



# Town of Vincent Economic Development Strategy 2011- 2016

Economic Development Strategy

Town of Vincent

November 2010



This Report has been prepared for:



This report has been prepared by:



**SGS Economics and Planning Pty. Ltd.**

ACN 007 437 729

Suite 4, 1327 Hay Street,  
West Perth 6005

phone: 61 8 9254 9962

fax: 61 8 9254 9965

email: [sgswa@sgsep.com.au](mailto:sgswa@sgsep.com.au)

web: [www.sgsep.com.au](http://www.sgsep.com.au)

Offices in Perth, Brisbane, Canberra, Hobart, Melbourne and Sydney

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# Introduction

Economic development plays a fundamental role in building sustainable and liveable communities. In acknowledgment of this contribution, the Town of Vincent commissioned the preparation of an *Economic Development Strategy* for the period 2005 – 2010 as a priority initiative. Following from this initiative, the Town of Vincent requires an updated Economic Development Strategy that will be endorsed by Council and community alike.

The Town is committed to promoting Vincent as a 'location of choice' for businesses, residents and visitors through effective use of Council resources to foster economic progress. SGS Economics and Planning (SGS) have prepared this Economic Development Strategy for the period 2011- 2016 with the objective of assisting the Town of Vincent reach their full economic potential through the efficient and effective use of Council resources.

The purpose of this economic development strategy is to provide a strategic framework to assist the Town of Vincent "*identify and articulate the Town of Vincent's purpose, role, strategic direction, resource allocation and management practices in respect to fostering economic development in the Town of Vincent for the next five year period*" (Town of Vincent, 2010).

## The Process

Economic Development Strategies must reflect the values and visions of community stakeholders. Our process has been both consultation driven, complemented with supporting research and statistical analysis. Research and consultation has been specific to the Town of Vincent as a whole and the five precincts of North Perth, Perth, Mount Lawley/ Highgate, Mount Hawthorn and Leederville.

SGS prepared a *Stage One Report* (see Appendices) that detailed socio economic trends in each precinct and the Town of Vincent as a whole. This report also summarised a wide range of documentation and past reports to give further context of the evolution of the Town, the values of the community and the issues and opportunities for consideration.

Following the preliminary research and profiling tasks, a series of business forums were held with representatives from the five precincts of Perth, North Perth, Leederville, Mount Hawthorn and Mount Lawley/ Highgate. Feedback from these forums was consistent, informative and constructive to firstly; validate the vision for each precinct and; discuss potential roles and actions of Council for the benefit of the Vincent community.

The outcomes of these tasks were then presented in a *Discussion Paper* to introduce a range of recommended strategies and actions that summarise findings from consultation and background research. These strategies have been critically reviewed and refined to form the final Economic Development Strategy (see Figure 1).

**Figure 1: Outcomes of the Economic Development Strategy**

The remainder of this Report is the conclusion of research and profiling tasks and consultation with the Town of Vincent and the community:

- The Town of Vincent and economic development context;
- Council’s roles in economic development;
- Rationale of the implementation and assessment framework;
- Town-wide economic development strategic framework; and
- Precinct specific economic development strategic framework.

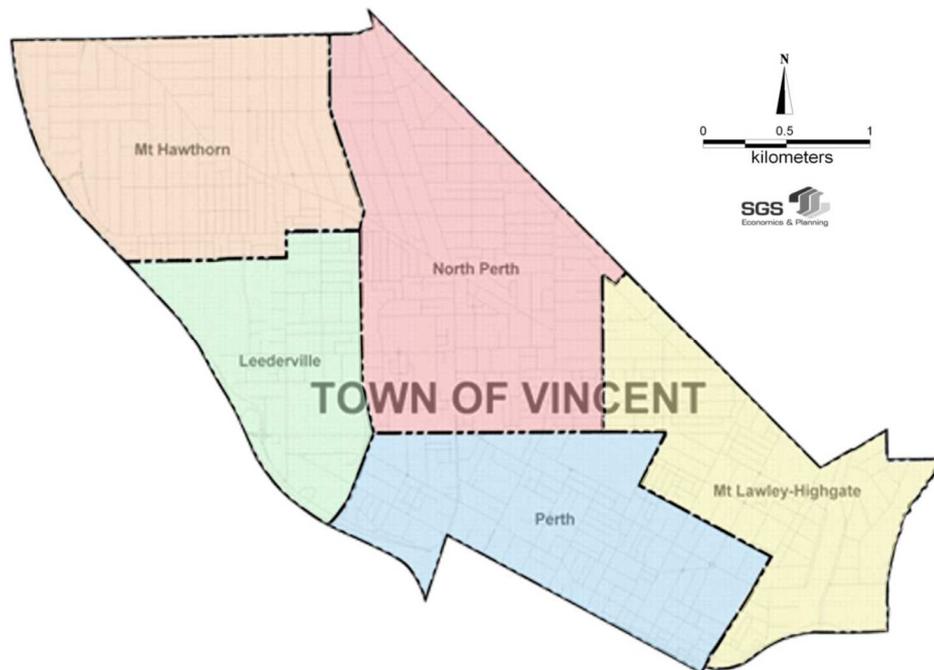
# The Town of Vincent & Economic Development

In broad terms, 'economic development' is defined as increasing an area's level of income and capital (wealth) and distributing that wealth, through local expenditure and jobs, throughout the community. Local governments play a pivotal role in economic development through engagement with community stakeholders and the promotion of business investment and employment growth.

As an inner city municipality, the Town of Vincent is home to major investment and development through projects such as the West Perth Regeneration Project and the Leederville Masterplan. Furthermore, State Planning Policy (*Directions 2031*) has identified a number of strategic centres within the Town of Vincent. Leederville is distinguished as a mixed use 'secondary centre', providing a range of retail, commercial, residential, recreational and entertainment uses and employment opportunities for a wider catchment area. Mount Hawthorn, Mount Lawley and Highgate are defined as 'district centres' under the *Directions 2031* activity centre hierarchy, and are characteristic of smaller mixed use centres that have a greater community focus to serve the local population. In addition, the 'capital city' centres of West Perth, Perth and Northbridge on the periphery of the Town of Vincent can provide significant benefits for the Town and strengthen linkages between smaller activity centres.

