

PLACE PARTNERS

Place Making Consultancy



PORT MELBOURNE WATERFRONT ACTIVATION PLAN

April 2014



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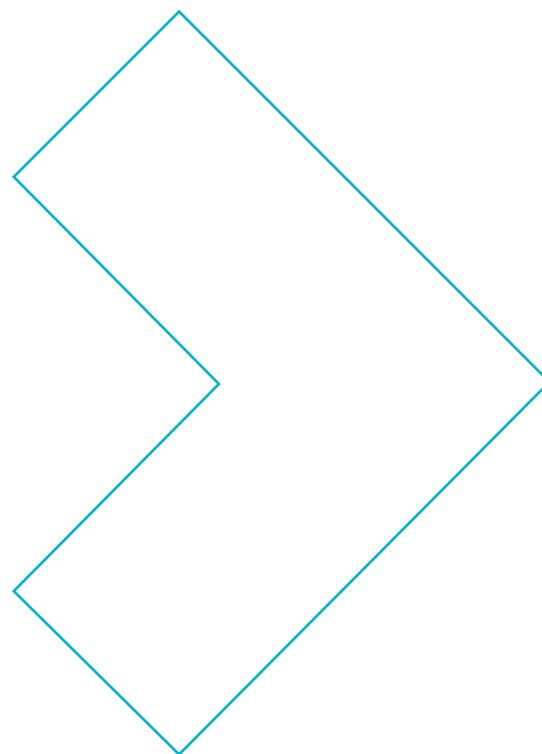
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INTRODUCTION

Place Partners was engaged by The City of Port Phillip to prepare an Activation Plan for Port Melbourne Waterfront. The Plan defines short term actions and identifies longer term strategies and is guide for the delivery of them by Council, business and the community to activate the Port Melbourne Waterfront.

As place makers, Place Partners is committed to the creation of 'places'; public spaces that are meaningful to the people who use them, contribute to a sense of belonging in the community and are pleasurable to be in, therefore attracting more people. Place Partners aims to create a strategy that will activate and revitalise Port Melbourne Waterfront by making it more attractive to be in and foster a sense of community and business activity.

PROJECT BACKGROUND

In 2012, local businesses and residents of Port Phillip brought to Council's attention a noticeable lack of vitality in the activity centres within the local government area (LGA), including five major centres and four smaller neighbourhood centres. This has been attributed to an increasingly difficult economic climate influenced by rising rents, greater competition and reduced customer spending.

To address the issue, the City of Port Phillip established the Vibrant Villages program. As part of the program, Council has dedicated funding towards a 'place-based' approach that aims to improve activity centres in the LGA by enhancing the attractiveness and vibrancy of the identified sites.

PROJECT BRIEF

The preparation of the Port Melbourne Waterfront Activation Plan is the first under Council's Vibrant Villages Program.

The aim of the Activation Plan is to deliver a set of principles, priorities and directions that will enhance the attractiveness and vitality of Port Melbourne Waterfront for business, residents and visitors. The Plan will be developed in collaboration with business and the community from the beginning and the delivery of actions will rely on Council, business and the community working together.

PORT MELBOURNE WATERFRONT ACTIVATION PLAN OBJECTIVES:

- › Build on the foundations and vision of the Urban Design Framework for the Port Melbourne Waterfront
- › Strengthen communication & engagement between all stakeholders to develop an agreed Activation Plan
- › Create a more enjoyable & inviting environment for the local community
- › Build sustainable & competitive local businesses, improve commercial viability, decrease vacancy rates & improve the local offer for locals & tourists
- › Improve accessibility & increase connectedness to Bay Street & other areas of Port Phillip
- › Include Port of Melbourne as a key stakeholder is engaged in the process & works collaboratively with Council, business & the community to contribute the activation of the area
- › Tell the story and history of Port Melbourne Waterfront as part of creating a welcome destination for visitors, from nearby and afar.

PROJECT METHODOLOGY

A qualitative and quantitative research approach, utilising primary and secondary sources has provided a thorough understanding of Port Melbourne Waterfront.

Document review and analysis

Place Partners undertook a review and analysis of relevant statistical data and key documents relating to the Port Melbourne Waterfront (a full list of documents is provided in Appendix A). The desktop review focused on gaining an understanding of previous engagement, locational context, history and current uses in and around Port Melbourne.

Place audit & behaviour mapping

Place audits and behaviour mapping are observational tools providing a qualitative analysis of the place and how people are using it. Place Partners undertook a place audit and behaviour mapping of Port Melbourne Waterfront on four separate days, 31st December 2013, 27th January 2014, 30th January 2014 and 1st February 2014 to provide data from different times and days of the week.

On-site intercept and online surveys

Place Partners conducted a total of 36 intercept surveys with local business (16) and community members (20) on 27th January, 30th January and 1st February 2014. In addition, a total of 62 online surveys were completed. Each survey consisted of 17 questions and took approximately 10 minutes to complete, depending on the level of information the respondent was willing to provide. The purpose was to gain an insight into what is working and not working in Port Melbourne Waterfront.

Workshops

Place Partners facilitated two workshops on 6th February 2014 and 13 March 2014. The first workshop was attended by 35 representatives from Council, business and the local community. The purpose was to develop the strategic directions as well as workshop activation ideas in terms of priorities and opportunities to activate the area.

The second workshop, open to the wider community was attended by 39 people. The purpose was to build on the information from the previous workshop and further develop agreed actions, identify partnerships, roles and responsibilities to deliver an activated place at Port Melbourne Waterfront.

DOCUMENT STRUCTURE

This document contains the following sections:

Port Melbourne Waterfront Activation Plan

Builds on the primary and secondary research undertaken to present a detailed plan for the Port Melbourne Waterfront that focuses on providing local residents, visitors, tourists and businesses with a place that is active, vibrant and welcoming to all. The plan will guide the future development of the site by providing a series of activation initiatives.

Appendix A: Challenges & opportunities report

Provides a summary of the challenges and opportunities that have been identified through a thorough review of previous engagement findings and relevant background documents. This section also provides a snapshot of the place through an analysis of relevant statistical data.

Appendix B: Place audit & behaviour mapping findings

Presents an analysis of findings from the place audit and behaviour mapping conducted to assess the atmosphere, amenity, audience, access and activities as well as how people are moving and behaving in the space.

Appendix C: Business & community survey findings

Provides the findings and a detailed analysis from the surveys conducted in January - February 2014. All input has informed the preparation of the Activation Plan.

Appendix D: Council & stakeholder workshop report

Presents a summary of discussions and analysis of key findings from the first workshop facilitated in February 2014 with invited representatives from Council, local business and the community.

Appendix E: Community workshop report

Presents a summary of discussions and analysis of key findings from the second workshop facilitated in March 2014 that was open to all local residents, businesses, community groups and interested stakeholders.

PLACE MAKING AND PLACE ACTIVATION

Place Partners contends that a successful people place is a living system of relationships where each element plays an important role in the making of the whole - a civic ecosystem. It is difficult to know how the removal of even one element might impact the whole. Like a game of pick-up sticks, the infrastructure of the place (soft and hard) could hold together with any number of its elements removed, or fall apart if a single relationship is altered.

WHAT IS PLACE?

Place is defined as a location that has meaning for the people who use it, has a unique character that reflects the needs and aspirations of the community and the narrative of the site's history and social, economic, physical and cultural context.

WHAT IS PLACE MAKING

Place making is the collaborative process of creating, enhancing and managing people focussed places that respond to and respect the unique qualities of each location.

Place making supports:

- › Competitive and marketable destinations
- › Leisure and recreation society
- › Community demand for better urban experiences
- › Community wellbeing and sense of belonging

WHAT IS PLACE ACTIVATION?

One of the most common tools for place making is the process of place activation. Place activation is defined as planning for diverse human activity in a place. When planning new places, the focus of place activation is on ensuring that the needs of all potential users are met. This will provide for the natural, organic and sustainable use of places by people as part of their daily life. In turn, having a place full of people will attract more people.

The place activation approach to place making focuses on local revitalisation strategies that work with existing places, businesses and people. It is lower in cost and can be implemented in the short term utilising the combined efforts of those most connected to the place, the traders and their local community. The Port Melbourne Waterfront Activation Plan aims to revitalise the area to attract different users and create an environment that people want to be in via a place based approach.

Key elements of place activation are to:

- › Build on existing strengths and turn challenges into opportunities to enhance the place experience
- › Work with the community to make a future place that reflects the local aspirations and meets their needs
- › Rely on multiple funding sources and delivery mechanisms
- › Build partnerships between government, business and the community - everyone has a part to play in making great people places



01 THE PLACE & THE PEOPLE

01 THE PLACE & THE PEOPLE

The Port Melbourne Waterfront is located in the City of Port Phillip in Melbourne, and within close proximity of the Central Business District of Melbourne, Victoria. This section provides a brief overview of the place and site context in terms of the physical, economic and social aspects of the place.

The first step in developing an activation plan is to understand the unique aspects of the place. This assists in the development of a strategic framework that responds to the existing challenges and builds on existing opportunities and guides a series of actions that are appropriate to the place and its people.

LOCAL CONTEXT

The suburb of Port Melbourne is located approximately 5 kilometres south-west of the Melbourne CBD. It is bounded by the Yarra River to the north and west, Boundary Street and Pickles Street to the east, and Hobson Bay to the south. While most of the suburb is located within the City of Port Phillip, the area north of the West Gate Freeway, which incorporates the port itself, is part of the City of Melbourne.

History

Port Melbourne has a strong industrial, manufacturing and transportation history. Development dates from the 1840s. The area became increasingly important as a port, and more so after 1854 when a railway line was constructed, linking it to the Melbourne CBD. The low skilled jobs on offer attracted a large working class population.

