CITY OF VINCENT

THRIVING PLACES STRATEGY DRAFT

2023-2028

Moorditj Murals off Beaufort Street

ACKNOWLEDGEMENT OF COUNTRY

The City of Vincent acknowledges the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past and present.

We recognise the unique and incomparable contribution the Whadjuk people have made and continue to make to our culture and in our community. We will continue to seek the input of the Traditional Owners.

The land on which we live, meet and thrive as a community always was and always will be Noongar land.

Cafe in North Perth Town Centre

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INTRODUCTION

At Vincent places matter.

Places, public and private, provide space for people to belong, achieve and live.

It is no accident that Vincent is one of Perth's highly sort-after inner-city local government areas (LGAs).

The City of Vincent (the City) is a leader in adopting a place-led approach to all aspects of service, support, and planning for our community.

Vincent's most significant assets are the diverse town centres and precincts that foster local economic, social, and cultural activity.

These centres are Mount Hawthorn, Leederville, North Perth, Beaufort Street, William Street, the Pickle District, and North Claisebrook.

The City is committed to continually advancing how it realises thriving places outcomes in Vincent.

The Thriving Places Strategy 2023-2028 (TPS) has been developed to provide a blueprint to achieve 'thriving places' outcomes over the next five years.

Thriving places in Vincent are defined as:

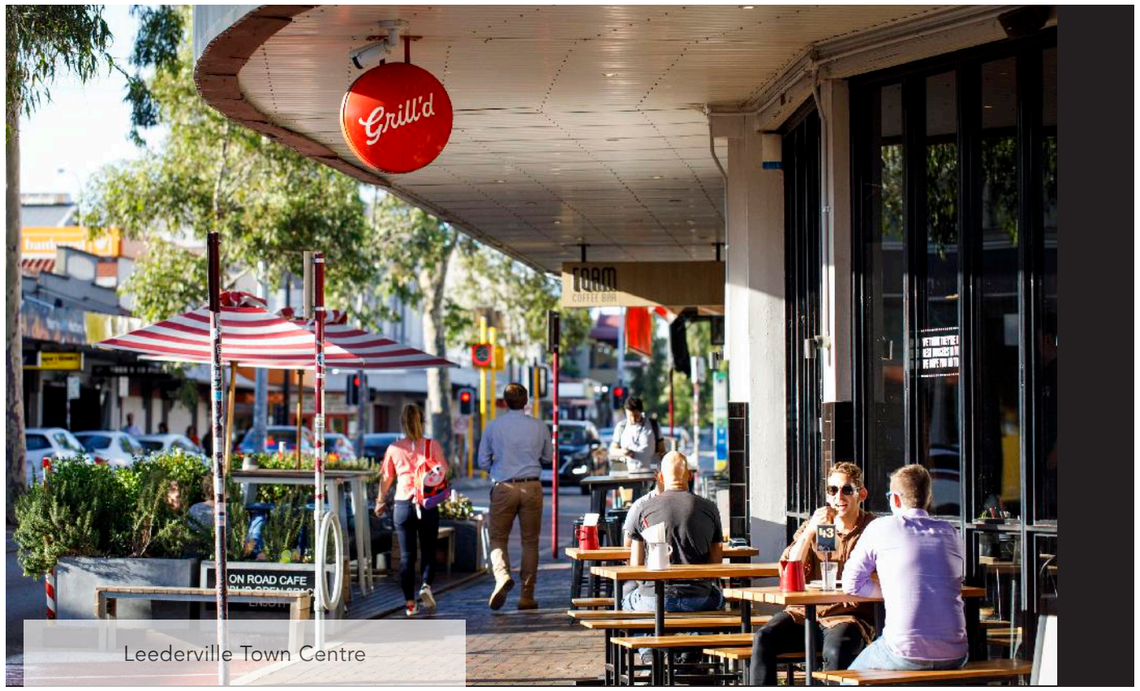
- local and small businesses that are supported;
- town centres and gathering spaces that are safe, easy to use, and attractive places where pedestrians have priority;
- public and private spaces that host innovative businesses, social enterprises and imaginative uses;
- assets in the public realm that are efficiently managed and maintained; and
- art, history, and our community's living cultures that are evident in the public realm.

Places play an important role in fostering the development of our society and the local economy.

Quality design of the built environment (streetscapes, buildings, public open spaces, and public assets) is a powerful tool in enabling thriving places.

The City's quality public realm has proven that providing space for social interactions is an essential service, which contributes to the users quality of life and area's economic vitality.

Vincent's thriving places have bounced-back from a challenging period following COVID-19. Each week Vincent welcomes new residents, buildings, and enterprises.



Leederville Town Centre

The TPS is informed by the City's 2022 Strategic Community Plan (SCP) major review, background research and data analysis, and engagement and collaboration with local businesses.

It embeds the positive learnings from the Vincent Town Centre Place Plan, Small Business Friendly Approvals Program and the outcomes from the successful COVID-19 Relief and Recovery Strategy and Rebound Plan.

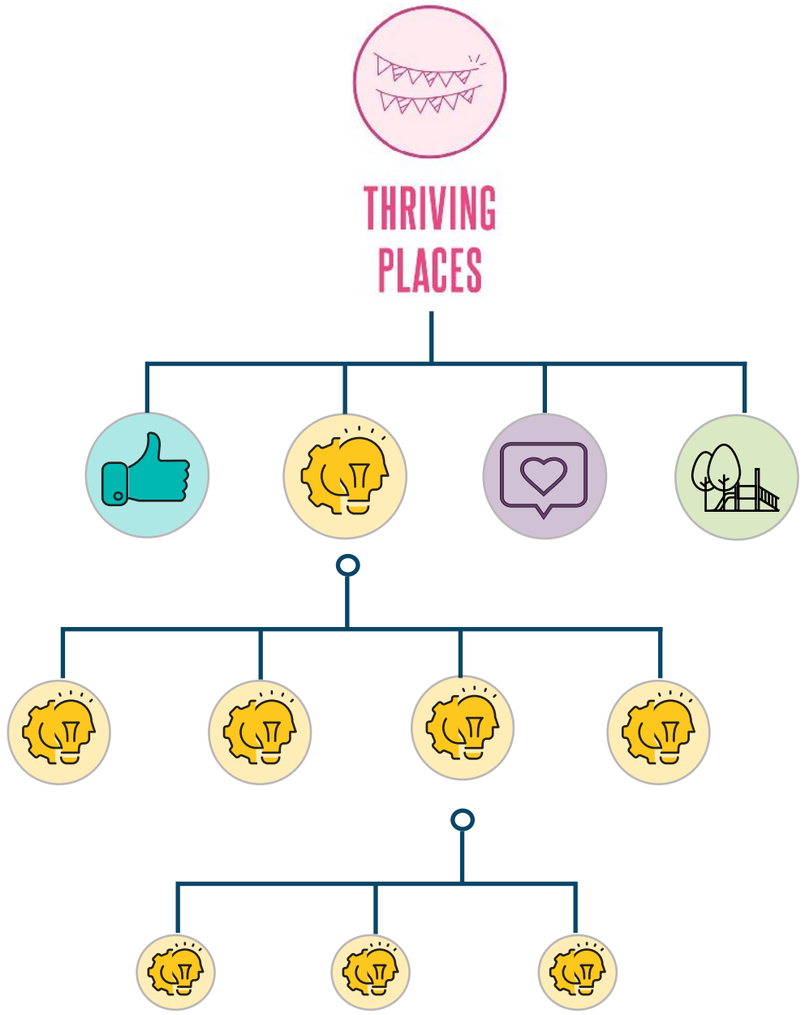
Recognising the City's achievements to date, the TPS strengthens the City's approach towards economic development by advancing a targeted place-based economic development program across Vincent.

The TPS aims to focus efforts to achieve broader social, cultural and economic outcomes through building on and leveraging local assets, and delivering a process that encourages everyone to participate in shaping Vincent's places and spaces.

People out in North Perth Town Centre

STRATEGY STRUCTURE

The TPS is guided by the SCP thriving places vision and structured around four key focus areas. Each focus areas is informed by where we are now and outlines where we want to be. Specific plans within each focus area provide high-level direction for achieving the vision, with supporting actions directing efforts within the five-year period.



VISION
High level goal for the Thriving Places Strategy.

FOCUS AREAS
Captures the key themes that will be the focus for the next five years.

PLANS
Related to each focus area, these articulate our approach and priorities.

ACTIONS
Corresponding with each plan are actions that specify what will be done.

STRATEGY ON A PAGE

THRIVING PLACES

VISION

Thriving places are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.

FOCUS AREAS & PLANS

ENABLE

- Support initiatives that enhance, restore and activate places and spaces.
- Empower Vincent's small business community to build long-term sustainability and resilience.
- Continue to improve approval processes and assistance for small businesses.
- Stimulate town centre visitation to progressively grow a customer base and encourage repeat visitation.

ADVANCE

- Support local businesses and commercial property owners to adapt to climate change and implement sustainable practices.
- Improve cyber-security awareness and capability at the City and Vincent businesses.
- Work with stakeholders on strategic projects that support the creation of local jobs, improve housing diversity, and boost the City's liveability.
- Continue to seek funding to support the delivery of place-based projects and trialling new initiatives.
- Work towards making the City a Smart City, following the City's Smart Cities Positioning Statement.

ATTRACT

- Collect, measure and communicate the performance of Vincent's town centres.
- Position Vincent as a welcoming special events destination.
- Embed art and our rich culture in the City's streets, places and spaces.

IMPROVE

- Target minor public realm improvements that align with the City's Accessible City Strategy, Link and Place Guidelines and Capital Works Program.
- Foster safe, desirable and active places that are easy to access.
- Encourage private contribution towards future social infrastructure and public realm enhancements.

