CHAPEL STREET PRECINCT IMPROVEMENT PLAN 2025-26

VERISON 1 (JUNE 2025)

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The City of Stonnington acknowledges that we are on the Traditional Lands of the Wurundjeri Woi Wurrung and Bunurong peoples of the East Kulin Nations and pay our respect to their Elders past and present.

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.

INTRODUCTION

Chapel Street is one of Melbourne's most iconic precincts, known for its vibrancy, nightlife, retail, and hospitality scene. However, there are growing concerns around safety, cleanliness, and economic vitality that need to be addressed to ensure its long-term success.

This plan sets out a clear response to these challenges. It outlines the immediate and long-term action needed to strengthen confidence in Chapel Street, ensuring it is a well-managed precinct where people feel safe, businesses can thrive, and the public realm supports a positive experience for all.

Importantly, Council recognises that lasting improvements require a collaborative approach with the Victorian Government, Victoria Police, and service providers, local businesses, and the broader community.

Scope

This Chapel Street Precinct Improvement Plan applies to the Chapel Street precinct and surrounds within South Yarra, Prahran, and Windsor. It includes side streets where businesses contribute to the overall vibrancy of the precinct, for example Greville Street, as well as iconic public infrastructure within the precinct such Prahran Market, Prahran Square and South Yarra Siding.

It recognises interdependencies with broader Council initiatives, neighbouring precincts and private and State-led infrastructure projects.

Key priorities

The CSPIP groups initiatives under five themes:

1. **VISITATION** – driving footfall and spend through marketing, promotion and activation
2. **SAFETY** – initiatives to improve real and perceived safety in the precinct
3. **AMENITY** – improvements to public space and presentation
4. **PLANNING** – longer-term planning, controls, and precinct visioning
5. **BUSINESS SUPPORT** – measures to support traders and facilitate Council-business engagement

Additional Support for Chapel Street

This plan is supported by broader strategies and policies which guide Council's activities.

- **Safer Stonnington (Community Safety) Plan 2024-27:** Sets Council's broader safety priorities, which have been applied via this plan to Chapel Street's unique challenges.
- **Place-Led Economic Development Strategy 2023-27:** Drives a place-based approach to business growth, with tailored focuses for South Yarra, Prahran, and Windsor.
- **Creative Stonnington Strategy 2023-26:** Positions Prahran as a creative hub, supporting events, activations, and Chapel Off Chapel to boost visitation.

- **Transport Strategy (under review):** Enhances pedestrian access, public transport connectivity, and active transport options to improve movement and road safety.

ACTION PLAN

PRIORITY 01: VISITATION – Driving footfall and spend through marketing, promotion and activation						
1.1	Promote Chapel Street as a key retail, hospitality and lifestyle destination	1.1.1 Implement 12-month strategic marketing campaign (refer Appendix 1) to drive visitation and spend within Chapel Street and help positively shape Chapel Street's reputation.	Service delivery (new)	Planning & Place	$397,000	**FY26 Special Rate Scheme (SRS)**
		1.1.2 Explore Purple Flag accreditation to position the precinct as a safe nighttime destination.	Planning (new)	Planning & Place	Internal resourcing only	Operating budget (existing)
1.2	Drive economic activity through activation initiatives	1.2.1 Present feature activations to drive visitation, foot traffic and spend through the precinct.	Service delivery (new)	Community & Wellbeing	$338,000	**SRS**
		1.2.2 Hold public events and activations in Prahran Square to attract visitors and encourage positive use of the space.	Service delivery (existing)	Community & Wellbeing	$80,000	Operating budget (existing)
		1.2.3 Deliver annual programs of Economic Activation and Event Grants, Arts & Culture Grants, and Community Grants to community groups, organisations and businesses to deliver events and activations in Stonnington, including in the Chapel Street precinct.	Service delivery (existing)	Community & Wellbeing Planning & Place	Variable - subject to annual applications and assessment	Operating budget (existing)
		1.2.4 Facilitate the major activation of Prahran Town Hall, commencing in early-2026, delivered by global experiential agency to activate daytime economy.	Service delivery (new)	Community & Wellbeing	Self-funded (Council contributing venue in-kind)	Operating budget (existing)
1.3	Increase activation and visitation through	1.3.1 Consolidate library services at Prahran Town Hall to enable enhanced programming and increase visitation.	Service delivery (enhanced)	Community & Wellbeing	$430,000	Operating budget (existing)

