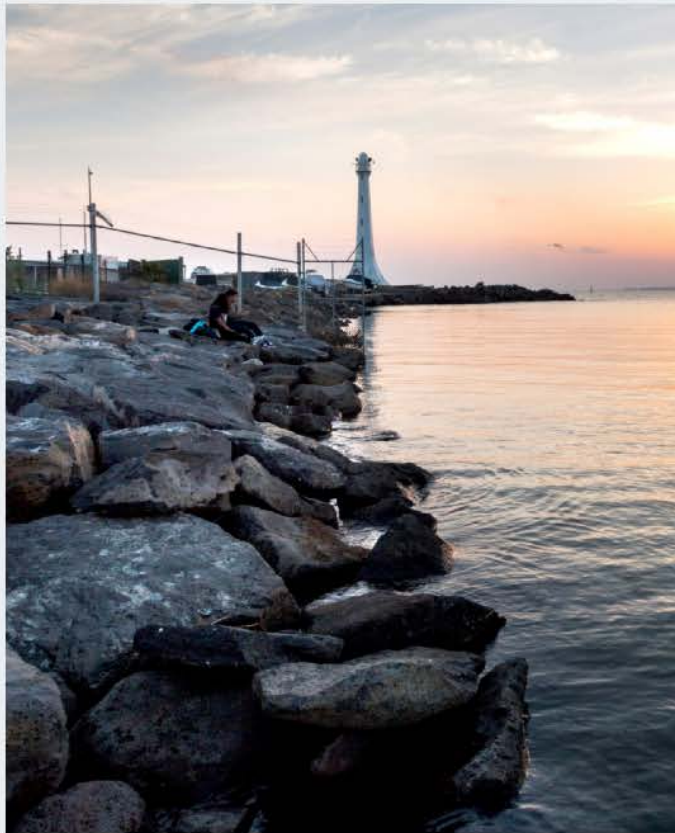
#### There have been a number of changes to the Marina over the past few decades including:

- planting Canary Island date palms along the foreshore
- demolition and replacement of the petrol station, and alterations and additions to the Marina Centre (to create Riva St Kilda) and amenities building (now The Great Provider).



Photo courtesy of the Spooner family

## EXISTING SITE CONDITIONS



**Located at 42 A-E Marine Parade, Elwood, the site forms part of the foreshore between Point Ormond and St Kilda Beach.**

### **Boundary of the current lease**

The boundary of the lease is connected by two recreational reserves, Marina Reserve to the north and M.O Moran Reserve to the south. Marina Reserve was redeveloped by Council in 2013 to include a skateable space, recreation areas, walking paths and a dog off-leash area.

The perimeter of the site, excluding the carparks, Riva St Kilda and BP petrol station, is surrounded by security fencing. The gates at the Marina Reserve entrance and main marina entrance are opened daily allowing the public to pass through. There is a second level of security, with secure gates at the entrance to each of the pontoons.

## EXISTING SITE CONDITIONS

### ST KILDA MARINA SITE AND LEASE BOUNDARY

Within the lease boundary, in addition to boating-related uses there are a number of subleases.

- **Head Lease:**  
Australian Marinas (A/Asia) Pty Ltd
- **Buildings:**  
Pilot Beacon  
Boat sheds
- **Subleases:**
  - ① Australian Volunteer Coast Guard
  - ② Riva St Kilda
  - ③ BP
  - ④ St Kilda Boat Sales
  - ⑤ Sky Dive Melbourne
  - ⑥ The Great Provider
  - ⑦ Rollo's Kiosk
- ▲ Security gates
- Fences
- ▲ Boat ramp



## EXISTING SITE CONDITIONS

**Site uses**

Within the lease boundary, in addition to boating-related uses there are a number of subleases that provide food and beverages (including Riva St Kilda, The Great Provider and Rollo's Kiosk), a petrol station, boat sales, sky diving, the Australian Volunteer Coast Guard and parking.

Riva St Kilda, a restaurant, bar, nightclub and function space, has created an outdoor area overlooking the water with artificial grass, bench seating and a fenced deck over the public toilets for patrons' use, although it is still publicly accessible. There is also a private carpark for Riva next to the public toilets.

**Topography and sea depth**

The topography is generally level across the site, with dry areas ranging from 0 to 3 m as per the Australian Height Datum (AHD). The floating jetties are at water level and are the lowest elements. The carpark area is typically at 2.2 to 2.9 m AHD and other hardstand areas on the ocean side of the site of the site at 2.5 to 1.5m AHD, grading down away from the ocean. The highest part of the site is in the southern carpark. The seawall that protects the site on the northern side has a varying crest level of approximately 2.5 m AHD.

The average tidal change is -0.5 m AHD and 0.5 m AHD. The harbour ranges from a depth of -2.5 to -2 m AHD and has been dredged regularly to maintain access and acceptable depth for boating activities. Outside the Marina, the southern end of St Kilda Beach slopes at an approximate 1 in 70 grade towards the marina basin dredge

channel, where a clear change in depth is visible due to dredging activities. The northern side of the marina displays a gradual offshore slope of approximately 1 in 30, steeper than St Kilda Beach.

**Environmental conditions**

The coastal site is generally open and exposed to the wind, with the boat sheds creating some shelter from the southerly wind.

Northern Port Phillip Bay is a highly modified environment due to long-term development of ports, harbours and urban areas. The area around St Kilda receives large amounts of local urban stormwater run-off, as well as nearfield exposure to flows from the Yarra River catchment. Water quality in the area is typically lower than areas with a less urbanised catchment, particularly after heavy rainfall. The coastline is largely modified and is defined by

seawalls and regular engineered beach renourishment.

The St Kilda Marina site consists of dry areas above typical tidal water levels, as well as areas that are below sea level.

The flora and fauna found within St Kilda Marina are typical of the artificial environments in northern Port Phillip Bay. The most common species are introduced marine species originating from ports and harbours in other parts of the world and are suited to their environments.

Sediment tends to move in a northerly direction along the existing marina. It is either captured by the small groyne at the northwestern end of the marina or moves past the groyne into the access channel to the marina and St Kilda Beach.

For further information visit:  
[www.portphillip.vic.gov.au/st-kilda-marina](http://www.portphillip.vic.gov.au/st-kilda-marina)

**> Environmental and Coastal  
Hazard Assessment by  
Water Technology**

### Assets

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

The following assets must be returned to Council at the end of lease:

- two-storey dry boat storage buildings
- the pilot beacon which has a local heritage citation
- the two-storey Riva St Kilda building connected to the storage sheds, which was adapted from a small restaurant and offices into Riva St Kilda in 2001
- the single storey cafe (The Great Provider) adapted in the 1990s from an amenities block
- the current petrol station
- the public toilet block next to Riva.

### Condition of assets

Council is continuing to assess the condition of assets on the site.

The buildings, including the structure, roofing, internal and external finishes and general infrastructure, are all ageing and moving towards the end of their useful life.

Preventative and ongoing maintenance will sustain the buildings for the next few years; however, they will be close to the end of their useful life within five to 10 years.

### Boating and marine services

The site includes the following boating and marine services:

- public and private boat ramps
- fishing docks and berths (approximately 200 spaces)
- dry dock boat and jet ski storage (more than 200 spaces)
- boat and trailer storage (79 spaces)
- car and trailer parking
- public boat refuelling facility
- Australian Volunteer Coast Guard
- boat sales
- boat washing, maintenance, repairs, trimming and detailing
- shipwright.