ACTIONS

According to the Implementation Framework and subsidiary documents.

OUTCOMES

SCP Thriving Places outcomes are:

1. We are recognised as a City that supports local and small business.
2. Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority.
3. We encourage innovation in business, social enterprise and imaginative uses of space, both public and private.
4. Efficiently managed and maintained City assets in the public realm.
5. Art, history, and our community's living cultures that are evident in the public realm.

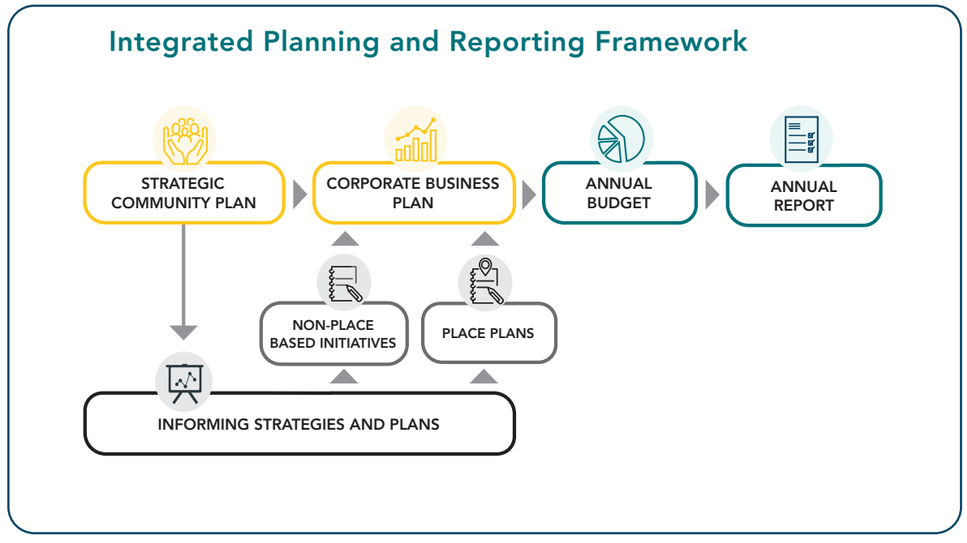
STRATEGIC CONTEXT

All local governments are required to have a plan for the future through an Integrated Planning and Reporting Framework (see below diagram).

The City's SCP is the overarching document informed by extensive community consultation. It sets the strategic direction for the entire organisation and is supported by several informing strategies, plans and policies.

The TPS forms part of the City's suite of informing strategies and is the core framework for delivering a place-based economic development initiatives. The TPS is aligned to each area's Precinct Planning Frameworks, and Place Plans, and informs the City's Corporate Business Plan (CBP).

The relationship between the SCP vision, priority areas, and the supporting strategies and plans is demonstrated in the Strategic Alignment diagram to the right of the page.



Thriving Places Strategy - Strategic Alignment

SCP PRIORITY AREAS

Enhanced Environment

The natural environment contributes greatly to our inner-city community. We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.

Accessible City

We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.

Connected & Healthy Community

We are a diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.

Thriving Places

Thriving places are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.

Sensitive Design

Design that 'fits in' to our neighbourhoods is important to us. We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances.

Innovative & Accountable

The City of Vincent has a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.

STRATEGY AND PLANS

- Public Open Space Strategy
- Greening Plan
- Waste Strategy
- Public Health Plan

- Car Parking Strategy
- Precinct Parking Management Plan
- Wayfinding and Signage Plan

- Youth Action Plan
- Reconciliation Action Plan
- Access and Inclusion Plan
- Vincent Communications Plan

- Arts Plan
- Safer Vincent Plan
- Smart Cities Plan
- Planning Frameworks
- Place Plans

- Local Planning Scheme
- Heritage Strategic Plan

- Long Term Financial Plan
- Workforce Plan
- Property Management Framework

POLICIES

Cafe in North Perth Town Centre

THRIVING PLACES STRATEGY PURPOSE

INFORMING STUDIES / DATA

- Strategic Community Plan 2018-2028 (SCP), 'Imagine Vincent – The Sequel' major review engagement outcomes.
- Small Business Friendly Approvals Program.
- Rebound Round Table.
- 2021 ABS Census.
- City of Vincent .ID Community.
- Spendmapp data.
- Curtin University Place Performance Study.
- Making Space for Culture Report.
- Inhabit Place, Place Audits.

STRATEGIC INPUT

- Strategic Community Plan 2022-2032.
- Sustainable Environment Strategy 2019-2024.
- Accessible City Strategy 2020-2030.
- Community & Stakeholder Engagement Strategy.
- Local Planning Strategy
- Asset Management & Sustainability Strategy 2020-2030.

THRIVING PLACES STRATEGY 2023-2028

REPLACES

- Economic Development Strategy 2011-2016.
- Vincent Town Centre Place Plan.
- COVID-19 Relief and Recovery Strategy and Rebound Plan.

ADVOCATES

- Place Plans.
- Precinct Planning Frameworks.

GUIDES

- Vibrant Public Spaces Policy.
- Arts Plan 2023-2028.
- Capital Works Program.
- Safer Vincent Plan (future).
- Smart Cities Plan (future).

VINCENT TODAY

Vincent's local economy is centred on servicing its community and meeting the needs of residents and visitors alike.

The Household Services sector, which includes businesses that 'service the home' such as health and education, accommodation and food services, social assistance, arts and recreation and landscaping type services, has grown steadily over the past five years. The sector accounts for 40% of employment in the City, which has seen an increase of 31.3% in a decade (2011-2021) (2021 ABS).

Backlot in the Pickle District

LOCAL JOBS

24,327

Local jobs in the City of Vincent in 2021 (Census), which has increased by 5.22% since June 2020.

EMPLOYED RESIDENTS

21,948 / 13.7%

of the City's resident workers are employed in Vincent
(ABS 2021)

SMALL BUSINESS IS BIG BUSINESS IN VINCENT

5,562

Businesses registered in the City of Vincent.
(ABS 2021)

97%

Small businesses that employ 0-19 people in the City of Vincent.

3,276

Vincent businesses that identify as sole traders.
(ABS 2021)

TOP EMPLOYMENT INDUSTRIES

Vincent's top four industries accounted for **42.9%** of total employment in the City.

12.3%

Health Care and Social Assistance

11.5%

Professional, Scientific and Technical Services

11.5%

Accommodation and Food Services

7.6%

Retail Trade

(Employment (Census) by industry sector)

PRODUCTIVITY

3.85 BILLION

Gross Regional Product (GRP)
(June 2021)

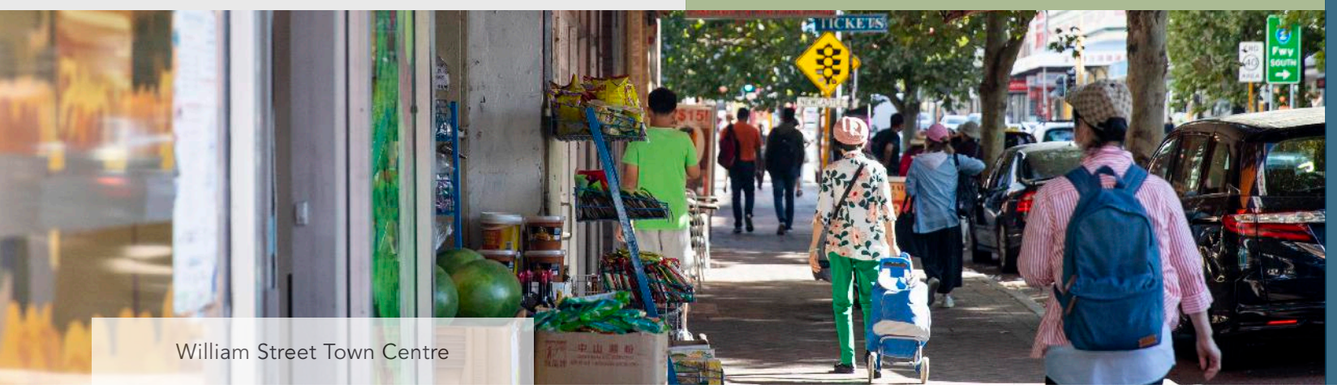
City of Vincent's GRP is 1.19% of Western Australia's total Gross State Product (GSP).

GROSS REGIONAL PRODUCT

2.1%

(GRP June 2020 - 2021)

GRP is growing and consistent with the rate of growth in WA (2.1%).



William Street Town Centre

Business in the William Street Town Centre

Data source: .idCommunity – City of Vincent (as at March 2023)

Alfresco dining in Leederville Town Centre

Vincent's population is growing faster than other inner-city LGAs and is seeing positive investment in residential developments.

Residents are more likely to walk, cycle or take public transport to work compared with people living in Greater Perth. They also enjoy shopping and dining out, spending $31 million at local businesses in December 2022 (Spendmapp).

POPULATION

37,865

(ERP June 2021)

FORECAST POPULATION GROWTH

1.21%

Annually (2021-2041)

POPULATION FORECAST

47,591+

A steady population growth is predicted to continue, reaching over 47,500 people by 2041.

DEVELOPMENTS

$158+ MILLION

Over $158 million of building projects were approved by the City in 2021/22. 53% of the total approvals were for residential projects.

METHOD OF TRANSPORT

48.6%
residents drive to work compared to 62.5% in Greater Perth

10%
work from home

14.1%
residents take public transport compared to 8.4% in Greater Perth

6.2%
residents walk to work compared to 1.6% in Greater Perth

2.6%
residents cycle to work compared to 0.7% in Greater Perth

DENSITY

3,321

Persons per square km

HOW WE LIVE

54.1%

of dwellings are medium or high density, compared to 24% in Greater Perth.

40.7%

of residents rent, compared to 26% in Greater Perth.

