



ARMADALE CITY CENTRE TRANSFORMATION: TECHNICAL REPORT

An investment framework and project plan

Prepared for City of Armadale
April 2023



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ARMADALE CITY CENTRE TRANSFORMATION THROUGH INVESTMENT

Collaborating to transform the Armadale City Centre
into a thriving and vibrant precinct

A MESSAGE FROM THE MAYOR

I am pleased to present this City Investment Framework which gives us a dedicated roadmap of strategic interventions required to capitalise on the current investment of inner-city public infrastructure. This roadmap will assist the City in achieving the vision and objectives of our Activity Centre Structure Plan and Advocacy Priorities Strategy.

This tailored framework brings us closer to realising the City's ambition to facilitate a vibrant and prosperous City Centre, secure further Federal and State government support and investment, and utilise the City's landholdings to stimulate private sector investment, job creation, education opportunities and increase our residential population.

The projects outlined on this framework are urgently needed to support our fast growing community, and positively impact our City Centre so that it can take its place, as one of Western Australia's Strategic Metropolitan Centres.

The Armadale City Centre is at the core of Perth's south east metropolitan region which means we have a great opportunity to service a broad and rapidly growing catchment. The strategically designed interventions outlined in this framework have been identified to support urban regeneration to accommodate for the region's future growth by providing access to the appropriate services, facilities and amenities.

The City's ambition for its City Centre is to be a destination of choice, a place for people to live, work, invest, study and visit, with high quality modern infrastructure, public transport links and growing employment.

With a new Courthouse and Police Complex due for completion in 2023, the redevelopment of the Armadale Train Station including the elevation of the rail through the City Centre and a new inner-city TAFE campus underway, Armadale's City Centre transformation is being led by immense investment in public infrastructure.

Armadale's City Centre is set to become an active hub that services its community through health and social services, education and training, legal and professional services and other supporting facilities.



CR RUTH BUTTERFIELD
MAYOR
CITY OF ARMADALE

ABOUT THE ARMADALE CITY CENTRE

Armadale City Centre is the strategic metropolitan centre of Perth's growing south east corridor.

It has a variety of amenities and businesses that contribute to the Western Australian economy and service a large population.

The Armadale City Centre provides an important economic and social contribution, including:

- Significant local and ongoing employment and economic activity as **the largest employment node in the south east region**;
- **A growing presence of government and civic administration** providing services to the community in a central location; and
- A strategic location in the south east growth corridor that **connects a growing catchment to key regional infrastructure**, including health, education, justice, government services, social and retail services.

Current investment recognises the Armadale City Centre's strategic role. Projects in progress include:

- **METRONET's Byford Rail Extension** – removal of three level crossings in the city centre and creation of new elevated station precinct;
- **Justice Precinct** – construction is underway for a new Police and Justice Complex with increased capacity and functionality; and
- **TAFE expansion** – construction of a new TAFE building is expected for completion in mid-2024

“**Armadale – the regional centre of Perth's south east, where the city meets the country**”



\$486M

Gross regional product of Armadale City Centre (per annum)



120,000

Regional population catchment



3,000+

Onsite employment



325,000

2041 Regional population catchment

CITY CENTRE TRANSFORMATION PROJECT

The City of Armadale is committed to leading the transformation of the Armadale City Centre. The City is coordinating the transformation to achieve optimal outcomes that can be leveraged for future investment. **The time to invest in Armadale is now.**

An important step already taken towards planning for the City Centre's future is the delivery of the Armadale City Centre Structure Plan. The transformation of the City Centre will build upon this important planning document.

The structure planning process identified areas of opportunity for improvement in the provision of some key services. A larger presence of education, increased residential density, enhanced social services and higher levels of private investment would contribute towards the realisation of the vision for a revitalised City Centre.

There is however considerable opportunity given investment planned and underway, large undeveloped sites and a large and fast growing catchment.

In response, the City of Armadale is implementing the Armadale City Centre transformation program.

This program includes a series of projects and initiatives and implementation strategies. It is led and part funded by the City but also aims to be supported by co-investment from private and government stakeholders.

The transformation projects were identified by determining key focus areas to target to bring the Armadale City Centre from the current state towards the vision for the area.

These key focus areas are:



**A CLEAR, WIDELY KNOWN
IDENTITY, ROLE AND PURPOSE**



**EXPANDED AND NEW REGIONAL
ECONOMIC ANCHORS**



**VITAL ACTIVITY NODES AND
DESTINATION ATTRACTORS**



**INCREASED POPULATION AND
PATRONAGE AND DIVERSITY**



**HIGHEST AND BEST USE OF
UNDERUTILISED LAND AND BUILT
FORM ASSETS**



**A DIVERSE, ROBUST
SMALL BUSINESS BASE**

ARMADALE CITY CENTRE TRANSFORMATION

The realisation of the investment framework will:

- **Unlock private and public investment** with new development sites available and co-location of services,
- **Increase local jobs and businesses** in both the construction and ongoing phases of development,
- **Increase population and housing diversity** through the development of strategic land areas for residential use,
- **Enhance Armadale's brand and profile** by creating an innovative, cohesive offering, and
- **Increase visitation and usage** of the Armadale City Centre, as it achieves its full potential as a vibrant activity centre.

This plan outlines the priority projects for the city centre over the next 10 years. It is presented as a series of projects and initiatives, big and small, that will transform the city centre.

These include:

- **Essential infrastructure** investment / projects required to support a growing city centre and catalyse private investment
- **Public realm** investment to enhance amenity, vital to improving the desirability to live, work, visit and invest in the city centre
- **Expanded education and health services** required for a regional centre supporting a growing catchment
- **Programs to encourage community engagement, activation and cultural expression**

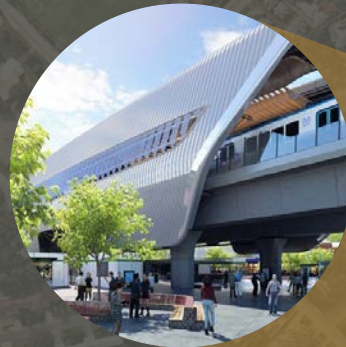
The ability to achieve the aspirations for the Armadale City Centre is more than just the City of Armadale's responsibility. Delivery of this transformation requires all levels of government and the private sector to work together.

INVESTMENT FRAMEWORK

- 01 CITY VIEWS - CIVIC PRECINCT
- 02 STATION ACTIVATION
- 03 BUS INTERCHANGE
- 04 ARMADALE WEST
- 05 MEDICAL AND HEALTH PRECINCT
*site to be confirmed
- 06 EDUCATION PRECINCT
- 07 REGIONAL ACCESSIBILITY
- 08 JULL STREET MALL
- 09 STREETScape ENHANCEMENTS
(ACROSS CBD)
- 10 STRATEGIC DEVELOPMENT SITE
- 11 PLACEMAKING INITIATIVES



Armadale Road



Forrest Road

04



Seventh Road



Armadale Train Station

10



01



03

02

08

06



Green Avenue

Church Avenue

S Western Highway



REGENERATION ELEMENTS PROJECTS

01 CITY VIEWS – CIVIC PRECINCT
Estimated Budget: \$127M

The City Views project is a transformational project that will allow the City to implement its long term vision to invest in and build a new hub for civic activities. The project will reinforce this area as the focal point for the principal administrative functions of the City, and create open space for celebration of historic buildings, culture and community.

02 STATION ACTIVATION
Estimated Budget: \$5-10M

The Armadale Train Station will be elevated as part of METRONET’s Byford Rail Extension project. The removal of the at grade station unlocks land for activation.

03 BUS INTERCHANGE
Estimated Budget: METRONET

This project is part of the METRONET Byford Rail Extension. The bus interchange will be an integral connection to the Armadale City Centre for growth areas in the south-east corridor.

07 REGIONAL ACCESSIBILITY
Estimated Budget: TBD

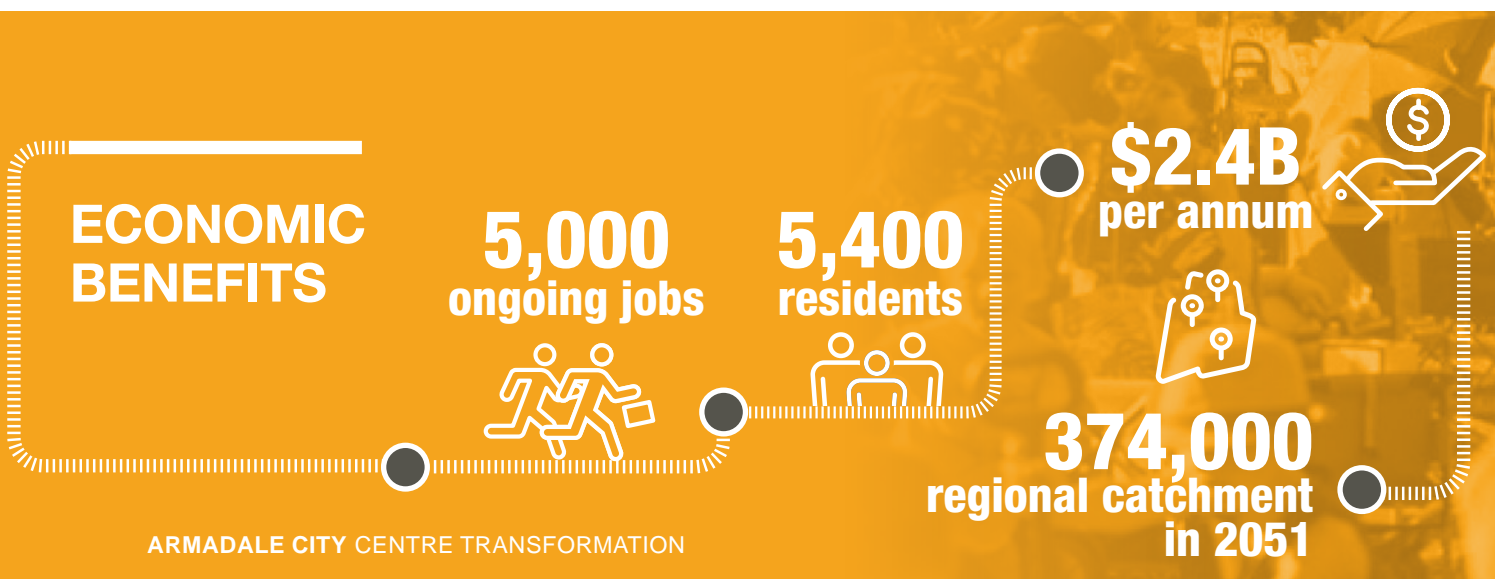
Armadale is the strategic metropolitan centre servicing the growing south-east corridor. Improving regional accessibility through the regional transport network will benefit local businesses and unlock private investment.

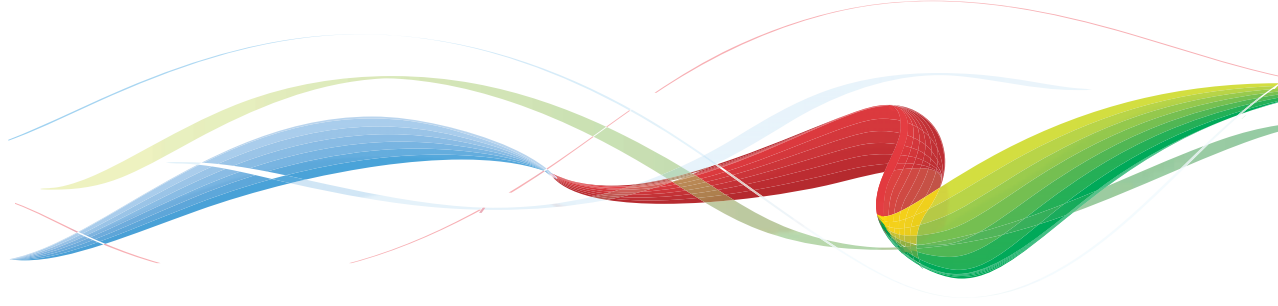
08 JULL STREET MALL
Estimated Budget: \$3-6M

Upgrades to the Mall will create a sense of place in the heart of the City Centre. Development will support visitation through increased security, improved experience and new attractions.

09 STREETScape ENHANCEMENTS (CBD)
Estimated Budget: TBD

Streetscape enhancements across the Armadale City Centre will contribute to improved wayfinding, public space activation, and safety as well as encourage private investment.





04

ARMADALE WEST

Estimated Budget:
Dependent on
development model

The 9 hectare West of Rail precinct will be a transit oriented development. The precinct will be characterised by high-density development to fit its location as an inner-city development.

05

HEALTH PRECINCT

Estimated Budget:
\$20M+

A health precinct will provide community benefits to those utilising the services, as well as employment opportunities, all in a location conveniently accessible by public transport. Future development will expand the regional level public and private health and community services within the City Centre.

06

EDUCATION PRECINCT

**Estimated Budget: \$30M
+ STAGE 2**

Stage one of the TAFE expansion is funded by the State Government (\$22.6 million), with completion expected in 2024, bringing students into the City Centre. A future stage two expansion will see an increase in student capacity and course offering.

10

STRATEGIC DEVELOPMENT SITE

Estimated Budget: TBD

The site is located at the northern entrance to the City Centre and will be an entry statement for visitors arriving from the north and west.

11

PLACEMAKING INITIATIVES

**Estimated Budget: \$200-
400K p.a. (net)**

A coordinated placemaking approach will elevate and enhance existing efforts. Local events provide an opportunity to leverage positive experiences and link them with Armadale City Centre.

\$1.5B
private
investment

A WALKABLE
city



A CONNECTED
city



UNIQUE character

IMPLEMENTATION

The plan is a flexible, living document. The precise timing, responsibility and funding for each project can be difficult to predict and therefore the plan sets out the broad direction and priorities to guide future development and investment.

A Project Control Group led by the City of Armadale will be assembled to oversee implementation, supported by a City of Armadale internal project manager and other City and external services as needed.

This structure will ensure the plan is monitored and refined regularly to ensure future opportunities can be captured and built into the delivery process.

The successful implementation of this plan is closely tied with the governance arrangements adopted to oversee its delivery. The governance framework within the City of Armadale will foster both leadership and collaboration, ensuring planning guidance, development facilitation, infrastructure planning, project delivery and place management functions are coordinated.

The City will work collaboratively with the community, business and the state and federal governments to fulfil the Armadale City Centre's potential.

Funding the delivery of the projects will differ across the projects. The City of Armadale will provide investment in many of the projects, with State Government already identified as a key funding partner in others, and funding options including the Commonwealth Government are being explored for the remaining projects. Private funding is expected to follow once momentum is built for the Armadale City Centre Transformation.

City Views - Civic Precinct

Station Activation

Bus Interchange

Armadale West

Health Precinct

Education Precinct (Stage 2)

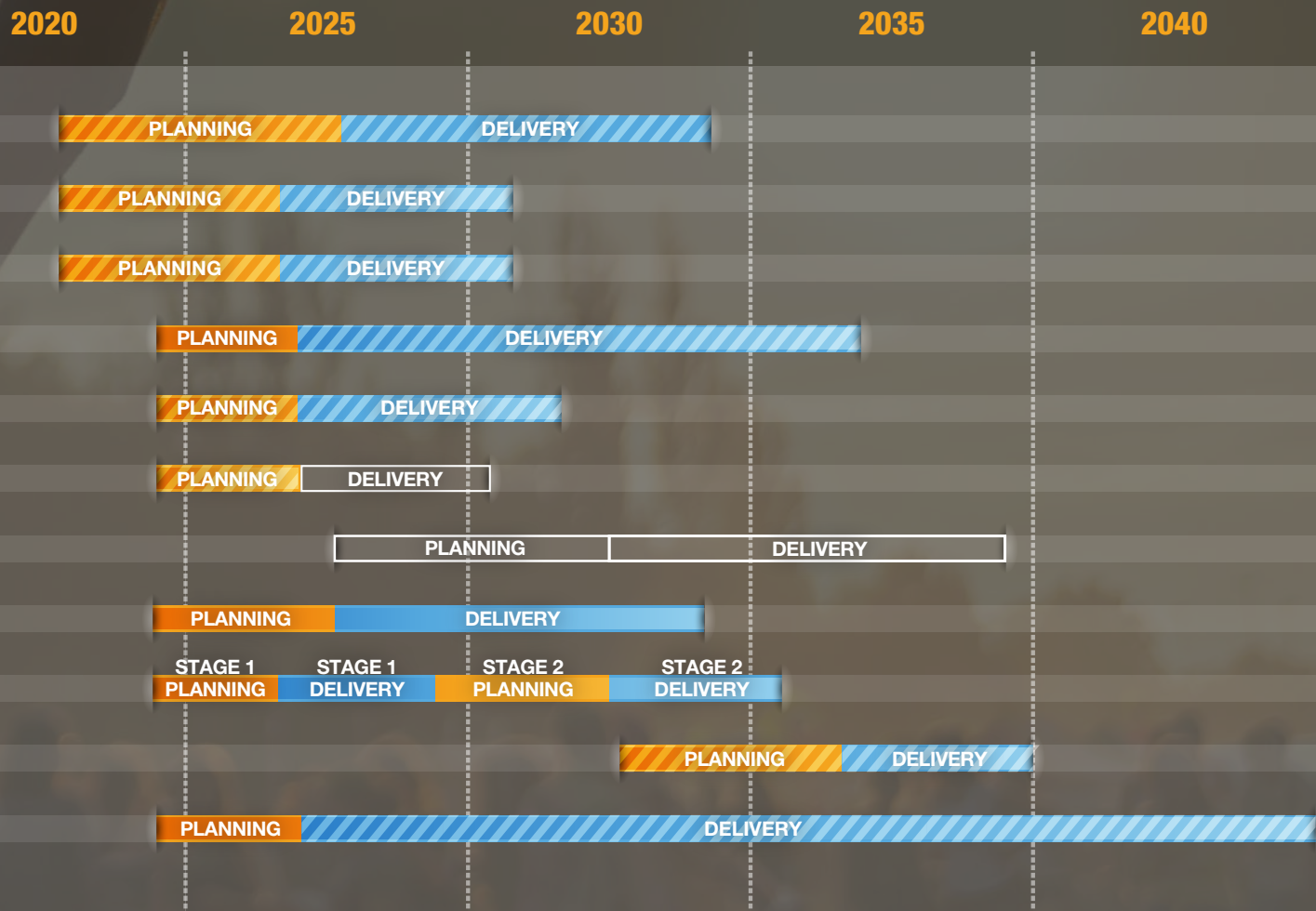
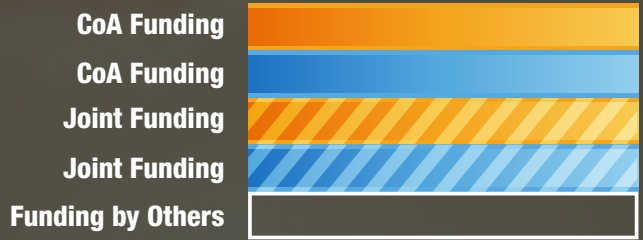
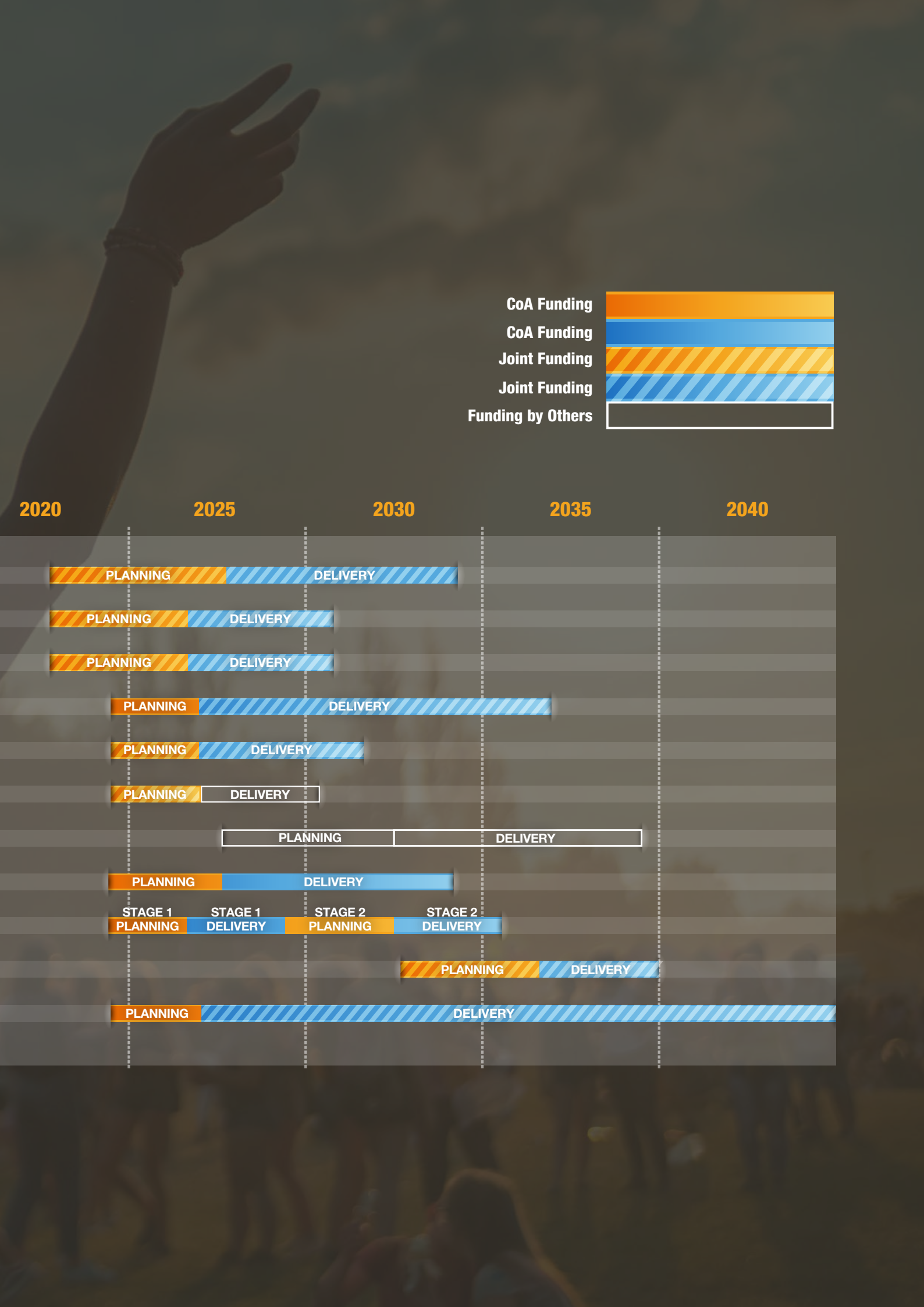
Regional Accessibility

Jull Street Mall

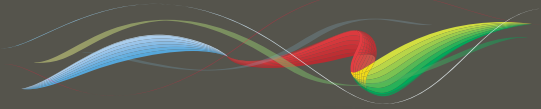
Streetscape Enhancements

Strategic Development Site

Placemaking Activities



armadale.wa.gov.au



INTRODUCTION

BACKGROUND AND PURPOSE

Armadale City Centre is the Strategic Metropolitan Centre of Perth's growing south east. It has a variety of amenities and businesses that contribute to the Western Australian economy and service a population of over 120,000 people.

