

**9.8 OUTCOMES OF ADVERTISING - THRIVING PLACES STRATEGY**

- Attachments:**
1. **Summary of Submissions**
  2. **Thriving Places Strategy 2023-2028 - Tracked Modifications**
  3. **Thriving Places Strategy 2023-2028**

**RECOMMENDATION:****That Council:**

1. **REVOKES the Economic Development Strategy 2011-2016; and**
2. **ADOPTS the Thriving Places Strategy 2023-2028, at Attachment 3.**

**PURPOSE OF REPORT:**

For Council to consider revoking the Economic Development Strategy 2011-2016 and adopting the Thriving Places Strategy 2023-2028.

**BACKGROUND:**

On 8 March 2011 (Item 9.1.4) at its Ordinary Meeting, Council adopted the [Economic Development Strategy 2011-2016](#).

At its 26 July 2016 Ordinary Meeting, Council adopted the City's Corporate Business Plan 2016/17-2019/20, including Item 9.8 - *Review the Economic Development Strategy in 2016/17*. The review was not completed at this time but was referenced in each of the City's subsequent Corporate Business Plans.

In 2018 a project budget of \$30,000 was utilised to obtain specialist consultant inputs in the form of an analysis report on the City's economy. The report informed the review of the Economic Development Strategy 2011-2016 and the development of a new draft Economic Development Strategy (EDS).

The draft EDS was presented to the City's Business Advisory Group on 23 May 2019 and at Council Workshop on 4 June 2019. The feedback received was that the draft EDS required a greater focus on place, arts and creative industries, to better reflect the City's place approach and the Arts Development Action Plan 2018-2020.

During the onset of the COVID-19 pandemic, the draft EDS was updated to incorporate feedback but was not progressed to Council due to the uncertain and changing economic environment.

At its 15 September 2020 (Item 9.4) Ordinary Meeting, Council endorsed the City of Vincent Rebound Plan (Rebound Plan) as an addendum to the COVID-19 Relief and Recovery Strategy. The Rebound Plan was prepared to guide the implementation of the recovery phase of the COVID-19 Relief and Recovery Strategy. It was not intended to replace the draft EDS but was designed to address the short-term impacts of COVID-19 and bring forward a series of key action items to support the local economy over a 1–2 year period, commencing September 2020 and concluding 30 June 2022.

The Corporate Business Plan 2022/23-2025/26 (CBP) includes the Policy & Place service area deliverable – Thriving Places Strategy to be completed in 2022/23.

At the 24 May Council Workshop, Administration proposed a Thriving Places Strategy 2023-2028 (TPS) be developed to guide and outline the City's economic development initiatives. On 29 November 2022, a second Council Workshop was held outlining the strategies alignment to the Strategic Community Plan (SCP).

Research was undertaken to analyse thriving places strengths, weaknesses, opportunities and threats (SWOT). This was informed by extensive research, data analysis, a review of the City's existing strategies, and feedback provided by the community and stakeholders on the City's strategies and strategic projects. A detailed review of the community feedback received as part of the SCP major review was included, where we asked the community, 'what makes a thriving place?' to which 273 comments were received.

Informed by the above, Administration drafted the TPS. On 26 April 2023 at its Council Workshop the draft TPS was presented.

On 16 May 2023 (Item 9.10) at its Ordinary Meeting, Council approved the draft TPS for advertising as per the City's [Community and Stakeholder Engagement Policy](#).

#### DETAILS:

The draft Thriving Places Strategy was advertised from 29 May 2023 to 26 June 2023 via the following methods:

- Notice published on the City's website;
- Six posts to the City's social media;
- Notice published in the local newspapers;
- Dedicated project page on Imagine Vincent, providing opportunity to comment generally or fill out a survey;
- TV displays at Beatty Park and the Library;
- Notice posted in the City's business e-newsletter and monthly e-newsletter;
- Notice exhibited at the City's Administration and Library and Local History Centre;
- 3,000 postcards distributed to businesses across seven town centres; and
- In-person community open day was held at the City of Vincent Administration building on 19 June 2023 from 4:00-8:00pm.

Consultation was supported by activities aimed at encouraging community attendance at the open day event and driving an increase in responses to the Imagine Vincent survey.

The results of the public consultation period are as follows:

- Social media reach – 11,871 people.
- Imagine Vincent Unique page views – 62.
- Document downloads – 2.
- Attendance at Community Open Day – 10.
- Completed surveys – 6.
- Phone calls received – 1.

Responses via the survey were all positive or supportive of the draft TPS, 100 per cent support for the following plans and actions was received:

- Plan 1.1 - Support initiatives that enhance, restore and activate places and spaces.
  - Action 1.1.1 - Creation of a new Business Enhancement Grant Program.
- Plan 2.3 - Work with stakeholders on strategic projects that support the creation of local jobs, improve housing diversity and boost the City's liveability.
- Plan 4.1 - Target minor public realm improvements that align with the Accessible City Strategy, Link and Place Guidelines and Capital Works Program.
- Plan 4.2 - Foster safe, desirable and active places that are easy to access.

A summary of submissions is provided as **Attachment 1**. This report details the comments received in relation to the focus areas, proposed plans and actions, Administration's response, and any recommended modifications to the TPS. Key modifications to the draft TPS resulting from comments received are as follows:

- Amendment of plan 2.2, action 2.2.1 and action 2.2.2, to provide further information on the intent of the actions and better reflect Vincent businesses.

Additional administrative modifications are as follows:

- Amendment of Vincent's neighbourhood and places map to align boundaries with data collection sources and Planning Frameworks;
- Amendment to Plan 2.3 informing context to include the updated name of the Perth Inner City Group, objective of the collaboration and inclusion of all sub-group; and
- Amendment to Action 2.3.4 to update the group's name and reference all sub-groups.

All recommended modifications, referenced above and in **Attachment 1**, have been included as tracked modifications in the TPS, included as **Attachment 2**.

The final version of the TPS is included as **Attachment 3**.

#### **CONSULTATION/ADVERTISING:**

Administration has notified all submitters of this item being presented to Council for approval. Administration will further notify all submitters of the outcomes of the Ordinary Meeting of Council.

#### **LEGAL/POLICY:**

The TPS has been developed in line with the City's [Policy Development and Review Policy](#).

#### **RISK MANAGEMENT IMPLICATIONS**

: It is low risk for Council to endorse the TPS.

#### **STRATEGIC IMPLICATIONS:**

This is in keeping with the City's *Strategic Community Plan 2018-2028*:

##### Enhanced Environment

*Our parks and reserves are maintained, enhanced and well utilised.*

##### Accessible City

*Our pedestrian and cyclist networks are well designed, connected, accessible and encourage increased use.*

##### Connected Community

*An arts culture flourishes and is celebrated in the City of Vincent.  
Our community facilities and spaces are well known and well used.*

##### Thriving Places

*We are recognised as a City that supports local and small business.  
Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority.  
We encourage innovation in business, social enterprise and imaginative uses of space, both public and private.  
Our physical assets are efficiently and effectively managed and maintained.*

##### Sensitive Design

*Our planning framework supports quality design, sustainable urban built form and is responsive to our community and local context.*

##### Innovative and Accountable

*Our resources and assets are planned and managed in an efficient and sustainable manner.  
Our community is aware of what we are doing and how we are meeting our goals.  
We are open and accountable to an engaged community.*

#### **SUSTAINABILITY IMPLICATIONS:**

This is in keeping with the following key sustainability outcomes of the *City's Sustainable Environment Strategy 2019-2024*.

*Sustainable Transport  
Sustainable Energy Use/Greenhouse Gas Emission Reduction*

**PUBLIC HEALTH IMPLICATIONS:**

This is in keeping with the following priority health outcomes of the City's *Public Health Plan 2020-2025*:

*Increased mental health and wellbeing*

*Reduced injuries and a safer community*

**FINANCIAL/BUDGET IMPLICATIONS:**

The implementation of the TPS will be met through existing operational budgets. These budgets and any specific TPS action items requiring capital budget, will be considered by Council through the annual budgeting process.

Where appropriate, opportunity for initiatives to obtain external funding will be investigated.

**COMMENTS:**

If endorsed, the TPS will replace the Economic Development Strategy 2011-2016, concluded Vincent Town Centre Place Plan (VTCPP), and COVID-19 Relief and Recovery Strategy and Rebound Plan. It will set the collective direction and guide the following documents:

- Vibrant Public Spaces Policy;
- Arts Plan 2023-2028;
- Place Plans;
- Precinct Planning Frameworks;
- Safer Vincent Plan (future); and
- Smart Cities Plan (future).

It will also assist the City's decision making when determining which economic development and place studies, initiatives, programs, and partnerships to participate in and to what extent.



Thriving Places Strategy 2023-2028 - Summary of Submissions

ENABLE FOCUS AREA			
QUESTION			
Question 1: Please indicate your level of support for the Enable focus area's proposed plans (pages 16-20).		Question 2: Please identify the proposed actions you believe are important for this focus area. Tick all that apply.	
<p>1.1 Support initiatives that enhance, restore and activate places and spaces.</p> <p>1.2 Empower Vincent's small business community to build long-term sustainability and resilience.</p> <p>1.3 Continue to improve approval processes and assistance for small businesses.</p> <p>1.4 Stimulate town centre visitation to progressively grow a customer base and encourage repeat visitation.</p>			<p><b>Question options</b></p> <ul style="list-style-type: none"> <li>Expand the Shop Local brand as yearlong program (1.4.1)</li> <li>Action Small Business Friendly Approvals Program reforms (1.3.1)</li> <li>Promote the business e-newsletter (1.2.2)</li> <li>More opportunities for local businesses to network, engage and communicate (1.2.1)</li> <li>Streamlining administration of grant funding online (1.1.2)</li> <li>Creation of a new Business Enhancement Grant Program (1.1.1)</li> </ul>
QUESTION	SUBMITTER COMMENT (VERBATIM)	SUBMITTER COMMENT (VERBATIM) ADMINISTRATION RESPONSE	RECOMMENDED MODIFICATION
Question 3: Do you have any thoughts or comments about the Enable focus area, proposed plans and actions?	No comments received.	N/A	N/A

Thriving Places Strategy 2023-2028 - Summary of Submissions

ADVANCE FOCUS AREA	
QUESTION	
Question 4: Please indicate your level of support for the Advance focus area's proposed plans (pages 21-26).	Question 5: Please identify the proposed actions you believe are important for this focus area. Tick all that apply.
<p>2.1 Support local businesses and commercial property owners to adapt to climate change and implement sustainable practices.</p>  <p>2.2 Assist Vincent businesses to improve cyber-security awareness and capability.</p>  <p>2.3 Work with stakeholders on strategic projects that support the creation of local jobs, improve housing diversity, and boost Vincent's liveability.</p>  <p>2.4 Continue to seek funding to support the delivery of place-based projects and trialling new initiatives.</p>  <p>2.5 Work towards making Vincent a Smart City following the City's Smart Cities Positioning Statement.</p> 	 <p><b>Question options</b></p> <ul style="list-style-type: none"> <li>● Develop a Smart Cities Plan to move towards developing Vincent as a smart city (2.5.1)</li> <li>● Investigate feasibility of implementing different funding approaches to support place-based programs and projects (2.4.2)</li> <li>● Apply for funding partnerships and grants to deliver small-scale initiatives or projects aligned with place plans (2.4.1)</li> <li>● Continue to partner with the Inner City Local Government Authority Group (2.3.4)</li> <li>● Refine the City's Advocacy Agenda to identify investment opportunities and/or legislative changes needed to support long-term resident and worker growth (2.3.3)</li> <li>● Encourage greater variety of business models, industry mix, and workforce diversity across emerging town centres (2.3.2)</li> <li>● Progress key strategic projects that provide increased, diverse housing in Vincent (2.3.1)</li> <li>● Provide businesses with information and support to improve their cyber security resilience (2.2.3)</li> <li>● Develop a cyber-security maturity assessment survey for City Businesses (2.2.2)</li> <li>● Formalise a partnership with ECU Security Research Institute for cyber-security (2.2.1)</li> <li>● Consider parking maximums in precinct planning frameworks (2.1.3)</li> <li>● Assist businesses to incentivise active transport use for workers and customers (2.1.2)</li> <li>● Promote benefits of renewable energy for commercial properties.(2.1.1)</li> </ul>
<p>● Support</p> <p>● Unsure</p> <p>● Do not support</p>	

Thriving Places Strategy 2023-2028 - Summary of Submissions

QUESTION	SUBMITTER COMMENT (VERBATIM)	ADMINISTRATION RESPONSE	RECOMMENDED MODIFICATION
<p>Question 6: Do you have any thoughts or comments about the Advance focus area, proposed plans and actions?</p>	<p><b>Submitter 6:</b> Action 2.2.1 Formalise a partnership between the City and Edith Cowan University’s Security Research to scope the project. Action 2.2.2 is unclear. The ‘scope of the project’ text is ambiguous. What is the project? Name or intent? All other actions are clear this is the only one that’s unclear.</p>	<p>Submitter comment noted. Cybercrime and cyber-attacks are becoming more frequent. The City recognises that it’s businesses deal with sensitive information that needs to be protected. The City plans to improve cyber-security awareness and increase the information available to businesses around cyber protection. Administration agree that further explanation is required for Plan 2.2 and actions 2.2.1 and 2.2.2 to reflect this.</p> <p>Administration proposes to amend Plan 2.2 to better reflect support for businesses and provide further information.</p> <p>Administration proposes to amend action 2.2.1 to remove the term ‘scope the project’ and expand the action to include information on understanding the current threats of cyber-attack on businesses and the mechanisms and tools which can be used to prevent this.</p> <p>Administration proposes to amend action 2.2.2 to include further information on the role of the cyber-security maturity assessment survey for city businesses.</p>	<p>Modify to include further information in Plan 2.2. and actions 2.1.2 and 2.2.2.</p> <p>Recommended modification: 2.2. <del>Assist Vincent businesses to improve</del> improve cyber-security awareness and capability <del>at the City and Vincent Businesses.</del></p> <p>There is an ongoing threat from cybercrime and cyber-attacks are becoming more frequent.</p> <p><del>The City recognises that its business activities deal with sensitive information.</del></p> <p>This information needs to be protected to mitigate against the loss of time, money, private information, and reputational damage as the result of a cyber-attack.</p> <p><del>The City needs to protect itself and can play a role in cyber security awareness and building the capability of Vincent’s small businesses. As a business, improving systems and safeguarding data to</del></p> <p>Cyber security refers to the measures used to protect the confidentiality, integrity and availability of systems, assets and information from cyber threats (State Government WA, 2022).</p> <p>As a business, improving systems and safeguarding data to create a secure digital environment is crucial. The City can play a role in building awareness and capability of Vincent’s businesses.</p> <p>There is information and resources that the City can build on to support Vincent businesses.</p> <p>The Australian Cyber Security Centre provides resources such as the Small Business Cyber Security Guide to assist small businesses with managing cyber-security threats.</p> <p>The State Government recently adopted a Cyber Security Policy (2022) to provide direction for the Western Australian public sector agencies in adequately managing their digital security risks. Whilst the policy scope does not include organisations outside of government agencies it does provide an overarching approach and information that may assist others to manage risks.</p> <p>The Cyber Security Unit (CSU) leads, coordinates and supports whole-of-government cyber security efforts to protect the WA Government’s information, assets and service delivery from Cyber threats. The CSU provides online resources and information.</p> <p>The Security Research Institute (SRI) at Edith Cowan University is conducting research to deliver immediate</p>

Thriving Places Strategy 2023-2028 - Summary of Submissions

		<p>and high impact outcomes in the areas of secure systems, critical infrastructure security and cyber enabled crime. It has significant infrastructure and a skilled technical support base. The SRI partners with others to support the development of initiatives.</p> <p>Action 2.2.1: <del>Formalise a partnership between the City and Edith Cowan University's Security Research Institute to scope this project.</del> Undertake research to better understand current cyber security approaches and tools that may assist Vincent businesses.</p> <p>Action 2.2.2: Develop a cyber-security maturity assessment survey for City businesses to support them to better understand risks.</p>
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**ATTRACT FOCUS AREA**

**QUESTION**

Question 7: Please indicate your level of support for the Attract focus area's proposed plans (pages 27-30)

3.1 Collect, measure and communicate the performance of Vincent's town centres.		
3.2 Position Vincent as a welcoming special events destination.		
3.3 Embed art and our rich culture in Vincent's streets, places and spaces.		<ul style="list-style-type: none"> <li><span style="color: purple;">●</span> Support</li> <li><span style="color: yellow;">●</span> Unsure</li> <li><span style="color: green;">●</span> Do not support</li> </ul>

Question 8: Please identify the proposed actions you believe are important for this focus area. Tick all that apply.

Action 1	5
Action 2	5
Action 3	4
Action 4	3

Thriving Places Strategy 2023-2028 - Summary of Submissions

QUESTION		SUBMITTER COMMENT (VERBATIM)	ADMINISTRATION RESPONSE	RECOMMENDED MODIFICATION																										
Question 9: Do you have any thoughts or comments about the Attract focus area, proposed plans and actions?		<b>Submitter 6:</b> State of Vincent snapshot report sounds great would love to read.	Submitter support noted.	No modification required.																										
<b>IMPROVE FOCUS AREA</b>																														
<b>QUESTION</b>																														
Question 10: Please indicate your level of support for the Improve focus area's proposed plans (pages 31-35)		Question 11: Please identify the proposed actions you believe are important for this focus area. Tick all that apply.																												
<p>4.1 Target minor public realm improvements that align with the Accessible City Strategy, Link and Place Guidelines and Capital Works Program.</p> <p>4.2 Foster safe, desirable and active places that are easy to access.</p> <p>4.3 Encourage private contribution towards future social infrastructure and public realm enhancements.</p>	<table border="1"> <caption>Support Levels for Question 10</caption> <thead> <tr> <th>Focus Area</th> <th>Support</th> <th>Unsure</th> <th>Do not support</th> </tr> </thead> <tbody> <tr> <td>4.1</td> <td>6</td> <td>0</td> <td>0</td> </tr> <tr> <td>4.2</td> <td>6</td> <td>0</td> <td>0</td> </tr> <tr> <td>4.3</td> <td>4</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	Focus Area	Support	Unsure	Do not support	4.1	6	0	0	4.2	6	0	0	4.3	4	1	1	<table border="1"> <caption>Action Selection for Question 11</caption> <thead> <tr> <th>Action Option</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Develop and implement an Arts Plan (3.3.1)</td> <td>4</td> </tr> <tr> <td>Leverage special events to boost visitation and bring economic and social benefits (3.2.1)</td> <td>5</td> </tr> <tr> <td>Share place performance of town centres through 'State of Vincent' snapshot report (3.1.2)</td> <td>5</td> </tr> <tr> <td>Continue to collect and analyse data to monitor Vincent's town centres over time (3.1.1)</td> <td>5</td> </tr> </tbody> </table>			Action Option	Count	Develop and implement an Arts Plan (3.3.1)	4	Leverage special events to boost visitation and bring economic and social benefits (3.2.1)	5	Share place performance of town centres through 'State of Vincent' snapshot report (3.1.2)	5	Continue to collect and analyse data to monitor Vincent's town centres over time (3.1.1)	5
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Thriving Places Strategy 2023-2028 - Summary of Submissions

		<b>Question options</b> <ul style="list-style-type: none"> <li>● Identify place-specific community benefits or localised opportunities in town centres and precincts that private investment can support through private development (4.3.1)</li> <li>● Continue to advocate and support businesses to activate streets and contribute to the public realm in alignment with the Vibrant Public Spaces Policy and relevant guidelines (4.2.2)</li> <li>● Develop and deliver an updated Safer Vincent Plan that supports moving towards a vibrant 24-hou city (4.2.1)</li> <li>● Develop a toolkit of urban design principles and methods to streamline implementation of minor streetscape and pedestrian improvements in town centres (4.1.2)</li> <li>● Continue to plan and implement the City's Minor Streetscape Improvement Program (4.1.1)</li> </ul>	
QUESTION	SUBMITTER COMMENT (VERBATIM)	ADMINISTRATION RESPONSE	RECOMMENDED MODIFICATION
<p>Question 12: Do you have any thoughts or comments about the improve focus area, proposed plans and actions?</p>	<p><b>Submitter 4:</b> You have the worse cluttered footpaths of anywhere in the State. As a person who has mobility issues I find it almost impossible to walk in Leederville. You have prioritised outdoor dining and signage over people's rights to move around safely. This needs to be a big focus for your Council moving forward. Clean it up and declutter please. I'm sure businesses would do better if it was easier to access for everyone.</p>	<p>Submitter comment noted. Improvements to footpaths and streetscape accessibility for pedestrians is a focus area for the City.</p> <p>The City's Vibrant Public Spaces Policy provides guidelines for the approval and correct installation of street furniture and affixed eating area furniture. Under the Policy, it is to be located to provide a minimum 2000mm width clear pedestrian zone, unless there are constraints due to the design of the existing streetscape or a reduced width can be demonstrated to meet design objectives. If 2000mm cannot be met, a minimum width of no less than 1500mm must be maintained at all times.</p> <p>Access and inclusion are key priorities of the City's and is a consideration in the City's Access and Inclusion Plan 2022-2027, which includes an action area to "review the accessibility of our public spaces, including footpaths, and prioritise improvement for areas of concern".</p> <p>The City's Accessible City Strategy 2020-2030 (ACS) has considered accessibility and pedestrianisation and the City is currently implementing Action 2.2.1 "to develop a set of link and place guidelines to guide future streetscape improvements". This includes improving pedestrian prioritisation in town centres. Further information can be found on pages 56-65 and 81 of the ACS.</p> <p>Incorrect A-frame signage placement on footpaths is an ongoing issue that Ranger Services is addressing through an education-based approach with businesses.</p>	<p>No modification required.</p>
GENERAL COMMENTS			
QUESTION	SUBMITTER COMMENT (VERBATIM)	ADMINISTRATION RESPONSE	RECOMMENDED MODIFICATION
<p>Question 13: Are there any final thoughts or comments you would like to make on the Draft Thriving Places Strategy?</p>	<p><b>Submitter 4:</b> Ensure disability access throughout including to private and public buildings, all footpaths etc.</p>	<p>Submitter comments noted. Improvements to footpaths and streetscape accessibility for pedestrians is a focus area for the City and is addressed through the City's ACS and Access and Inclusion Plan 2022-2027. This feedback will be considered as part of the review of these documents and in the review or development of any associated plans and guidelines, such as the Link and Place Guidelines which are currently in development.</p>	<p>No modification required.</p>

Thriving Places Strategy 2023-2028 - Summary of Submissions

		<p>Disability access to private and public buildings is addressed through the National Construction Code. Proposed Action 1.1.1 Business Enhancements Grants will provide businesses with an opportunity to access funding to improve disability access to private property.</p>	
	<p><b>Submitter 6:</b> Very extensive strategy. A good read. Implementation section is a nice summary.</p>	<p>Submitter support noted.</p>	<p>No modification required.</p>