ANNUAL SPEND IN VINCENT

$1.35 BILLION

(Spendmapp Feb 2022 – Feb 2023)

NIGHT TIME ECONOMY

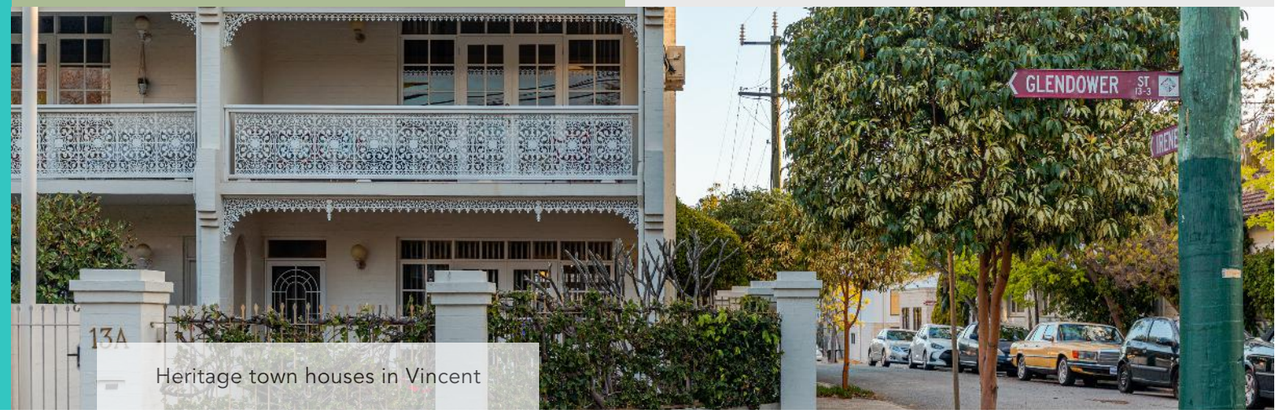
$539 MILLION

Amount of night-time spend in Vincent (March 2022 – February 2023)

LEEDERVILLE

Vincent's most popular night time destination

(Spendmapp Mar 2022-Feb 2023)



Heritage town houses in Vincent

Data source: .idCommunity – City of Vincent (as at March 2023)

VINCENT'S TOWN CENTRES & PRECINCTS

ELEMENTS OF THRIVING PLACES

As part of the recent SCP major review the community was asked, 'what makes a thriving place'? The responses cover topics across society, economy, culture and environment. 273 community members responded to the priority of Thriving Places. Below are some of the comments received.

"A thriving place is attractive, safe and bustling. It's a place where small businesses thrive, alfresco dining and good displays line the streets and people are smiling and laughing whilst engaging with friends and family. It's somewhere you want to visit during the day and at night - for as long as you like."

"WALKING NOT DRIVING."

"LOTS TO DO AND SEE FOR ALL AGES AND ABILITIES"

"Diverse land uses and mixed spaces, walkable cities and people out enjoying them"

"LIFE, LOVE AND LAUGHTER. COMMUNITY INVESTING IN THEIR COMMUNITY."

"People in the streets and cafes. People playing sport or dancing. Well maintained buildings and street furniture. Music and visual art can be seen and heard."

"Championing small businesses that occupy premises, bring people into an area and support the local economy."

"NURTURING THE ARTS AND OUR ENVIRONMENT THAT AFFECT OUR QUALITY OF LIFE."

COLLABORATIVE APPROACH

The community has set the City's strategic direction through the SCP, and the City is committed to working collaboratively to achieve thriving places outcomes for Vincent.

The Thriving Places outcomes the City, community and stakeholders will work towards are:

1. We are recognised as a City that supports local and small business;
2. Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority;
3. We encourage innovation in business, social enterprise and imaginative uses of space, both public and private;
4. Efficiently managed and maintained City assets in the public realm; and
5. Art, history, and our community's living cultures that are evident in the public realm.

We recognise that many individuals and groups contribute to Vincent's vibrancy and social fabric.

The success of achieving thriving places is therefore heavily dependent upon collaborations between various stakeholders and understanding how we can work together.

	THE CITY OF VINCENT	
OUR ROLE	The City will continue to engage, collaborate, and adapt with the community to achieve the best possible economic outcomes for its places, spaces, and people. For the past decade, the City has implemented a place approach to streamline and improve the management of diverse issues, challenges, and opportunities. This has achieved positive momentum and results for all of Vincent's town centres. The City can now focus on expanding its attention to supporting economic development beyond the town centre boundaries to consider the broader precincts and its inner-city context. The City plays a critical role in attracting and retaining businesses and industries. The approach will focus on targeted engagement with all members of the Vincent community and external stakeholders, such as state government agencies, industry, and delivery partners. Success does not come from working in silos. A key component of our approach will be building strong networks and partnerships that realise opportunities and enable localised placemaking, and participation to occur.	
	COMMUNITY	**EXTERNAL STAKEHOLDERS**
WHO	• Residents • Residential property owners • Businesses • Commercial property owners • Community-led groups • Visitors	• Federal government • State government of WA • Inner-city LGAs • Neighbouring LGAs • Funding partners • Industry bodies • Property developers • Universities • Asset managers
POTENTIAL ROLES	• Community participation and socialisation • Engagement • Place-led improvements • Vibrant public spaces (parklets, eatlets, outdoor furniture) • Public realm cleanliness • Crime reporting • Shopping locally • Property and shopfront improvements • Community services	• Industry research • Strategic networking and partnerships • Co-funding initiatives • Designing and maintaining properties • Diversifying local jobs • Delivery partners • Engagement and communications

THE PATH AHEAD

Below are Vincent's strengths, challenges, opportunities and disrupters associated with achieving thriving places. They have been informed by the City's place and economic data, external influences, and feedback from the community and stakeholders through the informing studies and data listed on page 8.

STRENGTHS

- Three kilometres north of Perth's commercial business district.
- Major transport corridors and active transport routes.
- Annual population rate growth steady and higher in comparison to other inner city LGAs.
- Strong visitor economy driven by attractive and well-known dining and entertainment offerings.
- Urban and high street character in town centres and neighbourhoods.
- Strong small business scene and innovation.
- Significant private investment and interest in town centres.
- Established community groups delivering initiatives for people and places.
- Vibrant local arts and culture scene.
- Heritage valued by the community.

OPPORTUNITIES

- Leverage the City's place assets and facilities for economic and social impact.
- Communicate the community's visions through planning frameworks for the emerging town centres of the Pickle District (West Perth) and North Claisebrook.
- Attract new accommodation (hotels, short-stay and student accommodation) in close proximity to Perth city centre.
- Improve strategic alignment and working relationship with inner city councils.
- Meet state density targets through planning frameworks to increase the number of residents and workers in the town centres.

CHALLENGES

- Attracting residents to dine and shop locally - Resident Escape Spend and online shopping is growing.
- Competition for businesses and visitors across inner-city Perth and neighbouring areas.
- Assisting businesses to adapt to climate change and sustainable practices.
- Low number of medium to large businesses or state institutions driving employment.
- Attracting enough new residents to sustain the local economy and diversify services.
- Diversifying and growing emerging industries in Vincent.
- Crime prevention, graffiti, and maintaining community safety.

DISRUPTORS

- Side-effects of the COVID-19 pandemic recovery continuing.
- High cost of living and changing interest rates likely to impact small business viability.
- Increasing property prices across the state impacting housing affordability.
- Ongoing threats to cyber security and information management.
- Climate change impacts and the need to adapt and innovate.

Community event at Hyde Park

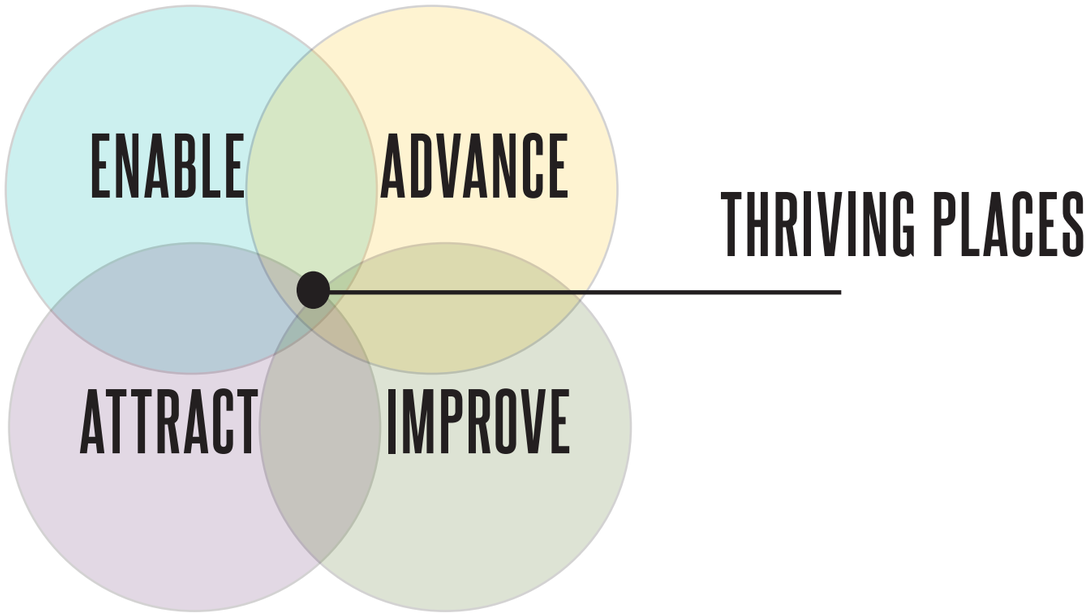
VISION, FOCUS AREAS & ACTIONS

Based on the SCP, the Thriving Places vision is:

"Thriving places are integral to our identity, economy, and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy."

