



Prahran

Place Activation Plan

**Great Places, Thriving
Communities**
Stonnington's Place-led
Economic Development Strategy



City of
STONNINGTON



Reconciliation Acknowledgment Statement

The City of Stonnington acknowledges that we are on Traditional Lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations and pay our respect to their Elders past, present and emerging. We extend that respect to all Aboriginal and Torres Strait Islander peoples.

We acknowledge their living connection to Country, relationship with the land and all living things extending back tens of thousands of years.

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Definitions

ABS: Australian Bureau of Statistics

Activity centre: A central cluster of activity within an urban area. This can also be referred to as the local shops, main street or shopping precinct.

Annual Plan: City of Stonnington’s complementary document describing our program of activities for the Financial Year.

Community capacity building: Enables communities to learn new skills and methods to ensure that objectives are met, and communities have the capacity to develop and grow, adding value and potentially increasing the service offering of activity centres.

Community indicators: Data used to provide insight into progress towards achieving strategic objectives, including how actions may need to be adjusted.

Community (or Place) vision: An aspirational description of what our communities want for the future of our City.

Council Plan 2021-25: Sets out our strategic directions and objectives to guide the organisation over the next four years and outlines how we will operate, what we will achieve and how we will measure success.

Co-working: A model of working in which a mix of individuals, innovators and organisations work at the same physical location, sharing space, ideas and technology.

Economic drivers: These are key economic factors with an economic influence in a defined catchment area, including visitation, income and spend.

Economy ID: An online website and information tool that provides local demographic, economic, housing and population forecast data for Stonnington.

Framework: A basic structure underlying a system, to guide how the City’s place-led approach is developed, delivered and evaluated, in alignment with other key priorities. The framework helps in understanding the prioritisation of key actions and objectives that will strengthen the identity of Stonnington’s unique activity centres, and respond to the shared needs, ideas and aspirations of the community to create places where people love to live, shop, visit and invest.

Local spend: The dollar amount spent by residents of the defined catchment in the defined catchment.

Metrics: Measures of quantitative and/or qualitative data commonly used for comparing and tracking performance or production.

Out-of-home Advertising: Outdoor advertising, outdoor media, and out-of-home media experienced outside of the home.

Placemaking: A concept that aims to strengthen the connection between people and the places they share; a collaborative approach, by which the public realm is shaped, developed, used and activated in order to maximise shared value. Placemaking helps create successful places loved by the communities that use them.

Place Activation Plan: A stand-alone strategic analysis with recommendations for each activity centre and actions to be implemented by the City of Stonnington (Council) and partners. A Place Activation Plan provides a roadmap for the planning and activation of each activity centre and aims to ensure future improvements are responding to local needs and aspirations.

PLED: The acronym for Place-led Economic Development, which refers to using a placemaking approach to realise economic benefits.

Seven Elements of Great Places™: A tool (developed by Hatch RobertsDay), which identifies appropriate levers to measure and harness the power of placemaking for economic growth and prosperity.

Total local spend: The total dollar amount spent in a defined catchment (regardless of origin of dollar).

20-minute neighbourhood: This concept is about ‘living locally’ – giving people the ability to meet most of their daily needs within a 20-minute return walk from home, with access to safe cycling and local transport options.

Visitor economy: is a term used to describe the production of goods and services purchased by visitors both international and local.

Visitor spend: The dollar amount spent by visitors in a defined catchment.

Walk Score™: Walk Score is a number between 0 and 100 that measures the walkability of any address.

