

# City of South Perth Economic Development Strategy 2013–2016



Working Together to Create  
a City for **Everyone**





City of South Perth  
Economic Development Strategy  
2013–2016

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# Introduction



Sound economic planning and development is vital in building sustainable and liveable communities.

In recognition of its importance, the City of South Perth has prepared this Economic Development Strategy to be used as a framework to assist in fostering economic development in line with its Strategic Plan 2013–2023.

Recently the City embarked on an ambitious community planning project to survey and record the ideas and aspirations of the community, which are encapsulated in the City's *Our Vision Ahead* publication.

Some of the key ideas from the community were:

- Develop a strategy to energise business development and sustainability
- Identify existing and potential hubs of activity to develop and enhance cafes, town squares, community facilities, cultural and creative capital, business and tourism

- Utilise a place-making approach to enhance the unique local identity of each of our village centres.

Sustainable economic development must be integrated with good social and community planning and the preservation of the unique environment of areas of beauty and importance.

The challenge of this Economic Development Strategy is to balance both the inevitable economic growth that comes with attracting business and investment to desirable inner city suburbs, as well as building liveable communities that remain sustainable.

Sue Doherty, Mayor

# Preparation of the **Strategy**

This strategy is born out of the Strategic Plan 2013–2023 and *Our Vision Ahead* documents in both style and substance. The views and aspirations of the community gained from the *Our Vision Ahead* consultation process heavily influences the core values and actions of this strategy.

The strategy focuses on actions that are critical and within the capacity of the City to influence.

These actions sit within four over-arching strategic areas:

- economic development leadership and facilitation
- urban place-making and revitalisation
- marketing / promotion
- strategic property management.

In these four action areas, the City can have the most direct influence, guidance and capacity to implement actions designed to create economic development.

The selection of each action was guided by two assessment criteria – benefit and capacity to implement.

## **Benefit**

- Will it bring more investment to the City of South Perth?
- Is it the sort of investment that the community wants in the City?
- Does it comply with the City's planning and other relevant policies?
- Will it help to create more jobs and what type of jobs?

- Are there other potential impacts (eg social, environmental, cultural) to consider?

## **Capacity to implement**

- Are there adequate financial and human resources to implement strategy?
- Is there the political and community will to accept and support the activity?
- Is it consistent with the City's vision for economic development?

The City has prepared this strategy with the assistance of Hester Property Solutions, consultants experienced in economic development, strategic land use planning and urban form and design.



Above: The iconic Windsor Hotel located on the Mends Street historic precinct.

# Economic Development

## What is economic development?

In a broad sense, economic development can be defined as increasing an area's income and wealth and distributing that wealth through local expenditure and jobs throughout the community. It also includes improvements in human development, education, health choice and environmental sustainability.

Economic development involves "capacity building" where we see commercial investment, new businesses and higher density residential dwellings develop in certain precincts. These precincts help create jobs and activate areas bringing with it vibrancy and social amenity.

The economic viability of these areas is very important in establishing sustainable communities and local governments play a vital role in this regard.

## Role of the City in economic development

The City plays an important role in promoting and facilitating economic development. It is a "whole of organisation" culture to encourage and facilitate new residents, visitors, new businesses and developments that will help make the community's vision for the City become a reality.

The Western Australian Planning Commission's document, "Directions 2031 and Beyond", highlights that 10,871 people work within the City of South Perth, with a self-sufficiency employment rate of 54 percent. This strategy hopes to improve

the self-sufficiency employment rate with a number of actions identified in this report.