The City of Armadale is seeking to proactively transform the Armadale City Centre into a thriving and vibrant precinct. As such, Urbis was commissioned to prepare an investment framework and implementation plan that outlines how the City of Armadale will achieve the vision for the Armadale City Centre Activity Centre Plan.

STUDY APPROACH

Urbis led a multi-phase approach to co-develop the Armadale City Centre Investment Framework. The multi-phase approach included:

- **Review of the current state** to understand key strengths, opportunities, weaknesses and threats for the City Centre;
- **Identification of interventions** which will drive positive transformation of the City Centre;
- **Stakeholder engagement** to confirm alignment of proposed interventions and vision; and
- **Implementation planning** to guide the delivery of the proposed interventions.

DOCUMENT STRUCTURE

This report has been structured as a reference document to the **Armadale City Centre Transformation Plan**. It is comprised of the following sections.

- **The Case for Transformation** – identification of the rationale for intervention.
- **Current State** – research and analysis of the Armadale City Centre and regional influences.
- **Prioritised Interventions** – prioritisation of key initiatives that will drive positive change.
- **Stakeholder and Strategic Alignment** – summaries of the key policy and strategic alignment with key City Centre stakeholders.
- **Funding Alignment** – summary of the different funding and investment opportunities available to fund the proposed interventions.
- **Economic Analysis** – assessment of the economic and social benefits of the City Centre transformation.
- **Implementation Plan** – identification of implementation strategies.

This framework leveraged considerable knowledge and background research including a wide range of directional, modelling and evidence-based studies and assessments of the City of Armadale and the City Centre.

01

A CASE FOR TRANSFORMATION



A CASE FOR TRANSFORMATION | OVERVIEW

The Armadale City Centre is strategically located in the fast-growing south-east corridor. The City Centre boasts significant existing employment precincts and retail and population amenities.

Whilst the City Centre has numerous positive attributes that support economic growth and opportunities over the long term, there are significant challenges – such as local, national and global competition for investment and human capital, commercial viability fundamentals and fragmented land ownership and stakeholder priorities.

These challenges have the potential to limit the growth and intensification of the City Centre into a true Strategic Metropolitan Centre aligned with state government policy objectives.

As such, the City already promote a range of investment opportunities and has advanced planning for initiatives identified through the development of the activity centre plan. These efforts have supported major government investment such as the METRONET Armadale line extension and rail crossing removal project, the Justice Precinct development and construction of the South Metropolitan TAFE's Armadale campus.

There is, however, a need for an investment framework and implementation plan to accelerate and support the revitalisation of the City Centre in the short term, align and integrate the City's purpose and organisational efforts and facilitate meaningful engagement between the City and the State and Federal Governments – and, ultimately, leverage off this once in a generation public transport infrastructure investment.

This plan is additionally required to cohesively promote the City Centre, demonstrate the alignment and cooperation of stakeholders, drive required governance arrangements and help coordinate the delivery of infrastructure and investment.






Delivering on this plan will maximise the economic and social contribution of the City Centre and support the attraction and retention of quality investment in the City Centre (both private and public investment).

The visionary targets identified in the City Centre structure planning process are provided on p. 7 with indications of the capacity for intervention to improve on the current trajectory towards realising these goals.

A comparison of Armadale compared to other centres across the key metrics for a strategic centre as identified in state planning policy is provided on p. 8.



A CASE FOR TRANSFORMATION | OVERVIEW (CONT.)

	2017	2051 BASE CASE (NO INTERVENTION)	POTENTIAL FOR INTERVENTION	2051 VISION
 Residents	456	2,800		5,400
 Dwellings	236	1,250		2,300
 Workers	3,046	5,000		13,100
 Non-residential floorspace	54,900 SQ. M	70,000 SQ. M		80,000 SQ. M
 Private Sector Investment		\$300M		\$1,500M

Source: Urbis, Armadale City Centre Development Business Case 2018; Armadale Activity Centre Plan Structure Plan Report 2018

A CASE FOR TRANSFORMATION | LAND USE COMPARISON

Land Use Mix Comparison, Armadale City Centre versus Key Metropolitan Perth Activity Centres

ACTIVITY CENTRE	UNIVERSITY	TAFE	HOSPITAL	RESIDENTIAL (APARTMENTS)	GOVERNMENT OFFICES	OWNERSHIP	NEW RETAIL INVESTMENT	TRANSIT
Armadale		TAFE (small)	Armadale Health Service (1.5km)		Part	Multiple Landowners	Minimal	Integrated Rail
Joondalup	ECU	TAFE	Joondalup Health Campus	500+	Agency	Dominant Landowner / Gov. Agency	Substantial	Integrated Rail
Rockingham	Murdoch	TAFE	Rockingham General	<500	Limited	Multiple Large Landowners	Moderate	Rail available, good connectivity
Stirling			Osborne Park Hospital	<100	Planned	Multiple Large Landowners	Substantial commencing	Rail available but moderately connected
Midland	Curtin (medical)	TAFE	St John of God	500+	Agency	Dominant Landowner / Gov. Agency	Substantial	Integrated Rail
Cannington	Curtin (3.5km west)	TAFE 3.5km west	Bentley Hospital (2km north)	100+	Agency (part) / Co-work	Dominant Landowner	Substantial	Rail available but moderately connected
Fremantle	Notre Dame	TAFE	Fremantle Hospital	500+	Agency (part) / Co-work	Multiple Large Landowners	Substantial commencing	Integrated Rail
Claremont	UWA (3.9km east)		Bethesda QEII (3.5km east)	500+		Dominant Landowner	Substantial	Integrated Rail
Cockburn	Murdoch (5km by rail)	TAFE (5km by rail)	Fiona Stanley (5km by rail)	500+	Agency (part)	Dominant Landowner / Gov. Agency	Substantial	Integrated Rail
Booragoon				100+		Dominant Landowner	Substantial	Bus
Morley		TAFE				Dominant Landowner	Substantial commencing	Bus

Source: Armadale City Centre Development Business Case

02

CURRENT STATE

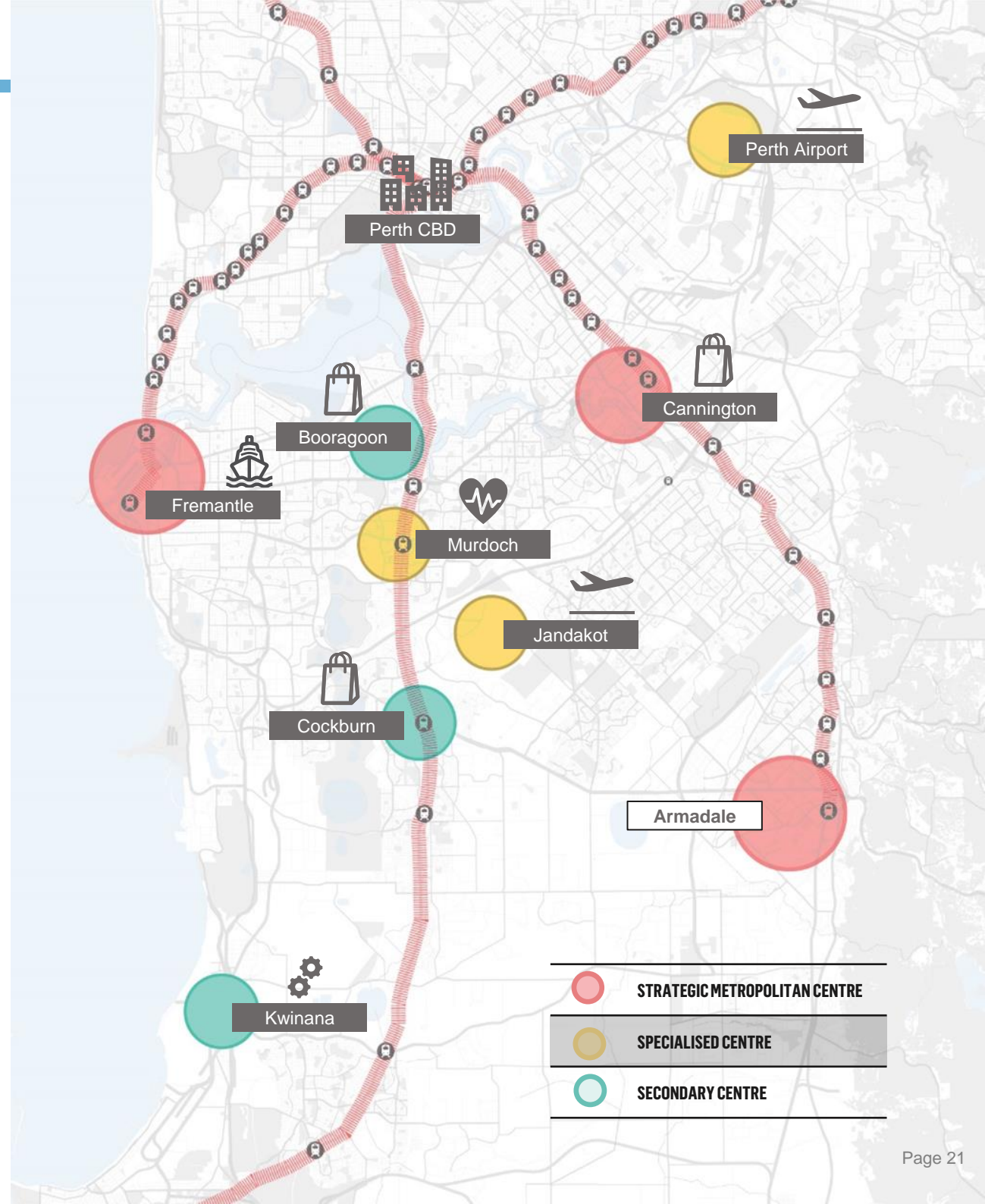
CURRENT STATE | INTRODUCTION

The City Centre is the heart of the City of Armadale, providing the highest order retail, health, and education services in the area, in addition to substantial employment opportunities. This role is reinforced in the Armadale City Centre Structure Plan, which provides a master plan to guide the development of the City Centre going forward.

In 2018, the City of Armadale adopted the Armadale City Centre Structure Plan. This document outlines a vision for the centre: to substantially grow employment, businesses, residential and attract investment into this strategic centre.

In order to understand what interventions are required to help achieve this vision, research into the current state of the Armadale City Centre was undertaken. The analysis included:

- Land use;
- Land ownership;
- Current investment;
- Competitors;
- Trade area; and
- Growth outlooks.



CURRENT STATE | LAND USE MIX

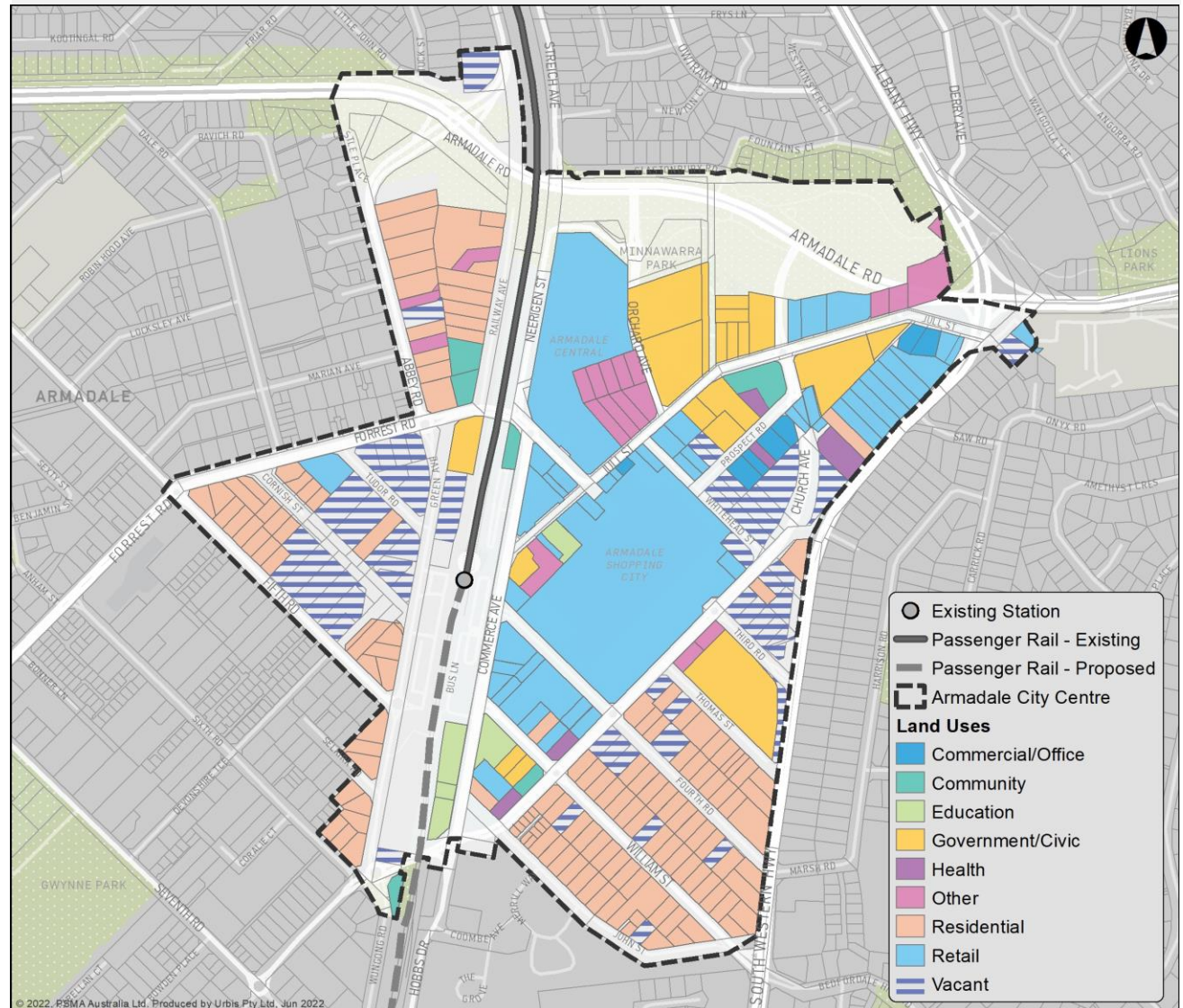
In its current state, the Armadale City Centre has a moderately diverse range of uses, although land use by area is dominated by retail. Retail uses occupy over 50% of the net lettable area within the study area.

Government and civic uses are also well represented in the City Centre, with their footprint expanding as new developments including the Police and Justice Complex are completed.

Two categories that are underrepresented in the context of a Strategic Metropolitan Centre are health and office uses. Health and office uses represent less than 8% of net lettable area combined.

The residential precincts within the study area are characterised by a low density typology. There has not been any significant development of apartments in the City Centre in the last decade.

Land Uses, Armadale City Centre



Source: Urbis

CURRENT STATE | LAND USE MIX (CONT.)

The Armadale City Centre has an overrepresentation of Shop / Retail floorspace compared to the average floorspace for Strategic Metropolitan Centres in Perth. A large proportion of Armadale's Shop / Retail floorspace (82%) is attributed to the two main shopping centres - Armadale Shopping City (29,500 sq. m) and Armadale Central (22,000 sq. m).

Armadale City Centre conversely has a lower proportion of Storage / Distribution and other land uses than the Strategic Metropolitan Centre averages.

In terms of area, Armadale City Centre is significantly below the Strategic Metropolitan Centre average floorspace for Health / Welfare / Community Services and Office / Business. This is in part due to the lack of a major hospital or university campus.

The Armadale City Centre is also substantially smaller than the total floorspace average for other Strategic Metropolitan Centres overall, with 237,229sq. m less floorspace (-65%).

Strategic metropolitan centres included in this average are:

- Armadale;
- Cannington;
- Fremantle;
- Joondalup;
- Mandurah;
- Midland;
- Morley;
- Rockingham; and
- Stirling.