	activating Council venues					
PRIORITY 02: SAFETY – Initiatives to improve real and perceived safety in the precinct						
2.1	Increase visible and perceived safety and enforcement patrols	2.1.1 Conduct planning enforcement investigations addressing compliance issues, including joint patrols with Victoria Police and Liquor Control Victoria.	Service delivery (existing)	Planning & Place	Internal resourcing only	Operating budget (existing)
		2.1.2 Support Victoria Police in their commitment to increased precinct presence through advocacy, Council and business-backed incentives, and access to Council facilities.	Advocacy (new)	Community & Wellbeing	Internal resourcing only	Operating budget (existing)
		2.1.3 Advocate to State Government for increased Victoria Police and Liquor Control Victoria resourcing to support enhanced patrols	Advocacy (new)	CEO's Office	Internal resourcing only	Operating budget (existing)
2.2	Enhance CCTV network coverage and functionality	2.2.1 Review current CCTV infrastructure in the Chapel Street precinct with Victoria Police to identify opportunities and priorities to increase coverage and advocate for State & Federal Government funding in camera improvements.	Planning (enhanced)	Environment & Infrastructure	Internal resourcing only	Operating budget (existing)
		2.2.2 Engage in M9 and regional conversations on expanded CCTV investment .	Advocacy (new)	CEO's Office	Internal resourcing only	Operating budget (existing)
		2.2.3 Advocate for funding for new CCTV capabilities, including a new mobile CCTV trailer, additional CCTV at Prahran Market and Prahran Town Hall, and operational funding and support for police real-time monitoring.	Advocacy (new)	CEO's Office	Nil to council - $250,000 to $300,000 requested	Election commitments/ closed grant funding
2.3	Upgrade public lighting	2.3.1 Undertake an audit of public place lighting across the Chapel Street precinct to identify opportunities and priorities to improve community safety and perceptions of safety, taking into account CPTED design principles and safety incident data	Planning (new)	Environment & Infrastructure	$50,000	Operating budget (new)

2.4	Deliver coordinated public communication and education activities	2.4.1 Deliver community safety and public education programs, including sharing or participating in public campaigns like Community Safety Month, 9PM routine, 16 Days of Activism Against Gender Based Violence, and others.	Service delivery (existing)	Community & Wellbeing	$100,000	Operating budget (existing)
		2.4.2 Use Stonnington News and other channels to articulate Council's role, partnerships, and jurisdiction in community safety, and keep the community and businesses informed of ongoing initiatives and improvements.	Service delivery (existing)	Org Capability	Internal resourcing only	Operating budget (existing)
		2.4.3 Facilitate engagement between residents and police through initiatives such as the Neighbourhood Policing Forum and Coffee with a Cop.	Service delivery (existing)	Community & Wellbeing	Internal resourcing only	External delivery and funding
2.5	Support targeted outreach programs that assist vulnerable people	2.5.1 Partner with the Salvation Army to deliver the Street Team and Pink Car initiatives, supporting vulnerable individuals in the precinct at night.	Service delivery (existing)	Community & Wellbeing	$90,000	Operating budget (existing)
		2.5.2 Partner with the Salvation Army to deliver a new joint outreach program with Local Laws and Police to support vulnerable people in the Chapel Street Precinct during the day.	Service Delivery (new)	Community & Wellbeing	$50,000	**SRS**
		2.5.3 Partner with Launch Housing to deliver 'Stonnington Zero', a collaborative effort to address homelessness through housing support and advocacy.	Service delivery (existing)	Community & Wellbeing	$127,000	Operating budget (existing)
2.6	Deliver key infrastructure improvements focused on safety	2.6.1 Conduct a Crime Prevention Through Environmental Design (CPTED) evaluation of identified sites across the Chapel Street Precinct and action design and landscaping improvements.	Planning (new)	Community & Wellbeing	$200,000	Capital budget (new)
		2.6.2 Conduct a safety audit to understand the specific safety pressure points of Chapel Street and what could be done to reduce risk in these areas.	Planning (new)	Planning & Place	$80,000	Operating budget (new)