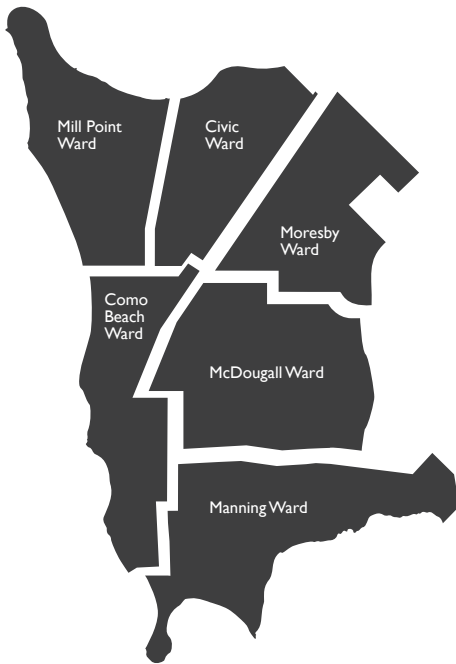
Some of the key areas of economic development where the City of South Perth can and does take a leadership and facilitator's role are:

- Lead and facilitate development of Activity Centres
- Engage and partner with the business community in revitalisation projects
- Develop Master Plans for Activity Centres
- Promote business and investment attraction (including home occupation)
- Communicate regularly with business community (including major Perth property agents)
- Engage, lobby and collaborate with state government for public infrastructure eg Train Station
- Generate economic growth from both council-owned and managed land.

## Resourcing

Implementing the strategies and actions may require some additional resourcing to deal with strategic property management. However, for the majority of the actions, there is sufficient capacity within the current resourcing levels.

# City Overview



Note: wards to be reduced from six to four in October 2013.

## Key Statistics

Population: 45,000 (estimate, July 2012)

Suburbs: Como, Karawara, Kensington, Manning, Salter Point, South Perth and Waterford

Land Area: 19.9km<sup>2</sup>

Local Industries: offices, private colleges, tourism, hotels/motels, shopping precincts

Labour Force: 3.9% unemployed, 61% full-time

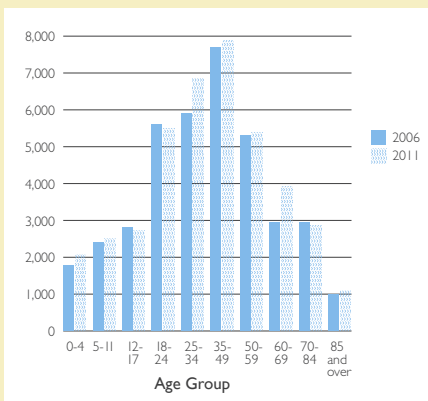
Tourists to City: 74,900pa (30% international)

The City of South Perth is already a destination of choice for residential living, business and visitors wishing to enjoy its river foreshore parks, Perth Zoo, cafes and restaurants, and sporting facilities.

Although primarily a residential dominated City, a number of areas like the South Perth (Peninsula and Station) and Como foreshore precincts have been attracting new commercial offices because of the amenities of the area and close proximity to the Perth CBD. These precincts are known as Activity Centres (see page 7).

In addition, the western portion of Technology Park, located within the City of South Perth (near Curtin University) has capacity for further development. This is Western Australia's premier location for innovative organisations dedicated to information technology and telecommunications, renewable energy, clean technologies and life sciences.

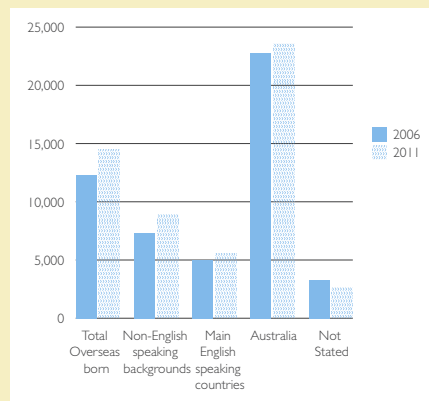
## Who Are We?



