City of Stirling

- **Largest Local Government in Western Australia**

- **Population of approx 200,000**

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Regional Context
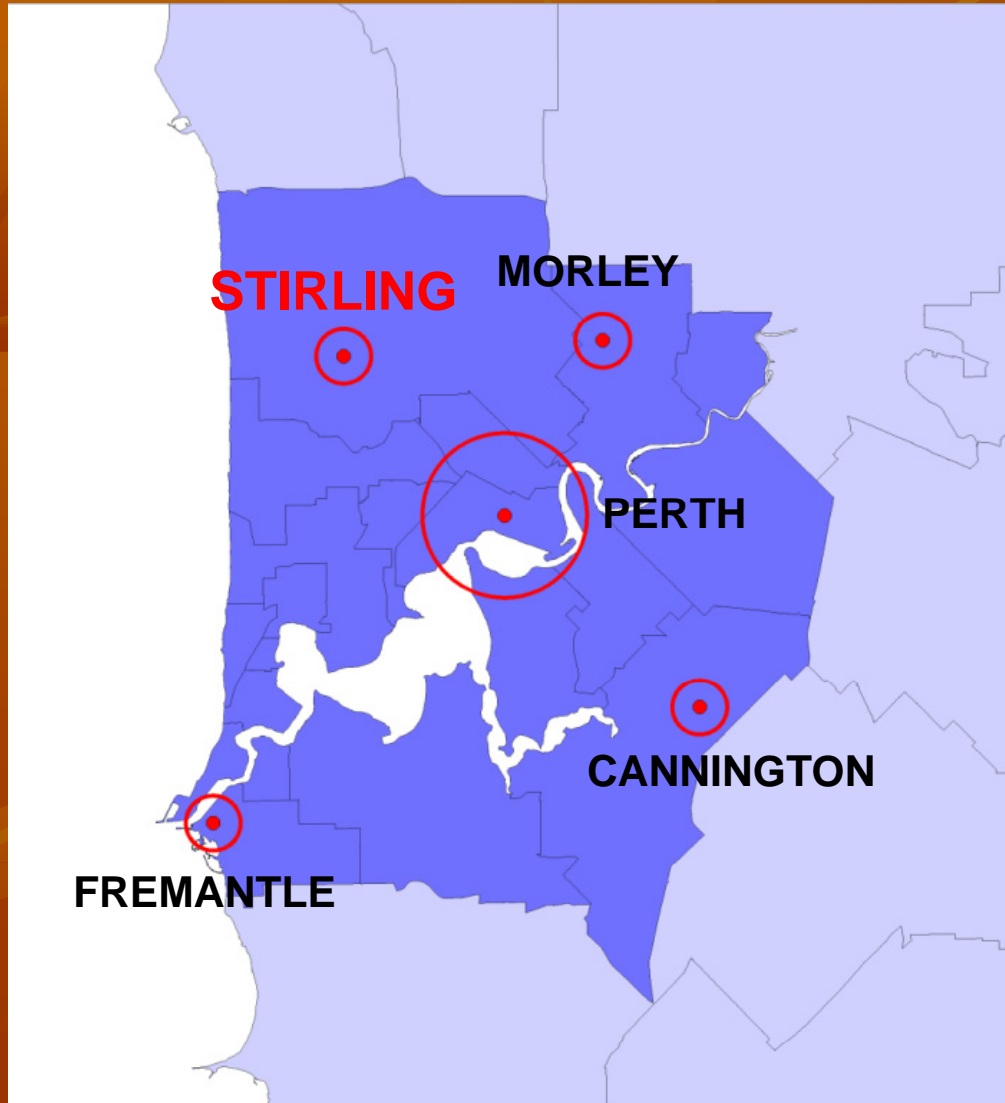
- One of four Strategic Regional Centres in the Central Sub Region;

- Need to accommodate an additional 300,000 people and 150,000 jobs in the next 20 years