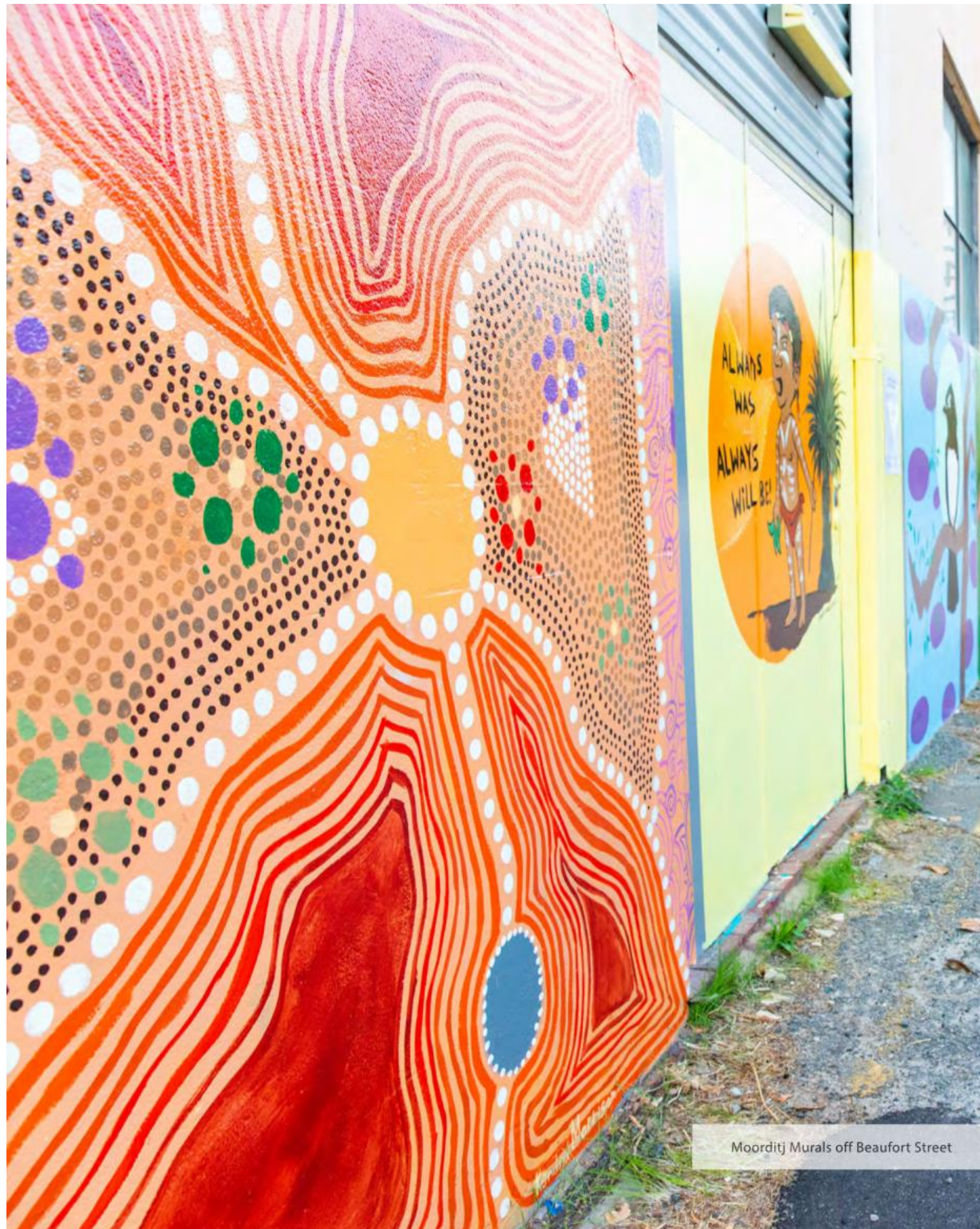
CITY OF VINCENT

# THRIVING PLACES STRATEGY

.....  
2023-2028







Moorditj Murals off Beaufort Street

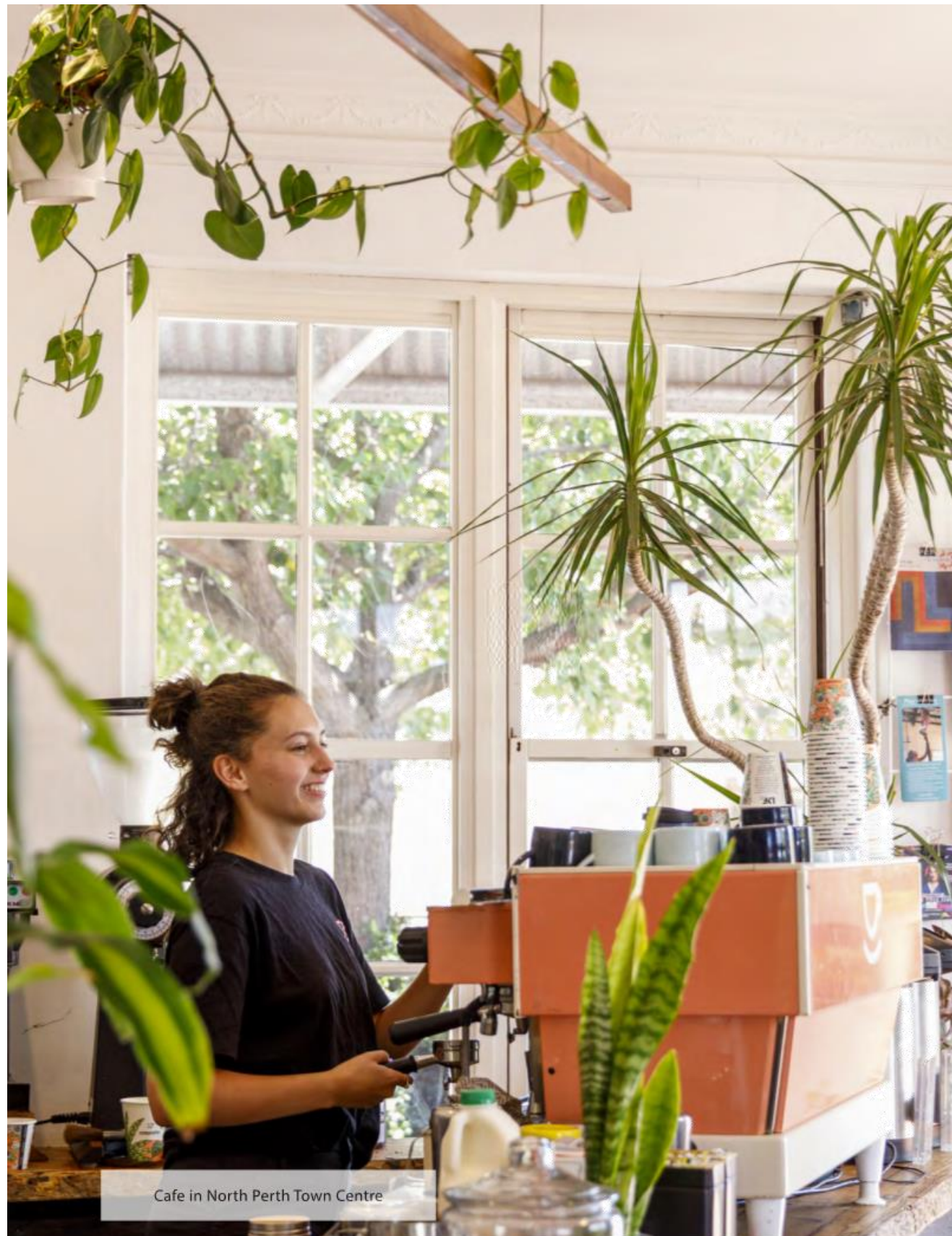
## ACKNOWLEDGEMENT OF COUNTRY

The City of Vincent acknowledges the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past and present.

We recognise the unique and incomparable contribution the Whadjuk people have made and continue to make to our culture and in our community. We will continue to seek the input of the Traditional Owners.

The land on which we live, meet and thrive as a community always was and always will be Noongar land.





Cafe in North Perth Town Centre

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# INTRODUCTION

At Vincent places matter.

Public and private places provide space for people to belong, achieve and live.

It is no accident that Vincent is one of Perth’s highly sought after inner-city local government areas (LGAs).

The City of Vincent (the City) is a leader in adopting a place-led approach to all aspects of service, support, and planning for our community.

Vincent’s most significant assets are the diverse town centres and precincts that foster local economic, social, and cultural activity.

These centres are Mount Hawthorn, Leederville, North Perth, Beaufort Street, William Street, Pickle District, and North Claisebrook.

The City is committed to continually advancing how it realises thriving places outcomes in Vincent.

The Thriving Places Strategy 2023-2028 (TPS) has been developed to provide a blueprint to achieve ‘thriving places’ outcomes over the next five years.

Thriving places in Vincent are defined as:

- local and small businesses that are supported
- town centres and gathering spaces that are safe, easy to use and attractive places where pedestrians have priority
- public and private spaces that host innovative businesses, social enterprises and imaginative uses
- assets in the public realm that are efficiently managed and maintained
- art, history, and our community’s living cultures that are evident in the public realm.

Places play an important role in fostering the development of our society and the local economy.

Quality design of the built environment (streetscapes, buildings, public open spaces, and public assets) is a powerful tool in enabling thriving places.

The City’s quality public realm has proven that providing space for social interactions is an essential service, which contributes to the users quality of life and area’s economic vitality.

Vincent’s thriving places have bounced-back from a challenging period following COVID-19. Each week, Vincent welcomes new residents, buildings, and enterprises.

The TPS is informed by the City’s 2022 Strategic Community Plan (SCP) major review, background research and data analysis, and engagement and collaboration with local businesses.

It embeds the positive learnings from the Vincent Town Centre Place Plan, Small Business Friendly Approvals Program and the outcomes from the successful COVID-19 Relief and Recovery Strategy and Rebound Plan.

Recognising the City’s achievements to date, the TPS strengthens the City’s approach towards economic development by advancing a targeted place-based economic development program across Vincent.

The TPS aims to focus efforts to achieve broader social, cultural and economic outcomes through building on and leveraging local assets, and delivering a process that encourages everyone to participate in shaping Vincent’s places and spaces.



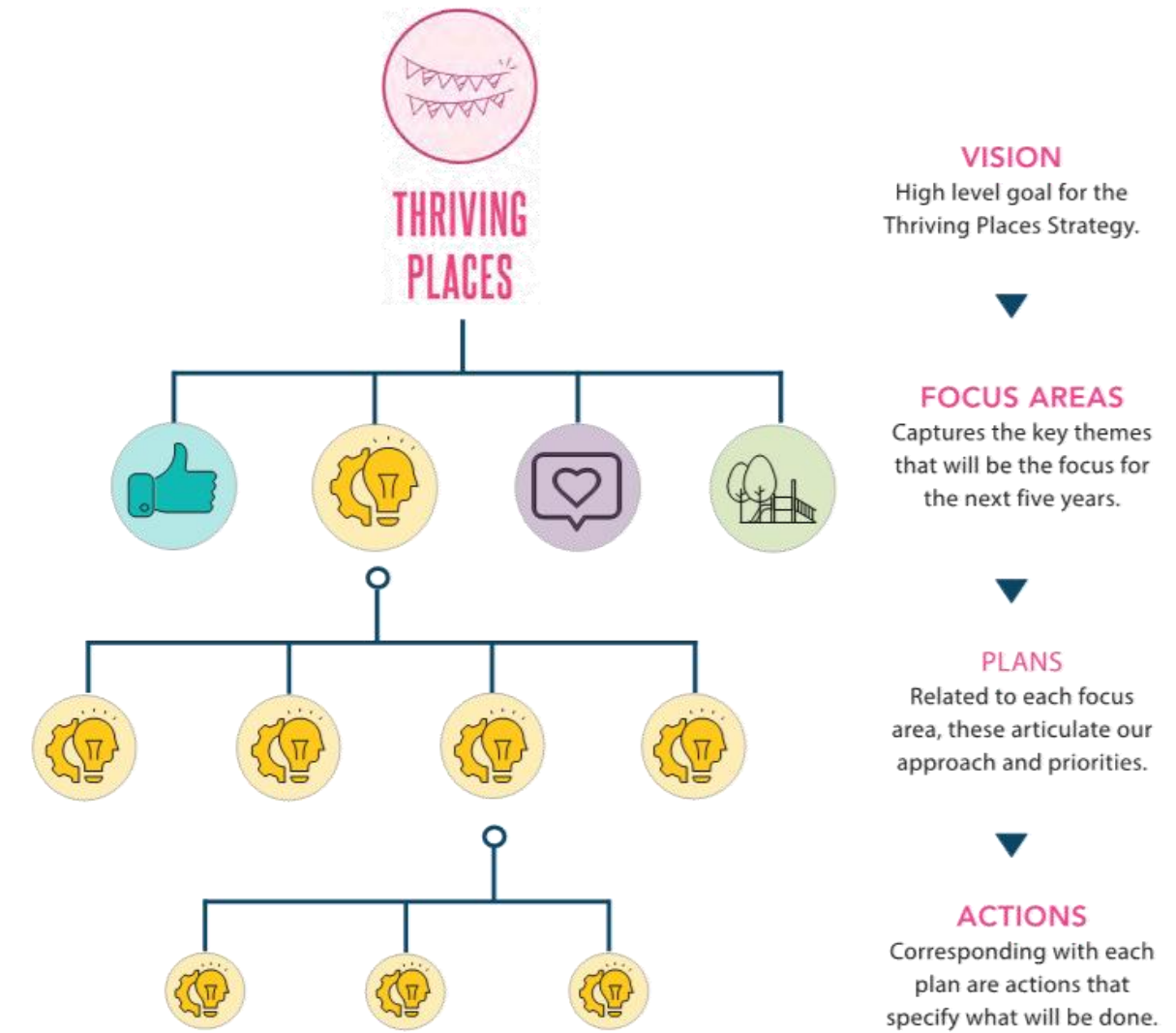
Leederville Town Centre





**STRATEGY STRUCTURE**

The TPS is guided by the SCP thriving places vision and structured around four key focus areas. Each focus areas is informed by where we are now and outlines where we want to be. Specific plans within each focus area provide high-level direction for achieving the vision, with supporting actions directing efforts within the five-year period.





# STRATEGY ON A PAGE



## THRIVING PLACES

### VISION

Thriving places are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.

## FOCUS AREAS & PLANS

### ENABLE

- Support initiatives that enhance, restore and activate places and spaces.
- Empower Vincent’s small business community to build long-term sustainability and resilience.
- Continue to improve approval processes and assistance for small businesses.
- Stimulate town centre visitation to progressively grow a customer base and encourage repeat visitation.

### ADVANCE

- Support local businesses and commercial property owners to adapt to climate change and implement sustainable practices.
- **Assist Vincent businesses to improve cyber-security awareness and capability at the City and Vincent Businesses.**
- Work with stakeholders on strategic projects that support the creation of local jobs, improve housing diversity, and boost Vincent’s liveability.
- Continue to seek funding to support the delivery of place-based projects and trialling new initiatives.
- Work towards making Vincent a Smart City following the City’s Smart Cities Positioning Statement.

### ATTRACT

- Collect, measure and communicate the performance of Vincent’s town centres.
- Position Vincent as a welcoming special events destination.
- Embed art and our rich culture in Vincent’s streets, places and spaces.

### IMPROVE

- Target minor public realm improvements that align with the Accessible City Strategy, Link and Place Guidelines and Capital Works Program.
- Foster safe, desirable and active places that are easy to access.
- Encourage private contribution towards future social infrastructure and public realm enhancements.

## ACTIONS

According to the Implementation Framework and subsidiary documents.

## OUTCOMES

SCP Thriving Places outcomes are:

1. We are recognised as a City that supports local and small business.
2. Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority.
3. We encourage innovation in business, social enterprise and imaginative uses of space, both public and private.
4. Efficiently managed and maintained City assets in the public realm.
5. Art, history, and our community’s living cultures that are evident in the public realm.

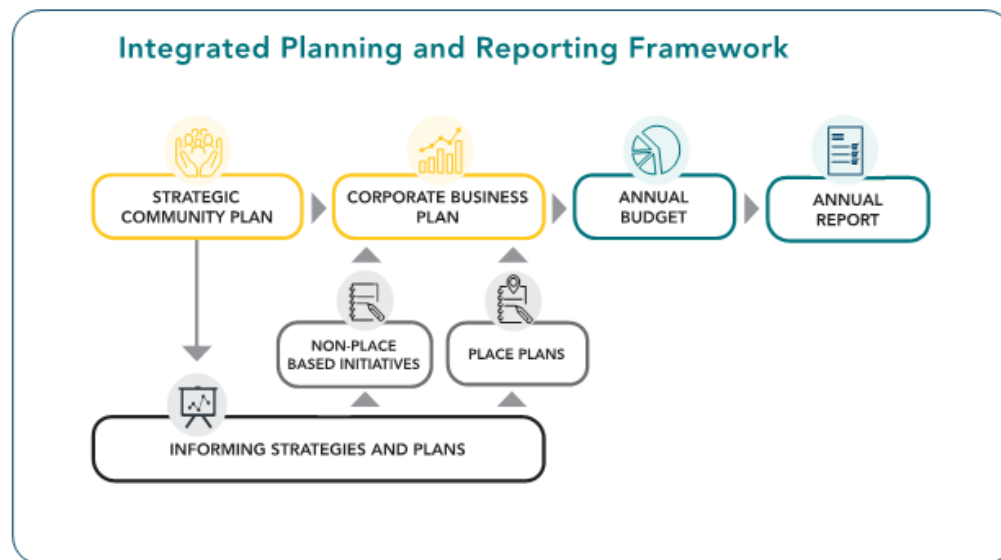
# STRATEGIC CONTEXT

All local governments are required to have a plan for the future through an Integrated Planning and Reporting Framework (see below diagram).

The SCP is the overarching document informed by extensive community consultation. It sets the strategic direction for the entire organisation and is supported by several informing strategies, plans and policies.

The TPS forms part of the suite of informing strategies and is the core framework for delivering a place-based economic development initiatives. The TPS is aligned to each area's Precinct Planning Frameworks, and Place Plans, and informs the Corporate Business Plan (CBP).

The relationship between the SCP vision, priority areas, and the supporting strategies and plans is demonstrated in the Strategic Alignment diagram to the right of the page.



## Thriving Places Strategy - Strategic Alignment



SCP PRIORITY AREAS



**Enhanced Environment**

The natural environment contributes greatly to our inner-city community. We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.



**Accessible City**

We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.



**Connected & Healthy Community**

We are a diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.



**Thriving Places**

Thriving places are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.



**Sensitive Design**

Design that 'fits in' to our neighbourhoods is important to us. We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances.



**Innovative & Accountable**

The City of Vincent has a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.

STRATEGY AND PLANS



- Public Open Space Strategy
- Greening Plan
- Waste Strategy
- Public Health Plan



- Car Parking Strategy
- Precinct Parking Management Plan
- Wayfinding and Signage Plan



- Youth Action Plan
- Reconciliation Action Plan
- Access and Inclusion Plan
- Vincent Communications Plan



- Arts Plan
- Safer Vincent Plan
- Smart Cities Plan
- Planning Frameworks
- Place Plans



- Local Planning Scheme
- Heritage Strategic Plan



- Long Term Financial Plan
- Workforce Plan
- Property Management Framework

POLICIES





Cafe in North Perth Town Centre

**THRIVING PLACES STRATEGY PURPOSE**

**INFORMING STUDIES / DATA**

- Strategic Community Plan 2018-2028 (SCP), Imagine Vincent – The Sequel major review engagement outcomes
- Small Business Friendly Approvals Program
- Rebound Round Table
- 2021 ABS Census
- City of Vincent .id Profile
- Spendmapp data
- Curtin University Place Performance study
- Making Space for Culture study
- Inhabit Place, place audits

**STRATEGIC INPUT**

- Strategic Community Plan 2022-2032
- Sustainable Environment Strategy 2019-2024
- Accessible City Strategy 2020-2030
- Community and Stakeholder Engagement Strategy
- Local Planning Strategy
- Asset Management and Sustainability Strategy 2020-2030

**THRIVING PLACES STRATEGY 2023-2028**

**REPLACES**

- Economic Development Strategy 2011-2016
- Vincent Town Centre Place Plan
- COVID-19 Relief and Recovery Strategy and Rebound Plan

**ADVOCATES**

- Place Plans
- Precinct Planning Frameworks

**GUIDES**

- Vibrant Public Spaces Policy
- Arts Plan 2023-2028
- Capital Works Program
- Safer Vincent Plan (future)
- Smart Cities Plan (future)



# VINCENT TODAY

Vincent's local economy is centred on servicing its community and meeting the needs of residents and visitors alike.

The Household Services sector, which includes businesses that 'service the home' such as health and education, accommodation and food services, social assistance, arts and recreation and landscaping type services, has grown steadily over the past five years. The sector accounts for 40 per cent of employment in Vincent, which has seen an increase of 31.3 per cent in a decade (2011-2021) (2021 ABS).



Backlot in the Pickle District

## LOCAL JOBS

**24,327**

Local jobs in the City of Vincent in 2021 (Census), which has increased by 5.22% since June 2020.

## EMPLOYED RESIDENTS

**21,948 / 13.7%**

of the City's resident workers are employed in Vincent (ABS 2021)

## SMALL BUSINESS IS BIG BUSINESS IN VINCENT

**5,562**

Businesses registered in the City of Vincent. (ABS 2021)

**97%**

Small businesses that employ 0-19 people in the City of Vincent.

**3,276**

Vincent businesses that identify as sole traders. (ABS 2021)

## TOP EMPLOYMENT INDUSTRIES

Vincent's top four industries accounted for **42.9 per cent** of total employment in the City.

**12.3%**

Health Care and Social Assistance

**11.5%**

Professional, Scientific and Technical Services

**11.5%**

Accommodation and Food Services

**7.6%**

Retail Trade

(Employment (Census) by industry sector)

## PRODUCTIVITY

**3.85 BILLION**

Gross Regional Product (GRP) (June 2021)

City of Vincent's GRP is 1.19% of Western Australia's total Gross State Product (GSP).

## GROSS REGIONAL PRODUCT

**2.1%**

(GRP June 2020 - 2021)

GRP is growing and consistent with the rate of growth in WA (2.1%).



William Street Town Centre



Business in the William Street Town Centre

Data source: .idCommunity - City of Vincent (as at March 2023)





Alfresco dining in Leederville Town Centre

Vincent's population is growing faster than other inner-city LGAs and is seeing positive investment in residential developments.

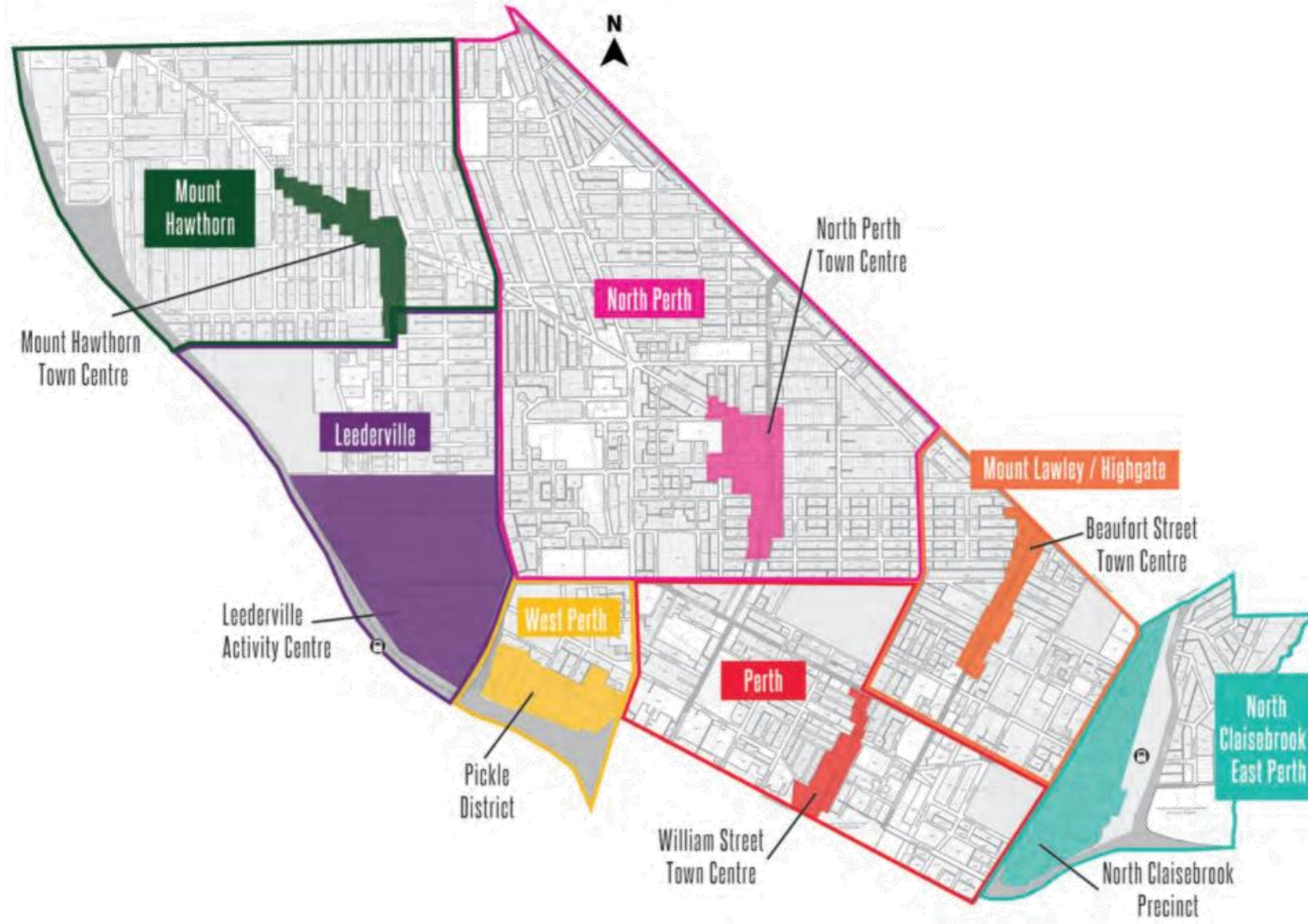
Residents are more likely to walk, cycle or take public transport to work compared with people living in Greater Perth. They also enjoy shopping and dining out, spending \$31 million at local businesses in December 2022 (Spendmapp).