The largest changes in age structure between 2006 and 2011 were in the age groups:

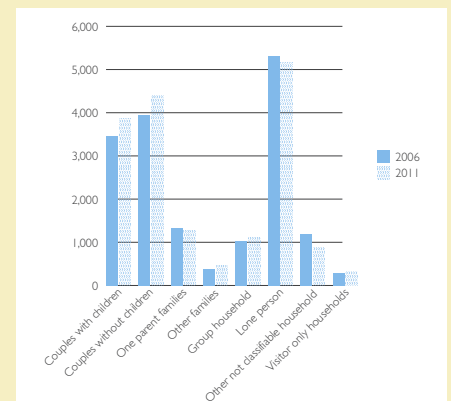
- Empty nesters and retirees (60 to 69) (+923 persons)
- Young workforce (25 to 34) (+917 persons)
- Babies and pre-schoolers (0 to 4) (+302 persons)
- Parents and homebuilders (35 to 49) (+201 persons)

## Where Were We Born?



Between 2006 and 2011, the number of people born overseas increased by 2193 or 18%, and the number of people from a non-English speaking background increased by 1611 or 22.2%.

## How Do We Live?



The number of households in City of South Perth increased by 534 between 2006 and 2011. The largest changes in family/household types in the City of South Perth between 2006 and 2011 were:

- Couples without children (+458 households)
- Couples with children (+406 households)
- Lone person (-154 households)
- Group household (+95 households)

# Activity Centres

Activity Centres are defined as community focal points which include a combination of activities such as offices, retail, higher-density housing, entertainment, civic/community, education and medical services.

These centres promote economic and social vitality by concentrating higher density housing and places of employment within easy walking distance to public transport.

Metropolitan planning is guided by the Department of Planning and Western Australian Planning Commission document, "Directions 2031 and Beyond", and State Planning Policy 4.2 "Activity Centres for Perth and Peel" – both placing great emphasis on the role and function of activity centres, particularly in providing a more diverse mix of uses and housing types.

## Activity Centres Structure

The City of South Perth has identified 10 activity precincts within the municipality.

### Major Employment Activity Centres

1. South Perth Civic Centre and Community Precinct – Demand for retail and other activity
2. Bentley Technology Precinct – Demand for retail and other activity

### District Activity Centres

3. South Perth Station Precinct – Incorporates land between Scott Street/Frasers Lane and Richardson, Mends and Darley Streets. This precinct is the subject of Amendment No. 25 to the City's Town Planning Scheme No. 6 (TPS6).
4. Canning Bridge Precinct – Incorporates land on both sides of

the Canning River within the Cities of Melville and South Perth. The City is working with the City of Melville and state government to develop a structure plan for this precinct.

5. Karawara/Curtin University – Incorporates both components (note: Curtin University is located in Town of Victoria Park and borders the Karawara precinct

These District Activity Centres have a greater focus on servicing the daily and weekly needs of residents. Their relatively smaller scale catchment enables them to have a greater local community focus and provide services, facilities and job opportunities that reflect the particular needs of their catchments.

District Activity Centres are a focal point for the bus network, host discount department stores, supermarkets, convenience goods, small comparison shopping, personal services and some speciality shops as well as district level offices and local professional services.

### Neighbourhood Activity Centres

6. Eastern Activity Precinct – Canning Highway (near Berwick Street)
7. Preston Street Precinct – Como
8. Angelo Street Precinct – South Perth
9. Welwyn Avenue (Manning Hub) Precinct – Manning
10. Canning Highway – Retail Needs Study

These Neighbourhood Activity Centres provide for daily and weekly household shopping needs, community facilities and a small range of other convenience services.

Neighbourhood Activity Centres are stopping/transfer points for the bus network, host supermarkets, personal services and convenience shops, as well as local professional services.

### South Perth Station Precinct

Following consideration of public submissions, Council adopted Amendment No 25 of TPS6 in May 2012. This amendment is anticipated to be signed off by the Minister for Planning in December 2012. Amendment No 25 will facilitate more intensive office development and higher density residential. It will also promote more cafe / restaurant and hotel development in an area that is keenly sought after for these activities.





### Retail in the City

The retail sector is a great employment generator that provides jobs with flexibility in the community, particularly for parents with children, students and those seeking part-time work. One of the benefits is that retailers often employ local staff. Compared to neighbouring municipalities that have major shopping centres, the retail sector in the City is small with one minor 'district' shopping centre in Karawara and smaller ones throughout.

