



2026—2027

Chapel Street Precinct Improvement Plan

Reconciliation Acknowledgement Statement

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.

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What is the Chapel Street Precinct Improvement Plan

The Chapel Street Precinct Improvement Plan is a targeted program of actions to support public safety, improve cleanliness, enhance amenity, and strengthen business and community confidence across Chapel Street.

This plan represents year two of a multi-year effort to reinvigorate one of Melbourne's most iconic destinations. Importantly, it also reflects Council's commitment to working in partnership with traders, property owners, other government agencies and the wider community to achieve shared aspirations for the Chapel Street precinct.

This began in 2025 with an initial \$4.38 million investment, combining Special Rate Scheme funds of \$1.1 million, capital works, operational funding and external grants to support activation and marketing efforts, stepped-up cleaning, a coordinated safety program as well as safety and decluttering audit.

This year, we will be committing an additional \$4.4 million investment towards our plan; centred around the following key areas of focus:

- » **Visitation** – marketing, activation campaigns and events to attract more visitors and encourage spending
- » **Safety** – coordinated programs to improve real and perceived challenges to day and nighttime safety including through increased safety patrols
- » **Amenity** – enhanced cleaning, including pressure washing, graffiti and rapid-response cleaning, as well as infrastructure upgrades
- » **Business support** – two additional new roles dedicated to the Chapel Street precinct, to expand Council support for businesses and strengthen digital marketing for Chapel Street
- » **Planning** – working with partners and advocating for Chapel Street to ensure its future success, including through new precinct planning.

Council administers a special rate levied on commercial properties within the precinct in accordance with the *Local Government Act 1989* (as amended in 2022 and 2024), reinvesting funds for the purpose of supporting property owners and local businesses. In 2026-27 this amount is \$1.2 million.

Why this plan

Chapel Street is one of Melbourne's most iconic precincts, celebrated for its vibrancy, nightlife, and diverse retail and hospitality scene. Its distinctive streets, laneways, and heritage facades add to its unique character and appeal.

While it has faced increasing challenges in recent years with a shift away from bricks and mortar retail, the lingering economic impacts of the pandemic and an increase in anti-social behaviour – it remains a popular visitor destination and is full of exciting potential with the right investment.

Its role as a landmark shopping destination may have shifted, but Chapel Street has evolved to offer much more than just retail - from a buzzing wellness scene with gyms galore, vibey pubs and Instagrammable brunch spots to new mixed-use development on the rise. There is an opportunity to further elevate Chapel Street's position among Melbourne's leading lifestyle precincts by building on this momentum to enhance its unique mix of offerings.

At the same time, renewed focus on public amenity including cleanliness, safety, and overall streetscape experience plays an important role in shaping how people connect with and enjoy the precinct, day and night. We cannot successfully market the precinct without a clean street – so this is a crucial piece in the puzzle.

A coordinated and holistic approach with the right partners around the table is just what the precinct needs. Chapel Street is being reimagined as a safe, welcoming, and dynamic destination - one that inspires community pride and reaffirms its place as a destination of choice for locals and visitors alike.

About the Chapel Street precinct

Stretching more than two and a half kilometres, Chapel Street serves as a major north-south civic spine through Stonnington, intersected by key east-west arterial roads including Toorak, Commercial, Malvern and High Streets.

Within the Chapel Street precinct are three distinct neighborhoods, which complement each other with their own unique character:

- » **South Yarra** is the largest economically, characterised by its high concentration of commercial tenancies and intersection with the Toorak Road shopping precinct.
- » **Prahran** forms the heart of the precinct, functioning as the area's creative and cultural hub, home to the market, and key meeting point for multiple transport routes.
- » **Windsor** is the smallest suburb, and supports a vibrant nighttime economy, with a diverse range of restaurants, bars and live-music venues.

Chapel Street has been shaped by its rich, layered history and heritage. Before colonisation, the area was an important gathering place for Aboriginal peoples, its abundant wetlands providing vital food sources. The land forms part of that belonging to the Wurundjeri Woi Wurrung and Bunurong peoples, whose connections to this place endure today.

Its post-colonial history is reflected in the historic buildings still lining Chapel Street today, testament to its role as a major commercial hub since the late 1800s.

How we developed this plan

In 2025, Council undertook the first stage of consultation with 1,614 Chapel Street Special Ratepayers and invited feedback through written submissions, surveys, trader forums and in-person visits with businesses along the precinct. This laid the foundation for the original Chapel Street Precinct Improvement Plan 2025-26.

Through the delivery of year one of this plan we have trialled new approaches, gathered evidence on what works, taken on feedback from partners and other local government authorities and considered good practice. All of our insights from year one have contributed to our refreshed plan for 2026-27.