### Other facilities and services

Other services on the site include:

- retail - restaurant, bar, nightclub and function space (Riva St Kilda), cafe (The Great Provider), kiosk (Rollo's Kiosk)
- sky diving operator (Sky Dive Melbourne)
- boat tours (St Kilda Spinner)
- public carpark (166 spaces)
- petrol station (BP).

EXISTING SITE CONDITIONS

CITY OF PORT PHILLIP ST KILDA MARINA PROJECT

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## CURRENT LEASES

### The head lease

A 50-year lease between Council and Australian Marinas Pty. Ltd. was executed in March 1968, in the same year that the Australia Marinas Pty. Ltd. began construction.

Through a supplemental agreement, the current 50-year lease period was recorded as 1 May 1969 to 30 April 2019.

The lease was granted by Council as Committee of Management under Section 4 of the **St Kilda Land Act 1965**.

Under the lease, Australian Marinas Pty. Ltd. is required to:

- construct the improvements
- maintain all operations on the Marina site within the lease boundary
- keep all improvements in good repair, having regard to their age
- maintain the water depth in the harbour
- take adequate precautions to prevent contaminants entering the water
- at the end of the lease, return all tenants' improvements, which should be repaired and maintained in a safe, undefaced and fit-for-use condition. This does not apply to the wet pens, Rollo's Kiosk and relocatable structures, which the tenant is entitled to remove.

### Subleases

Australian Marinas Pty. Ltd. has a number of subleases with tenants including BP petrol station, Riva St Kilda, The Great Provider, Rollo's Kiosk, St Kilda Boat Sales and Australian Volunteer Coast Guard. All subleases expire prior to the head lease expiry date, with the head lessee required to seek approval for any new sublease arrangements.

### Revenue to Council

The total current revenue Council receives from St Kilda Marina lease is in the order of \$170,000 per annum.

The base rent is \$10,000 per annum. With the annual Consumer Price Index (CPI) rent reviews as stipulated in the lease applied, the current rent revenue is in the order of \$40,000 per annum.

Additional revenue is received via turnover rent, being seven per cent of 'gross receipts' from the tenants' revenue derived from carparking, admission fees and boat storage. This amounts to approximately \$130,000 per annum.

## PLANNING AND STRATEGIC CONTEXT

The Port Phillip Planning Scheme sets out state and local planning policy and controls for the use and development of the St Kilda Marina.

### Planning policy doesn't explicitly say what can be built on the St Kilda Marina site; however, it sets parameters for its future use and development.

State planning policy sets out objectives and strategies for development of the site. These include that development should:

- be appropriate for the foreshore context and protect coastal areas
- achieve an environmental, social and economic balance
- address an identified need for coastal tourism opportunities
- not harm the environmental health of the coast or Port Phillip Bay
- plan for the coastal impacts of climate change, including sea level rise.

Local planning policy sets out a vision for development of the foreshore to:

- protect, manage and enhance the foreshore as an important natural, recreational and tourism asset
- balance preservation of open space and foreshore with need to cater for a diverse range of users
- maintain an active waterfront of relevant coastal dependant uses
- recognise the economic value of the foreshore to the local and regional economy
- maximise public access to and enjoyment of the foreshore
- ensure the built form on the foreshore preserves and enhances the low-rise scale of the foreshore
- ensure development does not overshadow the foreshore
- protect flora, fauna, water quality and ecosystems on the foreshore
- explore sustainable and innovative landscaping and design.

### Existing planning controls

St Kilda Marina is zoned Public Park and Recreation Zone (PPRZ), which recognises the use of the site as an area for public recreation and open space. This zoning also seeks to protect and conserve areas of significance, and provide for complementary commercial uses.

The following planning overlays also affect the site:

- Design and Development Overlay, Schedule 10 (DDO10) to consider the impact of development on the natural beauty of the foreshore, and public access and enjoyment
- Heritage Overlay applies to the beacon only (HO187) as a significant heritage structure that contributes to the maritime character of the foreshore area

- Special Building Overlay (SBO1), which affects a small part of the site closest to Marine Parade, ensures development is compatible with flood hazard and local drainage conditions

Council are able to customise local planning policy and controls for the site to better guide and achieve a development vision. This vision must accord with state planning policy and the process can be long and complex and is subject to Ministerial approval.

For further information visit:  
[www.portphillip.vic.gov.au/st-kilda-marina](http://www.portphillip.vic.gov.au/st-kilda-marina)  
**> Summary of relevant planning policy**

## LEGISLATIVE CONTEXT

There are a number of key pieces of legislation that regulate what can happen within the St Kilda Marina site and wider foreshore area, from functions and uses, to leasing conditions (including the lease boundaries and length of lease term), to the extent of development and land management.

Unusually, the St Kilda Marina is governed by its own piece of legislation, the **St Kilda Land Act 1965**. This Act was set up to enable the development of a marina on the site, and the existing lease was granted under this Act. This Act enabled the grant of a lease for up to 50 years for the purpose of a marina, subject to approval by Council.

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. This includes, but is not limited to, the **Crown Land Reserves Act 1978** and the **Coastal Management Act 1995**.

The mix of the various property related acts and other planning legislation creates additional complexity when considering options for changing or developing the site or changing leasing conditions. A review of legislation is being undertaken to inform future planning. As options for the site evolve, the implications of the legislation will be assessed to determine the way forward and comply with legislation.

For further information visit:  
[www.portphillip.vic.gov.au/st-kilda-marina](http://www.portphillip.vic.gov.au/st-kilda-marina)  
> **Summary of relevant legislation**

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.

## Part 2

# Urban and environmental context



**St Kilda Marina is  
an easy walk to  
attractions and  
activity centres  
in St Kilda and Elwood.**

## GETTING THERE

St Kilda Marina is located on the foreshore connecting St Kilda Beach to Elwood Beach. The Bay Trail provides access for pedestrians and bike riders through the site.

Vehicles, including boats on trailers, can easily access the site from Marine Parade. The Marina harbour offers direct water access to Port Phillip Bay.

To understand how people arrive at the site and their experience once there, research was carried out in late 2017 including pedestrian counts, bike counts, traffic counts, and a public life survey consisting of site observations and intercept surveys (completed on site or online).

For further information visit:  
[www.portphillip.vic.gov.au/st-kilda-marina](http://www.portphillip.vic.gov.au/st-kilda-marina)

- > **Waterfront Precedent Study by SJB Urban**
- > **Waterfront Comparative Study by TCL**
- > **Pedestrian and vehicle usage surveys summary by City of Port Phillip**
- > **St Kilda Marina Place Assessment by Codesign Studio**



## GETTING THERE



### by foot

**9** min  
(750 m)  
to Acland Street

**10** min  
(850 m)  
to The Palais

**25** min  
(2.1 km)  
to Elwood Beach

St Kilda Marina is an easy walk to attractions and activity centres in St Kilda and Elwood, but the site can feel inaccessible and disconnected from the rest of the foreshore.

Many pedestrians and bike riders travel through the site via the Bay Trail. However, a number of pedestrians interviewed commented that the security fencing around the site perimeter makes the Marina feel private, rather than publicly accessible.

There are currently two levels of security, with perimeter fencing as well as security gates to each pontoon.

Despite the signalised intersection at Dickens Street, pedestrians and bike riders have been observed weaving through traffic to cross Marine Parade at Thackeray Street where there is no designated crossing. Both Thackeray and Blessington streets are used as crossing points to access Marina Reserve and the north gate of the Marina.



### by bike

**19** min  
(6 km)  
to Station Pier

**36** min  
(7.1 km)  
to CBD

Recreational bike riders travel along the Bay Trail through the site. Commuters and more competitive riders choose to ride along Marine Parade instead of using the Bay Trail through the site.