The City of South Perth has recently appointed consultants to conduct a Retail Needs Assessment Study to assist the City in future planning to provide for community needs. This study will determine whether there is a sufficient retail floorspace to meet demand (particularly supermarket/food products). Anecdotal evidence suggests many residents shop outside of the City of South Perth in nearby suburbs like Victoria Park, Bentley and Belmont.

Retail shopping experts have identified South Perth/Como as prime sites for the development of small footprint supermarkets to service the needs of the community. When the study is completed Council will be in a position to carefully plan for any future developments that will provide a vibrant retail mix.

# Activity Centres

## Home-based Businesses

With the rapid advancements in communications and technology, more people are working from home – either full time or part time. It is one of the fastest growth sectors and plays a vital role in Australia's economy with nearly one million people running a business from home.

Working from home can offer flexibility and convenience, and can often be a great opportunity to start a new career. The home-based workforce is usually well educated and are often high income earners.

The City of South Perth highly values the contribution home based businesses make to the local economy and supports their growth. It is well documented that businesses operating from home help keep the suburban streets more secure, contribute to the sustainability of a community and help reduce anti-social behaviour.

It is estimated that there are 2000 home businesses in the City.

## Research and Education

The City is well-regarded as an education precinct with four high quality private secondary colleges (Wesley, Penrhos and Aquinas) and one public high school (Como Secondary College), 12 primary schools and five kindergartens. Curtin University, Polytechnic West and Bentley Technology College also border the City of South Perth.

In 2009 the Australian Government, as part of its Super Science initiative, allocated \$80 million towards the establishment of the Pawsey Centre Project with the primary

aim of hosting new supercomputing facilities and expertise to support SKA (Square Kilometre Array) research and other high-end science. The secondary goal of the Project is to demonstrate Australia's ability to deliver and support world-class advanced ICT infrastructure and therefore strengthen Australia's bid to host the SKA, which is critically dependant on advanced ICT.

The Pawsey Centre Project will have the capacity to host new supercomputing facilities and other expertise to provide immediate support to the Australian SKA Pathfinder and Murchison Widefield Array radio astronomy telescopes as well as other high-end research areas of computational and data-intensive science, particularly nanotechnology, biotechnology and geosciences. The SKA is one of the largest scientific projects undertaken anywhere in the world.

The Pawsey Centre will comprise a purpose-built building, housing a petascale supercomputing system and associated works at Kensington, Western Australia. It will be constructed on CSIRO-owned land adjacent to the CSIRO's existing Australian Resources Research Centre facility at Technology Park, Kensington.

## National Broadband Network

The National Broadband Network (NBN) is a high speed broadband network that is planned to reach 100 percent of Australian premises with a combination of fibre, fixed wireless and satellite technologies. The construction and installation of the NBN, along with other necessary activities such as remediation work to existing Telstra infrastructure, is being facilitated by the NBN Co.

The potential benefits of the NBN are:

- Healthcare providers can diagnose, monitor and provide ongoing care to patients remotely; saving time and money for those who currently have to travel long distances to receive healthcare
- Education opportunities become less restricted by proximity to the nearest school, university or educational institution
- Small businesses may increase online trade and access markets both nationally and internationally regardless of whether they are located in cities or country Australia
- More in-home information and entertainment services such as video on demand, IPTV (television from internet providers, not just broadcasters) and high resolution video
- Increased teleworking as well as potential flow-on social and environmental benefits through reduced commuting.

## NBN Status at South Perth – November 2012

The first two Fibre Service Area Modules (FSAMs) that were released in South Perth are currently undergoing network remediation activities and this will be followed by construction works. It is anticipated that NBN construction in both of these FSAMs will be completed by the third quarter of 2013, at which time testing and activation of the NBN will occur.



Above: Artist's impression of the Pawsey Centre in Kensington.



Above: Meerkats at Perth Zoo.

# Tourism

Each year visitors from overseas, interstate and from all parts of Western Australia visit South Perth – in particular the Zoo in South Perth, the Swan River foreshore and the various cafes and restaurants and other venues of interest.