We have shared the progress we've made to-date with our community and sought feedback on special rate funded activities from local traders and property owners to understand where we can do better.

Two in-person trader forums were held in March to hear directly from Chapel Street business and property owners, which attracted 30 participants. In addition, 1,573 Special Rate contributing businesses and property owners were contacted and invited to participate in an online survey between 19 March and 6 April 2026, with 81 viewing the Connect Stonnington page, and eleven respondents completing the survey.

What we heard

From the forums, online engagement and further conversations with businesses, several key themes have emerged and helped shape the year two priorities of this plan:

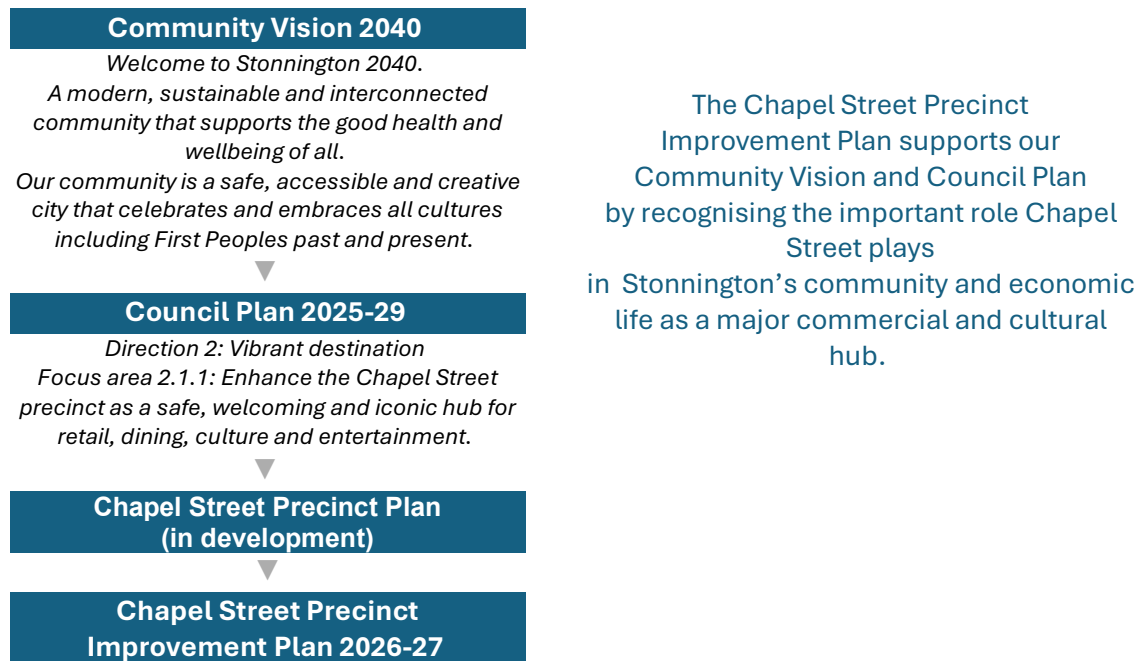
- » Making Chapel Street safer and more welcoming, including through a visible, increased police presence, CCTV and safety training for businesses
- » Continuing to improve public space and presentation, through proactive cleaning of public spaces, better lighting and continued streetscape investment
- » Addressing the visual impact from vacant shopfronts, for example through short-term tenancies, pop-up retail and creative installations
- » Helping traders thrive, including through continued advocacy and support services for businesses.

Special Rates Scheme participants identified the following top three success factors as overall priorities for Chapel Street:

- » An improved sense of safety
- » Reduced vacancy rates
- » Growth in foot-traffic and economic activity.

How this plan fits with others

The Chapel Street Precinct Improvement Plan supports the broader directions of Stonnington Tomorrow – our key strategic document incorporating the Stonnington Community Vision 2040 and Council Plan 2025-29.



This plan aligns with and supports a range of other strategies and policies which guide Council’s activities, including our:

- **Safer Stonnington (Community Safety) Plan 2024-27** by incorporating principles and partnerships for strengthening community safety in addressing Chapel Street’s unique challenges.
- **Place-Led Economic Development Strategy 2023-27** by applying a tailored, place-based approach to business growth and development, leveraging South Yarra, Prahran, and Windsor’s distinctive strengths and characteristics.
- **Creative Stonnington Strategy 2023-26** by positioning Prahran as a creative hub, supporting events, activations, and performance venues such as Chapel Off Chapel to attract visitors and invigorate the day and night-time economy.
- **Transport Strategy (under review)**, by making it easier, safer and more convenient for people to get around the precinct.

The **Chapel Street Precinct Plan**, currently in development, will lay the groundwork for the precinct’s long-term evolution over the next decade.

