



PROPERTY
COUNCIL
of Australia

BIG IDEAS (AND SMALL) FOR PERTH



tpg
PLACE MATCH

URBIS

INSIDE WORD

The Property Council of Australia has sought to gain feedback, insights and ideas with a view to stimulating discussion and debate. A clear shared vision and direction for our city is needed if we are to emerge from the current downturn as a stronger, more vibrant and diverse city which is competitive in a national and international context. Many individual councils and agencies are doing some great things; however, responses are disparate and at times there has been no sense of urgency in the need to shake things up.

We need a clear brand and compelling proposition which attracts people to live in, invest in, visit and embrace Perth and we need this delivered with strong and unified leadership across government, the community and private sector.

“A city is more than a place in space, it is a drama in time”

Patrick Geddes

Urban planner and sociologist

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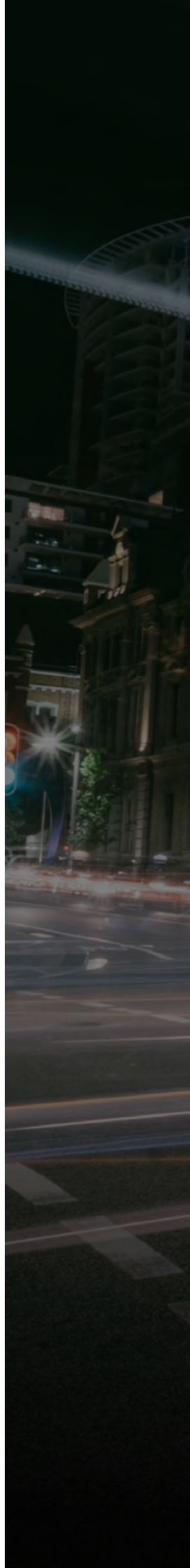
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Acknowledgements: The Property Council of Australia commissioned this independent report to instigate discussion and debate on how central and inner city Perth can grow and prosper more effectively and rapidly.

This project would not have been possible if it were not for the cooperation and input of key government and industry stakeholders, the WA Division Council, Property Council of Australia WA committee members, and Property Council of Australia staff.

Disclaimer: This report has been prepared based on research and stakeholder input, and is intended to drive discussion with a view to effecting future policy debates.

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A CALL TO ACTION

Central and inner city Perth continues to benefit from a long pipeline of public and private infrastructure investment. Now is the time for a new strategy, with a unified vision, to take advantage of these investments and create a world-class capital city to drive jobs and prosperity not only for Perth but for Western Australia.

Big (and Small) Ideas for Perth is a call to action for all of those with

an interest in the central and inner city – the State government, local governments, agencies, businesses, and the community.

Perth is currently facing significant economic challenges following the decline of the investment boom in Western Australia's resources sector. CBD office vacancies have risen, city retailers face stiff competition from expanding suburban centres, and

growth in the CBD resident population has slowed. However, it is in such times where the opportunity and drive for change can be the greatest.

This report, prepared by Urbis and TPG + Place Match sets out initiatives to help overcome economic challenges and trigger renewed focus on the inner city as an engine for the economic growth of Western Australia.

This report advocates five key ideas:

POSTCODE 6000

Make the residential densification of the inner city a key government priority - barriers must be removed and the right incentives provided.

PERTH SHOPPING-TOWN

Coordinate and centrally manage a new CBD retail strategy.

BRAND PERTH

Create a unique city brand to attract residents and economic development.

A SHARED CITY AGENDA

Form a joint body like a Council of Governments between inner city local governments, the State and the MRA.

PLAN PERTH

Undertake new initiatives to plan ahead, including securing inner city transit corridors and programs to create a more walkable city.

The Property Council of Australia is committed to driving discussion on a range of matters to ensure the inner city is thriving, for the benefit of existing and future stakeholders.

This is a thought piece representing ideas rather than fixed solutions. There is no silver bullet. What is clear is that a unified vision and approach is essential if we are to position the city for its future.