Floorspace, Armadale City Centre and Strategic Metropolitan Centres

	ARMADALE CITY CENTRE (SQ.M)	STRATEGIC METROPOLITAN CENTRE AVERAGE (SQ.M)	VARIANCE (SQ. M)	VARIANCE (% PTS)
Entertainment / Recreation / Culture	10,971	23,031	-12,060	2%
Health / Welfare / Community Services	15,275	42,700	-27,425	0%
Manufacturing / Processing / Fabrication	0	13,946	-13,946	-4%
Office / Business	18,220	63,738	-45,518	-3%
Primary / Rural	0	0	0	0%
Residential	2,400	8,615	-6,215	0%
Other Retail	3,071	22,424	-19,353	-4%
Service Industry	1,116	20,826	-19,710	-5%
Shop / Retail	63,014	71,592	-8,578	31%
Storage / Distribution	582	52,497	-51,915	-14%
Utilities / Communications	3,307	13,324	-10,017	-1%
Vacant floor area	6,927	29,419	-22,492	-3%
Total	124,883	362,112	-237,229	

Source: Department of Planning, Lands and Heritage

CURRENT STATE | DEVELOPMENT OPPORTUNITIES

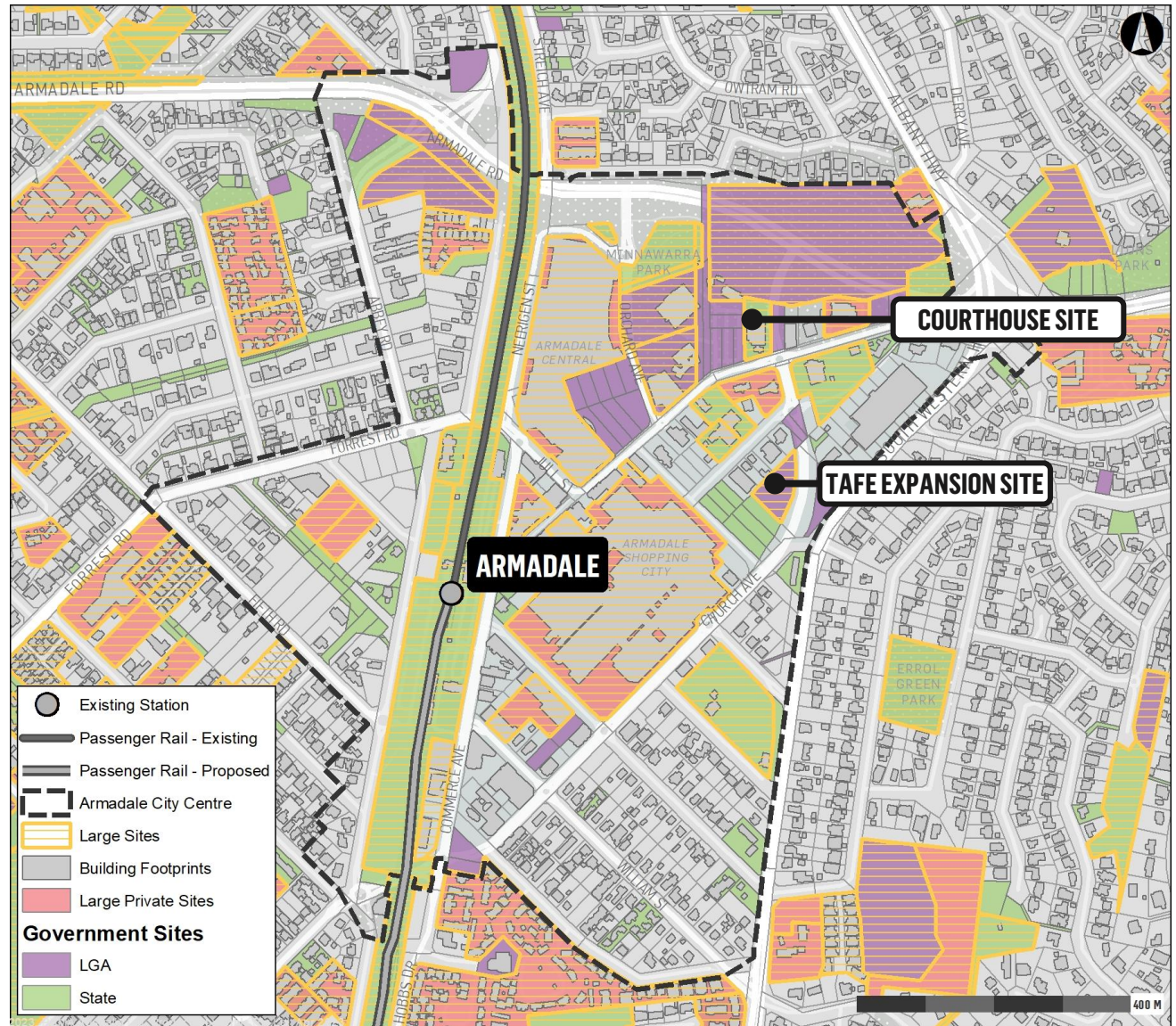
The Armadale City Centre is characterised by fragmented land ownership. Ownership is divided between a mix of private owners, not-for-profits, local and State Government.

This fragmented land ownership will make the Armadale City Centre revitalisation a more complex process. Deep engagement with all stakeholders will be required to help turn the vision into reality.

Through initial consultation the City of Armadale identified a couple of key sites that may be of benefit for potential land swaps. These potential sites for land swaps include:

- The TAFE expansion site; and
- The existing Courthouse site.

Land Ownership, Armadale City Centre



Source: Urbis

CURRENT STATE | \$400M+ INVESTMENT TO BE LEVERAGED

There is already significant government investment within the Armadale City Centre, with funding committed to METRONET's Armadale station and Viaduct and construction of the new Police and Justice Precinct and South Metropolitan TAFE campus.

The 129-year-old Armadale Line is set to be transformed through major METRONET projects including the Byford Rail Extension, the Victoria Park-Canning Level Crossing Removal and the Thornlie-Cockburn Link.

The Armadale rail line will be extended eight kilometres to Byford, with a new Byford station, a rebuild of the Armadale station at elevation and the removal of seven level crossings, with work already underway on removing the level crossing at Thomas Road. Three of the level crossings to be removed are in the vicinity of the Armadale City Centre.

The preferred option for development of Armadale station has been identified as a viaduct (i.e. rail over road).

The Police and Justice Complex is under construction with completion expected in 2023. Once complete, 280 officers will use the station, with additional staff utilising the courthouse.

The TAFE campus is also under construction, with completion expected in 2024. The new purpose-built, multi-level facility will almost double student capacity in Armadale.

Existing Projects, Armadale City Centre, 2023



CURRENT STATE | COMPETITIVE CONTEXT

The City Centre is situated in the growing south east corridor of Perth. The competitive context in the region will be influenced by continued growth and development. The centre is likely to experience increased competition from activity centres in Cockburn and Byford in particular.

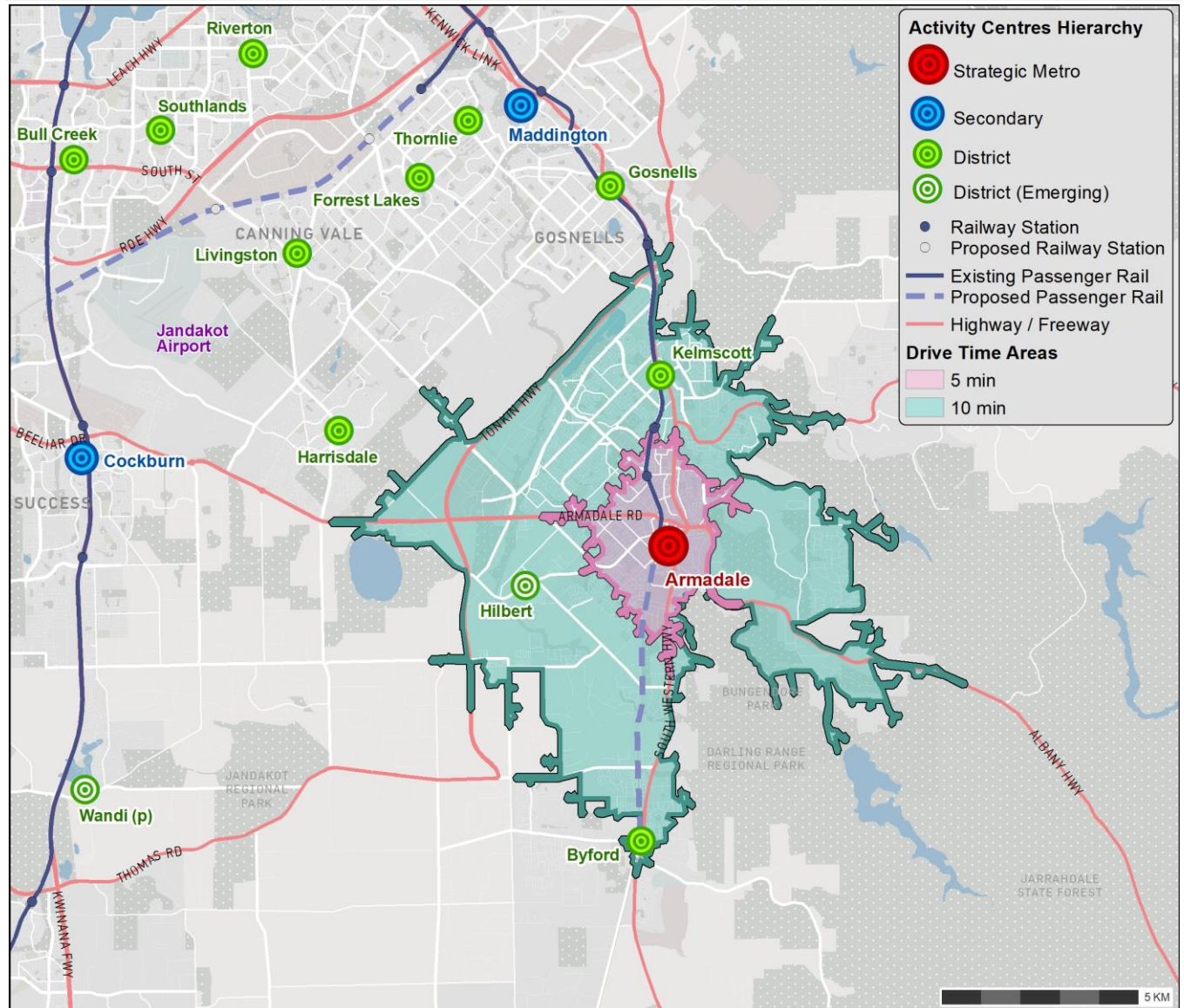
There are also a number of district centres that will come online as new urban areas develop.

Improvements to transport infrastructure like road and rail will also influence the competitive context of Armadale in different ways.

For example, the Tonkin Highway extension could limit market capture from southern growth areas. The extension of the Armadale rail line to Byford could capture a larger market from the growth area.

The map to the right shows the 5- and 10-minute drive times from the Armadale City Centre. A key attribute that is required for the City Centre is good road connections from the growth suburbs. This will encourage these residents will come to Armadale rather than travel to their competitors, such as Cockburn Central and Carousel.

Drive-Time and Regional Centre Context, Armadale City Centre



Source: Urbis

CURRENT STATE | COMPETITIVE CONTEXT (CONT.)

The maps below display high-level human movement data (i.e. “phone pings”). The results give an estimation of the trade area that is captured by each of three key activity centres in Perth’s southern suburbs: Armadale, Canning and Cockburn.

The human movement data indicates that the catchment for the Armadale City Centre is substantially smaller and more contained than Canning or Cockburn.

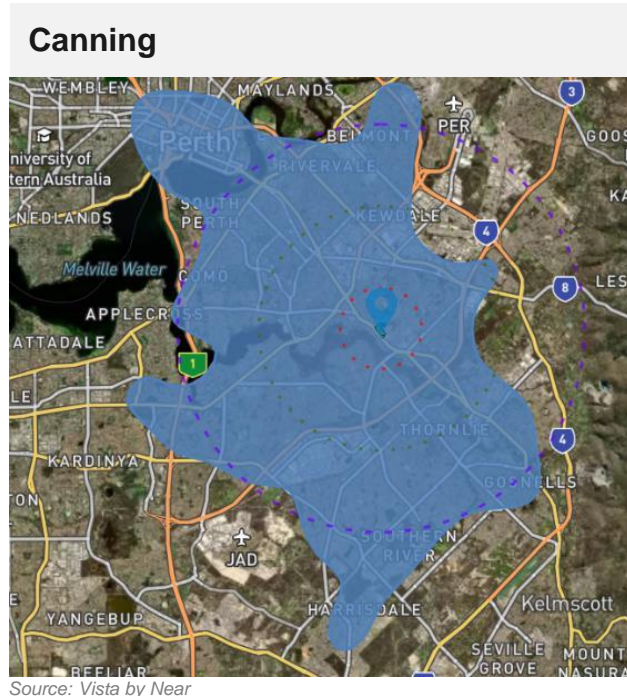
The breadth of Canning and Cockburn’s catchments somewhat encroaches on Armadale’s.

Canning City Centre’s trade area extends south to Gosnells and Harrisdale. The Canning City Centre is undergoing a regeneration led by the City of

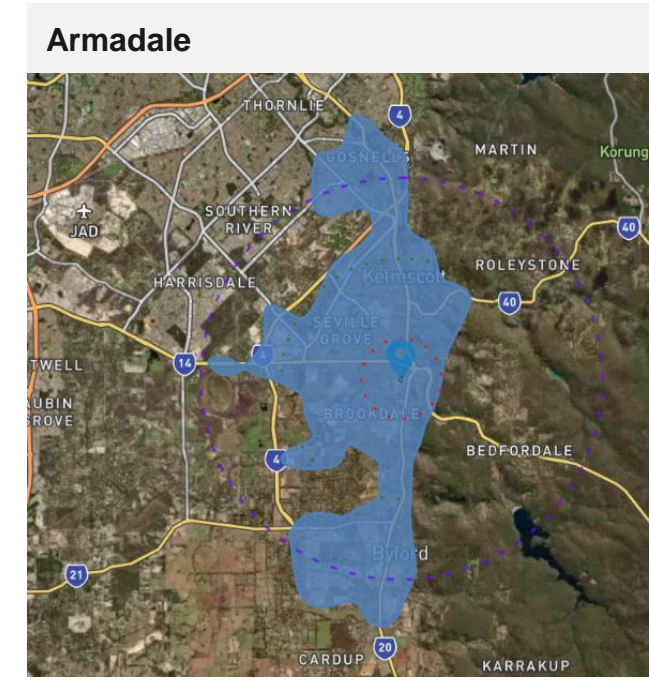
Canning. The project is increasing the residential density in the area and has already supported the significant expansion of Westfield Carousel shopping centre.

Cockburn Town Centre’s trade area extends east to Harrisdale and captures trade further south along the freeway than Armadale. Like Canning City Centre, Cockburn Town Centre and surrounds are in the midst of a period of significant growth. The City of Cockburn, DevelopmentWA, the Public Transport Authority and major land owner Perron Group have contributed to increases in residential density, retail floorspace and public transport accessibility and connection.

This further highlights the importance of ensuring that the key growth suburbs around Armadale have great linkages into the City Centre to maximise the potential of the trade area for Armadale.



Source: Vista by Near



CURRENT STATE | TRADE AREA

The Armadale City Centre catchment has been defined with consideration of:

- Current and future urban development;
- High-level mobile phone movement data analysis;
- The accessibility of the centre;
- Proximity and attributes of competition; and
- Physical and manmade barriers.

The catchment includes the following trade areas:

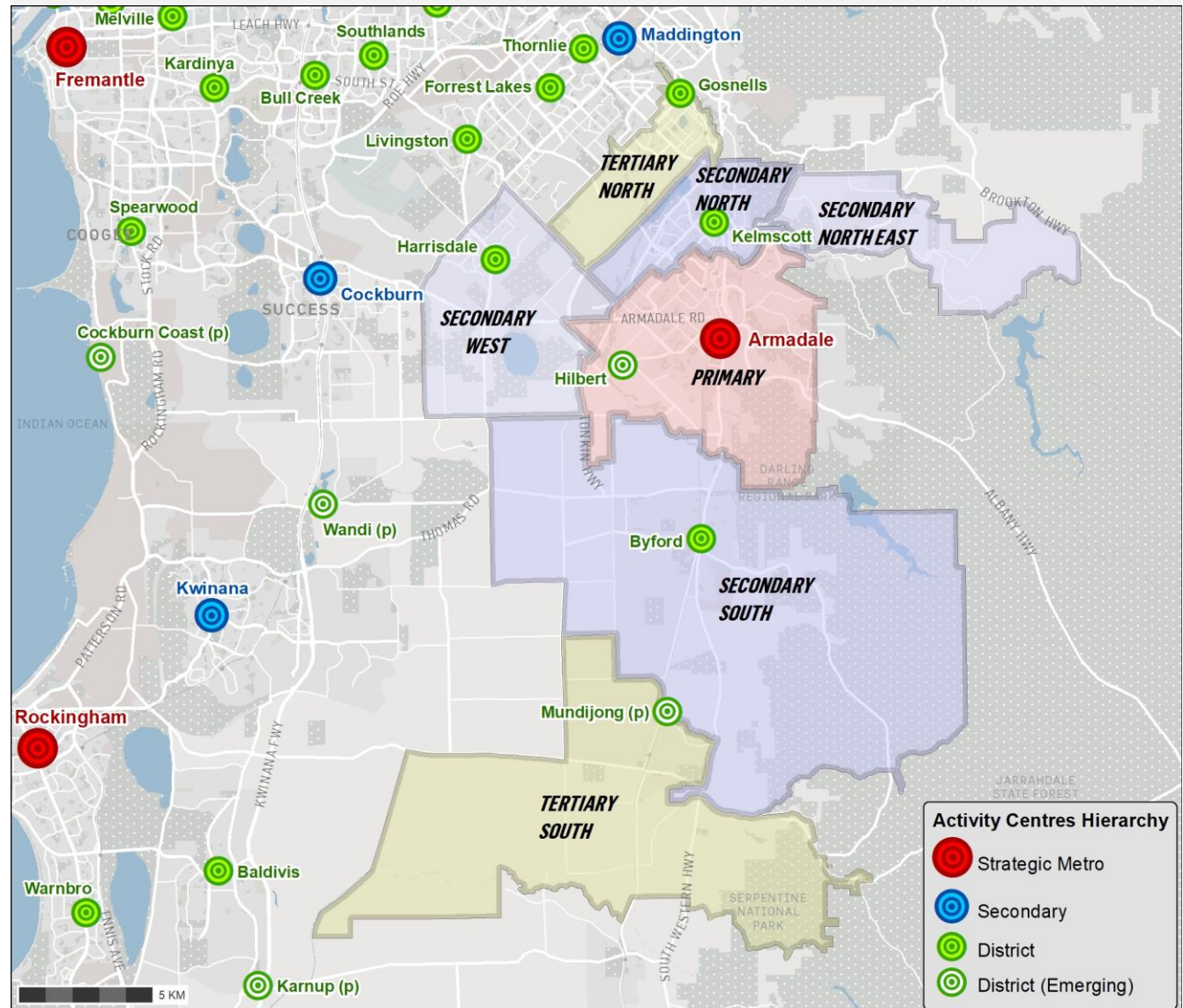
- **Primary:** includes the City Centre and surrounds;
- **Secondary north:** capturing Champion Lakes, Camillo and Kelmscott;
- **Secondary north east:** extending east to Roleystone;
- **Secondary west:** taking in the suburbs of Forrestfield, Harrisdale and Piarra Waters;
- **Secondary south:** capturing future growth area around the future Byford Station and the Cardup planning investigation area;
- **Tertiary north:** extending north west to Gosnells; and
- **Tertiary south:** including the future growth area in Mundijong and Whitby.

The Armadale City Centre has some key strategic advantages, including:

- A strong and captive local market;
- TAFE and civic uses that broaden the catchment from retail centres; and
- Strong growth opportunity from rural and underdeveloped areas that will develop in the future.

Gaining market share from the secondary west, in particular, is expected to be challenged by other competitive centres.

Defined Trade Area, Armadale City Centre



Source: Urbis

CURRENT STATE | TRADE AREA POPULATION OUTLOOK

Future land supply in and around the catchment will impact the property market for the Armadale City Centre. There are several areas expected to see population growth as a result of new urban development in the region.

The land supply outlook in the City of Armadale and surrounds is influenced by the Perth and Peel @3.5 million strategic frameworks, which classify land in the area as urban investigation and urban expansion.

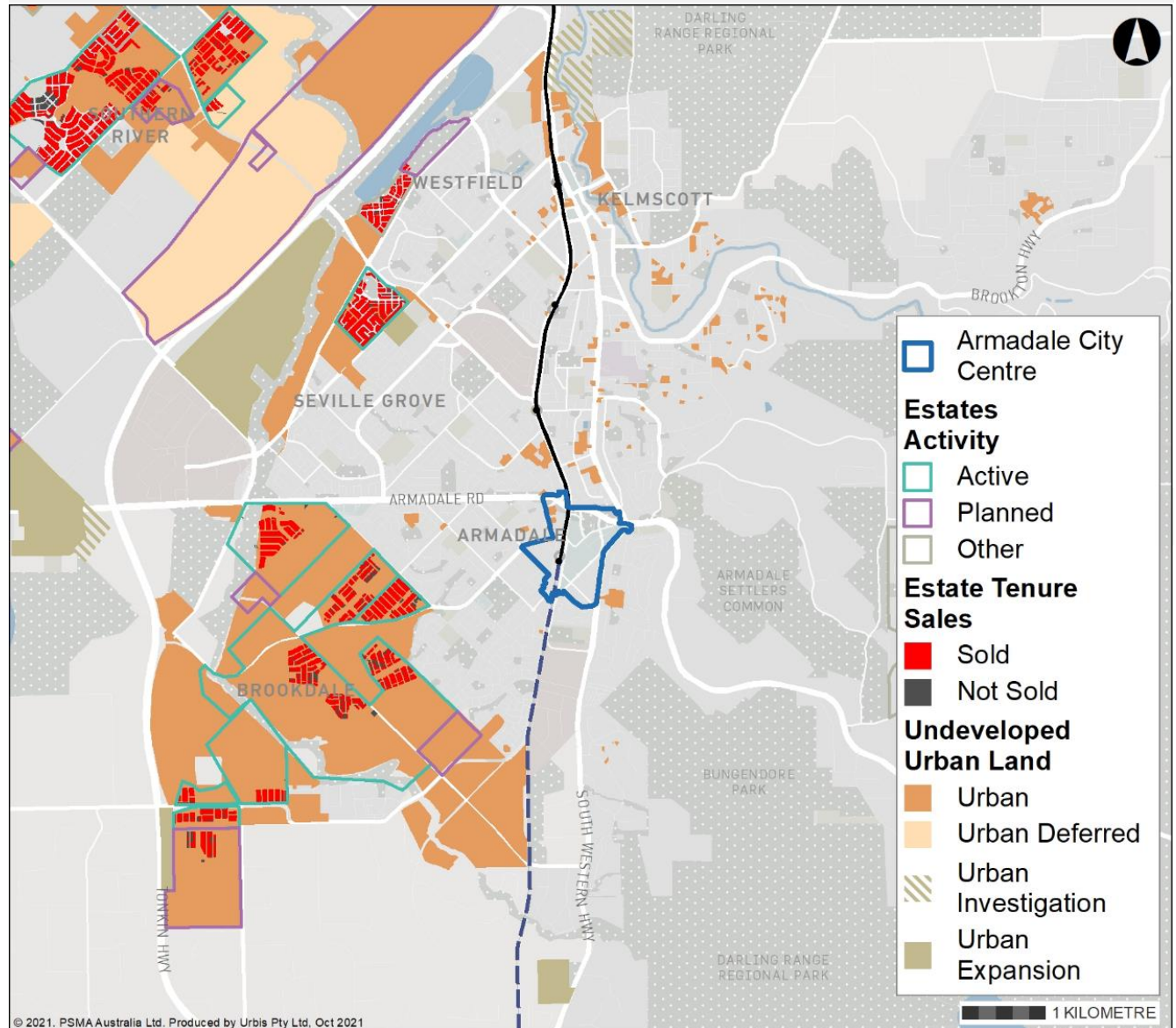
The Hilbert / Haynes urban area is likely to contribute the most significant growth to the trade area and future performance of Armadale City Centre.