Recent developments

Port Melbourne is currently experiencing an urban renewal process as industry declines and the land is redeveloped into residential and mixed uses. Growth will continue, particularly along the foreshore area, which may prompt further demand on the existing public spaces and local economy.

Beacon Cove is another more recent development. Located north-west of the site area and fronting Beach Street, it was constructed in the 1990s and is one of the key local residential areas. It provides a mix of low, medium and high density dwellings and the area is represented by an active local residents group.

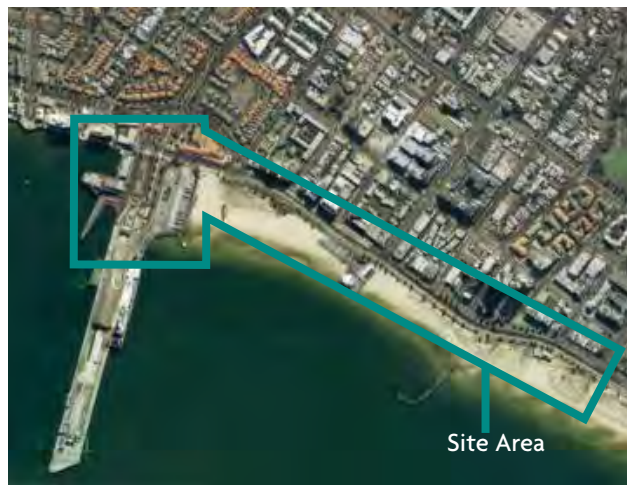
Port Melbourne Waterfront

Port Melbourne Waterfront encompasses the area from 1 Beach Street to 105 Beach Street and includes Station Pier, Waterfront Place and the Beach Street/Bay Street intersection. The area is highly accessible via public transport, with Port Melbourne tram stop located adjacent to Station Pier. It is the last stop on the 109 tram line which provides direct access to the Melbourne CBD.

There are 39 businesses within Port Melbourne Waterfront. The majority of businesses are either cafes & restaurants (31%) or commercial services (31%). There are also a number of medical services located within the area and the IGA is the only convenience retail option for locals. Four businesses were recorded as having recently closed, three of which were cafes or restaurants. Bay Street is the primary local retail centre.



Port Melbourne and surrounding area



Port Melbourne Waterfront project area

LOCAL POPULATION

The last 20 years has seen a huge socio-economic shift in Port Melbourne, from one of the poorest and cheapest areas in Melbourne to one of the wealthiest. Port Melbourne has a total population of 14,508 (2011), which is expected to increase to 18,716 by 2036. (further detail can be found in the Appendix A). The residents of Port Melbourne are:

- › An older population, with a median age of 38 and the dominant age group being 30-34 yr olds (12.1%) closely followed by 35-39yr olds (11.6%)
- › Mostly lone person households (32.9%) and couples without children (27.9%)
- › Educated professionals with a high median personal income of \$1,091

The local residents, combined with ship passengers and recreational users provide a total potential audience of 1,000,000+ people per year for Port Melbourne Waterfront.

LOCAL ECONOMY

Employment in Port Melbourne has historically been based around the port and industry. Although this sector is declining, there is a growing retail, commercial and hospitality sector.

Tourism is a major contributor to the local economy of Port Melbourne and has a significant influence on the Port Melbourne Waterfront due to the location of Station Pier (ship terminal) within the site area. The terminal generates a large amount of tourism sales to the local economy due to the large number of ships that arrive each year.

For visitors arriving by boat, the average spend per person per day is \$109 for international travellers and \$75 for domestic travellers, with the average cruise ship passenger spending \$13 on food during their visit (Melbourne Cruise Ship Passenger Survey 2013).



Port Melbourne beach

Spirit of Tasmania

The Spirit of Tasmania arrives and departs from Station Pier once a day, with an additional services from December to April. Arrival time is 6am (& 6pm during peak) and departs at 9am (& 9pm during peak). In 2012/13, there were 330,698 passengers that travelled on the Spirit of Tasmania, having the capacity for 1,140 passengers and 500 vehicles, including vans, trailers and freight trucks. All facilities and amenities required by passengers are provided on board which may affect the activities of visiting passengers.

Cruise Ships

Station Pier is also the terminal for cruise ships docking in Melbourne. The size of cruise ships vary from smaller expedition ships of 600 people to mega-liners accommodating 4000 people. Most of the ships arrive between 7.00am and 9.00am and depart between 5pm and 11pm on the same or following day.

In 2013, there were a total of 180,000 passengers, equating to an average of 3772 people per ship moving through the Port Melbourne Waterfront. In 2014, 71 cruise ships are scheduled to arrive in the period January to April and October to December 2014. All facilities and amenities are provided on board, although a survey conducted in 2012-13 found that 47% of passengers had no plans on arrival

LOCAL ATTRACTORS

The Port Melbourne beach and foreshore are major local attractors and is "the closest beach to the city". Combined this provides approximately 40,000m² of open space directly servicing a local population of 6,784 people (within 400m of Port Melbourne Waterfront). These spaces are highly valued and used for a range of solo recreational activities (ie. running, cycling, walking, swimming). It is estimated that 1586 people are using the Bay Trail on weekdays. Other attractions include Station Pier, the boardwalk and abundance of cafes.



Station Pier and docked Spirit of Tasmania

1.1 Land Uses

The Port Melbourne Waterfront has two key attractors; the beach and adjacent path, and Station Pier and associated activities. These two destinations are what attracts most people to visit the area. Enhancing the offer and building on the inherent assets will increase attraction and extend how long people stay. The following two plans illustrate the leisure and recreation, and business offer in and around these destinations in more detail.

ACTIVATION PLAN RESPONSE:

- › Build on the active, healthy lifestyle valued by the local community
- › 'Comfort zones' to rest and to provide for passive recreation opportunities
- › Public realm areas that are shaded and provide weather protection
- › Co-locate activities to encourage longer stays (ie. bike repair station near cafes)

Leisure and Recreation Offer



Notes:

1. West Finger Pier & viewing platforms: Offers opportunities to view cruise ships and the Spirit of Tasmania when docked.
2. Cruise ship terminal: Used every day by the Spirit of Tasmania and international cruise ships.
3. Port Melbourne Tram Stop: The terminating stop for the 109 tram, the most frequently used line in Melbourne.
4. Beach Tennis: Operated by Beach Tennis Australia and holds local, national and international competitions. Generally used on weekday evenings.
5. Foreshore: Includes a pedestrian and cycle pathway that has a high usage.
6. Yacht Club: Local sailing club holding competitions and classes on Saturdays during September to May. Holds national regatta events. Has catered function facility (Peter Rowlands) used for workshops and events.
7. People watching from rotunda and piers
8. Groups waiting for next Spirit of Tasmania
9. Patrols 12-5pm Saturday and Sunday November - April

Legend

- \$\$\$ Hospitality³
- Vacant
- Commercial/Services
- Recreational
- Retail
- Transport

ACTIVATION PLAN RESPONSE:

- › Local places that are comfortable and welcoming to socialise and connect
- › After work activities and cafe work spaces
- › Increase convenience offer for residents and commuters - 'quick and great coffee'
- › Encourage residents to 'buy local' through loyalty schemes, discount program etc
- › Business to target locals and visitors in terms of offer and price point

Businesses in the Area



Notes:

1. 1-7 Waterfront Place: Proposed to be a mixed use development, including residential, retail, hospitality, commercial, community and residential uses. Design guidelines also include a small amount of public space and linkages between Beach Street and Waterfront Place.
2. Station Pier: Cruise ship passenger terminal for Spirit of Tasmania and international cruise ships. The pier is closed to the public when ships are docked.
3. IGA convenience retail offer is only retail offer provided in the site area

Food offer:

- | | |
|------------------------|----------------------|
| \$ Lower prices | \$\$\$ Higher Priced |
| \$\$ Moderately Priced | \$\$\$\$ Fine Dining |

Around Station Pier the food offer is relatively expensive despite the average cruise ship passenger spending \$13 per day on food. There is limited retail and a number of co-located vacant shopfronts on Beach St between Bay St and Waterfront Place affecting the level of activity and dollar spend of visitors and locals.

1.2 User Group Profiles

There is a diverse audience for the Port Melbourne Waterfront, ranging from the longer term residents to the once in a lifetime visitors. Understanding who is using the area and what they both need and value provides a basis for activation planning.

RESIDENTS

Port Melbourne

Key facts[^]

- › Population: 14,508
- › Median age 38
- › Over 65: 18.5%
- › Under 18: 14.8%
- › 32.5% lone person households

Beacon Cove

Key facts[^]

- › Population of 1,846
- › 36.9% couples with no children
- › Median age 43

Beach Street Area

Key facts[^]

- › Population of 4,938
- › 28.0% couples with no children
- › Median age 41

What they care about⁺

- › Local places to meet/work
- › Place to socialise/connect
- › Variety of weekend and evening activities
- › Convenience shopping

The following is a summary of the key user groups that move in and around Port Melbourne Waterfront.

This data and information has been collated from a range of sources, including ABS statistics, survey responses, behaviour mapping and assumed generic profile needs.