The ferry operating between Barrack Street Jetty in Perth and Mends Street in South Perth, brings about 0.25 million passengers to the City each year, 40 percent of whom are tourists.

The City recognises the opportunities that exist to build economic growth through tourism and will work with key stakeholders to develop strategies to maximise benefits for both traders and the general community.

## **Promoting the City**

The City produces an annual tourist map, featuring local attractions, services, accommodation, eateries and bars. About 33,000 copies are distributed to 300 outlets throughout Western Australia, including hotels and airports.

In addition, the City advertises its attractions in the annual Welcome to Australia coffee table book, provided in every five-star hotel in Australia.

## **Mends Street Wi-Fi**

The City provides free wireless internet (Wi-Fi) on Mends Street, which is available for any Wi-Fi enabled device, including personal computers and mobile phones.

## **Old Mill Precinct Redevelopment**

The Old Mill Precinct Redevelopment is an initiative of the City to revitalise the southern side of the Swan River foreshore at the northern extremity of the Mill Point peninsula with the objective of becoming an iconic heritage, cultural and adventure tourism destination.

The Old Mill could have a significant impact on the Western Australian economy, but this will require considerable investment. The ambitious Old Mill Precinct Redevelopment project includes a 'tram house', museum, art gallery, restaurants, 'serpent bridge', flying fox, marina and improved public open space, including re-creation of the historic Millers' Pool. The City is presently conducting a number of environmental studies for this project.

## **Perth Zoo**

Perth Zoo has in excess of 0.6 million visitors each year, many of whom come via the ferry and Mends Street.

The City also provides the Zoo annual sponsorship of approximately \$15,000 as part of a partnership agreement.

# Potential **Economic Development**

## **Developing a Land Asset Management Plan**

Buying and managing property is an integral part of the functions of local government, and involves a large allocation of money and resources. The City of South Perth controls several hundred properties – either properties owned in freehold title or crown reserves managed by the City on behalf of the State Government.

The City is keenly aware of the potentially significant income producing assets at their disposal. This includes not only freehold land, but also crown reserves that can be better utilised to deliver community services.

With the population of Perth to rise appreciably over the next 15 years, local governments like the City of South Perth will be presented with major challenges in managing this projected growth, services and economic activities.

This will place pressure on the City in planning and managing its property resources efficiently. A Land Asset Management Plan (LAMP) will therefore need to be developed as it will play an important role in the future decision making of the City.

The LAMP has the potential to raise significant long term income for the City that will assist it in providing services to the community. This framework will be integrated with the City's Strategic Plan.