Southern River (e.g. Della-Vedova) land is expected to support broader demand for regional education and health services in the future as development of this land will expand the population and help grow the catchment.

Land development in Mundijong is expected to increase rapidly from 2024/25 as a result of the Tonkin Highway extension.

The ability of the Armadale City Centre to benefit from this growth will be dependent on the centre maintaining and renewing road and rail connections to the growth suburbs.

Land Supply Outlook



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Source: Urbis; DPLH

CURRENT STATE | TRADE AREA POPULATION OUTLOOK (CONT.)

The population of the total trade area for the Armadale City Centre is expected to grow from approximately 137,820 in 2021 to 249,420 in 2041. This represents aggregate growth of 81% over the period.

The tertiary trade area is expected to see the most significant growth proportionally, with 176% aggregate growth from 2021 to 2041. This trade area includes the Mundijong future growth area and the Southern River growth area.

By number of people, the secondary trade area (largely the secondary south) is forecast to see the greatest growth, with an average of 3,080 new residents per annum from 2021-2036.

Growth in the primary trade area is also expected to be substantial, with 26,580 new residents from 2021-2041. This equates to 66% aggregate growth.

The major share of this growth is anticipated to occur in greenfield estates. This is indicative of Armadale's position in the south eastern growth corridor. Beyond new dwellings through land subdivision, moderate population growth will occur through infill development.

Annual Population No., Trade Area, 2016-2041

	ANNUAL POPULATION (NO.)					
	2016	2021	2026	2031	2036	2041
PRIMARY:						
Total Primary	35,810	40,380	48,470	57,010	63,420	66,960
SECONDARY:						
Secondary North East	5,970	5,910	6,030	6,060	6,050	6,070
Secondary North	16,960	17,240	18,570	19,840	20,530	20,790
Secondary South	19,900	28,370	38,780	47,650	53,530	57,300
Secondary West	19,230	27,720	34,500	40,730	45,330	48,130
Total Secondary	62,060	79,240	97,880	114,280	125,440	132,290
Main Trade Area	97,870	119,620	146,350	171,290	188,860	199,250
TERTIARY:						
North	14,280	15,090	16,960	20,160	25,630	32,610
South	2,940	3,330	3,340	4,470	9,430	19,350
Total Tertiary	17,180	18,200	20,100	24,010	33,610	50,170
Total Trade Area	115,050	137,820	166,450	195,300	222,470	249,420

	ANNUAL POPULATION GROWTH (NO.)			
	16-21	21-26	26-31	31-36
PRIMARY:				
Total Primary	914	1,618	1,708	1,282
SECONDARY:				
Secondary North East	-12	24	6	-2
Secondary North	56	266	254	138
Secondary South	1,694	2,082	1,774	1,176
Secondary West	1,698	1,356	1,246	920
Total Secondary	3,436	3,728	3,280	2,232
Main Trade Area	4,350	5,346	4,988	3,514
TERTIARY:				
Tertiary North	162	374	640	1,094
Tertiary South	78	2	226	992
Total Tertiary	204	380	782	1,920
Total Trade Area	4,554	5,726	5,770	5,434

Source: ABS, Urbis

CURRENT STATE | TRADE AREA ATTRIBUTES

The trade area varies from the Perth average across a number of key demographic features.

The variation of these demographic elements is typical for urban fringe suburbs.

The demographic markers reflect that a significant proportion of the population are young families with children. The population of the trade area is, on average, younger, with a larger proportion of children under 14, and larger household size than the Perth average.

Other key features where the trade area varies are:

- Income – with per capita and household income well below the Perth average, particularly within the primary trade area;
- White collar workers – with a lower proportion than the Perth average; and
- Education – 11.6% of the total trade area hold a bachelor degree or higher (compared to 22.9% of Perth) and 48.8% completed year 12 education compared to 62.63% of Perth.

Demographic Variation from Metropolitan Perth Average, Trade Area, 2016



Source: ABS, Urbis

CURRENT STATE | TRADE AREA ATTRIBUTES (CONT.)

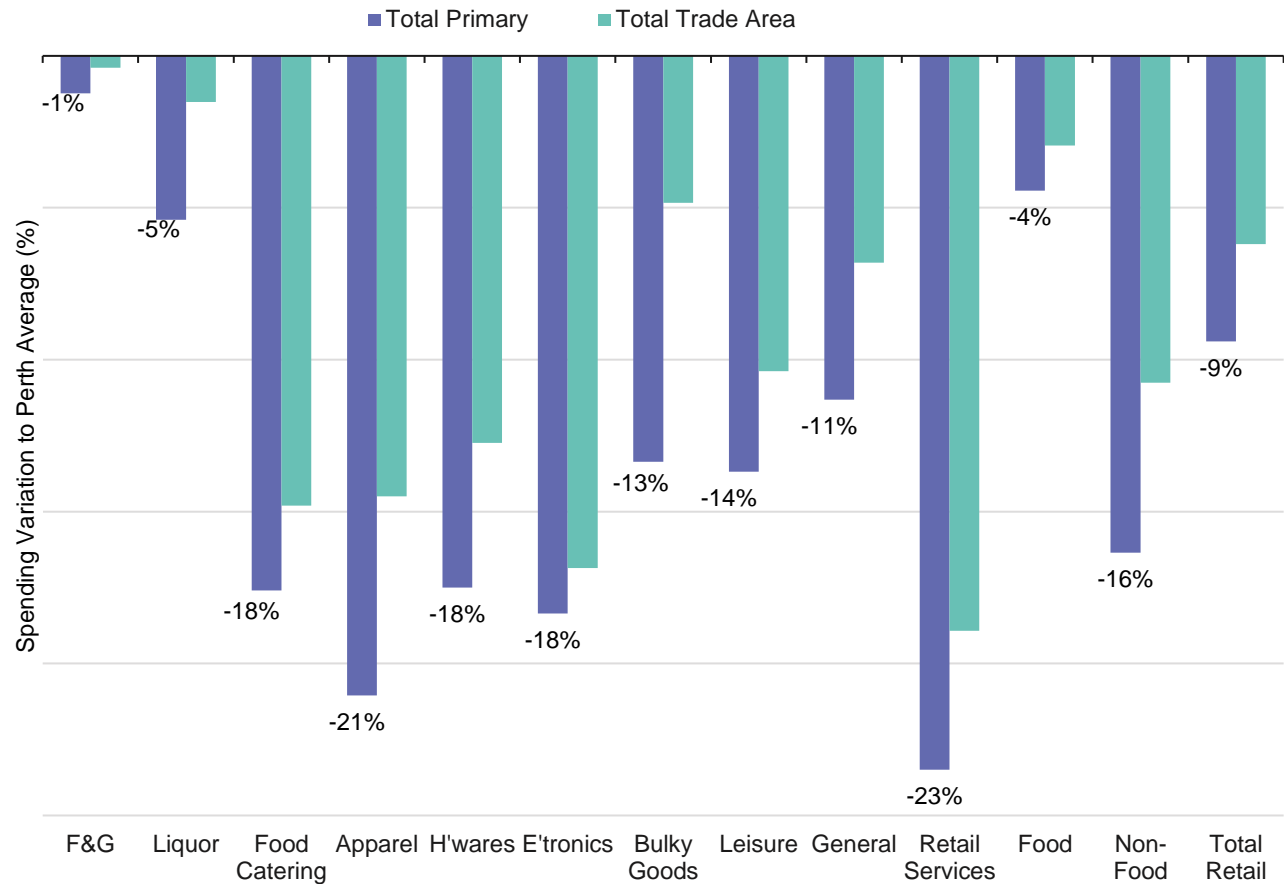
Overall, per capita spending on retail is significantly lower in the trade area compared to the Perth average.

Spending on discretionary categories like retail services and food catering is particularly low.

The variation from the Perth average is not homogenous between the trade area sectors, with the primary trade area spending less per capita than the total trade area.

Spending on bulky goods is relatively high per capita for the total trade area compared to other categories. This is likely due to the number of young families establishing new homes in the area.

Per Capita Spending Variation from Metropolitan Perth Average, Trade Area, 2021



Source: MarketInfo, Urbis

CURRENT STATE | SUMMARY

Armadale, identified as a Strategic Metropolitan Centre under state planning policy, has grown significantly from its rural roots. It is the capital of Perth's fast-growing south east. Armadale has developed into a regional attractor for retail activity servicing a catchment of over 100,000 residents. This catchment is expected to double over the next two decades.

The catchment is characterised by lower than average incomes, a smaller proportion of white collar workers and younger residents. The growth areas in the catchment are expected to be characterised by young families and home builders. The planning for the future of the Armadale City Centre must acknowledge the needs and requirements of the population that it serves.

An important step already taken towards planning for the City Centre's future is the delivery of the Armadale City Centre Structure Plan. The transformation of the City Centre will build upon this important planning document.

Work to date, including the structure planning process, identified areas of opportunity for improvement in the provision of some key services in comparison to the planning policy requirements for a Strategic Metropolitan Centre. In particular, the current state of the City Centre highlights the following requirements to meet the vision for the City Centre:

- Unlocking underutilised land for private investment;

- Optimising the use of City and State Government land for activation;
- Diversifying land uses within the City Centre and lessening the reliance on retail trade as the foundation of economic activity;
- Growing employment opportunities that cater to the growing population in the south east;
- Capturing the growth of the south east corridor by providing a full range of services; and
- Leveraging the current investment into Armadale, in particular METRONET, to maximise the benefits for the community.



**DISTANCE TO PERTH
CBD 38 KM**



**TOTAL TRADE AREA
POPULATION (2021):
137,820 PEOPLE
GROWING TO (2041):
249,420**



**LOWER AVERAGE
PER CAPITA INCOME
(-18%)***



**LESS WHITE COLLAR
WORKERS
(-11% PTS)***



**LESS RESIDENTS
BORN OVERSEAS
(-6% PTS)***



**YOUNGER AVERAGE
AGE
(-5%)***

*Variance from Greater Perth

CURRENT STATE | AREAS OF FOCUS

From the analysis of the current state of Armadale City Centre, and with consideration to the vision for the area, a collection of focus areas was determined. These focus areas were developed to inform the development of a suite of projects to bring the City Centre towards the City's goals.

The investment framework to follow is based upon the following broad range of aspirations:

- A clear, widely known identity, role and purpose,
- Expanded and new regional economic anchors,
- Vital activity nodes and destination attractors,
- Increased population and patronage and diversity,
- Highest and best use of underutilised land and built form assets, and
- A diverse, robust small business base.

These six focus areas give priority to the types of interventions that will address the needs identified in work to date by the City of Armadale and its stakeholders. This includes the strategic opportunities identified in the activity centre structure planning process:

- The **Armadale Line Byford Rail Extension** and associated upgrades connecting Armadale to a wider catchment;
- **Strong population growth** in the catchment requiring growth in services;
- **Shifts in the retail landscape** requiring a focus on destinational experiences;
- **Employment opportunities** to support the growing catchment;
- **Residential density** to increase the walkable catchment, provide greater connectivity and support diversity of housing choice; and
- **Amenity** leveraging existing assets to overcome reputational issues.



**A CLEAR, WIDELY
KNOWN IDENTITY,
ROLE AND PURPOSE**



**EXPANDED AND NEW
REGIONAL ECONOMIC
ANCHORS**



**VITAL ACTIVITY
NODES AND
DESTINATION
ATTRACTORS**



**INCREASED
POPULATION AND
PATRONAGE AND
DIVERSITY**



**HIGHEST AND BEST USE
OF UNDERUTILISED LAND
AND BUILT FORM ASSETS**



**A DIVERSE, ROBUST
SMALL BUSINESS
BASE**

03

PRIORITISED INTERVENTIONS

PRIORITISED INTERVENTIONS | PROJECT IDENTIFICATION

The City of Armadale has identified the need for intervention through a prioritised investment framework to unlock the potential of the City Centre.

Urbis led a multi-phase approach to developing an investment framework of individual projects that will provide direction towards achieving the vision for the Armadale City Centre.

The projects were formed around interventions that will provide an enabling environment for the private and public sectors to thrive. They are based on the results of the analysis of the current state and established case studies (appendix A).

This section provides an outline of the recommendations for the identified projects and interventions that the City of Armadale can enable to move towards the City Centre vision.

The City-led transformation projects were assessed using a Multi-Criteria Decision Analysis (MCDA) framework. The framework was designed to assess the projects' ability to contribute towards the City Centre vision. The assessment criteria included the following metrics:

- Increased visitation / usage,
- Leveraged private and public investment,
- Increased resident population,
- Increased local employment, and
- Enhanced Armadale's brand / profile.

The detailed framework and scoring is available in appendix B.



VISITATION / USAGE



INVESTMENT



POPULATION



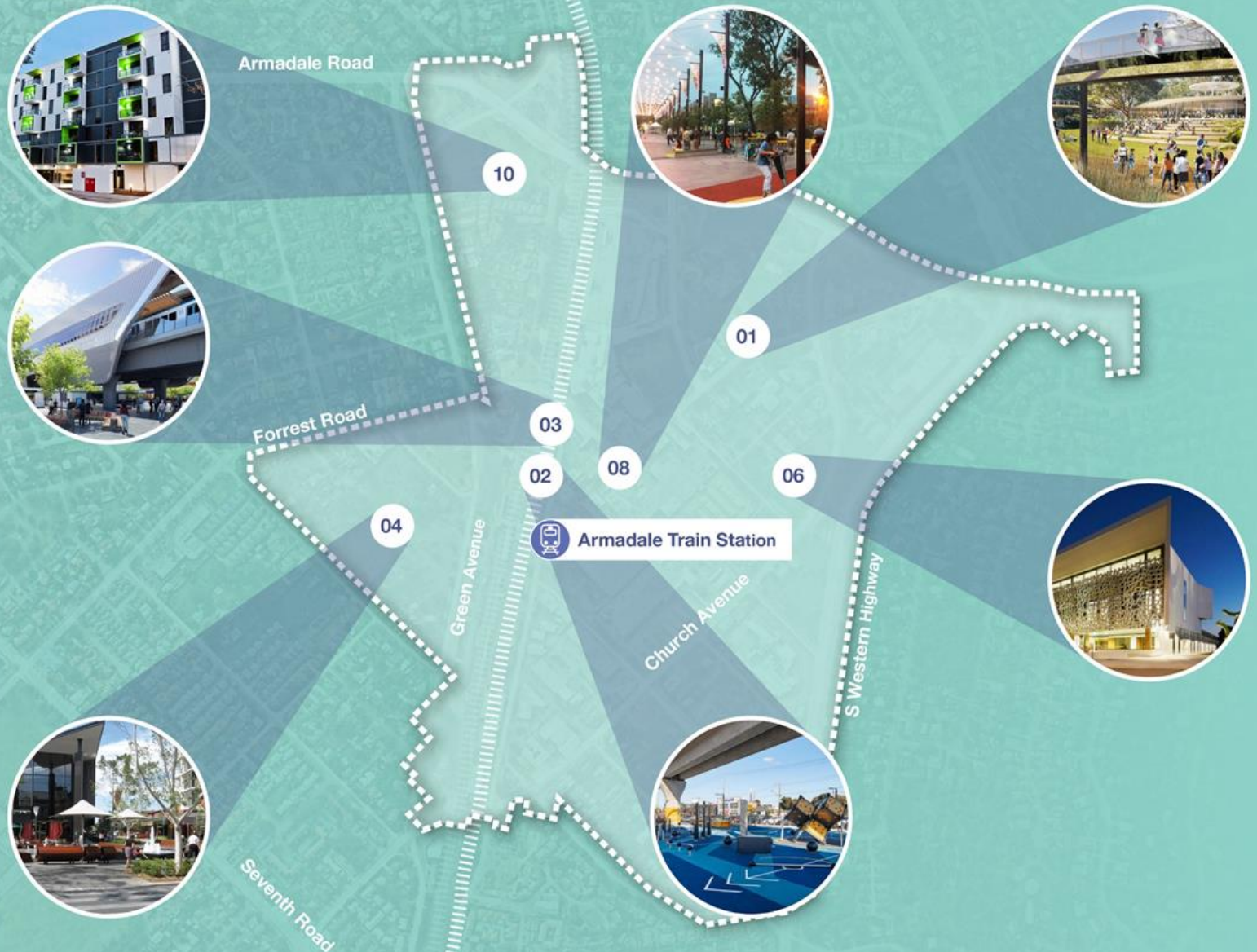
EMPLOYMENT



BRAND

PRIORITISED INTERVENTIONS

- 01 CITY VIEWS - CIVIC PRECNCT
- 02 STATION ACTIVATION
- 03 BUS INTERCHANGE
- 04 ARMADALE WEST
- 05 MEDICAL AND HEALTH PRECINCT
*site to be confirmed
- 06 EDUCATION PRECINCT
- 07 REGIONAL ACCESSIBILITY
- 08 JULL STREET MALL
- 09 STREETScape ENHANCEMENTS
(ACROSS CBD)
- 10 STRATEGIC DEVELOPMENT SITE
- 11 PLACEMAKING INITIATIVES



PROJECT #1 | CITY VIEWS PRECINCT SUMMARY

City Views is a large-scale, multi-faceted project that will transform the northern focal points of the city. The project includes redevelopment of cultural, civic and community assets to create a hub for services and activity.

PROJECT RATIONALE

A key challenge to overcome for Armadale is improving the impression and amenity. The City Views project will assist this by developing the City's key assets and leveraging its location adjacent to the Perth Hills, its landscape qualities, its underlying urban structure and providing opportunities for positive experiences to be had within the City Centre.

This project has been adopted by Council as part of its new Advocacy Priorities Strategy 2022 – 2030.

The City Views project will enable the development of a new high quality hub for civic and other activities reinforcing this area as the focal point for the principal administrative functions of the City of Armadale, as well as a desirable location for professional offices, residential development, open space and celebration of historic buildings, culture and its community

PROJECT DESCRIPTION

City Views is a transformational, multi-stage project that will enhance the northern focal point of the city. The complete project includes consolidation of civic and community uses, as well as a large allotment of public open space that plays off the historic buildings and culture of Armadale.

The City's ambition and long-term vision is to consolidate its property, invest and build a new high-quality centre for civic activities, reinforcing this area as the hub providing a centre for government and private professional offices along with a residential component and some community uses. The existing historic buildings on the site and the adjoining Minnowarra Park will enhance the sense of place and amenity of the centre.

Initial planning has commenced with the vision encompassing a complete and innovative overhaul of City and State-owned property that establishes the foundations for a thriving Civic Precinct in the heart of Armadale, which will become a focal point for residents, businesses and visitors alike.