The diversity and unique characteristics within each precinct and activity centre within the Town of Vincent must be recognised in planning for sustainable economic development. A precinct based approach has therefore been adopted, with a range of strategic actions for the Town as a whole, followed by specific actions for the precincts of Perth, North Perth, Leederville, Mount Hawthorn and Mount Lawley/ Highgate.

**Figure 2: Town of Vincent and Town Precincts**



Source: SGS Economics and Planning 2010

## Council's Role in Economic Development

Council's current involvement in economic development is guided by the strategies and actions outlined in the Town's *Strategic Plan 2009-2014*. This Plan outlines the following seven key activity areas:

- Promote the Town of Vincent as a place for investment appropriate to the vision for the Town.
- Develop and promote partnerships and alliances with key stakeholders.
- Promote business development.
- Identify the needs and expectations of the business community and facilitate outcomes in the Town.
- Develop business strategies that reduce reliance on rates revenue.
- Develop business strategies that provide a positive triple bottom line return for the Town.
- Implement the Leederville Masterplan and West Perth Regeneration Project.

Responsibility for the delivery of these actions has been divided amongst a variety of portfolios within Council. These portfolios include:

- Chief Executive Officer;
- Director of Technical Services;
- Public Relations Officer;
- Director of Development Services;
- Director of Corporate Services;
- Manager of Planning, Building and Heritage Services;
- Manager of Ranger and Community Safety Services;
- Manager of Financial Services; and
- Strategic Planning Unit.

In addition, the Manager for Community Development is also involved in the delivery of economic development services through interaction with the business community around the delivery of street festivals and other events.

In recognition of the importance of planning for economic development, the Town's CEO has indicated support for the creation of a dedicated role for an Economic Development Officer. (A part-time role dedicating 3 days a week to the monitoring and implementation of economic development activities and functions across Council for the benefit of the Vincent community).

Local government in Australia can directly (through their local expenditure) or indirectly (through their role as an enabler of economic development) play a critical role in promoting economic development locally. Table 1 below outlines five broad roles that Council can pursue to promote economic development in their communities.

**Table 1: Potential Roles of Council in Economic Development**

<i>Role</i>	<i>Priority</i>	<i>Description</i>
<b>Facilitator</b>	<i>Establishing an Enabling Environment</i>	This can take the form of providing an 'enabling' environment for local urban development by delivering a streamlined development approval process and by providing a clear direction and policies on the preferred development objectives of the local government area.
<b>Communicator</b>	<i>Business Networking</i>	The Town utilises a variety of means to facilitate dialogue between Council and the business community as well as within the business community itself. This may take the form of business newsletters, forums or networking events.
<b>Promoter</b>	<i>Business Sector Intervention</i>	The Town takes specific action to support business creation or expansion. This can be undertaken through a branding and marketing role, which attracts investment to the area, or by direct intervention to protect or support a particular industry sector.
<b>Coordinator</b>	<i>Infrastructure/ Services Partner</i>	The Town is involved in the provision of infrastructure or services for which it is not directly responsible, but which are required for new business development. This coordinator role would be undertaken in partnership with other government, private sector or community stakeholders.
<b>Entrepreneur/ Developer</b>	<i>Development Catalyst</i>	The Town would become directly involved in development activities, either as a sole operator or in partnership arrangements with the private or public sector.

In pursuit of the strategic objective to reinforce the Town of Vincent as the 'location of choice' for business, residents and visitors alike, this Economic Development Strategy addresses three broadly defined action areas:

- 1. Leadership, Engagement and Communication**
- 2. Investment Attraction & Supporting Business Development; and**
- 3. Prioritise Urban Development and Strategic Infrastructure.**

Acknowledging the particular functions of Council and resource constraints, these action areas have been purposely formulated with the objective of maximising economic outcomes within Council's budget constraints.

# Economic Development Action Planning

While each precinct is individual with its own set of unique characteristics, there are common values that are shared across all the Town precincts that require a Town wide approach. A number of re-emerging themes were evident across all precinct-based stakeholder forums that are universally regarded as critical issues with the potential to influence the economic future of the Town of Vincent as a whole. These include:

- The protection of niche local businesses considered critical to the vibrancy and uniqueness of the Town's precincts;
- The need for improved dialogue between Council and the business community (with potential to utilise various forms of new media to support this dialogue);
- There is a recognition of the interconnectedness of precincts, and subsequently the value of improving the access, urban form/ spatial linkages and transport linkages between activity nodes within the Town;
- Higher density living within the Town was generally supported, in the context that the developments protect the character of each precinct;
- Diversity, vibrancy and uniqueness are critical characteristics to sustain within each precinct and to enhance the character and brand of the Town; and
- Networking and promotion cannot be undervalued as a resource effective way for Council to promote business development and investment.

## Assessment and Implementation Framework

In order to provide a structure for the prioritisation, accountability and implementation of actions, an implementation framework has been developed to rank actions by priority and provide an indicative timeframe to guide strategic development. An estimate of the resource requirements and indicative budget associated with the delivery of the activity is provided in order to assist Council in its decision-making as the action plan implementation unfolds.

**Figure 3: Strategic Assessment Framework**



Figure 3 illustrates the assessment framework for prioritising strategic actions emerging from the background research and consultation. Council will have a high capacity to implement actions that require minimal resources or expansion of core services and roles. High priority actions are those that Council has a high capacity to implement and are highly valued by stakeholder groups. Many actions are strategic in nature and may only involve adaptation of policy or strategic direction. With low implicit costs and high perceived benefits, these actions are often considered high priority.

The Officers responsible for the implementation of each strategy (see Appendix A) are agents directly responsible for undertaking each action or for designating responsibility within their department. For example, a specific task that is the responsibility of the Manager of Planning, Building and Heritage Services may be undertaken by that individual or be designated to more appropriate staff such as the Heritage Officer, as required.

In addition, a list of Council owned land has been provided that could potentially assist the Town of Vincent in the implementation phase. These sites are Council owned assets that may assist the Town of Vincent realise economic objectives through development of existing land holdings or the utilisation of land for other purposes such as festivals and special events. Land use categories and zoning will largely determine the development feasibility for each land holding and the strategic use of land for community benefit can yield positive economic outcomes for the Town.