Lino Iacomella
Executive Director – WA
Property Council of Australia
June 2017

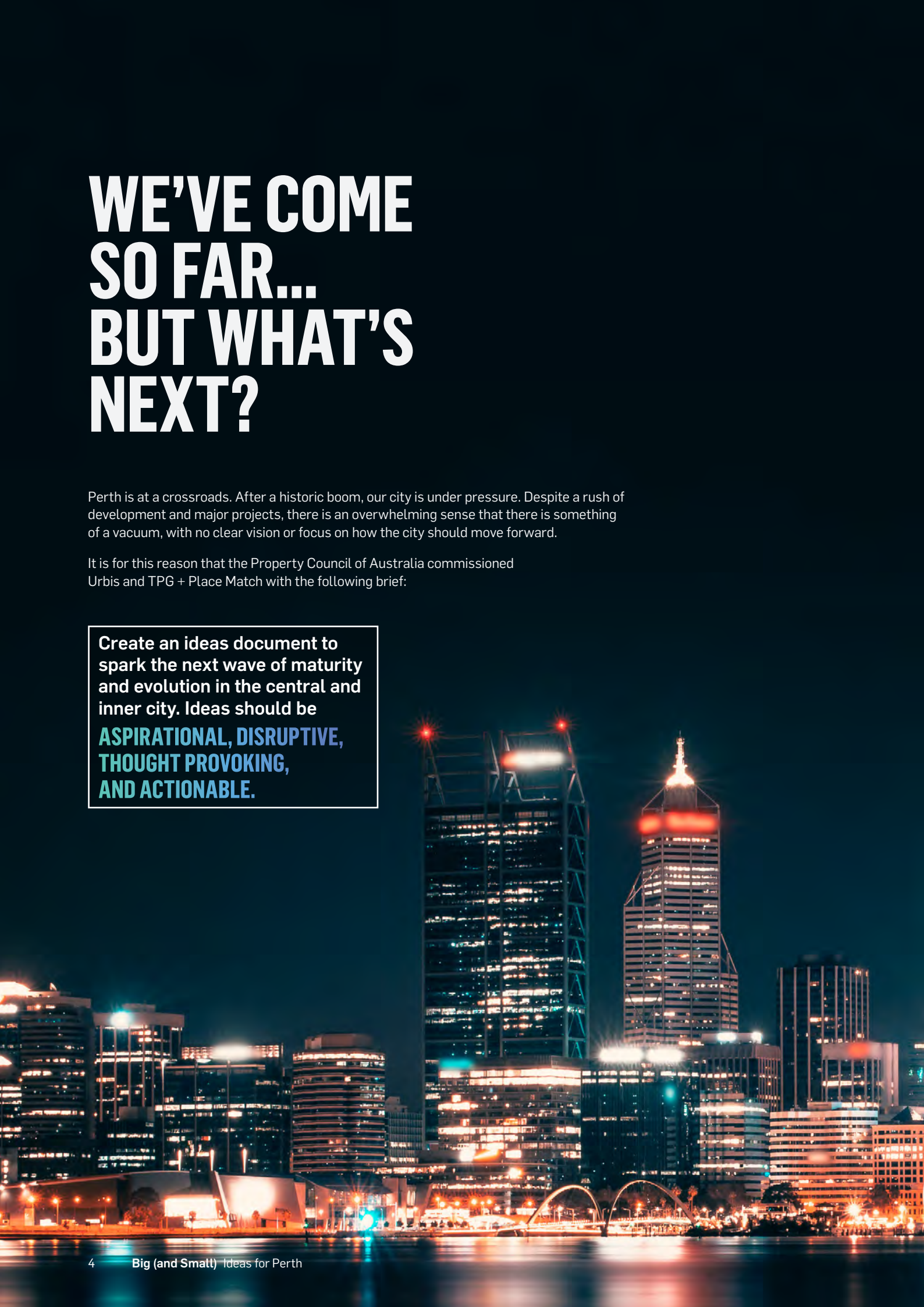


WE'VE COME SO FAR... BUT WHAT'S NEXT?

Perth is at a crossroads. After a historic boom, our city is under pressure. Despite a rush of development and major projects, there is an overwhelming sense that there is something of a vacuum, with no clear vision or focus on how the city should move forward.

It is for this reason that the Property Council of Australia commissioned Urbis and TPG + Place Match with the following brief:

Create an ideas document to spark the next wave of maturity and evolution in the central and inner city. Ideas should be **ASPIRATIONAL, DISRUPTIVE, THOUGHT PROVOKING, AND ACTIONABLE.**



The following range of factors are at play as the Property Council of Australia seeks to fulfil this brief:



POLITICAL

- The prosperity and vitality of the CBD and inner city must be a priority for the new State government, in acknowledgement that when the central and inner city thrives, Perth and WA thrives.
- The City of Perth, other inner city local governments and agencies must be made aware that business and the community is making an urgent call to action that the management and development of the inner city requires new energy.



COMPETITIVE

- Cities, not countries, now compete for investment and attention. With over 100 cities in China having more than 1 million people, our city must act in a nimble, coordinated way to survive and prosper – leveraging off our competitive advantages, and developing a strong brand to attract people, investment and visitors.



ECONOMIC

- New initiatives and policy tools are required to drive economic development and attract investment.
- The CBD workforce has shrunk. CBD retail is experiencing high vacancies and dramatically lower rents in some areas. Commercial vacancies are near historic highs.
- Residential property prices and rents have fallen which is depressing residential investment.



PLANNING

- The City of Perth will commence the preparation of its City Planning Strategy in late 2017, setting the groundwork for a new City Planning Scheme.
- Other inner city local governments will undertake similar processes in the short and medium term.
- The Federal government through its Smart Cities Plan is actively seeking City Deal candidates for funding to enable coordinated investment plans for Australian cities.



CULTURAL AND SOCIAL

- Economic sentiment and a major-project hangover have created an environment where some consider further central and inner city investment as unnecessary.
- State-migration patterns (with WA being a net loser) have reverted to previous trends and impacted creative businesses hardest.
- A thriving central and inner city is crucial for wider economic confidence, retaining talent, community pride, and vitality.



WHAT STAKEHOLDERS ARE SAYING

To inform this report, Urbis and TPG + Place Match consulted with a broad spectrum of stakeholders and leaders across politics, the bureaucracy, industry and the community, as well as Property Council of Australia member representatives and committee members.

The sentiment from those consulted was almost universal – Perth has great bones as a city, yet needs to work harder and smarter to bring it all together. We can handle big projects but not the finer grain. We are making progress but not fast enough.

The following provides insight into the nature of feedback received:

CITY CONNECTIVITY

- City destinations are disparate and poorly connected.
- Crossing the street throughout the city is difficult.
- The State and local governments are still too invested in car culture.
- Walking and cycling isn't a priority.
- Residential car parking is being over provided.

CITY RETAIL

- CBD retail is underperforming.
- A greater diversity of users is required in the city to sustain retail.
- Events and markets should focus on providing activation in places and at times where it is missing.
- City landlords need to work together.
- There is no overall compelling CBD retail offer.

CITY LIVING

- Strata reform is needed for mixed use development.
- Perth needs more apartments catered to families.
- The inner city is lacking the amenities and services in the suburbs.
- Student housing is a welcome addition to the city environment.
- The inner city lacks density.

CITY MANAGEMENT

- The relationship between the City of Perth and MRA needs to be stronger.
- Too many agency approvals are required for minor and major matters and projects.
- Inner city councils do not coordinate.
- There is a lack of common vision for the inner city.
- Infrastructure is not planned in advance. It happens on a project-by-project basis.

CITY IDENTITY

- The core CBD is still too 'business only'.
- Perth as a place is not marketed, tourism has a statewide focus.
- Anti social behaviour is a major issue in the inner city and for retailers.
- A diversity of spaces and options for residents and businesses is important for city diversity and city vitality.

“ THERE IS A LOT OF PLANNING, **NOT MUCH DOING.**

“ WE NEED TO DO **VILLAGES BETTER** – MORE DISTINCTIVE PLACES, THE AREAS DON'T DIFFER ENOUGH.