Regional Location
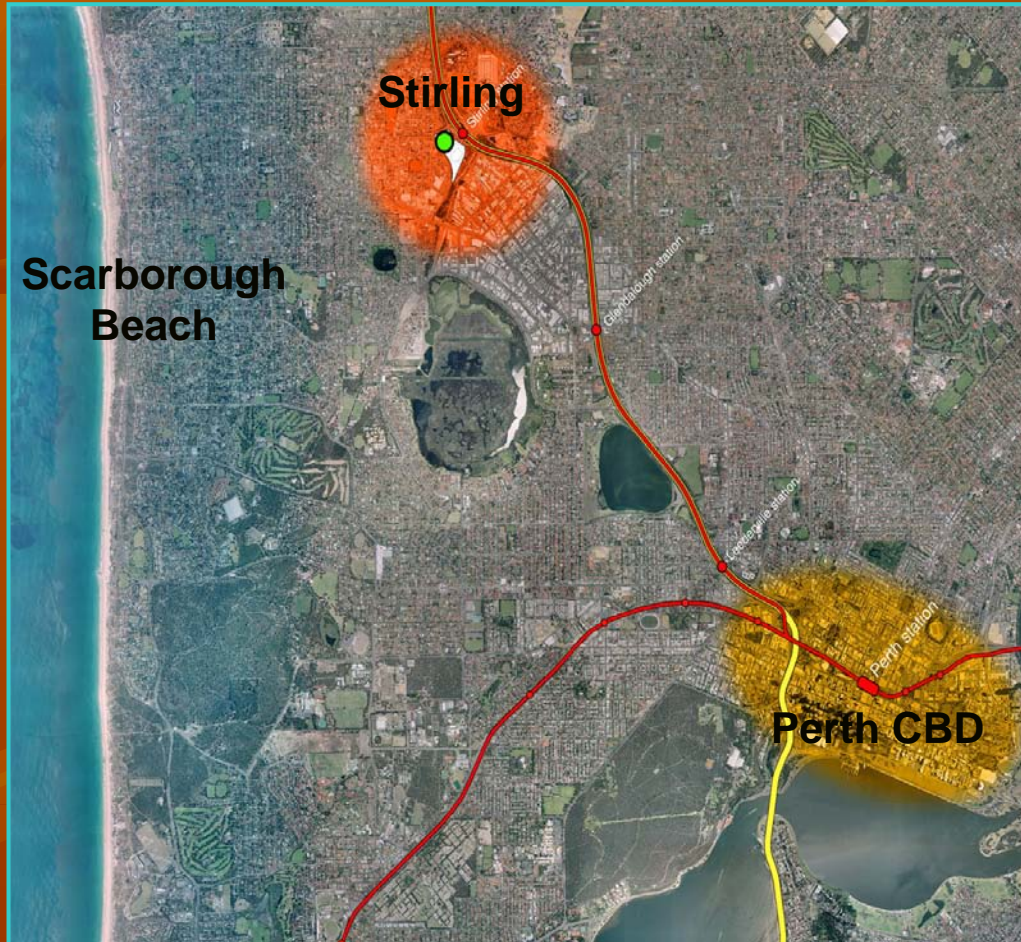
- Closest major centre to CBD – 7 minutes

- 2nd largest employment area – 35,000 jobs

- Freeway and rail links to CBD

- Between CBD and Ocean

Background

Place of trade

Freeway to Balcatta Rd

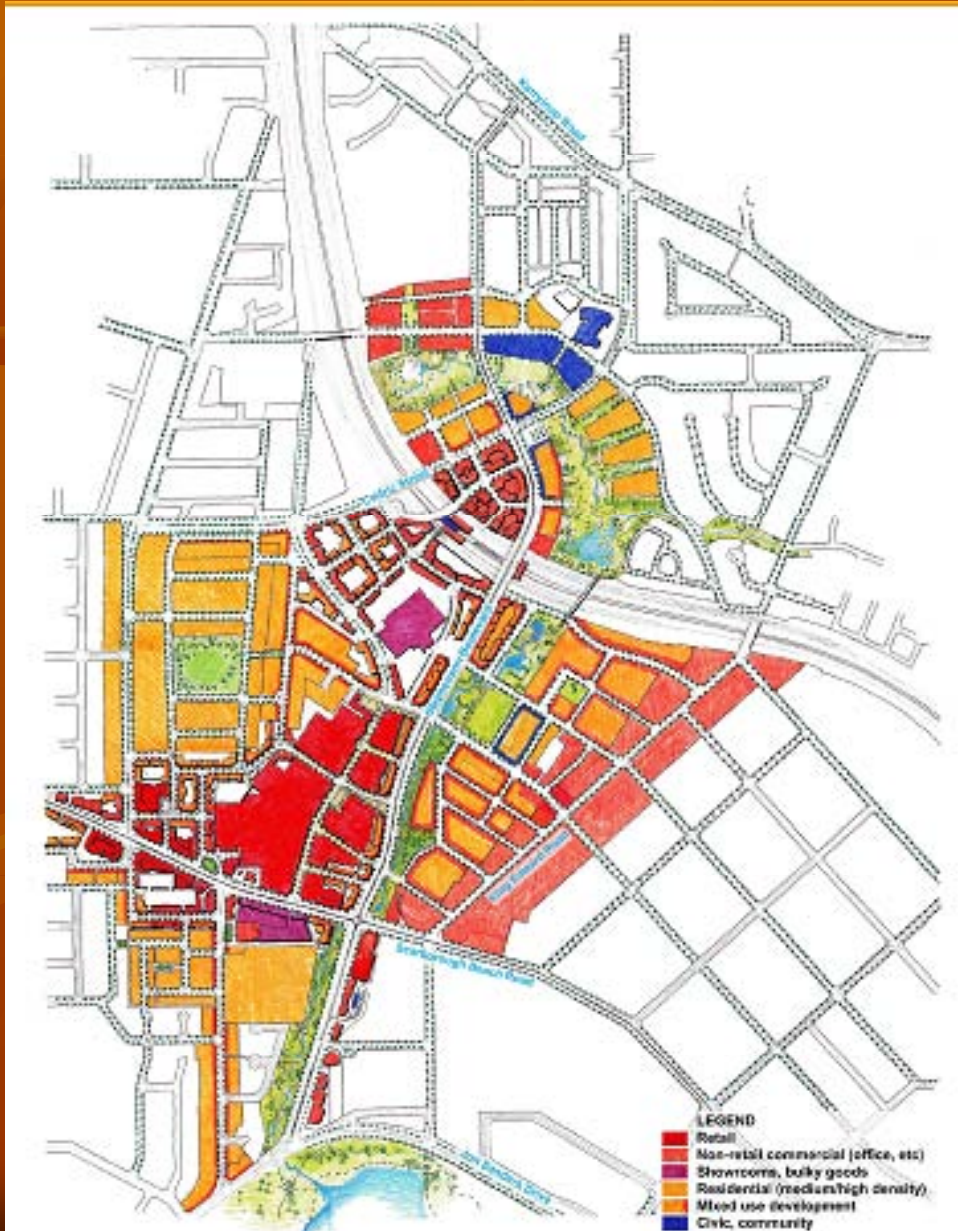Osborne park lakes still proving some food

