

Great Places, Thriving Communities

Stonnington's Place-led Economic Development Strategy

2023–2027

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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.

A Message From the Mayor



Our new Great Places, Thriving Communities - Place-led Economic Development Strategy 2023-2027 will transform how we shape economic growth and prosperity in the City of Stonnington well into the future.

Stonnington is comprised of many activity centres, each with its own character, identity and unique point of difference. We need to harness these great places and unlock the local needs and aspirations of those who use them. We are putting our great places and their communities first to illustrate the power of placemaking in economic development.

Extensive engagement with our diverse community, including our residents, businesses and industry representatives, laid the platform for our Strategy alongside our new Place Framework – Seven Elements of Great Places. The Framework has been developed to provide a holistic and integrated approach to economic development, considering the social, cultural and environmental conditions that influence and impact the state of our activity centres. Over the last few years, we have seen how quickly the world can change – from COVID-19 and the growing health imperative to a changing digital economy and the climate emergency. All these factors have impacted Stonnington’s economy, and it’s essential that we remain responsive and agile to these challenges now and into the future.

The Strategy has identified eight key economic opportunities and associated actions that respond to current and emerging socio-economic trends and changes impacting Stonnington’s economy. In addition to this, we have developed Place Activation Plans for seven of our largest activity centres to test and pilot our Place Framework, which considers these distinct challenges more locally.

Regardless of size and location, City of Stonnington aims to be an activator, removing red tape and facilitating collaboration with businesses and the broader community to share our successes. A coordinated and collaborative effort will be needed to ensure we realise these aspirations. This will require a joint effort with our community, businesses, state and federal governments, industry and other organisations.

Thriving and Unique Places is a key strategic direction outlined in our Council Plan 2021-25 (Future Stonnington), and we have heard firsthand from our community the desire to promote Stonnington as a unique destination.

We are pleased to deliver Stonnington’s first Place-led Economic Development Strategy to support the aspirations of our communities and provide a transformative and ambitious approach to drive economic growth in Stonnington.

Jami Klisaris
Mayor, City of Stonnington

Definitions

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.

ABS: Australian Bureau of Statistics.

Active frontages: Refers to street frontages where there is an active visual engagement between those in the street and those on the ground and upper floors of buildings.

Active transport: Active transport involves walking, cycling, scooting or other active modes of making a journey either for the whole journey or for part of a journey along with other travel modes, such as public transport.

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.

Amenity: The features of an area, street or building, that provide facilities and services that contribute to physical or material comfort and benefit and are valued by users. An amenity can be either tangible, such as open space, seating, a swimming pool, or gym; or intangible, such as pleasant views, air quality, or proximity to a local school or supermarket.

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 the City of Stonnington.

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 our place-led approach is developed, delivered and evaluated, in alignment with other key priorities. The framework helps to understand the priorities, 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.

Mixed-use development: A range of complementary uses within the same building, site or precinct. The different uses may be arranged floor by floor, or side by side. The uses may be residential, commercial, retail or institutional.

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

Place: Place is best defined in collaboration with local people to ensure it is a geographical area that is meaningful to them on a social, economic or environmental level.

Place Activation Plan: A stand-alone strategic analysis with recommendations for each activity centre and actions to be implemented by the City of Stonnington 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.

Place-based: Refers to the specific circumstances of a place and engages local people from different sectors as active participants in development and implementation.

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.

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

Public realm: The public realm comprises spaces and places that are open and freely accessible to everyone, regardless of their economic or social conditions. These spaces can include streets, laneways and roads, parks, public plazas, waterways and foreshores.

Resilient: The ability of a community or place to prepare for, respond to, and recover from, adverse events and conditions such as climate change.

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.

Streetscape: The visual character of a street space that results from the combination of street width, curvature, paving, street furniture, plantings and the surrounding built form and detail. The people and activities present

in the street also contribute to the streetscape.

Structure Plan: A land use planning framework of policies, objectives and actions in an identified area, guiding decisions about change for a period of years into the future. The plan sets out an integrated vision for the desired future development of a place and can use clauses, diagrams and schedules to guide infrastructure, built form and land-use change in order to achieve specific environmental, social and economic objectives. The process is called structure planning.

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

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.

Way-finding: The act of finding one’s way around an area, and the experience of orientation and choosing a path within the built environment.

Executive summary

Great Places, Thriving Communities, Stonnington's Place-led Economic Development Strategy offers a new and transformative approach to economic development, prioritising people, place and quality of life to create greater opportunities for economic growth and success.

The Place-led Economic Development (PLED) Strategy outlines a new, collaborative and iterative approach to economic development and placemaking at the City of Stonnington. Recognising the value of local services, facilities and amenity has provided a strong foundation for developing the PLED Strategy. Most importantly, this Strategy recognises the role of placemaking in economic development and the benefit of harnessing local assets, knowledge and character to achieve economic growth. The document begins with an overarching strategy that sets the foundation for place-led economic development and identifies the major economic opportunities for Stonnington. It then introduces a new place framework as a tool to unpack these opportunities further using a place-based lens. Finally, the Strategy delivers Place Activation Plans for seven of Stonnington's key activity centres providing a template and pathway for the implementation.

Our vision

The City of Stonnington will continue to grow its status as a premier inner-city destination shaped by its people and communities. Our renowned activity centres – their unique places, distinct characters and experiences, are the backbone of our thriving economy. We are a proud and prosperous city.

Strategic context

The Strategy is underpinned by Stonnington's Council Plan 2021-25 and Community Vision and takes an integrated approach to economic development and placemaking. The PLED Strategy works hand-in-hand with the objectives and priorities from City of Stonnington's strategic direction *A thriving and unique place* to deliver place-based outcomes and ensure Stonnington is a thriving and desirable city.

Engagement

The Strategy was developed through extensive community and industry engagement, including online surveys, workshops and interviews with local communities and industry stakeholders. The consultation process was designed to understand Stonnington's broader economic opportunities and unique needs, aspirations, and challenges for some of our key commercial activity centres. The resulting themes, actions and recommendations outlined in the economic opportunities and Place Activation Plans were informed by this consultation process.

Economic opportunities

In identifying our economic opportunities, we have recognised the broader economic, social and environmental drivers that will influence Stonnington's local economy and the key learnings from our business and industry engagement.

From this analysis, we have identified four overarching themes:

1. Place-based outcomes: Harness local needs and priorities to deliver services, infrastructure and investment.
2. Engagement and connection: Strengthen connectivity through improved physical, social and digital amenity.
3. A resilient workforce: Embrace new ways to work, live and visit.
4. Unlocking the visitor economy: Understand and grow our visitor economy.

These themes and their associated actions represent economic opportunities that are applicable to the whole municipality.

The framework

The Strategy introduces and adopts the 'Seven Elements of Great Places', a new place framework to help measure and evaluate the current state of activity centres and commercial precincts, and then prioritises key actions and objectives to strengthen their identities. The seven framework elements include identity, equity, greenery, urbanity, wellness, mobility and resilience.

The place framework and Place Activation Plans have been designed to evolve and adapt to help the activity centres remain attractive and meaningful to their communities. Additional metrics or indicators that may better inform our analysis will be introduced in the future. City of Stonnington has committed to publishing an annual activity report to demonstrate progress on the Strategy and Place Activation Plans. A major review using the Seven Elements of Great Places will be conducted in 2027, recognising that more gradual change may only be evident over a longer period of time. A minimum of four years is recommended between major reviews to optimise the use of census data and other data sources.

Approach

Our place-led approach

The PLED Strategy offers a new and transformative approach to economic development and placemaking, prioritising people, place and quality of life to create greater economic growth and success.

What's in this document?

Part 1: Context

Outlines the purpose of the Strategy and why economic success begins with great places.

Part 2: Engagement

Highlights community and industry engagement undertaken to harness local knowledge and insights for our Strategy.

Part 3: Economic analysis

Identifies four major economic opportunities for Stonnington's economy by considering current and future economic, environmental and social trends impacting our municipality.

Part 4: Place framework

Introduces our new place framework, which takes these broader opportunities one step further by considering the specific local challenges, needs and opportunities unique to an activity centre.

Place Activation Plans (stand-alone documents)

The Place Activation Plans bring everything together by delivering a future vision and individually tailored actions and objectives for Stonnington's activity centres. Place Activation Plans have initially been developed for Stonnington's seven largest activity centres as a pilot to implement the objectives of the Strategy informed by the place framework and engagement results.

Appendix: Background information.

PART ONE: CONTEXT



“ Cultures and climates differ all over the world but people are the same. They’ll gather in public if you give them a good place to do it. ”

Jan Gehl, Architect + Urban Designer

Purpose of the Strategy

Great Places, Thriving Communities – Stonnington’s Place-led Economic Development Strategy is an ambitious and forward-thinking approach to placemaking and economic development in the City of Stonnington.

It will enable and facilitate robust decision making for programs, services, infrastructure and activity that will contribute to Stonnington’s identity as a premier destination to live, work, visit and invest.

The Strategy identifies the economic opportunities for Stonnington as a municipality through extensive community and industry engagement and contextual and demographic research and analysis. The Strategy also recognises that our activity centres and the communities that use them have their own needs and desires and are subject to opportunities and challenges. These are often unique based on location, size and the services, facilities, and places within each centre.