BOAT VISITORS

Spirit of Tasmania Passengers

Key facts[#]

- › 330,698 passengers in 2011/12
- › 156,645 cars in 2011/12
- › 92% travel with car
- › 70% from mainland Australia (80% Victorian)
- › 30% from Tasmania
- › Newlyweds, DINKs (Double Income No Kids) and empty nesters
- › Very few families and children

*What they care about^{**}*

- › Able to easily get to and from Station Pier with car
- › Experience
- › Accessible and easy parking

Cruise Ship Passengers

Key facts[#]

- › 180,000 passengers in 2013
- › Australian (40%) & American (29%)
- › Retirees (58%)
- › Low expenditure (\$75-\$109/day)
- › Spend money on shopping, organised tours and take away/restaurant meals
- › Spend less than 24 hours docked
- › 47% have no plans on arrival
- › Only 10% likely to visit the area around the terminal

What they care about[#]

- › Seeing Australia
- › Attractions and things to see/do (43%) that are easy and quick
- › Public transport (26%)
- › Shopping (25%)
- › Tours & day trips (22%)

ACTIVATION PLAN RESPONSE:

- › Cater for the day to day needs of locals as a priority - this is a year round, dependable market
- › Increase the comfort for all public realm users
- › Diversify the local offer and activities, weekdays and weekends, morning and evenings
- › Activities & information to increase stay of visitors

EXERCISERS

Cyclists

Key facts*

- › Passing through the site with highest frequency on weekday mornings at 2 cyclists per minute
- › High frequency of visitation by cyclists - on an average day around 1 cyclist per minute passes through the site

What they care about**

- › Quality bike paths with safety from motor vehicles
- › End of trip facilities and services including coffee offers and secure bike parking

Pedestrians

Key facts*

- › On average on a weekend, around 240 people per/hour (October 2013) pass through the site (cycling or pedestrian at intersection of 109 tram and Princes St)
- › On average on a weekday 132 per/hour (October 2013) pass through the site (cycling or pedestrian at intersection of 109 tram and Princes Street)

What they care about**

- › Quality walking paths protected from vehicle access
- › Food/service/convenience offers at start/middle/end of walk

Beach Sports/Group Exercisers

Key facts*

- › Beach tennis Saturday mornings
- › Yacht Club regattas and training
- › Lifesaving Club - patrol weekends 12-5pm
- › Can be seasonal

What they care about**

- › Clean well maintained beach environments
- › Access to the water/beach for their activities
- › Convenient access to members
- › Ability to run events

EMPLOYED

Commuters

Key facts^

- › 12.5% of Port Melbourne residents catch public transport to work

What they care about**

- › Convenience - of transport service and supporting retail/hospitality
- › Accessibility between the 'city and the sea'

Local Employees/ Work From Home

Key facts^

- › 135 residents work from home
- › 39 businesses within the project area

What they care about**

- › After work activities
- › Local cafe work spaces 'quick/great coffee'
- › Convenience shopping

Cruise Ship Staff

Key facts*

- › Spend time in the public realm not far from the terminal
- › Utilise technology such as ipads to fill their time
- › May have limited english speaking skills (anecdotal evidence based on survey approaches)
- › Often have a packed lunch with them

What they care about**

- › Activities within reasonable proximity to the terminal
- › Convenience shopping and services
- › Hospitality and entertainment offer

^ 2012 ABS census data

+ Community survey

External report

* Observational data only

** Assumed based on generic profile needs

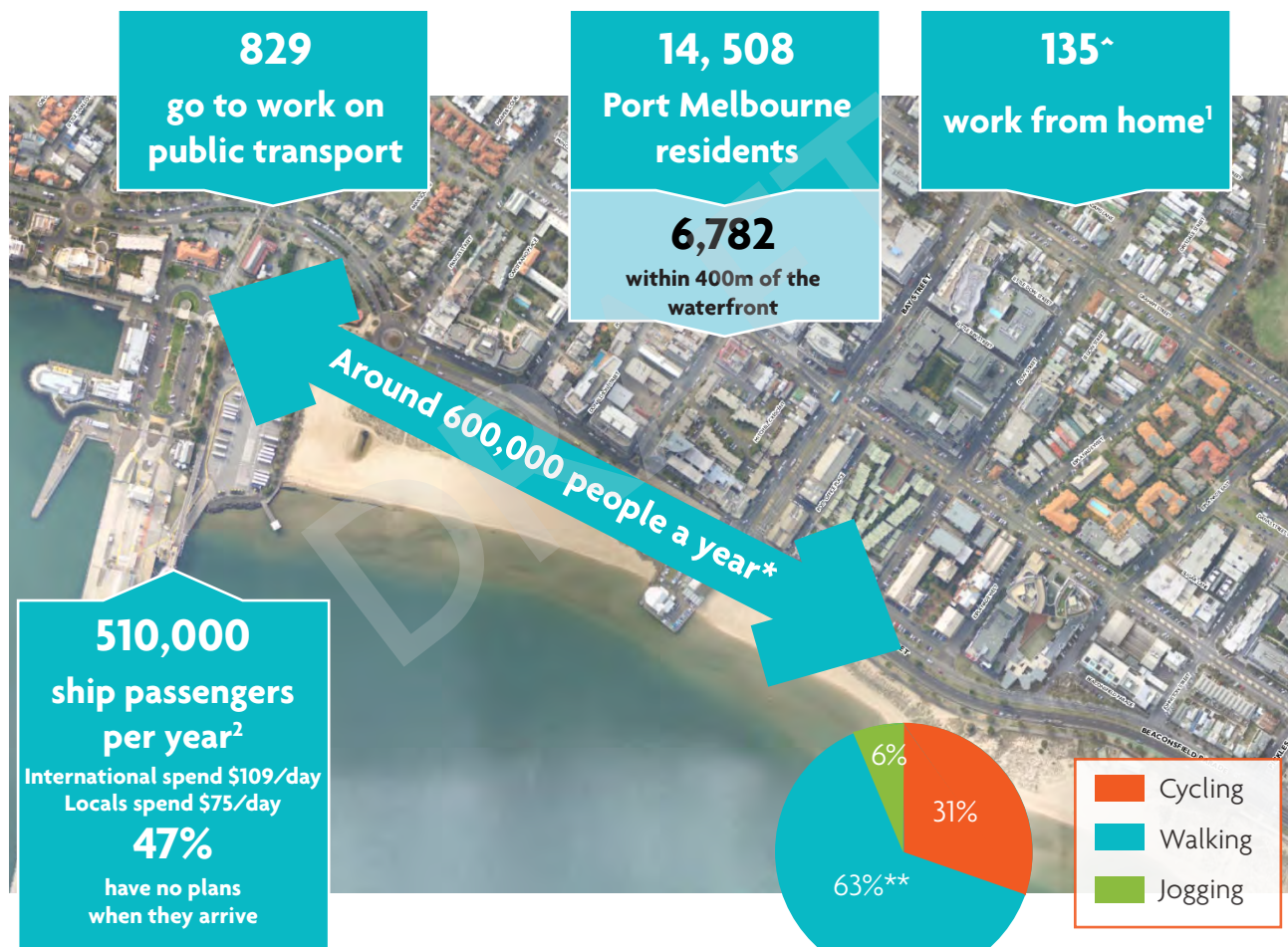
1.3 Audiences & Activities

The Port Melbourne Waterfront is visited by a large number of people and accessible to many more. However, the length of stay is generally short with more people moving through the area than visiting it as a destination. The key to this Activation Plan is to extend the length of stay of current visitors to the area as a priority.

Notes:

1. Work from home: Although a large number of residents leave Port Melbourne Waterfront to travel to work there is a significant group that work from home that are a potential audience during the weekdays.
2. Cruise ship passengers: Over half a million passengers use Station Pier per year and 47% do not have plans when they arrive, presenting an opportunity to keep tourists in the area by providing an attraction.
3. Movement: Large numbers of pedestrian and cycling traffic passing through the site ensures there is a base level of activity, however may not result in direct economic benefit to businesses

Potential Audiences



ACTIVATION PLAN RESPONSE:

- › Provide quality amenities (ie. change rooms, showers, bike racks) near cafes to encourage people to stop rather than just move through
- › Local trading and activities to coincide with times of peak movement (commuters, ship arrivals)

[^] Based on ABS data

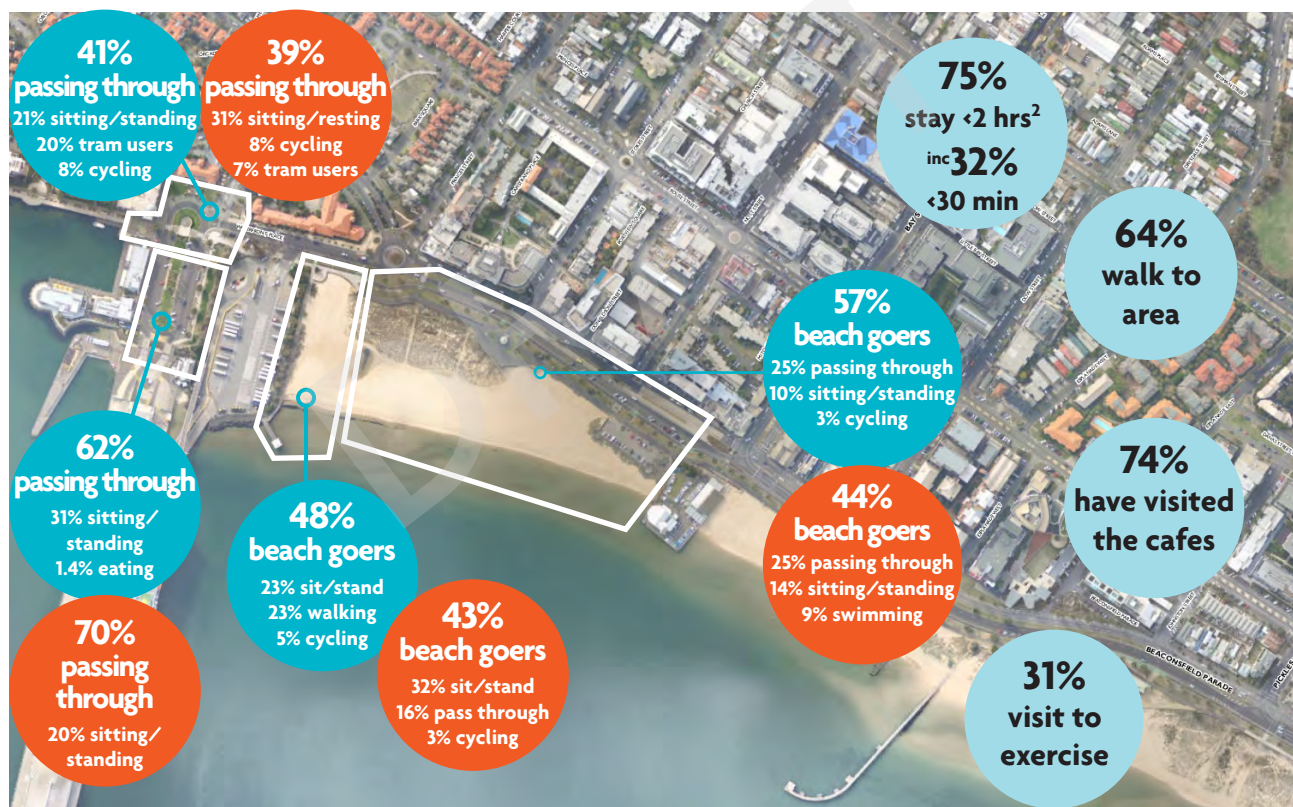
^{*} Pedestrian counts from BVY Traffic Survey October 1, 2013. Please note Waterfront Place location includes both sides of street as well as the bay trail. (Based on 1500 per weekday and 200 per weekend to average out bad weather etc)