The City will deliver TPS Plans and Actions across four focus areas:

1. **Enable** – Support local businesses and organisations.
2. **Advance** – Think long-term and welcome innovation.
3. **Attract** – Showcase Vincent's strengths.
4. **Improve** – Safe, attractive, and well-maintained public realm.



Parklet in the William Street Town Centre

ENABLE

Support local businesses and organisations.

The people within our community play a significant role in fostering vibrant life and activating Vincent's places and spaces.

We want to be a City that enables local businesses, organisations, and individuals to have an active role in bringing people together and participating in shaping Vincent.

Achieving thriving places outcomes and creating engagement in our community, is reliant on the successful delivery and continuation of a partnership approach.

Pride WA event in Hyde Park (2022)

ENABLE

Support local businesses and organisations.

1.1 SUPPORT INITIATIVES THAT ENHANCE, RESTORE AND ACTIVATE PLACES AND SPACES.

The City has adopted a collaborative approach to thriving places by partnering with community, not-for-profit, and other creative organisations to deliver a range of activities through annual festivals and events sponsorship, town team grants, and community development grants.

The City currently has ten recurring grant programs available. In addition to this, the City supports several local sporting groups, community organisations, and not-for-profit organisations through sponsorship, reduced charges, and in-kind promotional activities.

This kind of partnership approach to community and economic development achieves the following:

1. Enables people to work together and realise ideas in their community.
2. Attracts people to engage in all aspects of Vincent.
3. Activates places and spaces.
4. Brings visitors to town centres and businesses.
5. Achieves greater impacts than if the City were to deliver the same services and initiatives.

The City's grant programs have evolved and administered across various internal business units. Investigating models for adopting a central online location for applications and assessments would improve service delivery and the user experience for applicants.

It will also enable the addition of new types of grants focused on building the creative economy and supporting small businesses and commercial property owners to make shopfront enhancements.

The town centres must be attractive for people to spend their time and money locally, rather than elsewhere or online. The public realm and visitor experience of the City's town centres are informed by both the public land and the privately owned land, buildings and the businesses that inhabit them.

Business enhancement grants are a cost-effective way to partner with small businesses and spark small-scale incremental improvements that enhance the street appeal, presentation and attractiveness of our town centres and places.

ACTION 1.1.1
Implement a new Business Enhancement Grant program to support small businesses and commercial property owners to make small-scale enhancements.

ACTION 1.1.2
Investigate streamlining the administration of all grant funding through a centralised accessible process and online platform.

Jazz in the Park (Hyde Park) 2022

ENABLE

Support local businesses and organisations.

1.2 EMPOWER VINCENT'S SMALL BUSINESS COMMUNITY TO BUILD LONG-TERM SUSTAINABILITY AND RESILIENCE.

INDUSTRY SNAPSHOT

Accommodation & Food services

2,800
People employed. (11.5% of total local employment and Vincent's third highest employment industry).

281
Small businesses (employing 0-9 people)

30
Medium-sized businesses (employing 20-199 people)

Retail Trade

1,845
People employed

186
retail small businesses.

Comparatively higher than other high-street local government areas.

- 100 retail small businesses in City of Subiaco.
- 116 retail small businesses in Town of Victoria Park.

Comments received from participants of the SCP 2022 'Imagine Vincent – The Sequel' engagement shows that small businesses in Vincent are highly valued.

Restaurants, cafés, small bars, hospitality venues, and household service businesses play a significant role in the local economy.

Vincent's high streets foster small business retail, however, do compete for local residential spend with neighbouring major shopping centres – i.e. Karrinyup, Morley, Osborne Park (Big Box retail), and Perth CBD. Retail Trade is the fourth highest industry employer in Vincent with 1,845 people employed in 2021 (2021 Census).

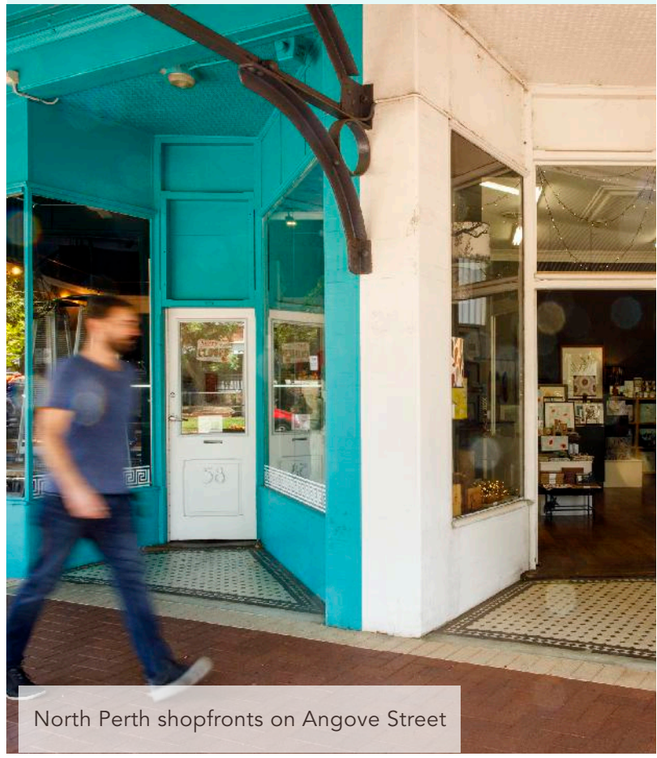
Vincent's small business community is facing unprecedented pressures such as changes in customer spending towards online platforms, competition, inflation, high rental rates, securing a skilled workforce, and the disruption caused by COVID-19.

The City currently provides a monthly e-newsletter distributed to businesses. The City's teams regularly speak directly with business owners in the town centre when engaging on local matters.

Going forward, the City will focus on partnering with external groups, such as the Small Business Development Corporation (SBDC) and external providers to re-engage with local business owners and provide networking opportunities to support their long-term sustainability and resilience.

ACTION 1.2.1
Partner with external groups or individuals to deliver networking, engagement and education opportunities for local businesses.

ACTION 1.2.2
Promote the City's monthly business e-newsletter to reach new audiences and communicate opportunities and business news.



North Perth shopfronts on Angove Street

Data source:
.idCommunity – City of Vincent – Employment (Census) by industry sector & Business by industry 2021
.idCommunity – City of Subiaco, Town of Victoria Park - Business by Industry 2021

ENABLE

Support local businesses and organisations.

1.3 CONTINUE TO IMPROVE APPROVAL PROCESSES AND ASSISTANCE FOR SMALL BUSINESSES.

97% of businesses in Vincent are categorised as small businesses, employing 0-19 people.

As part of the Vincent Rebound Plan's recovery and rebound phase, the City partnered with the SBDC to identify ways to assist small businesses and streamline processes through the Small Business Friendly Approvals Program.

A working group was established, and a series of workshops were held with local business representatives and stakeholders.

Through this program, a series of reform initiatives were developed and detailed in an implementation plan finalised in May 2022. The City recognises supporting small businesses is an iterative and constant process and is working as an organisation to deliver the initiatives across three reform areas:

1. Better information.
2. Business support.
3. Streamline processes to improve the customer experience.

ACTION 1.3.1
Action the recommended reforms and improvements identified in the Small Business Friendly Approvals Program.

Small Business Friendly Approvals Program workshop participants.

ENABLE

Support local businesses and organisations.

1.4 STIMULATE TOWN CENTRE VISITATION TO PROGRESSIVELY GROW A CUSTOMER BASE AND ENCOURAGE REPEAT VISITATION.

ANNUAL LOCAL SPEND IN VINCENT

$1.35 BILLION

77.5%
Visitor Spend

22.5%
Residential Spend

(Spendmapp Feb 2022 – Feb 2023)

Vincent's town centres have four key sectors – Hospitality; Food Retail; Non-food Retail and Services. These sectors are made up of businesses that rely on external visitors and discretionary spending. In a recent twelve months period (February 2022 to February 2023), approximately 22.5% of money spent in Vincent was by residents, and 77.5% was by visitors . Of the visitors that spent money in Vincent, most were from surrounding LGAs.

Online spending by residents is growing much faster year-on-year than resident local spend. December is Vincent's business's best trading month and a good indicator of peak spending. In 2022, Vincent resident online spend was $47M (a 17.66% increase from December 2021) and resident local spend was $31M (an increase of 3.77% compared with December 2021).

Residents are spending more, but on businesses outside of Vincent. In December 2022, residents spent $90.8M at businesses outside Vincent.

While there is an increase in the dollar amount of spending, high inflation, and the rising cost of living, means that businesses are yet to see the benefits.

With the redevelopment and growth of large destination-focused shopping centres across Perth and a significant trend towards online spending, the City will aim to focus on attracting people to town centres and encouraging local traders to boost their online presence.

This can be supported by the effective 'shop local' campaign currently run during the summer period (December-February), and the expansion of this initiative to provide benefits, such as:

- assisting small businesses to attract new customers;
- improving loyalty of existing customers;
- bringing more life and people to the streets;
- increasing media coverage and online presence for local businesses;
- promoting the City's quality operators as a collective; and
- developing public awareness of the positive impacts of buying locally.

ACTION 1.4.1
Expand the 'shop local' brand to be a yearlong program of seasonal initiatives.

Key focus areas:

- Provide information to the Vincent community about the benefits of shopping and dining locally.
- Showcase unique attributes of each town centre and experiences on offer.
- Align graphic design and messaging with the City's Wayfinding Signage Plan and town centre branding to match online engagement with on-site experience.
- Grow City of Vincent followers on social media to capture a broader audience.