The PLED Strategy will provide a framework to harness this place-based approach to economic development and ensure our activity centres continue to be the backbone of our thriving economy.

The Strategy will achieve this through the following:

- Outlining a forward-thinking and sustainable approach to economic development and placemaking that offers a holistic view of our activity centres by understanding the power of placemaking in economic development.
- Implementing a place-based strategic framework to identify economic strengths, needs and opportunities for Stonnington’s activity centres.
- Prioritising key actions and objectives to strengthen the identity of Stonnington’s unique activity centres, responding to the community’s shared needs, ideas, and aspirations.

Great Places Thriving Communities

At the City of Stonnington, we will continue to grow our status as a premier inner-city destination shaped by our people and communities. Our renowned activity centres – their unique places, distinct characters and experiences are the backbone of our thriving economy. We are a proud and prosperous city.

Strategic context

Strategic alignment

The PLED Strategy forms the apex of our integrated approach to economic development and placemaking by using the experience of and learnings from our previous Economic Development Strategy (2017–21), as well as the guiding objectives and principles of our current Council Plan 2021–25 - Future Stonnington - and Council’s Community Vision 2040.

To achieve our objective of being a ‘thriving and unique destination’ at Stonnington, we aim to ensure our activity centres have strong identities and desirable attributes that are easily recognisable. This ensures they become attractive and appealing to the right mix of businesses for the communities that use and visit them.

The PLED Strategy is central to delivering these aspirations and directly enables two Council Plan objectives (1.1) Identity and destination and (1.2) Thriving and desirable businesses.

Other relevant City of Stonnington strategies were also reviewed to develop the PLED Strategy. Where applicable and appropriate, strategies or policies from these documents have been integrated into the Strategy, and future opportunities, areas for improvement, and collaboration across City of Stonnington, businesses and the community have been identified:

- Economic Development Strategy 2017-21
- See Opportunity 2022
- Chapel Revision Structure Plan 2012-31
- Glenferrie Road, Malvern/ High Street, Armadale Activity Centre Structure Plan 2015
- Hawksburn Village Structure Plan
- Arts and Culture Strategy 2018-22
- Chapel Revision Masterplan 2013-31
- Toorak Village Structure Plan 2007-30
- Cycling Strategy 2020-25
- Walking Action Plan 2022-30
- Health and Wellbeing Plan 2021-25
- Climate Emergency Action Plan 2021-24
- Sustainable Environment Strategy 2018-23
- Inclusion Plan 2019-22
- Smart City Strategic Framework
- Waste Strategy 2022-25

The Strategy also considers the following State Government policy documents:

Plan Melbourne 2017–50

Plan Melbourne is the Victoria State Government’s policy to guide the growth of Melbourne for the next 35 years. It sets the strategy for supporting jobs, housing and transport while building on Melbourne’s legacy of distinctiveness, liveability and sustainability. It relies on the concept of the 20-minute neighbourhood.

20-minute neighbourhood

A 20-minute neighbourhood is about ‘living locally’ – ensuring people can meet most of their daily needs within a 20-minute walk from home, with safe cycling and local transport options.

The 20-minute neighbourhood concept provided the starting point for each Place Activation Plan. A 400m catchment area (equivalent to a 20-minute return walking distance) was established around each identified activity centre. The provision of services and amenities within these catchments was then analysed to reveal gaps and opportunities.



Future Stonnington contains the Community Vision 2040 and Council Plan 2021-25.



Plan Melbourne 2017–50 is the Victorian State Government’s policy to guide the growth of Melbourne for the next 35 years.

Community Vision 2040

The Stonnington Community Vision 2040 (below) was co-designed during an extensive consultation process with Stonnington residents and community members.

Our community is a safe, inclusive and creative city that celebrates and embraces its vibrancy of cultures. Walking the tree-lined streets, we pay respect to the influence of the Nation’s First Peoples, past and living, on a modern, sustainable and interconnected way of life that supports the good health and wellbeing of all. Welcome to Stonnington 2040.

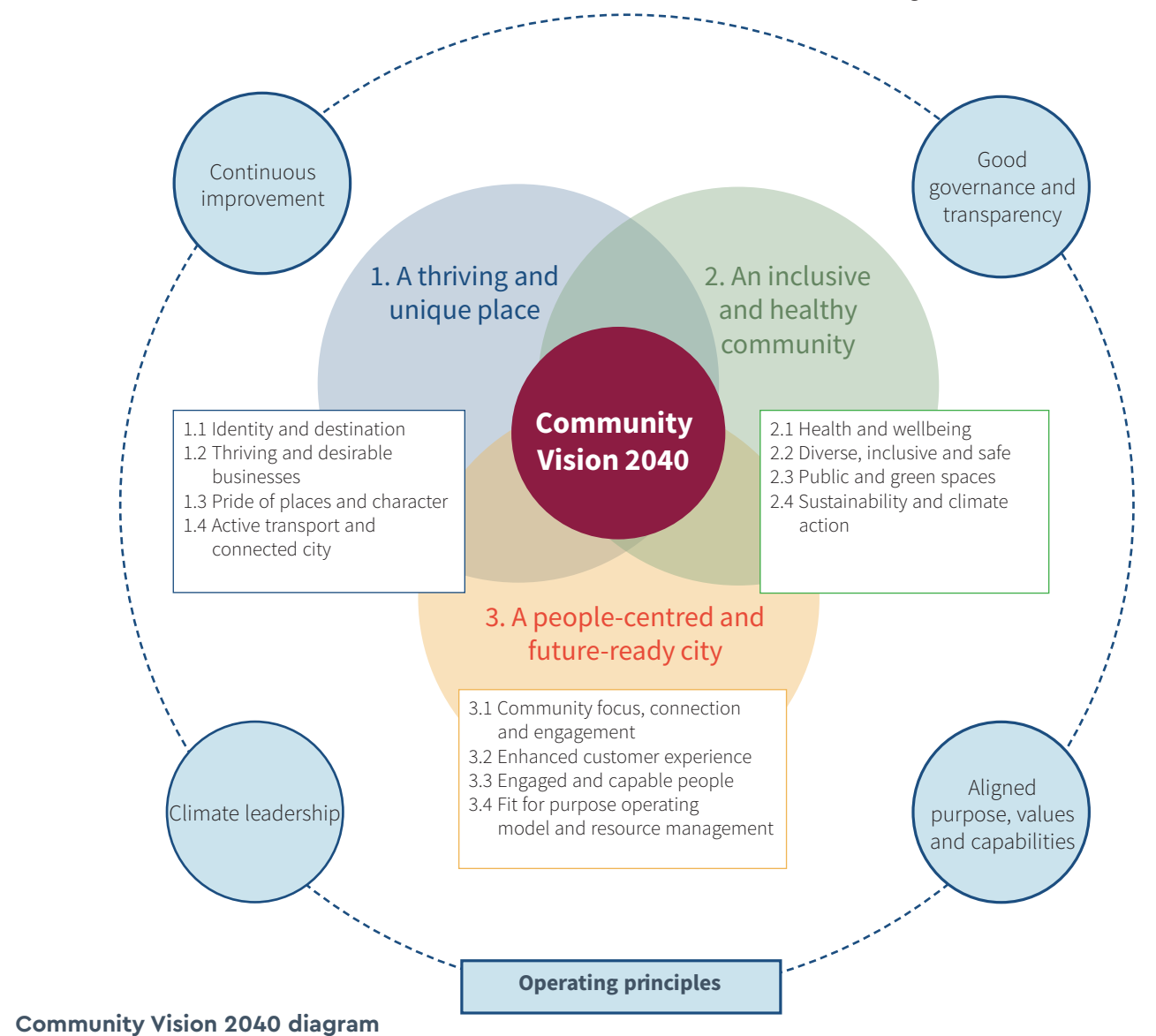
Council Plan 2021-25

Our Council Plan works hand in hand with our Community Vision outlining the challenges and opportunities we face as a municipality and the functions and obligations required of Councils by law.

It is focused on three strategic directions which represent our broad aspirations in achieving the community’s vision:

1. A thriving and unique place
2. An inclusive and healthy community, and
3. A people-centred and future-ready city

Each strategic direction is supported by four objectives — key themes that underpin the directions, as illustrated in the diagram below.