Market gardening displaced

Open water created in Herdsman lake

1983

- Rubbish tip filled lake in early 60's;
- Freeway constructed in 1985;
- Rail constructed in 1992;

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A Concept - Still under development

- Perth's Second CBD
  - 30,000 jobs; and
  - 25,000 residents;

- 350 hectares total area;
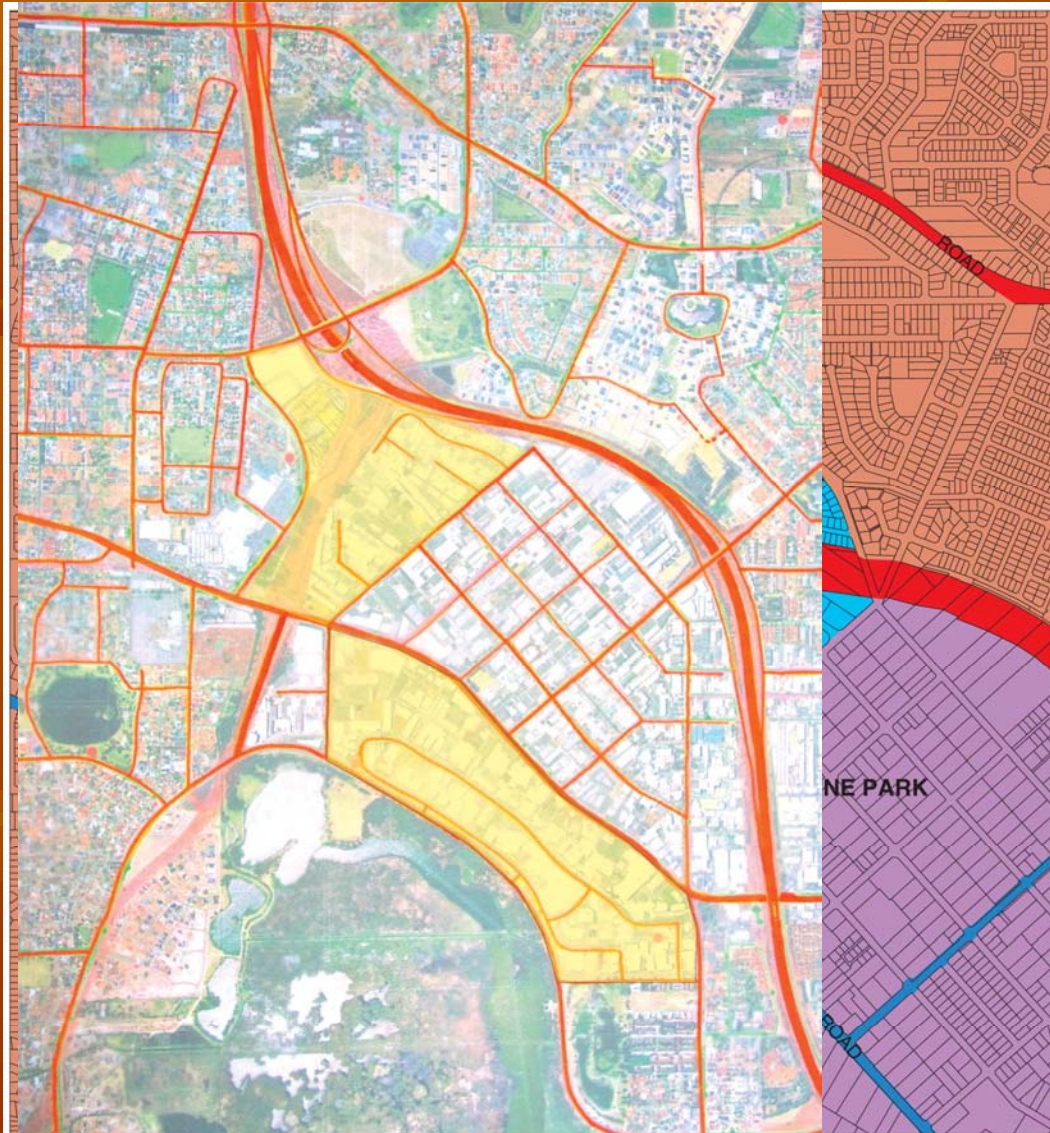
- State & Local Govt vacant land 50 hectares;

A Concept - Still under development

Station Concept

Challenges – Road Network

- 2 Freeway Reserves;
- No grid pattern

Challenges – Road Network

- 2007 & 2008 two Enquiry by Designs held;

- 2 years of talking – no resolution;

- Paralysis of Govt Agencies to resolve 40 year old issue;

- Couldn't make any decisions without resolution;

- Needed new Governance Structure.

