City of Stirling

- Largest Local Government in Western Australia
- Population of approx 200,000
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

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

Place of trade
- Freeway to Balcatta Rd
- Osborne park lakes still proving some food
- Market gardening displaced
- Open water created in Herdsman lake

1983
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.
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.
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

Refine the Options → Evaluate Viable Options

Test Preferred Option → Synergise into the Preferred Option - Charette

Party

YES
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.
Challenges – Westfield
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.
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
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.
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.
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.
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.