Leederville Town Centre

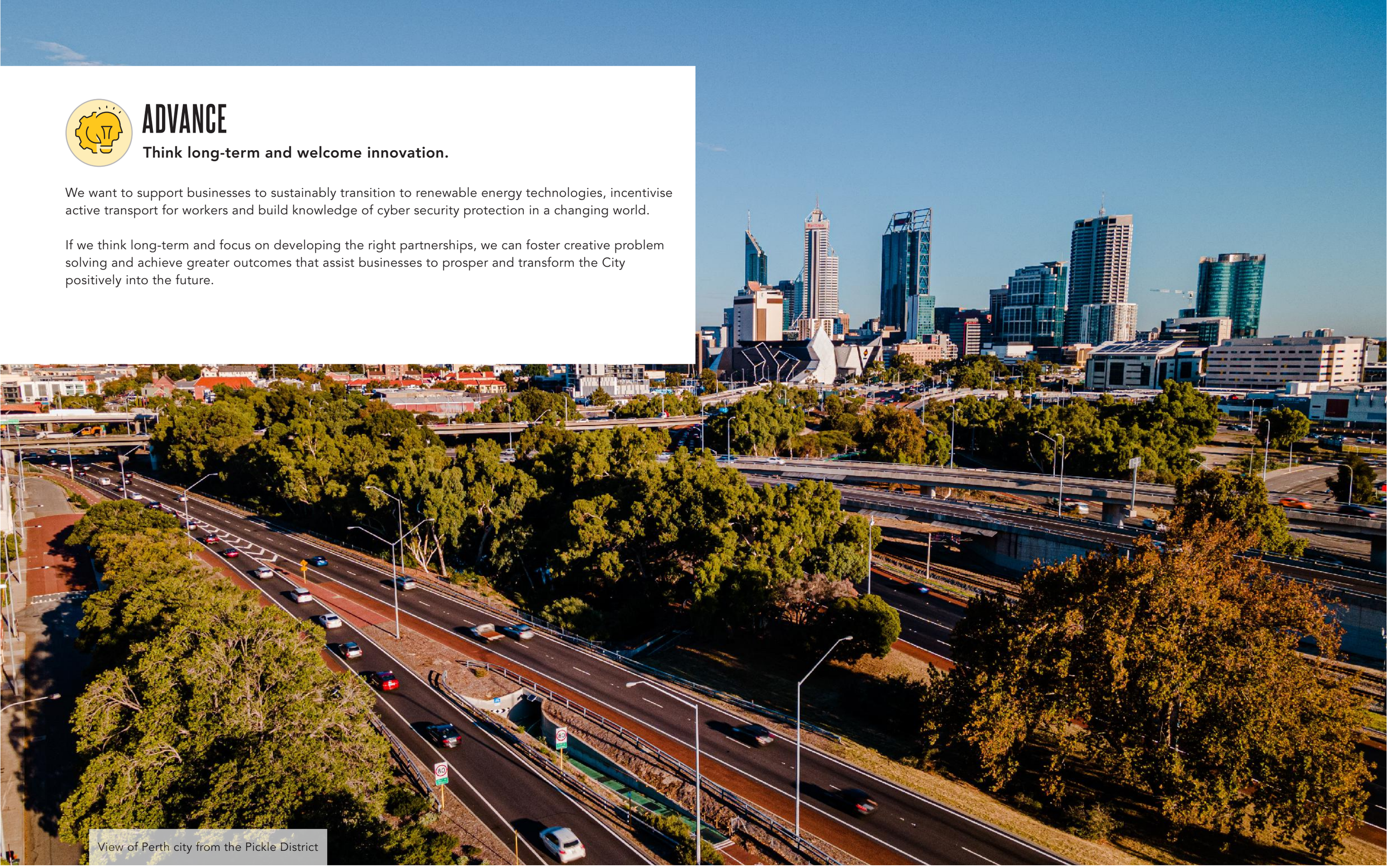
Data sources:
Spendmapp – City of Vincent February 2023 – Annual Expenditure Overview
Spendmapp - City of Vincent December 2022 - 0Monthly Report

ADVANCE

Think long-term and welcome innovation.

We want to support businesses to sustainably transition to renewable energy technologies, incentivise active transport for workers and build knowledge of cyber security protection in a changing world.

If we think long-term and focus on developing the right partnerships, we can foster creative problem solving and achieve greater outcomes that assist businesses to prosper and transform the City positively into the future.



View of Perth city from the Pickle District

ADVANCE

Think long-term and welcome innovation.

2.1 SUPPORT LOCAL BUSINESSES AND COMMERCIAL PROPERTY OWNERS TO ADAPT TO CLIMATE CHANGE AND IMPLEMENT SUSTAINABLE PRACTICES.

The health of the environment contributes greatly to the health, well-being and lifestyle of the Vincent community. The City is committed to protecting and enhancing the environment to provide benefits now and in the future.

The City's Sustainable Environment Strategy 2019-2024 (SES) is guiding our approach and targets across five key focus areas:

1. Energy.
2. Transport.
3. Water.
4. Waste.
5. Urban Greening and Biodiversity.

The overarching objective of the SES is to move both the City organisation and our community closer to living within our planetary boundaries. In addition, the City's Accessible City Strategy 2020-2030 (ACS) focuses efforts on improving the pedestrian environment and bringing high-quality transport networks to Vincent.

Vincent residents and workers have access to more public and active transport than ever before. Despite this, car use remains high throughout Perth, including Vincent. We know through our engagement with businesses and commercial property owners that all-day free parking is often expected for workers and tenants. This is unsustainable and problematic for our town centres, which rely on the provision of short-term parking options and convenience for customers and visitors.

The City aims to focus engagement with town centre businesses through promotion and support to achieving community-led outcomes for two key topics:

- Uptake of renewable energy technology on commercial properties; and
- Reducing workers/commercial tenant's reliance on vehicles and long-term parking in town centres.

Building community awareness and empowering businesses and owners to improve the sustainability will contribute positively towards adapting to climate change and the amenity of our town centres and assist in achieving the vision of the SES and ACS.

ACTION 2.1.1
Promote the benefits of adopting renewable energy technology on commercial properties through local case studies.

ACTION 2.1.2
Assist businesses to promote the benefits and incentivise the use of active transport for its workers and customers.

ACTION 2.1.3
Consider parking maximums in Precinct Planning Frameworks to encourage a reduction in private vehicle ownership.

Cyclist commuting to work through the Pickle District

ADVANCE

Think long-term and welcome innovation.

2.2 IMPROVE CYBER-SECURITY AWARENESS AND CAPABILITY AT THE CITY AND VINCENT BUSINESSES.

There is an ongoing threat from cybercrime and cyber-attacks are becoming more frequent.

The City recognises that its business activities deal with sensitive information.

This information needs to be protected to mitigate against the loss of time, money, private information, and reputational damage as the result of a cyber-attack.

The City needs to protect itself and can play a role in cyber security awareness and building the capability of Vincent's small businesses. As a business, improving systems and safeguarding data to create a secure digital environment is crucial.

ACTION 2.2.1
Formalise a partnership between the City and Edith Cowan University's Security Research Institute to scope the project.

ACTION 2.2.2
Develop a cyber-security maturity assessment survey for City businesses.

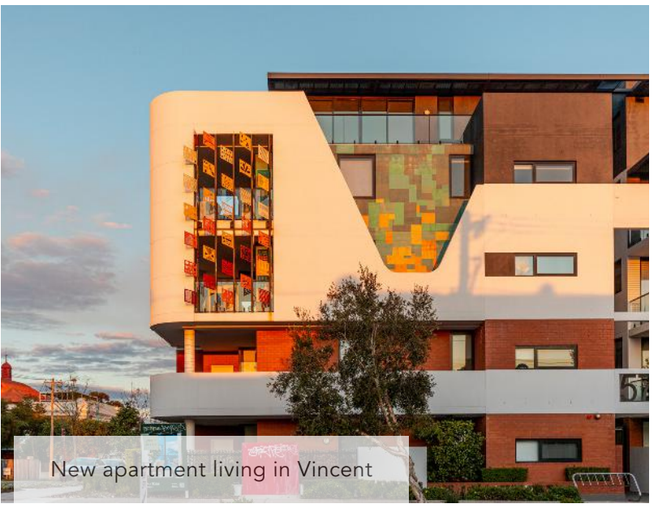
ACTION 2.2.3
Provide City businesses with information and support to improve their cyber security resilience and resistance to threats.

Workers at Cleaver & Co. - the Pickle District

ADVANCE

Think long-term and welcome innovation.

2.3 WORK WITH STAKEHOLDERS ON STRATEGIC PROJECTS THAT SUPPORT THE CREATION OF LOCAL JOBS, IMPROVE HOUSING DIVERSITY AND BOOST THE CITY'S LIVEABILITY.



New apartment living in Vincent

Data source:
.idCommunity – City of Vincent – Dwelling type
.idCommunity – City of Vincent – Housing tenure
ProfileID City of Vincent: Employment location of resident workers by LGA by Industry (2021)
ProfileID City of Vincent: Resident worker - Method of travel to work (2021)

Achieving diverse town centres requires a balance of jobs and housing. Bringing more housing to existing or emerging town centres will provide convenience for residents and support the growth of Vincent's local economy. Places that are active day and night require people that live and work in a walkable catchment.

The City supports a range of housing types that enable different people, on various incomes, and from diverse backgrounds, to live in Vincent and contribute to its vibrancy. In fact, 54.1% of Vincent's dwellings are medium or high density, compared to 24% in Greater Perth. In 2021, 40.7% of residents were renting, compared to 26% in Greater Perth.

INNER CITY LGA ALLIANCE

Since 2019, the inner city local governments of the City of Perth, City of Subiaco, City of Vincent, City of South Perth, and Town of Victoria Park, have worked collaboratively on common issues through a Memorandum of Understanding.