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Challenges - Planning Governance

- 2007 - First time Alliance model used in Australia for a planning project; and

- Creation of Board with CEO's of major Dept's first in W.A.
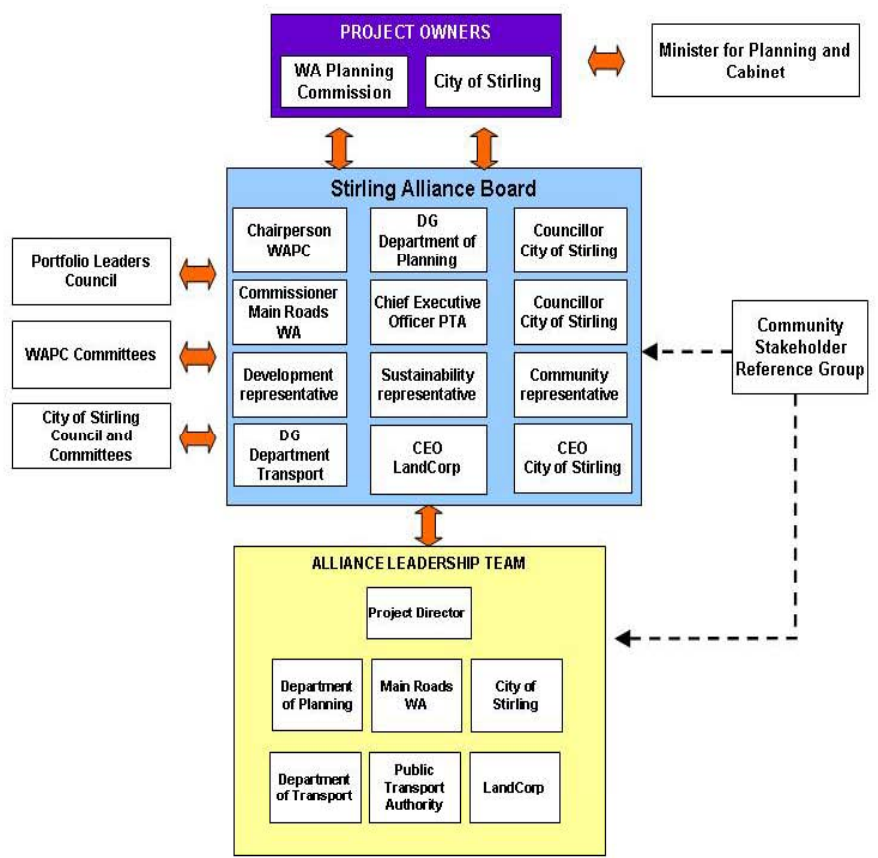
- Main Roads WA;

- City of Stirling;

- Dept of Planning;

- Landcorp;

- Public Transport;

- Community;

- Business; and

- Sustainability.

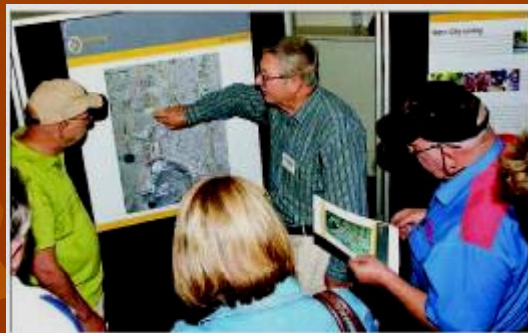# Challenges - Planning Governance

- Other Governance Structures were considered, including:

- Redevelopment Authority (2- 3 years);

- Changes to Planning & Development Act (1 – 2 years);

- Decided Alliance was the best Governance Structure in the short term;