Overview

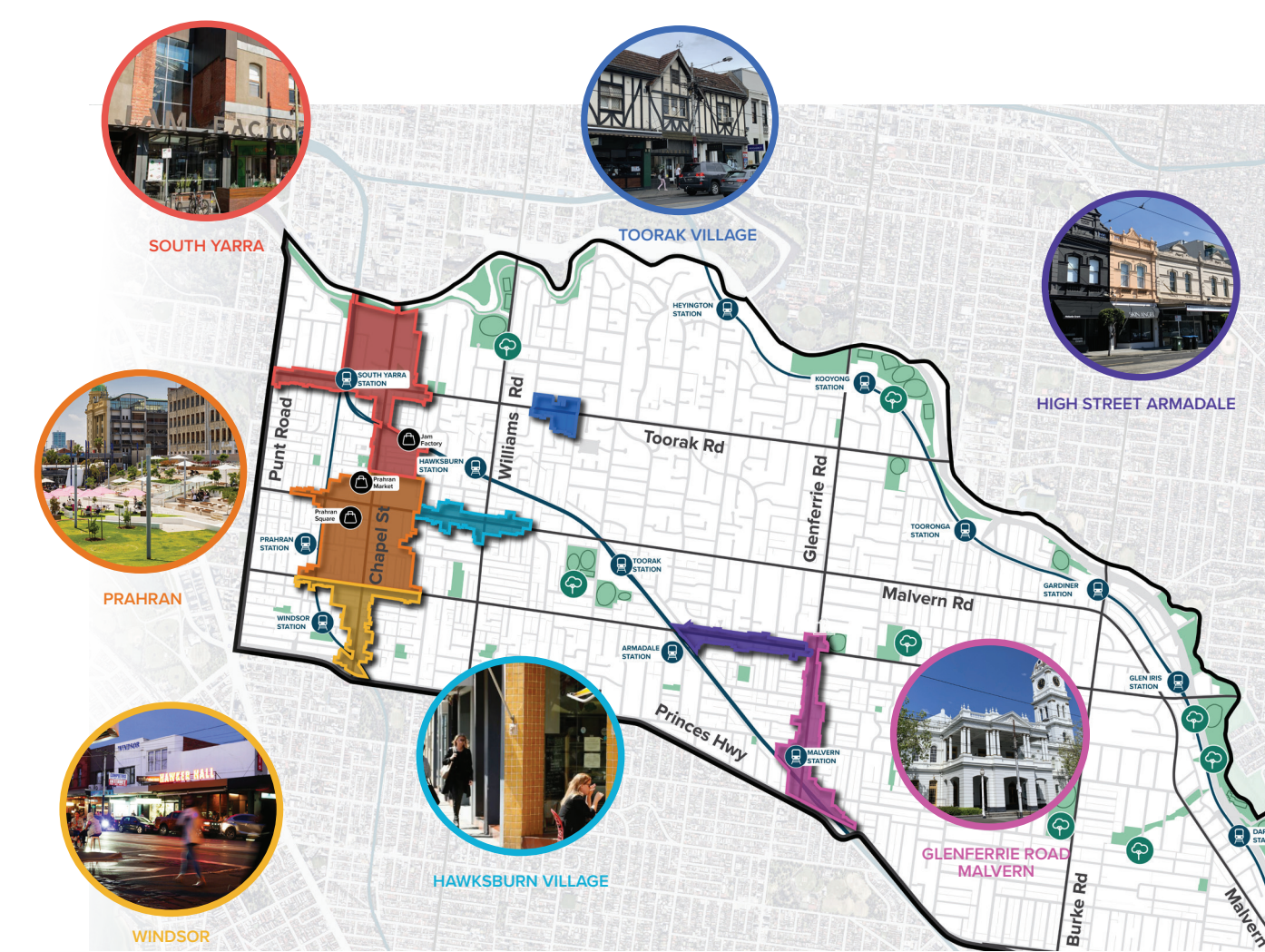
Complementing the PLED Strategy, which provides the ‘why’ of place-led economic development, a Place Activation Plan is a standalone document that articulates the ‘what’ and the ‘how’ by delivering a guiding and aspirational vision and key actions for implementation.

A Place Activation Plan has been developed for each of Stonnington’s largest activity centres: South Yarra, Prahran, Windsor, High Street - Armadale, Glenferrie Road - Malvern, Toorak Village and Hawksburn Village. Over time, additional Place Activation Plans are expected to be developed for other activity centres around Stonnington.