## Town-Wide Actions

The following actions can be interpreted as Town-wide actions that universally apply to all precincts for the collective benefit of the Town. Other identified actions specific to individual precincts are addressed in the following sections.

Action No.	Activity	Priority	Timing						Responsibility	Resources/ Cost
			2011	2012	2013	2014	2015	2016 +		
<b>Leadership, Engagement and Communication</b>										
1.1	Establish precinct based business groups to provide an opportunity for networking, on-going feedback and report back to Council.	<b>High</b>							<b>EDO</b>	<i>Additional administration/ stationary costs.</i>
1.2	Develop a portal or directory of businesses located within the Town of Vincent.	<b>Medium</b>							<b>EDO, MIT/ External consultant</b>	<i>Staff time as required. IT consultants may be required.</i>
1.3	Host regular, quarterly precinct based functions/ forums to facilitate networking opportunities for business owners and operators active in the Town.	<b>High</b>							<b>SPU, EDO</b>	<i>Approximately \$1,000 per forum including advertising and catering costs.</i>
1.4	Continue to monitor the progress of potential development intentions in the Town, providing advice and support to developers on the type of developments that are supported by the Town.	<b>High</b>							<b>SPU, MPBHS,</b>	<i>No additional cost.</i>
1.5	Engage with community organisations and identify projects that foster community participation with respect to street art, street-scaping, heritage, and Town infrastructure.	<b>High</b>							<b>DDS, CD</b>	<i>Costs may vary with individual projects.</i>

Action No.	Activity	Priority	Timing						Responsibility	Resources/ Cost
			2011	2012	2013	2014	2015	2016 +		
1.6	Continued collaboration with the City of Perth around the encouragement of local creative and entrepreneurial activities.	<b>High</b>							EMT, EDO,	No additional cost.
1.7	Improve the communication of relevant Council decisions and status of development applications through various multimedia outlets such as newsletters, podcasts and web streams.	<b>Medium</b>							DDS, MIT/ External consultant	Staff time as required. IT consultants may be required.
1.8	Partner with leading marketing and tourism agencies to promote the unique visiting opportunities presented by the Town's precincts.	<b>Low</b>							CEO, PRO, EDO	No additional cost.
<b>Investment Attraction &amp; Supporting Business Development</b>										
2.1	Implement measures to improve timeframes for the processing of development applications	<b>High</b>							SPU, MPBHS	No additional cost.
2.2	Investigate provision of one hour free street parking throughout the Town to encourage trade with passing patrons.	<b>High</b>							RCSS, EMT	Foregone Council revenue and signage and administration costs.
2.3	Enhance street activity and vibrancy by supporting medium density strip developments over big box retail.	<b>High</b>							DDS, MPBHS	No additional cost.
2.4	Develop mentoring and business support services (management, marketing, taxation etc.) for SMEs and home based businesses at the Town of Vincent Library and Local History Centre.	<b>High</b>							MLLHS, MCD, EDO	TBA (Current infrastructure already provided)

Action No.	Activity	Priority	Timing						Responsibility	Resources/ Cost
			2011	2012	2013	2014	2015	2016 +		
2.5	Investigate a special role for businesses to promote precinct based festivals and examine ways to fund events e.g. through special levies or sponsorship.	Medium							MCD, EDO, EMT	Current festival costs range around. \$60,000- \$70,000 per festival all inclusive.  Consultant fees to investigate the levy.
2.6	Release of a targeted investment prospectus promoting key differences and qualities of the Vincent activity precincts.	Low							EDO, EMT, External consultant	Consultancy fees per prospectus plus Council staff time (estimated at \$10,000 per prospectus).
2.7	Identification of potential 'cluster networks' that could benefit from targeted collaboration e.g. government administration or cultural precincts.	Medium							EDO, EMT	No additional cost.
<b>Prioritise Urban Development &amp; Strategic Infrastructure</b>										
3.1	Implement recommendations of the Car Parking Strategy adopted by the Town.	High							CEO, EMT, DDS	As per Car Parking Strategy Implementation Plan.
3.2	Continue to implement improvements to the Town's Local Bicycle Network and investigate possible cycle ways along key corridors connecting the Town's five centres.	High							CEO, EMT, MEDS	No additional cost.
3.3	Implement appropriate planning measures to protect heritage and character buildings, in particular those suitable for small niche businesses/ professionals. In particular, implement the Town of Vincent Heritage Strategic Plan 2007-2012, which contains many 'Key Result Areas', to further support the effective management of heritage assets within the Town.	High							SPU, MPBHS	No additional cost.

Action No.	Activity	Priority	Timing						Responsibility	Resources/ Cost
			2011	2012	2013	2014	2015	2016 +		
3.4	Support, lobby for, and invest in improved pedestrian linkages between train stations and town centres.	<i>Medium</i>							DTS, CEO, EMT	<i>Staff time as required. Upgrades costs will vary.</i>
3.5	In line with the Leederville Masterplan, investigate the preparation of a Masterplan for other town centres where the Council owns significant land.	<i>Medium</i>							CEO, EMT	<i>Consultant fees per Masterplan plus Council staff time.</i>
3.6	Review requirements for lightning upgrades and potential funding/ grants for additional security infrastructure (such as CCTV)	<i>Medium</i>							MEDS, EMT, RCSS	<i>Staff time as required.</i>
3.7	Lobby to the Department of Transport/ Public Transport Authority for the establishment of a CAT type, high frequency bus loop service connecting major precincts such as Leederville, West Perth and Subiaco, as well as major 'destinations' such as Edith Cowan University.	<i>High</i>							DTS, CEO, EMT	<i>Staff time as required.</i>
3.8	Minimise the sprawl of commercial developments outside designated activity centres to encourage precinct-based growth whilst protecting residential areas from 'commercialisation'.	<i>High</i>							SPU, EMT	<i>No additional cost.</i>