- In the long term other structures may be investigated, depending upon legislative changes.
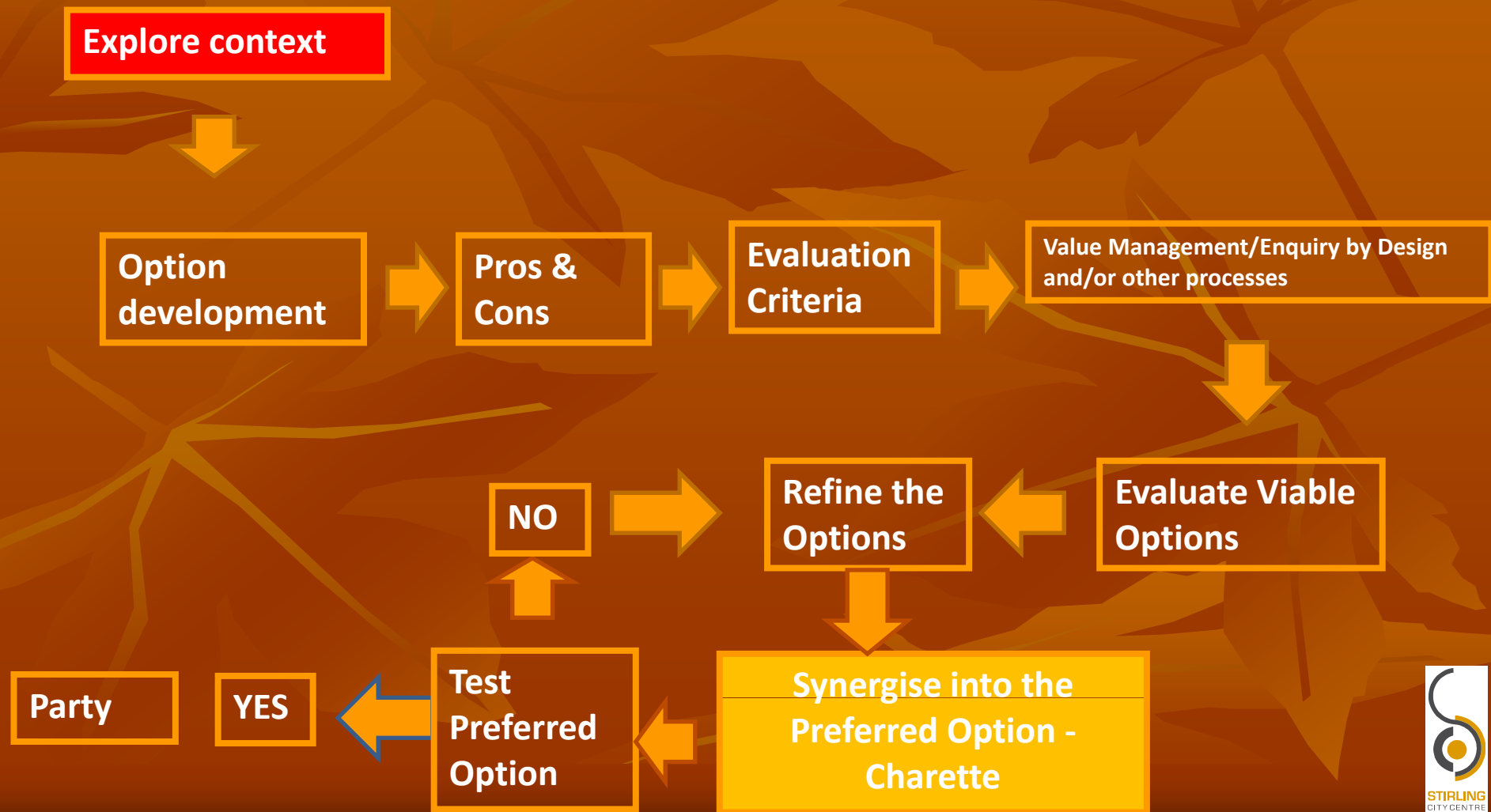
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Breakthroughs
Transport Workshops

- After the Alliance was formed the first task was to resolve the problem of transport / land use integration;

- The team had just completed the 7 habits culture training so there was no better time to seek a win/win solution; and

- Alliance required a process to develop a win/win solution that all parties would be happy with.

Breakthroughs
Transport Workshops

Explore context

Option development → **Pros & Cons** → **Evaluation Criteria** → **Value Management/Enquiry by Design and/or other processes**

NO → **Refine the Options** ← **Evaluate Viable Options**

Party ← **YES** ← **Test Preferred Option** ← **Synergise into the Preferred Option - Charette**

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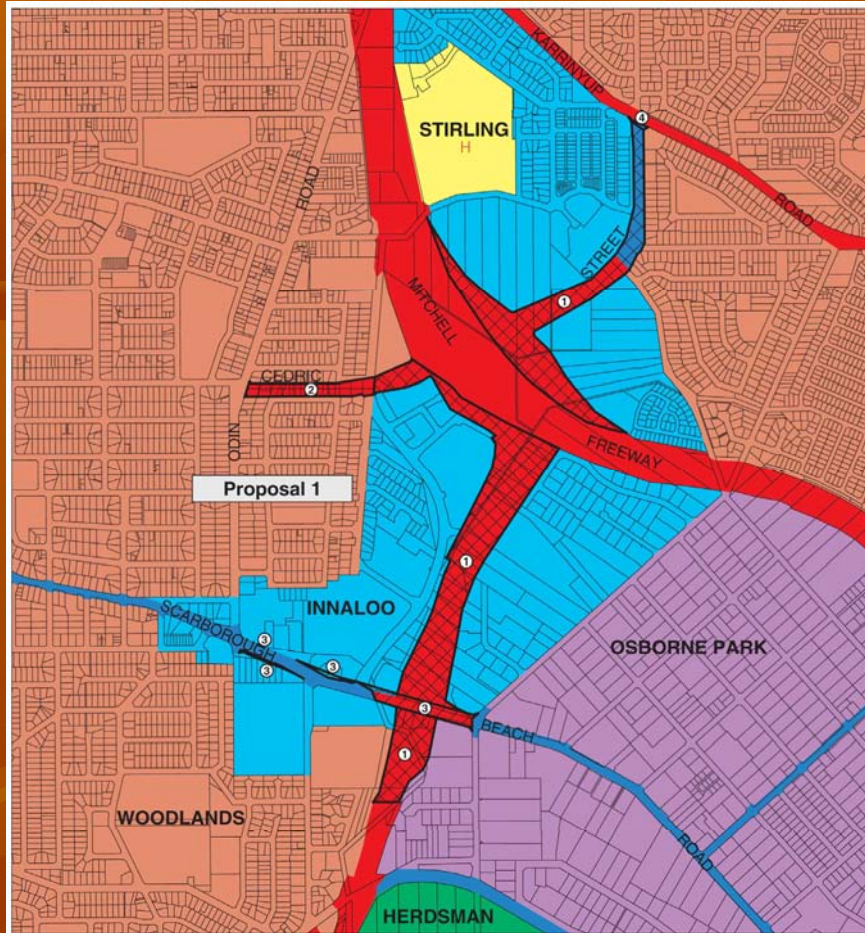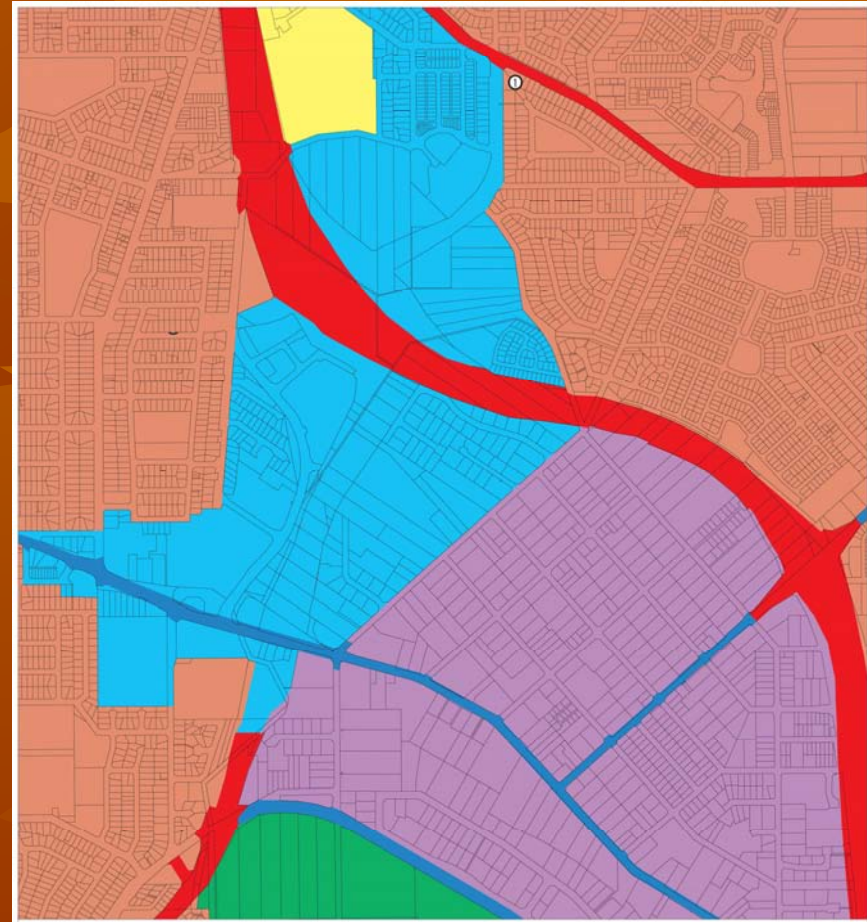
Breakthroughs 2008