### by public transport

**25** min  
(route 96 tram)  
from Southern Cross Station  
to Acland Street

There are currently no direct public transport links to the site. Bus 246 from Clifton Hill to Elsternwick stops on Barkly Street, a five minute walk to the marina. The Luna Park tram stop on Route 96 is a 12 minute walk to the marina.

City Sightseeing Melbourne's open-top double decker bus stops at the Marina, listing The Great Provider as one of their stops on the St Kilda tour.



### by boat

The marina is well used by recreational boaters with many driving their boat trailers on the weekend to use the boat ramp. A portable trailer club has been observed using the site.

A Saturday occupancy survey (between 5 am and 9 pm) showed that the public boat ramp was in constant use, demonstrating a high demand.

The trailer carpark has 79 spaces and counts showed it is fairly well used during the weekend.

- During the week there was minimum occupancy of 11 and a high of 27.
- On weekends, these parking spaces were at capacity in the early morning until 10 am, and never less than 50 per cent full during the survey period.

During the three site observation sessions the trailer carpark was noted to be a third full most of the time.



### by car

Vehicles can easily access the Marina via the signalised intersection on Marine Parade. Some people, often travelling from outside the local area, were observed parking their vehicles at the Marina to walk around Marina Reserve and M.O Moran Reserve.

The small carpark by the marina waterfront has 27 parking spaces and has a high occupancy rate. However the carpark near the foreshore and Riva St Kilda has 139 parking spaces and has a low occupancy rate.







## Opportunities

1. Enhance local network of destinations through wayfinding.
2. Integrated transport and access design prioritising pedestrians and bike riders.
3. Significantly improve public accessibility through urban design.
4. Establish a welcoming interface with Marine Parade as a gateway to the marina.
5. Improve east-west connections to the site.
6. Consider ancillary transport modes to better connect the site to other areas.
7. Increase the capacity of public boat launching.
8. Create a seamless connection to the foreshore and surrounding urban area.

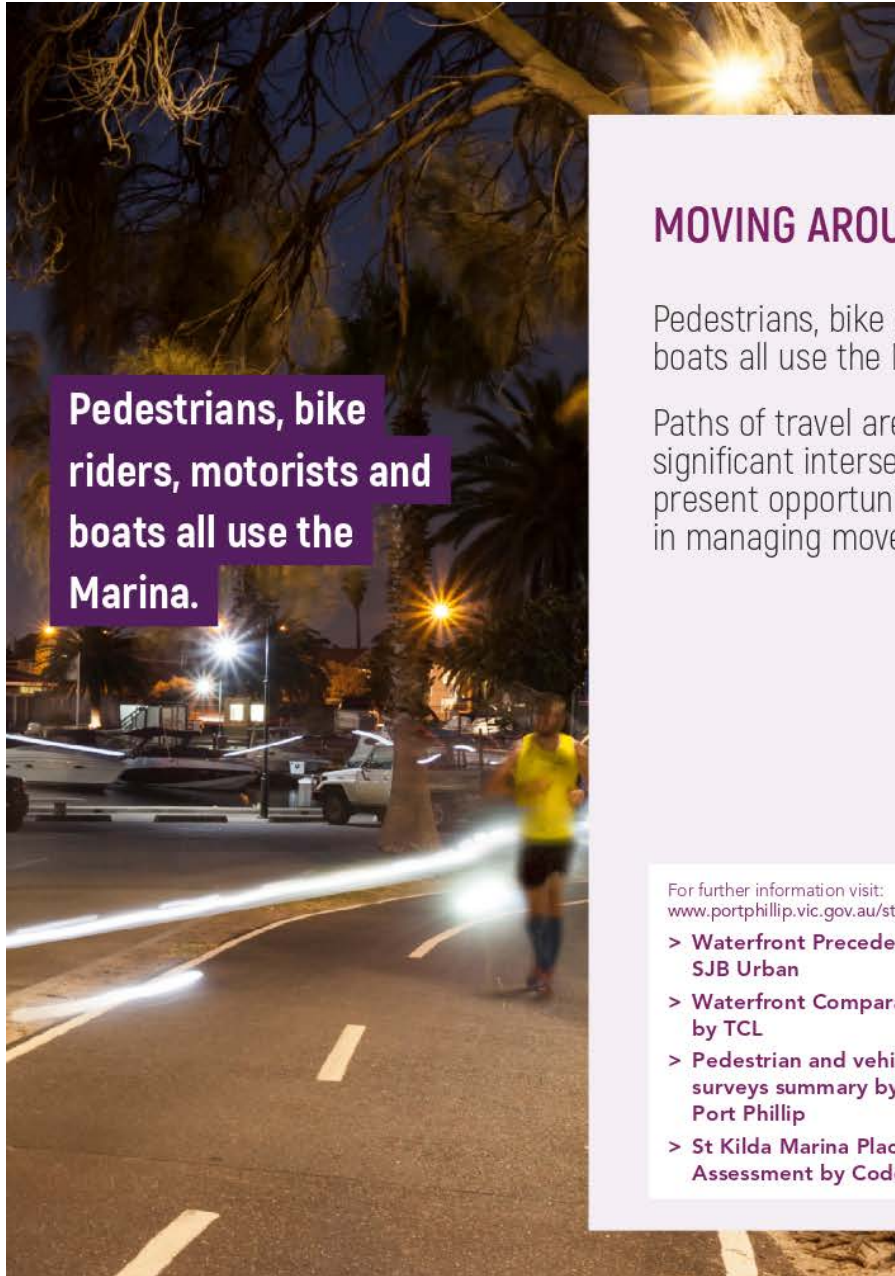
## Constraints

1. Lack of nearby public transport links.
2. The need to balance public access with maintaining security at the marina.
3. Perceived lack of connection to surrounding local destinations and activity centres.

## GETTING TO ST KILDA MARINA

-  Lease boundary
-  Renewal area
-  Tram route
-  Bus route
-  Bike route
-  East west pedestrian routes





**Pedestrians, bike riders, motorists and boats all use the Marina.**

## MOVING AROUND

Pedestrians, bike riders, motorists and boats all use the Marina.

Paths of travel are complex, with significant intersection points that present opportunities and challenges in managing movement.

For further information visit:  
[www.portphillip.vic.gov.au/st-kilda-marina](http://www.portphillip.vic.gov.au/st-kilda-marina)

- > Waterfront Precedent Study by SJB Urban
- > Waterfront Comparative Study by TCL
- > Pedestrian and vehicle usage surveys summary by City of Port Phillip
- > St Kilda Marina Place Assessment by Codesign Studio

### State policy

Development on coastal Crown land must maintain safe and equitable public access.

### Local policy

Public access to the foreshore must be maintained.

Visitation and land use along the foreshore should be reinforced through a series of activity destinations, connected by high quality pedestrian and cycle links.

Uses on the site should not increase traffic congestion, parking, pedestrian or cyclist circulation issues.

Although just outside of the study boundary, new use and development of the marina should consider the relationship with the St Kilda Foreshore area, as set out in the City of Port Phillip St Kilda foreshore Urban Design Framework 2002, particularly in relation to connectivity.

## MOVING AROUND



## by foot

# 1,932

pedestrians along Marine Parade on Saturday compared to 679 during the week.

# 1,687

pedestrians through the Marina along the Bay Trail on Saturday compared to 572 during the week.

Large numbers of pedestrians pass through the site, especially over the weekend. People interviewed in the public life survey commented on how there was not enough to encourage them to spend more time there. They commented that the cafes and restaurants often appeared to be closed.

However, the pedestrian counts showed that most people chose to walk between busy Marine Parade and the security fencing. This indicates people may not realise they can walk through the Marina.