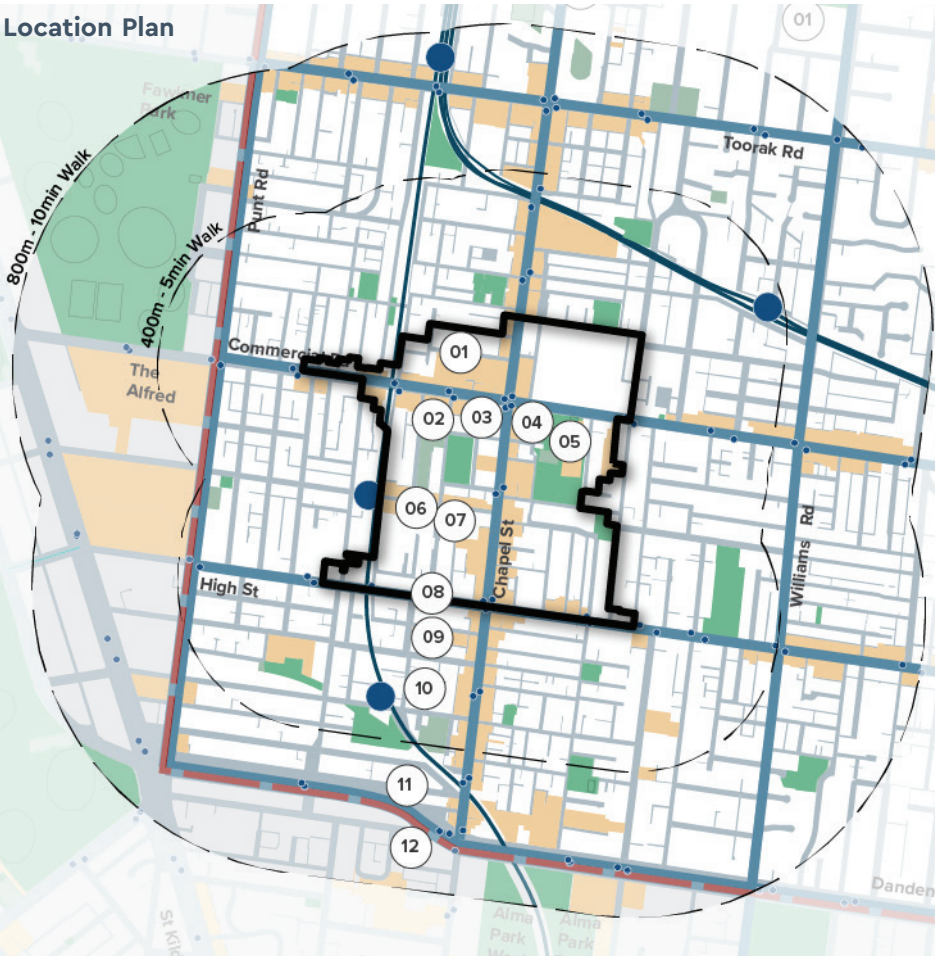
Our Place Activation Plans are informed by harnessing the local needs and aspirations gathered through community engagement and using the Seven Elements of Great Places Framework to identify the social, economic, and environmental opportunities to improve the place experience.

The Place Activation Plans are intended to:

1. outline a future vision for the place developed by the communities that use them
2. prioritise key actions and objectives to achieve this vision
3. guide the decision-making process for programs, services, and capital works, and
4. be used as a tool to implement place-led economic development and measure its impact for future application.