	Ongoing review/ publication/ update
	Preparatory tasks/ action deliverable

## Mount Hawthorn Activity Precinct

<p><b>2024 Vision</b></p>	<p style="text-align: center;"><b>'Unique, Neighbourhood-Oriented Character'</b></p> <p><i>'In 2024, Mt Hawthorn is a place where family is the cornerstone of our neighbourhood-oriented environment. With beautiful tree-lined streets, local parks and traditional housing, Mt Hawthorn is a special place to live. It is alive with community activity – a place where people know and look out for one another. Mt Hawthorn's delightful neighbourhood quality has been enhanced through development so thoughtful and inviting it not only contributes to the character and identity of the community, but also makes it a better place to live. The town centre, a vibrant suburban village and tree-lined boulevard is true to Mt Hawthorn's endearing style and charm. Many people enjoy living and working in Mt Hawthorn and set their roots down here. Children and young people develop their potential here, growing up with the many opportunities and experiences the local community has to offer.'</i></p>
<p><b>Economic Development Promotional Strategy</b></p>	<p><i>'The most suburban of the five activity centres, with retail being the primary business activity. The Mezz Shopping Centre provides an anchor point for business in the area, the majority of which have a local catchment.'</i></p>
<p><b>Economic Development Strategy 2005</b></p>	<p style="text-align: center;"><b>'Boutique Village'</b></p> <p><i>'Mt Hawthorn is a vibrant suburban village, presenting the full range of convenience shopping to local residents and workers. Diversifying the range of retail goods and services available has increased local amenity, which in turn has generated opportunities for boutique commercial tenancies. This has further differentiated Mt Hawthorn from the larger-format commercial/retail character of Osborne Park. Visitors are attracted to Mt Hawthorn for work-related visits, which in turn have encouraged more casual dining operators to the area.'</i></p>
<p><b>Economic Futures Forum Feedback 2010</b></p>	<p><b><i>'Maintain the community-oriented, family friendly characteristics of the precinct and protect the precinct as an ideal place to live and raise a family. Where possible, foster strip retail to further promote street level engagement and activity.'</i></b></p>

## Mount Hawthorn Specific Actions

Action No.	Activity	Priority	Timing						Responsibility	Resources/ Cost
			2011	2012	2013	2014	2015	2016 +		
<b>Leadership, Engagement and Communication</b>										
1.1	Facilitate the interaction between creative elements of the community (e.g TAFE, youth groups) with participation in Council projects such as street furniture and murals.	<b>High</b>							MCD, EDO, MEDS	Advertising costs for expressions of interest. Staff time as required.
1.2	Continue to collaborate with the City of Stirling and private land holders to recognise development potential in the area surrounding Gelndalough Station.	<b>High</b>							CEO, EMT, SPU	Staff time as required.
1.3	Promote the establishment of European style markets and facilitate interaction between entrepreneurs and business groups.	<b>High</b>							MCD, EDO	Staff time as required.
<b>Investment Attraction &amp; Supporting Business Development</b>										
2.1	Support and enact transient oriented development recommendations outlined in Local Planning Strategy. In particular, negotiation with land owners along Scarborough Beach Road regarding the progression of development plans.	<b>High</b>							MPBHS, SPU, EMT	Staff time as required.
2.2	Investigate ways to improve amenity and streetscaping around the Mezz shopping centre complex to attract investment.	<b>High</b>							EDO, MPBHS, EMT	Staff time/ consultation costs will be required before upgrades.
2.3	Protect the village orientated character of the town centre by encouraging diverse retail offerings, cafes and meeting places.	<b>High</b>							MPBHS, SPU, EDO	No additional costs.

Action No.	Activity	Priority	Timing						Responsibility	Resources/ Cost
			2011	2012	2013	2014	2015	2016 +		
<b>Prioritise Urban Development &amp; Strategic Infrastructure</b>										
3.1	Prioritise strip development in preference of big box retail developments.	<i>High</i>							SPU	<i>No additional costs.</i>
3.1	Investigate the development of a more prominent entry statement into the precinct.	<i>High</i>							MPBHS, SPU	<i>No additional costs.</i>
3.3	Encourage the conversion of heritage buildings to accommodate service professionals (e.g. lawyers, doctors)	<i>High</i>							SPU, MPBHS, EDO	<i>Staff time as required.</i>
3.4	Enhance streetscaping along Scarborough Beach Road and develop the area in line with principles of <i>activity centre</i> development.	<i>Medium</i>							MPBHS, SPU, EMT	<i>TBA</i>

	Ongoing review/ publication/ update
	Preparatory tasks/ action deliverable

In total there is over 5,400m<sup>2</sup> of Council owned land for the Town of Vincent's consideration (Table 2) the majority of which are carparks currently zoned residential or commercial. The Day Care Centre is owned by the Town of Vincent and leased at a low rate for community use and is an important community asset to the family-orientated Mount Hawthorn precinct. Over time, there may be opportunities to upgrade/ develop this facility or enhance the highly valued sense of community in the precinct through partnerships with existing tenants/ users.

Stakeholder feedback suggests that the Mount Hawthorn community would enthusiastically embrace partnership with the businesses and Council and expressed a strong desire for further engagement and participation in community activities. The Town of Vincent could further support this notion through interaction with community facilities such as the Council owned Day Care Centre or Playgroup facilities.

**Table 2: Mount Hawthorn Council Owned Land**

Address	Land Area	Existing Land Use	Zoning	Notes
1 Faraday St	445 sqm	Car Park	R30	Potential development opportunity
50 Flinders St	943 sqm	Car Park	Special Use (CP)	Existing car park with development restrictions
394 Oxford St	445 sqm	Car Park	Commercial	Potential development opportunity
179 Scarborough Beach Rd	1,396 sqm	Car Park	Commercial	Potential development opportunity
132 Dunedin St	1,015 sqm	Car Park	R30	Potential development opportunity
87 The Boulevarde	473 sqm	Clinic	R30	Playgroup – community lease
202 Scarborough Beach Rd	787 sqm	Day Care Centre	Public Purpose (CU)	Community use lease
38 Kalgoorlie St	503 sqm	House	R30	Heritage listed- community lease
2 Seabrook St	186 sqm	Vacant Land	R30	Potential development opportunity

Source: Town of Vincent, 2010

Another important issue for Mount Hawthorn stakeholders is the preference for strip shopping urban design or big box retail. Feedback indicated that the area around the Mezz Shopping Plaza could be improved through proactive Council investment and this would attract more retailers to the precinct. The facilitation of farmer market or plaza style developments is also considered very positive by stakeholders and these community values should be taken into consideration when assessing development opportunities.