“ THE ISSUES PERTH FACES ARE NOT SINGULAR ANYMORE... **WE HAVE REACHED A POINT OF COMPLEXITY** AND GROWTH WHERE THE BIGGEST ISSUE IS HOW WE DEVELOP AN INTEGRATED RESPONSE TO THESE ISSUES AND HOW WE BEST RESOLVE THEM.

“ THERE IS A **LIFESTYLE GAP** IN THE CITY – RESIDENTS DO NOT HAVE THE SAME AMENITY AS THE SUBURBS.

“ THE **FINER GRAIN** OF THE CITY HAS BEEN NEGLECTED.

“ THESE ARE THE WORST CBD **RETAIL CONDITIONS** I HAVE SEEN IN MY LIFE.

“ IT WILL BE **DIFFICULT POLITICALLY** FOR MAJOR NEW URBAN REGENERATION PROJECTS IN THE INNER CITY IN THE NEAR FUTURE.



BIG

(AND SMALL)

IDEAS FOR PERTH

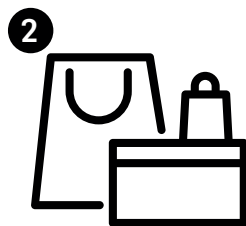




POSTCODE 6000

It's time to:

- Make the residential densification of the inner city a key government priority - barriers must be removed and the right incentives provided.
- Cultivate existing and new neighbourhoods in the inner city as desirable places to live, work, and play.
- Ensure Perth reflects its identity through beautiful streets, buildings and precincts.



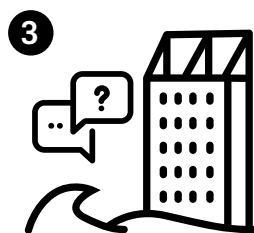
PERTH SHOPPINGTOWN

It's time for new ideas for retail in central Perth, including landlords working together and initiatives to drive land consolidation.



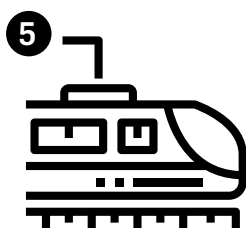
A SHARED CITY AGENDA

It's time for a joint body, with representatives of the State government, local governments and the MRA to develop a shared vision for the inner city.



BRAND PERTH

It's time to crystalize what Perth stands for and project this to the world.



PLAN PERTH

It's time to:

- Lock-in the best routes for light rail and other transit projects through the inner city.
- Ensure that inner city Perth has all the essential ingredients of a great city - and a plan to deliver them.
- Take walking seriously and implement a city boulevard program and other initiatives to renew the walking experience across the inner city.

1



POSTCODE 6000

POSTCODE 6000 PROJECT

It's time to make the residential densification of the inner city a key government priority - barriers must be removed and the right incentives provided.

The Situation

Perth's inner city population has surged recently, however this is from a low base. The area still has densities that are low on a national and international scale.

Densification is key to growing and diversifying the central and inner city economy – driving demand for retail, services, hospitality and leisure, as well as creating vibrancy and activity throughout the day and night.

Inner city Perth is growing, but not fast enough. The core CBD residential population is critically low, perpetuating a commercial character that is not conducive to residential growth. Desirable inner city neighbourhoods like Mount Lawley, Leederville and Subiaco have had incremental residential growth however remain predominantly suburban in character.

For those residents already living in the central or inner city, some core essential services are missing. The right facilities, whether it is a recreation centre, better parks, schools, or local retail facilities, are essential for residential growth, but conversely may not transpire without this growth first taking place.

On some measures, new residents in greenfield areas have better access to facilities and services than those in inner city Perth. New suburbs, for example, are provided with well-appointed parks and facilities, while new city residents are not receiving the same investment in new or existing spaces (like Langley Park and Wellington Square).

Limited areas of the CBD core can achieve 20% bonuses for residential uses however this incentive has

not been sufficient. Similarly, large parts of the inner city in various local governments are assigned densities which do not reflect their capacity for growth.

For too long, policy makers have presumed that inner city residential growth will continue to flourish due to CBD proximity alone – policy changes, new infrastructure and new initiatives are required to maintain and spur momentum.



Plot ratio and other development allowances for residential development in the CBD core and other key neighbourhoods should be significantly increased.

The Ideas

- **It's time for a Postcode 6000 project that provides an all-of-government commitment to treating the inner city like a greenfield area in terms of new infrastructure coordination and facilitating growth.**
- This requires a commitment by the State and local governments to plan ahead for new school sites, road, cycling and pedestrian connections, and open space.
- There is a need to position residential development as the preferred land use in the central city. Due to the CBD's accessibility and agglomeration, commercial land uses will always possess a natural advantage, so it is important that policy tools are used to incentivise residential development.
- **Plot ratio and other development allowances for residential development in the CBD core and other key neighbourhoods (such as West Perth) should be significantly increased.** This will set residential land uses on another level commercially and align Perth's allowances with other Australian capitals. Beyond the CBD, focus should be on filling the 'missing middle' and providing for more medium density housing opportunities.
- **Investment needs to be directed to fund essential infrastructure in the inner city as a means of servicing existing and future residents.** Funds should be directed to the acquisition of land for pocket parks (or upgrades of existing underutilised parks), new laneway connections, streetscape upgrades, inner city recreation centres and other community facilities.
- Implement Improvement Schemes in areas where local governments or other factors are inhibiting residential densification.
- The State government should partner with industry to **drive innovation by piloting a commercial-to-residential conversion project in the CBD with a low-grade commercial building.** The economics of this process are currently difficult to justify, and consequently a range of initiatives such as rate-holidays and or temporary land tax exemptions should be explored to support this process. A vertical inner city retirement village could be a potential candidate for this process.

A CITY OF NEIGHBOURHOODS

It's time to cultivate existing and new neighbourhoods in the inner city as desirable places to live, work, and play.

The Situation

Great cities of the world are filled with well-known, desirable inner city neighbourhoods that are perceived and managed as distinct places.