		2.6.3 Review the approach taken by Port Phillip to alcohol-related signage.	Planning (new)	Planning & Place	Internal resourcing only	Operating budget (existing)
		2.6.4 Install additional signage in key locations reminding the community that consumption of alcohol is prohibited (informed by recommendations from action 2.6.3).	Capital investment (new)	Environment & Infrastructure	$10,000	Operating budget (existing)
		2.6.5 Implement Council-endorsed Road Safety Improvement Program initiatives in the Chapel Street precinct to create safer streets for everyone where people are comfortable to walk, ride, connect with others and feel safe.	Capital investment (existing)	Environment & Infrastructure	$94,000	Grant funded
2.7	Strengthen collaborative committees to enhance coordination	2.7.1 Participate in collaborative committees, including the Community Safety Committee, Victoria Police Neighbourhood Policing Local Safety Committee, and Liquor Forum enabling joint decision-making and coordinated efforts.	Planning (existing)	Community & Wellbeing Planning & Place	Internal resourcing only	Operating budget (existing)
		2.7.2 Expand Neighbourhood Policing Local Safety Committee Terms of Reference.	Planning (new)	Community & Wellbeing	Internal resourcing only	Operating budget (existing)
2.8	Advocate to the State Government for better policy and tactical settings to facilitate safety	2.8.1 Advocate for legislative reform to address anti-social behaviours	Advocacy (new)	Advocacy	Internal resourcing only	Operating budget (existing)
		2.8.2 Advocate for support for local community health, family violence and mental support programs for vulnerable communities.	Advocacy (new)	Advocacy	Internal resourcing only	Operating budget (existing)
PRIORITY 03: AMENITY – Improvements to public space and presentation						
3.1	Expand cleaning and maintenance services	3.1.1 Deliver routine cleaning and graffiti removal programs to provide regular maintenance of public spaces.	Service delivery (existing)	Environment & Infrastructure	$1,000,000 (approx.)	Operating budget (existing)
		3.1.2 Introduce a new precinct cleaning service to undertake daily hot wash of footpaths, infrastructure and other hard surfaces – in addition to existing programmed deep pressure cleaning	Service delivery (enhanced)	Environment & Infrastructure	$175,000	**SRS**

		3.1.3 Introduce a new roving, on call daytime Clean Team service to uplift daily cleaning throughout the precinct and provide an on-call service for businesses to attend to priority cleaning needs in the public realm.	Service delivery (enhanced)	Environment & Infrastructure	$90,000	**SRS**
		3.1.4 Increase graffiti removal investment, targeting proactive inspections and hotspot areas.	Service delivery (enhanced)	Environment & Infrastructure	$50,000	**SRS**
3.2	Declutter footpaths to improve pedestrian flow and accessibility	3.2.1 Review Outdoor Dining program and update Footpath Trading regulations as part of Local Law review.	Regulation (enhanced)	Planning & Place	Incorporated in 4.1.1	Operating budget (new)
PRIORITY 04: PLANNING – Longer-term planning, controls and precinct visioning						
4.1	Strengthen enforcement powers and compliance tools	4.1.1 Review and expand Local Laws to strengthen enforcement powers around public drinking and nuisance.	Regulation (enhanced)	Planning & Place	$80,000	Operating budget (new)
		4.1.2 Review Planning Scheme to strengthen requirements for licensed venues to ensure safety of patrons.	Regulation (existing)	Planning & Place	Included in Planning Scheme Review Budget	Operating budget (existing)
4.2	Chapel Street Transformation	4.2.1 Finalise a proposed vision, and staged and costed implementation plan, together with a proposed funding options.	Planning (new)	Environment & Infrastructure	$50,000	Capital budget (existing)
		4.2.2 Explore and prioritise ideas raised during community engagement e.g. public toilets, lighting, and CCTV locations to be investigated for consideration in future capital works programs.	Planning (new)	Planning & Place	Internal resourcing only	Operating budget (existing)
PRIORITY 05: BUSINESS SUPPORT – Measures to support traders and facilitate Council-led business engagement						
5.1	Expand business support	5.1.1 Dedicated Chapel Street Precinct Business Concierge Officer to help small business owners with Council permits, applications and document requirements.	Service delivery (enhanced)	Planning & Place	Internal resourcing only	Operating budget (existing)