Place Context



- Legend**
- City of Stonnington boundary
 - Precinct boundary
 - Walking catchments (400m/800m)
 - Railway line
 - Tram stop
 - Railway station
 - Park and recreational
 - 01 Prahran Market
 - 02 Prahran Square
 - 03 Pran Central
 - 04 Chapel Off Chapel
 - 05 Prahran Pool
 - 06 Greville Street Precinct
 - 07 Prahran Town Hall
 - 08 Melbourne Polytechnic
 - 09 National Institute of Circus Arts (NICA)
 - 10 Artists Lane
 - 11 Windsor Plaza
 - 12 The Astor

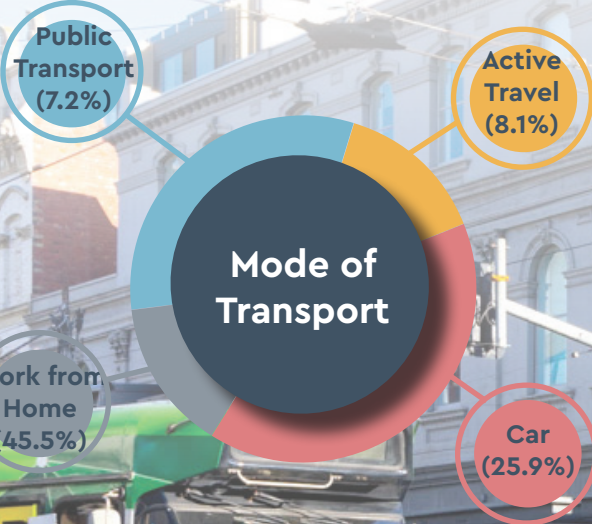
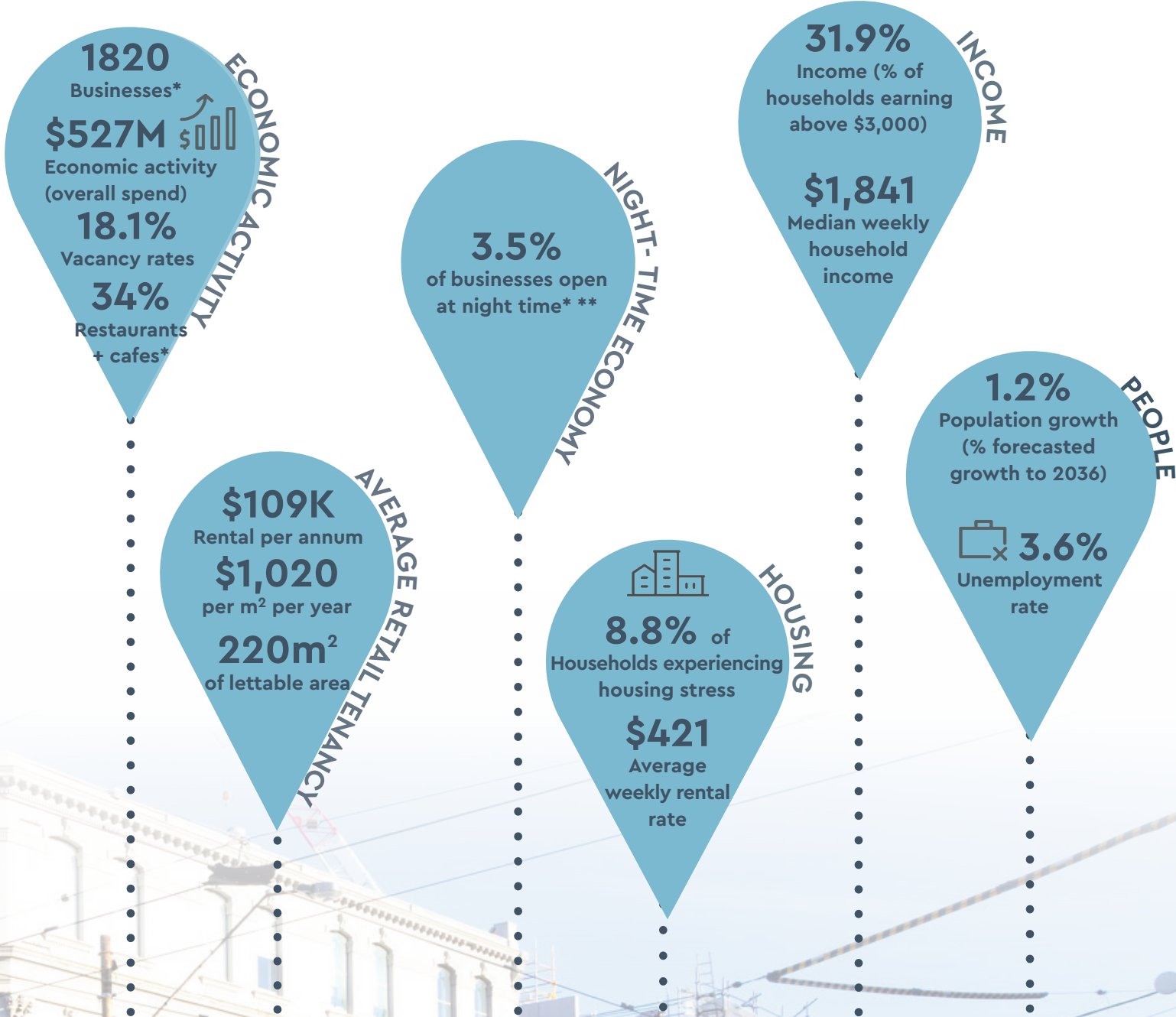
Annual Expenditure Statistics (2021)