## Leederville Activity Precinct

<p><b>2024 Vision</b></p>	<p style="text-align: center;"><b>'A Tapestry of Life with Flair'</b></p> <p><i>'In 2024, Leederville West Perth is a community that celebrates its rich heritage and tapestry of life with flair. We take great pride in being a place where all people are valued and respected; Leederville West Perth is unique, friendly and inviting. Our enviable quality of life has been achieved through ingenious development that enhances Leederville West Perth's character and unpretentious style. An outstanding model of 'people-oriented' urban design, Leederville West Perth is alive with tree-lined streetscapes, attractive parks and enticing public spaces where people from all walks of life intermingle. The atmosphere in the town centre is vibrant and festive – where unusual features surprise and enchant. A remarkable transformation of the town centre has occurred, a dream only made possible with the collective foresight, passion and commitment of government, business and community. In Leederville West Perth we know how to work together in creating a better place to live. '</i></p>
<p><b>Economic Development Promotional Strategy</b></p>	<p><i>'Economic activities are strongly geared towards office and business making it a prime competitor with the CBD, with retail and entertainment also accounting for significant proportions of activity. The implementation of the Leederville Masterplan will be key in generating investor interest.'</i></p>
<p><b>Economic Development Strategy 2005</b></p>	<p style="text-align: center;"><b>'Action Central'</b></p> <p><i>'Leederville is the action capital of Vincent. Food, shopping, entertainment, culture and fantastic meeting places are combined to offer something for everyone. Recent road and parking enhancements have improved traffic flows and drawn more people into and through the heart of Leederville. An easy walk for local residents and convenient train/car access for visitors and workers make Leederville the best urban hub north of Perth.'</i></p>
<p><b>Economic Futures Forum Feedback 2010</b></p>	<p style="text-align: center;"><b>'Develop Leederville as a precinct that is unique, vibrant and people-oriented with a range of alternative and niche businesses that appeal to a diverse range of demographics.'</b></p>

## Leederville Specific Actions

Action No.	Activity	Priority	Timing						Responsibility	Resources/ Costs
			2011	2012	2013	2014	2015	2016 +		
<b>Leadership, Engagement and Communication</b>										
1.1	Provide regular updates to business owners/operators about the status of Leederville Masterplan, articulating opportunities and expected developments for the following year.	<i>High</i>							EDO, SPU	<i>Additional administration and publishing costs.</i>
1.2	Identify and target specific stakeholder groups for clustering opportunities (e.g. education or civic groups) as identified in the Leederville Masterplan.	<i>High</i>							EDO, MCD, PRO, EMT	<i>No additional costs.</i>
1.3	Engage with the Town of Cambridge to ensure a complementary vision for both Leederville and West Leederville.	<i>Medium</i>							CEO, EMT	<i>No additional costs.</i>
<b>Investment Attraction &amp; Supporting Business Development</b>										
2.1	Market Leederville as a safe, vibrant and upmarket precinct and a family-friendly alternative to the CBD.	<i>High</i>							PRO, EDO	<i>Advertising costs. Staff time as required.</i>
2.2	Encourage and/or develop the establishment of government office accommodation through ongoing discussions with WaterCorp and other Government departments.	<i>High</i>							EMT, EDO, SPU	<i>No additional costs.</i>
2.3	Develop a long term marketing strategy that is consistent with the vision outlined in the Leederville Masterplan.	<i>Medium</i>							EDO, SPU, PRO/ External Consultant	<i>Consultancy fees for Marketing Strategy.</i>

Action No.	Activity	Priority	Timing					Responsibility	Resources/ Cost	
			2011	2012	2013	2014	2015			2016 +
<b>Prioritise Urban Development &amp; Strategic Infrastructure</b>										
3.1	Protection of heritage/ character facades and buildings, in particular the heritage/ character elements of Carr Place.	<b>High</b>							<b>MPBHS</b>	<i>No additional costs.</i>
3.2	Monitor and report on anti-social behaviour to ensure Leederville remains a family-friendly and safe precinct, disassociated from stigma of other entertainment precincts such as Northbridge.	<b>High</b>							<b>RCSS, EDO</b>	<i>Increased administration and reporting costs.</i>
3.3	In conjunction with the Town of Cambridge and the City of Perth, assess potential to improve accessibility between Leederville and areas west of the Mitchell Freeway such as West Leederville and West Perth.	<b>Medium</b>							<b>CEO, EMT, SPU</b>	<i>Staff time as required.</i>

	Ongoing review/ publication/ update
	Preparatory tasks/ action deliverable

The Town of Vincent owns a considerable amount of land in the Leederville precinct which has permitted the establishment of the Leederville Masterplan. The majority of lands are reserves and much of the currently owned land has been incorporated into the current Masterplan. There are additional land holdings that could be potentially sold as part of the Leederville Masterplan located along Vincent Street. Table 3 below shows land holdings that could be utilised/ developed or sold as part of the Leederville Masterplan over the short term with the purpose of promoting economic development.

**Table 3: Leederville Council Owned Land**

Address	Land Area	Existing Land Use	Zoning	Notes
46 Frame Court	4,327 sqm	Car park	Commercial	Large car park serving Newcastle and Oxford Street strips
1 The Avenue	Unknown	Car park	District Centre	Large car park serving Vincent and Oxford Street strips
291 Vincent St	526 sqm	House	R80	Potential development opportunity
244 Vincent St	5,790 sqm	House	R60	Heritage listed for community use only
295 Vincent St	526 sqm	Vacant Land	R80	Potential development opportunity

Source: Town of Vincent, 2010

Leederville stakeholders expressed a strong desire to protect heritage and architectural designs in the precinct to retain the unique characteristics of the precinct. The diversity of businesses is very important in the precinct, with a need to distinguish Leederville apart from other CBD 'substitute precincts' such as Claremont and Subiaco. Through appropriate urban design and development of vibrant open spaces, the precinct will continue to prosper as an upmarket, alternative precinct that is attractive to niche business owners and a diversity of visitors.

Car park land holdings should be developed/ used in accordance to the Town of Vincent's Car Parking Strategy. Car parking is considered a major issue for business owners and as a priority; actions should address the provisioning of car parking in the precinct and the loss of existing car parking for other uses may not reflect the priority needs of the precinct.