^{**} Average of non vehicle traffic counts undertaken by Place Partners, 30 January & 1 February 2014

Notes:

1. High usage: While there is a high daily usage in the area, a significant proportion have short stays, indicating that there is a lack of uses to encourage them to stay in the area.
2. Passive recreation: Of those staying in place, passive activities such as sitting, resting, sunbathing make up the majority of uses
3. User groups: Key user groups staying in place included families, couples and groups of friends. Tour groups and individuals were more likely to only be passing through.
4. Weather dependance: The majority of the activity on the site is weather dependant and would likely be reduced dramatically during winter

Current Use of the Site



- Survey data (community)
- Behaviour mapping - weekday
- Behaviour mapping - weekend

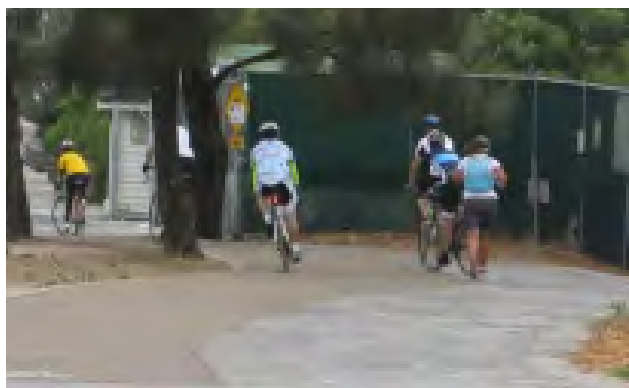
ACTIVATION PLAN RESPONSE:

- > Consider seasonal conditions when planning for activities and events
- > Enhance the comfort and experience for pedestrians (ie. places to rest, shaded areas)

1.4 Local Values & Aspirations

Place Partners conducted four separate engagement activities: business and community intercept surveys (36 responses), an online survey (62 responses) a Council and stakeholder workshop (35 participants) and a business and community workshop (39 participants).

The following provides a synthesis of the local values and aspirations that emerged from the engagement process for this project, as well as previous engagement undertaken by the City of Port Phillip.



THE BEACH, BAY and WATERFRONT

The beach, bay and waterfront are valued attributes of Port Melbourne Waterfront. This was also a common theme with a previous survey undertaken as things that locals liked about the area. Walking along the beach and foreshore was one of the favoured activities that people do in area. The proximity to the port and water is valued as an important factor contributing to the attractiveness of the location and also the success of businesses within the area

- › The beach, bay and waterfront was the feature most commonly identified as being the best attribute of the area (bs/cs/pe).
- › Walking along the foreshore was an activity most favoured by users (bs/cs)
- › Beach activities were identified as a way to attract residents, recreational users, local workers and families to the area (sw)

DIVERSITY & QUALITY OF THE HOSPITALITY OFFER

Locals value convenience and local places that they can meet, socialise and connect. A quality and diverse hospitality (food and beverage) offer that caters to locals first (in terms of price point, variety and comfort) is seen as an potential attractor. While a popular reason to visit, the local restaurants and cafes are not quite meeting the needs or providing the right experience for their users.

Opportunities to collocate activities (ie Tram stop and local breakfast place or quick coffee for commuters) and locally specific incentives and loyalty schemes are possible ideas to encourage residents and visitors to buy local.

- › Current retail offer rated as being poor overall (44%) and 40% rated the customer service as average (cs)
- › More/better retail, cafes and restaurants (including consideration for price point) seen as way to attract people to the place (cs/sw)
- › Providing convenience for residents and commuters is an important factor contributing to business success (cs/bs/sw)

ACTIVE & HEALTHY LIFESTYLES

Locals value the opportunities for physical activities and healthy lifestyles. The foreshore and beach are focal points for activities within the area for recreation as well as a place to exercise (ie. cycle, running walk). However, most exercise is done as a solo activity and not within an organised group. The current community activities and events were not rated highly, though are seen as a way for locals to connect, get more involved and generally improve the area.

- › 31% of people visit Port Melbourne Waterfront primarily for recreation and exercise (cs)
- › Lack of recreation facilities was the most common challenge identified for Port Melbourne Waterfront (sw)
- › Exercise stations, distance markers for runners and rest stops were attractors identified that cater to a variety of user groups (sw)

COMFORT & ATTRACTIVENESS

Comfort and attractiveness, both physically and psychologically contribute significantly to the time that people are willing to spend in a place, which in turn impacts the level of financial spend on each visit.

Despite the waterfront and beach being highly valued and attractive aspects, Port Melbourne Waterfront is perceived as an being an uncomfortable place. An increase in the maintenance of the public realm and upgrade of existing infrastructure are ways to improve the physical comfort of the area.

- › Perception that the current facilities and public realm is 'run down' and lacking maintenance (cs/bs/sw/pe)
- › Increase in shade/weather protection was a common idea to activate the place (cs/sw/pe)

LONGER STAYS & ACTIVE ALL YEAR

While the area is used by locals and visitors frequently, they are not staying in the area for any length of time and in a lot of cases Port Melbourne Waterfront is an arrival/departure point only. This leakage of a significant potential audience could be reduced by an increase in the activities, offer and facilities to encourage longer stays, improved amenity and comfort to provide a more positive experience all year round and the provision of information, particularly for visitors, both local and international.

- › Common aspiration was for Port Melbourne Waterfront to be an active place all year round (sw)
- › 41% of respondents visit daily but stay for short amounts of time (cs)
 - › 32% stay for less than 30 minutes (cs)
 - › 43% stay for 1-2 hours (cs)
- › 49% of visitors have nothing planned on arrival (pe)
- › Markets and live events (ie. music) identified as ways to attract people to the place on weekends and in the evenings and for longer stays (cs/bs/sw/pe)

PARKING & TRAFFIC

Parking and traffic were issues identified as attributes that negatively impact the area, in particular the traffic associated with the Spirit of Tasmania. While this concern seems to have been more prominent in previous engagement, the under utilised areas dedicated to car parking and the increased traffic associated with the ship arrivals/departures contributes to an unpleasant pedestrian place.

- › 35% rated parking as being poor (bs/cs)
- › Cheaper parking – identified as something to attract people to the area by both business and community (bs/cs/sw)
- › Traffic conflicts and blockages, particularly in relation to the Spirit of Tasmania was an issue (pe)

KEY

cs = community survey
bs = business survey
sw = stakeholder workshop
cw = community workshop
pe = previous engagement findings

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02 ACTIVATION PLAN 2014-2016

02 ACTIVATING PORT MELBOURNE WATERFRONT

This section provides the strategic framework for the future activation of Port Melbourne Waterfront. It provides a guide for Council, business and the community to effectively work together to achieve the UDF vision and objectives of the activation project.

The following describes the core components of the Port Melbourne Waterfront Activation Plan.

WHERE ARE WE NOW?

Impacts on Activation

The synthesis of the primary and secondary research, as well as the local values and aspirations illustrates a picture as to where we are now and what key aspects that are currently influencing and will influence the future activation of Port Melbourne Waterfront.

WHERE DO WE WANT TO BE?

Strategic Directions

The Strategic Directions provide the long term strategy for incremental changes in the area focussed on attracting and maintaining active use of the area by locals and visitors. These Strategic Directions can be maintained as the guide for future decision making after the 2014-2016 Action Plan has been completed.

Activation Programs

Four Activation Programs provide the framework for individual actions. The Program categories can be maintained as the guide for future decision making after the 2014-2016 Action Plan has been completed.

DELIVERING THE STRATEGY 2014-2016

The successful activation of the Port Melbourne Waterfront requires a structured approach to the planning, delivery, management and communication of actions. It is important that everyone know who is responsible for delivering the action, how much it will cost and how it can be funded and who we need to partner with to make it happen.

ACTIVATION PLAN SUMMARY

Impacts on Activation

Local residents and recreational users are not catered to as a primary and loyal customer base

There is limited, appropriately priced and timed retail, hospitality and activity offer for cruise ship arrivals

The public realm is movement focussed; paths, crossings, parking, trams, boats and buses

There are few comfortable and enjoyable public or low cost 'staying places' and a lack of diversity of those existing

The UDF vision is:

THE PORT MELBOURNE WATERFRONT IS A GATEWAY TO MELBOURNE. IT IS A SIGNIFICANT AND CELEBRATED PART OF GREATER MELBOURNE; A PLACE THAT IS VALUED BY LOCALS FOR ITS HISTORY AND ENVIRONMENT, AND AN ACTIVE AND WELCOME DESTINATION FOR VISITORS.