PROJECT #1 | CITY VIEW PRECINCT

CITY OF ARMADALE ROLE

- Preparing (currently) a project management framework to progress this priority project into a feasibility stage and develop a business case
- Acquisition of the Armadale Court House Reserve 50060

BENEFITS

- Beautification of the public realm
- Community amenity (hub, café, museum etc)
- Increased floorspace (potential for civic, residential, office and other)
- Event and recreation spaces

KEY STAKEHOLDERS

- **DEPARTMENT OF JUSTICE**
- **DEPARTMENT OF LOCAL GOVERNMENT, SPORT & CULTURAL INDUSTRIES**
- **STATE & FEDERAL POLITICIANS**

BUDGET: Approx. \$127m



PROJECT #2 | STATION ACTIVATION SUMMARY

The construction of a viaduct (elevated) train station will unlock land for activation at Armadale station. This presents a new opportunity to offer increased activities in the important transport hub.

PROJECT RATIONALE

The construction of the new elevated rail and station to service the Armadale City Centre will provide significant opportunities for precinct activation. The removal of the at grade station unlocks additional land for this purpose.

The interaction between the station and other uses in the City Centre is key to the successful function of Armadale as an employment and services hub.

With planning well underway and funding secured from Federal and State Government, it is vital that the City work with key stakeholders to provide the best use of the newly available land for the community.

PROJECT DESCRIPTION

The Armadale station will be elevated as part of METRONET's Byford Rail Extension project. The removal of the at grade crossing will result in new land available for activation. This activation may include:

- Active / passive recreation,
- Flexible event / pop-up area,
- Culture and art installations,
- Cycling / walking infrastructure, and
- Opportunity for new brand and activity focus.

There is an opportunity for the City of Armadale to work with the PTA and other stakeholders to influence the design and potentially unlock further funding to ensure the development maximises the community benefit.



PROJECT #2 | STATION ACTIVATION

CITY OF ARMADALE ROLE

- Strongly advocate to the State Government agencies on the public realm and entry and exit points for the viaduct and station
- Produce a landscape / masterplan strategy to inform and influence the government design as a priority for the transformational project

BENEFITS

- Increased connectivity of the City Centre for users
- Beautification of the public realm
- Increased public safety
- Community amenity
- Increased floorspace
- Event and recreation spaces

KEY STAKEHOLDERS

- PUBLIC TRANSPORT AUTHORITY
- DEPARTMENT OF TRANSPORT
- MAIN ROADS WA
- METRONET

BUDGET: Approx. \$5m to \$10m



PROJECT #3 | BUS INTERCHANGE SUMMARY

This project is being led by METRONET as an element of broader transport infrastructure development around Armadale station. The Bus Interchange will increase connectivity between the strategic centre and growth areas.

PROJECT RATIONALE

The Bus Interchange project will provide critical connectivity to the surrounding growth corridors. This connectivity is important for the commercial performance and vibrancy of the Armadale City Centre, and the new communities in the growth areas to have access to key services.

The project is part of the METRONET Byford Rail Extension which is already underway with planning and funding secured. The integration of the existing bus interchange with the rail viaduct will additionally unlock further land for activation.

Therefore, this project is interconnected with project #2 – the Station Activation.

PROJECT DESCRIPTION

This project will be incorporated into the METRONET development with that agency leading the project which involves re-locating the bus interchange.

The City should advocate for connections that will best serve the City Centre. It is critical that bus routes are developed from the surrounding growth suburbs to enhance the catchment for retail and services. Access points need to be successfully integrated, to maximise the connectivity and foot-flow into the City Centre.



PROJECT #3 | BUS INTERCHANGE

CITY OF ARMADALE ROLE

- Strongly advocate to State Government agencies on the public realm and entry and exit points for the station and interchange
- Produce a landscape / masterplan strategy to inform and influence the government design
- Advocate for increased public transport services to the region

BENEFITS

- Beautification of the public realm
- Community amenity
- Increased connectivity and accessibility of the City Centre for a broader population

KEY STAKEHOLDERS

- **PUBLIC TRANSPORT AUTHORITY**
- **DEPARTMENT OF TRANSPORT**
- **MAIN ROADS WA**
- **METRONET**

BUDGET: \$METRONET



PROJECT #4 | ARMADALE WEST SUMMARY

Armadale West is a strategic site that has significant development potential as a transit oriented development. The site area is 9-hectare, which makes it suitable for a number of uses.

PROJECT RATIONALE

Armadale West is a key development site that was previously identified by DevelopmentWA as an underutilised area in a strategically important location. Planning control for the area has recently been handed back to the City of Armadale by DevelopmentWA.

The site presents an important development opportunity due to its scale and location conveniently close to public transport at the Armadale train station and bus interchange.

PROJECT DESCRIPTION

The 9-hectare West of Rail precinct is intended to be a transit-oriented development. The site has been identified as a possible location for a future medical and health precinct (Project #5). Given that the land is currently underutilised with a large proportion of vacant blocks (see p. 11), defining the future use of the area should be a priority due to its well-connected location.

Under the previous planning control of DevelopmentWA, the precinct was slated as a high-density development to fit its location as an inner-city development.

The City will continue to work with landowners within the precinct as the planning process progresses.

PROJECT #4 | ARMADALE WEST

CITY OF ARMADALE ROLE

- Lead the planning and development of the area
- Work with the State Government, if land use changes (e.g. Medical and Health Precinct progresses)
- Encourage residential targets to be achieved throughout the City Centre

BENEFITS

- Provides opportunity to significantly increase the residential population
- The site could also be used for Medical and Health Precinct (pending planning review)

KEY STAKEHOLDERS

- DEPARTMENT OF PLANNING, LANDS AND HERITAGE
- DEVELOPMENTWA

BUDGET: \$TBC



PROJECT #5 | MEDICAL AND HEALTH PRECINCT SUMMARY

This project involves advocacy for a medical and health precinct within the City Centre. A health precinct has synergies with the transport infrastructure investment that is underway in the area.

PROJECT RATIONALE

The significant investment into transport connectivity through METRONET creates an opportunity to maximise the expanded reach of Armadale as the Strategic Metropolitan Centre of the south east. A state-of-the-art contemporary medical and health precinct is recommended as an important investment to explore in this regard.

Armadale City Centre can serve a large catchment with a hub of health services. A health precinct will provide community benefits to those utilising the services, as well as employment opportunities, all in a location conveniently accessible by public transport.

PROJECT DESCRIPTION

Expansion of public and private health services within the City Centre should be advocated for as an important component of the centre's regional function.

The Armadale West site has been identified as a possible location for a medical and health precinct. This outcome would allow for excellent accessibility from Armadale station. Work would need to be done to ensure housing density can be delivered across the remainder of the City Centre if this site is utilised for health and medical uses.

Discussions with the EMHS indicate that Armadale Hospital master planning will occur this year and this process should be leveraged to encourage future delivery of services within the City Centre. This could provide contemporary facilities with improved public transport access and co-location of support services in a City Centre precinct.

The key elements of this project include:

- Delivering expanded public and private health services in the City Centre, and
- Co-location of related uses.

PROJECT #5 | MEDICAL AND HEALTH PRECINCT

CITY OF ARMADALE ROLE

- Support the Department of Health to expand its services into the Armadale City Centre
- Work closely with the Department of Health and EMHS to increase the regional health precinct presence into the City Centre

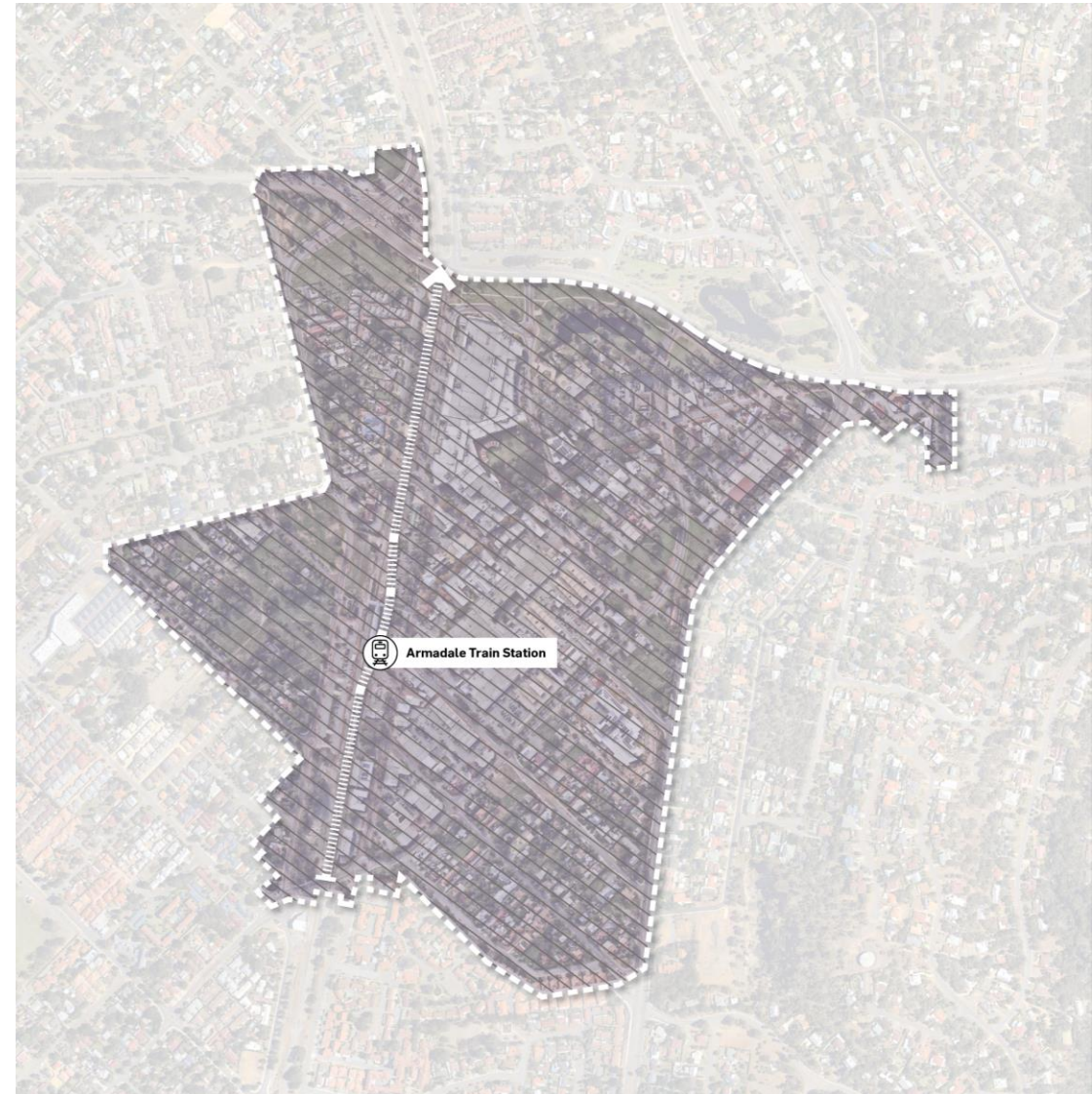
BENEFITS

- A medical and health precinct will provide community benefits to those utilising the services, as well as employment opportunities, all in a location conveniently accessible by public transport
- Increased visitations to the City Centre

KEY STAKEHOLDERS

- DEPARTMENT OF HEALTH
- EAST METROPOLITAN HEALTH SERVICE

BUDGET: Approx. **\$300m +**



n.b. location is to be determined.

PROJECT #6 | EDUCATION PRECINCT SUMMARY

The education precinct revolves around the Armadale campus of South Metropolitan TAFE. A two phase expansion is planned for the campus, with stage one funded and under development.

PROJECT RATIONALE

The Department of Training and Workforce Development (DTWD) is undertaking a two-stage development of the Armadale TAFE Campus. The development will consolidate and expand the current training delivery in a centrally located, contemporary campus.

Stage one is currently being tendered and modelling shows that it will reach capacity two years after opening. At this time, stage two of the expansion will be required to support the needs of the catchment.

The ongoing and future TAFE expansion plans provide multiple benefits to the City Centre and the catchment that it services. A new and improved TAFE campus with increased capacity will support the education and training requirements of the catchment, which is relevant for the relatively young demographic of the population. The development will also support increased visitation and job opportunities for the City Centre.

PROJECT DESCRIPTION

Stage one of the TAFE expansion is funded by the State Government (\$22.6 million), with completion expected in 2024. Bringing students into the City Centre will benefit local businesses and increase the vibrancy of the area. Additionally, the City of Armadale own land that may be utilised to achieve an education hub with TAFE and other providers.

Elements of this project include:

- Committed TAFE stage one development,
- TAFE stage two expansion,
- Increased number of private education providers, and
- Utilisation of City of Armadale-owned land.

The City of Armadale owns a site adjacent to the stage one TAFE campus site at Lot 85 Church Avenue. DTWD can explore the possibility of acquiring this site for future expansion. This site could possibly be acquired in two ways: a direct purchase or a land swap. The land swap scenario would be facilitated with the Department of Justice and DPLH, with the land required for the expansion exchanged with the Old Courthouse site at Lot 500 Jull Street.

PROJECT #6 | EDUCATION PRECINCT

CITY OF ARMADALE ROLE

- Facilitate the required land swap deal between DTWD and Department of Justice
- Assist the Department through the planning and design process

BENEFITS

- Increased economic diversity with the expansion of the education sector
- Increased foot traffic through the City Centre
- Education and training opportunities for the region

KEY STAKEHOLDERS

- **DEPARTMENT OF TRAINING AND WORKFORCE DEVELOPMENT**
- **DEPARTMENT OF JUSTICE**

BUDGET: **Approx. \$30m for Stage One**
Stage Two \$TBC



PROJECT #7 | REGIONAL ACCESSIBILITY SUMMARY

This project is about ensuring that the transport network in the south east growth corridor provides the necessary connections between new communities and the Strategic Metropolitan Centre, Armadale.

PROJECT RATIONALE

As the Strategic Metropolitan Centre of the south east, it is critical that connections and access into the City Centre are user friendly.

Armadale services the fast-growing south east corridor. Improving regional accessibility through the regional transport network, in conjunction with METRONET's Byford Rail Extension, will benefit local businesses and unlock private investment as visitation to the City Centre increases.

Of particular importance is the development of direct connections from the neighbouring growth corridors where new communities will be established over the short-, medium- and long-term.

PROJECT DESCRIPTION

This project will involve road and rail connections, which will largely be led by State Government agencies (i.e. Main Roads WA, METRONET). The City should take a proactive role in ensuring ongoing and future projects meet the needs and requirements of the City Centre vision.

To help deliver increased accessibility, the key elements would include:

- New user-friendly signage,
- Cycle and footpath connections,
- Regional transport network upgrades, and
- Bus transport provision.

The City of Armadale should advocate for road, mid-tier and rail connections that benefit the City Centre and direct the new populations in the growth corridors to Armadale to access retail, services and employment, rather than these residents accessing other lower order activity centres for uses that should be fulfilled by the strategic metropolitan centre. Focus should be afforded to the entrance points to the City Centre. Armadale Road and Forrest Road provide east-west connections to the growth areas in Hilbert and Haynes, and South Western Highway connects the City Centre to Mundijong and Whitby. Maintaining these connections as efficient and user friendly is a critical element for capturing the catchment to support activity in the City Centre.

PROJECT #7 | REGIONAL ACCESSIBILITY

CITY OF ARMADALE ROLE

- Advocate for the development of best practice road, cycle and walking networks into the City Centre

BENEFITS

- Increased visitations into the Armadale City Centre, due to ease of access
- Appropriate access to key services of a Strategic Metropolitan Centre

KEY STAKEHOLDERS

- DEPARTMENT OF TRANSPORT
- PUBLIC TRANSPORT AUTHORITY
- MAIN ROADS

BUDGET: \$TBC



PROJECT #8 | JULL STREET MALL SUMMARY

Jull Street Mall is the heart of the City Centre. This project will develop the streetscape to enhance the sense of place in the mall with new permanent features as well as activations.

PROJECT RATIONALE

Jull Street Mall is located in the centre of Armadale. Its role is to:

- Be the heart of the City,
- Support a mixed-use core City Centre precinct, and
- Connect to the Station Plaza precinct.

As such, Jull Street Mall should be revitalised and maintained as an exemplar of the brand and identity of the City Centre.

This revitalisation will create a sense of place in the heart of the City Centre. Jull Street Mall is well-located to leverage from the Station Activation project, which in turn increases the need for strong activation of the Mall as the entry point to the City Centre for many visitors. Development will support visitation through increased security, improved experience and new attractions.

PROJECT DESCRIPTION

This project will need to be incorporated into the next phase of the City's streetscape and placemaking design enhancements.

These enhancements will achieve the goals of improved security and experience in a variety of ways, including:

- Alfresco activation,
- Redeveloped shopfronts / buildings,
- Landscape treatments and interest, and
- Lighting and art installations.

Ultimately "buy-in" will need to be sought from the shopping centre and other commercial owners to ensure that the mall reaches its potential and a coherent brand and identity is threaded through the precinct.

PROJECT #8 | JULL STREET MALL

CITY OF ARMADALE ROLE

- As part of the City's placemaking strategy, lead the development of Jull St Mall activation
- Deliver the implementation of much of the developed strategy and lead partnership discussions with the major land owners that will be beneficiaries

BENEFITS

- Beautification of the public realm
- Community amenity (e.g. alfresco dining)
- Increased safety and surveillance
- Increased foot traffic
- Alignment with entry and exit to train / bus station

KEY STAKEHOLDERS

- **SHOPPING CENTRE OWNERS AND MANAGERS**
- **MAIN ROADS WA**
- **PUBLIC TRANSPORT AUTHORITY**

BUDGET: Approx. \$3m to \$6m



PROJECT #9 | STREETSCAPE ENHANCEMENTS ACROSS CBD SUMMARY

Streetscape Enhancements across the City Centre will be led by the City of Armadale to improve amenity and perceptions in the area. This project will support visitor experience and the commercial performance for operators.

PROJECT RATIONALE

This project will create a positive sense of place and improve the impression and amenity of the City. The enhancements will also develop wayfinding and connectivity for pedestrians in the City Centre. These targets directly address the identified reputational issues in Armadale.

The Streetscape Enhancements will afford focus to both amenity and security.

Addressing these issues is critical to achieving the vision of increased visitation to the City Centre, as well as increasing the appetite for private investment.

PROJECT DESCRIPTION

Streetscape enhancements across the Armadale City Centre will contribute to improved wayfinding, public space activation, and safety as well as encourage private investment.

This project will need to be incorporated into the next phase of the City's streetscape and placemaking design enhancements.

“Buy-in” will need to be sought from the shopping centre and other commercial owners to maximise the benefits that can be leveraged from the Streetscape Enhancements.

The project elements will focus on:

- Wayfinding, and
- Landscape treatments.

Ultimately, this project is intended to support both visitor experience and the commercial performance of operators by increasing visitation levels and dwell times as a result of a more pleasant streetscape.

PROJECT #9 | STREETScape ENHANCEMENTS ACROSS CBD

CITY OF ARMADALE ROLE

- The City will drive streetscape enhancements through its Public Realm Strategy Stages 1, 2 and 3
- With delivery of Stage 1 underway, the City will lead the implementation of current and future stages and lead partnership discussions with the major land owners and key government agencies that will be beneficiaries

BENEFITS

- Beautification of the public realm, including increased tree canopy
- Increased safety and surveillance
- Increased foot traffic
- Wayfinding

KEY STAKEHOLDERS

- **SIGNIFICANT LAND OWNERS**
- **COMMERCIAL OPERATORS**
- **MAIN ROADS WA**

BUDGET: Approx. \$5m to \$15m



n.b. highlighted area refers to Stage One only

PROJECT #10 | STRATEGIC DEVELOPMENT SITE SUMMARY

The Strategic Site is owned by the City of Armadale. Planning is required to maximise the impact of the site as an entry statement to the City Centre due to its strategic location at the northern entryway.

PROJECT RATIONALE

The identified strategic development site is owned by the City of Armadale. The site is located at the northern entrance to the City Centre and will be an entry statement for visitors arriving from the north and west.

PROJECT DESCRIPTION

The City of Armadale-owned site should be developed for an opportunistic venture that would appropriately capitalise on the location as the entry point for the City Centre. This project could realise one of the intended outcomes of the Armadale City Centre Structure Plan.

The City should take an active role in seeking a proponent to the site, with any future development addressing the key targets of the City Centre vision: increased visitation and business growth.

PROJECT #10 | STRATEGIC DEVELOPMENT SITE

CITY OF ARMADALE ROLE

- To be open to discuss opportunities that would align with the Armadale City Centre Structure Plan with relevant land developers and land uses

BENEFITS

- Increased investment and floorspace in the City Centre

KEY STAKEHOLDERS

- DEPARTMENT OF PLANNING, LANDS AND HERITAGE

BUDGET: \$TBC



PROJECT #11 | PLACEMAKING INITIATIVES SUMMARY

The Placemaking Initiatives Project is an ongoing undertaking for the City of Armadale to deliver and motivate events and experiences that build a cohesive brand and identity for Armadale.