<p><b>POPULATION</b> <b>37,865</b> (ERP June 2021)</p> <p><b>FORECAST POPULATION GROWTH</b> <b>1.21%</b> Annually (2021-2041)</p> <p><b>POPULATION FORECAST</b> <b>47,591+</b> A steady population growth is predicted to continue, reaching over 47,500 people by 2041.</p>	<p><b>METHOD OF TRANSPORT</b></p> <ul style="list-style-type: none"> <li><b>48.6%</b> residents drive to work compared to 62.5% in Greater Perth</li> <li><b>10%</b> work from home</li> <li><b>14.1%</b> residents take public transport compared to 8.4% in Greater Perth</li> <li><b>6.2%</b> residents walk to work compared to 1.6% in Greater Perth</li> <li><b>2.6%</b> residents cycle to work compared to 0.7% in Greater Perth</li> </ul>	<p><b>DENSITY</b> <b>3,321</b> Persons per square km</p> <p><b>HOW WE LIVE</b> <b>54.1%</b> of dwellings are medium or high density, compared to 24% in Greater Perth.</p> <p><b>40.7%</b> of residents rent, compared to 26% in Greater Perth.</p>	<p><b>ANNUAL SPEND IN VINCENT</b> <b>\$1.35 BILLION</b> (Spendmapp Feb 2022 – Feb 2023)</p> <p><b>NIGHT TIME ECONOMY</b> <b>\$539 MILLION</b> Amount of night-time spend in Vincent (March 2022 – February 2023)</p> <p><b>LEEDERVILLE</b> Vincent's most popular night time destination (Spendmapp Mar 2022-Feb 2023)</p>
<p><b>\$158+ MILLION</b> <b>DEVELOPMENTS</b> Over \$158 million of building projects were approved by the City in 2021/22. 53% of the total approvals were for residential projects.</p>	<p>Heritage town houses in Vincent</p>		

Data source: .jdCommunity – City of Vincent (as at March 2023)



VINCENT NEIGHBOURHOODS AND PLACES





# ELEMENTS OF THRIVING PLACES

As part of the recent SCP major review the community was asked, 'what makes a thriving place'? The responses cover topics across society, economy, culture and environment. There were 273 community members who responded to the priority of Thriving Places. Below are some of the comments received.



"A thriving place is attractive, safe and bustling. It's a place where small businesses thrive, alfresco dining and good displays line the streets and people are smiling and laughing whilst engaging with friends and family. It's somewhere you want to visit during the day and at night - for as long as you like."

**"WALKING NOT DRIVING."**



**"LOTS TO DO AND SEE FOR ALL AGES AND ABILITIES."**



"Diverse land uses and mixed spaces, walkable cities and people out enjoying them"

**"LIFE, LOVE AND LAUGHTER. COMMUNITY INVESTING IN THEIR COMMUNITY."**



"People in the streets and cafes. People playing sport or dancing. Well maintained buildings and street furniture. Music and visual art can be seen and heard."



"Championing small businesses that occupy premises, bring people into an area and support the local economy."



**"NURTURING THE ARTS AND OUR ENVIRONMENT THAT AFFECT OUR QUALITY OF LIFE."**



# COLLABORATIVE APPROACH

The community has set the strategic direction through the SCP. The City is committed to working collaboratively to achieve thriving places outcomes for Vincent.

The Thriving Places outcomes the City, community and stakeholders will work towards are:

1. We are recognised as a local government that supports local and small business.
2. Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority.
3. We encourage innovation in business, social enterprise and imaginative uses of space, both public and private.
4. Efficiently managed and maintained City assets in the public realm.
5. Art, history, and our community’s living cultures that are evident in the public realm.

We recognise that many individuals and groups contribute to Vincent’s vibrancy and social fabric.

The success of achieving thriving places is therefore dependent upon collaborations between various stakeholders and understanding how we can work together.

	<b>THE CITY OF VINCENT</b>	
<b>OUR ROLE</b>	<p>The City will continue to engage, collaborate, and adapt to achieve the best possible economic outcomes for Vincent’s places, spaces, and people.</p> <p>For the past decade, the City has implemented a place approach to streamline and improve the management of diverse issues, challenges, and opportunities. This has achieved positive momentum and results for all of Vincent’s town centres. The City can now focus on expanding its attention to supporting economic development beyond the town centre boundaries to consider the broader neighbourhoods and its inner-city context.</p> <p>The City plays a critical role in attracting and retaining businesses and industries. The approach will focus on targeted engagement with all members of the Vincent community and external stakeholders, such as state government agencies, industry, and delivery partners. Success does not come from working in silos. A key component of the approach will be building strong networks and partnerships that realise opportunities and enable localised placemaking and participation to occur.</p>	
<b>WHO</b>	<b>COMMUNITY</b>	<b>EXTERNAL STAKEHOLDERS</b>
	<ul style="list-style-type: none"> <li>residents</li> <li>residential property owners</li> <li>businesses</li> <li>commercial property owners</li> <li>community-led groups</li> <li>visitors</li> </ul>	<ul style="list-style-type: none"> <li>Federal Government</li> <li>State Government</li> <li>inner-city LGAs</li> <li>neighbouring LGAs</li> <li>funding partners</li> <li>industry bodies</li> <li>property developers</li> <li>universities</li> <li>asset managers</li> </ul>
<b>POTENTIAL ROLES</b>	<ul style="list-style-type: none"> <li>community participation and socialisation</li> <li>engagement</li> <li>place-led improvements</li> <li>vibrant public spaces (parklets, eatlets, outdoor furniture)</li> <li>public realm cleanliness</li> <li>crime reporting</li> <li>shopping locally</li> <li>property and shopfront improvements</li> <li>community services</li> </ul>	<ul style="list-style-type: none"> <li>industry research</li> <li>strategic networking and partnerships</li> <li>co-funding initiatives</li> <li>designing and maintaining properties</li> <li>diversifying local jobs</li> <li>delivery partners</li> <li>engagement and communications</li> </ul>



# THE PATH AHEAD

Below are Vincent’s strengths, challenges, opportunities and disruptors associated with achieving thriving places. They have been informed by place and economic data, external influences, and feedback from the community and stakeholders through the informing studies and data listed on page 8.

## STRENGTHS

- Three kilometres north of Perth’s commercial business district.
- Major transport corridors and active transport routes.
- Annual population rate growth steady and higher in comparison to other inner city LGAs.
- Strong visitor economy driven by attractive and well-known dining and entertainment offerings.
- Urban and high street character in town centres and neighbourhoods.
- Strong small business scene and innovation.
- Significant private investment and interest in town centres.
- Established community groups delivering initiatives for people and places.
- Vibrant local arts and culture scene.
- Heritage valued by the community.

## OPPORTUNITIES

- Leverage Vincent’s place assets and facilities for economic and social impact.
- Communicate the community’s visions through planning frameworks for the emerging town centres and places of Pickle District and North Claisebrook.
- Attract new accommodation (hotels, short-stay and student accommodation) in close proximity to Perth city centre.
- Improve strategic alignment and working relationship with inner city councils.
- Meet state density targets through planning frameworks to increase the number of residents and workers in the town centres.

## CHALLENGES

- Attracting residents to dine and shop locally - Resident Escape Spend and online shopping is growing.
- Competition for businesses and visitors across inner-city Perth and neighbouring areas.
- Assisting businesses to adapt to climate change and sustainable practices.
- Low number of medium to large businesses or state institutions driving employment.
- Attracting enough new residents to sustain the local economy and diversify services.
- Diversifying and growing emerging industries in Vincent.
- Crime prevention, graffiti, and maintaining community safety.

## DISRUPTORS

- Side-effects of the COVID-19 pandemic recovery continuing.
- High cost of living and changing interest rates likely to impact small business viability.
- Increasing property prices across the state impacting housing affordability.
- Ongoing threats to cyber security and information management.
- Climate change impacts and the need to adapt and innovate.



Community event at Hyde Park



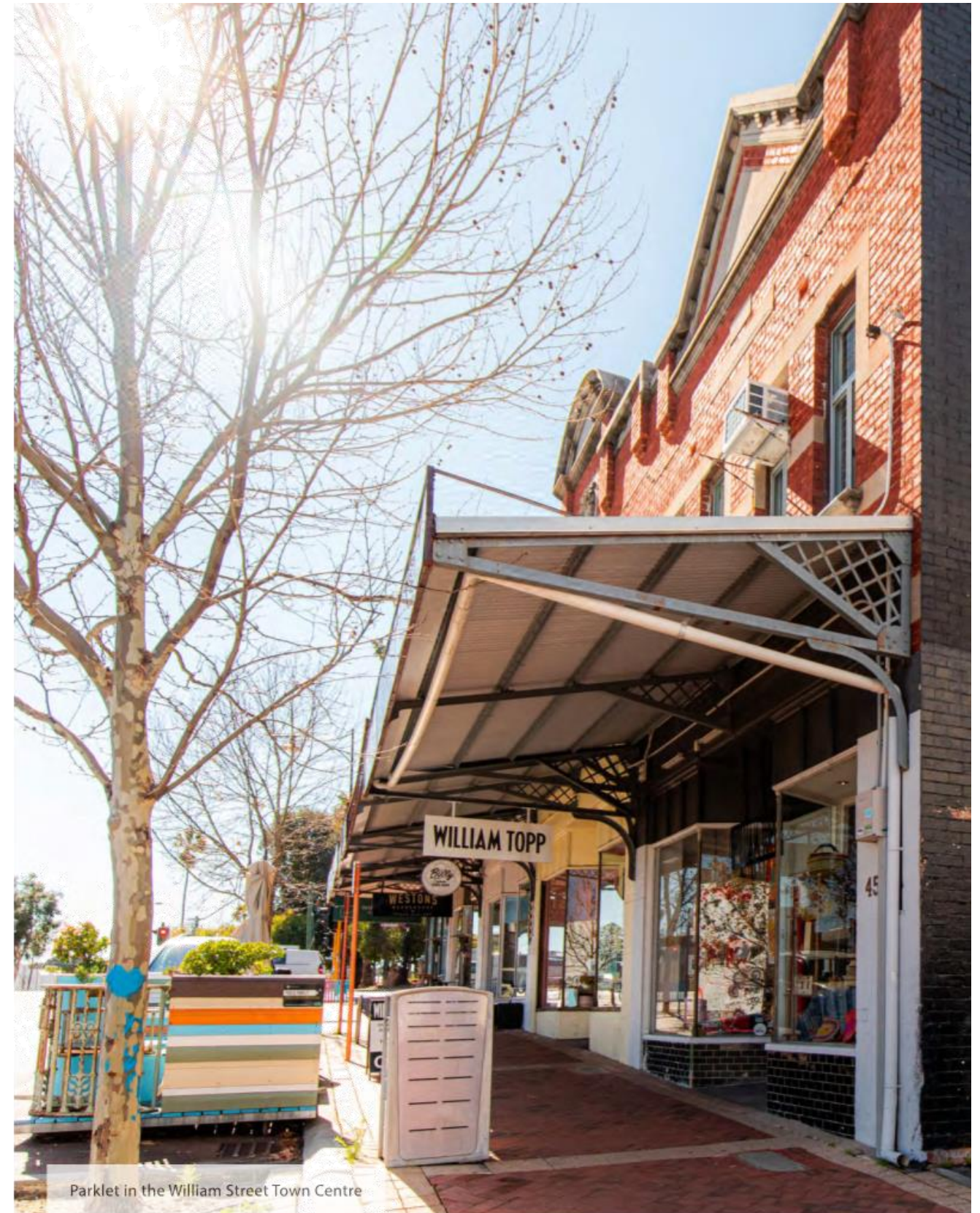
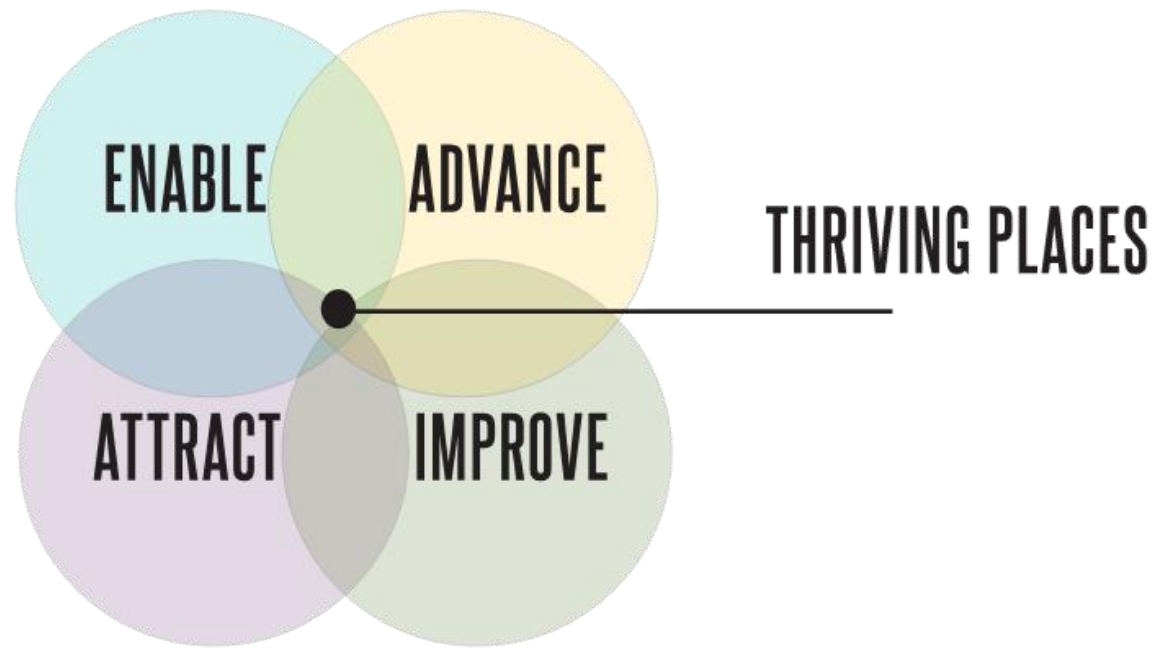
# VISION, FOCUS AREAS & ACTIONS

Based on the SCP, the Thriving Places vision is:

*“Thriving places are integral to our identity, economy, and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.”*

The City will deliver TPS Plans and Actions across four focus areas:

- 1. **Enable** – Support local businesses and organisations.
- 2. **Advance** – Think long-term and welcome innovation.
- 3. **Attract** – Showcase Vincent’s strengths.
- 4. **Improve** – Safe, attractive, and well-maintained public realm.



Parklet in the William Street Town Centre





## ENABLE

Support local businesses and organisations.

The people within our community play a significant role in fostering vibrant life and activating Vincent's places and spaces.

We want to be a local government that enables local businesses, organisations, and individuals to have an active role in bringing people together and participating in shaping Vincent.

Achieving thriving places outcomes and creating engagement in our community, is reliant on the successful delivery and continuation of a partnership approach.

Pride WA event in Hyde Park (2022)





## ENABLE

Support local businesses and organisations.

### 1.1 SUPPORT INITIATIVES THAT ENHANCE, RESTORE AND ACTIVATE PLACES AND SPACES.

The City has adopted a collaborative approach to thriving places by partnering with community, not-for-profit, and other creative organisations to deliver a range of activities through annual festivals and events sponsorship, town team grants and community development grants.

The City currently has 10 recurring grant programs available. In addition to this, the City supports several local sporting groups, community organisations, and not-for-profit organisations through sponsorship, reduced charges and in-kind promotional activities.

This kind of partnership approach to community and economic development achieves the following:

1. Enables people to work together and realise ideas in their community.
2. Attracts people to engage in all aspects of Vincent.
3. Activates places and spaces.
4. Brings visitors to town centres and businesses.
5. Achieves greater impacts than if the City was to deliver the same services and initiatives.

Grant programs have evolved and administered across various internal business units. Investigating models for adopting a central online location for applications and assessments would improve service delivery and the user experience for applicants.

It will also enable the addition of new types of grants focused on building the creative economy and supporting small businesses and commercial property owners to make shopfront enhancements.

The town centres must be attractive for people to spend their time and money locally, rather than elsewhere or online. The public realm and visitor experience of the City's town centres are informed by both the public land and the privately owned land, buildings and the businesses that inhabit them.

Business enhancement grants are a cost-effective way to partner with small businesses and spark small-scale incremental improvements that enhance the street appeal, presentation and attractiveness of our town centres and places.

#### ACTION 1.1.1

Implement a new Business Enhancement Grant program to support small businesses and commercial property owners to make small-scale enhancements.

#### ACTION 1.1.2

Investigate streamlining the administration of all grant funding through a centralised accessible process and online platform.



Jazz in the Park (Hyde Park) 2022





## ENABLE

Support local businesses and organisations.

### 1.2 EMPOWER VINCENT'S SMALL BUSINESS COMMUNITY TO BUILD LONG-TERM SUSTAINABILITY AND RESILIENCE.

#### INDUSTRY SNAPSHOT

Accommodation & Food services

**2,800**

People employed. (11.5% of total local employment and Vincent's third highest employment industry).

**281**

Small businesses (employing 0-9 people)

**30**

Medium-sized businesses (employing 20-199 people)

Retail Trade

**1,845**

People employed

**186**

retail small businesses.

Comparatively higher than other high-street local government areas.

- 100 retail small businesses in City of Subiaco.
- 116 retail small businesses in Town of Victoria Park.

Comments received from participants of the SCP 2022 Imagine Vincent – The Sequel engagement shows that small businesses in Vincent are highly valued.

Restaurants, cafés, small bars, hospitality venues, and household service businesses play a significant role in the local economy.

Vincent's high streets foster small business retail, however, do compete for local residential spend with neighbouring major shopping centres – i.e. Karrinyup, Morley, Osborne Park (Big Box retail), and Perth CBD. Retail Trade is the fourth highest industry employer in Vincent with 1,845 people employed in 2021 (2021 Census).

Vincent's small business community is facing unprecedented pressures such as changes in customer spending towards online platforms, competition, inflation, high rental rates, securing a skilled workforce, and the disruption caused by COVID-19.

The City currently provides a monthly e-newsletter distributed to businesses. The City's service units regularly speak directly with business owners in the town centre when engaging on local matters.

Going forward, the City will focus on partnering with external groups, such as the Small Business Development Corporation (SBDC) and external providers to re-engage with local business owners and provide networking opportunities to support their long-term sustainability and resilience.

**ACTION 1.2.1**  
Partner with external groups or individuals to deliver networking, engagement and education opportunities for local businesses.

**ACTION 1.2.2**  
Promote the monthly business e-newsletter to reach new audiences and communicate opportunities and business news.



North Perth shopfronts on Angove Street

Data source:

.idCommunity – City of Vincent – Employment (Census) by industry sector & Business by industry 2021

.idCommunity – City of Subiaco, Town of Victoria Park - Business by Industry 2021



## ENABLE

Support local businesses and organisations.

### 1.3 CONTINUE TO IMPROVE APPROVAL PROCESSES AND ASSISTANCE FOR SMALL BUSINESSES.

Ninety-seven per cent of businesses in Vincent are categorised as small businesses, employing 0-19 people.

As part of the Vincent Rebound Plan’s recovery and rebound phase, the City partnered with the SBDC to identify ways to assist small businesses and streamline processes through the Small Business Friendly Approvals Program.

A working group was established, and a series of workshops were held with local business representatives and stakeholders.

Through this program, a series of reform initiatives were developed and detailed in an implementation plan finalised in May 2022. The City recognises supporting small businesses is an iterative and constant process and is working as an organisation to deliver the initiatives across three reform areas:

1. better information
2. business support
3. streamline processes to improve the customer experience.

**ACTION 1.3.1**  
Action the recommended reforms and improvements identified in the Small Business Friendly Approvals Program.



Small Business Friendly Approvals Program workshop participants.





## ENABLE

Support local businesses and organisations.

### 1.4 STIMULATE TOWN CENTRE VISITATION TO PROGRESSIVELY GROW A CUSTOMER BASE AND ENCOURAGE REPEAT VISITATION.

#### ANNUAL LOCAL SPEND IN VINCENT

**\$1.35 BILLION**

**77.5%**

Visitor Spend

**22.5%**

Residential Spend

(Spendmapp Feb 2022 – Feb 2023)

Data sources:

Spendmapp – City of Vincent February 2023 – Annual Expenditure Overview

Spendmapp – City of Vincent December 2022 - 0Monthly Report

Vincent’s town centres have four key sectors – Hospitality, Food Retail, Non-food Retail and Services. These sectors are made up of businesses that rely on external visitors and discretionary spending. In a recent 12-month period (February 2022 to February 2023), approximately 22.5 per cent of money spent in Vincent was by residents, and 77.5 per cent was by visitors. Of the visitors that spent money in Vincent, most were from surrounding LGAs.

Online spending by residents is growing much faster year-on-year than resident local spend. December is Vincent’s business’s best trading month and a good indicator of peak spending. In 2022, Vincent resident online spend was \$47 million (a 17.66 per cent increase from December 2021) and resident local spend was \$31M (an increase of 3.77 per cent compared with December 2021).

Residents are spending more, but on businesses outside of Vincent. In December 2022, residents spent \$90.8 million at businesses outside Vincent.

While there is an increase in the dollar amount of spending, high inflation, and the rising cost of living, means that businesses are yet to see the benefits.

With the redevelopment and growth of large destination-focused shopping centres across Perth and a significant trend towards online spending, the City will aim to focus on attracting people to town centres and encouraging local traders to boost their online presence.

This can be supported by the effective ‘shop local’ campaign currently run during the summer period (December-February), and the expansion of this initiative to provide benefits, such as:

- assisting small businesses to attract new customers
- improving loyalty of existing customers
- bringing more life and people to the streets
- increasing media coverage and online presence for local businesses
- promoting the City’s quality operators as a collective
- developing public awareness of the positive impacts of buying locally.

#### ACTION 1.4.1

Expand the ‘shop local’ brand to be a yearlong program of seasonal initiatives.