A place-led approach

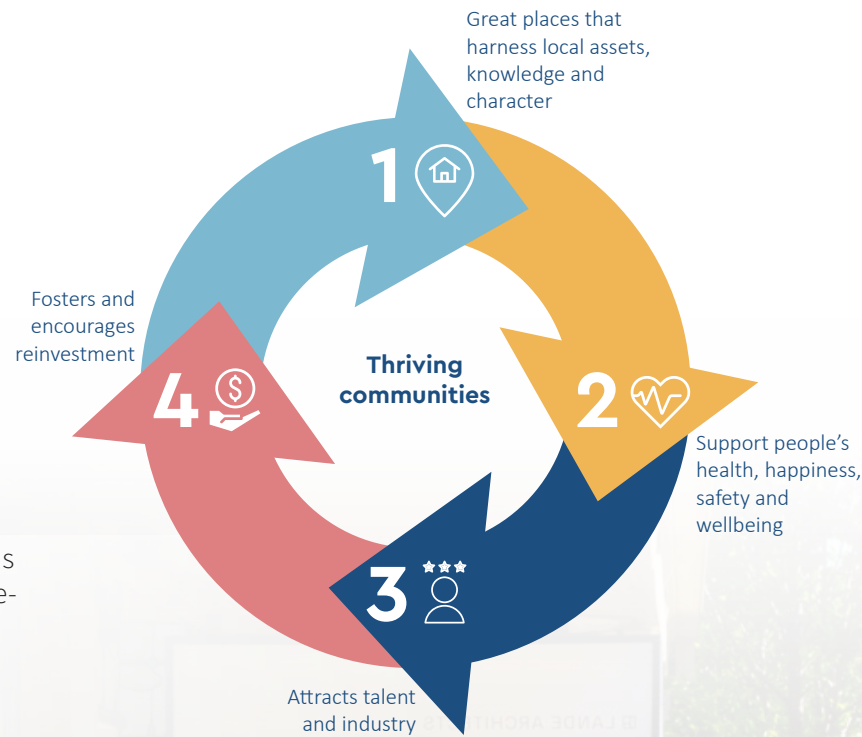
What is a place-led approach to economic development?

A place-led approach to economic development recognises the importance of quality of life to attract, retain and grow talent, local businesses and entrepreneurship.

Creating more attractive places is not a new activity and is a widely recognised approach in conventional economic development strategies. What is new is the growing role of placemaking as a tool to support this and promote genuine place-led economic development.

Placemaking is a process that aims to strengthen the connection between people and the places they share. It is a collaborative approach by which local communities define, develop, use and activate the public realm to maximise shared value. Placemaking also considers the physical, social, and cultural identity of a place to support its growth and evolution.

Placemaking starts by harnessing local assets, knowledge, and character to create desirable places promoting health, happiness and wellbeing. This, in turn cultivates a sense of community and improves the livability of a place. A place-led approach to economic development considers how placemaking can improve the liveability of a place to affect the level of investment, business and employment positively. This approach also allows for consideration of how to achieve low carbon, climate-resilient communities. This includes creating places built for and with the communities who use them to ensure a strong sense of pride and ownership. These factors are crucial to an area's economic success and growth.



Why a place-led approach?

When communities love where they live, it helps enhance the authenticity and commercial reputation of a place – and a place then becomes more meaningful and memorable as a destination.

Bringing placemaking and economic development together acknowledges the integral role that placemaking can play in creating quality places where people want to live, work, play, and learn. This activity leads to greater economic success as people attract people, and economic prosperity is the natural byproduct. This includes positive impacts on business investment outcomes and increasing new employment and innovation opportunities.

A place-led approach also provides a circular, iterative process rather than something that happens from the bottom up. It is an evidence-based approach that requires continuous evaluation and improvement. This ensures we can proactively respond to the changing social, cultural, and environmental conditions impacting the economy.

Opportunities created by COVID-19

This project was commissioned in mid-2021 and related research and community engagement was undertaken just as Melbourne emerged from the strict pandemic-related restrictions.

While the impact of COVID-19 has been challenging, it has also created opportunities to do things differently. The exponential growth of flexible working arrangements has resulted in people becoming more reliant on their local shops, neighbourhoods, open spaces, and activity centres. It's important for us to continue capitalising on these changing work patterns and desire to embrace 'local'.

Our businesses must remain agile and innovative and turn these changing work patterns into commercial opportunities that benefit our activity centres long into the future.

PART TWO: ENGAGEMENT

“ Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody. ”

Jane Jacobs, *The Death and Life of Great American Cities*

Engagement overview

How we engaged our communities

From January to August 2022, we conducted an extensive community, industry sector and business engagement program to understand the sentiment of communities that use the spaces, and the performance and potential of each of our chosen activity centres. In addition, the engagement considered industry sectors throughout the municipality to gain insight into the role Stonnington's sectors play across greater Melbourne.

Community engagement survey

An online survey was distributed to understand the issues, opportunities and priorities of communities that live, work, visit and enjoy Stonnington's largest activity centres. This included South Yarra, Prahran, Windsor, Armadale, Malvern, Toorak and Hawksburn.

External local business workshops

Workshops were conducted with business owners across retail, commercial, hospitality, health, beauty and professional services within each activity centre.

The purpose was to understand the opportunities and constraints of the activity centres from a business perspective and to identify potential priorities for the future success of these centres.

Street talk

Intercept surveys were conducted from a mobile parklet in each activity centre. This engagement method targeted on-street responses, where members of the community could provide direct feedback on their experience of the centre. This provided extensive insight into the experience of working in and visiting these activity centres, including the nature of evolving consumer behaviour, ideas on possible streetscape improvements, perceived place identity and the different communities that use the spaces.

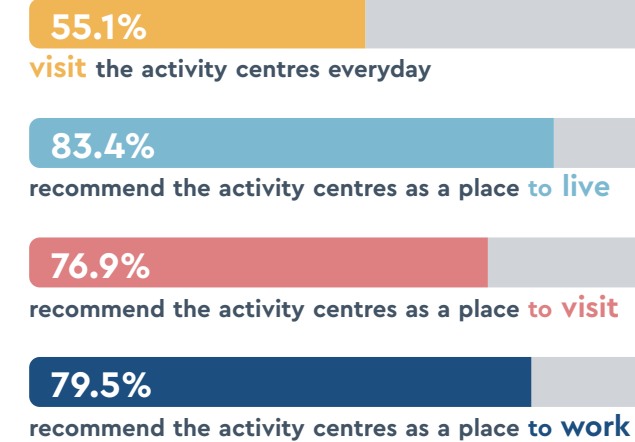
Industry engagement

Industry interviews were structured around key themes to explore relationships with the economic profile of Stonnington. Industry stakeholder interviews included representatives from the retail, health, hospitality, accommodation, leisure, professional services, business, manufacturing, creative and education sectors. These in-depth interviews provided key insights into the perceived advantages, challenges and opportunities of doing business in Stonnington.

Community engagement

Key findings

% of people in all activity centres:



74.1% lived in the area of the activity centre they responded in.* Highlighting the importance of convenience, access and attraction.



Most frequent mode of transport* was **walking (57%)** car (32%), public transport (6%), bike (3%), other (2%)**



Projecting the local character was the most common comment raised across all activity centres.

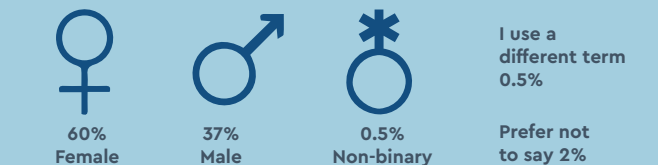


34.4% would use or their employer would use a **local co-working space** if provided (the highest was Prahran at 40.9%).



Demographic profile

Gender



*n/a in street talks - included in 'Prefer not to say' statistics

Age profile of respondents

Highest age bracket for survey responder responding to chosen activity centre

- South Yarra 25 – 34
- Toorak Village 55 – 64
- Windsor 55 – 64
- Prahran 35 – 44
- Glenferrie Road, Malvern 45 – 54
- High Street, Armadale 35 – 44
- Hawksburn Village 65 or older

Industry engagement

Focused interviews were conducted to source and explore insights from key stakeholders and industry leaders to help identify economic opportunities for Stonnington. The key themes and findings from the interviews are provided below. In addition, actions that respond to and address these insights will be explored in economic opportunities section.

Health sector



1. A multi-function approach is essential to capture the diverse community.
2. Encourage development around anchor health and medical centres to increase commercial activity.
3. Provide more networking opportunities for businesses in the sector.
4. Leverage regional and rural visitation to Stonnington's anchor institutions, such as Cabrini Hospital, to support the visitor economy.

Professional service & business sector



1. The quality of office amenities and services is a driver for employees to return to the office or seek shared co-working spaces.
2. Demand for quality, flexible co-working space is high.
3. Workers (youth in particular) are back in the office because they want to socialise, learn, and be inspired.
4. Opportunity to develop more programs and initiatives to capitalise on flexible working arrangements and encourage local spend.

Retail sector



1. The growing importance of the experience economy to engage and attract customers.
2. Opportunities to utilise more public space to enhance the retail experience as residents and visitors embrace the outdoor lifestyle.
3. Leverage and support high-density living to reduce car dependency and reliance on car parks.
4. The growing importance of 20-minute neighbourhoods and emphasis on 'living local'.

Leisure/hospitality sector



1. Infrastructure, services and amenities need to be adaptable and agile to support the day and night-time economy.
2. Improving the customer experience will retain and attract customers in an increasingly competitive environment.
3. Opportunity to leverage proximity to Melbourne's CBD and other neighbouring catchments to drive visitation.
4. More activation on the street and within vacant tenancies is required to combat amenity concerns.

Education & knowledge sector



1. International student disruption has had severe effects on student intakes and skilled labour supply.
2. Stonnington should look to advocate for improved ring transport corridors to link neighbouring suburbs.
3. Provide more circular economy initiatives to boost opportunities in waste management and recycling.
4. Develop more partnership and networking opportunities to build and grow the sector.