The Inner City Group was formed for the Mayors and CEOs to meet regularly and discuss shared priorities for the Central Perth area. Several sub-groups were established to share information and work on strategic projects relating to planning, economic development, arts and culture, and infrastructure/transport.

It is an invaluable approach for the City of Vincent. With significant changes happening across inner-city Perth.

Although there are differences in the make-up of the local economies across the inner city LGAs, there is a like-minded vision of a liveable, sustainable, and prosperous inner-city Perth.

Acknowledging and acting on the synergies and interdependence across the economy, culture, society, and environment is essential.

There are physical connections that must not be ignored. 59% of employed Vincent residents work within the inner-city ring and 23% use active transport (bus, train, walk, or cycle) to travel to work - This is significantly larger as a percentage when compared to Greater Perth's 10.7%.

ACTION 2.3.1
Progress key Strategic Projects that provide increased, diverse housing in Vincent.

ACTION 2.3.2
Encourage external providers and developers to provide a greater variety of business models, industry mix, and workforce diversity across emerging town centres.

ACTION 2.3.3
Focus on delivering a refined Advocacy Agenda that identifies investment opportunities and/or legislative changes needed to support long-term resident and worker growth.

ACTION 2.3.4
Continue to partner with the Inner City Local Government Authority Group on initiatives for arts & culture; infrastructure & transport; and planning & economic development.

ADVANCE

Think long-term and welcome innovation.

2.4 CONTINUE TO SEEK FUNDING TO SUPPORT THE DELIVERY OF PLACE-BASED PROJECTS AND TRIALLING NEW INITIATIVES.

A constant goal for the City is to be a financially sustainable organisation, with sufficient financial capacity to deliver the services and projects that align with the community's aspirations.

Delivering low-cost placemaking initiatives and improvements are not always top priority for the City when listed against asset management and infrastructure delivery. There is an opportunity to explore possible funding partnerships or grants to realise projects through place plans and collaborative initiatives.

ACTION 2.4.1
Apply for funding partnerships and grants to deliver small-scale initiatives or projects aligned with town centre place plans.

ACTION 2.4.2
Investigate the feasibility of implementing different funding approaches to support ongoing delivery of place-based programs and projects.

Dogtober event at the Grosvenor Road Trial in the Beaufort Street Town Centre (2022)

ADVANCE

Think long-term and welcome innovation.

2.5 WORK TOWARDS MAKING THE CITY A SMART CITY FOLLOWING THE CITY'S SMART CITIES POSITIONING STATEMENT.

A smart city is a city that applies digital technology, data, and innovative practices to improve liveability, sustainability, collaboration, and economic opportunities.

The City is already on a smart city journey. Several current and planned programs and activities that have smart city, digital technology, or innovation elements are already underway. These include smart parking, smart irrigation, a tree selection tool and online payments and permits.

The City has adopted a positioning statement which will help to coordinate long-term smart city integration and demonstrated success into the future. The City's smart city vision is:

The City of Vincent is a smart city, which encourages innovation and collaboration, supports our diverse community, and enhances our City's vibrancy and sustainability.

This vision is supported by a set of principles which are the guiding values that underpin the City's smart city journey. They consider and align to the SCP priorities and are as follows:

- Community-Focused
- Collaborative
- Innovative
- Proactive
- Inclusive
- Sustainable

The smart city positioning statement divides its opportunities into:

- Foundational opportunities: focused on developing skills and activities that will establish a strong foundation to develop over time.
- Community opportunities: ensuring that the City is focussed on realising community-centric benefits from it's smart city activity within the public realm.

To ensure the outcomes of the positioning statement are realised, there is a need to coordinate action and implementation. The City's focus moving forward is to build it's foundations in terms of skills, systems, processes, and infrastructure and begin to move towards developing a smart city.

ACTION 2.5.1
Develop a Smart Cities Plan identifying actions to build skills, systems, processes, and infrastructure for moving towards developing Vincent as a smart city.

Initial focus areas will include:

- Digitisation of services to the community; and
- Asset and data management processes.

William Street Town Centre

ATTRACT

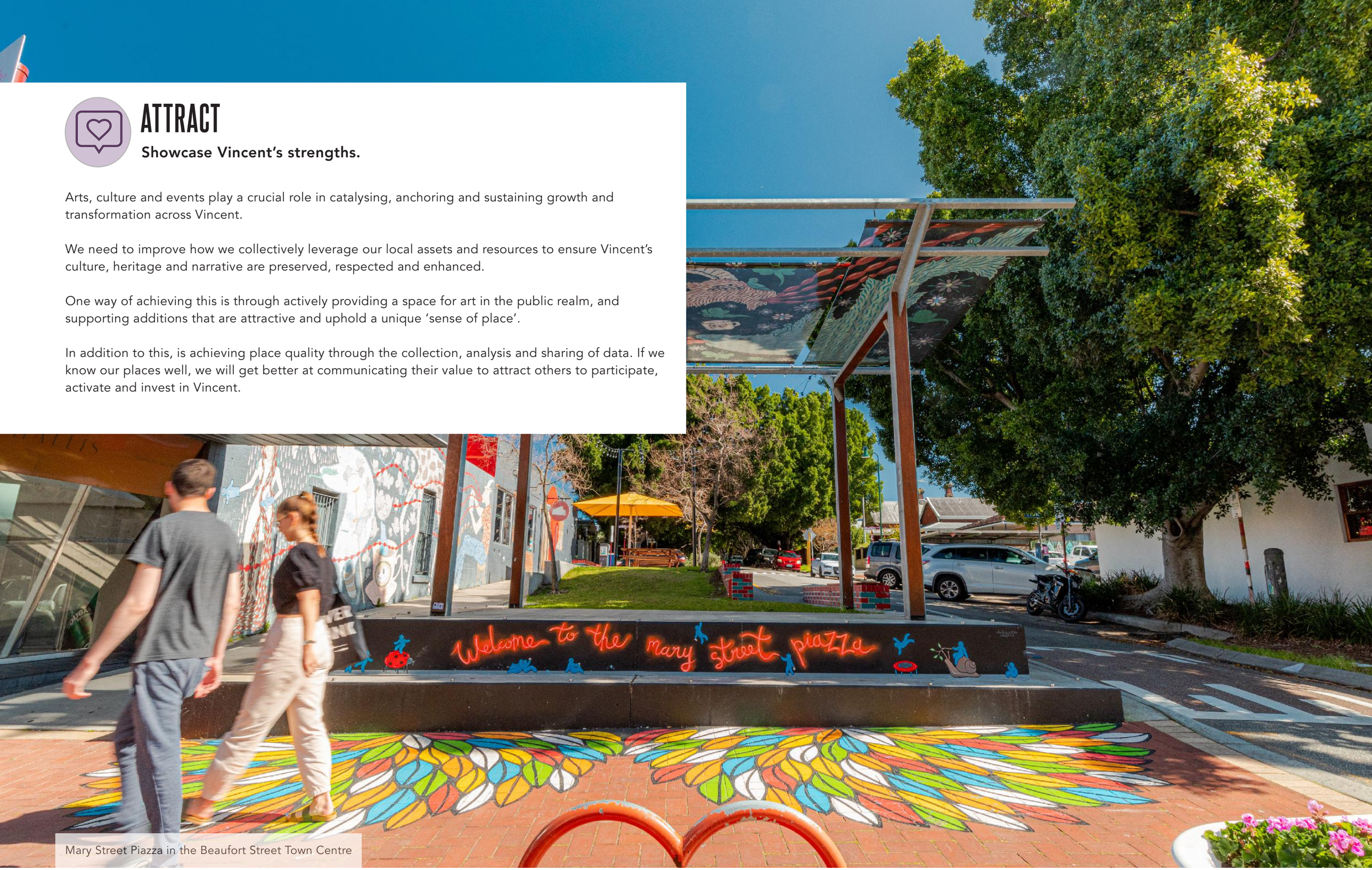
Showcase Vincent's strengths.

Arts, culture and events play a crucial role in catalysing, anchoring and sustaining growth and transformation across Vincent.

We need to improve how we collectively leverage our local assets and resources to ensure Vincent's culture, heritage and narrative are preserved, respected and enhanced.

One way of achieving this is through actively providing a space for art in the public realm, and supporting additions that are attractive and uphold a unique 'sense of place'.

In addition to this, is achieving place quality through the collection, analysis and sharing of data. If we know our places well, we will get better at communicating their value to attract others to participate, activate and invest in Vincent.



Mary Street Piazza in the Beaufort Street Town Centre

ATTRACT

Showcase Vincent's strengths.

3.1 COLLECT, MEASURE, AND COMMUNICATE THE PERFORMANCE OF VINCENT'S TOWN CENTRES.

The City undertakes research, engages with businesses, observes places, and collects and analyses data relevant to our town centres to:

- Gain a better understanding of characteristics and changes over time; and
- Make informed decisions.

We currently collect data from a variety of external sources through subscriptions and research services. Some of these include:

- Profile ID - community, economic, social atlas, population forecast (publicly accessible);
- Spendmapp - mapping spending across Vincent;
- Movemapp - mapping movement across Vincent;
- Inhabit Place - place audits and observations; and
- Australian Bureau of Statistics (ABS) and Census data.

The City will focus on sharing the data and analysis relevant to the town centres to support local area promotion to increase investment in these areas.

ACTION 3.1.1
Continue to collect and analyse a diverse range of data to monitor Vincent's town centres over time.

ACTION 3.1.2
Share the place performance of the town centres through an annual 'State of Vincent' snapshot report.

People shopping in the North Perth Town Centre

ATTRACT

Showcase Vincent's strengths.

3.2 POSITION VINCENT AS A WELCOMING SPECIAL EVENTS DESTINATION.

Vincent hosts several large special events each year.