Focus area 01

Visitation

Driving footfall and spend
through marketing, promotion
and activation



Focus area 01 / Visitation

Driving footfall and spend through marketing, promotion and activation

People are drawn to places that feel alive, enjoyable and meaningful. Places that offer memorable experiences and opportunities for social connection – whether through shopping, dining with friends or participating in events - give people a reason to keep coming back. A steady flow of visitors and foot-traffic is the lifeblood of a healthy local economy.

What we know

Tourism and entertainment are key economic anchors of the Chapel Street precinct, as reflected in the abundant health and wellness outlets, and diverse food, dining, retail and cultural offerings that line its streets.

In 2025, \$1 billion was spent by visitors to the precinct. Over the year to December, 7.4 million people spent \$654 million in daytime and \$347 million in nighttime trade.

This was underpinned by steady visitor traffic last year to the precinct's three neighborhoods including 3.14 million visitors in South Yarra, 2.97 million in Prahran and 1.30 million in Windsor.

While retail vacancy rates have improved since peaking above 20 per cent during the COVID-19 pandemic, they currently sit at 15.3 per cent across the precinct (as at January 2026).

What we've delivered so far

Council has been driving visitation and stimulating economic activity through a range of activation initiatives. Key highlights include:

- Largescale art events at Prahran Square, the Ephemeral Collection and The Bubble Emporium and Iwagumi Air Scape, which attracted more than 100,000 attendees and combined precinct spend of approximately \$3.8 million
- Opening of the Greville Street Library in Prahran Town Hall in October 2025, attracting more than 4,000 visitors each month and resulting in a 30 to 40 per cent increase in visits to Prahran Square
- Chapel off Chapel saw over 40,000 patrons attend 340 shows in 2025-26; 90 per cent of audience members were visitors to the municipality and spent an average of \$87 per head locally before or after the show, delivering \$3.5m to the precinct
- The 'Uncover Chapel' marketing campaign, which delivered 3.5 million digital impressions and boosted brand awareness of the precinct and its unique neighbourhoods

- Media coverage of Chapel Street and the surrounding precinct has demonstrated a gradual shift from incident-driven, negative reporting toward a more balanced and increasingly more favorable and resilient narrative, particularly from late winter into spring and early summer.

What we'll focus on this year

- Promote Council's programs that drive public engagement and events at Prahran Skate Park, Greville Street Library, Prahran Pool and Grattan Gardens Community Hub
- Support community groups, organisations and businesses to deliver events and activations within Stonnington, including along Chapel Street
- Support creative opportunities in the public realm to encourage social connection and visitation
- Seek investment for Chapel Street as a tourist destination through ongoing advocacy to State Government.

Key actions:

Priority	Action	Cost	Source
1.1 Increase visitation and spend across the Chapel Street precinct through marketing and events.	1.1.1 Develop and deliver strategic marketing campaigns and manage the Chapel Street Precinct website and digital channels to help boost visitation and perceptions of the precinct.	\$80,000	Special Rates Scheme
	1.1.2 Deliver four to five neighbourhood-specific activations and events across the Chapel Street precinct to promote visitation.	\$390,000	Special Rates Scheme
	1.1.3 Deliver a regular program of events in Prahran Square to encourage community use and engagement.	\$60,000 + \$80,000	Special Rates Scheme + Operating budget (new)
	1.1.4 Support business-led events and place activations	\$30,000	Special Rates Scheme

Priority	Action	Cost	Source	
1.2	Enhance on-street vibrancy through one-off and ongoing activations.	1.2.1 Deliver the AfterGlow lighting project at Prahran Town Hall to support night-time activation in partnership with State Government including: 12-month lighting activation - Permanent lighting infrastructure.	\$155,000 + \$30,000	Grant + Capital budget
		1.2.2 Subject to a feasibility exercise, develop and deliver a new program to encourage busking along Chapel Street.	\$10,000	Operating budget
1.3	Promote Chapel Street as a key culture and events destination.	1.3.1 Support a new immersive art attraction at Prahran Town Hall.	N/A	Externally funded
		1.3.2 Establish hotel partnerships and leverage major Melbourne events to support additional visitation from event attendances.	\$15,000	Operating budget
		1.3.3. Promote Chapel Off Chapel as a high-quality cultural venue that attracts high occupancy and economic benefit.	\$5,000	Operating budget
		1.3.4 Continue to collaborate with Prahran Market to ensure marketing and events are aligned and visitation maximised.	N/A	Staff time only

How we'll measure progress

Indicator	Target
Consumer spend	Increasing trend
Visitor, resident and business sentiment	Positive rating
Ratio of positive to negative media stories featuring Chapel Street precinct or the plan	Higher positive to negative ratio

Focus area 02

Safety

Improving real and perceived safety in the precinct



Focus area 02 / Safety

Improving real and perceived safety in the precinct

Safety – in the sense of people being as well as feeling safe – is critical to people's experience of a place. People are far more likely to visit, linger and return to places where they feel comfortable and at ease, which in turn encourages people to participate in community life and help local businesses thrive.