Strategic Directions

CREATE A PLACE THAT MEETS RESIDENT AND USER NEEDS AND REFLECTS THEIR VALUE OF THE BEACH ENVIRONMENT AND HERITAGE

ENHANCE THE PUBLIC REALM TO DELIVER DIVERSE STAYING PLACES THAT ARE COMFORTABLE ALL YEAR AROUND AND PROMOTE SELF SUSTAINING ACTIVITY

IMPROVE THE VISITOR EXPERIENCE; MAKING IT EASIER TO GET AROUND, ACCESS AMENITY, ACTIVITY AND BUSINESS, AND TO ENJOY IN ITS OWN RIGHT

Activation Programs

BUILDING LOCAL LOYALTY

ENGAGING PUBLIC SPACES

PROMOTIONS & EVENTS

PREPARATION AND MANAGEMENT

2.1 WHERE ARE WE NOW?

The research revealed two key findings:

HUGE POTENTIAL AUDIENCE FOR THE AREA.

There is a huge potential audience, of over 1,000,000 people who move through the site over the course of the year. There is a significant local residential catchment that can be relied on throughout the year, as well as over 500,000 boat passengers moving through the cruise and ferry terminals.

THE AREA IS USED FOR MOVING THROUGH, NOT STAYING IN

Unfortunately most of these people are not staying, spending or generally activating the area. The major reason is that what is being provided in terms of amenity, hospitality and public realm experience is not matching needs or expectations.

Impacts on Activation

The reasons the area is not as activated or desired can be summarised under four thematic areas:

Local residents and recreational users are not catered to as a primary and loyal customer base

There is limited, appropriately priced and timed retail, hospitality and activity offer for cruise ship arrivals

The public realm is movement focussed; paths, crossings, parking, trams, boats and buses

There are few comfortable and enjoyable public or low cost 'staying places' and a lack of diversity of those existing

This leads to further questions for the Activation Plan to respond to:

How can we create familiar and comfortable places that locals feel are their own?

How can we increase the convenience for locals and build on this dependable, year round market?

How can we offer opportunities for locals to connect, socialise and enjoy their place?

How can we provide a hospitality offer and experience enticing to visitors?

How can we ensure the offer and price point matches the average spend for both visitors and locals?

How can we capitalise to create a strong local business environment?

How can we increase the welcome for visitors?

How can we maximise the potential of existing public realm attractors such as the beach and foreshore to encourage people to stop?

How can we provide enhanced connections between key destinations that prioritise pedestrians?

How can we build on the healthy and active lifestyle place character?

How can we provide a greater level of comfort within the public realm?

How can we better utilise existing facilities and space to encourage a range of activities for all users?

How can we maximise the time people are staying within the area?

How can we better tell the Port Melbourne Waterfront story?

2.2 WHERE DO WE WANT TO BE?

The UDF and its shared vision for the future of the Port Melbourne Waterfront provides the overall approach to the look, feel and function of the area.

The Activation Plan aims to guide the incremental enhancements to the current place that will make it more attractive to locals and visitors as a place to spend time and support local businesses.

The UDF vision is:

THE PORT MELBOURNE WATERFRONT IS A GATEWAY TO MELBOURNE. IT IS A SIGNIFICANT AND CELEBRATED PART OF GREATER MELBOURNE; A PLACE THAT IS VALUED BY LOCALS FOR ITS HISTORY AND ENVIRONMENT, AND AN ACTIVE AND WELCOME DESTINATION FOR VISITORS.

The three strategic directions for the Activation Plan are:

CREATE A PLACE THAT MEETS RESIDENT AND USER NEEDS AND REFLECTS THEIR VALUE OF THE BEACH ENVIRONMENT AND HERITAGE

ENHANCE THE PUBLIC REALM TO DELIVER DIVERSE STAYING PLACES THAT ARE COMFORTABLE ALL YEAR AROUND AND PROMOTE SELF SUSTAINING ACTIVITY

IMPROVE THE VISITOR EXPERIENCE; MAKING IT EASIER TO GET AROUND, ACCESS AMENITY, ACTIVITY AND BUSINESS, AND TO ENJOY IN ITS OWN RIGHT

How do we do this?

- › Improve relationships between residents, local businesses and Council
- › More locally organised and attended activities of multiple scales
- › Reflect the beach and port history story

- › Comfortable all year and in different weather conditions
- › Support existing uses and users with improved amenity
- › Increased use of beach and waterfront by a range of community and sporting organisations

- › A sense of welcome and arrival
- › Experiences you can not have anywhere else
- › Information and wayfinding improvements
- › Comfortable waiting and meeting areas



2.3 HOW DO WE GET THERE?

This Activation Plan provides a series of interconnected, yet discrete actions to build the activation of Port Melbourne Waterfront - attracting people to the area, getting them to stay longer and support local businesses. The Strategic Directions and Activation Programs are not limited to the two year program but rather provide the long term framework for place activation in the area. The prioritised actions have been selected to ensure maximum return on investment, the meeting of project objectives and tangible outcomes that can be achieved over the two year delivery time frame.

QUICK WINS

While undertaking this project, The City of Port Phillip identified a number of actions that could be accomplished quickly and at low cost. The ideas that have already been delivered at the time of completion of this documents include:

- › Identification of Council point of contact
- › Port Melbourne Waterfront Heritage Brochure
- › Waterfront Plaza clean up (Feb 2014)

ACTIVATION PLAN CRITERIA

Hundreds of ideas were received during the project and engagement process. Selection criteria filters (see table below) were applied to each action to determine which ideas would be most beneficial to the area. This filtering of ideas resulted in an achievable and realistically sized list of 26 actions to prioritise over the next 2 years. The ideas that have not been included in this list were not achievable due to a range of factors such as cost, appropriateness, timing etc.

In addition to testing the actions against the filter criteria, Council had a number of projects already in motion. These have also been included in the Plan.

KEY FOR ACTIONS

Funding

Nil

\$ - Low cost under \$5000

\$\$ - Medium cost \$5000-\$15000

\$\$\$ - Higher cost over \$15000

Timing

Immediate - preparation required prior to delivery of actions (before June 30 2014)

Short - before end 2014

Medium - Jan 2015 - July 2015

Long - July 2015 and on

Responsibilities

C - Council

R - Residents/community groups

B - Business

A - All groups

P - Port of Melbourne/ Spirit of Australia

PMBA - Port Melbourne Business Association

'FILTER' CRITERIA TABLE

Delivers on the strategic directions	1. Does the action help create a place that meets resident and user needs and reflects their value of the beach environment and heritage?	✓
	2. Does the action help enhance the public realm to deliver diverse staying places that are comfortable all year around and promote self sustaining activity?	✓
	3. Does the action improve the visitor experience; making it easier to get around, access amenity, activity and business, and enjoyment?	✓
Respects the Urban Design Framework	4. Does the action contribute to the delivery of the UDF vision: "The Port Melbourne Waterfront is a gateway to Melbourne. it is a significant and celebrated part of greater Melbourne; a place that is valued by locals for its history and environment, and an active and welcome destination for visitors"?	✓
Practical in terms of local resources and returns on investment	5. Is the action achievable?	✓
	6. Is the action effective/value for investment?	✓
	7. Does the action support self sustaining activity/can it become ?	✓

ACTIVATION PROGRAMS

Four activation programs have been developed to provide a framework for different types of actions. These programs are defined below and associated actions detailed over the following pages. The Activation Programs are designed to support long term planning as well as this two year plan.

PREPERATION AND MANAGEMENT ACTIONS

This program provides the overall governance structure for the delivery of the Activation Plan. Until recently Council, business and community have not had the impetus to work collaboratively, however, the success of the Vibrant Villages/place making approach relies on this. This program aims to share responsibility between the groups and individuals to ensure that all are working toward a common goal, even if they are not always working together. The successful activation of Port Melbourne Waterfront relies on all stakeholders committing to invest personally in the delivery of actions as well as the ongoing coordination, management, and maintenance of the area.

BUILDING LOCAL LOYALTY

This program aims to build a stronger relationship between local residents and local businesses. Currently residents feel that the retail, hospitality and services do not meet their daily needs and as such they are spending their time and money elsewhere. The Building Local Loyalty Program will deliver business improvements that meet residents' needs, in terms of price point, experience, diversity of offer, and through loyalty rewards or incentives. The desired outcome of this program is to keep locals shopping and dining in the neighbourhood.

ENGAGING PUBLIC SPACES

This program aims to improve the experience of the public realm for all users. Currently the public realm is movement focussed with a paucity of 'staying places' whether that be to rest along your bike journey, take a picnic down to the beach or wait for your ship to sail. The Engaging Public Spaces Program will deliver public realm and amenity enhancements that support year round and self sustaining activities providing an improved experience for locals, exercisers, visitors, boat passengers and employees. The desired outcome of this program is to extend the time people spend in the public realm of the area.

PROMOTIONS & EVENTS

The Promotions and Events Program aims to provide a warm and interesting environment for visitors to the area. The waterfront has a rich history, wonderful natural assets and a huge potential audience, but there is a lack of events, activities and information to entice visitors to stay. The Promotion and Events Program will deliver a series of informal and formal events to improve the visitor experience, entice them to spend their time and money here and be part of the Port Melbourne Waterfront story. The desired outcome of this program is to improve the identity of Port Melbourne as a destination in its own right.

2.4.1 Preparation and Management Actions

This program provides the overall governance structure for the delivery of the Activation Plan. Until recently Council, business and community have not had the impetus to work collaboratively, however, the success of the Vibrant Villages/place making approach relies on this. This program aims to share responsibility between the groups and individuals to ensure that all are working toward a common goal, even if they are not always working together. The successful activation of Port Melbourne Waterfront relies on all stakeholders committing to invest personally in the delivery of actions as well as the ongoing coordination, management, and maintenance of the area.