PROJECT RATIONALE

Placemaking is an important element of building brand and identity for the Armadale City Centre. A coordinated and considered placemaking approach that links events and media communications will elevate and enhance existing efforts. Local events and festivals provide an opportunity to leverage positive experiences and link them with the Armadale City Centre. Opening of new projects or newly created spaces can be combined with hosting or facilitating a festival or event that can bring familiarity and comfort with the wider City Centre and improve brand and identity. Long term placemaking should be focused on initiating or self motivating the local business community to see the benefits of these events and sponsor or undertake them without City assistance.

PROJECT DESCRIPTION

A coordinated and considered placemaking approach that links events and media communications will elevate and enhance existing efforts. Local events and festivals provide an opportunity to leverage positive experiences and link them with the Armadale City Centre.

Actions may include:

- Activation grants / incentives,
- Media / communication,
- Events, and
- Investment attraction.

PROJECT #11 | PLACEMAKING INITIATIVES

CITY OF ARMADALE ROLE

- Lead and deliver the placemaking initiatives, to add to the vibrancy and brand of the City Centre

BENEFITS

- Increased visitations
- Increased investment into the City Centre

KEY STAKEHOLDERS

- MAIN ROADS WA
- EVENT PROMOTERS
- MEDIA OUTLETS

BUDGET: Approx. \$200,000 - \$400,000 p.a. (net)



04

**STAKEHOLDER AND
STRATEGIC ALIGNMENT**



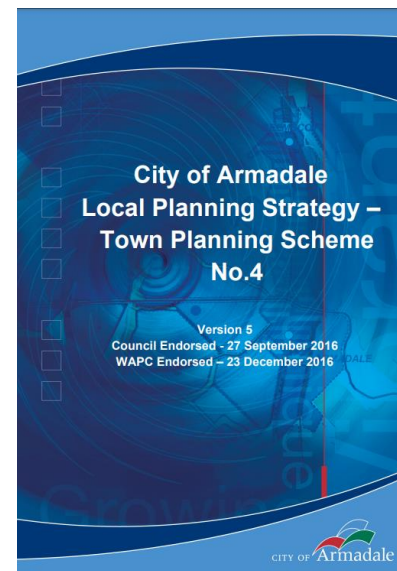
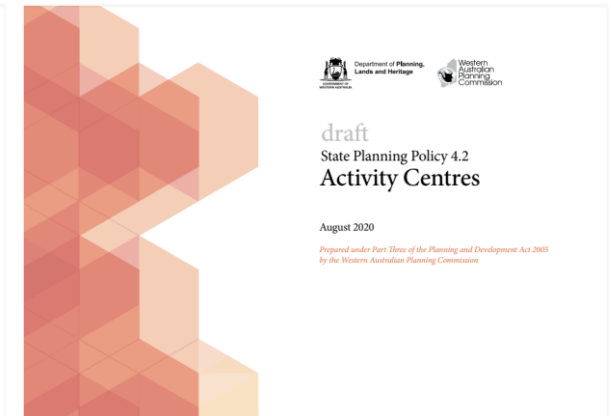
STAKEHOLDER AND STRATEGIC CONSIDERATIONS | OVERVIEW

Alignment to Strategic Imperatives

The projects chosen are well-aligned with strategic imperatives in terms of their areas of focus and outcomes at the federal, state and local government levels.

Key government policies include:

- Federal Government
 - Smart Cities Plan
- State Government
 - DPLH Strategic Plan 2019 – 2024
 - Draft State Planning Policy 4.2: Activity Centres
 - State Planning Policy 7.2: Precinct Design
 - METRONET Program objectives
 - East Metropolitan Health Service Strategic Plan 2021-25
 - Health and Life Sciences Industry Strategy October 2021
 - Sustainable Health Review
- City of Armadale
 - Strategic Community Plan 2020 – 2030
 - Advocacy Priorities Strategy 2022 – 2030
 - Local Planning Strategy – Town Planning Scheme No. 4, 2016
 - Economic Development Strategy 2018-2022
 - Armadale City Centre Structure Plan



STAKEHOLDER AND STRATEGIC CONSIDERATIONS | PROJECT ALIGNMENT

OUTCOME	KEY PROJECTS	STRATEGIC ALIGNMENT
UNLOCK PRIVATE INVESTMENT	<ul style="list-style-type: none"> ▪ Medical and Health Precinct ▪ Armadale West ▪ Education Precinct ▪ Bus Interchange ▪ Strategic Development Site 	<p>These projects will provide more jobs, facilitate access to the City Centre and support opportunities for residential development within the City Centre and nearby. This will increase the attractiveness of the area for private investors. The projects will contribute positively towards achieving the outcomes of the City's Strategic Community Plan such as to utilise the City's landholdings to stimulate private sector investment, job creation, education opportunities and increased residential population, as well as coordinate government investment to catalyse interest from the private sector. This outcome directly aligns with the City's Economic Development Strategy which intends to encourage infrastructure and investment across the City.</p>
INCREASE AND DIVERSIFY BUSINESS OPPORTUNITIES AND EMPLOYMENT	<ul style="list-style-type: none"> ▪ Medical and Health Precinct ▪ Education Precinct ▪ Jull St Mall ▪ Regional Accessibility 	<p>The health and education projects will provide significant employment and act as anchors to attract additional business opportunities. Jull St Mall will provide a pleasant, accessible place for businesses to locate. Regional Accessibility will optimise the flow of people to and within the City Centre.</p> <p>The projects meet the key objective of the Smart Cities Plan, which is to prioritise projects that meet broader economic and city objectives such as accessibility, jobs and affordable housing. They also directly align with the Draft State Planning Policy 4.2 – Activity centres, as the projects will reinforce the primacy of Armadale City Centre, ensure sufficient development intensity and appropriate land-use mix, and encourage access by public transport, cycling and walking. The projects will assist in fulfilling the City's Strategic Community Plan objective of developing Armadale as home to a strong economy with diverse employment opportunities.</p>
INCREASE HEALTH AND WELLNESS FOR THE COMMUNITY	<ul style="list-style-type: none"> ▪ Medical and Health Precinct ▪ Streetscape Enhancements 	<p>The key projects can improve the health outcomes of the local community by providing excellent access to medical treatment for acute and chronic conditions, as well as support preventative health through improved lifestyle and environment.</p> <p>Prioritising projects that promote healthy environments is a key principle of the Smart Cities Plan. Draft State Planning Policy 7.2 – Precincts is intended to integrate landscape design that enhances community wellbeing, and provides for comfortable public spaces that encourage physical activity and are accessible to all. This is also aligned with the objective in the City's Local Planning Strategy to promote the public health, safety, livelihood and general welfare and convenience of the people of Armadale, and provide for a variety of development to meet the needs of the community. The Medical and Health Precinct in particular will update existing facilities and create new ones which meet the criteria in the EMHS Strategic Plan to deliver high value health through contemporary models of care.</p>
IMPROVE LIVEABILITY	<ul style="list-style-type: none"> ▪ City Views – Civic Precinct ▪ Station Activation ▪ Medical and Health Precinct ▪ Education Precinct ▪ Placemaking Initiatives ▪ Streetscape Enhancements 	<p>A range of projects will deliver significant liveability improvements in terms of healthcare, education and infrastructure.</p> <p>The projects will support the State Government's METRONET objectives to deliver infrastructure that promotes easy and accessible travel and lifestyle options, and integrate land use and transport solutions across government, the private sector and industry, as well as the DLPH's Strategic Plan goal of identifying opportunities for more homes within 1 km of a train station. Liveability is a key tenet of draft State Planning Policy 4.2 which provides guidance on access, leveraging infrastructure, and providing positive benefits to communities. The Civic Precinct and Medical and Health Precinct are key projects identified in the City's advocacy priorities.</p>

STAKEHOLDER AND STRATEGIC CONSIDERATIONS | ENGAGEMENT

There are two phases of engagement related to the Armadale City Centre Investment Framework.

Phase one has been conducted and supported the identification of external views and alignment to the draft investment framework. This phase assisted in the refinement of the projects and identified key funding and partnership opportunities with key stakeholders.

During phase two, the City will re-engage with external stakeholders with the finalised plan and a compelling 'ask'. The intent of this phase is to ensure their buy-in and that they can become supporters and advocates of the plan.

Engagement will be with:

- Federal Government politicians,
- State Government politicians,
- State Government Agencies,
- Education, health and social service providers, and
- Private landowners / local business owners.

This advocacy strategy for the Armadale City Centre Investment Framework will complement and align with the City-wide advocacy campaign.

The Stakeholder Advocacy Strategy for Armadale Investment Framework can be found in appendix C.

Steps in Stakeholder Engagement

Defining the “ask” which summarises the overarching aim

Developing the evidence base to justify ask

Confirming advocacy targets and stakeholders

Implementing advocacy actions

Monitoring and reviewing progress

05

FUNDING STRATEGY



FUNDING STRATEGY | OPTIONS ASSESSMENT

The City of Armadale level of investment will differ across the initiatives.

Approximately \$490 million is required to complete the projects that have high-level cost estimates for the City Centre transformation.

This amount includes the total for the Council's adopted preferred version of the City Views Precinct. This project is highlighted in the City's Advocacy Strategy 2022-2030, which will assist in negotiations to secure additional funding.

Through the phase two stakeholder engagement and advocacy the City of Armadale will be seeking funding support from Federal and State Government agencies to support the City's commitment to the framework.

The adjacent table summarises a review of potential funding opportunities. The summary revealed that State Government should be a focus for funding through the Priority State Budget Initiative Process and the Commonwealth Government through regional growth initiatives.

Private funding is expected to be secondary, once the momentum is built for the Armadale City Centre transformation.

Funding Options Assessment	
FUNDING OPTION	ASSESSMENT FINDINGS
City Reserves	<ul style="list-style-type: none"> Some funding may be available through the City's reserve accounts, however the scope of projects is of such a scale that it will not be sufficient to cover the cost of the projects. The City's existing rates base is low and there is limited capacity to raise rates in the short- to medium-term. Further, City residents have a high proportion of low-income earners and high percentage of people with a mortgage compared to state and Greater Perth averages.
State Government Funding	<p>The framework is aligned with a range of State Government policy and strategic priorities across transport, education, health and planning policy areas. Funding is secured, or likely to be secured from the following departments / agencies:</p> <ul style="list-style-type: none"> METRONET / PTA / Main Roads WA, Department of Training and Workforce Development / South Metropolitan TAFE, Department of Health / East Metropolitan Health Service, Department of Planning, Lands and Heritage / DevelopmentWA. Department of Local Government Sport and Cultural Industries.
Commonwealth Government Funding	<p>Investigate potential federal funding sources as the new Federal Government develops new initiatives and areas of focus, including:</p> <ul style="list-style-type: none"> Vocational Education and Training Climate Change, Energy, Environment and Disaster Resilience Social Impact Investing Taskforce
Western Australian Treasury Corporation Loan	<ul style="list-style-type: none"> The WATC provides relatively low-cost debt financing to local councils in Western Australia. There is a risk of being too highly geared, which would impact on further debt financing needs and future infrastructure investment. There is potential for higher long term interest rates (i.e. 5 years plus) and delays in the projects could lead to higher servicing costs than envisaged. The strong operating surplus supports servicing loan funding.
Land Sale Income	<ul style="list-style-type: none"> The City has several land holdings within the City Centre that could be sold to raise funds for projects. A possible scenario is land swap/s with government agencies or other land owners with City-owned land, which effectively reduces some of the funding requirements (i.e. the purchase of land) for the framework.

FUNDING STRATEGY | BUDGET SUMMARY

This report offers a high-level cost estimation for the projects that form the investment framework. It should be noted that the majority of the projects identified are in their inception and planning stages, with costings required during future detailed design and implementation stages. A funding plan is included on the following page, outlining timing considerations for those projects that are to be wholly or partly funded by the City.

Estimated Costs		
ITEM	ESTIMATED COST (\$ MILLION)	FUNDING PARTNER OR ORGANISATION
CITY OF ARMADALE LED PROJECTS		
Jull Street Mall	\$6.0	
Placemaking Initiatives*	\$0.4	
Streetscape Enhancements Across CBD	\$15.0	
Sub-total	\$21.4	
JOINTLY FUNDED PROJECTS		
Armadale West	TBC	Unconfirmed
Bus Interchange**	N/A	METRONET only
City View Precinct***	\$127.0	Unconfirmed
Education Precinct	\$30.0	DTWD
Health Precinct	\$300.0	Medical Providers
Regional Accessibility	TBC	Unconfirmed
Station Activation	\$10.0	METRONET
Strategic Development Site	TBC	Unconfirmed
Sub-total	\$467.0	
Total	\$488.4	

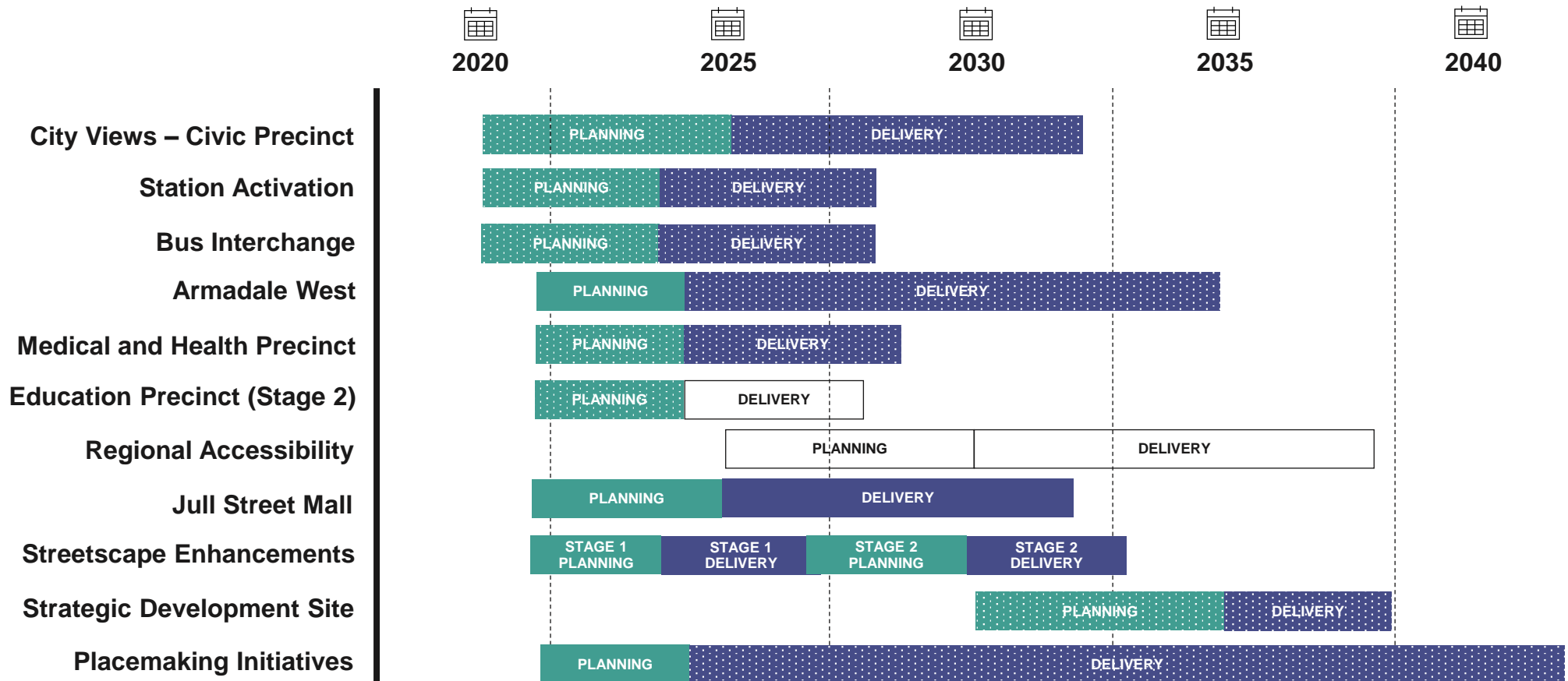
*Per annum net amount.

**Project led and funded by METRONET.

***Figure relates to complete master plan.

FUNDING STRATEGY | PLAN

LEGEND
CoA FUNDING
CoA FUNDING
JOINT FUNDING
JOINT FUNDING
FUNDING BY OTHERS



06

ECONOMIC ANALYSIS



ECONOMIC ANALYSIS | CONSTRUCTION PHASE BENEFITS

The suite of projects are expected to include large-scale works that will generate significant economic benefits during the construction phase.

This study estimates that the suite of projects will support 1,217 full-time equivalent (FTE) job years directly, as well as 1,310 FTE job years indirectly. Given the high proportion of local residents that are employed in the construction industry, there is a strong opportunity for a large proportion of these jobs to accrue locally (+2.44 percentage pts higher in primary trade area compared to Greater Perth).

This study estimates that the framework will generate \$519 million in gross-value added to the economy over the construction period.

These estimations are expected to be conservative as they do not assess projects that have not yet been costed, or are the responsibility of other agencies (i.e. METRONET).

Construction Phase Impact Findings



1,217
FTE

Total direct FTE construction jobs years supported



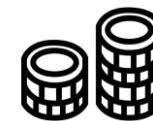
1,310
FTE

Total indirect FTE construction jobs years supported



\$ 259 M
DIRECT GVA

Total direct value added in the WA economy over the construction phase



\$ 260 M
INDIRECT GVA

Total indirect value added in the WA economy over the construction phase

Source: Urbis; REMPLAN

*Estimates exclude projects that have not been costed yet and METRONET.

ECONOMIC ANALYSIS | ONGOING EMPLOYMENT AND ECONOMIC BENEFITS

The suite of projects that form the transformation framework are estimated to have significant and tangible employment and economic benefits.

By 2051, it is estimated that there will be 5,400 residents living within the City Centre, with 10,000 additional local jobs. These jobs are expected to accrue across a variety of sectors, but in particular in health care & social assistance, education & training, and public administration & safety. The projects are designed to diversify the economic landscape in the City Centre to be less heavily skewed towards retail businesses.

In terms of total economic output, it is estimated that by 2051 the City Centre will contribute \$2.4 billion annually.

Ongoing Benefits



Total residents within the City Centre



Jobs within the City Centre



Potential private investment into the City Centre



Annual economic output in the City Centre

Source: Urbis; REMPLAN; DPLH

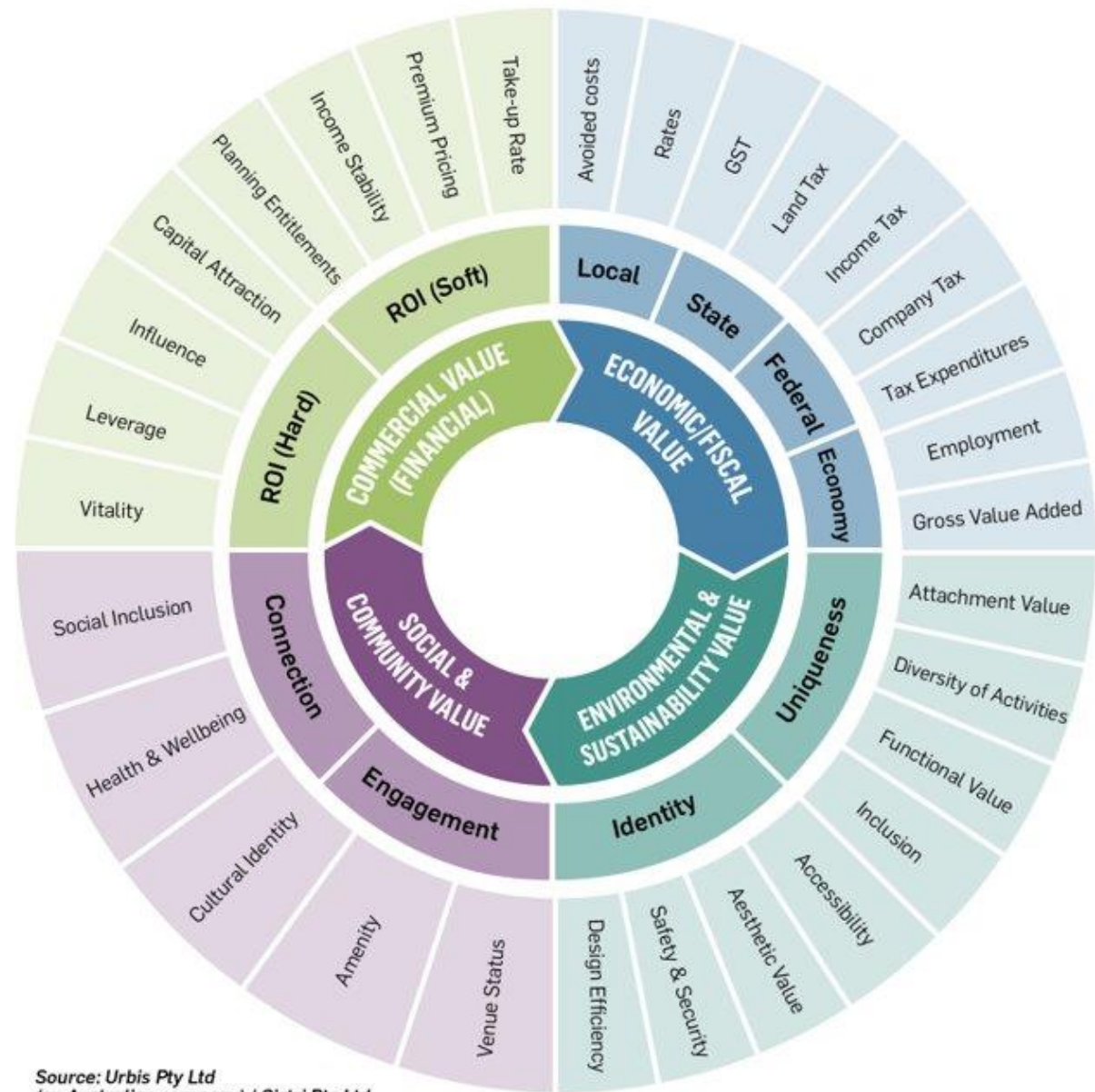
ECONOMIC ANALYSIS | ADDITIONAL BENEFITS

The Urbis Value of Place Framework is used to capture four distinct pillars of value:

- Commercial value (financial);
- Economic / fiscal value;
- Environmental and sustainable value; and
- Social and community value.