What we know

Perceived safety in Stonnington is moderate but has declined from 2023 to 2025. People's sense of safety is heavily influenced by their environment, the media, and varies by location as well as time of day.

Community safety perception data reveal a high perceived risk around main streets and retail precincts in Prahran, South Yarra and Windsor. Top safety concerns cited for why particular locations are perceived as high risk relate to lighting in public spaces (13%), intoxication/substance abuse (12%), anti-social behaviour (11%), crime (7%), and traffic (5%).¹

In 2025, Victoria Police's Operation Safenight improved safety on Chapel Street, with assaults down 8 per cent and robberies down 35 per cent. The operation, run on Friday and Saturday nights, involved 7,744 police hours and resulted in 88 arrests. Overall crimes against the person fell by 24 per cent, while public order offences declined by 17.6 per cent. Retail crime remains the largest issue, accounting for 28.6 per cent of total offending. This operation is ongoing and will continue through 2026 - 27.

In spring 2026, criminal activity impacted hospitality operators across Melbourne including on Chapel Street. Council worked closely with Victoria Police, the lead agency, to support businesses and ensure the safety of community.

What we've delivered so far

Council has been taking a coordinated response to tackle issues relating to safety by working closely with Victoria Police and community partners, such as Salvation Army and Launch Housing, and including through the Community Safety Taskforce established last year. Key highlights include:

- A comprehensive safety audit based on Crime Prevention through Environmental Design principles to develop recommendations for improvements including
 - » safety and lighting across the Chapel Street precinct

¹ City of Stonnington community safety perception pin-drop engagement exercise, May to September 2025

- » sightlines and infrastructure improvements around Prahran Square and Lover's Walk.
- Review of CCTV infrastructure across the precinct with Victoria Police to identify opportunities to strengthen coverage and capability
- Establishment of a new dedicated Community Safety Partnership Officer
- Piloting an assertive daytime outreach program with the Salvation Army providing support to vulnerable community members
- De-escalation training for businesses and their staff to develop confidence with managing individuals experiencing complex mental health and/or addiction challenges.

What we'll focus on this year

- Deliver events and activities to increase foot traffic, supporting people's sense of safety
- Partner with the Salvation Army to support vulnerable individuals at night through the Street Team and Pink Car initiatives
- Partner with Launch Housing to deliver 'Stonnington Zero', a collaborative effort to address homelessness through housing support and advocacy
- Deliver community safety campaigns and programs with Victoria Police and community
- Deploy a Council community safety trailer to identified local safety hotspots
- Advocate to State Government to
 - » Fund a daytime assertive outreach program aimed at supporting vulnerable community members, including a café/safe space, support hotline and a dedicated response team, informed by recommendations from the Salvation Army's pilot in year one
 - » Increase enforcement patrols by Victoria Police
 - » Strengthen enforcement against illegal tobacco outlets
 - » expand CCTV investment
- Progress installation of new signage prohibiting alcohol consumption in key locations to reduce alcohol-related violence
- Participate in collaborative committees including the Community Safety Committee, Victoria Police Neighbourhood Policing Local Safety Committee, and Liquor Forum.

Key actions

Priority	Action	Cost	Source
2.1 Strengthen daytime safety through our partnerships.	2.1.1 Deliver an on-street visible daytime safety presence through joint patrols with Victoria Police.	\$100,000	Special Rates Scheme
	2.1.2 Deliver two facilitated community forums for the Chapel Street precinct.	\$20,000	Special Rates Scheme
2.2 Improve safety through precinct design.	2.2.1 Undertake lighting feasibility and commence design to improve night-time safety from the Chapel Street safety audit.	\$250,000	Capital budget
	2.2.2 Deliver additional recommendations from the Chapel St safety audit relating to operational improvements.	\$40,000	Operating budget (new)

How we'll measure progress

Indicator	Target
Visitor, resident and business sentiment	Positive rating
Average experience of residents around how safe they feel in South Yarra, Prahran and Windsor	Increasing trend
Number of criminal incidents	Decreasing trend

Focus area 03 **Amenity**

Improving public space
and presentation



Focus area 03 / Amenity

Improving public space and presentation

The overall feel of a place shapes how people experience and use it. Spaces that appear clean and cared for are less likely to attract anti-social behaviour. Comfortable, well-maintained public spaces are more welcoming and engaging, contributing to stronger connection to place.