As it stands today, inner city Perth is geographically vast. There are big experiences to be had at Kings Park, Perth Arena and Elizabeth Quay, but at a neighbourhood level we need to give people more to discover – local streets, businesses and places.

While some of Perth's inner city neighbourhoods have distinct identities – such as Mount Lawley's restaurants and leafy streets,

Leederville's colourful café scene, or the multicultural flavours of Northbridge – others have been overlooked, or left behind.

New precincts such as the Historic Heart are emerging, while others need to be re-imagined.

People buy into neighbourhoods with character. People visit great streets. Businesses and developers vie for space and land in desirable precincts. Great places with identity create attachment, sense of place, pride, and a greater involvement of people and businesses with their community.

Perth undertakes urban renewal and transport initiatives on a site-specific project-by-project basis. **It is time to instead focus on growing neighbourhoods as the catalyst for renewed energy and vitality in our inner city.** We need to strengthen the iconic neighbourhoods we have, and geographically define new neighbourhoods within our big suburbs, to elevate their status and proposition.





It's time to think smaller and break the inner city into more comprehensible pieces – with community managed unique neighbourhoods and potentially the creation of new suburbs.



Manhattan has dozens of unique neighbourhoods.

The Ideas

- **It's time to think smaller and break the city into more comprehensible pieces** by applying spatial, infrastructure, economic and management solutions that strengthen capacity and vitality, and reinforce local identity.
- At the heart of this is **precinct management**, coupled with strategic place positioning. Think place-based community organisations, Main Street Networks and public / private sector partnerships. Aligning community, business and government around this concept, and bringing them together to take ownership of local areas
 - manage, govern and fund
 - is key. Any precinct branding should align with Perth's broader strategic positioning.
- **Design and deliver transport routes that connect these neighbourhoods**, with a greater emphasis on intracity connections for CAT and bus routes, as well as future transport planning. This will also support a healthy CBD retail environment.
- **Design and implement place-specific streetscape features (landscape, signage and other urban theming) to help define areas and streets.** The delivery of new public spaces, events, and projects should also be encouraged. These precincts should not be exclusive, generic or based only on retail, but grow from existing themes and strengths.
- **Key neighbourhoods could be formalised via the creation of new suburbs.** Creative names could be developed in consultation with residents and businesses.
- Grant funding should be made available for projects that fulfil these objectives, similar to the Suburban Centre Improvement Project (SCIP) grant program operated by the Brisbane City Council.

A BEAUTIFUL CITY

It's time that Perth reflected its identity through beautiful streets, buildings and precincts.

The Situation

Perth's streetscapes – paving, kerbing, lighting, street furniture – are disjointed and ever-changing. This exacerbates the lack of identity and isolation of various parts of the city. Standards change street-by-street, and across jurisdictional boundaries.

While it is important that the inner city has distinctive neighbourhoods, **it is equally important that there is a level of familiarity across the inner city that communicates to users they are in an urban environment.** Melbourne's bluestone and strict streetscape programme is a worthy example of this.

The city's landscape environment is similarly disjointed. Some parks or kerbs are perfectly manicured, while other parts of the inner city are crawling with weeds. **Landscaping, whether it is on Riverside Drive, next to a freeway overpass, or along a shared path, is an important element in creating city identity and pride.**

Beautiful buildings and diverse architecture are also part of telling a city's story. Perth is home to architectural gems such as Perth City Library, QV1 and Council House. However, many inner city

buildings, particularly recent residential buildings, have left room for improvement.

A range of mechanisms are required to ensure better design outcomes across our cityscape – to the benefit of residents, businesses, developers and visitors.

Perth must be beautiful because a beautiful city is a desirable city, and desirable cities are successful cities.



The City of Perth and other inner city local governments, together with the MRA, need to design, develop and implement universal streetscape standards and objectives across the inner city. This design should allow for local variations, but provide a consistent treatment for street furniture, lighting, kerbing and paving.

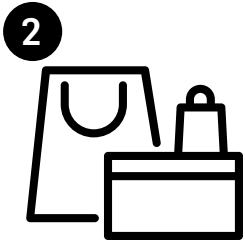


Workers and residents in Perth deserve more beautiful streets.

The Ideas

- For Perth to be beautiful, a **range of landscape, built form, and streetscape initiatives are required.**
- It's time for **landscape to be a major urban priority** across inner city Perth – in public and private spaces and venues. **Native flora, particularly wildflowers, should form the basis of a landscape renewal** across all of our parks, verges, and unused spaces – bringing Kings Park to the whole city. This initiative will create and foster a city identity in tune with WA, and provide the impetus for the renewal of inner city parks, walkways and spaces.
- It's time to consider **incentivising architectural design** in place of prescriptive standards. This outcome could be incentivised via plot ratio bonuses or other built form concessions as a result of exemplary design or volunteered design competitions.
- Whilst all inner city local governments have design advisory committees or similar, their operation and efficacy is mixed. There is scope for better collaboration between the various committees, and local governments should seek to standardise their scope of reference and emphasise the need for better architectural and landscape outcomes. Consideration should be given to aligning or combining inner city design advisory committees, so that members can take into account design trends and needs across the inner city.
- The City of Perth and other inner city local governments, together with the MRA, need to **design, develop and implement universal streetscape standards and objectives across the inner city.** This design should allow for local variations, but provide a consistent treatment for street furniture, lighting, kerbing and paving.





PERTH SHOPPINGTOWN

It's time for new ideas for retail in central Perth, including landlords working together and initiatives to drive land consolidation.

 Perth needs a State and local government commitment to explore policy changes to spur the development of a major consolidated retail centre in central Perth.



Mall of Berlin, Berlin.

The Situation

Central Perth is experiencing a significant economic downturn - due in part to reduced numbers of people working in the CBD, high office vacancies, and competition from the expansion of suburban centres. The CBD also lacks the residential population necessary for it to thrive after hours.

The city is suffering from the lack of a clear landmark retail experience, poor arrival and exit experiences and a lack of investment in retail properties.