## Perth Activity Precinct

<p><b>2024 Vision</b></p>	<p><b><i>'Every Possible Convenience, Indifference to the Ordinary '</i></b></p> <p><i>'In 2024, Perth is a spectacular inner city community, a highly sought after place to live with beautiful parks and wetlands, a location that offers every possible convenience. As a place with depth of character and indifference to the ordinary, some of the most exceptional and imaginative things happen in Perth. Our town centre is the civic, cultural and business heart of the community, a global village and marketplace, true to Perth's rich heritage and culture. With its bustling and enticing atmosphere, artistic and cultural activity flourishes here. A rich mix of people – artists, students and new migrants alike – creates the essence of our community. People from all walks of life are valued and respected here and everything about Perth is people-orientated. The community knows how to work together nurturing and celebrating those special qualities that give Perth its distinctive personality. '</i></p>
<p><b>Economic Development Promotional Strategy</b></p>	<p><i>'William Street is 'set to become an inner city destination built on the area's reputation for retail, emerging fashion, cultural diversity and cuisine'. William St is dominated by shops and retail business together with offices and other businesses.'</i></p>
<p><b>Economic Development Strategy 2005</b></p>	<p><b><i>'Asian Surprise'</i></b></p> <p><i>'William St is the multicultural nucleus of the inner north. Visitors are drawn to William St by the sights, sounds and smells of a bustling Asian metropolis. Locals bring an alluring mix of language, food and attitude that is unique in Perth. Day-trippers travel from across the city to shop in oriental supermarkets, international and interstate visitors spend hours walking the streets and enjoying the vibrant local atmosphere. William St is a genuine alternative to Northbridge for the authentic Asian shopping and dining experience.'</i></p>
<p><b>Economic Futures Forum Feedback 2010</b></p>	<p><i>'A culturally diverse precinct and an inner-city destination with a depth of character and difference'</i></p>

## Perth Specific Actions

Action No.	Activity	Priority	Timing						Responsibility	Resources/ Cost
			2011	2012	2013	2014	2015	2016 +		
<b>Leadership, Engagement and Communication</b>										
1.1	Use planning policy to promote a clear vision of the precinct to current commercial land owners and business owners.	<i>High</i>							SPU, EDO	<i>Staff time as required.</i>
1.2	Provide land owners and businesses with regular status updates about the West Perth Regeneration Project and opportunities for business.	<i>High</i>							EDO	<i>Additional administration and publishing costs.</i>
1.3	Continue to investigate potential partnerships with cultural communities/ organisations as well as the City of Perth to strengthen business networks.	<i>Medium</i>							MCD, EDO, EMT	<i>No additional cost.</i>
1.4	Encourage community involvement in festivals and events at Hyde Park such as youth group performances at community event.	<i>Medium</i>							MCD, MPS, EDO,	<i>Costs will vary depending on the scale of each event.</i>
<b>Investment Attraction &amp; Supporting Business Development</b>										
2.1	Pursue opportunities for Tea Rooms or other suitable commercial opportunities at Hyde Park.	<i>High</i>							EDO, MPS, EMT	<i>Staff time as required.</i>
2.2	Active marketing and promotion as a safe and diverse cultural experience and facilitation/ promotion of at least one cultural based street festival in William Street.	<i>High</i>							EDO, MCD	<i>Staff time as required. Advertising, promotional costs. Festival cost - \$60,000 - \$70,000</i>

Action No.	Activity	Priority	Timing						Responsibility	Resources/ Cost
			2011	2012	2013	2014	2015	2016 +		
<b>Prioritise Urban Development &amp; Strategic Infrastructure</b>										
3.1	Pursue restoration and environmental protection of Hyde Park and its water systems in line with pursuit of commercial opportunities.	<i>High</i>							MRRS, EDO	<i>Consultant/ environmental specialist fees.</i>
3.2	Encourage appropriate outdoor advertising and frontage to generate vibrancy and character.	<i>High</i>							DDS, SPU	<i>No additional cost.</i>
3.3	Continue to use the roadworks and development undertaken at William Street as an opportunity to establish street art and creating a vision statement.	<i>High</i>							EDO, SPU, MPHS, MCD	<i>TBA</i>

	Ongoing review/ publication/ update
	Preparatory tasks/ action deliverable

There are fewer opportunities for Council to develop current land holdings to promote economic development within the precinct. The existing Welfare Centre on Beaufort Street is owned by the Town of Vincent and leased at a low rate for community use. The more feasible development opportunities are likely to be of the Beaufort and Charles Street land holdings (see Table 4).

**Table 4: Perth Council Owned Land**

Address	Land Area	Existing Land Use	Zoning	Notes
60 Brisbane St	5,172 sqm	Car Park	Commercial and Mixed Use R80	Potential development opportunity
286 Beaufort St	2,226 sqm	Welfare Centre	Public Purpose (CP)	Community use lease
12 Cowle St	9,938 sqm	Car Park	Parks and Recreation (ToV)	Existing car park serving Perth Soccer Club and Fitzgerald Street retail strip
133 Charles St	227 sqm	Park	R80	Passive reserve
135 Charles St	246 sqm	Park	R80	Passive reserve
137 Charles St	326 sqm	Park	R80	Passive reserve

Source: Town of Vincent, 2010

Stakeholder feedback indicated that car parking is an ongoing concern for the business community and Council must evaluate the impact of the loss of existing car parking space when considering alternative land uses. However, the presence of vacant blocks in the precinct is considered the most prominent concern for stakeholders. The Actions identified above are designed to attract investment with the purpose of reducing the number of vacant blocks and increasing development activity. Through development promoters such as the street-scaping enhancement and road works along William Street, the desirability of the precinct as a destination to live will reinforce the successful implementation of the West Perth Regeneration Project.