Regional Zoning

Old Zoning

New Zoning

Challenges – Westfield

- 2005 – Lodged application to double centre to over 100,000m² retail

- In big box format

- Close local road

- Refused By Minister for Planning

Challenges – Westfield

- **Enquiry by Design Workshop;**
    - **Re-align road on Westfield Land**
    - **Main Street format**
    - **Mixed Use – residential & office**

- **5 years on and 3 Westfield development managers later;**

- **Close to agreement on all issues; and**

- **Now have timetable until August to resolve all remaining issues.**

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APARTMENTS OVER RESTAURANTS

WESTFIELD ARCADE ENTRY

AT HERDSMAN CREEK ALONG STEPHENSON BOULEVARD

P.EDMSLEY
FEB 2009
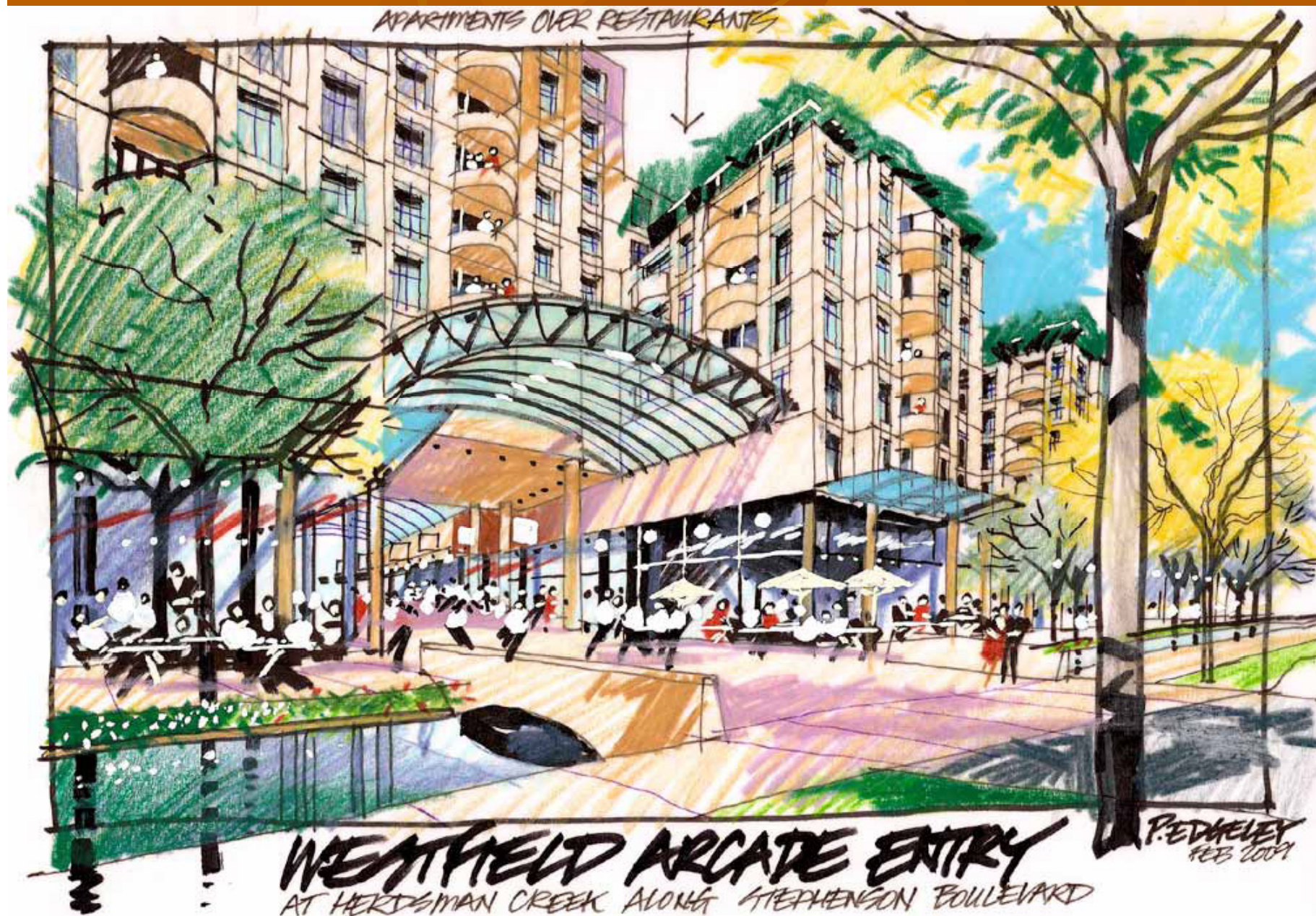
Festival of Ideas 2009