These four values are intertwined and co-dependent. In a great place, these values are often all present.

The following page details the additional benefits that are expected to accrue in the Armadale City Centre as a result of the investment framework, using the Urbis Value of Place Framework.



Source: Urbis Pty Ltd
(an Australian company) / Cistri Pte Ltd

ECONOMIC ANALYSIS | ADDITIONAL BENEFITS CONT.

PILLAR	BENEFITS	
	Commercial Value (Financial)	<p>The program of works is expected to unlock both public and private development within the Armadale City Centre by strategically addressing vacant and underutilised land. Armadale West and the Strategic Development Site will directly unlock land that can be developed and provide a financial return. The Streetscape Enhancements, Jull Street Mall upgrades and Placemaking Initiatives are all designed to support the vibrancy of the area and increase visitation and dwell-time, which in turn are expected to support the commercial performance of local businesses.</p>
	Economic / Fiscal Value	<p>The investment framework is intended to support increased utilisation of the land in the City Centre which will support greater benefits across all aspects of economic / fiscal value. The projects that address the currently underutilised land in the centre will provide additional tax revenue. As previously noted in this section, there are large and tangible economic benefits in terms of both gross value added and employment. In particular, the Medical and Health Precinct, Education Precinct and Civic Precinct (City Views) are expected to support additional and diversified employment within the City Centre. These projects target the employment self sufficiency in Armadale as a Strategic Metropolitan Centre.</p>
	Environmental and Sustainable Value	<p>The Streetscape Enhancements, Jull Street Mall upgrades and Placemaking Initiatives will contribute towards a coordinated and cohesive brand identity for the City Centre. They will also add to the aesthetic value of the area. These projects are expected to improve the safety and security of the area, through lighting for example. The improvements to the transport network throughout the centre include the Station Activation, Bus Interchange, Regional Accessibility and Streetscape Enhancement projects. These items cover pedestrian, vehicle and public transport initiatives and will improve the accessibility, inclusion and function of the area through improved connections and efficiency.</p>
	Social and Community Value	<p>The investment framework includes initiatives to unlock land that will support, in particular, education and health uses. The additional land use area for the TAFE and Medical and Health Precinct will provide important population services for residents of the City Centre, as well as the south east region that it services. Having these key services in a well-connected and accessible location is a further benefit to the community. The importance of a sense of place for social cohesion and belonging is also targeted in the investment framework through the Placemaking and Streetscape Initiatives. Creating a coherent Armadale brand with attractive and user-friendly public realms will contribute positively to the social fabric of the area.</p>

07

IMPLEMENTATION PLAN



IMPLEMENTATION PLAN | PROJECT MANAGEMENT AND GOVERNANCE

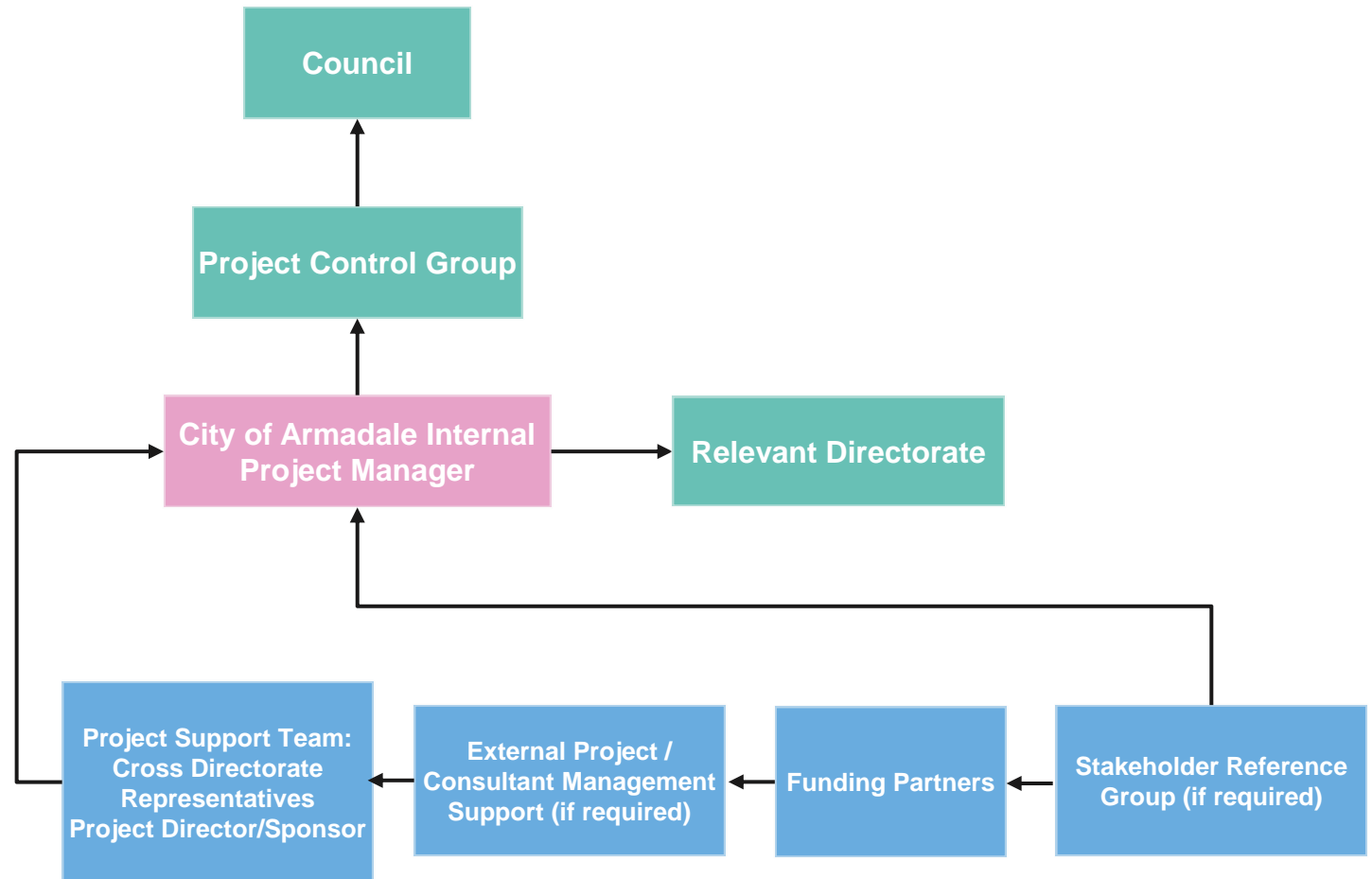
Strong and transparent governance is necessary to implement this framework. A project control group led by the City of Armadale will be assembled to oversee the implementation phases.

The project control group will consist of City representatives and provide oversight of the project. The project control group will be responsible for the day-to-day overview of the project and will be the primary point of contact for the project director (or project manager). The project control group will meet monthly, or as required, to review the progress of the project. This group will then report back to the Council as required.

The utilisation of experienced representatives within a project control group ensures progress will be tracked and concerns remedied promptly. Further, this structure ensures the effective monitoring of project deliverables and milestones, probity compliance, and procurement and contract policy consistency.

The internal project manager will liaise with external partners and stakeholders on any material changes or developments to the framework that may necessitate a variation or amendment to project outputs.

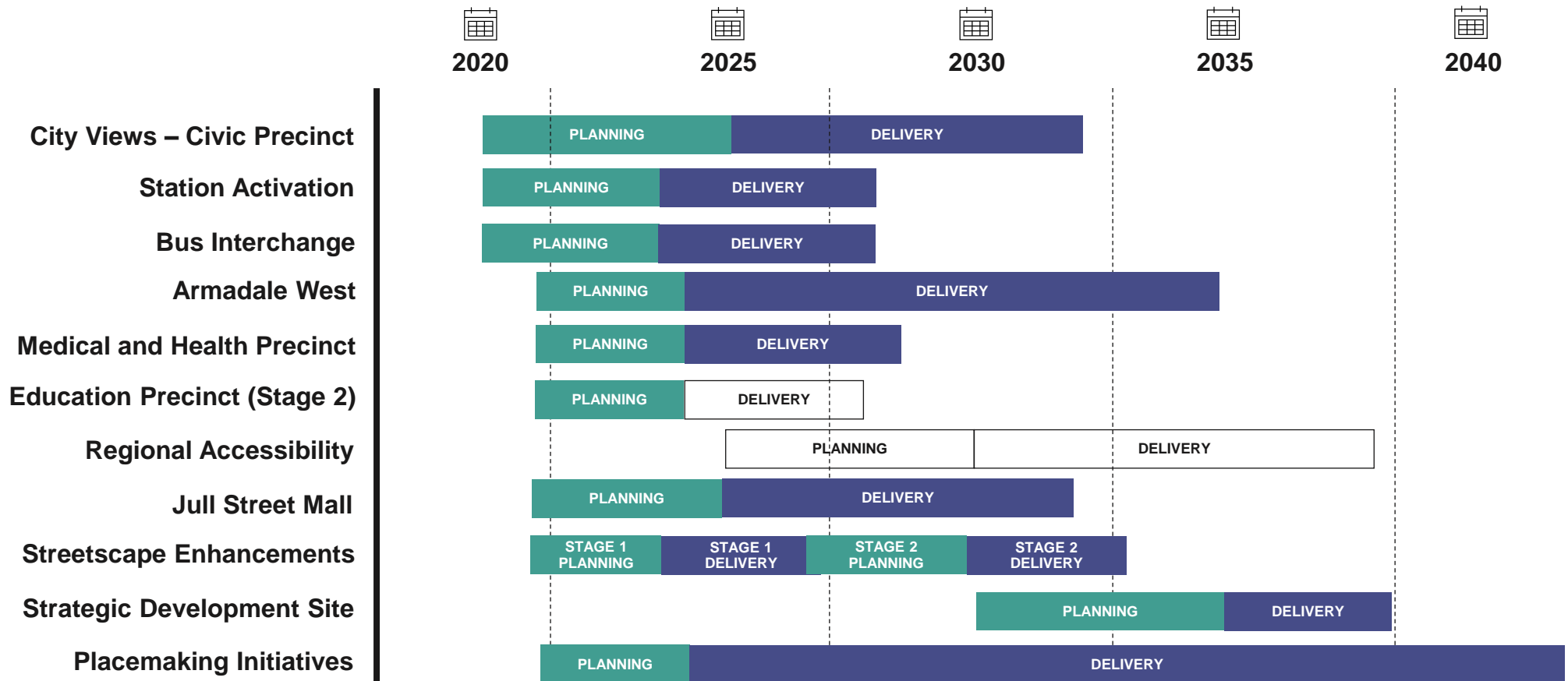
Project Governance Model



IMPLEMENTATION PLAN | PROJECT PLAN

The unique nature of each project will require a bespoke project management approach to each. While the suite of projects will be overseen by a project control group and guided by an internal project manager, detailed project planning will need to be undertaken for each project.

The indicative timeframe for each project is shown in the figure below.



IMPLEMENTATION PLAN | COMMUNICATION PLAN

Complex projects require a structured, robust and well-considered engagement process to ensure input from key stakeholders is gained at critical points in each project timeline. The suite of projects proposed requires an overarching communication plan as well as individual communication plans for each project to ensure information is gained and disseminated at the right times and overlap between projects is minimized to avoid engagement fatigue from stakeholders.

The project management team will oversee the development of a clear communication plan for the suite of projects. This will be aligned with:

- City of Armadale’s Community Engagement Strategy;
- City of Armadale Advocacy Priorities Strategy 2022-2020; and
- Stakeholder Advocacy Strategy for Armadale Investment Framework (developed for these projects, see appendix C).

Communication Plan Key Information Examples

INITIATIVE	DESCRIPTION
Project Advocacy, Factsheets and Updates	Key project information and timelines will be developed and made available on the City’s website, including in the Advocacy for a better Armadale section, through social media and other communication platforms and from the administration office and other distribution points as required.
Engagement with Key Stakeholders	The City will continue to engage with key stakeholders for each project as identified in the Stakeholder Advocacy Strategy for Armadale Investment Framework, and additional stakeholders where required by the scope of each project.
Funding Announcement	If successful for external funding, funding partners and relevant stakeholders will publicly announce the funding for the project and project timeline. The City will work with relevant government agencies and private organisations to develop joint media statements.
Milestone Celebrations	Ceremonial events to mark project milestones, including sod-turning, lock-up, practical completion and grand opening/re-opening events. Related announcements, media statements and speeches will acknowledge the funding support of partner agencies.
Promotional Materials	The City will explore the use of promotional materials such as flyers and signage to acknowledge the benefits of the project and funding partners involved.

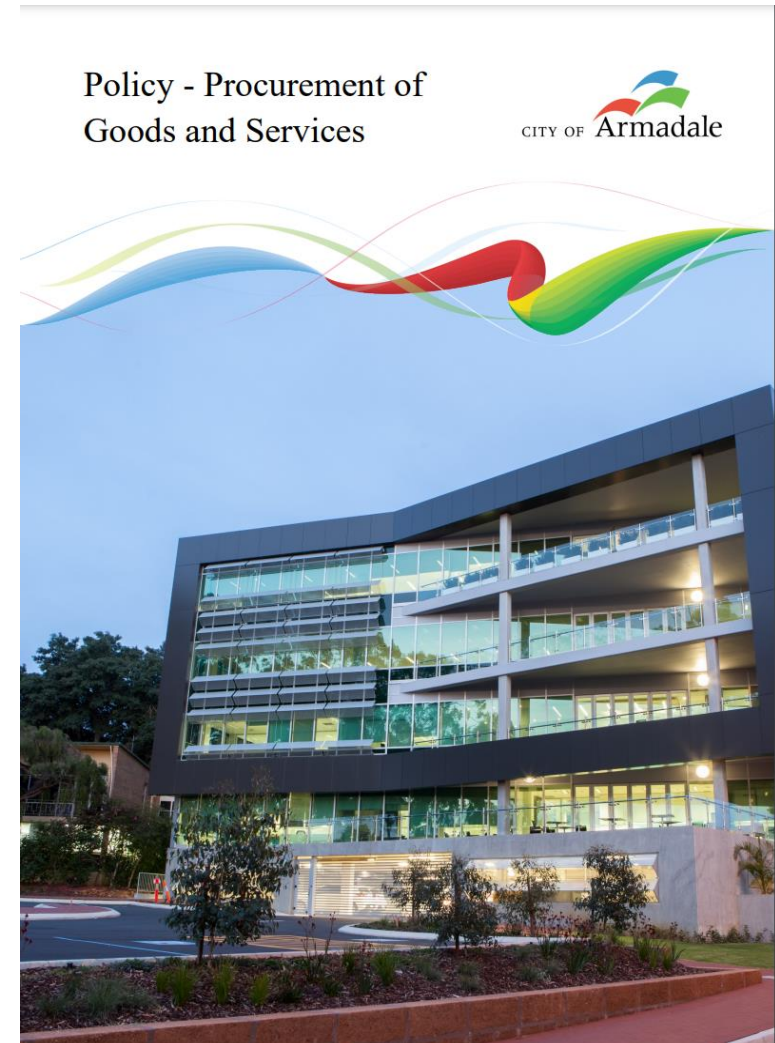
IMPLEMENTATION PLAN | PROCUREMENT PLAN

All the initiatives led by the City will comply with the City of Armadale Procurement Policy.

The City of Armadale is committed to delivering best practice in the purchasing of goods, services and works that align with the principles of transparency, probity and good governance.

The City has strategies in place to prevent the misappropriation of funds and inappropriate use of public property that include a comprehensive annual audit providing a balanced mix of financial, operational and information technology audits. In addition, risk management is considered an integral part of the annual business planning approach and risks are managed and monitored at all levels.

MONETARY THRESHOLD	PROCUREMENT APPROVAL AUTHORITY
Less than \$2,000	Supervisor or above
\$2,000 - \$9,999	Supervisor or above
\$10,000 – \$49,999	Co-ordinator or above
\$50,000 – \$99,999	Manager or above
\$100,000 - \$249,000	Executive Director or above
\$250,000 +	Tenders – Council or CEO as per delegated authority Quotes - CEO



IMPLEMENTATION PLAN | MONITORING AND EVALUATION PLAN

This Monitoring and Evaluation (M&E) Plan describes a proposed M&E process for the investment framework. This plan helps to track and assess the results of the projects and provides timely insights that will inform the delivery of this programme. It is a living document that should be referred to and updated on a regular basis.

The distinction between evaluation and monitoring can sometimes be blurred since both involve some form of data collection, analysis, and reflection on the implications for action. However, monitoring tends to be a continuous process, while evaluation is typically periodic and involves a greater element of analysis and reflection. Monitoring is critical for insightful evaluation because it provides a sufficient base of information about how a project or program was implemented, including whether and in what ways it deviated from its intended design.

Evaluation is an opportunity to reflect upon the approaches that worked well and those that did not work as well, to identify the reasons for success or failure, and to learn from both. This plan describes the conceptual outline of the M&E process for the projects through the identification of potential performance measures and measurement approaches for each project objective identified in section 3.

The City will be responsible for implementing the M&E Plan. The City will work with relevant partner organisations to ensure information is accurately and cost-effectively obtained.

Project Outcomes and Measurement Methods

OBJECTIVE	PERFORMANCE MEASURE	MEASUREMENT METHOD/S
Visitation / Usage	Increased visitation to the Armadale City Centre in terms of number and type of visitor.	<ul style="list-style-type: none"> Number of daytime visitors to the City Centre Number of overnight visitors to the City Centre Additional visitation drivers not previously available in the city (e.g. TAFE student capacity)
Leveraged Investment	The level of private / public sector investment unlocked / supported.	<ul style="list-style-type: none"> Level of additional private investment for projects within the City Centre Level of public funding secured for projects within the City Centre
Resident Population	Increased resident population levels in the Armadale City Centre and surrounds.	<ul style="list-style-type: none"> Number of residents residing within the City Centre Number of residential development projects in progress within the City Centre Number of multiple / grouped dwellings within the City Centre
Ongoing Employment	Increased and diversified employment opportunities within the Armadale City Centre.	<ul style="list-style-type: none"> Number of additional ongoing jobs supported within the City Centre Proportion of ongoing jobs in the City Centre being supported in diversified industries (e.g. health care and social assistance, or professional, scientific and technical services)
Strategic / Stakeholder Brand Alignment	Improvement in a cohesive brand and identity for the Armadale City Centre, that is utilised by the City and stakeholders alike.	<p>Improvement in biennial community perceptions survey in the areas of:</p> <ul style="list-style-type: none"> Social media presence How the Armadale City Centre is being developed The area's character and identity What the City of Armadale is doing to promote the area as a desirable place to live and work

APPENDIX A

CASE STUDIES



APPENDIX A | LOCAL CASE STUDIES

Canning



Image source: City of Canning

Timeframe: 10 years

Features: The City of Canning is actively pursuing the regeneration of the Canning City Centre. An activity centre plan was completed in 2017 and outlines the vision for the centre.