	ACTION	RESPONSIBILITY	TIME FRAME	FUNDING
A1	Activation Plan Summary, Communication & Engagement	All	Immediate	Nil-\$
A2	Community Reference Group, Roles & Meetings	All	Immediate	Nil
A3	Branding, Communications and Signage Plan	Council	Immediate	Nil
A4	Review Process	Council	Immediate	Nil

A1: Activation Plan Summary, Communication & Engagement

Objective

To develop a simple document that shares the strategy and actions that business and community can work with Council to deliver.

Create an engaging infographic A3 poster summary

- › Include existing communications and marketing channels and links that people can use to share events and programs
- › Include actions businesses can undertake to build local loyalty; blankets, cosy areas, clean outdoor spaces, local specials etc.
- › Organise meetings with businesses, keep a record of commitments and follow up by email, then every quarter

	Preparation and Management Program
	Nil-\$
	All
	Immediate



Example poster style

A2: Community Reference Group, Roles & Meetings

Objective

Keep the collaborative process alive by bringing people together regularly and sharing responsibilities.

Develop terms of reference and quarterly meeting calendar

- › Identify ideal membership
- › Identify roles and responsibilities for members
- › Coordinate meetings to align with project information gathering, launches and events in order to minimise time/resources needed

	Preparation and Management Program
	Nil
	All
	Immediate



Regular meetings to share progress and ideas





A3: Branding, Communications and Signage Plan

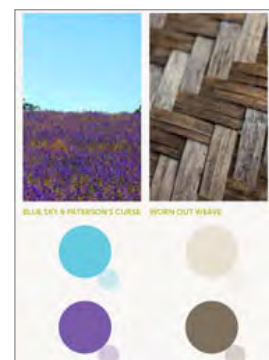
Objective

To coordinate existing Council activity and planning.

Create a single summary document that captures Council plans regarding branding, communications and signage planning, activities and opportunities.

- › Develop a unified colour/vegetation palette
- › Identify gaps for further marketing and communications opportunities eg Facebook, new brochures
- › Integrate preparation and planning for Welcome and directional signage, art on the fence project, heritage markers, distance markers
- › Integrate with IMAP wayfinding signage

	Preparation and Management Program
	Nil
	Council
	Immediate







Colour, vegetation and material palettes can reinforce the local identity of a place

A4: Review Process

Objective

To continue to assess actions against the three strategic directions to measure success.

Set up simple review template for completed actions and for assessing new ideas against the Activation plan criteria

	Preparation and Management Program
	Nil
	Council
	Immediate



Learning from past projects and improving future ones

2.4.2 Building Local Loyalty Program

This program aims to build a stronger relationship between local residents and local businesses. Currently residents feel that the retail, hospitality and services do not meet their daily needs and as such they are spending their time and money elsewhere. The Building Local Loyalty Program will deliver business improvements that meet residents' needs, in terms of price point, experience, diversity of offer, and through loyalty rewards or incentives. The desired outcome of this program is to keep locals shopping and dining in the neighbourhood.

	ACTION	RESPONSIBILITY	TIME FRAME	FUNDING
A5	Local loyalty card	Business/ PMBA	Immediate	Nil
A6	Winter warmers mid week specials	Business/ PMBA	Short	Nil
A7	Shopper survey market research	Council & Business	Short	\$

A5: Winter Warmers Mid Week Specials

Objective

To increase local customer patronage of restaurants during their slow time and when residents don't want to travel in colder weather.

To deliver a lower cost food and drink promotions program during the winter months, to increase local customer numbers.

- › Aim to involve majority (90%) of hospitality businesses in PMW
- › Link with special occasion/'slow' nights eg. free glass of wine with a meal on Tuesdays
- › Link menus with relevant festivals in PMW, Melbourne and Tasmania eg. Truffle festival
- › Happy hours - Hot Toddy/Mulled Wine
- › Specials - Soup and Sinatra nights

📍	Building Local Loyalty Program
💰	Nil
👤	Port Melbourne Business Association & Businesses
🕒	Immediate



Warm up from the inside with friends before the journey home!

A6: Local Loyalty Card

Objective

To provide loyalty rewards to local repeat customers.

Engage PMBA to deliver an on going loyalty card program

- › Aim for three businesses to work collaboratively
- › Print and distribute cards to involved businesses
- › Run continuously throughout the year
- › Consider offers that could be included eg. coffee, ice-cream, muffins etc.
- › Consider loyalty discounts eg 'collect x amount of stamps and receive a 25% off your bill Mon-Wed

	Building Local Loyalty Program
	Nil
	Port Melbourne Business Association & Businesses
	Short



Loyalty cards are great for branding and marketing business

A7: Shopper Survey Market Research

Objective

To gain an understanding of how people perceive the retail/hospitality offer, and how they think the place could be more attractive or improved in the future.

Conduct a minimum of 30 shopper surveys, at different times of day, over weekdays and weekends

- › Engage a secret shopper researcher to visit the PMW businesses and provide an outsiders perspective
- › Conduct a minimum of 30 exit surveys each year to track changing perceptions

	Building Local Loyalty Program
	\$
	Council & Business
	Short



Surveys provide a measure of change and success

2.4.3 Engaging Public Spaces Program

This program aims to improve the experience of the public realm for all users. Currently the public realm is movement focussed with a paucity of 'staying places' whether that be to rest along your bike journey, take a picnic down to the beach or wait for your ship to sail. The Engaging Public Spaces Program will deliver public realm and amenity enhancements that support year round and self sustaining activities providing an improved experience for locals, exercisers, visitors, boat passengers and employees. The desired outcome of this program is to extend the time people spend in the public realm of the area.

	ACTION	RESPONSIBILITY	TIME FRAME	FUNDING
A8	Sports/Recreation on the Beach and Foreshore	Council/community groups	Immediate	Nil-\$
A9	Temporary distance markers	Council/PMBA	Immediate	Nil-\$
A10	Vegetation upgrade and replacement	Council	Short	\$\$
A11	Swim safely and dog beach information signage	Council	Short	\$
A12	Install pilot bike hub and signage	Council	Medium	\$\$
A13	PMW directional signage	Council & PMBA	Medium	\$\$
A14	Summer pop up seating & shade	All	Short	\$\$\$
A15	Welcome to PMW sign	Council & Port of Melbourne/Spirit	Short	\$\$
A16	Permanent distance/heritage markers/exercise	Council & residents/community groups	Long	\$\$\$





A8: Sports/Recreation on the Beach and Foreshore

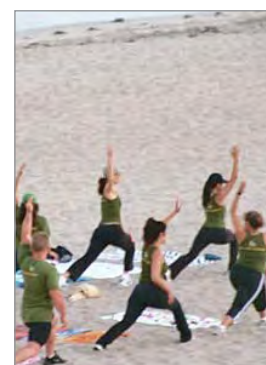
Objective

To open opportunities for organised group activities in the area, particularly in the early mornings, evenings and over the winter months.

Identify group training, sports and active commercial recreation areas within PMW

- › Consider beach and grassed areas
- › Maintain existing uses; dog access, swimming, beach tennis etc
- › Advocate State Government for greater flexibility for sport on beach
- › Improve signage about beach and foreshore activity eg. dog access, swimming and recreation
- › Explore commercial operators for recreational activities
- › Integrate sporting groups to offer sporting programs

	Engaging Public Spaces Program
	Nil-\$
	Council/community groups
	Immediate



Using the beach and foreshore for active groups will make the place feel safer





A9: Temporary Distance Markers

Objective

Connect destinations such as Port Melbourne shops and cafes with regular exercisers

Set temporary distance makers from major destinations to encourage people to start or end at Port Melbourne Waterfront

- › Install temporary distance markers; vinyl stickers/spray paint
- › Recommended locations: Station Pier, Bay Street Retail Village, 'photo spot'
- › Distance units: 0.5kms
- › Integrate athletes and sporting group requirements

	Engaging Public Spaces Program
	Nil-\$
	Council/PMBA
	Immediate



Distances can be sprayed onto existing infrastructure in the short term.





A10: Vegetation Upgrade

Objective

Improve overall look and feel of the area to make it more attractive and look more cared for.

Infill areas of poor vegetation and look for opportunities to 'refresh' planting areas

- › Consider planting that changes seasonally and/or flowers to provide colour (such as the Victorian state flower 'pink heath')
- › Use planting to differentiate places eg soft leafed plants better for staying, spiky better to support movement areas.
- › Use vegetation to create wind barriers and protected areas
- › Increase use of planter boxes by business tenants
- › Identify areas and establish a mechanism to link with community garden programs
- › Participate in community planting days

	Engaging Public Spaces Program
	\$\$
	Council
	Immediate



Colour in the planting can also tell a story - Victoria State Flower

2.4.3 Engaging Public Spaces Program... CONTINUED





A11: Swim Safely and Dog Off Leash Areas Information Signage

Objective

Promote the existing dog off leash areas in PMW to encourage locals to engage in an active and healthy lifestyle.

Design and install descriptive information signs

- › Dog off leash area sign to be installed at existing areas, including information about times, owner etiquette and explore free doggy dodo bag dispensers
- › Beach access and safety signage to be installed along the waterfront, including information on swimming, windsports, etc.