## **Manning Hub**

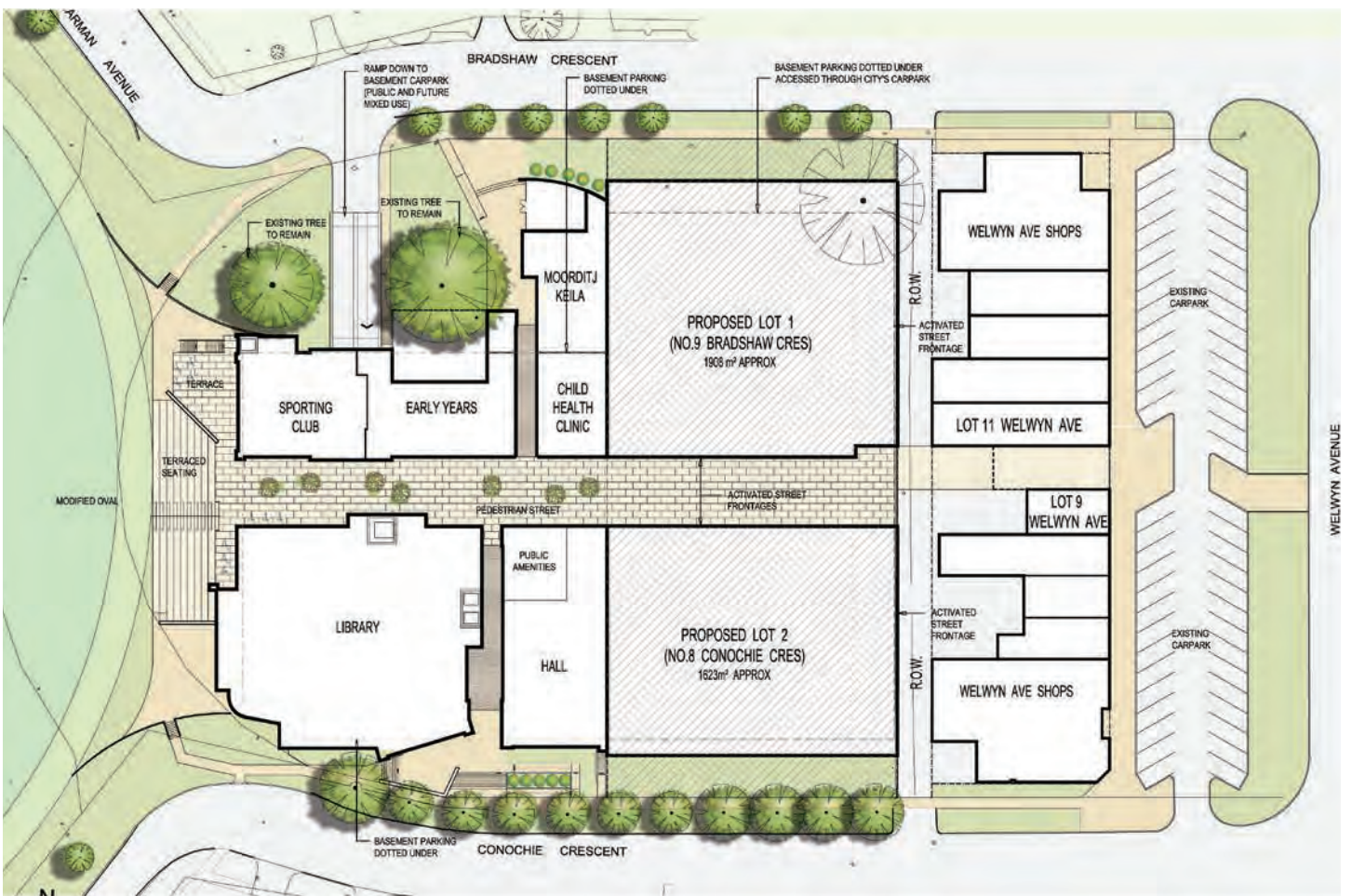
The City has begun to use land it manages to catalyse redevelopment of activity centres like the Manning Hub, where Council is acquiring surplus reserve land (as indicated on the diagram of the precinct) for commercial and civic purposes. This will integrate with and enhance the current Manning Hub Precinct

In the case of Manning Hub – the crown reserve land (worth several million dollars) is being acquired from the State Government at five percent of the market value but will generate commercial and civic development estimated to be in the vicinity of several millions of dollars.

By activating more strategic use of its landholdings land the City will achieve:

- much needed civic and community infrastructure
- highly desired commercial developments providing social and business amenity
- job creation and increased wealth for the community
- vibrant centres through good urban design.

# and Land Management



MANNING COMMUNITY CENTRE FOR CITY OF SOUTH PERTH  
PROPOSED MASTERPLAN

PRELIMINARY

SCALE 1:500 @ A3

PROJECT > MANNING COMMUNITY CENTRE

JOB NO. > 1139

DATE > JULY 2012 rev.C



Above: Artist's impression and draft masterplan for the proposed Manning Community Centre development.

# Action Plans

## Economic Growth and Vibrancy

Economic development requires sound planning and collaboration with the community, government agencies and private industry.

The actions outlined in the following pages are achievable and realistic for a local government the size of the City of South Perth.

### What will these actions achieve?

The City is committed to implementing these actions on behalf of the community and sees this Economic Development Strategy as a guide to business and community development.

The implementation of the actions will produce more employment, more social vibrancy (with cafes and restaurants) and well designed activity centres that will create vitality and amenity for the community. Below is an artist's impression of a hypothetical built outcome from redevelopment of the South Perth Civic Triangle, an example of the types of developments that can occur.