Key focus areas:

- Provide information to the Vincent community about the benefits of shopping and dining locally.
- Showcase unique attributes of each town centre and experiences on offer.
- Align graphic design and messaging with the Wayfinding Signage Plan and town centre branding to match online engagement with on-site experience.
- Grow City of Vincent followers on social media to capture a broader audience.







## ADVANCE

Think long-term and welcome innovation.

We want to support businesses to sustainably transition to renewable energy technologies, incentivise active transport for workers and build knowledge of cyber security protection in a changing world.

If we think long-term and focus on developing the right partnerships, we can foster creative problem solving and achieve greater outcomes that assist businesses to prosper and transform the City positively into the future.



View of Perth city from the Pickle District





## ADVANCE

Think long-term and welcome innovation.

### 2.1 SUPPORT LOCAL BUSINESSES AND COMMERCIAL PROPERTY OWNERS TO ADAPT TO CLIMATE CHANGE AND IMPLEMENT SUSTAINABLE PRACTICES.

The health of the environment contributes greatly to the health, well-being and lifestyle of the community. The City is committed to protecting and enhancing the environment to provide benefits now and in the future.

The Sustainable Environment Strategy 2019-2024 (SES) is guiding our approach and targets across five key focus areas:

1. energy
2. transport
3. water
4. waste
5. urban greening and biodiversity

The overarching objective of the SES is to move both the City organisation and our community closer to living within our planetary boundaries. In addition, the Accessible City Strategy 2020-2030 (ACS) focuses efforts on improving the pedestrian environment and bringing high-quality transport networks to Vincent.

Vincent residents and workers have access to more public and active transport than ever before. Despite this, car use remains high throughout Perth, including Vincent. We know through our engagement with businesses and commercial property owners that all-day free parking is often expected for workers and tenants. This is unsustainable and problematic for our town centres, which rely on the provision of short-term parking options and convenience for customers and visitors.

The City aims to focus engagement with town centre businesses through promotion and support to achieving community-led outcomes for two key topics:

- Uptake of renewable energy technology on commercial properties.
- Reducing workers/commercial tenant's reliance on vehicles and long-term parking in town centres.

Building community awareness and empowering businesses and owners to improve the sustainability will contribute positively towards adapting to climate change and the amenity of our town centres and assist in achieving the vision of the SES and ACS.

**ACTION 2.1.1**  
Promote the benefits of adopting renewable energy technology on commercial properties through local case studies.

**ACTION 2.1.2**  
Assist businesses to promote the benefits and incentivise the use of active transport for its workers and customers.

**ACTION 2.1.3**  
Consider parking maximums in Precinct Planning Frameworks to encourage a reduction in private vehicle ownership.



Cyclist commuting to work through the Pickle District



## ADVANCE

Think long-term and welcome innovation.

### 2.2 ASSIST VINCENT BUSINESSES TO IMPROVE CYBER SECURITY AWARENESS AND CAPABILITY AT THE CITY AND VINCENT BUSINESSES.

There is an ongoing threat from cybercrime and cyber-attacks are becoming more frequent.

~~The City recognises that its business activities deal with sensitive information:~~

This Information needs to be protected to mitigate against the loss of time, money, private information, and reputational damage as the result of a cyber-attack.

~~The City needs to protect itself and can play a role in cyber security awareness and building the capability of Vincent's small businesses. As a business, improving systems and safeguarding data to create a secure digital environment is crucial:~~

Cyber security refers to the measures used to protect the confidentiality, integrity and availability of systems, assets and information from cyber threats (State Government WA, 2022).

As a business, improving systems and safeguarding data to create a secure digital environment is crucial. The City can play a role in building awareness and capability of Vincent's businesses.

There is information and resources that the City can build on to support Vincent businesses.

- The Australian Cyber Security Centre provides resources such as the Small Business Cyber Security Guide to assist small businesses with managing cyber-security threats.
- The State Government recently adopted a Cyber Security Policy (2022) to provide direction for the Western Australian public sector agencies in adequately managing their digital security risks. Whilst the policy scope does not include organisations outside of government agencies it does provide an overarching approach and information that may assist others to manage risks.
- The Cyber Security Unit (CSU) leads, coordinates and supports whole-of-government cyber security efforts to protect the WA Government's information, assets and service delivery from Cyber threats. The CSU provides online resources and information.
- The Security Research Institute (SRI) at Edith Cowan University is conducting research to deliver immediate and high impact outcomes in the areas of secure systems, critical infrastructure security and cyber enabled crime. It has significant infrastructure and a skilled technical support base. The SRI partners with others to support the development of initiatives.

#### ACTION 2.2.1

~~Formalise a partnership between the City and Edith Cowan University's Security Research Institute to scope the project. Undertake research to better understand current cyber security approaches and tools that may assist Vincent businesses.~~

#### ACTION 2.2.2

~~Develop a cyber security maturity assessment survey for Vincent businesses to support them to better understand risks.~~

#### ACTION 2.2.3

~~Provide businesses with information and support to improve their cyber security resilience and resistance to threats.~~



Workers at Cleaver & Co. - Pickle District





**ADVANCE**

Think long-term and welcome innovation.

**2.3 WORK WITH STAKEHOLDERS ON STRATEGIC PROJECTS THAT SUPPORT THE CREATION OF LOCAL JOBS, IMPROVE HOUSING DIVERSITY AND BOOST VINCENT’S LIVEABILITY.**

Achieving diverse neighbourhoods requires a balance of jobs and housing. Bringing more housing to existing or emerging town centres and places will provide convenience for residents and support the growth of Vincent’s local economy. Places that are active day and night require people that live and work in a walkable catchment.

The City supports a range of housing types that enable different people, on various incomes, and from diverse backgrounds, to live in Vincent and contribute to its vibrancy. In fact, 54 per cent of Vincent’s dwellings are medium or high density, compared to 24 per cent in Greater Perth. In 2021, 40.7 per cent of residents were renting, compared to 26 per cent in Greater Perth.



**PERTH INNER LGA ALLIANCE CITY GROUP**

Since 2019, the inner city local governments of the City of Perth, City of Subiaco, City of Vincent, City of South Perth, and Town of Victoria Park, have worked collaboratively on common issues through a Memorandum of Understanding.

The Perth Inner City Group was formed for the Mayors and CEOs to meet regularly and discuss shared priorities for the Central Perth area. Several sub-groups were established to share information and **work-collaborate** on strategic projects relating to **infrastructure and transport**, planning, economic development **and arts** and culture, **corporate and business services**; and **infrastructure and transport community and social services**.

**It is an invaluable approach for the City of Vincent. With significant changes happening across innercity Perth:**

**The overall objective is for ‘collaboration to enhance the strategic outcomes of each organisation as innovators in local government, create appealing destinations for local community, industry and investors. Although there are differences in the make-up of the local economies across the inner city LGAs, there is a like-minded vision of a liveable, sustainable, and prosperous inner city Perth.**

Acknowledging and acting on the synergies and interdependence across the economy, culture, society, and environment is essential.

There are physical connections that must not be ignored. 59 per cent of employed Vincent residents work within the inner-city ring and 23 per cent use active transport (bus, train, walk, or cycle) to travel to work - This is significantly larger as a percentage when compared to Greater Perth’s 10.7 per cent.

Data source:  
 .idCommunity – City of Vincent – Dwelling type  
 .idCommunity – City of Vincent – Housing tenure  
 ProfileID City of Vincent: Employment location of resident workers by LGA by Industry (2021)  
 ProfileID City of Vincent: Resident worker - Method of travel to work (2021)

**ACTION 2.3.1**  
 Progress key strategic projects that provide increased, diverse housing in Vincent.

**ACTION 2.3.2**  
 Encourage external providers and developers to provide a greater variety of business models, industry mix, and workforce diversity across emerging town centres and places.

**ACTION 2.3.3**  
 Focus on delivering a refined Advocacy Agenda that identifies investment opportunities and/or legislative changes needed to support long-term resident and worker growth.

**ACTION 2.3.4**  
 Continue to partner with **the Inner City Local Government Authority** other LGAs through the Perth Inner City Group on initiatives for **arts & culture**; **infrastructure & transport**; **planning, economic development and culture**; **corporate and business services**; and **community and social services**.





# ADVANCE

Think long-term and welcome innovation.

## 2.4 CONTINUE TO SEEK FUNDING TO SUPPORT THE DELIVERY OF PLACE-BASED PROJECTS AND TRIALLING NEW INITIATIVES.

A constant goal for the City is to be a financially sustainable organisation, with sufficient financial capacity to deliver the services and projects that align with the community's aspirations.

Delivering low-cost placemaking initiatives and improvements are not always top priority for the City when listed against asset management and infrastructure delivery. There is an opportunity to explore possible funding partnerships or grants to realise projects through place plans and collaborative initiatives.

**ACTION 2.4.1**  
Apply for funding partnerships and grants to deliver small-scale initiatives or projects aligned with town centre place plans.

**ACTION 2.4.2**  
Investigate the feasibility of implementing different funding approaches to support ongoing delivery of place-based programs and projects.



Dogtober event at the Grosvenor Road Trial in the Beaufort Street Town Centre (2022)





## ADVANCE

Think long-term and welcome innovation.

### 2.5 WORK TOWARDS MAKING VINCENT A SMART CITY FOLLOWING THE CITY'S SMART CITIES POSITIONING STATEMENT.

A smart city is a city that applies digital technology, data, and innovative practices to improve liveability, sustainability, collaboration and economic opportunities.

The City is already on a smart city journey. Several current and planned programs and activities that have smart city, digital technology, or innovation elements are already underway. These include smart parking, smart irrigation, a tree selection tool and online payments and permits.

The City has adopted a positioning statement which will help to coordinate long-term smart city integration and demonstrated success into the future. The City's smart city vision is:

*The City of Vincent is a smart city, which encourages innovation and collaboration, supports our diverse community, and enhances our City's vibrancy and sustainability.*

This vision is supported by a set of principles which are the guiding values that underpin the City's smart city journey. They consider and align to the SCP priorities and are as follows:

- Community-focused
- collaborative
- innovative
- proactive
- inclusive
- sustainable

The smart city positioning statement divides its opportunities into:

- Foundational opportunities: focused on developing skills and activities that will establish a strong foundation to develop over time.
- Community opportunities: ensuring that the City is focused on realising community-centric benefits from its smart city activity within the public realm.

To ensure the outcomes of the positioning statement are realised, there is a need to coordinate action and implementation. The City's focus moving forward is to build its foundations in terms of skills, systems, processes, and infrastructure and begin to move towards developing a smart city.

**ACTION 2.5.1**  
 Develop a Smart Cities Plan identifying actions to build skills, systems, processes, and infrastructure for moving towards developing Vincent as a smart city.

Initial focus areas will include:

- digitisation of services to the community
- asset and data management processes.



William Street Town Centre





## ATTRACT

Showcase Vincent's strengths.

Arts, culture and events play a crucial role in catalysing, anchoring and sustaining growth and transformation across Vincent.

We need to improve how we collectively leverage our local assets and resources to ensure Vincent's culture, heritage and narrative are preserved, respected and enhanced.

One way of achieving this is through actively providing a space for art in the public realm, and supporting additions that are attractive and uphold a unique sense of place.

In addition to this, is achieving place quality through the collection, analysis and sharing of data. If we know our places well, we will get better at communicating their value to attract others to participate, activate and invest in Vincent.



Mary Street Piazza in the Beaufort Street Town Centre





## ATTRACT

Showcase Vincent's strengths.

### 3.1 COLLECT, MEASURE, AND COMMUNICATE THE PERFORMANCE OF VINCENT'S TOWN CENTRES.

The City undertakes research, engages with businesses, observes places, and collects and analyses data relevant to our town centres to:

- Gain a better understanding of characteristics and changes over time.
- Make informed decisions.

We currently collect data from a variety of external sources through subscriptions and research services. Some of these include:

- Profile ID - community, economic, social atlas, population forecast (publicly accessible).
- Spendmapp - mapping spending across Vincent.
- Movemapp - mapping movement across Vincent.
- Inhabit Place - place audits and observations.
- Australian Bureau of Statistics (ABS) and Census data.

The City will focus on sharing the data and analysis relevant to the town centres to support local area promotion to increase investment in these areas.

**ACTION 3.1.1**  
Continue to collect and analyse a diverse range of data to monitor Vincent's town centres over time.

**ACTION 3.1.2**  
Share the place performance of the town centres through an annual State of Vincent snapshot report.



People shopping in the North Perth Town Centre





## ATTRACT

Showcase Vincent’s strengths.

### 3.2 POSITION VINCENT AS A WELCOMING SPECIAL EVENTS DESTINATION.

Vincent hosts several large special events each year.

Although special events take significant administration time and pre-planning, there are positive economic and community impacts. The WAFL Grand Final in partnership with the West Australian Football Commission:

- Welcomed over 17,000 people to Leederville Oval and Leederville Town Centre.
- Saw a 24.5% increase in spending within Leederville’s town centre.
- Provided family-friendly live music and roving community activities on Oxford Street and Leederville Village Square.
- Expanded businesses with outdoor alfresco and licensed areas on streets.
- Received positive promotion of Vincent and Leederville across Western Australia.

HBF Park hosted British music sensation Harry Styles, which attracted more than 33,000 people to Highgate and surrounds – the largest crowd ever at the venue.

These major events are becoming more common, and Vincent is the host location for the FIFA Woman’s World Cup Australia and New Zealand 2023 at Perth Rectangular Stadium (HBF Park) in Highgate. The tournament attracts a worldwide audience of more than one billion people. The event includes a broad program of sporting, cultural and community activities attracts thousands of people to Vincent.

The City currently does not have a focus on destination marketing. There is opportunity to better leverage these types of special events, delivered by external providers, to promote Vincent to a broader audience. Events bring higher footfall and spending to town centre businesses, and play a role in boosting their prosperity.

There are opportunities for local businesses to participate in creating value add-ons such as supporting aligned activities in restaurants, bars, cafés and public spaces to attract people before, during or after events.

Data source:

Spendmapp October 2022 Analysis – Leederville comparison to average Saturday trade

**ACTION 3.2.1**  
Leverage special events to boost visitation and bring economic and social benefits to the town centres.



Footyville event in Leederville Town Centre (2022)





## ATTRACT

Showcase Vincent’s strengths.

### 3.3 EMBED ART AND OUR RICH CULTURE IN VINCENT’S STREETS, PLACES, AND SPACES.

The City supports and promotes Vincent’s thriving arts scene which is made up of resident artists, creative businesses, galleries, maker spaces, street art, public art, and long-standing institutions.

As a local government, effectively planning for the full breadth of culture and the arts is complex and nuanced. The City’s current focus is on enabling the sector by supporting the creation of art through:

- Percent for Art Policy.
- Mural and public art commissions.
- Procurement of artwork for the City’s Art collection.
- Provision of grants towards initiatives and partnerships that produce new works, activate the public realm and bring the community together.

The Arts Advisory Group advises the City on various arts matters such as plans, programs, and promotional activities.

To better understand how to support the sector through cultural infrastructure and planning, a Making Space for Culture study and strategy was commissioned. It investigated the demand, preferred location, and approaches needed to enable the arts in Perth’s inner city. The project was delivered, through a collaboration between the Cities of Vincent, Perth, South Perth, and the Town of Victoria Park. It identified approaches to align planning mechanisms, LGA frameworks, and public-private partnerships to foster new creative spaces.

A survey of 1080 practicing creatives found that:

- 84 per cent were interested in having space in inner Perth.
- 326 (or 28 per cent) identified Vincent as their preferred LGA to have space in.
- Top desired attractions for preferred locations include: creative/share skills; cultural production; buzz and activity; audiences and facilities.

A new Arts Plan will identify pathways and actions to direct the City’s art activity and investment, policy and programs over the short to medium term.

**ACTION 3.3.1**  
Develop and implement an Arts Plan that outlines approaches to support the arts scene and grow Vincent’s creative community and economy.



Joy Collective mural in the North Perth Town Centre





## IMPROVE

A safe, attractive, and well-maintained public realm.

Ensuring Vincent is safe, attractive, and well-maintained is multifaceted.

It requires collaboration and balancing the needs of diverse stakeholders - residents, property owners, local businesses, community groups, investors, and visitors.

We want to ensure our public realm is accessible, beautiful, welcoming, functional and actively used by people.

The City's current programs and approaches to tackling maintenance and place management will be refined and refocused through the Strategy's delivery.



Oxford Street Reserve, Leederville Town Centre





# IMPROVE

A safe, attractive, and well-maintained public realm.

## 4.1 TARGET MINOR PUBLIC REALM IMPROVEMENTS THAT ALIGN WITH THE ACCESSIBLE CITY STRATEGY, LINK AND PLACE GUIDELINES, AND CAPITAL WORKS PROGRAM.

The Accessible City Strategy (ACS) is about putting people first and ensuring that getting around is safe, easy, environmentally friendly, and enjoyable.

The City has applied the Link and Place Framework to its streets. This categorises streets depending on their people carrying capacity (movement) and place functions. It recognises that a liveable and successful city needs a variety of street types that serve different roles and purposes across places.

The City is currently delivering on strategies and actions of the ACS, which are relevant to achieving this thriving places focus area. The ACS objectives include:

1. Create a safe transport environment.
2. Ensure consistent accessibility and connectivity into, around, and beyond Vincent.
3. Promote environmentally friendly and healthy transport modes and initiatives.
4. Make it enjoyable to get around the local area.

The City currently identifies, prioritises, and delivers minor streetscape improvements through its Capital Works Plan processes.

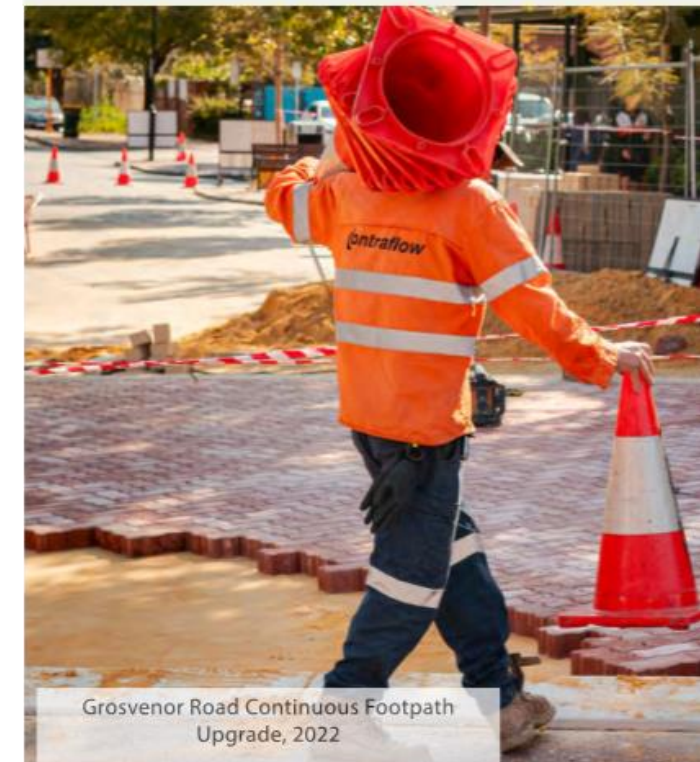
Going forward, the City will take a proactive approach in identifying and delivering localised low-cost public realm and streetscape improvements that improve the pedestrian experience in the town centres.



Figure: Link and Place Matrix

**ACTION 4.1.1**  
Continue to plan and implement the Minor Streetscape Improvement Program targeting the town centres and prioritising pedestrians.

**ACTION 4.1.2**  
Develop a toolkit of urban design principles and methods to streamline implementation of best-practice minor streetscape and pedestrian improvements in town centres through the Link and Place Guidelines.



Grosvenor Road Continuous Footpath Upgrade, 2022





## IMPROVE

A safe, attractive, and well-maintained public realm.

### 4.2 FOSTER SAFE, DESIRABLE, AND ACTIVE PLACES THAT ARE EASY TO ACCESS.

Our SCP Vision includes the aspiration for Vincent to be a 'vibrant 24-hour city' which is acknowledged as a complex task. There are several aspects that cities with a 24-hour life include:

- Embracing a night-time economy and providing people choices through a diversity of uses and longer business operating hours.
- Providing public realm and streets that are well designed, feel safe, and are activated by pedestrians day and night.
- Defined entertainment districts or town centres where activities are supported.
- Having visible public services available at night.

Vincent provides a vibrant night economy in the town centres of Leederville, Beaufort Street, and William Street. These places possess a clustering of restaurants, bars, cinemas, live music, and hospitality venues operating until late. This results in footfall of these town centres being higher at night than during the daytime.

A key element of realising a 24-hour city is with addressing any negative safety perceptions and encouraging positive activities and community interactions at night.

As an LGA, the City must focus on partnerships and building strong relationships with the community and non-government organisations to achieve this.

The City's current Safer Vincent Plan 2019-2022 has three key themes:

1. safer spaces
2. community connection
3. crime prevention

The Ranger Services and Customer Relations teams are key points of contact for the community, and often see, report, or hear of issues first. Following the Small Business Friendly Approvals Program, the City is developing a new business support service that is a go-to for business-related inquiries. An element of this function will be to empower business owners and the community by having relevant and recent information to appropriately respond to issues such as crime prevention, graffiti, or property damage.

**ACTION 4.2.1**  
Develop and deliver an updated Safer Vincent Plan that includes collaborative approaches and supports moving towards a vibrant 24-hour city.

- Continue to focus on improving safety through community engagement and collaborating with government and other organisations to deliver prevention approaches.
- Inform and empower the community to initiate action through providing relevant information about crime prevention and graffiti reporting.



North Perth Common lighting at night



## WHAT ARE VIBRANT PUBLIC SPACES?

It is well known that more people actively using streets creates more activity, positively impacting the local economy.

Vibrant public spaces are areas in the public realm that support social interaction and community engagement. They provide pedestrian amenities and are for everyone to enjoy.

COVID-19 has seen a shift in how people perceive the public realm and the way it functions, with greater demand and emphasis on public spaces and outdoor dining as a way to connect, interact and thrive.

The City supports businesses to activate their premises with interesting displays and alfresco seating permits and the addition of vibrant public spaces such as:

- street furniture
- affixed eating area furniture
- parklets (pop-up/semi-permanent)
- eatlets (pop-up/semi-permanent)

Vibrant public spaces are creative solutions for enhancing the streetscape and providing increased pedestrian amenities for public benefit.

The Vibrant Public Spaces Policy has streamlined internal processes and provides guidance for applicants and the community.



Parklet and planter boxes in Leederville

**ACTION 4.2.2**  
Continue to advocate and support businesses to activate streets and contribute to the public realm in alignment with the Vibrant Public Spaces Policy and planning, building and health guidelines.





## IMPROVE

A safe, attractive, and well-maintained public realm.

### 4.3 ENCOURAGE PRIVATE CONTRIBUTION TOWARDS FUTURE SOCIAL INFRASTRUCTURE AND PUBLIC REALM ENHANCEMENTS.

A key challenge for the City is in striking the right balance between addressing the needs of the existing community and planning for future services and infrastructure required for the emerging town centres and places, businesses and the additional 10,000 residents forecasted by 2041.