What we know

With a high volume of visitors passing through each day, the Chapel Street precinct is a key focus of Council's waste management and street maintenance services. These include bin servicing, collecting street litter and illegally dumped rubbish, removing graffiti, and maintaining street furniture, signage, and bicycle and pedestrian infrastructure.

Of more than 290 Chapel Street businesses surveyed in August and September 2025, 71 per cent identified better public spaces, amenities, streetscapes and precinct appearance as the top improvement that would help make it easier to do business.²

Businesses and property owners consulted this year have also reiterated a desire to reduce the negative impact of vacant shopfronts on overall perceptions of the precinct.

As a key transport corridor and popular shopping precinct, Chapel Street must juggle the competing needs of residents, commuters and visitors within a constrained public realm. Balancing spaces that are both easy to navigate and supportive of more leisurely activities requires thoughtful street design, appropriate infrastructure and minimal clutter.

What we've delivered so far

Council has stepped up its cleaning and maintenance program along Chapel Street. Key highlights include:

- 1265 hours of increased street cleaning
- Weekly precinct-wide pressure washing with the entire area deep cleaned on a monthly rotation
- Introduction of a new roving daytime Clean Team service to uplift daily cleaning and provide an on-call service for businesses to attend to priority cleaning needs
- Single point of contact for urgent cleaning needs, including spills, hazards, and other rapid-response requests
- Daily graffiti inspections

² City of Stonnington (2025) Business Health Survey.

- 80 per cent of tram and power poles painted along Chapel Street
- Amenity audits resulting in more than 100 pieces of old street furniture and signage removed, and more than 100 street furniture items refurbished.

What we'll focus on this year

- Deliver the extended cleaning service for the Chapel Street precinct
- Deploy three roaming Clean Team staff along Chapel Street for daily cleaning and street sweeping*
- Undertake proactive graffiti inspection and removal.

**\$265,000 funding from the Special Rates Scheme in addition to Council's operating budget*

Key actions

Priority	Action	Cost	Source
3.1	Improve safety through precinct design.	3.1.1 Undertake detailed design of the public toilets in Prahan Square to improve safety features.	\$119,000 Capital budget
3.2	Improve street presentation throughout the precinct.	3.2.1 Provide support to properties with vacant shopfronts including curated creative wrapping.	\$40,000 Special Rates Scheme
		3.2.2 Undertake detailed design for Prahan Town Hall forecourt including lighting, complete detailed design of Greville Street from Chapel to Macquarie Streets, and complete Greville Street furniture upgrade.	\$250,000 Capital budget
3.3	Support positive use of the public realm through regulatory reform.	3.3.1 Progress review of Local Laws ahead of the formal statutory process to address: » public drinking and nuisance, including through an alcohol exclusion zone in Prahan Square » outdoor dining » footpath trading » any other relevant matter to improve safety and the amenity of the precinct.	\$50,000 Operating budget (new)