## by bike

# 5,527

bike riders along Marine Parade on Saturday compared to 1,451 during the week.

# 2,458

bike riders through the marina on the Bay Trail on a Saturday compared to 878 during the week.

From the bike counts conducted, there appear to be three bike user group: recreational, fitness based and commuters.

Significantly more bike riders and pedestrians travel through the Marina on a Saturday than on weekdays, showing people visit and pass through the marina on the weekend for recreation and exercise.

Weekdays have high peak bike use northbound in the morning and southbound in the evening, indicating bike riders are commuting to the city. These bike riders tend to use the road rather than the bike path along the Marine Parade footpath, then cut back onto the Bay Trail at the Marina entrance.

The Bay Trail through the marina has a less noticeable peak for bike riders with consistent use through the day during the week.

There is a slight morning peak on the weekend for bike users on the road (who again cut back onto Bay Trail at the Marina entrance), highlighting the two weekend bike user groups: fitness driven and recreational.

Conflict between pedestrians and bike riders was observed on the shared path, especially around the Riva St Kilda entrance where tall hedges obstruct views.



### by boat

There are high levels of resident boat users, with the current lessee indicating all berths are full and there is a waiting list for dry and wet pen spaces.

The marina is also well used by portable boat users. These are boat owners bringing the boats by trailer to the marina to use the public boat launch. However, it was observed on site and commented on by boat users that there isn't a clear process for rigging boats using the public ramp.



### by car

The carpark nearest the foreshore and Riva St Kilda is nearly empty most of the time. Riva St Kilda customers were observed using the carparks on the weekend. Uber and taxi drivers used the carpark to collect Riva St Kilda patrons on weekends.






## Opportunities

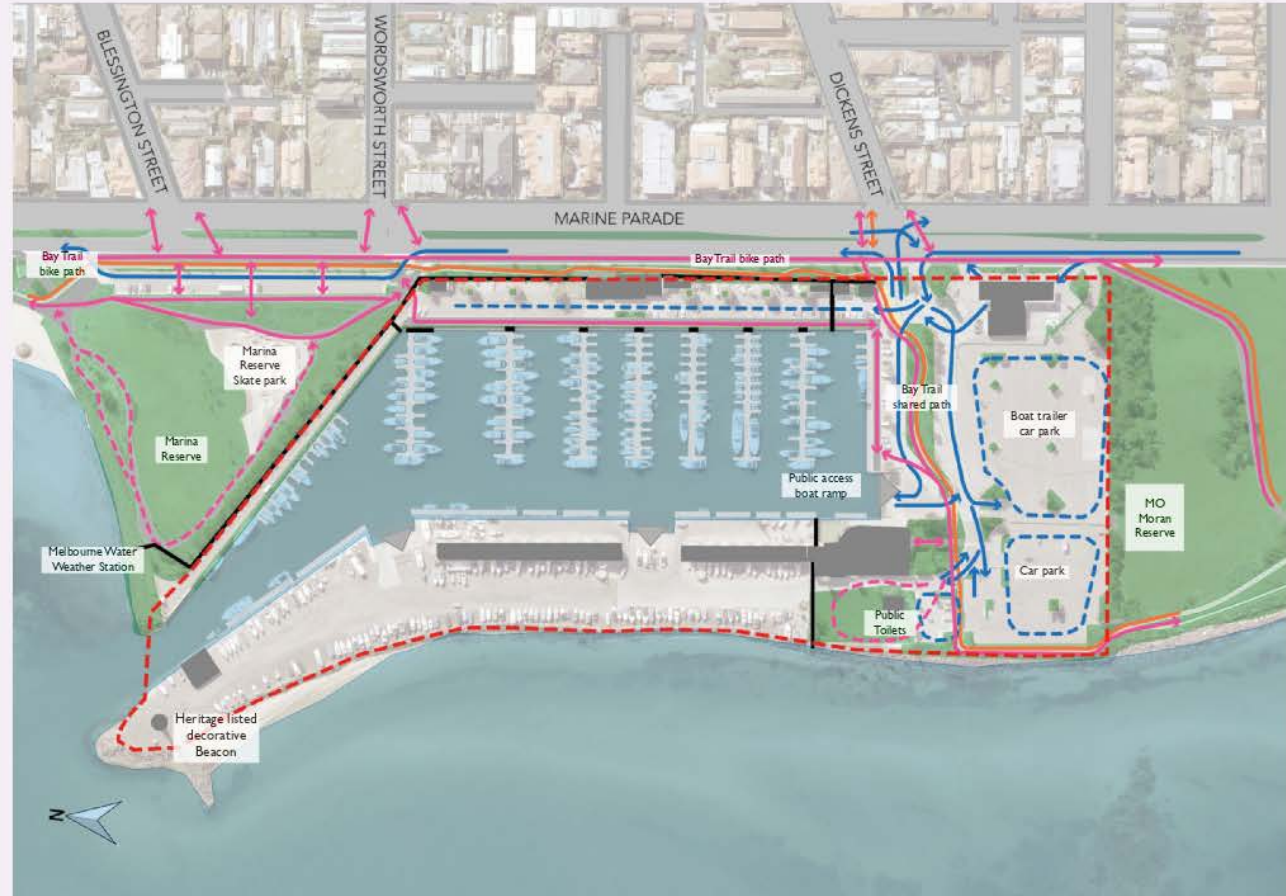
1. Redesign the Bay Trail which currently lacks clear wayfinding and a connection to the water.
2. Redesign the public boat ramp to improve the process for launching and rigging boats.
3. Enhance local network of destinations.
4. Open up perimeter of site to create a welcoming public space.
5. Create a public promenade at the water's edge, allowing pedestrians to view and experience the working marina and the bay.
6. Integrate design for movement modes to prioritise pedestrians and bike riders.
7. Improve user connections through clear wayfinding across the site.
8. Take advantage of underutilised open space, such as the foreshore carpark, to provide greater public benefit.
9. Improve the drop off and pick up locations for food and beverage premises.
10. Reduce conflict between different modes.
11. Create a waterside connection the from Marina Reserve to the beacon and peninsula.

## Constraints

1. Local policy states that any development should not increase traffic congestion, parking, pedestrian or cyclist circulation issues.
2. The St Kilda Foreshore Urban Design Framework 2002 needs to be considered in relation to the site.

## PATHS OF TRAVEL AT ST KILDA MARINA

-  Lease boundary
-  Buildings
- Travel modes:**
  -  Car
  -  Bike
  -  Pedestrian



## HERITAGE

### Local policy

The identified significant heritage features of the foreshore must be protected.

### Planning controls:

Heritage Overlay applies to the beacon only (HO187) as a significant heritage structure that contributes to the maritime character of the foreshore area.

Development must not adversely affect the significance of heritage places.

The marina heritage study concluded a Heritage Overlay may need to be applied to the broader site, including the boat storage buildings.

**The heritage study prepared for this project concludes the St Kilda Marina is of heritage significance at least at the local level, and possibly at a regional or state level.**

The Marina is set apart from earlier examples, as it was conceived and architecturally designed as a single cohesive development. The brief was to introduce high-end marina facilities to the latest American standards. This was a major innovation over earlier marinas, which were developed in an ad hoc fashion over a number years, with little architectural input.

Built to a masterplan by well known Melbourne architect Don Fulton, St Kilda Marina was the first of its kind in Australia, and contained many innovative features based on American precedents never before seen in Australia, such as the dry boat storage.

It demonstrates the post-war boom in recreational boating and the continuing tradition of Council improvements to the St Kilda foreshore for recreational purposes. Today, the dry boat storage buildings and the pilot beacon are local landmarks.