Although special events take significant administration time and pre-planning, there are positive economic and community impacts. The WAFL Grand Final in partnership with the West Australian Football Commission:

- Welcomed over 17,000 people to Leederville Oval and Leederville Town Centre;
- Saw a 24.5% increase in spending within Leederville's town centre;
- Provided family-friendly live music and roving community activities on Oxford Street and Leederville Village Square;
- Expanded businesses with outdoor alfresco and licensed areas on streets; and
- Received positive promotion of Vincent and Leederville across Western Australia.

HBF Park hosted British music sensation Harry Styles, which attracted over 33,000 people to Highgate and surrounds – the largest crowd ever at the venue.

These major events are becoming more common, and Vincent is the host location for the FIFA Woman's World Cup Australia & New Zealand 2023 at Perth Rectangular Stadium (HBF Park) in Highgate. The tournament attracts a worldwide audience of more than one billion people. The event includes a broad program of sporting, cultural and community activities attracts thousands of people to Vincent.

The City currently does not have a focus on destination marketing. There is opportunity to better leverage these types of special events, delivered by external providers, to promote Vincent to a broader audience. Events bring higher footfall and spending to town centre businesses, and play a role in boosting their prosperity.

There are opportunities for local businesses to participate in creating value 'add-ons' such as supporting aligned activities in restaurants, bars, cafés and public spaces to attract people before, during or after events.

ACTION 3.2.1
Leverage special events to boost visitation and bring economic and social benefits to the town centres.

Footyville event in Leederville Town Centre (2022)

Data source:
Spendmapp October 2022 Analysis – Leederville comparison to average Saturday trade

ATTRACT

Showcase Vincent's strengths.

3.3 EMBED ART AND OUR RICH CULTURE IN THE CITY'S STREETS, PLACES, AND SPACES.

The City supports and promotes Vincent's thriving arts scene which is made up of resident artists, creative businesses, galleries, maker spaces, street art, public art, and long-standing institutions.

As a local government, effectively planning for the full breadth of culture and the arts is complex and nuanced. The City's current focus is on enabling the sector by supporting the creation of art through:

- Percent for Art Policy;
- Mural and public art commissions;
- Procurement of artwork for the City's Art collection; and
- Provision of grants towards initiatives and partnerships that produce new works, activate the public realm and bring the community together.

The City's Arts Advisory Group advises on various arts matters such as plans, programs, and promotional activities.

To better understand how to support the sector through cultural infrastructure and planning, a 'Making Space for Culture' study and strategy was commissioned. It investigated the demand, preferred location, and approaches needed to enable the arts in Perth's inner city. The project was delivered, through a collaboration between the Cities of Vincent, Perth, South Perth, and the Town of Victoria Park. It identified approaches to align planning mechanisms, LGA frameworks, and public-private partnerships to foster new creative spaces.

A survey of 1,080 practicing creatives found that:

- 84% were interested in having space in inner Perth.
- 326 (or 28%) identified Vincent as their preferred LGA to have space in.
- Top desired attractions for preferred locations include: creative/share skills; cultural production; buzz and activity; audiences and facilities.

A new Arts Plan will identify pathways and actions to direct the City's art activity and investment, policy, and programs over the short to medium term.

ACTION 3.3.1
Develop and implement an Arts Plan that outlines approaches to support the arts scene and grow Vincent's creative community and economy.

Joy Collective mural in the North Perth Town Centre

IMPROVE

A safe, attractive, and well-maintained public realm.

Ensuring Vincent is safe, attractive, and well-maintained is multifaceted.

It requires collaboration and balancing the needs of diverse stakeholders - residents, property owners, local businesses, community groups, investors, and visitors.

We want to ensure our public realm is accessible, beautiful, welcoming, functional and actively used by people.

The City's current programs and approaches to tackling maintenance and place management will be refined and refocused through the TPS's delivery.

Oxford Street Reserve, Leederville Town Centre

IMPROVE

A safe, attractive, and well-maintained public realm.

4.1 TARGET MINOR PUBLIC REALM IMPROVEMENTS THAT ALIGN WITH THE CITY'S ACCESSIBLE CITY STRATEGY, LINK AND PLACE GUIDELINES, AND CAPITAL WORKS PROGRAM.

The ACS is about putting people first and ensuring that getting around is safe, easy, environmentally friendly, and enjoyable.

The City has applied the Link and Place Framework to its streets. This categorises streets depending on their people carrying capacity (movement) and place functions. It recognises that a liveable and successful city needs a variety of street types that serve different roles and purposes across places.

The City is currently delivering on strategies and actions of the ACS, which are relevant to achieving this 'thriving places' focus area. The ACS objectives include:

1. Create a safe transport environment.
2. Ensure consistent accessibility and connectivity into, around, and beyond Vincent.
3. Promote environmentally friendly and healthy transport modes and initiatives.
4. Make it enjoyable to get around the local area.

The City currently identifies, prioritises, and delivers minor streetscape improvements through its Capital Works Plan processes.

Going forward, the City will take a proactive approach in identifying and delivering localised low-cost public realm and streetscape improvements that improve the pedestrian experience in the town centres.

Figure: Link and Place Matrix

ACTION 4.1.1
Continue to plan and implement the City's Minor Streetscape improvement Program targeting the town centres and prioritising pedestrians.

ACTION 4.1.2
Develop a toolkit of urban design principles and methods to streamline implementation of best-practice minor streetscape and pedestrian improvements in town centres through the Link and Place Guidelines.

Grosvenor Road Continuous Footpath Upgrade, 2022

IMPROVE

A safe, attractive, and well-maintained public realm.

4.2 FOSTER SAFE, DESIRABLE, AND ACTIVE PLACES THAT ARE EASY TO ACCESS.

Our SCP Vision includes the aspiration for Vincent to be a '…vibrant 24-hour city…" which is acknowledged as a complex task. There are several aspects that cities with a 24-hour life include.

- Embracing a night-time economy and providing people choices through a diversity of uses and longer business operating hours.
- Providing public realm and streets that are well designed, feel safe, and are activated by pedestrians day and night.
- Defined entertainment districts or town centres where activities are supported.
- Having visible public services available at night.

Vincent provides a vibrant night economy in the town centres of Leederville, Mount Lawley/Highgate, and Northbridge. These places possess a clustering of restaurants, bars, cinemas, live music, and hospitality venues operating untill late. This results in footfall of these town centres being higher at night than during the daytime.

A key element of realising a 24-hour city is with addressing any negative safety perceptions and encouraging positive activities and community interactions at night.

As an LGA, the City must focus on partnerships and building strong relationships with the community and non-government organisations to achieve this.

The City's current Safer Vincent Plan 2019-2022 has three key themes:
1. Safer spaces;
2. Community connection; and
3. Crime prevention.

The Ranger Services and Customer Service teams are key points of contact for the community, and often see, report, or hear of issues first. Following the Small Business Friendly Approvals Program, the City is developing a new 'Business Support service' that is a go-to for business-related inquiries. An element of this function will be to empower business owners and the community by having relevant and recent information to appropriately respond to issues such as crime prevention, graffiti, or property damage.

ACTION 4.2.1
Develop and deliver an updated Safer Vincent Plan that includes collaborative approaches and supports moving towards a vibrant 24-hour city.

- Continue to focus on improving safety through community engagement and collaborating with government and other organisations to deliver prevention approaches.

- Inform and empower the community to initiate action through providing relevant information about crime prevention and graffiti reporting.

North Perth Common lighting at night

WHAT ARE VIBRANT PUBLIC SPACES?

It is well known that more people actively using streets creates more activity, positively impacting the local economy.

Vibrant public spaces are areas in the public realm that support social interaction and community engagement. They provide pedestrian amenities and are for everyone to enjoy.

COVID-19 has seen a shift in how people perceive the public realm and the way it functions, with greater demand and emphasis on public spaces and outdoor dining as a way to connect, interact and thrive.

The City supports businesses to activate their premises with interesting displays and alfresco seating permits and the addition of vibrant public spaces such as:

- Street furniture;
- Affixed eating area furniture;
- Parklets (pop-up/semi-permanent); and
- Eatlets (pop-up/semi-permanent).

Vibrant public spaces are creative solutions for enhancing the streetscape and providing increased pedestrian amenities for public benefit.

The Vibrant Public Spaces Policy has streamlined internal processes and provides guidance for applicants and the community.

ACTION 4.2.2
Continue to advocate and support businesses to activate streets and contribute to the public realm in alignment with the City's Vibrant Public Spaces Policy and planning, building and health guidelines.

Parklet and planter boxes in Leederville

IMPROVE

A safe, attractive, and well-maintained public realm.

4.3 ENCOURAGE PRIVATE CONTRIBUTION TOWARDS FUTURE SOCIAL INFRASTRUCTURE AND PUBLIC REALM ENHANCEMENTS.

A key challenge for the City is in striking the right balance between addressing the needs of the existing community and planning for future services and infrastructure required for the emerging town centres, businesses and the additional 10,000 residents forecast by 2041.

In collaboration with the community and stakeholders, the City has developed Precinct Planning Frameworks for Vincent's town centres and precincts - Leederville, West Perth (Pickle District), North Claisebrook and North Perth. These frameworks set visions and set out pathways for future change within the private and public realm of precinct areas.

This approach provides transparency and direction to potential delivery partners and stakeholders, whist allowing the City to appropriately plan for and action the sustainable delivery of future services, programs and infrastructure.

To proactively plan for local-level community infrastructure to service the future population, the City needs to work with key stakeholders, including property developers, to identify and fund community/ social infrastructure, public spaces, design features and strategic town centre and precinct projects.

Future efforts will be on securing investment by private development through the City's planning frameworks and policies. This includes identifying development incentives and contributing to community benefits when appropriate.

ACTION 4.3.1
Identify place-specific community benefits or localised opportunities in town centres and precincts that private investment can support through private development.