Manufacturing & creative sector



1. More flexibility is required to attract operations, including co-sharing, multipurpose use and the extension of permits.
2. Finding long-term leases is a challenge for businesses seeking tenancy security.
3. Public art levy for developments over a certain financial value should be considered.
4. Design specifications for creative businesses are different than other businesses and often require bespoke spaces.

PART THREE: ECONOMIC ANALYSIS

“Development is about transforming the lives of people, not just transforming economies.”

Joseph E. Stiglitz, American Economist and Nobel Memorial Prize Winner in Economic Sciences

Economic context

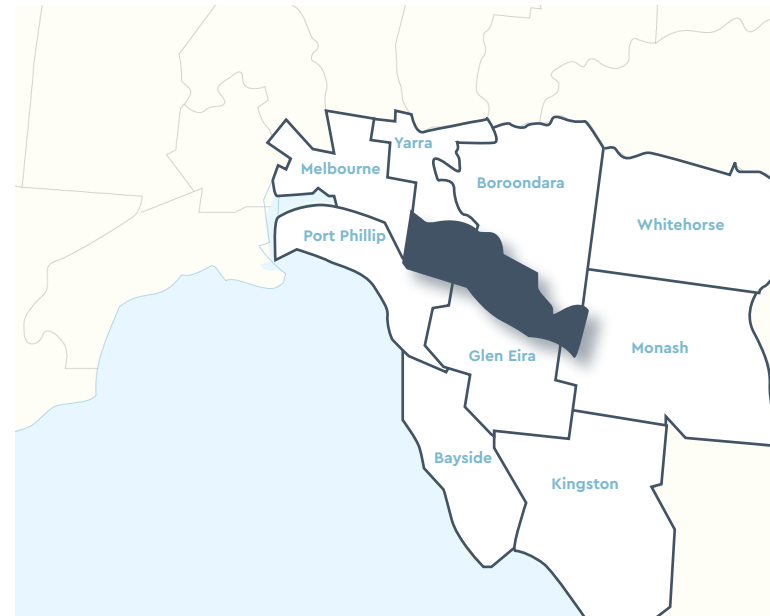
Overview

It is important to understand the broader economic context for Stonnington and the macro factors that will influence the growth trajectory for Stonnington into the future. This section reviews current economic drivers within the context of socio-demographic and economic attributes of the City and helps identify economic opportunities and recommendations for Stonnington.

Geographic context

Stonnington is located in Melbourne's inner southeast, alongside the Yarra River, covering an area of 25.62 square kilometres. It includes the suburbs of Armadale, Kooyong, Malvern, Malvern East, Prahran, Toorak and parts of Glen Iris, South Yarra and Windsor.

Stonnington's estimated resident population in 2021 was 106,278. It is anticipated that the municipality will experience population growth of approximately 25.81% by 2036, reaching an estimated 143,000 residents.



Map of surrounding local government areas

Our community

Fast facts:



City of Stonnington

Residents: 106,278

Density: 4,146 persons per square km

Median age: 37

Household income: \$2,210 median per week

Greater Melbourne

Residents: 4,917,750

Density: 498 persons per square km

Median age: 36

Household income: \$1,901 median per week

Source: Community & Economic ID Profiles, City of Stonnington, Australian Bureau of Statistics, 2021

Stonnington economic profile

Employed residents = 71,807

Gross Regional Product (GRP) = \$9.88 billion (2.1% of Gross State Product)

Largest industry (by employment) = Retail trade

Local jobs: 68,617 / **Largest employers:**

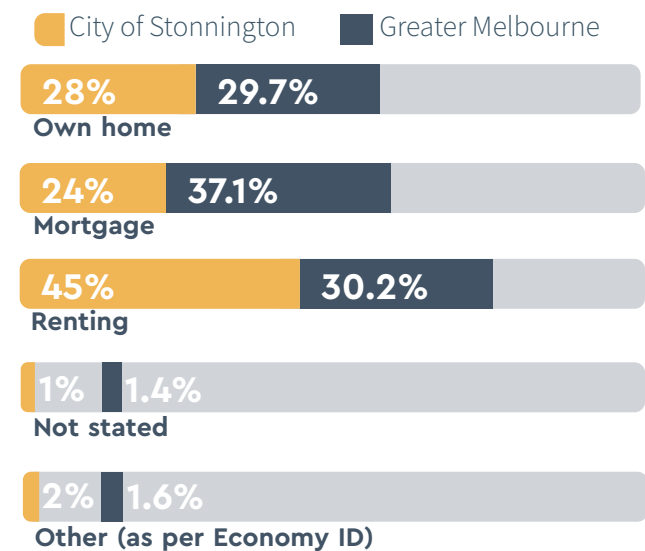


Local businesses: 18,176 / **Industry types:**

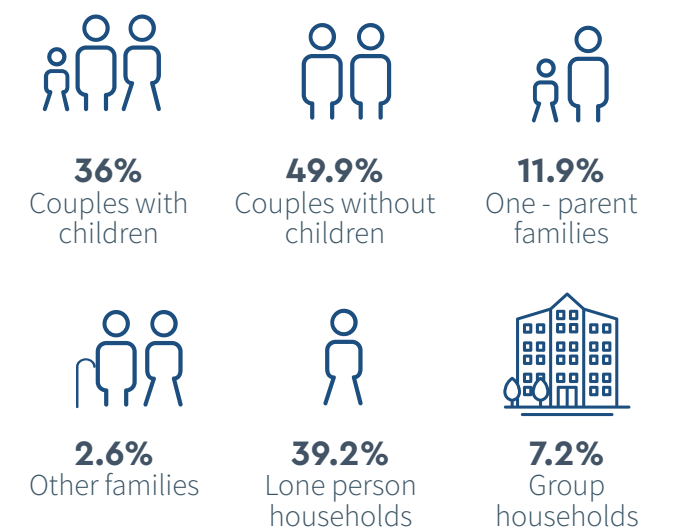


Source: City of Stonnington, Economy ID profile, 2021

Home ownership



Households:



Source: Community & Economic ID Profiles, City of Stonnington, Australian Bureau of Statistics, 2021

Supporting Stonnington's economy

The development and growth of an activity centre and its ability to increase its economic prosperity are influenced by many factors, including its geographic location and other character and contextual considerations. Stonnington's larger activity centres, predominately located in the western half of the municipality, have a broader economic role, attracting visitors from within and beyond Stonnington.

Activity centres

The City of Stonnington has a range of activity centres, from clusters of local shops to influential high streets and Australia's largest shopping centre, Chadstone. Activity centres play a significant role in the liveability and character of Stonnington by providing places for socialising, working, shopping and living. Each of Stonnington's activity centres has its own economic, community and environmental role depending on its size and position in the activity centre hierarchy as outlined below.

Hierarchy	Centre	Description
Major (large)	Chapel Street (Prahran/South Yarra including Forrest Hill)	Regional centre with both local and regional roles accommodating larger scale retail uses, complementary entertainment uses and goods and services to meet everyday and specialty needs.
	Chadstone Shopping Centre	
Major (small)	Glenferrie Road, Malvern	Sub-regional centre with both local and sub-regional roles accommodating a variety of goods and services to meet both everyday and specialty needs.
	High Street, Armadale	
Neighbourhood (large)	Hawksburn Village	Larger local centres catering for everyday needs and wider specialty retail, office and service markets.
	Chapel Street, Windsor	
	Toorak Village	
	Toorak Road, South Yarra (west end)	
Neighbourhood (small)	Waverley Road, Malvern East	Small local centres catering for local and everyday retail, office and service activities and needs of the surrounding area.
	Malvern Road – Burke Road, Glen Iris	
	Other small activity centres	

Table of activity centre hierarchy

Role of City of Stonnington in economic development

There are several neighbourhood activity centres (indicated on the map below) that currently do not have a Structure Plan (or similar) or a Place Activation Plan but play an important role in providing local services, shops and community facilities. Regardless of size or geographic location, City of Stonnington will continue to support businesses and place-led economic development in Stonnington in a variety of ways, including:

Business support: proactively providing information, resources and tools to support local businesses.

Business development: proactively promoting business growth, industry investment and expansion in the community.

Civic leadership and vision: developing and working towards a clear vision for the future growth and development of Stonnington's activity centres informed by local needs and aspirations.

Partnerships and advocacy: maintaining and growing strong alliances with other Councils, state authorities and industry bodies to support and grow the local economy.

Amenity, services and infrastructure: continuing to support the development of 20-minute neighbourhoods by providing essential community infrastructure, services and amenity within local neighbourhood centres.

Planning: leading and streamlining local planning processes where possible to encourage investment and employment.

Marketing and promotion: promoting our activity centres as desirable places to live, work, play, shop and invest using local and destination marketing campaigns.

Placemaking and activation: implementing and supporting placemaking activation to create vibrant and safe public spaces and places for people to connect, meet and socialise.

Events and programs: delivering and supporting events and programs which provide social, cultural, and economic benefit for the community.



Key economic drivers

Stonnington's local economy will be affected by key drivers of the national and state economies.