In addition, Council's property assets will be used in a more strategic and efficient manner that will generate wealth and financial sustainability.



Above: Artist's impression of the proposed South Perth Civic Triangle development.



Action	Activity	Priority	2013	2014	2015	2016	Responsibility
1. Economic Development Leadership and Facilitation							
I.1	Engage State Government in seeking necessary infrastructure (roads, second train station, Canning Bridge renewal)	High					Chief Executive Office
I.2	Collaborate with City of Melville and State Government in developing the Canning Bridge Station Precinct concept	High					Development and Community Services
I.3	Collaborate with WAPC to secure rezoning of South Perth Station Precinct	High					Development and Community Services
I.4	Actively seek developers to partner with the City in developing the Council owned Civic Triangle Land	High					Chief Executive Office/ Governance
I.5	Engage state and other stakeholders to enhance infrastructure on the Swan River foreshore to make this location more attractive to business	High					Chief Executive Office/ Governance
I.6	Develop a Sir James Mitchell Park Masterplan that facilitates and encourages more activities on this high profile but currently underutilised public open space	High					City Environment
I.7	Promote the South Perth Historic Precinct / Old Mill as a potential tourist drawcard	High					Chief Executive Office
2. Activity Centres – Place Making and Activation							
2.1	Conduct a Retail Needs Assessment	High					Strategic Planning
2.2	Prepare an Activities Centre Strategy	High					Strategic Planning
2.3	Prepare Structure Plans and Development Guidelines for Canning Bridge Station Precinct	High					Strategic Planning
2.4	Investigate ways to improve amenity and street scaping for the Neighbourhood Centres (Angelo and Preston Streets)	High					Strategic Planning / City Environment
2.5	Actively liaise and assist developers with developments in South Perth Station Precinct to ensure guidelines adhered to	High					Statutory Planning
2.6	Develop and implement a public art policy to increase the profile of public areas including the Mends Street historic precinct	High					Community, Culture and Recreation
2.7	Develop marketing package demonstrating development opportunities within TPS Scheme Amendment Area 25	High					Chief Executive Office / Governance

# Action Plans

Action	Activity	Priority	2013	2014	2015	2016	Responsibility
3. Marketing/Promotion							
3.1	Promote the City as a place to live, visit and establish businesses through regular communications to key stakeholders, property agents and accomodation outlets	High					Marketing
3.2	Prepare an economic and community profile promoting City (brochure and internet)	Medium					Marketing/Governance
3.3	Communicate every year in City newsletter to stakeholders and the community that the City supports Home Occupation businesses outline agencies designed to help these business grow	High					Governance
3.4	Partner with leading marketing and tourism agencies to promote the unique visiting opportunities within the City (eg, Perth Zoo and foreshore festivals)	Medium					Marketing
3.5	Liaise with Technology Park to attract development and investment to the precinct	Medium					Governance
4. Strategic Land Asset Management Plan							
4.1	Inspect and classify all City owned and managed properties	High					Governance
4.2	Develop criteria for disposing, purchasing and retaining property	High					Governance
4.3	Develop strategies to create passive income streams from property	High					Governance
4.4	Identify strategic land holdings that can generate development and income for community	High					Governance
4.5	Establish a strategic multi disciplined team to centralise property management and decision making	High					Chief Executive Office
4.6	Develop matrix to measure income, values and financial performance	High					Chief Executive Office

# Measuring Performance



It is important to adopt Key Performance Indicators to measure economic growth within the City. Although sometimes difficult to quantify, there are indicators that can clearly show whether the Economic Development Strategy is having an impact on the City's economic growth.

The following indicators have been chosen as key performance indicators as they can be measured quite easily:

- Value of non-residential building applications
- Value of residential building applications
- Total number of people employed in the City of South Perth (residents and non-residents)
- Workforce participation rate
- Population increase
- Retail and commercial floor space
- Number of businesses
- Vacant space
- Economic success, eg ABS statistics
- Economic survey and perception.