A wave of investment into suburban shopping centres in Perth is underway, and the experience of these centres will be elevated to a level not previously seen in our city. These expansions will provide the department store and flagship retail experiences on par and in many

cases beyond that of the central city. Regional shopping centre owners are conscious that experiential elements and dining is an important part of the contemporary retail offer – all traditionally natural advantages of the CBD environment.

There are some exciting imminent redevelopments of retail properties in central Perth, however more needs to be done. Over the short, medium and long-term it will be necessary to set the right conditions for private investment in CBD retail – particularly the retail core in and surrounding the malls. Non-chain retail, boutique and local stores with a point of difference from suburban malls are important tools in maintaining Perth as a key retail destination yet it is these stores that have suffered amongst the hardest with the downturn.

Other Australian and international cities are experiencing a renaissance in central city retail while Perth is stagnating – urgent action is required.

Well-integrated urban shopping centres are an important component of ensuring that central city retail remains competitive in a metropolitan area – functioning as anchors to the benefit of the wider city retail environment. **Perth should aspire to not only compete with, but surpass the retail offer of suburban locations. Providing a centre with the calibre of Emporium Melbourne, Westfield Sydney City or the Mall of Berlin is an important part of that goal,** and could provide opportunities for new connections and public/semi-public spaces.

The Ideas

- **It's time to approach the Perth retail core as a world class city high street** with disciplined management, sophisticated marketing, targeted events, and above all a focus on the customer experience from start to finish.
- **It's time for a coordinated retail strategy for central Perth.** Efforts can and should include the following.
 - An industry-led, City-supported retailers' association to drive joint marketing, data sharing, and precinct management of retail and hospitality in central Perth.
 - A universal retail and hospitality directory and maps for central Perth.
 - **Continue to reform retail trading hours** across the Perth metropolitan region, including aligning Sunday opening hours with other days of the week.
 - The city-retailers' association can also be used as **a platform to remove and amend other legislative and policy barriers**, including reforming pop-up laws to encourage easier medium term leasing arrangements, discount parking initiatives, and opening up unused commercial car spaces for shoppers.
- **Perth needs a State and local government commitment to explore policy changes to spur the development of a major consolidated retail centre in central Perth.**
 - Initiatives to achieve this could include:
 - Provide for major plot ratio bonuses, and the permissibility of towers beyond current height controls, for consolidated sites in the retail malls of over 1ha or similar.
 - Provide for facility-specific plot ratio bonuses for the provision of discount department stores, full-line supermarkets, or major cinema facilities.
 - Provide for rate-holidays or rate-back schemes where land consolidation is being undertaken.
 - The implementation of an **Improvement Plan** for the mall areas to allow for compulsory acquisition if required.
 - Consider the re-opening of Hay Street to vehicle traffic (service or general) in a shared pedestrian environment to minimise loading restrictions needed to service such a facility, or initiatives like Brisbane with underground service tunnels. Re-opening Hay Street will also assist with upper-level activation efforts.
- Consider the arrival experience and bridge connections of visitors from major train stations and car parks. **Customers should be welcomed with bright, clean environments, and directed to retail landmarks, stores and events with live information and interactive displays/kiosks for wayfinding.**
- Create opportunities and programs for more independent retail, including in prime locations.
- Ensure that vacant tenancies and construction sites are treated to a high visual standard, and that resources are available for improving merchandise display and shopfronts.
- Provide incentives or loans for façade refurbishments and to encourage refurbishment or repurposing of vacant or heritage buildings.

3



BRAND PERTH

It's time to crystalize what Perth stands for and project this to the world.

The Situation

For decades Perth as a city has struggled to articulate its urban identity. Are we beaches and great weather or an emerging pan-Asian capital? Resources and mining or creativity and tech? Suburbs and cars or city and people? All of the above?

The challenge and opportunity is about differentiation and competitive positioning in the context of a world where cities compete directly with each other. We need to get clear on our authentic territory, and tell a compelling story about where we've been and our plans for the future.

It's time to get comfortable in our own skin.

Central to this call to action is the need for a unified and strategic place brand, supported by a strong management that clearly articulates what we are all about to our core target markets – visitors, residents, workers, business, industry and export markets. **Fundamental to this is acknowledging and embracing our position in the Asian region** – our city should be overtly welcoming Asian migration, investment and tourism.

As a city, Perth is lacking unity and cohesion in our city branding approach. Many logos, many campaigns, many agencies – all with disparate views. Perth is often lost amongst broader efforts to promote WA.

We need to take the lead from cities like Lyon, Montreal, Copenhagen and even Melbourne to **leverage city branding as a fundamental driver of economic development.**

A strong, well-managed place brand has the power to capture imagination, celebrate successes, build a groundswell of pride and goodwill and tie together all elements of a great city – its people, cultures, heritage, economy, services, ideas, events and innovations – and share them with the world.

Without it, our city is at risk of fractured understanding, mixed messages and ultimately uncertainty, or worse – indifference, amongst our vested stakeholders and investment partners.

The Ideas

- It's time to change the dialogue about city branding and generate shared understanding of its role in strategic competitiveness and economic development.
- **Perth needs to develop a place brand strategy for execution across multiple touch points – from campaign to public realm.**
- The place brand should be enduring and not campaign driven, reflecting the city's many different facets – people, environment, heritage, places, policy, economy etc. Perth's brand strategy should celebrate our Indigenous heritage, our role as an Asian city connector, our natural beauty and biodiversity, local character, entrepreneurial spirit and our work/lifestyle balance.
- **We need to commit to proactive brand management as part of the capital city agenda – this city brand should permeate and underpin our service culture, approach to policy making, and be reflected in our architecture, city making and events.**



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A SHARED CITY AGENDA

It's time for a joint body, with representatives of the State government, local governments and the MRA to develop a shared vision for the inner city.

The Situation

The inner city is a complex region that requires sophisticated planning and management.

There is a myriad of authorities and agencies with an interest and role in the central and inner city. Better coordination and cooperation between these entities is essential.

The following represents just some of the governance layers currently in place. The City of Perth cannot control Main Roads with respect to traffic signals in its own municipality. The MRA and City of Perth both act as approval authorities, place makers and policy makers. The PTA coordinates and operates bus routes through the inner city across multiple local governments, whilst the Department of Transport may prepare transport strategies, as does each local government. The WA Liquor Commission will issue and monitor liquor licensing.