Economic driver	Description	Influence on Stonnington
Rising inflation and interest rates	Strong economic growth in Australia has contributed to higher inflation and wage increases. This places upward pressure on prices for resources, food, interest rates and other commodities resulting in reduced spending and slower economic growth.	<p>Growing pressure on businesses due to:</p> <ul style="list-style-type: none"> • increasing costs of supplies • rising labour costs • increasing cost of capital influencing scaling potential • decreasing disposable income and increasing pressure on the household budget due to rising mortgage payments.
International supply chain challenges	Australia's economy relies on the global trade environment. Any supply chain challenges, uncertainties and interruptions have a significant impact on the economy and effect supply and demand in certain sectors.	Business and community impacted by supply uncertainty and inability to deliver services or products.
Labour force shortages	Australia's low unemployment rates have resulted in a tight labour market with widespread skill shortages affecting production and services. Immediate strategies to increase Australia's labour force are currently being considered by the Australian Government.	International migration decreased during COVID-19 due to lockdowns and international uncertainty impacting labour shortages across industries. As a result, recruitment is difficult resulting in a candidate's market and demand for higher wages.
Digital transformation	Digital technologies are driving transformative change. As economic conditions shift, technology is accelerating growth and facilitating job creation. New technologies are reshaping markets and profoundly altering business and the way we work.	Developing the foundation to support digital transformation and addressing key considerations, including data and privacy policies, work and wage effects, requires infrastructure, accessibility, and highlights cybersecurity skill and capability gaps.
Changing demands from the city-built form	The significant increase in people working from home has shifted consumer spending habits. The ability to remain agile and evolve with these changing work preferences will be a critical factor in considering supply and demand in the future.	Stonnington has a great opportunity to leverage local and new workers residing in and near activity centres to connect them to shared facilities, increase the amenity of public space and create a wider diversity of service offerings. This will help grow business and increase spending in the activity centres.

Economic driver	Description	Influence on Stonnington
Emerging industries	Emerging industries play an important role in Australia's economy and are characterised by high growth potential. These industries are often in their early stages of development and look to push the boundaries of technology and innovation.	With significant health care and education anchors and emerging industries wanting to be based in high amenity inner-city areas, Stonnington is well placed to accommodate these businesses with the appropriate facilitation and enablement.
Green industry and circular economy	A circular economy is where products and materials are designed for durability, reuse, re-manufacturing and recycling. Businesses can use the circular economy to drive stronger financial, environmental and social outcomes for their business and customers.	Local communities in Stonnington have an appreciation and a desire to live in a more environmentally responsible way. Initiatives that drive responsible use of resources, recycling and a circular economy would be well received.
Physical disconnect	Australia's community is facing even greater challenges when it comes to putting healthy food on the table, and keeping and staying connected to others in their communities. Cost of living, connectedness and health and wellbeing are all important economic drivers.	Extended lockdowns in Melbourne during the pandemic have given people a higher appreciation of the value of social connection. Stonnington's offerings within its activity centres meet this need and could be leveraged to drive economic growth and create eco-systems for complementary opportunities.
Housing supply, costs and land availability	Australia is currently experiencing a housing crisis due to lack of supply resulting in record high property prices and a decline in rental supply and affordability. The demand for housing is very high in vibrant inner-city suburbs.	By creating density in activity centres, Stonnington could be supporting the establishment of housing stock and strengthening existing consumer markets to support local businesses and the local economy.
Disrupted visitor economy	Extended border closures during COVID-19 severely affected Australia's visitor economy. This has seen a rise in domestic visitation and provides a long-term opportunity for local economies to diversify their offering to increase visitation and spend.	Stonnington can increase its visitation by enabling its activity centres to become unique destinations by embracing the experience economy, connecting established and emerging tenants and providing adaptable and innovative planning opportunities.

Economic opportunities

The findings and insights from the demographic analysis, business engagement, focused interviews, and social, environmental and economic factors have been used to identify leading economic opportunities. Four overarching themes have been identified for Stonnington.* These opportunities can be capitalised across the municipality and will inform actions for all types of activity centres, including the small and emerging predominantly in the eastern half of the municipality, to the larger, well-established centres.

1

Place-based outcomes

- harnessing local needs and priorities to deliver services, infrastructure and investment.

- 1.1. Improve administration systems and communication processes between City of Stonnington and local businesses.
- 1.2. Scale City of Stonnington's Business Concierge service to provide more tailored services and resources for businesses.
- 1.3. Identify and assess the infrastructure required at a 'place' level to optimise infrastructure use and prioritise investment decisions.
- 1.4. Improve the quality, outcomes and longevity of community engagement to build the capacity of stakeholders to contribute and lead place-led economic development.

2

Engagement and connection

- strengthen connectivity through physical, social and digital amenity.

- 2.1. Encourage businesses to improve their digital skills and capabilities and embrace the growing digital economy.
- 2.2. Maintain, improve, develop and support highly connected and effective active public transport infrastructure to ensure our centres are accessible.
- 2.3. Implement transparent and progressive data collection to enable evidence-based decision-making.
- 2.4. Provide more networking opportunities for local makers to connect and build strong local and green economies.

3

A resilient workforce

- embracing new ways to work, live and visit.

- 3.1. Develop incentives and opportunities for businesses to improve their environmental and social impact and governance.
- 3.2. Support and develop programs and initiatives connecting employers to local training and employment services and opportunities.
- 3.3. Foster a diverse economy leveraging technology, creative industries, health and wellness, sustainability and green economies and urban manufacturing businesses.
- 3.4. Advocate to Federal and State Governments for increased funding, programs, and initiatives to address skills and labour shortages and affordable housing options.
- 3.5. Support the development of a local and circular eco-system enabling productivity and collaboration to attract new investment and talent.

4

Unlocking the visitor economy

- understand and grow our visitor economy.

- 4.1. Identify priority activity centres in Stonnington to stimulate and grow the night-time economy.
- 4.2. Strengthen the distinct brand identity of Stonnington's commercial activity centres.
- 4.3. Support the development of tourism products and experiences and leverage Stonnington's proximity to Melbourne's CBD.
- 4.4. Develop a calendar of activity, including events, programs, experiences and industry development opportunities to activate Stonnington's activity centres.
- 4.5. Promote industry collaboration and develop partnership opportunities to support the visitor economy.
- 4.6. Connect creative industries to new spaces and opportunities in commercial activity centres.

*Not listed in order of priority.



PART FOUR:

PLACE

MARKET

FRAMEWORK

“ When you focus on place, you do everything differently. ”

Fred Kent, Project for Public Spaces

Place Activation Plan

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.

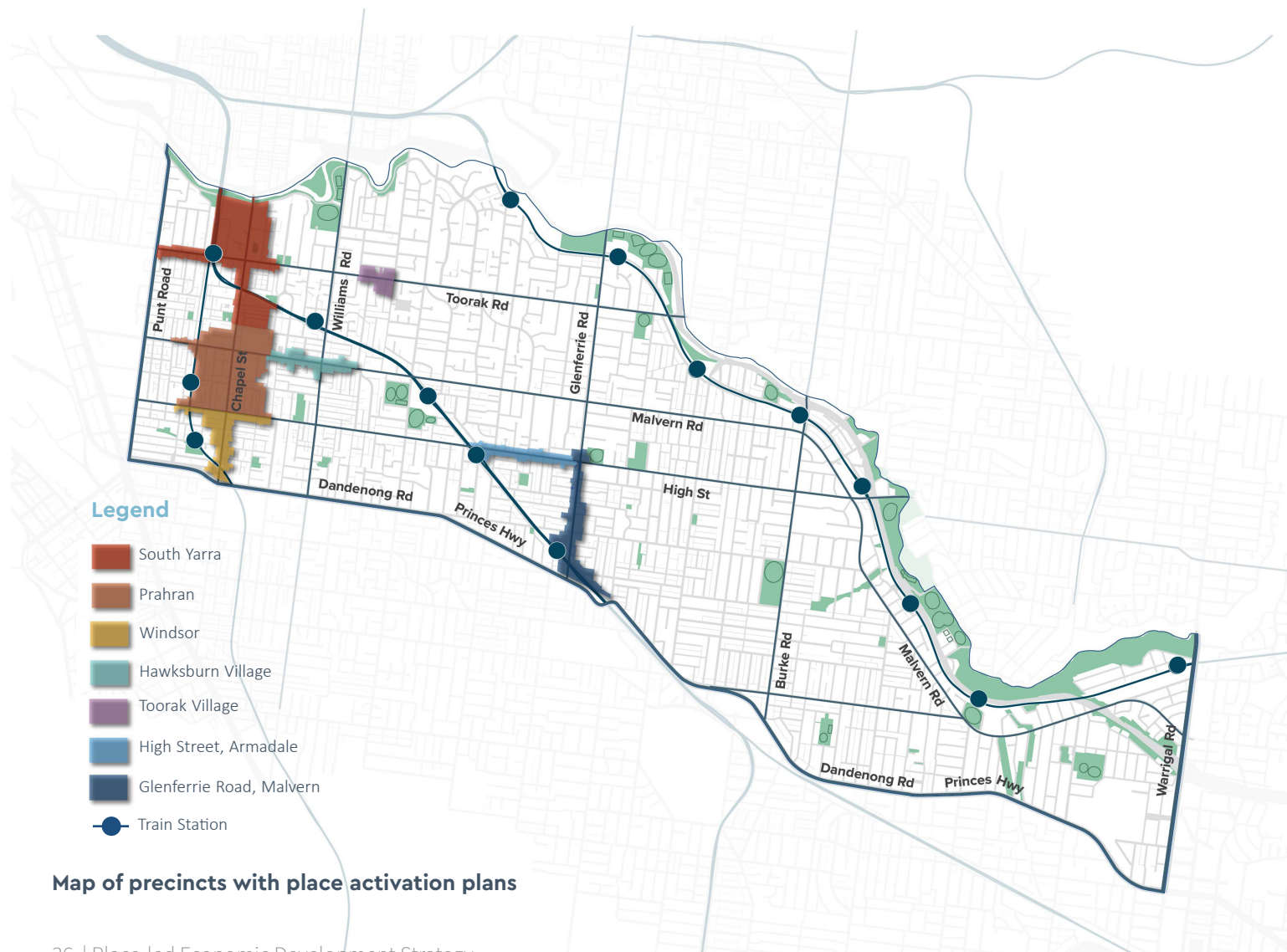
A Place Activation Plan has been developed for each of Stonnington's largest activity centres: South Yarra, Prahran, Windsor, High Street - Armadale, Glenferrie Road - Malvern, Toorak Village and Hawksburn Village. Over time, additional Place Activation Plans are expected to be developed for other activity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