The City is leading a \$76 million City Centre Regeneration program, while Westfield Carousel underwent a large expansion in retail space in 2018 at a cost of \$350 million.

The vision for the regenerated City Centre includes:

- High density residential to accommodate 25,000 residents;
- Transit Orientated Development to connect the train station and shopping centre; and
- High quality public open space and streetscapes.

Work to date has included traffic infrastructure upgrades with the aim of rejuvenating the main street in Cannington – Cecil Avenue. Wider footpaths, updated streetscapes, improved signal access and bus lanes are all elements of this work.

Midland



Image source: City of Swan

Timeframe: 20+ years

Features: Midland is a Strategic Metropolitan Centre, servicing the north east.

The City of Swan is undertaking a transformational project in the Midland CBD. The 11 hectare *New Junction* is a significant redevelopment of the Midland Oval. The redevelopment includes public open space, play facilities, an outdoor space for community events and is surrounded by other complementary uses.

The *New Junction* is located adjacent to Midland Gate Shopping Centre. Civic, retail, commercial and residential uses are also intended for the land around the park.

The central location of the precinct led the City to actively seek to acquire land, having taken the view that previously fragmented ownership would not be conducive to successful development.

Midland is a successful health and medical hub. In recent years Curtin University opened a health campus in Midland, and St John of God Midland Public and Private Hospitals opened.

Cockburn



Image source: Perron Group

Timeframe: 15+ years

Features: The development of Cockburn is being driven by the City of Cockburn, DevelopmentWA and Perron Group, which is a major land owner with assets including Cockburn Gateway shopping centre. The Cockburn Central town centre, which is currently developing, will include residential, retail and commercial uses. Residential development will be medium to high density with a large proportion being mixed use.

Perron Group received planning approval for a \$1.0 billion project with four stages that will connect the area to existing amenity over a 10- to 15-year build out. Perron Group have committed to build a new pedestrian bridge that will link their development with the town centre.

A new Cockburn Central Police Station is also approved for the town centre. Previous development in Cockburn includes the Cockburn ARC that opened in 2017 at a cost of \$109 million and hosts the Fremantle Dockers' training ground.

APPENDIX A | INTERSTATE/INTERNATIONAL CASE STUDIES

Campbelltown, NSW



Image source: Campbelltown City Council

Timeframe: refreshed every 10 years

Features: The Campbelltown City Council has completed a master plan as a blueprint to revitalise the City Centre. The project was driven by the need for a clear plan to unlock potential and support the Macarthur region as its strategic centre, with population expected to grow to 800,000 by 2040.

The master plan is estimated to have the potential to unlock \$2.23b in additional GRP over the next 20 years, support a potential 4,500 FTE jobs and add 17,200 new dwellings over 80 years.

Key actions outlined in the delivery framework include: revitalising the main street, creating vertical education campuses, an innovation precinct, increased private health offer and an amplified sport and entertainment precinct.

The revitalisation of the Queen Street Precinct, the heart of the city is underway with construction of the first new commercial building in the CBD in 25 years, indicating success in unlocking investment through the City's work.

Geelong, Vic



Image source: City of Greater Geelong

Timeframe: 30-year vision to 2047

Features: Geelong is Victoria's largest regional city, with the City of Greater Geelong home to approx. 230,000 people. The City has created the *Greater Geelong: A Clever and Creative Future* plan to guide the growth of the region to 2047. The plan features 37 indicators that were created through community consultation to assess the implementation of the plan and how it fits with community aspirations for the future.

The document is intended to guide future councils, all levels of government, community organisations, businesses and others to work towards the regions collective goals.

Work to date has included digital modernisation of City services, plans for a \$200 million new Civic Precinct including new council offices and masterplanning of transport infrastructure.

Beaudesert, QLD



Image source: Scenic Rim Regional Council

Timeframe: 2020-2023

Features: Beaudesert is a town located in the Scenic Rim Region in Queensland. This revitalisation project aims to improve the infrastructure and streetscape of Beaudesert's town centre. This includes expansion and upgrade of the town centre car parking facility, a new communal space with an amphitheatre and relevant facilities, a new Beaudesert Community Hub and Library, and improvements to key infrastructure such as stormwater drainage and street extensions.

The project is jointly funded by the Commonwealth Government and the Queensland Government. Phase 1 began in 2020 and is set to be completed in 2023. The total project cost for Phase 1 is \$8.4 million.

APPENDIX B

A group of business professionals in a meeting, looking at tablets and smiling. The image is overlaid with a semi-transparent white box containing the title text. The background shows a woman with glasses and a man with glasses, both smiling and looking at a tablet. Another person is partially visible in the background.

MULTI-CRITERIA DECISION ANALYSIS

APPENDIX B | MULTI-CRITERIA DECISION ANALYSIS

Approach

Each of the proposed projects was qualitatively assessed using a Multi-Criteria Decision Analysis (MCDA) framework.






MCDA is both an approach and a set of techniques, with the goal of providing an overall ordering of projects from the most preferred to the least preferred.

Through this framework, we analysed how each initiative can assist the City reaching its visionary targets.






The transformational initiatives will revitalise the region and are absolutely essential for the future economic growth of the City Centre and need to be progressed substantially or completed within the near term. The MCDA highlights the key criteria that can assist the City in advocacy and funding submissions.

The following page, summarises the MCDA assessment.

Framework

	CRITERIA	DESCRIPTION
	Visitation / Usage Impacts	<ul style="list-style-type: none"> The extent to which the project increased visitation to the Armadale City Centre.
	Leveraged Investment Impacts	<ul style="list-style-type: none"> The level of private / public sector investment unlocked / supported by the project.
	Resident Population Impacts	<ul style="list-style-type: none"> The extent to which the project supports increased resident population levels in the Armadale City Centre and surrounds.
	Ongoing Employment Impacts	<ul style="list-style-type: none"> The extent to which the project supports increased jobs in the Armadale City Centre and surrounds.
	Strategic / Stakeholder Brand Alignment	<ul style="list-style-type: none"> Whether the project aligns with the needs and objectives of community, government and key stakeholders. Whether the project aligns with the objectives and priorities of potential funding partners.

APPENDIX B | MCDA RESULTS

	 Visitation / Usage	 Investment	 Population	 Employment	 Brand
City Views – Civic Precinct	HIGH	MODERATE / HIGH	LOW	MODERATE	HIGH
Station Activation	HIGH	LOW	LOW	LOW	HIGH
Jull Street Mall	MODERATE	MODERATE	LOW	MODERATE	MODERATE
Streetscape Enhancements	MODERATE	MODERATE	MODERATE	MODERATE	MODERATE
Bus Interchange	LOW	MODERATE	LOW	LOW	MODERATE
Medical and Health Precinct	HIGH	HIGH	LOW	HIGH	MODERATE
Armadale West	MODERATE	HIGH	HIGH	MODERATE	MODERATE
Education Precinct	HIGH	HIGH	LOW	HIGH	MODERATE
Regional Accessibility	MODERATE	LOW	LOW	LOW	LOW
Strategic Development Site	MODERATE	MODERATE	LOW	LOW	MODERATE
Placemaking Initiatives	HIGH	MODERATE	LOW	MODERATE	HIGH

APPENDIX C

ADVOCACY STRATEGY



AIM OF THIS ADVOCACY STRATEGY

THIS ADVOCACY STRATEGY HAS BEEN CREATED TO SUPPORT THE CITY OF ARMADALE TO OBTAIN SUPPORT TO IMPLEMENT THE ARMADALE CITY CENTRE TRANSFORMATION FRAMEWORK.

The advocacy strategy aims to obtain:

- Public support from state and federal government politicians and agencies;
- Public support from local stakeholders, including local businesses and landowners;
- Understanding of the alignment of the proposed projects with stakeholder needs; and
- Funding commitment to implement the project from government, partners and landowners.

This advocacy strategy identifies the tools and considerations for advocacy initiatives, the overarching objective and supporting narrative, key targets and the actions required to implement this strategy.

THE FRAMEWORK

THE CITY OF ARMADALE IS COMMITTED TO LEADING THE TRANSFORMATION OF THE ARMADALE CITY CENTRE. THE CITY IS COORDINATING THE TRANSFORMATION TO ACHIEVE OPTIMAL OUTCOMES THAT CAN BE LEVERAGED FOR FUTURE INVESTMENT.

An important step already taken towards planning for the City Centre's future is the delivery of the Armadale City Centre Structure Plan. The transformation of the City Centre will build upon this important planning document.

The Armadale City Centre transformation program will outline a series of projects and initiatives with high-level costings that will contribute to the ongoing success of the city as a key destination in Perth's south east.

This transformation program is made up of 11 projects:

1. **City Views – Civic Precinct**
2. **Station Activation**
3. **Jull Street Mall**
4. **Streetscape Enhancements (across CBD)**
5. **Bus Interchange**
6. **Medical and Health Precinct**
7. **Armadale West**
8. **Education Precinct**
9. **Regional Accessibility**
10. **Strategic Development Site**
11. **Placemaking Initiatives**

ADVOCACY TOOLKIT

ADVOCACY IS DEFINED AS ANY ACTION THAT AIMS TO DRIVE POSITIVE CHANGE IN POLICY, PROCESSES AND FUNDING AND INVESTMENT DECISIONS.

Advocacy does not always achieve instant results. Some advocacy campaigns are long-term undertakings that respond to complex issues. In other cases, advocacy may focus on a single issue and may only require a handful of actions to achieve a result.

The key steps involve:

- a. Defining the 'ask' which summarises the overarching aim;
- b. Developing the evidence base to justify the ask;
- c. Confirming advocacy targets and stakeholders;
- d. Implementing advocacy actions; and
- e. Monitoring and reviewing progress.

To support the above process, there are a range of mediums to support advocacy actions. These are summarised below.

TABLE 1 ADVOCACY MEDIUMS

Medium	Example Approaches
Media Relations	Media release, photo opportunities, opinion pieces, media partnerships
Government Relations	Meetings and briefings, letter writing, letters of support
Stakeholder Outreach	Strategic partnerships, forums
Digital Advertising	Website updates and pages, social media

Alongside the above, it is important to remember that successful advocacy campaigns are:

- Evidence-based – the evidence supporting the justification for the project is sound and defensible;
- Realistic – the project is achievable from a political, financial, environmental and / or economic perspective;
- Mobilise stakeholder interest – the project activates stakeholder and community interest;
- Aligned – the project aligns with current objectives and priorities; and
- Clear, consistent and coordinated – clear and consistent messaging is undertaken through all advocacy mediums.

THE ASK

AN ASK IS A FUNDAMENTAL ELEMENT TO SUCCESSFUL ADVOCACY STRATEGIES. THIS ASK SHOULD BE CONCISE AND COMPELLING.

The following summarises the ask for this project:

This campaign is seeking to secure support for the implementation of a program of projects to revitalise the Armadale City Centre. The transformation of the City Centre will unlock public and private investment, support local businesses and create jobs, reinvigorate Armadale's brand and profile, and increase visitation to the City Centre. The full program of projects will allow Armadale City Centre to achieve its full potential as a vibrant activity centre.

ADVOCACY TARGETS & STAKEHOLDERS

Stakeholders are individuals or organisations with an interest in the project. Namely, they may benefit from the implementation of the project.

ADVOCACY TARGETS ARE INDIVIDUALS OR ORGANISATIONS RESPONSIBLE FOR FUNDING, SUPPORTING OR IMPLEMENTING THE PROJECT.

Key targets are summarised below:

Government Politicians

Potential Key Individuals/Organisations

- Members of Parliament and Senate

Interests/Concerns/Issues

- Major infrastructure projects/funding
- Economic development
- 2022 Federal Election Commitments

Potential Engagement Activity

- One-on-one meetings with either MP or Senator (facilitated by Mayor/CEO of City of Armadale)
- Formal correspondence

Private Landowners / Local Business Owners and Operators

Potential Key Individuals/Organisations

- ESJay No 2 Unit Trust
- DiMauro Group
- Silverleaf Investments
- Gregory Allen
- Wrestpoint Nominees Pty Ltd

Interests/Concerns/Issues

- Jull Street Mall Redevelopment/Upgrades
- Dale Sports Bar & Tavern site
- Attraction of investment
- Mega block of land adjacent to new Courthouse and Police complex

Potential Engagement Activity

- One-on-one meetings

Education, Health and Social Services

Potential Key Individuals/Organisations

- East Metropolitan Health Service
- St John of God Health Care
- South Metropolitan TAFE
- Centrelink/Services Australia
- Communicare

Interests/Concerns/Issues

- Education Precinct
- Health Precinct
- Funding mechanisms
- Opportunities for co-location with similar uses

Potential Engagement Activity

- One-on-one meetings

State Government Politicians

Potential Key Individuals/Organisations

- Hon. Mark McGowan MLA - Premier of Western Australia
- Hon. Rita Saffioti MLA - State Minister for Transport and Planning
- Hon. John Carey MLA - Minister for Housing, Lands, Homelessness, Local Government
- Hon. Dr Tony Buti MLA - State Member for Armadale
- Hon. Amber-Jade Sanderson MLA - Minister for Health and Mental Health
- Hon. Hugh Jones MLA - State Member for Darling Range
- Hon. Simone McGurk MLA, Hon. Reece Whitby MLA, and Hon. Yaz Mubarakai MLA

Interests/Concerns/Issues

- Education Precinct
- Health Precinct
- Funding mechanisms
- Major infrastructure projects/funding
- Regional accessibility

Potential Engagement Activity

- One-on-one meetings with elected member (facilitated by Mayor/CEO of City of Armadale)
- Roundtables

State Government Agencies

Potential Key Individuals/Organisations

- Department of Finance
- Public Transport Authority
- Department of Transport
- METRONET
- Department of Education
- Main Roads WA
- Department of Communities
- DevelopmentWA
- Department of Jobs, Tourism, Science and Innovation

Interests/Concerns/Issues

- Regional accessibility
- Good development outcomes
- Density/diversity targets
- Armadale West (DevelopmentWA)
- Operational Requirements
- Major road/infrastructure upgrades
- Train Station infrastructure, bus interchange (PTA) and activation (METRONET)

Potential Engagement Activity

- One-on-one meetings with either MP or (facilitated by Mayor/CEO of City of Armadale)



ACTION PLAN

- There are two phases of engagement related to the Armadale City Centre Investment Framework.
- Phase one supported the identification of external views and alignment to the draft investment framework. This phase further refined the projects and identified key funding and partnership opportunities with key stakeholders.
- During phase two, commencing in September 2022, Urbis will work with the City to re-engage with external stakeholders with the finalised plan and a compelling 'ask'. The intent of this phase is to ensure their buy-in and that they can become supporters and advocates of the plan.
- The City adopted a City-wide Advocacy Strategy in April 2022. . The implementation of the adopted advocacy campaign would then commence from April, post-phase one of the Armadale City Centre Investment Framework engagement.
- This advocacy strategy for the Armadale City Centre Investment Framework will complement and align with the City-wide advocacy campaign, with phase two following its approach .
- Urbis will attend phase one and phase two of engagement in a technical capacity but it is expected that the City will use its relationships to organise the meetings (especially those with government elected members / ministers). Urbis can assist with key contacts as required.

TALKING POINTS

PROJECT BENEFITS



Unlock private and public investment with new development sites available and co-location of services



Enhance Armadale's brand and profile by creating an innovative, cohesive offering



Increase local jobs and businesses in both the construction and ongoing phases of development



Increase visitation and usage of the Armadale City Centre, as it achieves its full potential as a vibrant activity centre.



Increase population and housing diversity through the development of strategic land areas for residential use

COVID-19 AND THE POTENTIAL IMPACT ON DATA INFORMATION

The data and information that informs and supports our opinions, estimates, surveys, forecasts, projections, conclusion, judgments, assumptions and recommendations contained in this report (Report Content) are predominantly generated over long periods, and is reflective of the circumstances applying in the past. Significant economic, health and other local and world events can, however, take a period of time for the market to absorb and to be reflected in such data and information. In many instances a change in market thinking and actual market conditions as at the date of this report may not be reflected in the data and information used to support the Report Content.

The recent international outbreak of the Novel Coronavirus (COVID-19), which the World Health Organisation declared a global health emergency in January 2020 and pandemic on 11 March 2020, has and continues to cause considerable business uncertainty which in turn materially impacts market conditions and the Australian and world economies more broadly.

The uncertainty has and is continuing to impact the Australian real estate market and business operations. The full extent of the impact on the real estate market and more broadly on the Australian economy and how long that impact will last is not known and it is not possible to accurately and definitively predict. Some business sectors, such as the retail, hotel and tourism sectors, have reported material impacts on trading performance. For example, Shopping Centre operators are reporting material reductions in foot traffic numbers, particularly in centres that ordinarily experience a high proportion of international visitors.

The data and information that informs and supports the Report Content is current as at the date of this report and (unless otherwise specifically stated in the Report) does not necessarily reflect the full impact of the COVID-19 Outbreak on the Australian economy,

the asset(s) and any associated business operations to which the report relates. It is not possible to ascertain with certainty at this time how the market and the Australian economy more broadly will respond to this unprecedented event and the various programs and initiatives governments have adopted in attempting to address its impact. It is possible that the market conditions applying to the asset(s) and any associated business operations to which the report relates and the business sector to which they belong has been, and may be further, materially impacted by the COVID-19 Outbreak within a short space of time and that it will have a longer lasting impact than we have assumed. Clearly, the COVID-19 Outbreak is an important risk factor you must carefully consider when relying on the report and the Report Content.

Where we have sought to address the impact of the COVID-19 Outbreak in the Report, we have had to make estimates, assumptions, conclusions and judgements that (unless otherwise specifically stated in the Report) are not directly supported by available and reliable data and information. Any Report Content addressing the impact of the COVID-19 Outbreak on the asset(s) and any associated business operations to which the report relates or the Australian economy more broadly is (unless otherwise specifically stated in the Report) unsupported by specific and reliable data and information and must not be relied on.

To the maximum extent permitted by law, Urbis (its officers, employees and agents) expressly disclaim all liability and responsibility, whether direct or indirect, to any person (including the Instructing Party) in respect of any loss suffered or incurred as a result of the COVID-19 Outbreak materially impacting the Report Content, but only to the extent that such impact is not reflected in the data and information used to support the Report Content.

This report is dated **April 2023** and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Pty Ltd's (Urbis) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of the **City of Armadale** (Instructing Party) for the purpose of a **Investment Framework Technical Report** (Purpose) and not for any other purpose or use. Urbis expressly disclaims any liability to the Instructing Party who relies or purports to rely on this report for any purpose other than the Purpose and to any party other than the Instructing Party who relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

In preparing this report, Urbis was required to make judgements which may be affected by unforeseen future events including wars, civil unrest, economic disruption, financial market disruption, business cycles, industrial disputes, labour difficulties, political action and changes of government or law, the likelihood and effects of which are not capable of precise assessment.

All surveys, forecasts, projections and recommendations contained in or made in relation to or associated with this report are made in good faith and on the basis of information supplied to Urbis at the date of this report. Achievement of the projections and budgets set out in this report will depend, among other things, on the actions of others over which Urbis has no control.

Urbis acknowledges the important contribution that Aboriginal and Torres Strait Islander people make in creating a strong and vibrant Australian society.

We acknowledge, in each of our offices, the Traditional Owners on whose land we stand.

Urbis has made all reasonable inquiries that it believes is necessary in preparing this report but it cannot be certain that all information material to the preparation of this report has been provided to it as there may be information that is not publicly available at the time of its inquiry.

In preparing this report, Urbis may rely on or refer to documents in a language other than English which Urbis will procure the translation of into English. Urbis is not responsible for the accuracy or completeness of such translations and to the extent that the inaccurate or incomplete translation of any document results in any statement or opinion made in this report being inaccurate or incomplete, Urbis expressly disclaims any liability for that inaccuracy or incompleteness.

This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the belief on reasonable grounds that such statements and opinions are correct and not misleading bearing in mind the necessary limitations noted in the previous paragraphs. Further, no responsibility is accepted by Urbis or any of its officers or employees for any errors, including errors in data which is either supplied by the Instructing Party, supplied by a third party to Urbis, or which Urbis is required to estimate, or omissions howsoever arising in the preparation of this report, provided that this will not absolve Urbis from liability arising from an opinion expressed recklessly or in bad faith.

Urbis staff responsible for this report were:

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Project code	P0033197
Report number	Final v2

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