- Residents of Prahran spent \$131.9M locally in the Prahran activity centre.
- Visitors to Prahran spent \$333.1M in the Prahran activity centre.
- A total of \$252M spent by Prahran residents escaped in online spending.

Key Expenditure Drivers

- A destination city centre forming the core of Chapel Street with key tourism anchors such as Prahran Market, Prahran Square and Chapel Off Chapel driving visitor spend.
- Local services and convenience offering.

Activity Centre Profile



PRAHRAN ACTIVITY CENTRE

*includes 800m radius of activity centre
**data from liquor licences. Assumptions based upon liquor licences for after hours count.

Framework Results

All indicators were scored and measured against the Seven Elements of Great Places Framework. The following summary presents the results of this benchmarking, using an expanded five-colour traffic light system.

In most cases, the benchmark was the Greater Melbourne Average (GMA) but some exceptions include benchmarking activity centres to one another or an industry standard benchmark such as Walk Score. By using the Seven Elements of Great Places as a base, suitable available indicators and metrics have been selected to measure the performance of activity centres

Red (1): represents a highly negative or poor outcome or no alignment
Orange (2): notes a slightly negative outcome or poor alignment
Yellow (3): represents a neutral outcome
Light Green (4): notes a mildly positive outcome or alignment
Bright Green (5): represents highly positive result or alignment

Prahran’s core strengths are in the elements of Identity and Greenery. Grattan Gardens, Princes Gardens, Prahran Square and the Chapel Off Chapel forecourt contribute to significant green and open spaces within the walkable catchment.

Various transport options within walking distance contribute to lower car dependency in Prahran.

Anchor attractions such as Prahran Market contribute to high levels of local spend, but higher vacancy rates contribute to a lower score in Resilience.

A significant health and wellness offer comprising of 35 medical establishments of various types, 13 daycare and kindergartens and 20 community facilities provide a strong foundation.

	INDICATORS (FEATURES)	Prahran
Mobility	Walkability	
	Active transport	
	Mode of transport	
Urbanity	Economic activity	
	Income	
	Unemployment	
Wellness	Schools	
	Lifelong learning opportunities	
	Early childhood and childcare facilities	
	Health, wellness and beauty	
	Libraries and community facilities	
Identity	Sports and recreation facilities	
	Cultural identity	
	Visitor economy	
Greenery	Local playgrounds	
	Local parks	
Equity	Ability to age in place	
	Affordable housing options	
	Housing diversity and delivery	
Resilience	Vacancy rates	
	Population growth	
	Environmental resilience	

The semi-circular graphics on this page provide the framework results of the vertical analysis for Prahran. Strong performance is indicated with a score of 5 with poor performance indicated by a score of 1.