The Place Activation Plans introduce the 'Seven Elements of Great Places,' a framework that uses baseline data to help measure and evaluate the current state of the activity centres. This foundation informs and enables the identification of key actions and objectives to improve the economic viability and performance of these centres.

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.



Map of precincts with place activation plans

What is place activation?

Place activation is more than just hosting events – it's the process of creating places people love and want to live, work, play and learn. More importantly, it fosters self-sustaining activity that does not need to be resourced and can attract people and activate organically.

Place activation is achieved by:

- identifying and defining the character and distinct identity of a place
- understanding the unique needs and aspirations of the place users
- considering the infrastructure, services, support, amenity, and activity required to meet these needs
- implementing targeted evaluation regarding place quality, vibrancy, prosperity and activity of the precinct.

It includes anything that creates a place identity, encourages social connection, improves safety, generates an economic impact and adds vibrancy to the streets. This could be creating comfortable and safe public places to support passive recreation to hosting events (big and small), local markets, and themed festivals.

Place Activation Plans promote a collective commitment to activating a place. They are intended to be delivered in support of and with shared advocacy from all our communities, be they residents, businesses, industry, investors, landlords, agencies, or other levels of government.



Seven Elements of Great Places

The Seven Elements of Great Places framework sets a foundation of baseline data that will assist decision-making for proposed programs, activations and capital works projects for Stonnington's activity centres. It provides an integrated approach to economic development that considers the economic, social, cultural and environmental conditions contributing to a prosperous and thriving activity centre.

The framework has been designed to analyse the performance and current state of an activity centre against the Seven Elements of Great Places. This analysis will help develop place-specific priorities and actions to improve the performance of an activity centre, assisting in creating a place where people love to live, shop, visit and invest.

Data

The current indicators included in the Seven Elements of Great Places framework were developed by Hatch RobertsDay using data readily available and accessible for the seven activity centres during the development of the Strategy.

Additional indicators, metrics, and data sources that will enhance and improve the framework and the analysis of an activity centre will be integrated as it becomes available. This evaluation of the framework and available data sources will be undertaken on an annual basis.

IDENTITY



Identity fosters places that people love with strong feelings of attachment and meaning. It celebrates history and human stories, encouraging localism and creating highly desirable, authentic places. Each place's identity is unique, and it is important to highlight these points of difference.

Identity is measured by analysing the public realm and cultural anchors present for the enjoyment of locals, and attracting visitors.

URBANITY



Urbanity recognises the energy of places and the need for places to evolve to be successful. Diversity of housing stock to meet housing needs at all life stages, an understanding of income per capita, and the proportion of high-value industries contribute to the urbanity rating.

Urbanity is measured by considering available disposable household income and local spend captured within the activity centre.

WELLNESS



Wellness recognises that people's participation in daily life improves their physical and mental health, and social connectedness.

Wellness is measured by the availability of community, health, education and social infrastructure to support community health and wellbeing.

EQUITY



Equity aims to create places that are safe and inclusive, and equitably accessible. It focuses on employment self-sufficiency, the availability of local jobs and housing affordability, employment offers, access to the market and spaces for new and emerging businesses.

Equity is measured by looking at housing affordability, diversity of housing stock, and accessibility and availability of housing options.

GREENERY



Evidence shows people are attracted to and feel connected with nature and green spaces and that this is a positive influence in people's experience of a place.

Greenery is measured by the availability, amenity, size, type and proximity of green space within an activity centre.

MOBILITY



Mobility aims to ensure safe and comfortable places, prioritising walking, cycling and public transport use. Good mobility networks reduce reliance on private vehicles.

Mobility is measured by reviewing different modes of transport available within an activity centre, emphasising the increased provision of active transport opportunities (walking and cycling) and public transport.

RESILIENCE



Resilience recognises the ability communities have to survive, adapt and grow in response to significant shocks such as a pandemic, economic downturns or effects of climate change but also its response to challenges that can weaken the fabric of society on a day-to-day basis.

Resilience is measured by considering vacancy rates (economic), urban heat (environment) and population growth (social).

Evaluation of the Strategy

A key premise of our new place-led approach is acknowledging that creating great places is never complete. It recognises that places must continue to change, evolve and adapt to remain attractive and meaningful to their communities.

Our place framework and Place Activation Plans have been developed to reflect this approach – acting as living documents that will continually evolve.

This iterative and collaborative process has led to a Strategy with actions appropriate for now, but it is important to confirm how and when the Strategy and Place Activation Plans will be reviewed to ensure they can be updated to remain relevant and valuable over time.

The following process for continuous improvement will be used to review and measure the Strategy's success.

Major review

The first major review of the Place Activation Plans will be completed in 2027. We will use the metrics identified in the Seven Elements of Great Places to measure the impact of the Strategy and identify opportunities to refine and update the approach.

As part of this analysis, a review of the framework itself will be undertaken to identify any new indicators or data sources that may better inform our analysis. This major review recognises that change is only likely to be evident over an extended period of time and consequently, a minimum of four years between reviews is recommended.

Concurrently, the economic opportunities and alignment with the Council Plan must also be reviewed and updated to reflect emerging economic, social and cultural conditions.

Minor review

An annual activity report will be published to demonstrate our progress each year to ensure we remain on track for long-term success.

These minor reviews are intended to report and highlight all the activities delivered to meet the actions in our Place Activation Plans annually. This will include qualitative and quantitative data and insights, noting that some actions are easier to quantify than others in the short term.

The activity report will help us understand our progress and provide a platform for regular review and adaptation where necessary, understanding the changing landscape and needs of our communities.

Additional Place Activation Plans

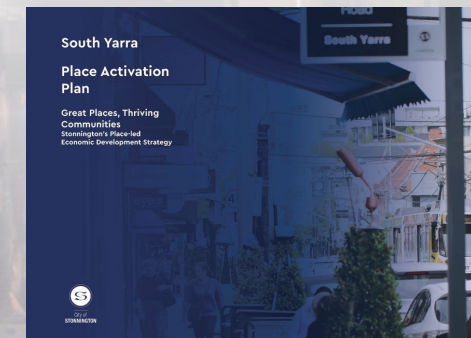
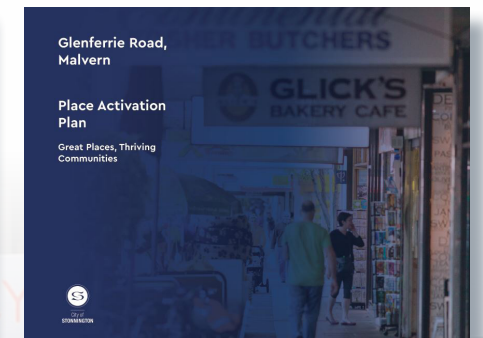
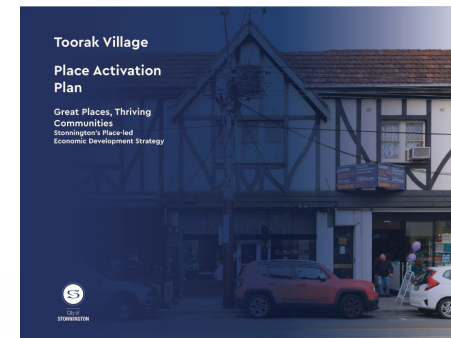
While the process of creating great places does not end, there will be a time when a place is achieving high levels of success and displaying attributes that no longer require the same level of continued place investment. At this point, opportunities to implement additional Place Activation Plans will be considered.

Timeline of Place-led Economic Development Strategy



Place Activation Plans

All Place Activation Plans are available as separate documents for easy access and distribution, and can be found on the City of Stonnington website.