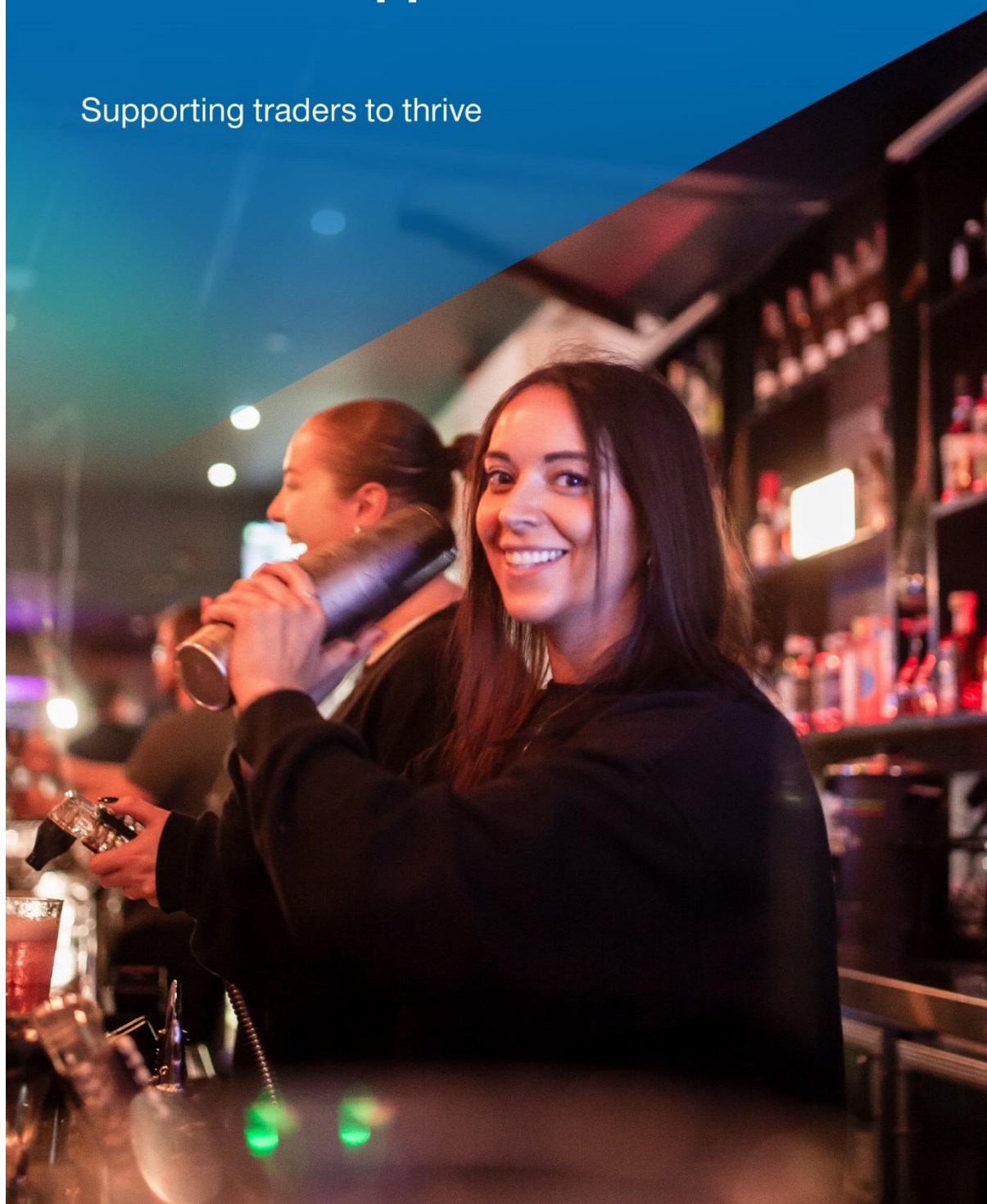
How we'll measure progress

Indicator	Target
Visitor, resident and business sentiment	Positive rating
Proportion of graffiti removal requests resolved within service response times	100%
Number of vacant properties which received support for temporary activation	8

Focus area 04

Business support

Supporting traders to thrive



Focus area 04 / Business support

Supporting traders to thrive

Local businesses are the backbone of the Chapel Street precinct and the diverse mix of retail, dining and lifestyle offerings which anchor its economy. Strong partnerships between Council and local businesses help support the precinct's long-term viability and sustainability.

What we know

Many local businesses are doing it tough, experiencing both the impact of changing consumer behaviours and increased costs to operation.

Council plays a pivotal role in supporting businesses across the Chapel Street precinct, whether assisting individual operators to start, grow and expand, or fostering collaboration between businesses to achieve shared outcomes. By connecting businesses and facilitating collective approaches to promotions and marketing efforts, businesses benefit from increased visibility and reach that would be difficult to achieve individually.

Feedback from Chapel Street businesses indicates strong levels of support for Council priorities around precinct activations through events, art, outdoor dining and trading options (38%), business grant funding (37%), clear communications about Council services and programs for businesses (28%) and destination or local area marketing support (26%).³

What we've delivered so far

Council supports businesses through permit assistance, business development and partnerships, with additional dedicated services for the Chapel Street precinct. Key highlights include:

- Increased promotion of dedicated Chapel Street Business Concierge service resulting in 94 enquiries during July to December 2025
- Establishment of a Chapel Street Place Manager to drive coordinated outreach to businesses and implementation of Chapel Street Precinct initiatives
- Delivery of Christmas 2025 window competition, which saw participation from 38 traders
- Provision of business façade and activation grants to support property owners to improve the visual appearance of façades within the Chapel Street area
- An updated Chapel Street precinct business database which will help Council deepen business engagement and support regular communications
- Delivery of 16 business training programs and mentoring programs between July and December 2025, an increase on the previous year.

³ City of Stonnington (2025) Business Health Survey.

What we'll focus on this year

- Acknowledging the unique challenges facing the night-time economy, continue to work with operators to support their industry
- Provide dedicated Business Concierge services to support prospective and new businesses with Council permits, applications, and document requirements
- Deliver training for businesses on topics such as safety, social media, shopfront presentation and facilitate business mentoring programs
- Distribute a business handbook to make it easier for businesses to do business
- Deliver seasonal events and activation to enable businesses to attract customers
- Facilitate the Stonnington Liquor Forum in collaboration with Victoria Police and Liquor Control Victoria to address safety, security and related issues affecting licensed premises and connect businesses to government
- Undertake regular engagement and outreach to traders and businesses as part of delivery of year two of the Chapel Street Precinct Improvement program.