For more information on the framework analysis, see Appendix 'How to Read the Framework Analysis'.



Community Engagement

168 completed survey responses
and **41** street talk intercept interviews



Most frequent modes of transport were **Walking (67.7%) + Car (16.2%)**

* survey only

Two most voted for categories associated with Prahran:

Hospitality (cafes and dining)

74.4%

Retail

57.1%

% of people in Prahran:

visit Prahran everyday

67.5%

would recommend Prahran as a place to live

82.6%

would recommend Prahran as a place to visit

88.0%

would recommend Prahran as a place to work

84.9%

Top words you used to describe Prahran today are:



Top words you used to aspire
Prahran to be in the future:



Context Analysis



- Vibrant character and creative energy
- Community facilities and existing institutions such as Prahran Market, Prahran Square and Chapel Off Chapel are significant contributors to the visitor economy
- Public transport connection
- Residents and local businesses have a sense of pride
- Perception of challenging and anti-social behaviour associated with late night venues
- Lack of maintenance of heritage architecture, especially along Chapel Street
- Inconsistent footpaths requiring maintenance and more regular cleaning
- High vacancy rates contribute to the perception of a declining street experience
- Appetite for co-working spaces and adaptable workspaces
- Desire for outdoor dining with a more strategic and coordinated approach to location choice and installation
- Utilising Greville Street as a central activation area for the activity centre
- The creative use and activation of vacant shops
- High commercial rent values cause an increase in vacancies and loss of vibrancy and character
- Multi-modal traffic congestion along Chapel Street, especially at peak times
- Night-time venue patron behaviour can contribute to perceptions of a lack of safety



"Imagine a friendly street party celebrating diversity and inclusion! It'd be huge, it's part of what makes this area so wonderful."

"Increase low speed pedestrian priority zones/other ways to reduce non local resident traffic on side streets similar to the central section of Greville St."

"Better bike infrastructure – a focus on bike-friendly roads so you don't have to take your life in your hands on Chapel Street."

PRAHRAN

Place Vision

The mecca of culture and creativity, Prahran delivers experiences like no other. Its streets and public places offer endless entertainment, arts and cultural activities shaped by its diverse and creative community.

The beating heart of Chapel Street, Prahran is a resilient and progressive City, backed by its thriving 24-hour experience economy.



CULTURE AND CREATIVITY

24 HOUR ECONOMY

STREET PERFORMANCE
AND CELEBRATIONS

INCLUSIVE AND
WELCOMING

HERITAGE


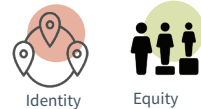




ARTISTS AND CREATIVES











Prahran Action Plan

From our research and engagement, we have learned about the priorities of the communities of Prahran. These reflect a desire for improved safety and amenity and more inclusive and diverse experiences. The following table identifies actions to work towards these priorities, including nominal time frames (short, medium, long) and costs (low, medium, high).






















Achieving economic growth and development will require coordinated response across Council with support and shared advocacy from the broader community, including businesses, industry, developers, investors, landlords and other levels of government and partners to work together to implement and deliver these actions.

Timeframe	Cost
Short: 0 – 18 months	\$ Low \$0- \$50k
Medium: 18 – 36 months	\$\$ Medium \$50 - \$250K
Long: 36+ - months	\$\$\$ High >\$250K