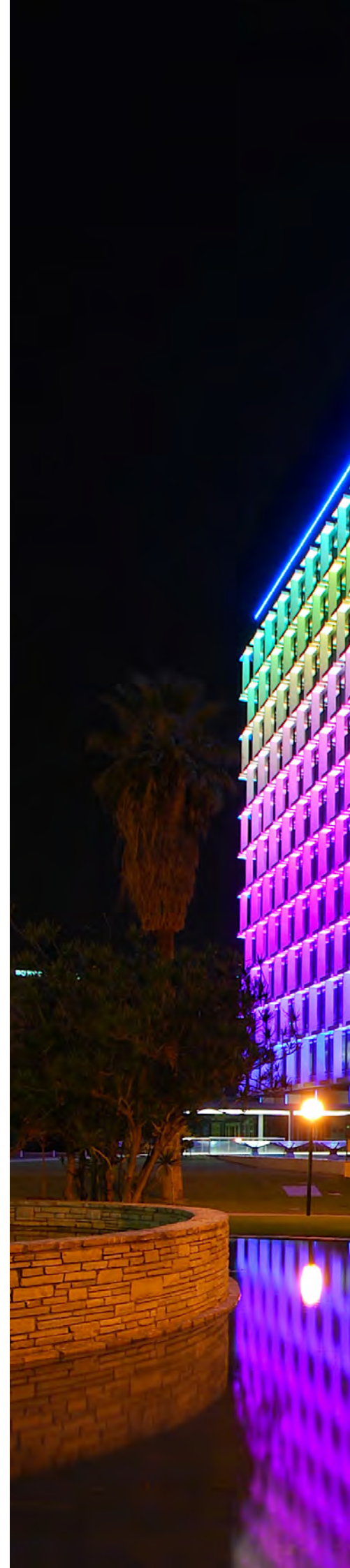
There are too many disparate organisations and agencies with interests in the inner city. There is clear duplication of skills and functions across a range of disciplines and issues.

The Capital City Act is a welcome first-step to drive better government cooperation, however the 'capital city' extends beyond the City of Perth.

The cross section of agencies and functions is easier to manage in suburban areas, where the land uses and depth of issues are less complex. However, the inner city is unique due to its employment density, capacity for residential growth, its function as the centrepiece of transportation systems, and role as the capital city and associated unique events, facilities and services.

Despite these shared functions and major responsibilities, it is clear from stakeholders consulted that **there are few, if any, formal forums where different organisations convene, exchange and share information, and coordinate projects and priorities – particularly in a publicly accountable manner. Many stakeholders are doing great things – it's time to bring the best ideas and initiatives together.**

Additionally, key sectors of the inner city economy, such as night-time focused businesses operate in an environment that is unfamiliar to most policy makers.





It's time for increased cooperation and coordination of infrastructure, services, policy and branding across state agencies and local governments operating across the inner city.

The Ideas

- It's time for all organisations with a stake in the inner city to treat the region in a coordinated manner.
- **A COAG-like body of inner city local governments such as Perth, Vincent, Subiaco, South Perth and Victoria Park, as well as the MRA, should be established to formalise their working relationship.**
- The body should focus on **synchronising and standardising processes, controls and priorities with a view to reducing regulation, red-tape and barriers to growth and harmonising digital systems.** These processes could set the basis for future reform.
- This body could be established via amendments to the City of Perth Act or other instruments.
- Agencies should be required to respond to and consult with this body.
- **Consideration should be given to delegating certain functions of agencies** (and/or final decision making capacity), particularly for traffic signal control and authorisation and liquor licencing to the City of Perth, or relevant local governments within the inner city.
- **The State Government should explore the establishment of a Minister for the Capital City,** who would have a strategic role in chairing the COAG-like body, coordinating the various agencies and organisations within the inner city, and potentially final ministerial decision making powers for all matters within a specific region, ranging from transport planning, planning determinations, infrastructure planning, and policy development.
- **Consideration should be given to the creation of Night Mayor or Night Czar for the inner city,** to ensure that policy, approvals and design are all undertaken with consideration of the night time economy.



ECU

LEADERVILLE

NORTH PERTH

SUBIACO

PERTH CBD

KINGS PARK

PERTH WATERS

VICTORIA PARK

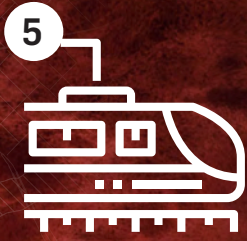
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SOUTH PERTH

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PLAN PERTH

CITYNET

It's time to lock-in the best routes for light rail and other transit projects through the inner city.

The Situation

The inner city lacks a clear infrastructure pipeline. Whereas greenfield residential areas will have detailed structure plans outlining future transport routes, roads, parks, schools and other community infrastructure, the inner city suffers from an infrastructure guessing game.

While the knowledge arc light rail system has been talked about for over a decade, there is still an opportunity available to finalise its route. Similarly, the State Government's Transport @ 3.5 Million plan outlines that the CBD/inner city will require a subway system when greater Perth's population reaches 3.5 million people – this presents an exciting chance to plan ahead.

Great cities of the world are often defined, experienced through, and energised by, effective mass-transportation systems.

How do we know we are not compromising the future delivery of Perth's future major transit projects right now?

Far too often, road projects are the beneficiary of funding allocations because they are planned and designed well in-advance. This is almost never the case for transit infrastructure.

This lack of planning inhibits investment. While land developers will freely develop new estates in the Perth's fringes in anticipation of new freeway and highway extensions, the same cannot be said for central and inner city development.

While the State's economic circumstances mean that some projects, particularly light rail, are further away than previously anticipated, the opportunity awaits to plan for their delivery.