Key actions

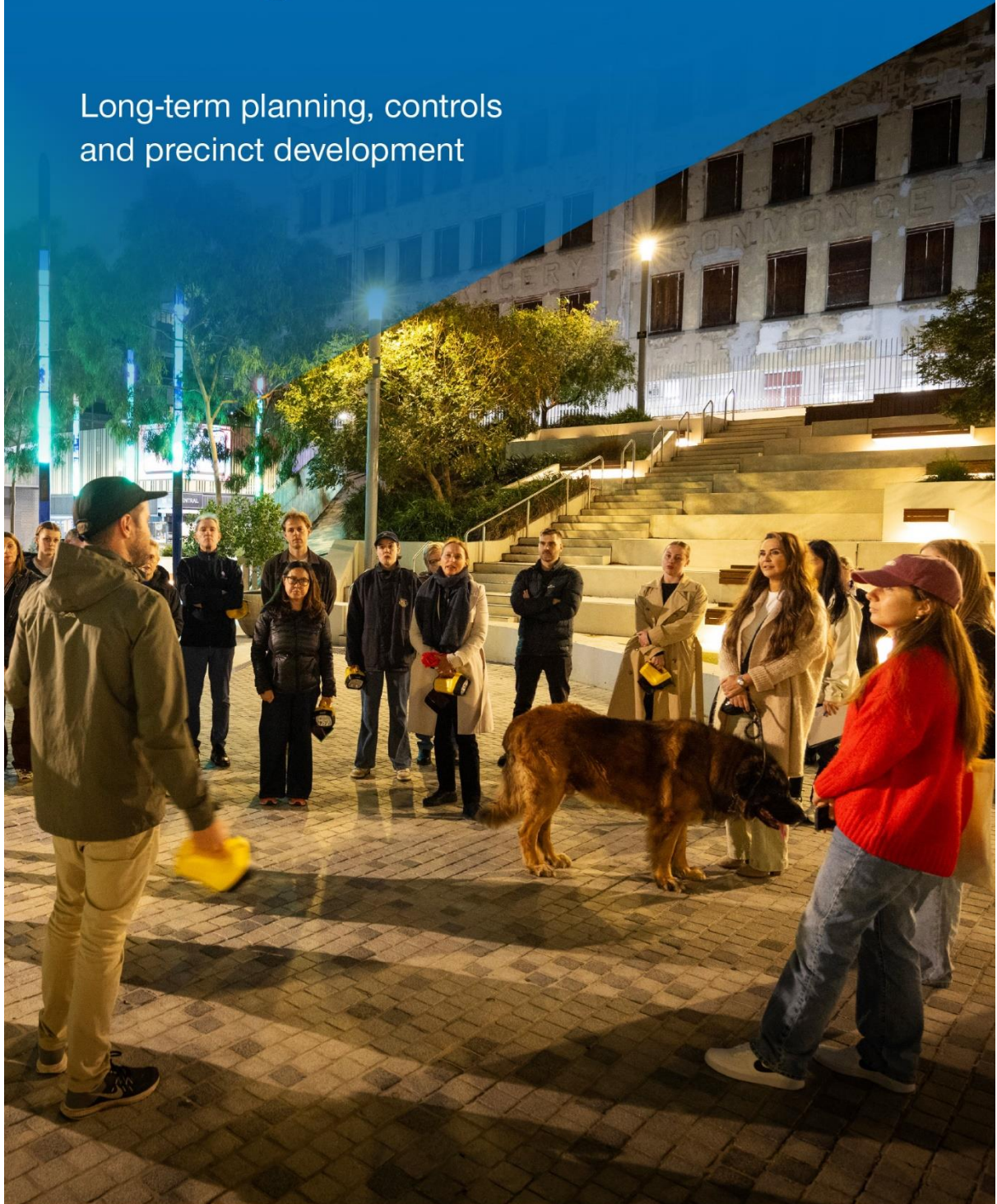
Priority	Action	Cost	Source
4.1	Make it easier for traders to do business.	4.1.1 Expand Council’s digital marketing and business liaison support to traders through two new dedicated Chapel Street Precinct officer positions.	\$250,000 Special Rates Scheme
		4.1.2 Deliver social media and destination marketing programs to promote local businesses and the precinct.	N/A Staff time only

How we'll measure progress

Indicator	Target
Satisfaction rating of Chapel Street businesses participating in the Special Rates Scheme	Positive rating
Vacancy rates within Chapel Street precinct	Decreasing trend
Number of enquiries received by Council's Business Concierge Service	Increasing trend
Chapel Street social media marketing audience reach	Increasing trend

Focus area 05 **Planning**

Long-term planning, controls
and precinct development



Focus area 05 / Planning

Long-term planning, controls and precinct development

Great places don't happen by accident; they rely on shared vision, careful intervention and sustained partnership. The future transformation of Chapel Street requires a coordinated, evidence-based approach to managing growth that is responsive to community needs and respects local character.