The use of the site as a marina is an integral part of its significance, recognising that some infrastructure may need to be replaced or upgraded in the future. Conservation by use is an important objective. To enable the marina use to continue and meet modern day requirements, changes may be needed to significant buildings such as the dry boat storage.



### Relevant planning controls

A Heritage Overlay currently applies to the Pilot Beacon only (HO187) as a significant heritage place. The application of HO187 seeks to ensure development does not adversely affect the significance of the Pilot Beacon. A planning permit would be required for any alterations, additions to, or demolition of, the Pilot Beacon.

The heritage study recommends the application of the Heritage Overlay to the broader marina site, including the boat storage buildings. This will be investigated through further planning.

### Aboriginal cultural assessment

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.

It is unlikely that a Cultural Heritage Management Plan is needed. However, there are opportunities to work with Traditional Owners in any future development and make reference to the wider significance of Port Phillip Bay and Point Ormond located just south of Elwood Canal toward Elwood Beach.

### Opportunities

1. There is potential to gain State Heritage Significance for the marina.
2. Celebrate and interpret the heritage significance of the marina through preservation or adaptive re-use.
3. Reinforce the existing place identity of the working marina.
4. Refer to the Aboriginal significance of Port Phillip Bay (Nairn) and Point Ormond through design and placemaking.
5. Work with Traditional Owners in relation to the Port Phillip Bay location to align any future development with Council's Reconciliation Action Plan and commitments to corporate social responsibility.

### Constraints

The heritage significance of St Kilda Marina would need to be considered in any redevelopment. Specifically:

1. A planning permit would be required for any alterations or additions to, or demolition of, the Pilot Beacon.
2. The dry boat storage and other surviving elements of the original marina should be retained and continue to be used for their original purpose, where possible.
3. New development should respect the scale, prominence, distinctive forms and landmark qualities of the most prominent structures, namely, the dry boat storage buildings and the Pilot Beacon.

For further information visit:  
[www.portphillip.vic.gov.au/st-kilda-marina](http://www.portphillip.vic.gov.au/st-kilda-marina)

- > **Heritage Assessment by Built Heritage**
- > **Cultural Heritage Due Diligence Assessment by Biosis**

## LANDSCAPE AND ENVIRONMENT

There is limited vegetation within the site boundary, with most of the open space dominated by the hard landscape of the carparks. The connectivity between the site and Marina Reserve and M.O Moran Reserve could be improved.

There is limited vegetation within the site boundary, with most of the open space dominated by the hard landscape of the carparks. The connectivity between the site and Marina Reserve and M.O Moran Reserve could be improved.

A land ecology assessment looked at a wider study area, including the Marina and adjacent open spaces. The study divided the area into 24 vegetation zones and categorised it under four levels of significance. Within the lease boundary, the existing flora is classified as ornamental value with low significance. The adjacent M.O. Moran Reserve has high and moderate value vegetation that would need to be considered in any redevelopment of the site or surrounds.

### Opportunities

1. Within the lease boundary ornamental value, the adjacent M.O. Moran Reserve has high value and moderate value vegetation that would need to be considered in any redevelopment of the site or surrounds.
2. Exemplify Indigenous flora.
3. Create better interfaces and connectivity with reserves.
4. Integrate landscape design into any further development.
5. Create and encourage habitat and improve biodiversity.
6. Create shade for resting/seating areas through planting.

### Constraints

1. High value native vegetation located adjacent to the marina should be maintained and enhanced where practical. Large trees in this area may require a referral to the Department of Environment, Land, Water and Planning (DELWP).
2. Vegetation in categories 2 to 4 would be less significant and removal would be less detrimental. However, some trees in this area may also need approval to be removed.

For further information visit:  
[www.portphillip.vic.gov.au/st-kilda-marina](http://www.portphillip.vic.gov.au/st-kilda-marina)

> **Environmental and Coastal  
 Hazard Assessment by Water  
 Technology**

VEGETATION ZONES

- Lease boundary
- Melbourne Water Weather Station
- Buildings
- Vegetation zones :

High value native

Moderate value native

Low value native

Ornamental value



## WATER AND COASTAL ENVIRONMENT

Council conducted an environmental and coastal hazard assessment to define the value of the existing marine and land ecosystems, including flora, fauna, and water quality. It also considered coastal hazard vulnerability and the marina's exposure to climate change impacts such as sea level rise, storm surge and coastal erosion.

For this assessment a study area boundary was defined to capture the broader context around St Kilda Marina and the current lease boundary. It extends to the north of the Marina to Brookes Jetty, and to the south to Point Ormond, bounded to the east by Marine Parade. It includes M.O. Moran Reserve and the public open space adjacent to Elwood Canal.

### Sea level rise coastal inundation

Coastal inundation occurs when normally dry, low lying land is flooded by seawater. Predictions show that by 2040 the marina access road, low lying hardstand and commercial areas will be subject to flooding. By 2100 the boat sheds, carparks and hardstand areas would be affected. The floating pontoons will be reaching their level limit and widespread inundation is likely to occur. This can be mitigated through design.

Some buildings on site are assumed to be below one per cent Annual Exceedance Probability (AEP) of storm tide inundation. This refers to the probability of a flood event occurring in any year.

### Marine life

The habitats are in good condition relative to the level of disturbance from a large modern city.

A mixture of native and non-native species can be found including algae and seaweeds. An abundance of mussels can be found growing on the undersides of the pontoons.

### Seawalls

The assessment identified that the western seawall is in poor condition and the southern seawall has failed. It recommends investigating repair work in the immediate term.

## Opportunities

1. The need to rebuild the western and southern seawalls and increase the crest level to meet future sea level rise requirements could allow a rethink of the extent and use of the peninsula.
2. Integrated coastal and environmental management should be exemplified and celebrated.
3. Adopt building with nature principles in mitigation design such as the use of habitats to help protect the coastline.
4. Adopt resilient design principles with any redesign of buildings, infrastructure or landscapes being in response to vulnerabilities to disaster and disruption of normal life.
5. Increased habitat would add value to recreational fishing and would beautify land area.

## Constraints

1. Rebuilding of the failed seawalls needs to be investigated in the immediate term.
2. A coastal inundation and mitigation strategy will need to be developed.
3. Fauna must be protected and targeted field surveys should be undertaken within and adjacent to the site if expansion is considered.
4. A dredging assessment should be completed and could result in limitations placed on development on marine infrastructure.
5. The condition of marine ecosystems should be preserved and maintained, relative to the level of disturbance from a modern and large city.
6. Water quality, vessel hygiene and recreational fishing must be effectively and proactively managed to maintain or improve impacts on the local environment.
7. Species and habitats in the area with local environmental and social value should be preserved.
8. A site specific stormwater management strategy and stormwater quality monitoring program should be introduced.
9. An environmental management plan should be developed to include increased recycling stations, oil spill kits, hazardous waste management and education of staff and contractors.
10. Level of development could mean an Environmental Effects Statement (EES) is required to assess the impact on areas, including dredging, water quality, flora, fauna and habitat. A detailed assessment may be required of specific areas that have significant impacts on the environment. The Minister for Planning would decide if an EES is needed.

For further information visit:  
[www.portphilip.vic.gov.au/st-kilda-marina](http://www.portphilip.vic.gov.au/st-kilda-marina)

> **Environmental and Coastal  
 Hazard Assessment by Water  
 Technology**

## BUILT FORM

### State policy

Victorian Government policy sets out how built form should be managed on coastal land.

Coastal and marine tourism opportunities must cause minimal impact on the surrounding natural visual, environmental and coastal character.

Built form that enables coastal and marine tourism must be of an appropriate scale, use and intensity relevant to its location.