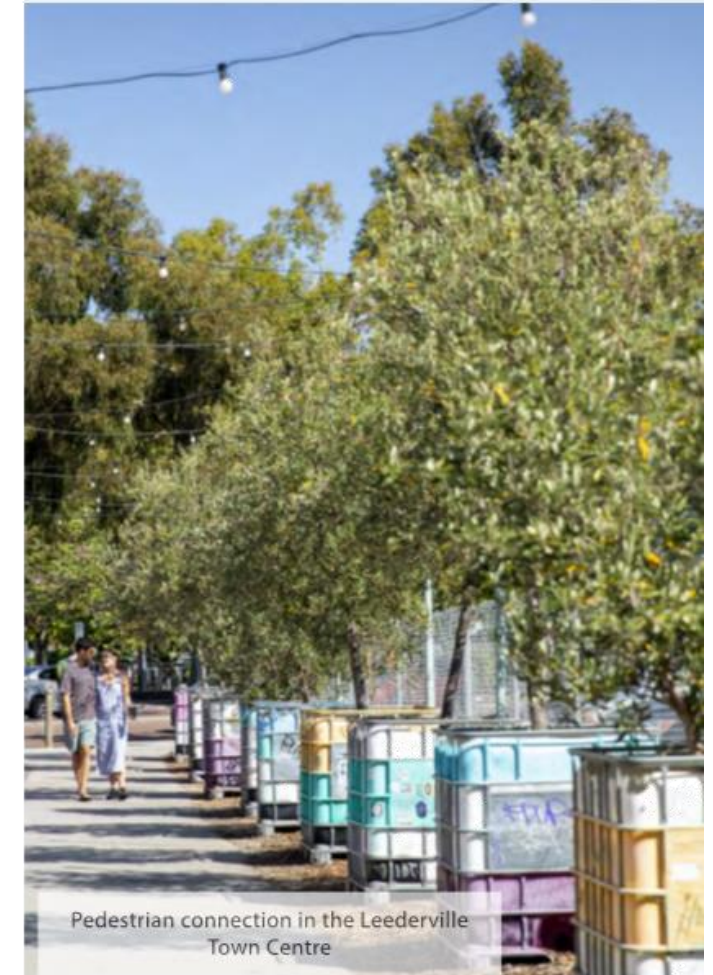
In collaboration with the community and stakeholders, the City has developed Precinct Planning Frameworks for Vincent’s town centres and precincts - Leederville, West Perth (Pickle District), North Claisebrook and North Perth. These frameworks set visions and set out pathways for future change within the private and public realm of precinct areas.

This approach provides transparency and direction to potential delivery partners and stakeholders, whilst allowing the City to appropriately plan for and action the sustainable delivery of future services, programs and infrastructure.

To proactively plan for local-level community infrastructure to service the future population, the City needs to work with key stakeholders, including property developers, to identify and fund community/ social infrastructure, public spaces, design features and strategic town centre and precinct projects.

Future efforts will be on securing investment by private development through planning frameworks and policies. This includes identifying development incentives and contributing to community benefits when appropriate.

**ACTION 4.3.1**  
Identify place-specific community benefits or localised opportunities in town centres and precincts that private investment can support through private development.



Pedestrian connection in the Leederville Town Centre



# IMPLEMENTATION FRAMEWORK

THRIVING PLACES STRATEGY 2023-2028 IMPLEMENTATION FRAMEWORK													
PLAN	SCP THRIVING PLACES OUTCOMES	APPROACH	ACTION	RESPONSIBLE TEAM	SUPPORT TEAM	APPROX. BUDGET	TIMING						
							2023/24	2024/25	2025/26	2026/27	2027/28		
<b>FOCUS AREA 1 - ENABLE</b>													
1.1	Support initiatives that enhance, restore and activate places and spaces.	1,3,5	Partner	1.1.1	Implement a new Business Enhancement Grant program to support small businesses and commercial property owners to make small-scale enhancements.	Urban-Design-&Strategic-Projects S&D	Communications-&Engagement C&B	\$125,000 (\$25k p.a)	✓	✓	✓	✓	✓
				1.1.2	Investigate streamlining the administration of all grant funding through a centralised accessible process and online platform.	Communications-&Engagement C&B	Community-Development S&D	\$7,500 p.a	✓	✓	✓	✓	✓
1.2	Empower Vincent's small business community to build long-term sustainability and resilience.	1,3	Partner	1.2.1	Partner with external groups or individuals to deliver networking, engagement and education opportunities for local businesses.	Urban-Design-&Strategic-Projects S&D	Communications-&Engagement C&B	Nil	✓	✓			
				1.2.2	Promote the monthly business e-newsletter to reach new audiences and communicate opportunities and business news.	Communications-&Engagement C&B	Urban-Design-&Strategic-Projects S&D	Nil	✓	✓	✓	✓	✓
1.3	Continue to improve approval processes and assistance for small businesses.	1	Deliver	1.3.1	Action the recommended reforms and improvements identified in the Small Business Friendly Approvals Program.	Governance S&D	Various teams	Nil	✓				
1.4	Stimulate town centre visitation to progressively grow a customer base and encourage repeat visitation.	1, 2	Deliver	1.4.1	Expand the 'shop local' brand to be a yearlong program of seasonal initiatives. Key focus areas: <ul style="list-style-type: none"> <li>Provide information to the Vincent community about the benefits of shopping and dining locally.</li> <li>Showcase unique attributes of each town centre and experiences on offer.</li> <li>Align graphic design and messaging with the Wayfinding Signage Plan and town centre branding to match online engagement with on-site experience.</li> <li>Grow City of Vincent followers on social media to capture a broader audience.</li> </ul>	Communications-&Engagement C&B	Urban-Design-&Strategic-Projects S&D	\$10,000 p.a		✓	✓	✓	✓

Community & Business Services (C&B), Strategy & Development (S&D), Infrastructure & Environment (I&E), Information & Communications Technology (ICT), Office of the CEO (CEO)



# IMPLEMENTATION FRAMEWORK

THRIVING PLACES STRATEGY 2023-2028 IMPLEMENTATION FRAMEWORK												
PLAN	SCP THRIVING PLACES OUTCOMES	APPROACH	ACTION	RESPONSIBLE TEAM	SUPPORT TEAM	APPROX. BUDGET	TIMING					
							2023/24	2024/25	2025/26	2026/27	2027/28	
<b>FOCUS AREA 2 - ADVANCE</b>												
2.1	Support local businesses and commercial property owners to adapt to climate change and implement sustainable practices.	1, 2	Promote	2.1.1	Promote the benefits of adopting renewable energy technology on commercial properties through local case studies.	Sustainability and Innovation S&D	Communications & Engagement C&B	\$1,000		✓		
				2.1.2	Assist businesses to promote the benefits and incentivise the use of active transport for its workers and customers.	Sustainability and Innovation I&E	Urban Design & Strategic Projects S&D	Nil		✓		
				2.1.3	Consider parking maximums in Precinct Planning Frameworks to encourage a reduction in private vehicle ownership.	Urban Design & Strategic Projects S&D	Rangers Services I&E	Nil	✓	✓	✓	✓
2.2	Assist Vincent businesses to improve cyber security awareness and capability at the City and Vincent Businesses.	1	Partner & Promote	2.2.1	Formalise a partnership between the City and Edith Cowan University's Security Research Institute to scope the project. Undertake research to better understand current cyber security approaches and tools that may assist Vincent businesses.	Information & Communications Technology ICT	Communications & Engagement C&B	Nil	✓			
				2.2.2	Develop a cyber-security maturity assessment survey for Vincent businesses to support them to better understand risks.	Information & Communications Technology ICT	Communications & Engagement C&B	\$30,000		✓		
				2.2.3	Provide businesses with information and support to improve their cyber security resilience and resistance to threats.	Information & Communications Technology ICT	Communications & Engagement C&B	\$5,000		✓	✓	✓
2.3	Work with stakeholders on strategic projects that support the creation of local jobs, improve housing diversity and boost Vincent's liveability.	1, 2, 3, 4	Partner & Promote	2.3.1	Progress key strategic projects that provide increased, diverse housing in Vincent.	Urban Design & Strategic Projects S&D	Development & Design	Nil	✓	✓	✓	✓
				2.3.2	Encourage external providers and developers to provide a greater variety of business models, industry mix, and workforce diversity across emerging town centres and places.	Urban Design & Strategic Projects S&D	Development & Design C&B	Nil	✓	✓	✓	✓
				2.3.3	Focus on delivering a refined Advocacy Agenda that identifies investment opportunities and/or legislative changes needed to support long-term resident and worker growth.	CEO	Urban Design & Strategic Projects S&D	Nil	✓	✓	✓	✓
				2.3.4	Continue to partner with the Inner-City Local Government Authority other LGAs through the Perth Inner City Group on initiatives for arts & culture; infrastructure & transport; planning, economic development and culture; corporate and business services; and community and social services.	CEO	Urban Design & Strategic Projects S&D	\$10,000	✓	✓	✓	✓

Community & Business Services (C&B), Strategy & Development (S&D), Infrastructure & Environment (I&E), Information & Communications Technology (ICT), Office of the CEO (CEO)



# IMPLEMENTATION FRAMEWORK

THRIVING PLACES STRATEGY 2023-2028 IMPLEMENTATION FRAMEWORK													
PLAN	SCP THRIVING PLACES OUTCOMES	APPROACH	ACTION	RESPONSIBLE TEAM	SUPPORT TEAM	APPROX. BUDGET	TIMING						
							2023/24	2024/25	2025/26	2026/27	2027/28		
<b>FOCUS AREA 2 - ADVANCE (cont.)</b>													
2.4	Continue to seek funding to support the delivery of place-based projects and trialling new initiatives.	2,3,4,5	Partner	2.4.1	Apply for funding partnerships and grants to deliver small-scale initiatives or projects aligned with town centre place plans.	Urban Design & Strategic Projects S&D	Engineering I&E	Nil	✓	✓	✓	✓	✓
				2.4.2	Investigate the feasibility of implementing different funding approaches to support ongoing delivery of place-based programs and projects.	Urban Design & Strategic Projects S&D	Governance C&B	Nil		✓			
2.5	Work towards making the Vincent a Smart City following the City's Smart Cities Positioning Statement.	1,2,4	Deliver	2.5.1	Develop a Smart Cities Plan identifying actions to build skills, systems, processes, and infrastructure for moving towards developing Vincent as a smart city.  Initial focus areas will include: • digitisation of services to the community • asset and data management processes	Information & Communications Technology ICT	Urban Design & Strategic Projects I&E/S&D	Nil	✓	✓	✓	✓	✓
<b>FOCUS AREA 3 - ATTRACT</b>													
3.1	Collect, measure and communicate the performance of Vincent's town centres.	1,2,4	Deliver	3.1.1	Continue to collect and analyse a diverse range of data to monitor Vincent's town centres over time.	Urban Design & Strategic Projects S&D	Communications & Engagement C&B	\$110,000 p.a	✓	✓	✓	✓	✓
				3.1.2	Share the place performance of the town centres through an annual State of Vincent snapshot report.	Urban Design & Strategic Projects S&D	Communications & Engagement C&B	Nil	✓	✓	✓	✓	✓
3.2	Position Vincent as a welcoming special events destination.	1,2,3,5	Promote & Partner	3.2.1	Leverage special events to boost visitation and bring economic and social benefits to the town centres.	Communications & Engagement C&B	Urban Design & Strategic Projects S&D	Nil	✓	✓	✓	✓	✓
3.3	Embed art and our rich culture in Vincent's streets, places and spaces.	3,5	Deliver	3.3.1	Develop and implement an Arts Plan that outlines approaches to support the arts scene and grow Vincent's creative community and economy.	Urban Design & Strategic Projects S&D	Communications & Engagement C&B	\$140,000	✓	✓	✓	✓	✓

Community & Business Services (C&B), Strategy & Development (S&D), Infrastructure & Environment (I&E), Information & Communications Technology (ICT), Office of the CEO (CEO)



# IMPLEMENTATION FRAMEWORK

THRIVING PLACES STRATEGY 2023-2028 IMPLEMENTATION FRAMEWORK													
PLAN	SCP THRIVING PLACES OUTCOMES	APPROACH	ACTION	RESPONSIBLE TEAM	SUPPORT TEAM	APPROX. BUDGET	TIMING						
							2023/24	2024/25	2025/26	2026/27	2027/28		
<b>FOCUS AREA 4 - IMPROVE</b>													
4.1	Target minor public realm improvements that align with the Accessible City Strategy, Link and Place Guidelines and Capital Works Program.	2,4	Deliver	4.1.1	Continue to plan and implement the Minor Streetscape Improvement Program targeting the town centres and prioritising pedestrians.	Engineering I&E	Urban Design & Strategic Projects S&D	\$35,000 p.a	✓	✓	✓	✓	✓
				4.1.2	Develop a toolkit of urban design principles and methods to streamline implementation of best-practice minor streetscape and pedestrian improvements in town centres through the Link and Place Guidelines.	Urban Design & Strategic Projects S&D	Engineering I&E	\$40,000		✓			
4.2	Foster safe, desirable and active places that are easy to access.	2,3,4,5	Partner & Deliver	4.2.1	Develop and deliver an updated Safer Vincent Plan that includes collaborative approaches and supports moving towards a vibrant 24-hour city. <ul style="list-style-type: none"> <li>Continue to focus on improving safety through community engagement and collaborating with government and other organisations to deliver prevention approaches.</li> <li>Inform and empower the community to initiate action through providing relevant information about crime prevention and graffiti reporting.</li> </ul>	Rangers Services I&E	Communications & Engagement C&B	\$45,000	✓	✓	✓	✓	✓
				4.2.2	Continue to advocate and support businesses to activate streets and contribute to the public realm in alignment with the Vibrant Public Spaces Policy and planning, building and health guidelines.	Urban Design & Strategic Projects S&D	Customer Service C&B	Nil	✓	✓	✓	✓	✓
4.3	Encourage private contribution towards future social infrastructure and public realm enhancements.	2,3,4	Promote	4.3.1	Identify place-specific community benefits or localised opportunities in town centres and precincts that private investment can support through private development.	Urban Design & Strategic Projects S&D	Engineering I&E	Nil	✓	✓	✓	✓	✓

Community & Business Services (C&B), Strategy & Development (S&D), Infrastructure & Environment (I&E), Information & Communications Technology (ICT), Office of the CEO (CEO)



CITY OF VINCENT

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  @cityofvincent







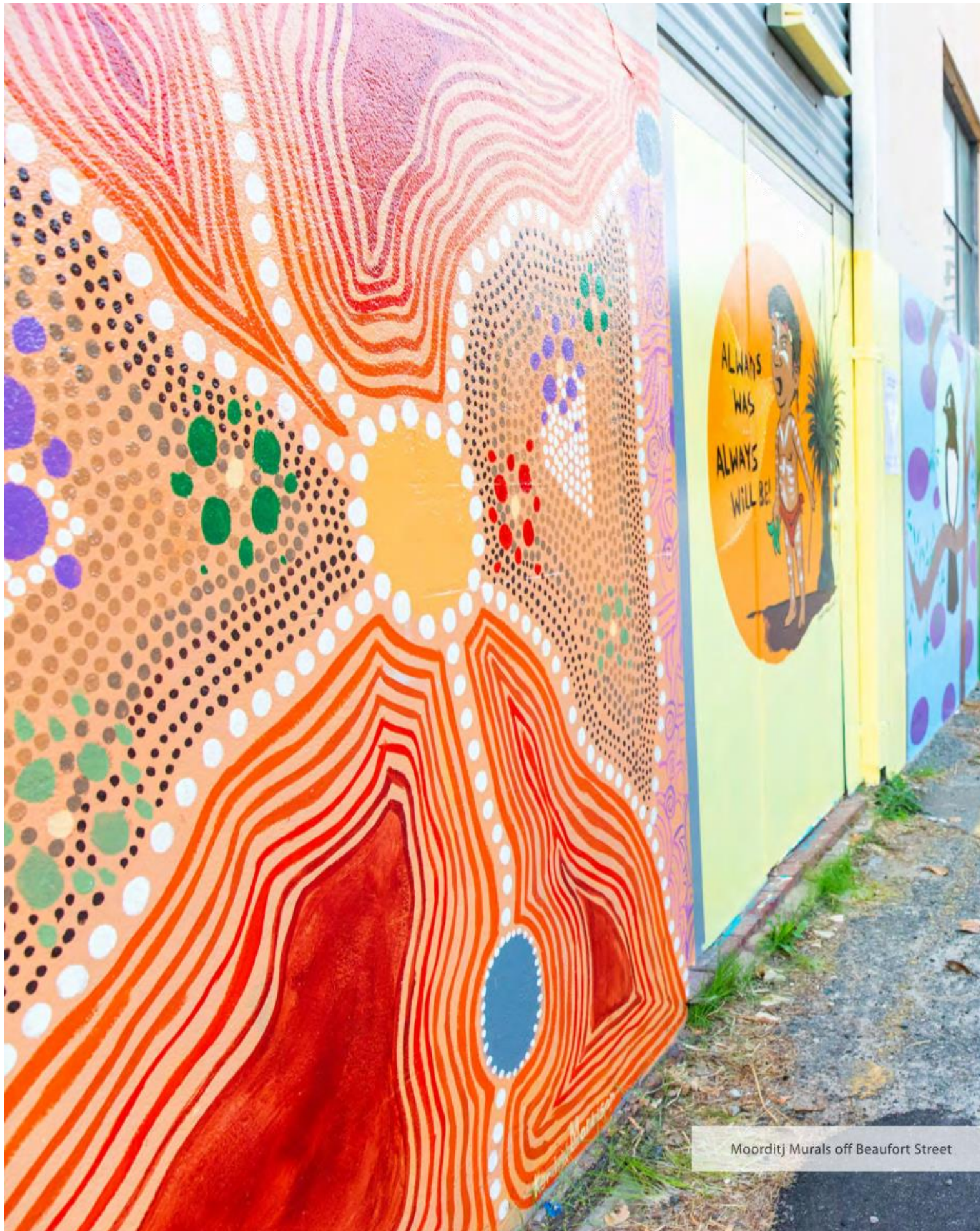
CITY OF VINCENT

# THRIVING PLACES STRATEGY

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2023-2028







Moorditj Murals off Beaufort Street

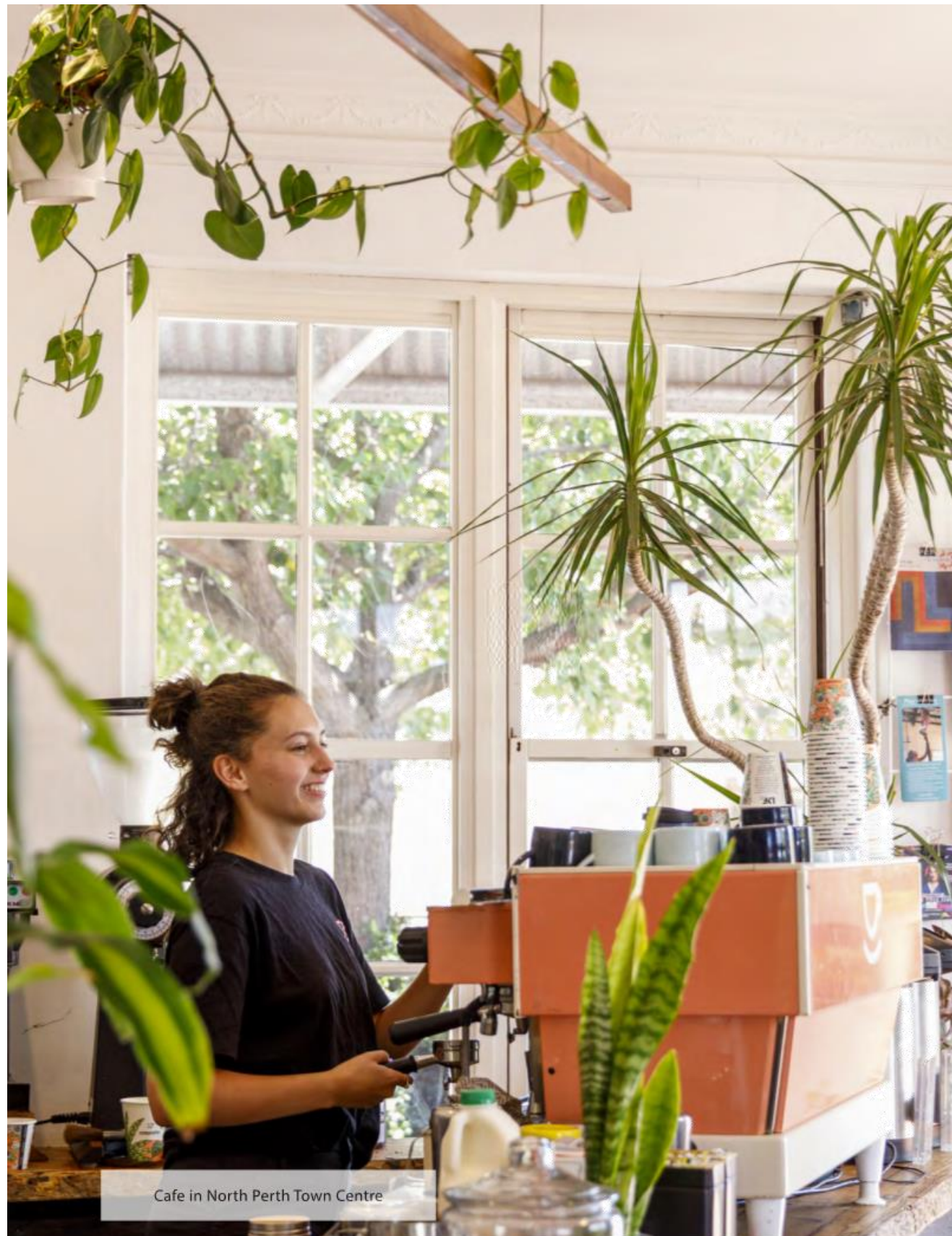
## ACKNOWLEDGEMENT OF COUNTRY

The City of Vincent acknowledges the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past and present.

We recognise the unique and incomparable contribution the Whadjuk people have made and continue to make to our culture and in our community. We will continue to seek the input of the Traditional Owners.

The land on which we live, meet and thrive as a community always was and always will be Noongar land.





Cafe in North Perth Town Centre

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# INTRODUCTION

At Vincent places matter.

Public and private places provide space for people to belong, achieve and live.

It is no accident that Vincent is one of Perth’s highly sought after inner-city local government areas (LGAs).

The City of Vincent (the City) is a leader in adopting a place-led approach to all aspects of service, support, and planning for our community.

Vincent’s most significant assets are the diverse town centres and precincts that foster local economic, social, and cultural activity.

These centres are Mount Hawthorn, Leederville, North Perth, Beaufort Street, William Street, Pickle District, and North Claisebrook.

The City is committed to continually advancing how it realises thriving places outcomes in Vincent.

The Thriving Places Strategy 2023-2028 (TPS) has been developed to provide a blueprint to achieve ‘thriving places’ outcomes over the next five years.

Thriving places in Vincent are defined as:

- local and small businesses that are supported
- town centres and gathering spaces that are safe, easy to use and attractive places where pedestrians have priority
- public and private spaces that host innovative businesses, social enterprises and imaginative uses
- assets in the public realm that are efficiently managed and maintained
- art, history, and our community’s living cultures that are evident in the public realm.

Places play an important role in fostering the development of our society and the local economy.

Quality design of the built environment (streetscapes, buildings, public open spaces, and public assets) is a powerful tool in enabling thriving places.

The City’s quality public realm has proven that providing space for social interactions is an essential service, which contributes to the users quality of life and area’s economic vitality.

Vincent’s thriving places have bounced-back from a challenging period following COVID-19. Each week, Vincent welcomes new residents, buildings, and enterprises.

The TPS is informed by the City’s 2022 Strategic Community Plan (SCP) major review, background research and data analysis, and engagement and collaboration with local businesses.

It embeds the positive learnings from the Vincent Town Centre Place Plan, Small Business Friendly Approvals Program and the outcomes from the successful COVID-19 Relief and Recovery Strategy and Rebound Plan.

Recognising the City’s achievements to date, the TPS strengthens the City’s approach towards economic development by advancing a targeted place-based economic development program across Vincent.

The TPS aims to focus efforts to achieve broader social, cultural and economic outcomes through building on and leveraging local assets, and delivering a process that encourages everyone to participate in shaping Vincent’s places and spaces.