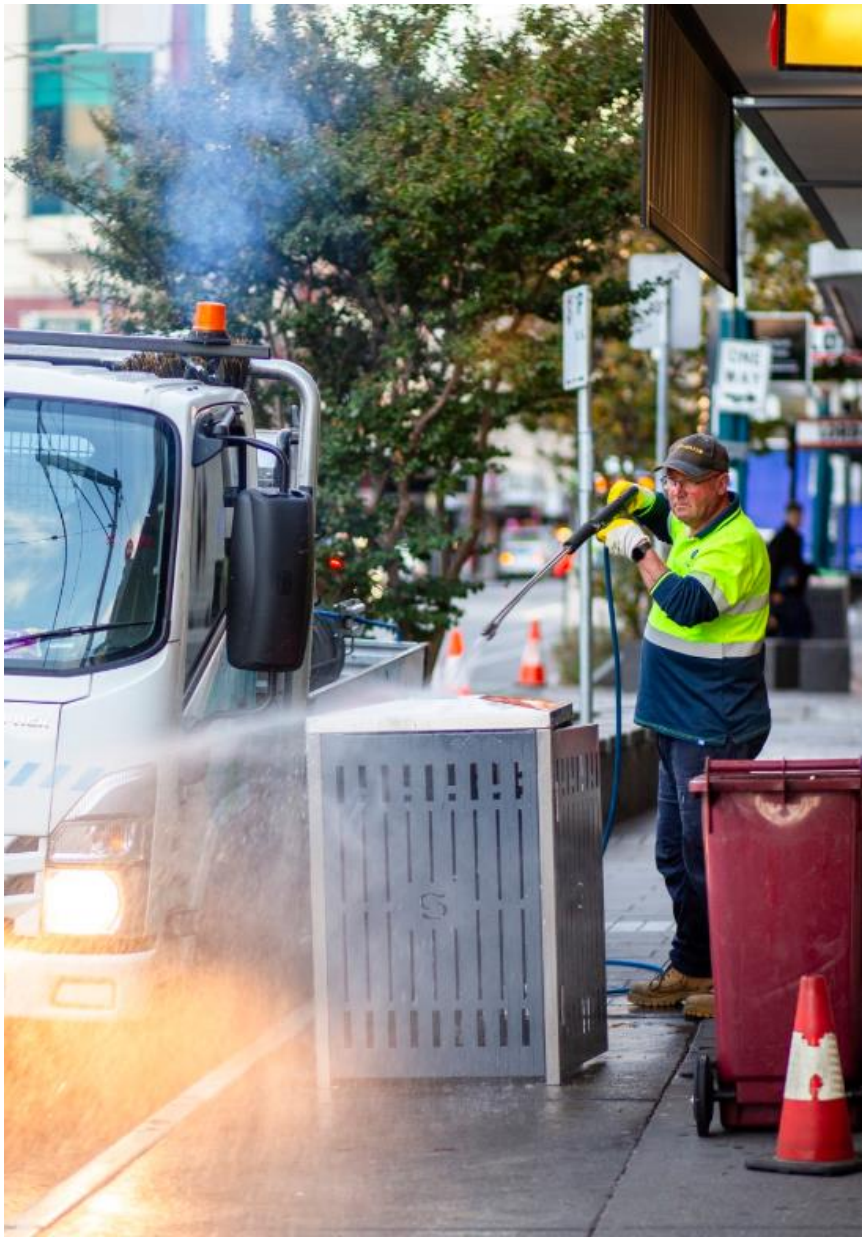
		5.1.2 Facilitate the Stonnington Liquor Forum in collaboration with Victoria Police and Liquor Control Victoria to address alcohol-related harm, responsible service of alcohol, safety and security in and around licensed premises, standards of patron behaviour, venue management practices, and other topical issues that affect licensed premises.	Planning (existing)	Planning & Place	$20,000	Operating budget (existing)
		5.1.3 Review the Liquor Forum and consider expanding membership and frequency of meetings.	Planning (enhanced)	Planning & Place	$30,000	Operating budget (existing)
		5.1.4 Deliver the Business Façade Improvement Grants Program to support business and property owners across Stonnington to improve the visual appearance of business façades, including businesses in the Chapel Street precinct.	Service delivery (existing)	Planning & Place	Varies – subject to annual application and assessment	Operating budget (existing)

Implementation

A place management model is to be applied to the defined Chapel Street precinct, consistent with the scope and focus of the action plan, with a methodology and revised organisational arrangements to best ensure it is delivered.

This model will be underpinned by the following elements.





Measures of success

The following Key Performance Indicators (KPIs) will be used to monitor implementation and assess the plan's overall impact over time.

Indicator	Source	Frequency
Visitation		
Increased foot traffic and spend at key locations across the precinct	Pedestrian counters and mobility data SpendMapp	Quarterly
Increased visitation to activation sites (e.g. Prahran Square, Prahran Town Hall)	Event attendance data Visitation data (surveys)	Quarterly
Increased positive PR/media for the precinct	Activations attracting media e.g. TV and media attention	Quarterly
Increased reach and engagement with precinct marketing campaigns across digital channels	Social media and website analytics	Quarterly
Improved brand perception of Chapel Street as a vibrant, welcoming destination	Business and visitor sentiment surveys (pre- and post-campaign) Event attendee surveys	Quarterly
Safety		
Reduced incidents of reported crime and anti-social behaviour	Crime Statistics Agency / Victoria Police	Yearly
Improved community perception of safety	Community Views	Every 2 years (2026)
Increased coverage of safety infrastructure (e.g. CCTV, lighting, signage)	Council data	Yearly
Reduced safety-related complaints or service requests (or shift in trend)	Council data	Yearly