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 centre's 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 colour 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
- 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

Example Framework Indicator table

	INDICATORS (FEATURES)	Example
Mobility	Walkability	5
	Active transport	4
	Mode of transport	5
Urbanity	Economic activity	4
	Income	5
	Unemployment	5
Wellness	Schools	5
	Lifelong learning opportunities	4
	Early childhood and childcare facilities	3
	Health, wellness and beauty	1
	Libraries and community facilities	2
Identity	Sports and recreation facilities	1
	Cultural identity	1
	Visitor economy	2
Greenery	Local playgrounds	3
	Local parks	4
Equity	Ability to age in place	3
	Affordable housing options	4
	Housing diversity and delivery	4
	Vacancy rates (landlord sentiment)	4
Resilience	Population growth	1
	Environmental resilience	2

Process example

Seven Elements of Great Places



Indicators

Sports and recreation facilities
Cultural identity
Visitation (day and night-time tourist economy)

Metrics

Sports and recreation area (%) as a proportion of the total area
Quantitative measure of heritage buildings and cultural offerings (gallery, theatre etc.)
Visitor spend as a percentage (%) of total spend in an activity centre.

Score

5
3
4

Example framework result



- Mobility**
- 5 Walkability
 - 4 Active transport
 - 5 Mode of transport



- Greenery**
- 2 Local playgrounds
 - 3 Local parks



- Urbanity**
- 3 - Business strength
 - 4 - Local spend
 - 5 Income
 - 5 Unemployment



- Equity**
- 2 Ability to age in place
 - 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






- Identity**
- 1 Sports and recreation facilities
 - 1 Cultural identity
 - 2 Visitor economy





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

Council Plan

How the Seven Elements of Great Places Framework enables our Council Plan

As well as providing a robust approach to understanding the current state of Stonnington’s activity centres, the Seven Elements of Great Places Framework also aligns with strategic objectives in Stonnington’s Council Plan.

Element	Council Plan	
	Objectives	Priorities
 <p>Equity</p> <p><i>Equity aims to create places that are safe and inclusive, and equitably accessible.</i></p>	<p>1.3 Pride of place and character</p> <p>2.1 Health and wellbeing</p> <p>2.2 Diverse, inclusive and safe</p>	<p>1.3.5 Advocate for and accommodate sustainable growth and development, while protecting our unique character and liveability.</p> <p>2.1.3 Support increased community involvement and connections to create a sense of belonging, improve mental health and emotional wellbeing.</p> <p>2.1.4 Support and advocate for the health and wellbeing of those in our community experiencing disadvantage and vulnerability.</p> <p>2.2.4 Create public spaces and places that are inclusive and accessible to everyone regardless of age, gender, ability, culture, sexuality and personal circumstance.</p>
 <p>Identity</p> <p><i>Identity fosters places people love with strong feelings of attachment and meaning. Identity celebrates history and human stories; encouraging localism and creating a highly desirable, authentic place. Each place’s identity is unique, and it is important to highlight these points of difference.</i></p>	<p>1.1 Identity and destination</p> <p>1.2 Thriving and desirable businesses</p> <p>1.3 Pride of place and character</p>	<p>1.1.2 Define, celebrate and promote what residents and visitors love about individual neighbourhoods to guide Council programs, activations and capital works.</p> <p>1.1.3 Define and reinvigorate the Chapel Street activity centre as an iconic destination.</p> <p>1.2.1 Grow Stonnington’s visitor and local economy across the municipality.</p> <p>1.2.2 Attract industries, established tenants and the right mix of businesses for our 20-minute neighbourhoods and align with activity centre identities.</p> <p>1.3.1 Provide safe, inviting, accessible and well-maintained streetscapes, neighbourhoods and public realm, as defined by our community, to promote pride of place and improved health and wellbeing outcomes.</p> <p>1.3.2 Ensure our built, natural and cultural heritage is protected and celebrated.</p>
 <p>Greenery</p> <p><i>Evidence shows that people are attracted to and feel connected with nature and green spaces, and this positively influences people’s experience of any place.</i></p>	<p>2.3 Public and green spaces</p>	<p>2.3.1 Further improve the quality of our existing parks, waterways and facilities to optimise their use.</p> <p>2.3.2 Create more public and private open and green spaces through strategic land acquisitions and innovative solutions.</p> <p>2.3.3 Create an interconnected and walkable green space network to enable our 20-minute neighbourhoods.</p> <p>2.3.4 Plan for community infrastructure assets and facilities which are multi-functional and meet the current and changing needs of our community.</p>

Element	Council Plan	
	Objectives	Priorities
 <p>Urbanity</p> <p><i>Urbanity recognises the dynamism of places and need for places to evolve to be successful.</i></p>	<p>1.1 Identity and destination</p> <p>1.2 Thriving and desirable businesses</p>	<p>1.1.2 Define, celebrate and promote what residents and visitors love about individual neighbourhoods to guide Council programs, activations and capital works.</p> <p>1.1.3 Define and reinvigorate the Chapel Street activity centre as an iconic destination.</p> <p>1.2.1 Grow Stonnington’s visitor and local economy across the municipality.</p> <p>1.2.2 Attract industries, established tenants and the right mix of businesses for our 20-minute neighbourhoods and align with activity centre identities.</p>
 <p>Mobility</p> <p><i>Mobility aims to ensure safe and comfortable places, prioritising people walking, cycling and using public transport. Good mobility networks reduce reliance on private vehicles.</i></p>	<p>1.4 Active transport and connected city</p>	<p>1.4.1 Deliver and advocate for sustainable and enjoyable pedestrian, cycling and public transport options to enable our 20-minute neighbourhoods.</p> <p>1.4.2 Deliver safe and connected active transport networks within and through Stonnington.</p> <p>1.4.3 Ensure accessible and safe transport infrastructure and services for all ages.</p> <p>1.4.4 Partner and advocate to ensure the optimal balance of road uses between private transport, active transport and other uses.</p>
 <p>Resilience</p> <p><i>Resilience recognises the ability communities have to survive, adapt and grow in response to significant shocks such as a pandemic or climate change, but also to challenges that can weaken the fabric of society on a day-to-day basis.</i></p>	<p>2.1 Health and wellbeing</p> <p>2.2 Diverse, inclusive and safe</p> <p>2.4 Sustainability and climate action</p>	<p>2.1.1 Support our community to recover from the impacts of COVID-19.</p> <p>2.1.2 Enhance our community’s health and wellbeing and promote resilience through quality service delivery and strategic partnerships.</p> <p>2.2.1 Create a safe and resilient community for everyone who lives, works and visits.</p> <p>2.4.2 Support, facilitate and empower community climate action and resilience through education, collaboration, and promotion of Council action.</p>
 <p>Wellness</p> <p><i>Wellness recognises that people’s participation in daily life improves their physical and mental health and reduces isolation due to social disconnectedness.</i></p>	<p>2.1 Health and wellbeing</p>	<p>2.1.1 Support our community to recover from the impacts of COVID-19.</p> <p>2.1.2 Enhance our community’s health and wellbeing and promote resilience through quality service delivery and strategic partnerships.</p> <p>2.1.3 Support increased community involvement and connections to create a sense of belonging, improve mental health and emotional wellbeing.</p> <p>2.1.4 Support and advocate for the health and wellbeing of those in our community experiencing disadvantage and vulnerability.</p> <p>2.1.5 Support our community to be more physically active and lead healthier lives.</p> <p>2.1.6 Enhance wellbeing through community hubs, libraries and collaborative spaces.</p>

Technical notes

The following table provides a summary of the data that informed the scoring for each Place Activation Plan, and where applicable, notes relevant limitations.

Table A1: Data sources and limitations

Element and Indicator	Metric	Data Source	Data Limitation	
Mobility	Walkability	Walk score	https://www.walkscore.com/	Although data is representative, it is on a suburb level and does not align perfectly with the activity centre boundaries.
	Active transport	Active transport infrastructure using bike lanes as a proxy.	Melbourne Bike Grid Map	User data - data does not provide insights on convenience and safety and these aspects had to be considered based on anecdotal evidence from engagement.
	Mode of transport	Car dependency and shift to other modes of transport considering the % use of car, public transport, active (pedestrian and bike).	Economy ID based on Census 2021 For more details, please refer to: https://profile.id.com.au/stonnington/travel-to-work	Method of travel to work relates to Census data, which for the 2021 Census occurred during COVID-19 lockdowns for large parts of Australia. In lockdown, many occupations were required to work from home if possible, and some industries were closed, so people did not go to work. For this reason, these categories may have increased, with corresponding declines in other methods of travel.
Urbanity	Economic activity	Business strength and diversity with strong clusters with representation across all sectors.	Spendmapp by Geografia	In the absence of another more appropriate benchmark the average expenditure measured across sectors was used. Although an average spend figure provides an indication of the relative expenditure across all sectors it does not relate spending to norms with clear evidence of success.
		Local (captured) spend (\$) within the activity centre. (Calibrated in line with spending norms across the activity centres).	Spendmapp by Geografia	Although data is representative, it is on a suburb level and does not align perfectly with the activity centre boundaries.
	Income	Disposable household Income per week (\$) benchmarked against the greater Melbourne average of \$1,901 per week.	Economy ID/ABS Census 2021	Although data is representative, it is on a suburb level and does not align perfectly with the activity centre boundaries.
	Unemployment	Unemployment rate in the activity centre (%) benchmarked to Greater Melbourne average unemployment (5.3%).	Economy ID/ABS Census 2021	Although data is representative, it is on a suburb level and does not align perfectly with the activity centre boundaries.
Identity	Sports and recreation facilities	Sports and recreation area (%) as a proportion of the total area.	City of Stonnington GIS Data	For inner-city suburbs, it is not always practical to have a supply of sport and recreation facilities within walkable distance from key activity centres.
	Cultural identity	Quantitative measure of heritage architecture, cultural and art offerings, including art galleries, theatre, cinema, museum, public art and exhibitions.	Victorian Heritage database, Google maps, City of Stonnington Public Art Collection data	Data is measured quantitatively to understand how many cultural offerings are in the activity centre. Scaling is based on the comparison of cultural and heritage offerings between activity centres.
	Visitation (day and night-time tourist economy)	Visitor spend as a percentage (%) of total local spend.	Spendmapp by Geografia	Although data is representative, it is on a suburb level and does not align perfectly with the activity centre boundaries.