### Local policy

The Port Phillip Planning Scheme guides the management, protection and enhancement of the foreshore as an important natural, recreational and tourism asset.

Land use and development on foreshore land must be designed to respect the cultural, heritage, recreational and environmental values of the foreshore public realm.

Development on the foreshore must:

- maintain and create public access to the foreshore
- be sympathetic to the surrounding coastal landscape and the low-rise built environment of the foreshore
- not disrupt important views and vistas
- be located within, or replace, an existing building or development.

**The original design was by a well known and celebrated architect. The design was forward thinking and highly publicised at the time. Recognising the significance of the site, there is an opportunity to build on this legacy.**

The findings of the environmental assessments and heritage report conducted for this project will impact any future development. State and local planning policy sets the parameters for use, density and scale of development.

Of his marina masterplan, Fulton stated that "the fundamental design approach has been 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 climactic extremes and for protection against the added effects liable from a seaside site".

Further studies are needed to determine length of useful life for many of the buildings and infrastructure currently on the site, to help inform planning for future development.

New built form would also need to consider and adhere to accessibility requirements, to ensure easy access for the whole community.

Some buildings on site may be susceptible to storm tide inundation in the next 30 years. A detailed assessment of inundation impacts would be needed to guide planning for any future development. Any new buildings may require raised floor levels and other measures to manage risk of future coastal inundation and sea level rise.

### Heritage value

Heritage studies have indicated that the Pilot Beacon, boat sheds and other elements of the original marina design have cultural and heritage value. The current state, built form and context of these buildings should be considered in further planning.

Later additions to the site, such as the demountable building housing Rollo's Kiosk, do not contribute to the built form. These could be removed or replaced with new built form which is sympathetic to the original architectural design of the complex.

### Scale

Local planning policy states that new development should be within existing footprint or replace an existing building. This suggests that the scale of new built form should be consistent with existing scale of development.

### Height

Local planning policy states that any development should be sympathetic to the low rise built environment of the foreshore. There would be limits to the height of any new built form to maintain views and prevent overshadowing of the foreshore.

### Building footprint

The placement of any new development should increase permeability, views and access to the foreshore.

For further information visit: [www.portphillip.vic.gov.au/st-kilda-marina](http://www.portphillip.vic.gov.au/st-kilda-marina)

> **Waterfront Precedent Study by SJB Urban**

> **Waterfront Comparative Study by TCL**

> **Pedestrian and vehicle usage surveys summary by City of Port Phillip**

> **St Kilda Marina Place Assessment by Codesign Studio**

> **Environmental and Coastal Hazard Assessment by Water Technology**

> **Heritage Assessment by Built Heritage**

### Opportunities

1. Celebrate the heritage significance of Marina landmarks through preservation or adaptive re-use.
2. Remove or replace built form that is not of heritage significance and is at the end of its useful life.
3. Design new built form which respects the coastal open space and contributes to the character of the area.
4. Celebrate design and architecture.

### Constraints

1. 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.
2. The Pilot Beacon, boat sheds and other elements of the original marina design with cultural and heritage value need to be considered in further planning.
3. To ensure existing and proposed development is above future sea level rise and coastal inundation levels, a coastal inundation and mitigation strategy is required.
4. Any new development is required to adhere to the built form requirements of the the Commonwealth **Disability Discrimination Act 1992**.

## PLACE EXPERIENCE AND USE

### State policy

Development on coastal Crown land must:

- demonstrate the need for the development and coastal dependency
- be located within a defined activity or recreation node.

Coastal and marine tourism opportunities provide:

- a diverse range of accommodation options and coastal experiences that demonstrate a tourist accommodation need
- an appropriate scale, use and intensity relative to its location
- minimal impact on the surrounding natural visual, environmental and coastal character.

### Local policy

Local policy considers competing demands and potential conflicts of foreshore users, visitors and residents

It maintains that the foreshore must be protected, managed and enhanced as an important natural, recreational and tourism asset used year round.

Use and visitation along the foreshore should be reinforced through a series of activity destinations, connected by high quality pedestrian and cycle links

Use and development on the foreshore should be designed to respect the established cultural, heritage, recreational and environmental values of the foreshore public realm. It should complement and enhance the prevailing land uses in the area.

Development should enhance services and facilities to meet the needs of foreshore users and maintain a high quality setting for recreation.

To maintain an active waterfront, development should not include uses that do not rely on the foreshore for the operation of their activities.

To recognise the economic value of the foreshore to the local and regional economy, development should:

- enhance the foreshore as an important tourism asset which appeals to local, national and international visitors
- support environmentally sustainable tourism.

**The public life study mapped how people use St Kilda Marina and how often they visit.**

**Many people visit the marina for recreation, particularly on weekends when there is a high number of pedestrians and bike riders passing through.**

Customers of Skydive Melbourne use the public promenade area and public seating outside of The Great Provider restaurant, which is otherwise under-utilised.

Marina Reserve, which is next to but not part of St Kilda Marina, is a community anchor. Marina Reserve is well used by skaters of all ages, friends and families, including parents, carers and grandparents. Younger children use the adjacent play area accompanied by their parents and carers. This creates an intergenerational space that is active throughout the day and evening.

Many people who were interviewed commented that they felt St Kilda Marina was not public and they tended not to enter through the gates.

Smaller organised groups were observed using the under-utilised carparks at the marina, such as a mobile boating group with boat trailers who use the public boat ramp and a women's bicycle group. This indicates an appetite for a multifunctional space that could be time shared and programmed by different users throughout the year.

The survey also indicated that people tend to return regularly and have a strong connection to the Marina, but do not necessarily feel a community connection. There is little interaction between different groups using the site.

The overall perception was that the marina felt private and could be revitalised to feel more accessible and inviting. Some commented that more food and beverage offers could encourage them to spend more time at the site.

For further information visit:  
[www.portphillip.vic.gov.au/st-kilda-marina](http://www.portphillip.vic.gov.au/st-kilda-marina)

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## PLACE EXPERIENCE AND USE

## Activities on the site

The **St Kilda Land Act 1965** defines uses on the site as:

- facilities are provided for boating and associated activities
- facilities are provided for parking motor vehicles and trailers
- facilities are provided for the recreation, comfort and convenience of boat users, motor vehicle users and members of the public.

## Opportunities

1. Create a local and regional destination through maritime use with activities on the site responding to the needs of the local community.
2. Integrate complementary functions for a broader range of users.
3. Enhance and create local landmarks.
4. Create inviting public spaces for recreation.
5. Allow flexible space for programmed or unprogrammed events and activities.
6. Review and improve the relationship between food and beverage outlets and activities on the site.

7. Provide activities and experiences that encourage passers by to stop and spend more time at the site.
8. Investigate new tourism opportunities, including environmentally sustainable tourism, that could be delivered on the site.
9. Increase and improve pedestrian and bike links within and to the site.
10. Create spaces to encourage connection and interaction between different users
11. Refer to the Aboriginal significance of Port Phillip Bay (Nairn) and Point Ormond through design and placemaking.

## Constraints

1. The activities defined in the **St Kilda Land Act 1965** need to be considered in future planning.
2. Further studies are needed to test what is viable for the site.

PLACE EXPERIENCE AND USE

**The overall perception was that the Marina felt private and could be revitalised to feel more accessible and inviting.**



## CHARACTER

Character of place is made up of a number of components, including built form, landscape, public realm and use.

**The comparative studies showed successful examples of built form, coastal landscape and cultural and social activities in waterfront environments. Examples from other waterfronts identified a number of projects that enhanced the existing built form, waterfront infrastructure and activity, creating a strong sense of place.**

The boat sheds and the Pilot Beacon have a distinctive style and form, which have become landmarks on the foreshore over the decades. Later built additions and alterations detract from the overall design of the Marina.