Seven Elements Alignment	Action	Time	Cost/ Funding
Identity and Destination			
	1.1 Strengthen Prahran’s unique heritage and character through arts and cultural activity.	Short - Medium	\$\$ Existing
	1.2 Consult and engage with Traditional Owners as part of the Chapel Street Transformation Project to develop appropriate Aboriginal cultural and design narratives that can be embedded in the place identity.	Short	\$\$ Existing
	1.3 Promote the activation of Prahran Square, Chapel Off Chapel and Prahran Town Hall through community and commercial hire and partnership and sponsorship opportunities.	Medium	\$\$\$ Existing/ New
	1.4 Implement streetscape improvements and a sustained and integrated approach to street cleaning to improve the visitor experience.	Short	\$\$ Existing
	1.5 Establish Prahran as a 24-hour visitor destination through events, activations, and anchor tenants such as Prahran Market, Prahran Square and Prahran Town Hall.	Short - Long	\$\$ Existing
	1.6 Identify local identity opportunities and out-of-home advertising and promotion opportunities.	Short	\$ Existing
Thriving and Desirable Business			
	2.1 Assist businesses in leveraging Stonnington’s festivals and events calendar to attract new audiences and visitors.	Short	\$ Existing

Seven Elements Alignment	Action	Time	Cost/ Funding
	2.2 Support creative industries through the variable use and activation of public spaces and vacant shops throughout the activity centre.	Medium	\$\$ Existing/ New
	2.3 Advocate for a diverse and vibrant business mix, including increased support for start-ups and home-based business.	Medium	\$ Existing
	2.4 Support businesses to adapt and respond to changing retail trends and market demands.	Short	\$ Existing
Public and Green Spaces			
	3.1 Enable street activation and performances to activate the public realm.	Medium	\$\$ Existing/ New
	3.2 Support and create active frontages that encourage vibrant street life and outdoor activity.	Medium	\$\$ Existing
	3.3 Implement placemaking strategies and green space incentives to reduce the impact of construction and development on the local community.	Short - Medium	\$\$ Existing
	3.4 Enhance connectivity and view lines from Chapel Street to the open and green spaces within the activity centre.	Short	\$\$ Existing
Active Transport and Connected City			
	4.1 Implement safety improvements to address cycling safety issues guided by the City of Stonnington’s Cycling Strategy 2020–25.	Short - Long	\$\$ Existing
	4.2 Review the interface for ride-share access, taxi and Uber ranks and explore opportunities to improve accessibility and safety for patrons.	Medium	\$ Existing/ New
	4.3 Reduce street clutter and address footpath crowding to create more efficient use of street space and improve conditions for pedestrians.	Medium	\$\$ New

APPENDIX

Seven Elements Alignment	Action	Time	Cost/ Funding
 Resilience	4.4 Support and facilitate sustainable transport education for businesses and the community.	Short	\$ Existing
Diverse, Inclusive and Safe			
 Urbanity  Identity  Equity	5.1 Engage with the Disability Access Committee and LGBTQIA+ Advisory Committee to support greater diversity and opportunities in the arts and creative industries.	Short	\$ Existing
 Urbanity  Identity  Resilience	5.2 Review opportunities to improve night-time function, services and public amenities to support a safe and vibrant night-time economy.	Medium	\$\$ Existing/ New
 Resilience  Equity  Wellness	5.3 Advocate and support increased outreach services, accommodation and social connection opportunities for vulnerable communities.	Medium	\$\$ Existing
Sustainability and Climate Action			
 Resilience  Mobility	6.1 Review further opportunities for shared streets or pedestrian-only zones to prioritise pedestrians, cyclists and other modes of active transport.	Medium	\$\$ Existing
 Resilience	6.2 Support local businesses transition to zero waste and a circular economy.	Short	\$ Existing
 Wellness  Equity  Greenery	6.3 Implement placemaking strategies and green space incentives to increase greening opportunities on Chapel Street and side streets.	Medium - Long	\$\$ Existing
Health and Wellbeing			
 Resilience  Equity  Wellness	7.1 Support community members experiencing vulnerability by advocating for increased services and support.	Medium	\$\$ Existing
 Wellness  Equity	7.2 Build the capacity of the community to remain active and engage in physical activity within the activity centre.	Short	\$ Existing

How to read the Framework Analysis

The framework introduces and uses Hatch RobertsDay’s ‘Seven Elements of Great Places’ to evaluate the performance of each activity centre. The framework is a tool to reveal an activity centres strengths, needs and opportunities and helps to guide decision-making for future improvements. It provides the opportunity to create targeted responses that genuinely reflect the unique character and identity of each activity centre.