Wellness	Schools	School availability within walking distance.	City of Stonnington GIS Data	Activity centre area is of a small scale, and is only sometimes realistic to have a school contained within the boundaries of the activity centre.
	Lifelong learning opportunities	Student population (people attending university) benchmarked against Greater Melbourne Average (5.8%).	Atlas ID/ABS Census 2021	Although data is representative, it is on a suburb level and does not align perfectly with the activity centre boundaries. A large student population does not necessitate adult education infrastructure being available.
	Early childhood and child care facilities	Number of daycare and kindergarten centres.	City of Stonnington GIS Data	Activity centre area is of a small scale and it is not always realistic to have a significant supply of daycare within the boundaries of the activity centre.
	Health, wellness and beauty	Number of community health, clinics and private hospital facilities.	City of Stonnington GIS Data	Data does not provide commentary on the quality or offer of the establishments.
Greenery	Libraries and community facilities	Number of churches, temples, synagogues, mosques, community neighbourhood halls and services, library archives and libraries.	City of Stonnington GIS Data	Data does not provide commentary on the quality or offer of the establishments.
	Local playgrounds	Size of playground space in sqm.	City of Stonnington GIS Data	Doesn't consider proportional distribution, but allows direct comparison between activity centres, however could disadvantage some of the smaller activity centres.
Equity	Local parks	Size of open space in sqm.	City of Stonnington GIS Data	Doesn't consider proportional distribution, but allows direct comparison between activity centres, however could disadvantage some of the smaller activity centres.
	Ability to age in place	Number of aged care facilities.	City of Stonnington GIS Data	Data is based on the number of facilities in each activity centre, not per capita. Metrics shouldn't be used in isolation as the 'ability to age in place' can be measured by multiple factors, including walkability, opportunities to connect with the community and density of services measured in other indicators.
Resilience	Affordable housing options	Number of social housing units benchmarked to the Greater Melbourne average (2.3%).	Economy ID	Not all activity centres have to include social housing to be successful and inclusive.
		Rate of households experiencing housing stress (%) benchmarked to the Greater Melbourne average of households experiencing housing stress (11.7%).	Economy ID	Although housing stress could be lower due to high income, this does not address the potential affordability issue.
	Housing diversity and delivery	Average weekly rental rate in activity centre benchmarked to the Greater Melbourne average (\$390 per week).	Economy ID	Data is dynamic and becomes outdated quickly.
Resilience	Housing diversity and delivery	Representation of higher density housing typologies in residential mix (%).	City of Stonnington GIS Data	Benchmark set at 50% in the absence of a Greater Melbourne average benchmark.
	Vacancy rates (landlord sentiment)	Vacancy rate (%) benchmarked to Melbourne city vacancy rate 3rd and 4th quarters of 2021 (16.7%).	City of Stonnington GIS Data	Vacancy rates presented are from January 2023. Vacancy data is collected and published every six months.
	Population growth	% YoY forecasted growth by 2036 benchmarked to Greater Melbourne average growth 2020 (2.68%).	Local Government area profiles	Although data is representative, it is on a suburb level and does not align perfectly with the activity centre boundaries.
Environmental resilience	Urban heat score based on observed land surface temperatures (°C).	Urban Forest Strategy	Raw data unavailable. Visual observations and analysis sourced from City of Stonnington's Urban Forest Strategy 2017-22.	

Table A2 presents the numerical quantified data used to score the performance of each activity centre as well as the colour grade for each.

Table A2: Scoring data

INDICATORS (FEATURES/METRICS)	South Yarra	Prahran	Windsor	Glenferrie Road, Malvern	High Street, Armadale	Toorak Village	Hawksburn
Walkability (Walkscore)	92/100	87/100	91/100	80/100	74/100	74/100	87/100
Active transport (Bike lanes)	2 bike lanes (perceived unsafe)	1 bike lane (perceived unsafe)	1 bike lane (perceived unsafe)	No bike lane	No bike lane	No bike lane	1 bike lane (perceived unsafe)
Mode of transport (% using car) (% using public transport) (% using active transport) (% working from home)	PT: 11.9% AT: 9.3% Car: 22.1% WFH: 47.1%	PT: 7.2% AT: 8.1% Car: 25.9% WFH: 45.5%	PT: 8.8% AT: 8.1% Car: 26% WFH: 44.4%	PT: 5.9% AT: 4.9% Car: 33.9% WFH: 43.6%	PT: 8.1% AT: 3.8% Car: 31.5% WFH: 44.7%	PT: 5.7% AT: 3.8% Car: 35.6% WFH: 43%	PT: 8.2% AT: 9.0% Car: 25.4% WFH: 46%
Economic activity (Local captured spend \$)	\$773M	\$527M	\$209M	\$522M	\$431M	\$295M	\$172M
Income (% of households earning above \$3,000) per month	28.7%	31.9%	30.3%	43.0%	39.6%	42%	38%
Income (Median weekly household income)	\$2,067	\$2,121	\$2,098	\$2,364	\$2,207	\$2,538	\$2,316
Unemployment rate (%)	4.0%	3.6%	3.7%	3.8%	3.8%	3.7%	3.6%
Schools (Number of)	3	0	2*	2	2	2*	0
Lifelong learning opportunities (% student population)	10%	8.8%	8.4%	7.3%	7.7%	7.7%	7.7%
Early childhood and child care facilities (Number of)	9	13	5	2	4	1	7
Health, wellness and beauty (Number of)	22	35	21	69	16	2	24
Libraries and community facilities (Number of)	18	20	9	12	13	5	8
Sports and recreation facilities (% of total area)	0.1%	0.2%	0.1%	0.8%	1.1%	0.0%	0.7%
Quantity of heritage buildings and cultural offerings (art galleries, museums, theatres, cinemas, public art) (% score out of 100)	77%	80%	77%	33%	37%	50%	80%
Visitor spend (% of total local spend)	62%	63%	75%	56%	58%	45%	45%
Local playgrounds (SqM)	3k	4k	2.6k	0.6k	1.3k	0.6k	2.2k
Local parks (SqM)	18.2k	10.5k	7.3k	40.3k	80.0k	11.6k	100.2k
Number of aged care facilities	15	3	3	2	1	0	1
% Social housing units	4.6%	3.3%	5.0%	0.5%	2.2%	0.1%	0.0%
% of households experiencing housing stress	12.3%	8.8%	8.8%	5.4%	9.1%	6.7%	8.8%
Average weekly rental rate	\$415	\$421	\$421	\$450	\$421	\$490	\$485
Higher density housing (%)	80%	62%	63%	44.5%	46%	75%	46.1%
Vacancy rates (%)	9.61%	10.57%	8.8%	12.15%	8.06%	7.69%	7.33%
Population growth (% YoY forecasted growth to 2036)	1.4%	1.2%	0.63%	2.5%	0.37%	0.58%	0.58%
Environmental resilience (Urban heat – proportion of activity centre subject to higher urban heat)	4.0	4.0	3.0	4.0	4.0	3.0	3.0

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National Relay Service

If you are deaf, or have a hearing impairment or speech impairment, contact

City of Stonnington through the National Relay Service (NRS).

- » **TTY** users, phone **13 36 77** then ask for **8290 1333**.
- » **Speak and Listen** users, phone **1300 555 727** then ask for **8290 1333**.
- » **Internet relay** users, connect to the **NRS** then ask for **8290 1333**.

Community languages

Call the Stonnington Community Link, a multilingual telephone information service.

Mandarin	普通話	9280 0730	Polish	Polski	9280 0734
Cantonese	廣東話	9280 0731	Russian	Русский	9280 0735
Greek	Ελληνικά	9280 0732	Indonesian	Bahasa Indonesia	9280 0737
Italian	Italiano	9280 0733	Vietnamese	Tiếng Việt	9280 0748
All other languages		9280 0736			

Stonnington City Centre

311 Glenferrie Road, Malvern

Business Concierge

businessconciierge@stonnington.vic.gov.au

Stonnington Services and Visitor Centre

Prahran Square, corner Chatham

and Izett streets, Prahran

Monday to Friday, 8.30am-5pm

Saturday 11am-3pm

T 8290 1333

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City of
STONNINGTON