- **6 day Charette;**
  - **Over 1000 people;**

  - **Created a sense of excitement from all stakeholders;**

  - **Set vision; and**

  - **Tried to develop detailed concept plans for various precincts.**

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Challenges – Local Road Network

Challenges – Community Engagement

- After Festival of Ideas 400 people signed petition opposing new road connections;

- Spent 6 months meeting every Thursday and Saturday to work on road and density solutions;

- Have preliminary agreement for no density limits, but height limits of 5 storeys

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Challenges - Innovation

- **The Alliance is trying to create a totally new paradigm for a City Centre, in Australia;**

- **Always going against tried and tested policies that have worked well?**

- **Nearly every aspect of the project is having to innovate;**

- **Innovation requires a lot of workshops (Alliance holding a 3 day intersection workshop to change standards); and**

- **Helpful to have consultants from out of town, however costs over the life of the project can be high.**

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Challenges – Alternative Transport
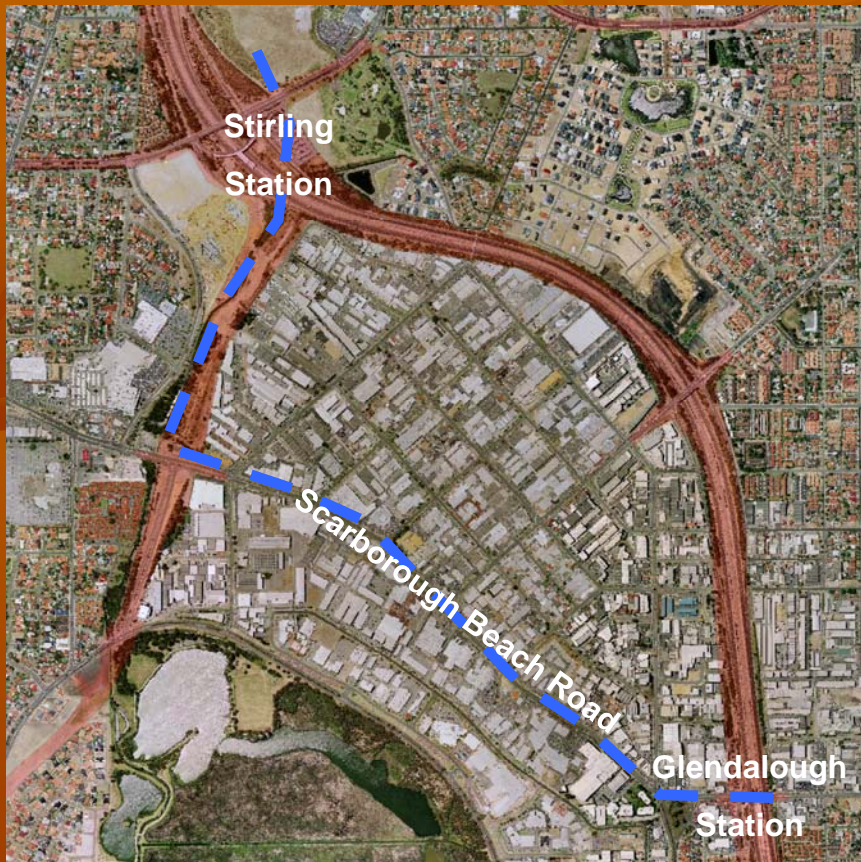
- Road network designed for 60% of trips by car, currently 85%;