A key characteristic of the site is the working marina, particularly the forklift trucks used for loading and unloading. The boats on trailers using the public boat ramp could add to the theatre of a working waterfront. Where there are good views of working marinas, people enjoy sitting and watching the spectacle.

The lack of access to the water, protection from the weather and places to view activity at St Kilda Marina currently inhibit people watching boating. Connection and views to the water and boats within a built environment is key quality that distinguishes the Marina from the rest of the foreshore.

The native flora, identified in the environmental assessment, also adds to identity of the place. The non-native date palm trees are later additions and detract from the existing identity of the site.

The material palette of the public realm is varied and creates a piecemeal environment that lacks coordination and hierarchy. The original design uses concrete promenades and timber decked fibreglass pontoons. The spaces in between, such as the carparks, Bay Trail and pockets of open spaces use an assortment of bitumen, imported sand and fake turf.

There is potential for a redesign of the public realm to use good quality materials with an integrated design to tie the spaces together, aid wayfinding and create a sense of place.

The recreational, fitness orientated and boating uses on site all add to the character. More areas to sit, dine and watch would create reason for non-boat users to stay instead of passing through, creating a more lively precinct.

For further information visit:  
[www.portphillip.vic.gov.au/st-kilda-marina](http://www.portphillip.vic.gov.au/st-kilda-marina)

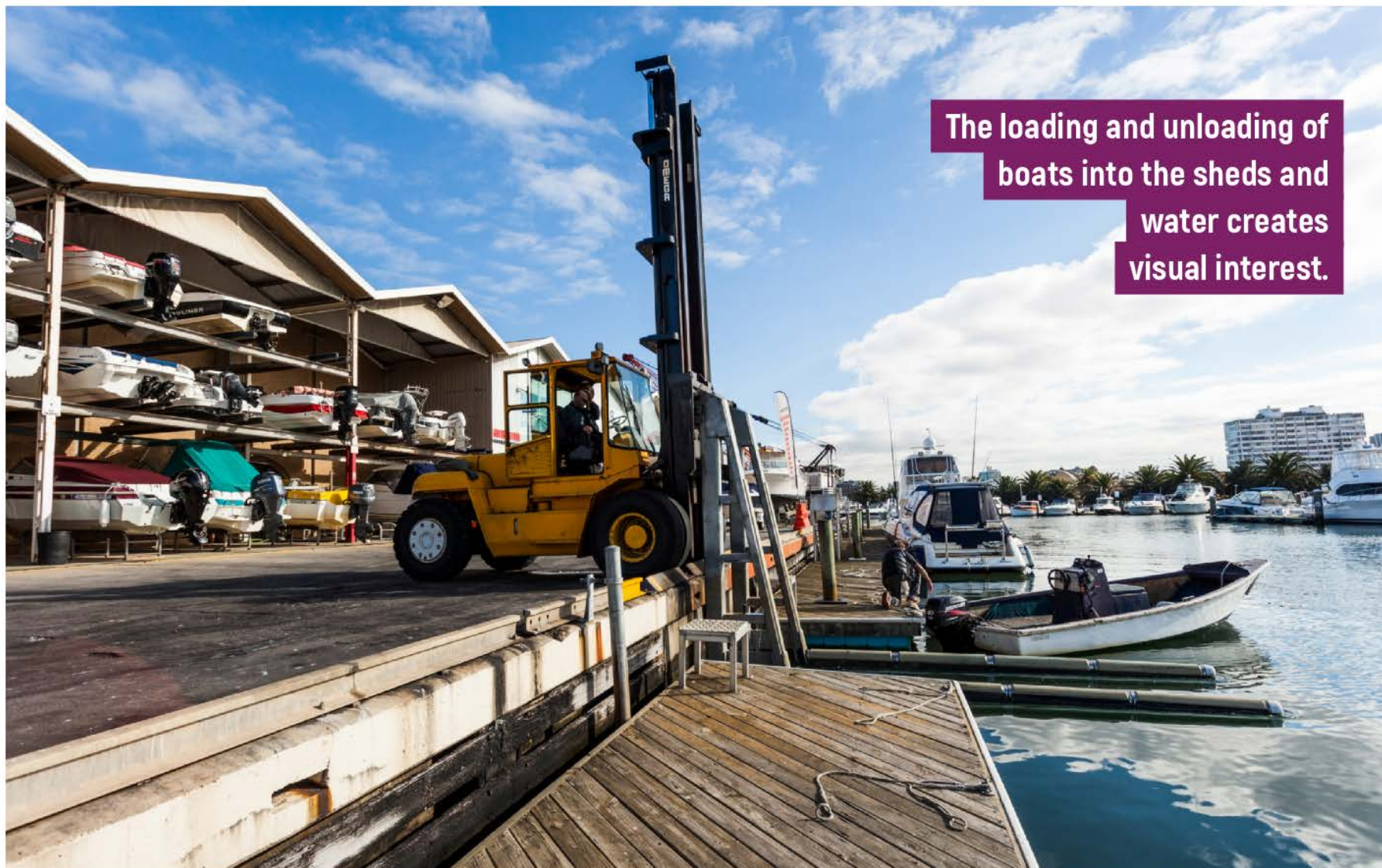
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- > **Environmental and Coastal Hazard Assessment by Water Technology**
- > **Heritage Assessment by Built Heritage**

## Opportunities

1. Reinforce existing place identity through sympathetic design.
2. Use a material palette to define spaces and aid in wayfinding.
3. Improve the connections and views to the working marina and water to enhance key characteristics of place.
4. Enhance and incorporate the distinct character of the high value native flora in M.O. Moran Reserve.

## Constraints

1. The heritage significance of the Pilot Beacon, boat sheds and other original marina infrastructure needs to be considered in future planning.



The loading and unloading of boats into the sheds and water creates visual interest.

## VISTAS

The comparative studies showed access to vistas, framing views and the spectacle of a working waterfront were key to a successful marina as a public space.

There are a number of different types of existing views that are significant for the site. This includes long-range views through the site, to boats, the sea and back to St Kilda and the city, as well as views in and out of the Marina.

**There is limited public access to the pilot beacon and end of the peninsula.**

### Opportunities

1. Maintain and protect the current public views offered on the site, including to the Pilot Beacon and other landmarks.
2. Open up new viewing experiences for the public, including from the peninsula to St Kilda and Melbourne.
3. Align public promenades with key views.
4. Bring public activity in view of waterside activities and the working marina.
5. Incorporate vantage points on the site into wayfinding.
6. Use sightlines to design out issues of movement conflict.

### Constraints

1. The heritage significance of the Pilot Beacon needs to be considered in future planning.
2. The current location of the Pilot Beacon hinders views on the site.
3. There is limited public access to the Pilot Beacon and end of the peninsula, preventing the public from enjoying views to St Kilda and Melbourne.