Indicator	Source	Frequency
Amenity		
Increased cleaning frequency and maintenance coverage relative to baseline	Council data	Quarterly
Improved satisfaction with presentation and cleanliness	Trader/resident pulse surveys	Annual
Increased proportion of maintenance requests resolved within service standards	Internal performance reporting	Quarterly
Planning		
Timely completion of the Chapel Street vision and staged implementation plan	Council agenda / minutes	Annual
Adopted planning control changes (e.g. Local Laws, Planning Scheme Amendments).	Adopted documents	Every 2 years
Number of aligned capital or infrastructure projects delivered or advanced	Internal capital delivery monitoring	Quarterly
Stakeholder satisfaction with visioning process	Qualitative feedback from engagement touchpoints	Yearly
Business support		
Reduced vacancy rates	Council data	Yearly
Increased participation in Council business programs	Council data	Quarterly
Improved trader satisfaction with Council engagement	Pre/post engagement surveys	Quarterly
Number of businesses leveraging marketing and activation opportunities	Campaign participation, activations hosted, etc.	Quarterly

Resource allocation

A total budget of $4.376 million has been committed to support delivery of the Chapel Street Precinct Improvement Plan. This investment brings together multiple funding sources, reflecting our commitment to revitalising the precinct and responding to community and business priorities.

The total allocation includes contributions from:

- Council's FY26 operational budget $2,619,000
- Council's FY26 capital budget $250,000
- Chapel Street Special Rate Scheme – FY25 residual funds and FY26 $1,413,000*
  (allocating $735,000 to marketing and activations, and $365,000 to other initiatives)
- Grant funding $94,000

  TOTAL **$4,376,000**

*The new Place Manager role and the resourcing for the transition from the Chapel Street Precinct Association will be funded from unspent FY25 Special Rate funds of $313,000, with any residual funds being put towards marketing.

We will continue to seek co-investment, partnerships and additional grants to offset project costs and expand the program's impact, particularly in areas such as precinct infrastructure, safety improvements, and activation. All expenditure will be tracked with regular internal oversight by the CEO via the internal Program Control Group.

Program and project governance

A Program Control Group (PCG) will be established to oversee the full program and report via the Executive Team to the CEO.

Delivery will be coordinated by a dedicated Place Manager, who will lead implementation, proactively engage with Chapel Street businesses and provide 'voice of Chapel Street businesses' to Council. The Place Manager will report to the CEO and PCG.

Performance reporting

A structured performance reporting framework will ensure ongoing visibility and accountability.

Audience	Frequency	Format
Executive Team	Fortnightly	Internal briefing by Place Manager (via PCG)
Councillors	Monthly	Briefing report and verbal update
Businesses & Special Ratepayers	Quarterly	Multiple sources
Community	Annually (and ongoing)	Annual Report Ongoing web updates, publications, social media, etc.

In addition to the above, project-level reporting will be conducted continuously as individual projects are delivered and completed.

Appendix 1 – Proposed Marketing and Activation Calendar

MONTH	FEATURE	LOCATION	TYPE	FUNDING
July 2025 – June 2026	Digital Marketing – including Spring/Summer media partnerships, year round marketing and promotion and marketing of activations	N/A	Marketing	$397,000 - SRS (activation marketing $107,000)
July 2025	Roola Boola Children's Arts Festival	Chapel Off Chapel + Beyond (satellite venues)	Festival	$97,000 (income $38,000) - Operating budget
August 2025	Feature Large-scale Installation	Prahran Square	Contemporary Art Installation	$195,000 - SRS
October 2025	Melbourne Fringe Festival	Chapel Street + Prahran Square	Outdoor Exhibition	$5,000 -Operating budget
October 2025	Melbourne International Jazz Festival	Chapel Off Chapel	Partnership Concert Series	$50,000 (income $38,000) - Operating budget
November 2025	Feature Interactive Installation	402 Chapel Street	Contemporary Art Installation	$143,000 - SRS
December 2025	Como Carols	Como Park	Outdoor Concert	$220,000 - Operating budget
December 2025	Food Festival (TBC Dec or Feb 2026)	Prahran Market	Festival	N/A – Prahran Market budget
February 2026	The Classics: Opera	Victoria Gardens	Outdoor Concert	$150,000 - Operating budget
May – June 2026	Sin Series	Prahran Market	Series	N/A – Prahran Market budget

MONTH	FEATURE	LOCATION	TYPE	FUNDING
June 2026	Winter Festival	Prahran Market	Festival	N/A – Prahran Market budget
				TOTAL: $1,257,000
July 2026	Light Up Chapel Street	Chapel Street + Prahran Market	Projection and Animated Lighting	$250,000