The Ideas

- It's time for inner city Perth to plan future transit routes now to focus investment, trigger new planning initiatives, and secure corridors and land for the long term. **The metropolitan area has various transport strategies including METRONET that provide transit infrastructure certainty. It's time for the inner city to have the same certainty in the form of CITYNET.**
- It's time to make bold plans for transit – not only the Knowledge Arc and inner city subway, but the future of those systems, as well as bus and ferry routes.** Perth needs to be ambitious. Most transport planning is currently done on the basis of catering for, and indeed perpetuating, the existing sprawl of the metropolitan area. Inner city developers should have the same infrastructure certainty as their greenfield counterparts.
- This future planning can **allow for land acquisition and corridor reservation to be identified early** to minimise future delivery costs – utilising existing tools like the Metropolitan Region Scheme.
- This future planning will also **allow for developers to respond accordingly**, and thus help underpin the business cases for the delivery of the transit projects.



It's time to end inner city transit infrastructure planning and delivery on-the-run. If we can't afford it right now, let's plan for it anyway to secure corridors and provide developer certainty.

FEET FIRST, CITY FIRST

It's time to take walking seriously and implement a city boulevard program and other initiatives to renew the walking experience across the inner city.

The Situation

The best cities in the world are the most walkable. More feet on the ground is better for local businesses, community safety, and fosters residential growth.

Central Perth's walking conditions are sometimes poor. The balance between pedestrians and cars is not set right.

Pedestrians suffer from long-wait times at crossings (or no safe crossings), narrow footpaths, poor lighting, poorly presented paving, a lack of weather protection, and limited wayfinding.

This poor experience is amplified by changing jurisdictional boundaries, and practices that place car safety above other factors. Distances between safe pedestrian crossings can stretch for several hundred metres even in the core CBD, and longer across the inner city.

Our city's approach to streets has remained largely constant – vast areas of road pavement, on-street parking, and limited pedestrian space. Too often pedestrian environments are upgraded only in the context of a road upgrade.

Contemporary cities are transforming inner city streets from car-oriented to pedestrian-oriented, as not only a means of encouraging more sustainable transportation habits, but to create neighbourhoods and deliver amenity on inner city residents' doorsteps and create the ingredients for prosperous businesses.

Perth needs to get on board and view its streets as spaces that can be utilised to trigger broader city goals such as residential infill and a more vital retail and hospitality sector.



It's time to take walking seriously by implementing new city boulevards, putting pedestrians first at intersections, piloting residential superblocks, improving wayfinding, and removing car parking minimums.



The Ideas

- **It's time to improve walkability, inner city amenity, and connections between local destinations.**

- To support this focus, a range of works and initiatives could be undertaken, including:

- **New City Boulevards**

It's time to consider road projects as a means to improve walkability, inner city amenity and connect destinations, regardless of any jurisdictional boundaries.

A City Boulevard program could involve a complete assessment and renewal of key routes across the inner city. Routes could include the city to Mount Lawley, the city to the new stadium, Waterbank to Kings Park, or the route around Perth Water.

This program would ensure that pedestrians are provided with a consistent, high quality walking environment between key destinations.

- **Pedestrian-First Intersections**

Our inner city intersections are primarily designed to funnel traffic, with pedestrians given scarce crossing time. It's time to design our intersections for pedestrians as much as we do for cars.

London's Oxford Circus was recently upgraded to mandate the movement of pedestrians first. The same principles should be applied initially at major inner city intersections such as William Street/ St Georges Terrace and Beaufort Street/Walcott Street and eventually become the standard.

- **Residential Superblocks**

Residential superblocks or 'superilles' are being rolled out in Barcelona. They involve limiting through-traffic in residential streets, reducing on-

street parking, creating shared street environments, and significantly increasing on-street greenery.

It's time to pilot superblocks in inner city Perth, with ideal places being high-density areas with mostly off-street car parking such as northern parts of 'Perth' or residential areas of West Perth.

- **Build-In Ride Sharing**

Perth's on-street parking car parking system needs to provide more pick-up and drop-off spaces for ride sharing services in acknowledgement of ride sharing's role in a more efficient transport system.

- **Improved Wayfinding**

Expand the City of Perth's existing way finding program, with more signage across the inner city, incorporation of live information at key sites/ routes, and allow for smaller-scale 'guerrilla' wayfinding signage.

- **No Mandated Car Parking**

Limited areas of the CBD core and some MRA areas have no residential parking minimums. **Minimum car parking requirements should be removed in inner city locations where high frequency public transport is available.** This will lower the burden on residential development, whilst still allowing residential parking to be provided in accordance with market demand.

Commercial land use car parking minimums should also be removed in inner city neighbourhoods where high frequency public transport is available, as is the case for areas under the Perth Parking Management Act. This will even the playing field for inner city businesses.



Oxford Circus, London - A pedestrian-first intersection.



THE MISSING PIECES

It's time to ensure that inner city Perth has all the essential ingredients of a great city – and a plan to deliver them.