Leederville Town Centre

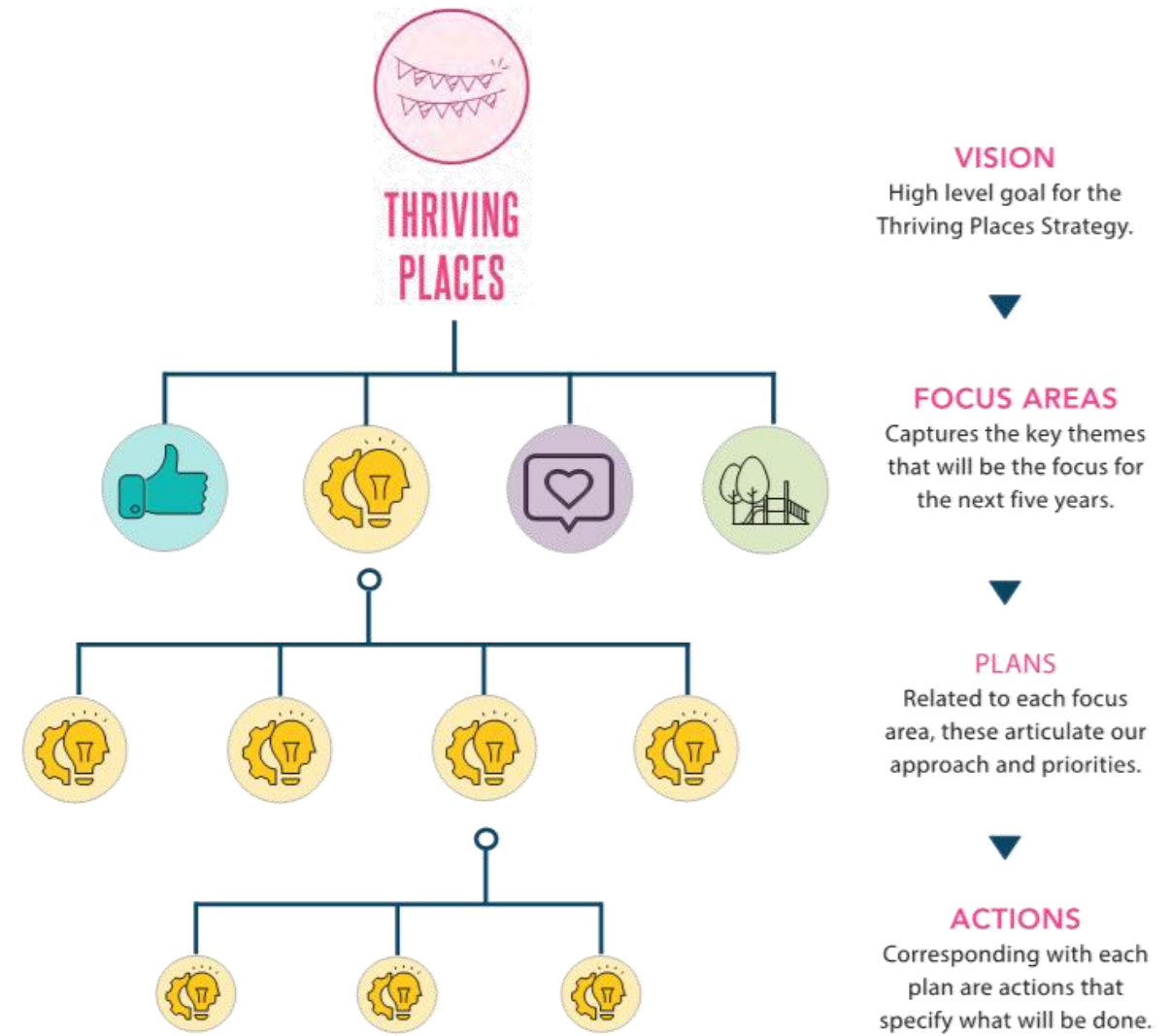




People out in North Perth Town Centre

**STRATEGY STRUCTURE**

The TPS is guided by the SCP thriving places vision and structured around four key focus areas. Each focus area is informed by where we are now and outlines where we want to be. Specific plans within each focus area provide high-level direction for achieving the vision, with supporting actions directing efforts within the five-year period.





# STRATEGY ON A PAGE



## THRIVING PLACES

### VISION

Thriving places are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.

## FOCUS AREAS & PLANS

### ENABLE

- Support initiatives that enhance, restore and activate places and spaces.
- Empower Vincent’s small business community to build long-term sustainability and resilience.
- Continue to improve approval processes and assistance for small businesses.
- Stimulate town centre visitation to progressively grow a customer base and encourage repeat visitation.

### ADVANCE

- Support local businesses and commercial property owners to adapt to climate change and implement sustainable practices.
- Assist Vincent businesses to improve cyber-security awareness and capability.
- Work with stakeholders on strategic projects that support the creation of local jobs, improve housing diversity, and boost Vincent’s liveability.
- Continue to seek funding to support the delivery of place-based projects and trialling new initiatives.
- Work towards making Vincent a Smart City following the City’s Smart Cities Positioning Statement.

### ATTRACT

- Collect, measure and communicate the performance of Vincent’s town centres.
- Position Vincent as a welcoming special events destination.
- Embed art and our rich culture in Vincent’s streets, places and spaces.

### IMPROVE

- Target minor public realm improvements that align with the Accessible City Strategy, Link and Place Guidelines and Capital Works Program.
- Foster safe, desirable and active places that are easy to access.
- Encourage private contribution towards future social infrastructure and public realm enhancements.

## ACTIONS

According to the Implementation Framework and subsidiary documents.

## OUTCOMES

SCP Thriving Places outcomes are:

1. We are recognised as a City that supports local and small business.
2. Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority.
3. We encourage innovation in business, social enterprise and imaginative uses of space, both public and private.
4. Efficiently managed and maintained City assets in the public realm.
5. Art, history, and our community’s living cultures that are evident in the public realm.



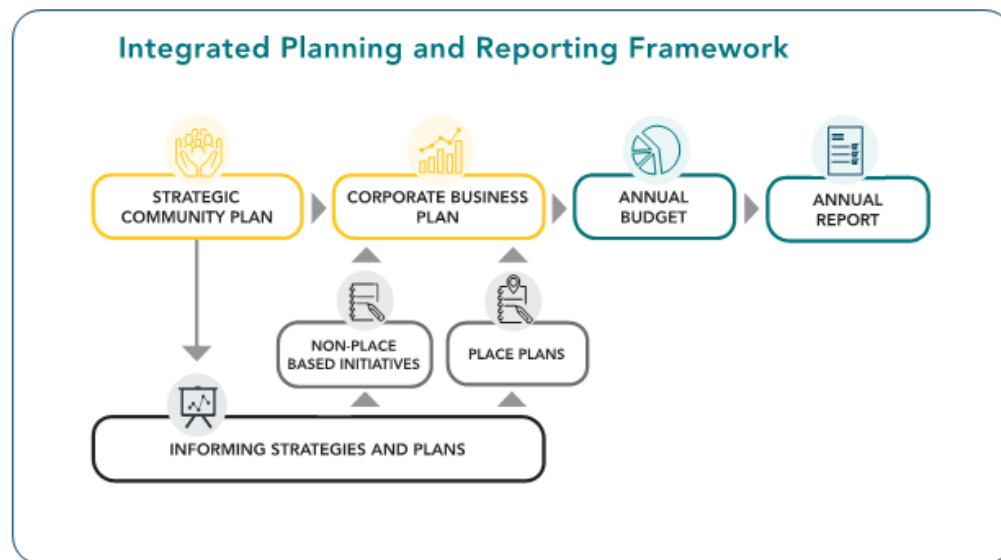
# STRATEGIC CONTEXT

All local governments are required to have a plan for the future through an Integrated Planning and Reporting Framework (see below diagram).

The SCP is the overarching document informed by extensive community consultation. It sets the strategic direction for the entire organisation and is supported by several informing strategies, plans and policies.

The TPS forms part of the suite of informing strategies and is the core framework for delivering a place-based economic development initiatives. The TPS is aligned to each area's Precinct Planning Frameworks, and Place Plans, and informs the Corporate Business Plan (CBP).

The relationship between the SCP vision, priority areas, and the supporting strategies and plans is demonstrated in the Strategic Alignment diagram to the right of the page.



## Thriving Places Strategy - Strategic Alignment



SCP PRIORITY AREAS



**Enhanced Environment**

The natural environment contributes greatly to our inner-city community. We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.



**Accessible City**

We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.



**Connected & Healthy Community**

We are a diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.



**Thriving Places**

Thriving places are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.



**Sensitive Design**

Design that 'fits in' to our neighbourhoods is important to us. We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances.



**Innovative & Accountable**

The City of Vincent has a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.

STRATEGY AND PLANS



- Public Open Space Strategy
- Greening Plan
- Waste Strategy
- Public Health Plan



- Car Parking Strategy
- Precinct Parking Management Plan
- Wayfinding and Signage Plan



- Youth Action Plan
- Reconciliation Action Plan
- Access and Inclusion Plan
- Vincent Communications Plan



- Arts Plan
- Safer Vincent Plan
- Smart Cities Plan
- Planning Frameworks
- Place Plans



- Local Planning Scheme
- Heritage Strategic Plan



- Long Term Financial Plan
- Workforce Plan
- Property Management Framework

POLICIES





Cafe in North Perth Town Centre

**THRIVING PLACES STRATEGY PURPOSE**

**INFORMING STUDIES / DATA**

- Strategic Community Plan 2018-2028 (SCP), Imagine Vincent – The Sequel major review engagement outcomes
- Small Business Friendly Approvals Program
- Rebound Round Table
- 2021 ABS Census
- City of Vincent .id Profile
- Spendmapp data
- Curtin University Place Performance study
- Making Space for Culture study
- Inhabit Place, place audits

**STRATEGIC INPUT**

- Strategic Community Plan 2022-2032
- Sustainable Environment Strategy 2019-2024
- Accessible City Strategy 2020-2030
- Community and Stakeholder Engagement Strategy
- Local Planning Strategy
- Asset Management and Sustainability Strategy 2020-2030

**THRIVING PLACES STRATEGY 2023-2028**

**REPLACES**

- Economic Development Strategy 2011-2016
- Vincent Town Centre Place Plan
- COVID-19 Relief and Recovery Strategy and Rebound Plan

**ADVOCATES**

- Place Plans
- Precinct Planning Frameworks

**GUIDES**

- Vibrant Public Spaces Policy
- Arts Plan 2023-2028
- Capital Works Program
- Safer Vincent Plan (future)
- Smart Cities Plan (future)



# VINCENT TODAY

Vincent's local economy is centred on servicing its community and meeting the needs of residents and visitors alike.

The Household Services sector, which includes businesses that 'service the home' such as health and education, accommodation and food services, social assistance, arts and recreation and landscaping type services, has grown steadily over the past five years. The sector accounts for 40 per cent of employment in Vincent, which has seen an increase of 31.3 per cent in a decade (2011-2021) (2021 ABS).



Backlot in the Pickle District

## LOCAL JOBS

**24,327**

Local jobs in the City of Vincent in 2021 (Census), which has increased by 5.22% since June 2020.

## EMPLOYED RESIDENTS

**21,948 / 13.7%**

of the City's resident workers are employed in Vincent (ABS 2021)

## SMALL BUSINESS IS BIG BUSINESS IN VINCENT

**5,562**

Businesses registered in the City of Vincent. (ABS 2021)

**97%**

Small businesses that employ 0-19 people in the City of Vincent.

**3,276**

Vincent businesses that identify as sole traders. (ABS 2021)

## TOP EMPLOYMENT INDUSTRIES

Vincent's top four industries accounted for **42.9 per cent** of total employment in the City.

**12.3%**

Health Care and Social Assistance

**11.5%**

Professional, Scientific and Technical Services

**11.5%**

Accommodation and Food Services

**7.6%**

Retail Trade

(Employment (Census) by industry sector)

## PRODUCTIVITY

**3.85 BILLION**

Gross Regional Product (GRP) (June 2021)

City of Vincent's GRP is 1.19% of Western Australia's total Gross State Product (GSP).

## GROSS REGIONAL PRODUCT

**2.1%**

(GRP June 2020 - 2021)

GRP is growing and consistent with the rate of growth in WA (2.1%).



William Street Town Centre



Business in the William Street Town Centre

Data source: .idCommunity - City of Vincent (as at March 2023)





Alfresco dining in Leederville Town Centre

Vincent's population is growing faster than other inner-city LGAs and is seeing positive investment in residential developments.

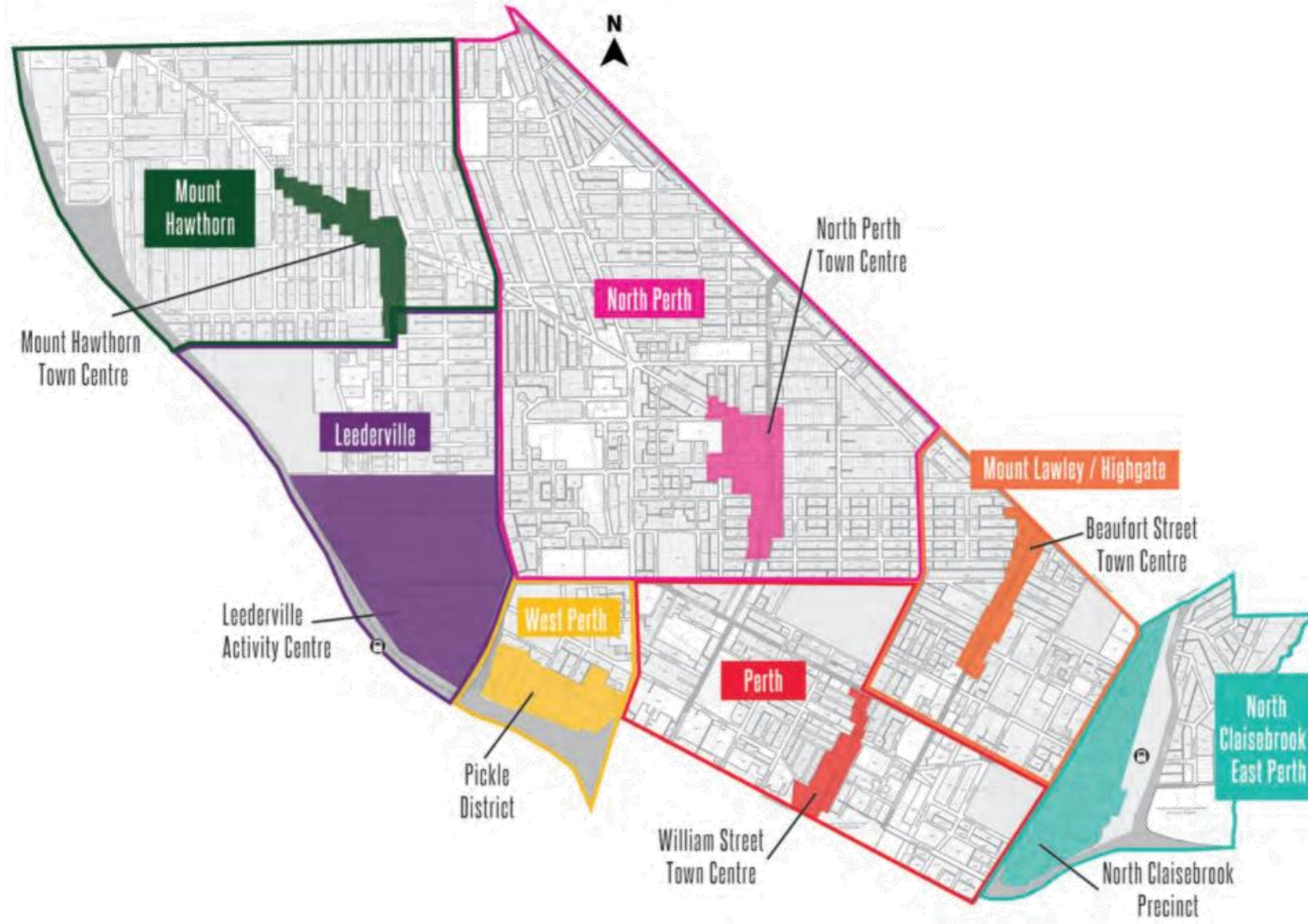
Residents are more likely to walk, cycle or take public transport to work compared with people living in Greater Perth. They also enjoy shopping and dining out, spending \$31 million at local businesses in December 2022 (Spendmapp).

<p><b>POPULATION</b> <b>37,865</b> (ERP June 2021)</p> <p><b>FORECAST POPULATION GROWTH</b> <b>1.21%</b> Annually (2021-2041)</p> <p><b>POPULATION FORECAST</b> <b>47,591+</b> A steady population growth is predicted to continue, reaching over 47,500 people by 2041.</p>	<p><b>METHOD OF TRANSPORT</b></p> <ul style="list-style-type: none"> <li><b>48.6%</b> residents drive to work compared to 62.5% in Greater Perth</li> <li><b>10%</b> work from home</li> <li><b>14.1%</b> residents take public transport compared to 8.4% in Greater Perth</li> <li><b>6.2%</b> residents walk to work compared to 1.6% in Greater Perth</li> <li><b>2.6%</b> residents cycle to work compared to 0.7% in Greater Perth</li> </ul>	<p><b>DENSITY</b> <b>3,321</b> Persons per square km</p> <p><b>HOW WE LIVE</b> <b>54.1%</b> of dwellings are medium or high density, compared to 24% in Greater Perth.</p> <p><b>40.7%</b> of residents rent, compared to 26% in Greater Perth.</p>	<p><b>ANNUAL SPEND IN VINCENT</b> <b>\$1.35 BILLION</b> (Spendmapp Feb 2022 – Feb 2023)</p> <p><b>NIGHT TIME ECONOMY</b> <b>\$539 MILLION</b> Amount of night-time spend in Vincent (March 2022 – February 2023)</p> <p><b>LEEDERVILLE</b> Vincent's most popular night time destination (Spendmapp Mar 2022-Feb 2023)</p>
<p><b>\$158+ MILLION</b> <b>DEVELOPMENTS</b> Over \$158 million of building projects were approved by the City in 2021/22. 53% of the total approvals were for residential projects.</p>	<p>Heritage town houses in Vincent</p>		

Data source: .jdCommunity – City of Vincent (as at March 2023)



VINCENT NEIGHBOURHOODS AND PLACES





# ELEMENTS OF THRIVING PLACES

As part of the recent SCP major review the community was asked, 'what makes a thriving place'? The responses cover topics across society, economy, culture and environment. There were 273 community members who responded to the priority of Thriving Places. Below are some of the comments received.



"A thriving place is attractive, safe and bustling. It's a place where small businesses thrive, alfresco dining and good displays line the streets and people are smiling and laughing whilst engaging with friends and family. It's somewhere you want to visit during the day and at night - for as long as you like."

**"WALKING NOT DRIVING."**



**"LOTS TO DO AND SEE FOR ALL AGES AND ABILITIES."**



"Diverse land uses and mixed spaces, walkable cities and people out enjoying them"

**"LIFE, LOVE AND LAUGHTER. COMMUNITY INVESTING IN THEIR COMMUNITY."**



"People in the streets and cafes. People playing sport or dancing. Well maintained buildings and street furniture. Music and visual art can be seen and heard."



"Championing small businesses that occupy premises, bring people into an area and support the local economy."



**"NURTURING THE ARTS AND OUR ENVIRONMENT THAT AFFECT OUR QUALITY OF LIFE."**





# COLLABORATIVE APPROACH

The community has set the strategic direction through the SCP. The City is committed to working collaboratively to achieve thriving places outcomes for Vincent.

The Thriving Places outcomes the City, community and stakeholders will work towards are:

1. We are recognised as a local government that supports local and small business.
2. Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority.
3. We encourage innovation in business, social enterprise and imaginative uses of space, both public and private.
4. Efficiently managed and maintained City assets in the public realm.
5. Art, history, and our community’s living cultures that are evident in the public realm.

We recognise that many individuals and groups contribute to Vincent’s vibrancy and social fabric.

The success of achieving thriving places is therefore dependent upon collaborations between various stakeholders and understanding how we can work together.

	THE CITY OF VINCENT	
OUR ROLE	<p>The City will continue to engage, collaborate, and adapt to achieve the best possible economic outcomes for Vincent’s places, spaces, and people.</p> <p>For the past decade, the City has implemented a place approach to streamline and improve the management of diverse issues, challenges, and opportunities. This has achieved positive momentum and results for all of Vincent’s town centres. The City can now focus on expanding its attention to supporting economic development beyond the town centre boundaries to consider the broader neighbourhoods and its inner-city context.</p> <p>The City plays a critical role in attracting and retaining businesses and industries. The approach will focus on targeted engagement with all members of the Vincent community and external stakeholders, such as state government agencies, industry, and delivery partners. Success does not come from working in silos. A key component of the approach will be building strong networks and partnerships that realise opportunities and enable localised placemaking and participation to occur.</p>	
WHO	COMMUNITY	EXTERNAL STAKEHOLDERS
	<ul style="list-style-type: none"> <li>• residents</li> <li>• residential property owners</li> <li>• businesses</li> <li>• commercial property owners</li> <li>• community-led groups</li> <li>• visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Federal Government</li> <li>• State Government</li> <li>• inner-city LGAs</li> <li>• neighbouring LGAs</li> <li>• funding partners</li> <li>• industry bodies</li> <li>• property developers</li> <li>• universities</li> <li>• asset managers</li> </ul>
POTENTIAL ROLES	<ul style="list-style-type: none"> <li>• community participation and socialisation</li> <li>• engagement</li> <li>• place-led improvements</li> <li>• vibrant public spaces (parklets, eatlets, outdoor furniture)</li> <li>• public realm cleanliness</li> <li>• crime reporting</li> <li>• shopping locally</li> <li>• property and shopfront improvements</li> <li>• community services</li> </ul>	<ul style="list-style-type: none"> <li>• industry research</li> <li>• strategic networking and partnerships</li> <li>• co-funding initiatives</li> <li>• designing and maintaining properties</li> <li>• diversifying local jobs</li> <li>• delivery partners</li> <li>• engagement and communications</li> </ul>



# THE PATH AHEAD

Below are Vincent’s strengths, challenges, opportunities and disruptors associated with achieving thriving places. They have been informed by place and economic data, external influences, and feedback from the community and stakeholders through the informing studies and data listed on page 8.

## STRENGTHS

- Three kilometres north of Perth’s commercial business district.
- Major transport corridors and active transport routes.
- Annual population rate growth steady and higher in comparison to other inner city LGAs.
- Strong visitor economy driven by attractive and well-known dining and entertainment offerings.
- Urban and high street character in town centres and neighbourhoods.
- Strong small business scene and innovation.
- Significant private investment and interest in town centres.
- Established community groups delivering initiatives for people and places.
- Vibrant local arts and culture scene.
- Heritage valued by the community.

## OPPORTUNITIES

- Leverage Vincent’s place assets and facilities for economic and social impact.
- Communicate the community’s visions through planning frameworks for the emerging town centres and places of Pickle District and North Claisebrook.
- Attract new accommodation (hotels, short-stay and student accommodation) in close proximity to Perth city centre.
- Improve strategic alignment and working relationship with inner city councils.
- Meet state density targets through planning frameworks to increase the number of residents and workers in the town centres.

## CHALLENGES

- Attracting residents to dine and shop locally - Resident Escape Spend and online shopping is growing.
- Competition for businesses and visitors across inner-city Perth and neighbouring areas.
- Assisting businesses to adapt to climate change and sustainable practices.
- Low number of medium to large businesses or state institutions driving employment.
- Attracting enough new residents to sustain the local economy and diversify services.
- Diversifying and growing emerging industries in Vincent.
- Crime prevention, graffiti, and maintaining community safety.