## North Perth Activity Precinct

<p><b>2024 Vision</b></p>	<p style="text-align: center;"><b>'Rich Heritage and Cultural Contrasts'</b></p> <p><i>'In 2024, North Perth is a place of extraordinarily rich heritage and cultural contrasts, fostered by a tradition of warmly welcoming new migrants into the life of the community. Festive and exciting things happen here; it is a place of multicultural celebration and expression. We take great pride in our many heritage buildings. With traditional homes, beautiful tree-lined streets, local parks and a strong sense of community, it is a place of outstanding residential quality. Development so appealing and thoughtful contributes to the North Perth character and makes it a better place to live. Neighbourhoods reflect the fact that family is a vital and abundant part of life in North Perth. Our town centre only adds to this with its unique style, rich heritage, markets, green spaces and people everywhere.'</i></p>
<p><b>Economic Development Promotional Strategy</b></p>	<p><i>Primary business focus is on retail and service industries providing goods and services for the local community. Offices and businesses also feature in the area; however there is a lack of an obvious definitive image or positioning for North Perth.'</i></p>
<p><b>Economic Development Strategy 2005</b></p>	<p style="text-align: center;"><b>'Cultural Heart'</b></p> <p><i>'North Perth is the cultural and community heart of Vincent. Steeped in history, it offers many points of interest to visitors and a source of pride to local community members, many of whom have strong family ties to the centre. With the redeveloped North Perth Plaza, local residents have top-class retail facilities, and strategic traffic calming measures have improved trading conditions for local operators and safety for pedestrians. North Perth is a place for family and friends to meet, enjoy quality casual dining experiences and soak up the cultural events and regular celebrations on offer throughout the year.'</i></p>
<p><b>Economic Futures Forum Feedback 2010</b></p>	<p><b>'Maintain community character and heritage and traditional values of the precinct. Develop North Perth as a great place for families with access to locally oriented businesses and extensive community facilities.'</b></p>

## North Perth Specific Actions

Action No.	Activity	Priority	Timing						Responsibility	Resources/ Cost
			2011	2012	2013	2014	2015	2016 +		
<b>Leadership, Engagement and Communication</b>										
1.1	Facilitate stakeholder negotiations to redevelop the North Perth Shopping Plaza.	<i>High</i>							CEO, EMT, EDO	Staff time as required.
1.2	Scope potential development partners for large parcels of Council owned land in North Perth.	<i>High</i>							CEO, EMT, SPU	Staff time as required.
<b>Investment Attraction &amp; Supporting Business Development</b>										
2.1	Facilitate the establishment of weekend events/ activities to increase weekend trade, especially cultural activities.	<i>High</i>							MCD, EDO	Staff time as required.
2.2	Investigate the role for Council to provide impetus to redevelop the North Perth Plaza with the purpose of attracting tenancy and investment.	<i>High</i>							CEO, EMT, EDO	TBA
2.3	Promotion of opportunities for fitness and associated industry office location in the redeveloped Beatty Park Leisure Centre.	<i>Medium</i>							MBPLC, EDO	Additional advertising and publishing costs. Staff time as required.
<b>Prioritise Urban Development &amp; Strategic Infrastructure</b>										
3.1	Investigate the potential to develop Council owned land around Fitzgerald and View Streets.	<i>High</i>							EMT, EDO	Staff time as required.
3.2	Facilitate the development of a Masterplan for North Perth.	<i>High</i>							MPBHS, SPU, EDO/ External consultant	Approx. consultancy and planning costs \$80,000+

Action No.	Activity	Priority	Timing						Responsibility	Resources/ Cost
			2011	2012	2013	2014	2015	2016 +		
3.3	Improve signage to capitalise on the previous improvements made to streetscape amenity in both Fitzgerald and Angove Streets.	<i>High</i>							MEDS, EDO, SPU	TBA

	Ongoing review/ publication/ update
	Preparatory tasks/ action deliverable

Council owns a significant amount of land in the North Perth precinct; however there are fewer land holdings around the town centre which will be the focus of any future Masterplanning in the precinct. Many land holdings are Town-owned facilities and heritage listed buildings leased to the community at discounted rates. These assets are of high value to the North Perth community, who are attracted to the area because of the strong sense of community, cultural diversity and heritage characteristics.

To strengthen this sense of community, the development of open spaces or farmer's market type establishment is perceived as an effective approach for business support and attraction whilst protecting the community attributes of the precinct. Furthermore, such initiatives would increase weekend activity and trade which could anecdotally be improved. The prospect of business forums and regular events are also highly valued by stakeholders and these values need to be a primary consideration in regard to future development opportunities and initiatives.

**Table 5: North Perth Council Owned Land**

Address	Land Area	Existing Land Use	Zoning	Notes
33 Gill St	3,710 sqm	Car Park	Parks and Recreation (ToV)	Playgroup - community use lease
25 Sydney St	562 sqm	Car Park	R20	Potential development opportunity
2 View St	612 sqm	Car Park	Public Purpose (CP)	Existing car park serving Mezz Shopping Plaza
22 View St	Unknown	Hall	Special Purpose (CU)	Heritage listed hall – community use/ lease
26 Farmer St	2,883 sqm	Sports Arena	Parks and Recreation (ToV)	North Perth Bowling Club
79 Wasley St	1,376 sqm	Car Park	Special Use (CP)	Small car park
15 Haynes St	Unkown	Clinic	R30/40	Child Care Centre- community use lease
31 Sydney St	1,366 sqm	Clinic	R20	Dental Health Clinic – community lease
1 Pansy St	888 sqm	Car park	Public Purpose (CP)	Potential development opportunity
81 Angove St	1507 sqm	Former Poilce Station	R30	Heritage Listed - Community use lease
4 View St	735 sqm	House	Commercial	Multicultural services - Community use lease
32 Lawler St	465 sqm	Vacant Land	R30/40	Potential development opportunity
202 Vincent St	397 sqm	Vacant Land	R60	Vacant open space on corner Vincent and Charles

Source: Town of Vincent, 2010

The general sentiment echoed by North Perth stakeholders was that the Town of Vincent is better advised to improve what North Perth currently has to offer. With improvements/ redevelopment of the Shopping Plaza surrounds, investment attraction would be enhanced and therefore priority should be given to development or street-scaping enhancements to increase tenancy in the immediate area.