The Situation

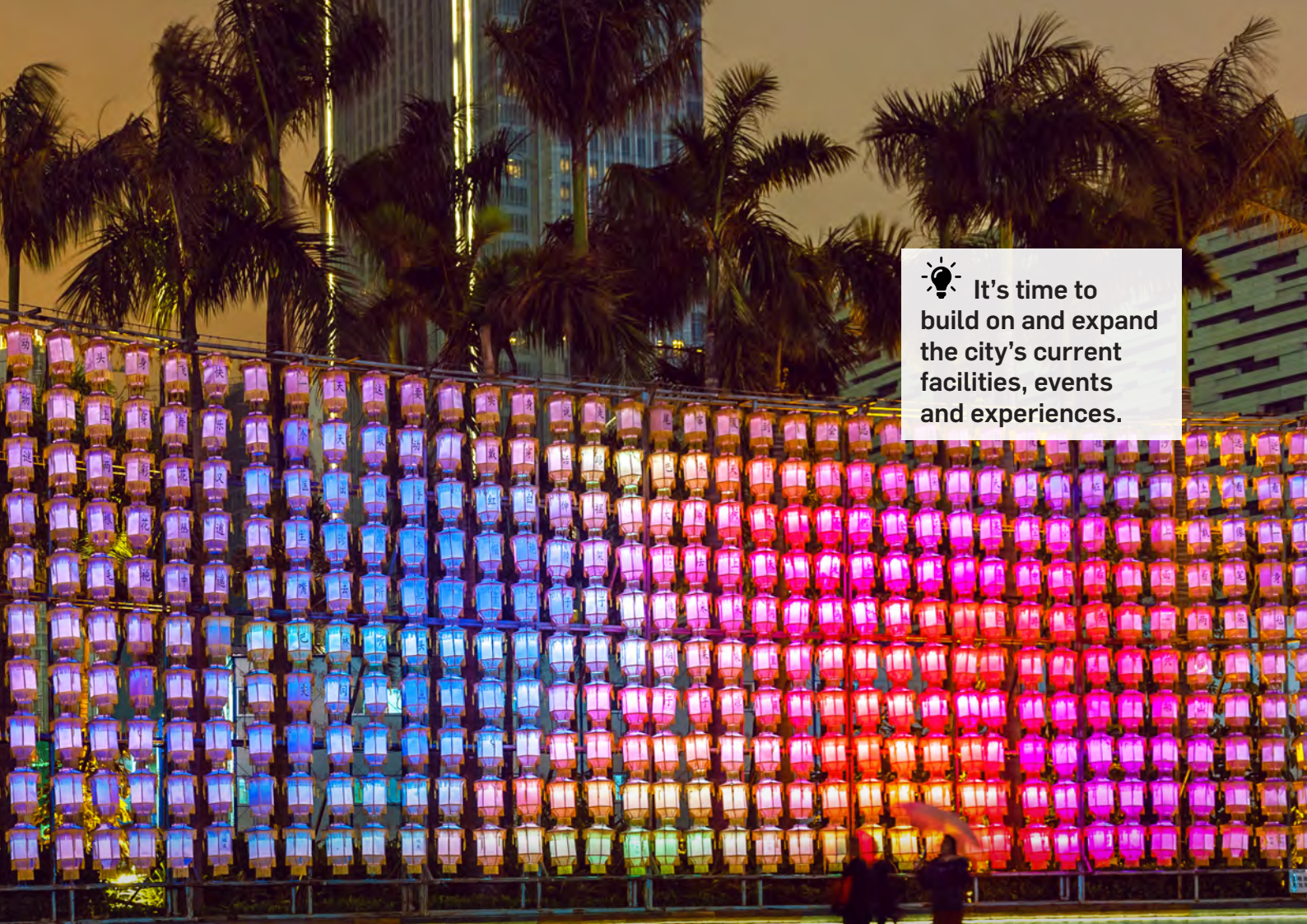
Perth is lacking some essential city-making facilities, events and experiences.

Some glaring omissions, such as a landmark major museum are in the process of being rectified, however our city has plenty of work to do.

Missing pieces include:

- A **central city lyric theatre**, with a capacity of at least 2,000 seats.
- A major **central city university campus**.
- **Central and inner city recreation centres**, with aquatic, fitness, studio and community facilities.
- A **'money-can't-buy' event** that is exclusive to Perth and uniquely associated with Perth.
- A **landmark tourism experience**, that is again exclusive to Perth and uniquely associated with Perth.
- **Improved conference facilities**, with at least a 10,000sq.m addition to the Perth Convention Exhibition Centre.
- **Inner-city general intake public primary and high schools**.
- A **cultural facility anchor at Elizabeth Quay**.

Infrastructure planning and funding takes place in a disjointed manner and within the confines of individual bodies and local governments. While suburban community facilities often manage to receive State and federal funding, inner city businesses and residents are being left behind.



It's time to build on and expand the city's current facilities, events and experiences.

The Ideas

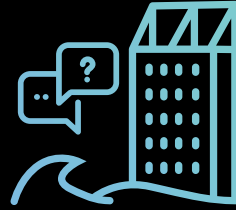
- **It's time to ensure that the City (or the COAG-like inner city body) has an exhaustive list of priority infrastructure projects.**
- The COAG-like body should seek to jointly fund projects (and existing facilities) where there is clear benefit across multiple jurisdictions, and source grants with the combined resource of all involved.
- **Perth should seek to establish a landmark event and/or festival unique to Perth.** This could include a festival of light or a packaging and expanding of the existing festival season in February.
- **Events should be centrally catalogued across the metropolitan area through a single resource** – with the awareness, scope, usability and reach of experienceperth.com improved. An ongoing calendar of events needs to be properly resourced to the benefit of the hospitality and accommodation sector.
- **Perth should seek to establish a signature tourism experience.** A cable car from Elizabeth Quay to Kings Park and South Perth is a potential candidate experience. Major tourist initiatives and facilities should not be viewed in their individual profit/loss context, but in the context of broader benefits to Perth and WA.
- **A cultural anchor at Elizabeth Quay** is essential – an Indigenous Culture Museum should be a priority for all levels of government.
- A major inner city university campus has been a talking point in Perth for many years, however there has been no significant progress on this matter. Despite this, Curtin University has established its business and law school campuses in the CBD as well as a St Georges Terrace resource centre. Additionally, over 1,500 dedicated student accommodation beds are proposed in central Perth, with over 500 beds under construction.
- In acknowledgement of the significant costs in establishing a major university campus in the central city, high land costs, and significant investments in existing campuses, alternative options need to be explored.
- **The major universities should explore the establishment of a shared facility that could act as a meeting point, library, collaboration space, and teaching space.** The cost could be spread across the various universities, and allow all students to have access to CBD facilities and thus support ongoing inner city student accommodation growth and city vitality.
- **There are also opportunities to explore bringing distinct schools such as the Western Australia Academy of Performing Arts (WAAPA) into the central city** where there are clear benefits of co-location with other facilities.



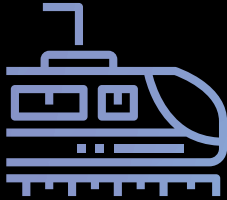
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**PERTH
SHOPPINGTOWN**



**BRAND
PERTH**



**PLAN
PERTH**



**A SHARED CITY
AGENDA**