	Engaging Public Spaces Program
	\$
	Council
	Short



People love their pooches, signage will attract more people to play on the beach




A12: Install Pilot Bike Hub and Signage

Objective

Increase bike rider use of paths as well as promote area as a staying/meeting place

Deliver a new bike hub: combination of bike racks, information signage, bike care tools, collocated with an additional bike share station

- › Investigate appropriate location
- › Include information signage: how to use the bike hub, shared bike system, and great cycle routes around PMW

	Engaging Public Spaces Program
	\$\$
	Council
	Immediate



Bike hubs increase the convenience and attraction of cycling


A13: PMW Directional Signage

Objective

To improve the visitor experience of PMW and assist them in discovering different areas of interest around PMW

Install directional signage at key locations in PMW promoting walking to different areas

- › Review all directional signage messaging
- › Install directional signage for cruise ship passenger assistance (same blades that are displayed other locations in Port Phillip)
- › Highlight activities, trails, places of interest, shopping, transport etc
- › Install rubbish bin directional signage
- › Improve business signage

	Engaging Public Spaces Program
	\$\$
	Council & Business
	Immediate



Making it easy for visitors to get around PMW





A14: Summer Pop Up Seating & Shade

Objective

Increase amenity and physical comfort for people coming to PMW, encouraging longer stay times and therefore the vibrancy and safety of the area.

Create a temporary pop-up space providing seating and shade during cruise ship season

- › Investigate appropriate areas near Station Pier for the pop up space
- › Identify a pop-up steward - a person who will look after the daily management of the space (taking in/out seats, putting up umbrellas etc.)
- › Integrate a design competition with Melbourne University and RMIT in collaboration with Port of Melbourne, local business, community and Council

	Engaging Public Spaces Program
	\$\$\$
	All
	Short



Temporary interventions can both trial and inspire long term change and investment


A15: Welcome to PMW Signage

Objective

To help better define PMW as a destination and to create a sense of arrival for visitors from/to cruise ships.

Install welcome to Port Melbourne Signage at Station Pier

- › Install welcome to Port Melbourne Signage at Station Pier
- › Investigate welcome to Port Melbourne signage on Beach Street as part of the Activity Centre signage strategy
- › Investigate integrating sculpture art as the, or part of the signage

	Engaging Public Spaces Program
	SS
	Council & Port of Melbourne/Spirit
	Short



Welcome signs can be done in quirky and interesting ways, creating an 'instagram' moment



A16: Permanent Distance/Heritage Markers/Exercise

Objective

To promote Port Melbourne as a destination and to engage with people on their walk/run along the foreshore

Set permanent distance makers from major destinations to encourage people to start or end at Port Melbourne Waterfront

- › Review temporary distance maker trial
- › Source heritage information
- › Explore design options for heritage markers
- › Explore opportunities to incorporate distance markers with heritage markers
- › Explore options for exercise posts/markers

	Engaging Public Spaces Program
	SS\$
	Council & residents/community groups
	Long



High quality markers can add detail and beauty to the public realm as well as being informative

2.4.4 Promotions and Events Program

The Promotions and Events Program aims to provide a warm and interesting environment for visitors to the area. The waterfront has a rich history, wonderful natural assets and a huge potential audience, but there is a lack of events, activities and information to entice visitors to stay. The Promotion and Events Program will deliver a series of informal and formal events to improve the visitor experience, entice them to spend their time and money here and be part of the Port Melbourne Waterfront story. The desired outcome of this program is to improve the identity of Port Melbourne as a destination in its own right.

	ACTION	RESPONSIBILITY	TIME FRAME	FUNDING
A17	Year 1 - Winter Event Trial	All	Immediate	TBA
A18	Pop-up art/sculptures/art on the fence	All	Short	\$\$
A19	Investigate alternative parking options	Council & Business	Immediate- Ongoing	0-\$
A20	PMW combined venue brochures for tourism & local outlets	PMBA & Business	Short	\$\$
A21	Yarra Trams advertising - Seasonal and event marketing	Council & PMBA	Short	\$
A22	Welcome to Port Melbourne Program	Council & residents/ community groups	Short	\$-\$\$
A23	Sunset sips/evening drink specials	PMBA & Business	Short - Medium	Nil
A24	Open Port Day	Council/Port of Melbourne/Spirit	Medium	\$\$\$
A25	Year 2 - Winter event	Business	Medium- Long	\$\$
A26	Ride to Work Day (Breakfast Event)	All	Short	\$

A17: Year 1 - Winter Event Trial

Objective

To trial hosting an event at PMW that will grow, and to create a major attraction for the festival period during winter

Provide activity during the low winter season

- › Established an EOI process and execution methodology for future events at PMW
- › Investigate suitable winter activities that could be adapted for PMW (e.g. Melbourne's first Truffle Festival or Portobello Mushroom Festival)
- › Install temporary sculptures for the winter period
- › Link with Tasmania

	Promotions and Events Program
	(Council to advise)
	Council & Business
	Immediate



Locals, visitors and businesses unite for a very special festival

A18: Pop-up Art/sculptures/art on fence

Objective

To improve the visual attractiveness and 'welcome' of Port Melbourne Waterfront and block the Spirit loading area

Create a collaborative artist/community art work that wraps around existing fencing and tells the historic story of Port Melbourne Waterfront

- › TT-Line art on fence project with artist and school engagement

	Promotions and Events Program
	\$\$
	All
	Short



The process of creating a collaborative artwork has the potential to be equally as valuable for a local community as the finished product.

A19: Investigate Alternative Parking Options

Objective

To leverage parking convenience as a way to increase Port Melbourne's competitiveness with other destinations, as the preferred place for evening dining and enjoyment of the outdoors.

Explore alternative parking options to increase visitation and extend stays

- › Investigate alternative parking models
- › Investigate hourly rate options
- › Review existing frequency of parking utilisation
- › Finalise traffic design study for Beacon Cove round-a-bout as outlined in the UDF
- › Review TT-Line queuing as referred to in the UDF
- › Encourage local businesses to promote any adopted parking specials during the winter season eg. halve your parking fee with every bill over \$15.

	Promotions and Events Program
	Nil-\$
	Council & Business
	Immediate- ongoing



Yarra Trams runs a great program to get people to explore different routes

2.4.4 Promotions and Events Program... CONTINUED

A20: PMW Combined Venue Brochures for City Businesses & Events

Objective

To increase exposure and help promote local businesses and venues in Port Melbourne particularly for group bookings, Christmas parties and off site conferencing.

Produce a 'venue pocket guide' for Port Melbourne that can be updated and reprinted each year in the lead up to the Christmas party period

- › Include all venues and party packages
- › Distribute to city businesses
- › Encourages groups to use the area and connects with beach activities such as Beach tennis etc

	Promotions and Events Program
	\$
	Business & PMBA
	Short



Suburbs all across Australia are producing 'guides' and successfully promoting what they have to offer

A21: Yarra Trams Advertising - Seasonal and Event Marketing

Objective

To engage with Tram 109 users to generate interest and excitement around local businesses, special promotions and events happening at PMW.

Set up agreement for two year program with 4 posters over that period

- › Winter Event 1 (2014)
- › Winter Event 2 (2015)
- › Meet you at the beach' in 11 minutes! (109 tram promotion)

	Promotions and Events Program
	\$
	Council & Business
	Short



Yarra Trams runs a great program to get people to explore different routes

A22: Welcome to Port Melbourne Program

Objective

To engage local residents and businesses in sharing the good stories and assets of PMW and to create a memorable experience and welcome for visitors.

Develop volunteer program and welcome to Melbourne events and marketing collateral

- › Establish Volunteer Ambassadors to greet service for cruise visitors and Spirit of Tasmania
- › Local restaurants to hold events such as free history talks, Bellini breakfasts etc. to engage cruise visitors to spend more time in the area
- › Local sporting groups to hold events on cruise arrival days
- › Utilise PoM vacant facility next to Heritage Crane to assist Volunteer Ambassadors to store material
- › Ensure Port Melbourne Waterfront and Port Phillip promotional material is available for distribution

	Promotions and Events Program
	\$-\$
	Council & residents/ community groups
	Short



Ambassadors should be able to direct people to interesting local activities as well as heritage and businesses

A24: Sunset Sips; Evening Drink Specials

Objective

To provide incentives for people to stay after work or come especially to Port Melbourne in the evenings

Establish a selection of food and drink specials across the PMW hospitality businesses to encourage people to come to the waterfront after work

- › Happy hour drink specials
- › Local musician evenings (ensure resident comfort)
- › Two/three course meal offers
- › Link to wineries/breweries for special tasting offers
- › Beach picnic packages from the cafes
- › Beach sport/recreation demonstrations and participation

	Promotions and Events Program
	Nil
	Business & PMBA
	Short - Medium



Victorians love good food and wine; offering specials is sure to increase the night time activity in PMW

A24: Open Port Day

Objective

To attract a diverse new audience to the waterfront to connect to its heritage story, Tasmanian connections and natural environment.

Collaborate with the Spirit of Tasmania and Port of Melbourne to host an 'open day' where the general public can explore one of their ships

- › Confirm Spirit of Tasmania commitment to the open day
- › Develop marketing and events plan
- › Connect with businesses to encourage special offers and outdoor trading for the event
- › Bring in food trucks, entertainment etc to provide options for visitors
- › Connect with community organisations to hold sporting activities on the beach

	Promotions and Events Program
	\$\$\$
	Council/Port of Melbourne/Spirit
	Medium



Open port days are popular all round the globe

A25: Year 2 - Winter event

Objective

Increase visitation and activation of the waterfront during winter months

Secure a major event for 2015

- › Aim to secure the Truffle Festival as a repeat annual event (providing it was successful in the trial year)
- › Investigate possibility of MONA (Tasmania) collaboration
- › Based on the Year 1 - Winter Event Trial, create an EOI process and execution methodology for future events at PMW

	Promotions and Events Program
	\$\$
	Business
	Medium-Long



Food festivals don't just have to be food, they can incorporate art and performance too




A26: Ride to Work Day (Breakfast Event)

Objective

Encourage local workers to ride to work, and host a breakfast event where people can meet each other and form relationships.