## Mount Lawley/ Highgate Activity Precinct

<p><b>2024 Vision</b></p>	<p style="text-align: center;"><b>'A Fabulous Diversity of Lifestyles and Cultures'</b></p> <p><i>'In 2024, Mt Lawley Highgate is a place with something for everyone. With a depth of character and an accepting attitude at its foundation, people are drawn to Mt Lawley Highgate's fabulous diversity of lifestyles and cultures – from the cosmopolitan inner city environment to quiet, tree-lined neighbourhoods. New migrants, artists and students live here, adding diversity, a sense of creativity and festivity to our community. Beaufort Street is a boulevard of pedestrians, trees, and greenery, exuding a distinction and flair all of its own. Traffic is calm and moves slowly on Beaufort Street. With many enticing shops and some unpolished elements, the town centre is always an interesting and lively place. New development is inspired and considered, contributing to and enhancing the character of the area. With some of the most beautiful parks around and an easy walk to the peaceful interludes of the river foreshore, Mt Lawley Highgate could not get much better.'</i></p>
<p><b>Economic Development Promotional Strategy</b></p>	<p><i>Shopping and retail are the primary business activities, with entertainment also an increasing component of business activity. There are limited office and business spaces. Parking and pedestrian safety are key issues for Beaufort Street and a hindrance to investment in the area.'</i></p>
<p><b>Economic Development Strategy 2005</b></p>	<p style="text-align: center;"><b>'Cosmopolitan Village'</b></p> <p><i>'Beaufort Street is Perth's premier Cosmopolitan Village with a lively combination of fashion, convenience shopping, entertainment, cafes and restaurants living side by side with all of the colour and excitement found in any major European city. Attractive residential development has provided a bountiful catchment for the precinct and residents have the nightclubs of Northbridge only a few minutes away, live entertainment can be enjoyed within walking distance, with the elegance and variety of local cafes and restaurants or simply a quiet cup of coffee in the local bookstore, and the convenience of 24 hour shopping, on the way home. The traffic flows well, however parking is limited and congested at times, with well designed council facilities easily accessible from Beaufort Street to service the local shopper and visitor. This has taken the pressure off the local residents who can enjoy their own streets without competing with shoppers spilling over from the commercial zone.'</i></p>
<p><b>Economic Futures Forum 2010</b></p>	<p><i>'An area of vibrancy and diversity with a mix of retail businesses, cafes/ bars, restaurants, people and cultures'</i></p>

## Mount Lawley-Highgate Specific Actions

Action No.	Activity	Priority	Timing						Responsibility	Resources/ Cost
			2011	2012	2013	2014	2015	2016 +		
<b>Leadership, Engagement and Communication</b>										
1.1	Continue to pursue partnership with the City of Stirling to develop a coherent sense of place for Walcott/ Beaufort Street.	<i>High</i>							CEO, EMT	<i>No additional cost.</i>
1.2	Investigate partnership opportunities with the City of Perth and/or City of Stirling to coordinate Beaufort Street activities and special events.	<i>High</i>							EDO, MCD, EMT	<i>Staff time as required.</i>
1.3	Act as an intermediary between Main Roads and the community as to perceptions of pedestrian and safety risk along East Parade.	<i>High</i>							CEO, EMT, MEDS	<i>Staff time as required.</i>
<b>Investment Attraction &amp; Supporting Business Development</b>										
2.1	In pursuit of marketing/ promotional partners develop a marketing strategy and brand for the precinct.	<i>High</i>							EDO, PRO, SPU	<i>Consultancy fees for Marketing Strategy.</i>
2.2	Provide support to the Beaufort Street business group and facilitate the organisation of special events and activities.	<i>High</i>							EDO	<i>Staff time as required.</i>
<b>Prioritise Urban Development &amp; Strategic Infrastructure</b>										
3.1	Increase streetscape amenity in Beaufort Street to reinforce the reputation as an upmarket precinct.	<i>High</i>							MPBHS, EDO, SPU	<i>TBA</i>
3.2	Development of additional open spaces where practicable to improve amenity and vibrancy.	<i>Medium</i>							MPPS, EDO, MPS	<i>TBA</i>

	Ongoing review/ publication/ update
	Preparatory tasks/ action deliverable

The majority of developable lands in Mount Lawley/ Highgate are existing car parks around the Beaufort and Walcott Street intersections. However, car parking is a primary concern for stakeholders and any development in the precinct must consider the repercussions to car park provisioning. Consultation with the City of Stirling may expose opportunities to establish a joint venture to improve car parking through development of land assets over the long term.

**Table 6: Mount Lawley-Highgate Council Owned Land**

Address	Land Area	Existing Land Use	Zoning	Notes
590 Beaufort St	455 sqm	Car Park	Commercial	Potential development opportunity
2 Chelmsford Rd	696 sqm	Car Park	District Centre	Potential development opportunity
11 Grosvenor Rd	981 sqm	Car Park	R40 and District Centre	Potential development opportunity
84 Harold St	312 sqm	Child Care Clinic	Community Use	Child Health Clinic - community lease
1 Raglan Rd	1,726 sqm	Car Park	District Centre	Potential development opportunity

Source: Town of Vincent, 2010

## Appendix A: Town of Vincent Staff

<b>Abbreviation</b>	<b>Description</b>
<b>BPLC</b>	Beatty Park Leisure Centre
<b>CCS</b>	Co-ordinator Customer Service
<b>CD</b>	Community Development
<b>CEO</b>	Chief Executive Officer
<b>DCS</b>	Director Corporate Services
<b>DDS</b>	Director Development Services
<b>DTS</b>	Director Technical Services
<b>EDO</b>	Economic Development Officer
<b>EMT</b>	Executive Management Team
<b>MBPLC</b>	Manager Beatty Park Leisure Centre
<b>MCD</b>	Manager Community Development
<b>MEDS</b>	Manager Engineering Design Services
<b>MEO</b>	Manager Engineering Operations
<b>MFS</b>	Manager Financial Services
<b>MHR</b>	Manager Human Resources
<b>MHS</b>	Manager Health Services
<b>MIT</b>	Manager Information Technology
<b>MLLHS</b>	Manager Library and Local History Services
<b>MPBHS</b>	Manager Planning, Building and Heritage Services
<b>MPS</b>	Manager Park and Property Services
<b>MRCS</b>	Manager Ranger and Community Safety Services
<b>PRO</b>	Public Relations Officer
<b>RCSS</b>	Ranger and Community Safety Services
<b>SPU</b>	Strategic Planning Unit