What we know

Supporting the next chapter of Chapel Street's evolution and cementing its status as an iconic destination of choice will require integrated, collaborative approaches with stakeholders and community partners.

In parallel, strong Council advocacy will be important to ensure the State Government's reforms for managing growth in activity centres support Chapel Street's long-term vitality for net community benefit.

Key challenges include maintaining a healthy mix of residential and commercial uses and housing types to support a lively urban centre while absorbing a growing population; enhancing public access and amenity of open spaces; encouraging more climate resilient development; and making it easier for people to travel sustainably to and within the precinct.

What we've delivered so far

Work has progressed on several significant infrastructure projects to deliver open space improvements around the Chapel Street area. Key highlights include:

- Demolition of the Chris Gahan centre and conversion into a new green open space for the community
- Initial design work for the connection from Izzet Street pocket park to Grattan Gardens
- Initial design for refurbishment of the public toilets and the upper-level playground in Prahran Square.

What we'll focus on this year

- Ensure policy and permit requirements enable capital investment that contributes to a high-quality public realm
- Plan and advocate for new and/or improved open space
- Advocate for high-quality planning, design and public realm outcomes in the context of the State Government's activity centre reforms.

Key actions

Priority	Action	Cost	Source
5.1	Undertake long-term planning for the Chapel Street precinct.		
	5.1.1 Progress public realm design and construction standards for the Chapel Street Precinct Plan.	\$500,000	Capital budget
	5.1.2 Continue to support the Prahran Market Board in progressing a staging and funding plan to give effect to the Market masterplan.	\$50,000 \$150,000	Operational budget Capital budget
5.2	Support positive use of the public realm through regulatory reform.	5.2.1 Review the Planning Scheme to ensure a contemporary setting for licensed venues.	N/A Staff time only

How we'll measure progress

Indicator	Target
Community satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions	Stable or increasing trend
Visitor, resident and business sentiment	Positive rating

Monitoring and reporting

The following table contains a consolidated list of all the indicators referenced throughout this document which we will use to track progress towards the realisation of the plan.

We'll report back at the six-month and 12-month mark on what we've delivered and outcomes achieved with the most current available data.

This reporting will help us demonstrate how we're progressing against the five key focus areas of this plan, as well as Council's commitment outlined in its four-year Council Plan on enhancing the Chapel Street precinct as a safe, welcoming and iconic hub for retail, dining, culture and entertainment (per Council Plan 2025-29 focus area 2.1.1).

Indicator	Annual target (2026–27)	Data source	Frequency
Focus area 1: Visitation			
Consumer spend	Increasing trend	CommBank data	Biannual
Visitor, resident and business sentiment	Positive rating	Council community survey	Annual
Ratio of positive to negative media stories featuring Chapel St precinct or the plan	Higher positive to negative ratio	Media tracking	Biannual
Focus area 2: Safety			
Visitor, resident and business sentiment	Positive rating	Council community survey	Annual
Average experience of residents around how safe they feel in South Yarra, Prahran and Windsor	Increasing trend	.id Community Views Survey	Biennial
Number of criminal incidents	Decreasing trend	Crime Statistics Agency Victoria	Annual
Focus area 3: Amenity			
Visitor, resident and business sentiment	Positive rating	Council community survey	Annual
Proportion of graffiti removal requests resolved within service response time	100%	Customer service requests	Biannual
Number of vacant properties which received support for temporary activation	8	Vacant property temporary activations	Biannual
Focus area 4: Business support			
Satisfaction rating of Chapel Street businesses participating in the Special Rates Scheme	Positive rating	Council survey - Special Rates Scheme businesses	Annual
Vacancy rates within Chapel Street Precinct	Decreasing trend	E3 Valuations vacancy review	Biannual

Indicator	Annual target (2026–27)	Data source	Frequency
Number of enquiries received by Council's Business Concierge service	Increasing trend	Business Concierge enquiries	Biannual
Chapel Street social media marketing audience reach	Increasing trend	Council social media data	Biannual
Focus area 5: Planning			
Community satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions	Stable or increasing trend	Local Government Community Satisfaction Survey	Annual
Visitor, resident and business sentiment	Positive rating	Council community survey	Annual