For further information visit:  
[www.portphilip.vic.gov.au/st-kilda-marina](http://www.portphilip.vic.gov.au/st-kilda-marina)

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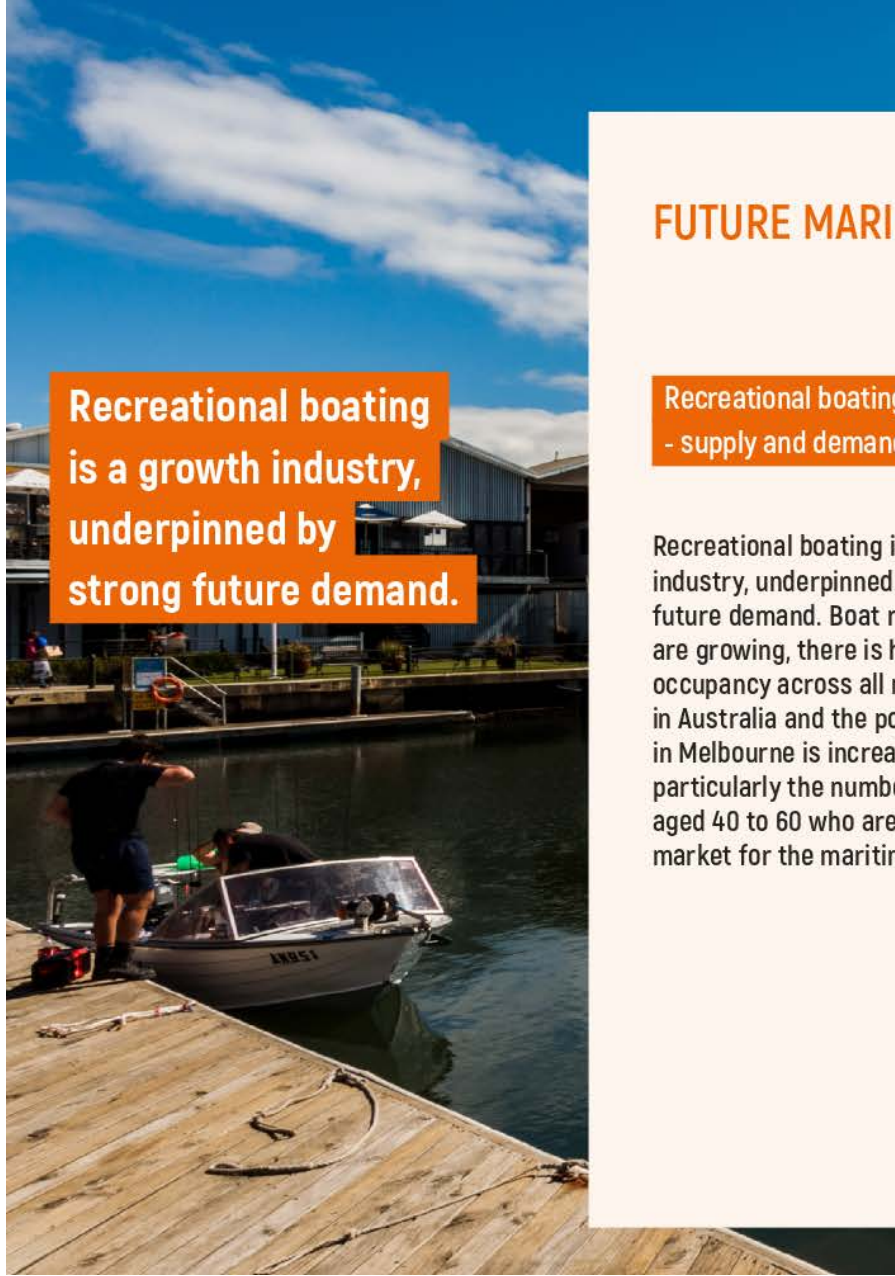
VISTAS



## Part 3

# Future viability and potential lease and operating model





**Recreational boating is a growth industry, underpinned by strong future demand.**

## **FUTURE MARINA VIABILITY**

### **Recreational boating industry - supply and demand**

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 the number of males aged 40 to 60 who are a key market for the maritime industry.

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 good competitive position in the regional market.

The current revenue derived from the site is substantially lower than current market rates.

### Role in the Victorian Government network of boating facilities

St Kilda Marina plays an important strategic role in the Victorian Government's network of boating facilities in the region.

The Central Coastal Board Coast Action Plan 2015/2016 (CCBCAP) sets out a vision and guiding principles for boating facilities for the 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 highly significant boating destination.

As a regional boating facility, St Kilda Marina provides a safe haven, public access and various services catering for a wide range of boating activity and skill levels.

### Opportunities

1. Retain, improve and potentially grow the working marina component of the site.
2. Significantly improve the economic and financial benefits derived from the site.
3. Adopt a long-term lease arrangement to provide a viable operating model and financial return for a leaseholder with specialist expertise.
4. High cost of renewing and maintaining marine infrastructure.
5. Legislation pertaining to the site and associated development options.
6. Victorian Government planning and policy guides marine activity on the site, including directions in the CCBCAP, specific guidelines in the North Port Phillip Boating Area Planning Precinct and the **Victorian Coastal Strategy 2014**.
7. Impacts of the working marina on the environment and coastal ecology need to be managed.
8. The economic and financial benefits that can be derived from the site need to be considered against community benefits.

For further information visit:  
[www.portphilip.vic.gov.au/st-kilda-marina](http://www.portphilip.vic.gov.au/st-kilda-marina)

> **Marina Market Research  
 and Viability Assessment by  
 Essential Economics**

## LEASE AND OPERATING MODEL

This section provides an approach for establishing a new lease and operating model for the site.

The approach draws on various pieces of research including:

- the marina market research piece, which concluded that there is substantial demand for a marina component within any redevelopment of the site
- the comparative studies, which provided some insights on the operating models used in marina development around the world. These operating models were influenced by the type of use of each site. Some sites were extensively used by the public and included parklands and public event spaces, while others had more private uses such as residential and commercial space.

Although planning for the future of St Kilda Marina is still in an early phase, a number of leasing and operating models are being considered for a range of uses that could occur on the site in the future. Further planning will help determine the most appropriate leasing and operating models for the site.

### Determining the most appropriate future operating model - opportunities and constraints

The current operating model is based on a single leasehold arrangement. This provides operating efficiencies for Council and the operator. However there are constraints, particularly as Council relies on the lease as the key form of control over all the activities that the lessee (and any sublessee) undertakes on the site. A single leasehold arrangement is an option for the future lease arrangement, but needs to be considered in terms of its constraints.

The waterfront research indicates that there are many types of operating models that exist in waterfront developments around the world. These range from single operators to multiple operators and include a varying degree of local government involvement. In some cases, the marina or waterfront development is fully operated by the local authority.

The case studies showed that an operating model tailored to suit the aspirations and objectives of the project is ultimately the best solution.

Council has the opportunity to adopt a lease and operating model for the future St Kilda Marina that will best achieve its site vision and objectives. This may include multiple leases (for example grouped into geographic and/or complementary uses) as well as Council maintaining some level of direct control (for example over key public spaces).

Our initial analysis indicates that the legislative framework has some flexibility to allow Council to adopt an appropriate lease and operating model for the site once the vision, objectives and proposed options have been determined and assessed. The final chosen model will be designed to not only achieve Council's desired outcomes but also to provide long-term flexibility for Council.

As options for the site are investigated, the implications of the legislation will be assessed and a way forward determined for legislative compliance.



For more information, please contact us via:

[www.portphillip.vic.gov.au/contact\\_us.htm](http://www.portphillip.vic.gov.au/contact_us.htm)

Phone: 03 9209 6777

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SMS: 0432 005 405

You can also visit our website:

[www.portphillip.vic.gov.au](http://www.portphillip.vic.gov.au)

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City of Port Phillip, Private Bag 3, PO St Kilda, VIC 3182



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who are deaf or have a  
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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**, then ask for **03 9209 6777**
- Speak & Listen users phone **1300 555 727**,  
then ask for **03 9209 6777**

For more information visit: [www.relayservice.gov.au](http://www.relayservice.gov.au)

Please contact ASSIST on 03 9209 6777  
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**Language assistance**

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