Pedestrian connection in the Leederville Town Centre

IMPLEMENTATION FRAMEWORK

THRIVING PLACES STRATEGY IMPLEMENTATION FRAMEWORK														
PLAN		SCP THRIVING PLACES OUTCOMES	APPROACH	ACTION		RESPONSIBLE TEAM	SUPPORT TEAM	APPROX. BUDGET	TIMING				
									2023/24	2024/25	2025/26	2026/27	2027/28
FOCUS AREA 1 - ENABLE													
1.1	Support initiatives that enhance, restore and activate places and spaces.	1,3,5	Partner	1.1.1	Implement a new Business Enhancement Grant program to support small businesses and commercial property owners to make small-scale enhancements.	Urban Design & Strategic Projects	Communications & Engagement	$125,000 ($25k p.a)	✓	✓	✓	✓	✓
				1.1.2	Investigate streamlining the administration of all grant funding through a centralised accessible process and online platform.	Communications & Engagement	Community Development	$7,500 p.a	✓	✓	✓	✓	✓
1.2	Empower Vincent's small business community to build long-term sustainability and resilience.	1,3	Partner	1.2.1	Partner with external groups or individuals to deliver networking, engagement and education opportunities for local businesses.	Urban Design & Strategic Projects	Communications & Engagement	Nil	✓	✓			
				1.2.2	Promote the City's monthly business e-newsletter to reach new audiences and communicate opportunities and business news.	Communications & Engagement	Urban Design & Strategic Projects	Nil	✓		✓	✓	✓
1.3	Continue to improve approval processes and assistance for small businesses.	1	Deliver	1.3.1	Action the recommended reforms and improvements identified in the Small Business Friendly Approvals Program.	Governance	Various teams	Nil	✓				
1.4	Stimulate town centre visitation to progressively grow a customer base and encourage repeat visitation.	1, 2	Deliver	1.4.1	Expand the 'shop local' brand to be a yearlong program of seasonal initiatives. Key focus areas: • Provide information to the Vincent community about the benefits of shopping and dining locally. • Showcase unique attributes of each town centre and experiences on offer. • Align graphic design and messaging with the City's Wayfinding Signage Plan and town centre branding to match online engagement with on-site experience. • Grow City of Vincent followers on social media to capture a broader audience.	Communications & Engagement	Urban Design & Strategic Projects	$10,000 p.a		✓	✓	✓	✓

IMPLEMENTATION FRAMEWORK

THRIVING PLACES STRATEGY IMPLEMENTATION FRAMEWORK														
PLAN		SCP THRIVING PLACES OUTCOMES	APPROACH	ACTION		RESPONSIBLE TEAM	SUPPORT TEAM	APPROX. BUDGET	TIMING				
									2023/24	2024/25	2025/26	2026/27	2027/28
FOCUS AREA 2 - ADVANCE													
2.1	Support local businesses and commercial property owners to adapt to climate change and implement sustainable practices.	1, 2	Promote	2.1.1	Promote the benefits of adopting renewable energy technology on commercial properties through local case studies.	Sustainability and Innovation	Communications & Engagement	$1,000		✓			
				2.1.2	Assist businesses to promote the benefits and incentivise the use of active transport for its workers and customers.	Sustainability and Innovation	Urban Design & Strategic Projects	Nil		✓			
				2.1.3	Consider parking maximums in Precinct Planning Frameworks to encourage a reduction in private vehicle ownership.	Urban Design & Strategic Projects	Rangers Services	Nil	✓	✓	✓	✓	✓
2.2	Improve cyber-security awareness and capability at the City and Vincent businesses.	1	Partner	2.2.1	Formalise a partnership between the City and Edith Cowan University's Security Research Institute to scope the project.	Information & Communications Technology	Communications & Engagement	Nil	✓				
				2.2.2	Develop a cyber-security maturity assessment survey for City businesses.	Information & Communications Technology	Communications & Engagement	$30,000		✓			
				2.2.3	Provide City businesses with information and support to improve their cyber security resilience and resistance to threats.	Information & Communications Technology	Communications & Engagement	$5,000		✓	✓	✓	✓
2.3	Work with stakeholders on strategic projects that support the creation of local jobs, improve housing diversity and boost the City's liveability.	1, 2, 3, 4	Partner & Promote	2.3.1	Progress key Strategic Projects that provide increased, diverse housing in Vincent.	Urban Design & Strategic Projects	Development & Design	Nil	✓	✓	✓	✓	✓
				2.3.2	Encourage external providers and developers to provide a greater variety of business models, industry mix, and workforce diversity across emerging town centres.	Urban Design & Strategic Projects	Development & Design	Nil	✓	✓	✓	✓	✓
				2.3.3	Focus on delivering a refined Advocacy Agenda that identifies investment opportunities and/or legislative changes needed to support long-term resident and worker growth.	CEO	Urban Design & Strategic Projects	Nil	✓	✓	✓	✓	✓
				2.3.4	Continue to partner with the Inner City Local Government Authority Group on initiatives for arts & culture; infrastructure & transport; and planning & economic development.	CEO	Urban Design & Strategic Projects	$10,000	✓	✓	✓	✓	✓

IMPLEMENTATION FRAMEWORK

THRIVING PLACES STRATEGY IMPLEMENTATION FRAMEWORK														
PLAN		SCP THRIVING PLACES OUTCOMES	APPROACH	ACTION		RESPONSIBLE TEAM	SUPPORT TEAM	APPROX. BUDGET	TIMING				
									2023/24	2024/25	2025/26	2026/27	2027/28
FOCUS AREA 2 - ADVANCE (cont.)													
2.4	Continue to seek funding to support the delivery of place-based projects and trialling new initiatives.	2,3,4,5	Partner	2.4.1	Apply for funding partnerships and grants to deliver small-scale initiatives or projects aligned with town centre place plans.	Urban Design & Strategic Projects	Engineering	Nil	✓	✓	✓	✓	✓
				2.4.2	Investigate the feasibility of implementing different funding approaches to support ongoing delivery of place-based programs and projects.	Urban Design & Strategic Projects	Governance	Nil		✓			
2.5	Develop and deliver a Smart Cities Plan following the City's Smart Cities Positioning Statement.	1,2,4	Deliver	2.5.1	Develop a Smart Cities Plan identifying actions to build skills, systems, processes, and infrastructure for moving towards developing Vincent as a smart city. Initial focus areas will include: • Digitisation of services to the community; and • Asset and Data management processes.	Information & Communications Technology	Urban Design & Strategic Projects	Nil	✓	✓	✓	✓	✓
FOCUS AREA 3 - ATTRACT													
3.1	Collect, measure and communicate the performance of Vincent's town centres.	1,2,4	Deliver	3.1.1	Continue to collect and analyse a diverse range of data to monitor Vincent's town centres over time.	Urban Design & Strategic Projects	Communications & Engagement	$110,000 p.a	✓	✓	✓	✓	✓
				3.1.2	Share the place performance of the town centres through an annual 'State of Vincent' snapshot report.	Urban Design & Strategic Projects	Communications & Engagement	Nil	✓	✓	✓	✓	✓
3.2	Position Vincent as a welcoming special events destination.	1,2,3,5	Promote & Partner	3.2.1	Leverage special events to boost visitation and bring economic and social benefits to the town centres.	Communications & Engagement	Urban Design & Strategic Projects	Nil	✓	✓	✓	✓	✓
3.3	Embed art and our rich culture in the City's streets, places and spaces.	3,5	Deliver	3.3.1	Develop and implement an Arts Plan that outlines approaches to support the arts scene and grow Vincent's creative community and economy.	Urban Design & Strategic Projects	Communications & Engagement	$140,000	✓	✓	✓	✓	✓

IMPLEMENTATION FRAMEWORK

THRIVING PLACES STRATEGY IMPLEMENTATION FRAMEWORK													
PLAN		SCP THRIVING PLACES OUTCOMES	APPROACH	ACTION		RESPONSIBLE TEAM	SUPPORT TEAM	APPROX. BUDGET	TIMING				
									2023/24	2024/25	2025/26	2026/27	2027/28
FOCUS AREA 4 - IMPROVE													
4.1	Target minor public realm improvements that align with the City's Accessible City Strategy, Link and Place Guidelines and Capital Works Program.	2,4	Deliver	4.1.1	Continue to plan and implement the City's Minor Streetscape improvement Program targeting the town centres and prioritising pedestrians.	Engineering	Urban Design & Strategic Projects	$35,000 p.a	✓	✓	✓	✓	✓
				4.1.2	Develop a toolkit of urban design principles and methods to streamline implementation of best-practice minor streetscape and pedestrian improvements in town centres through the Link and Place Guidelines.	Urban Design & Strategic Projects	Engineering	$40,000		✓			
4.2	Foster safe, desirable and active places that are easy to access.	2,3,4,5	Partner & Deliver	4.2.1	Develop and deliver an updated Safer Vincent Plan that includes collaborative approaches and supports moving towards a vibrant 24-hour city. • Continue to focus on improving safety through community engagement and collaborating with government and other organisations to deliver prevention approaches. • Inform and empower the community to initiate action through providing relevant information about crime prevention and graffiti reporting.	Rangers Services	Communications & Engagement	$45,000	✓	✓	✓	✓	✓
				4.2.2	Continue to advocate and support businesses to activate streets and contribute to the public realm in alignment with the City's Vibrant Public Spaces Policy and planning, building and health guidelines.	Urban Design & Strategic Projects	Customer Service	Nil	✓	✓	✓	✓	✓
4.3	Encourage private contribution towards future social infrastructure and public realm enhancements.	2,3,4	Promote	4.3.1	Identify place-specific community benefits or localised opportunities in town centres and precincts that private investment can support through private development.	Urban Design & Strategic Projects	Engineering	Nil	✓	✓	✓	✓	✓

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