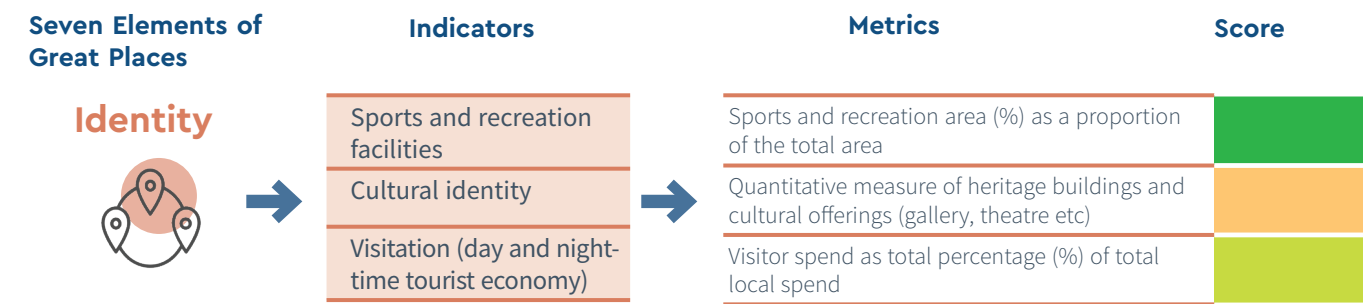
By using these elements as a frame of reference, we capture the current state of an activity centre using indicators and metrics, and then identify and prioritise actions in the Place Activation Plans which will assist in improving the places. Scoring took place by benchmarking the unique performance of each activity centre against the appropriate benchmark.

In most cases, the benchmark was the Greater Melbourne Average (GMA) but some exceptions include benchmarking activity centres to one another or an industry standard benchmark such as Walk Score. Using the Seven Elements of Great Places as a base, suitable available indicators and metrics have been selected to measure the performance of activity centres.

The summary table on the right presents an example using an expanded traffic light color scale to differentiate results. The evaluation colour scale is a 5-point scale applied consistently across activity centres and indicators. The scores are defined as follows:

- Red (1): represents a highly negative or poor outcome or no alignment
- Orange (2): notes a slightly negative outcome or poor alignment
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Process Example



Example Framework Indicator table

	INDICATORS (FEATURES)	Example
Mobility	Walkability	
	Active transport	
	Mode of transport	
Urbanity	Economic activity	
	Income	
	Unemployment	
Wellness	Schools	
	Lifelong learning opportunities	
	Early childhood and childcare facilities	
	Health, wellness and beauty	
	Libraries and community facilities	
Identity	Sports and recreation facilities	
	Cultural identity	
	Visitor economy	
Greenery	Local playgrounds	
	Local parks	
Equity	Ability to age in place	
	Affordable housing options	
	Housing diversity and delivery	
	Vacancy rates (landlord sentiment)	
Resilience	Population growth	
	Environmental resilience	

Example Framework result



Identity

1

 Sports and recreation facilities

1

 Cultural identity

2

 Visitor economy

Urbanity

3

 - Business strength

4

 - Local spend

5

 Income

5

 Unemployment

Equity

2

 Ability to age in place

5

 Affordable housing options

5

 - Number of social housing

5

 - Household stress

2

 - Average weekly rent

4

 Housing diversity and delivery

Wellness

5

 Schools

4

 Lifelong learning opportunities

3

 Early childhood and child care facilities

1

 Health, wellness and beauty

2

 Libraries and community facilities

Resilience

3

 Vacancy rates (landlord sentiment)

1

 Population growth

2

 Environmental resilience

Greenery

2

 Local playgrounds

3

 Local parks

The semi-circular graphics on this page provide the framework results of the vertical analysis. Strong performance is indicated with a score of 5, and poor performance indicated by a score of 1.

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