## DISRUPTORS

- Side-effects of the COVID-19 pandemic recovery continuing.
- High cost of living and changing interest rates likely to impact small business viability.
- Increasing property prices across the state impacting housing affordability.
- Ongoing threats to cyber security and information management.
- Climate change impacts and the need to adapt and innovate.



Community event at Hyde Park



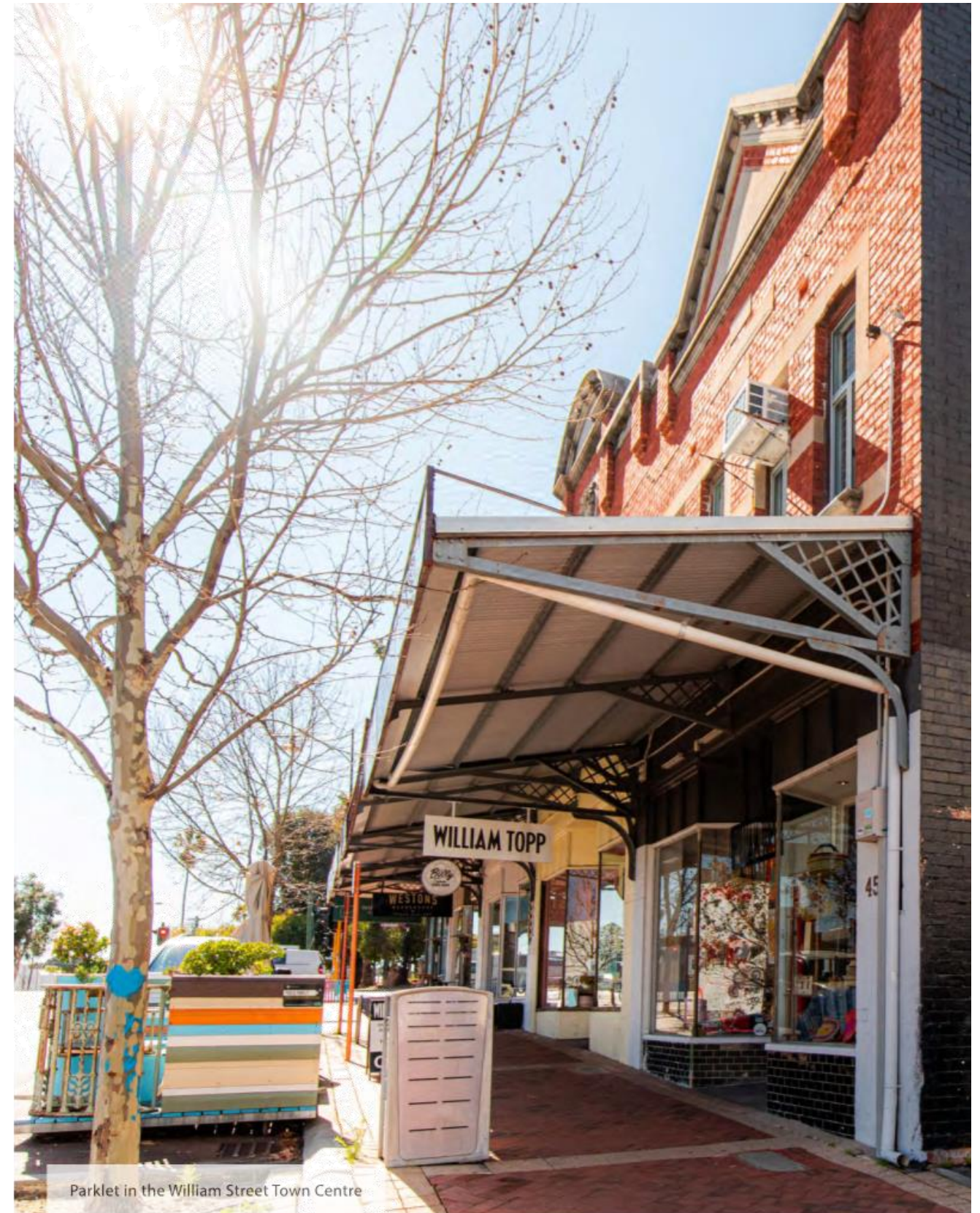
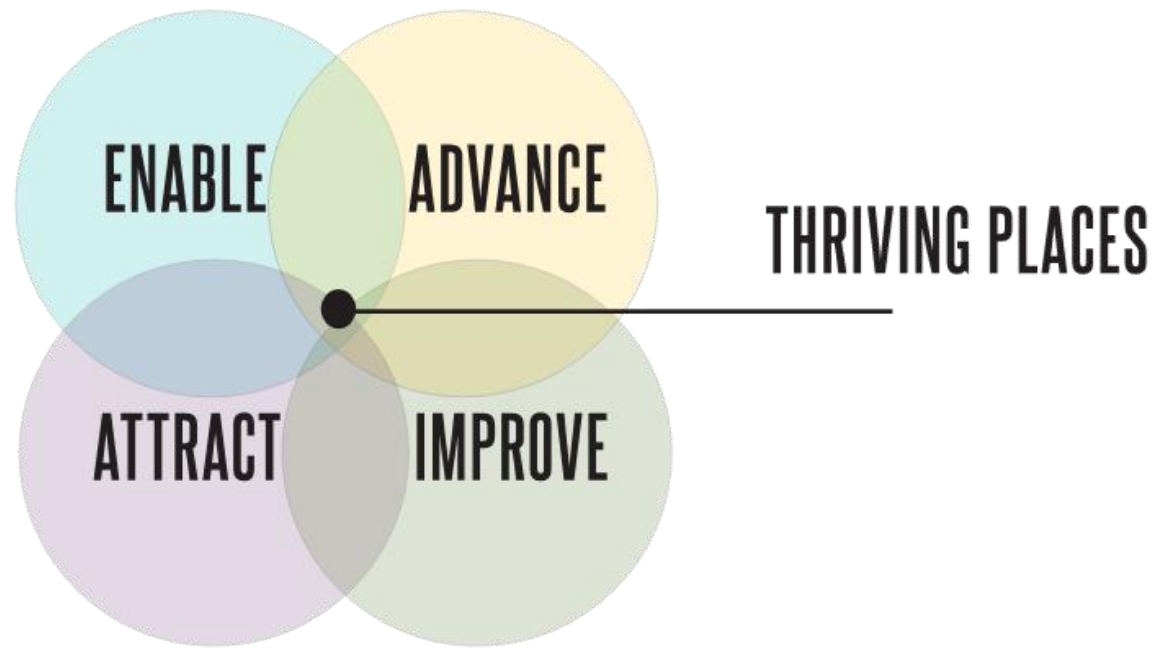
## VISION, FOCUS AREAS & ACTIONS

Based on the SCP, the Thriving Places vision is:

*“Thriving places are integral to our identity, economy, and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.”*

The City will deliver TPS Plans and Actions across four focus areas:

1. **Enable** – Support local businesses and organisations.
2. **Advance** – Think long-term and welcome innovation.
3. **Attract** – Showcase Vincent’s strengths.
4. **Improve** – Safe, attractive, and well-maintained public realm.







## ENABLE

Support local businesses and organisations.

The people within our community play a significant role in fostering vibrant life and activating Vincent's places and spaces.

We want to be a local government that enables local businesses, organisations, and individuals to have an active role in bringing people together and participating in shaping Vincent.

Achieving thriving places outcomes and creating engagement in our community, is reliant on the successful delivery and continuation of a partnership approach.



Pride WA event in Hyde Park (2022)





## ENABLE

Support local businesses and organisations.

### 1.1 SUPPORT INITIATIVES THAT ENHANCE, RESTORE AND ACTIVATE PLACES AND SPACES.

The City has adopted a collaborative approach to thriving places by partnering with community, not-for-profit, and other creative organisations to deliver a range of activities through annual festivals and events sponsorship, town team grants and community development grants.

The City currently has 10 recurring grant programs available. In addition to this, the City supports several local sporting groups, community organisations, and not-for-profit organisations through sponsorship, reduced charges and in-kind promotional activities.

This kind of partnership approach to community and economic development achieves the following:

1. Enables people to work together and realise ideas in their community.
2. Attracts people to engage in all aspects of Vincent.
3. Activates places and spaces.
4. Brings visitors to town centres and businesses.
5. Achieves greater impacts than if the City was to deliver the same services and initiatives.

Grant programs have evolved and administered across various internal business units. Investigating models for adopting a central online location for applications and assessments would improve service delivery and the user experience for applicants.

It will also enable the addition of new types of grants focused on building the creative economy and supporting small businesses and commercial property owners to make shopfront enhancements.

The town centres must be attractive for people to spend their time and money locally, rather than elsewhere or online. The public realm and visitor experience of the City's town centres are informed by both the public land and the privately owned land, buildings and the businesses that inhabit them.

Business enhancement grants are a cost-effective way to partner with small businesses and spark small-scale incremental improvements that enhance the street appeal, presentation and attractiveness of our town centres and places.

#### ACTION 1.1.1

Implement a new Business Enhancement Grant program to support small businesses and commercial property owners to make small-scale enhancements.

#### ACTION 1.1.2

Investigate streamlining the administration of all grant funding through a centralised accessible process and online platform.



Jazz in the Park (Hyde Park) 2022





## ENABLE

Support local businesses and organisations.

### 1.2 EMPOWER VINCENT'S SMALL BUSINESS COMMUNITY TO BUILD LONG-TERM SUSTAINABILITY AND RESILIENCE.

#### INDUSTRY SNAPSHOT

Accommodation & Food services

**2,800**

People employed. (11.5% of total local employment and Vincent's third highest employment industry).

**281**

Small businesses (employing 0-9 people)

**30**

Medium-sized businesses (employing 20-199 people)

Retail Trade

**1,845**

People employed

**186**

retail small businesses.

Comparatively higher than other high-street local government areas.

- 100 retail small businesses in City of Subiaco.
- 116 retail small businesses in Town of Victoria Park.

Comments received from participants of the SCP 2022 Imagine Vincent – The Sequel engagement shows that small businesses in Vincent are highly valued.

Restaurants, cafés, small bars, hospitality venues, and household service businesses play a significant role in the local economy.

Vincent's high streets foster small business retail, however, do compete for local residential spend with neighbouring major shopping centres – i.e. Karrinyup, Morley, Osborne Park (Big Box retail), and Perth CBD. Retail Trade is the fourth highest industry employer in Vincent with 1,845 people employed in 2021 (2021 Census).

Vincent's small business community is facing unprecedented pressures such as changes in customer spending towards online platforms, competition, inflation, high rental rates, securing a skilled workforce, and the disruption caused by COVID-19.

The City currently provides a monthly e-newsletter distributed to businesses. The City's service units regularly speak directly with business owners in the town centre when engaging on local matters.

Going forward, the City will focus on partnering with external groups, such as the Small Business Development Corporation (SBDC) and external providers to re-engage with local business owners and provide networking opportunities to support their long-term sustainability and resilience.

**ACTION 1.2.1**  
Partner with external groups or individuals to deliver networking, engagement and education opportunities for local businesses.

**ACTION 1.2.2**  
Promote the monthly business e-newsletter to reach new audiences and communicate opportunities and business news.



North Perth shopfronts on Angove Street

Data source:

.idCommunity – City of Vincent – Employment (Census) by industry sector & Business by industry 2021

.idCommunity – City of Subiaco, Town of Victoria Park - Business by Industry 2021





## ENABLE

Support local businesses and organisations.

### 1.3 CONTINUE TO IMPROVE APPROVAL PROCESSES AND ASSISTANCE FOR SMALL BUSINESSES.

Ninety-seven per cent of businesses in Vincent are categorised as small businesses, employing 0-19 people.

As part of the Vincent Rebound Plan’s recovery and rebound phase, the City partnered with the SBDC to identify ways to assist small businesses and streamline processes through the Small Business Friendly Approvals Program.

A working group was established, and a series of workshops were held with local business representatives and stakeholders.

Through this program, a series of reform initiatives were developed and detailed in an implementation plan finalised in May 2022. The City recognises supporting small businesses is an iterative and constant process and is working as an organisation to deliver the initiatives across three reform areas:

1. better information
2. business support
3. streamline processes to improve the customer experience.

**ACTION 1.3.1**  
Action the recommended reforms and improvements identified in the Small Business Friendly Approvals Program.



Small Business Friendly Approvals Program workshop participants.





## ENABLE

Support local businesses and organisations.

### 1.4 STIMULATE TOWN CENTRE VISITATION TO PROGRESSIVELY GROW A CUSTOMER BASE AND ENCOURAGE REPEAT VISITATION.

#### ANNUAL LOCAL SPEND IN VINCENT

**\$1.35 BILLION**

**77.5%**

Visitor Spend

**22.5%**

Residential Spend

(Spendmapp Feb 2022 – Feb 2023)

Data sources:

Spendmapp – City of Vincent February 2023 – Annual Expenditure Overview

Spendmapp – City of Vincent December 2022 - 0Monthly Report

Vincent’s town centres have four key sectors – Hospitality, Food Retail, Non-food Retail and Services. These sectors are made up of businesses that rely on external visitors and discretionary spending. In a recent 12-month period (February 2022 to February 2023), approximately 22.5 per cent of money spent in Vincent was by residents, and 77.5 per cent was by visitors. Of the visitors that spent money in Vincent, most were from surrounding LGAs.

Online spending by residents is growing much faster year-on-year than resident local spend. December is Vincent’s business’s best trading month and a good indicator of peak spending. In 2022, Vincent resident online spend was \$47 million (a 17.66 per cent increase from December 2021) and resident local spend was \$31M (an increase of 3.77 per cent compared with December 2021).

Residents are spending more, but on businesses outside of Vincent. In December 2022, residents spent \$90.8 million at businesses outside Vincent.

While there is an increase in the dollar amount of spending, high inflation, and the rising cost of living, means that businesses are yet to see the benefits.

With the redevelopment and growth of large destination-focused shopping centres across Perth and a significant trend towards online spending, the City will aim to focus on attracting people to town centres and encouraging local traders to boost their online presence.

This can be supported by the effective ‘shop local’ campaign currently run during the summer period (December-February), and the expansion of this initiative to provide benefits, such as:

- assisting small businesses to attract new customers
- improving loyalty of existing customers
- bringing more life and people to the streets
- increasing media coverage and online presence for local businesses
- promoting the City’s quality operators as a collective
- developing public awareness of the positive impacts of buying locally.

#### ACTION 1.4.1

Expand the ‘shop local’ brand to be a yearlong program of seasonal initiatives.

Key focus areas:

- Provide information to the Vincent community about the benefits of shopping and dining locally.
- Showcase unique attributes of each town centre and experiences on offer.
- Align graphic design and messaging with the Wayfinding Signage Plan and town centre branding to match online engagement with on-site experience.
- Grow City of Vincent followers on social media to capture a broader audience.



Leederville Town Centre





## ADVANCE

Think long-term and welcome innovation.

We want to support businesses to sustainably transition to renewable energy technologies, incentivise active transport for workers and build knowledge of cyber security protection in a changing world.

If we think long-term and focus on developing the right partnerships, we can foster creative problem solving and achieve greater outcomes that assist businesses to prosper and transform the City positively into the future.



View of Perth city from the Pickle District





## ADVANCE

Think long-term and welcome innovation.

### 2.1 SUPPORT LOCAL BUSINESSES AND COMMERCIAL PROPERTY OWNERS TO ADAPT TO CLIMATE CHANGE AND IMPLEMENT SUSTAINABLE PRACTICES.

The health of the environment contributes greatly to the health, well-being and lifestyle of the community. The City is committed to protecting and enhancing the environment to provide benefits now and in the future.

The Sustainable Environment Strategy 2019-2024 (SES) is guiding our approach and targets across five key focus areas:

1. energy
2. transport
3. water
4. waste
5. urban greening and biodiversity

The overarching objective of the SES is to move both the City organisation and our community closer to living within our planetary boundaries. In addition, the Accessible City Strategy 2020-2030 (ACS) focuses efforts on improving the pedestrian environment and bringing high-quality transport networks to Vincent.

Vincent residents and workers have access to more public and active transport than ever before. Despite this, car use remains high throughout Perth, including Vincent. We know through our engagement with businesses and commercial property owners that all-day free parking is often expected for workers and tenants. This is unsustainable and problematic for our town centres, which rely on the provision of short-term parking options and convenience for customers and visitors.

The City aims to focus engagement with town centre businesses through promotion and support to achieving community-led outcomes for two key topics:

- Uptake of renewable energy technology on commercial properties.
- Reducing workers/commercial tenant's reliance on vehicles and long-term parking in town centres.

Building community awareness and empowering businesses and owners to improve the sustainability will contribute positively towards adapting to climate change and the amenity of our town centres and assist in achieving the vision of the SES and ACS.

**ACTION 2.1.1**  
Promote the benefits of adopting renewable energy technology on commercial properties through local case studies.

**ACTION 2.1.2**  
Assist businesses to promote the benefits and incentivise the use of active transport for its workers and customers.

**ACTION 2.1.3**  
Consider parking maximums in Precinct Planning Frameworks to encourage a reduction in private vehicle ownership.



Cyclist commuting to work through the Pickle District





## ADVANCE

Think long-term and welcome innovation.

### 2.2 ASSIST VINCENT BUSINESSES TO IMPROVE CYBER SECURITY AWARENESS AND CAPABILITY

There is an ongoing threat from cybercrime and cyber-attacks are becoming more frequent.

This Information needs to be protected to mitigate against the loss of time, money, private information, and reputational damage as the result of a cyber-attack.

Cyber security refers to the measures used to protect the confidentiality, integrity and availability of systems, assets and information from cyber threats (State Government WA, 2022).

As a business, improving systems and safeguarding data to create a secure digital environment is crucial. The City can play a role in building awareness and capability of Vincent’s businesses.

There is information and resources that the City can build on to support Vincent businesses.

- The Australian Cyber Security Centre provides resources such as the Small Business Cyber Security Guide to assist small businesses with managing cyber-security threats.
- The State Government recently adopted a Cyber Security Policy (2022) to provide direction for the Western Australian public sector agencies in adequately managing their digital security risks. Whilst the policy scope does not include organisations outside of government agencies it does provide an overarching approach and information that may assist others to manage risks.
- The Cyber Security Unit (CSU) leads, coordinates and supports whole-of-government cyber security efforts to protect the WA Government’s information, assets and service delivery from Cyber threats. The CSU provides online resources and information.
- The Security Research Institute (SRI) at Edith Cowan University is conducting research to deliver immediate and high impact outcomes in the areas of secure systems, critical infrastructure security and cyber enabled crime. It has significant infrastructure and a skilled technical support base. The SRI partners with others to support the development of initiatives.

**ACTION 2.2.1**  
Undertake research to better understand current cyber security approaches and tools that may assist Vincent businesses.

**ACTION 2.2.2**  
Develop a cyber security maturity assessment survey for Vincent businesses to support them to better understand risks.

**ACTION 2.2.3**  
Provide businesses with information and support to improve their cyber security resilience and resistance to threats.



Workers at Cleaver & Co. - Pickle District





## ADVANCE

Think long-term and welcome innovation.

### 2.3 WORK WITH STAKEHOLDERS ON STRATEGIC PROJECTS THAT SUPPORT THE CREATION OF LOCAL JOBS, IMPROVE HOUSING DIVERSITY AND BOOST VINCENT'S LIVEABILITY.



Achieving diverse neighbourhoods requires a balance of jobs and housing. Bringing more housing to existing or emerging town centres and places will provide convenience for residents and support the growth of Vincent's local economy. Places that are active day and night require people that live and work in a walkable catchment.

The City supports a range of housing types that enable different people, on various incomes, and from diverse backgrounds, to live in Vincent and contribute to its vibrancy. In fact, 54 per cent of Vincent's dwellings are medium or high density, compared to 24 per cent in Greater Perth. In 2021, 40.7 per cent of residents were renting, compared to 26 per cent in Greater Perth.

#### PERTH INNER CITY GROUP

Since 2019, the inner city local governments of the City of Perth, City of Subiaco, City of Vincent, City of South Perth, and Town of Victoria Park, have worked collaboratively on common issues through a Memorandum of Understanding.

The Perth Inner City Group was formed for the Mayors and CEOs to meet regularly and discuss shared priorities for the Central Perth area. Several sub-groups were established to share information and collaborate on strategic projects relating to infrastructure and transport, planning, economic development and culture, corporate and business services; and community and social services.

The overall objective is for 'collaboration to enhance the strategic outcomes of each organisation as innovators in local government, create appealing destinations for local community, industry and investors. Although there are differences in the make-up of the local economies across the inner city LGAs, there is a like-minded vision of a liveable, sustainable, and prosperous inner city Perth.

Acknowledging and acting on the synergies and interdependence across the economy, culture, society, and environment is essential.

There are physical connections that must not be ignored. 59 per cent of employed Vincent residents work within the inner-city ring and 23 per cent use active transport (bus, train, walk, or cycle) to travel to work - This is significantly larger as a percentage when compared to Greater Perth's 10.7 per cent.

Data source:

.idCommunity - City of Vincent - Dwelling type

.idCommunity - City of Vincent - Housing tenure

ProfileID City of Vincent: Employment location of resident

workers by LGA by Industry (2021)

ProfileID City of Vincent: Resident worker - Method of travel to

work (2021)

**ACTION 2.3.1**  
Progress key strategic projects that provide increased, diverse housing in Vincent.

**ACTION 2.3.2**  
Encourage external providers and developers to provide a greater variety of business models, industry mix, and workforce diversity across emerging town centres and places.

**ACTION 2.3.3**  
Focus on delivering a refined Advocacy Agenda that identifies investment opportunities and/or legislative changes needed to support long-term resident and worker growth.

**ACTION 2.3.4**  
Continue to partner with other LGAs through the Perth Inner City Group on initiatives for infrastructure & transport; planning, economic development and culture; corporate and business services; and community and social services.





# ADVANCE

Think long-term and welcome innovation.

## 2.4 CONTINUE TO SEEK FUNDING TO SUPPORT THE DELIVERY OF PLACE-BASED PROJECTS AND TRIALLING NEW INITIATIVES.

A constant goal for the City is to be a financially sustainable organisation, with sufficient financial capacity to deliver the services and projects that align with the community's aspirations.

Delivering low-cost placemaking initiatives and improvements are not always top priority for the City when listed against asset management and infrastructure delivery. There is an opportunity to explore possible funding partnerships or grants to realise projects through place plans and collaborative initiatives.

**ACTION 2.4.1**  
Apply for funding partnerships and grants to deliver small-scale initiatives or projects aligned with town centre place plans.

**ACTION 2.4.2**  
Investigate the feasibility of implementing different funding approaches to support ongoing delivery of place-based programs and projects.



Dogtober event at the Grosvenor Road Trial in the Beaufort Street Town Centre (2022)





## ADVANCE

Think long-term and welcome innovation.

### 2.5 WORK TOWARDS MAKING VINCENT A SMART CITY FOLLOWING THE CITY'S SMART CITIES POSITIONING STATEMENT.

A smart city is a city that applies digital technology, data, and innovative practices to improve liveability, sustainability, collaboration and economic opportunities.

The City is already on a smart city journey. Several current and planned programs and activities that have smart city, digital technology, or innovation elements are already underway. These include smart parking, smart irrigation, a tree selection tool and online payments and permits.

The City has adopted a positioning statement which will help to coordinate long-term smart city integration and demonstrated success into the future. The City's smart city vision is:

*The City of Vincent is a smart city, which encourages innovation and collaboration, supports our diverse community, and enhances our City's vibrancy and sustainability.*

This vision is supported by a set of principles which are the guiding values that underpin the City's smart city journey. They consider and align to the SCP priorities and are as follows:

- Community-focused
- collaborative
- innovative
- proactive
- inclusive
- sustainable

The smart city positioning statement divides its opportunities into:

- Foundational opportunities: focused on developing skills and activities that will establish a strong foundation to develop over time.
- Community opportunities: ensuring that the City is focused on realising community-centric benefits from its smart city activity within the public realm.