- Light rail provides boost to get more people out of cars (6% trips by public transport currently)

- Unlikely to get funding from State

- Investigating other financial models including special area rates in return for yield increase;

Challenges - Environmental
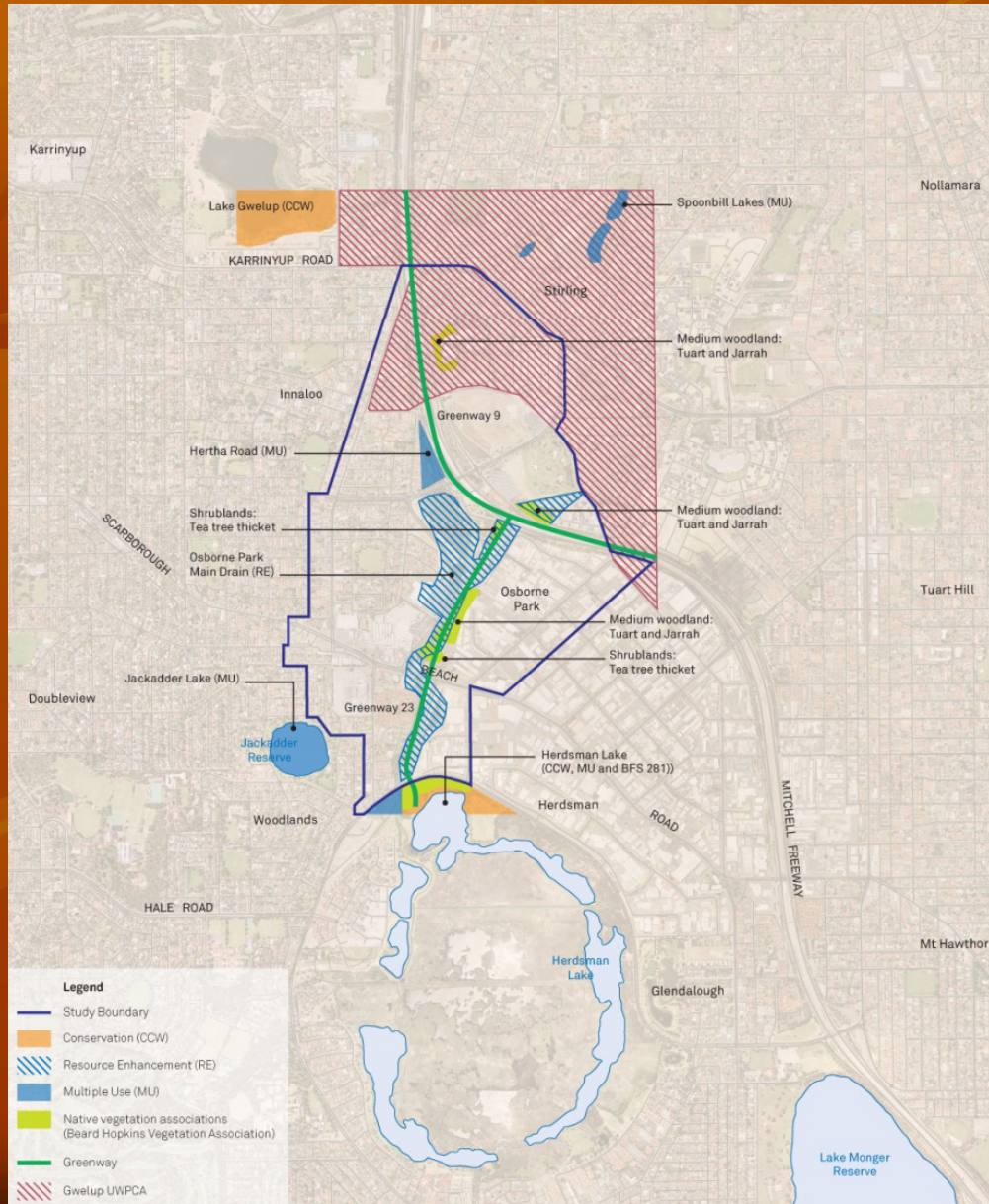
- Rubbish Tip;

- Contaminated Ground & Surface Water;

- Acid Sulphate Solis;

- Floodplain;

- Climate Change; and

- Peak Oil.

Challenges - Servicing

- **Approx $450 million worth of new utilities required for servicing;**

- **Alliance is seeking alternative solutions (green infrastructure);**

- **Distributed Systems require new operators that do not exist.**

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Challenges - Funding

- Approx $250 million worth of up front infrastructure required;

- Treasury's Gateway Process is mainly focussed on the financial bottom line;

- Government unlikely to have the required capital to invest in this project in the short term, but does have land; and

- Alliance may seek EOI from the private sector and see if they will build the infrastructure in return for access to Local and State Govt land (value between $300 - $500 million)

Challenges – Residential Development

- **Private sector believes it is not viable to construct residential in City Centre;**

- **Construction cost for apartments in Perth are nearly double that in the Eastern States ($5000m²);**

- **Private sector only wants to build large office buildings (govt office of 40,000m² planned for 2013); and**

- **Private sector will not mix residential into large office buildings due to strata title.**

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Challenges - Architectural Design

- Most developers, builders and architects want open slather on design;

- Community is wanting some uniformity or theme relative to climate and culture; and

- Council generally supportive of communities wishes.

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