Host a breakfast event for ride to workers'

- › Coffee offers
- › Breakfast to go
- › BBQ breakfast
- › Massages
- › Hat hair fix-it
- › Bike maintenance/bike care
- › Roving entertainment (Mick the mechanic)
- › Bike route maps
- › Solo powered bike disco sound system
- › E-bike test rides

	Promotions and Events Program
	\$
	Council
	Short













Ride to Work day is a national event that is a good fit with the area due to bike paths and infrastructure

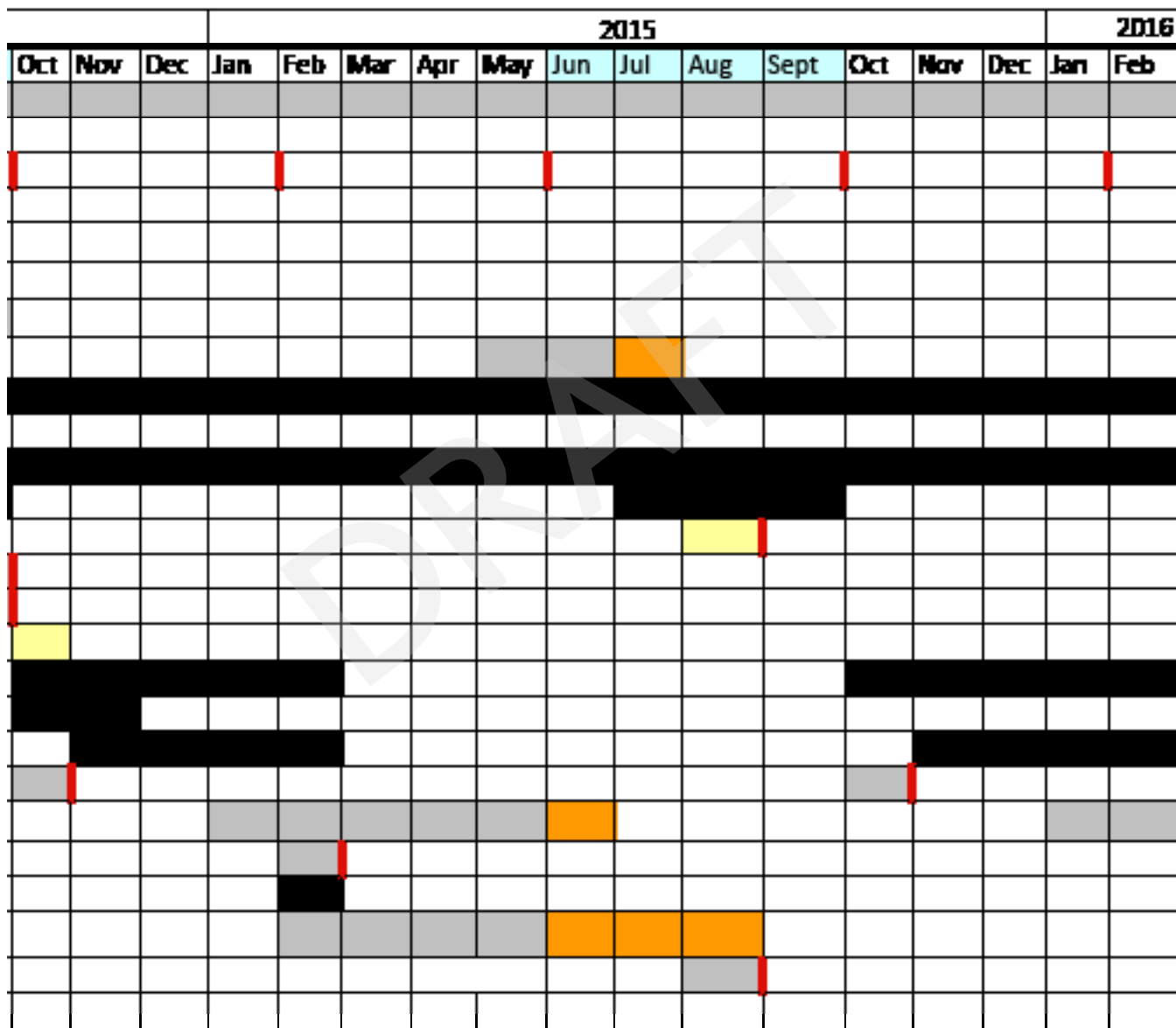
2.4.2 THE 2014-2016 ACTION PLAN CALENDER

The following 2014-2016 calendar lists the priority actions according to when they will occur over the 2 year period. The purpose of the calendar is to provide Council, business and community with a program of activation projects.

			2014					
Activation Projects			Apr	May	Jun	Jul	Aug	Sept
A1	A	Activation Plan Summary, Communication & Engagement						
A2	C	Branding, Communications and Signage Plan						
A3	A	Community Reference Group, Roles & Meetings						
A4	C	Review Process						
A17	A	Year 1 - Winter Event Trial (Truffle Festival)						
	C	Sports/recreation on the Beach and Foreshore						
	C	Investigate Alternative Parking Options						
	A	Pop-up Art/Sculptures/Art on Fence						
	B	Local Loyalty Card						
	C	Temporary distance markers						
	C/R	Welcome to Port Melbourne Visitor Ambassadors						
	B	Winter warmers mid week specials						
	B	PMW combined venue brochures for tourism & local outlets						
	C	Vegetation upgrade						
	C	Swim safety and dog beach information signage						
	C/B	Yarra Trams advertising - Seasonal and Event Marketing						
	C/P	Summer pop up seating & shade						
	C	Welcome to PMW Signage						
	B	Sunset sips; evening drinks specials						
	C/B	Shopper Survey market research						
	C/P	Open Port Day						
	C	Install pilot bike hub and signage						
	C/B	PMW directional Signage						
	B	Year 2 - Winter event						
	C/R	Permanent distance/heritage markers/exercise						
	C	Ride to Work Day (Breakfast Event)						

KEY

	Planning		Council
	Delivery deadline/meeting		Residents/community groups
	Program		Business
	Event		All
	Marketing		Port of Melbourne/Sprit



2.4 DELIVERING THE STRATEGY 2014-2016

Delivering the Activation Plan requires a structured framework to ensure actions are appropriate and are implemented effectively through a variety of partnerships. This Plan provides the foundation of the ongoing activation of Port Melbourne Waterfront and is the first step towards a more collaborative approach between Council, business and the community.

GOVERNANCE

Put simply, there is no 'one size fits all' model for the activation and management of a successful place. Strong coordination and governance is critical. Various stakeholders will prioritise different aspects of the project to align with their individual interests and investments. Successful place activation relies on the combined inputs of all stakeholders, both financial and emotional in creating a great place over the short and long term.

PARTNERSHIPS

The successful delivery relies on all parties committing to, and delivering on the actions that they are responsible for. To create self sustaining activity, it is important that investment is not the sole responsibility of Council but something that local business and the community invest in as well through volunteer time, expertise, marketing, business and property owner improvements and linking with major events, local community groups and government grants. Government agencies, the Port of Melbourne, Port Melbourne Business Association, Yarra Trams, etc. can all contribute.

The benefits of this collaborative approach are many; resources can be better managed at the Council level, and the opportunities for cooperative activities between businesses and the community can be enhanced. Working collaboratively ensures that all resources are being directed towards achieving the goals that have been agreed to by all.

Establishing strong partnerships between Council, businesses, community groups, residents and interested stakeholders in the development and delivery of actions will not only ensure that their needs are met but a collective sense of ownership and capacity is built.

FUNDING OPPORTUNITIES

Council have allocated up to \$40,000 in funding to deliver 'quick win' actions to June 2014. An additional \$50,000 (2013/2014) may be available through the UDF, aligning the delivery of these two important projects to activate Port Melbourne Waterfront, focussing on the traffic management concept design.

The City of Port Phillip currently offers a number of grants and funding opportunities to local community members and businesses. Grants and other mechanisms, such as joint private/public funding contributions (dollar for dollar schemes) provide an opportunity for partnerships between Council, community and business and reduce the financial risk for both. It should be noted that funding opportunities are not limited to these grants, and other sources may be available through different channels.

Grant	Maximum Funding
Local Community	
Equipment Fund	\$1,000
Local Festivals Fund	\$10,000
Small Poppy Neighbourhood Grants	\$2,000
Multicultural Celebration Fund	\$400
Seniors Festival Funding	\$10,000
Council Neighbourhood Programs	\$1,000
Community Groups	
Toyota Strategic Skills Mentoring Program	Advice & training
Community Grants Program - Community Strengthening	\$10,000
Community Grants Program - Social Inclusion Partnerships	\$5,000
Community Grants Program - Program Support	\$1,000
Community Grants Program - Diversity and Ageing Support	\$1,000
Artists	
Cultural Development Fund	\$10,000
Rupert Bunny Foundation Visual Arts Fellowship	\$25,000
Business	
Tourism Business Accreditation	Accreditation subsidies

To ensure the funding available is spent efficiently, it is critical that the ongoing operation and management costs of new public infrastructure and facilities, events and programming are considered at the outset.

COMMUNICATION & ENGAGEMENT

Sharing the project success stories is the best way to get people excited and involved. Providing ongoing information, through a variety of methods, such as a newsletter, email or social media to ensure the wider community is updated on the progression of the Activation Plan delivery will help to build ownership and tap into the local enthusiasm and passion for the area.

Consideration also needs to be given to how all stakeholders (local business, residents, business employees, and visitors community groups, landowners, Council staff and other government partners) will be engaged throughout the project.

REVIEW & MONITORING

To ensure the ongoing timely and cost effective delivery of actions, the Activation Plan should be reviewed and adjusted based on new information and be a checkpoint to ensure that actions respond and deliver on the community and activation needs.

RISK CONSIDERATIONS

Unexpected issues can occur over time that may significantly impact on the delivery of actions. In addition, it is difficult to ascertain the impact to the future activation if one or more actions are not delivered as they form a complete series of interconnected actions that together aim to achieve the desired outcomes for the future activation of Port Melbourne Waterfront.