To ensure the outcomes of the positioning statement are realised, there is a need to coordinate action and implementation. The City's focus moving forward is to build its foundations in terms of skills, systems, processes, and infrastructure and begin to move towards developing a smart city.

#### ACTION 2.5.1

Develop a Smart Cities Plan identifying actions to build skills, systems, processes, and infrastructure for moving towards developing Vincent as a smart city.

Initial focus areas will include:

- digitisation of services to the community
- asset and data management processes.



William Street Town Centre





## ATTRACT

Showcase Vincent's strengths.

Arts, culture and events play a crucial role in catalysing, anchoring and sustaining growth and transformation across Vincent.

We need to improve how we collectively leverage our local assets and resources to ensure Vincent's culture, heritage and narrative are preserved, respected and enhanced.

One way of achieving this is through actively providing a space for art in the public realm, and supporting additions that are attractive and uphold a unique sense of place.

In addition to this, is achieving place quality through the collection, analysis and sharing of data. If we know our places well, we will get better at communicating their value to attract others to participate, activate and invest in Vincent.



Mary Street Piazza in the Beaufort Street Town Centre





## ATTRACT

Showcase Vincent's strengths.

### 3.1 COLLECT, MEASURE, AND COMMUNICATE THE PERFORMANCE OF VINCENT'S TOWN CENTRES.

The City undertakes research, engages with businesses, observes places, and collects and analyses data relevant to our town centres to:

- Gain a better understanding of characteristics and changes over time.
- Make informed decisions.

We currently collect data from a variety of external sources through subscriptions and research services. Some of these include:

- Profile ID - community, economic, social atlas, population forecast (publicly accessible).
- Spendmapp - mapping spending across Vincent.
- Movemapp - mapping movement across Vincent.
- Inhabit Place - place audits and observations.
- Australian Bureau of Statistics (ABS) and Census data.

The City will focus on sharing the data and analysis relevant to the town centres to support local area promotion to increase investment in these areas.

#### ACTION 3.1.1

Continue to collect and analyse a diverse range of data to monitor Vincent's town centres over time.

#### ACTION 3.1.2

Share the place performance of the town centres through an annual State of Vincent snapshot report.



People shopping in the North Perth Town Centre





## ATTRACT

Showcase Vincent’s strengths.

### 3.2 POSITION VINCENT AS A WELCOMING SPECIAL EVENTS DESTINATION.

Vincent hosts several large special events each year.

Although special events take significant administration time and pre-planning, there are positive economic and community impacts. The WAFL Grand Final in partnership with the West Australian Football Commission:

- Welcomed over 17,000 people to Leederville Oval and Leederville Town Centre.
- Saw a 24.5% increase in spending within Leederville’s town centre.
- Provided family-friendly live music and roving community activities on Oxford Street and Leederville Village Square.
- Expanded businesses with outdoor alfresco and licensed areas on streets.
- Received positive promotion of Vincent and Leederville across Western Australia.

HBF Park hosted British music sensation Harry Styles, which attracted more than 33,000 people to Highgate and surrounds – the largest crowd ever at the venue.

These major events are becoming more common, and Vincent is the host location for the FIFA Woman’s World Cup Australia and New Zealand 2023 at Perth Rectangular Stadium (HBF Park) in Highgate. The tournament attracts a worldwide audience of more than one billion people. The event includes a broad program of sporting, cultural and community activities attracts thousands of people to Vincent.

The City currently does not have a focus on destination marketing. There is opportunity to better leverage these types of special events, delivered by external providers, to promote Vincent to a broader audience. Events bring higher footfall and spending to town centre businesses, and play a role in boosting their prosperity.

There are opportunities for local businesses to participate in creating value add-ons such as supporting aligned activities in restaurants, bars, cafés and public spaces to attract people before, during or after events.

Data source:

Spendmapp October 2022 Analysis – Leederville comparison to average Saturday trade

**ACTION 3.2.1**  
Leverage special events to boost visitation and bring economic and social benefits to the town centres.



Footyville event in Leederville Town Centre (2022)





## ATTRACT

Showcase Vincent's strengths.

### 3.3 EMBED ART AND OUR RICH CULTURE IN VINCENT'S STREETS, PLACES, AND SPACES.

The City supports and promotes Vincent's thriving arts scene which is made up of resident artists, creative businesses, galleries, maker spaces, street art, public art, and long-standing institutions.

As a local government, effectively planning for the full breadth of culture and the arts is complex and nuanced. The City's current focus is on enabling the sector by supporting the creation of art through:

- Percent for Art Policy.
- Mural and public art commissions.
- Procurement of artwork for the City's Art collection.
- Provision of grants towards initiatives and partnerships that produce new works, activate the public realm and bring the community together.

The Arts Advisory Group advises the City on various arts matters such as plans, programs, and promotional activities.

To better understand how to support the sector through cultural infrastructure and planning, a Making Space for Culture study and strategy was commissioned. It investigated the demand, preferred location, and approaches needed to enable the arts in Perth's inner city. The project was delivered, through a collaboration between the Cities of Vincent, Perth, South Perth, and the Town of Victoria Park. It identified approaches to align planning mechanisms, LGA frameworks, and public-private partnerships to foster new creative spaces.

A survey of 1080 practicing creatives found that:

- 84 per cent were interested in having space in inner Perth.
- 326 (or 28 per cent) identified Vincent as their preferred LGA to have space in.
- Top desired attractions for preferred locations include: creative/share skills; cultural production; buzz and activity; audiences and facilities.

A new Arts Plan will identify pathways and actions to direct the City's art activity and investment, policy and programs over the short to medium term.

**ACTION 3.3.1**  
Develop and implement an Arts Plan that outlines approaches to support the arts scene and grow Vincent's creative community and economy.



Joy Collective mural in the North Perth Town Centre





## IMPROVE

A safe, attractive, and well-maintained public realm.

Ensuring Vincent is safe, attractive, and well-maintained is multifaceted.

It requires collaboration and balancing the needs of diverse stakeholders - residents, property owners, local businesses, community groups, investors, and visitors.

We want to ensure our public realm is accessible, beautiful, welcoming, functional and actively used by people.

The City's current programs and approaches to tackling maintenance and place management will be refined and refocused through the Strategy's delivery.



Oxford Street Reserve, Leederville Town Centre





# IMPROVE

A safe, attractive, and well-maintained public realm.

## 4.1 TARGET MINOR PUBLIC REALM IMPROVEMENTS THAT ALIGN WITH THE ACCESSIBLE CITY STRATEGY, LINK AND PLACE GUIDELINES, AND CAPITAL WORKS PROGRAM.

The Accessible City Strategy (ACS) is about putting people first and ensuring that getting around is safe, easy, environmentally friendly, and enjoyable.

The City has applied the Link and Place Framework to its streets. This categorises streets depending on their people carrying capacity (movement) and place functions. It recognises that a liveable and successful city needs a variety of street types that serve different roles and purposes across places.

The City is currently delivering on strategies and actions of the ACS, which are relevant to achieving this thriving places focus area. The ACS objectives include:

1. Create a safe transport environment.
2. Ensure consistent accessibility and connectivity into, around, and beyond Vincent.
3. Promote environmentally friendly and healthy transport modes and initiatives.
4. Make it enjoyable to get around the local area.

The City currently identifies, prioritises, and delivers minor streetscape improvements through its Capital Works Plan processes.

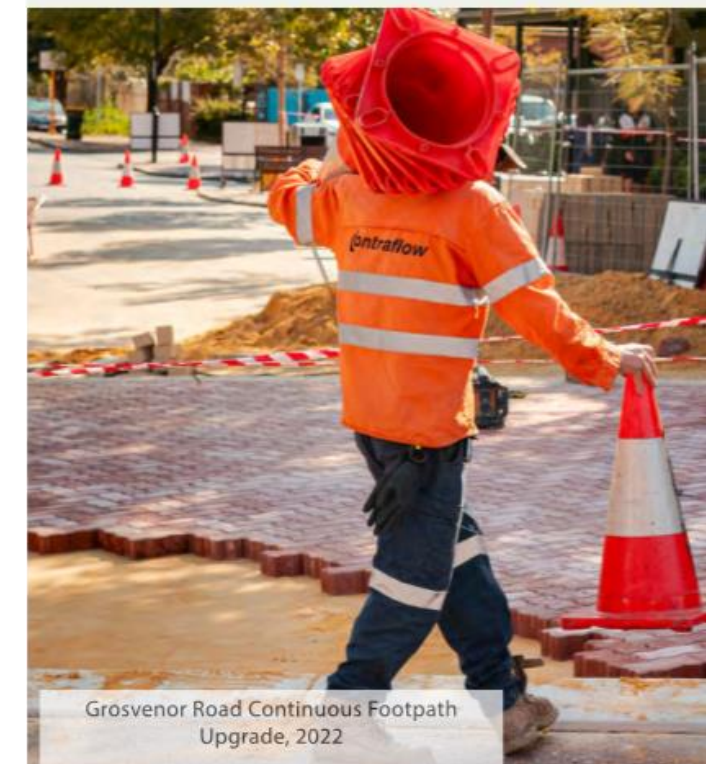
Going forward, the City will take a proactive approach in identifying and delivering localised low-cost public realm and streetscape improvements that improve the pedestrian experience in the town centres.



Figure: Link and Place Matrix

**ACTION 4.1.1**  
Continue to plan and implement the Minor Streetscape Improvement Program targeting the town centres and prioritising pedestrians.

**ACTION 4.1.2**  
Develop a toolkit of urban design principles and methods to streamline implementation of best-practice minor streetscape and pedestrian improvements in town centres through the Link and Place Guidelines.



Grosvenor Road Continuous Footpath Upgrade, 2022





## IMPROVE

A safe, attractive, and well-maintained public realm.

### 4.2 FOSTER SAFE, DESIRABLE, AND ACTIVE PLACES THAT ARE EASY TO ACCESS.

Our SCP Vision includes the aspiration for Vincent to be a ‘vibrant 24-hour city’ which is acknowledged as a complex task. There are several aspects that cities with a 24-hour life include:

- Embracing a night-time economy and providing people choices through a diversity of uses and longer business operating hours.
- Providing public realm and streets that are well designed, feel safe, and are activated by pedestrians day and night.
- Defined entertainment districts or town centres where activities are supported.
- Having visible public services available at night.

Vincent provides a vibrant night economy in the town centres of Leederville, Beaufort Street, and William Street. These places possess a clustering of restaurants, bars, cinemas, live music, and hospitality venues operating until late. This results in footfall of these town centres being higher at night than during the daytime.

A key element of realising a 24-hour city is with addressing any negative safety perceptions and encouraging positive activities and community interactions at night.

As an LGA, the City must focus on partnerships and building strong relationships with the community and non-government organisations to achieve this.

The City’s current Safer Vincent Plan 2019-2022 has three key themes:

1. safer spaces
2. community connection
3. crime prevention

The Ranger Services and Customer Relations teams are key points of contact for the community, and often see, report, or hear of issues first. Following the Small Business Friendly Approvals Program, the City is developing a new business support service that is a go-to for business-related inquiries. An element of this function will be to empower business owners and the community by having relevant and recent information to appropriately respond to issues such as crime prevention, graffiti, or property damage.

**ACTION 4.2.1**  
Develop and deliver an updated Safer Vincent Plan that includes collaborative approaches and supports moving towards a vibrant 24-hour city.

- Continue to focus on improving safety through community engagement and collaborating with government and other organisations to deliver prevention approaches.
- Inform and empower the community to initiate action through providing relevant information about crime prevention and graffiti reporting.



North Perth Common lighting at night



## WHAT ARE VIBRANT PUBLIC SPACES?

It is well known that more people actively using streets creates more activity, positively impacting the local economy.

Vibrant public spaces are areas in the public realm that support social interaction and community engagement. They provide pedestrian amenities and are for everyone to enjoy.

COVID-19 has seen a shift in how people perceive the public realm and the way it functions, with greater demand and emphasis on public spaces and outdoor dining as a way to connect, interact and thrive.

The City supports businesses to activate their premises with interesting displays and alfresco seating permits and the addition of vibrant public spaces such as:

- street furniture
- affixed eating area furniture
- parklets (pop-up/semi-permanent)
- eatlets (pop-up/semi-permanent)

Vibrant public spaces are creative solutions for enhancing the streetscape and providing increased pedestrian amenities for public benefit.

The Vibrant Public Spaces Policy has streamlined internal processes and provides guidance for applicants and the community.



**ACTION 4.2.2**  
Continue to advocate and support businesses to activate streets and contribute to the public realm in alignment with the Vibrant Public Spaces Policy and planning, building and health guidelines.

Parklet and planter boxes in Leederville





## IMPROVE

A safe, attractive, and well-maintained public realm.

### 4.3 ENCOURAGE PRIVATE CONTRIBUTION TOWARDS FUTURE SOCIAL INFRASTRUCTURE AND PUBLIC REALM ENHANCEMENTS.

A key challenge for the City is in striking the right balance between addressing the needs of the existing community and planning for future services and infrastructure required for the emerging town centres and places, businesses and the additional 10,000 residents forecasted by 2041.

In collaboration with the community and stakeholders, the City has developed Precinct Planning Frameworks for Vincent’s town centres and precincts - Leederville, West Perth (Pickle District), North Claisebrook and North Perth. These frameworks set visions and set out pathways for future change within the private and public realm of precinct areas.

This approach provides transparency and direction to potential delivery partners and stakeholders, whilst allowing the City to appropriately plan for and action the sustainable delivery of future services, programs and infrastructure.

To proactively plan for local-level community infrastructure to service the future population, the City needs to work with key stakeholders, including property developers, to identify and fund community/ social infrastructure, public spaces, design features and strategic town centre and precinct projects.

Future efforts will be on securing investment by private development through planning frameworks and policies. This includes identifying development incentives and contributing to community benefits when appropriate.

**ACTION 4.3.1**  
Identify place-specific community benefits or localised opportunities in town centres and precincts that private investment can support through private development.



Pedestrian connection in the Leederville Town Centre



# IMPLEMENTATION FRAMEWORK

THRIVING PLACES STRATEGY 2023-2028 IMPLEMENTATION FRAMEWORK													
PLAN	SCP THRIVING PLACES OUTCOMES	APPROACH	ACTION	RESPONSIBLE TEAM	SUPPORT TEAM	APPROX. BUDGET	TIMING						
							2023/24	2024/25	2025/26	2026/27	2027/28		
FOCUS AREA 1 - ENABLE													
1.1	Support initiatives that enhance, restore and activate places and spaces.	1,3,5	Partner	1.1.1	Implement a new Business Enhancement Grant program to support small businesses and commercial property owners to make small-scale enhancements.	S&D	C&B	\$125,000 (\$25k p.a)	✓	✓	✓	✓	✓
				1.1.2	Investigate streamlining the administration of all grant funding through a centralised accessible process and online platform.	C&B	S&D	\$7,500 p.a	✓	✓	✓	✓	✓
1.2	Empower Vincent's small business community to build long-term sustainability and resilience.	1,3	Partner	1.2.1	Partner with external groups or individuals to deliver networking, engagement and education opportunities for local businesses.	S&D	C&B	Nil	✓	✓			
				1.2.2	Promote the monthly business e-newsletter to reach new audiences and communicate opportunities and business news.	C&B	S&D	Nil	✓	✓	✓	✓	✓
1.3	Continue to improve approval processes and assistance for small businesses.	1	Deliver	1.3.1	Action the recommended reforms and improvements identified in the Small Business Friendly Approvals Program.	S&D	Various teams	Nil	✓				
1.4	Stimulate town centre visitation to progressively grow a customer base and encourage repeat visitation.	1, 2	Deliver	1.4.1	Expand the 'shop local' brand to be a yearlong program of seasonal initiatives. Key focus areas: <ul style="list-style-type: none"> <li>Provide information to the Vincent community about the benefits of shopping and dining locally.</li> <li>Showcase unique attributes of each town centre and experiences on offer.</li> <li>Align graphic design and messaging with the Wayfinding Signage Plan and town centre branding to match online engagement with on-site experience.</li> <li>Grow City of Vincent followers on social media to capture a broader audience.</li> </ul>	C&B	S&D	\$10,000 p.a		✓	✓	✓	✓

Community & Business Services (C&B), Strategy & Development (S&D), Infrastructure & Environment (I&E), Information & Communications Technology (ICT), Office of the CEO (CEO)



# IMPLEMENTATION FRAMEWORK

THRIVING PLACES STRATEGY 2023-2028 IMPLEMENTATION FRAMEWORK													
PLAN	SCP THRIVING PLACES OUTCOMES	APPROACH	ACTION	RESPONSIBLE TEAM	SUPPORT TEAM	APPROX. BUDGET	TIMING						
							2023/24	2024/25	2025/26	2026/27	2027/28		
<b>FOCUS AREA 2 - ADVANCE</b>													
2.1	Support local businesses and commercial property owners to adapt to climate change and implement sustainable practices.	1, 2	Promote	2.1.1	Promote the benefits of adopting renewable energy technology on commercial properties through local case studies.	S&D	C&B	\$1,000		✓			
				2.1.2	Assist businesses to promote the benefits and incentivise the use of active transport for its workers and customers.	I&E	S&D	Nil		✓			
				2.1.3	Consider parking maximums in Precinct Planning Frameworks to encourage a reduction in private vehicle ownership.	S&D	I&E	Nil	✓	✓	✓	✓	✓
2.2	Assist Vincent businesses to improve cyber security awareness and capability.	1	Partner & Promote	2.2.1	Undertake research to better understand current cyber security approaches and tools that may assist Vincent businesses.	ICT	C&B	Nil	✓				
				2.2.2	Develop a cyber-security maturity assessment survey for Vincent businesses to support them to better understand risks.	ICT	C&B	\$30,000		✓			
				2.2.3	Provide businesses with information and support to improve their cyber security resilience and resistance to threats.	ICT	C&B	\$5,000		✓	✓	✓	✓
2.3	Work with stakeholders on strategic projects that support the creation of local jobs, improve housing diversity and boost Vincent's liveability.	1, 2, 3, 4	Partner & Promote	2.3.1	Progress key strategic projects that provide increased, diverse housing in Vincent.	S&D		Nil	✓	✓	✓	✓	
				2.3.2	Encourage external providers and developers to provide a greater variety of business models, industry mix, and workforce diversity across emerging town centres and places.	S&D	C&B	Nil	✓	✓	✓	✓	✓
				2.3.3	Focus on delivering a refined Advocacy Agenda that identifies investment opportunities and/or legislative changes needed to support long-term resident and worker growth.	CEO	S&D	Nil	✓	✓	✓	✓	✓
				2.3.4	Continue to partner with other LGAs through the Perth Inner City Group on initiatives for infrastructure & transport; planning, economic development and culture; corporate and business services; and community and social services.	CEO	S&D	\$10,000	✓	✓	✓	✓	✓

Community & Business Services (C&B), Strategy & Development (S&D), Infrastructure & Environment (I&E), Information & Communications Technology (ICT), Office of the CEO (CEO)



# IMPLEMENTATION FRAMEWORK

THRIVING PLACES STRATEGY 2023-2028 IMPLEMENTATION FRAMEWORK													
PLAN	SCP THRIVING PLACES OUTCOMES	APPROACH	ACTION	RESPONSIBLE TEAM	SUPPORT TEAM	APPROX. BUDGET	TIMING						
							2023/24	2024/25	2025/26	2026/27	2027/28		
<b>FOCUS AREA 2 - ADVANCE (cont.)</b>													
2.4	Continue to seek funding to support the delivery of place-based projects and trialling new initiatives.	2,3,4,5	Partner	2.4.1	Apply for funding partnerships and grants to deliver small-scale initiatives or projects aligned with town centre place plans.	S&D	I&E	Nil	✓	✓	✓	✓	✓
				2.4.2	Investigate the feasibility of implementing different funding approaches to support ongoing delivery of place-based programs and projects.	S&D	C&B	Nil		✓			
2.5	Work towards making the Vincent a Smart City following the City's Smart Cities Positioning Statement.	1,2,4	Deliver	2.5.1	Develop a Smart Cities Plan identifying actions to build skills, systems, processes, and infrastructure for moving towards developing Vincent as a smart city.  Initial focus areas will include: • digitisation of services to the community • asset and data management processes	ICT	I&E/S&D	Nil	✓	✓	✓	✓	✓
<b>FOCUS AREA 3 - ATTRACT</b>													
3.1	Collect, measure and communicate the performance of Vincent's town centres.	1,2,4	Deliver	3.1.1	Continue to collect and analyse a diverse range of data to monitor Vincent's town centres over time.	S&D	C&B	\$110,000 p.a	✓	✓	✓	✓	✓
				3.1.2	Share the place performance of the town centres through an annual State of Vincent snapshot report.	S&D	C&B	Nil	✓	✓	✓	✓	✓
3.2	Position Vincent as a welcoming special events destination.	1,2,3,5	Promote & Partner	3.2.1	Leverage special events to boost visitation and bring economic and social benefits to the town centres.	C&B	S&D	Nil	✓	✓	✓	✓	✓
3.3	Embed art and our rich culture in Vincent's streets, places and spaces.	3,5	Deliver	3.3.1	Develop and implement an Arts Plan that outlines approaches to support the arts scene and grow Vincent's creative community and economy.	S&D	C&B	\$140,000	✓	✓	✓	✓	✓

Community & Business Services (C&B), Strategy & Development (S&D), Infrastructure & Environment (I&E), Information & Communications Technology (ICT), Office of the CEO (CEO)



# IMPLEMENTATION FRAMEWORK

THRIVING PLACES STRATEGY 2023-2028 IMPLEMENTATION FRAMEWORK													
PLAN	SCP THRIVING PLACES OUTCOMES	APPROACH	ACTION	RESPONSIBLE TEAM	SUPPORT TEAM	APPROX. BUDGET	TIMING						
							2023/24	2024/25	2025/26	2026/27	2027/28		
<b>FOCUS AREA 4 - IMPROVE</b>													
4.1	Target minor public realm improvements that align with the Accessible City Strategy, Link and Place Guidelines and Capital Works Program.	2,4	Deliver	4.1.1	Continue to plan and implement the Minor Streetscape Improvement Program targeting the town centres and prioritising pedestrians.	I&E	S&D	\$35,000 p.a	✓	✓	✓	✓	✓
				4.1.2	Develop a toolkit of urban design principles and methods to streamline implementation of best-practice minor streetscape and pedestrian improvements in town centres through the Link and Place Guidelines.	S&D	I&E	\$40,000		✓			
4.2	Foster safe, desirable and active places that are easy to access.	2,3,4,5	Partner & Deliver	4.2.1	Develop and deliver an updated Safer Vincent Plan that includes collaborative approaches and supports moving towards a vibrant 24-hour city. <ul style="list-style-type: none"> <li>Continue to focus on improving safety through community engagement and collaborating with government and other organisations to deliver prevention approaches.</li> <li>Inform and empower the community to initiate action through providing relevant information about crime prevention and graffiti reporting.</li> </ul>	I&E	C&B	\$45,000	✓	✓	✓	✓	✓
				4.2.2	Continue to advocate and support businesses to activate streets and contribute to the public realm in alignment with the Vibrant Public Spaces Policy and planning, building and health guidelines.	S&D	C&B	Nil	✓	✓	✓	✓	✓
4.3	Encourage private contribution towards future social infrastructure and public realm enhancements.	2,3,4	Promote	4.3.1	Identify place-specific community benefits or localised opportunities in town centres and precincts that private investment can support through private development.	S&D	I&E	Nil	✓	✓	✓	✓	✓

Community & Business Services (C&B), Strategy & Development (S&D), Infrastructure & Environment (I&E), Information & Communications Technology (ICT), Office of the CEO (CEO)





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